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## 1. Introduction

The purpose of Fluenta's Health, Safety & Environment (HSE) Management System Manual is to describe the overall HSE standards, goals and procedures in Fluenta. Fluenta's working environment is considered to be:

- Office area (worldwide)
- Production area (outsourced)
- Customers' site

This manual covers the office area. For work at customers site, the Fluenta employee needs to have necessary certificates and he/she are obliged to follow the customer's regulations at the site.

For work at production area (outsourced), the Fluenta employee is obliged to follow the vendor's regulation at the site.

If Fluenta personnel in a working area are employed by third party (e.g. employment company) the above shall apply correspondingly.

### 1.1 General HSE Principles

This HSE Management Manual incorporates four essential general principles of Health, Safety & Environment. These principles are:

- Practice Safety.  
Practicing safety means integrating safety into the daily work activities by doing something the right way, without hazardous shortcuts.
- Be Concerned About the Safety of Others.  
Concern for safety must include alerting others in the area in the event of an accident or emergency, as well as reporting hazards unsafe behaviours.
- Prevent Accidents.  
Prevention is the key to safety. Prior to beginning any project, using any piece of equipment, or handling materials, it is essential that the potential hazards and safety precautions necessary to perform the work be considered.
- Prepare and respond to emergencies.  
Everyone must be prepared to respond quickly and effectively in an emergency situation. Be familiar with the work area, emergency plans (incl. available exits, fire extinguishers, first aid kits, alarm buttons, etc).

### 1.2 Structure of the HSE Management system

The Health, Safety and Environment (HSE) Management manual describes the overall functionality and requirements of the HSE Management system in Fluenta, this includes general HSE procedures and guidelines to be followed on all Fluenta's worksites.

This is corporate manual, which means that it is applicable for all parts of the Fluenta organisation worldwide.

Due to different statutory requirements from region to region, each location needs to evaluate these requirements and compare them with Fluenta's HSE Management System. If some of the local requirements are not described in the HSE Management manual, this shall be brought

up by respective managers with the QA/HSE Manager and required procedures and guidelines shall be prepared with guidance from the QA/HSE Manager.

The QA/HSE Manager is responsible for the development and maintenance of this manual.

### 1.3 Organization and responsibility

The Chief Executive Officer has the ultimate overall responsibility for the development, implementation and effectiveness of the HSE Management system in Fluenta. The CEO shall ensure that the HSE policy is implemented and communicated to all employees.

The Regional Managers are responsible for local administrative support for facilitation of HSE policies, procedures, routines, and sound practices. The Regional Managers report directly to the CEO on matters of HSE with necessity to inform the QA&HSE Manager.

The HSE Responsible person is responsible for:

- Developing and maintaining the overall HSE Management system in Fluenta.
- Facilitating the development, implementation and maintenance of HSE policies, procedures, routines and sound practices. Proposing improvements and participating in the development and maintenance of safety related documentation, equipment and routines. Preparing and maintaining the overall emergency response routines.
- Coordinating HSE related activities at Fluenta's facilities, against requirements laid down in the HSE Management System (including local laws and regulations).
- Following up client requirements and subcontractor HSE systems when required. Following-up accidents/incidents at a project level.

The HSE Responsible reports directly to the CEO.

Responsibility of Safety Delegate Representative lies with assigned personnel who is an employee representative. Their duties are to:

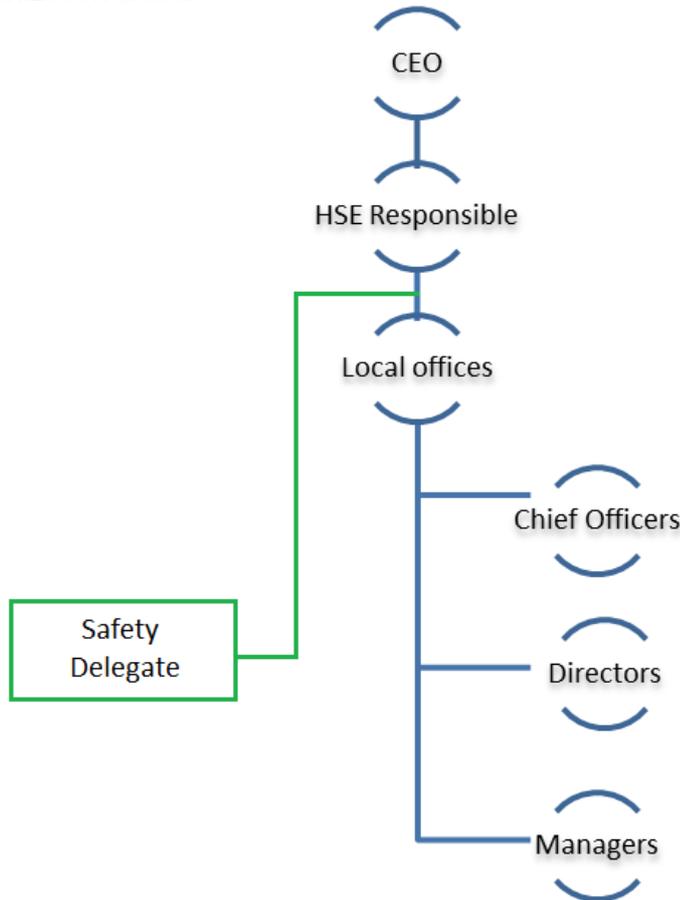
- represent and safeguard the interests of employees in matters relating to the working environment and ensure that the work is carried out in such a manner that the safety, health and welfare of the employees are safeguarded in accordance with local laws and regulations. Ensure that work is arranged so that the employees can carry out their daily work in a proper manner with regard to health and safety. Ensure that employees are not exposed to hazards from machinery, chemical substances or work processes, etc.
- ensure that safety devices and personal protective equipment are provided in adequate numbers, that they are readily accessible and in proper condition, be consulted during the planning and effectuation of measures of significance for the working environment within the representative's safety area.
- be informed of all occupational diseases, occupational accidents and near accidents in his or her area, of reports relating to occupational health inspections and measurements and of any faults or defects detected, and to follow them up as employee's representative.
- be aware of existing safety rules, directives, orders and recommendations issued by the local regulations.

