



Construction Project Health and Safety Standard

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INTRODUCTION

This standard communicates the Barclays Global Requirements that shall be complied with to ensure that Barclays reduces the risk of harm to people arising from its construction activities to a level that is as low as is reasonably practicable, wherever in the world construction is taking place.

Every role described in this standard has a duty to ensure that all activity, for which they are responsible, is carried out in compliance with this standard. The latest version of this standard shall be issued to all construction suppliers; they then in turn shall issue it to their supply chain and will be accountable for its compliance on Barclays' construction projects.

The purpose of this standard is to:

- a) Improve the planning and management of health and safety in construction projects from the very start.
- b) Identify hazards early on, so they can be eliminated or reduced at the design or planning stage and the remaining risks can be properly managed; and
- c) Target effort where it can do the best, in terms of health, safety, and wellness as well as ensuring an inclusive and respectful workplace

The effort devoted to planning and managing health and safety shall be in proportion to the risks and complexity associated with each project. When deciding what you need to do to comply with this standard, your focus shall always be on action necessary to reduce and manage risks.

Barclays acknowledges that there is significant risk of harm to people in construction activity; it also acknowledges that it has significant influence over the Health, Safety and Welfare performance of its suppliers and contractors regardless of their geographic location. Activity related to construction (including activity carried out by Barclay's suppliers and contractors) shall follow this standard; except where a Barclays approved Dispensation, Waiver or Breach (DWB) is in force, or local standards are higher.

Where local legislation, bylaws or other legally enforceable requirements require a higher level of health and safety control, then the local requirements shall take precedence over the requirements of this standard. Where either a local enforceable requirement does not exist or Barclays has no defined requirement, activities shall comply with internationally accepted good practices, e.g., ISO standards. For advice, contact the Barclays Global Health and Safety Team.

SCOPE

This standard only applies to construction related projects as defined in the definitions section on the following page (see 2 a-e).

COMPLIANCE

To ensure the risk of harm to people is managed within tolerance; an inspection programme control is in operation. The inspection programme is managed and operated by the Barclays Global Health and Safety Team and is applicable to Barclays construction work.

This control forms part of the Enterprise Risk Management Framework (ERMF). Assurance activity and testing takes place on the key points of this standard; any non-conformities could result in a risk issue and/or risk event being raised.

Any questions on the application of this standard please contact the Barclays Global Health and Safety Team for guidance.

DEFINITIONS

The definitions used in this standard, unless the context otherwise requires, the following words shall have the following meanings: -

No	Term	Definition
1	Standard	This document, which sets out Barclays' expected health and safety management arrangements for a construction project.
2	Construction	<p>The conducting of any building, civil engineering or engineering construction work and includes:</p> <ol style="list-style-type: none"> the installation, commissioning, maintenance*, repair or removal of mechanical, electrical, gas, compressed air, hydraulic, telecommunications, computer or similar services which are normally fixed within or to a structure. the construction, alteration, conversion, fitting out, commissioning, renovation, repair, upkeep, redecoration, or other maintenance* (including cleaning which involves the use of water or an abrasive at high pressure, or the use of corrosive or toxic substances), de-commissioning, demolition or dismantling of a structure. the removal of a structure, or of any product or waste resulting from demolition or dismantling of a structure, or from disassembly of prefabricated elements which immediately before such disassembly formed such a structure. the preparation for an intended structure, including site clearance, exploration, investigation (but not site survey) and excavation (but not pre-construction archaeological investigations), and the clearance or preparation of the site or structure for use or occupation at its conclusion. the assembly on site of prefabricated elements to form a structure or the disassembly on site of the prefabricated elements which, immediately before such disassembly, formed a structure. <p>Examples of maintenance activities falling out of scope:</p> <ul style="list-style-type: none"> *General maintenance of fixed plant, which involves mechanical adjustments, replacing parts or lubrication, is not classed as construction work under the scope of this standard. *Premise maintenance. Activities including servicing a boiler or lifts, and odd jobs such as door, floor, or carpet repairs etc. would not fall under the scope of Construction unless part of a larger project.
3	Barclays	<p>The person nominated by Barclays as the authority for the Project (e.g., Barclays Project Lead).</p> <p><i>The responsibility of the duties assigned to Barclays in this standard can be delegated to others (Client representative) for them to carry out, but the accountability will always lie with Barclays to ensure these are done.</i></p>
4	Client Representative	<p>A 3rd party Consultant, Architect, Project Management Company, or Turnkey Contractor etc. appointed by Barclays as a subject matter expert within their area to assist with the management and responsibilities of construction projects, advise on local legal regulations and carry out client duties on behalf of Barclays.</p> <p><i>If a client representative is not appointed, the accountability to fulfil all client duties for any project lies solely with Barclays</i></p>
5	Lead Designer (Principal/Main Designer)	<p>The Lead identified by Barclays to plan, manage, monitor, and coordinate the pre-construction phase of a project where there is more than one contractor involved.</p> <p><i>Note: In the case where only one contractor is appointed, they will fulfil this role in this standard where required.</i></p>
6	Designer	The designer working on the project and under the coordination of a Main/Lead/Lead Designer, where there is more than one involved.
7	Lead Contractor (Principal/General/Main Contractor)	<p>The Lead identified by Barclays to coordinate the construction phase of a project, where there is more than one contractor involved.</p> <p><i>Note: In the case where only one contractor is appointed, they will fulfil this role in this standard.</i></p>
8	Sub-Contractor/ Contractor	The contractor working under the control of the Main/Lead/Lead Contractor, where there is more than one contractor involved.
9	All parties	The collective appointments working on the project (e.g., everyone; ranging from Barclays, Main/Lead Designer, Designer, Main/Lead Contractor, Contractor, etc.).

MATRIX OF RESPONSIBILITY

The below matrix simply displays the responsibility for each section in this standard. For more information into the responsibility, please read the applicable section in detail.

Section	Description	Responsibility – what action is required and by whom?					
		Barclays	Client Representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Sub-Contractor
1	PRECONSTRUCTION: ARRANGEMENTS						
1.1	Make suitable health and safety arrangements for managing a project	<ul style="list-style-type: none"> Assure the Client representative fulfils the responsibilities noted Assess the project for H&S requirement levels (Barclays H&S team) 	<ul style="list-style-type: none"> Notify all parties to make them aware of their responsibilities in this standard Assess the project scope and requirements for client CDM/HSQ level requirements Recommend a required level of client CDM/HSQ advisory representation to client 	-	-	-	-
1.2	Project team	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Establish a competent and experienced project team 	-	-	-	-
1.3	Project Brief	<ul style="list-style-type: none"> Ensure a project brief is in place 	<ul style="list-style-type: none"> Obtain a project brief from the client 	-	-	-	-
1.4	Monitoring health and safety arrangements	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted Health and safety team to nominate point-of-contact for the project 	<ul style="list-style-type: none"> Notify the internal health and safety team of the project 	-	-	-	-
1.5	Recording all associated project risk	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Establish and maintain a project risk register through all project phases 	<ul style="list-style-type: none"> Ensure a project risk register is created and completed during the project phases (As per CDM) 	-	-	-

Section	Description	Responsibility – what action is required and by whom?					
		Barclays	Client Representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Sub-Contractor
2	PRECONSTRUCTION: APPOINTMENTS & INFORMATION						
2.1	Responsibility to appoint designers and contractors	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Confirm those appointed are competent and have the relevant experience Confirm that those appointed are in line with supply chain procedures Confirm that those appointed have been satisfactorily pre-qualified by Procurement function 	-	-	-	-
2.1.1	Appointment of the Main/Lead Designer	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Appoint a Main/Lead Designer 	-	-	-	-
2.1.1.1	Duties of the Main/Lead Designer	-	-	<ul style="list-style-type: none"> Takes control and manages the pre-construction phase of the project 	-	-	-
2.1.2	Appointment of the Main/Lead Contractor	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Appoint a Main/Lead Contractor when there is more than one contractor working on a project 	-	-	-	-
2.1.2.1	Duties of the Main/Lead Contractor	-	-	-	-	<ul style="list-style-type: none"> Takes control and manages the construction phase of the project 	-
2.2	Pre-construction information	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	Provide oversight to ensure that all Pre-construction information is kept up to date as the design process progresses	<ul style="list-style-type: none"> Create H&S Pre-construction pack for the building/project Manage and maintain all Pre-construction information through the design process progresses 	-	-	-

Section	Description	Responsibility – what action is required and by whom?					
		Barclays	Client Representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Sub-Contractor
2.2.1	Issuing the Pre-construction information to designer and contractor	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Provide adequate pre-construction information to all contractors on the project 	<ul style="list-style-type: none"> Assist Barclays and/or client representative to collate the pre-construction information and distribute to the other contractors where required Assesses the Pre-construction information and identifies any gaps to Barclays 	-	-	-
2.2.2	Assessing and identification of gaps	<ul style="list-style-type: none"> Liaise with main designer where required to assess the adequacy of the pre-construction information and take reasonable steps to fill the 'information gaps' 	<ul style="list-style-type: none"> Liaise with main designer where required to assess the adequacy of the pre-construction information and take reasonable steps to fill the 'information gaps' 	<ul style="list-style-type: none"> Assess the adequacy of the pre-construction information and take reasonable steps to fill the 'information gaps' 	<ul style="list-style-type: none"> Assess the adequacy of the pre-construction information and take reasonable steps to fill the 'information gaps' 	<ul style="list-style-type: none"> Assess the adequacy of the pre-construction information and take reasonable steps to fill the 'information gaps' 	<ul style="list-style-type: none">
2.2.2.1	Surveys	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Work with designer to identify and arrange the necessary surveys etc. Any risks identified shall be escalated to Barclays 	<ul style="list-style-type: none"> Liaise with relevant stakeholders to arrange the necessary survey etc. Any risks identified shall be escalated to Barclays 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Liaise with relevant stakeholders to arrange the necessary survey etc. 	<ul style="list-style-type: none">
2.3	Regulatory & External Approvals	<ul style="list-style-type: none"> Liaise with the Main/lead Designer to ensure all statutory notices and permits are in place before works commence 	<ul style="list-style-type: none"> Confirm that the main/lead Designer has completed the relevant approval notices 	<ul style="list-style-type: none"> On behalf of the client ensure all statutory notices and permits are in place before works commence 	-	-	-
3	PRECONSTRUCTION: DESIGN						
3.1	General principles of risk prevention	-	-	<ul style="list-style-type: none"> Shall take account of the general principles of risk prevention when preparing or modifying designs 	<ul style="list-style-type: none"> Shall take account of the general principles of risk prevention when preparing or modifying designs 	-	-
3.2	Eliminating risk through design	-	-	<ul style="list-style-type: none"> Lead in managing the design process so to ensure that as much health and safety risk is designed out as is reasonably practicable 	<ul style="list-style-type: none"> Consider potential health and safety risks to people during construction and to the users of the completed facility 	-	-

Section	Description	Responsibility – what action is required and by whom?					
		Barclays	Client Representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Sub-Contractor
3.3	Recording risk decisions	-	-	<ul style="list-style-type: none"> Evaluate changes and identify any significant associated risks Provide oversight of the risk recording process 	<ul style="list-style-type: none"> Evaluate changes and identify any significant associated risks 	-	-
3.4	Communicating residual risk	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Monitor progress to ensure the handover pack (Including H&S information) is handed over to the relevant project teams prior to starting on site 	<ul style="list-style-type: none"> Responsible for preparing the health and safety information in the handover pack Cooperate with contributors where required 	<ul style="list-style-type: none"> Contribute to the handover pack where required 	<ul style="list-style-type: none"> Contribute to the handover pack where required 	<ul style="list-style-type: none"> Contribute to the handover pack where required
4	CONSTRUCTION						
4.1	Project health and safety pre-commencement	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Initiate a health and safety pre-commencement meeting 	<ul style="list-style-type: none"> Attend health and safety pre-commencement meeting 	-	<ul style="list-style-type: none"> Attend health and safety pre-commencement meeting 	-
4.2	Health and safety personnel requirements at site	<ul style="list-style-type: none"> Assess the required client H&S levels per project size, location, and risk 	<ul style="list-style-type: none"> Assist the client with assessing the required H&S levels per project size, location, and risk 	-	-	<ul style="list-style-type: none"> Appoint a qualified and competent person/s to manage health, safety, and wellness as well as ensuring an Inclusive and Respectful workplace throughout the project Ensure the Project H&S teams are aware of the Barclays construction H&S standard 	-
4.3	Construction health and safety plan	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted Barclays Global health and safety team to review and approve the construction phase health and safety plan 7 days (minimum) prior to works starting Barclays H&S team to request the construction health and safety plan from the Main contractor for review and approval 	<ul style="list-style-type: none"> Confirm with the Main Contractor that a Construction Phase Health and Safety Plan is in place prior to construction works commencing Review the construction phase health and safety plan if requested by Barclays (Where H&S levels are required on the project) 	-	-	<ul style="list-style-type: none"> Produce a Construction Phase Health and Safety Plan and submit to Barclays to enable sufficient time to review and provide feedback (Minimum 7 days prior to starting on site) Ensure a periodic review of the plan is completed 	-

