



Gallagher Associated Companies

## Health, Safety, Environmental and Quality (HSEQ) Policy



Date	Author	Issue	Reason	Approved	Next Review Date
02/01/19	Tim Driscoll	1	Annual Review	Lyndsey Gallagher	21/01/19

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## INTRODUCTION

I believe that our Health, Safety, Environmental and Quality performance is as important as our financial performance. All are essential for the long-term success and reputation of Gallagher and they each reflect a professional, efficient business dedicated to excellence in everything.

Our reputation in the local community is something that I am very proud of, and I want everyone to work in a considerate and safe way.

I know from personal experience the devastating effect that a serious accident can have on a family. You all have a responsibility for your own Health, Safety & Environmental impacts and for everyone around you.

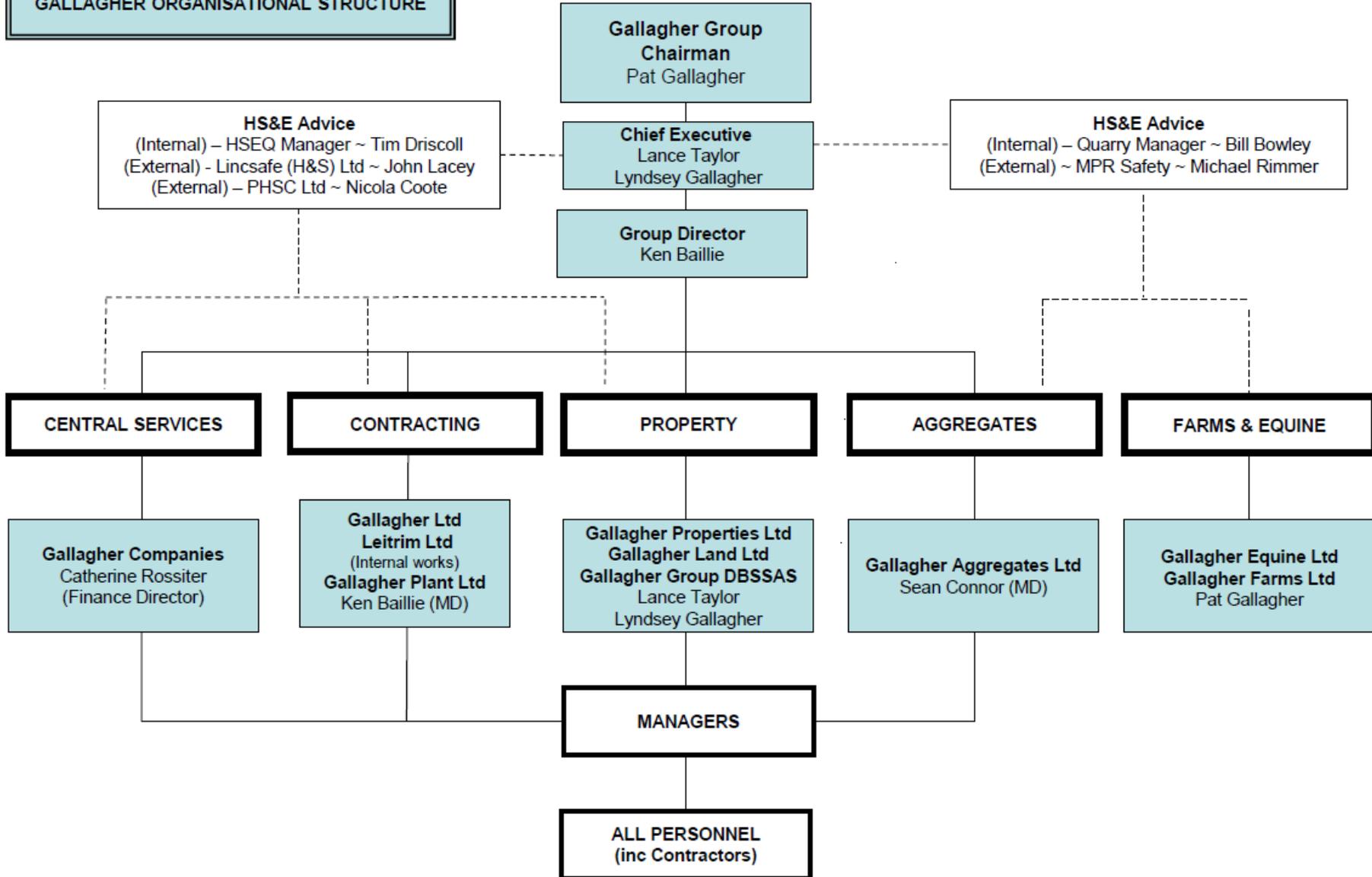
The Company will help and support you in every way, but we cannot control your every action - only YOU can do that.

