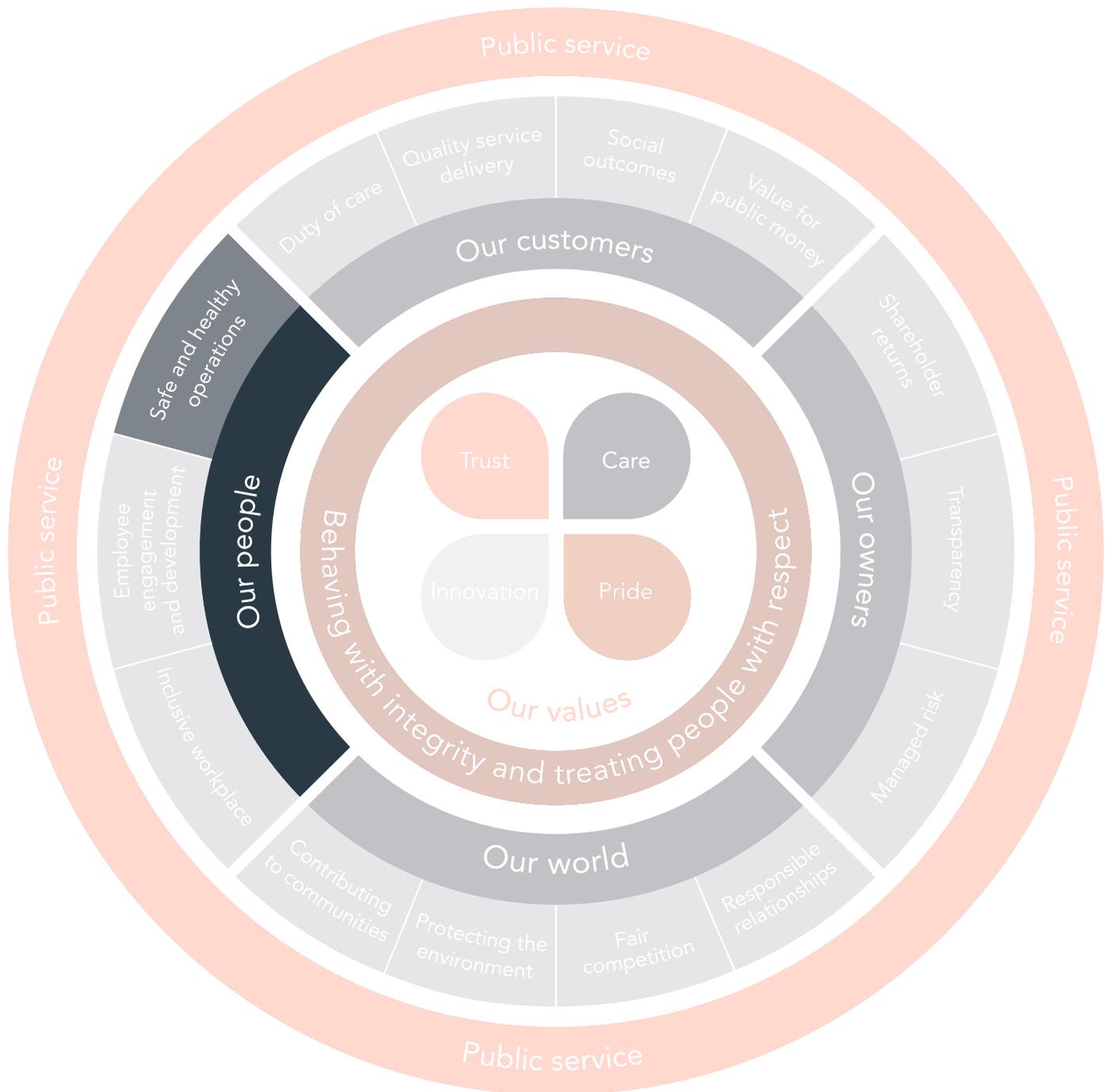


Serco corporate responsibility report 2017



Safe and healthy operations



Safe and healthy operations

What safe and healthy operations means to us

Our vision is zero harm. Wherever we work, we are committed to the promotion of wellbeing and the prevention of injury and ill health.

