

2	SAFETY AND ACCIDENT PREVENTION MANAGEMENT / ADMINISTRATION SYSTEM (SAMAS).....	1
2.1	SAFETY, HEALTH, AND ENVIRONMENT (SHE) MANAGEMENT SYSTEM	1
2.1.1	Amendment Schedule .....	3
2.1.2	Safety, Health and Environmental (SHE) Management Framework .....	4
2.1.3	Statement of Intent .....	10
2.1.4	Policy and Responsibilities - Example .....	12
2.1.5	Organisation Charts .....	22
2.1.6	Index of Key Process .....	22
2.1.7	Author .....	22
2.1.8	Approvals .....	22

**Purpose**

- 1 The purpose of this document is to provide guidance for development of a clear policy, responsibilities and an example of a management framework that reflects the **COMPANY** commitment, core values, standards, and expectations for both the organisation and those working with **COMPANY**.

**Scope**

- 1 This policy covers all **COMPANY** operating areas, projects, and activities.
- 2 This policy is intended to assist appointed consultants, sub-contractor, and suppliers etc., to meet legislative and other requirements not intended to replace these. The policy should always be read in conjunction with QCS Part 1 (RD) requirements, and any other legislative requirements as advised and may be introduced.

**Reference**

- 1 The following standards are referred to in this part of specification.  
EN 397..... Industrial safety helmets  
OHSAS 18001..... Occupational Health and Safety Management Systems.  
ISO 9001                Quality Management Systems'  
ISO 14001.....Environmental Management Systems'.

### 2.1.1 Amendment Schedule

Revision No.	Date	Details of change

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## 2.1.2 Safety, Health and Environmental (SHE) Management Framework

### 2.1.2.1 Introduction

- 1 This document sets out a framework for the management of Safety, Health and Environmental (SHE) issues across COMPANY's operations, projects and activities.

### 2.1.2.2 SHE Management System

- 1 The management system, and this framework, is based on recognised standards i.e. ISO 9001 'Quality Systems', BSI OHSAS 18001 'Occupational Health and Safety Management Systems' and ISO 14001 'Environmental Management Systems'.

- 2 In summary, the key requirements of the system are:

- Consistent SHE policy statements throughout COMPANY's operations.
- Procedures for hazard identification, risk assessment, control and management of change.
- Documented, measurable SHE objectives and plans.
- Clear management structure and responsibilities.
- Competence assurance and training identification and delivery.
- Arrangements for communication, consultation and engagement with the appropriate stakeholders.
- Operating procedures and processes.
- Arrangements for SHE document control and retention.
- Active performance indicators.
- System for notification, investigation and recording of accidents, learning events and environmental incidents including standardised statistics.
- Systems for capturing learning events and best practice.
- An audit and monitoring system.
- Regular management reports on SHE performance, including improvement reports.
- Regular management reviews.



- 3 In order to achieve the consistency desired, along with compliance, with the OHSAS 18001 and ISO 14001 standards, these management system elements are mandatory.

### 2.1.2.3 Background

- 1 To ensure core values and expected behaviors set out in the SHE policy namely, commitments to:
  - (a) Continuously improve SHE performance towards our overall goal of protecting both people and the environment.

- (b) Ensure that business decisions take proper account of SHE matters and their implications.
  - (c) Comply with all legislative requirements pertaining to SHE as the minimum standard.
- 2 Our overall goal is to protect both people and the environment. Our principles require us to have an effective SHE management system that will deliver consistency in approach and good management information on performance throughout our operations.
- 3 Good corporate governance also requires SHE performance to be properly reviewed and in addition **COMPANY** is committed to review and publish this information.

#### 2.1.2.4 Purpose

- 1 The purpose of this document is to set out an enabling framework for the management of Safety, Health and Environmental (SHE) issues across **COMPANY**'s operations wherever they are carried out. It deals with the management systems to be adopted, and does not prescribe actual systems of work which it is recognised will be affected by stakeholder, legislative, cultural and working practice requirements.

#### 2.1.2.5 Scope

##### GENERAL

- 1 Throughout this document reference is made to '**COMPANY**'. This term means any region, operational area or project wherever it is based and wherever it carries out work.

