



ADCO

Safer by
CHOICE

SAFER BY CHOICE
IS ADCO'S COMMITMENT TO
STRENGTHENING SAFETY IN ALL
AREAS OF THE BUSINESS.



SAFER BY CHOICE

Our teams at ADCO work on large-scale, bespoke construction projects in unique environments, each with inherent dangers. We know that safety on every project commences well before construction begins – even before a job is tendered or won.

At the core of *Safer by Choice* is a recognition that each person involved in the design and delivery of a project is a decision maker, from the design consultant and estimator through to the landscape worker putting the final touches in place.

ADCO'S SAFER BY CHOICE COMMITMENT IS BUILT ON THREE PILLARS OF ACTION:

TAKING RESPONSIBILITY

- / Recognising that our decisions impact ourselves and others
- / Being aware of risk in our environment
- / Influencing others to adopt a safer choice

SUPPORTING EACH OTHER

- / Backing each other in making safer choices
- / Recognising and rewarding safe decision making
- / Fostering an open reporting culture

FOCUSING ON POSITIVES

- / Learning from what we do well and repeating it
- / Identifying opportunities for improvement as a positive
- / Fostering a culture of safety around us

SAFER BY CHOICE is the philosophy of taking personal responsibility, careful safe decision-making, and awareness that **EACH PERSON CAN IMPROVE SAFETY**, by choice.

TAKING RESPONSIBILITY

Each year, we induct more than 25,000 workers onto our construction sites. While we do not control every decision a worker makes, we have a responsibility to all workers and employees to provide a safe working environment.

While we have rigorous Management Systems and we are accredited to AS4801 and by the Office of the Federal Safety Commissioner, we know those systems and accreditations alone do not guarantee safe outcomes.

TAKING RESPONSIBILITY for the decisions you make, and your impact on others will improve the level of **SAFETY WE ACHIEVE TOGETHER.**





HOW YOU CAN TAKE RESPONSIBILITY

Taking responsibility is a leadership value at ADCO. It calls us to lead by example through:

CHOICES

- / making choices that avoid putting yourself in danger
- / making choices that avoid putting others in danger
- / following safe work practices including Safe Work Method Statements

AWARENESS

- / raising your personal awareness of risk in your environment
- / raising your hand when you see something unsafe
- / following safe design practices to eliminate risk

INFLUENCING

- / not encouraging others to take risks
- / persuading others to adopt safe work practices
- / valuing a team-safe environment

Don't ignore unsafe work practice – if you see it, say it.

SUPPORTING EACH OTHER

While safe delivery of a construction project requires responsible decision making by every individual, **Safer by Choice** is also anchored in a team-focussed approach to safety.

This means travelling together in the same direction, ADCO employees, our design consultants, our subcontractors and our clients.

Supporting each other calls upon each of us to:

- / **challenge ourselves** to find a safe solution
- / **back each other** in making safer choices
- / **recognise and reward** safe decision making
- / **encourage open reporting** of all safety issues

FOCUSING ON POSITIVES

We have a lot to celebrate as a business, and much of our success comes from repeating what we do well and sharing it with others.

As a nationally diverse business we have a wealth of positive experience to draw upon.

Focusing on positives means:

- / sharing **positive safety initiatives**
- / **embracing opportunities** for improvement
- / rewarding **safe behaviour**
- / celebrating **safe work achievements** and **performance milestones**

Safer by Choice encourages us to focus upon, replicate, adapt and implement positive safety strategies across the business.



OUR CULTURE, OUR IDENTITY

ADCO fosters a strong culture of safety. It is highly valued by our leadership, our employees, design consultants, subcontractors, clients and stakeholders.

Our team culture is shaped by our organisational culture. ADCO's organisational culture reflects shared values and commitments embraced by all ADCO employees across all roles. It is:

- / the way we do things
- / why we do things
- / the choices we make
- / the support we offer

On our project sites, where safety risks are amplified, our client, our consultants, our subcontractors and our suppliers are all part of the ADCO team.

Being on the ADCO team means we all travel together in one direction, safely.

OUR SUPPLY CHAIN

Our trade partners play an essential and influential role in the safe delivery of our projects.

