

SHEQ01: Safety, Health, Environmental and Quality Policy

Owner: SHEQ



Safety, Health, Environmental and Quality Policy Statement

Norse Group is totally committed to ensuring the integrity of the Safety, Health, Environmental and Quality (SHEQ) of all employees and any other persons who may be affected by its business activities and operations that it manages on behalf of its clients. It continues to demonstrate top management commitment and adherence to all legislation required by law.

Norse Group accepts the importance of a well organised, committed and tangible SHEQ policy that results in prevention of injury and ill health, improved staff welfare, the general work environment, employee job satisfaction and efficiency resulting in an excellent and unrivalled service being provided to our clients.

Norse Group actively promotes a positive culture towards health and safety best practice, which leads to an avoidance of, and reduction in, the risks to life and damage to property and equipment. This ensures compliance with legislation, and to the requirements of ISO 45001.

The environmental impacts of Norse Groups operations are given the upmost consideration at procurement and through the life cycle of all projects and joint venture opportunities. Sustainability of materials, and a real commitment to carbon emission reductions are key to the progress of Norse Groups development and ensures compliance to legislation and the requirements of ISO 14001.

The quality of service provided to our clients and stakeholders is paramount and is ensured through a positive approach to self-auditing and closing of non-conforming actions across Norse Group. This ensures compliance to our own high standards and values, and the requirements of ISO 9001.

Appropriate objectives have been set as part of our commitment to continual improvement and for achieving general improvements to the management of SHEQ and to their outcomes.

All our employees regard SHEQ as an integral part of their normal duties and recognise that they have a duty to take reasonable care of their own health and safety, and of those that may be affected by their acts or omissions, and to also ensure that they comply with all quality standards set out in the Quality Management Systems to maintain the highest of standards in order to protect the excellent reputation Norse Group has achieved.

A handwritten signature in black ink, appearing to read "Dean Wetteland", written over a horizontal line.

Dean Wetteland
Group Managing Director

Date Reviewed: January 2020

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1.0 SHEQ Objectives

SHEQ objectives are set by the Senior Executive Team (SET) to ensure that Norse Group provide a safe, environmentally considerate and high quality focussed working environment for all its employees, contractors, visitors and members of the public who may come into contact with our daily operations. This ensures that the highest standards of quality are adhered to at all times, and improved upon through continual professional development, in line with industry best practice, legislation and client direction. The SET use the following principles to implant objectives, and reviews their efficiency:

1.1 Risk Management

- Identifying and reducing areas of potential physical, environmental and reputational risk, through a structured risk and resilience management programme.
- Ensuring a process is in place which encourages and supports the development of a sustainable programme of SHEQ improvement.
- Ensuring the appropriate structures are in place for discussion, implementation and review of the programme at all levels of Norse Group.
- An increased level of supervisory management awareness by strict monitoring and control of SHEQ inspections and audits at all levels across the business.
- Advise on the necessary levels of training to ensure that all staff are aware of their health, safety, environmental and quality obligations and responsibilities under legislation and ISO clauses and requirements.
- Continue to develop a concise and transparent library of SHEQ information, available to all members of staff, as part of an ongoing awareness and development programme.
- Gather statistical data through risk assessments, incident and near miss reporting, and Service Improvement Notes (SINs) in order to measure the progress of SHEQ objectives, and to identify areas requiring further focus.
- Organise and chair regular SHEQ meetings with representatives from across Norse Group and ensure that the meeting minutes are distributed to all levels of the business where appropriate.
- Continue to review, and amend where required, the Norse Group Safe System of Work (SMS), the Quality Management System (QMS) and the Environmental Management System (EMS) documentation and ordnance ensuring that they remain transparent to all staff, easily obtainable and user friendly.
- Produce written reports on progress that is conveyed at agreed intervals, with the SET, and Senior Management Team's (SMT) across Norse Group for sanitised dissemination to all staff.

1.2 Incident Prevention

- Ensure SHEQ input continues to be relevant in the corporate induction, and that site specific inductions are given to all members of Norse Group, its subcontractors and visitors.

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- Continue to identify and implement appropriate core health and safety training for all new personnel, temporary employees and contractors, that is of the highest quality and appropriate to Norse Group and client requirements.
- Develop and improve employee awareness of all SHEQ arrangements through a strong and robust communication and education programme across all levels of the business.
- Continue to monitor all aspects of health, safety and environmental impacts created by Norse Groups operational activities and put control measures in place to eliminate or reduce negative impacts.
- Introduce realistic and useable environmental and safety rules. These will be transparent and useable to all employees, subcontractors and visitors, ensuring compliance to law, legislation and ISO requirements.
- Provide recorded evidence of all SHEQ reporting procedures, audit outcomes and closing reports following non-conforming actions that are controlled and beneficial to the business.
- Continually seek to improve the business incident and accident investigation systems, including risk assessment programmes for preventive action, reactive reporting through underlying causation to root cause and the education of all staff through communication of lessons learned and Accident Investigation Review Boards (AIRB) attended by representatives from all levels of the business.

1.3 Risk Assessment and Risk Improvement Programme

- Continual review of all risk assessment formats and methodology used to calculate risk factor in line with Health and Safety Executive (HSE) guidance, Environmental Agency (EA) and other regulatory bodies.
- Continual review and validation of existing work place risk assessments and the creation of a business profile set of Operational Task Risk Assessments (OTRA) that are fully accessible and transparent to all Norse Group employees, and available on request for Clients and audit bodies.
- Train and empower all Norse Group employees in the ability to conduct dynamic Site Specific Risk Assessments (SSRA) on areas not already covered by the OTRAs, or that have been identified during the mobilisation period of a Joint Venture (JV), or after changes are made to systems or infrastructure.
- Ensure that all designs undertaken by Norse Group follow the design to demolition principles and capture and eliminate or control all reasonably foreseeable risks during the entirety of the buildings lifespan.
- Continue to develop and implement a Business Continuity Programme (BCP) based on the risk severity gained from the above risk assessments, providing a comprehensive evidence based report that is actionable and user friendly by all employees across the business.

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1.4 Training, Information and Instruction

- Establish a fully comprehensive, transparent and evolving formalised SMS, EMS and QMS, defining procedures and processes that are to be followed across all areas of Norse Group's activities, JVs and projects by all staff.
- Provide a fully transparent and communicated education programme of the correct implementation processes and compliance requirements, enabling staff to work confidently to the SMS, EMS and QMS.
- The design, development and implementation of mandatory health and safety training for all Norse Group employees in order that a base level of awareness and competency is established.
- Continue to develop a working partnership between the SHEQ department and Skills Hub in order to ensure training courses are correctly identified that provide high standards of instruction to enhance safety, environmental and quality performance and business reputation.

