WE ALWAYS HAVE TIME TO WORK SAFELY

If you think it's unsafe .... STOP
and ask your supervisor.

MCCONNELL DOWELL'S
CULTURAL SAFETY JOURNEY
2015 bizSAFE CONVENTION

www.mcconelldowell.com

WELCOME & INTRODUCTION

Murray Dundas
Managing Director - McConnell Dowell
MCD SINGAPORE – 40 YEARS OF HISTORY

1971

- McConnell Dowell South East Asia Pte Ltd formed in 1971
- MacDow’s first SEA project: MOBIL - Pulau Pesek Civil foundations for tank farm

THEN & NOW 1983 & 2013 ORCHARD ROAD

Changes in Safety and Cultural are very clear
THEN AND NOW

1983

Petrochemical Corporation Singapore
Jurong Island – Pipe Bridge

2012

Exxon Singapore Parallel Train Project
Jurong Island – Pipe Rack Modules

THEN AND NOW

1980

Pipe Jack
Sungel Pandan

Today

Jurong Port
Cement Unloading Terminal T2
Video Message Mr David Robinson CEO McConnell Dowell

SAFETY TRENDS

Lost Time Injury Frequency Rate
Per Million Man Hours Worked

<table>
<thead>
<tr>
<th>Year</th>
<th>Lost Time Injury Frequency Rate</th>
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<tbody>
<tr>
<td>2002</td>
<td>2.56</td>
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<tr>
<td>2003</td>
<td>0.73</td>
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<tr>
<td>2004</td>
<td>0.18</td>
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<td>2012</td>
<td>0.18</td>
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<tr>
<td>2013</td>
<td>0.18</td>
</tr>
<tr>
<td>2014</td>
<td>0.18</td>
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</tbody>
</table>

- Hours Worked
- LTI Rate
WHY IMPROVE SAFETY CULTURE?

- It makes good business sense
- “Safety doesn't occur by accident - it comes back to planning the work, knowing the plan”.
- Provide a safe environment for all our employees.

Saidul Sarker

He has been away from home for 8 years;

He has a wife and daughter.

CULTURAL SAFETY JOURNEY

Safety is good for business –

To be successful we must integrate safety into business management

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Vs Construction</td>
<td>Safe Construction</td>
</tr>
<tr>
<td>Safety Advisors as policemen</td>
<td>Safety Advisors as support</td>
</tr>
<tr>
<td>Risk management process as a paperwork chore</td>
<td>Risk management process as valuable planning tool</td>
</tr>
<tr>
<td>Delegation of all safety responsibility</td>
<td>Personal passion for safety</td>
</tr>
</tbody>
</table>
CULTURAL CHANGE

CHANGE REQUIRES TOP-DOWN LEADERSHIP ACTIONS WITH VISIBILITY AND COMMUNICATION + GRASSROOTS UP – EMPOWER THE TEAM

VISION & VALUES COMPASS

Our Vision:
Leaders in Infrastructure Development

Our Purpose:
We are a progressive engineering, construction and maintenance company building better communities through safe, smart, efficient infrastructure

Safety
Everybody goes home without harm

Protect
We always protect ourselves, our teams, our clients, the community and what we stand for as a business

Lead
We equip, inspire and empower our people and teams to be their best

Grow
We prosper through the growth of ourselves, our teams, the Company and our clients

Deliver
We deliver what we promise and are accountable to ourselves, our teams, the Company and our clients

Sustain
We act today with the future in mind
SAFETY IS ABOUT PEOPLE

- Safety is about people
- You need to communicate to connect
- Supervisors are the Key
- Educate & reinforce Vision & Values
- Nothing beats just talking to the workforce and getting feedback

ENGAGE THE WORKFORCE

As Leaders we need to be:

- **Responsible**: Take control, and follow up
- **Equitable**: Treat all with dignity and respect
- **Empathetic**: Put yourself in other people’s shoes
- **Competent**: Know what has to be done and accept nothing less.
- **Trusting**: Trust in the individual

**Set Expectations**: Set the expectation and lead by example

ALWAYS WALK THE TALK
Annual Safety Pledge at every project lead by Management

SAFETY PLEDGE

Visible Leadership is the key

Workers will follow the Leaders and Supervisors before a procedure.

David Pau - PM
Focus on the standards with good access and housekeeping. Set the expectation for the project.

