

# **SHEQ01: SAFETY, HEALTH, ENVIRONMENTAL AND QUALITY POLICY STATEMENT**



# SAFETY, HEALTH, ENVIRONMENTAL AND QUALITY (SHEQ) POLICY STATEMENT



Norse Group (Norse) is committed to ensuring the safety, health, and wellbeing of all of its employees and others who may be affected by its business activities. An effective management system is in place to control risk, process, and the impact our business has on the environment. The Senior Management Team (SMT) is committed to the management system and adherence to all legislation.

Norse accepts the importance of a well-defined and tangible SHEQ Policy that works to prevent injury, pollution, ill health and which results in improved staff welfare and job satisfaction improving the working environment. This will support the delivery of efficiencies and of providing an excellent and unrivalled service to our clients through the Certificated Integrated Management System.

The Senior Management Team (SMT) holds ultimate responsibility for performance, development, and continual improvement.

## **To meet its safety, health, environmental, quality and wellbeing commitments, Norse will:**

- Ensure that the SHEQ Policy is understood and followed within Norse and available for scrutiny
- Periodically review the effectiveness and suitability of this policy and ensure any necessary changes are communicated
- Set objectives and targets and cascade them through the organisation
- Ensure the appropriate resources to safeguard all our people, interested parties and the environment
- Hold management and staff accountable for their SHEQ responsibilities and performance
- Provide sufficient resources and support in order to maintain and improve performance
- Ensure that standards and procedures are clearly defined, regularly checked, and updated

- Consult and communicate with its employees through regular meetings and participation
- Investigate accidents and incidents and share findings in order to prevent reoccurrence
- Commit to protecting the environment, including the prevention of pollution
- Maintain customer focus and ensure satisfaction, by consistently delivering the best service possible

## **All Norse employees have a shared responsibility to:**

- Protect the environment, including the prevention of pollution
- Ensure that all employees are given the right information, instruction, supervision, and training
- Ensure all employees understand their collective responsibility for maintaining a safe, healthy and environmentally conscious working environment for themselves and others, at all times
- Maintain customer focus and ensure satisfaction, by consistently delivering the best service possible
- Promote a positive culture, keeping people and environment free from harm complying with legal and other requirements
- Ensure the health and safety of all employees, subcontractors, customers, and members of the public including the establishment of emergency procedures and prevent incidents, accidents, injury, and ill health
- Continually contribute to improve the performance and effectiveness of the Integrated Management System

**Justin Galliford**  
**Norse Chief Executive Officer**  
Next review 31st March 24

NON PROTECTIVELY MARKED

Approved by: Justin Galliford – Norse CEO

Version: 007

Author: Roger Smith – Norse SHEQ Director

Issue: 6th January 2023

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# 1.0 SHEQ OBJECTIVES

**SHEQ objectives are set by the Norse Senior Management Team (SMT) to ensure that Norse provides a safe, environmentally considerate and high-quality service and operational environment for all our employees, contractors, visitors, as well as members of the public who come into contact with our daily activities.**

This ensures that the highest safety and quality standards are adhered to and continue to be improved upon, in line with industry best practice, legislation and client direction.

**The SMT uses the following principles to embed these objectives and review 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 and resources are in place for discussion, implementation and review of the programme at all levels of Norse
- Ensuring a increased level of supervisory management awareness by strict monitoring and control of SHEQ inspections and audits at all levels across Norse
- Advising 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
- Continuing to develop a concise and accessible library of SHEQ information, available to all employees, as part of an ongoing awareness and development programme
- Gathering statistical data through risk assessments, incident and near miss reporting and Service Improvement Notes (SIN), as well as compliments and complaints, to measure progress against the SHEQ objectives and to identify areas for further focus
- Organising and chair regular SHEQ meetings with representatives from across Norse, ensuring minutes are distributed throughout the business

- Continuing to review and amend where required, the Norse Safe System of Work (SSoW) within the Safety Management System (SMS), the Quality Management System (QMS) and the Environmental Management System (EMS) documentation and ordinance ensuring that they remain clear and accessible for all employees. The three systems form the Integrated Management System (IMS)
- Producing reports on progress that are communicated, at agreed intervals with the SMT and disseminated across Norse as appropriate.

## 1.2 Incident Prevention

- Ensuring SHEQ input continues to be relevant in the corporate induction and that site-specific inductions are given to all employees, subcontractors and visitors
- Continuing to identify and implement core health and safety training for all new and temporary employees and contractors, which is of the highest quality and appropriate to Norse and client requirements
- Develop and improve employee awareness of SHEQ arrangements through a robust communication and education programme across the business
- Continuing to monitor all aspects of health, safety and environmental impacts created by Norse operational activities and implement control measures to eliminate or reduce negative impacts
- Providing recorded evidence of 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 employees through communication of 'lessons learned' and Accident Investigation Review Boards (AIRB) attended by representatives from appropriate levels of the business. The use of leading and lagging indicators will greatly support a proactive response

