

Questions for developers regarding working conditions in the UAE

NOTE: Atkins is one of the world's most respected design, engineering and project management consultancies. As such, we are neither a developer nor a contractor and do not employ directly nor indirectly any construction workers.

1. Standards:

- a) Does your company have a publicly-available commitment to human rights or to social responsibility? If so please share the link.

Yes, a link to our commitment can be found here: <http://www.atkinglobal.com/en-GB/corporate-sustainability/a-responsible-business-of-the-future>. Under the section "Our Principle: strong governance and accountability" we state: "Respect for human rights is critical to us and we seek to have a positive influence wherever we operate; communicating our support for human rights to stakeholders, including employees, clients and shareholders, through a variety of channels, including this report, and the visible representation of our values in our day to day business dealings."

You can also review our [Code of Conduct](#), which sets out the behaviours expected of everyone who works for Atkins.

- b) Does your company have a policy on worker welfare and employment practices with which all appointed contractors and business partners must comply? If so please share the link or attach the document.

Yes, please find attached the Atkins Minimum Requirements for Construction Safety, which clearly explains our policies for engaging with contractors in order to ensure the health, safety and welfare of all people engaged with construction site activities. [see attached]

2. **Scope of operations:** Please describe the nature and scope of your company's operations in the UAE, including reference to current projects and business partners (contractors, sub-contractors, suppliers, and joint ventures).

We are a consultant designer and we also supervise/inspect design during construction. In this capacity, we do not employ or manage migrant construction labour.

Nevertheless, we are totally committed to playing our part in driving international best practice in all aspects of the Middle East's construction sector. We seek to exert our influence and expertise to bring about positive behaviours in every project we are involved with. The health, safety and welfare of all people associated with Atkins projects, regardless of whether they are our employees, is always our number one priority and this can be evidenced across our global activities. We are therefore working closely with our clients, partners and other stakeholders in the region to support the development of a strong and sustainable health and safety culture.

3. Contractor engagement:

- a) How do you communicate your company policy on worker welfare and employment practices to contractors and other business partners?

We communicate our standards and expectations to our clients and their supply chains through an initiative across the Middle East called Atkins Minimum Requirements for Construction Safety (AMR). This is supported by intimate engagement with government, clients and their supply chains to help them drive transformational change to meet international best practice. We share this openly with our clients and competitors, and we believe this is definitely increasing awareness and changing attitudes.

AMR very clearly outlines the standards we (as a consultant) expect from the organisations we work with, be they clients, contractors or partners. We will not work with organisations which do not meet these minimum standards, and we will not work with organisations which do not demonstrate a determination to constantly improve their health, safety and welfare practices.

We have shared our AMR widely across the industry in the Middle East and have won awards for our leadership in this area (<http://www.atkinglobal.com/en-GB/media-centre/news-releases/2014/nov/2014-11-12me>).

- b) **What procedures does your company have in place to monitor the compliance of contractors and business partners with your policy?**

We have a global health and safety reporting system which means members of our senior leadership team, up to and including CEO level, are personally involved in key risks and incidents, for which worker welfare is high on the agenda. The system is also used to carefully monitor contractor performance.

Under a number of our contracts it is part of our scope to regularly inspect worker accommodation to ensure it meets the standards defined by law. Our senior leaders, including our Regional and Group CEO's, also undertake Director Health and Safety Tours across the region, including worker camps. These tours provide regular engagement between our senior directors and construction site teams, as well as with clients and other stakeholders, to promote shared understanding and common health, safety and welfare goals.

- c) **What procedures does your company have in place should a contractor or business partner be found to be in violation of this policy?**

We have a number of processes which we follow that include being able to close a site if the conditions fall below those legally required. Everybody within Atkins is empowered to close operations at a construction site if we witness inherently poor health and safety standards. Our processes are designed to drive improvement and change the contractor's behaviour rather than just close a site as a punitive measure. In most cases contractors will recognise our aims and cooperate in making the necessary improvements; Atkins' goal is for the contractor to meet statutory compliance as a minimum; never is legal compliance viewed as aspirational. If initial efforts are unsuccessful then we engage with the contractor's senior off site management and meet with them to get their support. If all else fails we will go to our client (the contractor's employer) and elicit their support to get the contractor to meet minimum legal requirements. Where we have a contractual responsibility for worker accommodation, the same measures apply, including the option of closing accommodation facilities.

- d) **Is there a set of minimum requirements concerning employment practices and worker welfare that contractors have to demonstrate to be considered for the procurement process? If so, do these requirements take a company's previous track record and own policies into consideration?**

Yes to both questions. Atkins Minimum Requirements for Construction Safety (AMR) is based on the legal requirements of Middle East states, which if followed meet high standards in line with international best practice. AMR explains all legal requirements very carefully, providing contractors

with concise and illustrated information to clarify their health and safety statutory obligations. It also documents the direct site role that Atkins will play in meeting and improving health and safety standards. This includes our 'Safe by' behavioural safety programme which focuses on leadership, safety in design, and an awareness initiative called 'Safe by Choice'. These elements are key drivers for the delivery of safety objectives on construction sites.

AMR was developed to standardise our approach to construction supervision across the Middle East, while supporting our engagement with client organisations to drive up standards of health, safety and worker welfare.

The principal objectives of AMR are as follows:

- Encourage client investment in health and safety, and direct client supply chain procurement towards safety-mature contractors
- Achieve a uniform approach to the description of health and safety management;
- Define responsibilities, separation of duties, authorities and their delegation;
- Reduce accident and incident rates;
- Increase awareness of unsafe conditions on site;
- Develop a positive safety culture;
- Contribute to the successful delivery of projects on time and budget.

A key area addressed by AMR is how we ensure method statements are effectively followed on site. All too often method statements can become documents developed only to get the consultant's approval. Our two stage system ensures approval is conditional subject to a work demonstration. Only after a successful work demonstration can consent for the work be issued.

e) How many workers do your contractors and other business partners collectively employ?

We can only speak on behalf of Atkins, but to give some idea of the scale of our supervision activities we are supervising in excess of 8.5 million contractor man-hours of work each month.

4. Policy: Please describe your company's policies/standards for contractors and business partners on each of the items listed below.

Where applicable, please include any additional information to that provided in '3b' that is relevant to ensuring contractor compliance in the following areas.

Health and safety

a) Ensuring workers' health and safety

As a construction supervising consultant it is our responsibility to ensure that contractors follow their health and safety plan during construction. We ensure that this plan meets health and safety legal requirements, and specifically describes safe systems of work and permit to work procedures for high risk activities. We share our Atkins Minimum Requirements for Construction Safety (AMR) document with contractors so there is real clarity around their obligations, and the methods we will employ to ensure compliance with safety regulations. Atkins has a contractual 'monitor and review' responsibility which we discharge through regular inspections and audits. Atkins strongly encourages all supervision team members to take an active role in safety assurance, regardless of their responsibilities within the project team, and performance targets have been established to ensure

this is effective. All of our employees are empowered to stop unsafe acts, and have the commitment and personal support of the Regional and Group CEO in doing so.

b) Establishment of occupational health and safety committees with worker participation

Atkins monitors contractors' near-miss reporting, which is as close a measure of worker participation as you might derive from formal accident/incident reporting. In addition, our resident engineers chair regular safety meetings, involving all construction stakeholders, to discuss safety performance and improvement action plans. We take account of worker participation initiatives as a measure of contractor safety maturity, and encourage this practice on our supervision engagements.

c) Working hours and rest periods, including annual leave entitlement

Our Middle East supervision projects are subject to summer working hours legislation that prevents workers' exposure to hot conditions during the afternoon. The law is enforced by EHS regulatory authorities in the UAE, but Atkins has a key assurance role where regulatory authorities are not established. Atkins also ensures that the welfare conditions on sites (shaded rest areas / provision of potable water / wash-rooms) are sufficient to support worker rest.

d) Reporting of injuries and deaths

All contractor accidents and incidents are reported on Atkins' reporting system, and we ensure that fatalities/major injuries are thoroughly investigated by the contractor. Incidents and near misses that had the potential to result in serious injury, and adverse trends in accident types, are investigated by Atkins and the outcomes and proposed action plans are shared with contractors. All Middle East reported accidents and incidents are the subject of a monthly review meeting with our Group head office in the UK; this is a useful challenge to our business that we have reacted to these incidents in the most appropriate manner. Our Group escalation process demands that fatalities, major injuries and other reportable injuries are reported to our Middle East Senior Leadership team, and fatalities are reported to the Group CEO.

We have very few contractor fatalities on Atkins projects because a robust framework of controls has been established, including (i) AMR bid controls that strongly encourage engagement with safety mature contractors, and contractors that have the aptitude and willingness to observe good safety standards, (ii) Atkins safety assurance. Activities that are measurable, reported and performance assessed, (iii) site safety performance that is subject to review by our QSSE department and review outcomes that are reported to senior management each month, and (iv) Atkins Group head office twice-yearly reviews of site safety performance.

Conditions of employment

e) Contracts – ensuring they are in a language the worker understands and are not modified upon the worker's arrival in the UAE

Atkins has no responsibility nor influence in this area.

f) Full and timely payment of wages, including issuing bank cards for workers

Atkins has no responsibility nor influence in this area.

g) Issuing ID and health insurance cards for workers

Atkins has no responsibility nor influence in this area.

h) Ensuring adequate worker accommodation

See 3b above.

- i) Passport retention – ensuring workers can store passports in a safe place and have unrestricted access to them
Atkins has no responsibility nor influence in this area.
- j) Allowing workers to transfer employers within the country
Atkins has no responsibility nor influence in this area.
- k) Issuing of exit permits for workers who wish to leave the country
Atkins has no responsibility nor influence in this area.
- l) Informing workers of their rights in a language they understand
Atkins has no responsibility nor influence in this area.

Recruitment

- m) Payment of recruitment and placement fees
 - n) Compensation of workers if they are charged fees by recruiting agencies during their recruitment and arrival in the UAE
 - o) Standards and selection criteria for recruitment agencies, including circumstances under which contractors and business partners can no longer work with a recruitment agency
- (m) to (o) - Atkins has no responsibility nor influence in this area.

Grievance/remedy

- p) Having a grievance mechanism, including processes to address and remedy grievances
 - q) Ensuring that workers are aware of grievance mechanisms and that they are accessible in their own language
 - r) Protecting workers from retaliation for raising grievances
- (p) to (r) - Atkins has no responsibility nor influence in this area.

5. Freedom of association:

- a) How does the company support freedom of association for workers hired by contractors and business partners in a context where local law restricts the ability of migrant workers to form or join trade unions, such as in the UAE?
Atkins has no responsibility nor influence in this area.

6. Public engagement:

- a) Who in your leadership is responsible for ensuring compliance with policies and procedures related to human rights in the UAE?
Ultimate responsibility is held by our Group chief executive officer; on a day to day basis this is the responsibility of our regional director for quality, safety, security and the environment (QSSE).
- b) Who should be contacted if workers or civil society groups have questions or concerns about your company's UAE operations? Please provide contact information.

In the first instance they should contact our regional communications director:
ben.thompson@atkinsglobal.com

7. Engagement with the Emirati government:

- a) How does your company work with the UAE government to improve enforcement of the Labour Law in areas such as passport and fee retention?
- b) Has your company engaged with the UAE government about elements of the “kafala” sponsorship system that restrict workers’ ability to change jobs or leave the country?

We don’t employ construction workers and we don’t have direct responsibility for their welfare, so again a) and b) are outside our directly responsibility or sphere of influence.

