

Keeping our workplaces safe places

Health & Safety Management
System (HSMS)



Introduction

Health and safety is central to everything we do at Wates. It influences the way we think the way we plan the way we behave and the way we all perform where it matters most - in the workplace.

But a vibrant health and safety culture isn't something you can simply impose. It has to run through our operations like the lettering in a stick of rock. Which is why we have developed a Health & Safety Management System (HSMS) designed not just to make our working environments safer, but also to ensure that every one of our people makes health and safety their main priority 24 hours a day, seven days a week.

In our business, strong foundations are always the basis of any successful building project. It's a tried and tested exercise - and we've used it as a blueprint for developing our HSMS. Our foundations comprise six key building blocks that ensure our HSMS is effective, robust and fit for purpose. Just as importantly, they shape a system that fully addresses the challenging environments we operate in, as well as the constantly changing situations our people face on sites throughout the country.

Our building blocks

The six building blocks of our HSMS are quite simple:

- Collaboration and teamwork
- Appropriate policies and procedures
- Effective risk management
- Leadership and governance
- Flexible change management
- Auditing, monitoring and review.

But there's no point in designing an exceptional health and safety system if its key features are not conveyed to all of us easily and powerfully. Coherent, relevant communication is the glue that binds our building blocks together - ensuring the information is accessible to everyone and applies to all our operations.



Collaboration and teamwork

Wates is a family business. The health and safety of our people lies at the heart of our values and principles. Their efforts, their skills and their safety go hand in hand with our success. Management supply the training, resources and advice necessary to make safety at work our top priority.

But, ultimately, we all have to live, eat and breathe health and safety every minute of every day. Everyone matters - that's why we are committed to our role as leaders in health and safety excellence.



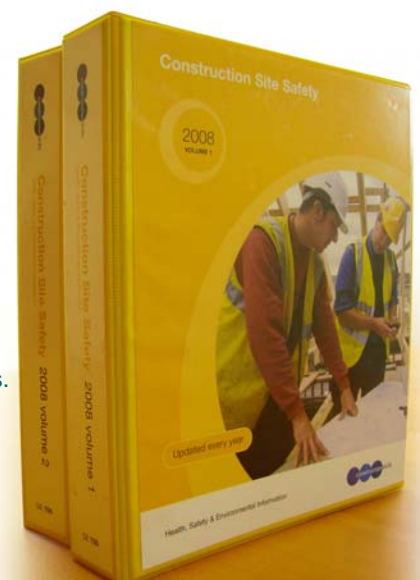
Appropriate policies and procedures

Our policies and procedures are straightforward, easy to understand and accessible to staff and suppliers across all our operations. They ensure that safe working methods and consistent safety standards are universally applied 24 hours a day, seven days a week. Compliance is monitored by robust and regular assessment.

Our policies and procedures have been carefully developed and are designed to be realistic, sensible and workable. Accordingly, all incorporate the following fundamental but vital characteristics:

- They are prescriptive and lay down well-defined courses of action
- They are based on 'real world' knowledge and experience
- They identify key training requirements
- They clearly illustrate areas of accountability
- They form part of a coherent HSMS programme - all policy documents lead seamlessly to other related sources of information
- They are clear, simple and practicable
- They are concise, free of jargon and straightforward
- They are clearly targeted - each addresses identified health and safety issues and procedures
- They communicate important messages with clarity and impact
- They are controlled documents - updated regularly and with specific review dates.

All of our project managers, site managers and section managers have attended and passed the site management safety training scheme course (SMSTS) and use the GE700 as the basis of our technical guidance.



Effective risk management

Every site we work on is different - but health and safety risks are universal. Active risk management ensures that our health and safety procedures are applied on every site, whatever its location or characteristics.

Each site has its own Operational Excellence 6 pack, identifying all the site-specific risks and outlining how they will be managed.

Proficient risk management is fundamental to our business. Whilst we assess each site on its own merits, our overall approach is explicit and unequivocal. In essence, we are committed to:

- Total competence - only experienced, qualified staff evaluate risks
- 100% support - risk management is fully backed by senior staff and by every required resource, from finance and time to training and advice
- Consistency in approach and application - right across the group
- Identifying all hazards - whether site-specific or general, existing or potential
- Complete compliance - with all legal and other requirements
- Maximum communication - through recording and disseminating details of all relevant discussions, meetings and decisions.