### 1.3 Risk Assessment and Risk Improvement Programme

- Periodic review of risk assessment formats and methodology used to calculate risk factors in line with Health and Safety Executive (HSE) guidance, Environmental Agency (EA) and other regulatory bodies
- Periodic review and validation of existing workplace risk assessments and the creation of Task Specific Risk Assessments (TSRA) supported by operations that are accessible and transparent to all employees, and available on request to clients and audit bodies
- Train and empower Norse employees to conduct dynamic Site-Specific Risk Assessments (SSRA) in areas not covered by the Task Specific Risk Assessments (TSRA), or that have been identified during the mobilisation period of a joint venture (JV), or after changes are made to systems or infrastructure
- Ensure all designs undertaken by Norse follow the 'design to demolition' principles set out under Construction and Design Management Regulations (CDM), recording, removing or controlling all foreseeable risks during a building's lifespan
- Continue to implement and maintain Group and operational Business Continuity (BC) and Crisis Management (CM) plans, based on risk exposure and potential severity, as part of emergency preparedness

### 1.4 Training, Information and Instruction

- Maintain a comprehensive and formalised IMS, defining procedures and processes to be followed by all employees across all Norse activities, JVs and projects
- Provide and communicate an educational programme on the implementation processes and compliance requirements, enabling staff to work confidently to the IMS
- The design, development and implementation of mandatory SHEQ training for Norse employees to establish a consistent level of awareness and competency
- Continue to develop a working partnership between the SHEQ department and Skills Hub to ensure training opportunities and requirements are identified and provide high standards of instruction which enhance safety, environmental and quality performance and protect business reputation.

### 1.5 Occupational Health and Wellbeing

- Greater integration and cooperation between the SHEQ department and the Health and Wellbeing (HWB) lead in the Human Resources (HR) department promoting a healthier workplace through training and education
- Assist the HWB lead and HR department in conducting Workplace Impact Assessments (WpIA) to ascertain an accurate representation of levels of employee wellbeing within Norse
- 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
- Provide proactive prevention through vaccination and inoculation programs.

### 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 yet remain manageable and achievable to ensure success
  - Identify internal milestones and set target dates for an achievable percentage reduction by 2030
- Continue to monitor environmental aspects and impacts that are a direct cause of Norse operations, and that may cause risk to life, the environment or damage business reputation
- Ensure control through our sustainable procurement procedure, that Norse control indirect aspect and impacts from the operations or products provided by our contractors. This can be validated through the various accreditation schemes
- Continue to assist in minimising the environmental impact of Norse operations through a strong and robust waste reduction recycling programme and adherence to risk assessments, with good leadership and examples set at all levels of the business
- The setting of environmental objectives that actively fit with the business strategy
- Promote a positive environmental and conservation culture shared by all
- Recognise and understand customer, industry and regulatory requirements for environmental management and compliance

- Ensure compliance with all applicable wildlife and ecology legislative developments
- Ensure transparency in the reporting of environmental performance for continual effective management

### 1.7 Quality

- Continue to maintain a fully Certificated IMS by Lloyds Register (LR), our Certification Body (CB) that validates through audit and sampling all aspects of Norse operations, meeting the requirements ISO 45001, ISO 9001 and ISO 14001
  - Support the development of initiatives and change that better represent the high standards that Norse expects and engage fully with all initiatives and suggestions for improvement that benefit the business
  - Drive the highest possible standards of quality across all aspects of Norse operations through a structured and integrated schedule of site audits
- that identify areas for improvement as well as areas of success which can be shared across the business
  - Identify the most effective management systems that best suit Norse business needs and which meet regulatory requirements
  - Answer all customer complaints, internally and external in a timely and professional manner, escalating where appropriate
  - Share praise and compliments across the business to develop a positive culture towards the IMS and its benefits

## 2.0 RESPONSIBILITIES AND ACCOUNTABILITIES

**The SMT commits itself to ensuring the highest standards of health, safety, environmental and welfare is provided for all Norse employees, clients, subcontractors and visitors who may be affected by its operations.**

It also considers the environmental impact of Norse operations and ensures the highest standards of quality are delivered across the business.

The SMT will take this responsibility seriously and will be responsible for ensuring implementation of and compliance with Norse IMS (SMS, EMS and QMS)

### 2.1 CEO

**The Norse CEO will 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 administering the SHEQ function on behalf of Norse in line with the expectations of the enforcement agencies
- Ensure compliance to regulations and legislation that directly affect the daily operations of Norse, by regular interaction with the SHEQ Director when required and formally during SMT meetings, when a 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 activities, by committing funding and resources that will be agreed annually
- Delegate responsibilities for SHEQ matters to all Operations Directors (ODs) who have responsibility for delivering operational aspects of Norse 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 SHEQ control and monitoring

- Engage at regular SMT meetings to discuss SHEQ matters, including those identified during the quarterly SHEQ department meeting and AIRB
- Monitor the effectiveness of the Norse IMS and the responsibilities delegated to Operation Directors and periodically review objectives set out as part of the SHEQ policy structure and annual plan
- Conduct Executive Site Safety Visits (ESSV) in line with the commitment laid down in the SHEQ policy, procedures and processes

### 2.2 Norse Senior Management Team

Those appointed will demonstrate positive, constructive and direct responsibility for the SHEQ function, thus actively supporting the intent of this policy.

