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**A Critical Analysis on the Health and Safety
Executives Marketing Campaigns in the
Construction Industry**

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**Dissertation submitted as part of the requirements for the award
BA (Hons) Marketing Management**

Supervised by Julie Thomas

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DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree

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Abstract

The construction industry is one of the most high-risk industries in the United Kingdom and health and safety is a major issue. The Health and Safety Executive in the United Kingdom have worked to improve incident, accident and fatality statistics in the construction industry. Despite updating regulations and introducing sentencing guidelines, accident rates have not reduced.

This research analyses the impact that the Health and Safety Executives marketing campaigns have on the construction industry. Recommendations for changes in the campaign were also provided. To reach the objectives, secondary research and primary research was carried out. Published literature was reviewed to enable the researcher to understand the issues in the construction industry. Interviews were carried out with employees of a construction company to gather primary data and the opinions of those who work in construction. The interview transcripts are available upon request from the researcher. Enclosed in the appendix of this dissertation is a copy of the interview questions. This dissertation focuses its analysis on understanding the perceived cause of accidents, the behaviour of construction workers, management's view of safety procedures and opinions of the HSE and their marketing campaigns. The literature review and this research show that the behaviours of workers can be perceived to be the main cause of accidents. The issue of frequency of the HSE's marketing campaigns was not a topic that was raised in the current reviewed literature. This research has gathered information that proves that it would be beneficial for the HSE to carry out more frequent marketing campaigns that are delivered with a friendly approach using modern methods of marketing such as social media.

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Abbreviations & Glossary

- Asbestos – A heat resistant silicate mineral woven into fabrics, previously used in fire-resistant and insulating materials.
- Asbestosis – A serious long-term lung condition caused by exposure to asbestos.
- Exposure – Having no exposure from an object or item that may cause harm
- Hazards – A potential source of harm or adverse health effect on a person
- HGV – Heavy goods vehicles
- HS – Health and Safety
- HSE – Health and Safety Executive
- IOSH – Institution of Occupational Safety & Health, Chartered body for HS professionals aiming to improve and regulate the standards in the profession.
- Risks – The likelihood that a person may be harmed or suffer from adverse health effects if exposed to a hazard
- SHEP – Safety, Health, Environmental Procedures Manager
- SHEQ – Safety, Health, Environmental, Quality Manager
- Toolbox talk – Informal safety meeting that focuses on safety topics related to the specific job

1.0 Introduction

1.1 The problem in the industry

The Health and Safety Executive (HSE) states that construction has a reputation as an unhealthy and dangerous industry due to its work-related accident rates (Health and Safety Executive, 2018b).

In recent years, the HSE has been working on improving Health and Safety (HS) (Health and Safety Executive, 2015). Yet, accidents, incidents, and fatalities still occur. This dissertation will research the effect the HSE's marketing campaigns have on the construction industry and provide recommendations on how to improve the campaigns.

1.2 Health and Safety Defined

For this dissertation, it is imperative to understand the definition of HS. HS is defined as a “set of rules intended to protect people from illness or injury caused by their work” (Cambridge Dictionary, 2018).

1.3 Legislation

HS Regulations are set out under the HS at Work Act (Health and Safety Executive, 2018b). Due to the high-risk work that takes place in construction, legislation identifies risks and shows how employers can control these risks.

The HS at Work Act was published in 1974. This act introduces a system focused on goal-based regulations and codes of practice (Health and Safety Executive, 2018b). This act formed the groundwork for other legislation. From the 1974 act, came the Health and Safety Commission (HSC) to create regulations, provide information and carry out research. The HSC lead to the establishment of the HSE in January 1975 (Health and Safety Executive, 2018b).

1.4 Regulations to Improve the industry

The HSE work to improve standards in the industry by creating new regulations and ensuring organisations are adhering to standards (Health and Safety Executive, 2018c).

In 2016, the HSE released sentencing guidelines. These guidelines create a systematic approach for the courts to sentence offending organisations (Safety Health Practitioner, 2017). It is the responsibility of a construction company to ensure the HS of its employees and the general public.

The sentencing guidelines have made HS a “top priority for the boardroom” (Safety Health Practitioner, 2017). Construction represented 21% of the total fines collected by the HSE in 2017, worth a total of £22.8 million (Safety Health Practitioner, 2017).

1.5 Interest in the problem

The researcher has worked on a construction site as a site manager's assistant and has assisted a HS manager with documentation for four years. The researcher's family work in construction and is exposed to HS statistics and an interest in this industry arose.

1.6 The value of the Construction Industry

Construction is a high cost, high-risk, long term activity and the industry provides an indication of the performance of the UK economy.

Since 2011, the value of the industry has continued to increase. In 2017, the value of construction work was recorded at its highest level at £109,387 million (Office for National Statistics, 2018). The industry is responsible for over 2.73 million jobs in the UK (The Statistics Portal, 2018). The industry is second to the finance and business sector in the UK, which demonstrates the importance of the industry. The industry must ensure that HS is a priority, to help reduce the dangerous reputation it has.

1.7 Statistics of Accidents

The HSE release statistics on reported fatal and non-fatal injuries in the UK each year (Health and Safety Executive, 2018a). These statistics have been recorded since 1974. Figure 2 depicts the number of fatal injuries to workers in construction from 2013-2018. (Data Gov, 2018)

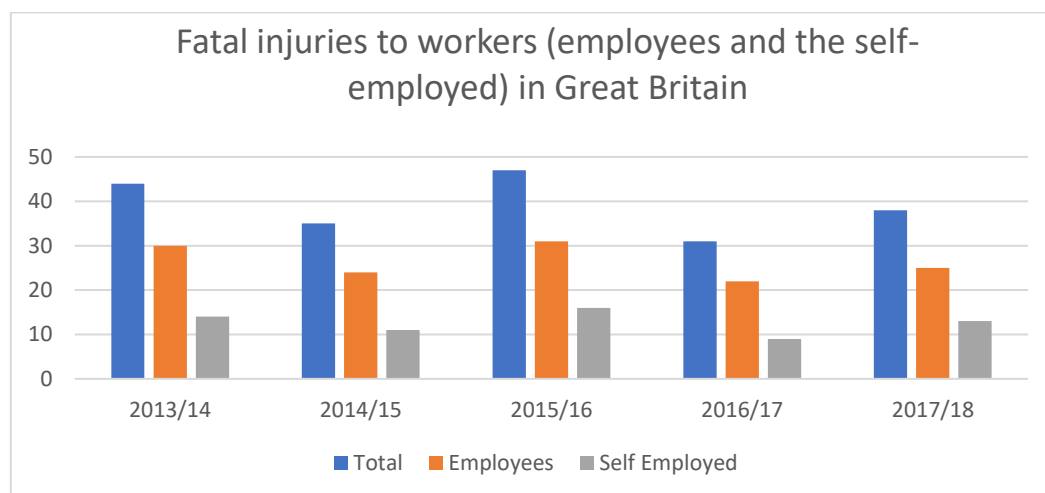


Figure 1 Fatal injuries to workers (employees and the self-employed) in Great Britain (Data Gov, 2018)

From reviewing the table, the data shows that the number of fatal injuries is neither increasing nor decreasing over the last six years (Data Gov, 2018). Despite new regulations, it can be seen that the number of fatalities is still not decreasing. It must be considered that workers must be motivated to work safe, and the industry needs to implement more strategies.

Figure 4 shows the number of non-fatal injuries to those who are employed, and self-employed in construction in the UK. The data shows that the number of non-fatal injuries is also not

decreasing annually. This emphasises the need for change in construction and the management of HS.

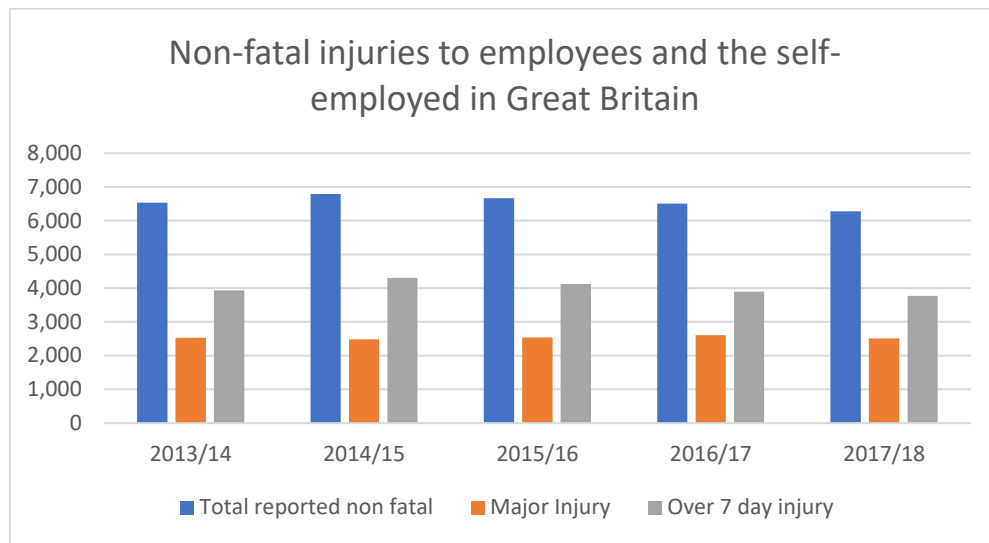


Figure 2 Non-fatal injuries to employees and the self-employed in Great Britain

Implementing marketing strategies to help improve HS must be used beyond focusing on preventing accidents and should “highlight innovation and achievement” (Culvenor, 2000). To help the construction industry manage accidents rates, marketers should focus on prevention and planning through improving hazard identification, employee involvement, encourage new solutions to accidents and concentrate on creating realistic controls for the prevention of accidents (Anderson, 2004).

1.8 Research Objectives

The objectives of this research are to:

- 1) To critically analyse the impact the HSE's campaigns have on the construction industry.
- 2) To conduct primary research in the form of interviews to investigate the opinions of individuals in the construction industry on the marketing campaigns of the HSE.
- 3) To use published articles and journals, books about marketing and about the construction industry to form a greater understanding about the HSE's marketing campaigns and to make recommendations for how these campaigns can be improved to reduce accidents/incidents and fatalities in the construction industry.

1.9 Research Methodology

The methodological approach used was a qualitative approach, literature for research and interviews among those working in the construction industry.

1.10 Literature Study

An extensive literature review was undertaken to understand how the HSE can improve its marketing campaigns to benefit the construction industry.

1.11 Research Approach

The primary research for this study involved a construction company based in North London. The company, established in 1992, is familiar with the researcher. The company has a projected turnover of £125 million (Company Check , 2019) and over 600 employees ranging in age from 18 to 68. This age range demonstrates that the primary data will be from a variety of generations. Interviews will be the primary data. The company involved states that “HS is central to everything we do”. The company has won awards for HS compliance over the years, including the Royal Society for the Prevention of Accidents (RoSPA) gold award for ten consecutive years. This commitment to HS will benefit this research as the primary data will be from those who work in construction and are actively involved in ensuring HS standards. It will be as to how Safety managers can use techniques from social marketing and apply them to the construction industry. Insights from behavioural studies and social marketing will be explored to see if existing HSE can create different marketing initiatives (Department of Health, 2011).

1.12 Marketing Models

To persuade individuals, such as construction workers to change their behaviour or work safer, we must grab their attention. The AIDA model (Strong, 1925) is a simplistic model that can help marketers to attract an audience. This model along with social marketing can help to persuade workers to change their behaviour. In the case of the HSE, the action is to work safer. AIDA stands for Attention, Interest, Desire and Action.

Attention	Attract the attention of the individual
Interest	Raise their interest by demonstrating the advantages of working safe
Desire	Convince them they want to work safe and remain injury free
Action	Lead the individual towards changing their behaviour and acting in a safe manner

Figure 3 AIDA Model (Mindtools, 2019)

1.13 Reference Technique

The Harvard Referencing method is applied in recording the references for this dissertation.

2.0 Literature Review

2.1 Introduction

All over construction sites in the United Kingdom (UK), HS is an issue (Health and Safety Executive, 2017). As the construction industry grows there is a need for organisations to improve HS in their companies. This dissertation aims to critically analyse the impact the HSE's HS marketing campaigns have on construction. The following review of literature confirms that HS is still a problem in the construction industry (Data Gov, 2018) and provides general solutions that are required for the HSE to implement in their marketing campaigns to help improve HS in the industry.

2.2 The Health and Safety Executive (HSE)

The HSE play a vital role in improving HS in the UK. The HSE has been critiqued by the practices they use to track, promote and improve HS. In 2011, the government requested Löfstedt (2011) to carry out an independent review of HS in the UK. The author carried out a variety of research. This report made a number of recommendations that proposed change to HS regulations. The author suggested that legislation should be adjusted to allow the HSE to have total enforcement of HS regulations. Löfstedt (2011) also reported that the HSE should review all Approved Codes of Practice (2013) and that organisations should be made aware of the amendments.

The HSE worked to improve their standards and meet the recommendations provided in the Löfstedt report (2011). The HSE published a "HS made simple" (Health and Safety Executive, 2014) guide to help smaller organisations understand the HS standards they must obey. Löfstedt (2011) suggested alterations in relation to adhering to standards. The HSE made the recommended changes from the Löfstedt report (2011) and brought the changes into effect in April 2012 (Health and Safety Executive, 2013).

As HS regulations and codes of practice have adjusted, research has followed to examine how organisations are implementing these changes.

