

Group Standard

Health, Safety & Environment



Our vision is zero harm.
Our work is never so urgent or
important that we cannot take
time to do it safely and with
respect for the environment.

Document Details

Document Details	Serco Business
Reference SMS GS-HSE1: Health, Safety and Environment	Version 3.2
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Applicability Serco Group covering all business regions, operating companies and business units throughout the world ¹ covering: <ul style="list-style-type: none"> - employees, officers, directors and individuals working as consultants and contractors and any other parties acting as representatives or agents of Serco (Employees) - wholly owned subsidiaries and majority-owned operations Where a minority interest and in regard to its subcontractors and suppliers Serco encourages alignment with this Standard	
Authority Chief Executive, Serco Group plc	
Accountable Policy Owner (Group) Group Company Secretary	
Additional Information Supporting standards, standard operating procedures and guidance relating to this Group Standard are available within the Serco Management System	
Governance Our policies and standards, together with any regional or market requirements and enhancements to them, are authorised through a robust governance process.	
Consequence Management As a Group Standard the requirements detailed in this document are mandated and must be adhered to. Non-compliance will have consequences which may include disciplinary action. The Consequence Management Group Standard (SMS-GS-G1) details how instances of non-compliance will be dealt with	
¹ As used herein, Serco Group and its affiliates, subsidiaries and operating companies are referred to as "Serco". The "Company" or "company", or "we", "us" or "our"	

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1 Objectives

Our vision is zero harm. Our work is never so urgent or important that we cannot take time to do it safely and with respect for the environment.

Serco operates in many different markets and delivers a comprehensive range of services which impact the lives of many people as well as the natural environment. Wherever we operate we must ensure, for our people, our customers, our partners and contractors and the public, that we maintain a safe and healthy working environment and minimise the impact we have on the natural environment. Serco is committed to:

- building a culture that actively encourages sound health, safety and environmental practices through engaging with our people and those for whom we have a duty of care
- considering the safe and sustainable use of resources and materials in the design, development and operation of our business activities
- minimising the negative environmental impact of our current and future business
- reducing carbon emissions in line with Government, customer and/or internal targets as necessary
- complying with all applicable health, safety and environmental legislation and where appropriate going beyond compliance with the minimum requirements of legislative bodies, regulators and our customers
- encouraging the free and honest reporting of health, safety and environmental issues
- procuring goods and services that meet our health and safety standards and minimise environmental impact
- supporting occupational health programmes and promoting the health and wellbeing of our people
- co-operating with key stakeholders where we share responsibilities, premises or activities
- learning and benefiting from our experience and the experiences of others

2 Policy Standards

2.1 Policy

- S1. Health, Safety and Environment (HSE) Policy, Standards and Management Systems (including procedures and work instructions) will be defined, documented, implemented and maintained
- S2. Systems and procedures will be appropriate and proportionate to the nature of the organisation's HSE risks
- S3. Systems and procedures will be regularly reviewed (at least annually) to ensure they reflect legal responsibilities associated with applicable:
 - a. HSE laws, regulations, approvals, licences and other legal requirements
 - b. international, national and regional standards
 - c. industry codes and best practice
 - d. contractual requirements
 - e. expectations of regulators and other interested parties
- S4. Systems and procedures will be made available to those working under the control of the organisation so that they are aware of their individual HSE obligations
- S5. An HSE management structure will be implemented to support the delivery of HSE policies, systems, objectives and targets, to review HSE performance and respond to significant HSE incidents

2.2 HSE culture

- S6. Management will understand how they influence the HSE culture within their area of responsibility, demonstrate that HSE issues are important to them, seek to continually improve HSE performance and lead by example

2.3 Risk and hazard management

- S7. Health and Safety hazards of our operations, equipment and facilities, including those that impact on others (third parties who are affected by our

acts or omissions) and sub-contractors, will be identified and assessed with appropriate controls implemented to manage the risk¹

- S8. Appropriate HSE risk assessment and due diligence will be completed as part of the assessment of any third parties (e.g. suppliers, contractors) we do business with
- S9. Environmental hazards/aspects of activities, products and services will be identified and assessed with appropriate controls implemented to manage the risk
- S10. Where risks are assessed as high, a risk reduction action plan will be developed to implement further control measures
- S11. All significant risks will be recorded, integrated into the business risk management process and register and communicated to all relevant parties
- S12. HSE risks will be reviewed at regular intervals (at least annually) and following serious incidents, legislator and operational changes
- S13. Standards defined for risk management will be applied²

