

BRADFORD WATTS

Behavioural-Based Safety Awareness Staff Booklet

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

Roles & Responsibilities

Managing Health and Safety on Construction Sites is the responsibility of Bradford Watts Management and the Site Supervisor Staff.

1. However, it is **everybody's** responsibility to work safely and report unsafe conditions on any site.
2. By law, any company engaging more than **5** employees must compile a written Health & Safety Policy,
3. The Health & Safety Policy is communicated to workers during Site Inductions.
4. Health & Safety expectations on site will be reinforced by:
 - **Health & Safety Procedures.**
 - **Explanation of Risk Assessments & Method Statements.**
 - **Toolbox Talks/Daily Briefs.**
 - **Enforcement of Permit to Work Systems.**
 - **Health & Safety Posters/Notices.**
5. When you first start on site you should always attend a Site Induction.
6. Examples of areas/subjects that would typically be covered during a site induction:
 - **The site rules.**
 - **Where you will be working.**
 - **Welfare facilities.**
 - **Information on any area where you should not go.**
 - **Emergency and First Aid arrangements.**
 - **Current site hazards.**
7. By law, Risk Assessments must be completed for all work activities.
8. Risk Assessments help identify **Hazards** in the workplace.
9. The findings of a Risk Assessment will result in the production of a Method Statement.
10. A Method Statement should detail:
 - **Level of competence and training required.**
 - **Materials, tools and equipment required.**
 - **Order and correct way of doing the job.**
11. If you cannot do a job in accordance with the Method Statement, do not start work until you have spoken to your Supervisor.
12. Health & Safety Executive (HSE) Inspectors may inspect any site at any time without notice.
13. If an Inspector identifies a problem, depending on the severity of the issue, the Inspector is able to issue enforcement notices:
 - **Prohibition Notices.**
 - **Improvement Notices.**
14. Guidance on Health & Safety is primarily contained in the Health & Safety at Work Act 1974.
15. The Health & Safety at Work Act is important because it places legal duties on **Employees & Employers** alike.

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

Accident Reporting & Recording:

The construction industry accounts for more than one **Quarter** of all work-related deaths in the UK each year.

Accidents can be split into three main categories:

- **Serious Accidents (resulting in death or serious injury).**
- **Minor Accidents (minor cuts, grazes and slips etc).**
- **Near Misses (incidents where someone could have been injured).**

All accidents must be reported to your supervisor for recording purposes.

By Law certain types of accident must be reported to the Health & Safety Executive.

These include accidents resulting in:

- **Death.**
- **Serious injury.**
- **Any injury resulting in seven consecutive days absence.**

Bradford Watts often conduct accident investigations, even when there has been a '**Near-Miss**' - this is to ensure that the company finds out the causes of the incident, with a view to preventing it from happening again.

Investigations will often take place immediately after an accident or Near-Miss, while the details are still clear in everyone's mind; if you are injured always report it to a First Aider, or your' Supervisor.

Guidance on accident prevention and reporting is contained within the Reporting of Injuries, Disease & Dangerous Occurrences Regulations (RIDDOR-2013) and the Company Accident Reporting Procedures.

Bradford Watts Core Beliefs to Workplace Health & Safety

- All injuries are preventable.
- All Employees are responsible for their own Safety & the Safety and that of their work colleges.
- Management is ultimately responsible for the Safety of all Employees.
- Working safely is a condition of Employment.
- All risks are to be identified, addressed, and managed.
- Educating and Training Employees to work safely is essential.
- Preventing injuries is good business – a profit centre activity.
- Safety, production, cost and quality depend on each other.
- Safety should never be compromised for production or convenience.
- Every employee has the obligation to shut down an unsafe operation.
- The continuing Health and Wellbeing of each Employee is vital to Bradford Watts long-term success.

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

What is Behavioural-Based Safety?

Everybody who works to reduce accidents and improve Safe Performance is concerned with Human Behaviour.

Is everybody who is concerned with reducing workplace injuries, illnesses, and the work practices associated with these injuries and illnesses, employing “Behavioural Safety”?

While Behavioural Safety shares a concern with human behaviour & safe performance in the workplace with other approaches, it is more than that. Behavioural Safety is the application of behavioural research on human performance to the problems of safety in the workplace. This means that any Safety program labeling itself as a Behavioural Safety Program must meet the standards of Behaviour Analytic Research as practices are applied to the workplace.

How does Behavioural-Based Safety work?