1.5 Occupational Health and Well-Being

- Greater integration and cooperation between the SHEQ department and the Health and Well Being (HWB) lead in the Human Resource (HR) department promoting a healthier workplace through training, education and example.
- Assist in conducting Work Place Impact Assessments (WPIA) alongside the HWB lead and HR department in order to ascertain a real time, and accurate representation of the stress levels within Norse Group.
- Conduct ergonomic assessments of workplace equipment and provide employees with training and information to reduce occupational illness.
- Conduct health monitoring audits incorporating noise, dust, vibration and other related assessments.

1.6 Environment

- Commit to the Climate Change Act by developing a plan for achieving net-zero carbon emissions by 2050. The plan will be strategically based and focussed at Norse Group level yet remain manageable and achievable to ensure success.
- The continued monitoring of all environmental aspects and impacts that are a direct cause of Norse Group operations, and that may cause risk to life, the environment or damage business reputation.
- Continue to assist in minimising the environmental impact created waste by the operations conducted by Norse Group, through a strong and robust reduction, and recycling, of waste programme, and adherence to risk assessments, with good leadership and examples set at all levels of the business.
- To actively pursue a zero spill standard across all operations and locations to ensure we actively pursue a policy of pollution prevention and the control of environmental risk.

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1.7 Quality

- Continue to create a fully integrated IMS in line with the agreement signed with Lloyds Register Quality assurance (LRQA) that leads and directs all aspects of Norse Group operations, and promotes a fully inclusive and positive working culture.
- Support development of initiatives and change that better represent the high standards that Norse Group expect, and engage fully with all initiatives and suggestions for improvement that benefit the business.
- Drive the highest standards of quality across all aspects of Norse Group operations through a structured and integrated schedule of site audits that reflect true and accurately areas for improvement and areas of success which can be shared across the business.
- Answer all customer complaints in a timely and professional manner, escalating where appropriate for assistance in closing them down.
- Share praise and compliments across the business to develop a positive culture towards the IMS and its benefits.

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2.0 Responsibilities and Accountabilities

The SET commit themselves to a policy of ensuring the highest standards of health, safety and welfare is provided for all Norse Group employees, Clients, subcontractors and visitors who may be affected by its operations. It also considers the environmental impact of its operations and ensures the highest standards of quality are delivered across the business in all JVs and projects.

Every operational director will take this responsibility seriously and undertake to be responsible for ensuring implementation of, and compliance with, the Norse Groups SMS, EMS and QMS.

2.1 Norse Group CEO

- Be instrumental in the appointment of a suitably qualified SHEQ Director who can evidence the correct levels of Skills, Knowledge, Training and Experience (SKTE) and be proficient in delivering and administrating the SHEQ function on behalf of Norse Group in line with the expectations of the enforcement agencies.
- Ensure compliance to regulations and legislation that directly affect the daily operations of Norse Group by regular interaction with the SHEQ Director when required, and formally during SET monthly meetings when a full monthly update on business risk and successes will be delivered.
- Provide the necessary administration and arrangements to facilitate the implementation of a positive and progressive SHEQ function throughout Norse Group activities through funding and resource that will be agreed annually.
- Delegate responsibilities for SHEQ matters to all Operation Directors who have responsibility for delivering operational aspects of Norse Group functions.
- Provide facilities, including funding, for the training of all employees, in compliance with the SHEQ Policy and the SKTE required for safe and compliant delivery of operations.
- Ensure that all major projects and JVs include a financial consideration for health, safety and environmental control and monitoring.
- Engage at regular SET meetings to discuss health, safety and environmental issues, including those identified during the quarterly SHEQ department meeting and AIRB.
- Monitor the effectiveness of the company's SMS, EMS and QMS and the responsibilities delegated to Operation Directors, and periodically review objectives set out as part of the SHEQ policy structure and 3 year plan.
- Conduct Executive Site Safety Visits (ESSV) in line with the commitment laid down in the SHEQ policy, procedures and processes.

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2.2 Senior Executive Team

These appointed persons will demonstrate a positive, constructive, personal and direct interest in the SHEQ function, thus actively supporting the intent of this policy. They will establish a progressive attitude towards the SHEQ function and in particular:

- Ensure compliance to regulations and legislation that directly affect the daily operations of Norse Group by all direct employees, subcontractors and visitors that may be affected by their operations.
- Support the SHEQ Director in the development and implementation of an effective SHEQ strategy that supports the business development plan and is in line with direction issued by the Managing Director.
- Assist the SHEQ Director with regular reviews of the company SHEQ strategy and highlight areas of concern within their operational remit.
- Contribute to ensuring that there are effective health and safety procedures and processes, and that they are adhered to and reviewed on a regular basis to ensure that they remain suitable for the needs of the operations, projects and JVs under their direct remit.
- Contribute to determine SHEQ objectives and assign clear responsibilities for meeting them to their direct reports.
- Allocate adequate resources to implement the SHEQ policy to achieve health, safety and environmental objectives, the highest standards of quality and avoid personal injury and property damage, so far as is reasonably practicable, through a structured risk assessment programme.
- Ensure that SHEQ responsibilities, in particular health and safety, are clearly communicated to employees through personal example, leadership and engagement with all levels of the business.
- Conduct ESSV in line with the commitment laid down in the SHEQ policy, procedures and processes. Ensure that actions and findings of the inspections are closed within the time scale they allocate to their direct reports.
- Assist in the establishment of a system of monitoring and performance measurement that ensures effective implementation and working of the SMS, EMS and QMS.

2.3 SHEQ Director

The SHEQ Director is responsible for the effective direction of all SHEQ functions within Norse Group. In particular, this includes the following:

- Ensure compliance to regulations and legislation that directly affect the daily operations of Norse Group and advise the business of any changes to these, ensuring the changes are recorded on the Legal and Compliance Register.

