

ROLLS-ROYCE

HEALTH, SAFETY & ENVIRONMENT STANDARDS FOR “CONSTRUCTION” CONTRACTORS

For work controlled under HSE MS 18

November 2024

CONFIDENTIAL

This document HSE_MS_18_10 is for ballot - November 2024

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A. DEFINITIONS

In this document the following definitions apply:

“The Company” – Means **Rolls-Royce** plc and any subsidiary company of Rolls-Royce plc.

“Customer” – means the company acting as the Client for the project

“Project Lead” – means the Rolls-Royce person who will act as the primary point of contact between the Company (where Rolls-Royce is the Client/Customer), and the stakeholders as defined according to Management Standard MS-18.

“Main Contractor” - A recognised company not owned or employed directly by Rolls-Royce that has been engaged to undertake specific work on Rolls-Royce premises or work on behalf of Rolls-Royce on a customer’s premises. They are required to manage, monitor and coordinate “construction” activities in accordance with MS18-03 (“Role of the Main Contractor”).

“Contractor/sub-contractor” - A recognised company that has been engaged the Main Contractor to undertake specific work on Rolls-Royce premises or work under direction and instruction from the Main Contractor on a customer’s premises (as defined by MS18-05 (“Role of the Contractor”))

“Construction” – Construction is defined as being:

- Demolition – the demolition, deconstruction, dismantling of buildings, facilities or structures
- Construction – the building, renovation, conversion or alteration of buildings, facilities or structures
- Installation – the installation, assembly, or fitting out of facilities, equipment and machinery.
- Removal – the “stripping out”, clearing, and removal of facilities, equipment and machinery.
- Commissioning and decommissioning of facilities, equipment and machinery.

B. SCOPE & PURPOSE

This standard applies to all Rolls-Royce controlled premises for “construction” works undertaken using the Management Standard for Construction & Installation Projects HSE MS 18. This standard shall be considered by the Contractor as Client Requirements for

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HS&E under the contract terms between Rolls-Royce and the Contractor. This standard defines the minimum requirements for managing the Health, Safety and Environmental aspects of Construction projects through design, planning, and the ongoing management of buildings, infrastructure and facilities on any Rolls-Royce site.

All Main Contractors shall inform their contractors sub-contractors and employees of the content of this company standard and shall monitor their compliance with it during execution of any work.

The Company requires all contractors that undertake work on its behalf to make proper provision for the health, safety, and welfare of their employees and to ensure that their activities do not present a significant risk to the health and safety of others, such as the Company's employees, other contractors, or members of the public. Contractors are also required to prevent environmental incidents and avoid or minimise any environmental impact from their activities while undertaking work. Contractors are expected to meet all applicable legal requirements in addition to the standards set out in this document.

C. LEGAL & CONTRACTUAL

- i. Contractors are expected to meet the standards in this document, considering the following specific HS&E conditions:
- ii. This document is part of the Standard Conditions of Work on Site (forming part of the contractual terms between the Company and the Main Contractor). Failure to comply with these standards will be considered a breach of contract.
- iii. In all matters arising in the performance of the contract the contractor must comply at his own expense with relevant statutory obligations, the minimum standards set out in this document and recognised good practice, which underpin the Company HS&E Policy. Additional rules and conditions may be introduced to deal with local situations. Such rules etc. will be in addition to and not in substitution for requirements contained in this document.
- iv. This document does not encompass every aspect or hazard that may arise, nor does it relieve any Contractor of their responsibility to their employees, or of their liabilities under the conditions governing any contract they may have entered into with the Company.
- v. When the arrangements with the Company permit sub-contracting, Main Contractors are responsible for appointing competent suitably resourced "Sub-Contractors" and for ensuring that each of their sub-contractors is in possession of these Standards and comply with them.
- vi. Prior to work commencing the Main Contractor must arrange an effective system of liaison between his nominated representative and the nominated Company Contact. The arrangements must ensure local management/supervision are informed before work commences.
- vii. Contractors/ sub-contractors and their employees shall not carry out any practice or process with a foreseeable risk to health, safety, property, or the environment (whether or not such practice or process is specifically mentioned in this standard) unless appropriate risk assessments have been made, method statements/or safety plans prepared, and suitable precautions taken as agreed with the main Contractor. For example, contractors must inform the Main Contractor of any planned activity which may impact upon the health and safety of Company employees. It is essential that the standards applicable to the work being undertaken are incorporated into method statements and/or safe working procedures. All applicable controls for identified risks should be recorded in the Construction Phase Health and Safety Plan.
- viii. Contractors/ sub-contractors and their employees must be competent for the tasks they are to perform. Evidence of suitable training and appropriate certification will be required. Health and Safety passport schemes are recognised by the Company. All contractors' employees and sub-contractors' employees must be made aware of their duties under local health and safety legislation and those imposed by the standards in this document.
- ix. The Main Contractor and/or their appointed contractors/sub-contractors shall be liable in accordance with the conditions of this standard for any damage suffered by the Company or third parties in connection with work to be undertaken by Main Contractor and/or their appointed contractors/sub-contractors. The Main Contractor and/or their appointed contractors/sub-contractors shall be liable for any damage to persons, materials, and property, on the basis of legal provisions, inclusive of the personal liability of any of its agents and employees that occurs in connection with the performance of and on the occasion of the work covered by the present contract. The Main Contractor and/or their appointed contractors/sub-contractors shall be liable both for the faults of its personnel and for its own faults.
- x. Civil liability lawsuits in the event of infractions of legal provisions or of the provisions in this standard by the Main Contractor and/or their appointed contractors/sub-contractors shall be at the latter's expense. The right is reserved to cancel the contract without notice in the event of infractions.
- xi. The Main Contractor shall insure itself to an adequate level and at its own expense against the risks and liabilities arising from the contract with the Company, of which, the requirements of this standard are an integral part. The contractor shall supply evidence thereof where required. The Main Contractor shall likewise ensure that their appointed contractors/sub-contractors are insured to a suitable level.

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D. SELECTION, CAPABILITY & COMPETENCE

Main Contractors are generally expected to implement a health and safety management system comparable with the requirements of ISO 45001 and an appropriate environmental management system comparable with the requirements of ISO 14001. Where this is not possible, Main Contractors must be able to demonstrate how HS&E risks to which they are exposed or that are inherent within their work approach (tools, techniques, materials) are being managed and controlled.

All Main Contractors will be subject to the Company's selection procedures. These include pre-contract assessment and appraisal of both commercial and health, safety and environmental (HS&E) competence, resourcing, and performance.