##### JOINT VENTURES (JV'S) AND PARTNERING AGREEMENTS

- 2 Joint shall ensure that the SHE management system is consistent with the international best practice principles set out within QCS commitments to:
  - (a) Continuously improve SHE performance towards our overall goal of protecting both people and the environment.
  - (b) Ensure that business decisions take proper account of SHE matters and their implications.
  - (c) Comply with all legislative requirements pertaining to SHE as the minimum standard.
- 3 When entering into a Joint Venture or partnering arrangement the business concerned will ensure that:
  - (a) A clear and unambiguous policy is developed, put in place and communicated.
    - The relevant parties will agree/develop a SHE Management System that takes cognizance of best practice and standards.
    - Key processes put in place include planning, competence, operational control, emergency preparedness, change management, performance measuring and monitoring, accident and incident investigation and review.
    - Arrangements must also be in place for reporting on SHE performance to relevant parties (including incident reporting), SHE management review by the board and if appropriate the formation of an independent SHE board to provide advice etc
    - Within the policy and defined roles and responsibilities, a board member must be identified who has specific responsibility for SHE matters.

### 2.1.2.6 Policy

#### POLICY STATEMENTS

- 1 The **COMPANY** SHE policy statement and responsibilities applies to all **COMPANY**'s operations wherever they are carried out. They are included in Section 3 and Section 4 of this document.
- 2 A template format for the SHE policy statement is included in Section 3 of this document. All Joint Ventures or partnering agreements must use this template as a basis for developing any specific policy.

#### COMMUNICATION

- 3 The developed policy, including personal responsibilities and those of direct reports, must be communicated to each employee. Examples of those responsibilities are outlined within this section.

#### REVIEW

- 4 The policy statement will be reviewed at least annually.

### 2.1.2.7 Planning

#### PLANNING FOR HAZARDS, ENVIRONMENTAL IMPACT IDENTIFICATION, RISK ASSESSMENT AND RISK CONTROL

- 1 **COMPANY** will have and maintain procedures for the identification of hazards, environmental impacts, the assessment of risks, and the implementation of necessary control measures. Procedures must include the provision of suitable management and operational levels to ensure work is carried out safely and with consideration of the environment.
- 2 The procedures will address the activities of:
  - **COMPANY** employees
  - **COMPANY** contractors (including any further sub-contractors)
  - Other contractors performing work under **COMPANY**'s control
  - Other persons affected by **COMPANY**'s undertakings, i.e. members of the public
- 3 In respect of environmental impact the procedures will also address the supply of goods and materials for use by the **COMPANY** business.

#### LEGAL AND OTHER REQUIREMENTS

- 4 Establish and maintain a procedure for identifying and accessing the legal SHE requirements that apply and have an impact on our activities. Impact may also include the effect of any material change that may be brought about by organizational re-structure or senior management appointments. Information on any relevant new SHE requirements that must be communicated to employees and other interested parties as appropriate.

## OBJECTIVE

- 5        **COMPANY** will set documented, measurable, annual SHE objectives and targets. The objectives must be consistent with the SHE policy and the commitment to continuous improvement. A management programme will be produced for achieving the objectives setting out:
- (a)    The designated responsibility for achievement of the objectives
  - The means and time-scale by which the objectives are to be achieved
  - Any appropriate improvement targets and associated improvement plans
- 6        The programme will be reviewed at regular intervals to ensure it is up to date and that it addresses any changes that may have occurred in **COMPANY**.

### 2.1.2.8 Implementation and Operation

## STRUCTURE AND RESPONSIBILITIES

- 1        This document recognises that SHE is everybody's responsibility and will be managed through the organisation in a systematic and structured manner.
- 2        Regional businesses must develop an effective management structure, including individual responsibilities in SHE matters at all levels. The structure will recognise line management responsibility and allow for access to competent advice on SHE matters.
- 3        Statements of individual and collective responsibilities are included in Section 4 of this document.
- 4        A SHE organisational structure chart for the **COMPANY** business is included in Section 5 of this document. The chart shows operational and functional responsibilities for SHE and visible to all, for example displayed on site.

## COMPETENCE AND TRAINING

- 5        **COMPANY** will have processes in place to ensure that those working for, or on behalf of, **COMPANY** are competent to perform any tasks they are given that may have an impact on SHE performance.
- 6        **COMPANY** will also identify the training necessary to meet our SHE policy commitments at each level and function within the business.
- 7        Plans will be developed to deliver the required training.
- 8        Training records will be kept and achievement of the required training will be monitored.

## COMMUNICATION AND INVOLVEMENT

- 9        **COMPANY** will establish and maintain appropriate arrangements and strategies for:
- (a)    The communication
  - (b)    The communication of relevant SHE information to employees and those working on our behalf.
  - (c)    Consultation with and engagement of employees, those working on our behalf and those affected by the activities of the business.