Paul Thomas - PM
Inductions are very important. I get the safety message across by personally attending each induction. Tool box talks are essential for communication.

David Christodoulou
Operations Manager
Civil & Marine
Lead by example and follow the plan.
SAFETY LEADERSHIP

How to make it happen
Visible Leadership

Say it 7 times in 7 different ways

- Culture Surveys
- MCD Safety Leadership On Boarding for all leaders
- Statutory Training
- Mentoring and Coaching
- Visiting Managers Reviews
- Inspections
- Auditing – Internal and ISO external audits
- Investigations and communicating lessons learnt to workforce
- Hazard Identification reported by all members of workforce
- Pro Active Near Miss Reporting

MCD has conducted In-house Culture Surveys annually since 2006.
- Culture surveys provide employees with an opportunity to provide feedback, especially with regard to HS&E performance and identify opportunities for improvement.
- Results are anonymous, so people can express what they really think.
- Results from in-house Culture surveys are communicated back to the employees and are used to develop Safety Improvement Plans.

CultureSAFE survey was introduced in 2013 and repeated in 2014/15.
There are many similarities with the MCD in-house survey and CultureSAFE.

Step 1 - Diagnostic - Both surveys capture and analyse the organisation’s culture.
Step 2 - Reporting – Data is grouped into key areas. MCD use this information in conjunction with other behavioural tools e.g. weekly overview of incidents and initiatives across all projects communicated to workforce.
Step 3 - Action Planning - Safety Improvement Plans are developed
Step 4 - Implementation - Safety Improvement Plans progress monitoring
Step 5 - Review and Evaluation – Improvements are captured in Lessons Learnt database and Corporate systems and procedures are reviewed to capture and ensure changes are embedded into the way we work.
DEVELOPING OUR CULTURE

SAFETY GOLDEN RULES

- Established 10 Safety Golden Rules
- Designed to protect our workforce from serious injury.
- The Safety Golden Rules are Non Negotiable and must be followed by everyone at all times.
- Any breach of a Safety Golden Rule will be investigated and breaches will result in disciplinary action being taken.

DEVELOPING OUR CULTURE

- Mandatory Stand Downs on all projects for at least half a day to focus solely on safety.
DEVELOPING OUR CULTURE

Visiting Managers Project Reviews

- Senior Managers review and report back on observations and recognise good performances and opportunities for improvement on all projects.

- KPI are set for all Senior Managers in the business to perform Visiting Managers Review

- An Performance table is published monthly and is published on corporate intranet

DEVELOPING OUR CULTURE

CEO Conference Calls drive Continual Improvement

- Following any serious injury or High Potential Incident, Senior Leaders from the involved project must present to the CEO and Group Safety Manager a detailed presentation of the incident.

- The Project Manager, Construction Manager, Superintendent and Supervisor must demonstrate to the CEO that they have:
  - Conducted a thorough investigation and identified the ROOT CAUSE of the event
  - Have implemented Corrective Measures and Preventative Measures to ensure that there is no recurrence
  - Communicate the findings to the workforce
CULTURAL CHANGE AND HEALTH

We genuinely demonstrate that "we care" about Employees welfare

Health

• Medical Assistance
• Pre Employment Health Examinations
• Annual medical screening / checkup which includes cancer screening, heart check (ECG), blood and urine analysis. Results remain confidential.
• Confidential, external Employee Assistance Program and offers professional counselling services

CULTURAL CHANGE AND HEALTH

We pride ourselves on doing more than is required

Caring

• A 33 year old General Construction Worker from Bangladesh, suffered a severe stroke in his dormitory and suffered paralysis on his right side. We provided and paid 8 weeks of intensive medical care and rehabilitation.
• The Doctors and medical staff of NUH expressed sincere gratitude to McConnell Dowell for the support and assistance given and stated that most companies would immediately send the patient to his home country.

Donations being passed to wife by MCD Staff member who accompanied the patient on the repatriation to Dhaka.
OUR PEOPLE - RECOGNITION
MCD CULTURAL JOURNEY

• Set the expectation of Company Values and Vision
• Communicate openly with workforce
• Genuinely demonstrate “We care”
• Our Leaders are actively involved - lead by example and be ACCOUNTABLE
• Say it - 7 Times in 7 Different ways
• Acknowledge and Reward good performance, both individually as well as teams or the project

MAKE IT HAPPEN

Ensure all our workforce goes:

HOME
WITHOUT HARM

Thank you