

Leighton Contractors (Asia) Limited

The Management of High Consequence Risk

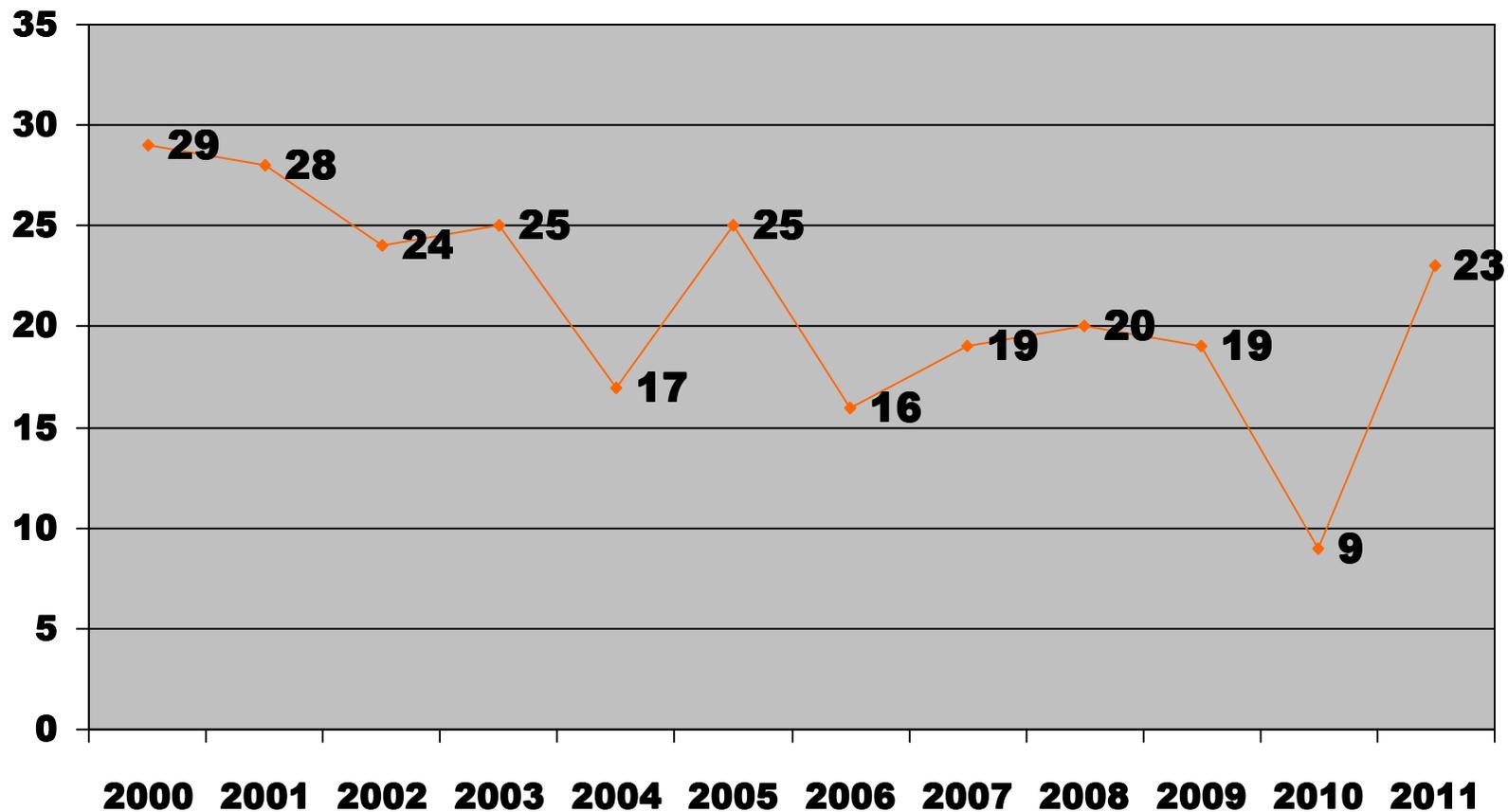
Brian Gillon – Executive General Manager