For line managers the standard structure of the company is maintained, with necessity to report HSE issues and activities to the HSE Responsible.

Each employee has a duty to perform their tasks in a safe and responsible manner in accordance with the direction and guidance of Fluenta’s Health, Safety and Environmental Management System. Employees should be actively involved in reporting unsafe practices and conditions as well as in promoting health and safety awareness.

Each location shall follow local laws and regulations regarding HSE.

HSE organization chart:



## 1.4 Policy and objectives

### 1.4.1 HSE Policy

*Fluenta recognises its responsibility to provide safe working conditions at the company’s facilities and customer/vendor premises where Fluenta personnel are engaged.*

*It is a primary aim for Fluenta to avoid injuries, incident and accident of any kind, to promote a positive working environment for all its employees, and to conduct its business without putting the health of personnel at risk.*

*To achieve this, the personnel themselves must accept the individual responsibility to protect themselves, their colleagues and the working environment.*

*Fluenta will conduct its business in accordance with applicable rules and regulations concerning the protection of the environment.*

### 1.4.2 HSE Goals

Fluenta's corporate HSE goal is to have a safe and accident-free workplace for Fluenta's employees in compliance with national legislation and company rules and to actively minimize any negative impact on environment.

## 2. General Health, Safety and Environment

### 2.1 Legal requirements

Fluenta shall always perform work operations in accordance with local laws and regulations.

### 2.2 Health, Safety and Environmental training and information

#### 2.2.1 Training

All new personnel in Fluenta shall receive introduction training including HSE related information. In general, Line Management in co-operation with QA/HSE Department will be responsible to define relevant HSE training for Fluenta personnel:

- HSE related procedures and guidelines.
- Risk Assessment
- Personnel Protective Equipment, including cleaning and maintenance.
- Incident and accident report requirements.

#### 2.2.2 Record of training

All types of training performed (internal and external) should be recorded in Fluenta's record file.

### 2.3 General HSE requirements

#### 2.3.1 Safety Devices and protective equipment

The objective with Personal Protective Equipment is to protect employees from injuries by creating a barrier against workplace hazards.

#### 2.3.2 Fire Safety

Fluenta will provide the necessary firefighting equipment in accordance with local requirements. General fire safety instructions:

- All employees shall be familiar with fire instructions and local escape plans/
- Fire instructions and escape plans shall be located at strategic places in each Fluenta facility.
- Fire drills should be arranged at regular intervals to monitor the efficiency of the local fire safety management.
- Existing firefighting equipment and alarms should be inspected frequently.

- Firefighting equipment shall be inspected and a certificate issued by a competent authority on a frequent basis.
- Fire exits must be kept clear at all times.
- Smoking is only permitted in designated areas.

### 2.3.3 Housekeeping

Good housekeeping in all areas is essential for the prevention of accidents and unwanted events. General housekeeping rules:

- No dirty work clothing, boots or gloves will be allowed in the office facilities.
- Keep work areas clean and clean up upon completion of an operation or at the end of each workday.
- All work areas shall be maintained in a way that provides a safe and organised working environment.
- Stairways and walkways are not permitted as storage areas. Access to exits and emergency equipment must be maintained free from obstructions.
- Close all cabinets and drawers after use.
- Never overload shelves or store heavy items above head height.
- Clear away immediately any dangerous substance or spillage.
- Equipment/objects must not be left where they can be a tripping hazard.

### 2.3.4 Manual Handling

In general, lifting and moving loads by hand is one of the biggest causes of injury in the workplace. Where these tasks cannot be avoided, line management shall carry out a risk assessment of the risks involved and reduce those risks to the lowest level reasonably practicable.

When lifting operations occur, all employees must wear appropriate personal protective equipment for the tasks.

All work/mechanical aids shall be maintained in accordance to local laws and regulations. Improper equipment shall be removed immediately and replaced.