8. Challenges: Please describe any challenges your company is encountering in the areas described above.

We are positive about the impact we’re able to exert to support constant improvement within the regional construction sector. We firmly believe that we are in a much stronger position to influence behaviours and standards by working from within to promote, support and encourage industry best practice. Wherever possible we aim to shape the agenda, such as our work with industry stakeholders, including our competitors, through the Consultants Health & Safety Forum and the MENA Safety Executives Forum to support the drive towards best interenational practice. We are also deeply engaged with our associated professional institutions, including the Institution of Civil Engineers (ICE), the Royal Institute of British Architects (RIBA) and the Chartered Institution of Building Services Engineers (CIBSE).

Further information and guidance:

[OECD Guidelines for Multinational Enterprises](#)

[UN Guiding Principles on Business and Human Rights](#)

ATKINS MINIMUM REQUIREMENTS FOR CONSTRUCTION SAFETY

MIDDLE EAST REGION



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INTRODUCTION

The Middle East has undergone rapid expansion over the past 30 years but is only in the early stages of the transformational change required to improve construction health and safety standards in line with accepted international best practice. The progressive move towards regulatory enforcement is commendable and we expect that in the future regulatory authorities will be an increasingly effective and consistent driver of change through influence and enforcement.

The fundamental trend affecting all markets is the dominance of price as the main purchasing criterion. On the supply side, this trend can have a significant impact on build quality and health and safety performance. Due to these price-driven markets, many contractors strive to compete on price alone, and in order to win contracts they are forced to cut costs. Unfortunately, cutting construction costs usually results in the relegation of perceived indirect services, such as health and safety management, to a low value item on the tender submission and bill of quantities. This would change, of course, were more clients to be clear that health and safety management was to be evaluated equally alongside commercial, financial, quality and programme objectives but this approach is not commonplace.

The speed at which Middle East projects are completed is also a major factor. Unfortunately, the faster the job is completed, the less time there is to ensure things get done correctly, safely and to a high quality standard.

Our experience indicates that the most important driver of successful safety risk management on any project comes from the client's health and safety leadership, and their recognition of health and safety competency within their procurement process. The client, therefore, determines the health and safety standards for their project through the quality of their supply chain to deliver design, construction and asset management. The expectation that strong supervision and monitoring of an errant contractor will ensure that safety objectives are achieved is unrealistic across the life of a project.

This document establishes Atkins' minimum requirements of both its own employees and of contractors engaged on client projects where Atkins has been assigned responsibility for health and safety.

Section 1 has been developed to assist clients in dialogue with their supply chain, including Atkins, to influence the development of robust health and safety arrangements for construction projects. This section also includes real life examples which demonstrate the benefits of health and safety leadership.

Atkins' commitment to health and safety is driven from the top of the organisation, through well defined policies and strategic objectives. Aspects of our delivery model for construction safety are described in section 2.

The selection of contractors for construction projects is probably the most important decision a client will make, and the decision criteria must be well defined. Uppermost of the criteria must be the contractor's ability to construct safely, through implementation of health and safety management and systems that at least comply with legal requirements. In section 3 we examine some basic minimum standards that we would expect of any contractor and their subcontractors, including examples of baseline health and safety procedures that will manage the most common construction hazards. We recommend that clients include section 3 within their contractor tender documentation.

The Middle East construction market requires a level playing field for the application of basic health and safety principles and the provision of sufficient resources to ensure safe construction. What this means is that clients must appoint only those contractors that have proven health and safety capability, and

should ensure through the contractor tender process that resources allocated to health and safety management are at least sufficient to comply with the law.

'Health and safety should not be a market force issue – it needs to be one of leadership and pride in what we do. It's a question of behaviour, among all stakeholders. Everyone in the industry, at all levels, must understand that unsafe construction sites are unacceptable, and it is up to each of us to ensure this is the case' (Atkins Group CEO).

SECTION 1 – CLIENT SAFETY LEADERSHIP

1. Why does Client Health and Safety Leadership matter?

The overall success of a project is dependent on how effectively the client leads on health and safety.

There are clearly defined legal obligations, which are key drivers, but there are also moral obligations with respect to all those working on the project to ensure their well being. This also makes good business sense. It is therefore important that clients appreciate this concept and understand their commitment and their expected contribution to health and safety leadership on the project. The supply chain must also understand the client's commitment to health and safety, which is most easily communicated at the tender process with a contractor requirement to address very clear health and safety objectives with sound and sufficient systems, management and resources.

Securing upfront commitment and proactively leading health and safety will aid the successful delivery of a project. Implementing a sensible and proportionate risk management strategy will assist in a transparent delivery process. A well planned risk management strategy will help deliver a cost effective and innovative project. It will establish good practice that can be adopted on future projects and aid a successful and safe delivery.

Key drivers

There can be major cost benefits of adopting a risk management strategy, with clear leadership. Health and safety is an integral part of any risk management strategy and for maximum benefit consideration must be given at concept / feasibility stage. The benefits of good health and safety management system may not be self evident as are often intangible until something goes wrong. Proactive leadership has proven to significantly reduce these risks. One of the indirect benefits is that people wish to be associated with a successful project. Stakeholder perception (including the public and enforcing authorities) and positive publicity will inspire all those associated with the project and assist in successful delivery.

Direct benefits to the project can include:

- Reduced number of lost time accidents
- Improved reporting of minor accidents, incidents and near misses
- Timeliness of delivery and quality of product
- Improved resource management
- Innovative solutions
- Enhanced visibility and transparency of processes
- Improved overall project performance
- Opportunity to capture lessons learned

- Integrated project team involving all parties, leading to improved communication and cooperation
- Improved management of all risks
- Clearly identifiable project goals and successes

Indirect benefits to the project include:

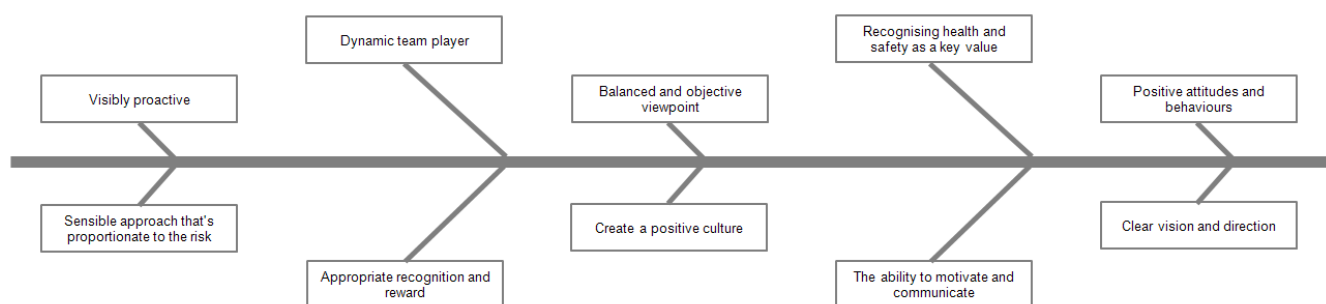
- Association with success
- Enhanced reputation
- Potential to attract future sponsors and customers
- Reduced insurance costs

2. Visible Leadership

Visible leadership allows everyone within the project to clearly understand the client’s vision, values and expectations, displaying positive attitudes and behaviours towards health and safety. The fishbone diagram below shows the characteristics of good health and safety leadership.

Characteristics of good leadership

One of the key facets of a successful project is committed, visible, proactive and personable leadership.



Challenges to good leadership

- Number of contractors and sub-contractors
- Changes in personnel during project
- The length of the supply chain
- Cultural differences between companies
- General attitudes that can be difficult to change
- Costs associated with safer methods
- Problems with data collection
- Lack of consistency on engaging contractors
- Difficult sharing and learning between sites
- Negative perception towards health and safety

3. Phases of the Project

Projects normally progress through the key stages identified below. Under each heading are the key factors to be considered to reinforce the client’s leadership role.

1. Concept Stage	2. Planning Stage	3. Design Stage	4. Construction (or refurbishment) Stage
<p>Client to lead on:</p> <ul style="list-style-type: none"> • Clear scope and definition • Single and shared vision and values to create the right culture • Identify the drivers (time, cost, delivery, quality etc) • Consider procurement approach such as partnering • Defining key objectives & goals • Integrated team approach • Identify key stakeholders • Risk profile, including identifying ownership and accountability • Consider historical health and safety, environmental factors and planning restraints 	<p>Client to lead on:</p> <ul style="list-style-type: none"> • Integrate health and safety within the programme • Define roles and responsibility as well as key expectations for health and safety • Set policy and standards • Understand the impact of procurement on health and safety • Develop the risk management plan, including existing health and safety hazards i.e. asbestos • Encourage good practice and innovation • Set project-specific targets • Consider impact on neighbours and public and actively engage <p>Expectations of supply chain(s):</p> <ul style="list-style-type: none"> • Identify the potential for adverse events as part of emergency planning 	<p>Client to lead on:</p> <ul style="list-style-type: none"> • Early engagement with contractors and potential occupants/FM providers • Integrated reporting and meeting structure • Project review including stakeholders <p>Expectations of supply chain(s):</p> <ul style="list-style-type: none"> • Identify significant risks on drawings • Innovative design review • Develop future cleaning and maintenance strategies • Early development of integrated health and safety files and asset management systems 	<p>Client to lead on:</p> <ul style="list-style-type: none"> • Proactive monitoring and review • Director safety tours • Leading as well as lagging indicators • Independent audit/review • Safety observations • Capturing and encouraging innovative solutions • Ongoing consultation and communication with stakeholders and neighbours <p>Expectations of supply chain(s):</p> <ul style="list-style-type: none"> • Influencing and engaging with both contractors and sub contractors • Proactive and effective supervision • Development and implementation of project specific standards • Competency including training • Induction • Site rules • Occupational health • Workforce consultation • Welfare arrangements • Accident, incident and near miss reporting and investigation • Monitoring and reporting requirements • Meeting structure

4. Supply Chain Pre-qualification

Being able to prove health and safety competence in the building and construction industry should be a crucial element to securing contracts. Clients should always seek competent main contractors who then, in turn, should look for the same in the sub-contractors they employ.

To be competent in the area of health and safety an organisation must have:

- Sufficient knowledge of the tasks to be undertaken and the health and safety risks involved.
- The experience and ability to carry out their duties in relation to the project, to recognise their limitations and take appropriate action to prevent harm to those carrying out construction work, or those affected by the work.

There are two levels that need to be considered:

Stage 1 - The primary level. This is the ability of an organisation to prove that their arrangements for managing health and safety are sufficient to allow them to carry out work safely and without risk to the health of their workers.

Stage 2 - The second level assesses competence in relation to experience and the needs of the particular job. It looks at an organisation's track record of working on similar types of projects to those being tendered for. This document does not further examine the sources of evidence that would be required to make stage 2 assessments.

For **stage 1** assessments Atkins has developed a classification procedure that takes account of key performance and competency criteria that are broadly recognised within the international health and safety community. Main contractors are classified as tier 1, 2a, 2b or 3 (natural, proactive, compliant, and unaware) based on aspects of health and safety management that evidence the company's stage of health and safety maturity.

The key characteristics of each of the contractor classifications are summarised below:

Tier 1 – Natural

The prevention of all injuries or harm to employees is a core company value – this organisation recognises its duty of care for their employees and subcontractors, even on sites where they do not

control health and safety. The company will have 'best in class' health and safety standards that often exceed local legal requirements. The organisation uses a range of indicators to monitor performance but it is not performance-driven, as it has confidence in its safety processes. The organisation is constantly striving to improve their hazard control and near-miss reporting mechanisms. All employees share the belief that health and safety is a critical aspect of their job and accept that the prevention of non-work injuries is important. The company invests considerable effort in promoting health and safety through senior management leadership.