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- Overview and guidance of the Norse Group risk assessment programme and BCP to ensure all residual risks that are reasonably foreseeable are captured and eliminated, or controlled by proactive measures.
- Direct the level of all incident and accident investigations, and reporting procedures and act as the focal point for all enforcement agencies, external audit parties and Clients, when required.
- Liaison with the HSE, local authorities, client, Norse Group insurers and other external bodies when requested, and as part of normal routine operations.
- Prepare, and submit progress reports on the SHEQ 3-year strategic plan. Attend and brief at monthly SET meetings and commit to attending Group Operation Director meetings, client engagement meetings and any other occasions when subject matter expertise is required.
- Oversight and guidance towards the selection, interview and recruitment of all SHEQ department staff. Sourcing of additional specialist SHEQ assistance when operational necessity requires it.
- Own and maintain the SHEQ Policy, and direct the content of the associated management systems, ensuring updates are added when required.
- Own and maintain the Legal and Compliance Register ensuring that the BCP is relevant and useable for all areas of the business.
- Ensure that any actions arising from internal and external audits are addressed by clear direction to the Head of SHEQ.
- Ensure that clear direction is given in the implementation and understanding of all safety rules and codes of practice issued by Norse Group. Ensure compliance with all references to safe working procedures and processes are implemented through the Head of SHEQ.
- Direct the required levels of firefighting and first aid facilities within Norse Group are compliant to legislation and that all aspects of CDM 2015 are complied with.
- Ensure that the withdrawal from use any tool, machine or item of plant that is considered unsafe, obtaining specialist advice from the relevant parties and the Head of SHEQ.
- Provide cooperation with safety representatives on matters of health, safety and the environment, including accompanying them during official inspections through the Head of SHEQ.
- Advising the Norse Group CEO and SET members of their responsibilities towards the implementation of the SMS, EMS and QMS, associated legislation codes of practice and industry best practice.
- Direct and mentor the Head of SHEQ in their daily work and act as an escalation portal when required.
- Conduct documented safety inspections in line with the auditing schedule that highlight unsafe conditions and acts, environmental issues and quality non-conformances. Ensure that actions and findings of the inspections are closed within appropriate time scales.

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- Identification and implementation of core health and safety training requirements for all Norse Group employees that is relevant and realistic and covers the main residual risks of the businesses operations.
- Support in the delivery of the core health and safety training by engagement with the Skills Hub.
- Provision of SHEQ induction training to new starters, whether temporary or permanent employees.

2.4 Head of SHEQ

Shall be responsible for the daily operational implementation, control and coordinating of all aspects of the SMS, EMS and QMS across all aspects of all Norse Group operations. Lead and manage the SHEQ department members and report to the SHEQ Director at formal arranged meetings, and whenever there is a need to inform or escalate. These responsibilities specifically include, but are not limited to:

- Ensure compliance to regulations and legislation that directly affect the daily operations of Norse Group and advise the business of any changes to these as directed by the SHEQ Director.
- Own and maintain the Norse Group risk assessment programme and BCP to ensure all residual risks that are reasonably foreseeable are captured and eliminated, or controlled by proactive measures.
- Coordinate all incident and accident investigations and reporting procedures, and act as the focal point for all parties involved.
- Prepare, and submit monthly reports to the SHEQ Director given clear and unambiguous updates on the implementation and control of the SHEQ department and business compliance to the SMS, EMS and QMS.
- Chair monthly SHEQ managers meetings and commit to attending group senior managers meetings, client engagement meetings and any other occasions when subject matter expertise is required.
- Chair quarterly SHEQ department meetings and facilitate the quarterly Health and Safety Committee meetings.
- Chair quarterly Accident and Incident Review Board (AIRB) meetings.
- Identify, select, interview and recruit SHEQ department staff when required, and when authorised to do so by the SHEQ Director.
- Implement and control the SHEQ Policy and direct the content of the associated management systems, ensuring amendments issued by the SHEQ Director are communicated.
- Ensure that any actions arising from internal and external audits are addressed by clear direction to the SHEQ department managers.
- Ensure that clear guidance is given in the implementation and understanding of all safety rules and codes of practice issued by Norse Group. Ensure compliance with all references to safe

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working procedures and processes are implemented through the SHEQ department managers.

- Implement the required levels of firefighting and first aid facilities within Norse Group, ensuring compliance to legislation and that all aspects of CDM 2015 are complied with.
- Ensure that the withdrawal from use any tool, machine or item of plant that is considered unsafe, obtaining specialist advice from the relevant parties and the operational managers.
- Provide cooperation with safety representatives on SHEQ matters, including accompanying them during official inspections.
- Manage and mentor the SHEQ Managers in their daily work and act as an escalation portal when required.
- Conduct documented safety inspections in line with the auditing schedule that highlight unsafe conditions and acts, environmental issues and quality non-conformances. Ensure that actions and findings of the inspections are closed within appropriate time scales.
- Control the delivery of core health and safety training by the SHEQ department in line with the Skills Hub.
- Ensuring the following are available to all operational staff:
 - Health and safety law poster.
 - Company’s health and safety policy statement.
 - Employer’s liability certificate.
 - Fire procedures.
 - First aid information.
- Develop and provide site toolbox talks on relevant issues as dictated by the HSE guidance and safety bulletins, and at their discretion.
- Ensure all sites have adequate first aid arrangements in place.
- Facilitate the provision of display screen equipment assessments for new and existing employees or whenever there has been a significant change in the workstation or environment.
- Act in the position of the SHEQ Director when required and attend SET and Operation Director meetings if requested.
- Ensure annual Customer Satisfaction Survey is undertaken and the results are analysed and acted upon in a timely manner, and the results briefed to the SET via the SHEQ Director.

2.5 SHEQ Managers/Advisors

Shall be responsible for the daily operational implementation, control and coordinating of all aspects of the SMS, EMS and QMS across all aspects of all Norse Group operations. Lead and manage the respective elements of the SHEQ department and their direct reports, and report to the Head of SHEQ at formal arranged meetings, and whenever there is a need to inform or escalate. These responsibilities specifically include, but are not exhaustive to:

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- Ensure compliance to regulations and legislation that directly affect the daily operations of Norse Group.
- Read and understand the SHEQ Policy and the arrangements for its implementation and ensure compliance across all operational JVs and projects.
- Fully understand their individual roles and responsibilities within the SHEQ department as dictated within the SHEQ Policy, and the direction given by the Head of SHEQ.
- Support the implementation of the SHEQ policy, cooperating always with the Head of SHEQ in the implementation of, and adherence to, the SHEQ policy, procedures and processes.
- Ensure that operational staff are trained in their work and are aware of any hazards or risk to their health and safety, associated with their work programme and that of their fellow workers, client or members of the public.
- Cooperating with the development and implementation of the 3-year strategic plan.
- Conduct documented SHEQ inspections in line with the auditing schedule that highlight unsafe conditions and acts, environmental concerns and quality non-conformances. Ensure that actions and findings of the inspections are closed within a realistic time scale.
- Support and participate in the established systems of communication in respect of SHEQ within the Norse Group.
- Investigate all incidents and accidents allocated to them professionally, and where necessary, take action in respect of any SHEQ issue highlighted by employees.

2.6 Operational Directors/Managers

Each Operational Director/Manager is responsible for the effective management of SHEQ within their own area or function. In particular this will include, but not be exhaustive to the following:

- Ensure compliance to regulations and legislation that directly affect the daily operations of Norse Group.
- Familiarise themselves with the Norse Group SHEQ policy, procedures and processes and the arrangements for their implementation within their particular areas of responsibility.
- Ensuring that persons for whom they are responsible are trained in their work and are aware of any hazards or risk to their health and safety, associated with their work programme and that of their fellow workers, client or members of the public.
- Ensure that the SMS, EMS and QMS are implemented and are being correctly adhered to on operational JVs and projects.
- That employees are adequately trained for the tasks they perform and identify any relevant training needs through role descriptions and gap analysis.
- Cooperation with the Client and safety representatives, including accompanying them during official inspections.