**P. GALLAGHER**  
Group Chairman



2nd<sup>h</sup> January 2019

**GALLAGHER ORGANISATIONAL STRUCTURE**



### HSEQ GROUP REVIEW / MEETING STRUCTURE

<b>Meeting Title</b>	<b>Attendees</b>	<b>Chair</b>	<b>Frequency</b>	<b>Location</b>	<b>Minutes / Notes To:</b>	<b>Discussion Points</b>
Board Meeting	PG, LT, SC, KB, CR, RH, LG, RG, PC	LT/SH	Every 2/3 months	varies	Attendees	<ul style="list-style-type: none"> <li>HSE performance review</li> </ul>
HSEQ Policy Review	LT, LG, KB, SC, TD,	LT/LG	Yearly (if necessary)	Head Office	Attendees + CR + JAL	<ul style="list-style-type: none"> <li>Policy setting</li> <li>Strategy setting</li> <li>Performance review</li> </ul>
HSEQ General Review	LT, LG, JAL,	LT/LG	Every 3 to 4 months	Head Office & yard, maybe a site	JAL letter to LT, who copies to KB, CR & TD)	<ul style="list-style-type: none"> <li>Strategy review</li> <li>Performance review</li> <li>Property</li> <li>Yard</li> <li>Site Visits (maybe)</li> </ul>
HSEQ discussion points	JAL discussions with KB, TD, LG, LL					
Contractors Weekly mtg ~Ltd inc Plant	KB, TD, JJJ, JK, KM, LG, LL, NH, SP, RH, BL	KB	Weekly	Head Office	Attendees	<ul style="list-style-type: none"> <li>Performance review</li> </ul>
Contractors Quarterly mtg ~Ltd inc Plant / Transport	KB, TD, JJJ, JK, KM, LG, LL, MB, NH, SP, RH, BL	KB	Quarterly	Head Office	Attendees +LT	<ul style="list-style-type: none"> <li>Policy review</li> <li>Strategy review</li> <li>Performance review</li> <li>Business Plan</li> </ul>
Aggregates Fortnightly Management mtg inc HSE	SC, GS, PD, VT, PH, PGo, BB, RG, MW, NG, MP	SC	Fortnightly	Quarry	Attendees	<ul style="list-style-type: none"> <li>Performance review</li> </ul>
Aggregates Monthly Management mtg inc HSE	SC, GS, PD, VT, PH, PGo, BB, RG, MW	SC	Monthly	Quarry	Attendees	<ul style="list-style-type: none"> <li>Performance review</li> </ul>
Aggregates Quarterly HSE mta	SC, MR, Aggs Mamt	BB	Quarterly	Quarry	Attendees +LT, TD,	<ul style="list-style-type: none"> <li>Quarterly performance</li> <li>HSE improvements</li> <li>KPI review</li> </ul>

Aggregates Quarterly workforce HSE committee mtg	BB, Workforce	BB	Quarterly	Quarry	Attendees + SC	<ul style="list-style-type: none"> <li>HSE performance</li> <li>Key improvements</li> <li>Key topic discussion</li> <li>Toolbox talk</li> <li>Open forum</li> </ul>
~Properties	LT, LG, SG, JH KB,	LT	Every 3 to 4 mths	Head Office	JAL letter to LT	<ul style="list-style-type: none"> <li>CDM requirements</li> </ul>
~Plant discussion	LL	KB	Monthly	Head Office		<ul style="list-style-type: none"> <li>Performance / issues</li> </ul>
~Farms / Equine	subject to review by Michael Rimmer					<ul style="list-style-type: none"> <li></li> </ul>
Head Office - discussion	CR, TD		Every 3 to 4 mths	Head Office		<ul style="list-style-type: none"> <li>Performance / issues</li> </ul>

