



CONSTRUCTION
INDUSTRY COUNCIL
建造業議會

Osaka Safety Culture Visit



9-13 October



KEY TAKEAWAYS

- Deeply rooted culture of respect and care. Housekeeping was exceptional - pride
- Japanese Industrial Safety & Health Act, mature prescriptive legislation that is understood
- Minimal safety professionals onsite as there is true ownership by frontline and middle managers
- Minimal foreign labor
- Strong planning, preparation and culture of compliance
- Consistent sub-contracting base and performance
- Work area handover protocols
- Use of technology to support communication, understanding and process
- Positive re-enforcement of behaviours – no blame, and learning from employees
- Nurture leaders through onsite training and learning
- Apply values similar to the five principles of Human Organization Performance (HOP)



WHAT CAN WE DO?

- **Understand the blame culture within the industry and workers fear to tell the problems**



blame fixes nothing, error is normal, lets make learning from normal work our culture (HOP principles). Look to fix the systems and work environment, before we blame the worker

- **Sub-contractors understanding of safety performance and culture**



build tools to support and grow the knowledge from within the industry associations

- **Accountability for sub-contractor performance**



developers and owners need greater understanding of obligations to sub-contractors and what this looks like.

- **Sub-contractor Relationships**



building longer term relationships with sub-contractors enables them to invest and develop safety performance that lead to better quality and efficiency across projects

- **Innovation**



support and develop use of technology to reduce the worker exposure to high-risk activities



Representatives

- CIC
- CLP Holdings
- Civil Engineering & Development Department
HKSAR Government
- Buildings Department HKSAR Government
- Swire Group
- HK Housing Society
- Chevalier Group
- Gammon Construction
- Hip Hing Construction Co. LTD
- Kum Shing Group
- HK Institute of Engineers
- HK University of Science & Technology
- China State Construction International Holdings
- HK General Building Contractors Association
- Development Bureau, HKSAR Government
- Registered Specialist Trade Contractors Federation
- Federation of HK Electrical & Mechanical Industry Trade
Union

CLP approach to building stronger workplace culture

CIC Workshop

15 November 2023

Performance

- Very low TRIFR and LTIFR – not our focus
- Building the principles of HOP into leadership training
 - How work is done versus how work was imagined – correct the misalignment
- Learning from Normal Work is proactive and engaging with workforce
- Blame – we are working to improve the blame culture.
 - every choice lives in context and that we need to explore this context with our people to further understand the how and why the choices were made.
- Systems and processes are continually reviewed to ensure fit for purpose
- Fix the workplace workplaces so the interaction with people provides less exposure