- (d) Receiving and responding to relevant communication from external interested parties.

#### OPERATIONAL CONTROL

- 10 Prepare operating procedures and plans for the planning and control of activities associated with identified risks. These may include provision for:
- (a) Risk Assessments
  - (b) Project Management Plans
  - (c) SHE Management Plans
  - (d) Method/Task Statements
  - (e) Permit Controls
  - (f) Work Instructions
  - (g) SHE Performance Reports
- 11 In addition, establish arrangements for the control of SHE documentation and data. The arrangements will ensure that documentation and data is:
- (a) Retrievable
  - (b) Current
  - (c) Appropriately authorised, and where necessary
  - (d) Periodically reviewed
- 12 Records retention schedule will be prepared, which will identify all SHE records and their associated retention periods. These records will be stored appropriately such that they are readily retrievable and protected against damage, deterioration or loss throughout the retention period.

#### EMERGENCY PREPAREDNESS

- 13 **COMPANY** will assess the potential for emergency situations and, where appropriate, establish emergency preparedness and response arrangements.
- 14 There arrangements will be periodically reviewed and tested and, where necessary, revised. Reviews will be undertaken to a pre-determined programme and after the occurrence of accidents or emergency situations.

#### 2.1.2.9 Checking and Corrective Action

#### PERFORMANCE MEASUREMENT AND MONITORING

- 1 **COMPANY** will establish and maintain procedures to monitor and measure SHE performance on a regular basis. This will include:
- (a) Active systems which monitor the achievement of objectives and compliance with standards.
  - (b) Reactive systems which monitor accidents, ill-health and incidents.

#### ACTIVE PERFORMANCE INDICATORS

- 2 Active performance indicators will at least include:



(a) Performance results against our short, medium and long term SHE strategy

████████ Achievement of objectives

████████ SHE training achievement

████████ Audit results and surveys

████████ Assessment against SHE performance standards

████████ Statistical analysis

████████ Cases of good working practices

████████ Learning event reports

### ACCIDENTS, INCIDENTS AND CASES OF ILL HEALTH

3      **COMPANY** will establish procedures for notification, investigation and recording of accidents, incidents, cases of ill health, learning events (near misses) and environmental incidents involving:

████████ **COMPANY** employees

████████ Employees of sub-contractors where

(i)      **COMPANY** has direct sub-contractors (and any further sub-contractors) performing work under its control, or

(ii)     Has general supervisory authority over the worksite

████████ Others affected by **COMPANY** work such as visitors or members of the public

4      Accident and cases of ill health statistics will be compiled and included in management reports. The standard statistics to be used across **COMPANY** are based on RIDDOR record keeping guidelines for occupational injuries and illnesses. In particular, accident frequency rates, accident incident rates, lost time incident frequency rate and total recordable case frequency rate will be used.

5      Investigation procedures will ensure that incidents that have, or could have, led to serious harm to the individual or the environment are investigated and reported on. Investigations will establish what happened, any corrective or preventive actions required and allocate responsibility for taking such action.

### ENFORCEMENT ACTION

6      Details of any enforcement action taken by the Administrative Authority in the form of prosecutions, enforcement notices, orders, etc will be recorded and included in management reports and communicated as soon as is reasonably practicable, to the senior management team.

### AUDIT

7      **COMPANY** Regional businesses will undertake regular audits to monitor the operation of the SHE management system and measure its adequacy and performance.

8      Significant findings of the audits must be acted upon. Close-out reports detailing the action taken will be produced.

9      Details of audits undertaken and their results will be included in management reports.

### 2.1.2.10 Management Review

#### MANAGEMENT REPORTS ON SHE PERFORMANCE

- 1 Prepare regular reports on SHE performance for review by its senior management board. These reports should be prepared at least monthly.
- 2 Management reports on SHE performance will be produced at corporate, operational area and project levels. A consistent structure will ensure that the key information contained in the reports can be meaningfully compiled and used at a higher level.
- 3 Report on SHE performance on a monthly basis.

#### MANAGEMENT REVIEW MEETINGS

- 4 Senior management teams of each **COMPANY** Regional businesses must regularly review SHE performance. Review of SHE performance should be a standard agenda item for management team meetings, and should be high on the agenda. The review should at least consist of presentation and consideration of the relevant SHE report. Headings within the report include:
  - (a) Executive summary
  - (b) SHE performance
  - (c) Site visit feedback (by exception)
  - (d) Learning Events
  - (e) Occupational Health
  - (f) Environmental
  - (g) Stakeholder involvement
  - (h) Training
  - (i) Best Practice
  - (j) Progress against action plans
- 5 Actions arising from the review should be documented, responsibility clearly allocated with appropriate timescales.