The Main Contractor is required to respond to requests for information made by The Company in respect of pre-engagement assessment prior to working on site. For HS&E The Company may also use an external vendor assessment service and accreditation of the contractor to these services may satisfy the requirements of The Company.

The HS&E performance of all main Contractors successful in the selection process will be monitored periodically and if agreed standards are not met the Main contractor may be removed from being one the Company's approved contractors.

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1.0 - HS&E STANDARDS TO BE MET PRIOR TO ENGAGEMENT ON COMPANY CONSTRUCTION PROJECTS

1.0.01 Construction Works

Construction work is hazardous by its very nature. It carries risks not only associated with the inherent nature of the work, but also the variable, temporary and often unfamiliar workplace environments within which it is undertaken. All Projects related construction work where more than one contractor is engaged must be managed as defined the under Rolls-Royce Management Standard HSE MS 18.

Main Contractors engaged by the company for construction projects on their facilities or sites must ensure they have suitable and proportionate management arrangements in place in order to successfully manage health and safety on their project. These arrangements should clearly identify how the Main Contractor will “plan, manage, monitor and coordinate” construction activities and by doing so demonstrate:

- Safe planning of the work, taking account of the principles of prevention so the risks involved are managed from start to finish.
- Appointment of the right people for the right job at the right time.
- Co-operation and co-ordination of the work with all other contractors, stakeholders and parties.
- Provision of information about hazards and risks and enabling them to be controlled.
- Effective communication across those who need to be involved.
- Engagement with workers about the control of risks in the workplace.

***NB - All other construction work (“minor works”) must be managed as a Minor Project under HSE CS06
It is the responsibility of the Project Lead to determine the application of HSE CS 06 or HSE MS18***

1.0.02 Responsible Stakeholders

The Company shall ensure that the following parties are appointed on any project that undertakes Projects related Construction work under HSE MS18:

- “The Customer” (Rolls-Royce).
- The Project Lead (Rolls-Royce).
- Project Health and Safety Coordinator (this may be Rolls Royce (including the “Client-Side Design Team”) or an external contractor/consultant)
- Designers
- Main Contractor (The Contractor appointed by Rolls-Royce to manage the project and coordinate construction activities)
- Other Contractors (including Sub-contractors)

The Main Contractor shall provide the Project Lead with their specific arrangements for the management and coordination of Health and Safety for each project (The Construction Phase Health and Safety Plan). Work must not continue until The Project Lead has confirmed in writing that they have read and approved the plan as being suitable and sufficient. The Project Lead must also receive and approve in the same manner any subsequent revisions of the plan.

1.01 Information to be provided by Rolls-Royce.

You will be provided throughout the project with project relevant pre-construction information relating to the site (such as ground condition information, surveys, or services locations and drawings) and any significant HS&E issues which may affect your activities when working for the Company. This will include the identification and provision of any specialist Rolls-Royce control standard if applicable by the Project Lead. It may also consist of:

- General information about the project, such as client brief or key dates of the construction phase
- Information about the planning and management of the project, including the resources and time allocated to each stage of the project, and the arrangements for ensuring there is cooperation between stakeholders.
- Information relating to the health and safety hazards on site, such as:
 - contaminated ground (HAZMAT surveys)
 - hazardous materials such as asbestos or lead within the site
 - locations of services requiring protecting, isolating, draining down or diverting.

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- Unusual design elements
- Any information from existing health and safety files
- General building/site information (such as any site-specific requirements)

If you do not receive HS&E information, you must request confirmation from your Project Lead regarding potential hazards your employees may face whilst working on site.

In the event of any gaps in this pre-construction information being recognised by any stakeholders (including yourself), the relevant stakeholders will be notified; the gaps in information will be recorded to identify any further reports or surveys that might need to be performed and results provided.

1.02 Information to be provided by the Main Contractor.

As the Main Contractor engaged on the project you should ensure that suitable management arrangements for the construction phase of the project (including emergency arrangements, Health, Safety and Environmental controls, and welfare facilities) are in place. This should be formally documented in a plan which shall be known as a **Construction Phase Health and Safety Plan**. This plan should be regularly reviewed (and if necessary, amended) throughout the construction phase of the project. This plan (including any subsequent reviews) should be made available to all contractors and sub-contractors engaged on the project. The Project Lead must also receive and approve in the same manner any subsequent revisions of the plan.

Suitable risk assessments must be carried out by the Main Contractor, contractor and /or sub/contractor with clear description of controls to be applied to all hazardous activities and substances involved in their work. This assessment must take due account of the information received from Rolls-Royce, together with the hazards inherent in the methods, tools and equipment required to carry out the work. An appropriate method statement and/or safe system of work must be drafted to communicate the safe working procedures which must be accepted by the Main Contractor then implemented by the contractor and kept available for inspection. Once implemented, Safe Systems of Work should also be regularly reviewed to ensure they remain suitable and sufficient, and that risks are correctly managed.

1.03 Pre-Start Site Meeting

Prior to the commencement of work the Main Contractor and the Project Lead (and where applicable, other stakeholders) will agree the main areas of concern and the controls to be applied. This will include work where, due to heightened levels of risk, a dedicated permit to work system will apply.

Work involving the following High Consequence Hazards will require the use of Permit to Work (PTW) systems and accompanying Safe Systems of Work:

- ✓ **Hot Work**
- ✓ **Hazardous Substances or Services** – Work to sever jointing and/or remove containment.
- ✓ **Confined Spaces**
- ✓ **Ground Disturbance** / interference with buried services
- ✓ **Disablement of emergency facilities**
- ✓ **Work at height** (non-routine or in close proximity to a hazard such as a gantry crane or conductor)
- ✓ **Radiation** (non-routine)
- ✓ **Asbestos**
- ✓ **Isolations of Energy**
- ✓ **Electrical** – high voltage (>1000Vac or 1500Vdc) or non-routine work

All work will be recorded by the Main Contractor and Project Lead, and all applicable stakeholders notified; affected local area controllers, such as manufacturing cell managers shall be informed of work plans during the pre-start process.

Where required through the Contractors own organisational arrangements, additional permits and associated procedures may be implemented, and should be recorded in the Construction Phase Health and Safety Plan.

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2.0 - HS&E STANDARDS TO BE MET WHEN ARRIVING ON SITE

2.01 Signing-in and security pass.

Contractors working on non-Rolls-Royce sites on behalf of the Company must adhere to the host company's security processes.