In 2007, the construction, design, and management (CDM) regulations were revised (2015). The review of these regulations appeared to transform HS into a requirement for organisations to tender to win work (Klein R., 2008). Rawlinson and Farrell (2010) carried out a report that reviewed the direction in which organisations were implementing HS. The article (2010) reviewed companies' websites and assessed what HS information the organisation had online. The report shows companies are using HS as a marketing technique used to promote the company, to win work. The evidence in this report by Rawlinson and Farrell (2010) shows that Klein's' (2008) view, that organisations were not undertaking methods used to improve HS, but using it as a way to promote their company. Rawlinson and Farrell reference the

criticism that the HSE's marketing campaigns faced (Anderson, 2004) and the HSE's role in attempting to improve HS.

The HSE's behavioural change programme (Anderson, 2007) was criticised for changing focus from hazard identification, to a concentration on worker behaviour. Andersons (2007) report discussed statistics that the HSE published in relation to hazards. Statistics showed that the number of dangerous occurrences either stayed stagnant or increased. Despite these statistics, the HSE brought in a behavioural change programme. This programme was criticised by those who reviewed hazard statistics and felt there was a need to campaign to identify and avoid hazards rather than change worker behaviour (Anderson, 2007). The HSE's premise for the behavioural programme was that a significant number of accidents occur due to worker behaviour (Anderson, 2004). The authors discuss that it can be effective to change behaviour rather than focus on hazards. The authors show how the HSE were justified in the development of their behavioural change programme (Anderson, 2007). The article discusses topics that are relative to how the HSE's marketing campaigns affect construction and how organisations use the material provided by the HSE to discuss HS (Anderson, 2007). The article demonstrates how HS has moved to a position of importance that involves marketing. The authors also state it would be beneficial to carry out more qualitative research (Anderson, 2007). The authors believe this may help alter the focus of HS management from alternative perspectives and how they view the HSE's marketing campaigns. These articles are beneficial documents that aid this literature review.

2.3 The HSE's Marketing Campaigns

The HSE produce a variety of marketing campaigns that promote safe work practices and motivate organisations to follow HS regulations. In 2007, the HSE carried out a "Watch your step" (Health and Safety Executive, 2007b) promotional campaign. This campaign worked to raise awareness and improve attitudes about the issues of slips, trips, and falls (STF). The HSE provided organisations in the industry with marketing materials for this campaign. Posters to raise awareness and practical steps on how to avoid STF were available (Health and Safety Executive, 2007b). The HSE created posters to market the dangers of STF to employees and employers. The main statement on these posters was to "See it, Sort it" (2007c). (See appendix)

After the campaign ended the HSE carried out a campaign evaluation. The report found the campaign was well executed (Health and Safety Executive, 2007c) and web traffic on the STF area of the website increased. The evaluation report consisted of qualitative research. Employers and employees in the industry took part in interviews. A questionnaire helped to

understand pre-campaign perspectives, what aspects were useful, weaknesses, and what post-campaign perspectives (Health and Safety Executive, 2007c).

The HSE found that the route to success was by enabling HS professionals to promote the issue within their organisation (Health and Safety Executive, 2007c). The HSE succeeded in engaging those who were focused on improving HS in the industry. From the results of the campaign, it appeared it failed to change the behaviour or attitudes of those who 'paid little attention to HS' (2007c). The HSE did state that they felt that once the campaign ended, momentum to avoid STF would lapse. Results showed the campaign only used one-quarter of the budget available. The evaluation of this campaign (Health and Safety Executive, 2007b) found it received positive recognition, showing that the adverts and promotional materials were effective in their aim of raising awareness and improving attitudes in the industry. The campaign, however, fell short of educating workers about the importance of changing their behaviour. From literature such as Lavack et al. (2007), it shows social marketing can help change behaviours and improve HS.

The HSE have also ran a "Falls from Vehicles" communications campaign (2007a). The HSE stated that each year, 2,000 individuals suffer from a fall from vehicles. Over 800 are major injuries, with five being fatal falls (Health and Safety Executive, 2007a). The campaign targeted heavy goods vehicles (HGV) drivers and construction site managers. Information sheets in poster format were published by the HSE (Health and Safety Executive, 2007a). The posters provided information on how to prevent falls and how to climb down from a vehicle. The posters raised awareness with workers and managers on how to avoid falls from a vehicle. (see appendix)

The HSE produced a website for the falls from vehicles campaigns (Health and Safety Executive, 2007a). This website had links to poster downloads and topics that help to prevent falls from vehicles, such as Access to vehicles, surfaces, footwear, planning loading, and unloading, housekeeping and ground level campaigns. The HSE used the internet to their advantage and created a website to ensure that all organisations had access to the information on falls from vehicles. (Health and Safety Executive, 2007a).

After the campaign, the HSE carried out qualitative interviews to discuss the falls from heights website (Health and Safety Executive, 2007a; Continental Research, 2008). The website was described as clean with a professional feel. Managers commented that the site would be beneficial to use 'with their drivers'. The website had the potential to encourage a proactive position on safety standards. The creation of information sheets and posters were a useful marketing tool. This would allow managers to raise awareness in welfare offices on site. From the evaluation, the HSE stated that the campaign reached realistic awareness levels of

recognition (Continental Research, 2008). The campaign influenced those who had not realised the risks of a fall from HGV's. The evaluation provided recommendations for future campaigns to focus on the drivers of HGV's. The HSE believed that this campaign positively affected the behaviours of those who worked on or near HGV's (Continental Research, 2008).

2.4 Social Marketing

Of late, social marketing has proven to be a discipline that can promote an intangible good. Lavack et al., (2007) discusses how a paucity in literature linking social marketing with improving workplace safety. The article suggests how to use social marketing to enhance the effectiveness of a HS campaign. The study carried out by Lavack et al., (2007) demonstrates an improvement in workplace safety when using social marketing. The author uses Kotler's (2002) definition of social marketing. Social marketing is *"The use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behaviour for the benefit of individuals, groups, or society as a whole"* (Kotler, 2002).

The article also provides a strategy for implementing social marketing. This strategy uses a redefined marketing mix for social marketing to assist Managing Directors, safety managers and government bodies such as the HSE to improve HS.

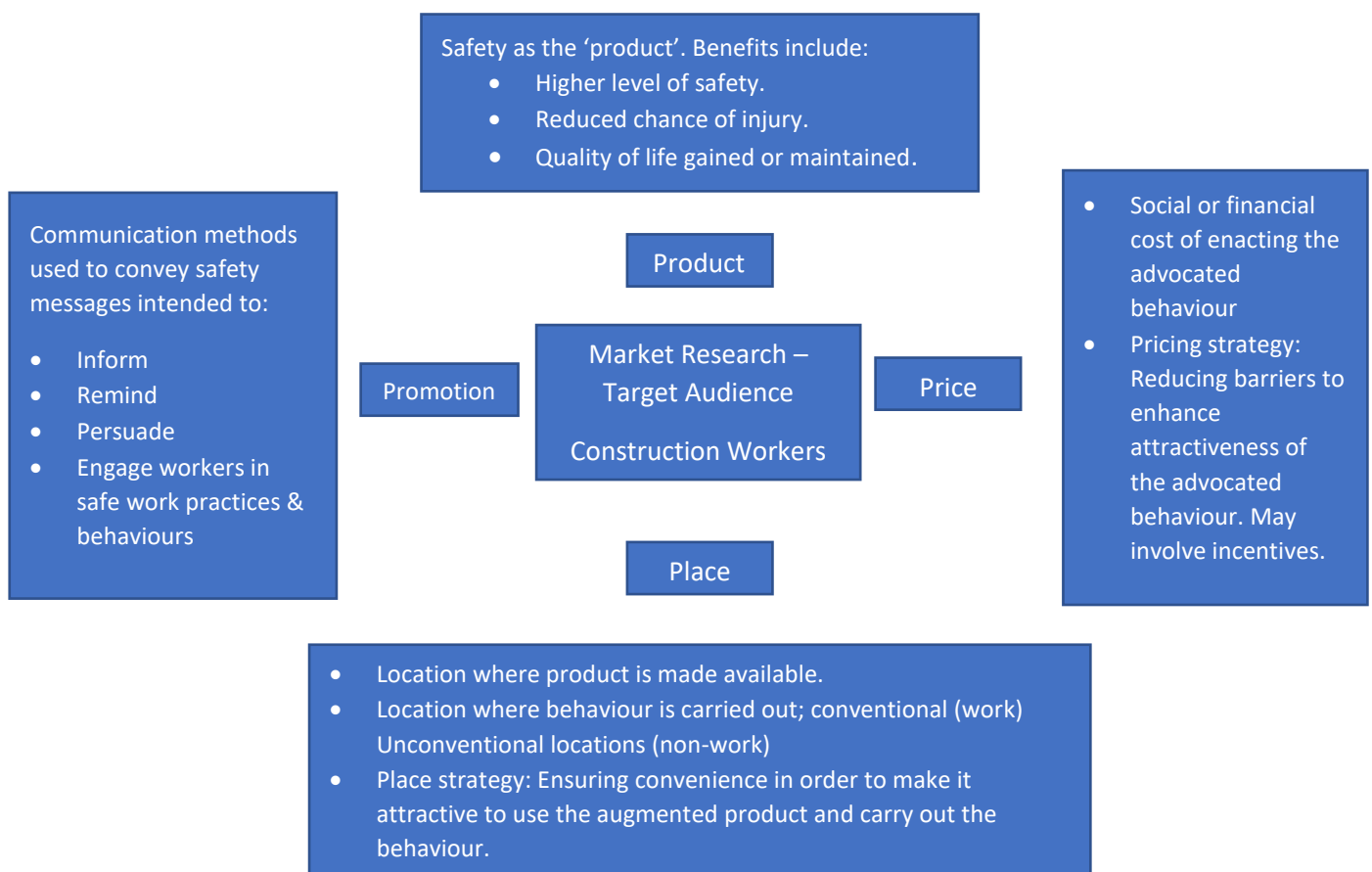


Figure 4 Market Research - Target Audience Construction Workers (Lavack et al., 2007)

Alongside previous studies, Peattie and Peattie (2009) reviewed social marketing theory. The authors discussed how to apply social marketing to promote more sustainable ways of living. This article uses a health orientated marketing campaign. This demonstrates the potential of social marketing when correctly applied. The authors discuss how social marketing initiatives can change behaviours to improve society. The redefined 4P's marketing mix (Lavack et al., 2007) is useful to help promote safety in a manner that will produce a positive behaviour change. Once again, Kotler (2002) is referenced. This literature demonstrates how commercial marketing can help reach social goals. As the HSE are working to improve HS, campaigns must include social marketing techniques. Social marketing is versatile (Peattie and Peattie., 2009) and this article reiterates this point.

Researchers have worked to condense social marketing and how it can be defined. Dann (2009) researched commercial marketing theory and previous social marketing definitions to create a new definition of social marketing. The author (Dann, 2009) discusses how social marketing can be used to create behavioural change. The article states behavioural change is reached through the *'creation, communication, delivery and exchange of a competitive social marketing offer that induces a voluntary change in the targeted audience'* (Dann, 2009). This is an important piece of literature as it emphasises how social marketing can be a valuable tool to HS directors. Social marketing can create a positive behavioural change which can then improve safety culture.

An important piece of literature carried out by Vecchio-Sadus et al., (2004) examines how marketing strategies can engage employees and raise awareness of their responsibilities for incidents. The authors present marketing theory in a way that links marketing safety and how marketing can be used to improve HS in a construction company. The article (Vecchio-Sadus et al., 2004) discusses how managers cannot control behaviour but can use promotion strategies to ensure that safety is a priority. The authors discuss that when marketing HS, it must be relevant and extend beyond compliance. Training employees to work safe is no longer sufficient, employees must be motivated to work safely for their own health. Social marketing techniques in this article suit organisations such as the HSE, help to improve standards of HS and improve safety culture.

Likewise, a report written by IOMA (2004) provides safety managers with requirements of why they must be successful marketers and enforces the idea that they must continue to market safety. The article referenced the work carried out by Vecchio-Sadus et al., (2004). It approves the conclusion, stating that *'for safety to flourish, safety directors must be successful marketers'* (Vecchio-Sadus et al., 2004). The author provides examples of why safety needs to be promoted. It also discusses improving safety behaviour through culture and training is

vital. This report (IOMA, 2004) states that safety managers need to remember that implementing safety is not enough, to be successful they need to employ promotional marketing strategies. For HS to improve in an organisation, marketing is a requirement. The author recommends management to use a sales model to help promote safety (IOMA, 2004). It is vital that safety should be 'sold' rather than enforced. The author reiterates that organisations, such as the HSE, must focus campaigns and ensure that they have gained management commitment and employee involvement. The report discusses that to gain management commitment, safety managers must work as marketing professionals, and present HS campaigns as an investment. The author (2004) also discusses how involving employees in safety campaigns will be beneficial for the organisation. Employees should want to 'pay' to hear safety managers to give presentations such as 'Toolbox talks' (TBT). This reinforces the idea that safety directors must function as marketers. This article links well with Lavack's (2007) ideas on how marketing strategies can improve workers awareness and change their behaviour to be more HS positive.

Bunting et al., (2017) examines a campaign carried out to help reduce the number of falls in construction. This campaign used a variety of social marketing tools to create an improvement in the number of falls that occurred (Bunting et al., 2017). The campaign encouraged companies to conduct training that suited their sites and workers through safety presentations. Organisations used promotional safety material that included advice and ways to avoid falls. The campaign also held a national safety 'stand down' week, where organisations were encouraged to stop all works to address the issue of falls. The data gathered by the author (Bunting et al., 2017) supports that the stand down campaign had a major impact on the industry and that incidents rates fell. This demonstrates that when an organisation works together with management and uses marketing techniques, a positive change can occur.