**They will establish a progressive approach towards the SHEQ function and in particular:**

- Ensure compliance to regulations and legislation that directly affect the daily operations of Norse by all 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 CEO
- Assist the SHEQ Director with regular reviews of the Norse SHEQ Strategy and highlight areas of concern within their operational areas
- Contribute to effective SHEQ procedures and processes, ensuring that they are adhered to and reviewed on a regular basis and so remain suitable for the needs of the operations, projects and JVs under their control
- Allocate adequate resources to implement the SHEQ Policy and to achieve SHEQ objectives to the highest standards and avoid personal injury and property damage, so far as is reasonably practicable, through a structured risk assessment programme
- Ensure that SHEQ responsibilities are clearly communicated to employees through leadership, personal example and engagement across Norse



- Conduct ESSV in line with the commitment laid down in the SHEQ policy, procedures and processes. Ensure that actions and findings of inspections are delivered and closed within the timescale agreed with direct reports
- Assist in establishing a system of monitoring and performance measurement that ensures effective implementation and working of the IMS

## 2.3 SHEQ Director

The SHEQ Director is responsible for the effective direction of all SHEQ functions within Norse.

They will lead and manage the SHEQ department and report to the CEO at formal arranged meetings and whenever there is a need to inform or escalate.

### This includes:

- Ensuring compliance to regulations and legislation that directly affect the daily operations of Norse and advise the business of any changes to these, ensuring the changes are recorded on the Register of Legislation
- Oversight and guidance of the Norse risk programme and business continuity to ensure all residual risks are captured and managed with proactive measures
- Directing the level of all incident and accident investigations and reporting procedures and when required, act as the focal point for enforcement agencies, external auditors and clients
- Liaison with the Regulatory Bodies, local authorities, client, Norse insurers and other external bodies, when required and as part of normal routine operations
- Preparing and submitting progress reports on delivery of the SHEQ three-year strategic plan. Attend and brief monthly SMT meetings and attend Norse OD's meetings, client engagement meetings and any other occasions when subject matter expertise is required
- Oversight and guidance on the selection, interview and recruitment of all SHEQ department staff. Sourcing of additional specialist SHEQ assistance when it is required
- Owning and maintaining the SHEQ Policy, and directing the content of the associated management systems, ensuring reviews and updates when required
- Owning and maintaining the SHEQ element of the Legal and Register of Legistration
- Ensuring that the Business Continuity is relevant and useable for all areas of the business
- Ensuring that actions arising from internal and external audits are addressed, with clear direction to the respective person
- Ensuring clear direction is given in the implementation and understanding of all safety rules and codes of practice issued by Norse. Ensuring compliance with all safe working procedures and processes are implemented
- Directing the required levels of firefighting and first aid facilities within Norse for compliance with legislation and for compliance with CDM
- Ensuring the withdrawal from use of any tool, machine or item of plant that is considered unsafe, obtaining specialist advice from the relevant parties
- Providing cooperation with safety representatives on matters of health, safety and the environment, including accompanying them during official inspections through the nominated person
- Advising the Norse CEO and SMT members of their responsibilities towards the implementation of the SMS, EMS and QMS, associated legislative codes of practice, guidance and industry best practice
- Directing the daily work and acting as an escalation point when required
- Conducting documented safety inspections, that highlight unsafe conditions and acts, environmental issues and quality non-conformances. Ensure that actions and findings of the inspections are closed within appropriate timescales
- Identifying and implementing core SHEQ training requirements for all Norse employees that is relevant, appropriate, and that addresses the main residual risks of the business operations
- Supporting delivery of the core SHEQ training by engagement with the Skills Hub
- Providing SHEQ induction training to new starters, whether temporary or permanent employees
- Preparing and submitting monthly reports giving clear updates on the implementation and control of the SHEQ department and compliance with the IMS
- Chair quarterly Accident and Incident Review Board (AIRB) meetings
- Managing and mentoring the SHEQ managers in their daily work and acting as an escalation point when required

## 2.4 SHEQ Managers and Advisors

Shall be responsible for the daily operational implementation, control and coordination of all aspects of SMS, EMS and QMS across all Norse operations.

