



Smarter, Smoother Spaces

SUBCONTRACTOR HANDBOOK

**SAFETY, QUALITY &
ENVIRONMENT**

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Foreword

Welcome to Styles&Wood (S&W). We are proud to say that as a supplier to S&W you are working with one of Britain's leading retail, banking, office and public sector property support services providers.

S&W is founded on the commitment and talent of our people, our willingness to welcome change, the search for continuous improvement and a modern and friendly service offer for our customers. Teamwork and a dedicated approach to customer service are key drivers for our business and our Supply Chain plays a vital part in ensuring S&W remain at the forefront of the industry.

Please take the time to read this handbook carefully as it sets out the way we operate and includes some important requirements in terms of safety, health and the environment.

We look forward to working with you.

TONY LENEHAN
CHIEF EXECUTIVE OFFICER

Our Vision & Values

Vision: Working together to make a difference

Our Mission: We will deliver innovative solutions to manage, develop and enhance property portfolios in a sustainable and cost effective way. We will achieve our Vision by:

- Providing exceptional levels of service through continuous improvement
- Empowering our people to challenge convention and think differently
- Demonstrating our commitment to the community and the environment
- Developing our supply chain partners and building mutual loyalty

Values: Being...

AGILE

INSPIRING

RESPECTFUL

RESPONSIBLE

COLLABORATIVE

INNOVATIVE

Group Overview

S&W provides a complete property service from inception to completion and beyond via five service lines: Construct, Design, Care, Intelligence and Renewables. We operate nationally which means we are never far away from where our customers need us. We develop lasting relationships with our suppliers and customers, building strategic partnerships with a shared commitment and a common goal. We have formal strategic and key partnerships with a large number of suppliers across all trades.

With a strong supply chain we assist customers with developing a concept and brief, we design, build, maintain, refurbish and facilitate property management through the provision of information systems. S&W Design, Care and Intelligence offer complementary service lines comprising a full architectural and space planning design service, facilities management and technology based property information solutions.

Our core service offer is to fulfil the role of principal contractor for fit out, refurbishment and construction work. This core service is provided by the S&W Construct service line, which complements our renewables service offer perfectly. Our Renewables offer uses our knowledge and experience in construction but also presents decision makers with a financial and environmental business case and end to end delivery solution for investment in solar photovoltaic's and other renewable energy technologies.

Awards & Accreditations



OHS 68969



EMS54931



FS41379



www.altiusva.com



INVESTOR IN PEOPLE



**Beyond
Compliance
Winner - 2011**



Corporate Responsibility

S&W benefits from an established management team that pursue a Corporate Responsibility strategy of Business Excellence, resulting in us securing a number of business accolades during recent years.

S&W has been labelled 'One to Watch' in the Sunday Times Top 100 Best Companies to Work For, who reported that "Styles&Wood is serious about Corporate Social Responsibility". Business in the Community (BITC) ranked us No.1 in the North West CR Index and we were awarded a Big Tick by BITC for our Impact on Society for three years running.

In November 2011 we were awarded a Silver award at the National Considerate Constructors Company Awards.

In line with Business in the Community we address CR through our approach and business integration of:

- Marketplace
- Environment
- Workplace
- Community

We were a finalist in the CIPS (Chartered Institute of Purchasing & Supply) Supply Management Awards for three consecutive years, twice in the category of Best Contribution to Corporate Responsibility. We were proud to be a shortlisted finalist against Marks & Spencer's (Plan A), Sellafield, Royal Mail and the Olympic Committee.

We are actively engaged within the community through our Styles&Wood in the Community (SWITC) Agenda. Under our brief of '**Raising Aspirations for Young People**' we undertake many community and charity activities, including an annual S&W Big Challenge, which is a substantial community based project that engages both our supply chain and colleagues. Our charity partner for 2011/2012 is Barnardo's.

Our business has been certified to ISO 9001, ISO 14001 and 18001. We are proud that our H&S Management System has contributed to our receiving the RoSPA Gold Medal for the past 5 years.

We are currently working towards ISO 50001:2011 accredited certification for Energy Management which we aim to have gained by March 2012.



Procurement

SUPPLIER SELECTION – PRE-QUALIFICATION

CDM STAGE 1 ASSESSMENT

S&W requires 100% of subcontractors to be approved through our Pre-Qualification process prior to working with us or on our behalf. The Pre-Qualification Questionnaire covers all elements that are required under the Health & Safety at Work Act 1974 and the CDM Regulations 2007.