Notes:

1. Lincsafe (H&S) Ltd will continue to issue a summary letter after each visit. LT to circulate.
2. Farms & Equine are subject to a comprehensive review by Michael Rimmer. Recommendations and suggestions will be put to PG and RG for decision and implementation.

Key to initials -

PG – Chairman / Owner LT – Lance Taylor - CEO LG – Lyndsey Gallagher KB – Ken Baillie – Construction Director SG – Stephen Gallagher – Properties CR – Catherine Rossiter – Finance Director RG – Richard Gallagher JAL – John Lacey (Lincsafe) – External Safety advisor JH – Joe Heathfield - Properties	KB – Ken Baillie – MD (Ltd) TD – Tim Driscoll – Group H&S Manager JLL – Jason Lilley – (Limited) JK - John Kerrigan - (Limited) KM – Ken Mallinson – (Limited) MW – Martin Willmott – (Limited) NH – Nick Harris – (Limited) SP – Steve Palmer – (Limited) RH - Richard Harrison – (Limited) BL - Bill Lindsay – (Limited) LL – Leon Lippett – (Plant)	SC – Sean Connor – MD (Aggregates) BB – Bill Bowley – Quarry Manager (Aggregates) VT – Vince Tourle – (Aggregates) PH – Peter Hynes – (Aggregates) NG – Nick Gibbins – (Aggregates) PD – Paul Darcy – (Aggregates) GS – Geof Stockbridge – (Aggregates) MR – Michael Rimmer (MPR Safety) – External Safety advisor (Aggregates) MB – Max Buckby – (Transport)
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## Health, Safety, Environmental & Quality (HSEQ) Policy Statement

It is the policy of Gallagher to comply with all relevant legislative and regulatory requirements pertaining to HSEQ management. The principle of continual improvement is accepted and Gallagher is committed to improved methods that will extend the scope of its HSEQ management beyond these basic requirements.

Our directors and managers:

Prepare, communicate and regularly revise our HSEQ policy and procedures;

Ensure sufficient and suitable resources are allocated to enable the policies to be implemented;

Ensure our management systems provide for effective monitoring and reporting of our HSEQ performance.

### Health & Safety

Gallagher is legally and morally responsible for the Health and Safety of its employees and for the impact of our work activities and business operations as it affects others, including the general public and the Environment.

### Environmental

Gallagher is committed to the protection of the Environment (by identifying aspects of its activities that can result in significant Environmental impacts and establishing operational controls to manage these), prevention of pollution, the use of sustainable materials, to enhance climate change mitigation and to enhance company Environmental performance. Determining objectives and reviewing this policy are agenda items for management review at senior manager / director level. This statement represents our commitment to Environmental management and the principles of ISO 14001.

### Quality

Gallagher is committed to complying with the requirements of ISO 9001 and continually improving the effectiveness of our quality management system to give confidence in the products and services provided by us, thereby improving client satisfaction, internal communication, better control of the company's processes and reducing defects and waste. (our company performance and customer satisfaction)

### Objectives

Gallagher recognises that such policies and measures are advantageous to employees and the company by minimising the likelihood of injury or ill Health to people, controlling loss, damage, wastage, avoiding disruption of the production process and safeguarding the Environment.

To achieve these objectives, in compliance with legislation, Gallagher require all personnel (directly and indirectly employed) to support and co-operate fully in the implementation of our Policies.

**Lyndsey Gallagher**



Chief Executive

21st January 2019

## OCCUPATIONAL HEALTH POLICY STATEMENT

As a caring employer, Gallagher is committed to operating and providing a working Environment which is both safe and free from hazards to Health.