They shall lead and manage the respective elements of the SHEQ department and their direct reports 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:**

- Ensuring compliance with regulations and legislation that directly affect the daily operations of Norse and advise the business of any changes
- Ensuring that any actions arising from internal and external audits are addressed by the SHEQ department managers
- Ensuring that clear guidance is given in the implementation and understanding of all health, safety and environmental rules codes of practice and guidance issued by Norse. Ensuring compliance with all references to safe working and pollution prevention procedures and that processes are implemented
- Conducting documented auditing against the schedule. Identifying findings and the resulting actions are closed within appropriate timescales
- Ensuring an annual Customer Satisfaction Survey is undertaken and the results are analysed and acted upon in a timely manner, with the results briefed to the SHEQ Director
- Ensuring compliance with regulations and legislation that directly affect the daily operations of Norse
- Reading and understanding the SHEQ Policy and the arrangements for its implementation and ensuring compliance across all operational JVs and projects
- Understanding their individual roles and responsibilities within the SHEQ department as dictated within the SHEQ Policy
- Supporting 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
- Ensuring 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 annual SHEQ plan
- Conducting documented SHEQ inspections in line with the auditing schedule that highlight unsafe conditions and acts, environmental concerns and quality non-conformances. Ensuring that actions and findings of the inspections are closed within a realistic timescale
- Supporting and participating in the established systems of communication in respect of SHEQ within Norse
- Investigating all incidents and accidents allocated to them professionally and where necessary, acting in respect of any SHEQ issues highlighted
- Attending SHEQ department meetings and supporting the quarterly Health and Safety Committee meetings
- Identifying, selecting, interviewing and recruiting SHEQ department staff when authorised to do so by the SHEQ Director
- Implementing the required levels of firefighting and first aid facilities within Norse, ensuring compliance to legislation and compliance with CDM
- Ensuring that any tool, machine, or item of plant that is considered unsafe is withdrawn from use and obtaining specialist advice from relevant parties and operational managers
- Providing cooperation with safety representatives on SHEQ matters, including accompanying them during official inspections
- 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
- Developing and providing site toolbox talks on relevant issues as dictated by the HSE guidance and safety bulletins
- Ensuring all sites have adequate first aid arrangements in place
- Facilitating 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
- Acting in the role of the SHEQ Director when required and attending SMT and Operation Director meetings if requested.

## 2.5 Operational Directors and Managers

Each Operational Director and Manager is responsible for the effective management of SHEQ within their own area or function.

### This shall include, but not be limited to:

- Ensuring compliance with regulations and legislation that directly affect the daily operations of Norse
- Familiarising themselves with the Norse SHEQ Policy, procedures and processes and the arrangements for their implementation within their 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, safety and environment, associated with their work programme and that of their fellow workers, client or members of the public
- Ensuring that the IMS is implemented and adhered to on operational JVs and projects
- Identifying any employee training needs through role descriptions and gap analysis
- Cooperating with the client and safety representatives, including accompanying them during official inspections
- Ensuring that all SHEQ policies, procedures and processes are complied with and that all references to safe working; pollution prevention procedures are understood (this also includes advice to visitors and contractors)
- Advising the respective SHEQ Manager of any unsafe conditions or practices that occur, environmental issues or matters concerning quality, whether involving company employees or otherwise. This should include possible environmental contamination
- Withdrawing from use any tool, machine or item of plant that is considered unsafe, and obtaining specialist advice from SHEQ
- Attending committee meetings when required and supporting the development of SHEQ engagement
- Monitoring site and work equipment, reporting faults to the respective manager where necessary
- Identifying and reporting safety related problems, environmental issues and quality non-conformance to the respective manager
- Reporting all accidents and incidents to the respective SHEQ manager and taking direction on the level of investigation and report required

- Actively participating in the risk assessment programme
- Setting a good example to employees on SHEQ matters and through leadership and sound management, encourage and develop a positive safety and quality culture
- Proactively respond to customer complaints and SINS, liaising with the SHEQ department in accordance with the IMS requirements

## 2.6 All Employees

Every employee is responsible for the effective management of SHEQ responsibilities within their own area or function.

### This includes, but is not limited to:

- Complying with regulations and legislation that directly affects the daily operations of Norse
- Observing and following all SHEQ policies, processes and procedures
- Correctly using any tools or equipment provided by the company and ensuring personal tools are in line with policy
- Wearing safety equipment and protective clothing where required and in line with Norse policy and procedures
- Informing their immediate line manager of any damage to equipment, or pollution incidents involving individuals, whether an injury was sustained or not and when required, cooperate with an investigation of an incident or accident
- Participating in the improvement of SHEQ standards within Norse suggesting improvements to working conditions, ways to reduce risks of incidents, ways to reduce environmental impacts or quality non-conformance across all business activity
- Familiarising themselves with the operational arrangements on the JV or project they are employed on, for emergency evacuation, pollution prevention, fire precautionary procedures including identifying their emergency assembly or muster point
- Reading and understanding Norse SHEQ Policy, procedures and processes, together with the organisational arrangements for implementing the commitments referred to in the documentation
- Attending core course and bespoke trade training as required

## 2.7 Training and Development

The required training and development of Norse employees is determined by job role, JV and work specific technical equipment.

The level of training needed shall be sufficient to fulfil contractual requirements and to comply with the duty

imposed by relevant legislation. Norse 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.