Tier 2a – Proactive

In the organisation the majority of employees are convinced that health and safety is important from both a moral and economic point of view. Managers recognise that a wide range of factors cause accidents and the root causes are likely to come back to management decisions. All employees accept personal responsibility for their own and others' health and safety. The importance of all employees feeling valued and treated fairly is recognised. The organisation puts significant effort into proactive measures to prevent incidents. Safety performance is actively monitored using all data available. Non-work accidents are also monitored and a healthy lifestyle is promoted.

Tier 2b – Compliant

The organisation's accident rate is average for its industrial sector. Safety is seen as a business risk and management time and effort is put into accident prevention. Safety is solely defined in terms of adherence to rules and procedures and engineering controls. Accidents are seen as preventable and managers perceive that the majority of accidents are solely caused by the unsafe behaviour of employees. Safety performance is measured in terms of lagging indicators such as LTI rates and safety incentives are based on reduced LTI rates. Senior managers are reactive in their involvement in health and safety i.e. they use punishment when accident rates increase.

Tier 3 – Unaware

This organisation has no effective safety system in place. Safety is not seen as a key business risk and the safety department is perceived to have primary responsibility for safety. Many accidents are seen as unavoidable and as part of the job. Most managers are not interested in safety and will take short-cuts in the knowledge they are compromising safety.

In order to determine the contractor classification, Atkins assesses organisation, process and capability strengths across the following categories:

Policy	Systems	Training	Recruitment	HSE Team Competency
Supervisor Competency	Subcontractor Procurement	Incident Investigation	Regulatory Authority Intervention	Employee Welfare

The table on the next page is the scoring mechanism used to determine contractor health and safety maturity:

ATKINS MINIMUM REQUIREMENTS FOR CONSTRUCTION SAFETY

Score	Policy	Systems	Training	Recruitment	HSE Team Competency	Supervisor Competency	Subcontractor Procurement	Incident Investigation	HSE Performance	Employee welfare
3		Health, safety and environment system certified by a third party	Established programme to develop employee safety competency through a mix of initial training, on-the-job learning, instruction, assessment and formal qualification	Recruitment process that screens candidates for core technical competency requirements that include health and safety knowledge and experience	Degree qualified (or similar) in-house health and safety team with corporate level membership of international safety organisations such as IOSH	Health and safety is embedded in the way site managers and supervisors work, evidenced by active and regular monitoring and positive intervention activities	Sub-contractor procurement process includes requirement for health and safety capability at a high level	Transparent approach to incident reporting and investigation with evidence of key learning points being effectively disseminated throughout the business	Contractor has a proven track record with Atkins of being able to exceed AMR requirements	Evidence of an employee welfare programme that exceeds legal requirements
2		Health, safety and environment system that meets legal requirements; safe systems of work are developed in the form of method statements and risk assessments	Employee safety training through on-the-job learning, toolbox talks and formal training for supervisors		Health and safety team qualifications at a recognised certificate level combined with 5 years plus experience	Site managers and supervisors are supportive of health and safety, evidenced by regular attendance at site safety meetings, site safety tours etc	Sub-contractor procurement process includes a basic assessment of health and safety capability		Contractor has a proven track record with Atkins of being able to meet AMR requirements	Evidence of an employee welfare programme that meets legal requirements
1	Health, safety and environment policy is published and available to all contractor employees	Basic health, safety and environment procedures – may be described in a manual	Employee training through on-the-job learning, toolbox talks	Recruitment process that screens candidates for core technical competency requirements but excludes health and safety knowledge and experience	Health and safety team qualifications at a recognised certificate level combined with 2 years plus experience	Site managers and supervisors rank safety objectives as less important than commercial / programme objectives	Sub-contractor procurement process includes no assessment of health and safety capability	Lack of evidence of a robust incident investigation processes with learning outcomes limited only to the site where the incident occurred	Contractor is not known by Atkins but is recognised in the market place as being capable of meeting local HSE regulatory requirements	Lack of employee welfare programme / or programme that does not meet legal requirements
0	No published policy	No health, safety and environment procedures	No organised training	Lack of adequate screening - evidence that candidates are drawn from pools of unskilled labour	Health and safety team with limited / unrecognised qualifications and unverifiable experience				Contractor is known by Atkins for poor HSE performance and has previously demonstrated that they were unable to meet AMR requirements or contractor is not known by Atkins but has a poor HSE reputation	

Contractor Maturity Assessment Scoring Mechanism - Example

We strongly recommend that clients use the above criteria as part of their contractor pre-qualification process. The scoring thresholds for each of the contractor classifications are as follows:

Maturity Level	Range
Tier 1 – Natural	Greater than or equal to 25
Tier 2a – Proactive	19 to 24
Tier 2b – Compliant	13 to 18
Tier 3 – Unaware	Less than or equal to 12

Clients should also take account of Atkins’ HSE operational response in the event that Atkins is selected to supervise health and safety on projects where tier 1 and 2a/2b contractors have been appointed – see the table below. Note that Atkins will not normally accept an appointment to supervise health and safety where the main contractor is at tier 3; exceptions require approval at the highest level within the Atkins organisation and only where there is evidence of extraordinary health and safety supervision resources and planned proactive measures to control and monitor the performance of the contractor. Clearly, this scenario is only feasible with the full support and cooperation of the client.

Maturity Level	Client recommendation / Atkins’ operational response
Tier 1 – Natural	<ul style="list-style-type: none"> • Strongly recommended for client supply chain • Atkins’ normal HSE supervision role and responsibilities • Atkins’ HSE resource capacity scalable to size of site only • Normal Atkins’ senior management engagement
Tier 2a - Proactive	
Tier 2b - Compliant	<ul style="list-style-type: none"> • Recommended for client supply chain, but with the following Atkins’ scope requirements: <ul style="list-style-type: none"> ○ Atkins’ HSE supervision scope extended to include contractor mentoring and other support ○ Atkins’ HSE resource capacity and qualifications / experience maximised to ensure sufficient levels of supervisory control ○ Increased frequency of Atkins’ senior management engagement ○ Increased frequency of contractor HSE auditing
Tier 3 - Unaware	<ul style="list-style-type: none"> • Not recommended for client supply chain • Atkins will not normally supervise health and safety on projects where tier 3 contractors have been appointed; executive approval required to engage with such projects

5. Examples of Client Leadership

The following examples demonstrate client safety leadership can have a positive impact on any size or type of project:

5.1. Office refurbishment project

Project description: The refurbishment of a medium sized office.

Leadership actions:

Leadership started at the tender process by providing clear expectations on safety standards required on the project.

This involved:

- Checking all site personnel had the right competencies;
- Provision of PPE;
- Appropriate site induction;
- The requirement that all accidents / incidents were reported and investigated.

Being part of the tender process, the potential main contractors then fully understood that having a good safety culture on site is important to deliver a successful project, and could budget for safer methods such as using scaffolding.

Leadership was then reinforced during refurbishment works. The client visited site on a regular basis to discuss programme and issues, and health and safety was an integral part of these discussions. Where there was a need to change a method of work the first question was 'how can we do this safely?' Safety was the first item on the agenda at the weekly site meetings, which gave an opportunity to discuss any accidents / incidents or any other safety concerns, as well as an ongoing review of health and safety for the upcoming programme of works.

The client taking on active leadership role meant that everyone knew it was important to them. The outcome was the main contractor implemented improvements such as permit to work system for use of ladders, and a yellow / red card system for not wearing PPE. There were also sensible practical discussions how to work safely. The end result was a refurbishment delivered on time and on budget with a good safety record.

5.2. New build manufacturing facility

Project description:

A medium sized new build of a manufacturing facility.

Leadership actions:

In this particular example, the client used an integrated team approach to achieve multiple benefits. The client set up this integrated team, led by themselves and included designers, the main contractor, and the whole of the supply chain.

Co-located offices were used to ensure the whole project team was working together and able to attend plan-do-review meetings, which were actively and visibly led by the client.

This focused approach ensured that design decisions were discussed by the whole team and that any proposed changes to design or programme were considered by the whole team and not in isolation.

As well as added safety benefits, it was reported at one meeting that the programme was nearly three months ahead of schedule. This produced benefits not only for the client but for all involved.

5.3. Major construction project

Project description:

Major construction project including feasibility, civil and structural work, mechanical and electrical.

Leadership actions:

This major construction project was an example of a project where strong and committed leadership led to an improved safety performance. It was reported that the safety performance was four times better than the industry norm. Leadership action taken included:

- Clearly publicising the values behind safety standards and procedures through posters, newsletters, and the repetition of goals such as everyone going home safely at night;
- Demonstration of senior management commitment to the values through visible actions achieved through coaching sessions;
- A cultural change initiative, which involved all levels of management in training events and in challenging current attitudes.

The importance of leadership was highlighted using the client's philosophy of engagement from the top and the belief that the highest standard of safety that managers can obtain is the one they demonstrate. An integrated team approach was adopted whereby the client also took on the role of the main contractor, and as such, had a hands-on management role. It is appreciated that some clients will not want to take this approach but many of the actions which this client implemented have much in common with the partnering approach. They developed bespoke safety procedures with the contractors and established a "shared responsibility and ownership for health and safety across the whole site".

This client also developed their own standards and it was made clear in their safety policy statement that they expected certain standards from all parties involved. These standards were followed by all designers, contractors and their supply chain. By defining their standards, their aim is to be industry-leading.

A specific Red Amber Green (RAG) list was developed for the project for designers to use. In this way the client influenced the standards achieved. Other clients are now adopting this approach. The use of prefabrication and modularisation were sought at every opportunity. This included testing products and processes off site to establish the best approach.

This client also required the supply chain to visit site as part of their own behavioural initiatives. It was noted that when a number of potentially serious incidents occurred, a personal communication was issued from the client CEO directly to all the supply chain companies for action to be taken.

Outcome of client leadership

As a result of applying good practice as outlined in the examples the following benefits have been identified:

- Reduced number of serious accidents, and a reduction in the Accident Frequency Rate (AFR);
- Reduced number of serious incidents, such as cable strikes;
- Lower absence days reported from all parties involved in the project;
- Increase in near miss reporting;
- Increased awareness of unsafe behaviour on site;
- Innovation by supply chain identifying safer methods;
- Health and safety is integrated with good overall performance;
- Increased level of compliance;
- Developing a positive safety culture;
- Reduced risk (safety in design and lean construction);
- Improved literacy for non-English speaking workers;
- Development of a safety forum;
- Successful delivery of projects (on time and on budget).

SECTION 2 - ATKINS ROLE

As a consulting engineer Atkins delivers against safety objectives across the whole lifecycle of a project, from feasibility and design through construction to commissioning, maintenance and demolition.

Typically, Atkins' health and safety role as 'Engineer' on construction sites is to ensure that sufficient safety procedures and other arrangements are planned and implemented by the appointed contractor(s). This role might vary depending on the type of contract and delivery method e.g. design and build, but the responsibility to enable a safe working environment remains the same.

In the role of supervising consultant, Atkins has an obligation, on behalf of the developer / client, to ensure construction work is planned and managed in a way that prevents or minimises health and safety risk by:

- (i) Monitoring and coordinating all health and safety aspects during the design process ensuring that risks and hazards are reduced to as low a level as is reasonably practicable;
- (ii) Ensuring that information is provided to all relevant stakeholders on residual hazards and risks;
- (iii) Ensuring that all stakeholders are fully aware of their health and safety regulatory duties prior to any construction work being undertaken;
- (iv) Actively participating in all health and safety activities, for example;
 - Workplace health and safety inductions;
 - Health and safety meetings;
 - Health and safety training;
 - Health and safety promotional activities;
 - Communication and consultation activities;
 - Health and safety monitoring; and
 - Reporting health and safety hazards, incidents and near-misses.
- (v) Monitoring the main contractor and sub-contractors' compliance to all regulatory and site health and safety requirements and notifying the main contractor of all hazards and health and safety non-compliances identified on site;
- (vi) Periodically reporting to the developer / client the health and safety performance and compliance of the main contractor and sub-contractors;
- (vii) Periodically auditing the health and safety compliance and performance of the main contractor to ensure compliance with all regulatory and site health and safety requirements, and reporting the findings to the developer / client; and immediately reporting identified continued non-conformance by the main contractor and/or sub-contractor to the developer / client.