Our suppliers must demonstrate the following by providing documentary evidence of:

- Minimum acceptable insurance levels for public, products and employers liability
- Current H&S Policy statement
- A H&S Management System and / or OHSAS 18001 registration
- The arrangements in place for H&S and the procedures for monitoring and auditing these
- Details of the source of competent H&S advice
- Details of training undertaken by site personnel and supervisors, particularly Asbestos Awareness which is a key area of focus for S&W. All Asbestos training must be completed by a UKATA registered training provider
- Procedures for co-ordinating works with other contractors and sample copies of previously completed site specific method statements and risk assessments
- A quality management system and/or ISO 9001 registration
- An Environmental Management System and/or ISO 14001 registration

We are able to accept CHAS and SafeContractor Accreditation, however supplementary information will be required.

CDM STAGE 2

In line with the CDM 2007 Regulations subcontractors should only undertake works for S&W where they have previous experience and can provide evidence that previous projects have been completed successfully.

Subcontractors should be aware that we may ask to see information relating to previous experience before an order is placed and the outcome of any enquiry may affect work placement.

ANNUAL HEALTH CHECK

On an annual basis we will wish to see copies of Health & Safety Policy Statements and insurances.

Failure to comply with our site rules may cause you to be in breach of the conditions of your insurance policies and may prejudice the outcome of any claim. It is also important that you ensure that your employees are aware of and comply with any warranties and limitations applying under your policies.

Procurement

CENTRAL PROCUREMENT STRATEGY

We are currently implementing a Central Procurement Strategy to centralise our procurement by introducing a system of agreed Schedules of Rates for core trades. The following trades have a Preferred Supplier List and are procured via a Schedule of Rates on an annual basis:

- Painting & Decorating
- Site Security
- Site Cleaning
- Ceramic Tiling
- Ceilings & Partitions
- Soft Flooring
- Wet Trades (e.g. plastering, screeding)
- Structural Engineering
- Scaffolding

This list is not exhaustive and will be added to as appropriate.

Why are we doing this?

- To reduce our supplier numbers
- To increase competence on site
- To distribute workload fairly
- To win competitive work with our supply chain



Health and Safety Policy

Styles & Wood shall ensure that all work activities are undertaken in accordance with the Health and Safety at Work Act 1974 and applicable regulations as well as the requirements of BS OHSAS18001: 2007 and approved codes of practice.

The ultimate responsibility for health and safety rests with the Styles and Wood CEO. All Directors will ensure health and safety is given suitable consideration and that board level decisions reflect the aims and objectives of the policy.

Senior Managers accept their collective role in providing health & safety leadership and support. Senior Operational Managers are responsible for effective health and safety of management on their sites. They will ensure that adequate resources are made available for the policy to be effectively implemented and maintained.

The management team will promote best practice and will regularly review the safety policy and arrangements to ensure appropriate statutory requirements are met.

The Company 'so far as is reasonably practicable' will provide:

- A safe working environment
- Ensure this policy is brought to the attention of all employees
- Safe access and egress and systems of work
- Adequate instruction, information training and supervision
- Control of operations, materials and substances likely to cause injury, harm or damage
- Sufficient first aid and welfare facilities
- A full investigation of any incident or accident in order to establish an effective corrective procedure
- Effective fire prevention and fire control procedures
- Adequate facilities for consultation at all levels.

Styles & Wood is committed to continual improvement in its management of health and safety. The Company will give full backing to the health and safety policy and will support all those who comply with it. Every individual is required to work to their accountabilities and assigned duties to make it work successfully.

This policy is made available to the public, the Company's staff, partners and its stakeholders and is made available on all Company notice boards.

Signed:

A handwritten signature in black ink, appearing to read 'Tony Lenehan'.

Name: **Tony Lenehan**
Title: **Chief Executive Officer**
Date: **April 2011**

Health & Safety

S&W is committed to the provision of a safe and healthy working environment where everyone is valued, treated with respect and consulted on health and safety issues. The Company encourages and promotes participation, commitment and involvement in health and safety activities at all levels in order to fulfill legal requirements and to achieve risk control.

No punitive action will be taken against anyone who raises health and safety concerns through the appropriate channels.

Similarly, aggressive and confrontational language aimed at anyone who has raised a health and safety issue is unacceptable and will not be tolerated.

Everyone on a S&W site has the right to stop working if they feel their health and safety is at risk and they have the right to intervene where they notice unsafe practices. On stopping work they should ensure that the workplace is not left in an unsafe condition whereby a third party could be placed at risk and they should notify their supervisor of their actions so that remedial action can be taken.