All employees of the Main Contractor including that of any contractors/sub-contractors engaged must sign in on arrival at site and sign out at the end of each shift and be issued with a security pass which must be worn at all times. The Main Contractor should also implement their own site signing in process to record and manage site attendance.

No contractor's vehicles may be brought onto any Rolls-Royce site without a valid vehicle pass being displayed or registration of the vehicle with Rolls-Royce. For the first visit to site the contractors are permitted to park in the "visitors parking area" to receive their initial instructions and security clearances.

2.02 Site induction.

No work shall commence until contractors have completed an appropriate site induction, provided by the Main Contractor as defined under MS18-03 (7). The induction should be site specific and be relevant to the size and scope of the work, and level of risk involved; it should cover project arrangements including local hazards and procedures and site-specific emergency arrangements. It should also cover mandatory Rolls-Royce Health, Safety and Environmental requirements.

It is expected that all contractors/sub-contractors/employees engaged shall comply with all requirements set out in the Site Induction they receive.

Site induction should include as a minimum:

- Main Contractors Senior management commitment to health and safety.
- An outline of the project.
- Management contacts of the site (for example who the site manager is).
- Site-specific health and safety risks, for example any requirement to work near overhead cables.
- Control measures on site, for example site rules, vehicle and pedestrian segregation, PPE, temporary electrics, and site restrictions such as delivery arrangements.
- Dealing with emergencies including first aid arrangements.
- Accident and incident reporting arrangements.
- Training details, for example provision of toolbox talks and task briefings.
- Arrangements for consulting the workforce on health and safety.
- Individual workers' responsibility for health and safety.

The Company's specific health, safety and environmental requirements (in particular Zero Harm and/or 10 lifesaving rules) should also be included.

A site induction should also be provided to those not regularly working on site, such as site visitors, and be tailored to suit the nature of their visit and knowledge of the project.

2.03 Authorisation to start work.

The Main Contractor shall provide the Project Lead with their arrangements for management and coordination for the project (The Construction Phase Health and Safety Plan). **Work must not continue until The Project Lead has confirmed in writing that they have read and approved the plan as being suitable and sufficient.** The Project Lead must also receive and approve in the same manner any subsequent revisions of the plan.

2.04 Permit to Work – for prescribed high consequence hazards.

A PTW is to be used for prescribed situations (as listed above ref 1.3). The requirements of a PTW should be clearly defined in the arrangements of the Construction Phase Health and Safety Plan.

The instructions contained in a permit to work for high consequence hazards must be strictly adhered to. No work relevant to the permit to work may commence before any relevant permit is issued and no work other than that detailed in the permit may be carried out.

The Main Contractor and/or contractor's/sub-contractors supervisor or manager in charge of the works will be required to sign their acceptance of the conditions set out in the permit to work. The employees of the Main Contractor and/or contractor's/sub-

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contractors concerned must be made fully aware of the permit to work conditions, by the Main contractor's supervisor or manager in charge, and comply with them.

Note - In some countries the term "permit" is used culturally for general works permissions. All general work permit's must not be seen as PTW to control prescribed High Consequence Hazards.

3.0 GENERAL HS&E STANDARDS TO BE MET WHEN WORKING ON SITE.

This section contains requirements that apply generally to a Main contractor's (and their appointed contractors/sub-contractors) activity on site, and are expected to be covered in the arrangements of the Construction Phase Health and Safety Plan. These standards will always apply and are not specific to any situation. Additional standards are included in section 4.0 that are situational and apply when relevant.

3.01 Personal Responsibility for HS&E – Rolls-Royce' Life Saving Rules.

In support of the Company's drive for Zero Harm, Rolls-Royce has identified ten H&S circumstances that carry serious consequences to individuals. They also have, easy to understand control measures that if applied are reliable in preventing harm.

The Company lists these as our "Life Saving Rules". These are non-negotiable behaviours that every one of us must follow every day. There are five things you must always do and five things you must never do.

Our Life Saving Rules are:

- **ALWAYS wear your seatbelt and obey the speed limit.**
- **ALWAYS speak up to report unsafe acts or conditions when you see them.**
- **ALWAYS protect yourself against falls and use the specified protective equipment when working at height.**
- **ALWAYS wear mandated PPE (personal protective equipment) correctly.**
- **ALWAYS adhere to the approved lifting methods.**

- **NEVER use or programme a handheld device when driving.**
- **NEVER work or drive under the influence of drugs or alcohol.**
- **NEVER assume electrical equipment is isolated – ALWAYS test before touch with approved equipment.**
- **NEVER deactivate or bypass safety critical equipment such as interlocks and guards when using machinery.**
- **NEVER enter a confined space unless trained and authorised.**

The Company expects the management and supervisory staff of all Contractors to make these rules clear to its employees, to communicate them and take leadership action towards them. The Company reserves the right to remove individuals from site that do not abide by these life-saving rules.

A copy of these rules as a poster is provided in the Appendix.

3.02 Substance Abuse

The Main Contractor should inform their Contractors, subcontractors, and their employees that the Company reserves the right to test all persons on its premises for substance abuse.

Any person found in possession of alcohol or illegal substances, or whose performance is impaired by them will be removed from site; in this instance the Main Contractor will be notified immediately.

3.03 General HS&E Risk Management

The Main Contractor engaged on the project should ensure that the management arrangements for the construction phase of the project - the **Construction Phase Health and Safety Plan** - addresses all hazards and associated foreseeable risks for the project. This plan should be regularly reviewed (and if necessary, amended) throughout the construction phase of the project. This plan (including any subsequent reviews) should be made available to all contractors and sub-contractors engaged on the project. This information will enable contractors engaged to suitably plan their own works, identify and control any foreseeable risks associated through their activities, and identify any specific tools, equipment, machinery or PPE that is required in order to perform their activities safely. In the event of any previously unidentified hazards becoming apparent, the contractor should stop work and engage immediately with

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the Main contractor and any other stakeholders to mitigate any newly identified risks. Where required this should be recorded in the Construction Phase Health and Safety Plan as previously stated in 1.02.

3.03.1 The Principles of Prevention

When compiling their project specific Construction Phase Health and Safety Plan, Main Contractors engaged on the Company's projects must clearly and carefully plan how they will carry out their work safely and with regard to the health of those working on site. When identifying appropriate control measures, Main Contractors should take into account and apply the general **principles of prevention**.