The management of Health risks on site remains the foundation upon which good occupational Health policy depends and wherever reasonably practicable, the company is committed to:-

- Giving priority to the elimination of substances, materials and activities which could give rise to Health risks.
- Giving priority to smaller products or adoption of mechanical handling techniques for building products.
- Where this is not possible, manage the use of hazardous substances, materials and activities so that risks to Health are adequately controlled.
- Carry out appropriate pre-employment screening of Safety critical workers where their existing Health conditions could affect their own and / or other workers' Safety following the completion of a Health questionnaire.
- Annually update the Health questionnaire to ensure new conditions are identified and the appropriate follow-up action is taken.
- Carry out employment screening and Health surveillance to all "at risk" workers.
- Carry out appropriate Health surveillance where risks remain, and;
- Actively manage any cases of ill-Health that arise from work and make arrangements for rehabilitation of anyone whose Health has been affected.

The successful implementation of arrangements to manage occupational ill-Health will depend, to a large extent, on the participation of the workforce.

Where individuals have been diagnosed with an occupational illness, or condition, the Management will take practical steps to prevent any identified condition worsening.

Gallagher is committed to uphold these arrangements and will provide adequate resources for this purpose.

**Lyndsey Gallagher**



Chief Executive

21st January 2019

## RESPONSIBILITIES

### ***The Group Chairman (Pat Gallagher)***

1. Has joint responsibility for Gallagher's Health, Safety and Environmental Policy.
2. Will be familiar with the broad requirements of Health, Safety and Environmental legislation.
3. Will set a good personal example at all times, particularly by wearing appropriate protective clothing and Safety equipment.
4. Will take reasonable care for his own Health and Safety and for the Health and Safety of those people who may be affected by his actions.

### ***The Group Chief Executive (Lance Taylor / Lyndsey Gallagher)***

1. Has joint responsibility for Gallagher's Health, Safety and Environmental Policy.
2. Will allocate sufficient resources to enable the policy to be operated effectively.
3. Will ensure the regular review of company performance in Health, Safety and Environmental issues.
4. Will be familiar with the broad requirements of Health, Safety and Environmental legislation.
5. Will set a good personal example at all times, particularly by wearing appropriate protective clothing and Safety equipment, and making the subject of Health and Safety a topic of conversation in every management meeting and every site visit.
6. Will take reasonable care for his own Health and Safety and for the Health and Safety of those people who may be affected by his actions.

### ***Group Director responsible for Health, Safety & Environment (Lance Taylor / Lyndsey Gallagher)***

1. Has responsibility to ensure that all relevant Board decisions are properly considered for Health, Safety and Environmental impacts and reflect the requirements of Gallagher's Health, Safety and Environmental Policies.
2. Will ensure the preparation/presentation/review of reports on HS&E issues to all Board members.
3. Will ensure the Health, Safety and Environmental management systems are in place and remain effective for all Group and associated operations.
4. Will be familiar with the broad requirements of Health, Safety and Environmental legislation.
5. Will ensure a review at Board meetings and an annual review of HS&E performance is presented and any necessary actions agreed.
6. Will set a good personal example at all times, particularly by wearing appropriate protective clothing and Safety equipment.

7. Will take reasonable care for his own Health and Safety and for the Health and Safety of those people who may be affected by his actions.
8. Will chair the Gallagher HS&E Policy review meetings.

### ***The Directors and Senior Managers of Gallagher Associated Companies***

1. Will actively participate in and support the development of a positive Health, Safety and Environmental culture at Board level and in Management meetings.
2. Will be familiar with the broad requirements of Health, Safety and Environmental legislation.
3. Have overall responsibility for the Health, Safety and Environmental Policy as it affects their business.
4. Will ensure the preparation, communication and implementation of policies and procedures in compliance with Group requirements and appropriate to their operational spheres.
5. Will allocate sufficient resources within their individual businesses to enable the policy to be operated effectively.
6. Will set a personal example at all times, particularly by wearing appropriate protective clothing and Safety equipment.
7. Will take reasonable care for their own Health and Safety and for the Health and Safety of those people who may be affected by their actions.
8. Will ensure all specialist / third party suppliers and subcontractors are competent and aware of our requirements.