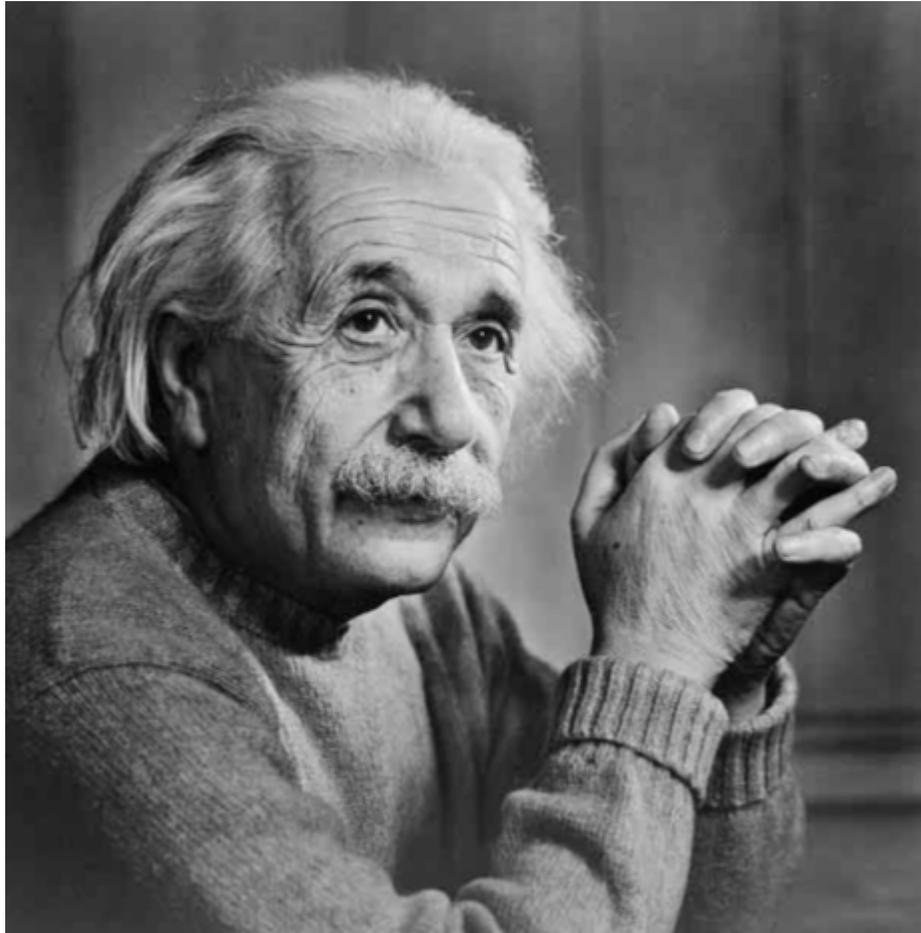


An Alarming Statistic:



Number of Fatalities in the HK Construction Industry





Professor Albert Einstein

“The definition of insanity is doing the same thing over and over again and expecting different results”





CHANGE IS CLEARLY NEEDED !!!



Rudy Giuliani – Ex Mayor of NYC

“When you confront a problem you begin to solve it”

The Leighton Journey:

- In depth accident investigations
- Independent “Cold Eye” Review
- Facilitated Staff Workshops
- Learning from overseas
- Learning from other industries

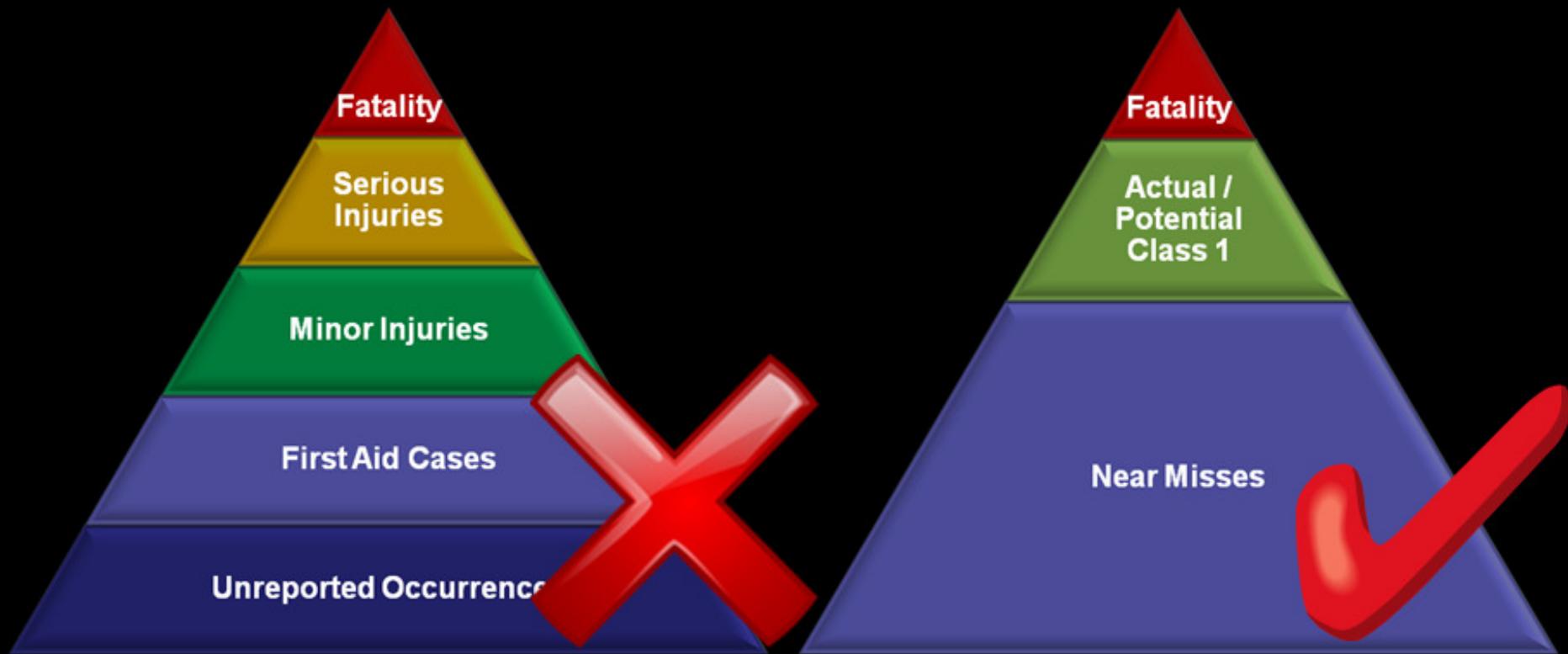


Understanding Our Issues:

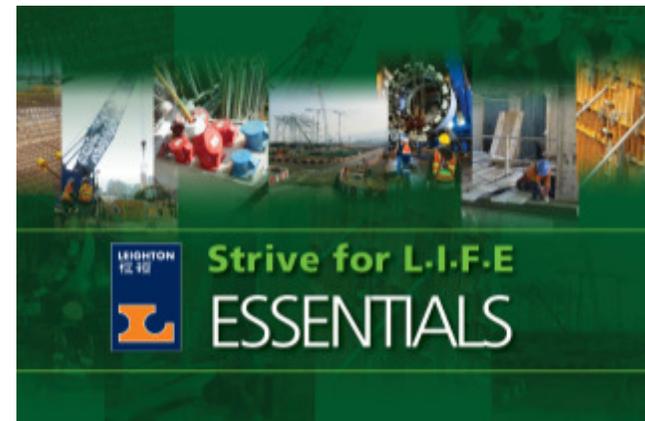
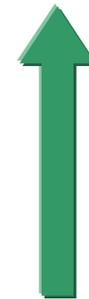
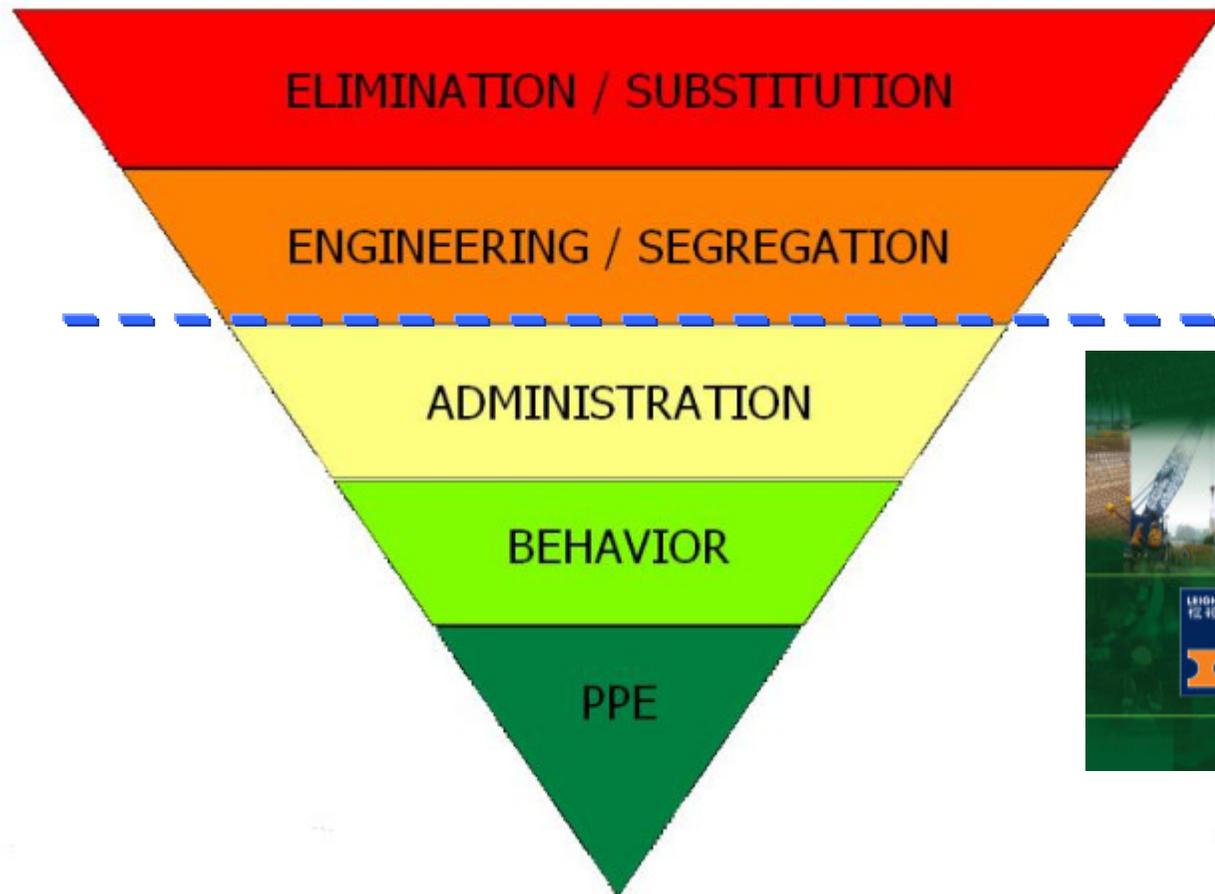


- We were only learning from accidents / incidents.
- Lack of focus / emphasis on the “Real Risks”.
- Too much “SOFT” control reliance
- People unclear of their specific responsibilities.
- Complex Risk Management process.
- Huge paperwork burden.

Where We Should Be Focused:



Working Above The Line; Apply HARD Controls....