We recognise an ethical responsibility to create a culture and environment where work is undertaken safely by all. Our subcontractors and suppliers shape that culture by making it their culture – we know we cannot do it alone.

An engaged and ethical supplier base is a keystone for Safer by Choice. Being a trade partner with ADCO means that you and your employees:

- / Take responsibility;
- / Support others; and
- / Focus on positives

It means a culture of active participation in Safer by Choice where ethical leadership sets the tone.

OUR CULTURE, OUR GOAL

REPORTING CULTURE

- / We remove disincentives for reporting injuries, near misses and opportunities for improvement
- / We encourage the prompt reporting of all incidents
- / We promote reporting of positives and negatives
- / We provide easy and efficient reporting systems

FLEXIBLE CULTURE

- / We encourage flexible thinking and innovation
- / We adopt a risk-based approach to hazards
- / We consult and consider the best solutions
- / We are aware of changing environments

Our goal is to ingrain a culture of open reporting, fairness, flexibility and learning throughout the company. Together, these important attributes provide integrity and strength to our common purpose: **a strong Safety Culture on every ADCO project.**

FAIR CULTURE

- / We do not promote blame
- / We identify factors contributing to incidents
- / We respond consistently to similar breaches
- / We investigate and communicate transparently

LEARNING CULTURE

- / We use experience to improve future outcomes
- / We identify and share root cause analysis
- / We take positive action to avoid recurrence
- / We identify presence of positives as a key learning source

LEADERSHIP COMMITMENT

Establishing a successful safety culture takes a commitment to the long term. Protecting it is the role of all ADCO employees, guided by the leadership team.

A continued, collaborative and visible commitment to positive safety outcomes from the leadership team is essential to nurturing our safety culture.

The safety leadership stimulus at ADCO is provided through the HSE Leadership Group. This group comprises the CEO, Head of Risk & Compliance, State Managers and HSE Managers.

The HSE Leadership Group is tasked with improving safety performance by:

- / identifying and responding to emerging risks
- / promoting transparent reporting
- / evaluating safety performance
- / recommending balanced lead and lag KPI's
- / responding to opportunities for improvement
- / rewarding safety innovation
- / removing barriers to improved performance





WHY WE DON'T TARGET ZERO

ADCO does not set zero targets for Lost Time Injuries – our leadership looks at safety differently. **Safer by Choice** targets behavioural change.

We believe that fewer incidents, fewer injuries, lower LTI's and early return to work are positive outcomes. But we

also recognise that too heavy an emphasis on statistical frequency rates and zero targets can lead to reduced incident reporting.

We value the learning and improvements which are fostered through open reporting.

Our team is committed to be
SAFER BY CHOICE, not Safer by Chance.

RECORDING, REPORTING AND IMPROVING

ADCO's culture seeks to reward positive performance. Our safety reporting is aligned to this. We encourage early reporting of risk and safety incidents so that transparency is engrained in what we do.

We adopt a national system of SMS notification to the senior leadership team and to the Board so that:

- / our project teams are encouraged to report serious incidents to the highest levels; and
- / our management can respond quickly and appropriately to serious events.

Leadership awareness and response is a key aspect of our **Safer by Choice** philosophy.

We record and analyse LTI's, MTI's and Near Miss incidents, but we are careful not to use those lag indicators as proof of WHS performance.

When incidents occur, we work hard to understand:

- / why the incident has happened
- / what we can do to prevent a recurrence
- / how we can share information to help others



