



# ANC Express



Michael Holt, with a background in law and experience at senior management level, joined ANC Group in August 2000 as Group Operations Director. In this position, he assumed responsibility for health and safety – not previously recognised at Board level.

## DRIVERS FOR LEADERSHIP

In 1999, ANC Group underwent a management buy-out. In the same year, ANC Express was prosecuted as a result of an accident at their Marston Gate (southern hub) site. This, coupled with poor financial results, meant that the new CEO and Michael joining the Group's Board in 2000 were challenged to bring about significant changes and establish the company's reputation in order to continue.

	<b>No. of employees</b>	1534
	<b>Business Sector</b>	Transport
	<b>Business Activities</b>	Distribution
	<b>Location</b>	UK & Ireland

**“Having embedded health and safety into day-to-day operations we were able to install a new carousel at our southern hub without any recorded accidents, with no business disruption, on time and within budget.”**

John Munro, Operations Manager, ANC Express

## VALUE OF LEADERSHIP

- Improved working relationships between workers and management, with buy-in from the Board and the shop floor
- Consistency in approach and communicated priorities within the company, sub-contractors and clients
- Enabled successful change in organisational culture
- Improved reputation and recognised sector leader



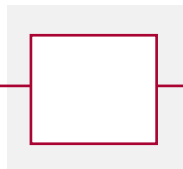
The Health & Safety Team

## BENEFITS OF LEADERSHIP

- 63% reduction in Employers' Liability Compulsory Insurance over last 2 years
- 53% reduction in days lost over the last 4 years
- No reported major spillages during 2005
- Improved staff morale and significant reduction in staff turnover
- Winner of 7 business awards including the National Business Awards Health & Safety Award 2005

**“It's a double benefit for the company to promote a healthy and safe working environment whilst showing that it really cares by following through with concerns raised by employees.”**

Derek Cooper, Senior T&G Convenor, ANC Express



## MICHAEL'S MESSAGE TO OTHER DIRECTORS IS...

**“The role of the Director is one of facilitation to allow the Health and Safety Manager, amongst others, to do their job better. It means providing insight into the strategy and challenges facing the business as well as mentoring and assisting them.”**

## HOW WERE ARRANGEMENTS DEVELOPED?

Michael was recruited, owing to his previous experience in process improvement. An initial review of arrangements led to Michael setting up a position for a full-time Health, Safety and Environment Manager, Yvonne Jowett-Reid, in late 2001, who reports directly to him.

## CURRENT BOARD ARRANGEMENTS

Michael, as Group Operations Director, has overall responsibility for health and safety, and has full support of all Group Board Members and the non-executive Chairman.

The Board is supported by the Executive Management Team, which includes the HR Director, Wendy Dean, who also plays a role in supporting health and safety through the company's core values.

The company's executive Health and Safety Steering Committee, set up in 2002, includes Michael, Wendy and Yvonne, plus the Managing Director's of other ANC Divisions. Responsibilities for health and safety are recognised for all employees from the Directors down through management to all workers.

## WHAT WAS DONE?

The Board were convinced of the need to couple hard business with the softer people issues to ensure an overall “operation with integrity”.

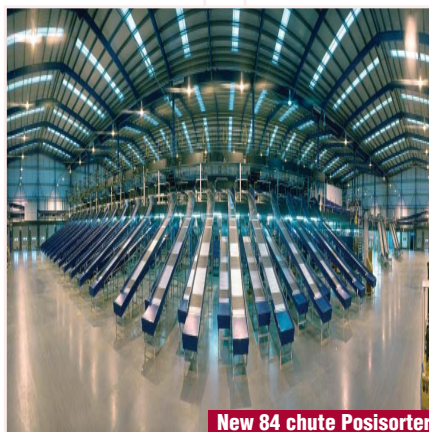
With Michael's support, Yvonne implemented a new policy, set of procedures and training, which has been rolled out over 4 years across all operational aspects of the organisation from the shop floor up through all tiers of management. Engagement with staff and T&G Union representatives has been part of the process along with ongoing benchmarking with others in their sector.

## DIRECTOR'S ENGAGEMENT

Michael and Yvonne work as a team, implementing and delivering new health and safety campaigns and initiatives, across the company. They both sit in on SHE meetings and perform regular site visits and engage directly with workers, management and Union

representatives. Both make themselves as accessible as possible and maintain an “open-door” policy.

Michael believes part of their success has been Yvonne's ability to offer approaches to health and safety that are both innovative and fun.



New 84 chute Posisorter

## WHAT DOES THE DIRECTOR DO?

**“As the main sponsor from our Group Board, Michael is supportive in my development and takes an active role in all areas of health and safety, whilst understanding the need for full business integration.”**

Yvonne Jowett-Reid, Health & Safety Manager, ANC Express

**“ANC's health and safety practices are second to none. Whilst installing a new 84 chute Posisorter, no accidents were reported, despite the fact that while installing the new equipment, the business of sorting parcels was still in full operation. The cooperation and diligence of ANC's Project Management Team was extremely impressive and professional. Achieving this 100% accident free environment, whilst installing large pieces of machinery is not always achievable.”**

Mark Waldron, Project Manager, Vanderlande

Chairs the Health & Safety Steering Committee, which meets 5 times annually and includes 1 strategic planning meeting for the year ahead

Periodically inspects sites and sits in on site SHE meetings

Reports monthly to the Group Board on health & safety and includes Key Performance Indicators, e.g. number of accidents in last month and year to date

Engaged in health and safety campaigns & initiatives, e.g. the Monopoly game health and safety training tool