### 2.1.3 Statement of Intent

- 1 **COMPANY**, (The Contractor) will comply with its legal duties in order to provide a safe and healthy working environment for its employees and others affected by its activities. It will take positive action to ensure that other contractors' employees, occupiers of premises, and members of the public do not have their health and safety adversely affected by the work operations of the company. The only acceptable standard of health and safety, and for welfare facilities, will be full and proper compliance with the requirements of legislation. Where it is possible and practical to do so, the company will exceed the minimum requirements of the Qatar Regulatory Document (Construction).
- 2 The company will seek to ensure that each company with whom it contracts or subcontracts aspires to a similar high standard of health and safety management.
- 3 In recognition of the importance that this company places on the engagement and wellbeing of its employees, the company will:

- (a) consult, on health and safety matters, with its employees and others who may work under its control to ensure that the arrangements for health and safety management are practical to implement and effective
- (b) as far as is reasonably practicable, fully and effectively control the health and safety risks arising from its work activities, in co-operation with employees, other contractors, clients and other relevant parties
- (c) ensure that accident and ill health prevention is provided the highest priority, commensurate with business objectives, within all company operations
- (d) investigate lapses in health and/or safety performance and implement remedial actions to prevent, so far as is reasonably practicable, their recurrence
- (e) provide and ensure that all plant and equipment owned, used or hired by the company is appropriate, safe to use and properly maintained, inspected and tested
- (f) ensure that all equipment, materials and substances used by the company are appropriate for their intended use and used, handled and stored safely
- (g) ensure that all employees are provided with adequate supervisory training, information and instructions to competently carry out their work activities
- (h) ensure that all working places are maintained in a safe and healthy condition
- (i) provide adequate resources, including sufficient finance, and access to competent health and safety advice, to achieve the aims of this policy
- (j) review and revise this policy statement at regular intervals and also where necessary due to changes in the company activities.

Signed:..... Designation: .....

Date: ..... Review Date: .....

## **2.1.4 Policy and Responsibilities - Example**

### **2.1.4.1 Senior Management Board**

- 1 Collective responsibilities in safety, health and environmental (SHE) matters
  - (a) Provide positive individual and collective leadership on SHE issues.
  - (b) Promote an enthusiastic SHE culture that delivers positive commitment to and engages all employees in continuous improvement in SHE performance.
  - (c) Ensure a SHE management system is implemented within their sphere of responsibilities. Monitor and review its effectiveness and take necessary improvement action.
  - (d) Monitor that personnel under their control comply with their individual responsibilities in SHE matters.
  - (e) Challenges areas or instances of performance.
  - (f) Ensure that disciplinary processes are in place to address breaches of the SHE policy or management system.
  - (g) Establish a framework for the management of SHE.
  - (h) Monitor and review the overall SHE performance and where appropriate take necessary actions to minimize and negate.
  - (i) Ensure board discussions and decisions take proper account of SHE policy commitments.

### **2.1.4.2 Managing Director**

- 1 Individual responsibilities in safety, health and environmental (SHE) matters
  - (a) Provide positive leadership on SHE issues for COMPANY
  - (b) Set a clear vision and values for SHE expectations for COMPANY.
  - (c) Promote an enthusiastic SHE culture that delivers positive commitment to and engages all employees in continuous improvement in SHE performance.
  - (d) Ensure that business decisions take proper account of SHE policy commitments.
  - (e) Keep abreast of developments in SHE legislation and industry standards.
  - (f) Ensure the implementation of an appropriate SHE management system, in compliance with a developed SHE Management Framework, within the business(es) for which responsibility is held.
  - (g) Appoint a responsible person for SHE responsibility.
  - (h) Review SHE performance at management team meetings and take appropriate improvement action.
  - (i) Monitor that members of the management team comply with their individual responsibilities in SHE matters.
  - (k) Consult regarding on decisions affecting SHE management.
  - (m) Ensure that arrangements are in place to ensure everyone is aware of their own individual responsibilities under SHE policies and those of any personnel under their control.
  - (n) Ensure appropriate action is taken to address breaches of the SHE policy

### 2.1.4.3 Directors/Members of the Senior Management Team

- 1 Individual responsibilities in safety, health and environmental (SHE) matters
  - (a) Provide positive leadership on SHE issues.
  - (b) Promote a SHE culture that delivers positive commitment to and engages all employees in continuous improvement in SHE performance.
  - (c) Keep abreast of developments in all Qatar SHE legislation and industry standards.
  - (d) Ensure that the SHE management system is implemented within their sphere of responsibility. Monitor and review its effectiveness and take necessary improvement action.
  - (e) Monitor that personnel under their control comply with their individual responsibilities in SHE matters.
  - (f) Ensure appropriate action is taken to address breaches of the SHE policy.