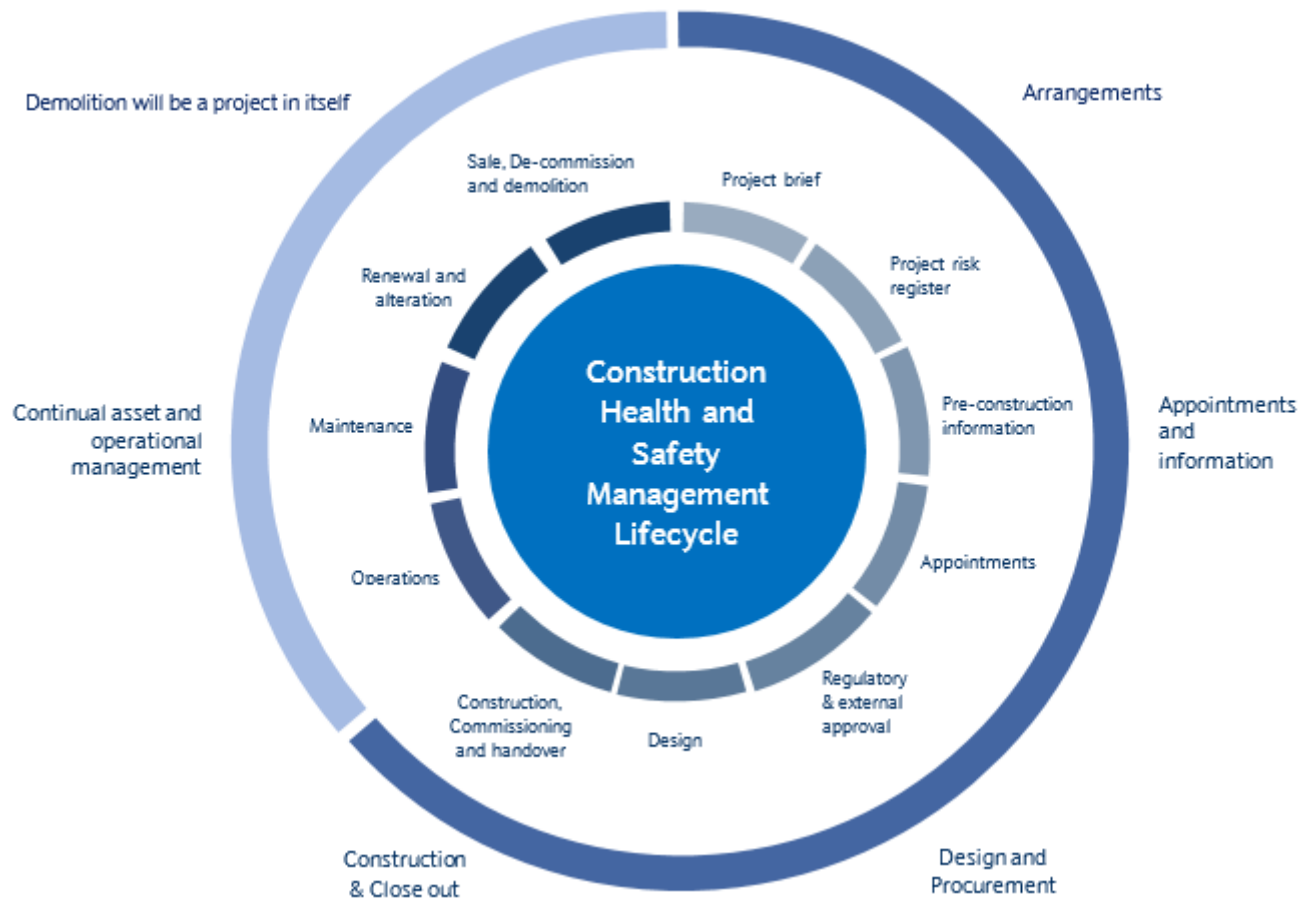
Section	Description	Responsibility – what action is required and by whom?					
		Barclays	Client Representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Sub-Contractor
4.4	Emergency preparedness plan and response	-	-	-	-	<ul style="list-style-type: none"> • Ensure an emergency preparedness plan is in place • Ensure the plan is periodically reviewed/tested 	-
4.5	Traffic management and logistics	-	-	-	-	<ul style="list-style-type: none"> • Develop a project traffic and logistics plan • Ensure the plan is periodically reviewed to reflect ongoing project changes 	-
4.6	Welfare arrangements	<ul style="list-style-type: none"> • Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> • Confirm that the provision for suitable welfare facilities is provided for each project 	-	-	<ul style="list-style-type: none"> • Ensure suitable welfare facilities are in place prior to starting work on site 	-
4.7	Health and safety induction and training	-	-	-	-	<ul style="list-style-type: none"> • Ensure health and safety induction meets the minimum requirement noted in section 4.7 of this standard • Ensure everybody on the project attends a health and safety induction Prior to starting work or carrying out their duties or required tasks • Develop and maintain a project training plan 	-
4.8	Inspections and audits	<ul style="list-style-type: none"> • Barclays global health and safety team conducts dip sample Project H&S site inspections and site safety walks 	<ul style="list-style-type: none"> • Conduct Project client H&S site inspections and site walks in line with the agreed level of client CDM/HSQ advisory representation for the project (Where H&S levels are required on the project) 	-	-	<ul style="list-style-type: none"> • Conduct a monthly health and safety inspection as a minimum • Afford sufficient time and resource shall Barclays require to audit the project 	<ul style="list-style-type: none"> • Conduct Health and Safety inspections at the required frequency when requested by the Main/Lead contractor
4.9	Stoppage of work, violations, and notices	<ul style="list-style-type: none"> • Has right to stop work • Review mitigation as required 	<ul style="list-style-type: none"> • Has right to stop work • Review mitigation as required 	-	-	<ul style="list-style-type: none"> • Stop work if requested by Barclays or delegate • Implement remedy as required 	-

Section	Description	Responsibility – what action is required and by whom?					
		Barclays	Client Representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Sub-Contractor
4.10	Supervision and discipline	-	-	-	-	<ul style="list-style-type: none"> Always provide adequate supervision levels to ensure that all site activities are carried out in a safe and controlled manner. Minimum levels of supervision to be agreed by all parties at a local project level per project size and risk 	<ul style="list-style-type: none"> Always provide adequate supervision levels to ensure that all site activities are carried out in a safe and controlled manner
4.11	Method statements, hazard identification and risk assessments (RAMS)	<ul style="list-style-type: none"> Barclays H&S team to review specific RAMS for high-risk activities as required or requested by the main/Lead contractor 	<ul style="list-style-type: none"> Review specific RAMS for high-risk activities as required or requested by the client or contractor accordingly (Where H&S levels are required on the project) 	-	-	<ul style="list-style-type: none"> Ensure tasks/location specific RAMS are in place for all construction activities Ensure all RAMS are reviewed and approved by a competent person prior to any works commencing For high-risk activities, obtain a 3rd party (Client H&S or client representative H&S) approval to ensure the documents have secondary review and approvals Ensure all workers involved are briefed and understand the associated RAMS with either a physical signature or electronic acceptance being given as evidence and confirmation of understanding prior to starting works 	<ul style="list-style-type: none"> Ensure that all RAMS are accepted before starting work Ensure all workers involved are briefed and understand the associated RAMS
4.11.1	Risk change control	-	-	-	-	<ul style="list-style-type: none"> Ensure the project has a robust procedure to manage the change of risk 	-

Section	Description	Responsibility – what action is required and by whom?					
		Barclays	Client Representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Sub-Contractor
4.12.1	Incident reporting and investigation - Reporting	<ul style="list-style-type: none"> Provide and communicate the internal H&S incident escalation chain 	<ul style="list-style-type: none"> Circulate the internal H&S incident escalation chain 	-	-	<ul style="list-style-type: none"> Notify Barclays of all incidents Ensure an escalation procedure is in place, communicated and followed by the project teams including client representatives as noted within section 4.12 of the construction projects health and safety standard 	<ul style="list-style-type: none"> Notify the Main/Lead Contractor of all incidents
4.12.2	Incident reporting and investigation - Investigation	-	-	<ul style="list-style-type: none"> Review reports and comment from design perspective 	-	<ul style="list-style-type: none"> Allocate sufficient resource to investigate incidents Forward summary incident report to Barclays <2-days Forward detailed investigation report to Barclays <7-days 	-
4.12.3	Incident review meeting (For all exceptional and high severity incidents)	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted Attend meeting where requested 	<ul style="list-style-type: none"> Liaise with the Main contractor to arrange an incident review meeting <7-days after the event. For exceptional and high severity incidents, 	<ul style="list-style-type: none"> Attend meeting where requested 	-	<ul style="list-style-type: none"> The Main/Lead Contractor shall present all relevant investigation facts and findings at the incident review meeting 	-
4.13	Health and safety signage	-	-	-	-	<ul style="list-style-type: none"> Ensure all relevant site signage is displayed 	-
4.14	Health and safety records	-	-	-	-	<ul style="list-style-type: none"> Ensure the required registers are in place and maintained 	-
4.15	Document and records review	-	-	-	-	<ul style="list-style-type: none"> Ensure all project documentation is maintained and reviewed Make available upon request Carry out a minimum monthly review of the required documents 	-

Section	Description	Responsibility – what action is required and by whom?					
		Barclays	Client Representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Sub-Contractor
4.16	Project health and safety meetings	<ul style="list-style-type: none"> Attend project H&S meetings when required or requested Barclays Global H&S team to arrange Supplier H&S Forums at a frequency dependant on live projects (Quarterly, Bi-annually, annually etc.) 	<ul style="list-style-type: none"> Attend project H&S meetings when required or requested Attend H&S forums when required or requested 	<ul style="list-style-type: none"> Attend project H&S meetings when required or requested 	<ul style="list-style-type: none"> Attend project H&S meetings when required or requested 	<ul style="list-style-type: none"> Ensure health and safety is discussed at a project meeting, monthly as a minimum Issue minutes to stakeholders Attend Capital Projects Supplier H&S Forum 	<ul style="list-style-type: none"> Attend project H&S meetings when required or requested
4.17	Management reporting	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Collate and report to Barclays the required data and statistics for assurance of sufficient project H&S performance 	-	-	<ul style="list-style-type: none"> Produce a monthly health and safety report and issue to Barclays client representative (Dependant on size, timescale, and scope of works) Critically evaluate trends and themes for assurance of sufficient project H&S performance 	-
4.18	Electrical testing	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Confirm the electrical testing requirements are communicated to the project team and contractors 	-	-	<ul style="list-style-type: none"> Responsible for ensuring that the electrical testing requirements are communicated to the project team and sub-contractors 	
4.19	MEP Statutory Checklist	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Ensure the MEP Statutory Document Checklist is completed and signed by the relevant parties and loaded onto EDMS at handover of the Project. 			<ul style="list-style-type: none"> Responsible for ensuring the MEP Statutory Document Checklist is completed and signed at handover of the Project. The project team reviews the information received and confirms receipt of the documents 	
5	POST CONSTRUCTION: COMMISSIONING AND HANDOVER						
5.1	Phased occupancy	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Collaborate with the managing of the phased occupancy process when deemed a requirement within the project 	-	-	<ul style="list-style-type: none"> Ensure the arrangements are recorded as part of the construction phase health and safety plan. 	-

Section	Description	Responsibility – what action is required and by whom?					
		Barclays	Client Representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Sub-Contractor
5.2.1	Systems, plant, and equipment - Commissioning	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Collate all commissioning results on behalf of Barclays 	-	-	<ul style="list-style-type: none"> Ensure that all systems and components of the building or industrial plant, has been successfully commissioned prior to handover 	-
5.2.2	Systems, plant, and equipment - Operating procedures	-	-	-	-	<ul style="list-style-type: none"> Ensure that operating procedures clearly lay down instructions for operation of plant. Include in handover pack 	-
5.2.3	Systems, plant, and equipment - Training	-	-	-	-	<ul style="list-style-type: none"> Ensure adequate training is provided to identified personnel 	-
5.2.4	Systems, plant, and equipment - Certification	-	-	-	-	<ul style="list-style-type: none"> Ensure that all systems, plant, and equipment is handed back with the appropriate certification. 	-
5.3	Cleanliness	-	-	-	-	<ul style="list-style-type: none"> Ensure that the work area is cleared of all debris, dust, tools, and other materials 	-
5.4	Premise risk assessment and surveys	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Confirm that premise relevant risk assessments such as: Building, Water Quality, Asbestos and Radon are commissioned by the relevant parties Ensure a premise Pre-Occupation Fire Safety Assessment has been commissioned. 	-	-	<ul style="list-style-type: none"> Ensure that relevant risk assessments such as Building, Water Quality, Asbestos and Radon are updated or completed Ensure that the Pre-Occupation Fire Safety Assessment has been carried out. 	-
6	CLOSE OUT						
6.1	Lessons learnt	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Undertake lesson learnt exercise – completed by the project delivery lead or nominated person 	<ul style="list-style-type: none"> Undertake lesson learnt exercise (if requested by Barclays) 	<ul style="list-style-type: none"> Undertake lesson learnt exercise (if requested by Barclays) 	<ul style="list-style-type: none"> Undertake lesson learnt exercise (if requested by Barclays) 	<ul style="list-style-type: none"> Undertake lesson learnt exercise (if requested by Barclays)



1. PRE-CONSTRUCTION: ARRANGEMENTS

1.1. Making suitable arrangements for managing a project

Barclays:

Ensure all parties working on a project are aware of their responsibilities as detailed in this standard

The planning stages of all construction activity shall include designing and establishing arrangements to protect the health, safety, and welfare of those involved and those who may be affected by the project, e.g., the public, trespassers, colleagues occupying upon completion, etc. The project is more likely to be completed without harming anyone and on time if it is properly planned and managed.

Arrangements shall be proportionate to the level of risk involved in each project. The test of 'proportionate' is successful where all reasonably foreseeable health and safety risks are unlikely to occur due to the prevailing risk controls. It is important that health and safety is a key consideration from a very early stage.

Barclays, typically acting in a client capacity, has a duty to make suitable arrangements to ensure that, throughout the planning, design and construction of a project, adequate consideration is given to the health, safety, and welfare of all those involved in and affected by the construction. As such, this standard communicates the Barclays minimum health and safety arrangements that shall be in place on a project during the planning, design, construction, and handover phases.

The Barclays Global Health and Safety Team will review this standard annually as a minimum.

1.2. Project team

Barclays:

Establish a competent and experienced project team

Barclays shall establish a competent and experienced project team for every project so to ensure that all phases are managed effectively.

