

enablon

Case Study

How Lendlease Increased
Observations by 400% with
Integrated EHS & Risk

Case Study



Lendlease's Vision: A Positive Legacy for the Environment and for Society

Lendlease founder, Dick Dusseldorp, pioneered a triple bottom line view of business, giving environmental and social outcomes the same priority as financial results.

Pursuing the mission of 'creating the best places', Lendlease works closely with clients, investors, and communities in Australia, Asia, Europe, and the Americas to create unique places that leave a positive legacy and enrich the lives of people around the world. Lendlease achieves this through putting safety first and delivering

Learn how Lendlease has achieved dramatic safety improvements in only a few months, by leveraging Enablon's integrated EHS platform with 360° Risk and its mobile technologies to empower employees in the field and drive a safety culture, saving over 30 minutes per foreman per day, 6 days a week over 400 sites.

innovative and efficient solutions which provide long-term sustainable outcomes for a range of stakeholders.

Since 2009, Lendlease has delivered on its strategy to become a leading international property and infrastructure group in core markets across the globe. Leveraging Lendlease's strong position in a changing global market, the company's strategy



has continuously evolved, culminating in a strategic framework called 'Focus & Grow', initiated in 2015 and following a 'Restore, Build, Lead' strategy (2009 - 2014). Health & Safety are at the core of Lendlease's heritage and long-term vision.

The company is committed to operating Incident & Injury Free wherever the group has a presence, while fostering a continuous improvement process, namely by:

- Improving the quality of life of its people by creating workplaces where people can thrive and be more productive.
- Promoting good health and happiness through flexibility and the importance of work/life balance.

- Always looking for ways to 'raise the bar' as a safety leader, by managing health and safety in a way that is as holistic, robust, and as resilient as it can be.

The need for enterprise-wide, mobile-friendly, health, safety & risk management software

To achieve its Incident & Injury Free vision, Lendlease acknowledges the critical importance of providing its people with the right tools to deliver safe outcomes via a robust safety management system.

Before deploying Enablon, Lendlease relied on an in-house developed software solution mainly used to capture incidents, observations, and internal compliance data. This solution, which was ageing and required the use of supplementary tools, could no longer keep up with the increasingly demanding needs of a growing global business.

Lendlease established a set of forward-looking requirements to:

- **Drive a safety culture** across the group by empowering employees and contractors.
- Define and deploy a **common Environment, Health & Safety (EH&S) and Enterprise Risk Platform** to standardize and simplify processes across all business units, as well as facilitate information flow.
- Gain a single source of truth, and **eliminate double-reporting** and disparate information sharing.
- Establish a recommended **standard solution**.

Integration of Risk Management and EHS Processes

Lendlease's triple bottom line approach has defined its landmark moments as a company and has been upheld through the company's quest for like-minded partners and vendors.

In Enablon, Lendlease found a strategic partner for the implementation of risk and

EH&S solutions anchored in a corporate sustainability needs to leverage recognized **good practices, processes, and technology**. An equally important aspect of this partnership was to **integrate the group's EH&S data management into the overall management of governance, risk, and compliance (GRC)**.

Enablon's software solutions were initially deployed to support **core risk management** processes such as risk assessments, continuous monitoring, and independent reviews or audits. In addition to this risk component, today, Lendlease leverages a full Enablon platform to efficiently manage **key EH&S processes, including some of the company's key safety risks related to plants, equipment, construction sites, and public safety**.

With a strong emphasis on mobility, the software platform facilitates EH&S reporting across approximately 1,000 sites around the world, covering development, construction and infrastructure projects, and a wide range of assets (from retirement homes to retail centers). **Today, Enablon is one of only three systems at Lendlease to reach all business units globally, with SAP and Oracle.**

Successful Software Deployment through a Collaborative Process

The Lendlease and Enablon teams set the groundwork for a strong, flexible, and interactive relationship to strengthen the group's global EH&S program and deploy a cost-efficient, scalable, and integrated EH&S and risk management platform.



Empowering Lendlease's employees through mobile technology, in particular, was established as a key requirement from the start.

The full support and **endorsement from senior management at both Lendlease and Enablon** has been key in ensuring the success of the project. This has remained a top priority for both companies since the beginning of the collaboration.

One of the first tasks carried out involved creating a common **'Charter': an agreement establishing a set of rules that would govern the process and steer the relationship throughout Lendlease and Enablon's journey**. This served as a basis to establish a constructive and sustained relationship, based on the twin pillars of communication and collaboration.

Enablon and Lendlease teams worked closely together from the scoping stages of the project. This two-way collaborative process, including joint roadmap development sessions and product workshops, also served to strengthen and push forward solution upgrades.

Driving a Culture of Safety Through a Mobile-Empowered Workforce

The innovative use of mobility as a driver of EH&S and risk management good practices has been the cornerstone of Lendlease and Enablon's joint program.

Lendlease leverages the full suite of Enablon mobile applications: Go Safety, Go Audit, and Go Inspection. These apps have been key in modernizing and strengthening Lendlease's safety strategy. The Enablon Go Safety app, used daily by over 4,500 Lendlease employees, allows users to easily perform tasks and access information from anywhere, at any time and on any mobile device.

Designed with **productivity, safety, and risk reduction** in mind, Lendlease is using the Go Safety app to report incidents, accidents, and near-misses. Lendlease also currently uses the Go Safety app for Behavioral Based Safety (BBS). It helps prevent incidents by capturing at-risk behaviors and conditions on site. By engaging Lendlease operatives



and subcontractors to be more aware of their surroundings, the app aims to resolve incidents before they cause any harmful impacts on site.

