

HS2

Supply Chain Health and Safety Approach



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Foreword

Together we're working on the most ambitious, exciting and challenging infrastructure project in Europe, Britain's new high speed railway. We have an opportunity to improve standards in building High Speed Two (HS2) and deliver health and safety performance above and beyond current good practice.



Mark Thurston
Chief Executive Officer

It is our role, as a responsible client and through this Supply Chain Health and Safety Approach, to achieve this aim, set out our expectations and encourage all of our suppliers – large and small – to contribute your skills, experiences and innovations in pursuit of our goal.

We believe everyone has the right to go home unharmed. That is our goal and core to leaving a health and safety legacy we can be proud of, which sets the bar for future projects. Achieving that goal requires us to build a culture that puts the health and safety of everyone working on or impacted by the project first: our workforce, the communities along the line of route, our future travelling public and those who will maintain it. It also means working with our suppliers – especially smaller businesses – to improve and develop health and safety skills.

Each of us has a responsibility to lead by example and be clear about how we intend to do this. My three personal health and safety commitments are:

- I will put health and safety at the heart of all my actions and decisions as CEO;
- I will put all my energy into creating a culture we can be proud of; and
- I will lead the drive to achieve an improvement in standards and ways of working.

For me, there are three enduring themes that will underpin our success:

HS2 together

We all need to think, behave and act as one team. We have many different skills and experiences in our team, we come from different organisations with established values and cultures. But as contributors to designing and building HS2 we have one united goal: to build on the best of all of this to create one culture, underpinned by a consistent way of doing things and shared understanding of what 'excellent' looks like.

Foreword continued

Getting the basics right

We are an evolving team, but teams are made up of individuals. Each of us needs to commit to getting the health and safety basics right every day, whatever our job and wherever we work: office or site; client, principal contractor or SME. But this is not just about getting the basics right. It's about finding new and better solutions to the health and safety challenges we'll face working on HS2 together. We know that transformative ideas can come from the smallest of suppliers, so we'll be actively seeking out these great ideas and putting them into practice.

Health, safety and performance hand in hand

At HS2 we pay as much attention to good mental and physical health as we do safety. There's good reason for this: when we care about the health and wellbeing of the people we work with and make sure it's front of mind in our design, we create a safer environment which supports good decision making and drives better performance.

Our health and safety value and Safe at heart commitments lay the foundations for good practice: taking our own and others' health and safety seriously; making the time to talk about health and safety; reporting anything that doesn't feel right in the belief that these concerns will be investigated openly and fairly; learning from our experience so we can do better in the future.



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While these fundamentals will not change, this approach will evolve as the project and our culture evolves, which is as it should be. It needs to reflect the lessons we learn along the way, our progress in developing good practice and our commitment to continuously finding new and better ways of putting health and safety at the heart of everything we do.

Mark Thurston
Chief Executive Officer

The purpose of our approach

Through this approach we aim to:

- provide clarity to our suppliers on our expectations and requirements for the management of health, safety and wellbeing. Suppliers include current and future contractors, sub-contractors and manufacturers;
- set the tone and ethos for our health, safety and wellbeing culture through our Safe at heart strategic principles, focus areas, commitments and approach to safety leadership and behavioural safety; and
- provide online access to good practice guidance to support our aim to set new standards for health, safety and wellbeing for this and future projects.

Each organisation is expected to have a health and safety (H&S) management system. Regular assurance will be based on the contents of this approach, contractual documentation, our H&S Management System and the supplier's own specific standards, systems, processes.

We know that the size and nature of packages of work will vary so **we expect** suppliers to be proportionate in the application of this approach. As the project progresses we will work together to develop and improve this approach. This is consistent with our strategic goal to create a railway designed, built and operated to the highest health and safety standards.

General principles of our approach

Principles of Practice

The Principles of Practice we've set out are minimum but necessary to achieve a consistent approach to health, safety and wellbeing across the entire HS2 project.

Communication

It is important that all suppliers who work with us, directly or indirectly, communicate this approach throughout their organisations.

Application

The health, safety and wellbeing principles and controls in this approach apply to all work locations including worksites and workplaces.

Our corporate goals



HS2 will help to consolidate Britain's position as a leading, forward-looking economy. It will generate new business opportunities, increase capacity on our crowded railways and play a major role in building on Britain's proud engineering and design legacy. The railway will be built in two phases: Phase One will connect the West Midlands with London and Phase Two will connect the West Midlands with Manchester and Leeds.

Our vision

is to be a catalyst for growth across Britain.

Our mission

is to build a new high speed railway to better connect people across Britain. As a high performing, innovative organisation, we will deliver value for money by applying the best in worldwide design and construction techniques. We will achieve new standards in infrastructure delivery, resilient operations and passenger experience.

We will do this by

- adding capacity and connectivity that's integrated with other forms of transport;
- maximising opportunities for regeneration and growth;
- leading an agile, inclusive and safe operation with a diverse workforce;
- forging partnerships based on fairness and openness with all;
- being an exemplar project in our approach to engagement with communities, sustainability and respecting the environment; and
- building a positive legacy for Britain.