### 2.3.5 General guidelines to correct lifting

In general, lifting should be carried out in accordance with the following:

- If a load is beyond your capability you must get help.
- Check all packaging and items for sharp edges and projections before lifting.
- Ensure that there are no obstructions in your walking way before lifting any objects/equipment.
- Ensure that you can see around a load when lifting it.
- Ensure that there is adequate room to put down a load when you have moved it.
- Heavy goods are to be lifted by dedicated lifting equipment (forklifts/cranes/etc.).

**Note:** Do not use lifting equipment unless you have been trained and authorized.

- When lifting, stand close to the load with your feet slightly apart.
- Bend your knees and keep your back straight at all times (not necessarily vertical, 15-20 degrees from vertical is all right).

- Centre of gravity over the load.
- Arms close to the body - nearer the centre of gravity.
- Hands palms grasp - roots of the fingers + palm of the hand.
- Straighten your knees using your thigh muscles.
- Always lift in stages (e.g. floor to knee, knee to carrying position).
- Always use your entire body weight in a controlled manner when pushing a load.

### 2.3.6 Preventing slips and fall

Falling accidents will be reduced by following good housekeeping practices. Some guidelines to be followed to avoid slips and falls:

- Do not run in work areas.
- Ensure that walking ways are adequately lighted.
- Use proper ladders to reach high places, never climb onto a chair, drawer, or shelves etc.
- Keep walking ways free of obstacles.
- Remove items that may pose a potential slipping hazard.  
Clean up spills as soon as they occur.

### 2.3.7 Preventing falling objects

Accidents caused by objects falling also can be avoided by following good housekeeping practices. Some guidelines to be followed to avoid slips and falls:

- Stack materials securely to prevent them from sliding, falling or collapsing.
- Secure all tools and materials to prevent them from falling down.

### 2.3.8 Hazardous chemicals and substances

The requirements regarding chemicals and substances shall, as a minimum, always be in compliance with valid local regulations.

General requirements:

- All chemicals purchased and available shall have Material Safety Data Sheets (MSDS) in accordance with local regulations.

### 2.3.9 First Aid

First aid is the immediate care of a person who has been injured or has suddenly taken ill. It is intended to prevent death or further illness and injury and to relieve pain until medical aid can be obtained.

### 2.3.10 Visitor Safety

Employees must take special care to ensure visitor safety. This is particularly important when bringing visitors to potentially hazardous areas such as workshops, etc. Visitors should always be escorted and supervised through Fluenta facilities.

### 2.3.11 Waste Handling

Fluenta aims at complying with waste collection systems implemented by local community. Typical waste types in case of source separation may be:

- Paper
- Left-over
- Special wastes like painting, chemicals, solvents, etc.

The individual Office/Department Managers are responsible to organise the required practical arrangements.

## 2.4 HSE inspections and surveys

To evaluate and measure the efficiency of the HSE Management system, working environment surveys shall be performed frequently.

The HSE inspections shall be performed according to local regulations.

# 3. Health & Safety Operational Requirements

## 3.1 Safety Operational requirements

All Company facilities shall minimise exposure to falls from heights.

### 3.1.1 Lifting Gear

Fluenta has incorporated a system where all lifting gear will be inspected and maintained on a frequent basis. Local regulations and legislation may impose particular requirements, however the following should be used as guidance:

1. The local relevant requirements will be applied to all lifting equipment.
2. Regular internal routine inspections will be made of all lifting gear.
3. All lifting equipment inspected and certified for use will be identified with a tag.
4. Only equipment with a tag shall be used, if equipment is found without this tag it must be either destroyed or tagged with a red tag and placed in a quarantine area.
5. In the event a routine inspection reveals a defect which may affect the safety of the lifting gear, the lifting gear will be withdrawn from service and destroyed, or repaired.

### 3.1.2 Crane and Forklift Operations

Only qualified personnel can be authorised to assist in crane or forklift operations on clients or Fluenta facilities.

### 3.1.3 Recycling, Waste Minimisation and Hazardous Waste

All Fluenta facilities will make an effort to reduce waste and recycle products:

- Company facilities will establish recycling practices in areas of operation where recycling facilities exist.
- Company locations will reduce industrial and hazardous waste to a level as low as reasonably practicable (ALARP).
- The handling of hazardous waste will be in accordance with local requirements or, in the absence of applicable laws, handled in a manner representative of Fluenta's concern for the environment.
- All Fluenta facilities should evaluate and utilise environmentally friendly products.

## 3.2 Health Operational requirements

In conjunction with line management, Fluenta will organize and implement work environment surveys. Such surveys may result in advice on control measures for follow up requirements.

Respective line managers in Fluenta are responsible to ensure that high standards of hygiene are maintained according to local requirements.

Fluenta have a **zero** philosophy regarding substance abuse.

- Employees involved in an incident which caused, or reasonably could have caused significant injury or damage to persons or property may be drug tested where local laws allow.
- Employees reasonably suspected of substance abuse will be drug tested by medical personnel according to procedure.
- Random drug testing of employees may be conducted by clients when stated in the contract.

It is a policy of Fluenta that personnel dress to ensure they are protected from weather conditions etc., as well as to ensure personal safety.