2.3.1 Business Lifecycle Gates

- S14. HSE risks will be assessed considered and regularly reviewed throughout the business lifecycle. Appropriate processes will be implemented to manage or mitigate assessed risks. HSE management processes will be reviewed and material risks signed off for accuracy, completeness and progress against plan at Business Lifecycle Gates 2-9
- S15. The HSE review will be a 'live' document, actively managed and handed over through each phase of the business lifecycle through to Gate 9 in order to ensure absolute continuity and consistency of interpretation and the management of HSE risks
- S16. Each Gate approval decision will consider:
 - a. The appropriateness of the HSE processes
 - b. Evidence that appropriate HSE risk identification and analysis has been performed and that it has identified a set of material HSE risks that bring to light the HSE threat/exposure to this business activity

- c. Evidence that material HSE risks are being mitigated appropriately and reported correctly
- d. Evidence that appropriate decisions relating to HSE review are being made and that the right subject matter experts have been involved
- e. Where a deficiency in HSE management activity is identified it will be reported to the Divisional HSE Lead, and to the Group HSE Lead where required

2.4 Planning, objectives and targets

- S17. The Executive Committee will set annual Group-wide HSE objectives and targets
- S18. Each Division, Business Unit and Contract will develop and monitor objectives and targets based on those set by Group and relevant local risks and HSE performance
- S19. Where objectives and targets are established plan(s) will be implemented to ensure that they are delivered. Plan(s) will include designated responsibility for delivery and the means, milestones and timeframes by which they are to be achieved
- S20. Objectives, targets and programme(s) will be communicated to relevant stakeholders
- S21. Progress against objectives and targets will be reported to and monitored by management and the relevant Executive Management Team

2.5 HSE resources

- S22. An HSE management structure will be implemented to support the delivery of HSE policies, systems, objectives and targets, to review HSE performance and respond to significant HSE incidents
- S23. Appropriate competent resource to manage HSE risks and deliver HSE objectives and targets will be allocated
- S24. HSE Teams are responsible for providing competent advice to the relevant Divisional Chief Executive Officer (CEO) and Executive Management Teams

¹ See Occupational Health and Safety Risk Assessment GSOP Ref: SMS GSOP-HSE1-27

² See Risk Management Group Standard Ref: SMS-GS-RM1

2.6 Training, awareness and competence

- S25. Serco employees and sub-contractors will be competent (have the necessary knowledge, training and experience) to undertake their role and deliver HSE compliance and performance
- S26. The individual competency required to address identified HSE risks and hazards will be assessed with training needs identified and delivered
- S27. Records will be maintained of individual's training and competency

2.7 Consultation and communication

- S28. Consideration will be given, through a consultation process, to the views of employees and third parties in HSE decision making, development of policies and systems, setting of objectives and targets, changes in work practices and hazard identification and assessment
- S29. HSE information will be communicated to and from employees and other interested parties
- S30. Systems will be implemented to identify record and address employees' and third parties' concerns and resolve conflicts where they arise

2.8 Incident management

- S31. Plans will be established, periodically tested and maintained to respond to incidents and emergency situations, subject to any legal limitations and appropriate preservation of Serco legal and other privileges. These will be proportionate with the risks faced by the business and crisis management and business continuity standards³
- S32. Processes and plans will be implemented to manage HSE incidents so that the immediate and longer-term safety, environmental and other business consequences are minimised
- S33. All Serco employees have an obligation to report incidents which have Serco involvement to their line manager who has a duty to investigate and report them on ASSURE, regardless of any customer reporting requirements

³ See Risk Management Group Standard Ref: SMS-GS-RM1 and Business Continuity & Crisis Management Group Standard Ref: SMS-GS-RM2

