

BEHAVIOURAL SAFETY POLICY

USS has implemented a behavioural safety programme which is founded on the belief that behaviour turns systems and procedures into reality. Safe behaviour at work is of paramount importance and, as such, needs to be treated as a critical work-related skill.

We recognize our responsibility to provide safe and healthy working conditions, to encourage safe working methods and to enlist the active support of all personnel employed. Our continuing aim will be to promote an understanding of safety and to identify how we can positively influence behaviour.

The HSE suggests that as many as 80% of incidents include a behavioural element when analysing both the immediate and root causes. USS operate a number of initiatives to support a reduction in this type of incident:

- Visible health and safety leadership is invaluable and, as such, Site Managers will be trained in safety techniques by attending relevant courses
- All employees will receive on-going training to recognise both safe and unsafe practices via Team Briefs, Toolbox Talks, Utility Safety Health and Environmental Awareness courses and other industry training
- All employees are both permitted and encouraged to stop unsafe activities using the Work Safe policy
- All employees are encouraged, through the Whistle Blowing Policy, to report conduct which, makes them feel uncomfortable in terms of known standards, is not in keeping with the organisations policies, falls below established standards of practice or speaks to improper behaviour
- All employees are encouraged to make suggestions, provide feedback and voice concerns on site safety issues through our Process Improvement System, Incident Reporting Procedures and Suggestion Boxes
- Employees receive regular feedback on their safety performance and on actions resulting from their suggestions through regular newsletters which are posted on notice boards at operational depots

Continuous improvement is also sought via a Behavioural Safety Programme following the below steps:

- The senior management team identify and target specific unsafe behaviours by systematically examining the organisation's accident and incident records
- Operatives are then subject to observational data collection allowing a data-driven decision process based on trend analysis identifying key operational areas or personnel which need improvement
- Organised improvement intervention then takes place via the Operational Manager and Site Managers who can identify relevant improvements, set goals and review progress
- Regular focused feedback on continuing performance is provided to all employees with both verbal feedback to people at the time of observation and visual feedback on charts displayed in the workplace and provided in monthly briefings where detailed observational data is provided and discussed

To ensure the success of the Behavioural Safety Programme, USS is committed to:

- Leading from the top: the Managing Director commits to providing adequate financial and physical resources to ensure delivery of the policy requirements
- Visible continuing support from managers: It is the responsibility of all managers to show visible leadership and commitment to the process. They can demonstrate this by allowing the observers enough time to make their observations, giving praise and recognition to staff who work safely, encouraging employees to report health and safety concerns, providing the resources and help needed for improvements, promoting the initiative whenever and wherever they can
- Significant workforce participation: it is the responsibility of all staff to implement the policy, under the guidance of senior management, as full engagement is an essential part of making improvements