Training requirements must be determined by the subject matter experts (SME) and that any training and delivery of that training is fit for purpose.

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## 3.0 SHEQ DEPARTMENT STRUCTURE

The structure of the SHEQ department is aligned with supporting the operational tempo of Norse, as well as the mobilisation of all new JVs and projects.

The fluidity and flexibility of the 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 work as a team within the department.

# 4.0 COMMUNICATION OF SHEQ

**The SHEQ Policy Statement shall be displayed at all Norse locations and will normally be found on noticeboards along with other SHEQ information.**

This information shall 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 digitally recorded and stored. Regular attendance at individual JVs and project meetings by a SHEQ team member will be facilitated upon request.

All Norse employees are invited to raise any concerns regarding SHEQ matters with their line manager at any time and to 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, toolbox talks, team briefings, safety bulletins, email, staff noticeboards, Norse intranet and structured signage.

The implications of failing to follow these rules, instructions, procedures and processes will also be communicated.

## 4.1 Safety Representatives and Committees

Norse recognises the importance of safety representatives in ensuring adequate standards of health and safety at work are achieved and maintained.

Committees for health and Safety and environmental will be formed as required.

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 Norse Group 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 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, pollution or damage to equipment or property
- Investigating complaints by any employee they represent relating to that employee's health, safety or welfare at work. On completion, engaging with the SHEQ department to ensure the situation is resolved in a safe manner
- Making representations to the employer on matters arising out of the above
- Engaging with the SHEQ department on general matters affecting the health, safety and welfare at work of employees at the workplace during formal meetings and, at all times, when escalation is deemed appropriate
- Conducting formal workplace inspections in conjunction with the SHEQ department when required and closing down all actions required to ensure a safe working environment
- Carrying out all other Safety Representative duties as laid down in the Safety Representatives and Safety Committee's Regulations 1977 SI 500

## 5.0 MONITORING OF OPERATIONAL SHEQ PERFORMANCE

**Norse have implemented systems that ensure all aspects of SHEQ are monitored. It is understood that monitoring and measuring performance is an essential aspect of managing the business, its strengths and weaknesses. These will be identified to ensure Risk and Resilience (R&R). Ongoing monitoring is essential to maintaining and improving SHEQ performance.**

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

**Norse performance measurement techniques fall into the two categories:**

● **Reactive Monitoring (Lagging)**

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, in order to analyse statistics and identify patterns and trends.

Incident investigations, both Health and Safety and Environmental will play a key role in reactive monitoring to establish the root causes of any incident, through underlying causation. The investigation will identify any weaknesses in the Norse R&R and any implemented management systems that may have aided the failure

● **Active Monitoring (Leading)**

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 is committed to training to cover the identified requirements relating to the organisation's operational arrangements, as well as continually striving to develop employees competence levels through the use of the Skills Hub and external training providers.**

## 7.0 FIRST AID PROVISION

**Norse will ensure that first aid arrangements and assessment are in place and appropriate.**

Norse will ask for volunteers and select employees to become a first aiders or an appointed person. All those selected will receive the appropriate training and paid a recognition sum of £200 per annum.

Norse will procure recognised training through the Skills Hub, including refresher courses, to provide the qualifications necessary. Only certified employees who have gained accreditation via recognised training organisations will qualify to become a company first aider.

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

If in any doubt, the first point of call is to dial 999, the operator will confirm which service and guide you. Always seek help from others around you if safe to do so.

**Note:**

- 112 will also go through to the emergency services
- 111 will be for non-emergency advice

## 8.0 EMERGENCY PREPAREDNESS RISK AND RESILIENCE

**Norse 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 Norse employees and non-employees identified as being at risk and incorporating those who may be at particular risk.

Norse will complete risk assessments to ensure that all workplace hazards are either eliminated or that remedial actions are implemented to reduce the risk of harm and keep the level of potential harm to a minimum. Following each 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 identified hazards involved, a written 'permit to work' system or further controls may be implemented.

## 9.0 ARRANGEMENTS FOR IMS

**Norse has a standardised and Integrated Management System (IMS) comprising SMS, EMS and QMS that are centrally controlled by the Group IMS Compliance Manager, conforming with ISO 9001, ISO 14001 and ISO 45001 standards supported by the relevant SME's.**

The Norse SHEQ Technical Author will support the development of new and existing documentation.

## 10.0 FIRE SAFETY MANAGEMENT

**To facilitate operations across Norse, the SHEQ Director, Norse H&S Manager, Operation Directors, managers and Group employees will have special responsibility for fire safety management.**

It shall be the duty of these people to assist Norse in all matters relating to fire safety and to arrange for a programme for fire prevention at all Norse locations. Responsibility primarily sits with the Operational Director or nominated site representative.