Our core values

shape the way we behave at HS2 and form the basis of our relationships with all our stakeholders. Our reputation depends on 'living' these values, as individuals and as an organisation, as we deliver our vision and mission.

Each value is interdependent and essential to safe outcomes. For example:

- when leaders are seen to apply this value it demonstrates commitment to safety;
- when we act with integrity we're more likely to report things that are unsafe; reporting helps to identify new risks or ways to improve health and safety; and
- leaders who are receptive and responsive to contributions from the workforce are more likely to show and gain respect, for themselves and for health and safety.

Our four guiding principles

help us to translate our core values into day-to-day practice. They steer our decisions, the way we work with others to design and deliver the programme and the priorities we set for how we operate.

Ensure value for money

We and our supply chain must make sure we deliver value for money for taxpayers. We will manage our costs efficiently, while protecting our strategic goals and benefits.

Respect communities

We will be good neighbours and respect the communities we impact. Our Community Engagement Strategy shows we care about the people we're affecting along the route and what we and our suppliers must do to put communities at the heart of our thinking, actions and decision making.

Champion teamwork and collaboration

We will be a responsible client for the HS2 programme. We will grow positive, constructive relationships with our suppliers, and Government, so we can operate as one team for the benefit of the project.

Create a positive legacy for Britain

HS2 will create a lasting legacy for the country by designing and building a safe railway that improves connectivity between the Midlands, the North and London and economic opportunity for all. We will also invest in the creation of a green corridor for the nation that links our natural habitats and local amenities.

Integrity

Acting fairly, transparently and consistently.

Leadership

Using innovation and challenging to lead by example.

Respect

Understanding others, recognising their value and behaving accordingly.

Safety

Caring for our workforce, passengers and the public by creating an environment where no one gets hurt.

Part one: our Safe at heart strategy, leadership and culture

Our strategic goal

HS2 has committed to create a railway designed, built and operated to the highest health, safety and security standards.

Our objectives

To set a better standard for health and safety performance in the delivery of a major project.

To prevent injury and proactively manage risk.

To manage the health and wellbeing of all our workers to create a new, better standard in occupational health.

To protect HS2 assets and those of its suppliers.

Safety

as a core value for HS2, means caring for our workforce, our passengers and the public, by creating an environment where no one gets hurt.

Safe at heart

brings together and represents everything we aim to achieve in health, safety and wellbeing at HS2 at every stage of the project. It sets out our:

- responsibilities as an industry leader and responsible client;
- expectations of all who work for and with HS2;
- caring approach to our workforce, neighbours and public; and
- commitment to giving health equal status to safety.



Our eight Safe at heart strategic principles underpin our approach to health, safety and wellbeing.



An holistic approach

Safety is at the heart of everything we do.



Our belief

Everyone has the right to go home unharmed.



Delivering a safe railway

Design a railway system that puts the safety of our collective workforce, passengers and the public at its heart.



Develop HS2 to be a safe organisation

Develop a culture where safety is always our first consideration.



Personal accountability

Everyone feels able to speak up and intervene.



Safety leadership

Visible health and safety leadership.



View health like safety

Proactively promote health in all aspects of the project lifecycle.



Safe decision making

Acknowledging there will be challenges on cost and programme – we will make whole-life-safe decisions.

For us good looks like:

Safety is at the heart of everything we do.

We will build safety into the heart of the railway.

We will work at the heart of communities to protect their safety and wellbeing.

Our people are at the heart of everything we do – we care about your health and wellbeing.

Leadership and culture



We're working with world-class partners who share our values, commitment to outstanding health and safety practice and our desire to leave a health and safety legacy that sets new standards for future projects.

Our contractors and suppliers come from many organisations with their own beliefs, behavioural programmes and cultures. We do not seek to replace these, but build on and share the best of them to create a common approach to achieving our Safe at heart goals.

An effective safety leadership engagement programme will include

- Safe at heart: our commitments to seven health and safety focus areas;
- fair culture, to create an environment of trust, learning and improvement;
- cultural and behavioural development, to create personal and emotional connections;
- safety leadership, to make safety the first consideration in every decision and action; and
- safety events and materials accessible by all.

Working together means

- developing workable systems and work processes that keep us all healthy and safe;
- understanding risks to which individuals and groups are exposed;
- instinctively making the right choices to minimise harm and speaking up to encourage safe decisions in the design, build and operation of the railway; and
- the continual pursuit of wellbeing and healthy choices for all those who work with us, for us or alongside us in local communities and the wider public.

Leading culture development

The responsibility for creating a culture that's risk aware, innovative, open, ready to learn, inclusive and fair starts at the top.

We expect all our supply chain leaders to develop and monitor safety leadership programmes, engagement activities and health and safety inductions which address the following areas:

- vision/purpose
- culture development
- leadership behaviours
- safety communications
- behavioural motivators
- safety interventions

Sharing and learning

We will provide a platform for sharing best practice and all our partners will have the chance to learn and innovate through our own change programmes.