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- Ensuring that all SHEQ policies, procedures and processes are complied with and that all references to safe working procedures are understood (this also includes advice to visitors and contractors).
- Advise the Head of SHEQ of any unsafe conditions or practices that occur, environmental issues or quality whether involving company employees or otherwise. Such information should also include consideration of possible environmental contamination.
- Withdraw from use any tool, machine or item of plant that is considered unsafe, obtaining specialist advice from the Head of SHEQ.
- Attend SHEQ committee meetings when required or requested, and support the development of SHEQ engagement.
- Monitoring site and work equipment, reporting faults where necessary to the Head of SHEQ.
- Identify and report safety related problems, environmental issues and quality non-conformance to the Head of SHEQ.
- Report all accidents and incidents to the Head of SHEQ, and take direction on the level of investigation and report required.
- Actively participate in the risk assessment programme.
- Set a good example towards SHEQ matters and encourage and develop a positive culture through leadership and sound management.
- Proactively respond to customer complaints and SINS, liaising with the SHEQ department in accordance with the IMS requirements.

2.7 All Employees

Every employee is responsible for the effective management of SHEQ within their own area or function. In particular this will include, but not be exhaustive to the following:

- Ensure compliance to regulations and legislation that directly affect the daily operations of Norse Group.
- Observe all SHEQ policies, processes and procedures and adhere to these.
- Correctly use any tools or equipment provided by the company and ensure personal tools are in line with policy.
- Wear safety equipment and protective clothing where required and in line with company policy and procedures.
- Inform their immediate line manager of any damage to equipment, or incidents involving individuals, whether an injury was sustained or not and when required, cooperate with an investigation of an incident.
- Participate in improving SHEQ standards within Norse Group by making suggestions on any aspect of work that in their opinion may improve working conditions, and reduce incident

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potential, environmental impact or quality non-conformance concerning any aspect of the business activity.

- Familiarise themselves with the operational arrangements on the JV or project they are employed on, for emergency evacuation and fire precautionary procedures including identifying their emergency assembly or muster point.
- Read and understand Norse Group SHEQ Policy, procedures and processes, together with the organisational arrangements for implementing the commitments referred to in the documentation.
- Attend core, and bespoke trade training and courses as required.

2.8 Training and Development

The required training and development of Norse Group employees is determined by job role and JV and project specific technical equipment. The level of training needed will be sufficient to fulfil contract requirements and to comply with the duty imposed by relevant legislation. Norse Group will ensure that the Skills, Knowledge, Training and Experience (SKTE) of all its employees is industry best standard and supports the safe working practices expected under law.

3.0 SHEQ Department Structure

The SHEQ department is aligned to support the operational tempo of Norse Group, as well as the mobilisation of all new JVs and projects. The fluidity and flexibility of the SHEQ department is crucial in order to best support the multi-disciplined operations and workforce. SKTE must be relevant to the roles within the department and offer the ability to cross-pollinate over the department.

4.0 Communication of SHEQ

The Norse Group SHEQ Policy Statement will be displayed at all Norse Group locations, normally on the locations health and safety notice boards along with other vital SHEQ information. This information will be made available to all employees, contractors, customers and visitors to the premises.

SHEQ department meetings will take place at agreed regular intervals and minutes of these meetings will be electronically saved. Regular attendance at individual JVs and project meetings by a SHEQ member will be facilitated upon request and all Norse Group employees are invited to raise any concerns regarding SHEQ matters with their immediate line manager at any time, and make suggestions for improvements to the Head of SHEQ.

All employees and contractors shall be provided with, or have access to, all relevant information relating to the tasks they perform including rules, instructions, procedures and processes. This will be achieved via induction training and regular refresher training, management meetings, tool box talks, team briefings, safety bulletins, email, staff notice boards, Norse Group internet and structured signage. The implications of failing to follow these rules, instructions, procedures and processes will also be communicated.

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4.1 Safety Representatives

Norse Group recognises the importance of safety representatives in ensuring adequate standards of health and safety at work are achieved and maintained. Appropriate facilities are made available to safety representatives and adequate time allowed so that they can fulfil their functions successfully. Regular meetings are held between the safety representatives and the Senior H&S Manager, SHEQ department at health and safety meetings and during site visits. Minutes of meetings will be circulated to safety representatives and held electronically.

Safety Representatives within Norse Group shall support the SHEQ Director in the following functions:

- Under direction of a nominated SHEQ member, they will assist in any investigation required to eliminate or control hazard or risk that could lead to potential loss of life, serious injury or damage to equipment or property.
- Investigate complaints by any employee he represents relating to that employee's health, safety or welfare at work. On completion, engage with the SHEQ department to ensure the situation is resolved in a safe manner.
- To make representations to the employer on matters arising out of the above paragraphs.
- To engage with the SHEQ department on general matters affecting the health, safety and welfare at work of the employees at the workplace during formal meetings, and at all times when escalation is deemed appropriate.
- To conduct formal workplace inspections, in conjunction with the SHEQ department when required, and close down all actions required to ensure a safe working environment.
- Carry out all other Safety Representative duties as laid down in The Safety Representatives and Safety Committees Regulations 1977 SI 500.

5.0 Monitoring of SHEQ

Norse Group have implemented systems that ensure all aspects of SHEQ are monitored. It is understood that monitoring and measuring of performance is an essential aspect of managing the business and its strengths and weaknesses. These will be identified to ensure Risk and Resilience (R&R). On-going monitoring is essential to the maintenance and improvement of Norse Group SHEQ performance.

SHEQ performance is monitored at all levels of Norse Group, from daily observation by the employees, to a comprehensive site inspection programme incorporating periodic audits of the ISO management systems and safe working practices.

Norse Group performance measurement techniques fall into the two listed categories:

- Reactive Monitoring This will be conducted by fully trained staff capable of reporting incidents, accidents and workplace ill-health. They ensure reports are produced to record in detail incidents, accidents and workplace ill-health, sickness and absenteeism so as to analyse statistics and identify patterns and trends. Thorough incident investigations will play a key role in reactive monitoring so as to establish the root causes of the incident, through underlying causation. The investigation will identify any weaknesses in the Norse Group R&R and implemented management systems that may have aided the failure.

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- Active Monitoring Measuring the effectiveness of management systems and the extent of compliance with standards and the objectives identified within this policy. This will be achieved by carrying out workplace inspections, surveys and audits.

6.0 Training Arrangements

Norse Group maintains a training commitment to cover specific training requirements relating to the organisation’s operational arrangements, as well as continually striving to develop employee’s competence levels through the use of the Skills Hub and external training providers.