Social marketing has helped to raise the welfare of individuals in society. Gordona et al., (2006) reviewed the effectiveness of how social marketing can improve diet, physical activity and reduce substance abuse. The article (2006) reinforces the idea that social marketing must not be about enforcement and that there must be a clear benefit for the individual, customer and/or employee. This literature makes similar points that have been discussed by Lavack et al., (2007). This case study (Gordan et al., 2006) deals with how the government has realised the 'power of social marketing' and that marketing can be used in a beneficial way to achieve public awareness about poor health habits and enable them to change their behaviour in a positive way. The authors delve into how social marketing can provide a promising framework for improving health. The study carried out research among different target groups, using marketing tools to target these groups to improve their health (Gordan et al., 2006). The study used techniques such as 'rewards-based peer modelling intervention' to influence children to

eat more fruit and vegetables. The evidence from this article suggests that social marketing was effective in improving nutrition and reducing substances abuse. The authors (2006) discuss how the end goal of social marketing is to improve welfare and society and this study achieved these goals.

Another health campaign that benefited from the use of social marketing is the Florida 'Truth Campaign'. Sly et al., (2001) carried out a Health campaign that used social marketing to target teenagers in an attempt to reduce the use of tobacco products. The "Truth Campaign" succeeded in reducing levels of youth tobacco use and brought about a change in anti-tobacco attitudes. The article (2001) discusses how social marketers carried out market research to understand the attitudes and behaviours of teenagers who used tobacco products. By holding interviews with the teenagers in their own comfortable environment, such as skate parks, the social marketers were able to discuss the tobacco industry in a way in which teenagers were open to talking. The authors (2001) discuss how the internet was also a vital tool in the "Truth" campaign. The marketers learned they could engage with teenagers through technology. The music channel "MTV" and media outlets were used as a marketing tool to reach the teenagers. The campaign used teenage journalists to publish articles in relation to confronting industry figures. This campaign achieved successful change after five months (Sly et al., 2001) with the number of teenagers smoking declining from previous years. Campaigns such as the "Truth" Campaign, can benefit the HSE when creating their own HS campaigns.

2.5 Safety Culture

There is a noticeable lack of literature related to that of how safety culture can be used to improve HS in the construction industry. Culture is defined as a 'stabilizing force that serves an anxiety-reducing function, giving people a way in which to act, think and feel in situations' (Schein E., 2004). Safety culture can be understood as *"elements of an organisations culture that influences attitudes and behaviours, which then impacts on the level of safety in that organisation"* (Hale, 2000). Vachon et al., (2014) investigated the benefits of an improved safety culture and focused on the organisational support theory (Eisenberg, 1997). Vachon's (2014) results suggested that organisations who had a strong safety culture, had managers who were concerned with employee's HS. This is a similar belief as to what Rawlinson and Farrell (2010) presented in their study of management involvement. It is vital for the HSE to focus their campaigns on management as the literature suggests that this is one of the best ways to improve safety culture. The literature proved that organisations with support from managers were more likely to have better HS outcomes. This article reiterates the safety culture concept by McFadden (2001). The number of research publications relating to safety and management has remained low (Das et al., 2008). Vachon et al., (2014) help to close the gap on research and safety. The authors also place an urgency that HS needs to improve,

with millions of people suffering injuries and thousands of fatally injured worldwide, each year (Data Gov, 2018). This study links, workplace safety and financial performance, which creates a business case for safety managers. This helps justify the HSE's new sentencing guidelines (Safety Health Practitioner, 2017). The article (Vachon et al., 2014) highlights the role of managers and employees in improving safety. This study allows the reader the knowledge that to create a positive safety culture, managers must commit to reinforcing safety as an organisational priority and that employees must adhere to safety rule and guidelines (Vachon et al., 2014).

Similarly, Nielsen (2014) carried out an important case study to review if an organisation can improve its safety culture by creating more and improved safety related interactions. This article (2014) is a valuable contribution to the scientific literature on safety culture. From the research carried out in this article, evidence suggests that HS organisations struggle to promote safety culture (Nielsen, 2014). The case study evaluated employees and their involvement in HS and found evidence that managers were unsure of how to bring about a change in culture to improve safety. As part of the case study, safety managers were brought in to create safety themes and involve employees by employing them as safety representatives (Nielsen, 2014). By involving employees and managers in a more prominent safety role, this case study benefitted the organisation by improving their safety culture.

2.6 Conclusion

The construction industry in the UK is set to increase due to the growth in the economy. This increase in the industry will put more workers at risk of accidents, incidents, and fatalities. The HSE currently use the following techniques to promote HS in construction; carrying out research on what areas cause incidents, implementing and updating regulations, creating publications and documents to advertise ways of behaving and working safely, creating websites to allow managers and workers to access clear information on specific dangers in the industry and carrying out unexpected construction site visits. These techniques are partially successful, but improvements are required. From carrying out this literature review, it would appear that the HSE needs to change the manner in which they promote HS and use social marketing to reach their target audience as well as implementing forms of social media to advertise safety to workers.

3.0 Methodology

3.1 Introduction

In this chapter, the researcher will provide an overview and justify the research methodology used in this dissertation. The 'Research Onion', will be used to help understand each stage of this research planning process (Saunders et al., 2009). The decisions that were made during the planning process were deemed to be the most suitable to achieve the research objectives:

- To critically analyse the impact the HSE's campaigns have on the construction industry.
- To conduct primary research in the form of interviews to investigate the opinions of individuals in the construction industry on the marketing campaigns of the HSE.
- To use published articles and journals, books about marketing and about the construction industry to form a greater understanding about the HSE's marketing campaigns and to make recommendations for how these campaigns can be improved to reduce accidents/incidents and fatalities in the construction industry.

3.2 Research Definition and the Research Onion

Research is defined as an inquiry process that is exceptionally organised and systematic. It follows a logical pathway using information in order to explore a proposed question or test hypotheses (Punch, 2016). Carrying out research is important to ensure a theory or problem can be satisfied. Research is carried out in an objective manner by gathering data and facts which offer evidence to solve a researcher's initial problem (Ariola, 2006). One possible framework of carrying out effective research is using a method developed by Saunders, et al., (2009) This method is described as the 'Research Onion' and is depicted by figure 3.1.

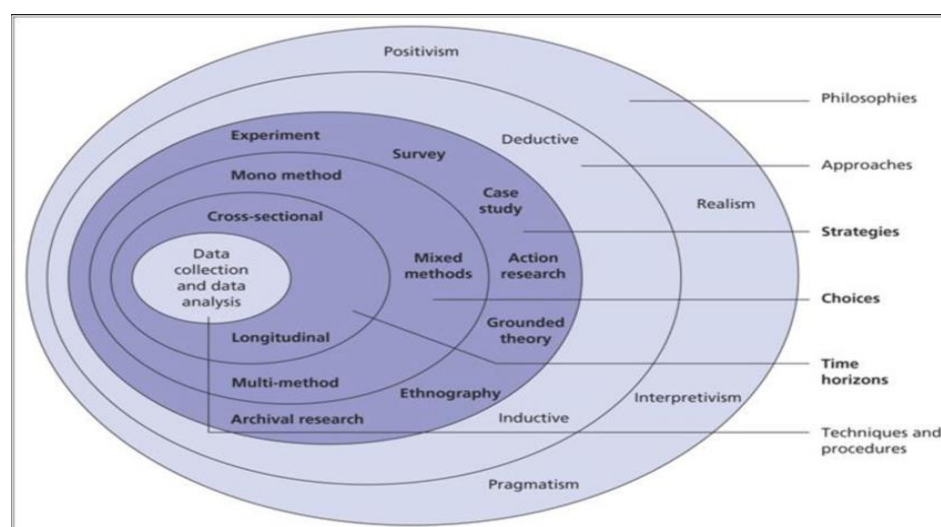


Figure 5 Saunders, Lewis and Thornhill, 2009, p. 108.

As depicted in Figure 3.1, The Research Onion is made up of layers. By using the 'Onion', it is easy to identify an effective research strategy as discussed by Saunders, et al., (2009). This strategy gives researchers a system to follow when carrying out research. The research onion provides the researcher with a choice of philosophies, approaches, strategies, choices, time horizons, techniques and procedures that can be carried out to help the researcher get access to the best data.

3.3 Research Approach and Purpose

For this study, the approach used was an inductive approach. An inductive approach uses research questions to narrow the scope of the study and are used in relation to qualitative research. The inductive approach is also known as a bottom-up approach, which arises due to a tentative hypothesis which is explored so the researcher can develop general conclusions (Hart, 2005). This approach includes a search for patterns and repeated occurrences of events and then develops an explanation or theory from the result.

By using the inductive approach, the researcher has increased flexibility in changing how the study is progressing (Bryman et al., 2011). This approach was found to be the most suitable as the researcher aimed to collect information relevant to the research and then make a conclusion from analysing the data. For this research, there was no theory or hypotheses and the research would develop the conclusion.

The researcher identified that the most suited type of research was exploratory. Exploratory studies are important ways of discovering a summary of what is occurring and gaining insights into research. This type of research is helpful in understanding a specific problem. These studies are flexible allowing the research to alter the direction of the research if necessary (Bryman et al., 2011)

This exploratory study was suitable as the researcher aimed to gain an understanding of the subject area. Furthermore, there were two methods of data collection used. The first collection of data helps to inform the second, which depicts why flexibility was beneficial.

3.4 Primary and Secondary Research

Primary research is when the researcher collects this data first hand. The research is unique to the particular study. Secondary data is data that has been previously collected by other research studies and encompasses a variety of sources. Research studies can contain either primary or secondary data or one of the two (Schindler et al., 2014)

For this study, the researcher used both primary and secondary research. Secondary research was a necessity to enable the researcher to carry out an extensive review of the literature. This literature comprised of journal articles, websites, books, and marketing publications.

Secondary research was also required to inform and guide the primary research. The primary research was carried out through interviews and will be discussed in detail later in this chapter.

3.5 Strategy and Data collection

There are two terms used to describe research strategies, these are qualitative and quantitative. Quantitative research studies data that is numerical, while qualitative research looks at data in the form of a narrative (Coffey A., 1996). A quantitative approach is objective and focuses on measuring events whereas qualitative is more subjective. There are a variety of ways to collect both quantitative and qualitative data. Interviews were used to collect the data in this study. Interviews are questions asked by the interviewer to the interviewee. These questions can be structured where the answers are often fixed, or semi-structured where there is more flexibility, or unstructured in which the questioning is informal (Schindler et al., 2014)

The best primary research strategy is chosen depending on what suits the researcher in order to achieve their stated objectives (Saunders et al., 2009). This is dependent on the resources and time available. An Interview was the form of primary research strategy used. Interviews are used for exploratory and descriptive research. As previously discussed, this research is exploratory and therefore interviews were suitable as a method of gathering data. Qualitative research is interested in exploring the meanings and perceptions. Interviews are one of the best forms of qualitative methods for gathering understandings of a topic (Horn., 2012).

3.6 Interpretivist Paradigm

Choices that researchers make occur from the basis of two main paradigms of social research. These are known as the positivist paradigm and interpretivist paradigm (Denscombe, 2014, p. 2). The paradigm chosen for this study is 'interpretivism'.

Interpretivism enables a researcher to search for rules that people use to make sense of social situations (Cameron et al., 2009, p. 57). The aim of interpretivism research is to develop insights into 'people's belief and their lived experiences'. This approach suits this research as it uses qualitative data (Denscombe, 2014).

3.7 Interview Design

The interview consisted of twenty-four questions in total and averaged a total of twelve minutes. However, the research re-questioned some participants to clarify points or gain examples of topics that had been discussed. There were a variety of categories for the questions; participant demographics, the opinion of the industry and the HSE. The questions allowed the participant to give their own opinion so the researcher could gain qualitative data. The interviews were transcribed upon completion to allow the researcher to compare the data. (Denscombe, 2014)

3.8 Research Sample

A sample is a subcategory of the population, while a population involves using a complete set of group members (Saunders et al., 2009). Research can often be collected using samples as it is not possible to collect data from a whole population group.

For the purpose of this dissertation, the researcher used suitable sampling methods for this study. This sampling is known as opportunity sampling. This type of sampling method can be described as a non-probability sample method (Saunders et al., 2009). Those involved in providing data for the researcher were interviewed due to their accessibility to the researcher. The researcher has previously worked for the company where the staff were interviewed. This allows the researcher to use this relationship as an opportunity sample. The main reasons for choosing this sample are; the chosen participants work in construction, they partake in adhering to HS regulations and are exposed to the HSE's marketing campaigns.

Resources for this study are limited and it is practical to keep the focus of the study narrowed to those in management positions. This resulted in the only requirement for the participants being in management positions in construction. Due to this requirement, non-probability sampling was the technique used as there is no existing sample frame.

As there were time constraints on this research, the number of responses were limited. The researcher was looking for a minimum of ten interviews and carried out twelve. If the researcher had more time, it would have been beneficial to have site workers carry out a survey as it would have provided a further understanding of and add depth to the data gathered through the interviews with management. However, Saunders (2007) justifies a smaller sample size and states that by collecting data from fewer sources, allows the researcher to collect information that is more detailed.

