

Strategic Report

Our strategy *continued*


SUSTAINABILITY

PROGRESS IN 2019:

- Attained the Anti-Bribery management system certification (ISO 37001). This added to our comprehensive suite of management systems that are aligned to international best practices and includes: Quality (9001), environment (14001), and safety management (18001).
- Enhanced Board with appointment of new independent Chair and two additional independent Non-Executive Directors.
- Contributing to industry-wide initiatives through the organisation of live events focused on lifting safety standards, and active focus on improving driving standards in our operations.
- Continued roll out of leadership development programs across the Group.
- Commenced active strategy development of our sustainability agenda, including benchmarking, stakeholder engagement and materiality assessment; to be aligned with recognised standards and measured against UN Sustainable Development Goals.

OUTLOOK FOR 2020

- Completion of strategy development of our sustainability agenda.
- Further Board enhancement through additional non-executive appointment.
- Continued implementation of SHEQ programme.

STRATEGY IN ACTION

GOING HOME SAFE

Safety, Health, the Environment and Quality ('SHEQ') have always been important to the Group. And we are further building on our achievements by embedding a uniform SHEQ culture across the operating companies through our newly appointed Group Head of Health, Safety, Environment and Quality, Will Richardson-White.

The care and consideration we give to the whole workforce remains clear. The Group has strong systems and standards, including in collecting and acting on data. And our efforts go beyond a concern for our own employees. Our business uses a large number of contractors, with whom we have been working in ever closer alignment with our rigorous systems and standards.

We have also taken the opportunity to tighten processes and data so that our five operating companies have now adopted a uniform Group-level approach.

EMBRACING CHANGE

The business has continued to demonstrate a remarkable ability to adopt behavioural change rapidly. This is due to the Lean Six Sigma culture that has been embedded in the business for many years, helping the Group to achieve change in months that might have taken many times longer elsewhere.

The biggest safety risk for our people concerns road traffic accidents, which remain notoriously frequent across our territories of operation. With our employees and contractors driving around 15 million kilometres a year, mostly for maintenance and refuelling visits to tower sites, we need to be proactive to help ensure the safety of our drivers. We have therefore undertaken an extensive programme of defensive driving tuition.

Working at height is another main area of risk at Helios Towers. We are currently auditing the equipment and processes used by our maintenance engineers, and sharing our knowledge by supporting live events for the benefit of the industry as a whole.

The SHEQ philosophy that now runs across the Group is more forward-looking and preventative. While lagging (i.e. past) indicators can and do provide valuable insights, it is on leading (future) indicators that our energies are now more focused.



	2018	2019	Change
LTIFR	0.91	0.23	-75%
LTISR	23.97	3.14	-87%
RTA FR	1.92	2.63	37%
RTA SR	39.04	19.61	-50%
WV FR	0.97	0.92	-5%
WV SR	12.57	9.18	-27%

LTIFR - Lost Time Injury (> 1 Day Away) Frequency Rate per million man hours
 LTISR - Lost Time Injury Severity Rate (Days away per million man hours)
 RTA FR - Road Traffic Accident Frequency Rate per million km driven
 RTA SR - Road Traffic Accident Severity Rate (Days away per million km driven)
 WV FR - Workplace Violence Injury (> 1 Day Away) Frequency rate per million man hours
 WV SR - Workplace Violence Injury Severity Rate (Days away per million man hours)