Ultimate responsibility rests with Andy Shaw, Operations Director. Any day to day Health & Safety issues should be reported to our Safety, Health & Environment team on she@stylesandwood.co.uk.

All operatives attending site must comply with legislation, regardless of their position and role on the site.

PLEASE NOTE:
S&W operates a 'Don't Walk By' approach with regard to health and safety issues. If you notice any unsafe practices taking place on site, notify your supervisor and a member of the S&W Project Management team immediately.

Health & Safety

SITE DOCUMENTATION

Health and safety is a major focal point for S&W on all projects. To ensure that health and safety standards are maintained throughout the contract, all subcontractors are required to submit the necessary health and safety information a minimum of seven working days prior to commencing works on site.

Such information includes:

- Site Specific Risk Assessments / Method Statements
- Competence Records for subcontractors attending site, including relevant training certificates
- Plant/Equipment Inspections and Registers

Health and safety management is not a task that rests solely with the S&W Project Management team. All subcontractors and employers have a duty to ensure that the activities of their own site personnel are carried out in a safe manner and do not pose risks to others.

ARRIVING ON SITE

All subcontractors are required to attend a site induction prior to commencing work on a S&W site. Evidence of each contractor having been briefed on their company's method statements and the control measures identified in the risk assessments should also be provided.

All site personnel are required to wear hi-visibility waistcoats, hard hats, suitable hand protection and safety footwear as a minimum. Personnel arriving without the correct equipment will be refused entry onto site.

Upon arrival onto site each day, everyone must sign the attendance register and sign out when they leave. This procedure also extends to lunch time and shift periods, or when leaving site for any reason.

All Personal Protective Equipment (PPE) should either be branded with the S&W logo or your own company logo – no other branding is permitted.

WORKING ON SITE

As both a subcontractor to S&W and an employer you are duty bound to manage the activities that you carry out on site in relation to health and safety.

All activities on site will be conducted in accordance with the site specific Construction Phase Health & Safety Plan which is developed and maintained on site by the S&W Project Management team. This plan is available on site for review / inspection by all subcontractors.

Site health and safety rules are displayed on all projects and are communicated during site inductions.

Health & Safety

SUBCONTRACTING WORKS

Please be aware that if you intend to subcontract any element of your works to another individual or company you should inform the S&W Project Surveyor prior to any sub-contract order being placed.

It must appear on our sites as if all operatives attending on behalf of your company (direct employees or subcontractors) work for S&W or your company only – i.e. only S&W or your own company branding will be accepted.

SITE DISCIPLINARY AND RECOGNITION PROCEDURE

S&W operates a Site Disciplinary and Recognition Procedure on all sites, which includes procedures for disciplining individuals found to be in breach of site health and safety rules.

Depending on the severity of the breach, S&W Project Management will either issue a **Yellow** Card which serves as a warning or they will issue a **Red** Card and ask the individual to leave site immediately. This individual would then be banned from all S&W sites for a period of 12 months.

The Procedures also allow for the recognition of exceptional behaviour in the area of health and safety, where individuals are rewarded with a **Platinum** Card. The award of a Platinum card is notified to the suppliers Head Office and also forms part of our annual supplier performance awards.

MATERIALS AND EQUIPMENT

All equipment utilised on S&W sites must comply with statutory and industry requirements. Use of the equipment must be carried out in accordance with relevant method statements and risk assessments. Current maintenance and inspection records must be available and all operators training certificates produced when requested.

S&W does not supply work equipment or materials for our Supply Chain.

Any control measures, for example use of specific access equipment or additional PPE, including barrier creams for use with hazardous substances, must be provided and instructions adhered to.

HOUSEKEEPING

To ensure continued co-operation amongst all our subcontractors, everyone should keep their areas clean and not allow debris to build up to an unacceptable level.

All work areas should be left in a safe and tidy condition at all times. Materials and substances are to be stored as agreed with S&W Project Management.

Health & Safety

WELFARE FACILITIES

All welfare facilities provided by S&W will be maintained in a safe and clean condition. Anyone abusing any welfare facility may incur a charge and be required to leave site.

ACCIDENT REPORTING

All accidents, incidents and near misses, however minor, must be reported to S&W Project Management and the relevant process completed.

Subcontractors are also required to co-operate with and provide S&W with copies of documentation produced during investigations and statutory reporting procedures in connection with any accident or incident on a S&W project.

EMERGENCY PROCEDURES

All site emergency plans and procedures will be communicated at each site induction. Fire and traffic management plans will be displayed with contact details of appointed persons and emergency telephone numbers. All site personnel should make themselves familiar with what to do and who to contact in the event of an emergency.