⁴ See Incident Reporting and Management GSOP Ref: SMS GSOP-O1-2

- S34. All HSE incidents will be classified and reported in accordance with the Standard Operating Procedures for Incident Categorisation and Incident Reporting in ASSURE⁴
- S35. Obligations to report significant incident events to an appropriate regulator will be met
- S36. All HSE incidents will be recorded on ASSURE
- S37. Subject to any legal limitations and appropriate preservation of Serco legal and other privileges, HSE incidents will be investigated to a depth that is commensurate with the seriousness of the incident and the benefit from the likely outcome
- S38. Investigations and resulting recommendations will be approved and signed off by a manager whose seniority is commensurate with the severity of the incident
- S39. Corrective and preventative actions arising from any investigation will be initiated, tracked, monitored, completed and reviewed for effectiveness. Any learning's will be shared across the organisation and with stakeholders and others as appropriate
- S40. Crisis management plans and procedures will be reviewed and updated after the occurrence of a serious HSE incident or emergency situation
- S41. Documentation relating to all incidents will be retained and, where identified for disposal, disposed of in accordance with Document Retention requirements⁵

2.9 Performance measurement and monitoring

- S42. HSE performance will be measured against agreed indicators and the findings recorded and reported⁶
- S43. HSE performance will be reviewed by management in relation to business HSE objectives and targets and any necessary remedial or improvement action will be taken
- S44. HSE performance will be monitored and reviewed against agreed objectives and targets by the relevant Executive Management Team

⁵ See Document Retention GSOP Ref: SMS GSOP-II1-2

⁶ To include Carbon Management see Carbon Management GSOP Ref: SMS GSOP- HSE1-26

S45. HSE performance measures will be regularly assured through management review

2.10 Compliance

S46. HSE management systems and their associated controls will be periodically assessed to provide a planned, independent and documented assessment of the compliance, effectiveness and adequacy of them

S47. HSE compliance assessments and audits will be completed in accordance with Compliance and Internal Audit requirements.⁷

S48. HSE compliance assessments and audits will be:

- a. planned
- b. carried out by competent employees
- c. recorded and results reported to management

S49. All actions arising from HSE compliance assessments and audits including changes in procedures, will be documented, communicated, followed up and completed. Any learning's will be shared across the organisation and with stakeholders and others as appropriate

2.11 Management review

S50. HSE management systems will be periodically reviewed (at least every two years or sooner if there is a business need or change in legislation/regulations) to ensure their continuing suitability, adequacy and effectiveness in order to meet the HSE policy

S51. The review will consider any need for changes to policy and objectives and other elements of the HSE management system, in light of any HSE compliance assessment and audit results, accidents and incident analysis, legal changes, changing circumstances and the commitment to continual improvement

S52. Reviews, significant findings and actions will be documented and implemented within agreed timescales

⁷ See Compliance Group Standard Ref: SMS-GS-G2 and Internal Audit Group Standard Ref: SMS-GS-G3

3 Responsibilities & Accountabilities

S53. The following responsibilities will apply to the delivery of the defined standards. If these are not completed effectively, the person responsible will be accountable for any consequences⁸

Group

S54. The Group CEO will appoint a Group HSE Lead responsible for:

- a. developing and maintaining Group HSE policy
- b. ensuring standards and associated procedures and key controls remain fit for purpose, reflect legislative and regulatory requirements and effectively manage HSE risks
- c. setting annual Group-wide HSE objectives and targets
- d. providing oversight of HSE performance
- e. promoting a positive HSE culture, where HSE performance is continuously improved and leaders lead by example

S55. On behalf of the plc Board, the Corporate Responsibility and Risk Committee will:

- a. approve the HSE strategy
- b. provide oversight of HSE incidents and performance
- c. review material HSE risks

S56. The Executive Committee will set HSE objectives and targets

Division

S57. The Divisional CEO will appoint a Divisional HSE Lead responsible for:

- a. implementing HSE policy, standards, procedures and key controls across the division; which may include the development of country/region/Divisional procedures and management systems
- b. ensuring procedures and key controls, remain fit for purpose, reflect legislative and regulatory requirements and effectively manage HSE risks
- c. providing oversight and reporting Divisional HSE performance
- d. defining detailed operating models for the provision of a HSE function
- e. promoting a positive HSE culture, where HSE performance is continuously improved and leaders lead by example

Business Unit

S58. The Business Unit Managing Director is responsible for:

- a. complying with HSE policy, standards, procedures and key controls; which may include the development of business unit management systems
- b. providing oversight and reporting Business Unit HSE performance
- c. ensuring appropriate HSE resources are appointed to support the business unit manage HSE risks, deliver HSE objectives and targets and provide competent HSE advice
- d. promoting a positive HSE culture, where HSE performance is continuously improved and leaders lead by example