3.9 Time Horizon

The researcher choose to use a cross-sectional approach as opposed to longitudinal. Longitudinal is used in studies that are carried out over a long period of time, with interviews each year (Horn., 2012). Cross-sectional is when there is an aim to answer a research question. This form requires data to be gathered once over a period of days, weeks or months (Saunders et al., 2009). This time horizon was more suited to this research as there are time constraints on the project

3.10 Data Analysis

Once the interviews were completed, they were then analysed. This study used qualitative research. Secondary research was carried out to study literature surrounding the research objectives. This helped to direct the focus of the interviews. The interviews were carried out via phone conversations and were recorded. To enable the researcher to interpret the data,

the interviews were transcribed. The researcher then read through the transcripts. Coding qualitative data is a process that allows the researcher to recognise and recontextualise data (Coffey A., 1996). Coding involves reading and rereading the data and making selections from the data and giving the data codes and categories. The data was fragmented, coded and categorised. Wolcott (1994) suggests that the move from coding to interpreting data is crucial. The recontextualised data was displayed in a way that it can be read easily. The coded data that showed similarities were presented together. This allowed the researcher to explore comparisons between the data. The codes created were based on opinions and concepts that were raised in the collected data (Coffey A., 1996). Aspects of the data that was coded were because; they were repeated across the data, they surprised the researcher and they had read literature that contained similar opinions and thoughts. The researcher interpreted this phenomenon as they considered them important. Coding helped to reduce the amount of data. Data reduction is a form of analysing data and organising it in a way for conclusions to be made (Collis H., 2009). This process was decided upon as it helped the researcher to find themes and reach conclusions in a more efficient manner.

3.11 Pilot Interview

A pilot interview was carried out. This is a small-scale study that is conducted prior to a main study and is useful in identifying issues. By carrying out a pilot interview, this will increase the reliability and validity of the main interviews by identifying necessary changes by gathering the large amount of data (Denscombe, 2014). The pilot interview can help determine the average length of time taken to complete the interview which can be useful to pass on to respondents of the main interview (Hart, 2005).

When the first draft was completed, the researcher carried out the interview with a family member experienced in construction HS, asking them to point out any issues they had during the interview. This was beneficial as it highlighted the flaws of the interview. It also helped to narrow down any questions that were not providing useful data. These issues were fixed, which resulted in an improved interview.

3.12 Reliability & Validity

The findings of this research should have credibility and be able to stand up to extreme scrutiny. To ensure credibility and reduce the possibility of getting incorrect answers, comes down to two elements of the research design; reliability and validity (Saunders et al., 2009). These aspects are vital foundations for carrying out research. Bryman (2011) states that reliability is concerned with whether data collected is repeatable. Validity is dependent on the integrity of the conclusions produced from the research. Kirk and Miller (1986) discuss how important it is for a researcher to provide credible data, creating a concept that if the research is not to a standard that is considered valid and reliable, the conclusions of the dissertation

will be incorrect. The interviews were structured with set questions that were derived from the literature review. The questions were unbiased and were reviewed by an experienced dissertation supervisor to ensure error would not occur (Kirk & Miller, 1986). Extreme thought was taken when designing the interview questions. The researcher did not want the interviewee to be led to a specific thought or opinion. The researcher worked on remaining unbiased and focused on ensuring the interview was carried out in a smooth manner, allowing the interviewee to speak their mind. Prior to carrying out the interviews, the researcher and experienced dissertation supervisor worked together to ensure the interview questions adhered to the above criteria of research reliability and validity. This helped to minimise the risk of participant error (Denscombe, 2014).

3.13 Limitations

There was a limited time frame to carry out this research and conduct primary research. The sample used for the primary research was from those in management positions working in the construction industry. This sample will not be representative of the overall industry, but due to the time frame, the researcher aims that the results would give an insight into the industry (Saunders et al., 2007). The researcher would have ideally liked to carry out primary research among all levels of construction workers, but time constraints reduced this opportunity. There were limitations on the demographics of the respondents as they were all employed in the same or similar company. The findings may have varied if there was a larger range of demographics. This research can be classed as a case study approach as is 'fairly self-contained' (Denscombe, 2014). Although case studies can be criticised as conclusions are often applied generally, there are benefits in this approach. The advantages of using the case study approach are that it is suited for small-scale research like this dissertation, it allows the researcher to take a flexible approach to theory building and testing. It also allows the researcher to take on a holistic view and to look in depth at the complex social phenomena (Denscombe, 2014).

3.14 Ethical Considerations

As part of the research proposal, an ethics form was completed. This ensured all ethical considerations were made prior to beginning the research (Horn., 2012). There is little to no ethical risk in the case of this research. There is no vulnerable population, all participants will be voluntary and will be over the age of eighteen. All data that the researcher collects will be stored anonymously and secured by a password protected document on a computer.

3.15 Summary

Using qualitative research methods will allow the researcher to gain an improved understanding and access information on the research topic (Denscombe, 2014). By carrying

out interviews with those who work in construction, the research can collect primary data from those familiar with the HSE and their marketing campaigns.

The following chapter summarises the data analysis of the qualitative research methods. The aim of Chapter 4 is to understand the perceptions of those in the industry based on the original research question.

4.0 Data Analysis

4.1 Introduction

This chapter contains a detailed analysis of the data collected from the primary research. The data from these interviews has looked for relevancy between answers and trends through interpreting the data using the inductive approach. The analysis has aimed to create general conclusions based on the original research objectives and the information gathered from the literature review. From explaining this information, and relevancy to this dissertation, the data analysis chapter satisfies objective two, which was to investigate the opinions of individuals in the construction industry on the marketing campaigns of the HSE. This chapter discusses the data collected from the interviews.

4.2 Interview analysis

Twelve interviews were carried out over a week. The data has been read, coded and segmented to find relationships between the data. The questions allowed the researcher to understand the experience of the interviewees, gain an understanding of their qualifications and their roles in the construction industry. A content analysis method was used to understand the data. The researcher identified trends and re-analysed the data to be more refined and relevant. This method allowed the researcher to transform the majority of the data into quantitative data, providing statistical information.

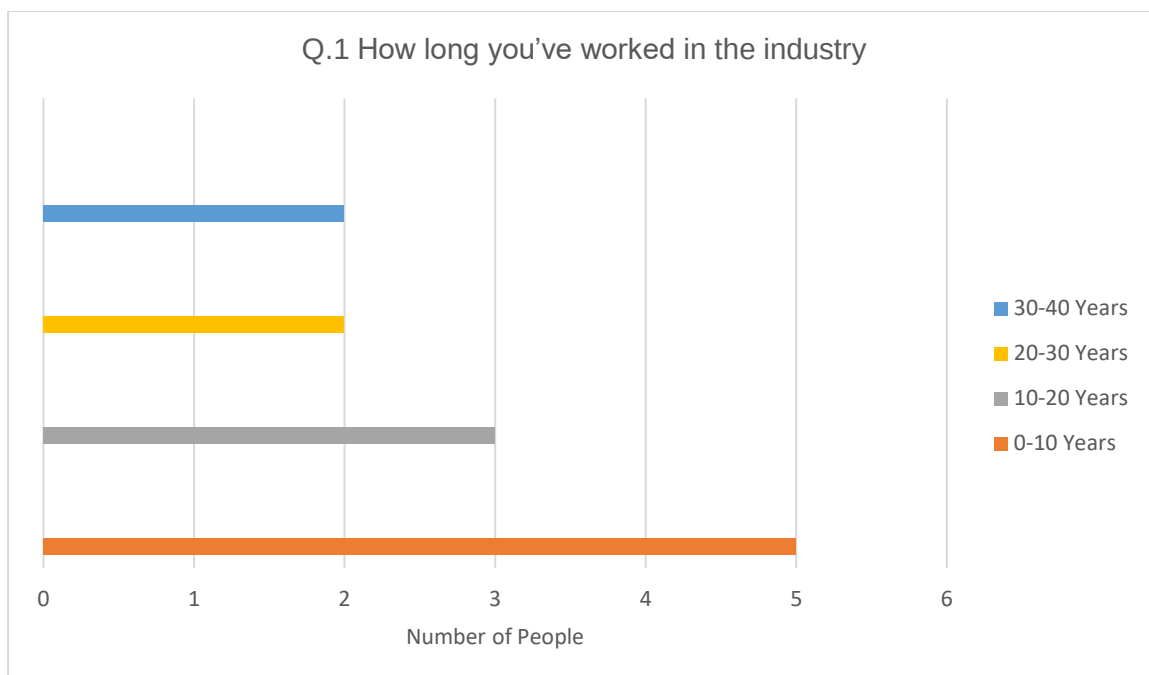


Figure 6 A graph showing results to question 1

The above graph shows the number of years that each person has spent working in the industry. Those interviewed were chosen at random from managerial roles in a single construction company. 41% of respondents had 0-10 years' experience in the industry and 25% had 10-20 years' experience. Of those interviewed, most having at least five years' experience and only one with two years in the industry. As a result of only being in the industry for a short time, the participants may have clearer opinions on HS and how it affects their daily duties as opposed to when they were working in a previous industry.

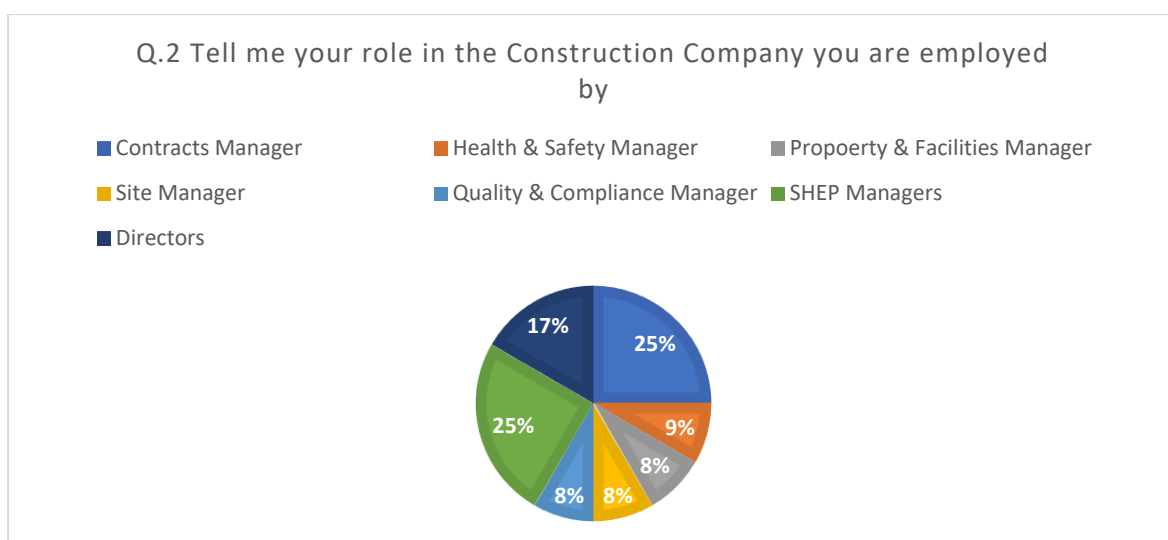


Figure 7 A pie chart showing results to Question 2

The above pie chart represents the positions of those who were interviewed. Some of the interviewees worked in similar job positions. This question was included to allow the

researcher to understand what knowledge or level of participation in HS the interviewees had. HS managers and SHEP (Safety, Health, Environmental Procedure) managers who participated in these interviews improve the credibility of this data as they have high knowledge of regulations in the industry.

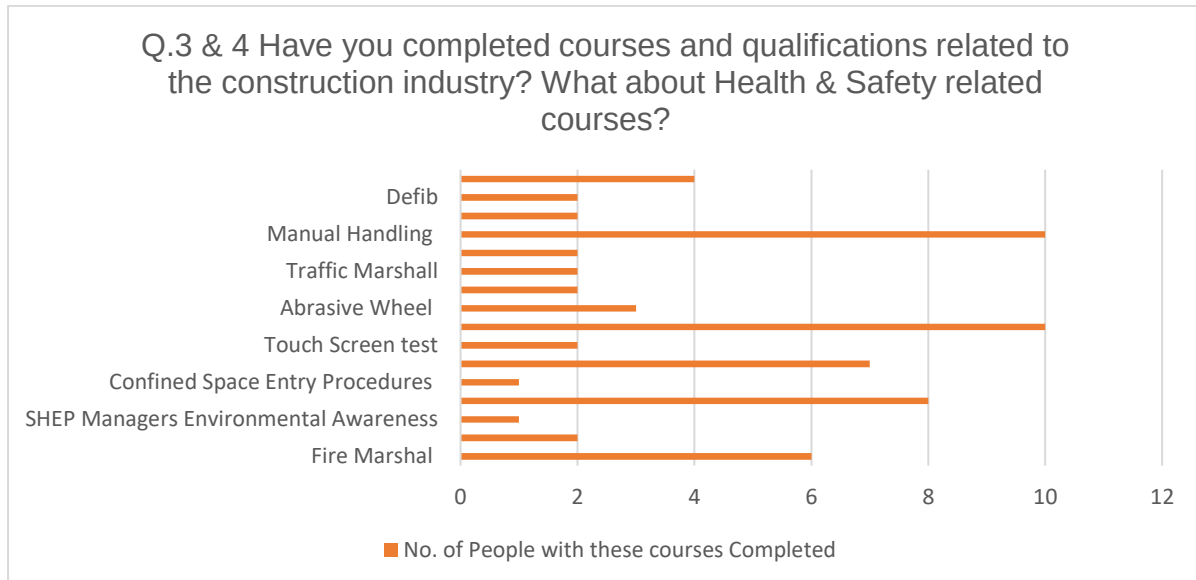


Figure 8 Bar chart showing results to Q.3&4

For the purpose of analysing this data, the researcher has combined questions three and four, regarding courses the interviewees participated in. The above bar chart depicts the courses that the interviewees have completed. These results are not reflective of all of the education received. This shows the researcher the level of understanding of HS education the interviewees have, which would, therefore, affect their opinion of the HSE and their campaigns. These results show that the participants have similar training and education backgrounds, therefore the data collected from the participants can be expected to have overlap.