WORKING AT HEIGHT

All works at height should be carried out in line with statutory requirements and as identified in the project Construction Phase Health & Safety Plan and supporting site specific risk assessments and method statements.

The selection of equipment for works at height is of fundamental importance in ensuring the safety of those persons who undertake such works. There is a vast array of equipment available for use when working at height, however selection must be made following detailed consideration and an assessment of risks associated with the works.

Scaffolds, including mobile tower scaffolds, may only be erected, modified or dismantled by a contractor on our Approved scaffolding supplier list. A Scaff-Tag system must be implemented and prominently displayed.

S&W WORKING AT HEIGHT POLICY

Step ladders or ladders are not permitted on S&W sites unless prior permission has been granted by the S&W Project Manager (via a Permit to Work) and a suitable and sufficient risk assessment is provided that demonstrates why no other means of access is suitable.

THE USE OF TRESTLES / STILTS / HOP UPS ARE PROHIBITED ON ALL S&W PROJECTS.

Health & Safety

PERMIT TO WORK

Where appropriate, a 'Permit to Work' system will be adopted for the installation and commissioning of new electrical services, roof works, hot works, use of ladders / stepladders and any other identified high risk activity.

All permit control measures and constraints must be adhered to at all times. A copy of the permit must be kept at the work area and cancelled by S&W Project Management upon completion of the works.

SCAFFOLDING WORKS

Only suppliers who are on our approved list of subcontractors can install scaffolding on our sites. All of these suppliers have proven their competence in a stringent assessment process for both design and installation.

If you believe that your element of works requires scaffolding, please contact the Procurement team on procurement@stylesandwood.co.uk who will be able to advise the appropriate contractor to be engaged.

WORKING WITH ELECTRICITY

Work on electrical installations and equipment must only be carried out by appropriately qualified and competent persons. All works must be carried out in accordance with the relevant statutory and industry requirements, the project Construction Phase Health & Safety Plan and approved method statements and risk assessments.

A permit system should be utilised for working on or adjacent to live services and panels. All live cables should be identified to prevent injury to subcontractors working on S&W sites.

TEMPORARY ELECTRICS

All temporary electrical installations should be undertaken by appropriately trained contractors and installed at 110v rather than 240v due to statutory requirements and safety precautions.

TEMPORARY WORKS

Any subcontractor designing and / or carrying out temporary works should comply with BS5975:2008 Code of Practice for Temporary Works procedures and the permissible stress design of false work.

Health & Safety

HEALTH & SAFETY FILE

As Principal Contractor S&W is required to produce a health and safety information file for submission to the CDM Coordinator, in accordance with the Construction (Design & Management) Regulations 2007.

As a subcontractor to S&W, you are required to assist and supply information on your task for inclusion in this file in accordance with these regulations.

All subcontractors have a legal duty in respect of the health and safety file, which should contain the information needed to allow future construction work, including cleaning, maintenance, alterations, refurbishment and demolition to be carried out safely.

The minimum information required for inclusion in a health and safety file is:

- Operating & Maintenance Manuals
- As Installed / As Built Drawings
- Manufacturers Technical Information
- Test Certification
- Manufacturers Guarantees
- Cleaning & Maintenance Details
- Any other relevant information

More detailed and extensive information may be required by our client and must be adhered to where required. The required quantities, format and timeframe for delivery of all information will be highlighted at pre-contract meetings and communicated by our Compliance Team.

It is important we meet the target deadline of the health and safety file which the majority of our clients measure as part of their Key Performance Indicators. As such, the performance of our Supply Chain is measured in this area.

Health & Safety Training

In order to access S&W sites, there are minimum training requirements that all operatives must adhere to.

The following is a list of the minimum that a contractor must have before attending one of our sites:

- The relevant category of Asbestos awareness training undertaken by a UKATA registered training provider. For further information, please see the Asbestos section of this handbook (page 19)
- Relevant CSCS card for your trade
- Any other form of training that is relevant to the task or activity that you are undertaking.

If you are employed as a subcontractor providing site management duties on our behalf (i.e. mini me), your site management are required to meet the S&W minimum core competency requirements for operational management:

- SMSTS 5-day course
- Relevant CSCS card
- Relevant Asbestos Awareness Training – see Asbestos section on page 20
- SMSO training
- First Aid at Work 4-day course
- Fire Warden Training.

S&W is able to provide all of the above training through our training providers. This training can either be undertaken at S&W offices, your own offices or another location suitable for you.