### 2.1.4.4 SHE Director

- 1 Individual responsibilities in safety, health and environmental (SHE) matters
  - (a) Provide positive leadership of SHE issues and promote the adoption of SHE best practice.
  - (b) Promote an positive SHE culture of that engages all employees.
  - (c) Monitor and report on the implementation of the **COMPANY** SHE Management Framework and progress against the **COMPANY** SHE Performance Standards.
  - (d) Lead and provide functional management for the SHE personnel within **COMPANY**.
  - (e) Provide assistance and advice to ensure compliance.
  - (f) Develop and recommend annual SHE objectives and targets. Monitor and report against these.
  - (g) Produce reports monthly and annually on SHE performance in **COMPANY**.
  - (h) Involved and lead in investigations to ensure that they are adequately reported.
  - (i) Review reports of accident and incident investigations identify any trends and ensure that there is an appropriate response to prevent future recurrence.
  - (j) Regularly meet with all SHE personnel in **COMPANY** to monitor and review management of the function as well as development.
  - (k) Keep abreast of developments in SHE legislation.
  - (l) Represent **COMPANY** through involvement with appropriate external SHE forums, networks, industry and regulatory bodies.
  - (m) Develop and monitor the implementation of processes for the development of SHE personnel in **COMPANY**.

#### 2.1.4.5 SHE Managers/Advisers\*

- 1 Individual responsibilities in safety, health and environmental (SHE) matters
  - (a) Provide positive leadership within your area of operation and promote the adoption of best practice.
  - (b) Promote an enthusiastic SHE culture that delivers positive commitment to and engages all employees in continuous improvement in SHE performance.
  - (c) Keep abreast of developments in SHE legislation and industry standards.
  - (d) Monitor and report on the effectiveness of the SHE management system and progress against the **COMPANY** SHE Performance Standards. Make recommendations for improvement as appropriate.
  - (e) Monitor and report on operational SHE performance and make recommendations for improvement. Monitor to ensure that effective action is taken.
  - (f) Lead and provide functional management for any SHE personnel under their control.
  - (g) Assist with the identification of SHE training needs, and monitor delivery and recording.
  - (h) Monitor and report on the implementation of the approved SHE objectives.
  - (i) Produce SHE performance reports as required.
  - (j) Promptly alert line and functional management to significant accidents and incidents. Where appropriate be involved in the investigation and ensure that the findings are reported.
  - (k) Review accident and incident reports and investigation reports, identify any trends and ensure that there is an appropriate response to prevent future recurrence.

\* The term “SHE Adviser” includes dedicated health and safety or environmental advisers.

#### 2.1.4.6 Managers at all levels\*

- 1 Individual responsibilities in safety, health and environmental (SHE) matters. In so far as they are applicable to the role
  - (a) Provide positive leadership on SHE issues within your area of operation.
  - (b) Promote an enthusiastic SHE culture that delivers positive commitment to and engages all employees in continuous improvement in SHE performance.
  - (c) Implement the business unit SHE management system. In particular:
    - (i) Identify SHE training needs and have the necessary training arranged. When arranged, release those who require training;
    - (ii) Make arrangements for SHE induction training for all new starters at the workplace under their control
    - (iii) Implement operating procedures, including risk assessment procedures, for the planning and control of activities associated with identified risks;
    - (iv) Ensure that written method statements, risk assessments and/or SHE rules are brought to the attention of those affected;
    - (v) Appoint appropriate personnel to undertake SHE duties;