### ***Equine & Farms***

Equine & Farms are not core operational units. Each is managed by an experienced, competent person, working under the direction of Pat Gallagher, Owner and Chairman of all Gallagher companies including Farms and Equine.

Richard Gallagher has a responsibility in Farms and Equine, and Michael Rimmer of MPR Safety, assists with inspections and advice when requested. Additional support and advice shall come from other Gallagher companies on request.

**Gallagher HSEQ Manager (Tim Driscoll - internal)**

As required by Regulation 7 of “The Management of Health and Safety at Work Regulations”, Tim Driscoll, supported by the Safety advisors at Lincsafe Ltd, has been appointed to advise and assist on Health, Safety and welfare issues relating to Gallagher’s business undertakings.

Tim Driscoll shall report day to day to Ken Baillie the Group Construction Director and support the Director responsible for Health and Safety, maintaining a close relationship with all other employees. Specifically, he will perform the following functions upon direction by the Main Board:

1. Report to the Main Board on day-to-day and future strategy including relevant benchmarking data.
2. Regularly review and advise on the application and maintenance of Gallagher’s Health and Safety Policy arrangements.
3. Maintain an up-to-date knowledge in matters of legislation as it applies and affects Gallagher Group and its Health, Safety, Environment & Quality Policy.
4. Advise on any related Health, Safety, Environmental & Quality matters.
5. Advise employees at all levels, as appropriate, on matters directly affecting their Health and Safety.
6. Monitor Gallagher’s Health and Safety status by regular visits and ensuring Gallagher’s compliance against current legislation, policy and standards.
7. Investigate and report on any accident, dangerous occurrence or near miss and, as appropriate, recommend any means of preventing a recurrence of the incident and share the learning across Gallagher.
8. Maintain a close liaison with the Health and Safety Executive Inspectors and other appropriate organisations and departments relevant to our undertaking.
9. Encourage a high profile Health and Safety culture within all levels of the company and review or recommend any Health and Safety contributions from company employees.
10. Assist in advising on the training requirements for employees, especially new starters, specifically formal Safety awareness training and site induction training.
11. Liaise with, and define expectations of, other Safety Professionals to assist in relation to discharging their Health and Safety duties.
12. Set a good personal example at all times, particularly by wearing appropriate protective clothing and Safety equipment.
13. Ensure that the occupational Health records are maintained and are updated at the beginning of each New Year for Gallagher Ltd and head office. Follow up on any comments or changes recorded within the Health questionnaire and as detailed in the Occupational Health Policy Statement (attached)

**Health, Safety & Environmental advice – Aggregates (Bill Bowley – Quarry Manager)**

As required by Regulation 7 of “The Management of Health and Safety at Work Regulations”, Bill Bowley, supported by Michael Rimmer of MPR Safety, has been appointed to advise and assist on Health, Safety and welfare issues relating to Gallagher Aggregate’s business undertakings.

Bill Bowley shall report directly to the Managing Director of Gallagher Aggregates Ltd and support the Director responsible for Health and Safety and maintain a close relationship with all other employees. Specifically, he will perform the following functions;

1. Report to the Managing Director on day-to-day and future strategy including relevant benchmarking data.
2. Regularly review and advise on the application and maintenance of the Aggregates Ltd Health and Safety Policy arrangements.
3. Maintain an up-to-date knowledge in matters of legislation as it applies and affects the Health, Safety & Environment Policy.
4. Advise on any related Health, Safety and Environmental matters.
5. Advise employees at all levels, as appropriate, on matters directly affecting their Health and Safety.
6. Monitor Aggregates Ltd Health and Safety status by regular visits and ensuring compliance against current legislation, policy and standards.
7. Investigate and report on any accident, dangerous occurrence or near miss and, as appropriate, recommend any means of preventing a recurrence of the incident and share the learning across Gallagher.
8. Maintain a close liaison with the Health and Safety Executive Inspectors and other appropriate organisations and departments relevant to our undertaking.
9. Encourage a high profile Health and Safety culture within all levels of the company and review or recommend any Health and Safety contributions from company employees.
10. Assist in advising on the training requirements for employees, especially new starters, specifically formal Safety awareness training and site induction training.
11. Shall liaise with, and define expectations of, other Safety Professionals to assist in relation to discharging their Health and Safety duties.
12. Set a good personal example at all times, particularly by wearing appropriate protective clothing and Safety equipment.

