

## CASE STUDY: GLOBAL RAIL CONSTRUCTION LTD

### BACKGROUND

Global Rail Construction Limited (GRCL) is a multi-discipline engineering supplier of civil and signalling services to the UK rail industries with 220 employees and a turnover of £16million. GRCL have a successful history of providing a range of services from design and build to test & commissioning of signalling projects. Their client base is primarily with infrastructure clients such as Network Rail and Transport for London. They have recently completed their first project as a principal contractor for the installation and commissioning of train operated ASDO (Automatic Selected Door Opening) Beacon on the Wessex Region.

The QSE Department is responsible for mainstreaming sustainability into the company's business practices and retaining their ISO 14001; plus other relevant accreditations. However, Henry Bonuah, Health Safety & Environment Manager for GRCL is the School's main contact for the business. Henry firmly believes that sustainability is what distinguishes GRCL from their competitors.



One of the biggest sustainability challenges faced by GRCL is managing their large fleet of vehicles. The services they offer are labour intensive and it was recognised that the mileage completed by their employees was not only costly, but also a contributing to their carbon footprint, which GRCL were conscious to reduce.

### INITIAL ENGAGEMENT

Supply Chain Sustainability School was first introduced to GRCL by Balfour Beatty. GRCL was registered with the School in 2014 and the process was managed by the QSE Advisor. A small group of the senior management gathered in a room to complete their first assessment to ensure that the answers were reflective of the organisations current level of knowledge and to identify where the gaps in the system were. Henry joined the business in January 2015, and being aware of the School at his previous employer, Carillion, he decided to initially work with the QSE Advisor on the modules, and later took over the Supply chain sustainability school coordinator.

### SELF - ASSESSMENT & ACTION PLAN



GRCL thought that the self-assessment process was a great way to benchmark themselves against their peers and provide them with relevant resources to help up-skill their entire workforce. Henry was given the responsibility to drive through sustainability change within the business, and as a result attended a number of workshops provided by the School. They found value in the workshops and enjoyed sharing ideas with others, whilst enjoying the networking opportunities with their clients and peers.

GRCL have utilised the School, especially the use of the e-learning modules on the site to provide internal training on a number of key issues for the company, especially carbon. The material in the e-learning modules has helped shape their fleet management programme, which looks to monitor the speed and use of their vehicles at all times in a bid to reduce emissions and fuel costs.

GRCL completed a re-assessment 12 months after their initial assessment, suggesting the process has provided the company with structure to enable them to move forward and to drive continuous improvement across all aspects of their business.

## IMPACT

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As a result of engaging with the School, GRCL has:

- ✓ **Developed an advanced fleet management programme** – this includes training for all staff on controlled methods of driving and fitting all vehicles with a monitor, which allows GRCL to monitor speeds and driving techniques. Lower driving speeds and non excessive braking reduces fuel consumption and thus reduces their carbon footprint. GRCL have corporate KPI targets to reduce their fuel use year on year.
- ✓ **ISO 14001** – the learning gained from the School’s resources has assisted to maintain their accreditation
- ✓ **Secured senior level commitment to the sustainability agenda** – GRCL now discuss their progress in the School in their monthly safety meetings. Showing dedication from senior management to continuously improve.
- ✓ **Developed its client offering, particularly in response to their clients’ pre- qualification questionnaires (PQQ)** – the resources available through the School have helped GRCL better articulate their commitment to the sustainability agenda

## BENEFITS

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**Reduced costs** – The installation of vehicle monitors has led to an approx. of £500 per van per year saving. With over 45 vehicles on the road constantly, this has led to significant cost savings.

**Better understanding of clients’ requirements and drivers** – GRCL have rapidly grown as a organisation, the resources of the School have helped them become more in-line with their clients’ sustainability requirements and increasing their chances of winning work and retaining clients.

**Minimising Risk** – with more robust management processes in place, GRCL are now more confident in their delivery of sustainability initiatives and are raising the standards they expect from their own supply chain.

**Marketing Opportunities** – GRCL plan to use their Gold badge to promote the School to their clients and suppliers, and to show their dedication to continuous improvement.



## LESSONS LEARNED

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**Changing behaviours within a business is challenging**, GRCL have realised that the most effective way to interactive with their staff is through online learning – as this has the biggest reach to their mobile employees. The School’s e-learning modules are a great resource which GRCL have used to provide internal training on sustainability

**Commitment to continuous improvement is key** – GRCL believe that sustainability is an area that is constantly evolving and that in order to be competitive within the industry, they must continually be thinking “**what can we do better?**”

## THE FUTURE

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In order for the School to continue to be of benefit to GRCL it is important to:

- ✓ Continue to develop the Infrastructure School, and ensure that resources are applicable to Infrastructure trades.
- ✓ Workshops to focus more on SME engagement within the Rail & Transport sector, this would provide a great opportunity for sharing knowledge and ideas between smaller businesses.
- ✓ To create a workshop programme which is more specific, which look to provide advice to businesses on how to reach sustainability targets on individual projects.