

NORTHUMBRIAN WATER LIMITED
(Comprising Northumbrian Water and Essex and Suffolk Water)
HEALTH AND SAFETY POLICY

Compliance with the requirements of the NWL Health and Safety Policy are mandatory for all departments. The Company places a high level of importance on its health and safety programme and will treat any violation of its policy or procedures with serious concern.

Enquiries relating to this Health and Safety Policy should be addressed to: -

Health and Safety Manager
Northumbrian Water Limited
Leat House
Pattinson Road (District 15)
Washington
Tyne and Wear
NE38 8LB

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| Issue No: | 6 | Quality Document Type: | Policy |
| Amendment No: | 0 | Ref: | HSM 01.1 |
| Date: | 7 th June 2010 | Originator of this document is: | H&S Department |

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1.0 NWL Health and Safety Management

Figure 1.0 illustrated is the framework within which NWL ensures health and safety is effectively managed in line with the requirements of the Health and Safety Executive's HS(G)65 document, Successful Health and Safety Management. It is supported by a more detailed description of each category. Each section is reliant on the other for success: -

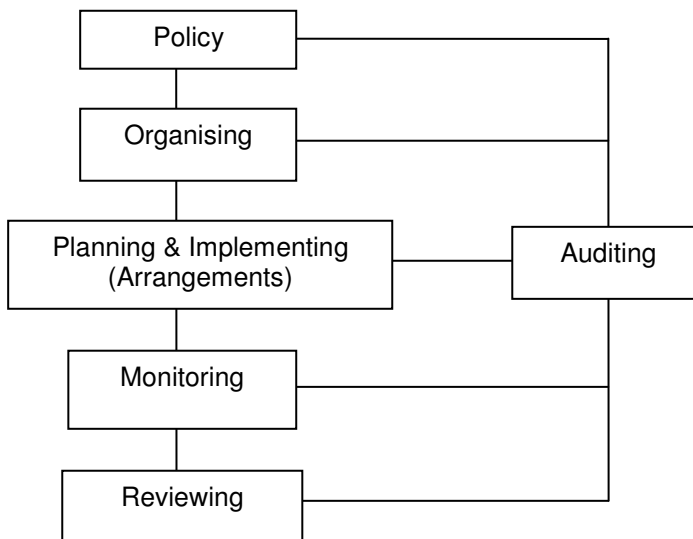


Figure 1.0

2.0 Policy

The Health and Safety Policy provides the Company's statement of intent, responsibilities and defines arrangements for implementation and compliance.

The Health and Safety Policy is annually reviewed by the H&S committees, approved by SEPOSH, reported to the Board and endorsed by the NWL Managing Director on behalf of the Operations Director.

NWL Health & Safety Policy Statement is as stated below: -

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Northumbrian Water Limited

HEALTH AND SAFETY POLICY STATEMENT

NWL recognises the importance of the health, safety and well being of its employees, contractors, suppliers, customers and communities. As such it sets high health and safety standards in every area in which it operates.

NWL is committed to maintaining health and safety as a business priority and promoting a positive health and safety culture. Its aim is to minimise harm to people through effective health and safety risk management.

NWL will comply with relevant legislation and other applicable requirements in all of its activities and seek to continually improve performance and to achieve best practice standards.

NWL will provide appropriate systems and procedures to plan, develop, implement, monitor and review the health and safety policy and ensure appropriate resources are available to maintain, monitor and, where necessary, improve health and safety performance.

Significant risks in the workplace are assessed, controlled and managed so that the likelihood of harm to employees and others affected by NWL's activities is minimised.

NWL expects all employees to take ownership of health and safety issues and meet their legal and moral responsibilities. All employees must take care of their own safety and that of others who may be affected by their actions.

Contractors and suppliers are required to carry out their activities to standards that at least match those of NWL and their health and safety performance is monitored closely.

NWL will communicate and consult effectively on health and safety matters at every level of the business. Health and safety features prominently on the agenda at all team meetings, and is reported to the Board each month and in the Annual Report.