- (vi) Ensure that suitable arrangements are in place for the effective control of changes to planned methods of work.
- (d) Keep abreast of developments in Qatar SHE legislation and industry standards.
- (e) Monitor and review the effectiveness of the SHE management system and report deficiencies.
- (f) Monitor that personnel under their control comply with their individual responsibilities in SHE matters.
- (g) Give personnel under their control, including contractors, clear instructions as to their responsibilities to ensure correct working methods.
- (h) Make adequate provision for dealing with safety, health or environmental emergencies.
- (i) Promptly alert line and SHE management to
  - (i) Significant injury to employees or those working under our control;
  - (ii) Reportable dangerous occurrences and learning events;
  - (iii) Incidents that could lead to enforcement action;
  - (iv) Enforcement notices served;
  - (v) Injury to a member of the public or a visitor;
  - (vi) Serious environmental incidents.
- (j) Where appropriate, be involved in the investigation and ensure that the findings are reported.
- (k) Report visits by members of relevant administrative authorities e.g. Civil Defence (Fire Department)
- (l) Ensure that the SHE manager/adviser is accompanied on workplace inspections. Following such inspections take action agreed as necessary. Thereafter report as requested on the action taken.
- (m) Act immediately on any breach of SHE rules or procedures, unsafe situation or potential threat to the environment that comes to their attention and, where necessary, report such breaches.
- (n) Ensure that the disciplinary process to address breaches of the SHE policy or management system is applied where necessary.

**\*Managers** people in the organisation at any level above supervisor and below director

#### 2.1.4.7 Supervisors\*

- 1 Individual responsibilities in safety, health and environmental (SHE) matters
  - (a) Provide positive leadership on SHE issues for the members of the work team for which they are responsible.
  - (b) Promote a positive attitude in the workforce and encourage behaviours that protect both people and the environment.
  - (c) Organise work to be carried out in accordance with relevant SHE risk assessments/ method statements.
  - (d) Monitor that personnel under their control comply with their individual responsibilities in SHE matters.
  - (e) Give personnel under their control, including contractors, clear instructions about the required methods of work.



- (f) Ensure that all relevant personnel are involved in SHE risk assessments prior to any work activity commencing, and, where appropriate, that method statements are available, understood and that any identified control measures are implemented.
- (g) Where appropriate assess and implement any additional SHE controls required to address the needs of new employees, young persons, non-English speaking workers, disabled persons, pregnant women, etc.
- (h) Monitor that risk assessments/method statements accurately reflect the SHE hazards present and ensure that any required changes are agreed and implemented in accordance with the arrangements for control of changes to planned methods of work.
- (i) Ensure appropriate arrangements are in place for two-way communication and where appropriate deliver tool box talks to the work teams.
- (j) Identify any SHE training requirements of personnel under their control and advise appropriate management accordingly.
- (k) See that accidents and incidents are reported immediately to the relevant manager.
- (l) Ensure that personal protective clothing and equipment is used where identified as required and is properly maintained and stored.
- (m) Ensure that the plant and equipment supplied is appropriate for the work and has any necessary certification. Ensure that plant and equipment is immediately put out of use if unsafe or presents a potential threat to the environment.
- (n) Ensure that only authorised persons operate plant and equipment.
- (o) See that unattended plant, materials and premises are left in a condition that does not present a risk to persons or the environment.
- (p) Ensure that the disciplinary process for breaches of SHE procedures and rules is applied where necessary.
- (q) Develop fire safety procedures, communicate with staff and carry out the necessary training and fire drills with a frequency that is appropriate for the size of the site and the duration of the construction operations.

**\*Supervisors** people at the first level in the organisation that have responsibilities over the work of others;

#### 2.1.4.8 All Employees

- 1 Individual responsibilities in safety, health and environmental (SHE) matters. In so far as they are applicable to the role
  - (a) Set a good personal example on SHE issues within your area of operation.
  - (b) Take care of your own health and safety whilst at work; ensure your activities do not adversely affect the health and safety of others or damage the environment.
  - (c) Co-operate with the company in all matters of health, safety and environmental protection and make your contribution to reducing accidents and conserving natural resources.
  - (d) Ensure you have been fully briefed on, and have a good understanding of, the task at hand. Always work in accordance with the instructions given and any written SHE risk assessments/method statements. Report any conflict.
  - (e) Never deviate from an agreed method of working unless the supervisor or relevant manager has been notified and authorisation has been obtained.
  - (f) Ensure that you have and use the correct access, tools, equipment and personal protective equipment for the work.



- (g) Never undertake hazardous operations nor operate any items of plant or equipment unless trained and authorised to do so.
- (h) Maintain a tidy workplace with an appropriate level of cleanliness.
- (i) Report to immediate supervisor any defects in plant or equipment or unsafe methods of work and ensure that plant, equipment and premises are left in a safe and secure state and place when unattended. Do not operate any item of plant or equipment that has become defective.
- (j) Report to your immediate supervisor all potential hazards and incidents that have or could have resulted in personal injury or environmental damage.
- (k) Report any work-related personal injury or disease to your immediate supervisor and ensure that an entry is made in the accident book at your place of work.
- (l) If you are asked to undertake a task that you feel is unsafe or for which you feel you do not have the appropriate knowledge or training, report this to your immediate supervisor.
- (m) Ensure you have been fully briefed on the fire safety drill and that you understand your roles and responsibilities. Actively participate in all health and safety drills.