The project team will manage, monitor, and evaluate project health and safety compliance and performance. Barclays shall ensure that arrangements are made to:

- a) Establish a project team.
- b) Define the roles, functions, and responsibilities of the project team.
- c) Define the resources and time required for the project.
- d) Establish mechanisms for the project team to communicate and coordinate effort effectively.
- e) Establish mechanisms to ensure the designers and contractors comply with their separate health and safety duties.
- f) Establish mechanisms and communication channels to gather and measure health and safety performance.
- g) Provide suitable, sufficient, and hygienic welfare facilities for the duration of construction work.

It is important that health and safety roles and responsibilities are clearly defined on the project and that those who will fill these roles are consulted with to ensure their understanding, ability, and competence to deliver.

The Barclays Project Delivery Lead is key in delivering health and safety excellence across the project.

1.3. Project brief

Barclays:

Ensure a project brief is in place for the project, incorporating the minimum expected health and safety requirements

A project brief (also known as a client brief) shall incorporate the minimum expected health and safety requirements. It shall:

- a) Define the functions, uses and operational health and safety requirements of the finished project.
- b) Explain how the project health and safety risks will be managed, including:
 - The minimum health and safety requirements to be adopted.
 - Reference to required safe working practices and or industry standards.
- c) Define the health and safety arrangements for commissioning the workplace.
- d) Define the arrangements for handing over the workplace to the new user, which will include details of residual risk.

The level of detail in the Project Brief shall be **proportionate to the scale and complexity** of the project and its risks.

The third-party client representative is responsible for ensuring a project brief is in place and effectively communicated on every project, Barclays is responsible to ensure that one is in place.

Note: For emergency / reactive works, it is understandable that due to the short timescales involved it may not be practical to create a formal project brief. Examples of what may be suitable in this instance or where construction work is of a short duration are i) a works order and/or email, ii) any pre-agreed health and safety framework arrangements which details how the works will be undertaken safely, or iii) any other suitable documented instruction.

1.4. Monitoring of health and safety arrangements

Barclays:

Notify the Barclays health and safety team of the project

The Barclays Global Health and Safety team shall be notified of all proposed planned projects at the early planning stage*.

Upon notification of a project, Barclays Global Health and Safety will provide oversight and support to the Barclays Project Lead from a health and safety guidance perspective.

Whilst it is a requirement that all contractors provide their own competent project health and safety advice and monitoring arrangements, Barclays reserves the right for its health and safety point-of-contact to assess the arrangements to determine if they are proportionate to the complexity of the project, most notably:

- a) The performance milestones that evaluate whether health and safety requirements are being met.
- b) The management processes in place to ensure the health, safety, and wellness of all on the project
- c) The frequency of the periodic project inspection schedule (this may include Barclays internal health and safety service).
- d) The attendance and participation of regular project meetings where health and safety arrangements are discussed.
- e) The planning for the protection of Barclays employees, and others that may be affected by the project and/or any phased occupation.
- f) The hand over arrangements to ensure health and safety post-construction.

Designers and contractors shall agree to Barclays' health and safety oversight. Barclays' health and safety will not define the methods of working for contractors, but have the right to identify, provide comment on and request improvements and insist designers and contractors comply with this Standard's requirements.

For practicality, a periodic update on all proposed projects (e.g., inclusion on the distribution list of any regular project trackers i.e., Capital Project Global Tracker, Retail monthly tracker etc.) would satisfy this requirement.

* For emergency / reactive works, it is understandable that due to the short timescales involved it may not be practical to notify Barclays' Health and Safety of every project that takes place.

1.5. Recording project risk

Barclays:

Shall ensure there is a mechanism in place on the project to track and communicate risk

There shall be a mechanism in place **on a project to identify, record, assess and prioritise all risks that may affect the project**. An example of this would be a project risk register*.

A project risk register is a management tool used to record the risks and the associated elimination, control, or acceptance. At the end of the process, the project risk register will provide an audit trail of decisions and demonstrates that the project management team considered risks during all phases of the project.

The project risk register shall be created in the early stage of a project and updated in real-time as risks evolve, which will include health and safety risks. An example of an early entry on a risk register would be the identification of any high-risk activities that require specialist expertise to deliver and/or oversee (e.g., a major lifting operation), and this will then need to be factored into the project budget / schedule.

The project risk register shall drive the delivery of:

- a) A single point of record for project risks, including health and safety.
- b) Defined accountabilities and responsibilities.
- c) Clear time limited plans for risk elimination or mitigation.
- d) Risk avoidance and mitigation mechanisms.

It is Barclays' responsibility to ensure that a project risk register is in place on the project and reviewed frequently, however the creation and administration of the project risk register will be delegated.

All parties shall raise risks as they emerge on the project and action the assigned mitigation.

* For emergency, reactive, and minor works, it is understandable that due to the short timescales involved a project risk register may not be practical. Where a project risk register is not in place there shall be a mechanism in place on the project to track and communicate risk.

2. PRE-CONSTRUCTION: APPOINTMENTS & INFORMATION

2.1 Responsibility to appoint competent designers and contractors

Barclays:

Shall ensure that those appointed have the necessary skills, knowledge, and experience to carry out the work safely

Appointing suitably competent organisations and individuals to complete a particular project is fundamental to the project success, including health and safety performance. No matter how minor the job or how quickly it needs to be completed health and safety does not start when the contractor arrives on site. The health and safety arrangements of the contractor need to be assessed before any work commences.

Barclays shall ensure that those appointed are competent with skills, knowledge, and experience to complete the project whilst protecting the health and safety of all affected. To certify this, Barclays implements a mandatory process within procurement which includes a supplier risk evaluation, an annual supplier assurance attestation and on-site assurance visits. Included in the pre-qualification and annual attestation process is the requirement to confirm ongoing compliance to any and all applicable supplier control obligations (SCO's).

This **SHALL NOT** be confused with contractor qualification which is a more in-depth evaluation of competence.

The appointment of a contractor shall follow an evaluation of the prospective appointee's competences - the appointer is accountable for the final selection.

Barclays when selecting a contractor shall consider the following: -

- The contractor's previous health and safety performance.
- The Contractor's safety policies, arrangements, risk assessments, training records etc.
- Health and safety shall be a condition set down in the contract. When bids are invited for project work it is important that they are crosschecked against the brief/specification to ensure suitable provision has been made for controlling risks.
- Understand if the contractor is likely to employ a sub-contractor. Problems can arise when there is a further sub-contracting unless there are robust arrangements between all parties. It is important that Barclays specify rules about sub-contracting as there is a need to be sure that the Contractor has appointed competent sub-contractors who will abide by Barclays standards.

2.1.1 Appointment of the Main/Lead designer

Barclays:

Appoints a Main/Lead designer when more than one contractor is working on a project

A Main/Lead Designer is to be identified by Barclays to take control of the pre-construction phase of a project, **which involves more than one contractor**.

A Main/Lead Designer **is required to plan, manage, and coordinate the planning and design work**. It is important that the Main/Lead Designer be appointed as early as possible so that they can help gather information about the project and ensure that the other contractors working on the project have taken all reasonable precautions to ensure that the project can be delivered safely.

Barclays shall appoint a Main/Lead Designer in accordance with Barclays supply chain procedures and in adherence to local legislation.

Barclays shall ensure that all appointees have been satisfactorily pre-qualified via Barclays Procurement processes; however, proper qualification of competence shall be completed before selection; including:

- a) Barclays shall make suitable and sufficient enquiries about the Designers organisational capability to carry out the work.
- b) Barclays shall check that the Designer has suitable and sufficient experience in managing the health and safety risks involved in projects.

To be a competent Main/Lead Designer an organisation or individual shall also have:

- c) Sufficient knowledge of the specific tasks to be undertaken and the risks that the work will entail.
- d) Sufficient experience and ability to carry out their duties in relation to the project; to recognise their limitations and take appropriate action in order to prevent harm to those carrying out construction work, or those affected by the work.
- e) Specific knowledge about the tasks they will be expected to perform, and the risks associated with these tasks; this may come from formal or “on-the-job” training.
- f) Appropriate experience: people are more likely to adopt safe working practices if they understand the reasons, they are necessary, and past experience shall be a good indicator of the person’s/company’s track record.

Note: Since the role needs to be appointed on all construction projects with more than one contractor, if only one contractor is involved on the project for its duration (and they will not use any subcontractors), there is no need to appoint a Main/Lead designer. For the purposes of this Standard, the single contractor involved will assume these responsibilities. See 2.1.1.1.

2.1.1.1 Duties of the Main/Lead designer

Main/Lead Designer:

Is required to take control of the pre-construction phase of a project

The Main/Lead Designer shall not commence work in relation to a project unless satisfied that Barclays is aware of its duties (e.g., client duties) under the local regulations. The Main/Lead Designer shall remind Barclays of the requirements in this Standard where required.

When preparing or modifying a design, the Main/Lead Designer shall consider the general principles of health and safety risk prevention and any pre-available construction information to eliminate, so far as is reasonably practicable, reasonably foreseeable risks to the health and safety of any person who may be:

- a) Involved in or potentially could be affected by construction work.
- b) Maintaining or cleaning a structure after handover; or
- c) The end user when the facility has become their workplace.

If it is not reasonably practicable to eliminate these risks, the Main/Lead Designer shall, so far as is reasonably practicable:

- d) Design lower risk solutions and controls for mitigating residual health and safety risk, though the subsequent design process.
- e) Provide information about those residual health and safety risks; and
- f) Ensure appropriate information on the residual risk and the designed health and safety risk controls are included in the handover pack.

Note: Designers duties do not change too much on projects with only one contractor, but because there is no Main/Lead designer appointed, designers shall pay extra attention to their duties. There are no additional designer duties on single contractor projects, but not having a Main/Lead designer appointed can bring more work for designers when it comes to completing their responsibilities. For example, designers need to make sure that Barclays is aware of its client duties. Usually, the Main/Lead designer will take care of this, so for projects without one, designers may need to spend extra time making sure the client is aware the Main/Lead designer will also usually take care of communication and sharing of information between designers and

the client and contractor. Where there is no Main/Lead designer on single contractor projects, designers need to make these arrangements themselves.

2.1.2 Appointment of the Main/Lead contractor

Barclays:

Identifies a Main/Lead Contractor when more than one contractor is working on a project

A Main/Lead Contractor is a contractor who is identified by Barclays to take control of the construction phase of a project, **which involves more than one contractor**.

The Main/Lead Contractor is required to plan, manage, and coordinate the construction work. It is important that the Main/Lead Contractor is appointed as early as possible to ensure that they are involved in discussions with the designer, if one is required, about the work at an early stage. Early appointment also allows the Main/Lead contractor and other specialists, for example maintenance contractors and facilities management experts to make a substantial contribution to ensuring the buildability and maintainability of the structure under construction.

Main/Lead Contractor appointment shall be in accordance with Barclays procurement procedures (Supplier Risk Evaluation, Supplier Assurance Attestation, SEDEX pre-qualification, etc.), full competence qualification evaluation, and in adherence to local legislation.

Note: procurement SEDEX is only pre-qualification. The appointing manager shall carry out full competence qualification before appointing the Contractor.

To be a competent Main/Lead Contractor an organisation or individual shall have:

- a) Sufficient knowledge of the specific tasks to be undertaken and the risks that the work will entail.
- b) Sufficient experience, ability, and capability to carry out their duties in relation to the project.
- c) Recognition of their limitations and take appropriate action in order to prevent harm to those carrying out construction work, or those affected by the work.
- d) A workforce with specific knowledge about the tasks they will be expected to perform, and the risks associated with these tasks; this may come from formal or “on-the-job” training; and
- e) Appropriate experience that provides the person’s/company’s track record.

Note: In the case where only one contractor is appointed to work on the project, they fulfil the duties of this role where required in this Standard. See 2.1.2.1.

2.1.2.1 Duties of the Main/Lead contractor

Main/Lead Contractor:

Is required to plan, manage, and coordinate the entire construction phase of the project

The Main/Lead Contractor shall not commence work on a project unless satisfied that Barclays is aware of its duties under the local regulations.

The Main/Lead Contractor shall:

- a) Plan, manage, monitor, and coordinate the entire construction phase.
- b) Identify, evaluate, and ensure compliance with legal and statutory requirements.
- c) Take account of the health and safety risks to everyone affected by the work (including members of the public), in planning and managing the measures needed to control them.
- d) Liaise with Barclays and the Main/Lead Designer (where required) for the duration of the project to ensure that all risks are effectively managed.

- e) Prepare a written construction phase health and safety plan before the construction phase begins, implement, and then regularly review and revise it to make sure it remains fit for purpose.
- f) Have ongoing arrangements in place for managing health and safety throughout the construction phase.
- g) Consult and engage with workers about their health, safety, and welfare.
- h) Ensure suitable welfare facilities are provided from the start and maintained throughout the construction phase.
- i) Check that anyone they appoint has the skills, knowledge, experience and, where relevant, the organisational capability to carry out their work safely and without risk to health.
- j) Ensure all workers have site-specific inductions, and any further information and training they need.
- k) Take steps to prevent unauthorised access to the site; and
- l) Liaise with the Main/Lead Designer to share any information relevant to the planning, management, monitoring, and coordination of the pre-construction phase.

Note: In the case where only one contractor is appointed, they fulfil the duties of this role.

One of the key duties of the Main/Lead contractor is to manage coordination and cooperation between contractors, and ensure they comply with their duties. As there is only one contractor involved in the project, the management of other contractors is therefore not required.

2.2 Pre-construction information

Main/Lead Designer:

Provide oversight to ensure that pre-construction information is maintained as the design process progresses

Pre-construction information is information that is already in Barclays' possession. The information could include any previous health and safety information in a previous handover pack, asbestos information, site services, structural drawings, ground conditions and other relevant surveys as well as site arrangements and restrictions, or any information that is obtained through reasonable enquiry.

The information shall be relevant to the project, have the appropriate level of detail, and be proportionate in relation to the foreseeable health and safety risks (e.g., with regards to relevancy). If the contractor is not undertaking any ground excavation works, it may not be necessary to include location information/drawings of underground cables and services in the pre-construction information pack. To do this will only serve to 'bulk' up the amount of information the contractor will receive, and this could lead to them 'missing' some key health and safety information that is pivotal to their actual work).