7.0 First Aid Provision

Norse Group ensures that all JVs and projects conduct a first aid arrangements assessment, and where appropriate, select employees who have the necessary interest, aptitude and approach to become a first aider or appointed person. Norse Group will source recognised training through the Skills Hub, including refresher courses to provide the qualifications necessary for these persons. Only certified employees who have gained accreditation via recognised training organisations will qualify to become a company first aider.

Under no circumstances will Norse Group employees administer any form of tablet to a member of staff or third party.

8.0 Risk and Resilience

Norse Group conducts risk profiling and resilience against all aspects of its operational delivery. The Risk and Resilience (R&R) Register is a suitable and sufficient assessment of the risks to health and safety, the environment and reputational damage and forms the basis for all business continuity planning. The findings of the assessments are recorded along with details of any groups of employees and non-employees identified as being at risk incorporating those who may be especially at risk.

Norse Group will complete risk assessments to ensure that all hazards to be found in the workplace, are either eliminated or remedial actions implemented to reduce the level of harm to a minimum. Following the risk assessment, where required, safe working procedures will be written and provided to all appropriate personnel.

For high risk activities where existing control measures do not fully control the hazards involved, a written permit to work system and further controls will be implemented.

9.0 Arrangements for SMS, EMS and QMS (IMS)

Norse Group is working towards a standardised and integrated SMS, EMS and QMS that will be centrally controlled by the ISO and Quality Managers, conforming with ISO 9001, 14001 and 45001 standards. All existing procedures and processes that readily translate to the ISO standards will be used during the transition and any gaps will be filled by new documentation being produced.

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10.0 Fire Safety Management

To facilitate operations across Norse Group, the Head of SHEQ, Senior H&S Manager, Operation Directors, managers and employees will have special responsibility for fire management. It shall be the duty of these people to assist the JVs and projects in all matters relating to fire safety, and to arrange for a programme for fire prevention at all Norse Group locations.

Key areas of control:

- Carry out an annual Fire Risk Assessment (FRA) of Norse Group head office and if requested client's premises.
- Provide fire wardens and ensure that they receive specific training in the fire procedures so as to assist in effective fire evacuation.
- Where required, provide training on fire precautionary arrangements for staff at initial induction stage and on-going refresher training for all sites.
- Assist in fire evacuation drills so as to familiarise staff on safe evacuation, at least one drill per annum.
- Ensure that statutory testing and inspection of fire alarm systems, equipment and precautions are conducted that are controlled by virtue of ownership or client contractual arrangements.

To assist Norse Group in complying with fire safety legislation and guidance. The Head of SHEQ will support JVs and projects by providing specialist advice and personnel with the required SKTE as necessary.

All employees have a duty and responsibility in the management and practice of fire safety. These extend to ensuring that fire safety procedures and processes, fire evacuation drills and particular instructions are adhered to. Operational leads will make such provision, ensuring that every employee can participate in fire safety training through Norse Group core H&S training.

11.0 Lone Working Arrangements

Norse Group provides a suitable risk assessment and SSW for employees directly related to lone working operations, which is supported by *Skyguard /similar* if appropriate to the circumstances in which the task is undertaken.

Norse Group consider the implications and risks associated with lone working operations and ensures control measures are appropriate and in place to ensure a safe working environment.

12.0 Arrangements for Disabled Persons

Norse Group is committed to conducting its activities and services, including any building amendment of business practice, policy or procedure, to ensure it does not make changes that would make it unreasonably difficult for a disabled person, and shall ensure that all training requirements take into consideration disabled persons.

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Norse Group recognises that the Equality Act is not health and safety legislation, however, upon representation from a disabled person who is finding it impossible or unreasonably difficult to use a Norse Group service, an initial survey and assessment will be conducted by the SHEQ department, and any reasonable action will be taken to address such issues.

It shall be the responsibility of the Head of SHEQ to ensure surveys and risk assessments are conducted as necessary and that the use of contracted service consultants, if necessary, are obtained. Where possible for specific needs the disabled person will be invited and encouraged to take part in any such specific assessment.

13.0 Arrangements for Children & Young Persons

Norse Group will ensure that procedures are in place for any young person either visiting or working within the company. The company recognises the fact that, due to lack of maturity, experience or knowledge of potential risk, young persons may be exposed to a greater degree of danger from workplace hazards than their adult counterparts. As a consequence, any risk assessment of a task in which young person's participate, must fully take these factors into account.

Norse Group will ensure that a risk assessment has been conducted and that no young person will be employed for work which:

- Is beyond their physical and/or psychological capacity.
- Involves the risk of incidents which it may reasonably be assumed cannot be avoided by a young person owing to their insufficient attention to safety or lack of experience or training.
- Exposes the young person to a risk to health from extreme heat or cold, noise or vibration.
- Involves high voltage electrical hazards.

14.0 Control of Contractors Arrangements

Norse Group procedures and processes for subcontractor control provide a consistent approach when dealing with the procurement and employment of subcontractors.

Norse Group tender process ensures that all subcontractors complete a health and safety pre-qualification questionnaire to demonstrate their knowledge of, and compliance with, relevant SHEQ obligations and legislation.

All subcontractors must produce copies of their health and safety policies and complete risk assessments and method statements for their activities on site prior to them commencing work. Copies of these are provided to the operational site management, and if required, the Senior H&S Manager.

Norse Group operates a Permit to Work (PTW) to work system. This means that contractors plan their scheduled work in advance with the Norse Group representative, to ensure that no activity of any contractor will have any adverse impact on other planned activity on any other area of the site.

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15.0 Occupational Health

Norse Group recognises the need for a level of occupational health cover which is consistent with its type of business and number of employees, so as to strive towards its objectives and goals ensuring that employees maintain a good level of health to enable them to effectively carry out their duties.

Norse Group therefore encourages its employees to seek advice from a general practitioner and will engage with this external provider on occupational health services related to the individual.

There are two key areas of occupational health support that Norse Group draw on to ensure effective workplace health management:

15.1 Pre-Employment Health Questionnaires

The purpose of the pre-employment health questionnaire is to assess the wellbeing of a prospective employee to carry out the role that they are applying for. These questionnaires request the individual to voluntarily complete the form so as to determine the personal, physical and psychological ability of a prospective employee. They also identify health problems that may require on-going advice and management.

15.2 Management Referrals

The Human Resources department offers assistance with regards to managing sickness absence. Norse Group may require a member of staff to attend an occupational health appointment. The purpose of attending an occupational health appointment is for Norse Group to obtain specialist fair and impartial advice about the impact of the member of staff's health on work. The information released to the company may include advice on how to accommodate a member of staff's condition in the workplace and on rehabilitation, if possible, to help provide effective management of long term or recurrent periods of absence due to illness, return to work and pre-retirement. All of which assist Norse Group to promote and maintain the physical and mental wellbeing of employees.