1. Workshop personnel shall use proper dress when working in the workshop and in the storage yards/area.
2. Workshop personnel shall **always** wear protective boots or shoes when working in workshop facilities.
3. Visitors shall always be guided by workshop personnel in "safe areas".
4. Visitor PPE shall be available at all workshops/labs.
5. Gloves (cloth, rubber, leather, etc.) should be worn to protect the hands dependent upon the exposure.
6. Safety glasses/goggles shall be used when required by the working situation.

Hearing Conservation - All personnel on Fluenta's facilities are to be made aware of high noise level areas, and adequate protection is to be provided and worn.

## 4. Personal Protective Equipment

### 4.1 Introduction

The objective of this chapter is to describe Fluenta's requirements related to Personal Protective Equipment (PPE). This equipment shall protect employees from the risk of injury by creating a barrier against workplace hazards. Personal protective equipment shall be provided, used and maintained when it has been determined that its use is required and that such use will lessen the likelihood of occupational injury and/or illness. This chapter will describe several types of protection:

- Eye protection
- Face protection
- Head protection
- Foot protection
- Hand protection

When performing work that could result in a Hazard, approved safety equipment and protective clothing shall always be available and used.

## 4.2 Responsibilities

Supervisors/Department Managers have the primary responsibility for implementation of the PPE Program in their work area. This involves:

- Providing appropriate PPE and making it available to employees.
- Ensuring employees are trained on the proper use, care and cleaning of PPE.
- Ensuring defective or damaged equipment is immediately replaced.

The PPE user is responsible for wearing PPE as required and for reporting any need for provision or replacement of required PPE.

The QA/HSE Department is responsible for the development, implementation, and administration of the PPE requirements. This involves:

- Conducting workplace hazard assessments (risk analysis) to determine the presence of hazards which requires use of PPE.
- Conducting periodic workplace re-assessments.
- Maintaining records of the hazard/risk assessments.
- Reviewing, updating, and evaluating the overall effectiveness of the PPE equipment/implementation.

## 4.3 Types of protection

### 4.3.1 Protective Clothing/Devices

All personal protective clothing and equipment shall be of safe design and construction for the work to be performed and shall be maintained in accordance with recommendations from the supplier. Only those items of protective clothing and equipment that meet known international/national standards shall be procured or accepted for use.

### 4.3.2 Eye and Face Protection

Prevention of eye injuries requires that all persons who may be in eye hazard areas wear protective eyewear. This includes employees, visitors, contractors, or others passing through an identified eye hazard area. To provide protection for these personnel, responsible persons of such areas shall procure a sufficient quantity of goggles and/or plastic eye protectors which afford the maximum amount of protection possible.

- Wearers of contact lenses must also wear appropriate eye and face protection devices in a hazardous environment.
- Side protectors shall be used when there is a hazard from flying objects.
- Goggles and face shields shall be used when there is a hazard from chemical splash.
- Protectors shall be CE-marked (in Europe), and well approved in the rest of the regions.

Fluenta requires that each affected employee who wears prescription lenses while engaged in operations that involve eye hazards shall wear eye protection that incorporates the prescription in its design, or shall wear eye protection that can be worn over the prescription

lenses (goggles, face shields) without disturbing the proper position of the prescription lenses or the protective lenses.

Emergency eyewash facilities shall be installed in all areas where the eyes of any employee may be exposed to corrosive materials. All such emergency facilities will be located where they are easily accessible in an emergency.

#### 4.3.3 Head Protection

Head protection shall be used by all employees and contractors engaged in miscellaneous work that may result in hazards from falling or fixed object, etc. Head protection is also required to be worn by visitors in such areas.

#### 4.3.4 Foot Protection

Safety shoes or boots with impact protection are required to be used in work areas where carrying or handling materials such as packages, objects, parts or heavy tools, which could be dropped; and for other activities where objects might fall onto the feet.

#### 4.3.5 Hand Protection

Suitable gloves shall be worn when hazards from chemicals, cuts, lacerations, abrasions, punctures, burns, and harmful temperature extremes are present.

Glove selection shall be based on performance characteristics of the gloves, conditions, durations of use, and hazards present. One type of glove may not work in all situations.

#### 4.3.6 Cleaning and Maintenance

It is important that all PPE are kept clean and properly maintained.

## 5. Incident Reporting and Investigation

### 5.1 General

It is Fluenta's policy that all unsafe incidents, accidents, injuries and work related diseases are reported to the FIS (Fluenta Improvement System). This is to ensure that all work related accidents, incidents and near misses are identified and that appropriate actions are taken to prevent a reoccurrence. It is also important that incidents such as near misses, which have the potential to cause accidents, also are identified, reported and investigated.

### 5.2 Incident and accident reporting

#### 5.2.1 Documenting of accidents and incidents

All types of incidents (Lost Time Accidents LTA, Non Lost Time Accidents NLTA and Near Miss Incidents NMI) shall be reported as soon as possible into the FIS and to the QA&HSE Manager and Safety delegate. For accidents which caused or might have caused serious injuries to personnel or major damage to material assets and environment, they should additionally be reported to the CTO, Safety Delegate and QA&HSE Manager as soon as possible.