**Key areas of control include:**

- Carrying out an annual Fire Risk Assessment (FRA) of Norse HQ and, if requested, clients' premises
- Provision of fire wardens and ensuring that they receive specific training in the fire procedures so as to assist in effective fire evacuation
- Where required, providing training on fire precautionary arrangements for staff at induction stage as well as ongoing refresher training for all sites

- Assisting in fire evacuation drills to familiarise staff on safe evacuation, with at least one drill per year
- Ensuring that statutory testing and inspection of fire alarm systems, equipment and precautions are conducted, controlled by virtue of ownership or client contractual arrangements

To assist Norse in complying with fire safety legislation and guidance, the SHEQ Director 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. This extends to ensuring that fire safety procedures and processes, fire evacuation drills and instructions are adhered to.

Operational leads will make provision to ensure that every employee can participate in fire safety training through Norse core H&S training.

## 11.0 LONE WORKING ARRANGEMENTS

**Norse provides a suitable risk assessment and SSoW for lone working operations. This is supported lone working devices when appropriate.**

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



## 12.0 ARRANGEMENTS FOR DISABLED PERSONS

**Norse 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 a disabled persons needs into consideration.**

Disabilities occur in many different forms. Some people will experience a disability that is outwardly visible to others, whilst others will experience a disability that has no, or little, outward visible signs. Many people will experience a combination of these. As you look around there may be equally as many, if not more, disabled people you cannot see.

For example, they may have autism, a disabling mental health condition, or be living with significant chronic pain.

They have a non-visible disability. Having a non-visible disability can be just as life-affecting for a person as a visible one.

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

## 13.0 ARRANGEMENTS FOR CHILDREN AND YOUNG PERSONS

**Norse will ensure that procedures are in place for any young person (YP) either visiting or working within Norse.**

Norse recognises that, due to lack of maturity, experience or knowledge of potential risks, younger people may be more exposed to workplace hazards than their adult counterparts. Therefore, any risk assessment of a task in which young people will participate must take this into account.

**Norse 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

In England a child is defined as anyone who has not yet reached their 18th birthday.

**Child protection guidance points out that even if a child has reached 16 years of age and is:**

- living independently
- in further education
- a member of the armed forces
- in hospital; or
- in custody in the secure estate

They are still legally children and should be given the same protection and entitlements as any other child. In Wales it states that a child is a person who is aged under 18.

## 14.0 CONTROL OF CONTRACTORS' ARRANGEMENTS

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

The Norse tender process ensures that all subcontractors complete a Health, Safety and Environment pre-qualification questionnaire to demonstrate their knowledge of and compliance with, relevant SHEQ obligations and legislation.

All subcontractors must produce copies of their Health, Safety and Environment policies and complete risk assessments and method statements for their activities on site prior to them commencing work. Copies shall be provided to the operational site management and if required, the appropriate SHEQ discipline manager or representative.

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 work commencing. Copies of these shall be provided to the operational site management and if required, the Norse Group H&S Manager.

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

## 15.0 OCCUPATIONAL HEALTH

**Norse recognises the need for a level of occupational health support which is consistent with the nature of its operational activities and with the number of its employees.**

This will ensure it can achieve its objectives and goals to ensure that employees maintain a good level of health and the ability to carry out their duties effectively. Norse 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 draws upon to ensure effective workplace health management:

### 15.1 Pre-Employment Health Questionnaires

The purpose of the pre-employment health questionnaire is to assess the general wellbeing of a prospective employee and their ability to carry out the role they are applying for.

The individual is asked to voluntarily complete the questionnaire which focuses upon their personal, physical and psychological abilities. This helps to identify health and wellbeing problems that may require ongoing advice and management.

### 15.2 Management Referrals

The Human Resources department assists with managing sickness absence and Norse may require an employee to attend an occupational health appointment. This is to obtain specialist, fair and impartial advice about the impact of the employee's health upon their work or role.

Advice can include how best to accommodate an employee's condition within the workplace; effective rehabilitation, if possible, to help provide effective management of long term or recurrent periods of absence due to illness; advice on phased returns to work and support for pre-retirement. All of which assist Norse to promote and maintain the physical and mental wellbeing of employees.

### 15.3 Infectious Diseases and Control

The management of disease and infection control is specific to particular environments. Where there is the potential for contracting an infectious disease or blood born virus (BBV) the responsible person, usually the service lead will ensure that a system is in place to identify, manage and control the risk.

If advice is required please raise it to the SHEQ department.

### 15.4 Pandemic Management

In the event of a pandemic and risk of infectious disease, crisis and incident management procedures will direct management of the event, in line with UK and global guidance.

## 16.0 WELFARE

**Norse is committed to providing a healthy and safe working environment for employees, visitors and contractors and will endeavour to conduct its activities and provide services to ensure that this takes place.**

The SHEQ Director is responsible for advising on the appropriate welfare facilities that Operations Directors and Managers should expect to be provided by their clients.