Contract/Function

S59. The Contract Manager (or Corporate Function Head) is responsible for:

- a. complying with HSE policy, standards, procedures and key controls; which may include the development of local operating procedures/work instructions/method statements
- b. ensuring HSE responsibilities are clearly defined
- c. ensuring local controls are in place for providing assurance that HSE risks are being effectively managed
- d. providing oversight and reporting Contract HSE performance
- e. promoting a positive HSE culture, where HSE performance is continuously improved and leaders lead by example
- f. ensuring employees and sub-contractors are competent (have the necessary knowledge, training and experience) to undertake their role and maintaining appropriate records
- g. communicating with and providing mechanisms for employees and third parties to raise HSE concerns
- h. implementing processes and plans to manage HSE incidents
- i. recording HSE incidents on ASSURE and investigating them in accordance with Group Procedures

All employees

S60. All employees are responsible for:

- a. undertaking training provided and ensuring any mandatory training is kept up to date
- b. taking reasonable care of self and others' health and safety

⁸ See Consequence Management Group Standard Ref: SMS-GS-G1

- c. following defined procedures, work instructions, method statements and risk assessments
- d. telling a line manager or HSE representative of any HSE concerns

4 Processes and Controls

4.1 Governance processes and controls

Process		Controls		Responsibility				
A set of related activities that must be carried out to achieve policy outcomes		The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference		for ensuring controls are in place and operating effectively				
Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/function (S59)	All Employees (S60)
P1	HSE Responsibilities are defined and understood ➡	C1	<div> A Group HSE Lead is appointed by the Group CEO with responsibility for: <ul style="list-style-type: none"> • setting HSE policy, • ensuring standards, procedures and key controls remain fit for purpose, reflect legislative and regulatory requirements and effectively manage HSE risks • providing oversight and reporting HSE performance • setting annual Group-wide HSE objectives and targets • promoting a positive HSE culture, where HSE performance is continuously improved and leaders lead by example </div>	●	○	○	○	○

Process		Controls		Responsibility				
A set of related activities that must be carried out to achieve policy outcomes		The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference		for ensuring controls are in place and operating effectively				
Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/ function (S59)	All Employees (S60)
		➡ C2	<div>The Corporate Responsibility and Risk Committee has responsibility for:<ul style="list-style-type: none">• approving the HSE strategy• providing oversight of HSE incidents and performance• reviewing material HSE risks</div>	●	○	○	○	○
		➡ C3	<div>A Divisional HSE Lead is appointed by the Divisional CEO with responsibility for:<ul style="list-style-type: none">• implementing HSE policy, standards procedures and key controls across the Division; which may include the development of country/region/Divisional procedures and management systems• ensuring procedures and key controls remain fit for purpose, reflect legislative and regulatory requirements and effectively manage HSE risks• providing oversight and reporting divisional HSE performance• defining detailed operating models for the provision of a HSE function</div>	○	●	○	○	○

Process

A set of related activities that must be carried out to achieve policy outcomes

Controls

The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference

Responsibility

for ensuring controls are in place and operating effectively

Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/function (S59)	All Employees (S60)
			<ul style="list-style-type: none"> promoting a positive HSE culture, where HSE performance is continuously improved and leaders lead by example 					
		➡ C4	<p>Appropriate HSE resources are appointed by the Divisional HSE Lead and Business Unit MD with responsibility for:</p> <ul style="list-style-type: none"> supporting the business to manage HSE risks supporting the business to deliver HSE objectives and targets providing competent HSE advice to Contract, Business Unit and Divisional Management Teams 	○	●	●	○	○