Together we'll raise health and safety performance by working collaboratively, as one project, for the benefit of our workforce and all other stakeholders.

HS2 Together

A team of high performing teams

Getting the basics right

Every day, whatever we do, wherever we work

Safety, health and performance

Health is as important as safety

Creating a positive health and safety legacy for HS2

Together, we've committed to develop new standards in health and safety that will create a lasting legacy for the rail and construction industry and future infrastructure projects.

Our approach will reflect the lessons we learn along the way, our progress in developing good practice and our commitment to continuously finding new and better ways of putting health, safety and wellbeing at the heart of everything we do.

This means:

Working with our suppliers – especially smaller businesses to develop the health and safety skills and behaviours we need.

Finding innovative solutions to key health and safety risks.

Building on our experiences, learning lessons and continually making improvements.

Spreading good practice right across the supply chain and making it easily accessible.

The Safe at heart learning library

Gathering, improving on and sharing good health and safety practice will be a priority throughout the lifecycle of the project.

This learning, innovation and guidance will be readily available to our supply chain and the wider rail and construction industry through the online Safe at heart learning library.

Over time the library will grow to become a world-class resource for showcasing the very best and most current health and safety practice and innovation.



Part two: our core Principles of Practice

The following Principles of Practice, organised around seven focus areas, establish the baseline for a common, consistent approach to health and safety during construction and for our future operational workforce, passengers and public.

They also lay the foundations for a collaborative approach to identifying, sharing and embedding best and innovative practice, which is essential to achieving our strategic goal.

We will take an intelligent approach to assuring supply chain activities, based on a spirit of trust and philosophy of self-assurance that empowers suppliers to exceed existing norms and standards.



Workforce safety

- Industry approach to site access: passport.
- Embedding Safe at heart approach.
- Role of supervisors as active safety leaders.
- Working with supply chain partners to identify better ways of working to protect worker safety.



Public and neighbour health and safety

- Access to resources and champions to address health and safety concerns during construction.



Workforce health and wellbeing

- Building the resilience of our people.
- Setting new occupational health standards on construction sites.
- Changing the narrative: view health like safety.



Safe by design

- Working together with the design community to set new standards.
- Building capability in design to identify health and safety risks.
- Building a culture in which we make safe decisions.



Safe supply chain management

- Engage all tiers of the supply chain in improving health and safety standards.
- Set clear expectations but not be prescriptive.
- Create a culture of sharing best practice and a fair culture approach to incident response.



Safe operations

- Safe decisions now for the future safe operation of HS2.
- Designing assets for workforce and passenger safety.
- Upskilling supply chain system safety.



SMART assurance

- Fit-for-purpose, HS2-aligned health and safety management systems.
- Robust risk identification, management, monitoring, auditing, reporting and assurance processes.

Workforce safety



Our workforce safety commitments apply to everyone who works on the project, now and in the future. This includes our current workforce, supply chain, and future workforce once the railway is in operation.

- We believe everyone has the right to go home unharmed.
- We will maximise the use of technology and smarter ways of working to minimise the need to commute to our sites and offices.
- We will develop and reward our frontline and operational supervisors based on their safety leadership.

Personal safety and security

The personal safety of everyone who works on the HS2 project is paramount. We all have a personal and collective responsibility for keeping ourselves and each other safe. This is particularly important for individuals who:

- attend public events;
- work on their own;
- travel home late at night; or
- work in HS2 areas where there is high public sensitivity.

Our supply chain should offer training and support services to provide a consistent level of personal security to their staff. This is in addition to assessing security risks, providing training and arrangements to make all worksites as safe and secure as possible.

Health and safety passport

We will provide an access control, competence management and health monitoring solution for our worksites. The passport system will be rolled out in 2019 and will provide:

- controlled site access (including multi-layered/multi-zoned);
- competence management and induction records for workers;
- recording working hours; and
- fitness to work and health exposure.

Suppliers who have contracts and/or work in areas covered by the passport will be expected to adopt and use our system. Our system will share data with partners to help us better manage health and safety risks. It will be a single passport that enables workers to move around HS2 sites in a controlled manner.

Workforce communication

Our workforce communications will promote a consistent understanding of risk and the controls that must be put in place to provide an environment where no one gets hurt. Also supporting the development of a culture where health, safety and wellbeing is always our first consideration.

We must always make sure that all members of our workforce fully understand site specific health and safety requirements especially emergency arrangements, and rules laid down by HS2 Ltd and our principal contractors.

Making health and safety communications understandable by all

Communication is key especially to emergency readiness, response, command and control.

Our supply chain should make sure that:

- appropriate methods are used to communicate the emergency to employees who do not speak English as their first language;
- there are reasonable and practical arrangements in place to address the needs of these employees;
- they assess the ability of employees to communicate in and understand English, especially in safety-critical and emergency situations;
- coaching and training are considered, where required; and
- records are kept for attendance at and understanding of all health and safety-related communications.