It is essential at this stage to ensure that project specific instructions such as contractor consultation with the site facilities management team regarding H&S matters and risk – especially, but not exclusively, where works will be carried out in an occupied premise.

Pre-construction information shall be kept up to date as the design process progresses. It shall reflect new information about the health and safety risks and how they shall be managed. Preliminary information gathered at the start of the project is unlikely to be sufficient. The Main/Lead Designer will provide oversight in ensuring this happens.

Collated pre-construction information shall include proportionate information about:

- The project overview, such as the project brief and key dates of the construction phase.
- Planning and management of the project; the resources and time being allocated to each stage of the project and the mechanisms to ensure the work is coordinated and all parties cooperate.
- The health and safety hazards of the site, including design and construction hazards and how they will be addressed.
- Any relevant information in an existing health and safety file or handover pack.

Typical sources of information that shall be considered are:

- a) Any previous project handover packs
- b) Any existing health and safety information e.g., Operation and maintenance file for an existing building
- c) Drawings, such as structural drawings, etc.
- d) Surveys or assessments that have already been carried out, e.g.:
 - Asbestos surveys and assessments,
 - Fire risk assessments,
 - Radon assessments,
 - Water risk assessments,
 - Any available soil testing,
 - Any available history relating to previous site use if new build or demolition is involved.

The information shall be in a convenient form and be clear, concise, and easily understandable to help other parties involved in the project to carry out their duties safely.

2.2.1 Issuing the pre-construction information

Barclays:

Is responsible for issuing pre-construction information to all parties working on the project

Barclays is responsible for issuing pre-construction information to Contractors. **Where appointed, a Client Representative and/or Main/Lead Designer may assist in collating the pre-construction information and then issuing it to the other contractors involved.**

Barclays shall:

- a) Assess the adequacy of this information to see if there are significant gaps; the Barclays health and safety team shall be included in the assessment process; then,
- b) Where significant gaps are identified, take reasonable steps to obtain the information needed to fill any gaps identified by, e.g., commissioning relevant surveys,
- c) Provide all pre-construction information to every designer and contractor as soon as practicable.

Barclays shall take account of when designers and contractors will need pre-construction information to enable them to carry out their duties. For example:

- To judge whether it is reasonably practicable to eliminate any foreseeable health and safety risks in the design process or, where not, the steps that shall be taken to reduce or control the remaining risks, designers shall have sufficient information.
- To bid based with an informed understanding of the nature of the work involved, designers or contractors shall have sufficient timely information.
- To plan, manage and monitor their work, contractors shall have sufficient information.

Note: Barclays may delegate its responsibilities to a nominated contractor for issuing pre-construction information to others (e.g., Client representative or Main/Lead Designer etc.). Barclays retains the accountability for ensuring this is completed. Barclays shall ensure that systems are in place to identify significant changes that shall update the pre-construction information.

Barclays:

Shall assess the adequacy of the pre-construction information and take reasonable steps to fill the 'information gaps'

2.2.2 Assessing and identification of gaps

Barclays and/or the client representative, in liaison with the Main/Lead designer where appointed, shall:

- a) assess the adequacy of the pre-construction information to see if there are significant gaps (see examples).
- b) take reasonable steps to obtain the information needed to fill any gaps identified by, for example, commissioning relevant surveys and assessments (see 2.2.2.1); and
- c) provide the information to every designer and contractor as soon as practicable.

In addition to the above, it is required that every contractor immediately assesses their pre-construction information and cooperates with Barclays, or its delegate, to ensure that it is suitable and sufficient for them to plan and carry out their works safely. As the specialist, they have a responsibility to highlight any limitations.

Examples of limitations.

Limitation	Example consideration
High risk substances that could be disturbed by the works	Have the necessary asbestos surveys been undertaken at the location and are they suitable & sufficient?
High risk environmental issues	Is Radon gas a risk and does it need remediation?
Ground conditions and potential contamination	Sub-surface obstructions or archaeology, e.g., is there an historic burial site, or buried historically significant buildings?
Is there a risk from previous land use	Is there buried toxic substances, or a contaminated water table from neighbouring activity, e.g., fuel storage?
The existing structure and adjoining structures which may potentially be adversely impacted by construction of the project	Are neighbouring properties at risk of collapse or subsidence; are there traffic routes adjacent to the site?
Existing utilities or energised systems	Are utilities (e.g., power, sewerage, gas) buried under the site?
Existing confined spaces	Are underground chambers, old basements, pits present?
The fire safety of any existing structures	Will works create breaches in or alter fire compartmentation. Is the structure capable of withstanding the expected fire load? Has the fire stopping requirements been clearly identified?

2.2.2.1 Surveys

Where pre-construction information limitations are identified a thorough survey or assessment shall be undertaken in order to obtain the missing information. Any risks or high hazard areas identified shall be included in the Project Risk Register if one exists.

Any latent or legacy risks identified as part of the surveys, shall be escalated in order to receive the appropriate instruction.

Results of any surveys shall be included in the project handover pack and made available to Barclays for record purposes.

2.3 Regulatory and external approvals

Barclays:

Is responsible for ensuring that all statutory notices and external approvals are in place before works begin

Construction works can be complex, potentially affecting many people. Approvals will be required before construction works begin. The number of approvals required will increase with the size, complexity, and sensitivity of the proposed works, and they will vary by region and jurisdiction. All required approvals, permits, and notifications shall be sought/made in compliance with local legislation. For example:

- Municipal planning permission, development approval or building control approval.

- Legal notifications, e.g., notification of construction activity to a safety enforcement (or other) body, e.g., Health and Safety Executive (HSE, UK), Occupational Safety and Health Administration (OSHA, US), etc.

A plan for securing relevant approvals and permits in a timely manner shall be established early by Barclays, particularly where there are known timescales for receiving standard approvals.

Barclays is responsible for ensuring that all statutory notices and external approvals are in place prior to construction, however, this task will generally be delegated to other parties e.g., for practicality the Main/Lead Contractor applies for the necessary local authority approvals, permits, etc. for the project.

3. PRE-CONSTRUCTION: DESIGN

Designers:

Shall consider the potential risks to people during construction and to the users of the completed facility

Decisions made by designers can fundamentally affect the health and safety of those who will construct, occupy, maintain, repair, clean, refurbish and eventually demolish a building. Decisions such as selecting materials that are lighter to handle or windows that can be cleaned from the inside can avoid or reduce the risks involved in constructing the building and maintaining it after construction.

A designer shall address health and safety issues from the very start. Where issues are not addressed early on, projects can be delayed, and it can become significantly harder for contractors to devise safe ways of working once they are on site. Barclays may also be forced to make costly late changes, so the building can be used and maintained safely once it is built.

3.1 General principles of risk prevention

Designers:

Shall take account of the general principles of risk prevention when preparing or modifying designs

Designers:

Shall evaluate changes and identify any significant risks associated with them

Designers shall take account of the General Principles of Prevention when preparing or modifying designs with the aim of eliminating foreseeable health and safety risks. The Principles of Prevention are a hierarchy of risk elimination and reduction.

The General Principles of Prevention are set out in descending order of preference as follows:

1. Avoid risks.
2. Evaluate the risks that cannot be avoided.
3. Mitigate risks at source.
4. Adapt work to the individual, especially the design of places of work.
5. Adapt the place of work to technical progress.
6. Replace dangerous articles, substances, or systems of work by non-dangerous or less dangerous articles, substances, or systems.
7. Use collective protective measures over individual measures.
8. Develop an adequate prevention policy.
9. Give appropriate training and instruction to employees.

The general principles of prevention shall be applied where:

- a) Workers or anyone else (e.g., members of the public) could be put at risk during construction.
- b) Those who could be put at risk when maintaining or cleaning the facility after completion; or
- c) Those who could be put at risk as users of the facility (as their) workplace.

Where it is not possible to eliminate risk, designers shall take reasonably practicable steps to mitigate any residual risks, such as designing physical or administrative controls. They shall provide information about the residual risks to other parties via the project risk register where appropriate.

Information provided by designers regarding residual risks and required mitigation mechanisms shall be proportionate to the level of risk. Trivial, reasonably foreseeable risks can be excluded from the required information, e.g., the designer has included fully compliant handrails on stairs, but there is a residual risk of

pedestrians failing to use a handrail – it would not be necessary to prohibit the use of stairs except in an emergency, nor would this risk need to be communicated to the end user.

3.2 Eliminating risk through design

Designers shall consider the potential risks to people during construction and to the users of the completed facility. Designers are required to design out as much risk as is reasonably practicable. Risks that cannot be eliminated at the outline scheme design stage of a project will need to be reviewed again during the detailed design phase. Main/Lead Designers, where engaged, shall lead in managing this review process. Designers shall ask the following questions when designing a facility:

a) Can hazards be eliminated (designed out)? For example.

Hazard(s)	Example consideration
Striking buried services and overhead power lines	Choosing the position and design of structures to avoid risks from buried services, including gas pipelines, overhead and underground power lines
Working at height	Designing components which facilitate pre-fabrication off-site or on the ground to avoid assembling or erecting at heights and to reduce worker exposure to falls from heights or being struck by falling objects. Can working at height when conducting maintenance work be eliminated by locating plant on the ground floor?
Design for safe maintenance	Risks relating to cleaning, servicing, and maintaining a building can be controlled by: <ul style="list-style-type: none"> - Designing so that building maintenance can be performed at ground level or safely from the structure, for example window cleaning bays or gangways integrated into the structural frame. - Designing features to avoid dirt traps which use non-corrosive materials to reduce the need for cleaning and maintenance. - Incorporating building maintenance units into the design of multi-storey buildings to avoid the use of abseiling methods or long ladders for cleaning windows. - designing and positioning permanent anchorage and hoisting points into buildings where maintenance needs to be undertaken at height, and - Designing safe access and sufficient space to undertake building and plant maintenance activities.
Hazardous substances	avoid processes that create hazardous fumes, vapours, dust, noise, or vibration, including disturbance of existing asbestos, cutting chases in brickwork and concrete, etc.
Slips, trips, and falls	Selecting the best anti-slip surface floor coverings available. This shall consider wet and dry conditions e.g., pendulum test value of more >36 or other equivalent tests

b) Where elimination is not practicable can risk controls be designed so that harm is unlikely or, if it does occur, the consequences are less severe? For example.

Risk control	Example consideration
Provide a lower risk option	can the plant be contained within a building on the roof or provided with a suitable barrier around the roof to prevent falls. Specify use of low solvent adhesives and water-based paints. using non-slip materials on floor surfaces;
Give advanced information to the contractor about significant risks so that they can properly plan risk management	Information about particularly heavy or awkward loads that will require specialist lifting arrangements or could become unstable.
Traffic collision with people	Can the vehicle entrance to a premise be designed in such a way that ensures? <ul style="list-style-type: none"> a) pedestrian segregation is in place. b) drivers have clear visibility of other vehicles and pedestrians. c) Forward-only vehicle movements - reversing vehicles within a workplace are a hazard to pedestrians. At the design stage a system of forward-only movements shall be considered for mobile equipment and vehicles. d) the turning radius of all vehicles is considered if requiring multiple vehicles to turn immediately after entry. - pick up/drop off areas are considered for the premise, etc.

3.3 Recording risk decisions

All design risk decisions shall be recorded in a project risk register*.

The designer shall have a good understanding of the impact of the item they are designing, including the needs of users and the environment in which that item will be used, e.g., a refurbishment project taking place in an operational Barclays' premise where works will affect the existing building fire strategy.

Therefore, it is essential that as designs develop, the designers shall evaluate changes and identify any significant risks associated with them and add this information to the project risk register. The Main/Lead Designer shall provide oversight for the project risk register and ensure design risks are adequately communicated to all parties on the project. In the case where only one contractor is appointed, they will fulfil this role in this standard where required.

As each significant hazard is reduced to its lowest practicable level, the remaining (residual) hazard and any identified control measures will be logged and subsequently communicated to Barclays in the project completion Handover Pack (which will include a health and safety file where local regulations require).

* For emergency, reactive, and minor works, it is understandable that due to the short timescales involved a project risk register may not be practical. Where a project risk register is not in place there shall be a mechanism in place on the project to track and communicate risk.

3.4 Communicating residual risk

Barclays:

Shall agree the handover arrangements with the Main/Lead Designer/Contractor at the start of the project

Designers:

Shall ensure that the handover pack contains all relevant health and safety information needed to allow future safe construction and maintenance work

Communicating and recording project residual health and safety risk is important for future users and maintenance of the premise. An effective way of doing this is to include relevant information on health and safety residual risk in the Handover Pack at the end of a project, and as such, the Pack is an important document.

This type of information is to be included in the handover pack on all projects. It is to be prepared by the Main/Lead Designer, or Contractor if a Main/Lead Designer is not appointed and contains all the relevant health and safety information needed to allow the future use of the building (including cleaning and maintenance) to be carried out safely.

Health and safety information for the handover pack is gathered from all parties working on the project. It is therefore important that all parties understand what shall and shall not be included.

The Main/Lead designer shall agree the structure and content of the handover pack with Barclays at the start of the project so that everyone can be made aware of the information required, and it can be gathered throughout the project.

The handover pack health and safety information shall be proportionate to the project. Larger more complex or higher risk projects are likely to need more information included within the handover pack.

On project completion, the handover pack will be passed to Barclays to keep and make available to anyone who needs it, so that health and safety requirements can be complied with on future projects.