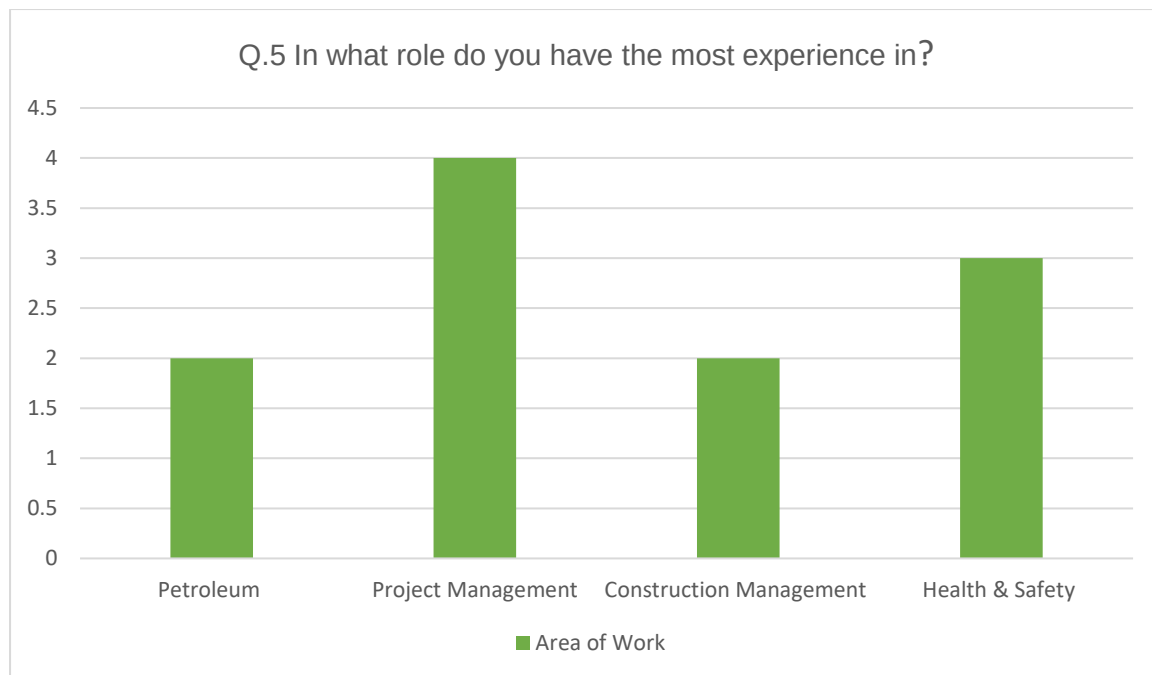


Figure 9 Bar chart showing results to Q.5

This question allowed the researcher to understand the areas the interviewees work in and provided insight into where the interviewees were positioned within the company. Four participants worked in an area of project management and therefore have a role of large responsibility ensuring their site workers adhere to regulations. This, as a result, means these interviewees are more likely to be acutely aware of what is involved in the cause of accidents and how to avoid them due to being provided with accident statistics and methods for safe systems of work.

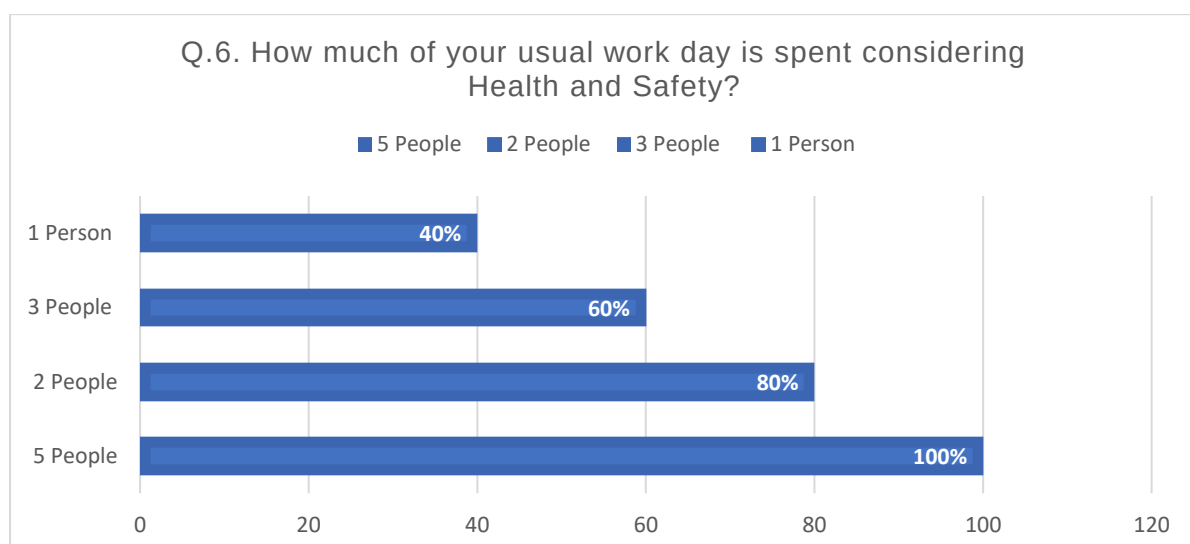


Figure 10 Bar chart showing results to Q.6

This chart represents the percentage of time that the interviewees believe they spend considering HS in their day. Five of those participating stated they spend 100% of their day

considering HS. The researcher must allow for the possibility that these results may be skewed due to interviewees giving the answer that they believe the researcher may want to hear, rather than their honest opinion (Coffey A., 1996).

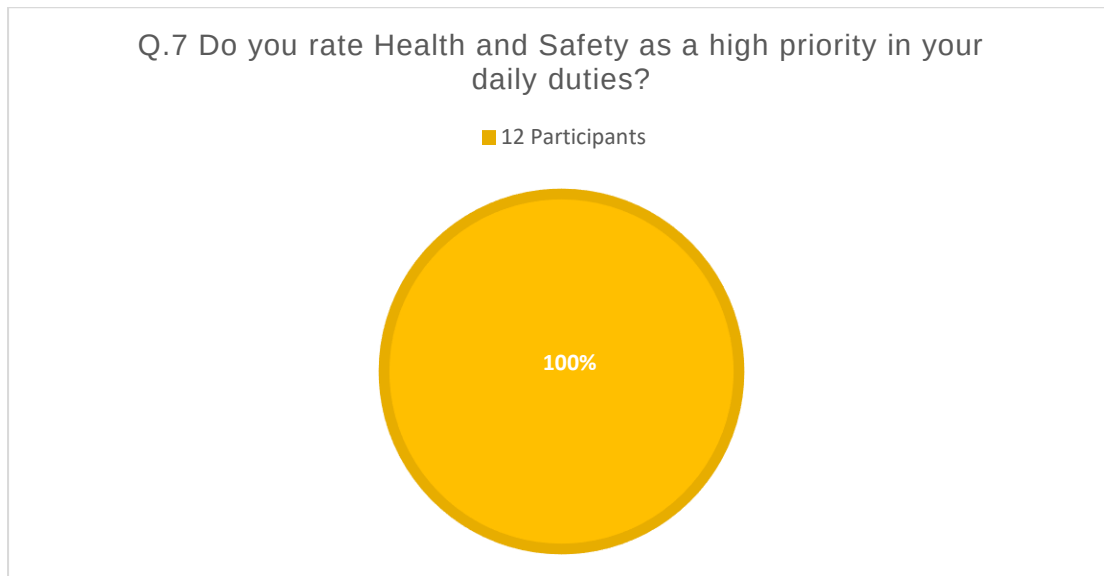


Figure 11 Pie chart showing results to Q.7

This question helped to understand the level of priority that the participants placed on HS. 100% of the participants rated HS as a high priority in their daily duties. However, these answers must be taken lightly as interviewees may attempt to please the researcher and not provide a completely transparent answer (Coffey A., 1996).

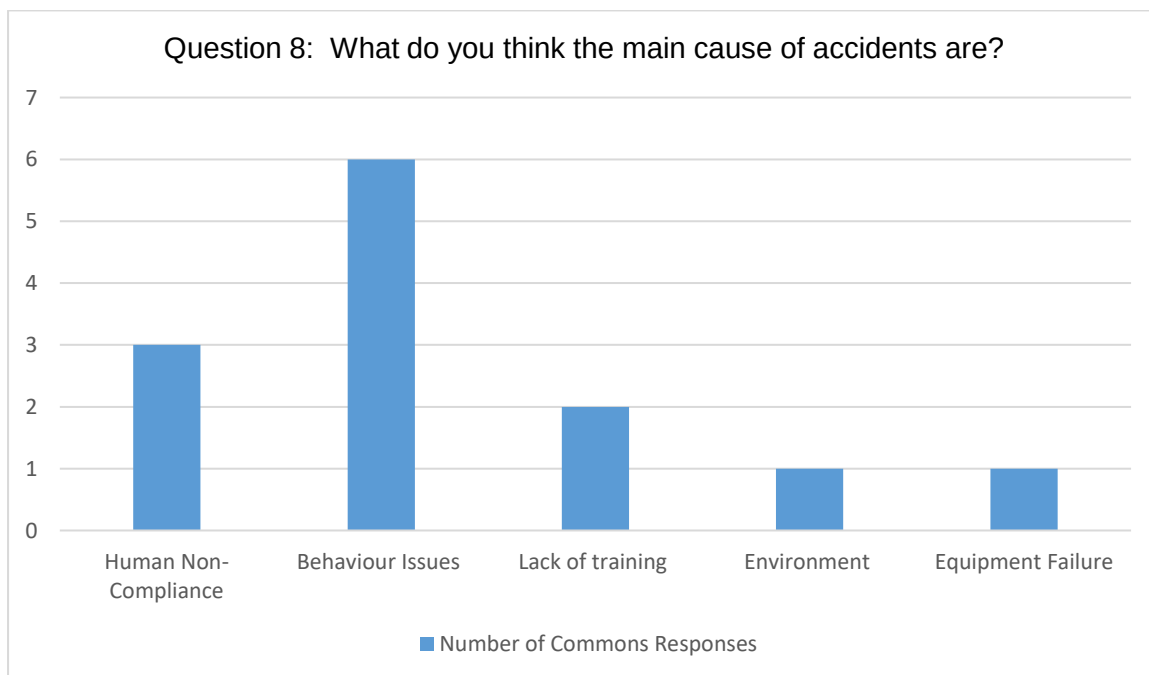


Figure 12 Bar chart showing results to Q.8

For this question, the respondents gave a variety of answers. Human non-compliance was mentioned by three participants. Participants also mentioned behaviour issues and described these issues such as taking short cuts to try to get work done faster, deviation from safe systems of work, human error, a lack of focus and poor planning by the worker. Participant number eleven mentioned that

“accidents are caused by 90% the surrounding environment and 10% by the individual”

Another point that was raised was that equipment failure can often be a cause for an incident or accident to occur. Participant number twelve stated that as;

‘construction tasks are carried out by humans and humans will make errors; such as taking short cuts when doing work, everyone thinks that an accident is not going to affect them’.

The researcher found that these answers were from the experience that participants had from site accidents. From asking this question, it was clear that most participants believe the behaviour of workers was the main cause of accidents.

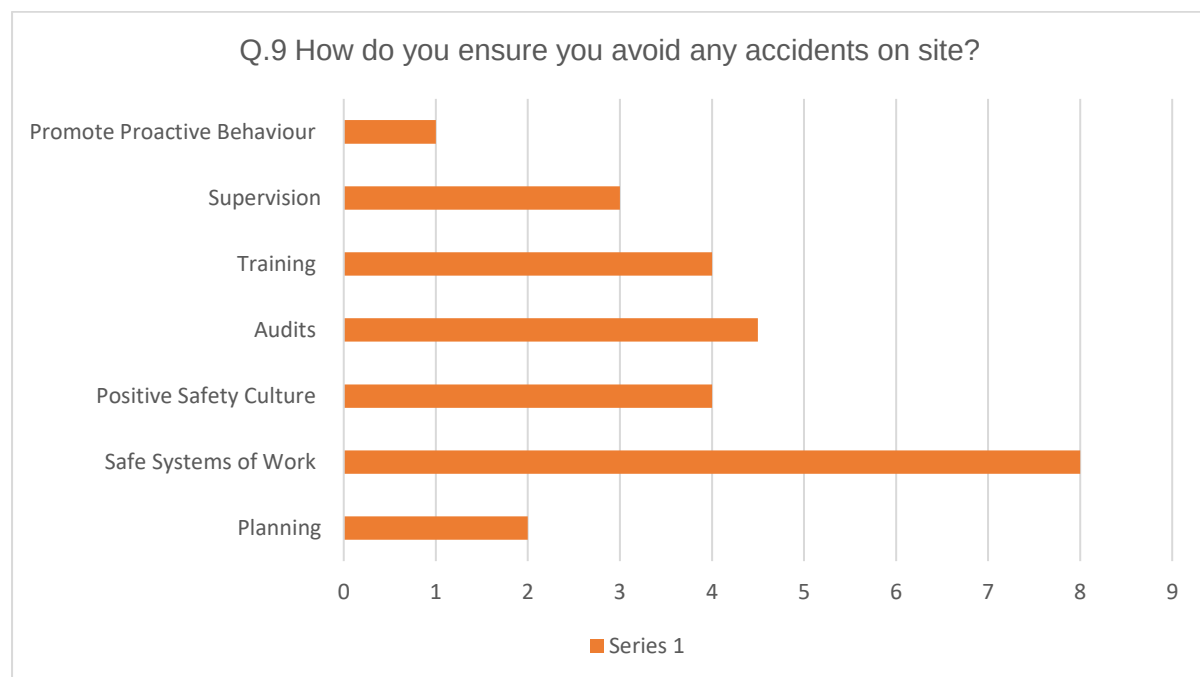


Figure 13 Bar chart showing results to Q.9

By understanding what participants felt were the main ways of avoiding accidents, can help this research form recommendations for the industry. The researcher must consider that those involved with onsite work, may have more of a realistic view of how accidents can be avoided as they witness more accidents on site. With eight participants stating they felt that ensuring safe systems of work was the main way of reducing accidents. This showed that procedures are vital and must be in place for workers. Participant eleven emphasised the importance

“of developing a safety culture whereby, the workers understand why safety is important and that they ‘buy into’ safety”

Ensuring that companies have correct procedures in place and creating an environment where employees are trained to work safely can all lead to a positive safety culture, with a reduction in accidents. This point was also raised in the work carried out by Rawlinson and Farrell (2010) which helps to improve the credibility of these responses as previous secondary research has come to similar conclusions.