On construction sites we are sometimes requested to engage with specific construction activities (e.g. technical inspections, planning and scheduling, and quantity surveying) where we have no responsibility for site safety. In these circumstances we have a duty of care for Atkins employees which we discharge through the following activities:

- Express instructions to Atkins’ staff that they have the right to stop work when they observe unsafe conditions and actions;
- Assessment of the risks associated with their work and implementation of sufficient control measures;
- Ensure staff have adequate information, instruction and training in relevant safety topics; and
- Implementation of mechanisms for communication with staff to highlight HSE issues.

Atkins drives health and safety improvements through a ‘Safe by’ behavioural safety programme that focuses on leadership, safety in design, and an awareness initiative called ‘Safe by Choice’. These elements are key drivers for the delivery of safety objectives on construction sites.

This section continues with an examination of Atkins’ behavioural safety programme, and then describes the principal construction health and safety activities that are the back-bone of our service.

Safe by Leadership



‘Safe by Leadership’ recognises the role that Atkins has in influencing change in occupational health and safety. All Atkins employees are expected to lead by example but directors and managers have greater responsibility simply because of their sphere of influence. ‘Safe by Leadership’ plays an important role in embedding health and safety within Atkins culture and making it a ‘natural’ part of the organisation’s thought process.

Our vision is for health and safety to be a natural and integral part of the company’s culture. Atkins aspires to this through effective leadership and developing appropriate behaviours. This means proactively working with colleagues, clients and our supply chain to ensure that it is fully integrated into our decision making processes.

Some examples of how Atkins’ management demonstrates Safe by Leadership are given as follows:

- Participation in regular directors safety tours;
- Engagement with contractors’ senior management;
- Raising health and safety as the first item on meeting agendas;
- Chairing project safety meetings;
- Engaging with clients on the importance of safety;
- Stopping unsafe working practices whenever observed; and generally
- Demonstrating a no compromise approach to health and safety.

Atkins managers are encouraged to push boundaries and challenge the norm where they think improvements can be made in the overall approach to health and safety. Atkins managers can rely on executive management support when promoting health and safety strategies that offer improved or safer outcomes.

All Atkins employees, regardless of their position or function within the organisation, have a role to play in Safe by Leadership; the following points provide some guidelines on how all Atkins staff can lead by example:

- Report unsafe conditions in the office immediately, and escalate where actions have not been taken;
- Do not hesitate to stop unsafe works on site;
- Always wear the appropriate PPE when on site;
- Discuss health and safety with contractors staff during site inspections; and
- Participate in health and safety inspections and take ownership of following up the close-out of non-compliances.

Safe by Design



‘Safe by Design’ is the foundation of Atkins’ holistic approach to health and safety on projects where Atkins has an input into the design either from an architectural or engineering perspective. Traditionally within the industry health and safety risks were seen only as part of the construction phase, however, many of the challenges faced during the construction period can be affected positively through consideration at the design phase. Additionally, during the operational phase of any structure, design considerations can have a major impact on the health and safety of those involved in maintaining the building.

All Atkins staff involved in the design phase of a project will consider health and safety in their design or influence other stakeholders to consider health and safety as part of that undertaking. It is important to ensure that health and safety is embedded into the thought process of designers so that they can actively eliminate or reduce risk and promote safe practices.

Within the aims of Safe by Design, risks that cannot be eliminated or reduced should be communicated through design risk assessments and information packs that form the basis for dialogue with construction, maintenance and user-group stakeholders. This will ensure that those involved in the construction or operational maintenance processes are informed of the significant residual risks and can make the appropriate arrangements to ensure safety through effective planning and safe systems of work.

Those involved with the design process within Atkins have a good opportunity to influence the overall project health and safety success. Some practical examples of considerations that can be made or influenced by Atkins’ designers are set out below. Further information can be found in the Middle East Guidance Note ‘Safety in Design’.

1. Steel Work Erection
 - Maximise prefabrication of steel work (off site assembly);
 - Reduced the number of connections and bolts required, especially where connections will be made at height;

- Provide lifting points on steel work for safe lifting by cranes; and
 - Detail and simplify where possible bracing requirements to ensure stability of steel work during erection.
2. Excavations
- Replace concrete retaining walls with bored contiguous piles;
 - Use piled foundations where ground conditions are poor and deep excavations are required;
 - Design concrete raft foundations to eliminate the need for deep excavations; and
 - Design reinforcement cages that can be fabricated outside the excavation and lifted in by crane.
3. Working at Height
- Consider floor heights to ensure that access for services can be carried out safely;
 - Facilitate the early installation of permanent stairs to eliminate the need for temporary access;
 - Design maintenance access provisions considering health and safety; and
 - Design parapets around plant and equipment areas on flat roofs to provided edge protection.

Implementing Safe by Design will have a major impact on health and safety both during the construction phase and also throughout the lifecycle use of an asset. All Atkins designers and those having influence during the design phase are required to follow Safe by Design.

Safe by Choice (SbC)



‘Safe by Choice’ is an integral part of how Atkins approaches health and safety on construction projects where they are working. Construction work is intrinsically high risk and it is important for all Atkins staff to consciously choose compliance with health and safety standards as a natural part of how they influence those on site. Each member of the Atkins project team has the full support of the business to stop work on health and safety grounds wherever they feel an unsafe condition persists. There is a no blame culture that means staff will not find themselves questioned over stopping work where any health and safety issue is concerned.

All Atkins staff lead by example and never allow themselves to become distracted from the overall safe delivery of a project. There may be time constraints and pressures but under no circumstances can poor safety compliance be accepted to ‘get the job done’. If unsafe practices are observed during routine site inspections the relevant contractors’ supervisor or manager should be contacted and the work should be rectified. Atkins staff are ambassadors to working safely and at every opportunity they should endeavour to influence contractors’ staff and work practices for a beneficial outcome. Health and safety must be part of how Atkins staff work; it is non-negotiable and forms the foundation of everything done by the business.

Influencing health and safety can be delivered in a number of practical ways:

- Discussing health and safety first at contractors meetings;
- Setting a good personal example in following health and safety requirements such as wearing the appropriate PPE;
- Engaging with contractors staff when improvements can be made;
- Never hesitating to take action where something is or looks wrong – stopping the job where conditions are unsafe and escalating where action is not taken;
- Driving or supporting health and safety initiatives that may be run on site;
- Being actively involved with health and safety inspection or audits that are carried out; and
- Reporting any concerns through the appropriate channels and following up.

Where Atkins staff have a visiting role such as in the case of a visiting engineer, efforts should be made to influence the project health and safety through engagement with project stakeholders. At every opportunity the Atkins member of staff should promote the importance of good health and safety management. This will include highlighting safe and unsafe behaviours observed on site as well as the consequences of failing to follow health and safety standards. Where a visiting member of Atkins staff has concerns over the health and safety standards on a site that they are visiting these must be raised with the contractor verbally at the time and followed up in writing as soon as possible. If it seems that no action is being taken, then escalate to your line manager.

Where Atkins sets up temporary offices on site for staff during the construction phase of a project it is important to ensure that these facilities are fully compliant with health and safety standards. Atkins site offices should be established with the same levels of health and safety compliance as their permanent office counterparts. This will include attention to the following:

- Establishment of a site office emergency plan;
- Risk assessments undertaken for office activities including manual handling, display screen equipment and use/storage of hazardous substances;
- Induction training for all Atkins staff including visitors;
- Site office health and safety inspections;
- Fire arrangements including means of raising the alarm and drills;
- Food safety requirements in the kitchen where food may be stored and prepared;
- Atkins site staff health and safety meeting to provide a forum where concerns can be shared;
- Records of PPE issue and training where appropriate;
- Adequate display area for safety alerts, posters and information.

All Atkins staff are expected to comply with site office health and safety requirements and report any concerns to their line manager.

The following nine section headings set out some of the key areas of responsibility where Atkins' staff will be involved throughout the construction supervision phase. In addition to the requirements set out below Atkins has developed a suite of health and safety procedures (see the Atkins ME HSE management system) which should be referred to for further details on Atkins' roles and responsibilities during the construction period.

1. Project Commencement

It is vital that all construction stakeholders understand the health and safety requirements at project commencement. Atkins' project Resident Engineer (RE) / Project Manager (PM) will organise a 'Project Health and Safety Commencement Meeting' prior to construction work starting on site where the requirements of this AMR document will be communicated through a standard agenda developed for

the purpose. On larger projects this meeting will take the form of a workshop where an Atkins' senior manager will provide an overview of Atkins' commitment to health and safety and explain the standards that Atkins expects. This will be supplemented by a health and safety presentation where the details of each of the thirteen AMRs will be explained to the contractor and any questions can be taken. The workshop will also allow the contractor to present their overall construction methodology explaining their approach to management of some of the key health and safety risks. The outcomes are expected to be (i) confirmation that the contractor's health and safety plan should be acceptable to all parties, (ii) establishment of Atkins' expectations for method statement development (iii) definition of the site safety responsibility matrix, (iv) agreement of safety objectives and targets, and (v) formal acceptance of the contractor's project health and safety resources.

[Procedure 1 - HSE Requirements at Project commencement](#)

2. Review of Contractor Health and Safety Systems and Plans

It is expected that all contractors working on Atkins projects will have written procedures and systems relating to health and safety. Whilst this is not necessarily a requirement for contractors to comply with the requirements of ISO 14001 and OHSAS 18001, it is expected that all contractors have some basic written procedures to cover the following:

- Risk management;
- Document control and record keeping;
- Emergency preparedness;
- Inspections and audits;
- Closeout of non-compliances; and
- Communication and consultation.

Atkins project staff should review the contractor's documentation to assess adequacy and raise any concerns to the contractor's management.

Every site should have a specific health and safety plan prepared by the contractor for the project and reviewed by Atkins staff. The contractor's health and safety plan shall set out the key requirements for the project and include details on the key activities to be undertaken.

Atkins staff will ensure, as far as reasonably possible, that construction work does not commence until an approved health and safety plan is in place. Unless required otherwise by GCC laws and regulations, the project health and safety plan shall be reviewed and updated at least every 6 months.

3. Establishing Health and Safety Roles and Responsibilities

Every Atkins project will prepare and regularly update a health and safety roles and responsibilities matrix detailing the key health and safety responsibilities for the project. In addition to the health and safety roles and responsibilities matrix, a brief description of the role will be prepared and communicated to the relevant staff member assigned the responsibility. Each role description will set out the key responsibilities highlighting exactly what is required by each duty holder.

The Atkins project manager / resident engineer will review and approve the roles and responsibilities for each member of the project team. The project manager will be responsible for communicating the roles and responsibilities to Atkins staff and for checking that staff are undertaking their roles considering their health and safety responsibilities.

4. Review of Method Statements and Activity Specific Risk Assessments

All activities carried out by contractors on Atkins projects require risk assessments and method statements to be prepared and updated as often as is necessary. Atkins project manager shall ensure that a detailed risk assessment and method statement schedule is prepared by the contractor. This shall set out the key activities and identify the date that the activity shall commence and the date that the risk assessment and method statement shall be received by Atkins.

Generally risk assessments and method statements shall be submitted at least four weeks prior to work commencing to allow time for Atkins staff to review the documents adequately. Whilst generic risk assessments are permitted, they must be made site specific to include the health and safety risks unique to the project as well as any other works that may impact on the risk of the work being carried out. The package manager/engineer from Atkins will be responsible for initiating the review of the risk assessments and method statements for the work under their supervision.