Process

A set of related activities that must be carried out to achieve policy outcomes

Controls

The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference

Responsibility

for ensuring controls are in place and operating effectively

Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/ function (S59)	All Employees (S60)
		➡ C5	<p>Contract Managers and Corporate Functions Heads are responsible for:</p> <ul style="list-style-type: none"> • complying with HSE policy, standards, procedures and key controls which may include the development of local operating procedures/work instructions/method statements • ensuring HSE responsibilities are clearly defined • ensuring local controls are in place for providing assurance that HSE risks are being effectively managed • providing oversight and reporting Contract HSE performance • promoting a positive HSE culture • ensuring employees and sub-contractors are competent to undertake their role and maintaining appropriate records • communicating with and providing mechanisms for employees/3rd parties to raise HSE concerns • implementing processes and plans to manage HSE incidents 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Process A set of related activities that must be carried out to achieve policy outcomes		Controls The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference		Responsibility for ensuring controls are in place and operating effectively				
Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/function (S59)	All Employees (S60)
			<ul style="list-style-type: none"> recording HSE incidents on ASSURE and investigating them in accordance with Group Procedures 					
		➡ C6	All employees are responsible for: <ul style="list-style-type: none"> undertaking training provided and ensuring any mandatory training is kept up to date taking reasonable care of self and others' health and safety following defined procedures, work instructions, method statements and risk assessments telling a line manager or HSE representative of any HSE concerns 	○	○	○	○	●
P2	Establish HSE policy	➡ C7	Policy, standards and Group procedures are defined and published	●	○	○	○	○
		➡ C8	Policy, standards and Group procedures are communicated and implemented	●	●	●	●	○

Process A set of related activities that must be carried out to achieve policy outcomes		Controls The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference		Responsibility for ensuring controls are in place and operating effectively				
Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/function (S59)	All Employees (S60)
P3	Establish HSE systems and process	➔ C9	Appropriate HSE management system with supporting procedures and work instructions are defined, published and communicated	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
		➔ C10	HSE systems with supporting procedures and work instructions are periodically reviewed, at least every two years, in light of any HSE compliance assessment and audit results, accidents and incident analysis, legal changes, changing circumstances and the commitment to continual improvement	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
		➔ C11	Legal and regulatory HSE requirements are monitored with changes reflected in systems, procedures and work instructions	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
P4	HSE Compliance	➔ C12	A HSE compliance plan in place	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
		➔ C13	HSE compliance and audit reports with action plans are produced to address non compliance	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

4.2 Key processes and controls

Process		Controls		Responsibility				
A set of related activities that must be carried out to achieve policy outcomes		The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference		for ensuring controls are in place and operating effectively				
Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/function (S59)	All Employees (S60)
P5	Assess and manage HSE risks	➔ C14	HSE risks are identified with assessment shown in risk registers using approved tools (e.g. eSTRIM). All registered risks have allocated owners and include controls to manage and mitigate them	●	●	●	●	○
		➔ C15	Appropriate HSE risk assessment and due diligence is completed as part of the assessment of any third parties we do business with (e.g. suppliers, contractors)	○	●	●	●	○
		➔ C16	Evidence of periodic review of HSE risk registers by management and the relevant EMT	●	●	●	●	○
P6	Business Lifecycle Gates	➔ C17	HSE management is reviewed at Gate 2 onwards for any new business opportunities	○	●	●	●	○
		➔ C18	Material HSE risks are signed off for accuracy, completeness and progress against plan at Business Lifecycle Gates 2-9	○	●	●	●	○

Process A set of related activities that must be carried out to achieve policy outcomes		Controls The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference		Responsibility for ensuring controls are in place and operating effectively				
Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/function (S59)	All Employees (S60)
P7	Define and monitor HSE objectives, key performance indicators (KPIs) and targets	➔ C19	HSE risks are reviewed and actively managed and handed over through each phase of the business lifecycle through to Gate 9	○	●	●	●	○
		➔ C20	Evidence is maintained of gate approval decisions regarding HSE processes, risk management, HSE reviews and escalation of HSE issues	○	●	●	●	○
		➔ C21	HSE objectives, KPIs and targets are defined and communicated	●	●	●	●	○
		➔ C22	Objectives have defined owners and plans with agreed timescales in place to deliver them	●	●	●	●	○
		➔ C23	HSE performance is measured and reported against agreed KPIs	●	●	●	●	○
		➔ C24	Performance against KPIs and progress against objectives and targets are monitored by management and the relevant EMT	●	●	●	●	○