## 5.2.2 Analysis of Accidents/Incidents and implementing of Corrective Actions

After an incident report is written and registered in FIS, this report shall be forwarded to a "Case Responsible" (appointed by the QA/HSE Manager or the CEO) which will be responsible to perform an analysis in order to reveal the basic/underlying causes of the incident, and to suggest corrective actions for avoiding occurrences. For "Major Incidents" a Safety Notice with a preliminary description of the incident shall, if practically possible, be prepared and distributed to all relevant employees not later than the consecutive working day after the incident.

The investigation of accidents/incidents is to be performed according to FIS handling procedure.

Investigation tasks and responsibilities are outsourced into external company.

Fluenta described all necessary scope of responsibilities and required involvement of supervision over record keeping:

- completion and storage of documents and evidence regarding accidents at work, student accidents,
- identified occupational diseases and suspicions of such diseases
- running and participating in the work of appointed health and safety committees
- running and participating in the Investigation Teams and in other company committees dealing with issues related to occupational health and safety, including prevention of occupational diseases and accidents at work
- record keeping and reporting

Described key competences for the Investigation Team:

- Investigation Team Leader:
  - ability to continuously improve and optimize planning
  - trained and competent in applying incident fact finding and analysis tools
  - ability to drive improvement processes in organizations
  - skilled in effective management of a small investigation team
  - at least 3 years of relevant experience on the Investigation Team Leader position
  - excellent command of English in speaking and writing
  - knowledge of HSE & EMS good practices
  - able to act as liaison between senior management and the investigating team
- Investigation Team Member:
  - have collective managerial, technical and investigative skills
  - excellent command of English in speaking and writing
  - knowledge of HSE & EMS good practices
  - able to act as liaison between senior management and the investigating team
  - at least 1 years of relevant experience on the Investigation Team Leader position

## 5.3 Statistics and trend analysis

Statistics and trend analysis regarding QA and HSE related incident reports are performed by the QA Responsible basing on FIS registration overview. Trends and statistics will be presented for the Management upon request. The major reason for performing statistics and trend analysis is to collect data for detailed analysis of accidents and illnesses in order

to eliminate causes by pinpointing specific problem areas and taking appropriate follow-up action.

Statistics and trend analysis will also be used as a means to measure the success of the QA/HSE Management system in Fluenta.

Some typical outputs from statistics and trends:

- Number and types of reports based on location, criticality
- Reports sorted by time periods (possible to see peaks)
- Evaluate typical trends of locations, equipment, working areas, working groups, etc.
- Cost estimates of individual incident reports

## 5.4 Responsibilities

Any personnel witnessing or causing an accident/incident shall as soon as possible report this in accordance with Fluenta's procedures.

Safety Delegate/Representative shall assist the line management or the "Investigation group" in the investigation and follow up of an incident/accident.

The QA/HSE manager shall cooperate with and advise the line management regarding necessary implementation of corrective/preventive actions and verify that these actions are implemented and functioning as intended.

The QA/ HSE manager shall maintain safety statistics, and ensure proper distribution of HSE related documentation (i.e. reports, procedures, manuals, statistics etc.).

The mine management are responsible for the decision and implementation of corrective/preventive actions in co-operation with the QA/HSE manager.

The line management will also provide required assistance during investigation and analysis of the incident. If an accident involves personnel injuries to such an extent that the injured person has to be evacuated and transported to hospital, it is the line managements responsibility to ensure proper transportation to hospital.

The line management is also responsible for following up the injured person in cooperation with the HR Department and/or Company Health Service.

## 6. Risk Assessment

### 6.1 General

A risk assessment is simply a careful examination of anything that may cause harm to you or others during your work. Once this is done, you will then be able to decide upon the most appropriate action to take to minimize the likelihood of anyone being hurt. The aim is to prevent accident and illness. It is carried out by identifying risk and using appropriate control measures to minimize or eliminate the risk.

## 6.2 What is a Risk Assessment?

### 6.2.1 General

A risk assessment is a systematic identification of potential hazards in the working area, as a first step to controlling the possible risks involved. A hazard is anything that has the potential to cause harm. A risk is the probability of someone being exposed to that hazard and harmed as a result. Risk assessments must be performed in accordance to local laws and regulations.

Risk assessments are important for two main reasons:

1. It is a statutory requirement to identify risks in the working area.
2. It manages potential dangers in the workplace.

It is important to remember that it may not be possible to remove problems completely, but they shall be ALARP (As Low As Reasonably Practicable).

In general, these are the steps for performing a risk assessment:

- Identify the hazards to health or safety arising from the activity or the workplace.
- Decide who might be harmed and how
- Evaluate the risks and decide whether existing precautions are adequate or more needs to be done.
- Record your findings
- Review your assessment and revise it if necessary.

### 6.2.2 Who should attend in the Risk Assessment process?

A risk assessment should involve those who are responsible for and/or most likely to be affected by the hazard. Relevant Department Managers are responsible (in co-operation with QA/HSE Department) for developing a risk assessment for their area of responsibility, and completing assessments in accordance with local laws and regulations.

### 6.2.3 When should a risk assessment be conducted?

The risk assessment shall be conducted every time when hazards have been identified in your workplace. A risk assessment should also be conducted when new information about a hazard is received or whenever there is a major change in the workplace that could affect health and safety of workers.

