



# Our Safety, Health & Wellbeing Strategy

 **Zero incidents**  
**Zero harm**  
**Zero compromise**  
Keeping you **healthy** and **safe**, every day **at work**.

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## Francis Paonessa Capital Delivery Director

Safety, Health & Wellbeing is the first building block in our DNA.

In Thames Water, we have an expectation that everybody should return home safe, healthy and well every single day.

The decisions we take, and how we behave, ultimately determine whether this ambition is a reality and we all have a part to play in keeping ourselves, our colleagues and our customers safe, healthy and well.

Our Triple Zero vision of Zero Incidents, Zero Harm and Zero Compromise is the basis of everything we do and, to help us achieve this, we have developed seven aims which this strategy document is structured around.

Throughout this document you will see we have provided you with specific information and actions for each aim which should help you and your teams be successful in delivering our expectations. These must be applied throughout the whole lifespan of any project.

Thank you for your support.

Francis Paonessa  
Capital Delivery Director



# Introduction



## Aspirations for Safety, Health and Wellbeing in Capital Delivery

“We can achieve anything”

We aspire to create an environment that encourages a culture of care and concern that is intolerant of any level of harm and focused on protecting the health and enhancing the wellbeing of our people.

We want to create a culture where safety leadership is evident at every level and where we have a collaborative and mature approach to safety, health and wellbeing.

We need to ensure we work with our customers, both external and internal to Thames Water, looking at innovative solutions to ensure we deliver safe and reliable solutions for our Operational teams to deliver an exemplary service to our customers.



# Strategy

“In order to succeed, we must believe that we can”

Capital Delivery has aligned its approach to safety, health and wellbeing with that of Thames Water – therefore, we are asking that all our Partners and Supply Chain that work with us also adopted the ‘triple zero’ vision:

- Zero incidents
- Zero harm
- Zero compromise



Additionally, Thames Water have seven aims to action and are identified throughout this document.

- Leadership
- Competence
- Health & Wellbeing
- Safe Workplace
- Engagement
- Communication
- Performance and Improvement

We must also learn from incidents and work to our ‘Life saving commitments’, which are pictured at the end.

Thames Water have high ambitions for the safety, health and wellbeing standards and performance for all Capital Delivery works and have certain expectations that must be applied throughout the whole lifespan of any project.

In order to be successful, the key areas listed below should be embedded into the working processes and be available for all projects:

- Build on the success of AMP6
- Visible H&S Leadership at all levels
- Capital Delivery onboarding process
- High quality SHEWQ teams
- Best supervision and front-line managers - who we will support, coach and learn from
- Core SHEWQ standards – Through our Thames Water ‘Health and safety Hub’ - <http://www.healthandsafetyhub.co.uk>
- Develop a culture of engagement and collaboration
- Sharing best practice and learning through our Thames Water Health and Safety Forums
- Celebrate success by role modelling positive behaviors





## Leadership

“Leadership exists at all levels of an organisation and is key in making safety, health and wellbeing an essential part of everyone’s daily routine.”

Our people work in a demanding environment and may perceive competing priorities. Having committed safety leaders at every level of the organisation is key to ensuring that safety, health and wellbeing is always a core value and must never be compromised.

### Great safety leaders inspire people through:

- Their personal values and how they speak and act.
- Demonstrating genuine care and concern.
- Recognising good performance and constructively correcting the not so good.
- Commitment to be an organisation that learns with a ‘just’ culture.
- Challenging the norms and continually seeking to improve.
- Carrying out site inspections to provide governance and assurance back to Thames Water of the high standards being achieved

### Leadership self-check:

- Communicate a compelling and inspired health and safety vision?
- Demonstrate a sincerity and genuineness to others on health and safety issues?
- Energise others to drive change to improve health, safety and wellbeing?
- Act as a role model for others in demonstrating Thames Water’s health, safety and wellbeing values?
- Take appropriate action if health, safety and wellbeing standards are compromised?
- Establish a climate of transparency and trust where results are discussed openly?
- Commit to continuous improvement through empowerment and management by fact?
- Actively take part in positive conversations through engagement with teams during site visits and meetings i.e. SHE7 visits or Incident Review meetings?



## Competence

“Everyone must have the competencies to do their job in a safe and healthy way.”

Competence comes from the combination of training, skills, experience and knowledge that a person has, and their ability to apply them to perform a task safely. Other factors, such as attitude and physical ability, can also affect someone’s competence.

The essence of competence is relevance to the workplace. What matters is that there is a proper focus on both the risks that occur most often and those with serious consequences.

Competence is the ability for every director, manager and worker to recognise the risks in operational activities and then apply the right measures to control and manage those risks.

### We will strive to:

- Engage competent people with the skills, knowledge and experience to plan and work safely and make the right decisions.
- Enhance those competencies where necessary, through additional training or Assess the adequacy of supervisor skills and develop as necessary.
- Provide an onboarding programme within Capital Delivery as well as draw upon the facilities of the partner organisations for specific training.