#### These consist of:

- A comfortable working environment, including temperature, ventilation, lighting, emergency lighting, room dimensions, suitability of workstations, 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, passenger and goods lifts, floors (their construction, obstructions, slipping and tripping hazards), falls from heights, dangerous substance and falling objects

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

# 17.0 GENERAL SHEQ RULES

**Norse expects its employees to take reasonable care of their own health and safety and of other persons who may be affected by their acts or omissions in the workplace.**

Employees are expected to cooperate with Norse to enable statutory duty or requirements to be performed or complied with.

Every employee shall use all work equipment and substances, provided to them by Norse in accordance with any instructions provided. This will include any training in the safe use of the equipment or substance which has been provided to them. Ensuring the safe use follows the requirements and prohibitions imposed under any relevant statutory provision and manufacturers guidance.

Health, Safety and Environmental rules contained in this policy shall be communicated via noticeboards, signage, toolbox talks and direct training. These rules are mandatory and failure to observe them will be viewed as a potential disciplinary matter.

**Examples of gross misconduct are identified within the 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
- 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 manager or supervisor
- Incidents that may have weakened or damaged equipment must be reported to Norse 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
- Non-work-related injuries that could become aggravated whilst at work, must be reported to Norse management before starting work
- Any person present or passing through an area must observe the local rules of that area
- Ensure work activities do not create pollution
- Manage waste correctly and place in the correct waste containment

## 18.0 MANDATORY SHEQ RULES

**The following are prohibited while at work and failure to observe them may be deemed to be gross misconduct which could lead to disciplinary action.**

- The use of illicit drugs, intoxicants or smoking within enclosed buildings and places of work including vehicles
- The consumption of alcohol
- The interference with or modification to Personal Protective Equipment (PPE)
- Possessing or use of firearms or dangerous weapons
- The malicious destruction of company or client and landlord property
- The use of violent behaviour, conduct, physical, physiological or verbal abuse
- The falsifying of company documents or records relating to health and safety
- Unsafe behaviours or 'horseplay' where practical jokes can affect the health and safety of individuals
- Tampering with safety equipment or devices
- Interference with emergency first aid equipment or fire precautionary arrangements
- Failing to report an incident or near miss, relating to:
  - People
  - Asset
  - Environment
  - Owned or other property

## 19.0 GENERAL ARRANGEMENTS

### 19.1 Fire

All fire doors, access routes to fire doors, and egress routes 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 emergency exits, report it immediately to your manager, the client or a Norse health and safety manager. If possible, you should also remove the obstacle to a safe location.

Norse understands and accepts its responsibilities under the duty imposed by the relevant regulations. The precautions will be enforced and will be reassessed as working situations change.

Fire systems, emergency lighting and extinguishers under the control of Norse are to be inspected regularly to ensure that they are in the correct positions, operational and that they have not been compromised. Appropriate Fire Risk Assessments (FRA) shall be in place and reviewed periodically to ensure their suitability and that they reflect changes as required.

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

### 19.2 Manual Handling

Employees are asked not to lift or move heavy items or equipment without first seeking advice from their manager or supervisor and, if required, seek further information from the Norse 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 to reduce the risk of injury arising from that activity.

### 19.3 Control of Substances Hazardous to Health (COSHH)

Norse recognises and endorses that any substance which poses a hazard to persons or the environment requires a risk assessment. Norse 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 COSHH guidelines offer further, in depth information and procedures relating to COSHH.

Within the office environment at Norse it is unlikely that employees will come into contact with many hazardous substances on a day-to-day basis. Examples of some hazardous substances which may be found in an office environment could include printer toner and cleaning materials. The site manager or supervisor for each site shall keep an inventory of any known hazardous materials or 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 their line manager and or health and safety manager if they consider there is any unusual hazard, hazardous substance, or environment that they 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 and hygienic manner.

For employees' personal hygiene washing facilities and rest areas are provided. Norse 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

Where required, Norse 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 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 site manager, contracts manager or nominated premises manager, will ensure that all portable equipment is periodically inspected and tested as specified in the Electricity at Work Regulations.

#### Furthermore, they will:

- Maintain a site asset register, with records kept of all portable electrical equipment
- 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 is tagged and labelled to confirm it has passed the safety test
- Retain copies of equipment calibration testing that has taken place
- Norse 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 unreadable or missing
- Care must be taken where trailing leads are located, they can be damaged or cause trip hazards. They should be re-routed or protected with non-trip covers. Employees 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 used

### 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 on electrical equipment necessary, as identified from time to time or through regular testing and inspections.

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, to minimise any associated risk with the work taking place.

Norse shall endeavour to ensure that all contractors reporting through Norse have their plant and equipment brought to site in a safe condition and that it complies with statutory requirements relevant to its use on the site. Norse 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 requires that employees using work equipment should be trained and those who carry out maintenance should be competent and experienced in such tasks. First use checks must be carried out.

### 19.9 Maintaining Work Equipment

A maintenance schedule will be produced to ensure that identified work equipment is subject to a regular maintenance programme and periodic inspection as defined by the manufacturer's guidance, or appropriate to the environment in which it is used.