1. avoiding risks;
2. evaluating the risks which cannot be avoided;
3. combating the risks at source;
4. adapting the work to the individual, especially as regards the design of workplaces, the choice of work equipment and the choice of working methods;
5. adapting to technical progress;
6. replacing the dangerous by the non-dangerous or the less dangerous;
7. developing a coherent overall prevention policy which covers technology, organisation of work, working conditions, social relationships and the influence of factors relating to the working environment;
8. giving collective protective measures priority over individual protective measures; and
9. giving appropriate instructions to employees.

The principles of prevention should be considered at all stages of the project, and continually reviewed to ensure the effectiveness of control measures.

Example: planning work at height

The following questions illustrate how to apply the general **principles of prevention**.

- Is work planned and precautions identified to make sure work can be carried out safely?
- Can working at height be avoided by using different equipment or work methods (or can it be avoided at all)?
- Can equipment that will prevent a fall be used, such as scaffolding or a mobile elevating work platform (MEWP)?
- Can measures be put in place to reduce the distance and consequences of a fall, such as nets, soft-landing systems or safety decks?
- What information, instruction and training should be provided?
- Have all the options been considered and is access to height gained using the safest means possible

3.03.02 Risk Assessments and Method Statements

Before work commences, The Main Contractor is required to ensure that all work is suitably planned managed and coordinated; a suitable and sufficient safe system of work, otherwise known as a Risk Assessment and Method Statement ("RAMS") must be completed by contractors (and sub-contractors) engaged to perform the work. The RAMS should consider all hazards relevant to the work location together with the hazards that are relevant to the work method, tools, materials substances and techniques to be used, and should also take into consideration the principles of prevention.

The Risk Assessment and Method Statement must then be approved and retained by the Main Contractor before starting, and for inspection throughout the duration of the works. Risk Assessments and Method Statements must be signed by those performing the work to demonstrate they understand the and accept the requirements.

The risk assessment must be prepared and retained by the Contractor for acceptance by the Contact before starting, and for inspection throughout the duration of the works.

3.04 Dynamic HS&E Risk Management (For Emergent and Unforeseen Risk)

Whilst general risk management for all work will require that the risk assessment and the required safety controls are documented before work is undertaken, all contractors must expect these original plans to become unsuitable when unforeseen circumstances arise. This may be from a new hazard or from a change in personnel or any other change that emerges after work has started.

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Main Contractors/Contractors/sub-contractors must apply an approach to work that expects changes to take place and actively looks for these changes on a regular basis. The original risk assessment and controls must be revised when they cease to be effective following changes to the work method or environment, this may be in the form of a dynamic or point of work risk assessment.

Main Contractors are expected to ensure their contractors, sub-contractors and staff understand clearly, the need to STOP WORK when circumstances are changed, and the current plan is unsafe. The Company Project Lead must be informed, and they are expected to support the Main Contractor/Contractors in such events.

3.05 Supervision

Main Contractors will be required to ensure all activities under their control are suitably planned, managed, coordinated and monitored. Arrangements for supervision, including the names of nominated supervisors shall be detailed in the Construction Phase Health and Safety Plan. The Contractor's nominated supervisors shall be responsible for ensuring work planning is adhered to and complied with, this will include (not exclusive): Risk Assessments, Task Hazard Analyses, Job Safety Analyses, Method Statements, Permits to Work or any similar approach. They are also responsible for ensuring work stops when it becomes known to them that any planned work method or control is unsuitable or unsafe due to any change in circumstances.

3.06 Competent Workforce – Employees of Contractors and Sub-Contractors

Main Contractors shall ensure that all persons arriving on the Company's premises to undertake work for them, including their direct employees and the employees of any subcontractor that they have engaged with, are appropriately trained and competent to undertake the work and to use and/or operate any tool, machine, or piece of equipment that they require during the works.

Contractors are expected to provide details of relevant training certification of its personnel within the risk assessment / method statement submitted at work authorisation stage. These certificates must be current and remain in date for the period that the work takes place on the Company's premises.

3.07 Personal Protective Equipment (PPE)

The project Construction Phase Health and Safety plan is expected to define the minimum PPE required for all contractors undertaking construction work on The Company's premises or sites includes safety footwear and Hi-visibility vest, these are to be worn at all times. Additionally The Main Contractor will identify through risk assessment and record in the Construction Phase Health and Safety Plan if any specific personal protective equipment (PPE) is required, for designated activities or work areas. The Contractors engaged must provide suitable PPE to their employees who must always use it when in the designated areas as defined in the Construction Phase Plan and site induction and keep PPE clean and properly maintained.

Contractors/subcontractors engaged shall undertake a risk assessment to determine the task specific PPE required by workers for its own work activity. The Contractor and its subcontractors shall identify all PPE requirements in the "RAMS" for the activity and provide their employees with all necessary personal protective clothing and equipment and ensure its proper use and maintenance.

3.08 Shared Workplaces – interface with operations

Work must not commence over or in proximity to the Companies working areas, gangways, or roads until precautions to ensure the safety of all persons and property have been agreed with the Project Lead. Suitable barriers to delineate the Main Contractors defined construction areas, and warn against and prevent unauthorised access, should be used.

Main Contractors must display prominent signage stating when their Contractors/subcontractors and employees are working, including (but not limited to) overhead working, lifting operations, and plant activity. Additionally, they must notify the area appointed/responsible persons and occupants prior to commencing and maintain their own work within a defined and protected area. Unauthorised access to the work area must be prevented (including by the Company's staff).

When producing safe systems of work and assessing risks, due consideration should also be given to the Company's mandatory PPE requirements for any production workplaces, where the contractors activities might overlap or adjoin.

3.09 Housekeeping

The work site must be kept in a clean, orderly, and safe condition during the work. When the work has been completed all equipment and any excess or waste materials must be removed by the contractor.

3.10 Communication (HS&E)

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Sharing information concerning the work to be undertaken, the hazards involved, and the controls required to carry out the work safely is a critical and key requirement. All contractors are expected to maintain regular communications with the company's Contact, local area controllers and the workforce undertaking the work.

Main Contractors are expected to undertake daily communication events with their contractors/sub-contractors (and any other stakeholders) at the start of a working shift to confirm understanding across all affected parties with respect to planned work, HS&E hazards, any changed circumstances, and controls.

Additionally Main contractors are expected to freely report and communicate on the event of any change to plans, work circumstances or the arising of any unforeseen hazards. The Company's Project Lead is expected to be a trusted partner in the ability of each party to share important information.