**Gallagher Health, Safety Environmental Advisors****(John Lacey, Lincsafe / Nicola Coote, PHSC – External Consultants) will:**

1. Advise on the Gallagher Health, Safety and Environmental Policy to continually improve performance when requested.
2. Maintain an up-to-date knowledge of standards, codes, legislation and regulations as they affect the Company and its Health, Safety and Environmental Policy.
3. Review the monitoring of performance within each subsidiary and ensure that this includes policy and management focus.
4. Advise and liaise with the Directors and Managers of the Gallagher companies on matters of Health, Safety and Environment as required.
5. Set a good personal example at all times, particularly by wearing appropriate protective clothing and Safety equipment.
6. Take reasonable care for his own Health and Safety and for the Health and Safety of those people who may be affected by his actions.

**Health, Safety and Environmental Adviser to Gallagher Aggregates (and if requested, Equine / Farms). (Michael Rimmer, MPR Safety – External Consultant) will:**

1. Advise Gallagher Aggregates (and if requested Equine / Farms) on the Health, Safety and Environmental Policy to continually improve performance
2. Maintain an up-to-date knowledge of standards, codes, legislation and regulations as they affect Gallagher and its Health, Safety and Environmental Policy.
3. Review the monitoring of performance and ensure that this includes policy and management focus.
4. Advise and liaise with the Directors and Managers of Gallagher Aggregates (and if requested, Equine / Farms) on matters of Health, Safety and Environment as required.
5. Set a good personal example at all times, particularly by wearing appropriate protective clothing and Safety equipment.
6. Take reasonable care for his own Health and Safety and for the Health and Safety of those people who may be affected by his actions.

## **Managers**

1. Understand the Gallagher Health, Safety, Environmental & Quality Policy and ensure it is brought to the notice of all employees, particularly new starters. Carry out work in accordance with the policy and, bring to the notice of the Gallagher Directors / Managers, any improvements they may feel are necessary.
2. Ensure all employees, sub-contract operatives and, particularly apprentices and young people, are competent and are given induction training highlighting hazards, emergency procedures, safe methods of work (in particular the manual handling of items where mechanical aids cannot be provided) and any other relevant Safety precautions necessary. Records of all induction training and copies of training certificates are to be retained.
3. Ensure “Young Persons” (under 18 years) do not drive any plant or operate any hazardous equipment except under direct supervision and, do not allow “horseplay” or carry out dangerous practical jokes, reprimanding anyone who fails to consider either his/her own Safety or that of others. These behaviors are not to be tolerated.
4. Ensure work activities are carried out to the required company standards, with the minimum of risk to employees, other contractors, the public, equipment or materials.
5. As appropriate, issue written instructions detailing the method of work required and, ensure sub-contractors work in accordance with their agreed method statements and are available.
6. Ensure risk assessments have been carried out on any substance (including hazardous substances), process or work activity potentially hazardous to Health and Safety, and that the appropriate control measures, training, instruction, protective clothing etc. have been provided.
7. Ensure that Health, Safety & Environmental toolbox talks are regularly undertaken with the workforce relevant to the undertaking. Records of these talks are to be maintained on file.
8. Ensure operatives under their control are aware of their responsibilities for safe working, understand the safe method of work and are fully aware they are not required or permitted to take unnecessary risks.
9. Arrange materials to be delivered and stacked in order to avoid double handling and ensure that the off-loading of materials is carried out in a safe manner.
10. Plan and maintain a tidy work area / site and, check all plant, machinery, power and hand tools and equipment are maintained in good condition and records of inspection are available.
11. Ensure adequate supplies of protective clothing and equipment are maintained on site and that the protective equipment is suitable. Records are to be maintained of all issues of PPE.
12. Ensure emergency systems are in place, for alerting any of the emergency services. Provision adequate first aid facilities and make operatives aware of the location and the procedures for receiving first aid treatment for injuries and the subsequent reporting of such injuries following the accident reporting procedures

shown on the company posters.