Atkins operates a two stage approval process for method statements:

1. All risk assessments and method statements will be reviewed by the package manager/engineer initially and then passed to the project HSE Advisor. This is simply a document review against legal requirements and does not constitute consent for the contractor to commence with the relevant construction activity. The method statement can be approved at this stage but full approval is subject to the satisfactory demonstration of the work activity against the method statement requirements (stage 2).
2. As the contractor engages with a specific construction activity for the first time e.g. piling works, Atkins will review the activity against the approved documents to ensure the construction methodology is exactly as defined in the method statement. Only when this construction capability / method statement alignment is assured will Atkins provide 'consent to work' in the form of full method statement approval.

Atkins can at any time revoke the consent to work should the contractor persistently fail to meet the safety control requirements of the relevant method statement. This consent withdrawal might result in the stoppage of all relevant activities across the whole construction site, or might relate only to specific sectors of the site where safety failures have been identified.

During approval process 1 the following status will be given to risk assessments and method statements:

- A: Documents approved;
- B: Accepted with comments; revised risk assessment and method statement are required within five days; or
- C: Rejected; contractor must revise risk assessment and method statement and incorporate Atkins' comments.

During approval process 2 the following status will be given to risk assessments and method statements:

- A: Construction demonstration aligned to method statement – consent to work; or
- B: Construction demonstration NOT aligned to method statement – no consent to work.

The Atkins project manager shall ensure that a formal document review process for risk assessments and method statements is followed and regularly audited by the project QSSE manager/inspector.

The Atkins project manager shall also be responsible for ensuring that a monthly health and safety risk review meeting is held. During the meeting the risk assessment and method statement schedule shall be reviewed and a look ahead of works planned in the coming two months shall be considered.

[Procedure 2 - Consent to Work](#)

5. Health and Safety Monitoring of Site Activities

All health and safety monitoring on Atkins' projects will be planned and carried out in accordance with a bespoke 'Monitoring Plan' prepared and updated on a quarterly basis. The monitoring plan will consider the type of work being carried out and the associated risks of the work activities. As a minimum, a formal weekly health and safety inspection will be carried out and an inspection report will be prepared and distributed to the main contractor for close-out. On larger projects the site may be zoned to ensure that a thorough inspection of each zone can be carried out with all areas of the site being inspected at least once during any given month. Although the health and safety inspection of the site will be conducted by the Atkins project HSE Advisor it is expected that the Atkins RE will also attend the inspection to give support and demonstrate health and safety commitment. Other stakeholders such as the main contractor's project and construction managers will also be expected to attend the inspection along with any of their subcontractors' managers as deemed appropriate.

All Atkins staff will also be encouraged to complete a 'Safety Observation Sheet' for any health and safety non-compliance or hazard that they observe when they are on site. Each project will be assigned a KPI for the number of safety observations expected during each month, based on the number of Atkins' site staff engaged on the project. It is important to note that the Atkins' member of staff raising the safety observation is expected to take ownership of the non-compliance and ensure that the contractor either takes steps immediately to make the situation safe, or stops work until such time as work can be restarted safely. Each week the project safety observations will be logged and a register will be sent to the contractor on a weekly basis where they will be expected to detail preventative actions against each observation.

The health and safety monitoring procedure also allows for hazard classifications to be recorded and collated so that they can be used within the region to target areas of particular concern for specific focus across all countries of operation.

The monitoring plan will also set out the requirements for contractor health and safety audits that will be conducted by Atkins HSE Advisors on a regular basis. Contractor health and safety audits will be conducted against specific high risk activities, method statements or targeted areas as set by the ME QSSE department. Each audit will result in a brief audit report being prepared and clear actions being assigned to the contractor for any non-compliances identified.

[Procedure 3 - HSE Monitoring](#)

[Procedure 6 - Safety Enforcement Notices](#)

6. Project Communication and Health and Safety Meetings

The Atkins project manager / resident engineer will establish suitable lines of health and safety communication with support from the project HSE Advisor. A communications matrix will be prepared which will identify the type of communication and the medium/frequency for delivering the communication.

All Atkins staff will initially receive a project health and safety induction which should be delivered on their first day of work to a new project. However, as the project risk profile changes regular updates to all staff will be required. Communication to staff will be necessary as a result of changes in any of the following example areas:

- Updated risk assessments for site offices and Atkins staff site visits;
- Revised emergency and evacuation arrangements;
- Contractors working in the office on maintenance, cleaning or installation of new equipment;
- New fire wardens or first aiders;
- Site logistics such as new roads, footpaths, etc that will affect getting to the office or site areas;
- High risk works carried out on site that may impact on Atkins staff; or
- New Atkins corporate health and safety requirements for staff.

The HSE Advisor shall maintain a project notice board which shall be used to display health and safety information.

All projects should commence with a health and safety kick-off meeting that focuses on health and safety objectives, the responsibilities and accountabilities of each stakeholder, expected high level risks, health and safety resourcing and Atkins Minimum Requirements for Construction Safety. It is expected that attendees will include the highest level of management from each of the stakeholder representatives.

Thereafter, project health and safety meetings shall be held at least monthly and chaired by the Atkins project manager / resident engineer with support from the Atkins project HSE Advisor. These health and safety meetings shall consider the project-wide health and safety performance and should include representation from the main contractor and other key stakeholders on the project.

The Atkins project manager / resident engineer will also chair a staff health and safety meeting at least quarterly to review Atkins internal health and safety performance, site office inspection findings, non compliance close outs and general safety issues pertaining to Atkins site staff. On larger projects a representative can be selected from each department and information can be cascaded to all staff by appropriate means. Minutes of these meetings will be sent by the Atkins project manager to the QSSE Director.

[Procedure 4 - HSE Meetings](#)

7. Director Safety and Environment Tours

In pursuing Atkins' commitment to providing and maintaining a safe and healthy working environment for our employees and ensuring the safety of others affected by our operations, Atkins senior leadership team conducts Director Safety and Environment Tours (DSETs).

The DSET directive guarantees that regular checks are performed by Atkins' Directors at all construction site and office locations to determine whether health and safety hazards and significant environmental aspects are being appropriately managed. This is also an opportunity for Directors to meet with the management of other stakeholders on construction sites to understand from them the health and safety challenges on sites.

The DSETs are performed in order to:

- Ensure that the project provides a safe working environment for all employees.
- Ensure that all employees adhere to safe working procedures and environmental best practice.
- Identify areas of significant environmental aspect/impact and health and safety hazard and risk.
- Ensure that all employees are aware of and are briefed on the basic essential emergency and safety procedures for their workplace.
- Raise awareness in all employees of the importance of safety and environment.
- Ensure provision of adequate emergency equipment.

The responsibility for complying with the DSET Directive is shared between senior leadership team and business QSSE Managers. Some of the main responsibilities include:

- Conducting the tour with a purpose to observe peoples' behaviour in real work situations.
- Engage with staff through positive discussion, exploration of their behaviours, coaching in solution seeking, agreement and commitment from them to permanently change unsafe behaviours.

[Inspection procedures > Director Safety and Environment Tour](#)

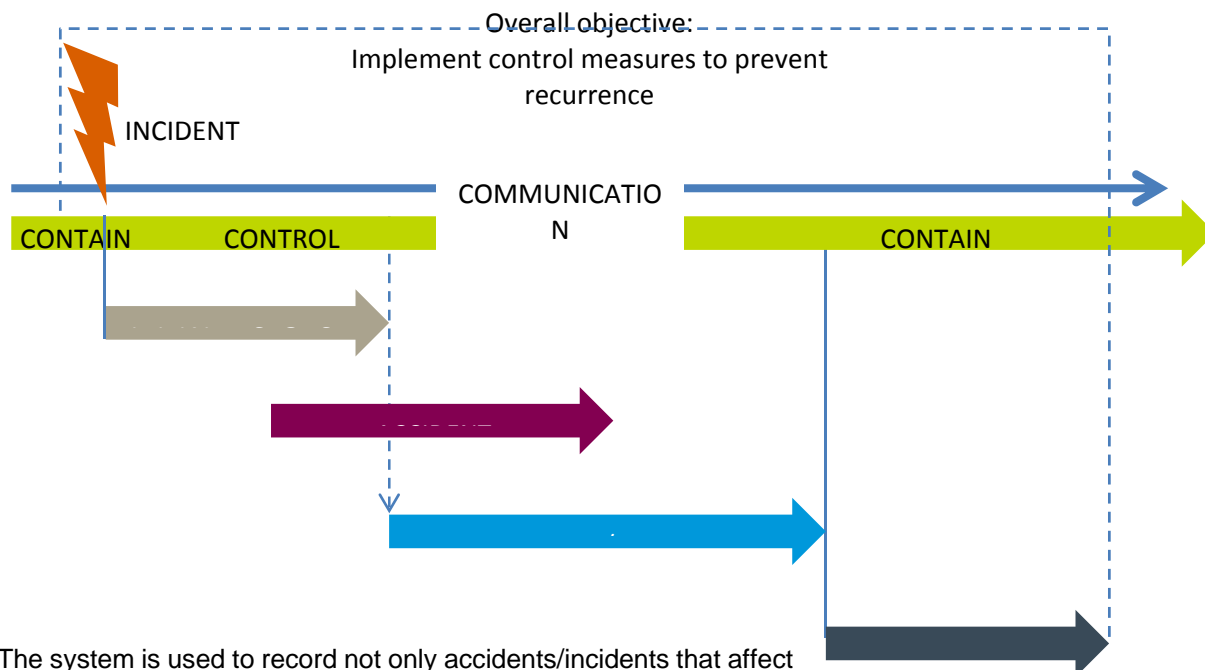
8. Communications Management following an Accident, and Accident Investigation

Atkins has put in place an accident/incident reporting and investigation procedure in order to streamline the process and communications following an incident. This procedure ensures that all accidents, injuries, occupational illness and near misses are properly reported and investigated in order that the root cause(s) can be determined with a view to preventing a recurrence. The procedure also ensures the gathering of statistical information so that any particular trend can be identified and corrective actions are taken.

All accidents/incidents are reported as soon as possible following the event by the individual involved, where possible, or by someone on behalf of the person(s) involved. This is done immediately through the RIVO, an online accident/incident reporting and investigation system.

Below is an illustration of accident-incident communication timeline comprising four stages:

- confirmation of the nature and extent of the incident;
- taking control of the situation;
- containing the incident; and
- communicating with staff and stakeholders.



The system is used to record not only accidents/incidents that affect Atkins' employees directly, but also those incurred by contractors and any other site stakeholders. This enables, for instance, the development of trend analyses for the incidence of accident types across all organisations working on construction sites that further informs the health and safety management process.

The Atkins Group crisis management procedure must be applied where there is risk to life, reputation or operations. The likelihood and potential impact of the threat will determine the crisis level. It is vital to appreciate that the 'risk to life' relates to Atkins staff and all other site stakeholder personnel including contractors (our contractors / sub-consultants and the clients' supply chain) and members of the public. Remember we are committed to providing and maintaining a safe and healthy working environment for our employees and ensuring the safety of others affected by our operations and services. In the event of a fatality or imminent threat to life the site RE/PM must contact the Middle East CEO and QSSE Director immediately. The regional crisis management team will provide support for decision making and actions.