Behaviour analysis is the science of behaviour change. Applied behaviour analysis is the application of the science of behaviour change to real world problems, such as Safety Performance. As we do this, we are looking for functional or systematic relationships between:

- Environmental changes, i.e., the stimuli or cues that lead to behaviour.
- The behaviour itself, such as specific areas of work performance.
- And the consequences of behaviour, i.e.; the positive or negative responses that occur immediately after a person performs a particular work task.

Why all the interest in Behavioural-Based Safety?

The application of Behavioural Research to the solution of human problems is building & demonstrating the first effective and reliable technology of Behaviour Change in human history. No other field of psychology or the Behavioural Science has been able to successfully do this.

In workplaces with troublesome rates of unsafe performance, behavioural Safety Programs, properly implemented, produce significant improvements in safe performance and major reductions in workplace injuries and illnesses. Human suffering and financial costs are sharply reduced. Moreover, the costs of producing these gains in human performance are a good investment. Paying for themselves many times over.

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

Could the Leadership-bases Safety be the Key to Behavioural Safety Awareness

1. Behavioural-Based Safety relies on trust between labour and management. Management and Labour must each earn that trust. Management is important, but without strong leadership, you can manage all you want, but all you get is a nice set of safety manuals sitting on a shelf collecting dust. Labour is important, but without leadership, all you get is a series of failed attempts at system improvement. Leadership is the key.

Antecedents – are pre-existing sensory or intellectual input that triggers behaviour and influences decision-making.

- **Tell us what to do to receive consequence –**
- **Can be tangible/concrete or intangible/abstract –**
- **Only as powerful as the consequences that support the –**

Behaviour – refers to acts or actions by individuals that can be observed by others. In other words, behaviour is what a person does or says, as opposed to what he or she thinks, feels, or believes.

- A dead man can't do it –
- Must be observable, measurable –
- Anytime, anywhere, anybody –

Consequence – is simply what happens to the performer as a result of the behaviour. A consequence can be:

- Positive or negative. Does the consequence help or hurt from the performer's point of view?
- Immediate or future. When will the consequence occur?
- Certain or uncertain. What's the probability Anytime, anywhere, anybody –

Why do you work safely?

Antecedent(s)	Behaviour	Consequence(s)
Onsite Tool Box Talk for planned use of Abrasive Wheels	Put on my Safety Glasses	Safe use of angle grinder preventing any injury to the employees eyes/vision

Which is the greatest influence on Safe Behaviours?

Activator(s)		Consequence(s)
Being provided with Safety Advice / Safe Methods	Vs	Suffering personal injury or near miss

Motivation Strategies: Behaviour is a Function of Consequences. Every culture is a culture of consequences.

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

Consequence that increase Behaviour may consist of:

Positive reinforcement – To be effective, it must increase desired behaviour. You work to get something and may perform far beyond the minimum standards. This is the only strategy that works to increase discretionary effort. The focus is on success.

- Worker performs to receive the consequence
- Worker may perform far beyond the minimum standards – discretionary effort.
- The only strategy that works is to increase discretionary effort
- If you report a hazard, you are recognised.

Negative reinforcement – Intent is to increase the desired behaviour. You work to avoid something you don't want and usually perform only to the minimum standards. This strategy may work well if the focus is only on compliance.

- Worker performs to avoid the consequence – Fear based.
- Worker performs to the minimum standard – Just enough to get by.
- Can work well if the focus is on compliance
- “If you wear the Eye Protection, you won't get injured.”
- “If you comply with safety rules, you won't be disciplined.”

Consequence that decrease behaviour

Punishment – Intent is to stop undesired behaviour. You get something you don't want when you misbehave. Punishment does not predict what the replacement behaviour will be. It is usually unintentional.

- You get something you don't want when you misbehave.
- Does not predict what the replacement behaviour will be.
- Is usually unintentional in organisations.
- “If you engage in horseplay, you will be suspended from work.”

Extinction – Withdrawal of positive reinforcement. You work in a culture that ignores performance. There is no relationship between performance and consequences. It is epidemic in organisations. It doesn't matter how hard you work.

- “Worker eventually performs without expectation of consequences, (other than wages)”.
- Person is ignored – no relationship with management.
- Is epidemic in organisations.
- “It doesn't matter how hard I work around here”.
- “Apathy is rampant, but who cares.”

