

# BSI helping Dalkia Energy Solutions make excellence a habit.



The energy division of VEOLIA ENVIRONMENT



“Through an independent and internationally recognised assessment process BSI has helped us adopt and promote industry best practice, position ourselves as a market leader and drive a standard of excellence throughout our organization.”

Lisa Blaikie  
National EHS & Quality Manager  
Dalkia Energy Solutions

## Customer needs

- 78% reduction in LTIs (lost time injuries) since commencement of certification
- 88% reduction in severity rate since commencement of certification
- 5–10% improvement in quality (greater improvements expected in the coming year as the program establishes itself more)
- improved reputation amongst clients and stakeholders through demonstration of good internal processes
- ability to meet pre-requisite tender requirements for large scale projects

## Customer benefits

- provided a point of difference and competitive advantage in the market-place
- demonstrated a commitment to the protection of staff, property and processes and a greater awareness of safety and quality expectations across the business
- delivered a significant reduction in staff injury rates and lost working time
- provided opportunity to tender for larger scale contracts previously 'off limits'

## Background

Dalkia Energy Solutions is a leading global provider of sustainable energy services and facility management solutions. Dalkia is the energy division of Veolia Environment.

The organization approached BSI in September 2009 to gain help in implementing a robust and centralized health and safety management system, OHSAS 18001 AS NZS 4801, across its 14 Australian and New Zealand offices.

Since implementation, this new way of working has yielded positive results for Dalkia, resulting in greater opportunities to pitch for business, an enhanced reputation within the industry and lower work injury rates.

Headquartered in North Ryde, New South Wales, Dalkia helps reduce its customers' overall consumption of energy by providing sustainable solutions to their energy requirements.

Dalkia's clients come from many sectors of the economy, including commercial, industrial, community, environmental and Heating, Ventilation & Air Conditioning (HVAC).

While its activity in the Pacific region only began in 2006, Dalkia has already built an enviable track record and now services over 2,800 sites across Australia and New Zealand, employs over 350 staff and has an annual turnover of \$90 million.

## Why certification

Dalkia's vast geographical footprint means it operates 14 different entities across Australia and New Zealand, which until BSI's help, frequently caused unnecessary inconsistencies and inefficiencies within its occupational health and safety (OH&S) processes.

To overcome this issue it was decided that the implementation of a management system would not only address the disparate network of offices but it would also help the organization better meet the demands of its customers and ensure excellence was instilled into the business.

Certification to OHSAS 18001 AS NZS 4801 would also help demonstrate to the business and its customers that Dalkia had a strong commitment to the on-going improvement of OH&S performance. This was important to its reputation and the company's desire to expand the business into new sectors.

## Implementation

With such a complex series of systems already in place, Dalkia knew that consolidating its OH&S processes wasn't going to be easy and that it would require significant stakeholder engagement and commitment across the organisation.

The company also identified that interpretation of OH&S standards vary between stakeholders. BSI was able to help by providing clarity about the requirements of the standard under a range of different circumstances.

As an independent auditor BSI identified areas for improvement and facilitated the implementation of new processes to ensure staff remained committed to the project and business operations were not adversely affected.

The project was led internally by Dalkia's National EHS & Quality Manager and three additional regional managers, however the group made sure that all staff were involved which helped embed the new processes.

The first stage involved implementing a 'Gap assessment' which identified areas in which Dalkia did not meet the required standards. Once these gaps were identified, a 12 month period of internal engagement and education around the benefits of independent auditing was implemented by BSI. This helped Dalkia to embed the management systems without major issue or compromising existing business operations.

Speaking about the assessment process, Lisa Blaikie, National EHS & Quality Manager at Dalkia Energy Solutions, said: "The auditing process we undertook with

BSI has been a journey that's resulted in better working practices to ensure the health and safety of our employees and customers, as well as tangible commercial gains and new business opportunities."

**"BSI's approach has allowed Dalkia to discover the benefits of the audit process, rather than see it as a chore..."**

## Benefits of working with BSI

Dalkia is now able to enter new markets and bid for large scale tenders that it previously didn't qualify for, enabling it to increase its potential pipeline of work.

Perceptions of the company have also improved amongst stakeholders, including staff, competitors, potential clients, regulators and government. The company's reputation as an organisation with best practice internal management processes helps reinforce its position as a market leader.

The implementation of a new OH&S system also means risks can be better identified and reduced. Lost time injury frequency rates (LTIFR), which defines an injury that impacts on working time, have fallen from 14.1 to 3.2 since the certification process began.

The overall impact of the management system has resulted in more streamlined operations, greater productivity and better performance, which ultimately leads to greater customer satisfaction.

As a result of this positive experience Dalkia is now looking to continue its work with BSI and better understand its environmental impacts with a view to demonstrating it meets the requirements of the internationally recognised environmental management system standard, ISO 14001.



Contact us to find out how BSI can help your business make excellence a habit

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