Drugs and alcohol policy

The policy applies to everyone who works on the project, including employees and our supply chain. The misuse or abuse of drugs goes beyond illegal drugs and includes prescription and non-prescription medicines, other substances and legal highs.

Undertaking work-related activities in an unfit state due to the effects of drugs or alcohol is against our core safety value. Our supply chain should also have a drugs and alcohol policy with clear guidelines, including a drugs and alcohol testing system and process that is carried out sensitively and includes support and information for staff.

Personal protective equipment (PPE)

Our supply chain will provide PPE appropriate to work activity, risk assessment and contractor requirements. PPE will be in accordance with the Personal Protective Equipment at Work Regulations and Guidance Note (reference HSE L25). All contractors should comply with specific industry requirements (e.g. rail/highways), and relevant BS EN or similar standards to comply with regulatory requirements. Where work is carried out on another party's infrastructure, the contractor should determine PPE requirements and enforce compliance.

Site induction

All workers on the HS2 programme should undertake a site induction. This is to ensure that essential health, safety and wellbeing information is communicated to staff. Contractor-led inductions should be conducted to meet the requirements of Construction (Design and Management) regulations 2015 and as a minimum should contain information covering the following:

- programme – an overview of the HS2 programme including our Safe at heart values;
- site specific – rules, hazards and risks and welfare arrangements; and
- job or role specific – a full understanding of the hazards and risks, specific responsibilities and proof of necessary training.

Traffic safety

We expect our supply chain to safely operation vehicles and traffic within construction sites, compounds and other affected roads. All sites are required to risk assess and prepare appropriate traffic management plans. This is to protect the safety of our workforce, neighbours and public. Site specific requirements should consider local risks and commitments made through undertakings and assurances.

Driver safety

We expect our supply to train all drivers to use their vehicles safely, both on and off site. Drivers should observe rules set out in our policies and procedures.

Public and neighbour health and safety



HS2 affects the lives of thousands of people. The benefits will be huge, but the impact will be huge too. Our aspiration is to be a good neighbour every single day by:

- planning our works to protect the health, safety and wellbeing of our neighbours;
- safely and respectfully managing acquired property and homes affected by the route;
- protecting the safety of road users in the communities where we work; and
- investing in the local communities where we work.

Working with our neighbours

How we and our contractors behave is very important to the railway's success. It is the duty of everyone working on the project to control and minimise the impact on health, safety and wellbeing. Our supply chain will:

- consider how the impact of site access can be minimised;
- make personnel, drivers and visitors aware of the controls and need for sensitivity; and
- register and participate in the Considerate Contractor Scheme (CCS), including CCS audits on all HS2 sites.

Undertakings and assurances

We have given undertakings and assurances to many people affected by the project. These include commitments relevant to the health, safety and wellbeing of local communities and our workforce. An example of these commitments is reducing traffic and road disturbance at our sites.

We expect our supply chain to work together and with us as client to develop an undertakings and assurances commitment compliance plan that will:

- cross-reference controls to commitments and assurances made;
- reference the Code of Construction Practice in relation to health and safety commitments;
- be briefed to the workforce and monitored through on-site supervision; and
- be regularly reviewed to assess compliance and effectiveness.

Land and Property health and safety

We are responsible for health, safety and security at all Secretary of State owned properties needed to build the railway. Our health, safety and security compliance processes include:

- the Property Access Control Process, which ensures that the health and safety risks are communicated to all visitors;
- Security Process for Properties, which facilitates the security of our land and properties; and
- Health and Safety Process for Properties, which facilitates the safe management of our properties in accordance with health and safety and housing legislation to provide a safe environment at all times.

Health, safety and wellbeing in the wider community

The construction of the railway has health and wellbeing implications for our communities along the line of route. **We expect** our supply chain to assess and minimise the health and wellbeing impacts on communities. Issues that should feature in risk assessments and controls include:

- effect of increased vehicle presence on noise levels, emissions, proximity to schools and hospitals, congestion and other related issues;
- impact on local services such as dentists, doctors, hospitals and other services that could come under pressure because of an influx of workers. We made a commitment to the Government that there will be no impact on existing services;
- noise and light pollution and the possible effects on sleep; and
- impacts of our operations on mental wellbeing.

Community safety and traffic

As part of community engagement plans contractors will need to promote safety awareness and incorporate safety measures into their plans.

We expect our contractors to have a quality management plan for vehicles working on HS2 construction. Also, to undertake safety initiatives related to HSE guidance on Driving at work and Fitness to Drive. The construction logistics community safety standards are to be adopted by all vehicles in accordance with the Route-wide Traffic Management Plan (RTMP).

Working on the highway

The RTMP sets out the requirements for contractors to ensure that the travelling public and workforce are safe during the design, installation, maintenance and removal of temporary traffic management.