### 6.2.4 How should a risk assessment be performed?

Depending on the nature of the hazard, the risk assessment process will vary from a straightforward visual inspection of the workplace, through a formal quantitative assessment for high-risk situations. In general, a risk assessment may involve one or more of the following:

- Visual inspection
- Different types of risk analysis methods
- Technical or scientific evaluation (calculations, etc.)
- Trend analysis of injury /incident data

Risk assessment might be followed by registration of a FIS case.

### 6.2.5 What factors need to be considered?

The factors to be considered are:

- Nature of the hazard
- Probability of exposure
- Frequency and duration of exposure
- Consequences of exposure

### 6.2.6 Documentation and Storage Time for risk assessments

Whenever required by local regulations, risk assessment might be documented. In such cases the risk assessments should be kept for at least five years.

### 6.2.7 Hazard Identification

A hazard is something that has the potential to cause harm, whether to persons, health or property. Hazards can occur in any areas, and it is therefore very important to find these hazards and implement corrective actions to eliminate/reduce these to an acceptable level. Identification of hazards present in the workplace can be undertaken through:

- Safety audits and inspections of the workplace to evaluate Fluenta's HSE Management system.
- Incidents, including near misses and accidents provide important information regarding hazards and risks at the workplace.
- Accident and incident investigations are necessary so that the relevant hazards can be controlled where a situation has caused an accident
- Injury and sickness records are a good indication of hazards that exist in the workplace and analysis of these records can highlight those hazards
- Health surveillance, as with accident and sickness records, can give indication of the presence of hazards that have not been controlled
- Complaints from employees are a common way for hazards to be identified through line management.

Once hazards have been identified, they have to be evaluated. Hazards may cause harm to a person or property in many different ways and each of these ways has to be identified.

## 7. Emergency Preparedness and Response

### 7.1 Purpose

The purpose of this Emergency Preparedness & Response chapter is to make the organisation prepared to respond to emergency situations.

### 7.2 Why prepare for emergencies

When any types of emergencies occur (such as fires, explosions, war/terror situations etc.), shortage of time, lack of resources, untrained personnel and urgent need for quick decisions may lead to chaos in the organisation. Through an emergency preparedness system, this will be reduced and the risk of loss from such emergencies will be minimized. Effective emergency

preparedness includes efficient procedures and guidelines, training and awareness of personnel, and an effective communication/information system.

### 7.3 Emergency Management Objectives

The objectives of Emergency Preparedness & Response Management are to minimize the effects of emergencies or to prevent emergencies from occurring through preparedness, response, and recovery, in general:

- Minimize the potential for loss of people, property and environment
- To ensure that all necessary equipment and systems are in place to deal with an emergency
- Help Fluenta to restore normal business activities as quickly as possible.

### 7.4 Definitions

#### **LEVEL 1 – MINOR LOCAL EMERGENCY**

A Level 1 Emergency is a minor, localized department incident that is quickly resolved with existing local Fluenta resources or limited outside help.

This type of emergency has little or no impact on personnel or normal operations or facilities outside the locally affected area. Evacuation of the area is usually not necessary.

*Examples:*

*Small local fire, smoke, chemical spill, individual medical treatment, etc.*

#### **LEVEL 2 – MAJOR LOCAL EMERGENCY**

A Level 2 Emergency is a local (individual office/workshop facility) emergency situation.

These types of emergencies may require assistance from external resources (for example: Local Police, Fire Brigade, etc.). A Level 2 emergency incident may represent threats to-/loss of life, the environment, or property.

If external resources are required, this should be coordinated by the local managers or deputies. Short-term evacuation of the area/building may be necessary.

*Examples:*

*Fire, serious chemical spill, Serious First-Aid treatments, etc.*

#### **LEVEL 3 – REGIONAL OR INTERNATIONAL EMERGENCY (Disaster)**

A Level 3 Emergency is a type of emergency which may have an impact on major parts of Fluenta's organisation (facilities cannot function etc.)

These types of emergencies require assistance from internal and external resources. A Level 3 emergency incident may represent major potential/actual loss of life/property, threats to the environment, etc.

Local managers or deputies will coordinate with external resources. If Level 3 Emergencies occurs, the CEO shall immediately be contacted by the local managers and be continually updated on the status of the situation.

*Examples:*

*Hijacking, war/terror situation, Major Fire, serious accident, earthquake, plane/helicopter crash, etc.*

## 7.5 Emergency Preparedness

### 7.5.1 General

No matter what kind of precautions we take, we can't guarantee that an emergency won't occur in the future, but to be prepared for emergencies will significantly increase the efficiency as well as reduce the response time and the possibility for chaos in the organisation. Emergency Preparedness will enable an effective integration of pre-planning and emergency response activities.

Some of Fluenta's emergency preparedness will include:

- To have telephone numbers continuously updated and available.
- Updated lists (names/telephone numbers) of the Management Group.
- To have emergency related procedures/guidelines available in each office.
- To clearly communicate Fluenta's organisation and responsibilities in front of an emergency situation.
- To implement Fluenta's emergency requirements through line management.