3.11 Incident Reporting (Injuries, Near Misses, Observation, Damage)

All HS&E incidents of harm or damage, injury, dangerous occurrences, unsafe conditions, "near misses" HS&E incidents whether they be to personnel, property or the environment must be reported promptly to the Project Lead. The Main Contractor will be required to provide the Project Lead with a detailed incident investigation.

Contractors shall respond to and provide relevant information relating to requests from the Project Lead regarding incident data relevant to the contractors work on the Company's sites and premises.

3.12 Emergency Arrangements

The Main Contractor is required to clearly detail the emergency arrangements for the site within their Construction Phase Health and Safety Plan. These arrangements should also be communicated in the site induction.

These arrangements should include (but not be limited to):

Medical/Injury

- Address/contact numbers for local hospital
- Location of first aiders/first aid kit.
- Emergency contact numbers
- Specific first aid requirements.
- Escalation process for significant injury

Fire

- Address/contact numbers for fire & Rescue Services
- Means of raising the alarm in case of fire
- Emergency contact numbers
- Fire evacuation plan
- Fire-fighting procedures (particularly in relation to any specific risks)

Police

- Address/contact numbers for Local Police

The Company

- Any specific/relevant contact information, such as company representatives (the Project Lead) or security/emergency response contacts.

The Construction Phase Health and Safety Plan should also clearly identify any meeting points, contact information and directions from the site main gate to the site boundary.

All project emergency arrangements should also consider any specific Rolls-Royce requirements particular to the site and/or business the site is located on.

4.0 SITUATIONAL HS&E STANDARDS TO BE MET WHEN WORKING ON SITE.

This section contains requirements that apply to specific circumstances or situations during the work on site. These are common or frequently occurring requirements about which work at Rolls-Royce will always require knowledge of and compliance with and should be clearly detailed within the arrangements of the Construction Phase Health and Safety Plan.

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Note - This section is listed Alphabetically by issue/situation.

4.01 Access Restrictions

Contractors' employees will not be permitted to enter areas to which access is restricted without the permission of the Contact. Persons under the age of 18 years of age and non-working animals must not be brought on to Company premises or sites.

4.02 Asbestos

Do not start work of an intrusive nature concerning the fabric of a buildings or structure, without confirming the absence of asbestos materials. If asbestos is present, the Contractor must always comply with legal requirements and procedures, as agreed within the Contact.

Anyone who disturbs asbestos that has deteriorated or been damaged and is releasing fibres, can be at risk of asbestos-related diseases such as lung cancer. Anyone whose work involves drilling, sawing, or cutting into the fabric of premises could potentially be at risk. If suspect material is found STOP IMMEDIATELY, discuss with the Project Lead, and agree the way forward.

4.03 Chemicals

Contractors must store materials safely in agreement with the requirements set by the Project Lead. Incompatible materials must not be stored together, e.g. acids and alkalis. For example, any bulk storage of hazardous liquids, oils and fuels etc. used by the contractor must be provided with suitable secondary containment and protection against impact damage. There must be secondary containment at filling and discharge points; if access is not restricted, they must be locked. Decanting of any materials must take place within secondary containment.

If surface water could be polluted and drains or ground contaminated during the storage or transportation of liquids, suitable spillage response kits must be provided by the contractor. Employees must be suitably trained and competent in their use.

All material brought onto site in tanks, drums or other containers must be suitable for the substances, properly marked with the name of the material and, where necessary, relevant hazard and safety information displayed and or communicated to the Project Lead.

4.04 Company Equipment (use of)

Use of the Company's tools, plant, vehicles, materials or substances or other equipment is not permitted. Exceptions can be made as part of the contractual arrangements or in special circumstances by agreement with the Project Lead.

4.05 Company Utilities & Services (use of)

Contractors must not make use of Company services such as electricity, gas, water, or compressed air supplies for supplying power to portable tools, temporary lighting or any other purpose unless agreed with and arranged by the Project Lead and/or applicable Company Stakeholders. Any permission granted by the Contact may be subject to conditions, which must be followed.

4.06 Compressed Gases and Flammable Liquids

Prior notification must be given to the Project Lead of any intention to use welding equipment, blow lamps or any open flame anywhere within the Company's premises. Such work must only proceed with the authorisation of the applicable stakeholder after additional control measures, including a Permit to Work for hot works, have been identified and agreed. In designated areas open flames and "hot work" is prohibited, and notices are posted to this effect.

All compressed gas cylinders must be stored in the open air, always secured in an upright position and acetylene cylinders must be kept separate from oxygen and flammable gas cylinders such as propane, butane, etc. All oxygen and acetylene cylinders must be fitted with suitable flashback arrestors. Full cylinders should be segregated from empty cylinders and any incompatible gases in the designated storage area. The storage location must be agreed with the Company's local fire officer or safety adviser. Flameproof equipment or equipment with equivalent protection must be used in designated areas when highly flammable substances are present. Safe methods of working must be agreed with the Contact before work commences.

4.07 Confined Spaces

A Permit to Work will normally be required to work in a confined space, (ref 1.03 and 2.04). Confined spaces include pits, sewers, drains and tanks, etc. Work in a confined space must not commence unless the Project Lead and/or applicable Company Stakeholders /Permit Issuer has authorised it.

4.08 Debris, dust and FOD (Foreign Object Debris)

The contractor shall ensure that suitable measure are in place to manage the spread of dust and debris while on site. Where necessary, pedestrian routes should be suitably protected by means of debris/dust netting in order to protect pedestrians from the effects of dust and/or stray debris. Due consideration should be given for the control of debris and materials which might be considered a "FOD" risk. Where activities create dust, the contractor should ensure suitable physical controls such as water suppression are implemented to control the dust at source.

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4.09 Drains and Watercourses

Use of Company drains, or sewers must be agreed with the Project Lead and/or applicable Company Stakeholders to ensure any liquid waste entering them does not contravene any effluent discharge consent. Where necessary the Project Lead will provide details of the Company's drains to ensure that surface water drains are not confused with drains to sewer etc.

Waste liquids must not be discharged into surface water drains under any circumstances. Where site drains are colour coded then surface water drain grills are normally coloured blue and foul drains coloured red. This must be confirmed with your Contact.

Site roads must be regularly cleaned and kept free from deposits to prevent silt, oil or other materials entering any drain or watercourse.

The washout from concrete mixer lorries must not be allowed to flow into any drain or watercourse.