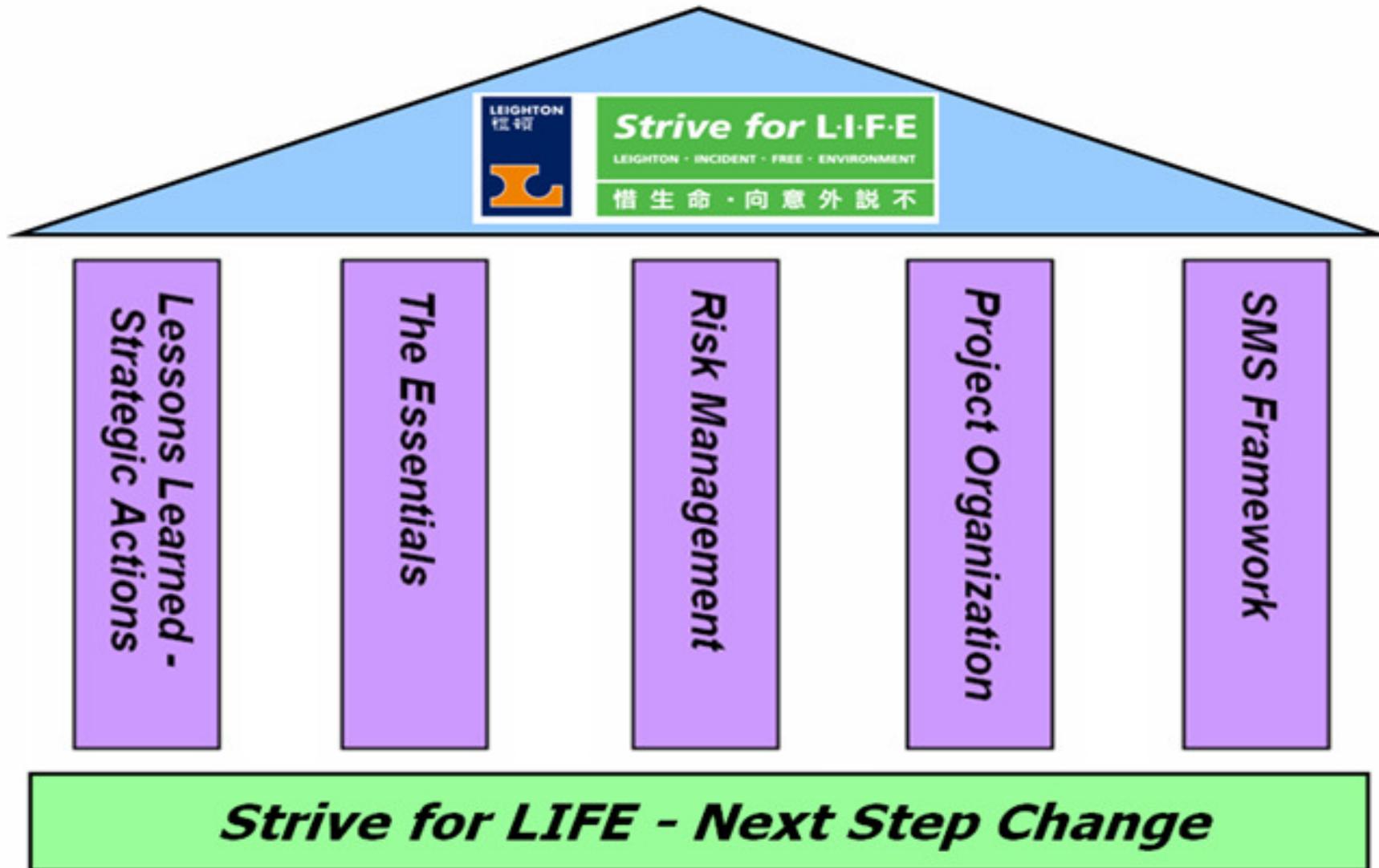


Our Industry Needs to Focus on the “Real Risks”

- Working at Height
- Mechanical Lifting
- Plant & Equipment
- Temporary Works
- Tunnels & Excavations
- Confined Space Work
- Working with Live Services



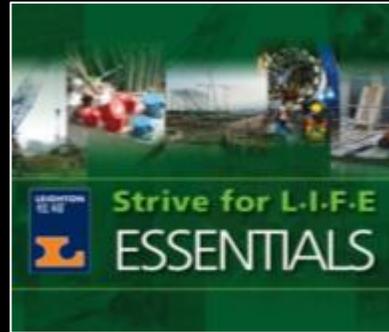
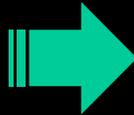
Our Five Pillar Strategy:



The 5 Pillar Process:



Near Miss Reporting



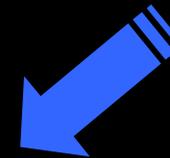
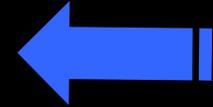
The Class 1 Essentials