For more information or to book a place on a training course, please contact the training team on:

ourspace@stylesandwood.co.uk

Asbestos

A suitable asbestos survey and / or management plan relevant to the scope and area of works will be available on all S&W refurbishment projects. If planned asbestos removal works are to be undertaken, the programme and plan of activities and how they impact upon our Supply Chain will be communicated.

Operatives and contractors must review the Asbestos information for any building prior to completing safety documentation and specifically prior to commencing any works on site.

If at any time a contractor suspects any suspicious material of containing asbestos, they should cease work in that area immediately, vacate and prevent others from entering the area and report it to S&W Project Management who will instigate the emergency action plan found within the S&W Asbestos Procedures & Arrangements Document.

Obligations relating to training and competencies are detailed in the following pages. All competence records and certificates are required to be seen on site by the S&W Project Management team prior to those persons commencing work.

Extract from S&W Asbestos Guidance Document

(Ref GUD 016 Rev 002 Nov)

TRAINING & COMPETENCE

OBLIGATIONS REQUIRED BY S&W

Virtually all classifications / levels of personnel within the construction industry are likely to be exposed to asbestos at some point and so they require the appropriate level of training. In order to pass the S&W Pre-Qualification Process, all suppliers must demonstrate that they routinely provide the requisite training to their employees. Furthermore, they must also demonstrate that the actual training is provided by an organisation holding United Kingdom Asbestos Training Association (UKATA) membership at the appropriate category of asbestos training.

You are required to familiarise yourself with all relevant legislation and act in accordance with such legislation and with this guidance note.

Supervisors and managers that may be classified as a site's 'competent person in charge' are required to complete at least Category 'B' training even where they will not knowingly disturb ACM's.

OBLIGATIONS REQUIRED BY LAW

The Control of Asbestos 2006, Approved Code of Practice states¹:

"Every employer shall ensure that adequate information, instruction and training is given to those of his employees –

who are or who are liable to be exposed to asbestos, or who supervise such employees..."

Every employer is responsible for their own employees training. Responsibility must also be stepped down to each subsequent Subcontractor e.g. you must ensure that your own Sub-Subcontractors have the requisite training before allowing them to work on our sites on your behalf.

There are 3 main categories of information, instruction and training:

Category (a) - Asbestos awareness training

Category (b) - Training for non-licensable asbestos work

Category (c) - Training for licensable work with asbestos

The information, instruction and training shall be given at regular intervals².

Asbestos awareness training

Asbestos awareness training is required to be given to employees whose work could foreseeably expose them to asbestos. Furthermore, it is also required to be given to those who may influence how work is carried out.

Therefore, all operatives, supervisors, influencers and managers will fall into this category.

This training typically lasts for a half day.

¹ ACOP L143 Control of Asbestos Regulations 2006; regulation 10 (1)

² ACOP L143 Control of Asbestos Regulations 2006; regulation 10 (2)

Extract from S&W Asbestos Guidance Document

(Ref GUD 016 Rev 002 Nov)

Training for non-licensable asbestos work

Persons requiring this type of training include those whose work will knowingly disturb ACM's, such as (but certainly not limited to) maintenance workers and supervisors / managers and those who carry out asbestos sampling and analyses. Furthermore, it is also required to be given to those who may influence how work is carried out, and those who may plan, manage or supervise works.

It should be given in addition to the asbestos awareness training outlined above.

This training typically lasts for one or two days.

Training for licensable work with asbestos

Persons requiring this training include those working with asbestos that is licensable such as removing asbestos insulation or insulating board and applies to operatives, supervisors, managers, directors, supervisory license holders and ancillary license holders, such as licensed scaffolders that are involved in licensable work.

This training typically lasts for 3 days.

All training must be provided to persons at 'Regular intervals', which is defined (Paragraph 147, ACoP L143) as "at least every year". This applies to all categories of training.

Extract from S&W Asbestos Guidance Document

(Ref GUD 016 Rev 002 Nov)

FREQUENTLY ASKED QUESTIONS

Who are UKATA?

UKATA themselves do not actually carry out training. The actual training is carried out by numerous training providers that have satisfied rigorous membership criteria such that they have achieved UKATA membership at an appropriate level. UKATA has members registered at Category A, B and C in line with ACoP L143 requirements.

A Category "A" member is only able to provide UKATA recognised training for *Category (a) - Asbestos awareness training*.

A Category "B" member is able to provide UKATA recognised training for *Category (a) - Asbestos awareness training and Category (b) - Training for non-licensable asbestos work*.