NWL will annually review the health and safety policy and the way it operates, or more frequently in the case of significant change to the nature or scope of health and safety risk in the business.

The management of NWL are committed to the success of the Integrated Management System (IMS) and shall ensure that health and safety requirements are understood through health and safety awareness training, implemented and maintained by all employees.

Original signed by
HEIDI MOTTRAM
CEO
2010

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3.0 Organisation

NWL recognises that successful health and safety management can only be achieved through effective organisation and direct involvement of all levels of its employees. Regular liaison regarding health and safety will ensure cross business learning and best practice using the following framework: -

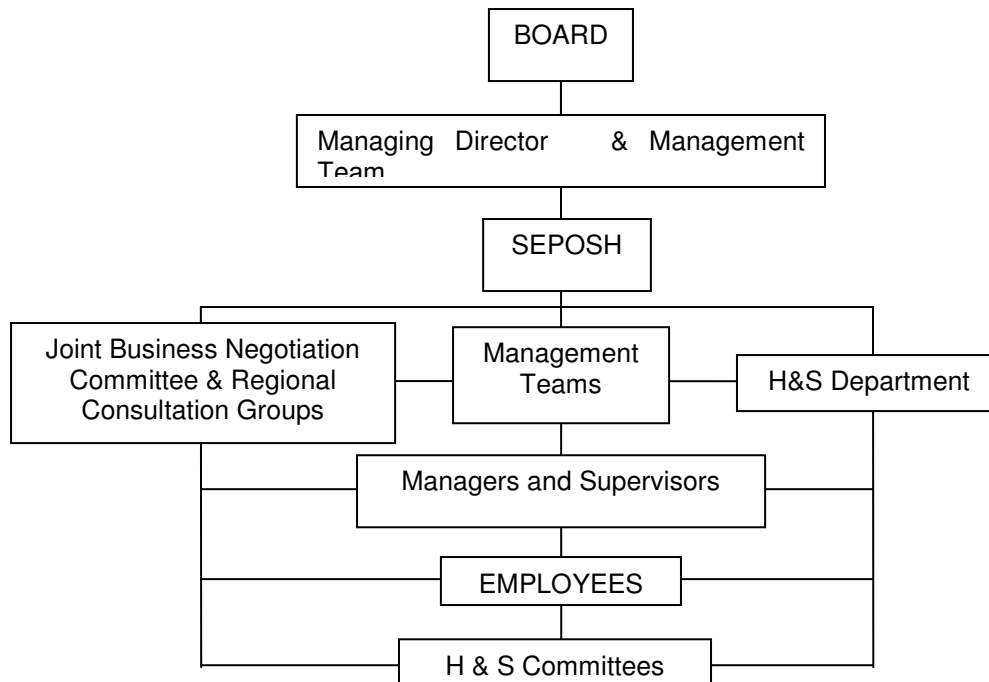


Figure 3.0

3.1 Co-operation, Consultation and Communication

NWL recognises that co-operation is only achievable through consultation and communication with its employees, contractors, clients and general public and ensures that: -

- Employee consultation will not only involve the provision of detailed information but also listening to, and taking account of, employees views in all matters relating to health and safety.
- Relevant information will be provided to employees, contractors, clients and general public, relating to the effects of any activities on the health and safety of persons and the work environment.
- In all cases where NWL act in the capacity of a Principal Contractor, an effective procedure will be in place to ensure that all persons engaged in the work are able to discuss and offer advice on relevant health and safety issues.
- Methods of communication used will be appropriate to the subject, urgency and target audience.
- Examples of methods of communicating health and safety information that will be used include cascade briefing of health and safety alerts and guidance notes, team briefings, awareness sessions, road-shows, training, H&S committee action logs, H&S noticeboards, Company website and standard Company newsletters and magazines.
- Regular liaison with the statutory authorities, industry and professional bodies will be maintained through active involvement.