To be effective, any consequences (Positive / Negative) should be:

- **Instant** – occurs immediately after the behaviour/performance.
- **Significant** – perceived as more than an entitlement. Significance is defined by the receiver.
- **Sincere** – genuine appreciation or disapproval. You really mean it. Motives for recognising are not questioned.

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

Micro Approach to Consequences

Improvement is achieved primarily by changing the behaviour of the hourly employee.

Behaviour-Based Safety

Refers to the use of applied behaviour analysis models to achieve continuous improvement in Safety Performance. In-depth research about what works and what doesn't. Some Safety Programmes fail because too many antecedents – things that come before behaviour – Safety Rules, Procedure, Meetings, and so on.

Steps in the Behavioural Safety Process – The Safety Improvement Process.

- **Identify Critical Problem Behaviours.** These become action items to work on.
- **Identify root causes.** The “basic things,” that are required to fix or eliminate the potential problem(s).
- **Generate Potential Actions.** Think of as many solutions as possible .
- **Evaluate Possible Actions.** Choose those that are most productive.
- **Develop an Action Plan.** To carry out the chosen solutions.
- **Implement the Action Plan.** Carry out the changes and limit any variables identified.
- **Conduct follow-up Action(s) Problem(s) solved?** Measure and evaluate the outcome/findings.

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

Observation Awareness & Techniques:

Supervisors – are aware and skilled observers of unsafe acts, able to take action to prevent their recurrence, and to encourage Safe Working Practices.

Employees – are encouraged to observe and audit themselves to prevent injuries and improve Safety Performances.

Audits – identify employee self-auditing (independent and observational feedback to peers (interdependence)).

Macro Approach – Permanent improvement is achieved through cultural change.

- **Assess and analyse the culture.** What belief systems are in place?
- **Educate and train to affect attitudes** for both Supervisors and Employees.
- **Encourage structured involvement of all Employees** in problem identification and problem solving.
- **Reinforce Key Concepts.** Awareness, responsibility, self-observation, self-management.
- **Provide ongoing Support and Commitment.**
- **Observe behaviours and Provide Feedback.** Tailored to specific needs of the work environment/operations.

Applying Strategy to all Organisational Levels:

- **Self Level** – Personal responsibilities/accountabilities. Self attitudes/behaviours.
- **Peer Level** – Peer interaction and support for Safe attitudes/behaviours.
- **Leader Level** – Consistent Safety commitment/communications/messages.
- **Organisational Level** – Culture with values, commitment and behaviours that reflect clear vision.

Common obstacles to Culture Change within an organisation are:

- Management resumes responsibility for Safety and Supervisors play the role of “Safety Cops.” Safety in such workplaces is perceived as a “Negative”.
- The pressures of meetings and other administrative tasks means less time for Managers to spend on Safety reinforcement.
- Supervisors are often poor role models, taking shortcuts themselves and failing to follow Company Rules.
- Supervisors ask Employees to take risks, either implicitly or explicitly.
- Supervisors condone or overlook risk-taking behaviour until an injury occurs, and then they counter it with discipline.
- Employees hold on to tenacious, counterproductive beliefs such as: “Accidents don’t happen to me.”
- There is a lack of trust between labour and management; unresolved conflicts erode trust and communication.
- Fear of job loss is prevalent, negatively impacting morale and job performance.

The above obstacles can become part of the collection of beliefs and day to day behaviours that constitute the organisation's culture.

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

Core beliefs that influence culture on a personal and organisational level could consist of:

- All injuries are preventable.
- All Employees are responsible for their own Safety & the Safety of their work colleges.
- Management is ultimately responsible for the Safety of all Employees.
- Working safely is a condition of Employment.
- All risks are to be identified, addressed, & managed.
- Educating & Training Employees to work safely is essential.
- Preventing injuries is good business – a profit centre activity.
- Safety, production, cost & quality depend on each other.
- Safety should never be compromised for production or convenience.
- Every employee has the obligation to shut down an unsafe operation.
- The continuing Health & Wellbeing of each Employee is vital to our long-term success.

Integrated approach – Culture and individual behaviour are both important components and reflect “active caring”. An “actively caring” Safety Culture requires continual attention in three domains:

- **Internal Personal Factors** - Knowledge, skills, abilities. Intelligence, motives. personality, attitude
- **Behaviour Factors** - Complying, reporting, coaching, recognising, communicating, actively caring.
- **External Environmental Factors** - Equipment, tools, machinery. Housekeeping, temperature, engineering, standards, operating procedures, rules.