Contractors should pay particular attention to the needs of people with restricted mobility and vulnerable road users when designing temporary traffic management measures. This includes pedestrians, cyclists, equestrian and motorcyclists. Requirements extend to ensuring fire access to buildings is maintained and providing safe, well-lit alternative routes for road users where required.

Workforce health and wellbeing



The health and wellbeing of our workforce matters as much as their safety. We aim to set new occupational health standards for our workforce, and we will:

- design good health into our future operations;
- make health an equally high priority as safety;
- support the resilience of our workforce, so that they're able to cope with the ambiguity of a changing and evolving programme; and
- aim to minimise the top five causes of long-term occupational ill health.

Occupational health and wellbeing strategy

We will set new standards in occupational health in the construction of HS2. We aim to create a legacy in design and construction that will be carried forward into the operation of the railway, but also set the bar for future projects. Our Safe at heart strategy articulates two health related commitments that are directly relevant to our supply chain.

Our approach is to raise the profile of health and wellbeing by driving visibility and conversations across our supply chain. We will make health, like safety, our first consideration by:

- raising the profile of health, and focus on harm prevention rather than mitigation as a principle;
- minimising the impact on our future workforce by focusing on health by design now;
- developing a better standard of healthcare across our supply chain; and
- leaving an industry legacy.

Central to our Safe at heart strategy is tackling occupational health risks at the source. We will seek to eliminate these risks and control exposure to the top five causes of long-term health occupational ill health. Our strategy also considers the environmental health impact on local communities during construction by:

- focussing on causes of occupational disorders relating to cancers, respiratory disorders, skin reactions, vibration and noise; and
- selecting materials and handling methods that will minimise workforce exposure both in construction and operation.

We expect our supply chain to:

- make a continuous effort to prevent accidents and cases of work-related ill health (immediate and long term);
- maintain healthy working conditions, assess the health risks arising from our activities and provide effective control;
- where necessary, identify processes for safe handling and use of hazardous materials; and
- continuously improve health performance to meet the world-class standards that we are setting across the project.

Consideration for direct impacts generated by physical health agents in construction (e.g. dust generation) and less direct impacts (e.g. mental ill health caused by factors such as intrusion, sleep deprivation and anxiety) must feature in risk assessments.

Risk profile

Our supply chain should develop a health management plan for their activities. This plan should identify the risks to their workforce, the public and neighbours. Arrangements for controlling these risks should be clearly documented, implemented, communicated and assured. We will develop minimum health standards to improve the provision of occupational health across the construction industry. Our supply chain will commit to these standards and determine the best means of meeting them.

Health by design

We expect health impacts to be mitigated and controlled at source. The approach to managing health risks should be outlined in the health management plan and detailed in design health risk assessments. Contractors should seek and use specialist advice (e.g. occupational health nurses and physiotherapists) for designing out health hazards, designing in controls and monitoring arrangements.

Key focus areas for design are:

- noise;
- vibration;
- cancers;
- respiratory disorders; and
- skin reactions.

Along with consideration for:

- musculo-skeletal (prevention of injury and musculo-skeletal fatigue);
- carcinogens (including contributory factors and co-morbidity factors);
- control of substances hazardous to health (COSHH);
- mental ill-health prevention, wellbeing and resilience; and
- personal fatigue.

Our supply chain should have a wellbeing strategy with access to health and wellbeing advice for all managers and employees.

Safe by design



Outstanding health and safety performance doesn't happen by chance. We will consciously design rigorous health and safety standards into construction, maintenance and the future operation of the railway by:

- designing the infrastructure so that all routine, planned trackside maintenance can be carried out during non-operational hours;
- ensuring safety is always our first consideration as we manage evolving design and specification changes; and
- wherever possible using a virtual design environment to minimise health and safety risk and error and reduce design-related site visits.

Complying with the Construction Design Management (CDM) regulations

We must comply with the CDM regulations which set out the legal framework for ensuring health and safety is at the heart of all design, planning and construction work. CDM also applies to other areas of building the railway such as in our offices and in any properties we manage. Organisations working with us must ensure they have:

- the necessary skills, knowledge, experience and organisational capability to comply with CDM before undertaking any design or construction work for HS2; and
- assurance arrangements in place to check application of the regulations and efficacy in discharging responsibilities.

How we organise CDM

There are many projects and activities that will be involved in designing and building the railway infrastructure and stations, all of which must meet the requirements of CDM. We will meet our compliance obligations by:

- undertaking the role of Client, Principal Designer and (sometimes) Designer for the works relating to the final railway infrastructure;
- being considered as the CDM client for all works on HS2 infrastructure, unless nominated otherwise; for example where a Statutory Undertaker elects to undertake client duties on their own asset;
- undertaking the Principal Designer role for all decisions relating to HS2 infrastructure;
- appointing Principal Designer 'representatives' to specific contracts of work, due to the complexity and scale of the project, but HS2 will always be the overarching Principal Designer;

- undertaking some elements of design, for example in the specification of standards, materials, working methods, allocation of resources; and
- carrying out assurance activities to check:
 - a) the application of the CDM regulations i.e. self-assurance; and
 - b) the application of CDM by contractors i.e. oversight assurance.