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NWL has in place an effective procedure for the implementation of the requirements of The Safety Representatives and Safety Committees Regulations 1977 and The Health and Safety (Consultation with Employees) Regulations 1996 where they apply. The framework in place to ensure compliance is demonstrated in figure 3.1 below. It also illustrates the arrangement for the health and safety committees to link to the regional consultation groups: -

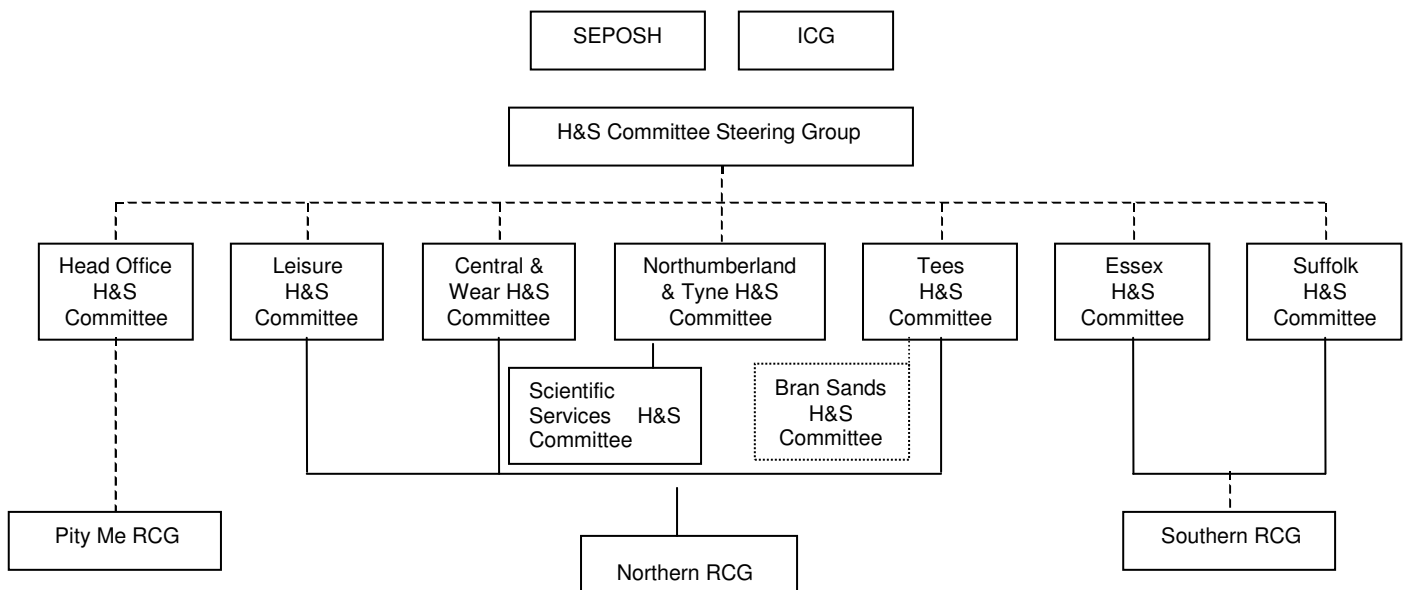


Figure 3.1

3.1.1 Terms of Reference of Health and Safety Committees

- Review health and safety issues that cannot / have not been resolved through line management.
- Review accident / incident statistics and trends, risk assessments, traffic-light inspection reports, etc. as appropriate so that reports can be made to the business on unsafe or unhealthy conditions and practices.
- Assist in the review, development, introduction and monitoring of health and safety policies, guidance notes, alerts and procedures, as part of the Company's commitment to employee consultation.
- Review appropriate information and reports provided by in-house Health and Safety Advisers, enforcing authority inspectors (e.g. Health and Safety Executive) and from local inspections.
- Consideration of reports from appointed Health and Safety representatives.
- Monitoring the adequacy and effectiveness of health and safety communication, information and publicity in the workplace.
- Reporting activities to Health and Safety department through Health and Safety Advisers and Regional Consultation Groups through employee appointed/elected representatives.
- Monitor new developments in health and safety legislation.
- Feedback on health and safety training.