The “Do-it Process”:

- **Define** – critical behaviour(s) to increase or decrease.
- **Observe** – target observable behaviours to determine baselines, set goals, understanding influences on target behaviours.
- **Intervene** – to change the Target behaviour(s) in the desired directions.
- **Test** – the impact of the intervention procedures by continuing to observe & record the target behaviour(s) during the intervention programme/phase.

The Principles that Define Behaviour-Based Safety:

Focus the Interventions on observable behaviours:

- Why? You can be objective about behaviours.
- Address it independently from attitudes, opinions.

Look for external (system) factors to both understanding and improving behaviours:

- Easier to define & correct, objectively, change directly. Independent of feelings.

Direct behaviour with activators (antecedents) & motivate behaviour with consequences:

- Activators tell us to do..... Consequences are what we get out of it.
- Activators are only as powerful as the consequences supporting them.

Focus on positive consequences to motivate behaviour:

- It results in behaviour beyond compliance, increases frequency of desired behaviours, improves morale.

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

Apply the scientific method to improve interventions:

- Rather than “common sense” or intuition, which is based on selective listening, interpretation, and is usually biased.

Use theory to integrate information but not to limit possibilities:

- Don't design to answer question, “What will happen if we do this?”
- Rather, answer the question, “Is my theory correct?”

Design Interventions with consideration of internal feelings & attitudes:

- Intervene to increase feelings of control, accomplishment, personal freedom.
- The employee works to achieve pleasant consequences, not to avoid unpleasant consequences.

Three Basic Strategies to Influence Behaviour:

1) The **change attitudes** in the belief that our behaviour is consistent with our attitudes –

“How can you accurately determine an attitude?”

2) To **build a psychological climate** in which people will choose to behave as we wish, since that behaviour helps to satisfy their current needs, (We call this motivation) -

“What's the difference between a tough controlling culture and a tough caring culture?”

3) To modify behaviour through the systematic use of reinforcement following behaviour to influence future behaviour -

“What are the behaviours we want to modify?”

Traditional Programmed & Orientated Safety Management:

- Relies primarily on Strategy #1. Emphasis on antecedents to influence behaviour.
- Motivation – avoiding negative consequences.
- Occasional negative reinforcement – discipline and loss of rewards.

Contemporary Behavioural-Based Safety Management:

- Relies primarily on Strategy #2 and #3. Emphasis on consequences to influence behaviour. Does not attempt to measure (but does not ignore) attitudes because it's very complex.
- Motivation – Receive positive consequences.
- Frequently positive reinforcement – frequent recognition and occasional reward.

What Behavioural-Based Safety does not do....

1) **Does not turn safety over to any one level of the organisation.** It does not shift responsibility or accountability away from the Management to the Employees.

“Why is it dangerous to promote the idea that “our Employees own the Safety Programme”?”

2) **No relief from the basic truth that Safety is the Line Management's responsibility.**

“Why does the Health & Safety Law hold the Employer accountable.... Not the Employee”?

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

3) **No quick fix.** The underlying system weaknesses must be improved.

Why does the Health and Safety Executive conduct accident investigations?

Why should Employers not **investigate.... but rather analyse incidents and accidents?**

What it takes to succeed: “One of the fundamental tenets of Safety is that Safety Systems can look like almost anything, as long as these Systems meet two key criteria’s”?:

- 1) **There is a System of accountability in place** that defines roles, ensures knowledge to fulfil the roles at each and every level from worker to director(s), measures role fulfilment; and has rewards contingent upon role fulfilment.
- 2) The System asks for, allows for, requires, and ensures **participation** at each level.

BBS is not BS.... What does it take to work?

Behaviour-Based Safety must:

- **Define critical behaviours** at each level of the organisation – bottom to top.
- Ensure each person clearly understands the required behaviours.
- Accurately identify and measure the presence of behaviours.
- Reinforce appropriate behaviour with soon, certain, significant, and sincere recognition.

The 6 Elements of a Behaviour-Based Safety System may consist of the following, but not be defined by:

- 1) **Formal standards** for behaviour and performance criteria’s:
 - Vision, Mission, Values, Priorities.
 - Policies, Plans, Processes, Procedures, Practices.
 - Clearly communicated & understood by all.
- 2) **Resources** to meet/exceed set objectives:
 - Physical = tools, equipment, materials, workstations facilities.
 - Psychological = workload, time, education, training, scheduling, culture, leadership, trust.
- 3) **A System** of measurement to ascertain:
 - **Measurement** = Observation + Quantification.
 - **Criteria.** Performance evaluated against an established criteria.
 - **Formal.** Observation & feedback.