13. Co-operate with their Safety Manager and seek his advice before commencing any new methods of work or potentially hazardous operations.
14. Ensure adequate fire precautions are provisioned for the work area / site.
15. Will ensure all specialist / third party suppliers and subcontractors are competent and aware of our requirements.

**All Employees will:**

1. Know, understand and implement the Company Policy, Standards, and Rules at all company work locations as applicable to personal work tasks.
2. Attend and participate in training and briefing sessions on Health, Safety, Environmental & Quality issues in order to maintain an up-to-date awareness of appropriate legislation, codes and guidance notes.
3. Consult and co-operate with their departmental Head and Company HSEQ Team, on Health, Safety, Environmental & Quality topics as appropriate.
4. Take reasonable care for their own Health and Safety and for the Health and Safety of those people who may be affected by their actions.
5. Report any incidents, accidents, near misses or unsafe conditions to their supervisor.
6. Note that any video uploading to the internet or social media of site activity is strictly controlled by the company. Unauthorised uploading is prohibited and may result in disciplinary measures being taken.
7. Set a good personal example at all times, particularly by wearing appropriate protective clothing and Safety equipment.

## ARRANGEMENTS

### ***Training***

All new staff will attend an induction as appropriate to their work activity and work location. The requirements for any HS&E training will be assessed at this stage and subsequently arranged by their line manager.

Additional training will be identified through periodic reviews.

### ***Fire and Emergency including First Aid***

Details of procedures in respect of emergencies and First Aid will be posted on notice boards around the building.

Fire wardens will be named for each section of the building and they will maintain an up-to-date list of personnel within their respective areas.

Evacuation drills every 6 months will ensure the effectiveness of these arrangements; these will be managed by the Office Manager.

### ***Drugs and alcohol***

The Company does not permit the consumption of alcohol during working hours and forbids the use of illegal drugs. Operatives are reminded that alcohol, on average takes one hour per unit to be processed and therefore care must be taken to ensure that you are not still under the influence of alcohol should you drink the previous evening. Anyone reporting for work and being suspected as being under the influence of alcohol or illegal drugs shall be suspended from work pending further investigation. Testing for drugs and alcohol may be required at any time and any positive result or refusal to undertake a test will be viewed as gross misconduct that shall lead to the disciplinary procedure coming in to force.

### ***Disputes***

In the event of any dispute regarding Health and Safety matters, these should be addressed to an immediate supervisor and if not successfully resolved direct to the Managing Director in writing.

### ***Discipline***

Failure to comply with the Company Health, Safety & Environment Policy or contravention of statutory requirements, regulations, rules or procedures may result in the offender being temporarily or permanently removed from a site. Persistent offenders may, at the discretion of the Managing Director, be dismissed from the Company, in accordance with company procedures.

### ***Risk Assessments***

Will be provided for display screen equipment, in accordance with the Group Policy, and hazardous material usage (COSHH) for cleaning and maintenance staff.

Further detailed risk assessments will be developed according to task specific requirements

by appropriate supervisory staff.

### ***Accidents, Incidents and Unsafe Conditions***

Details of all injuries and hazardous situations are to be reported to the line manager who will arrange to inform the appropriate personnel for implementation of remedial action as follows:

Injury - First Aider / Director / CEO / HSEQ Manager  
Unsafe Conditions / Security Breaches in offices - Office Manager / Director  
Other - CEO / Director / HSEQ Advisor / HSEQ Manager

### ***Appointment of Sub-Contractors and Designers***

We will follow guidelines and procedures to vet sub – contractors and designers in order to ensure they are competent to carry out work to the standards we require – HSEQ Management shall be a major element of our requirements.

### ***Property Risk Management***

Annually, a survey and review will be completed by the Gallagher HSEQ Manager, on the implementation of standards within the office Environment including the following issues:

Fire, Emergency and First Aid Security  
Welfare  
Service Location and Isolation