3.1.2 Communication between Health and Safety Committees

- It is recommended that Committees meet at 2 monthly intervals.
- Committees should be chaired by middle to senior managers, have secretaries who record and circulate minutes of meetings to all representatives and have a Company Health and Safety Adviser in attendance.

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- The health and safety committee members should be representational of all functions, hierarchical levels and geographical areas of the Company, with appropriate union representation on each committee.
- Committee secretaries should distribute minutes of all Health and Safety Committee meetings within 3 weeks of meetings to all area committee members, Health and Safety noticeboards, Health and Safety Committee chairs and onto Corporate Documents.
- Feedback from SEPOSH will be circulated to Health and Safety Committee chairs and Company Health and Safety Advisers as appropriate.
- Health and Safety committee chairpersons are required to meet at least annually to ensure consistency and sharing of information and best practice.

3.1.3 Roles and Responsibilities of Health and Safety Representatives

- Attend meetings of the health and safety committee in their capacity as health and safety representatives and contribute by means of active involvement.
- Make regular contact with constituents and make representations on general matters affecting the health, safety and welfare of those employees and their workplace to the committee.
- Assist in the investigation of hazards, dangerous occurrences and accidents in the workplace in conjunction with local teams and Health and Safety Advisers as requested.
- Assist with risk assessments, inspections and audits as requested.
- Attend training to ensure understanding and delivery of the roles and responsibilities of health and safety representatives and terms of reference of Health and Safety Committees.
- Be familiar with the health and safety policy of NWL and the organisation and arrangements for fulfilling that policy.
- Maintain confidentiality and ensure normal reporting lines are followed.
- Check local health and safety noticeboards to ensure up-to-date and appropriate display.

3.2 Control and Competence

It is recognised that the corporate responsibility for the control of health and safety at work lies in the hands of those charged with running the business and that whilst ultimate responsibility for the policy and direction of all health and safety matters rests with the Operations Director, the day to day accountability for discharging it devolves through company directors, managers and supervisors to each employee in accordance with the management structure. To assist in the successful discharge of these duties and responsibilities, competent health and safety professionals are employed. Where necessary additional advice from outside agencies and consultants is sought.

3.2.1 Responsibilities

Specific duties and responsibilities are placed on members of the management teams and on all company employees individually to ensure that the policy is effectively administered and implemented, and that all legislative requirements are understood and complied with.

NWL Board

Demonstrate executive leadership in health and safety matters and;

- Review the Health and Safety Policy and arrangements for implementation on an annual basis following recommendations from SEPOSH;
- Ensure adequate resources are available to enable the implementation of NWL health and safety policies and procedures;
- Review compliance with NWL policies and procedures by means of reviewing performance.

Operations Director

Has ultimate overall responsibility for all health and safety matters in addition to specific responsibility placed on him by virtue of his position.

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Management Team

Each director will ensure the health and safety policy is implemented within his or her area of responsibility, and in particular that: -

- The provision of clearly defined lines of management responsibility are identified and regularly updated to reflect change;
- Systems are in place to cover health and safety with respect to design, construction, procurement, operation, maintenance, modification and disposal of plant, equipment and facilities;
- There is a safe and healthy working environment, together with appropriate welfare facilities and medical advice;
- Managers and supervisors are trained and competent to carry out their duties and are regularly appraised with respect to their health and safety performance against set targets;
- Appropriate training for employees and their health and safety representatives, where appointed, is provided to meet health and safety requirements for their work;
- Regular consultation with employees and their representatives takes place to ensure continued promotion and development of health and safety at work.

