

# Health & Safety

# Standard

## Managing the health and safety of contractors

### Scope and application

This standard sets out the requirements for managing the health and safety of contractors engaged in work activities for Corus at Corus-controlled premises.

Corus standards are mandatory on all sites, including joint ventures where the business is operated by Corus, and either reinforce local legislation or prevail where this is lacking.

### Requirements

1. Application to contractors and Corus employees.
  - The same health and safety standards must be applied to contracted employees as are applied to Corus employees.
  - For labour only<sup>1</sup> arrangements contractors must be included in Corus health and safety processes. For supervised<sup>2</sup> and set apart<sup>3</sup> contracts, the Corus 8 Principles must be applied.
2. Training and competence.
  - Training and resources must be allocated to manage the contract and relationship.
  - Corus will ensure that those responsible for all aspects of awarding and managing contracts are competent.
3. Relationship with the contractor.
  - Before placing a contract the type of contract required must be agreed, this will be (a) labour only<sup>1</sup>, (b) supervised<sup>2</sup> or (c) set apart<sup>3</sup>.
  - The relationship associated with each contract type will be determined taking into consideration both commercial and health and safety risks involved.
4. Ownership.
  - In all dealings with contractors, ownership must be built into the health and safety process.
  - For selected, long term contracts there will be a strategic contractor owner who is responsible for the relationship with the contractor, including health and safety management.
  - Every contract will have an owner responsible for the implementation of the contract. The health and safety responsibilities will be dependent on the type of contract.
5. Employing contractors who can demonstrate competence, good performance and organisation in health and safety.
  - An approval process will be developed for each country, as a minimum, and will be supported by external certification where possible. The approval process will evaluate potential contracting companies prior to work commencing. This process and subsequent reviews must

Revision: 1 (English)	Date: 24-10-2005	Replaces: Guidance Note 8, dated 16-10-2001
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confirm that potential contractors already meet or have a plan to meet the Corus health and safety standards and have the technical competence to undertake the work. This approval will as a minimum evaluate the following elements of the contractors safety management system:

- risk assessment and the delivery of safe systems of work,
  - competence at all levels to carry out their work safely,
  - employee behaviour monitoring against the standards set in their systems of work and training,
  - accident reporting, investigation and closing the loop on corrective actions,
  - health and safety improvement plan that is reviewed annually,
  - contractor's process for the approval of competent sub contractors.
- The approval process will be quantifiable to enable comparisons to be made during the bidding process.
  - Approvals must be renewed, as a minimum every 3 years.

#### 6. Tender stage.

Corus management must:

- consider the health and safety implications for all activities to be contracted and the subsequent contract bids,
- ensure the risks are understood and either eliminated or control measures are clearly described in tender documents,
- accept tenders only from approved suppliers and ensure that tender comparisons take into account:
  - past and current KPI performance,
  - safety method statements for specific tasks.

#### 7. Roles and responsibilities, communication, monitoring and review.

- Ensure each contract is managed effectively by establishing at the pre-work stage:
  - a clear understanding of the health and safety risks involved,
  - allocation of roles and responsibilities for the control of those risks, (including the provision of supervision and communication networks).
- Contracts must be monitored and reviewed to confirm that roles and responsibilities are being undertaken effectively.
- A system must be in place for dealing with contractors who fail to achieve the required standard.
- A process must be identified and be in place to manage change.

#### 8. Continuous improvement.

- Health, safety and environmental objectives, training and performance targets must be set as part of the contractor approval process. For labour-only contracts the Corus objectives and performance targets will apply.
- Monitoring of progress with the objectives and targets will be carried out by the contractor and contract owner during the course of the contract or at the re-approval stage.
- Where the risks associated with the work warrant this, auditing must be carried out:
  - of current activity involving the contractor off-site before the award of the contract,
  - during the contract,
  - at the end of the contract to review performance.

For labour only contracts the Corus internal audit process will be applicable.

Where a mature relationship exists between Corus and certain contractors, Corus will seek opportunities for mutual auditing.

## **Responsibilities**

Business unit managing directors and others who are accountable for health and safety must ensure this standard is implemented and maintained and that an audit process is in place to ensure compliance in order to achieve ongoing risk reduction.

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### ***Not part of the standard***

Advice and guidance on implementing this standard is available on the CorusSafe website. Definitions of key terms can be found in the Health and Safety Glossary document, which is also available on the CorusSafe website.

Notes:

- <sup>1</sup> Labour only: This is where the contractors work under Corus direct supervision. Work by the contractor employees is managed and monitored by Corus.
- <sup>2</sup> Supervised: This is where the contractor agrees the work requirement and standard and manages own employees and activity.
- <sup>3</sup> Set apart: This type of contract is usually project type work and separate from Corus operations. The contract is carried out within the site and the work is undertaken in an area 'set apart' and totally controlled by the contractor.

This standard has been approved as a document in English. It is available in other languages but the English language version shall always be regarded as the definitive text, and in case of any conflict shall prevail.