16.0 Welfare

Norse Group is committed to providing a healthy and safe working environment for employees, visitors and contractors alike, and will at all times endeavour to conduct its activities and provide services to ensure that this takes place. The Head of SHEQ is responsible for advising on the correct levels of welfare facilities that Operation Directors and managers should expect to be provided by their clients. These consist of:

- A comfortable working environment, including: temperature; ventilation; lighting - including emergency lighting; room dimensions; suitability of workstations and seating; and outdoor workstations (e.g. weather protection).
- A safe environment, including: safe passage of pedestrians and vehicles, windows and skylights (safe opening, closing and cleaning), glazed doors and partitions (use of safe material and marking), doors, gates and elevators, floors (their construction, and obstructions and slipping and tripping hazards), falls from heights and into dangerous substances and falling objects.

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- Appropriate facilities, including: toilets, washing eating and changing facilities, clothing storage, seating, rest areas, arrangements for smokers and rest facilities for pregnant women and nursing mothers.
- Good housekeeping, including; maintenance of workplace, equipment and facilities, cleanliness, and removal of waste materials.

17.0 General Safety Rules

Norse Group expect employees, whilst at work, to take reasonable care for the health and safety of themselves and of other persons who may be affected by his/her acts or omissions in the workplace, and to cooperate with Norse Group so far as is necessary to enable statute duty or requirement to be performed or complied with.

Every employee shall use any equipment, substance, transport equipment, means of safety device provided to them by Norse Group in accordance with instructions provided, along with any training in the use of the equipment concerned which has been received by him/her and the instructions respecting that use which have been provided to them by Norse Group in compliance with the requirements and prohibitions imposed upon them under any relevant statutory provision. Employees must report unsafe conditions etc. that the training and information they have received should reasonably have made them aware of.

Health and safety rules contained in this policy are communicated via notice boards, signage, toolbox talks and direct training, these rules are mandatory and failure to observe them will be viewed as a disciplinary matter. Examples of gross misconduct are identified within the employee terms and conditions of employment.

- Employees must know and observe all equipment safety rules applicable to their work. Each employee's compliance with safety rules is included within their duties as an employee of Norse Group.
- All injuries, no matter how minor, must be reported to a first aider/line manager and entered into the incident record book, as set out within company incident procedures.
- Certain equipment necessary for general maintenance must not be operated unless safety measures or guards are in place. Operators must be competent in the use of the equipment.
- Fire points and emergency equipment must be free from obstruction.
- When working at height, correct type access equipment must be used.
- Good housekeeping standards must be maintained at all times.
- All unsafe practices and conditions must be corrected as promptly as possible, and all such defects must be reported to a Norse Group manager/supervisor.
- Incidents that may have weakened or damaged equipment must be reported to Norse Group management immediately and if required in the interest of safety to the client, the equipment is to be taken out of use, until repaired and re-inspected.

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- Non work related injuries that could become aggravated whilst at work, must be reported to Norse Group management before starting work.
- Any person present or passing through an area must observe the local rules of that area.

18.0 Mandatory Safety Rules

The following rules are mandatory and failure to observe them may be deemed to be gross misconduct which could lead to disciplinary action.

- No illicit drugs or intoxicants or smoking within enclosed buildings/spaces of work.
- No consumption of alcohol.
- No firearms or dangerous weapons.
- No malicious destruction of company or client/landlord property.
- No violent conduct physical or verbal.
- No falsifying company documents relating to health and safety.
- No horseplay – where practical jokes can affect the health and safety of individuals.
- No tampering with safety equipment.
- No interference with emergency first aid equipment or fire precautionary arrangements.
- Failing to report an incident or near hit.
- No stealing.

19.0 General Arrangements

19.1 Fire

All fire doors, access routes to them, and egress routes away from them or from the building must be kept clear at all times. All routes and equipment must be maintained and kept in proper order. If you see anything that could hinder the effectiveness of the emergency exits, report it immediately to your manager, client or Norse Group health and safety manager and if at all possible remove the obstacle to a safe location immediately yourself.

Norse Group understands and accepts its responsibilities under the duty imposed by the relevant regulations. The precautions will be enforced and will be re-assessed as the working situation changes.

Fire systems, emergency lighting and extinguishers under the control of Norse Group are to be inspected regularly to make sure that they are in the correct positions, operational and that they have not been compromised.

All employees are required to adhere to the premises evacuation/invacuation procedures.

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19.2 Manual Handling

Employees are asked not to lift or move heavy items or equipment without first seeking advice from their manager/supervisor and if required seek further information from the Norse Group SHEQ department. If an employee becomes aware of any potential hazard they are to inform their line manager immediately.

The line manager will ensure that a risk assessment for each manual handling activity identified in their area is carried out and reviewed at regular intervals, ensuring that any hazards and control measures within the work area are communicated to employees affected by the activity.

The manual handling risk assessment should seek to eliminate the need to do that manual handling activity. If elimination is not practical then a way to replace the manual process with an automated one should be considered. If this is not practical then suitable control measures should be put in place so as to reduce the risk of injury arising from that activity.

19.3 Control of Substances Hazardous to Health (COSHH)

Norse Group recognises and endorses that any substance which poses a hazard to persons or the environment requires a risk assessment. Norse Group and its employees have a responsibility in relation to the storage, use and disposal of any hazardous substances. Via training employees will be informed on the use of substances and as instructed shall keep the workplace clean; avoid skin contact; keep skin clean and check skin regularly, the Norse Group COSHH guidelines document gives further in-depth information and procedures relating to COSHH. Within the office environment at Norse Group it is unlikely that employees will come into contact with any hazardous substances on a day to day basis. Examples of hazardous substances which may be found in an office environment could include printer toner, and cleaning materials. The site manager/supervisor for each site will keep an inventory of any known hazardous materials/substances and will ensure a risk assessment is conducted relating to their storage, use and disposal. There may be additional hazards that require specific risk assessments to be undertaken and control measures implemented before an employee or third parties can be exposed to them, these will have been carried out and include for example, exposure to lead, asbestos or any flammable substances. Staff should contact the immediate line manager and or health and safety manager in the event you consider there is any unusual hazard or hazardous substance or environment that you may be exposed to.

19.4 Hygiene

Food should be consumed within designated areas; however where food is consumed at the workstation, care should be taken to avoid spillage and waste should be disposed of in a considerate / hygienic fashion.

For employee personal hygiene, washing facilities and rest areas are provided. Norse Group expects employees to practice a high standard of personal hygiene and to maintain facilities provided for them in a clean and orderly condition.