Security, Emergency Planning and Occupational Safety and Health Committee (SEPOSH)

A standing committee comprising appointed management team members, (including Board members), appointed by and reporting to the Management Team, to ensure they: -

- Receive regular advice and updates from the Health and Safety Manager and Security and Emergency Planning Manager;
- Meet quarterly to review NWL health and safety systems, performance, policies and procedures;
- Recommend Health and Safety Policies to the NWL Management Team.

Departmental Managers

Each departmental manager is responsible for: -

- The implementation of the Company's health and safety policy in the areas under their control and publicly supporting all persons carrying it out;
- Adequate supervision, by competent people, of all work carried out in their department;
- Ensuring that adequate general risk assessments are routinely carried out and that remedial measures identified by the assessments are in place;
- Identification of health and safety training needs for all employees in the department and ensuring that the training is carried out on time;
- Consideration of all representations concerning health and safety relating to their department from the employees or their representatives;
- Ensuring that protective clothing and equipment, as required by the needs of the work, is available, issued and used;
- Maintaining good housekeeping standards, adequate storage facilities and suitable toilets, washing, welfare and first aid facilities;
- Accounting to their responsible director for the health and safety performance within their department;
- Controlling the activities of all contractors and consultants such that the work being undertaken does not present any risk to company employees and that visiting personnel are not put at risk from the activities of the Company;
- Ensuring that visitors to Company premises, and any members of the general public who are in close proximity to Company operations, are not exposed to risks to their health and safety as a result of these activities.

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Managers and Supervisors etc.

All managers at any level having direct responsibility for other employees are key to the success of the health and safety policy in its application and are responsible for: -

- Ensuring that they remain fully conversant with the Company's general policy with respect to health and safety and with the specific safe working and operational procedures and practices that are relevant to their area of responsibility;
- Providing an appropriate level of supervision for all employees under their control taking into account age, ability and experience;
- Arranging for and recording initial health and safety induction training for new starters and the ongoing training of their staff relating to changes in health and safety legislation, standards and technology;
- Ensuring that all the risk assessments required are conducted at the appropriate time, properly recorded and regularly reviewed;
- Conducting prompt investigations of all accidents, incidents and near misses reported to them and completing the Company accident report in accordance with the accident/incident reporting procedure;
- Carrying out regular checks that all protective devices are kept in good condition, that issued personal protective equipment is worn at the appropriate time and that health, safety and welfare facilities are maintained.

Individual Employees

In addition to any specific responsibility placed on employees by virtue of their positions they will be expected to comply with the general duties imposed under the Health and Safety at Work etc. Act, in particular by: -

- Taking reasonable care for the health and safety of themselves and others who may be affected by their activities whilst at work;
- Co-operating with their supervisors and managers to such an extent that will ensure that the Company can satisfy its obligations under health and safety legislation;
- Correctly using all health and safety protection devices, systems and equipment provided;
- Strictly complying with the Company's health and safety procedures and policies;
- Reporting any matters of concern regarding health and safety that arise in connection with, or whilst at work, either directly to their immediate supervisor, or through their health and safety representative;
- Reporting all accidents, illnesses, incidents and near misses arising out of their work activities in accordance with the Company accident/incident reporting procedure.

Health and Safety Manager

Advise Directors of action or policy required to meet legislation and;

- Ensure that plans are produced to comply with all relevant health and safety legislation;
- Co-ordinate the development of health and safety arrangements to meet current needs;
- Manage the Health and Safety department, ensuring adequate resources are available to enable it to fulfil its function;
- Ensure systems are in place to cover health and safety with respect to design, construction, procurement, operation, maintenance, modification and disposal of plant, equipment and facilities;
- Ensure there is a safe and health working environment, together with appropriate welfare facilities and medical advice;
- Ensure managers and supervisors are trained and competent to carry out their duties and are regularly appraised with respect to their health and safety performance against set targets;

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- Ensure appropriate training for employees and their health and safety representatives, where appointed, is provided to meet health and safety requirements for their work;
- Ensure regular consultation with employees and their representatives takes place to ensure continued promotion, development and improvement in health and safety at work.