4.10 Electricity

All electrical work shall be carried out on a dead/de-energised circuit. Only when it is impossible to undertake an aspect of the work without that circuit being live may live working take place. In these circumstances and for the specific aspect of work only, live working may be carried out if the following planning steps and decisions have taken place and been recorded beforehand:

- Justification for working live must be formally written down and documented by the contractor in accordance with the requirements of the Company's process document HSE CS01_03 (Live Electrical Working).
- A dedicated risk assessment and safe system of work for the specific live working task must be written down and documented by the contractor.
- The circumstances concerning live working must be communicated to and agreed by the Project Lead. This will include the issue of all documentation justifying the need to work live, defining, and assessing the risks and describing the safe system of work to control those risks.

Electrical equipment, circuits or conductors of any kind must not be left live and unprotected. Protection must always be provided either through appropriate isolation (making it dead), insulation, or protection against contact. The use of warning notices or ineffective isolation such as fuse removal or use of the "off switch" is not considered adequate. Isolation or lock-off devices must be used in accordance with a Safe System of Work, as required by Rolls-Royce process document HSE CS02_00 (Isolation of Energy Sources).

Portable electrical tools and equipment provided by the contractor should be operated at reduced voltage, e.g. 110V centre tapped to earth or battery powered, and the contractor shall ensure that all such equipment has been appropriately examined, tested, and maintained and be able to provide evidence to this effect when requested.

Electrical PPE and arc flash protective workwear must be determined by the contractor through a documented risk assessment process. This must comply with the Company's minimum PPE standard when working on electrical assets and equipment owned and/or controlled by the Company. This requires that electricians employed by a contractor or working under contract to a contractor must always wear daily work attire that provides CAT 2 arc flash rated protection irrespective of the arc flash rating of the asset or equipment. Higher rated workwear will be determined and recorded in accordance with the contractor's risk assessment process.

4.11 Electricity – Competent Persons

The contractor shall ensure that all persons employed by them or working under contract to them are competent to undertake the scope of the work defined by the contract with the Company. For electricians these persons may be termed an "SP" by the Company, which aligns to internal terminology meaning "Suitable Person".

The contractor shall ensure that the competence requirements for each person are assessed in line with the work that they are allowed to undertake, and that the requirements to become competent through training, qualifications and experience are provided to that person their employer.

In addition to this assessment the contractor shall accordingly provide authorisation to each person working on electrical systems to only carry out the type of work for which they are competent. This assessment and authorisation process shall be recorded and maintained for each person and made available to the Company as evidence of its completion.

4.12 Excavation

The Main Contractor/Contractor is expected to ensure that a robust permit to work system is implemented and ensure that those engaged in excavation work (including intrusive exploration work) are provided with appropriate permits to work before any

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excavation is undertaken to ensure continued safe access and the avoidance of damage to underground services. Contractors engaged to perform excavation work are expected to ensure safe excavation/digging practices are continually demonstrated, taking account of:

- the nature and scope of the work
- the type, position and status of underground services
- the ground conditions
- site constraints

The disposal of any groundwater recovered must also be approved by the Contact. Nothing which could cause pollution, including silty water, can be pumped directly into a river, stream or surface water drain. Dirty water can be pumped to the foul sewer only if it has been agreed with the local water treatment company or is within the site discharge consent. If there is any doubt about the quality of water or if it is known to be contaminated (e.g. by oils and chemicals from potentially contaminated land) then it must be recovered and removed to a licensed waste disposal site or treatment facility by a licenced waste disposal contractor. See also the requirements under Drains and Watercourses (ref 4.09).

Whenever excavations are planned, the Project Lead shall provide relevant pre-construction information to the Main Contractor relating to any buried services, such as electrical and telecommunication cables, pipes, or sewers; the Main Contractor is responsible for ensuring that any contractors/sub-contractors engaged to perform excavation work are also provided with applicable pre-construction information. The Main contractor will be expected to display due diligence when planning excavation work and use Cable Avoidance Tools ("CAT scanners") to reinforce services drawings information; the use of CAT scanning equipment to gCAT4+ standard is required; this is to enable download of scan data when required to demonstrate the efficacy of scans performed.

4.13 Explosive Atmospheres

When contractors are required to work in areas where there is the potential for the build-up of an explosive atmosphere, for example where there are flammable liquids, gases or dusts, the contractor must ensure that only equipment that meets the appropriate electrical and mechanical standards is used, so as not to present an ignition source in these areas.

4.14 Fire Safety

Smoking is prohibited the Company's premises. This includes within buildings and in external areas within the site boundary. Smoking areas are NOT provided within the boundary – this rule applies to the Company's employees and Contractors alike.

Work that, by necessity, involves:

- The isolation or removal of smoke alarms, fire alarms or any other fire detection or prevention equipment,
- Restriction to emergency exits, access roads or gangways necessary for access by firefighting equipment,

May only proceed after a Permit to Work has been raised for disablement of emergency facilities (ref 1.03 and 2.04).

Care must be taken to prevent damage to sprinkler and other fire suppressant systems, heat, or smoke detectors. Paint must not be applied to these items and care must be taken to avoid using heat or producing smoke or dust which will activate sprinkler heads or detection devices.

Connection to fire hydrants is not allowed unless permission has been obtained from the Project Lead and/or applicable Company Stakeholders. When working inside buildings, Main Contractors should ensure all employees engaged on the project are made aware of and obey all fire alarm and evacuation procedures. Supervisors must ensure that this information is available, and instructions are given before work commences.

Main Contractors must provide and properly maintain suitable and sufficient firefighting appliances and ensure employees/sub-contractors are instructed in their use.

Accumulations of combustible materials or flammable liquids must be prevented. Storage near surface waters should be avoided to prevent possible contamination from fire water run-off. Storage of such items must be approved by the Contact and local fire officer or HS&E advisor.

The burning of any waste on site is prohibited.

4.15 First Aid

Suitable and sufficient first aid provision must be provided by Main Contractors for their employees and, as appropriate, for their contractors and sub-contractors. There should be no reliance upon The Company's resources for first aid provision unless this has been agreed. See 3.12 for emergency arrangement requirements.

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4.16 Hot Work

All hot work will be conducted under a Permit to Work (ref 1.03 and 2.04). This will include welding, flame cutting, brazing, grinding and all similar operations capable of creating an ignition source. A Hot work permit must be identified with the the Project Lead and/or applicable Company Stakeholders and will require the submission of an adequate risk assessment and safe system of work before work may commence.