A Category "C" member is able to provide UKATA recognised training for all categories: *Category (a) - Asbestos awareness training, Category (b) - Training for non-licensable asbestos work, and Category (c) - Training for licensable work with asbestos*.

UKATA's primary function is to provide a 'quality standard' for all asbestos training. Using a UKATA training provider ensures that the training provider has the facilities, knowledge and experience to properly undertake that training. In particular, it provides assurance that an employer has selected a competent training provider as required by the Approved Code of Practice (viz. Para 139).

Why do S&W insist on training being provided by a UKATA accredited training provider?

Quite simply, S&W is of the opinion that UKATA are the leaders in their field. Furthermore, the list of accredited training organisations is very extensive. Many organisations have discovered that their existing training providers are already UKATA registered or are working towards their UKATA membership.

Will my organisation be allowed to carry out work without the requisite UKATA recognised training?

The only exception to the S&W obligation to have training conducted by a UKATA provider is where the Employer (the end client) has formally specified, nominated or directly employed a single organisation to carry out certain works. In this instance, the organisation must still provide evidence that they have complied with the legal obligations to have delivered asbestos awareness training to their employees by a suitably competent training provider.

However, it's worth remembering that it is extremely unlikely that you will pass the S&W pre-qualification process without being able to demonstrate that your organisation regularly trains its employees by a UKATA registered training provider and it is therefore unlikely that you will be invited to work for S&W, let alone actually carry work out.

Extract from S&W Asbestos Guidance Document

(Ref GUD 016 Rev 002 Nov)

My organisation regularly employs Sub-Subcontractors. What difference does this make?

None. As a Subcontractor of S&W, you must treat your own Sub-Subcontractors as if they were your own employees. You must ensure such Sub-Subcontractors comply with the legislation and S&W's requirements.

The Legislation, Codes of Practice, etc are drafted to ensure that it's the individual (rather than the organisation) that is trained and so every individual will have his/her training checked irrespective of who is their direct employer.

My organisation is employed by S&W as a 'mini-me'. What category of training will be required?

In this instance, you will be 'stepping into S&W's shoes' insofar as a specific member of your organisation will be the sites 'competent person in charge', i.e. acting as the site manager. This person will therefore require training to a minimum level of category (b) Training for non-licensable asbestos work. All other persons involved will require the requisite training in the normal manner.

If it is found that Licensable asbestos is required to be removed, it is S&W policy to ensure that a direct S&W employee with bespoke 'category (c) management' training is resident on site. The actual Licensed Asbestos Removal Contractor employed will be required to have training to category (c) level.

No organisation will be employed by S&W as a 'mini-me' unless they have passed S&W Pre-Qualification Process. Therefore, all such training will need to be conducted by a UKATA registered provider at the relevant Membership level (Cat B or C) and the exception noted above will not apply.

Are S&W able to arrange the requisite training on our behalf?

S&W are pleased to advise that any asbestos training requirements (including bespoke training) that you require can be provided by Training and Safety Consultants Ltd (TASC) from their offices in Manchester. Please contact TASC directly on 01625 419990 (www.tasconsultants.co.uk).

Quality

S&W is dedicated to the pursuit of delivering the highest quality in the work and services we provide. To meet these objectives it is essential that documented procedures are established, operated and maintained in an appropriate and responsive Management System. We have accredited certification to ISO 9001:2008 and are committed to the continuous improvement of the Management System and The Company's performance. These arrangements concentrate on preventing errors which could result in the provision of unsatisfactory services to our clients.

Compliance with our Quality Policy and the supporting Management System is mandatory for all subcontractors.

S&W GATEWAY PROCESS

S&W's delivery model is called Gateway. This process consists of a series of milestones that must be completed before the next stage of a project can commence.

Our Supply Chain are key stakeholders in this process and you may find it useful to familiarise yourselves with the process to ensure that your involvement has been fully utilised. Further details are available from the Procurement Team.

KEY PERFORMANCE INDICATORS

S&W are assessed by our clients on various issues relating to project delivery. As such, we measure our Supply Chain to ensure that required information is submitted in sufficient time to allow the project to be delivered within agreed timescales.

Selected pre-start information is required to be submitted by our subcontractors before we commence works on site which includes information on procurement, delivery schedules and records of personnel on site.

Site specific method statements and risk assessments are required by the S&W Project Management team at least seven days prior to project commencement and subcontractors are required to ensure their workforce attending site have seen and understood the documents before commencing works.

Subcontractors are required to provide supervision for their workforce to ensure that works are completed to the required standard and timescales. This includes ensuring that the workforce are aware of any safety issues relating to their works.