Health and Safety Advisers

The formal provision of competent health and safety advice for the Company, required under the Management of Health and Safety at Work Regulations 1999, is achieved through the employment of a team of Health and Safety Advisers, reporting through Team Leaders to the H&S Manager, and they are responsible for: -

- Providing general advice on health and safety matters throughout the Company and acting as the focus for all health and safety activities;
- Providing assistance to managers and supervisors to ensure that the hazards and risks associated with the Company's operations are properly identified, assessed and controlled;
- Auditing the health and safety management process within the Company through the formal health and safety system of audits, inspections, surveys and reviews of accident/incident performance;
- Attendance at Company health and safety committees and associated activities;
- Providing specialist assistance in respect of noise assessments, hazardous substance assessments, hazard and operability studies etc.;
- Providing or assisting with training in general health and safety awareness and the various specific company procedures in operation;
- Reporting those accidents and incidents that are notifiable under legislation to the appropriate authorities, investigating and advising on remedial measures following such events and collating the information so as to provide a record of significant learning points from them;
- Liaising with the health and safety enforcement authorities and maintaining dialogue with organisations and associations with interest in the health and safety arena.

Contractors

Whilst contractors working for the Company are generally responsible for complying with health and safety matters in respect of their work it is acknowledged that there is often an interface with the Company's activities that requires direct consultation with respect to arranging control. NWL has an effective selection review procedure in place that takes account of health and safety performance as follows: -

- A formal system of contractor evaluation is in place, the health and safety element of which is operated by the Health and Safety department. The Contract Procurement section of the Investment Delivery department is notified of the evaluation results. This approach covers all contractors and suppliers.
- The Company always requires its contractors to demonstrate through their policies, procedures and work methods, their competence to undertake the contracted work.
- Only competent contractors and service providers are appointed.
- NWL will ensure that all relevant information is supplied to contract and service providers to ensure that all risks are suitably assessed, controlled and monitored.
- The purchase of materials, equipment and services is specified and monitored to ensure health and safety is not compromised.

3.2.2 Training

All employees, managers and directors are provided with sufficient training to enable them to have the necessary skills to carry out their full range of duties and behave with proper regard for the health and safety of themselves and others who may be affected by their work activities. The Company has identified these training needs on a job related basis and training records are

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maintained on a data base which is administered by the Human Resources department. In addition: -

- Prior to their selection for any undertaking and placement, employees will be adequately assessed for competency, expertise and experience against recognised industry standards.
- Where appropriate, certification of health and safety training will be required and/or provided.
- The provision and effectiveness of all health and safety training will be regularly assessed and reviewed.
- Each department will implement effective monitoring of training provision and competence via the Company's Appraisal system.

4.0 Arrangements

This section summarises the arrangements made for implementing the policy, taking into account legal obligations and Company procedures and practices. It cannot be more than an overview of the Company's approach to planning and applying good health and safety practice in its work activities and the provisions covered must be considered alongside the specific policies, procedures and guidance in the Health and Safety Management Manual.

4.1 Business Planning

Continuous improvement in health and safety performance is paramount, NWL therefore ensures: -

- An effective system is in place for the design of all operational facilities, plants, equipment and processes.
- All operations, developments and projects are subject to a pre-commencement design, operability and constructability review in accordance with relevant engineering guidelines, Codes of Practice and statutory requirements. The information arising from these reviews is included in any pre-tender information.
- The Health and Safety Issues procedure and log is available to ensure an official record of any concerns employees may raise with regard to health and safety.
- Key performance indicators (KPIs) identify key health and safety targets that provide the primary focus for ensuring continuing improvement in health and safety standards;
- Each Department compiles annual KPIs at commencement of each operational year as part of annual business planning;
- The key success factors forming the KPIs are to be achieved within the operational year.
- Each Annual Business Plan is "signed-off" by the relevant Director so as to ensure the resources necessary to achieve the stated KPIs.