19.5 Electrical Equipment

Fixed installations

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Where required, Norse Group will employ qualified persons registered with the Institute of Electrical Engineers to test electrical installations. The site manager or contracts manager along with other competent Norse Group staff will ensure that an inspection certificate is provided by the tester and a central record of the inspection certificate is maintained on site.

19.6 Portable Appliances

The Norse Group site manager or contracts manager, or nominated premises manager, will ensure that all portable equipment is to be inspected and tested as specified in the Electricity at Work Regulations and shall:

- Maintain a site, assets and results records of all portable electrical equipment.
- Will arrange for all portable electrical equipment to be regularly tested by qualified persons on an annual rolling basis; ensuring that equipment that has been tested will be tagged to confirm it has passed the safety test.
- Will retain copies of equipment calibration testing that has taken place.
- Norse Group employees via training shall, before using electrical portable equipment, make a routine visual inspection of the equipment, the supply lead and the plug-top. No equipment is to be used if any visible damage exists or the test label date indicates the item should be tested, or if the label is un-readable or missing.
- Care must be taken when trailing leads cross routes where they can be damaged or cause trips to pedestrians. They should be re-routed or protected with non-trip covers. Staff bringing personal electrical items into the workplace for use will be discouraged. Where prior approval is given, these items will need to be PAT tested before being put into service.

19.7 Maintenance of Systems and Equipment

The site manager will ensure that a qualified site operative or contractor is available to carry out any repairs that are identified from time to time or by regular tests and inspections on electrical equipment. Ensuring that authorisation and if required, permit to work systems are implemented when electrical installation testing or any other electrical equipment testing or repair work is undertaken, so as to minimise any associated risk with the work taking place.

Norse Group shall endeavour to ensure that all contractors reporting through Norse Group have their plant and equipment brought to site is in a safe condition that it complies with statutory requirements relevant to its use on the site. Norse Group reserves the right to examine plant and equipment brought to site to determine its suitability for use.

19.8 Mechanical Plant and Equipment

Items of work equipment can be dangerous to employees and visitors if not used or maintained correctly. Norse Group require that employees using work equipment should be trained and those who carry out maintenance should be competent and experienced in such tasks.

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19.9 Maintaining Work Equipment

A maintenance schedule will be produced to ensure that all items of Norse Group work equipment are subject to a regular maintenance programme.

All items of equipment belonging to Norse Group will be listed, on a building-by-building basis. The person or organisation responsible for each piece of equipment's maintenance will also be detailed on the form. A frequency for maintenance should be agreed, and all maintenance reports retained as proof of works.

19.10 Employee Training

Employees of Norse Group shall be trained to safely use specific items of equipment, machinery and plant. All details of such training shall be documented and retained by the company. Employee guidance documents can be found within the guidelines documents.

19.11 Reporting Defects

Employees shall be encouraged to visually check equipment prior to use and report any defects with work equipment to their manager immediately, who will then be able to arrange repair or withdrawal of the equipment. The Operations Director, and SHEQ department shall be informed of the status by the site manager/supervisor.

19.12 Working at Height

Norse Group believe that if it is possible to fall from an unguarded edge or any working platform, access route or stairway, then guard rails or other suitable barriers are needed. When working from a harness/line or underwork protection such as netting, an emergency rescue plan will be put into place. Holes in floors, lift and service shafts and stairwells will need to be either fenced off with secure barriers or covered over and warning signs erected.

19.13 Going Onto Roofs or Internal Structures for Access

When accessing work via a roof or internal structure (mezzanine floor, ceiling access), all the hazards associated with working at height shall be considered.

Additionally, the following should be considered before going onto a roof/support structure:

- If the roof/structure is deemed to be fragile, do not walk directly onto it
- Use correct equipment such as roof ladders, crawling/Youngmans boards and tower scaffolds, making sure the access ladders are tied to avoid slipping when transferring to the roof
- When going onto old roofs/structures, consider not only how fragile the material may be, but also the danger of roof lights being obscured by materials such as bituminous paint

19.14 Ladders

Ladders are best used as access to workplaces and should only be used for short term work. Make certain there is no other or better means of access prior to use:

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- The ladder must have been checked and documented using the Norse Group ladder register.
- The ladder needs to be strong enough for the job and in good condition.
- Never step up onto a structure or down onto a ladder. Always have the ladder at least three rung's above the height of a structure and preferably with back hoops for additional protection.
- Do not carry out make shift repairs to a damaged ladder, remove it from used and label ladder unfit, do not paint or use painted ladders.
- Angle the ladder so as to minimise the risk of slipping outwards.
- The top of the ladder should rest against a solid surface and the feet on a firm footing.
- If the ladder is more than three metres long, or used as a way to and from a workplace, it must be suitably fixed at the top to the building structure or erection. If the ladder cannot be fixed, a second person is required to stabilise (foot) the ladder while it is being used.
- Make sure that work can be reached without stretching and that a good hand hold is available.
- Light tools must be carried in a shoulder bag or holster attached to a belt so that both hands are always free when climbing. For heavier equipment use lifting gear.
- Always secure the immediate working area via segregation from other persons.

19.15 Step Ladders

- The ladder must have been checked and documented using the Norse Group ladder register.
- Avoid any side load on step-ladders as they are easily overturned and avoid over reaching.
- Do not use the top step to work from unless it has specially designed hand holds (podium steps).
- Do not carry out tasks more than three rungs from the top of steps used.
- Never place a step ladder on a platform e.g. workbench or desk to gain extra height.
- Always secure the immediate working area via segregation from other persons.

19.16 Mobile Elevated Platforms

The operator of any mobile elevated platform must be trained and competent and hold a current PASMA or equivalent certificate. Check that the work platform is provided with guard rails and toe boards, its tyres are properly inflated, any outriggers are used properly and everybody knows what to do if the machine fails with the platform in the raised position. Use only on firm level ground. Always secure the immediate working area via segregation from other persons.

19.17 Tower Scaffolds

Follow the manufacturer instructions for erection and dismantling, an advanced fall protection system should always be considered. Make available a copy of the instruction manual (hirers should supply these). At the end of the day access ladder(s) should be removed to avoid injury to others, particularly children.

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Always secure the immediate working area via segregation from other persons.

19.18 Harnesses

Treat the use of harnesses and associated equipment used to prevent falls as a last resort, they only provide protection for the person using the harness in the event of a fall, they do not prevent the fall itself. Harnesses must be certificated and fit for purpose and checked for damage or fatigue prior to use and at set regular intervals.

19.19 Display Screen Equipment

DSE includes your desk, computer terminal, lap top and hand held equipment with the provision for screen use. Display screen users will be made aware that their workstation and immediate area/environment will need to be assessed, trained and instructed by a competent person so as to achieve correct posture and workstation layout. Once assessed, should staff relocate to another work station, they should be able to self-assess their workstation and advise management of any issues or additional requirements.