#### 2.1.4.9 Procurement Managers and Buyers\*

- 1 Individual responsibilities in safety, health and environmental (SHE) matters
  - (a) Ensure that arrangements exist to deliver the following:
    - (i) Orders to suppliers for materials, plant and equipment etc. include relevant SHE requirements notified by the specifier;
    - (ii) Suppliers of materials, plant and equipment etc. are requested to provide all necessary information and operating instructions so that their products can be used safely without risk to persons or the environment;
    - (iii) Where such information is received by the procurer that it is passed on to the persons who will use the materials, plant and equipment etc;
    - (iv) Orders to suppliers for personnel include sufficient detail to adequately describe the work for which they are required;
    - (v) Contractors and Labour Agencies are assessed as competent and adequately resourced for the work before contracts are placed;
    - (vi) Tendering contractors have been provided with the Standard Rules for Sub-Contractors on Safety, Health and the Environment and that compliance with them is a condition of contract;
  - (b) No undertakings, either verbal or written, are given to any supplier relieving it of its SHE responsibility.
  - (c) Monitor that the above arrangements are effectively implemented.

#### \* Notes

1. Procurement Managers includes those individuals managing the procurement of personnel.
2. These responsibilities are specific to this role and are in addition to the other relevant responsibilities contained in this document.
3. Procurement Managers where they are responsible for placing contracts with suppliers of products and services.

**2.1.4.10 Design, Engineering and Planning Managers\***

- 1 Individual responsibilities in safety, health and environmental (SHE) matters
  - (a) Ensure that arrangements exist to deliver the following:
    - (i) Designs which recognise, include and apply safe practice during preparation, construction and subsequent operational use and maintenance, and which consider lifecycle environmental impact including decommissioning and disposal;
    - (ii) Design/engineering/planning interfaces are co-ordinated to ensure that the project can be carried out with minimum risk to persons and environment.
  - (b) Monitor that the above arrangements are effectively implemented.

\* These responsibilities are specific to this role and are in addition to the other relevant responsibilities contained in this document

**2.1.4.11 Plant/depot/works/stores manager\***

- 1 Individual responsibilities in safety, health and environmental (SHE) matters
  - Ensure that arrangements exist to deliver the following:
    - (i) All plant and equipment is in a safe condition on leaving its depot or store and that relevant, current inspection/thorough examination certificates and licences are carried with that item of plant or equipment;
    - (ii) Plant and equipment hired in is from an approved supplier and has current inspection/thorough examination certificates available with it;
    - (iii) Inspection, planned preventative maintenance and periodic tests and thorough examinations are carried out and that results are recorded;
    - (iv) Repairs and maintenance work are carried out in a proper manner by competent personnel;
    - (v) Sufficient information is available regarding the use of all plant, equipment and materials and this information accompanies the item when leaving the depot or store;
    - (vi) All plant and equipment defects notified are remedied and plant and equipment is immediately put out of service if it is unsafe or a risk to the environment.
  - Monitor that the above arrangements are effectively implemented.

\* These responsibilities are specific to this role and are in addition to the other relevant responsibilities contained in this document

#### 2.1.4.12 Site Engineers/Foremen

- 1 Individual responsibilities in Safety, Health and Environmental (SHE) matters
- (a) Appreciate the responsibility allocated to individuals within the operative and management structure.
  - (b) Set a good example and leadership by working safely on the site and wearing the appropriate personal protective equipment.
  - (c) Ensure safety arrangements, including fire safety drills, are implemented.
  - (d) Ensure that only trained and authorised workers use plant and equipment and that persons undergoing training do not operate plant and equipment unless closely supervised by a competent person.
  - (d) Ensure that employees under their control attend induction training before working on the site and that they are correctly supervised at all times.
  - (e) Ensure that plant and equipment under their control or brought to site by the subcontractor has any necessary certificates of test, inspection and examination and is safe to use.
  - (f) Ensure that clear instruction and information is give to persons under their control.
  - (g) Carry out recorded safety inspections of site conditions.
  - (h) Ensure that persons under their control wear and use any personal protective equipment correctly, to manufacturer's instructions and to statutory and company requirements.
  - (i) Ensure that employees under their control are given appropriate safety information as required and that details of control measures from risk assessments are fully explained.
  - (j) Ensure that any accident/incident is reported and that all accidents are entered in the accident register.
  - (k) Ensure that access/egress routes are kept clear from obstruction, particularly escape routes and ensure that good housekeeping is observed at all times.
  - (l) Ensure that any plant/equipment for use by employees under their control is checked to ensure any necessary guards or safety devices are checked and fit for use by competent persons prior to use.
  - (m) Attend any meeting on safety issues as required and as applicable, co-operate with all personnel on matters of Safety, Health and the Environment.