In addition to KPIs, the Health and Safety department follow an annual programme of inspections, audits, assessments and training.

4.1.1 Risk Assessment

Risk assessment is key to all aspects of the Company's health and safety programme. Company employees are trained in a process of on the job hazard identification and risk assessment in accordance with a formal Company procedure. Tasks as well as locations are identified and appropriate assessments of the identified hazards are conducted, recorded and communicated.

Along with the general risk assessment programme specific areas of risk are programmed, assessed and recorded using specified systems and procedures as follows: -

- Hazardous Substances (COSHH)
- Manual Handling
- Display Screen Equipment

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- Noise
- Vibration
- Asbestos
- Fire
- Confined Spaces
- Diving
- Pregnant Women

4.1.2

NWL will ensure that any joint venture undertaking has health and safety policies and procedures to NWL standards or better to ensure: -

- The roles of all parties involved in any joint venture are clearly and appropriately defined.
- An effective health and safety management system is implemented.
- Roles and responsibilities in respect of the management and implementation of health and safety are clearly defined and understood.

4.1.3 Emergency Procedures

Emergency plans and procedures have been drawn up for critical areas of the business where there is a potential for multiple casualties e.g. fire, bomb and chlorine.

Other facilities have been identified with respect to security and risks to business and are subject to specific plans and exercise regimes controlled by the Company Security and Emergency Planning Manager.

4.2 Implementing

4.2.1 Accident and Incident Reporting

Whilst it remains the declared policy to avoid personal injury accidents, cases of occupationally related ill health and incidents resulting in damage to property, it is recognised that they can occur and that it is essential to learn as much as possible from any such untoward event.

A procedure exists to ensure that any event that arises including near miss incidents are investigated and recorded by the first line supervisor and reported to the health and safety department for any statutory reporting to take place as well as presentation to the management teams. This procedure also incorporates the reporting of cases of industrial disease.

4.2.2 Health Surveillance

An occupational health service provider has been employed to assist in the promotion, provision, monitoring and management of employee healthcare which includes provision of routine health surveillance for staff who undertake specific roles as well as for pre-employment and return to work following sickness absence. This programme is administered through the Human Resources department.

4.2.3 Stress

Support is available to any employee felt to be suffering from the effects of stress through the Employee Support Line on telephone number 0800 102210.

4.2.4 Alcohol and Drugs

It is recognised that abuse of alcohol, drugs, solvents etc., can pose a risk to all people in the workplace and managers and supervisors within the Company will remain alert to the potential,

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taking action to ensure that any employee involved is helped, whilst not compromising the health and safety of fellow employees, contractors, customers and visitors. A procedure for managing alcohol and drugs is co-ordinated by Human Resources.

4.2.5 Working Environment

The Company strives to ensure that all employees have a healthy and safe working environment through: -

- Suitable, safe, access and egress to and from each working area which takes account of the condition of floors and walk ways, segregation of pedestrian and vehicle traffic and levels of lighting;
- Appropriate methods of providing heating and ventilation or recourse to such a provision where the work is substantially outside;
- Well maintained clean and tidy floors and passageways;
- Adequate welfare facilities;
- Sound structures and materials of construction.

4.2.6 Plant and Equipment

All items of machinery, plant and equipment used are subject to an appropriate level of examination, testing and maintenance to enable them, when used correctly, to be safe and without risk. All such items purchased are to recognised standards as laid down by current legislation. Company testing and examination procedures include the following: -

- Electrical equipment;
- Lifting equipment;
- Pressure systems;
- Company vehicles and mobile plant;
- Scaffolding;
- Ladders;
- Portable gas detectors.

4.2.7 Personal Protective Clothing and Equipment

Whilst use of personal clothing and equipment is acknowledged as being the least favoured option in the hierarchy of controls, there are situations where its use cannot be avoided.