### 7.5.2 Individual Preparations

All employees, without exception, are obligated to prepare themselves for possible emergencies or disasters. Some of the individual precautions might be:

- Be aware of local workplace hazards.
- Become familiar with the closest emergency exit and the proper evacuation route.
- Be familiar with the types of accidents or events that could occur in the immediate work area.
- Ask the line management or QA/HSE Department how to perform risk assessment if in doubt.
- Be familiar with emergency procedures/guidelines.
- **Never** do anything that might endanger anyone's safety or life.

Certain facilities or areas have increased potential for an accident or emergency event due to the nature of work activities that take place there (workshop, offshore related work, etc.). The personnel who work in those areas are in the best position to provide feedback on better methods or practices to prepare for and respond to an incident. Any comment or suggestion for the improvement should be directed to line management or QA/HSE Department.

### 7.5.3 Chain of command

A chain of command should be established to minimize confusion so that employees will have no doubt about who has authority for making decisions. Responsible individuals (including deputies) should be selected to perform different tasks in the event of an emergency. Please refer to the HSE Organization chart (1.3.) for notification flowchart.

### 7.5.4 Emergency Group - Main Responsibilities

Senior Management group:

- Mobilise the Emergency Action Group if required.
- Lead, direct and advise the Emergency Action Group.
- Ensure that all resources to handle the situation are made available (if possible).

- If relevant, responsible for corresponding with any client/governmental management.
- Responsible to keep Fluenta's CEO updated.
- Responsible to evaluate legal consequences.
- Responsible for contact with media.
- Coordinate relevant internal resources within his organisation.
- If relevant, responsible for corresponding with the Client's management level.
- Ensure that relevant authorities are contacted by appointed Fluenta personnel (in accordance with laws and regulations, or if requested to do so by the CEO).

Relevant Managers/Technical Experts:

- Direct, advice and provide technical support within his discipline function(s).
- If relevant, contact with the Client's operation and emergency department and be prepared to move to the Client's emergency centre.
- Request such resources as may be needed within his discipline functions.

QA/HSE Manager:

- Provide support to Emergency Action Group on Health, Safety & Environmental Matters.
- If required, maintain contact with external HSE organisations.
- Request necessary external expertise (Company Health Service, etc.).
- Ensure medical and psychological contacts and support.
- Responsible for health and crisis management support.

### 7.5.5 General Emergency tasks

In general, the Emergency Action Group shall ensure that the following tasks are taken care of:

- Establish secretarial support.
- Ensure that the company phone and other means of communication are in an operational condition.
- Ensure that the Emergency Action Group is equipped with necessary equipment
- Register all outgoing/incoming information, copy and distribute to relevant personnel.
- Personnel from the respective administration, staff, etc. should be used to support the Emergency Action Group in handling next-of-kin matters, taking care of next-of-kin seeking information, and provide the necessary information and data required to undertake this function.

### 7.5.6 Managing the Media

In the event of a critical incident that may attract media attention, only Fluenta's Chief Executive Officer or his deputy shall coordinate any media responses. No Fluenta personnel are authorised to speak with the media in relation to any critical incidents. Any contact with the media must occur via CEO as described.

### 7.5.7 Next of Kin

The HSE Manager has the overall responsibility to maintain the Next of Kin system in Fluenta. The next-of-kin system shall be used as organization for providing immediate information to employees and their relatives in case of accidents.

## 7.6 Emergency Response

### 7.6.1 General

This emergency response section will address potential emergencies that can be expected in the workplace. Therefore, it will be necessary to perform a hazard assessment to determine hazardous (toxic, etc.) materials in the workplace, different kinds of hazards, and potentially dangerous conditions.

### 7.6.2 Evacuation of facilities

#### 7.6.2.1 *Decision to initiate an evacuation*

The decision to initiate an evacuation is made by local managers. When there is an immediate danger to personnel, such as fire, explosion, etc., the signal to evacuate the building will be activation of the fire alarm.

#### 7.6.2.2 *General*

All Fluenta facilities shall have their own local evacuation plan. The evacuation plan will contain description of evacuation routes, local first aid kits, fire hoses, fire- extinguishers, fire alarm locations, etc. These plans shall be posted throughout the buildings at logical locations (the base of stairways, next to elevators, reception area, etc.). Always be familiar with:

- Local Evacuation plans/Escape routes
- Locations of Emergency Assembly Point/Area (EAP).
- Evacuation Procedures/Guidelines

#### 7.6.2.3 *General Building evacuation*

When an evacuation is necessary for your building or work area (or hearing the fire alarm):

- Stay calm, do not rush, and do not panic.
- Safely stop your work.
- Bring your personal belongings if it is safe to do so.
- Close your office doors and windows, but do not lock them.
- Use the nearest safe stairs and proceed to the nearest exit (in accordance to local evacuation plans) **DO NOT USE ELEVATORS.**
- Escort visitors and contractors to your Emergency Assembly Point (EAP).
- Proceed to the designated EAP.
- If it is evident due to smoke or other hazards that the normal assembly area is unsafe, then the Assembly Point Leader will choose another location.
- Wait for any instructions from Assembly Point Leader.

Do not re-enter the building or work area until the EAP Leader instructs you to do so.