Quality

PERFORMANCE MEASUREMENT

WEEKLY RATINGS

All subcontractors working on S&W sites are subject to rating by Project Managers via our RAGB (Red, Amber, Green, Blue) process. S&W Project Management complete ratings weekly, against pre-defined criteria, on all subcontractors live on site. These results are published internally and externally to suppliers where corrective action is needed (those suppliers rated Red/Amber) and where performance is exceptional (those suppliers rated Blue).

We will actively use our performance measures to allocate future workload.

For a copy of your current RAGB ratings, please email our Procurement team on: procurement@stylesandwood.co.uk

Environment

The Environment is central to the S&W approach and all our activities are undertaken on behalf of our clients in accordance with our ISO 14001 Environmental Management System. This system helps us to integrate an environmental and sustainable agenda into all our client relationships. In order to ensure that our activities fit within our clients agenda's and also meet legislative and best practice requirements, S&W have appointed a Sustainability Manager.

We recognise that by reducing waste and increasing efficiency we will reduce costs and increase our margins; being sustainable simply makes business sense.

We are currently working towards ISO 50001:2011 accredited certification for Energy Management which we aim to have gained by March 2012.

We have established an Environmental Leadership Team to implement clear group targets and action plans for improvement in all our Key Impact areas, which are continuously monitored and reviewed.

We have developed a Sustainability Plan and a number of targets and objectives to enable us to minimise our negative effects on the environment. Our targets will proactively meet the challenges of both our Customers for Life and the wider industry.

STYLES&WOOD ECO HEADLINES

- Sustainable Design Solutions
- Sustainable and Ethical Procurement
- Efficient and Sustainable use of materials and resources
- Waste Management
- Improve Stakeholder Wellbeing

The following pages outline key environmental focus areas from our Sustainability Handbook.

A copy of our Handbook is available to download from our website.



Environment

WASTE MANAGEMENT

As a signature to WRAP's 'Halving Waste to Landfill' initiative, S&W ensures that the maximum volume of waste possible is recycled or reused. Presently 100% of all waste produced is transferred to waste recycling facilities rather than direct to landfill. On average in 2010 92% of all waste produced on S&W sites was recycled or reused.

We expect all of our subcontractors to abide by our site rules regarding waste and dispose of all site waste appropriately. We actively encourage on site segregation and waste management accountability and ensure that waste compounds are clearly identified on site set up. Waste can only be removed from site by contractors who possess the appropriate waste carrier's licenses and waste should only be disposed of through suitably licensed waste recycling facilities.

Where our subcontractors act as a mini me they must be able to provide waste management reporting for the sites they are responsible for. If this service is not available from your current waste provider, please contact the Procurement team on procurement@stylesandwood.co.uk for details of our preferred waste management contractors.

Site Waste Management Plans will be implemented on all sites over £300k and 6 weeks in duration, as per current legislation introduced in April 2008.

We also actively encourage our subcontractors to minimise their waste through careful ordering of materials to ensure that only what is needed on site is actually delivered.

CONSIDERATE CONTRACTOR SCHEME

S&W policy is to register selected sites under the Considerate Contractor Scheme (>£1m or 6 weeks in duration) and guidelines will be set in relation to nuisance noise generated by our activities. If you are working on a site registered under this scheme you are responsible for ensuring that your works fall within the agreed timescales laid down by the S&W Project Management team.

S&W has also registered corporately in order that smaller projects (less than 6 weeks in duration) are also externally audited ensuring that best practice is maintained.

In November 2011 we were awarded a Silver award at the National Considerate Constructors Company Awards.

In 2011, S&W were a Beyond Compliance Winner for our site activities.



Environment

PROCUREMENT IMPACTS

S&W recognises that there are areas of our operations where our supply chain can provide more impact than we can. We therefore engage with our supply chain on environmental issues through focus groups, on-site tool box talks and Corporate Responsibility Audits.

We have identified a key number of targets that relate to our site activities and would encourage our subcontractors to work with the S&W Project Management teams to reduce negative impacts in the areas of timber, energy, water, noise and transport.

PRE-FABRICATION

If you believe that an opportunity is available for pre-fabrication of items on any S&W project, we encourage you to raise this with the S&W Project Team.

TRANSPORT

Our aim is to reduce where possible the number of deliveries to our sites through better programming and liaison with our supply chain.

TIMBER

A big area of impact for our supply chain is timber procurement. S&W encourages the purchase of FSC timber, however this is not insisted upon unless our clients specify its use.