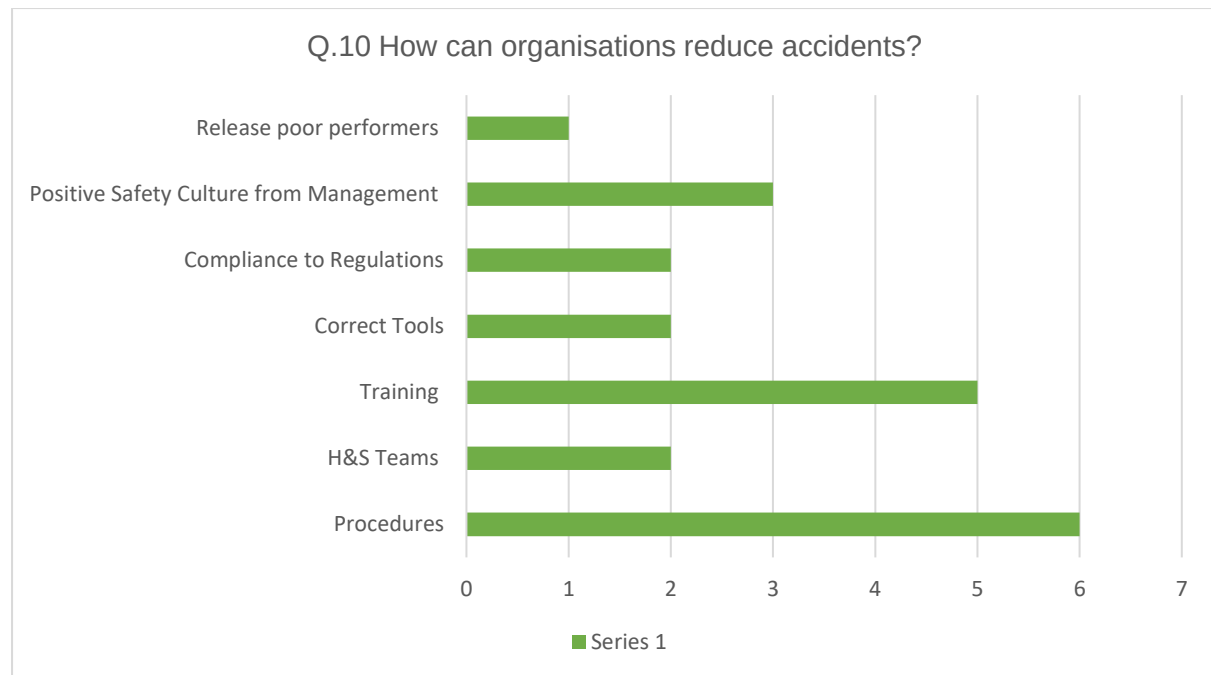


Figure 14 Bar chart showing results to Q.10

As seen in the above chart, procedures and training are believed to be the best way for an organisation to reduce accidents. A surprising answer was to release poor performers, the researcher had believed this would have been an automatic removal from the work if workers failed to adhere to HS regulations. If an organisation fails to provide clear procedures or adequate training, workers can be at risk of having an incident at work (Dr Gohardani et al., 2013). This question allowed the researcher a clear view of how workers believe their organisation can help to avoid accidents. These responses reiterated conclusions made in the literature review in relation to safety culture (Nielsen, 2014).

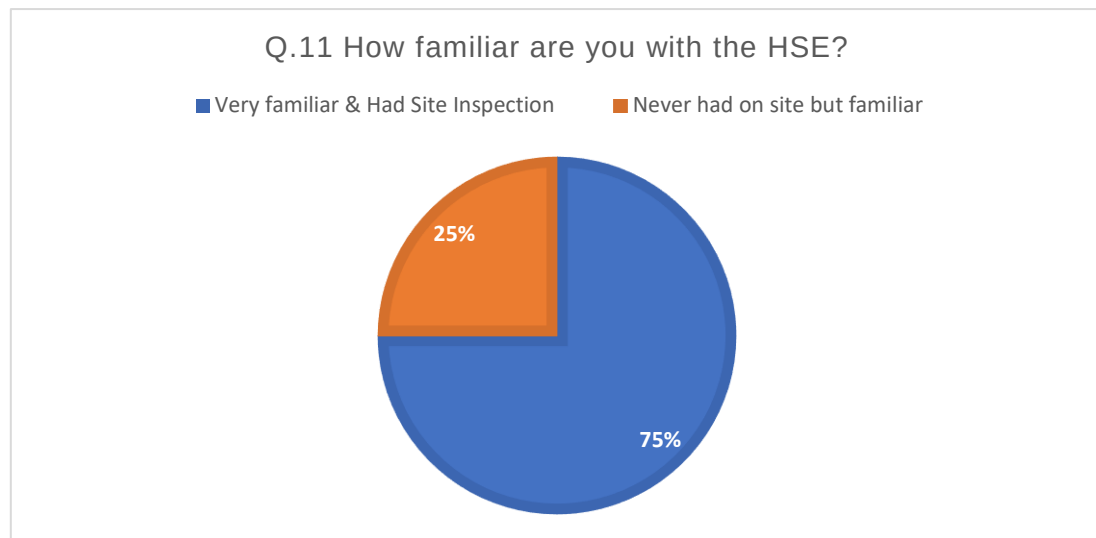


Figure 15 Pie chart showing results to Q.16

75% of the participants have had inspections from the HSE and/or have met the HSE's representatives and consider themselves 'very familiar' with the HSE. The remaining 25% stated they had not had site visits but are aware of the HSE and familiar with regulations and literature provided by the organisation.

Question 12. What is your opinion on the HSE?

The researcher found the answers to this question interesting. It appears that 75% of participants have a lot of respect for the HSE. Answers such as "they are a good organisation, responsible for improving safety" appeared over nine interviews. However, three respondents had a poor opinion for the organisation stating they felt the organisation is there to "catch workers out" (participant number 9) and that the HSE have limited resources and that too much emphasis is placed on large companies. The negative opinion of the HSE by the participants is reminiscent of the controversy discussed in Anderson (2007). This article criticises the HSE's behavioural change programme by stating that those employed in the industry felt there were more areas that should be focused on such as hazard identification and workplace safety (Anderson, 2007). While the participants of this primary data also criticise the HSE and the manner in which they try to 'catch' workers out.

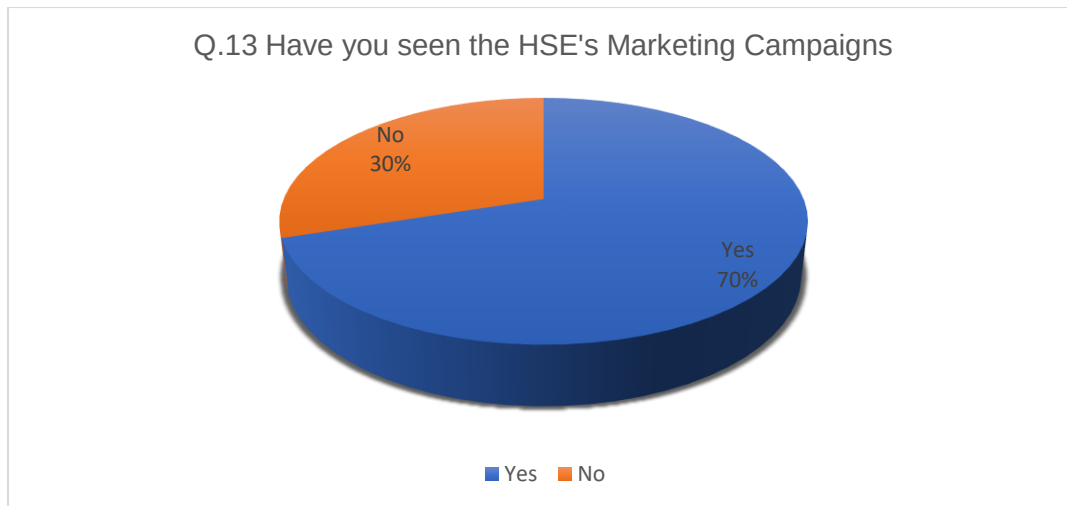


Figure 16 Pie chart showing results to Q.13

When questioned if they have seen previous marketing campaigns by the HSE, 70% stated they had. This question allowed the researcher to adopt the next questions to the participants. It is worrying that 30% of the participants had not seen the HSE's campaigns. Everyone in the industry should be aware of the HSE's campaigns and the HSE's must ensure that this occurs by improving the method and frequency of their marketing.

Question 14: What did you think of these campaigns?

The 30% who had not seen the marketing campaigns were excluded from this question. The remaining 70% had varied answers on their opinions of the HSE's campaigns. The majority stated that the campaigns are informative and help to raise awareness. One participant pointed out that anything that promote HS is beneficial. Another comment was that the HSE's marketing campaigns could be better communicated although they believe that a few campaigns have impacted how the company has carried out projects in the past, such as the 'falls from vehicles' campaign. This participant discussed how clients were influenced by the campaigns and required the company to make changes as to how they unloaded lorries on site. The company had to ensure that builder merchants were only permitted on site for deliveries if the lorries had installed edge protection. This example is hugely beneficial for the researcher as it shows how a campaign can successfully impact the industry and make real changes. It must be noted that this change was an enforceable measure, as the client demanded the change in the lorries arriving to site and not a behavioural change. This point raised by participant number 12 provides credibility for this research as it links with evidence gathered by the HSE in their evaluation of the 'falls from vehicles' campaign (Continental Research, 2008).

Question 15: How do you think their campaigns help reduce incidents?

When asked how the HSE's campaigns help reduce accidents, the most common response was that campaigns raise awareness while highlighting the cause and effects of accidents. Other responses varied along the lines that the campaigns were helpful when discussing issues on site through TBT and ensure a safe system of work was in place. Those who answered this question all believed that the campaigns are a positive approach to reducing accidents. Participants mentioned how the HSE has used their campaigns to prove that workplace injuries are avoidable and not 'one of those things' that happens in the industry' (Health and Safety Executive, 2007c).

Question 16: How have they impacted the construction industry?

It appears that the interviewees believe that the HSE's campaigns have certainly benefited the industry. The responses to this question were all positive. The only comment that could be viewed in a negative way is from participant three;

'there should be more frequent campaigns and site visits should be included in the campaign'.

The participant felt that site visits can help to improve morale. This raises the issue that workers feel that they don't interact with the HSE in a positive way. One response from participant seven stated that the HSE's campaigns have really benefited the industry and they have made it a *'better and safer place to work'* by improving standards and ensuring companies adhere to regulations. This participant stated the industry is;

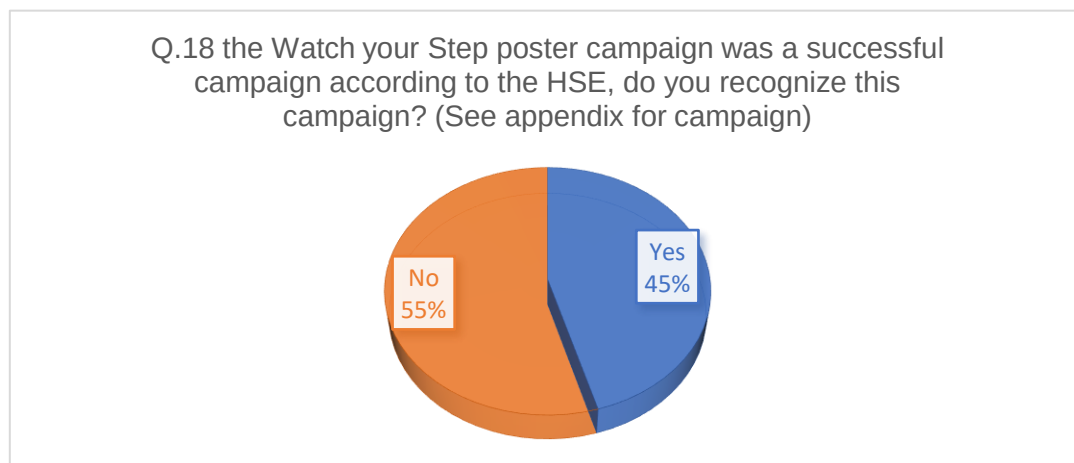
'thankfully, nothing like it was 30 years ago'.