3.4.1 Residual health and safety risk information

The handover pack shall contain information about the current project that is likely to be needed to ensure health and safety during any subsequent work such as maintenance, cleaning, refurbishment,

or demolition. When preparing the pack, information on the following shall be included where applicable:

- a) A brief description of the work carried out.
- b) Any hazards that have not been eliminated through the design and construction processes, and how they have been addressed (e.g., surveys or other information concerning asbestos or contaminated land).
- c) Key structural principles (e.g., bracing, sources of substantial stored energy - including pre- or post-tensioned members) and safe working loads for floors and roofs.
- d) Hazardous materials used (e.g., lead paints and special coatings).
- e) Information regarding the removal or dismantling of installed plant and equipment (e.g., any special arrangements for lifting such equipment).
- f) Health and safety information about equipment provided for cleaning or maintaining the structure.
- g) The nature, location, and markings of significant services, including underground cables; gas supply equipment; fire-fighting services etc.
- h) Information and as-built drawings of the building, its plant and equipment (e.g., the means of safe access to and from service voids and fire doors).

What is not required?

The handover pack does not need to include health and safety information that will be of no help when planning future construction work, building use or maintenance, for example:

- i) Pre-construction information that is no longer relevant.
- j) The construction phase health and safety plan from previous projects.
- k) Construction phase risk assessments and method statements.
- l) Construction phase accident statistics.
- m) Information about structures or parts of structures that have been demolished - unless there are any implications for remaining or future structures, e.g., voids.
- n) Information contained in other documents, but relevant cross references shall be included.

4. CONSTRUCTION

4.1 Project health and safety pre-commencement meeting

Barclays:

Shall initiate a project health and safety pre-commencement meeting before starting works

Barclays or client representative (on behalf of Barclays) shall initiate a pre-commencement health and safety meeting with the Main/Lead Contractor before works physically commence on site*. At this meeting, Barclays, or client representative (on behalf of Barclays) shall ensure that the Barclays Construction H&S standard is communicated and distributed to all teams associated with the project and the Main/Lead Contractor shall detail their planned health and safety arrangements for the Project.

Likewise, the Main/Lead Contractor shall ensure that they carry out a health and safety pre-commencement meeting with all their appointments for the project.

* Depending on the size and complexity of the project, this meeting may be a specific 'stand-alone' meeting, however for small, non-complex projects the pre-commencement meeting can be incorporated as part of another meeting and/or discussion.

4.2 Health & Safety personnel requirements at site

Main/Lead contractor:

Shall identify a qualified and competent person to manage health and safety on the project

The Main/Lead Contractor shall identify a qualified and competent person to oversee the safe and proper conduct of the project. The FTE% required will be commensurate with the complexity and risk of the project, e.g., for a small project this role may be carried out by a works supervisor, but for larger complex projects (e.g., campus type builds) the expectation will be for a health and safety professional to fulfil this role.

The person identified to manage health and safety shall i) liaise with all parties to ensure that all necessary precautions are implemented, ii) ensure that everyone on site is aware and complying with the site rules and the Barclays construction H&S standard. iii) Ensure that everyone's health, safety, and wellbeing is being considered.

Barclays shall assess their own required client H&S advisory levels on a project by project basis, using an agreed matrix to consider project size, location, and risk.

4.3 Construction Health and Safety Plan

Main/Lead contractor:

Shall produce and submit a health and safety plan for acceptance before commencing work

4.3.1 Requirement

Barclays require that each construction project shall have a Health & Safety Plan in place prior to commencement of the construction phase of the works*.

The Main/Lead contractor (or contractor if there is only one contractor) is responsible to draw up a plan explaining how health and safety risks will be managed.

The plan shall be tailored to the particular project and shall record the arrangements for managing the significant health and safety risks associated with the construction. It is the basis for communicating these arrangements to all those involved in the construction phase, so it shall be easy to understand and as simple as possible.

No works are to be allowed to start on site until there is a plan in place. The plan shall be submitted to Barclays construction H&S team or client representative (on behalf of Barclays), to enable sufficient time for review and provide feedback (Minimum 7 days prior to starting on site)

* For emergency, reactive, or minor works involving trivial risks, it is understandable that a formal health and safety plan may not be practical. Specific detailed risk assessments and method statements will always be required.

4.3.2 Preparation and submission

The Main/Lead Contractor shall produce and submit the plan to Barclays for acceptance in the minimum timescales noted in 4.3.1

4.3.3 Review and acceptance

Barclays shall ensure that a Construction Health and Safety Plan is available and validated before commencement of any works on site. This responsibility can be delegated to others to complete verification on Barclay's behalf, but Barclays will always be accountable for ensuring one is in place.

4.3.4 Health and Safety Plan content

The Construction Health and Safety Plan shall detail how the Main/Lead Contractor intends to organise its activities. The plan shall include:

Section	Examples of content
Description of project	<ul style="list-style-type: none"> a) Project description and details of program, which shall include key dates. b) Details, descriptions, and controls of high-risk activities such as Demolition, Excavation, Lifting Operations, Working at Height etc. c) Detail of project stakeholder roles: i.e., Barclays, Client Representative, the Main/Lead Contractor, and other Contractors on the Project, etc. d) Extent and location of existing records and plans that are relevant to health and safety on site, including information about existing structures.
Management of the Works	<ul style="list-style-type: none"> e) Management structure and responsibilities. f) Health and safety goals for the project, and arrangements for monitoring and review of health and safety performance. g) Arrangements for: <ul style="list-style-type: none"> - Regular liaison between parties on site (e.g., meetings etc.). - Consultation with the workforce. - The exchange of design information between project stakeholders, and the management of design changes during construction. - The selection and control of Contractors on Site. - The exchange of health and safety information between project stakeholders, including communication requirements. - Site security and induction. - On-site training. - Welfare facilities and first aid. - The reporting and investigation of accidents and incidents. - The production and approval of risk assessments and safe systems of work. - Site rules. - Fire and emergency procedures. h) Mechanisms for authorisations and permit-to-work systems (including any similar systems) shall be clearly defined

Section	Examples of content
Arrangements for controlling significant site health and safety risks	<p>Key health and safety risks, including but not limited to:</p> <ul style="list-style-type: none"> i) Delivery and removal of materials (including waste) and work equipment considering of any risks to the public, for example during access to or egress from the Site. j) Dealing with services - water, electricity, and gas, including overhead power lines and temporary electrical installations. k) Stability of structures whilst carrying out construction work, including temporary structures and existing unstable structures. l) Preventing falls from height. m) Control of lifting operations. n) Maintenance of plant and equipment. o) Excavations and other work activities. p) Confined space areas. q) Working on or near water where there is a risk of drowning. r) Traffic routes and segregation of vehicles and pedestrians. s) Storage of materials (Inc. hazardous materials) and work equipment. t) Any other significant health & safety risks. u) Health risks, including: <ul style="list-style-type: none"> - The removal of asbestos. - Exposure to contaminated land. - Ergonomics; manual handling. - Use of hazardous substances, including health monitoring. - Noise and vibration. - Working with ionising radiation. - Any other significant health risk. v) Management and control of shared spaces within the building

4.3.5 Amendments to the Construction Health and Safety Plan

The Main/Lead Contractor shall also develop, communicate, implement, and amend the plan as necessary to ensure that it effectively plans, manages, and monitors the construction work. The objective of the plan is to complete the construction phase without significant injury.

4.4 Emergency preparedness plan and response

Main/Lead contractor:

Shall ensure that a project emergency plan is in place and there are testing arrangements in place

An emergency is any unplanned event that could result in deaths or significant injuries, or an event that could significantly interrupt the construction process, disrupt operations, cause physical or environmental damage, or threaten Barclay's financial standing or public image.

Planning

- As part of the Plan, the Main/Lead Contractor shall prepare for emergency response. The plan shall integrate the emergency response procedures, including detailed communication arrangements, for dealing with all emergencies that could affect the project. This includes where applicable, injury, sickness, evacuation, fire, arson, terrorism, chemical spillage, severe weather and rescue, pandemics, epidemics etc.

Testing

The Main/Lead Contractor shall have a plan to conduct testing of the emergency response plans e.g., conduct an onsite emergency mock drill. The testing frequency shall be detailed in the Construction Phase Health and Safety Plan and be proportionate to the level of health and safety risk and project duration.

Emergency contact information

The Main/Lead Contractor shall display information to communicate emergency contact details around the site, including:

- a) How to summon first aid e.g., names of first aiders/responders/nurse, etc.
- b) Nearest hospital or medical centre
- c) Police, ambulance and fire and rescue services
- d) Project Health and Safety lead

- e) Telephone communication equipment shall be available for emergency calls.

4.5 Traffic management and logistics

Main/Lead contractor:

Shall ensure that a traffic and logistics plan is in place for all phases of the project

Where applicable, The Main/Lead Contractor shall develop a traffic management and logistics plan during all phases of the project*. The plan shall include drawings to clearly show:

- a) Site boundary / Site security stations.
- b) Site vehicle access / egress routes (cars, delivery vehicles).
- c) Site vehicle access / egress routes (emergency services).
- d) Labour bus loading / offloading areas (where being used).
- e) Proposed location of temporary structures, welfare facilities, workshops, etc.
- f) Site parking / Site pedestrian routes.
- g) Proposed lay down areas / stores (Inc. material movements/deliveries).
- h) Proposed road closures and diversions.

The Main/Lead Contractor shall pay particular attention from a traffic/logistics aspect during higher risk stages of project phasing, such as moving employees into a building whilst construction activity is taking place on or adjacent to that premise.

The plan shall be reviewed regularly by the Main/Lead Contractor to reflect the ongoing changes on the project.

* The planning of traffic and logistics may form part of the Project Health and Safety Plan.

4.6 Welfare arrangements

Main/Lead Contractor:

Shall not commence work without suitable welfare arrangements being in place

Barclays or client representative (on behalf of Barclays) shall ensure that the provision for suitable welfare facilities is provided for each project.

The Main/Lead Contractor shall not commence work without suitable welfare arrangements being in place on the site.

Welfare standards shall be in accordance with the local regulations.

4.7 Induction and training

Main/Lead contractor:

Shall ensure that everyone attending the project has had a health and safety induction

The Main/Lead Contractor shall have arrangements in place to ensure that all parties attend a health and safety induction the first time they enter the construction site, Prior to starting work or carrying out their duties or required tasks.

The induction shall include the following:

Section	Example content
1. Site familiarisation	Site demarcation, welfare, storage, logistics, restrictions, areas with entry restrictions etc.
2. Communication & Consultation	Safety signage, standards, workforce consultation, etc.
3. Reporting and emergency	Key personnel, contact details, procedure, emergency precautions and plans, etc.
4. Rules	Site rules e.g., smoking restriction, mobile phones, PPE, permits, conduct, etc.
5. Specific Hazards	Details of specific hazards e.g., mobile plan, working at height, electricity, confined space, tools, and equipment, etc.
6. Training and Authorisation	Worker competency e.g., plant operator, scaffolder, specific tools, etc.
7. Emergency precautions	Emergency contacts, Rescue plans, periodic testing arrangements, etc.

The term 'training' refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. In addition to the basic training required for a trade, occupation or profession, the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

The Main/Lead Contractor shall develop a project training plan which shall identify the target groups and necessary training required for the target groups (both internal and external). Trainings shall include first aid training, firefighting training, emergency rescue training, specific safety training programs, toolbox meetings, and mock drills etc.

4.8 Inspections and audits

Main/Lead contractor:

Shall introduce a program of health and safety inspections and audits on the project

4.8.1 Project health and safety inspections

The Main/Lead Contractor is required to conduct a monthly* site health and safety inspection as a minimum for the duration of the works on site. Records of inspections are to be maintained by the contractor.

All Subcontractors shall conduct health and safety inspections at the required frequency when requested by the Main/Lead contractor.

Inspections play a key role in maintaining health and safety standards. The purpose of inspections is to improve the working standards of the workers. Inspections help the project to recognise the deviations from the standards, regulations, norms, and contractual terms and help rectify and preventing it from further deviations.

* For projects with a duration of less than one month, this is not a requirement.

4.8.2 Project health and safety audits

The Main/Lead Contractor shall afford sufficient time and resource shall Barclays require to audit the Main/Lead Contractors project health and safety arrangements.

4.9 Stoppage of work, violations, and notices

Barclays or client representative (on behalf of Barclays) shall have the right to stop any work if, in its opinion, work is being carried in an unsafe manner and represents a reasonably foreseeable likelihood of serious injury. In such an event, Barclays, or client representative (on behalf of Barclays), shall notify the Main/Lead Contractor to immediately cease the activity and remedy the risk.

The Main/Lead Contractor shall not recommence the activity until mitigation is implemented and Barclays, or its delegate, is satisfied that the remedy is suitable and sufficient.

4.10 Supervision and discipline

Contractor:

Shall provide adequate supervision levels at all times to ensure that all site activities are carried out in a safe and controlled manner

Adequate supervision levels shall be afforded at all times by the Contractor to ensure that all site activities are carried out in a safe and controlled manner.

Minimum levels of supervision shall be agreed by all parties at a local project level per: project size, Location and risk

The Main/Lead Contractor shall have its own disciplinary program for workers and employees who consistently breach safety rules. The disciplinary system shall not exist primarily to punish the workers and employees; its purpose shall be to control the work environment so that the workers and employees are protected, and accidents are prevented.

4.11 Method statements, hazard identification and risk assessments

Main/Lead contractor:

Shall ensure that all activities are risk assessed by a competent person and accompanied by an approved work method statement

Each activity undertaken on a Barclays project shall have been risk assessed by a competent person and be accompanied by a work method statement.

The Main/Lead Contractor shall ensure that risk assessments are prepared for all activities to be undertaken and are attached to the relevant work method statement. All work method statements, and risk assessments shall be project and task specific and shall be accepted by the Main/Lead Contractor.

The Main/lead Contractor shall ensure all RAMS are reviewed and approved by a competent person prior to any works commencing on the project.

For high-risk activities, the Main/lead Contractor shall obtain 3rd party (Client H&S or Client Representative H&S) approval to ensure the documents have secondary review and approvals

The work method statements shall include the following details:

- a) The job to be undertaken,
- b) Individual activities required to complete the job,
- c) Plant/equipment/tools to be used in the activities, and the required competencies to use/operate them,
- d) Substances/chemicals to be used, where and in which activity,
- e) Names of the supervisor for each activity,
- f) Name of the person with overall responsibility for the work activity, and
- g) A detailed description of how the work will be carried out, including control measures and procedures to complete each activity safely.