[Procedure 7 - Contractor Incident Investigation and Reporting](#)
[Incident reporting and investigation](#)

9. Monthly Reporting

Atkins has developed a monthly reporting tool to monitor health and safety performance on site with a particular focus on measuring Atkins' PM's/RE's safety leadership. A total of nine positive key performance indicators are measured, all of which can be directly influenced by the Atkins PM/RE. The nine KPIs are as follows:

1. HSE 'See & Act Observation' sheets completed during the month;
2. Number of HSE Inspections conducted during the month;
3. Number of HSE inspections attended by RE/PM per risk zone during the month;
4. Average number of Safety Observations received per Atkins' NON-HSE supervision staff on the project during the month;
5. Number of Contractor HSE meetings chaired by the RE/PM during the month;

6. Number of Atkins' internal HSE meetings held during the month chaired by the RE/PM during the month;
7. Number of HSE inspection close-out reports received within 10 days from the contractor;
8. Number of contractor audits conducted per quarter; and
9. Number of internal audits conducted per quarter.

The report is sent to the QSSE department each month and is used by senior management to review safety performance. Unlike the measurement of just negative outcomes, such as incidents, the monthly health and safety report allows the Atkins' PM/RE to demonstrate his leadership and commitment to achieving the performance required on supervision projects in the region.

A register shall be maintained for designer risk assessments which details the action taken by the Atkins project manager and the parties communicated with as a result of the health and safety risks identified.

[Procedure 5 - HSE Reporting](#)

10. Design Risk Assessments

The Atkins project manager will be responsible for ensuring that designers risk assessment information is passed to the relevant stakeholder/contractor to ensure that health and safety can be planned where risks cannot be eliminated at the design stage.

Whenever designers risk assessments are provided during the lifecycle of the project, the Atkins project manager or his nominee shall review the risk identification from the designer and ensure that the appropriate communication is made. This will include the requirement to pass the information to the end user or building owner where there is a cleaning or maintenance risk that has been identified by the designer.

SECTION 3 – CONTRACTOR MINIMUM REQUIREMENTS

The purpose of this section is to provide health and safety guidance to contractors to assist them in complying with local GCC legislative requirements. Each minimum standard has been carefully developed to provide contractors with concise and illustrated information which will aid them in understanding what they must do in order to fulfill their health and safety statutory obligations. [Appendix 1](#) provides a summary of GCC legislation and highlights where contractors can find the legal requirement behind each minimum standard.

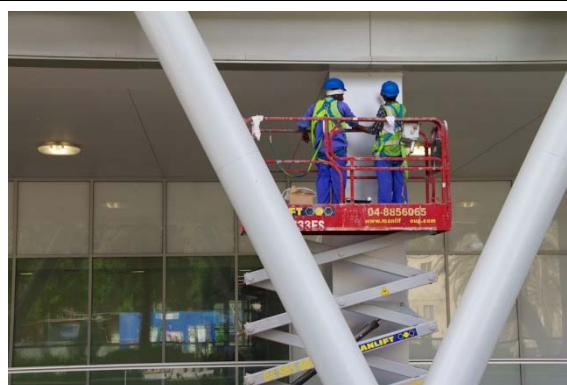
Contractors should note that these minimum standards are not aimed at placing more stringent duties on them in terms of health and safety requirements but rather they provide clear information on how to comply with the relevant local requirements. It should also be noted that each minimum standard is not a definitive guide but rather a summary of the key points to assist in the contractors understanding of good practice.

Contractors Minimum Standards 01: WORK AT HEIGHT



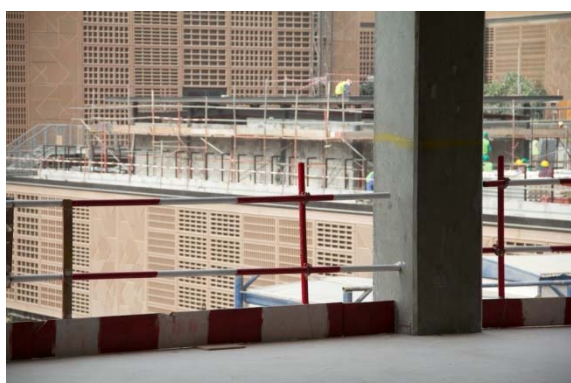
Planning

- Consider ways in which working at height can be avoided or reduced
- Undertake risk assessments for work at height activities
- Develop safe systems of work for all those involved in working at height
- Ensure adequate equipment and materials are available to facilitate working at height such as guardrails, scaffolding, ladders, etc.



Control Hierarchy

- Always give priority to collective protective measures such as guardrails and toe-boards
- Use scaffolding to provide a safe place of work along with safe access
- Consider use of Mobile Elevating Work Platforms (MEWPs) for difficult access areas
- Use proximity restraints such as fixed length lanyards to prevent access to edges
- Use harnesses only as a last resort when other measures are not possible



Prevention of Falling Materials

- Toe-boards and other means such as mesh guards or protective fans must be used to prevent materials falling
- Exclusion zones must be established to prevent persons entering areas where overhead work is being carried out
- Measures should be taken to restrain tools and materials used on edges from falling
- Exclusion zones must be clearly signed and a lookout provided in busy areas



Training of Workers

- All persons involved in working at height must receive information on the control measures identified from the risk assessment
- Where safety harnesses are used workers must be trained on fitting the harness correctly and the control measures for use
- Emergency procedures to deal with the rescue of persons from height must be developed and practiced

Contractors Minimum Standards 02: SCAFFOLDING

Probability	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
Impact						



Planning

- The requirements for scaffolding should follow a risk assessment process considering the nature of work to be carried out and the number of workers involved
- Competent scaffolders must be selected to undertake the work
- The design of the scaffold must be reviewed and signed off by the engineer
- The area where the scaffold is to be erected must be cleared of debris and consolidated

Scaffold Erection

- Scaffolders must erect scaffolding in accordance with the design
- Harnesses must be worn by scaffolders at all times
- Where possible scaffolders must work from boarded platforms fitted with guardrails during erection
- Scaffold ties and sheeting or netting requirements must be carefully considered in accordance with the design











Scaffold Safety

- Safe ladder access must be provided to scaffold platforms
- Guardrails and toe-boards must be fitted in accordance with local legislation
- Depending on use, wire mesh or netting must be provided to prevent materials falling
- Working platforms must be kept clear of debris/arising
- Everyone working from scaffolding must be informed of the safety requirements

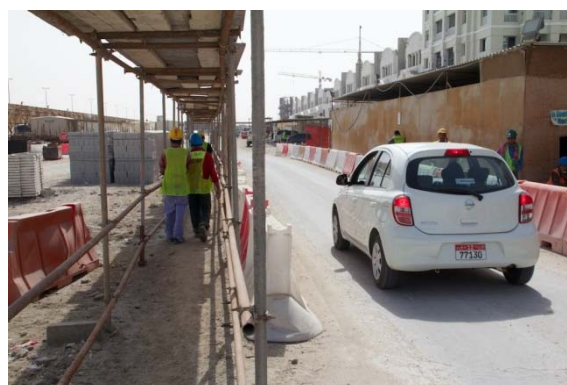
Inspection of Scaffolding

- Every scaffold must be inspected by a competent person prior to first use
- Inspections must be made on at least a weekly basis
- Tagging system using simple green/red display to indicate safe/unsafe must be used
- Scaffold must be re-inspected after any alteration or condition that may have affected its structural integrity

Contractors Minimum Standards 03: WORK IN EXCAVATIONS	
	
Planning	Initial Works
<ul style="list-style-type: none"> • All excavation work must be planned and a risk assessment must be undertaken prior to work commencing • Investigation of any likelihood of underground services must be carried out • Drawings indicating underground services must be obtained from utility providers where available • Permit to dig system must be developed and implemented 	<ul style="list-style-type: none"> • Permit to dig must be issued for each new excavation • Cable avoidance tool (CAT) should be used in areas where underground services are suspected or known • No mechanical digging is permitted where underground services are located • Hand digging (manual) must be carried out to expose services and extended a safe distance back
	
Access and Safety	Inspection and Maintenance
<ul style="list-style-type: none"> • Excavation sides must be prevented from collapsing by shoring or battering and safe ladder access must be provided • Rigid barriers must be provided to prevent falls into the excavation • Additional hazards such as oxygen deficiency and the presence of noxious gases must be assessed and controlled • Emergency procedures must be developed to deal with foreseeable emergencies 	<ul style="list-style-type: none"> • Excavations must be inspected at the beginning of every day to check for signs of collapse • A register must be maintained to record the inspection of the excavations • Emergency arrangements must be practiced periodically • The bottom of the excavation should be maintained to ensure safe access • Barriers must be checked daily

Contractors Minimum Standards 04: VEHICLE TRAFFIC MANAGEMENT	
	
Planning	Signing Requirements
<ul style="list-style-type: none"> • A detailed traffic management plan must be prepared clearly indicating the traffic control measures and speed limit restrictions • Risk assessments must be prepared taking into account the risks to road users and those involved with the work • Drawings showing the traffic cone taper and signage requirements must be prepared and included as part of the overall traffic management plan 	<ul style="list-style-type: none"> • Proprietary signage must be provided in accordance with local statutory requirements • Adequate warning must be provided by signage well ahead of the hazard or required action • Signage must be checked daily and maintained so that it is clearly visible • Sight line for signage must be maintained and not blocked by the works being undertaken
	
Safety Barriers	Lighting
<ul style="list-style-type: none"> • Obstructions and excavations must be adequately guarded at all times • Selection of barriers must take into account speed limits and angle of potential impacts • Safety trucks must be used ahead of work in the carriageway to protect works being undertaken • Positioning and use of safety barriers must take into account emergency vehicle access requirements 	<ul style="list-style-type: none"> • Steady lanterns must be used to light road works, barriers and signs • Lighting must be checked regularly and maintained immediately as required • Flashing amber lanterns are to be used for isolated hazard areas

Contractors Minimum Standards 05: PEDESTRIAN SEGREGATION



Planning

- Site traffic management plan must be prepared detailing management arrangements and risk assessments
- Where possible one way systems should be established to eliminate reversing
- Emergency vehicle access must be considered to allow the quickest access possible in an emergency
- Road layout plans shall be prepared and updated as necessary

Pedestrian Walkways

- Safe pedestrian walkways must be established using barriers and baulk timbers
- Pedestrians must be segregated from vehicles along all main routes
- Signage clearly indicating pedestrian routes must be displayed
- Crossing points must be established where pedestrians need to cross over a traffic route
- Walkways shall be kept clear of debris and levelled to provide safe access



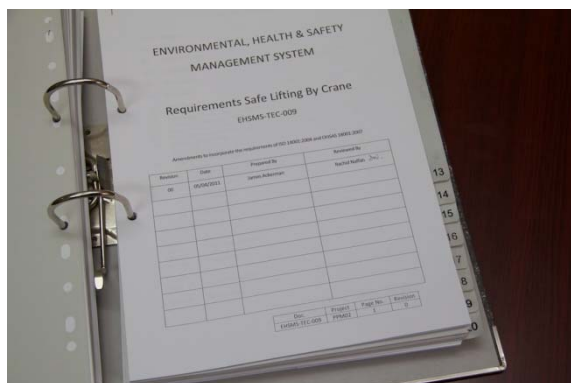
Traffic Routes and Vehicles

- Clearly defined traffic routes must be established for vehicles
- Signage must be provided indicating the route, speed limit and pedestrian crossing points
- Where there is a unavoidable need for reversing a banks-man must be provided
- Speed bumps to control vehicle speed should be considered in sensitive areas such as close to pedestrian crossing points

Communication

- All site personnel shall receive information on the site traffic and pedestrian arrangements during the induction
- Regular briefing shall be provided (tool box talks) to remind persons of the arrangements
- Site security shall brief vehicle drivers at the security gate on the arrangements
- Visitors must be given information on parking arrangements and any rules and restrictions imposed