Our commitment

Our commitment is defined within our Health, Safety and Environment (HSE) Policy Statement, supporting standards and related operating procedures.

In summary, we strive to:

- promote a 'just' health and safety culture based on active and caring leadership and mutual trust, innovation and pride;
- actively encourage input from employees and others to build sustainable solutions, helping us make decisions based on a deep understanding of work conditions and constraints;
- identify and assess the health and safety hazards, impacts and risks that arise from our activities and services, investigating incidents and monitoring performance and systems; and
- regularly review, learn and identify opportunities for continual improvement.

Key components in our governance

- Our Corporate Responsibility Committee (CRC) provides formal review and oversight of HSE strategy and performance against agreed objectives and targets. The CRC, Executive Committee and Divisional Executive Management Teams (EMTs) review quarterly operational and strategic HSE performance reports.
- Our Group Business Compliance and Ethics Lead is responsible for developing and maintaining associated policy and governance, and chairs the HSE Oversight Group (including Divisional HSE Leads), which meets regularly to discuss strategic and operational HSE performance and share best practice.
- Divisional EMTs are responsible for appropriate Divisional adherence to policy and standards and managing associated risks, while Divisional HSE Leads are responsible for implementing policy and governance across the Division. In addition, we have c.150 operational HSE leads across the business, advising on HSE issues whilst ensuring company policy and management systems are properly applied and aligned to business requirements.
- Our annual compliance assurance and internal audit programmes cover health and safety, whilst regulatory audit and external certifications provide independent review and assurance.

Our progress and performance in 2017

We have:

- reviewed our Group policy and strengthened supporting Group Standards with the definition of safety critical risks;
- embedded Incident Management and Reporting standards to raise visibility of and improve consistency in related activity;
- launched a significant review of safety-related risks in support of the Group principal risk, 'catastrophic incident';

- continued to build our health and safety influence across the broader context of our operations, for example in Transport, where our experiences have intensified our resolve to help improve road safety in the United Arab Emirates (UAE) – not just for our people but for all UAE citizens – and strengthen our aviation safety oversight and sharing of best practice – not just regionally but internationally through a global aviation safety forum;
- piloted the Health and Safety Laboratory (HSL) 'Safety Climate' tool in the UK to evaluate and benchmark our safety culture; and
- run 'Zero Harm Week' across our Divisions in October in support of our Group objective to improve health and safety engagement by promoting a safety culture.

Key performance indicators:	2016	2017
Viewpoint Safety Index	73%	75%
Lost Time Incident Frequency Rate (per 1m hours worked)	4.98	3.93
Major Incident Frequency Rate (per 1m hours worked)	0.27	0.30
Physical Assault Frequency Rate (per 1m hours worked)	6.92	8.64
Serious Physical Assault Frequency Rate (per 1m hours worked)	0.93	1.40

For additional data and performance commentary, see: [Corporate responsibility KPIs \(page 59\)](#)

Our next steps

We will:

- develop a 'just' health and safety culture framework for adoption across the business and roll the HSL Safety Climate assessment tool out across all divisions;
- complete a formal review of our online incident management tool, launched 2017, and work to improve reporting of 'near miss' incidents;
- replicate the global aviation safety forum in other safety critical areas; and
- continue to drive continuous safety improvement in the Divisions, appropriate to the safety risks of their operations. To monitor this, we have set reduction targets for 2018 based on our actual 2017 performance – see [Corporate responsibility KPIs \(page 59\)](#)



Our CR in action

To find out more about how we are striving to deliver our vision of zero harm, go to www.serco.com/safeandhealthy