Question 17: Would you have any suggestions for the HSE on how to help reduce incidents?

The responses to this question varied. The topic of using social media to market HS was raised by four participants, participants felt it was time for the HSE to modernise their marketing campaigns and use social media to target workers. As discussed in the 'Florida Truth Campaign' (Sly et al., 2001) social media can be used to promote a better, healthier lifestyle and in this industry, reduce accidents and incidents. Some participants' felt that although site inspections are good and 'scare' companies into complying with regulations, they believe the HSE should use more advice techniques to address issues. One participant discussed how they felt if the HSE were able to visit a site prior to work beginning, they could provide advice on how to tackle works that are high risk rather than carry out a site visit once

works begin and find issues with safety. This participant felt this would make site workers welcoming to an HSE site visit. This linked with a response that stated the HSE should have a 'more friendly approach'. It appears that although the participants' welcome site inspections they believe the HSE could work alongside companies to get better results. The results of this question reminded the researcher of research carried out by Löfstedt (2011) where the report suggested the HSE ensure that organisations understood the HS standards they must adhere to.

Figure 17 Pie chart showing results to Q.18



55% of the participants had not seen this exact campaign but had seen similar campaigns. The remaining 45% stated they had seen the campaign and felt it was a beneficial campaign. The researcher believed that these statistics were accurate as the campaign was run a few years ago and would not be relevant to those who had only worked in the industry in recent years. The participants who had remembered the campaign had discussed how the campaign posters were visible in site offices and welfare cabins and had viewed them frequently while on site. The 45% who had seen the campaigns, answers were valuable as it helped to provide credibility to this research due to proving that the campaigns can be memorable and impact workers in the industry by raising awareness of slips, trips, and falls.

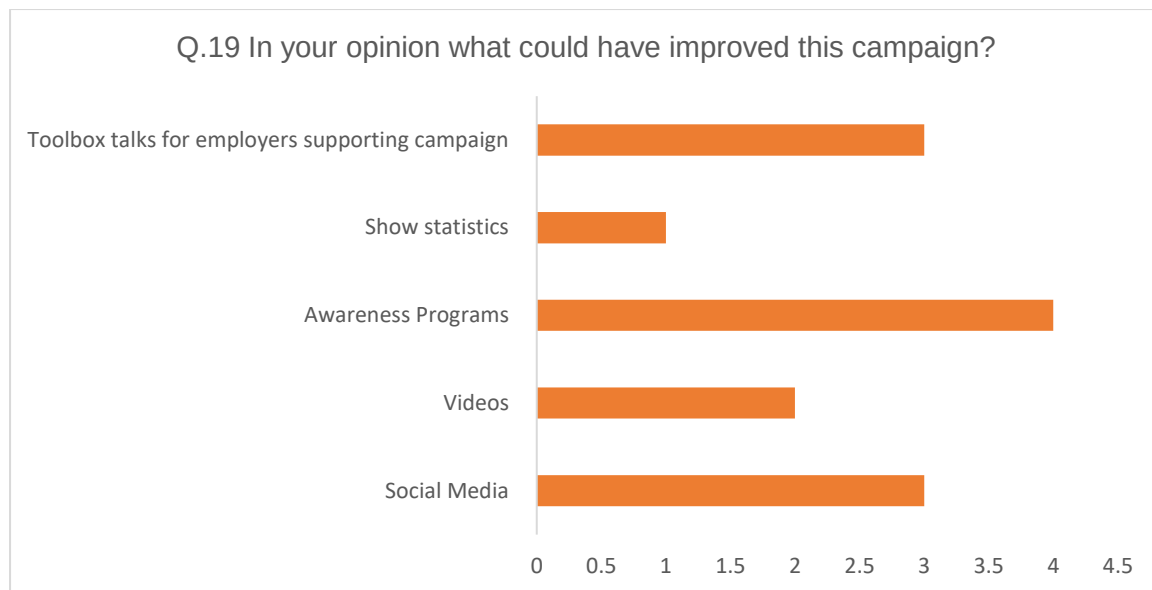


Figure 18 Bar chart showing results to Q.19

The above graph represents the most common answers to this question. Most respondents felt that awareness programs on site would really help to improve the campaign. A very interesting response and the only of its kind in the interview process was the belief that a poster showed too much of a graphic image of the injury. This participant felt that the campaign should have shown how the injury occurred and not enough of the fall type or the vehicle to fall from. The interviewee made the point that operatives don't always fully understand climbing on an aspect of a vehicle is dangerous, that they see it as "well what do you want me to do?" scenario. Participant ten stated that;

"Operatives don't see the danger, they see an injury and think it couldn't happen when they are unloading or loading a vehicle in their yard or simply tying up a load"

The responses from this question appeared to differ from the results of the Falls from Vehicle campaign evaluation carried out by Continental Research (2008). This evaluation stated that managers found the campaign beneficial as they learned the risks of a fall from a vehicle, while the primary data showed that workers believe 'it won't happen them'. This shows that although the campaign affected managers, it did not benefit those who work on or around these vehicles daily. This conclusion was also drawn from the evaluation carried out by Continental Research (2008).

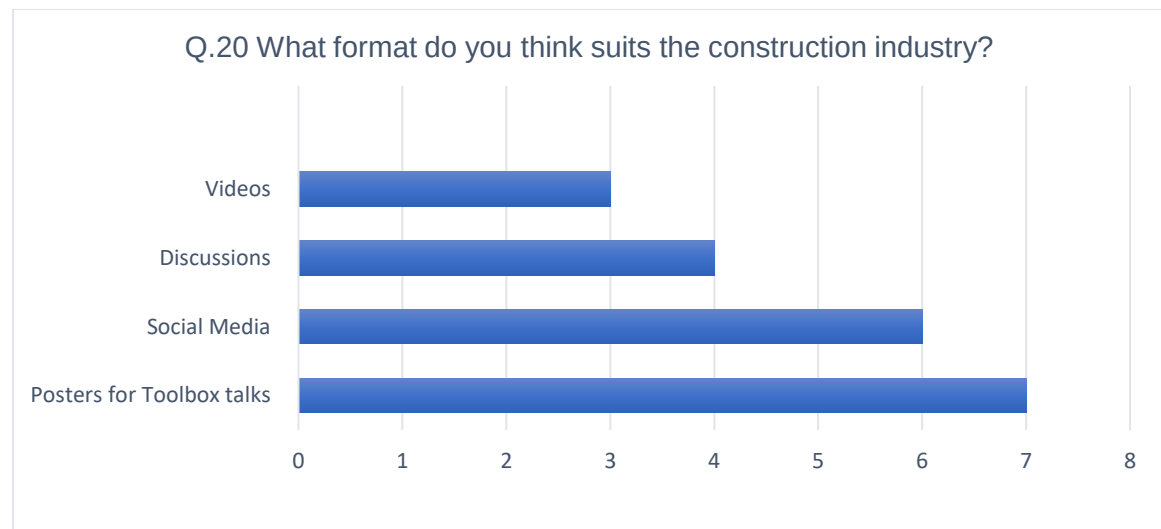


Figure 19 Bar chart showing results to Q.20

35% stated that campaigns should be in a poster format so employers can distribute the campaigns among workers in TBT. Participants have discussed how a campaign must have context behind the campaign, therefore emphasising the value of having TBT to discuss campaigns with site workers. Social media was the next common answer with 30% of respondents feeling it is time for the HSE to implement social media marketing into how they work to improve HS standards.

Question 21: It has been said that HS should be sold rather than enforced, social marketers have researched that using social marketing could be a way forward to improve HS. Do you agree with this from the point of view of someone working in the industry?

This question raised interesting points with each participant. Nearly 60% agreed that HS should be sold rather than enforced. The participants who had a background in HS, strongly believed that “if you’re telling, you’re not selling” and that it is better to influence behaviour than make workers feel like you’re ‘policing’ them. As stated in Vecchio-Sadus (2004) workers must want to work safely for themselves. However, some were not in agreement with the statement. These participants felt that although social marketing can help to heighten awareness, they felt it could not control what occurs on site and therefore isn’t right for the industry.

Question 22: How do you feel about the HSE's construction penalties regulations where construction companies are taken to court and sued for failing to adhere to HS standards?

This question led to one negative response. One participant feared that if the HSE's government funding was cut the HSE may use the penalties as a way to gain funding and therefore try to find issues on sites where there may not be any issues. The positive responses varied from strongly agreeing that the penalties were 'just and fair', and that it will help to keep companies and employees aware of what could happen if serious accidents occur and therefore helps to drive a positive safety culture. A response that interested the researcher was from participant number eleven;

"fines can impact a company and may cause a loss of business, but a loss of life, that forever impacts a family".

This response really hit home that if a company is not complying to regulations, they are exposing their workers to hazards and it is important for someone to be made responsible. This quote from the participant was one that stuck with the researcher and could possibly be a quote for the HSE to inspire a new marketing campaign.

Question 23: Do you think this (the penalty regulations) has made a difference to the importance of HS in the industry?

100% of the participants agreed that the possible prosecution and penalties have made a difference to the industry. Participants felt that by increasing the risk of losing company's profits or a Managing Director being prosecuted and face possible prison sentences, it has made large companies very aware that they need to take HS seriously. A study by Rawlinson and Farrell (2010), as discussed in the literature review, provides evidence that where managers are more involved in HS, there is a stronger safety culture with a reduction of accidents. One participant pointed out that for smaller companies, who may be more at risk, the penalties won't have had much of a difference. It was also stated that Managing Directors may now realise they must do more and helps to motivate companies and improving HS in the long term. From reviewing existing literature in relation to these sentencing guidelines, it appears that they have helped managers ensure their employees work safely. This is reiterated in the primary data collected by the researcher. The sentencing guidelines have made HS a 'top priority for the boardroom' (Safety Health Practitioner, 2017)

Question 24: Is there any other comment you'd like to make about the HSE's marketing campaigns?

50% of the participants decided not to comment. The remaining participants made similar remarks. 25% emphasised that there is a requirement for frequent campaigns. Those who felt a need frequent campaigns worked as SHEP Manager or as a manager for the Safety, Health, Environmental and Quality (SHEQ) team. This shows participants exposed to HS are aware of the need for frequent campaigns. 16.6% or those who worked as HS managers, commented how campaigns need interaction. One participant felt that HSE training is overpriced and a reduction, could help encourage others to learn safer practices. An interesting comment that one participant made was that the HSE need to focus campaigns and correctly target their audience. Participant nine felt it was important for campaigns to pull on the heartstrings of workers. This participant felt this was more inclined to have a lasting effect on behaviour. This is supported by the literature review of the HSE's behavioural change programme (Anderson, 2007) as it demonstrates that employees in construction, feel behaviour is one way to help reduce the number of accidents and incidents. This must be carried out in a way to grab the attention of workers, not punish them for their behaviour. A comment from participant twelve was a recollection to a campaign called "Shattered Lives" which involved images of people in falling from a height. The poster depicted people shattering like a piece of glass. This participant stated that this campaign stuck with them as the imagery was strong and made the point that life can be shattered with an incident such as a fall from height. (See appendix for shattered lives poster) (Health and Safety Executive, 2010).

5.0 Conclusions & Recommendations

5.1 Introduction

This study was carried out to critically analyse the impact that the HSE's marketing campaigns have on the construction industry. This chapter summaries the findings of primary and secondary research. Here, the researcher reaches a conclusion to the objectives which were set at the beginning of this dissertation.

The provided recommendations may help to deliver the HSE's with solutions on how their campaigns can improve HS, this research will add value to the available literature to advise the HSE on how they can improve their campaigns.

5.2 Achievement of Objectives

1. *"To critically analyse the impact the HSE's campaigns have on the construction industry."*

The impact that the HSE's campaigns have on the industry were analysed through chapter two and chapter four of this dissertation through reviewing the literature and analysing data gathered from primary research.

2. *"To conduct primary research in the form of interviews to investigate the opinions of individuals in the construction industry on the marketing campaigns of the HSE"* The opinions of those working in construction was collected and analysed in chapter four of this dissertation. This was achieved by carrying out interviews and then analysing the data.

3. *"To use published articles and journals, books about marketing and about the construction industry to form a greater understanding about the HSE's marketing campaigns and to make recommendations for how these campaigns can be improved to reduce accidents/incidents and fatalities in the industry."* A literature review of secondary data was carried out using articles, journals, and books about marketing and the industry. The researcher also carried out primary research which along with the secondary data, allowed the researcher to make recommendations for how the HSE's campaigns could be improved to help reduce accidents in the industry.

5.3 Main Findings

The HSE is a well-respected organisation in the construction industry. The HSE's regulations and marketing campaigns are an important tool to help reduce accidents, incidents, and fatalities in the industry (Health and Safety Executive, 2018b).

Through analysing this research topic, HS is clearly a priority to those who work in the industry. However, the participants of the primary research for this study have raised valid points in relation to the HSE's marketing campaigns.

The HSE was spoken of highly by the industry workers. From carrying out interviews, it appears that participants believe the HSE do not carry out enough marketing campaigns to "sell safety" to the industry. Participants stated that the campaigns that have been run, have positively impacted site safety and how workers have carried out tasks in construction. It is perceived that more campaigns of a similar nature or involving social media and technology, could make a huge impact on HS in the industry. Secondary research which evaluated previous HSE's campaigns has made similar conclusions (Health and Safety Executive, 2007a) whereby the campaigns have been beneficial but lose momentum to continue improving safety once a campaign ends (Continental Research, 2008).