SYSTEMS AND COMPLIANCE

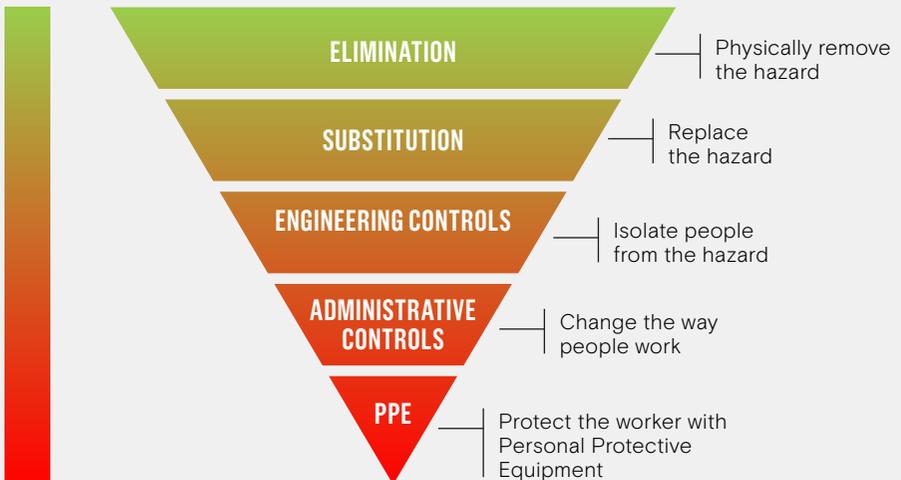
Our primary safety goal at ADCO is to ensure that our workers, visitors and the public are not exposed to risk of injury arising from our activities.

We have a robust Safety Management System with a strong focus on High Risk Activities, built around our Safety Essentials — the non-negotiables on our projects.

Compliance with our Safety Management System is critically important at ADCO. It underpins our legal and regulatory obligations and is the platform for maintaining our accreditations. It provides a framework for planning and executing work safely, but it does not make decisions. That responsibility rests with our people and our partners.

HIERARCHY OF CONTROLS

MOST EFFECTIVE

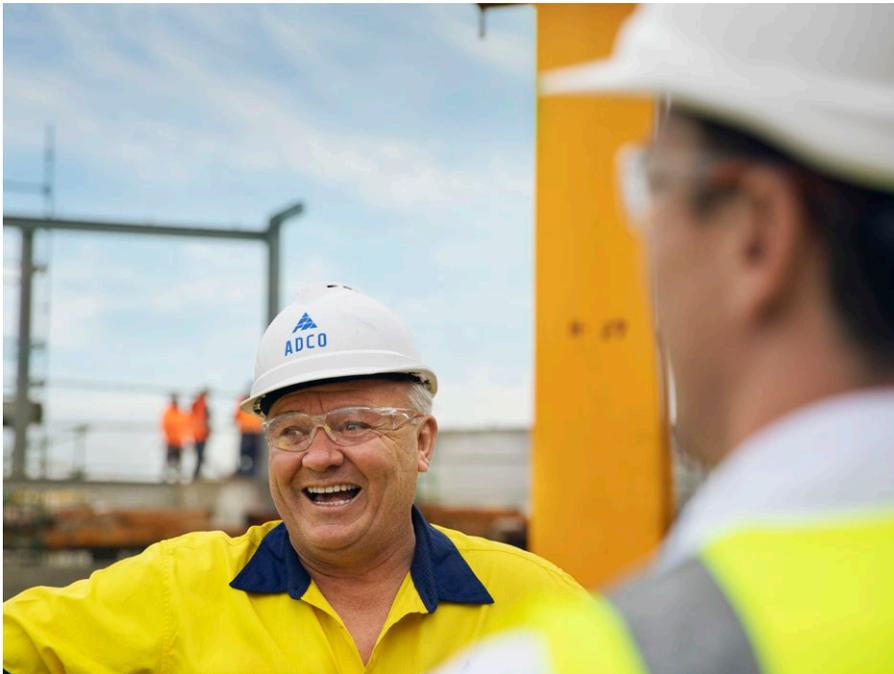


LEAST EFFECTIVE

REWARDING INNOVATION

By adopting **Safer by Choice**, we are reaching beyond just 'safe work'. We are encouraging free thinking and innovation in safety. This is achieved through:

- / better safety in design from our design teams
- / cost effective safety solutions from our tendering teams
- / improved safety and project planning from our delivery teams
- / wider consultation with our subcontractors
- / greater buy-in from our clients





SAFETY COMMITMENT

Safer by Choice is ADCO's commitment to improve safety across everything we do. It is our commitment to always ask "is it safe, or is there a safer choice?".

It calls for personal responsibility, leadership, care, teamwork, communication, respect, innovation

and a willingness to think differently – to be different.

Each person on the ADCO team, from our employees, our designers, our subcontractors and suppliers, and our clients, has the capacity to make a difference: to be **Safer by Choice**.

The best time to make a difference is always now.



ADCO

adcoconstruct.com.au



ADCO Website



Safer by Choice - Video