Through the **Go Inspection app**, Lendlease employees can conduct inspections on the go, using simple interactive checklists. This has not only helped Lendlease cut down on paper consumption; the Go Inspection app also helps employees save time by improving efficiency, and driving performance improvements at a global level.

Anywhere, at any time, on any device

All aspects of Enablon Go mobile applications are designed to facilitate user adoption and easy safety reporting. For instance, Enablon Go mobile apps allow users to easily upload videos and images, helping users improve their overall productivity and accuracy by speeding up the process of leveraging stored photos and

videos for audits and inspections. As the Enablon Go mobile apps work both in online and offline mode, users can seamlessly shift across a range of connectivity contexts and data network conditions.

Today, Enablon Go mobile applications are used by more than one in four employees across the company, and this number is rapidly increasing: ***“We onboarded approximately 500-1000 new users in the first few months which is just the beginning.”***

Needless to say, getting this far would have been nearly impossible **without securing the buy-in from employees across the Lendlease business, and especially, without the strong support, leadership, and endorsement from top management.**

Senior leaders quickly understood how mobile applications would help streamline processes, while fostering other highly valuable benefits, such as the health, safety, and wellbeing of employees, and contractors. Similarly, for David Rose, getting buy-in from Lendlease employees, was ***“one of the easiest steps.”***

In order to accomplish a strong employee buy-in effect, Lendlease notably leveraged Enablon Go's mobile app QR Code technology. Each QR code contains critical information about users, including the sites they have access to, the projects they are working on, and their level of security access. To **launch its Enablon Go mobile apps, Lendlease just needed to send a personal QR Code to each employee, via Enablon's user friendly 'mass mailing' system.**

Feedback mechanisms were also put into place at the 'admin level' to further encourage employees. Lendlease has recently been working on short videos designed to boost user adoption and teach employees how to use the applications.

It's at this point that 'the happiness factor', as they call it at Lendlease, comes into play: In practice, roll out was met with very little push-back and high levels of interest. This interest and engagement then increased exponentially as Lendlease was able to give direct feedback to employees, offering visibility on their own tasks and setting challenges for growth and improvement.

Experiencing the Benefits

The safety benefits experienced by Lendlease after deploying the Enablon platform and Enablon Go mobile applications have been tremendous.

Lendlease experienced a **408% increase in terms of observations** compared to the same period the previous year, when Enablon Go mobile apps were not yet deployed. Approximately **74% of all observations came in through mobile applications.** The apps have also allowed users to increase the overall number of observations they can conduct: **A record 10,700 observations were logged throughout the rollout period.** These numbers, however, change every day as Lendlease continues to roll out Enablon Go mobile applications to new users.

The level of granularity that the Enablon platform can achieve also means that risk profiling and displaying leading indicator dashboards have become easier and less time-consuming tasks.





“We saw a productive benefit. By saving 30 minutes per foreman per day, 6 days a week over 400 construction sites in Lendlease, we were able to reallocate a huge amount of time to focus on Safety in the field. And in terms of risk reduction, it is a step-by-step awareness of critical risks. A key metric for us is that looking at the risk profile of our observations versus the risk profile of serious incidents, which makes it well worth the investment.”

Rolling out a fully integrated, enterprise-class platform with analytical and forecasting capabilities has also helped Lendlease to drill down into the data that matters and leverage it to make better and more targeted decisions, for example, by extracting it and combining it with other business data in their organisation’s predictive analytics model to prevent serious incidents.

Integrating Enablon data with financial data and other pools of health & safety data also enables the company to gain visibility on key risks to be addressed, and on areas where time and resources must be prioritized.

The scalable nature of the Enablon platform, as well as the collaborative relationship between Lendlease and Enablon also puts Lendlease in a strong position to easily and quickly benefit from future customizations, upgrades, and integrations.

The potential to support Lendlease’s overall strategy was decisive in Lendlease’s upgrade to Enablon’s newer versions and for the adoption of Enablon mobile apps. As David Rose clarifies, knowing that Lendlease could *“reach and target larger numbers of employees and contractors was a very good incentive to upgrade.”*

“With Enablon, we are saving 30 minutes per foreman per day, 6 days a week over 400 construction sites.”

David Rose, Group EH&S Technology Systems Manager, Lendlease



Looking Forward

For both Lendlease and Enablon, continuing to develop a constructive and enriching relationship marked by notable successes throughout the years remains a top priority. As David Rose highlights: ***“We want to ensure that our roadmap and Enablon’s roadmap are aligned and work together to achieve common goals, which is what our strong partnership will deliver.”***

Lendlease foresees continued enhancements to the EH&S and risk management sections of the platform, with a view to further communicating on, tracking, and sharing best practices across the enterprise.

Platform enhancements expected to take place in the near future include the deployment of Checklist tools in Lendlease’s risk solutions (such as inspection checklists to identify potential risks and hazards), as well as an enhanced alignment between risk solutions and metrics checklist tools. This alignment will allow risk teams at Lendlease to define and manage Key Risk Indicators (KRIs) in the metrics solution, and to link these KRIs to local risks to monitor them.

With a global workforce of 12,000 strong and 36,000 subcontractors, **Lendlease is aware of the full potential impact of Enablon’s mobile-ready EH&S and risk applications to minimize risks and optimally manage incidents.**

enablon®

SET UP A DEMO:
info.enablon@woltersklower.com



Our Offices:

- Paris • London • The Hague
- Chicago • Houston
- Sydney • Melbourne
- Dubai • Singapore