Contractors Minimum Standards 06: LIFTING OPERATIONS



Planning

- A detailed and site specific lifting operations plan must be prepared
- A competent person should be appointed and given responsibility for overseeing the planning of all lifting
- Schedule of common or routine lifts must be prepared detailing lifting arrangements
- Planning must include avoidance of clashes between lifting operations and cranes
- Planning must include the establishment of exclusion zones
- Procedures must be established to ensure all lifting is planned and carried out safely

Cranes and Operators

- All cranes must be in good condition and tested by a third party engineer at least every 12 months (6 months if lifting persons)
- Tower cranes must be tested after erection and when alterations are made
- Cranes must be fitted with an automatic safe load indicator and operated within their limits
- General service / maintenance routines for cranes must be scheduled and implemented
- Crane operators must be in possession of a recognised competency certificate and physically fit







Lifting Accessories

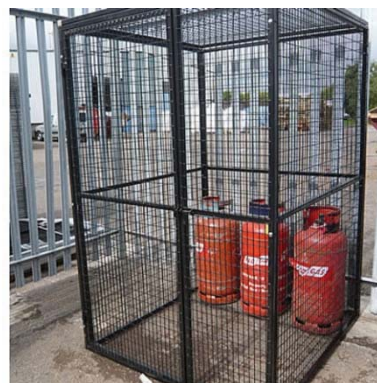
- Lifting accessories must be thoroughly inspected and tested by a competent third party engineer every 6 months
- Lifting accessories must be selected based on the characteristics and weight of the load
- Daily visual inspection of lifting accessories must be undertaken and documented
- Unique identification markings (serial number) must be provided on all lifting accessories

Signals and Slings

- Clear method of communication must be established between the crane operator and the banks-man
- Banks-men should be easily identified with orange high visibility tabards
- Radios should be used where line of site is not available between the crane operator and banks-man
- Loads should be slung only by trained and competent persons

Contractors Minimum Standards 07: PERSONAL PROTECTIVE EQUIPMENT	
	
Risk Assessment	Mandatory PPE
<ul style="list-style-type: none"> • Risk assessments must be carried out for activities and PPE should always be identified as a last resort • Risk assessments must take into account specifics of the hazard as well as personal factors for the user • Training requirements for the PPE must be identified and all workers must be briefed in the correct use and fitting of the PPE • Visitor PPE requirements shall be assessed 	<ul style="list-style-type: none"> • On every construction project hard hats and safety footwear are mandatory requirements • This must be extended to include high visibility tabards when there is site plant or vehicle hazards present • A notice must be displayed at the entrance to the site indicating the mandatory PPE requirements • PPE must be provided free of charge by the employer • A procedure shall be developed to deal with persons who persistently fail to wear PPE
	
Additional PPE	Maintenance and Records
<ul style="list-style-type: none"> • Additional PPE shall be subject to the findings of the risk assessment • Workers shall be briefed on the additional task specific PPE requirements prior to starting work • Special information on the fitting of PPE such as in the case of safety harnesses must be provided • Compatibility of different types of PPE must be taken into account 	<ul style="list-style-type: none"> • Issuance of PPE shall be recorded and records shall be kept on site • PPE shall be provided free of charge to workers as required • Instruction on how to inspect PPE shall be provided to workers • PPE shall be properly maintained and any faulty PPE shall be replaced • PPE shall be stored in the shade out of direct sunlight

Contractors Minimum Standards 08: FIRE PREVENTION

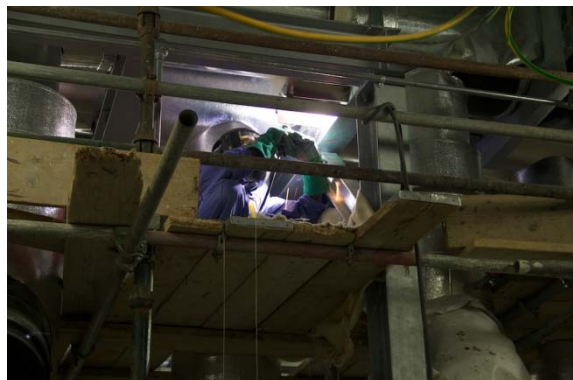


Risk Assessment

- Fire risk assessments shall be undertaken for the site areas and as well as offices and welfare facilities
- Risk assessments shall take into account sources of ignition as well as storage of combustible materials
- Regular inspections shall be undertaken of the site and offices to assess fire risk
- Smoking shall be banned in all areas except designated outdoor smoking areas

Combustible Materials

- Areas under construction shall be cleared regularly of combustible waste materials and the waste shall be taken off site
- Combustible construction materials shall be stored away from sources of heat and ignition
- Flammable liquids, LPG and other bottled gases must be strictly controlled
- Fire points equipped with suitable fire extinguishers shall be established around the site at suitable intervals



Hot Work Permits

- A permit to work system shall be established to control hot works on the site
- Prior to hot works being undertaken an inspection of the area must be undertaken
- Combustible materials must be cleared and penetrations covered to prevent sparks falling onto floors below
- Permits shall be recorded on a register and shall be valid for the day or until the work is complete – whichever is sooner

Emergency Preparedness

- A site specific emergency management plan shall be developed and implemented
- Means of raising the alarm must be established on the site and in the offices
- An emergency drill must be practiced at least every 6 months
- All emergency arrangements must be included in the induction
- Clear responsibilities must be assigned to personnel on site
- Employees with specific emergency management responsibilities must be fully trained

Contractors Minimum Standards 09: PLANT AND EQUIPMENT

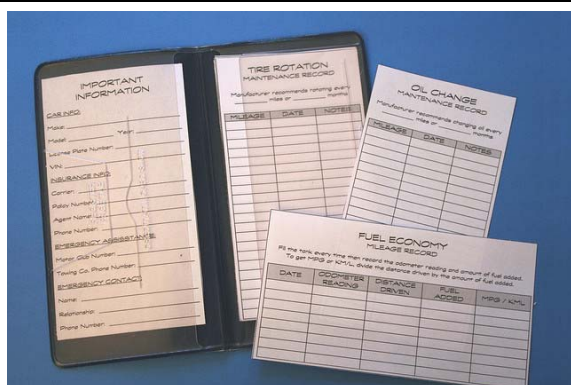


Competency of Users

- All persons using plant and equipment at site must be competent
- In the case of ride-on-plant a valid driver's license is required along with recognised third party training
- In the case of work equipment training must be provided prior to use based on the risk assessment carried out
- Individual capabilities must be considered in selecting users of plant and equipment

Use of Plant and Equipment

- Plant and equipment must be used for its designed and intended purpose
- No modifications to plant or equipment are to be made and safety devices must not be altered or removed
- Users must report defects immediately and remove the plant or equipment from use
- Supervisors must be briefed and aware of the safety requirements for the plant or equipment in work they are supervising
- Banks-men should be employed to direct the movement of plant and equipment







Maintenance

- A preventative maintenance programme shall be implemented for plant and equipment
- Safety critical components must be identified and serviced regularly
- Records of maintenance must be maintained by the contractor
- Maintenance work must be subject to risk assessment and risks must be controlled
- Where required statutory inspections must be carried out following maintenance

Inspection of Plant and Equipment

- User inspections must be carried out on a daily basis
- A detailed weekly inspection should be carried out by a mechanic for mechanically operated plant and equipment
- Records of statutory inspections must be maintained
- Safety critical defects identified during inspections must be corrected before the plant or equipment is next used

Contractors Minimum Standards 10: ACCESS AND HOUSEKEEPING	
	
Access Routes and Walkways	Stairways
<ul style="list-style-type: none"> Clearly designated walkways must be established to allow persons to access the site safely Walkways must be maintained free from obstruction and any debris Adequate illumination must be provided for access routes and walkways Signs must be displayed to indicate the routes to be taken by persons, changes in routes must be clearly communicated 	<ul style="list-style-type: none"> Stairways must be kept clear of any debris or materials to allow safe access Handrails must be provided to all stairways Lighting must be provided to stairways which should include battery backup for use in the event of power failure In buildings with multiple floors the level should be marked clearly at each landing Floor edges at each landing should be fitted with toe-boards to prevent material falling
	
Housekeeping	General Access Requirements
<ul style="list-style-type: none"> Rubbish must be cleared on a regular basis in order to facilitate safe access around the site Trip hazards such as trailing cables must be minimised along main access routes Materials should be stacked safely on a firm and level base Rubbish chutes must be fit for purpose and designed to ensure safety Under no circumstances is rubbish to be dropped from the floor edges to the ground 	<ul style="list-style-type: none"> Boarding should be provided on reinforcement mats prior to concreting Safe ladder access must be provided between scaffold lifts Inspections should be carried out regularly to determine access walkways and routes are in good condition Weather conditions affecting safe access must be considered and remediation must be made as soon as possible

Contractors Minimum Standards 11: ELECTRICAL SAFETY



Reducing the Risks

- Where possible the use of battery operated hand tools is the preferred choice
- Reduced voltage of 110V should be considered at the planning stage
- Where 240V is used suitable RCD devices must be used operating at 30mA
- Industrial plugs and sockets must be used in place of domestic 3 pin connectors
- Risk assessment is required for the selection use of electrical tools and equipment

Use of Electrical Tools

- Electrical tools must be checked before use to ensure they are not damaged
- Cables must be in good condition and free from makeshift repair or damaged sheathing
- Persons using electrical tools must be trained and briefed on the risks and control measures associated with electricity
- Electrical tools must be adequately stored to minimize damage
- Cables must be kept off the ground where possible and kept away from causes of damage



Distribution Boards

- Electrical distribution boards must be clearly identified and provided with clear warning signage
- Access to the distribution board must be prevented and a lockable door must be fitted
- Only competent electricians are to access the distribution boards following an agreed safe system of work
- Protection from sources of water including rain and site run off must be provided

Maintenance and Inspection

- User checks of electrical tools and cables must be made daily
- Weekly check of electrical tools and cables must be made by a competent electrician
- Unique identification of electrical tools is required and a register of inspection must be maintained
- Electrical tools and cables are only to be maintained and repaired by a competent electrician

Contractors Minimum Standards 12: SITE SECURITY	
	
Planning	Security Arrangements
<ul style="list-style-type: none"> • Security arrangements must be considered at the planning stage in deciding on the type of measures that will be necessary • A specific assessment of the security requirements must be made taking into account the site location and type of work being undertaken • The aim during the planning stage should be to consider how all unauthorised access to the site can be prevented 	<ul style="list-style-type: none"> • The site must be fenced to prevent persons entering the site as far as reasonably possible • Site security should be established to check and control the access to the site • Depending on the location, security patrols around the perimeter of the site should be made out-of-hours • Security guards should be trained and briefed on the information which must be given to authorised persons entering site
	
Visitors to Site	Security Station
<ul style="list-style-type: none"> • Security staff must be trained to deal with all types of visitors coming onto the site • Records should be maintained by security staff on the details of visitors and their arrival and departure times • In the case of delivery vehicles security staff must ensure directions are provided to drivers on the site traffic routes and restrictions • A site induction must be provided to visitors intending to visit construction areas • Visitor vehicles must be safely parked away from construction areas and not permitted onto the site unless tested and approved for site access 	<ul style="list-style-type: none"> • A suitable building should be established for security staff at the site access points • Air conditioning should be available within the security hut • Shade from the sun should be provided for security staff working outside • Lone working hazards should be considered outside of regular hours and appropriate measures should be taken to ensure the safety of security staff

Contractors Minimum Standards 13: LABOUR ACCOMMODATION & WELFARE



Setup and Preparation

- Ensure all relevant approvals from the statutory authorities are in place such as permits, NOCs and licenses
- The site must be leveled and graded to prevent surface water becoming a health issue
- The accommodation facility must be securely fenced and security must be provided
- Hard paved walkways must be constructed between cabins and facility blocks



Accommodation Requirements

- Accommodation facilities must provide adequate space (maximum 4 persons per room each with 4m² space) for workers in accordance with the authority requirements
- A fire detection and alarm system must be provided throughout the facility
- Windows with insect screens and curtains must be provided in sleeping areas
- Air conditioning units must be provided in sleeping areas
- Storage lockers must be provided for workers



Accommodation Facilities

- Medical facilities must be provided in accordance with authority requirements.
- Washing and ablution facilities must be separate from the sleeping area.
- Showers and toilets must not be combined.
- A separate laundry area must be provided.
- Recreation areas for sports / activities and socialisation must be provided.
- Kitchen and dining areas must be established in accordance with authority requirements.