#### 2.1.4.13 Office Staff

- 1 Individual responsibilities in Safety, Health and Environmental (SHE) matters
- Ensure personnel are fully aware of the procedures in the event of an emergency, including:
    - (i) Any accident, incident or emergency procedure
    - (ii) Positions of the fire exits, layout out of escape routes and assembly point location/s
    - (iii) Position of the first aid equipment and the identity of the trained first aid personnel
  - Report any defects in plant or equipment immediately to your supervisor. Ensure plant, equipment and premises are left in a safe and secure state and place when unattended

- Observe good housekeeping at all times and keep corridors, doorways and floor spaces clear and free from obstruction.
- Do not attempt to lift or move articles as heavy as likely to cause injury.
- Do not over-reach for items on high shelves, use the equipment provided.
- Do not misuse or interfere with equipment provided for the safety of you and others.
- Do not try to use, repair or maintain any equipment for which you have received no training or instruction.
- Report any work related personal injury or disease to your immediate supervisor and ensure that an entry is made in the accident book at your place of work.
- Report all potential hazards and incidents that have or could have resulted in personal injury or environmental damage to your immediate supervisor.
- Report any unsafe situation or task you may feel is unsafe and for which you do not have the appropriate knowledge or training, to your supervisor.

#### 2.1.4.14 Responsibility Matrix

- 1 A responsibility matrix that links the roles in the organisation to the responsibilities under the **COMPANY** policy is shown on the following page.

Paragraph No.	Responsibility Matrix																											
	Directors/Managers at all levels																All employees											
	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	a	b	c	d	e	f	g	h	i	j	k	l
Senior Management Board	*	*	*	*	*	*																						
Managing Director	*	*	*	*	*	*	*	*	*	*	*	*	*	*														
Directors/Members of the Senior Management Team	*	*	*	*	*	*																						
SHE Director	*	*	*	*	*	*	*	*	*	*	*	*	*															
SHE Managers/Advisers	*	*	*	*	*	*	*	*	*	*	*																	
Managers at all Levels	*	*	*	*	*	*	*	*	*	*	*	*	*															
Supervisors	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*												
All Employees																	*	*	*	*	*	*	*	*	*	*	*	*
HR Managers	*	*																										
Procurement Managers and Buyers	*	*																										
Design Engineering & Planning Managers	*	*																										
Plant/Depot/Works/Stores Manager	*	*																										
Engineers/Foremen	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*													
Office Staff	*	*	*	*	*	*	*	*	*	*																		

## 2.1.5 Organisation Charts

COMPANY plc

TBA

## 2.1.6 Index of Key Process

- 1 SHE Mandatory Policy, responsibilities and management framework
- 2 Safety, Health and Environmental Risk Management
- 3 COSHH (Control of Substances Hazardous to Health)
- 4 Guidance on Safe Working in the Vicinity of Buried and Overhead Services
- 5 Electricity at Work
- 6 Authorisation of Plant/Equipment Operators
- 7 Safety, Health and Environmental Information and Training for all Employees, Newly Assigned Employees, Promotees and Subcontractors
- 8 Contractors Check List for Initial Safety, Health and Environmental Meeting
- 9 The Reporting of Accidents/Incidents, Diseases and Dangerous Occurrences (RIDDOR), Learning Events and Environmental Incidents
- 10 Personal Protective Equipment (PPE)
- 11 The Safe Use of Cranes and Other Lifting Appliances (Excavators, Tele Handlers and Lorry Loaders)
- 12 Permit to Work Systems
- 13 Control of Scaffolding and Working at Heights
- 14 Fire Precautions During Construction Works in Building
- 15 Asbestos
- 16 Procedures for Environmental Protection
- 17 Associated forms for the above.
- 18 Standards and Guidance

## 2.1.7 Author

SECTION	NAME	POSITION IN COMPANY	CONTACT DETAILS
		SHE Manager	

## 2.1.8 Approvals

	NAME	POSITION IN COMPANY	SIGNATURE & DATE
Approved by:		SHEQ Director	

END OF DOCUMENT