## Health & wellbeing

“Health and wellbeing are essential in developing a healthier, happier and safer workforce.”

Health and wellbeing impact positively on our people's attitudes towards their work, making them safer, more productive and focused.

### We will strive to:

- Embed the Thames Waters Health Maturity Model within your business including any Supply Chain.
- Manage health in the same way as we manage safety.
- Eliminate health risks at design stage wherever possible.
- Carry out checks that employer's legal obligations for occupational health provision are being met.
- Allocate specific resources to Thames Water employees regarding their health and wellbeing.
- Engage and support our Supply Chain in developing their own health and wellbeing capabilities.
- Provide and make available health and wellbeing information and activities aimed at making a positive contribution to people's lives.
- Support and collaborate with our Partners and Thames Water teams to ensure all of our people are fit for work and ensure health surveillance programmes are available.



## Safe workplace

“It is important to ensure that everyone has a safe and healthy place to work, whether in an office or on site”

Having exemplary standards in the workplace is key to keeping our people healthy, safe and well. People's work environment influences their productivity, their general attitude towards work and their safety, health and wellbeing.

Capital Delivery will therefore expect you to provide good quality facilities on sites for your teams, including welfare and offices that are properly maintained, cleaned and inspected.

A tidy site is a safe site; therefore, all work areas are to be well maintained and kept free from debris.

Designated access routes are to be provided and all materials and equipment must be properly stored when not in use. Slips and trips need not be a cause of injuries if everyone takes care of their working environment.

Formal inspections and audits of workplaces will be carried out. However, in the spirit of 'zero compromise', we want everyone to challenge unsafe acts and conditions, make the area safe and then report it.

**‘See it, Sort it, Report it’**, is a simple process that enables everyone to participate in keeping our workplaces safe and healthy.

Record the details on the Thames Water incident reporting system.







## Engagement

“Safety, health and wellbeing are collective responsibilities – everyone needs to be involved.”

We're passionate about achieving excellence in health and safety through engagement and collaboration, minimising risks and raising awareness amongst everyone who works for us.

We will work with all of our Partners and Supply Chain to develop simple and effective risk identification and control measures that have the buy in of those doing the work.

The thoughts and ideas of everyone are valued and are important in improving health and safety. We will provide both formal and informal mechanisms for people at all levels to have their say about health, safety and wellbeing.

In order to be at the forefront of best practice we will both learn from others and disseminate our learning through the wider community of Thames Water, its Supply Chain and industry wide forums.

This will include those in certain roles being invited to forums specifically set up to engage with others within the business such as our designers and technical communities.



## Communication

“Communication is an essential enabler for creating a successful health and safety culture.”

We will focus on why health, safety and wellbeing is paramount. How we want people to contribute, listening to their views on how best to improve.

### We will strive to:

- Create a clear safety, health and wellbeing communications plan aimed at providing regular and simple messages.
- Provide communication and consultation forums such as inductions and feedback sessions that are relevant to the audience and allow them to contribute.
- Ensure that our communications strike a balance between celebrating success and learning from unplanned events.
- Ensure that key learning points from incidents are communicated in a timely manner post investigation.

- Promote 'Visual Standards' that translate our expectations and requirements into easy to understand key messages.
- Ensure that our health and safety communications are shared across the widest possible audience both within Capital Delivery and external to Thames Water via the 'Health and Safety Hub', to bring about industry wide learning.  
<http://www.healthandsafetyhub.co.uk>





# Performance and improvement

“Striving for excellence in health and safety makes good business sense”

Exceptional performance comes from continual improvement. We are committed to be a learning organisation that listens and takes consistent action to eliminate the potential for harm or loss.

We aspire to the creation of a ‘just culture’ where openness with respect to reporting incidents and non-compliance issues will be encouraged and potential negative interventions and consequences from leaders are only used as a last resort.

## We will strive to:

- Set challenging targets for our health and safety performance.
- Use both leading and lagging indicators to measure our health and safety performance and to drive the right behaviours.
- Develop mechanisms to gauge the level of cultural maturity of the organisation and our suppliers.
- Include health and safety performance as a key consideration in the selection of suppliers and hold them to account for delivery against our health and safety aspirations and targets.
- All high potential incidents or those that lead to loss i.e. RIDDOR, lost time injuries etc. will require executive led incident reviews.
- Learn from incidents by understanding the causal factors and the behaviours and decisions that led to the incident.
- Develop and share Learning Bulletins after incidents have been investigated and reviewed.
- Carry out routine inspections and audits that identify and praise good practice as well as any areas for improvement.
- Publicise our successes to engender a real sense of achievement and pride in those involved.