The primary and secondary research overlapped in one significant area. Secondary research of an evaluation on the 'falls from vehicle' campaign by the HSE and Continental Research (2008) discussed how the HSE found the campaign to effect site managers more than HGV workers. In the primary research, it became clear that the results from the campaign evaluation were credible as a participant mentioned how site managers of a particular client, ensured that delivery lorries had suitable edge protection to protect workers from a fall from height. This research added value to this dissertation and helped to clarify that the HSE's campaigns can influence managers and produce a positive safety change (Health and Safety Executive, 2007a).

Behavioural issues were perceived to be the main cause of accidents by those who were interviewed for this study. Human error, lack of focus and taking short cuts were all behavioural issues that were mentioned in the primary data. It must be acknowledged that it is difficult, if almost impossible to ensure each individual maintains a strong level of behavioural safety. However, as discovered in secondary research, the HSE has worked to improve behavioural safety by working to adjust attitudes to safety (Anderson, 2007). The HSE has already recognised that HS and behavioural safety has become a topic that involves adopting attitudes through 'selling' rather than enforcing regulations (Gordan et al., 2006). Workers must want to work safely as well as adhere to regulations for the benefit of the company as proven in studies

by Gordan et al., (2006). Literature has discussed that persuading people towards better choices rather than enforcing a certain behaviour, can create lasting change in everything from well-being to safety (Burt, 2019).

An issue that arose from the primary data is that the HSE should adopt a 'friendlier approach' to construction site visits. Participants perceive the HSE to be a governing body who, although helps to reduce the levels of accidents in the industry, visit sites to penalise companies and employees for not adhering to regulations. Secondary research (IOMA, 2004) also raises the issues of the HSE becoming a more approachable organisation that markets safety rather than 'enforce it' (IOMA, 2004). It can be perceived from this research, participants believe the HSE's marketing campaigns have impacted the industry in a positive manner.

The HSE is a powerful, influential organisation who can influence government regulations whilst creating their own standards such as the HSE's sentencing guidelines (Safety Health Practitioner, 2017). However, this research has created an opening for the HSE to acknowledge that they may be required to change elements of what medium they use, the frequency of their marketing campaigns and with what method do they feel is most effective such as implementing social marketing techniques.

Upon completing these main findings, the researcher has made future recommendations for the HSE's marketing campaigns.

5.4 Recommendations for the HSE's Marketing campaigns

The research suggests that it is important that the HSE run campaigns frequently and this should help to improve safety. In the primary data employees have stated they feel campaigns are not regular and this impacts the priority of HS. This is particularly important for the HSE to understand as their aim is to reduce accidents (Health and Safety Executive, 2014) and ensure HS is a priority all the time, not just surrounding campaigns. Although this point was not raised in the literature review, the primary data provides an insight into what can improve campaigns.

From reviewing literature and primary data, the researcher recommends using aspects of social marketing to help 'sell' safety. The HSE must ensure they have senior management support when using social marketing techniques (European Centre for Disease Prevention and Control, 2014). Managers must be familiar with social marketing concepts and understand when it is suitable to use social marketing to influence worker behaviour (European Centre for Disease Prevention and Control, 2014). Primary data showed that construction workers believe it is better to influence behaviour rather than enforce them to adhere to HS regulations (IOMA, 2004). The HSE are recommended to invest in training in

social marketing theory and practice. By investing in training, the HSE can develop specific behavioural programme objectives that can be tracked. Marketing methods such as the Specific, Measurable, Attainable, Realistic, Time (SMART) are recommended to ensure campaign success (European Centre for Disease Prevention and Control, 2014).

In 2009, the HSE carried out a 'Make the promise' (Health and Safety Executive, 2009). This campaign targeted British farmers to make the promise to come home safe after a rise in farming accidents that resulted in fatalities. If the HSE ran a similar campaign (See appendix), in the industry this could help influence workers behaviour. Running campaigns that pulls on the heart strings of workers is a beneficial way for the HSE to influence worker behaviour and engage management. As participant number eleven stated *'fines can impact a company and may cause a loss of business, but a loss of life, that forever impacts a family'*. Running a campaign that raises awareness that actions at work, could change a families' lives negatively may impact behaviour, more than a company wanting to protect themselves from fines.

Involving the HSE as an advisory board as well as a regulatory body would be beneficial for the industry. By creating a friendly approach companies could invite the HSE to view a project prior to it beginning, therefore site workers can build a relationship with the HSE and not have a sense of dread when HSE site inspections occur, for fear of being prosecuted (Health and Safety Executive, 2013). Primary data also suggested that the HSE must ensure that their campaigns are interactive and have context behind the campaign. This follows on with the suggestion of the HSE being viewed as an advisory board with a friendly approach.

Social media is a powerful asset for any organisation. This includes the HSE, as social media was mentioned in the primary research. Using social media to raise awareness about health and safety will benefit the HSE. The HSE should focus on making video part of their social media strategy. Video advertising is a new phenomenon that is occurring in the digital world. With videos across platforms such as Facebook, the HSE can target their audience (Chaubey et al., 2016). Using video to promote safe work, was reiterated through the primary data. Talks and discussions can only be as good as the speaker delivering the topic. A video can provide clear demonstration, no matter the audience's education (Gordan et al., 2006).

Businesses that capitalise on video in social media have seen a 27% click-through rate (CTR) (Ahmad I., 2017). The HSE are selling an intangible product, health and safety. To ensure that the HSE's social media strategy is effective it must be mobile focused. The HSE need to ensure they focus on their target audience. This can help reduce costs to the marketing budget. Advertising online can create change in the industry by increasing awareness of dangers (IOMA, 2004). The researcher recommends the HSE investigate how to capitalise

social media platforms. There are affordable ways for the HSE to capitalise as a form of promoting health and safety. The digital marketing age is growing and the HSE must ensure they are creative and social.

5.5 Recommendations for future research

Due to restricted resources, this dissertation only carried out primary research with one construction company. This is not to discredit the opinions of those who participated in the research, but it requires more primary data. It is recommended that similar research is carried out on a larger scale, incorporating more construction companies and workers in an attempt to understand the views of the industry collectively. This would provide more data that could be analysed in depth and give a broader view of the topic.

In relation to the evidence of the relationship between behaviour and HS, it is recommended that research is conducted to explore how changing and improving behaviour could progress HS in the industry. Behaviour is perceived to be one of the main causes of accidents as outlined in chapter four and therefore it would be extremely beneficial for further study to be carried out in relation to behavioural safety and how it impacts the industry. Social marketing theory has been proven to be an area that can create positive change in behaviour and therefore, should have more research carried out to help decrease accident rates in the industry. The UK's Government have proven that the tools of social marketing can work to change behaviour as demonstrated in the marketing campaign for a 'Smokefree England' (Department of Health, 2011). Without social marketing, there is a risk that workers may not attempt to improve their behaviours and the HSE can certainly work on this in future campaigns.

5.6 Conclusions

This study is not the first of its kind to review the HSE's marketing campaigns, but it helps to fill the gap of literature that researches the HSE, their marketing campaigns, and the construction industry. The HSE have direct involvement with how HS is promoted in the industry. Issues with the HSE's campaigns have been identified from carrying out this dissertation from the perspective of those who work in construction. This dissertation has also highlighted the need for future researchers to carry out similar primary data on a larger scale to gain an insight into the overall construction industry's opinion on the HSE's marketing campaigns.

The aims and objectives that were set out originally have been achieved with the first objective and third objective being achieved in chapter two. Chapter two helped to achieve these objectives by researching secondary data in the form of literature allowing the researcher an

insight into social marketing and the HSE's campaigns. A paucity in the literature was discovered, as there was a lack of research regarding the impact the HSE's campaigns have on the industry. Chapter four facilitated gathering primary data through an interview process. By analysing this data, it allowed the researcher a deeper understanding of how the HSE's marketing campaigns impact the industry and therefore achieving objective two of this research. Overall, this dissertation identified that the HSE's marketing campaigns have a positive impact on the industry, but the perception of workers outline that there are issues with the frequency of the marketing campaigns and how the HSE approach HS in the industry.

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Appendices

HSE Campaign Images

Watch Your Step

Over a third of all major injuries reported each year are caused as a result of a slip or trip at work

Top tips

- Clean spillages immediately
- Keep walkways clear
- Tidy up as you go
- Report leaks, obstructions and damaged floors
- Don't leave it to others - see it, sort it



See it, sort it

Free guidance is available from the HSE website www.hse.gov.uk/slips and from HSE Initiative on 0845 345 0055

LACORS
promoting quality regulation



TOP TIPS

- CLEAN SPILLAGES IMMEDIATELY
- KEEP WALKWAYS CLEAR
- TIDY UP AS YOU GO
- REPORT LEAKS, OBSTRUCTIONS AND DAMAGED FLOORS
- DON'T LEAVE IT TO OTHERS

DON'T JUST SEE IT, SORT IT.

visit www.watchyourstep.hse.gov.uk or call 0845 345 0055



better health & safety benefits everyone

Figure 20 Watch your Step campaign poster (HS Executive, 2007)



Health and Safety Executive

Don't chance it
CHANGE IT



Health and Safety Executive

Don't chance it
CHANGE IT



Give drivers a break from breaks

Figure 21 Falls from Vehicle - Campaign Posters (HS Executive, 2007)

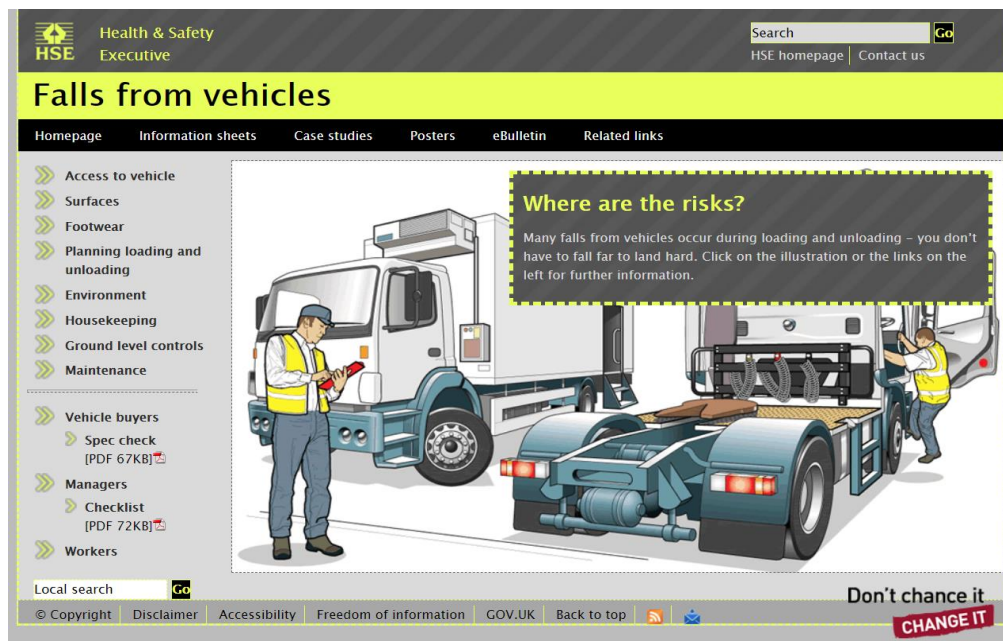


Figure 22 HSE's Falls from Vehicles Website (HS Executive, 2007)



Figure 23 HSE'S Shattered Lives Fall from a height Campaign (Health and Safety Executive, 2010)



Figure 24 Make the promise come home safe campaign (Health and Safety Executive, 2009)

Interview Questions

1. You've been selected for this interview as you work in the construction industry, do you mind me asking how long you've worked in the industry?
2. Could you tell me your role?
3. Have you completed courses and qualifications related to the construction industry?
4. What about HS related courses?
5. In what role do you have the most experience in?
6. How much of your usual work day is spent considering HS?
7. Do you rate HS as a high priority on your sites/when planning work? **change question depending on role of interviewee**
8. What do you think the main cause of accidents are?
9. How do you ensure you avoid any HS accidents on site?
10. How can organisations reduce accidents?
11. How familiar are you with the HSE?
12. What is your opinion on the organisation?
13. Have you seen the HSE's marketing campaigns?
14. What did you think of them?
15. How do you think their campaigns help reduce incidents?
16. How have they impacted the construction industry?
17. Would you have any suggestions for the HSE on how to help reduce incidents?
18. The Watch your step poster campaign was a successful campaign according to the HSE, **have campaign visual aids available via email prior to carrying out interview, see appendix** Do you recognise this campaign? **yes or no**
 1. Yes – Did this campaign improve your awareness of Slips, trips and falls?

2. No – Do you remember any other HSE campaigns? *discuss what the interviewee opens up about, open-ended question, no structure*

19. In your opinion what would have improved this campaign?

20. What format do you think suits the construction industry? Posters/Social media campaigns/HSE organised discussions? *Any other suggestions interviewee makes*

21. It has been said that HS should be sold rather than enforced, social marketers have researched that using social marketing could be a way forward to improve HS.

Social marketing is “The use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behaviour for the benefit of individuals, groups, or society as a whole” (Kotler, 2002).

Do you agree with this from the point of view of someone working in the construction industry?

22. How do you feel about the HSE's construction penalties regulations where construction companies are taken to court and sue for failing to adhere to HS standards?

23. Do you think this has made a difference to the importance of HS in the industry?

24. Is there any other comment you'd like to make about the HSE's marketing campaigns?