All protective clothing and equipment deemed necessary as a result of the general risk assessment programme is to a standard that complies with current legislation and has been properly assessed as suitable for the work by a group representing Purchasing, Health and Safety and the user department(s). These assessments take account of the range of user characteristics when deciding upon the range available.

4.2.8 Fire Protection

In fixed work locations all fire precautions, fire fighting equipment and provision and control of the means of escape in case of fire are provided following an assessment.

The fire fighting equipment is inspected and maintained under contract by a competent inspection body to an annual programme managed by Facilities.

Individual managers responsible for the premises will ensure that the fire fighting equipment is maintained, fire alarm systems are routinely tested, evacuation drills undertaken and staff are trained in use of the equipment and emergency actions.

4.2.9 First Aid

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First aid provisions are reviewed as part of the Health and Safety Advisers' inspection programme and the manager responsible for the premises or work group will ensure that the standard of any first aid rooms, first aid boxes and trained first aiders remain in accordance with the guidelines covered in the legislation and Company procedures.

4.2.10 Safe Systems of Work

Each department manager is responsible for ensuring the formulation and effective implementation of safe systems of work. Such systems of work must include for provision of competence, adequate material and proper system of work with adequate supervision. The Company's Health and Safety Manual contains a basic framework and guidance for the following safe systems of work: -

- Permits to work
- Occupational road risk
- Working in confined spaces
- Excavations and underground services
- Highways
- Lone working
- Working at heights
- Working on or near open water
- Managing asbestos
- Pipe bridges and public safety
- Isolation of equipment
- Assessment of hazardous substances
- Managing chlorine risk
- Noise

Department managers must ensure that when implementing safe systems of work, they meet the requirements of those in the Health and Safety Manual.

5.0 Monitoring

5.1 Active Inspections

The main thrust for health and safety inspections is the "Traffic Light Inspection Programme". The purpose of the Traffic Light Programme is to ensure that assets on company sites are regularly subjected to health and safety inspections.

Where identified health and safety issues remain unresolved, a level of action priority is highlighted to enable the site management to monitor progress of improvements.

Operated by the Health and Safety department it involves a formal, agreed programme of inspections undertaken jointly by the Health and Safety Advisers and nominated site or team supervisors, with recommendations and agreed actions being documented, before being reviewed at local monthly management team meetings.

Other subject related inspections are conducted between the Health and Safety Advisers and local supervisors as necessary.

5.2 Other pro-active monitoring

- Employee Surveys
- H&S Management audits

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- Health surveillance
- Regular reporting of H&S performance to management team
- Inspections by H&S representatives
- Supervisors are required to inspect each member of their team on a regular basis in line with the Levels of Supervision procedure held in the Health and Safety Management manual.

5.3 Re-active Statistics

The following statistics are produced on a monthly basis. They are discussed at health and safety committee, local and management team meetings, and monitored toward continual improvement to meet KPIs: -

- Accident/incident/ill-health statistics;
- Traffic light inspection report;
- Health and safety issues log.

6.0 Audits and reviews

6.1 Health and Safety Management Process

In recognising that high levels of health and safety performance can only be achieved through sound management principles, procedures are in place to ensure that the general and specific policies with respect to health and safety are regularly reviewed and revised as necessary: -

- The effectiveness of emergency plans will be tested on an annual basis and the results reported to SEPOSH.
- All capital projects undertake at least weekly planning and review meetings that address forthcoming work, activities and the potential risks arising from such work activities.
- A programme of health and safety management audits is carried out by Health and Safety Advisers to ensure that policies and procedures are effectively implemented and managed on site.
- The health and safety policy will be reviewed annually and revised as necessary. All revisions will be authorised by the Company Management Team and brought to the attention of all employees.
- Each Department will be subject to an annual health and safety audit through QEMS management, ensuring compliance with health and safety policies and procedures.
- The annual audit process will ensure that deficiencies are formally recorded, their implications assessed and corrective actions prioritised, implemented and recorded.

REFERENCES: HSM - Health and Safety Manual

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