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027

4) **Effective** consequences to assess:

- **Soon** – **Certain** – **Significant** – **Sincere**.
- **Must** increase desired behaviours.

5) **Appropriate** application to achieve set objectives:

- **Selection criteria**. How are employees selected for recognition and reward?
- **Presentation**. How is recognition presented? **Who**, **What**, **Where**, **When** and **How**?
- **Fairness**. Consistently applied laterally, vertically.

6) **Continual** evaluation of the System to aid improvement/experience:

- **The recognition** system is married to the accountability system.
- **Analysis/evaluation** headed-up by SHEQ Manager in collaboration with Bradford Watts Safety Representatives.
- **Improvements** implemented by Site Management?

**Not knowing why things get better or worse
is always a problem for businesses organisations.**

If it gets better “for no reason,”

later it will probably get worse “for no reason,”

...The point being, it's not enough to know that something works.

It is fundamentally important to know and understand why it works?

F. Pimley: SHEQ Manager

Date: 11/02/2026



Example of a BWL Project Risk Assessment – Behavioural-Based Safety Factors.


BEHAVIOURAL - BASED SAFETY RISK ASSESSMENT									
Project Name:			Date:			Review Date:			
Activity:			Assessment No: 19			SITE No			
No:	Hazard(s):	Outcome/People Affected:	P/L	S	Risk:	Precautions or Remedial Actions Implemented:	P/L	S	Residual Risk:
01	Human Error and Miss Judgement(s)	Negligible Hazards/Risks related to Human Factors. Persons doing the work and those associated with the working environment.	4	3	M	Prior Planning, Preparation and Forethought to be stringently applied to all work-related activities. Teamwork to be adopted wherever possible. The Duty of Care by all workers to be encouraged / enforced. Horseplay to be discouraged to avoid negligible incidents occurring. Trust and Loyalty to be encouraged throughout the working teams. Respect for both employees and supervisory staff to be fundamental whilst works are being conducted & any third parties present.	3	2	L
02	Unsatisfactory Behavioral-Based Safety Practices/Disciplines	Possible injuries and negligible damage due to Human Behavior/ Attitudes. Employees, Other Contractors, the Public within the working & immediate environment.	4	3	M	Report any unsafe working, manner, or bad behavior to the Site Management, especially horseplay. Be aware of the task you are doing and how it could affect other people around you. If there are any doubts about safety issues/practices, then consult with Site Management. Comply with safety training and instruction, also with site rules and guidelines. Familiarise yourself and ensure you have an understanding of your Method Statements and Risk Assessments for the job/task in hand.	3	2	L

Probability/Likelihood Rating(s)	
1 – Almost impossible:	X
2 – Remotely possible – unknown occurrences:	X
3 – Remotely possible – known occurrence:	X
4 – Occasional but infrequent occurrence:	X
5 – Likely to occur on a regular basis:	X
6 – Almost certain:	X

Severity Ratings(s)	
1 – No injuries or illness.	X
2 – Minor Injuries or illness.	X
3 – Over 3 day injury or illness.	X
4 – Major injury or illness.	X
5 – Major injury or illness – permanent disabilities.	X
6 – Fatality/Death.	X

Risk Rating(s)	
(01 – 06) Monitor (L)	These Risk Assessments may well be enhanced as works progress & Activity's dictate.
Or	
(08 – 18) Action (M)	
Or	
(20 – 36) Immediate Action (H)	

	01	02	03	04	05	06
01	01	02	03	04	05	06
02	02	04	06	08	10	12
03	03	06	09	12	15	18
04	04	08	12	16	20	24
05	05	10	15	20	25	30
06	06	12	18	24	30	36

P/L = Probability/Likelihood x S = Severity		
Low	– Proceed with care, re-assess if work or conditions change:	(01 – 06) (L)
Moderate	– Additional precautions required to reduce the risk further before proceeding:	(08 – 18) (M)
High	– Do not proceed. Immediate action required to reduce the risk:	(20 – 36) (H)
Assessment by:	F. Pimley 	Reviewed by: J. Taylor
Date:	21/04/2024	Date: 21/04/2024

Version:	08
Created:	11/02/2026
Review Date:	11/02/2027