The Main/Lead Contractor shall establish controls to ensure that the procedures and risk controls contained within the method statements are complied with.

The Main/Lead Contractor shall also ensure that all of its workers and employees, and those of its subcontractors and other contractors working under its control, fully understand the method of working and

subsequent risk assessment. Records of awareness shall be retained that demonstrate that the following is understood:

- h) The nature of the job,
- i) Associated hazards,
- j) Safe working methods to be adopted, and
- k) Requirements of the permit to work system.

4.11.1 Risk change control

Main/Lead contractor:

Shall ensure they have a robust procedure to manage the change of risk on the project

If there is a change to the planned activity, or there is reason to believe that the risk assessment and or work method statement are no longer valid, the risk assessment and or work method statement shall be immediately updated, and workers familiarised with the changes.

The Main/Lead Contractor shall ensure that a robust change control procedure exists on the project, which incorporates the necessary approvals.

4.12 Incident reporting and investigation

4.12.1 Reporting

All Parties:

Shall report all incidents and accidents in line with the project reporting requirements

Barclays, or client representative (on behalf of Barclays) shall establish and keep up to date their own internal project health and safety escalation chain that shall identify the process and key contacts for incident escalation:

Severity	Reporting to
Exceptional and High	Group
Moderate	Business Unit / Function / Region
Low	Local

The Barclays project delivery lead or client representative (on behalf of Barclays), shall escalate incidents internally to the Barclays Group Resilience Team, Risk team and health and safety team in accordance with the Barclays standards dependant on severity

The below severity matrix shall be used as a guide for the user in the event of any accident or incident. All incidents shall be severity graded dependant on the immediate details obtained at the time of incident and then reported accordingly

Severity	Guidance
Exceptional and High	<ul style="list-style-type: none"> • Fatal - work-related death. • Major injury/ill health: (as defined in RIDDOR, Schedule 1), • Any Incident involving a colleague or member of the public • Dangerous Occurrence (As defined in RIDDOR Schedule 2) • Serious incident affecting property • Fire • Serious Near Miss that could have resulted in major injury or death
Moderate *	<ul style="list-style-type: none"> • Serious injury/ill health: where the person affected is unfit to carry out their normal work for more than three consecutive days. • Moderate Near Miss that could have resulted in serious injury

Low *	<ul style="list-style-type: none"> Minor injury - all other injuries, where the injured person is unfit for his or her normal work for less than three days Incident resulting in no injury or damage to property
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*For moderate and low severity incidents/accidents the client project manager will manage the internal escalation accordingly following their investigation

The below reporting protocol shall be used as a guide when determining the key stakeholders who shall be notified of any incident

Category	Severity	Reporting to
Accident An event that results in injury or ill health	Exceptional and High	Barclays Project Manager (3 rd party)
	Moderate	Barclays Project Delivery Lead Barclays Construction Project H&S lead
	Low	Barclays Project Manager (3 rd party)
Incident - Near Miss An event not causing harm, but has the potential to cause injury or ill health (in this guidance, the term near miss will include dangerous occurrences)	Exceptional and High	Barclays Project Manager (3 rd party)
	Moderate	Barclays Project Delivery Lead Barclays Construction Project H&S lead
	Low	Barclays Project Manager (3 rd party)
Incident – Dangerous Occurrence Incident Including: lifting equipment, pressure systems, overhead electric lines, electrical incidents causing explosion or fire, explosions, biological agents, collapse of scaffolding, wells, and pipelines or pipelines works.	Exceptional and High	Barclays Project Manager (3 rd party) Barclays Project Delivery Lead Barclays Construction Project H&S lead Building facilities management Lead
Fire an incident/Accident involving smoke, heat, and/or flames, causing property damage to multiple building fixtures or fittings.	Exceptional and High	Barclays Project Manager (3 rd party) Barclays Project Delivery Lead Barclays Global Fire Safety & Incident Manager Barclays Construction Project H&S lead Building facilities management Lead

Irrespective of the above, any incident resulting in injury and/or ill health of a Barclays' colleague shall be reported as the highest severity in accordance with the project reporting protocol

All parties shall report all incidents as per the project reporting protocol detailed in the table above. The reported role will then escalate to the relevant internal business unit/team dependant on severity

4.12.2 Investigation

Main/Lead contractor:

Shall allocate sufficient resources to the investigation of any incident in order to determine the root cause

The Main/Lead Contractor shall allocate sufficient resources to the investigation of any incident in order to determine the root cause(s) and prepare improvement recommendations.

For all Moderate, exceptional, and high severity incidents, The Main/Lead Contractor shall forward a summary Incident report to Barclays within 2-days of the date of the incident followed by a detailed investigation report within 7-days.

Subsequently, the Main/Lead Contractor shall notify the Barclays health and safety point-of-contact of any reports that have been issued to the Local Authorities, or similar e.g. The Health and Safety Executive (HSE) in U.K, The Occupational Safety and Health Administration (OSHA) in U.S.A, etc.

The Main/Lead Designer, where appointed, shall review the incident findings and provide comment, with particular emphasis from a design perspective.

Note: Regardless of the above, any incident resulting in injury and/or ill health of a Barclays' colleague shall be investigated in accordance with Barclays health and safety standard.

4.12.3 Incident review meeting

Main/Lead contractor:

An incident review meeting shall be carried out for all exceptional and high severity incidents

An incident review meeting shall be arranged by Barclays (<7-days after the event) for all exceptional and high severity incidents. Where a Client Representative is working on the project this responsibility can be delegated to them.

Barclays and Main/Lead Contractor shall attend these reviews. The Barclays Health and Safety Point-of-Contact will also attend where necessary.

The Main/Lead Contractor shall present all relevant investigation facts and findings at the incident review meeting.

4.13 Health and safety signage

Main/Lead contractor:

Shall display appropriate signage across the project to communicate prohibition and warn of danger

The Main/Lead Contractor shall display relevant signage to communicate mandatory requirements, communicate prohibitions and warn of dangers.

The Main/Lead Contractor shall prepare and erect hazard warning signs throughout the worksite. Signs shall be in accordance with the local regulations. Signage shall be maintained so that it is clearly visible. Signage shall be retroreflective where intended to provide guidance during night operations.

The Main/Lead Contractor shall display appropriate DANGER, WARNING, and INFORMATION signs in prominent positions for:

- a) Safety hazards.
- b) Health hazards.
- c) Mandatory use of PPE, stating type.
- d) Emergency escape routes and exits.
- e) Emergency medical services.

Signage type, method, size, and locations of the display shall meet local regulations, or when none exists shall comply with the relevant International Organization for Standardization standard.

4.14 Health and safety records

Main/Lead contractor:

Shall introduce and maintain a set of records on the project

The Main/Lead Contractor shall maintain the following records, as a minimum, on the project:

- a) Health and Safety inductions
- b) Accidents and incidents
- c) Permit-to-work issuing (e.g., high-risk work control: confined space, hot works, electrical isolations, etc.)
- d) Lifting equipment and gear inspections
- e) Plant and equipment inspections
- f) Hazardous substances use and storage.

4.15 Document and records review

Main/Lead contractor:

Shall carry out a periodic health and safety record review to ensure compliance

The Main/Lead Contractor shall carry out a minimum **monthly*** document review of the project health and safety records to ensure compliance with legal and other requirements. Typical documents for periodic review include, but are not limited to:

1. Health and Safety Induction Records
2. Health and Safety Inspection/Audit Records
3. Health and Safety Training and Toolbox Talk Records
4. Health and Safety Meeting Minutes
5. 3rd Party Test / Inspection Certificates (e.g., lifting equipment, site plant)
6. Operator Licenses (3rd party training certificates, driving licenses)
7. Plant, Tool, and Equipment Maintenance Records
8. Permit-to-work Records
9. General Incident Reports and Medical Treatment Records (subject to summary or redaction to avoid compromising personal information and perhaps GDPR.)
10. Safety data sheet records (hazardous substances)
11. Legal & Statutory compliance documents.

The Main/Lead Contractor shall ensure that the above information is suitably maintained and retrievable.

** For projects with a duration of less than one month, this is not a requirement.*

4.16 Project health and safety meetings

Main/Lead contractor:

Shall arrange and chair a frequent project meeting where health and safety performance is discussed

A frequent meeting* (e.g., monthly) where health and safety performance is discussed shall be arranged and chaired by the Main/Lead Contractor. Barclays, the Main/Lead Designer and/or the Designer shall be offered the opportunity to attend these meetings with attendance at their discretion.

The project meeting shall be recorded, and minutes prepared by the Main/Lead Contractor. The Main/Lead Contractor shall issue the minutes to the attendees, Barclays, the Main/Lead Designer and/or the Designer and keep record.

For practicality, health and safety performance may form part of the agenda of a project progress meeting, however on a large or complex project (e.g., a campus builds or where the complexity is high); Barclays would expect this to be a stand-alone meeting.

Barclays will also arrange a Capital Projects Supplier H&S Forum at a frequency dependant on numbers of live projects (Quarterly, Bi-annually, annually etc.)

** For emergency / reactive and minor works, it is understandable that due to the short timescales involved, it may not be practical to hold a meeting; however, a project mechanism shall be in place to record/discuss health and safety performance.*

4.17 Management reporting

Main/Lead contractor:

Shall provide a monthly report detailing health and safety performance

The Main/Lead Contractor shall submit project health and safety information at the end of each month to Barclays client representative within a reasonable timeframe.

The Barclays client representative shall collate and report the required data and statistics to Barclays for assurance of sufficient project H&S performance

Project health and safety monthly information shall include the following, as a minimum:

- a) A breakdown of project worked hours
- b) Accidents (Lost-time incidents and legally reportable incidents; including injuries and ill health)
- c) Activities taken to address themes and trends as a result of evaluating theirs and their sub-contractors health and safety performance
- d) Proactive initiatives completed such as site tours, safety alerts, safety talks etc.

* The report shall be in line with the size, timescale, and complexity of the project. For projects with a duration of less than one month, this is not a requirement, although a final report shall be submitted on completion.

4.18 Electrical Testing

The Delivery teams:

Responsible for ensuring that the electrical testing requirements are communicated to the project team and contractors, the checklist is

The Assurance teams:

Responsible for ensuring the MEP Statutory Document Checklist is completed, signed, and loaded onto EDMS at handover of the

The Building Operations team:

Owns the electrical testing requirement and the MEP Statutory Checklist and is responsible for completion of the checklist at handover of the property

The Real Estate teams:

Responsible for completion of the Checklist at handover from the landlord

Barclays are introducing new requirements for Electrical Circuit Testing

The new requirements apply in the following two circumstances:

- a) New properties acquired by Barclays
- b) Testing of minor works in new and existing properties that may not require testing under local regulations

4.18.1 Electrical circuit testing in new properties

Where a capital project is implemented in a new property acquired by Barclays, all Barclays owned circuits within the property shall be tested and certified prior to handover to Building Operations.

All circuits shall be tested irrespective of whether:

- a) Any works have been carried out on that circuit, or
- b) A valid test certificate for that circuit is available

Where a capital project is implemented in an existing building normal local electrical testing regulations apply

Where a building is acquired, and a capital project is not being implemented all Barclays owned circuits within the property shall be tested prior to occupation

NOTE: The above requirements do not apply to Serviced Offices

4.18.2 Electrical Testing following minor works

All electrical circuits shall be tested following any electrical works, including work that may currently not require testing under existing local regulation

- a) All works shall be carried out accordance with the latest version of BS 7671, or local wiring codes where appropriate.
- b) On completion of the works, the Contractor shall provide a signed copy of Electrical Installation Condition report or Minor Works Certificate as defined by BS 7671 (or local equivalent) in both paper and PDF format.
- c) Where there is ambiguity, guidance shall be sought from Barclays Head of Building Operations
- d) All physical works that are carried out on fixed electrical installations on Barclays premises shall be carried out by a suitably qualified electrician

Works that now require testing include the following:

- a) Removal, replacement, adjustment, addition, or any physical works on electrical accessories
- b) Removal, replacement, or addition of items connected to a fused connection unit, switched fused connection unit or isolator.
- c) Removal, replacement, or addition of luminaires and exit signs, except where provided with a plug & socket.
- d) Installation of replacement components within luminaires and exist signs, except for lamp replacement
- e) Removal, replacement, or addition of lighting control modules, floor boxes or busbar tap-offs.
- f) Removal, replacement, or addition of furniture power distribution systems, except where provided with a plug & socket.
- g) Removal, replacement, or addition of circuit protective devices, earthing and bonding installations.
- h) Removal, replacement or addition of low voltage cabling installations, panel, or distribution boards

4.19 MEP Statutory Document

The MEP Statutory Document checklist has been introduced to ensure a complete set of required documents is available at handover. The checklist will provide a record of the documents available, and the actions taken to supplement those missing.

The steps below describes when the checklist is to be completed at handover to transfer part or whole of a building to enable a capital project to be carried out:

- a) Real Estate complete the Checklist prior to signing the lease for a new property and provide it to the project team with the documentation
- b) The project team reviews the information received and confirms receipt of the documents. Where documentation is not present a comment is made outlining the action to be taken to achieve compliance
- c) Building Operations or Colleague Services review the documentation on handover from the project team and completes the Checklist
- d) The MEP Statutory Checklist at Stage 2 is a Mandatory Document under the Capital Projects Gateway Control 5.3.1 and shall be completed for all projects, in all regions, saved on Barclays EDMS and included in the Gateway Checklist

When to complete the Checklist and who completes:

The MEP Statutory Checklist is to be completed in three stages as follows:

1. Stage 1 – Real Estate complete the checklist prior to completion of the on receipt of a property from the building owner
2. Stage 2 – The project team complete the checklist on receipt of the documents from Real Estate and load it onto EDMS as a Mandatory Document
3. Stage 3 – The Building Operations complete the checklist on completion of the project and handover from the project team

The latest tools, templates, process maps, and knowledge guides for this topic are available on the Capital Projects Hub.