Oxy-fuel flame cutting, or welding equipment must be fitted with suitable flash back arrestors and one-way valves on both pipelines. Flexible hoses must be inspected to ensure these are not damaged. When used, the equipment should be secured onto a suitable wheeled trolley stand, used in the upright position, and be kept in a well-ventilated area at all times.

4.17 Isolation of Energy Sources

All requirements to isolate any energy source must be agreed and recorded. This will include (not exhaustive): Electrical, Mechanical, Hazardous Substances, Fuel, Steam, Pressure, Heat, Cold, Radiation, Instrumentation & Control systems, Stored energy systems such as batteries and capacitors.

After declaring the requirement to isolate an energy source, before work starts, the contractor must agree the approach and responsibility with the Company's authorised personnel for isolations specific to the site where the work is taking place. The company Contact will support identification of authorised personnel.

No isolation may proceed without the agreement of the Company's authorised person (isolations).

4.18 Lifting

Contractors must ensure certificates of test and thorough examination together with records of inspection are available and checked as valid before any lifting operation commences. This will include all lifting accessories (equipment used below the hook to attach, secure and carry the load) and lifting equipment (use to transport the load from one point to another such as, mobile cranes, hoists, telehandlers, forklifts etc). If the documentation is not in order, the lifting operation must not take place.

All personnel associated with lifting operations, including slinger/banksmen must be competent in their role.

Lift plans for complex lifts must be completed by competent persons.

4.19 Lone Working

Main Contractors are required that activities where lone working may be identified are suitably risk assessed and controls implemented and recorded in the Construction Phase Health and Safety Plan.

4.20 Machinery

Contractors involved in the installation, repair, modification or removal of plant, machinery or equipment must immobilise or leave such plant in a safe condition, e.g. "locked off", whenever it is left unattended. This requires the replacement of all guards and covers over dangerous parts when the plant or machinery is capable of being put into operation.

Interlocked systems or similar safeguards must not be overridden or otherwise interfered with without the agreement of the Contact and the provision of suitable precautions, e.g. safe working procedures or permits to work. Suitable warning signs should be displayed.

4.21 Mobile Elevated Work Platforms

All plans to use mechanical equipment to enable workers to undertake work at height must be confirmed in the arrangements of the Construction Phase Health and Safety Plan and recorded in the contractor's risk assessments and Method Statements/Safe Systems of Work.

Equipment must be provided and maintained in a safe condition for work and pre-use safety inspection must be undertaken at the start of each working shift by a competent person.

When not in use equipment shall be parked/stored in a safe place and they shall be suitably immobilised to prevent unauthorised use. Re-fuelling and re-charging shall be undertaken in a location dedicated and suited to that activity, to be agreed with the company Contact.

The operators and supervisors must all be trained and competent to undertake the work.

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4.22 Noise

Main Contractors must inform the Project Lead and/or applicable Company Stakeholders (including any applicable local area supervision) before commencement of any noisy operations. This will include information about the likely duration and expected noise levels.

Risk prevention measures should prioritise elimination and avoidance if possible, including consideration of hours of working, proximity to other workers, location of noise generating plant and equipment, the application of noise attenuation barriers to workspaces (hoardings) and tools (applied silencers) to minimise noise propagation.

The Main Contractor shall display notices, agreed with the Project Lead and/or applicable Company Stakeholders, if the general public are likely to be inconvenienced, apologising for the inconvenience, and indicating the planned completion date for the work.

4.23 Overhead Hazards (Cranes and Powerlines)

Work must not commence above ground or floor level in a position where persons carrying out the work could be hit or trapped by the structure or mechanism of a crane, until the safe working arrangements and controls are agreed with the Contact and have been implemented and this will include a Permit to Work at height in proximity to a significant hazard (ref 1.03 and 2.04).

Similarly, any work involving access in proximity to overhead powerlines or conductors must not commence unless permission has been granted by the Project Lead and/or applicable Company Stakeholders and a Permit to Work with appropriate isolation controls has been issued to eliminate or reduce the risks to an acceptable level. Specific attention must be given to the use of mobile cranes, man-riding platforms, scaffolding and ladders in this situation.

There must be no working under a suspended load.

4.24 Ozone Depleting Substances

When a contractor is required to work on, remove or dispose of fire suppressant or refrigeration equipment containing an ozone depleting substance (ODS), e.g. halon or chlorofluorocarbon (CFC) and hydrochlorofluorocarbon (HCFC) gases, the methods of work, test and disposal must be agreed with the Contact before work commences. Venting of an ODS to atmosphere is forbidden on any Rolls-Royce site.

4.25 Pipework

Depending on circumstances, works that involve breaking into pipework may need to be undertaken under a Permit to Work (ref 1.03 and 2.04) must not break any joint, remove any valve, burn through or otherwise dismantle any pipework or conduit, even where such pipework has been out of use for a considerable period of time, unless authorisation has been obtained from the Project Lead and/or applicable Company Stakeholders before work commences.

The pipework may need to be purged or be properly drained by cracking flange joints open with the flange bolts slackened and the nuts remaining securely on the bolt threads. All drainage from pipework should be contained in a suitable tray or other vessel suitably positioned before work commences. Suitable precautions must be taken to protect the people involved against the current or previous contents of any pipework broken into, even after purging/drainage, in case of residual contents.

4.26 Plant and Equipment

Contractors must provide and maintain suitable plant and equipment for the work to be carried out safely and in accordance with statutory health, safety, and environment requirements. For example, where plant and machinery are used, all dangerous parts must be securely guarded, and operators must be trained and competent.

Main Contractors must ensure that all plant and equipment used on the Company's premises has been inspected by a competent person and is in good condition immediately prior to work commencing and is properly maintained, inspected, and used thereafter. Suitable inspection records must be available.

Faulty or damaged equipment such as ladders, stepladders, and scaffolding, must be identified and removed from the site. The Company reserves the right to remove such items and destroy them if Main Contractors and/or their contractors fail to take the necessary action. (The Company will not accept responsibility for the loss of such defective items).

Main Contractors must leave all equipment safe and secure at the end of each working day. Care must be taken not to adversely affect site security, for example, all ladders and access equipment shall be removed from boundary walls and fences.

Where it is necessary for the washing down of contractors' plant and equipment, prior to driving on the public highway, this must be carried out in a designated area agreed with the the Project Lead and/or applicable Company Stakeholders – see also arrangements for drains and watercourses (below).