USE OF RAW MATERIALS – TIMBER SOURCING

S&W accept our responsibility to contribute towards a sustained environment through the purchase of timber and timber related products from known and legal sources and encourage our subcontractors to stamp out the worldwide trade in illegal timber.

All timber and timber products directly procured by S&W are from an FSC approved source (or equivalent).

NOISE

During operations S&W considers it imperative that the impact on our neighbours during our construction activities, be as minimal as possible. Therefore, where noise restrictions are put in place, either by local authorities or by our clients, all subcontractors on site are required to adhere to those restrictions and all works should be planned appropriately.

Continual communication with our neighbours will take place to ensure a co-operative approach to completing the works with the minimal amount of disruption.

Environment

ENERGY

S&W is actively assessing energy usage on all our offices and sites with a view to reducing consumption and emissions. We require the commitment of our Supply Chain in realising this aim and would ask that all possible efforts are made to reduce unnecessary energy use while working on S&W sites.

We have been working with our clients to introduce the Power Perfector initiative where a Voltage Power Optimiser is installed at the power input that works to optimise the power usage from a standard 240v supply. Items such as lighting and motor based equipment consume more energy at higher voltages. By reducing the voltage required to run these items a 10-20% reduction in consumption can be achieved thereby reducing energy charges and carbon emissions.

WATER

S&W is currently evaluating ways of reducing water consumption in our offices and on all our sites, however we do not feel this is one of our biggest impact areas.

Our supply chain and Project Teams should remain aware of the impact of using unnecessary amounts of water and minimise where possible.

If you have any ideas that could help us improve our environmental performance, please email us on email@stylesandwood.co.uk

Intelligence, Physical and Personal Security Policy

S&W provides Design & Construct services for our Customers across a wide variety of their estate portfolio, often in a live environment and often as the appointed key holder.

Providing this service for our Customers creates a number of unique, separate and combined challenges to ensure the security requirements of our customers are maintained.

S&W is committed to identifying and understanding these challenges and ensuring systems and procedures support our Customer's security objectives.

Through monitoring, review and Customer engagement we will maintain the highest standards of compliance and identify continuous improvement targets.

Our Customer's security objectives can be categorised into the following areas, albeit this is not exhaustive.

Project Information Management

The security of information is a prime responsibility for all Stakeholders. Breach of Security may cause an infringement of the Data Protection Laws and/or breach FSA requirements, as well as potentially being detrimental to our Customer's reputation. Any risk to information security therefore needs to be recognised and wherever possible mitigated.

Project documentation being issued in all formats must be assessed and only issued if compliant, relevant and necessary to the works being implemented.

Paper copies must be kept to a minimum and consideration given to its disposal through confidential waste arrangements if appropriate.

Should project information in paper media be deemed sensitive it must not be disposed of through normal waste channels. It must be shredded at source, disposed of through our customer's confidential waste systems (if approved) or safely returned to premises and shredded. Sensitive information can include but is not limited to:

- Drawings
- Specifications
- Commercial information.

Intelligence, Physical and Personal Security Policy

Our Customer's Fixed and Loose Storage Components (e.g. Filing Cabinets, Pedestals, Cupboards, Shelving systems)

We will only remove fixed and loose storage components from sites if ALL three of the following criteria are met:

- It is labelled and signed by our Customer or their representative
- Unlocked
- Empty of any loose items or paperwork.

Site Security

S&W will ensure secure and supervised access is maintained to all our Customer's premises under our control.

Specific areas to be considered, but not limited to are:

- Access for Site Personnel and materials e.g. single access points
- Requirements for manned guarding
- Identification procedures for site personnel and visitors to site
- Secure segregation of site working areas
- Protection of our Customer's property, equipment and furniture
- Maintaining our Customer's existing Security and Surveillance Systems at all times.

Pre-Employment Screening (PES)

S&W will ensure all our supply chain resources are vetted and checked for their suitability to be delivering our services appropriate to the specific risk of the project.

S&W is committed to enforcing this Policy in its entirety through our Customer specific security procedures.

Communication & Contacts

S&W commits to communicate with our Supply Chain by the following means:

NEWSLETTERS

Copies of the Procurement and Compliance Newsletters are available upon request.

POLICIES

Copies of S&W safety, quality and environmental policies and supporting management systems are also available on request.

ALERTS

Periodically, safety or environmental alerts will be produced and issued to S&W staff, sites and subcontractors.

If you receive any of these alerts you are required to distribute them amongst your staff who attend any S&W site and ensure the information is adhered to.

COMPLIANCE CONTACTS

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