Any requests for workstation assessments should be raised via the individual’s immediate line manager or Norse Group health and safety manager.

Employees should cooperate fully in the process of assessment and should discuss the DSE assessment results with their line manager.

Pregnant women are specifically assessed following notification to their manager or the human resources department.

Staff shall be entitled to reimbursement for eyesight tests and other optical benefits. See specific human resource policy for details.

Norse Group facilitate for the self-assessment to identify the risk to the health of employees that could be affected by their work activities, whether it be within Norse Group premises or within an individual’s home environment (meaning a designated area/room within an individual’s private home) as a place of work. A definition of a home worker relates to a person that has been given approval from the Norse Group HR department to carry out this function as part of their employment/job description.

Home assessments in the first instance should be carried out using the self-assessment/ form/instruction available from the health and safety department.

The home worker can self-assess these areas, however, Norse Group need to satisfy themselves that adequate control measures and systems are/remain in place. Any persons carrying out an assessment must be competent to do so. Competent persons will have adequate knowledge, experience and other relevant qualities/information to perform a required task, with an awareness of their own limitations. Provisions for the home worker to be given/seek information and advice shall be through the health and safety team.

Note that Norse Group shall discuss with the employee the requirements for home insurance cover.

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19.20 Mobile Phones

Before using any mobile telephone, whether receiving or sending, make sure that you are in a safe position to do so. Examples of places to avoid are busy environments such as stairwells and busy entrance/exits where trips and falls may result. Always observe office and Client rules taking into consideration your colleagues with the regard to the use of mobile phones.

It is recommended that you put your phone on message service while driving, and also suggested that you change your message to include 'I may be driving'.

19.21 Driving on Company Business

This policy is designed to provide sufficient information to enable you to understand how Incidents can be prevented notwithstanding the incorrect actions of other drivers or adverse driving conditions.

If you drive a company vehicle, you should ensure that you comply with the "Norse Group Car Policy and Norse Group Vehicle Drivers Policy" in relation to the safe use and maintenance of your vehicle. It is the driver's responsibility to ensure that the vehicle is safe and in a fully maintained condition.

There should be no reason to hesitate and allow the service intervals to lapse, or to allow oil levels to get low or the tyres to become worn below the legal limit.

All drivers should seek to comply with the Highway Code and relevant road traffic legislation to reduce any risk of incident to you or to others and to reduce, where possible, the risk of becoming tired and/or stressed whilst driving.

At all times you should adopt best practices whilst driving and when planning journeys.

Norse Group does not condone the use hand held mobile phones whilst driving under any circumstances. Take a break every two hours and you can then also use this time to pick up and reply to any messages. Try to avoid calling colleagues on their mobile phone if you are aware they will be driving.

Tiredness is one of the most common causes of Incidents on the road. If you are tired whilst driving, your reaction times are greatly increased and there is a serious danger that you may fall asleep at the wheel.

To prevent the risks associated with driving when tired:

- Allow sufficient journey time to permit a break after every 2 hours of continuous driving or whenever tired.
- Take breaks somewhere safe (never on the hard shoulder) and stop for at least 15 minutes.
- Never try to tackle tiredness by carrying on driving, turning up the radio or winding down the window. These measures don't work and research shows that drivers know when they are feeling sleepy. Listen to your body and if you experience symptoms of sleepiness (e.g. heavy eyelids, yawning), you must stop.

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19.22 Fines, Parking Fines & Congestion Charges (CC)

Fines for driving offences and parking fines or any congestion charge fines are the driver's responsibility.

The security and safety of your vehicle is your responsibility at all times and you should take all the normal sensible precautions, such as location of overnight parking, removing or placing out of site all valuables such as laptops and locking doors and boot.

19.23 Incidents & Damage to Company Vehicles

If you have an Incident and damage a company vehicle, then please follow the procedure:

- If another vehicle is involved, exchange insurance details, names and addresses. Do not admit any liability for the incident.
- Contact Norse Group Fleet Manager as soon as possible. Under NO CIRCUMSTANCES, must you deal with or contact the Third Party's insurance company personally, nor should you instruct the garage to repair the vehicle before you contact the Norse Group Fleet Manager.

Any queries relating to driver safety should be referred to the company's Fleet Manager.

19.24 Cycling on Company business

Norse Group require that prior to use, a standard safety check needs to be completed by the employee.

Any defective/damaged bicycle or ancillary attachment (i.e. hi-vis jacket, helmet, and security bike lock) is to be removed from service immediately.

Any reports of incidents or injuries related to the use of the bicycles are to be reported to the SHEQ department.

Helmets must be worn at all times with the chin strap adjusted and fastened correctly to suit the individual.

High visibility waistcoats are required to be worn at all times.

The Highway Code is to be applied when on public roads, e.g. no cycling on pavements etc.

Mobile phones and personal music systems are not to be used when cycling.

Appendix - Glossary

SHEQ - Safety, Health, Environmental and Quality department which comprises of key subject matter experts in each discipline.

ISO - International Organisation for Standardisation which dictates the clauses and regulations adhered to by Norse Group under SHEQ.

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SET - Senior Executive Team controls all operational decisions made across the activities of Norse Group.

SMT - Senior Management Teams are localised groups of influential decision makers working on behalf of Operations Directors.

SSW - Safe Systems of Work are a combined set of policy's, processes and procedures that together, offer employees guidance and direction for safe work practices in line with ISO 45001.

EMS - Environmental Management System is a combined set of policy's, processes and procedures that together, offer employees guidance and direction for safe environmental work practices in line with ISO 14001.

QMS - Quality Management System is a combined set of policy's, processes and procedures that together, offer employees guidance and direction for quality compliance in line with ISO 9001.

AIRB - Accident and Incident Review Boards are quarterly meetings chaired by the Senior Health and Safety Manager during which all major incidents and accidents are discussed to prevent reoccurrence.

HSE - Health and Safety Executive the UKs governing enforcement agency responsible under law for safety in the workplace, investigations and prosecutions.

EA - Environmental Agency the UKs governing enforcement agency responsible under law for environmental compliance in the workplace, investigations and prosecutions.

SSRA - Site Specific Risk Assessments are dynamic assessments of risk and hazard, conducted by an appropriately trained and competent individual at any site, for any task within Norse Group.

OTRA - Operational Task Risk Assessments are generic assessments of risk and hazard, conducted by the SHEQ department to support all pre-planned tasks across Norse Group.

BCP - Business Continuity Programmes are a formalised set of actions that capture all risk and hazards within the OTRA and SSRA and provide comprehensive evidence based reporting that is actionable.

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Approved by: Dean Wetteland - Group Managing Director	Version: 003
Author: Jamie McDonald - Group SHEQ Director	Issue: 6 th January 2020