

Improving Safety Culture in the Construction Industry

The biggest safety culture project of its kind!



The UK construction industry employs more people than any other industry. Statistics would also suggest that it is one of the most dangerous industries in which to work.

One of the UK's leading construction companies, Mansell, historically out-performs the rest of the industry in terms of its safety record, but is continually looking for ways to further improve their performance.

Mansell identified the need to spend more time investigating behavioural safety issues within their organisation, and they turned to The Keil Centre for help in doing this.

In a major undertaking, Mansell commissioned an assessment of the safety culture of their entire organisation using The Keil Centre's Safety Culture Maturity® Model (SCMM). This is a workshop-based assessment method which encourages participation in assessing and developing the safety culture from a representative sample of personnel at all levels within the organisation. The assessment covered all five of Mansell's divisions in the UK, and comprised a series of 65 workshops for staff, managers, operatives and sub-contractors. In total, 592 people attended workshops, to our knowledge by far the biggest project of its kind in the construction industry.

The project resulted in five separate sets of recommendations, one for each division, to help tackle issues raised on a divisional basis. These recommendations are currently being used by each division to develop their

There were several issues that were common across the five divisions, and an associated set of recommendations that will be beneficial to the company as a whole. Mansell has already developed an action plan for the top priority issues, and has formed teams which



Janice McCann, HSE Director at Mansell, stated

"Our initiative in bringing The Keil Centre to assist us with behavioural safety has been extremely worthwhile. We would not have gained the understanding of ourselves or experienced the subsequent successful momentum without the work we have done together."

are currently working to implement several of the key recommendations.

Mansell's Scottish Division was the first part of the business to undergo the SCMM assessment in the winter of 2005. They have developed a comprehensive action plan based upon the recommendations from the assessment, and have kept the momentum going with a strong and visible focus on behavioural

safety over the past 18 months. Mansell believe that this focus on behavioural safety has helped them to achieve an excellent safety performance over the last year in the Scottish Division.

Awards and Recognition

The safety culture assessment within Mansell, and the work that has been done since to address behavioural safety has attracted recognition in a number of ways:

- In 2007, Mansell were the winner of the Contract Journal Respect for People award, recognizing excellence in fostering involvement of the workforce in making sure Mansell is seen as a safe and satisfying company to work for.
- As a result of the work conducted in the Scottish Division, Mansell were a finalist in the Building Magazine safety awards 2006, under the category of Best Building Contractor Safety Initiative.

Safety Culture Maturity Model®

- Used by clients from a range of industry sectors, including rail, offshore oil & gas, aeronautics, power generation, chemicals, manufacturing, beverages, construction & engineering.
- Used through The Keil Centre and its partners to deliver projects in the UK, Europe, Asia & North America.
- Available in 10 languages, including English, French, Dutch, German, Italian, Spanish, Swedish, Chinese (Mandarin and Cantonese), Indonesian, and Portuguese.
- Version 3.0 now available.

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