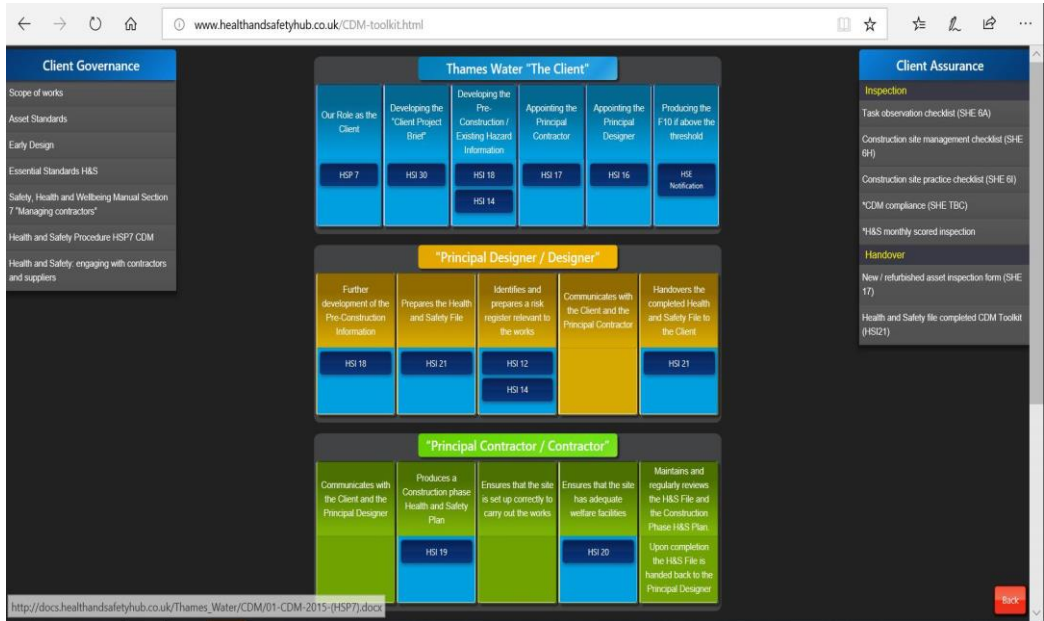




# Responsibilities for Health and Safety

- Each Partner has the general duties of an employer for those people it employs and a duty of care to others who may be affected by their work. They also have duties to comply with all relevant legislation and work to the Thames Water standards. Partners will ensure their people are not required to do work that cannot be done safely.
- Thames Water has specific responsibilities as the ‘client’ for the construction activity under the Construction (Design and Management) Regulations 2015 (CDM) and have appointed an individual to ensure that its duties are properly discharged.
- All Partners and parts of the Supply Chain have specific CDM responsibilities as Principal Designer/ Designer and/ or Principal Contractor/ Contractor for the work they manage and will be defined within the contract agreement.
- All individuals will be equipped and trained to work safely. They will be expected to assess risks, look after themselves and look after their ‘mate’.

This high-level process and all relevant documentation can be found on the ‘Health and Safety Hub’, within the CDM toolkit: <http://www.healthandsafetyhub.co.uk>



# Organisation and Arrangements for Health and Safety

It is a requirement for all Partners to apply their own health, safety and wellbeing policies and communicate them to their employees. However, in order to ensure commonality and a consistent approach, Thames Water have a suite of standards that have been identified as a minimum requirement for anyone working on their behalf to adopt, they are essential and core to their Health and Safety Management System.

These can be found on the ‘Health and Safety Hub’ and must be included in any safe system of work or methodology used for work activities.

Other specific arrangements that must be adopted include:

- The Capital Delivery Leadership Team will be supported in terms of HSW by the Head of HSW for Capital Delivery

- The active involvement of all Capital Delivery and Partner Leadership members in health and safety through, amongst things, regular health and safety focused visits to our projects (‘SHE7’ visits).
- Engagement of the Corporate H&S Directors of all Partner companies at a Capital Delivery forum.
- Provision of health and safety specialists for each Partner, whose role includes the maintenance and implementation of the Thames Waters Safety, Health and Wellbeing Essential and Core Standards, including to the Supply Chain.
- Project teams are actively involved in all relevant Thames Water forums, including designer and technical communities.

## Concluding Remarks

We are all committed to ensure that everyone goes home safe, healthy and well every day. This can only be achieved if we all work collaboratively and we listen and learn from each other to deliver our triple zero vision of zero incidents, zero harm and zero compromise.

Work related injuries and illness are preventable and we will relentlessly pursue this agenda for the benefit of all.



# A Learning Team

Our Life Saving commitments are based on learning from the past.

Thames Water is an organisation that learns from incidents so we can prevent reoccurrence and further reduce risk of injury to those working with us. Our Lifesaving Commitments have been created using the lessons learnt from incidents which have occurred in the past. We will always strive to reinforce our Triple Zero vision of Zero Harm, Zero Incidents and Zero Compromise. Our Lifesaving Commitments are a reflection of this ethos.