Leadership and governance

Leadership in health and safety is part of our everyday lives whether at home or at work. Everyone is empowered to participate in decision-making and has easy access to advice from our specialist teams. We can all lead by example by being accountable for our actions, rewarding best practice and refusing to tolerate unacceptable behaviour.

Health and safety is our top priority and an integral part of our 'DNA'. Strong leadership and total involvement from the board and senior management are pivotal in guaranteeing our success. It's a commitment that defines our values, and sets out the framework for a working environment that encourages:

- A just and fair culture
- Visible enforcement of health and safety measures and behaviour
- Taking the lead in meetings and in the workplace
- Giving clear, precise verbal and written instructions
- Empowering site management to make decisions
- Regular and effective communication both on and off site
- Leadership on all levels.



Flexible change management

Change is inevitable in our business - whether it involves funding, personnel, equipment, the work environment or the weather.

It affects our people, the public and it impacts on health and safety. We must all work to minimise the risk posed by change. Wates has programmes in place to assess change and manage it through effective communication and staff training at every level.

Most importantly, it's a formula that works. Here are some examples that illustrate how situations can change – and how we can apply our policies, experience and ingenuity to ensure a successful and safe outcome.

Change to tasks: At times, operatives will be required to carry out additional work which they may not have been originally contracted to undertake. This activity can expose us to risk if the individuals are ill equipped, lack the necessary training or are unprepared. Our policy is to identify these additional operations and ensure, through risk assessment that the tasks can be carried out safely.

Change in personnel: As with all progressive businesses, key personnel can change during the life of a project. A vital part of our process includes a robust handover procedure to ensure that new personnel are well prepared before they to take over. Our Operational Excellence Site pack plays an important role providing up-to-date site specific QHSE information.

Change in program of work: When unexpected changes effect the program of works, it's essential to carefully re-schedule and re-plan works to ensure a safe and timely outcome. One instance is the discovery of asbestos, where our processes are in place to support the two week notification period where the area must be isolated and work must cease.

Change to timescale: Change can happen to our clients too, which can mean that they dictate a shorter timescale than was originally planned for. In this situation our work schedules must be carefully re-planned to ensure our control measures and staffing levels are increased to ensure a safe and timely outcome.

Change to plant and equipment: When we are supplied with plant or materials that are not to our exacting specification we can be exposed to some unexpected risks. For instance, a crane that is designed to lift a weightier load than is required, maybe too heavy or too large to be safely employed. It's vital that our processes are followed and that site plans, etc are checked before the plant is accepted onto the site.



Auditing, monitoring and review

Our health and safety record is good - but it can always be improved by learning from the past and preparing for the future. Rigorous auditing and monitoring helps us to track policy implementation, risk management, inspections and learn from near miss and accident reporting. These reviews are proactive and reactive - enabling us both to anticipate risks and respond swiftly to emerging health and safety risk patterns.



Consistent and continual improvement is the responsibility of everyone; following are some examples:

Safety managers can set clear benchmarks by: using the project inspection tool to inspect each site every month against stringent criteria; any findings are reported, areas of excellence are recognised and corrective action agreed where needed.

Site teams can make a decisive contribution by performing regular 'SHE samples' during inspections and reporting their findings.

Everyone can help to raise the bar even higher by reporting hazards and unsafe acts via the Wates near miss process, positioned throughout every site. By learning from these events, we can remove the risk before an accident occurs

Our auditing, monitoring and review procedures provide just the tools to do it, in the form of:

- Checks - against past and current performance
- Compliance - with company, industry and statutory regulations
- Investigation - of all accidents and incidents
- Taking the initiative - through swift response, whether proactively or reactively
- Control and distribution - of all relevant documentation and reports
- Monitoring - planned, periodic and targeted
- Complete transparency - in reporting, tracking and auditing
- Measuring performance - against agreed objectives and targets
- Independent monitoring of progress - through external auditing
- Clear communication - at every level, from the boardroom to contractors, senior management to on-site teams.