Process A set of related activities that must be carried out to achieve policy outcomes		Controls The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference		Responsibility for ensuring controls are in place and operating effectively				
Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/function (S59)	All Employees (S60)
P8	Develop competent workforce	➔ C25	HSE training requirements are defined, planned and recorded	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
		➔ C26	HSE induction is completed for all employees when joining or tasking on a new role with records maintained	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
		➔ C27	HSE training requirements are periodically reviewed and updated	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
P9	Incident planning, management and investigation	➔ C28	Procedures (including crisis management and business continuity plans dependent on risk) for responding to HSE incidents and emergency situations are in place and implemented when required	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
		➔ C29	The requirement for all employees to report HSE incidents to their line manager has been communicated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
		➔ C30	All incidents and emergency situations are classified, reported and recorded on ASSURE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Process A set of related activities that must be carried out to achieve policy outcomes		Controls The action we put in place to mitigate a risk(s) within a key process and/or the delivery of policy outcomes. These are mandated and are the minimum that should be implemented regardless of any local difference		Responsibility for ensuring controls are in place and operating effectively				
Ref	Description	Ref	Description	Group (S54 – S56)	Division (S57)	Business Unit (S58)	Contract/function (S59)	All Employees (S60)
P10	Promote HSE culture and Employee engagement	➡ C31	HSE incidents are investigated to a depth commensurate to the seriousness of the incident by competent individuals	○	●	●	●	○
		➡ C32	A consultation process (including issue resolution) engages employees (and third parties) in HSE decision making, development of policies and systems, setting of objectives and targets, changes in work practices and hazard identification and assessment	●	●	●	●	○
		➡ C33	HSE information is communicated to and from employees	●	●	●	●	●
		➡ C34	HSE is a regular agenda item on management and team meetings	●	●	●	●	○
P11	Managing sub-contractors	➡ C35	HSE induction is completed with records maintained for all sub-contractors	○	○	○	●	○
		➡ C36	Due diligence checks are completed for all sub-contractors to ensure they are approved as competent and able to fulfil their duties	○	●	●	●	○

5 Supporting documentation and guidance

The following should be read in conjunction with this standard:

Ref	Document
SMS-GS-G1	Consequence Management Group Standard
SMS-GS-RM1	Risk Management Group Standard
SMS-GS-RM2	Business Continuity Management Group Standard
SMS-GS-PSC1	Procurement and Supply Chain Group Standard
SMS GSOP-HSE1-6	Organisational Health & Safety Responsibilities GSOP
SMS GSOP-O1-2	Incident Reporting & Management GSOP
SMS GSOP-HSE1-26	Carbon Management GSOP
SMS GSOP-HSE1-27	Occupational Health & Safety Risk Assessment GSOP
	Code of Conduct

6 Definitions

Term	Definition
Accountability	Being accountable means being not only responsible for something but also answerable for your actions.
Responsibility	<p>A responsible person is the individual who completes the task required. Responsibility can be shared and delegated.</p> <p>All responsible persons will also be accountable for completing tasks effectively. Non-compliance will have consequences which may include disciplinary action as defined within the Consequence Management Group Standard.</p>
Group	Serco Group plc is the administrative centre of the organisation, responsible for setting corporate strategy, defining governance requirements and supporting the business in its day to day operations
Division	The Group will define a set of business divisions which will be responsible for business delivery within a defined set of markets or geographies.
Business Unit	<p>A Business Unit is a cluster of contracts which provide a similar service e.g. Health, Defence, Transport etc.</p> <p>Where appropriate, a separate legal entity wholly owned or where Serco has a controlling share may also be referred to as a Business Unit, where appropriate.</p> <p>This may also refer to Counties/Territories</p>

Contract	<p>A Contract provides specified requirements to a customer (either directly with Serco or to a consortium/Joint Venture in which Serco is a party)</p> <p>A Contract will also refer to a corporate/functional area.</p> <p>Corporate/functional areas are functions which support the business and they include finance, HR, procurement etc.</p>
HSE	Health, Safety and Environment
Organisation	<p>Organisation refers to a site, Contract, Business Unit and Division. HSE Management Systems and Procedures must be proportionate and appropriate to the risks identified within all of these organisations.</p>
Contract Manager	<p>This refers to a manager with responsibility for managing the performance of a contract and can include a Contract Manager on a day-to-day basis (or Operational Manager with devolved responsibility), a Contract Director, Partnership Director and/or a Business Unit Managing Director</p>

7 Further information and support

If you require any further information or support regarding this Group Standard, or if you have any suggestions for improvement, please contact the Accountable Policy Owner (Group) or email sms@serco.com