Both will be done through a risk-based programme of assurance activity, scrutinising all parts of the organisation to ensure all duties are being effectively discharged.

CDM Land and Property

Where land and property is acquired by us and passed on immediately to the principal contractor, we will pass any CDM-related information to the contractor.

Where land or property is managed for a time by us, CDM will usually be managed by a property services property management agent using their own CDM arrangements.

Provision of information

We will share all accessible information relating to known hazards, site conditions and other relevant matters, so that the design team and contractors are alerted to any factors that may represent a significant risk.

Principal Contractors/Contractors/Designers

We expect all contractors to comply with the CDM regulations and all other relevant legislation and associated good practice.

Contractors' work should be planned and documented in the Construction Phase Plan required under the CDM Regulations.

Safe supply chain management



Our supply chain will be critical to the success of the project, so we've established rigorous processes that will ensure that we only work with world-class partners. We will do this by:

- only working with suppliers that share our values, commitment to outstanding health and safety practice, and our desire to leave a health, safety and performance legacy that raises the bar for future construction projects;
- being a SMART client that will enable intelligent suppliers to deliver health and safety; and
- holding our supply chain to account for safe delivery.

Health, safety and wellbeing

We expect our supply chain to develop a project-specific health, safety and wellbeing plan that addresses:

- the management of all foreseeable hazards and risks arising from their work (including management controls applied to eliminating or controlling the risks and assurance arrangements used to confirm the arrangements are working and effective);
- how health and safety management requirements are appropriately cascaded, discharged and assured through all levels or tiers of sub-contracting arrangements;
- arrangements for planning, monitoring and management review of health and safety performance; and
- our requirements for a three-month rolling hazard profile that describes the significant hazards associated with working on the project.

The level of planning should be proportionate to the scope of work and the level of risk. We will develop an intervention and assurance programme based on the risks and issues identified within the health, safety and wellbeing plan. Where appropriate, and agreed with us the requirements of the plan may be met through a suitable construction phase plan.

Leadership tours and forums

Directors and senior managers from our supply chain should carry out regular leadership tours to demonstrate commitment to health and safety. Contractors' forums will also be established. Terms of reference will confirm who needs to attend and how often. They are designed to encourage the involvement of senior management who have line management responsibility.

The meeting should focus on, as a minimum:

- sharing good practice and promoting lessons learned;
- promoting innovation to drive continuous improvement and create a legacy;
- promoting collaboration;
- managing escalation of key risks and issues
- highlighting forthcoming changes affecting the programme; and
- discussing forthcoming internal or industry wide activities.

Contractor health, safety and wellbeing leadership meeting

This meeting will provide the strategic direction and good practice tactical interventions to be applied across all of our worksites. **We expect** directors from our supply chain to join the meeting and contribute positively to the meeting.

Recognition, award and innovation

We want everyone working on the project to make a positive contribution to health and safety performance. This may be through the way they do their day-to-day jobs, or by developing new and innovative ways of making the work environment healthier and safer. We will work with our supply chain to develop and implement incentive programmes to achieve this in workplaces.

External communication

Organisations should inform the HS2 Ltd Press Office immediately when any contact is made for external or media communications. No contact should be made to the media on any issue concerning to HS2 without prior consent, including following an incident.

Communication with other operators and utilities

We should be informed of any regulatory matters or interventions relating to HS2 or to an organisation's wider business which could have an impact on our operations or reputation. Information should include details of:

- site visits or inspections and comments made/action taken;
- written communications; and
- enforcement notices, prosecutions, etc.

We expect organisations to provide free and unhindered access to regulatory body representatives and other parties instructed by HS2, such as accident investigators, audit teams or representatives of insurers.

Safe supply chain management continued

Emergency readiness and response

Emergency arrangements should be in place at all worksites and workplaces where work is carried out on our behalf. Arrangements should be determined by risk assessments. Contractors are responsible for ensuring that their own incident management system and arrangements are adequate, align with our approach and follow the four incident level and command response methodology.

The principal contractor will coordinate arrangements and plans at locations where they're present. Coordination at other locations will be carried out by a named representative or function with management responsibility for the worksite or workplace. In multi-occupancy buildings, the coordination role will extend to liaison with other tenants or occupants. Plans should be proportionate to foreseeable emergencies and all factors relevant to the worksite or workplace. Business continuity plans and incident management plans (including reference to security risks and control requirements) must also be developed.

Contractors will share plans with the emergency services and make them readily accessible if a response is required or for the purposes of reviewing and updating. The physical nature of worksites and workplaces will change over time, so plans and arrangements should be reviewed regularly.

