



# **METROSELSKABET**

## **Safety Culture Assessment Scope of Service**

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**Issued by:** Metroselskabet I/S

**Approved by:** HVI

Hans Peter Blond-Vildersbøll

**Checked by:** FRL

Frederikke Leth

**Prepared by:** MAMO

Matilde Maja Mostrup

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## 1 Background

Since Metroselskabet I/S (MS) commenced the Cityring construction in 2011, the performance with regards to health and safety has fluctuated considerably. MS wishes to create lasting improvements of the performance within this area and send people home from work safe and healthy every day.

To learn and improve results regarding health, safety, culture and performance, MS has launched collaboration with OilGasDenmark. The oil and gas industry is a high risk environment compared to the building industry, but continues to be a strong global player in relation to health and safety aspects.

The collaboration with OilGasDenmark has inspired MS to move forward on the health and safety issues using some of the same tools, best practices and lessons learned from the oil and gas industry.

Here are some of the challenges that MS is facing:

- Volatile health and safety performance which at the current stage largely seems unresponsive to the previous efforts
- A need to understand how the organisation can lead in relation to health and safety

Furthermore, the following characteristics distinguishing the organisation should be considered:

- We largely work through contractors. They are at “arm’s length” in terms of control and the contractor employees are the ones being injured
- Most people in the organisation come from Danish and Eastern European Construction and Infrastructure, where a lower level of safety and health is considered ‘normal’ and ‘acceptable’ in comparison to the oil and gas industry.

### **The vision**

Our vision is simple and ambitious. MS will be first mover and contribute to a transformation of the Danish construction and infrastructure industry by setting new standards for health and safety. Currently, Denmark ranks at the bottom quartile amongst EU countries regarding safety. In a long term perspective, stronger benchmarks will not only improve Danish safety culture and performance. It also holds the potential of increasing productivity in the industry.

## 2 Requirements to deliverables

The Consultant is to perform an assessment of the safety culture in MS. The assessment is expected to be mainly conducted through interviews of selected key informants on all levels of the organisation. Furthermore, the perspectives of contractors, cooperating partners etc. on MS’ safety culture can be included to get a broader picture. It is optional to complement the results with other methods, but this needs to be described in the Consultant’s method statement.

The final outcome of the assessment must include as a minimum:

- A report on the main findings and characteristics of the current safety culture
- Benchmarking to similar industries
- Recommendations for short-term actions to improve safety culture
- Recommendations for long-term, strategic actions to improve safety culture
- Other important key issues that the Employer needs to take in to consideration

All recommendations shall be research and/or evidence based.

Findings, output and recommendations from the Consultant must be presented for MS management. Preferably, the Consultant also facilitates a workshop in order for MS management to engage and interact with the report on findings in a confidential space and discuss what the findings mean for the organisation.

Which parts of MS that should be subject to the assessment will be determined and agreed between the parties after contract signing.

In order to get as close to the cultural indicators as possible the interviews shall be conducted face to face at the Employer's facilities. In special cases key informants can be interviewed by phone or videoconference if not possible otherwise.

The Consultant is responsible for scheduling and booking interviews.

**All deliveries must be made in English.**

### **3 The Employer's deliverables**

The Employer will provide the Consultant with:

- Information of organisation structures in MS, contractors and subcontractors
- Resources for supporting the selection of key informants and conveying contact information
- Resources for interviews, work-shops etc.
- Access to construction sites and the required safety equipment and briefings for the Consultant working in the field

Note that resources from MS will only be partially available in July 2017.

### **4 Employer's Time Schedule**

The assessment is expected to begin one week after awarding of tender (approximately June 7). Final date of delivery is August 14 2017.

A draft report showing the expected content should be available for comments on July 15.

Preliminary findings of the assessment must be presented to the employer at a meeting approximately three weeks in advance of the final delivery.