#### 7.6.2.4 *Evacuation sweep*

Managers or their deputies of each department are responsible to check their area to ensure that everyone has left the building. They shall properly check all offices, toilets, meeting rooms, canteen, etc. and ensure it's empty before leaving the building. Knock LOUDLY on closed locked doors and close (not lock) any open doors.

Instruct any lingering occupants to evacuate the building immediately. If anyone refuses to leave, the Assembly Point Leader must be notified immediately upon exiting the building. Exit the building and meet at the pre-defined meeting point immediately.

The managers shall immediately report status to the appointed Assembly Point Leader at the assembly point. This shall be deputized if a manager is not available.

#### 7.6.2.5 *Total evacuation*

If no Corporate guidelines exist, each office shall prepare evacuation plans in case of a major incident that requires all staff to evacuate the facilities. (e.g. Earthquake, Terror, Major Fire, etc.). QA/HSE Department will guide in the preparation of these plans.

## 8. Definitions

**ALARP** expresses that the risk level is reduced to as low as reasonably practical – through a documented and systematic process so far that no cost effective measure may be identified.

**Emergency Preparedness** Technical, operational and organisational measures to be implemented under the management of the emergency organisation in order to protect human life, environment resources and assets in the event that hazardous or accidental situations occur.

**Risk Expression** of probability for and consequence of one or several accidental events.

**Risk analysis** Analysis which includes a systematic identification and description of risk to personnel, environment and assets.

**Shall** Verbal form used to indicate requirements strictly to be followed in order to confirm to the standard and from which no deviation is permitted, unless accepted by all involved parties.

**Should** Verbal form used to indicate that among several possibilities one is recommended as particularly suitable, without mentioning or excluding others, or that a certain course of action is preferred but not necessarily required.

**Accident** An unwanted incident resulting in injuries to personal or damage to material assets or the environment.

**Lost Time Accident** An accident resulting in personnel injury, where the injured person(s) is **unable** to perform for his/her consecutive work (shift).

**Non Lost Time Accident** An accident resulting in personnel injury, where the injured person(s) is **able** to perform for his/her consecutive work (shift).

**Near Miss Incident** Any unwanted event or hazardous conditions, which under different circumstances, could have led to an accident.

**Controlled document** Documents which will be controlled by the QA department. Issued documents will continuously be updated to all copy holders of controlled documentation.

**High-pressure** Any pressurized substance (air, hydraulic, water, fluids, etc.) under pressure for test purposes or constant use which could cause severe injury to personnel and/or damage to property if a sudden rupture/burst was likely to occur.

**Case Processor** A person responsible to follow up a received case/incident report.

**A hazard:** Is something, visible or invisible, that has the potential to cause injury, illness or property damage.

**Probability:** Is the relative frequency of the occurrence of an event.

**Level 1 – Emergency** A minor, localized department incident that is quickly resolved with existing local Fluenta resources or limited outside help.

**Level 2 – Local Emergency** A local (individual office/workshop facility) emergency situation. These types of emergencies may require assistance from external resources.

**Level 3 – Regional/International Emergency**

A type of emergency which may have impact on major parts of Fluenta`s organisation. These types of emergencies require assistance from internal and external resources.

**Level 4 – Emergency (Disaster)**

Any incident that requires widespread evacuation of the facility and/or the organisation. Level 4 emergency incidents generally require major internal/external assistance.

**Emergency** A sudden state of danger requiring response action.

**Emergency Action Group** A Management team established to coordinate/control activities related to emergencies.

**Emergency Control Room** An area where assigned personnel of the Emergency Action Group and other designated emergency responders will assemble at in the case of an emergency.

**Assembly point Leader** Dedicated person in case of an emergency situation, who will be the contact person at the Emergency Assembly Point.

## 9. Abbreviations

<b>ALARP</b>	As Low As Reasonably Practicable
<b>FMEA</b>	Failure Mode and Effect Analysis
<b>HAZID</b>	Hazard Identification
<b>HS&amp;E</b>	Health, Safety and Environment
<b>QHS&amp;E</b>	Quality, Health, Safety & Environment
<b>RAC</b>	Risk Acceptance Criteria
<b>WE</b>	Working Environment
<b>LTA</b>	Lost Time Accident
<b>NLTA</b>	No Lost Time Accident
<b>NMI</b>	Near Miss Incident
<b>MD</b>	Managing Director
<b>MSDS</b>	Material Safety Data Sheets
<b>PPE</b>	Personal Protective Equipment
<b>EAG</b>	Emergency Action Group
<b>EAP</b>	Emergency Assembly Point
<b>QMS</b>	Quality Management System
<b>QRT</b>	Quarterly

## 10. References

- 21.000.008 – Training Record
- 22.000.070 – Safety Delegate
- 31.000.012 – Waste Management
- 31.000.014 – Fluenta Environmental Management System
- 31.000.015 – HSE Manual for Service Jobs
- 31.000.016 – HSE Procedure for Hazardous Locations
- 71.000.002 – Quality Management System Manual
- 71.000.009 – Control of non-conforming product / preventive and corrective action
- 71.000.018 – Risk Management Process
- 71.000.200 – Management Review and Internal Audit