5. POST-CONSTRUCTION: COMMISSIONING AND HANDOVER

5.1 Phased occupancy

One of the most important stages in a project is when it nears completion and is handed over to Barclays. It is not uncommon for some construction work to not be completed before handover. Sometimes Barclays will assume control when construction work remains e.g., employees occupy completed floors of a building whilst other floors remain under construction (phased occupancy).

Risks to employees and others not engaged in construction work can increase substantially as they visit the site or spend more time there. The risks to the construction workers can also increase, due to the presence and work of others not directly engaged or experienced in construction work.

To minimise such risks, the management of this phase needs to be considered well in advance to address:

- a) the nature, scope, and duration of any finishing-off work.
- b) how this work will be managed and coordinated and by whom.
- c) how the site will be split up, and access controlled, to safeguard construction workers as well as clients' employees and/or members of the public.

For simple projects these arrangements can be discussed and agreed between the various parties.

In more complex situations, the arrangements shall be recorded as part of the construction phase health and safety plan by the Main/Lead Contractor.

5.2 Systems, plant, and equipment

Main/Lead Contractor:

Shall ensure that any systems/plant/equipment handed back into operation has been fully commissioned, is accompanied with the appropriate test certification, procedures are defined, and training is provided on its use

5.2.1 Commissioning

The Main/Lead Contractor shall ensure that all systems and components of a building or industrial plant, complete with all the designed safety measures and features, has been successfully commissioned and validated prior to handover. This will include both the provision of adequate operating procedures and the training of operating personnel in those procedures.

Barclays shall provide oversight to ensure all commissioning results are validated.

5.2.2 Operating procedures

There have been numerous recorded incidents where failings by operators have been the major contributing cause of major accidents. Provision of clear, concise, and accurate operating procedures is the most effective measure to prevent, control and mitigate such events.

It is a Barclays' requirement that operating procedures shall include instructions for the safe access/egress, operation, and maintenance of plant, including for example:

Description	Example
Access/Egress	To include familiarisation of any specific access required e.g. behind units or into building risers, etc.
Control of hazardous substances	Operators shall have an awareness and understanding of the risks associated with substances utilised in the premises (e.g., access to safety material safety data sheets for raw materials, intermediates, products, and effluent/waste)
Permit to work	To control high risk activities e.g., working on high voltage systems
Personal protective equipment (PPE)	What PPE is required to be worn during normal and abnormal operation

Description	Example
Manual handling	Any parts of the process that require an element of manual handling to be undertaken

The procedure shall reflect good practice that shall be adhered to at all times. Operators shall be provided with awareness of the health and safety consequences of failure to comply with procedural requirements.

Operating procedures shall always be practical, achievable, and efficient.

The Main/Lead Contractor shall ensure that all operating procedures provided comply with the above. The procedures shall form part of the Operating and Maintenance Manual requirements.

5.2.3 Training

The Main/Lead Contractor shall ensure that adequate theoretical and practical operator training is provided that includes sufficient information and instruction such that they are fully conversant with the written procedures.

5.2.4 Certification

The Main/Lead Contractor shall ensure that all systems, plant, and equipment is handed back with the appropriate certification.

When plant or equipment is handed over to operations, all required commissioning test records and certification shall be provided.

Under no circumstances shall plant or equipment (Inc. any associated installation works) be handed over to operations without the appropriate commissioning test records and certification being made available e.g., lifts being handed back into operation without the appropriate inspections being successfully carried. Likewise, any structures that have been penetrated (i.e., to allow pipework/cables to pass through walls etc.) shall be appropriately fire stopped where required and be handed back with the appropriate certification.

Note: Any equipment handed back without the appropriate testing or certification shall be rendered unusable i.e., be isolated so preventing it from working, until the certification is made available.

5.3 Cleanliness

Main/Lead Contractor:

Shall ensure that the work area is cleared of all debris, dust, tools, and other materials before handing back the premise

A good level of housekeeping should be maintained throughout the entirety of the project program. On project completion, the Main/Lead Contractor shall ensure that the work area is clear of all debris, dust, tools, and other materials and left safe for occupancy.

Typical examples of items that shall **NOT** be left behind upon project completion is general rubbish, redundant or excess construction materials, loose lighting luminaires, redundant chemicals, and paints, etc.

5.4 Premise risk assessment and survey

Barclays:

Shall ensure that arrangements are in place for all assessments and surveys to be carried out and actioned before handover

On projects where a **material change** has occurred during the scope (see below table for example), the required premise risk assessment and/or survey shall be completed before handover (e.g., alterations made to the structure of the building, internal or external, including new penetrations in fire compartmentation will require a pre-occupation Fire Risk Assessment to be undertaken), and copies provided to the end user upon occupation. (A full fire risk assessment will then be completed 3-6 months after occupation) Any critical life safety issues identified in the risk assessments and/or surveys shall be addressed. Barclays shall ensure that documentation is available at the project handover stage.

In cases where no previous assessment exists (e.g., acquisition or new build, etc.), an assessment shall always be completed.

The following shall be undertaken at the agreed stages where required:

- a) General Risk Assessment (Post completion , preoccupation)
- b) *Pre-Occupation Fire risk assessment (Post completion , preoccupation)
- c) Water risk assessment. (Post completion , preoccupation)
- d) Asbestos survey and assessment (or updated asbestos documentation if available).
- e) Radon assessment (if the facility is in a Radon zone).
- f) Lifting equipment assessments (e.g., prior to introducing a person lift into operation, etc.).

The above assessments shall be completed by an approved, competent contractor using a suitable methodology to certify compliance of local legislation

Please see below table for Example of a material change that would necessitate an assessment /review:

Description	Example of a material change that would necessitate an assessment /review
General risk assessment	Whenever there are any significant changes to workplace processes or design. Whenever new machinery, substances or procedures are introduced by the project.
Fire risk assessment	Alterations made to the structure of the building (internal or external), including new penetrations in fire compartmentation. Introduction of new or changes to any access routes within the premise (Inc. staircases), including doors/door hardware changed on evacuation routes and at final exits. Increase in occupancy – employee number increases. Change in occupancy type of a room. Any change or impact to an existing life safety system, including access control systems. Installation of new fire & life safety systems, including access control systems. Changes to equipment, machinery or larger furniture and fixtures. Hazardous substances storage is introduced into the space. Introduction of disabled access to upper floors and/or changes to the disabled setup for the premise. Any newly installed fire ignition sources or combustible material added to a protected fire route. E.g., electrical items or storage cupboards.
Water risk assessment	Any time there is a significant change such as if the project has added to or modified the existing water system, or the use of the water system has changed. If areas of the site have been taken out of everyday use such as when creating vacant space where there are taps etc.

Works that do not affect the existing assessment/survey

Where Barclays assesses that the works did not affect the above and therefore no premise risk assessment is required, approval shall first be sought from the Barclays Global Health and Safety Team with reasons provided. Under no circumstances shall a project be handed back without the appropriate risk assessments being in place and actioned unless prior approval has been granted.

* A full fire risk assessment will be commissioned and completed 3-6 months after occupation, under the responsibility of the area health and safety lead through normal BAU activities

6. POST-CONSTRUCTION: CLOSE OUT

6.1. Lessons learnt

Barclays:

Shall carry out a lessons learnt exercise upon project completion

Upon completion of the project, Barclays (Barclays Project Delivery Lead) shall carry out a project lessons learnt exercise which shall include an evaluation of the health and safety controls applied on the project and their effectiveness. All project stakeholders shall be considered as part of this exercise with involvement requested where needed (e.g., Barclays invites Designers and Contractors to attend where necessary).

The exercise shall be credible and conducted with the intent of openness and full disclosure. It shall not be seen as vehicle to apportion blame for failures.

All health and safety improvements identified through this process shall be reviewed by the Barclays Global Health and Safety Team before sharing across the organisation.

7. Appendices

Text here only if necessary to explain appendices, not normally expected.

7.1. Appendix A: Related documentation

	Document Name	Location
Policies	Premises Health and Safety Policy	Global Policy Hub
Standards	Premises Health and Safety Standard	Global Policy Hub
Procedures	Global Minimum Requirements (GMR)	CRES H&S Intranet

7.2. Appendix A1: Practical application across distinct types of projects

The below matrix simply displays the responsibility for each particular section in this standard. The red section details what would realistically be required in practice.

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
1 PRECONSTRUCTION: ARRANGEMENTS													
1.1	Make suitable health and safety arrangements for managing a project	<ul style="list-style-type: none"> Assure the Client representative fulfils the responsibilities noted Assess the project for H&S requirement levels (Barclays H&S team) 	<ul style="list-style-type: none"> Notify all parties to make them aware of their responsibilities in this standard Assess the project scope and requirements for client CDM/HSQ level requirements Recommend a required level of client CDM/HSQ advisory representation to client 	-	-	-	-	YES	YES	YES	YES	YES	
1.2	Project team	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted 	<ul style="list-style-type: none"> Establish a competent and experienced project team 	-	-	-	-	YES	YES i.e., Appointed via the framework agreement	YES i.e., Appointed via the framework agreement (e.g., ISS)	YES i.e., Appointed via the framework agreement (e.g., ISS)	YES	
1.3	Project Brief	<ul style="list-style-type: none"> Ensure a project brief is in place 	<ul style="list-style-type: none"> Obtain a project brief from the client 	-	-	-	-	YES	YES	YES i.e., Part of GW process	YES i.e., Part of GW process	YES	

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
1.4	Monitoring health and safety arrangements	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted Health and safety team to nominate point-of-contact for the project 	<ul style="list-style-type: none"> Notify the internal health and safety team of the project 	-	-	-	-	YES	YES i.e., Monitor from project tracker Attendance at weekly OSD/FSD reviews	YES i.e., Monitor from project tracker		YES i.e., Monitor from project tracker	YES
1.5	Recording project risk	<ul style="list-style-type: none"> Assure the Client representative fulfils responsibilities noted. 	<ul style="list-style-type: none"> Establish and maintain a project risk register through all project phases 	<ul style="list-style-type: none"> Ensure a project risk register is created and completed during the project phases (As per CDM) 	-	-	-	YES	YES	YES		YES	YES
2 PRECONSTRUCTION: APPOINTMENTS & INFORMATION													
2.1	Responsibility to appoint designers and contractors	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Make sure those appointed are competent and experienced Make sure they are prequalified by SEDEX Shall be appointed in line with supply chain procedures Shall be satisfactorily pre-qualified by Procurement function 	-	-	-	-	YES	YES	YES i.e., Contractors will also be procured through the ISS procurement strategy		YES	YES

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
2.1.1	Appointment of the Main/Lead Designer	•	• If required, appoint a Main/Lead Designer when more than one contractor is working on a project	-	-	-	-	YES	YES i.e., Will be appointed via the Framework	If required i.e., PD will be appointed via the Framework and forms part of the works instruction		YES	YES
2.1.2	Appointment of the Main/Lead Contractor	•	• Appoint a PC when more than one contractor is working on a project	-	-	-	-	YES	YES i.e., Will be appointed via the Framework	If required i.e., PD will be appointed via the Framework and forms part of the works instruction		YES	YES
2.2	Pre-construction information	•	• Ensure awareness of PCI requirements	• Ensure awareness of PCI requirements	• Ensure awareness of PCI requirements	• Ensure awareness of PCI requirements	• Ensure awareness of PCI requirements	YES	YES	YES	YES i.e., PCI is gleaned from the Triage/client documents and then further information required is requested by the ISS project manager as required	YES	YES
2.2.1	Issuing the Pre-construction information to designer and contractor	•	• Provide PCI to designers and contractors	• Assist Barclays to collate the PCI and distributes to the other contractors • Assesses the PCI and identifies any gaps to Barclays	-	-	-	YES	YES	YES	YES i.e., In reality, ISS Project Manager gathers the information before giving it to the PD	YES	YES

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
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2.2.2	Assessing and identification of gaps	•	• Assess the adequacy of the PCI and take reasonable steps to fill 'information gaps'	• Assess the adequacy of the PCI and take reasonable steps to fill 'information gaps'	• Assess the adequacy of the PCI and take reasonable steps to fill 'information gaps'	• Assess the adequacy of the PCI and take reasonable steps to fill 'information gaps'	• Assess the adequacy of the PCI and take reasonable steps to fill 'information gaps'	YES	YES	YES	YES i.e., ISS Project Manager & PD fill in the information gaps	YES	YES
2.2.2.1	Surveys		-	• Any latent or legacy risks identified shall be escalated to the project risk register	-	-	-	YES	YES	YES	YES	YES	YES
2.3	Regulatory & External Approvals	•	• Responsible for ensuring all statutory notices and permits are in place	-	-	-	-	YES	YES	YES	YES	YES	YES
3 PRECONSTRUCTION: DESIGN AND PROCUREMENT													
3.1	General principles of risk prevention		-	• Shall take account of the general principles of risk prevention when preparing or modifying designs	• Shall take account of the general principles of risk prevention when preparing or modifying designs	-	-	YES	YES	YES	N/A	YES	YES
3.2	Eliminating risk through design		-	• Lead in managing the design process so to ensure that as much health and safety risk is designed out as is reasonably practicable	• Consider potential health and safety risks to people during construction and to the users of the completed facility	-	-	YES	YES	YES	N/A	YES	YES