Fair culture

We will work with our suppliers to promote a fair culture approach to investigating how and why human failure may have contributed to an incident without attributing blame. This approach helps us to:

- learn from failures and incidents so we can make sure the same error doesn't happen again;
- make health and safety improvements;
- build trust in the way human failure is investigated; and
- encourage people to report unsafe behaviour, systems and working conditions.

All organisations should have processes and procedures to:

- encourage, recognise and share positive health and safety behaviours;
- investigate all incidents where human failure was a factor in a fair, transparent and open manner without attributing blame;
- investigate back to the furthest point possible, assessing systems, procedures, human factors and behaviours;
- implement outcomes swiftly and proportionately in accordance with fair culture principles and to HS2's satisfaction; and
- track and record actions and outcomes to demonstrate improved health and safety behaviour, processes and working environment.

Incident investigation

For a project of this size, incidents and no loss/no harm incidents will happen. We define an incident as:

- an accident – an event that results in injury or a loss or occupational ill health; and
- a no harm/no loss incident – an unplanned, undesired event not causing harm or loss, but with the potential to cause injury or loss.

When incidents occur, it is vital that we work together to identify root causes and apply a fair culture approach to make the environment healthier and safer for everyone. It is important when working with us to:

- speak up and intervene if something is unsafe;
- act quickly to mitigate risks; and
- take responsibility for our own and others health safety and wellbeing.

We expect all no harm/no loss incidents to be taken seriously and reported.

A high potential event (HiPo) is where there is a realistic possibility that a more serious outcome could have occurred and we therefore need to conduct a thorough and proportionate investigation to determine the immediate and root causes. Our supply chain should recognise, report and investigate HiPos. Our public enquiries desk should be informed of any significant incidents requiring intervention or onward communication. **We expect** an investigation to:

- be carried out by competent persons, in a timely manner, consistent with the nature and severity of the incident and using a fair culture approach;
- cooperate with us in our oversight or assurance of the incident investigation;
- respond to requests for information and to responses from us on incident findings and recommendations within reasonable timescales set; and
- have access to organisations (internal or external) to carry out forensic analysis where appropriate or required to do so by us.

Monitoring and improving performance

Health and safety is at the heart of everything we do at HS2 and **we expect** all our supply chain to uphold the highest standards. Where members of our supply chain are struggling to meet our core principles of practice, we may work with them to develop a joint plan for improvement.

However, a supplier's continued failure to demonstrate commitment to the safety, health and wellbeing approach set out in this document would be a serious issue requiring further action. This would impact the potential for the award of future work on the project as well as being considered a material breach of contract, which may result in the termination of an individual work package order or the framework agreement

Safe operations



One of our key priorities is to build a railway that is safe for our future passengers and operational workforce. At HS2 we:

- are designing our railway and future train service so that they can be operated safely;
- will always protect any workers who need to access or work on or near a line during operational hours; and
- will enable safe access to all trackside areas for our future operations and maintenance workforce.

Communication with utility stakeholders

We will engage with our statutory undertakers to deliver design and/or undertake construction works on their own assets. For example, diverting utilities such as gas pipes or telephone lines so we can build the railway. Where there is a crossover of works, **we expect** our contractors to have arrangements in place to coordinate activities relating to design and the potential impact design changes may have on the wider utility network designs. Contractors are expected to attend design integration meetings with the utility stakeholders and make any appropriate or necessary arrangements.

Protecting utility stakeholder assets

Some utility stakeholders have entered into a legal agreement with us to protect their assets and business interests. Contractors will comply with all relevant requirements when working near a utility asset, including when planning a route to a worksite. In the absence of a formal agreement, contractors will comply with the stakeholder's normal asset protection business requirements. Contractors should notify utility stakeholders of works in the required timescales to ensure compliance with and secure all necessary approvals and agreements. Contractors should also facilitate access for the utility stakeholder to either undertake necessary maintenance and inspection activities of their asset or to facilitate assurance visits.

Working on or adjacent to Network Rail property

There are a number of legal agreements in place to facilitate HS2 works whilst protecting the interests of Network Rail. These agreements and Network Rail's standards provide the framework for notifying and planning activities and scopes of work. All members of our supply chain will comply with these agreements. Our supply chain is also expected to cooperate with us, as we will act as the initial contact for all activities planned with Network Rail.

Safety systems on HS2 and Network Rail

We expect our supply chain to comply with the Common Safety Method for Risk Assessment (CSM-RA). This will provide assurance that changes made to Network Rail's infrastructure in support of HS2 are safe to operate and maintain, interoperable and comply with relevant legislation. For the new railway we are required to comply with:

- technical specifications of interoperability and relevant notified national technical rules; and
- the common safety method regulation on risk assessment and evaluation.

Designers and contractors will cooperate with us to make sure that compliance can be achieved and demonstrated.

Health and safety in manufacturing Supply and installation

The project will make many demands on the UK and overseas manufacturing sector over a number of years. It is essential that we work with the manufacturing sector to create an environment where no one gets hurt and everyone has the right to go home unharmed. We may carry out visits to assure the positive embedding of a health, safety and wellbeing culture.