Enhanced Risk Management



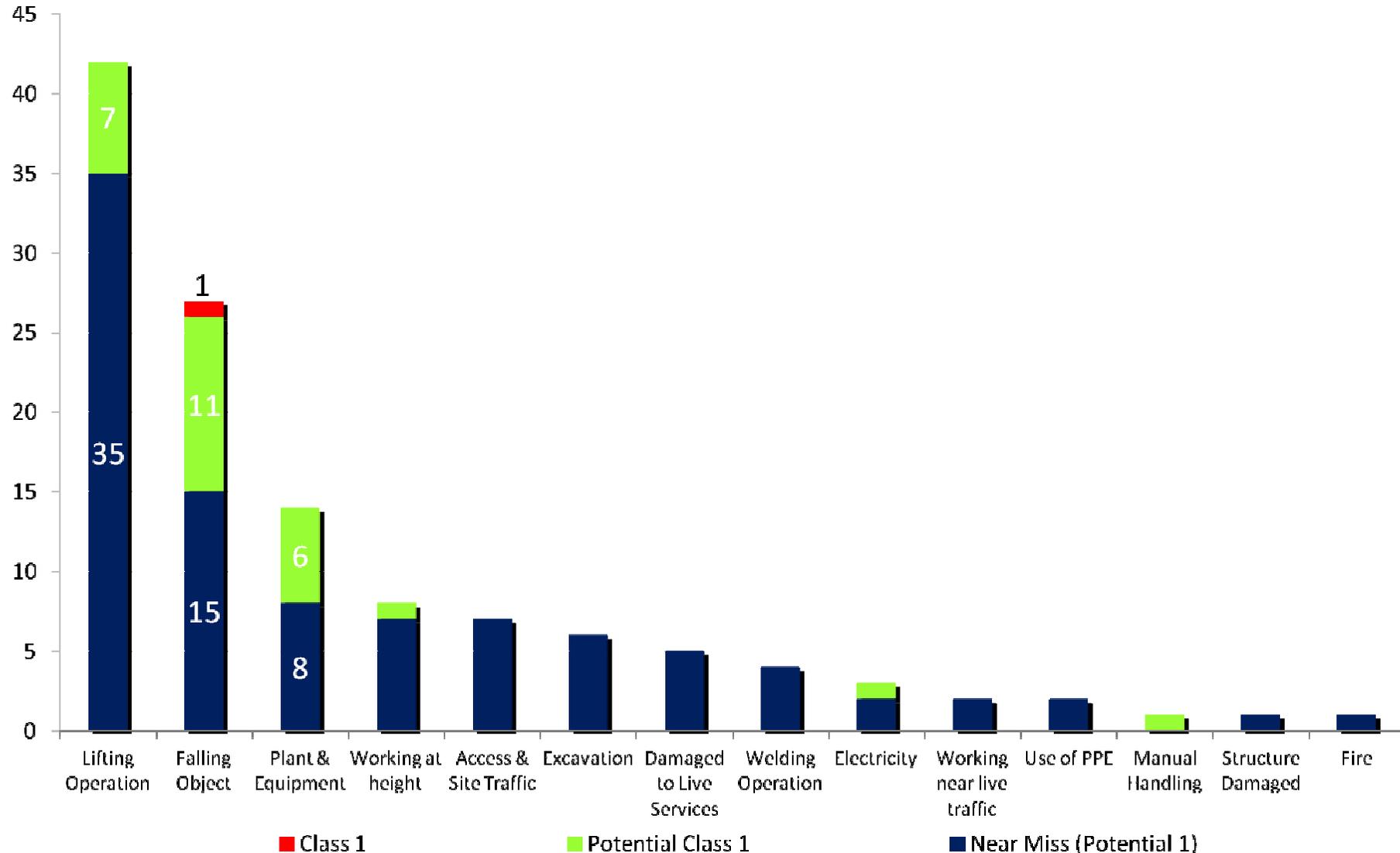
Project Organization



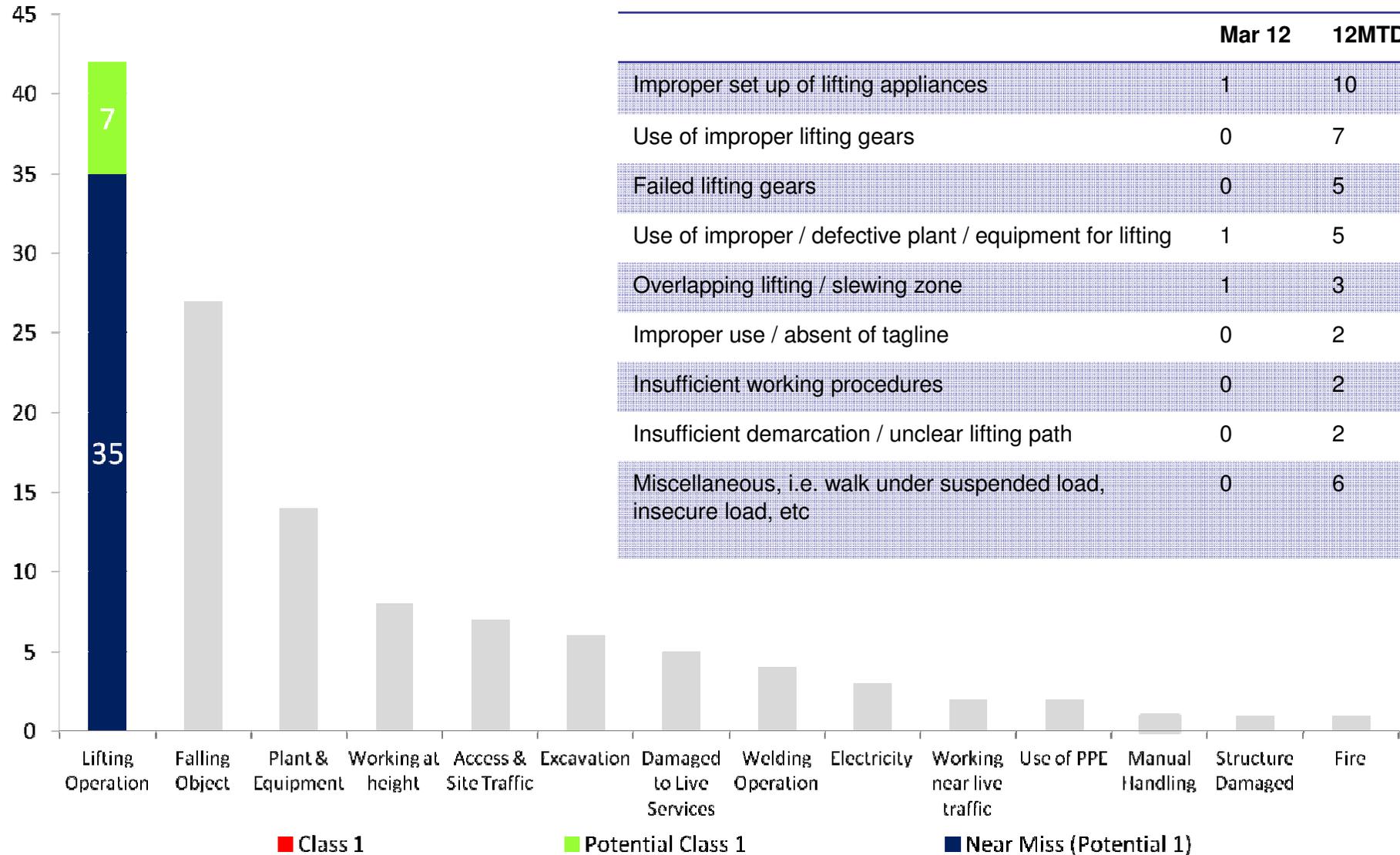
Simplified SMS



We need to understand specifically where the incidents are occurring:

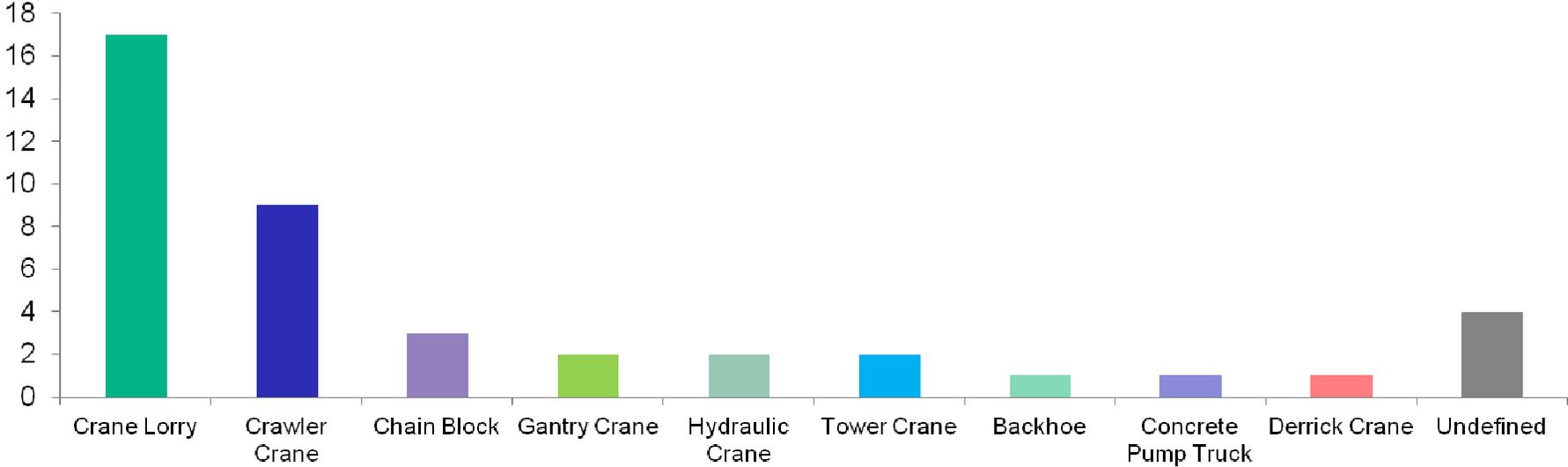


We need to determine immediate causes:

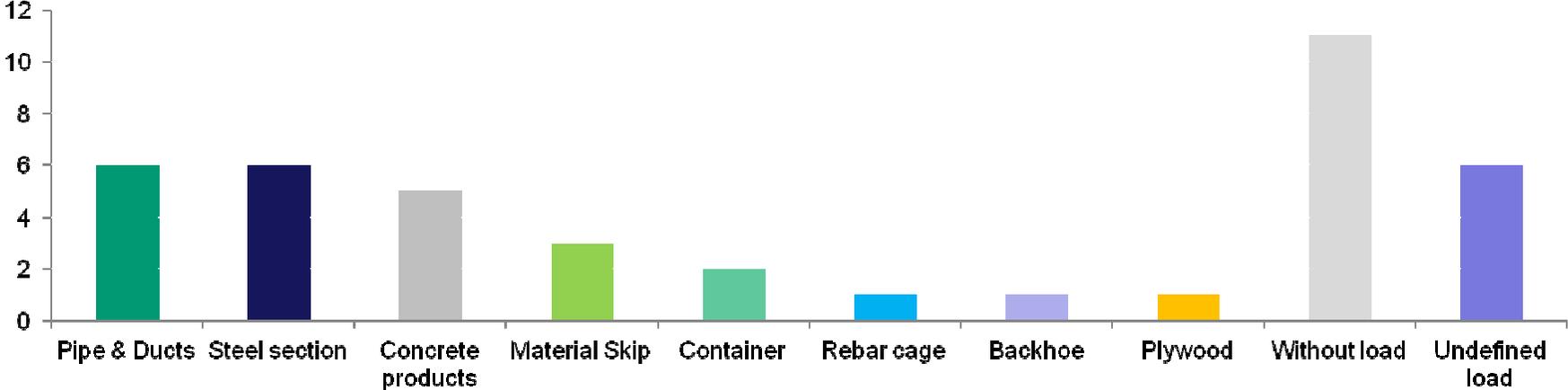


	Mar 12	12MTD
Improper set up of lifting appliances	1	10
Use of improper lifting gears	0	7
Failed lifting gears	0	5
Use of improper / defective plant / equipment for lifting	1	5
Overlapping lifting / slewing zone	1	3
Improper use / absent of tagline	0	2
Insufficient working procedures	0	2
Insufficient demarcation / unclear lifting path	0	2
Miscellaneous, i.e. walk under suspended load, insecure load, etc	0	6