4.27 Radiation

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Work must not commence on or in the vicinity of x-ray or other ionising radiation enclosures or on roof areas above such enclosures unless a Permit to Work has been issued (ref 1.03 and 2.04). The method of work to be followed must be agreed with the Contact and a 'Competent Person' from the Rolls-Royce ionising radiation or x-ray function.

Radioactive isotopes must not be brought onto Company premises unless prior permission has been granted in writing and the method of work agreed with the Contact and the Rolls-Royce Radiation Protection Advisor (RPA). Contractor Employers should be aware that local procedures may require additional monitoring or surveillance services, for example, Classified Radiation Worker status. Classified or monitored workers require annual medical reviews and record keeping services, the responsibility for which lies with the employer.

4.28 Vehicles, Transport and Pedestrians

Contractors' vehicles must obey the site speed limits displayed on Company premises or instructed at induction, and drivers must obey any local site rules. All vehicles must be road-worthy, and the drivers insured. Use of any handheld device whilst driving is prohibited.

Passengers must not be carried on any vehicle unless the vehicle is equipped to carry passengers. Where restrictions are imposed on vehicle movement at certain times of the day, contractors must not move vehicles during those times.

Vehicles shall only be parked in areas designated for parking, unless agreed otherwise with the Project Lead and/or applicable Company Stakeholders.

Vehicle parking must take account of local conditions and facilities, e.g. the width of access routes, the position of fire exits, hydrants, etc.

Any reversing and/or manoeuvring of vehicles (other than cars) must be done with a "look out" or banksman to assist the driver.

Rolls-Royce reserves the right to have any vehicles or drivers removed from Company premises where these rules are not followed.

Consideration for the vulnerability of pedestrians shall be always considered. There should be segregation of pedestrians and vehicles as far as possible, and vehicles should be prepared to give way to pedestrians.

4.29 Waste Management

All arrangements for the disposal of waste materials and substances must be recorded in the project Construction Phase Health and Safety Plan. The Main Contractor is responsible for the management and monitoring of these arrangements.

The Main contractor is responsible for efficient removal of all waste material, spoil, rubble, and general rubbish arising from work on site unless otherwise agreed with the Project Lead. All waste disposals must be carried out in accordance with the relevant local statutory requirements, including appropriate labelling (clearly showing both the name / description of the waste and any related hazard warnings / symbols).

Waste must not be deposited in the Company's waste skips, bins, etc. unless agreed with the Project Lead and/or applicable Company Stakeholders. Any such waste must be in accordance with the description of waste allowed in the relevant container.

Contractors must dispose of hazardous waste in accordance with the relevant regulations.

Storage of such waste must be secure, to prevent unauthorised access, and appropriate, to prevent release to or contamination of the environment. Quantities of stored hazardous waste must be minimised and must never be allowed to approach thresholds whereby a company and/or contractor require a licence/permit (unless agreed with the Company as part of a specific contract, e.g. for land remediation) Advice can be obtained from the Project Lead.

4.30 Work at Height

All work at height must be planned, organised, and carried out by competent persons. Plans should be clearly defined in the Construction Phase Health and Safety Plan and RAMS/Safe Systems of Work. Where risks cannot be avoided, they should be prevented and collective control measures, should be used in preference to personal protection such as harnesses. This will include giving priority to completing as much of the work as possible at ground level, and using solid barrier fall protection such as handrails and/or covers for voids and penetrations.

Where persons working at height (for any duration – no matter how brief) can only be protected by the wearing of harnesses alone or where that work exposes the person to an additional hazard of significance, (e.g. a moving crane, an electrical conductor, a gaseous relief valve) then that work at height shall be conducted under a Permit to Work (ref 1.03 and 2.04). until either the harness is no longer required or the hazard is no longer present.

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All scaffolding must be secure and safe. Before leaving work, all loose tools and materials must be secured or brought down to ground level and suspended loads must be lowered to the ground. Toe boards, guard rails, walkways and other parts of scaffolding must not be removed except to allow passage of materials and in such circumstances, they must be repositioned immediately afterwards.

Before the movement of any mobile scaffolding all persons must descend to ground level.

Ladders must not be erected on the platforms of tower scaffolds. All scaffolding should be subject to periodic and suitable inspection, test and examination by competent persons, and the records kept readily available for examination.

Many factory roofs and roofs of enclosed areas within larger buildings contain fragile materials such as asbestos sheeting and glazing panels. Access is forbidden on to such roofs unless crawling boards or similar protected access arrangements are used. These arrangements must be agreed with the contact before the work begins.

It is forbidden to stand or walk directly on any fragile roof within Company premises. Properly constructed working platforms must be provided by the contractor. Materials and equipment must not be dropped, thrown down from or thrown up to, trestles or any position above ground level. Suitable waste chutes, hoists, winches, or other mechanical handling equipment must be used.

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Appendix 1

Rolls-Royce Life Saving Rules

The Company expects the management and supervisory staff of all Contractors to make these rules clear to its employees, to communicate them and take leadership action towards them. The Company reserves the right to remove individuals from site that do not abide by these life-saving rules.

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Our Life-saving Rules



Always...



ALWAYS speak up to report unsafe acts or conditions when you see them.



ALWAYS wear your seatbelt and obey the speed limit.



ALWAYS wear mandated PPE (personal protective equipment) correctly.



ALWAYS protect against falls and use the specific protective equipment when working at height.



ALWAYS adhere to the approved lifting methods.

Never...



NEVER use or programme a handheld device when driving.



NEVER work or drive under the influence of drugs or alcohol.



NEVER assume electrical equipment is isolated – **ALWAYS** test before touch with approved equipment.



NEVER deactivate or bypass safety critical equipment such as interlocks and guards when using machinery.



NEVER enter a confined space unless trained and authorised.

**ZERO
HARM**

Appendix 2

Rolls-Royce management Standard MS18

Rolls-Royce Management Standards MS18 defines the management arrangements that are required to successfully manage health and safety for construction projects on facilities or sites controlled or owned by Rolls-Royce. They focus on the appointment or establishment of key roles with responsibilities that will enable:

- Safe planning of the work so the risks involved are managed from start to finish.
- Appointment of the right people for the right job at the right time.
- Co-operation and co-ordination of the work with all others.
- Provision of information about hazards and risks and enabling them to be controlled.
- Effective communication across those who need to be involved.
- Engagement with workers about the control of risks in the workplace.

While it is recognised that this is a Rolls-Royce management standard, MS18 provide a greater clarity for the Main Contractor as to the various stakeholders engaged by Rolls Royce as the Customer, and to the duties they are expected to discharge through the duration project.

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