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
3.3	Recording risk decisions		-	<ul style="list-style-type: none"> Evaluate changes and identify any significant risks associated with them and add this information to the PRR Provide oversight 	<ul style="list-style-type: none"> Evaluate changes and identify any significant risks associated with them and add this information to the PRR 	-	-	YES	YES	YES	YES	YES	YES
3.4	Communicating residual risk	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ensure that the pack is handed over at project completion to the required standard 	<ul style="list-style-type: none"> Responsible for preparing the health and safety information in the pack Cooperate with contributors 	<ul style="list-style-type: none"> Contribute to the pack 	<ul style="list-style-type: none"> Contribute to the pack 	<ul style="list-style-type: none"> Contribute to the pack 	YES	YES	YES	YES	YES	YES
4	CONSTRUCTION												
4.1	Project health and safety pre-commencement	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Initiate a health and safety pre-commencement meeting Communicate and distribute the Barclays Construction H&S standard during the commencement meeting on each occasion 	Attend health and safety pre-commencement meeting (if requested)	-	<ul style="list-style-type: none"> Attend health and safety pre-commencement meeting 	<ul style="list-style-type: none"> Initiate a health and safety pre-commencement meeting 	YES	YES i.e., can form part of the introduction meeting	YES i.e., can form part of the introduction meeting	YES i.e., can form part of the introduction meeting	YES i.e., can form part of the introduction meeting	YES i.e., can form part of the introduction meeting

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
4.2	Health and safety personnel requirements at site		-	-	-	<ul style="list-style-type: none"> Appoint a qualified and competent person to manage health and safety on the project Ensure the Project H&S teams are aware of the Barclays construction H&S standard 	-	YES	YES	YES	YES I.e., Although Health and Safety responsibility would probably fall to a competent Project Manager or Supervisor	YES I.e., Although Health and Safety responsibility would probably fall to a competent Project Manager or Supervisor	YES I.e., Although Health and Safety responsibility would probably fall to a competent Project Manager or Supervisor
4.3	Construction Health and Safety Plan	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ensure a Construction Phase Health and Safety Plan is in place prior to construction works commencing 	-	-	<ul style="list-style-type: none"> Produce a Construction Phase Health and Safety Plan and submit to Barclays to enable sufficient time to review and provide feedback (Minimum 7 days prior to starting on site) Ensure a periodic review of the plan is completed 	Ensure a Construction Phase Health and Safety Plan is in place prior to construction works commencing	YES	YES	YES	YES	YES	YES
4.4	Emergency preparedness plan and response		-	-	-	<ul style="list-style-type: none"> Ensure an emergency preparedness plan is in place and tested Ensure the plan is periodically reviewed 	-	YES	YES	YES	YES	YES	YES

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
4.5	Traffic management and logistics		-	-	-	<ul style="list-style-type: none"> Develop a project traffic and logistics plan Ensure the plan is periodically reviewed to reflect ongoing project changes 	-	YES	YES	YES	YES	YES	YES
4.6	Welfare arrangements	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ensure that the provision for suitable welfare facilities is provided 	-	-	<ul style="list-style-type: none"> Do not start work without suitable welfare facilities being in place 	-	YES	YES	YES	YES	YES	YES
4.7	Health and safety Induction and training		-	-	-	<ul style="list-style-type: none"> Ensure health and safety induction meets the minimum requirement Ensure everybody on the project attends a health and safety induction Prior to starting work or carrying out their duties or required tasks Develop and maintain a project training plan 	-	YES	YES	<p>YES</p> <p>i.e., Although there would be no expectation of a project training plan being developed for the project, worker competency would still need to be ensured and monitored by the PC</p>			

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
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4.8	Inspections and audits	•	• Conduct Project client H&S Assurance inspections when deemed required dependant on risk at the discretion of the Barclays H&S team	-	-	• Conduct a monthly health and safety inspection as a minimum • Afford sufficient time and resource shall Barclays require to audit the project	• Conduct Health and Safety inspections at the required frequency when requested by the Main/Lead contractor	YES	YES	YES	YES	YES	YES
4.9	Stoppage of work, violations, and notices	•	• Has right to stop work	-	-	• Stop work if requested by Barclays and/or Client Representative • Implement remedy as required	-	YES	YES	YES	YES	YES	YES
4.10	Supervision and discipline		-	-	-	• Provide adequate supervision levels at all times to ensure that all site activities are carried out in a safe and controlled manner	• Provide adequate supervision levels at all times to ensure that all site activities are carried out in a safe and controlled manner	YES	YES	YES	YES	YES	YES

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
4.11	Method statements, hazard identification and risk assessments (RAMS)		-	-	-	<ul style="list-style-type: none"> Ensure tasks/location specific RAMS are in place for all construction activities Ensure all workers involved are briefed and understand the associated RAMS with either a physical signature or electronic acceptance being given as evidence and confirming understanding prior to starting works 	<ul style="list-style-type: none"> Ensure that all RAMS are accepted by PC before starting work Ensure all workers involved are briefed and understand the associated RAMS 	YES	YES	YES	YES	YES	YES
4.11.1	Risk change control		-	-	-	<ul style="list-style-type: none"> Ensure they have a robust procedure to manage the change of risk on the project 	-	YES	YES	YES	YES	YES	YES

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
4.12.1	Incident reporting and investigation - Reporting	•	• Establish and communicate the internal H&S incident escalation chain	-	-	• Notify Barclays of all incidents • Ensure an escalation procedure is in place, communicated and followed by the project teams including client representatives as noted within section 4.12 of the construction projects health and safety standard	-	YES	YES	YES	YES	YES	YES
4.12.2	Incident reporting and investigation - Investigation		-	-	-	• Allocate sufficient resource to investigate incidents • Forward detailed incident report to Client Representative <2-days • Forward detailed investigation report to Client Representative <7-days	-	YES	YES	YES	YES	YES	YES

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
4.12.3	Incident review meeting (For all exceptional and high severity incidents)	•	• Attend meeting	-	-	• The Main/Lead Contractor shall present all relevant investigation facts and findings at the incident review meeting	-	YES	YES	YES	YES	YES	YES
4.13	Health and safety signage		-	-	-	• Ensure all relevant site signage is displayed	-	YES	YES	YES	YES	YES	YES
4.14	Health and safety records		-	-	-	• Ensure the required records are in place and maintained	-	YES	YES	YES	YES	YES	YES
4.15	Document and records review		-	-	-	<ul style="list-style-type: none"> • Ensure all project documentation is maintained and reviewed? • Make available upon request • Carry out a minimum monthly review of the required documents 	-	YES	YES	YES i.e., where project period is long enough to warrant a review. This will be outlined in the CPP			

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
4.16	Project Health and Safety meetings	•	<ul style="list-style-type: none"> Attend project H&S meetings when required or requested Arrange a Capital Projects Supplier H&S Forum at a frequency dependant on live projects (Quarterly, Bi-annually, annually etc..) 	-	-	<ul style="list-style-type: none"> Ensure health and safety is discussed at a project meeting, monthly as a minimum Issue minutes to stakeholders Attend Capital Projects Supplier H&S Forum when requested 	<ul style="list-style-type: none"> Attend project H&S meetings when required or requested 	YES I.e., where project period is long enough to warrant a monthly health and safety meeting. This will be outlined in the Construction Health and Safety Plan					
4.17	Management reporting	•	<ul style="list-style-type: none"> Critically evaluate trends and themes for assurance of sufficient project H&S performance 	-	-	<ul style="list-style-type: none"> Produce a monthly health and safety report and issue to Barclays (Dependant on size, timescale, and scope of works) Critically evaluate trends and themes for assurance of sufficient project H&S performance 	-	YES	NO i.e., Report as per framework reporting mechanism				
5 POST CONSTRUCTION: COMMISSIONING AND HANDOVER													
5.1	Phased occupancy					<ul style="list-style-type: none"> Ensure the arrangements are recorded as part of the construction phase health and safety plan. 							

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
5.2.1	Systems, plant, and equipment - Commissioning		-	-	-	<ul style="list-style-type: none"> Ensure that all systems and components of the building or industrial plant, has been successfully commissioned prior to handover 	-	YES	YES	YES	YES	YES	YES
5.2.2	Systems, plant, and equipment - Operating procedures		-	-	-	<ul style="list-style-type: none"> Ensure that all plant operating procedures clearly lay down instructions for operation. Include in handover pack 	-	YES	YES	YES	YES	YES	YES
5.2.3	Systems, plant, and equipment - Training		-	-	-	<ul style="list-style-type: none"> Ensure adequate training is provided to identified personnel 	-	YES	YES	YES	YES	YES	YES
5.2.4	Systems, plant, and equipment - Certification		-	-	-	<ul style="list-style-type: none"> Ensure that all systems, plant, and equipment is handed back with the appropriate certification. 	-	YES	YES	YES	YES	YES	YES
5.3	Cleanliness		-	-	-	<ul style="list-style-type: none"> ensure that the work area is cleared of all debris, dust, tools, and other materials 	-	YES	YES	YES	YES	YES	YES

Section	Description	Responsibility – what action is required and by whom?						Practical application guidance					
		Barclays	Client representative (PM)	Main/Lead Designer	Designer	Main/Lead Contractor	Contractor	Capital project	Retail project	Small works (IFN/MAC)		GTIS	CSO
										Large e.g., floor fit out	Small e.g., floor clearance		
5.4	Premise risk assessment and surveys	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ensure that arrangements are in place for all premise relevant risk assessments such as Building, Water Quality, Asbestos and Radon are updated. Ensure that arrangements are in place for all premise the Pre-Occupation Fire Safety Assessment has been carried out. 	-	-	<ul style="list-style-type: none"> Ensure that relevant risk assessments such as Building, Water Quality, Asbestos and Radon are updated or completed Ensure that the Pre-Occupation Fire Safety Assessment has been carried out. 	<ul style="list-style-type: none"> Ensure that arrangements are in place for all premise relevant risk assessments such as Building, Water Quality, Asbestos and Radon are updated. Ensure that arrangements are in place for all premise the Pre-Occupation Fire Safety Assessment has been carried out. 	YES	YES	YES	N/A	YES	YES
6 POST CONSTRUCTION: LESSONS LEARNT													
6.1	Lessons learnt	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Undertake lesson learnt exercise – completed by the project delivery lead or nominated person 	-	-	-	-	YES	YES	YES	YES	YES	YES

7.3. Appendix B: Glossary

Abbreviation/Acronym	Explanation
Competence	<p>A competent person is someone who can demonstrate that they have sufficient knowledge gained by professional and or technical training, sufficient physical and mental ability, skill derived from actual experience, and the motivation to work safely, plus the necessary authority to enable them to:</p> <ul style="list-style-type: none"> •Carry out their assigned duties •Understand any potential hazards and understand the controls required to prevent harm related to the work (or equipment) under consideration •Detect any technical defects or omissions in that work (or equipment), recognise any implications for health and safety caused by those defects or omissions, and be able to specify a remedial action to mitigate those implications
CRES	Corporate Real Estate Solutions, a division within Barclays Execution Services (BX).
ERMF	Enterprise Risk Management Framework
H&S	Health and Safety
SME	Subject Matter Expert

7.4. Appendix C: Document governance

Document Governance	
Associated Level 2 Framework(s)	Enterprise Risk Management Framework (ERMF)
Document Owner	Name: Steve Taylor Title: Global Construction Projects Health & Safety Lead
Document Approver/s	Name: Ron Coghill Title: Head of Capital Project and Workplace Name: Helen Davitt Title: Global Health & Safety Lead
Version	1.1.1
Approved Date	June 2023
Publication Date	June 2023
Next Review Date	June 2024
Document Access Location	Barclays H&S Service intranet hub
Document Contact	Name: Steve Taylor Title: Global Construction Projects Health & Safety Lead
Effective Date	June 2023

7.5. Version Control

Version	Date	Author	Change
1.0	Apr 2021	Craig Henderson	First version
1.1.1	December 2022	Steve Taylor	<p>First review</p> <p>Additions, adjustments, and amendments:</p> <p>Pg 8 to 11</p> <ul style="list-style-type: none"> Matrix of responsibility - Additional wording and statements added. <p>Pg 18</p> <ul style="list-style-type: none"> 2.1 Adjustment of wording re: appointing of competent contractors <p>Pg 27</p> <ul style="list-style-type: none"> 4.1 Project health and safety pre-commencement meeting – Additional sentence added: “Barclays shall ensure that the Barclays Construction H&S standard is communicated and distributed to all teams associated with the project” 4.2 Health & Safety personnel requirements at site - Additional bullet point added: “Ensure that everyone on site is aware and complying with the site rules and the Barclays construction H&S standard” <p>Pg 28</p> <ul style="list-style-type: none"> 4.3.1 Construction Health and Safety plan – Additional paragraph added: “No works are to be allowed to start on site until there is a plan in place. The plan shall have been submitted to Barclays construction H&S team or their designated representative/third party, to enable sufficient time for review and provide feedback (Minimum 7 days prior to starting on site)” <p>Pg 33</p> <ul style="list-style-type: none"> 4.3.4 Health and Safety Plan content – Arrangements for controlling significant site health and safety risks Additional bullet point added: Management and control of shared spaces within the building <p>Pg 30</p> <ul style="list-style-type: none"> 4.7 Induction and training - Additional sentence added: “Prior to starting work or carrying out their duties or required tasks”. <p>Pg 31</p> <ul style="list-style-type: none"> 4.8.1 Project health and safety inspections - Additional sentence added: All Subcontractors shall Conduct Health and Safety inspections at the required frequency when requested by the Main/Lead contractor <p>Pg 33/34</p> <ul style="list-style-type: none"> 4.12 Incident reporting and investigation - Reporting protocol and severity matrix added <p>Pg 36</p> <ul style="list-style-type: none"> 4.16 Project health and safety meetings - Main/Lead Designer and/or the Designer added to the meeting attendees on requirement <p>Pg38/39</p> <ul style="list-style-type: none"> 4.18 Electrical testing - Additional section added to incorporate new guidelines for new and existing properties <p>Pg 39</p> <ul style="list-style-type: none"> 4.19 MEP Statutory Document – Additional section added to incorporate new guidelines <p>Pg39/40</p> <ul style="list-style-type: none"> 5.4 Premise risk assessment and survey – Amendment to current Fire risk assessment process post construction. <p>Pg 53</p> <ul style="list-style-type: none"> 7.3 Appendix B: Glossary – removal of abbreviation BHSS (Barclays Health and Safety Service) 7.4 Appendix C: Document Governance – Document owner and approver adjusted to show current