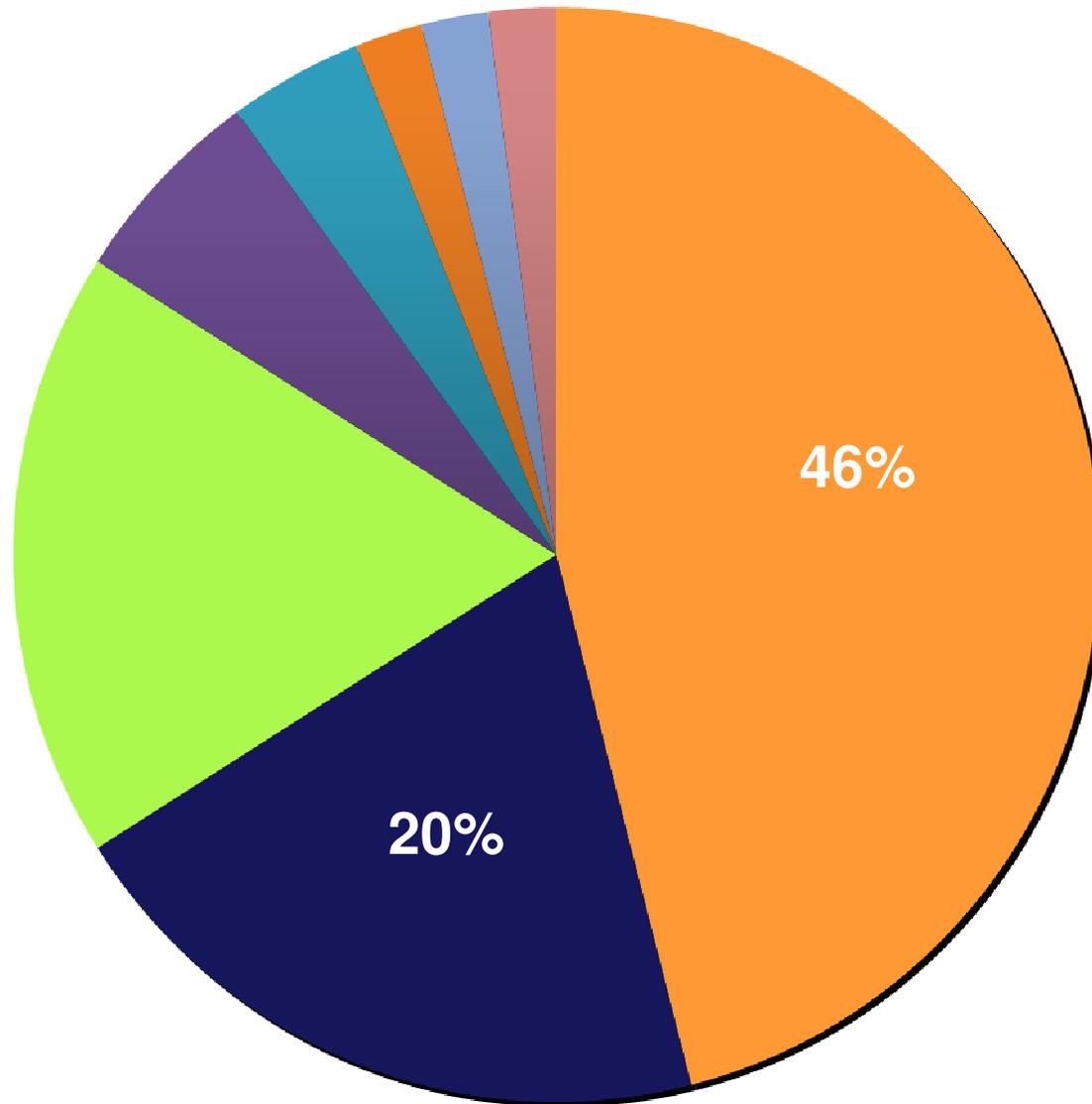
We must understand the type of Equipment being used:



Load Involved



And we must determine Root Causes:

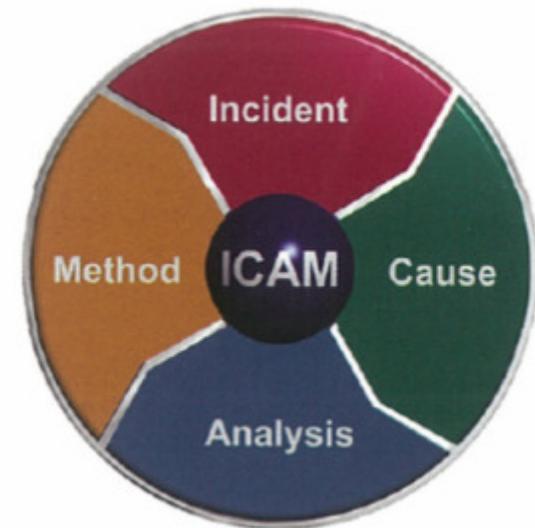


- **Safe Work Instruction**
- **Hazard Awareness**
- **Risk Control**
- **Supervision**
- **Safety Device Operation**
- **Guards / Barriers**
- **Warning System**
- **Protection System**

We Need to Understand the Real Causes of Accidents:



- We must Focus on the real risks
- We need to understand root causes
- We must address risks **strategically**



Strategic Changes Made at Leighton



- Safety Harnesses are not to be a primary means of protection



Strategic Changes Made at Leighton



- All new crane trucks have load indicators linked to outriggers extension
- Crane trucks are to be used only to pick up and carry.