Responsibilities

Good design and manufacturing processes are essential to make sure that technical and legal requirements are met. **We expect** manufacturers to go beyond minimum legal requirements and apply good practice to all stages of product design, production, supply and eventual disposal.

Off-site fabrication will be a key component in the safe delivery of HS2. **We expect** manufacturers to demonstrate safety at the heart of their processes, including compliance with relevant health and safety legislation and quality assurance of the finished product. **We expect** to have access to manufacturer systems, processes and assurance regimes and we will review assurance activity findings as appropriate.

Machinery and general equipment

We expect all machinery, equipment and components to meet all relevant and specified safety requirements. Manufacturers and suppliers of goods will assure us that their products are compliant with European directives and UK law, safe and unlikely to introduce risk and/or cause harm in the future.

Unsafe product notification

All users of plant, equipment and machinery must notify us, suppliers, users, manufacturers and regulatory bodies of product defects that could have health and safety impacts. We will publish notifications in health, safety and wellbeing alerts.

SMART assurance



Robust, risk-based assurance processes are essential to building a strong safety culture. They underpin our ability to measure the effectiveness of our health and safety inputs across the project, learn from incidents and errors, apply learning to health and safety improvement and empower people to report safety concerns. We will:

- develop a learning culture, where people feel motivated to report and where the business takes actions to embed learning; and
- undertake risk-based assurance and look to proactively identify potential issues.

Managing health and safety

All organisations have a legal duty to put in place suitable arrangements to manage health and safety. We are a unique programme, comprising a series of projects, over a large geographical area and involving multiple suppliers providing a range of services. We face a significant challenge in making sure our health and safety arrangements promote effective risk management to protect our workers, communities and environment.

We are committed to delivering excellent health and safety performance. Our own health and safety management system is based on the HSE's Managing for Health and Safety (HSG65) model. The system is underpinned by policies, processes and procedures that are predicated on risk. We will ensure that our suppliers have similar arrangements in place, proportionate to the service they provide as part of a pre-qualification process.

We expect our suppliers to have a formal and structured health and safety management system that is clearly documented. Arrangements will include:

- effective management of sub-contractors and their supply chains to meet our requirements; and
- arrangements for gaining assurance from them on their effectiveness.

Checking suppliers pre-qualification

We use the principles of British Standard PAS 9. It provides a set of questions and suggestions for consistent application across projects, based on core criteria essential to pre-qualification for construction tendering. Where one or more companies are participating in a joint venture **we expect** all organisations to provide relevant information to us. We will evaluate all suppliers' submissions fairly using a standardised process.

Tender

Tenders will be focussed on the specific scope and the nature of the work. Health and safety related details requested at this stage will include a definition of the hazards and risks to be managed and how effective management and control will be achieved. At this stage, we may conduct site visits to seek evidence of application of systems, processes and culture in the workplace. Following formal award and prior to work commencement, tenderers shall submit final, detailed pre-commencement health, safety and wellbeing plans for the works.

Monitoring and reporting

Reporting incidents is essential for us to learn and continuously improve. Our reporting system collects vital data which is used to produce management information and reports. **We expect** all of our supply chain to record details of health, safety, security, environmental and reputational incidents which occur in connection with the railway.

Monitoring

The emphasis throughout the project will be on our supply chain conducting their own monitoring, auditing, investigation and providing assurance to HS2 that standards applied are consistent with our own and that management information is valid and verifiable.

We will implement our own risk-based assurance programme to assess and assure the application and efficacy of supply chain assurance regimes and management systems. More forensic analysis may be undertaken if weaknesses are found at the first level of intervention. Where this is the case, **we expect** organisations to cooperate with us and other members of the supply chain as required.

Reporting

We monitor the health and safety performance of our supply chain through a number of key performance indicators. They are reviewed on a periodic basis and form a baseline to measure the effectiveness of health and safety controls.

We expect our supply chain to establish systems for capturing data and reporting these to us and relevant regulatory authorities as appropriate. At sites with a principal contractor, information will be reported to them for onward transmission to HS2. We have a system in place to receive this information and to determine trends across the project. Data collected, and systems used for reporting should be consistent with, and compatible to, our systems.

Shared learning

Sharing and quickly applying learning from incidents across our supply chain is core to continuous improvement and preventing similar occurrences from happening again. Following an incident, we will collaborate with the supply chain and external agencies and bodies to understand what happened and why, raise awareness, prompt discussion and make sure we apply the lessons learned. Shared learnings will be issued following an incident, either as a stand-alone communication or as an addition to an alert or bulletin. They contain recommendations and goal setting objectives, the progress of which will normally be subject to risk-based assurance.

Conclusion

What is written in this approach should not be taken as a definitive set of requirements for our supply chain in managing health, safety and wellbeing. Further information can be found at the Health and Safety Executive (HSE) website. Organisations working with HS2 are encouraged to visit the HSE website at www.hse.gov.uk

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HS2

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