Operation and Maintenance

- A manager must be appointed to oversee all aspects of maintenance and facility operation
- Regular cleaning of all areas must be conducted.
- Pest control through a specialist company must be provided.
- All workers must receive appropriate training on the facility rules and health and safety requirements.
- Weekly inspections of all areas of the facility must be carried out.

Health and Safety Planning

Contractors should ensure that there is a planned and systematic approach to health and safety on site with the ultimate aim of minimising risk through effective management control. It is important to develop some basic written health and safety procedures to cover some of the main areas that require a standardised and consistent approach. The following are some examples of procedures that should be considered:

1. Site inspection and auditing;
2. Accident reporting and investigation;
3. Risk assessment and method statements;
4. Training and competency;
5. Permit to work systems;
6. Health and safety record keeping;
7. Health and safety communications;
8. Emergency management;
9. First aid arrangements; and
10. Health and safety roles and responsibilities.

When developed the procedures should be implemented and checked periodically to ensure they are being complied with on site. The procedures should be used to assist improvements on site and contractors should develop health and safety targets based around their performance. Whilst incidents have traditionally been used as an indicator of health and safety performance it is more effective to develop lead indicators that in turn reduce the likelihood of incidents occurring. Some examples of the type of positive indicators that can be used are given as follows:

1. Number of non compliances closed out against number of non compliances raised
2. Number of training hours per employee
3. Number of tool box talks delivered against number of employees
4. Number of inspections carried out against number of inspections planned
5. Percentage of the site inspected during the period

Contractors should review health and safety performance on a regular basis which should involve the organisations' senior management taking an active role in supporting the planning and implementation process.

Site Inspection and Audit Requirements

Contractors must ensure that regular health and safety inspections are undertaken on site in accordance with an inspection plan. Health and safety inspections shall be carried out by competent health and safety inspectors and recorded on an inspection report. Areas of non compliance shall be detailed and the report must describe the action to be taken, the timescale and person/organisation responsible for taking the action.

It is important that the contractor monitors the close-out of non compliances to ensure that the appropriate action is taken and the cause of the non compliance is addressed. The target should always be to close out 100% of the non compliances that are raised. Where possible photographs should be taken and used in the report to show the non compliance being raised, likewise the close out of the non compliance should use photographs where possible to show the action that has been taken.

Contractors should undertake audits on a regular basis against agreed requirement documents or standards. Examples of what an audit can be conducted against are included as follows:

1. Site health and safety plan

2. Legislative requirements
3. Written procedures developed by the contractor
4. Emergency management plan
5. Lifting operations plan

Audits can be carried out against the entire document or standard such as in the case of a full audit or they can focus on specific sections of the document or standard where issues may have been identified during health and safety inspections. Whereas an inspection focuses on the physical activities being carried out on site the audit should consider the detail of the planning and risk assessment as well as looking systematically at the processes being followed.

Audit reports should be prepared for the attention of the contractor's senior management and copied to the engineer / construction supervisor and project manager / client representative. The report should include an executive summary of the findings of the audit along with details of any non compliances raised. Non compliances should be closed out as soon as possible by the contractor and evidence should be available to demonstrate that action has been taken.

Risk Assessment

Contractors shall ensure that risk assessments are carried out for their activities with a view to identifying the hazards of their work along with the control measures that shall be used to reduce the risk of incidents. The risk assessment provides a useful tool to contractor management in identifying the risks of the work and prioritising high risk activities so that appropriate action can be taken. The risk assessment is often be used as a tool to assist in the development of a safe system of work such as a method statement.

The following five steps to risk assessment should be followed:

- Step 1 – Identify the hazards
- Step 2 – Decide who might be harmed and how
- Step 3 – Evaluate the risks and decide on precautions
- Step 4 – Record your findings and implement them
- Step 5 – Review your assessment and update if necessary

Contractors should ensure that the risk assessment procedure they develop is simple and easy to follow. Training must be provided to those undertaking risk assessments and the preparation of risk assessments should not be left only to the contractor's health and safety advisor or officer. Supervisors and manager should be engaged during the risk assessment process as they will often have an accurate understanding of the activities being carried out and the sequencing of other works that may affect the activity being assessed.

Some general points to guide contractors through each of the 5 steps are provided below. Note this information is taken from the UK's Health and safety Executive guidance INDG 163 (rev3) further guidance can be found at www.hse.gov.uk.

Step 1 Identify the hazards

Look around the workplace and identify activities that could reasonably be expected to cause harm. Remember to look at the worst case scenario and not dismiss a hazard just because you are not aware of any harm being caused previously. It is a good idea to speak to workers and supervisors who have experience of the work being carried out and may be aware of some aspects of the work which have caused or nearly caused harm in the past. Contractors should also check their incident records as there may be incidents that have occurred previously that could help in understanding the hazards that are present in the work activity. Remember to include health hazards that whilst not causing immediate harm can cause harm over a longer period of time.

Step 2 Decide who might be harmed and how

Contractors need to identify the groups of people that could be harmed by the hazard. The obvious group is the workers that are involved with the activity being carried out but contractors need to consider others that could be affected. This may include visitors to the work site or even members of the public who could be passing the area where the activity is being undertaken. For each group the contractor should identify the type of harm that could result from the hazard. For example pedestrian members of the public could be exposed to vehicles hazards and crushing injuries if they are passing the entrance to a busy construction project.

Step 3 Evaluate the risks and decide on precautions

Contractors must evaluate the risk and decide on the action that must be taken to reduce the risk to a tolerable level taking into account the effort required in terms of time, money and effort. Wherever possible contractors should look to eliminate the hazard completely but this is often not possible so risks must be controlled. The risk assessment must identify the control measures that will be taken which could be in the form of physical controls, supervision, training or personal protective equipment (PPE). In most cases it will be a combination of all of these but it should be noted that PPE is to be used only as a last resort when other means of control are not possible.

Step 4 Record your findings and implement them

Contractors must record their risk assessments in writing either in hard copy or electronically. A simple template for the risk assessment can be developed and completed each time that a risk assessment is required. It is important that the risk assessment findings are communicated to those that will be affected or those that will have certain responsibilities or actions as part of the overall safe system of work.

Additionally a contractor's senior management are responsible for ensuring that the control measures in the risk assessment are implemented. Checks should be made by the contractor on a regular basis to ensure that the required action is being taken and the risk assessment is being followed.

Step 5 Review your assessment and update if necessary

Contractors are required to review their risk assessments as often as necessary. Especially in the case of construction work the work environment is continually changing and this highlights the importance of the risk assessment being reviewed regularly to ensure that it still fits the work being carried out. It is a good idea and good practice to set a review date on the risk assessment when it is prepared. Contractors should always review risk assessment in the following cases:

- after an incident has occurred;
- if new equipment or processes are introduced;
- if other work impacts on the activity that has been assessed; and
- at least on an annual basis.

Atkins expects contractors to maintain records of risk assessments in accordance with their written procedures on site. This includes evidence that the key findings of the risk assessment have been communicated to those who may be affected by or involved with the activity.

Training and Competency

Contractors are required to ensure that all persons undertaking, supervising and managing activities on construction projects are trained and competent to fulfil the health and safety requirements of their job. In all cases this will begin with a basic health and safety induction that must be provided to all persons entering the site. Contractors must develop a health and safety induction specifically for the workforce

which must be delivered prior to any operative starting work. Contractors must also develop a health and safety induction for visitors to the site.

Contractors are required to prepare a training matrix for their staff and workers which clearly identifies the level of training required for each role on the project. Training can be delivered either in-house or externally depending on the type of training required. In all cases, however, it is the contractor's responsibility to ensure the competency of all those involved in work activities under their control. Training alone does not fulfil the contractor's responsibilities to provide competent personnel for the purposes of health and safety. Competency must be validated and regularly checked by the contractor using the best available means for the level of competency required. For example in the case of a crane banks-man or signaller, sending the worker on a third party training course does not necessarily meet the competency requirement. Rather, the contractor must assess the performance of the individual in conjunction with any validation of training that may have been carried out by the third party training provider.

As a minimum contractors are to identify the minimum level of training required under the following headings:

- Management;
- Supervisors;
- Foreman;
- General workers; and
- Specialist workers i.e. crane operators, banks-men/signalers, plant operators etc.

Contractors must also ensure that refresher training is carried out periodically at intervals identified in the training matrix.

Emergency Planning

Contractors are to ensure that plans are made to deal with emergency situations that may occur both on site and within site offices. In each case the contractor is to develop an emergency management plan the detail of which should reflect the scale and complexity of the site or offices covered. In any case the emergency management plan should always be as simple and concise as possible but still contain all the information required to ensure that emergency situations can be managed effectively.

Emergency management planning should begin with a risk assessment to identify the areas for potential emergencies. The type of emergencies that can be planned for will vary with the site location and the type of work being carried out. Contractors should note that an emergency management plan is not a generic document but rather a document that can be developed using a standard template specifically for each project.

The emergency management plan should firstly identify the types of foreseeable emergencies that may occur; this information can be determined from the risk assessment undertaken for the site and site offices.

Typical emergency situations include but are not limited to:

- Storms and severe weather;
- Flooding;
- Construction activity emergency i.e. scaffold or excavation collapse;
- Confined space emergency/entrapment;
- Gas leaks;
- Power failure;
- Fire;
- Explosion; and
- Terrorism threat.

Once the type of emergency situations that may occur have been identified the contractor must determine the action that needs to be taken and by whom. In most cases clear responsibilities should be assigned to key members of the contractor's management team. Ultimately one person should be given the responsibility to coordinate any emergency situation and this must be supplemented with training appropriate to the level of risk and type of emergencies that may arise.

The emergency management plan shall be compiled by the contractor and kept up to date with the names of key duty holders and their respective contact details should be provided. Deputies should be appointed to cover holiday and sickness absence and an appropriate level of cover for emergency management arrangements must always be provided on the project.

The contractor must ensure that all those given responsibilities under the emergency management plan are trained and competent to fulfill their duties. The contractor will be responsible for ensuring that the emergency management plan is rehearsed on at least a six monthly basis. Practice drills should be undertaken which reflect the nature of the work and risks to personnel.

The contractor must also ensure that all other construction stakeholders are fully aware of the emergency planning arrangements and that they participate in emergency drills. Emergency communications and action planning must include all parties working on the construction site.

Site Record Keeping

Contractors must ensure that procedures are in place to manage and retain site health and safety records. If a contractor is operating a management system compliant to ISO 9001 or OHSAS 18001 then health and safety records will be managed as part of this system. Where this is not the case or where the scope of the ISO 9001 system does not cover health and safety records the contractor is required to ensure that a basic system is developed and effectively implemented.

The following is a non exhaustive list of the type of records that the contractor needs to maintain and ensure control over issue, revision and the document being superseded:

- Risk registers;
- Risk assessments;
- Health and safety inspection reports;
- Audit reports;
- Health and safety plans;
- Lifting plans;
- Incident reports and investigations;
- Method statements; and
- Non compliance reports and NCR registers.

It is expected that the contractor will periodically audit the effectiveness of their health and safety document control procedures to ensure that accurate records are maintained.