Strategic Changes Made at Leighton



- FROP provided for lifts on boom jumbos.



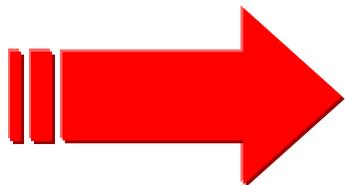
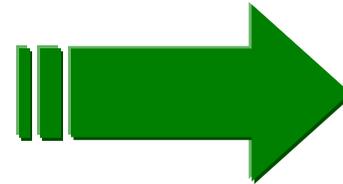
The Hong Kong Construction Industry Opportunity for Improvement

2011, 23 Fatalities in HK:



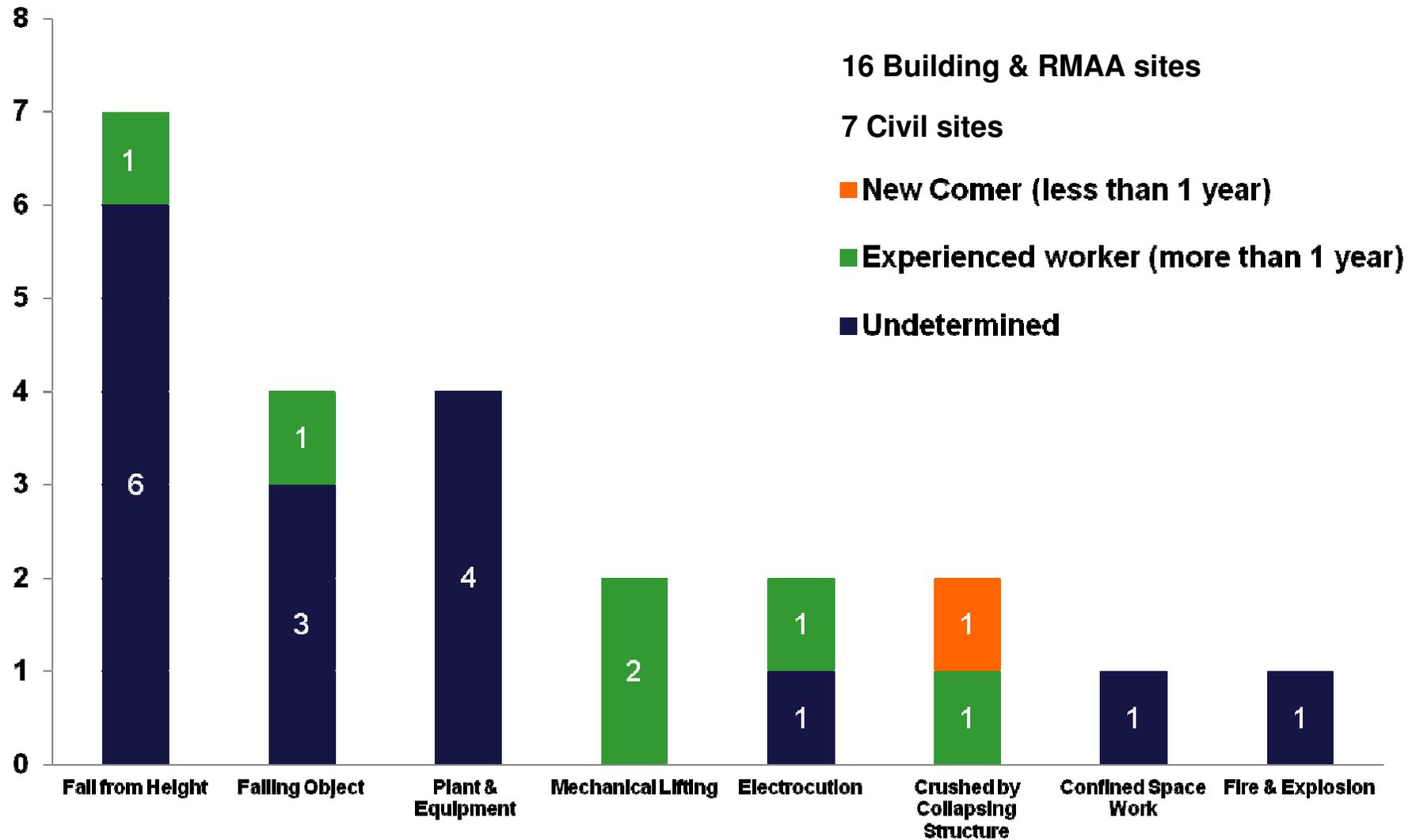
- We need to analyse and understand the real risks;
- We must do things differently;
- We need to achieve a different outcome.....

Understand our issues !!!



Address them Strategically !!!

Analysis of HK Construction Fatalities in 2011





Thank You