All items of equipment belonging to Norse that require planned maintained assurance (PMA) will be listed, on a building-by-building basis. The person or organisation responsible for each piece of equipment's maintenance shall 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 shall be trained to use specific items of equipment, machinery, and plant safely. All details of such training shall be documented and retained by the company. Employee guidance documents can be found within the guideline 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 or supervisor.

### 19.12 Working at Height

Norse policy states 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 harnessed line or underwork protection such as netting, an emergency rescue plan shall be put into place.

Holes in floors, lift and service shafts and stairwells need to be either fenced 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 or structure is deemed to be fragile, do not walk directly onto it
- Use correct equipment such as roof ladders, crawling 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, employees must 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:**

- The ladder must have been checked and documented using the Norse ladder register held locally
- 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 rungs above the height of a structure and preferably with back hoops for additional protection
- Do not carry out makeshift repairs to a damaged ladder, remove it from use and label the ladder as 'unfit'. Do not paint or use painted ladders

- Angle the ladder 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 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 the work can be done without reaching or 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 equipment
- Always secure the immediate working area, segregating it from other persons

### 19.15 Step Ladders

- The ladder must be checked and documented using the Norse ladder register held locally
- Avoid any side load on stepladders as they are easily overturned and avoid overreaching
- Do not use the top step to work from unless it has specially designed hand holds (podium steps)
- Never place a step ladder on a platform, e.g. workbench or desk to gain extra height
- Always secure the immediate working area, segregating it from other persons

### 19.16 Mobile Elevated Work Platforms (MEWP)

The operator of any mobile elevated platform must be trained and competent and hold a current IPAF 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. Always secure the immediate working area, segregating it from other persons. If self erected individuals must be PASMA trained.

### 19.18 Harnesses

Use of harnesses and associated equipment used to prevent falls as a last resort, they only provide protection for the person using the harness.

Harnesses are either used for fall prevention with a fixed lanyard or fall protection.

Fall prevention refers to a system that prevents or eliminates the risk of a fall. 'Fall protection' refers to equipment used to mitigate or limit the effects of a fall from a height. Harnesses must be certificated and fit for purpose and checked for damage and wear prior to use and at set regular intervals.

Some harnesses, such as work positioning belts, are used within Norse for certain operations such as arboriculture.

### 19.19 Display Screen Equipment (DSE)

DSE includes desks, computer terminal, laptop and handheld equipment with the provision for screen use.

Display screen users will be made aware that their workstation and immediate area and environment will need to be assessed, trained and instructed by a competent person to achieve correct posture and workstation layout.

Once assessed, should staff relocate to another workstation, 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.

Employees must cooperate fully in the process of assessment and should discuss the DSE assessment results with their line manager if they identify any areas of concern.



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 HR policy for details. Eyecare vouchers are available on request from the SHEQ Technical Co-ordinator.

Norse 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 premises or within an individual's home environment, i.e. a designated area or room within an individual's home as a place of work.

A definition of a 'home worker' relates to a person that has been given approval from the Norse HR department to carry out this function as part of their contract of employment.

Any person who has been defined as a home worker must be notified to the SHEQ Team by HR. Norse needs to satisfy itself that adequate control measures and systems are in place for the home worker.

Any persons carrying out an assessment must be competent to do so. A competent persons will have adequate knowledge and experience to perform a required task, with an awareness of their own limitations.

Provisions for the home worker to be given information and advice shall be through the health and safety team and the responsible line manager.

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

## 19.20 Mobile Phones and devices

Before using any mobile telephone or device, whether receiving or sending communications, employees should make sure that they are in a safe position to do so.

Examples of places to avoid are busy environments such as stairwells and busy entrance and exits where trips and falls may result. Always observe office and client rules, taking into consideration your colleagues, with regard to the use of mobile phones.

It is recommended that you put your phone on message service or turn it off while driving, and 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 Driving for Work 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 must 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. You should adopt best practices whilst driving and when planning journeys to reduce fatigue.

Norse does not condone the use of handheld 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 enough 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, such as heavy eyelids and yawning, you must stop

## 19.22 Fines, Parking Fines and 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 and 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 the Norse 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 Fleet Manager

Any queries relating to driver safety should be referred to the Norse Fleet Manager.

## 19.24 Cycling on Company business

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

Any defective or damaged bicycle or ancillary attachment, e.g. 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, jacket or similar 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

## **SMT**

Senior Management Team influential decision makers working on behalf of Norse.

## **SHEQ**

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

## **IMS**

Integrated Management System, bringing together the disciplines of the SMS, EMS and QMS.

## **ISO**

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

## **SMS**

Safety Management Systems are a combined set of policy's, processes and procedures that together, offer employees guidance and direction for safe work practices in line with ISO45001.

## **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 ISO14001.

## **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 Group Health and Safety Manager during which all major incidents and accidents are discussed to prevent reoccurrence.

## **HSE**

Health and Safety Executive are 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.

## **TSRA**

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

## **BC**

Business Continuity is how Norse responds to an abnormal event or crisis over a defined period, so far as is practicable.

