

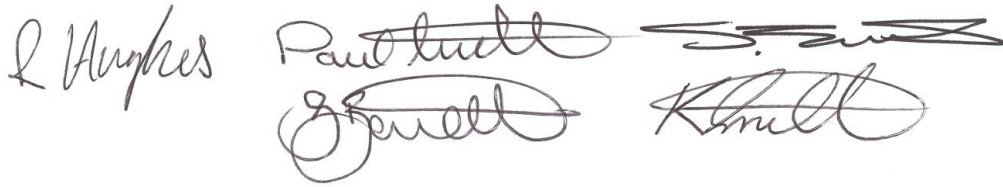


SHEQ Strategy

2020 - 2025

Introduction

This strategy demonstrates our commitment to improvement and effective risk management throughout the organisation, the industry and beyond. We believe sharing how we did not meet targets shows transparency in what we do and we are extremely proud to say that we are ever evolving and have a strong learning culture at Longworth. With our leadership we are confident on the delivery of this strategy over the next 5 years.

The image shows five handwritten signatures in black ink, arranged in two rows. The first row contains three signatures, and the second row contains two. The signatures are stylized and cursive, representing the members of the Board of Directors.

Board of Directors

Longworth Building Services Limited

Following on from the previous SHEQ strategy, this plan has been extended to cover a five year period. The business is growing and risk management is an increasing focus for our industry.

The previous strategy saw us meeting minimum requirements as well as best practice, however, there are areas where we did not meet requirements and as expected the focus was to be flexible. Shifting in line with business requirements and industry demands including significant events having an effect on the construction industry, in particular the cladding industry.

This new strategy brings with it focus on horizon scanning and indeed achieving the targets from the previous strategy we did not meet.

As always, the plan is publicly available to all employees. Communication, consultation and participation of our employees is key to the success of this strategy with leadership from the board of directors.

A single handwritten signature in black ink, located at the bottom left of the page. The signature is stylized and cursive, representing the SHEQ Manager.

SHEQ Manager

Longworth Building Services Limited

Summary

The 2020-2025 plan will not only consider previous strategy but will include new targets including setting minimum competencies and ensuring 'air time' is given to employees for conversation and discussion around pertinent topics. Managing the causes of stressors and offering employees help in relation to managing stress are amongst these targets.

The Government Strategy for Construction, regulatory bodies and industry have all been influential factors in devising this strategy. Our core values will help us guide employees into achieving better standards, maintaining a high standard of client and working with our supply chain in a way that will not compromise the values.

The business is growing and the order book is brimming with exciting new opportunities. This gives us the chance to show what we do and that we do it well. We aim to continue our success in the industry following on from our commitment to Safe2Torch, winning awards with the NFRC for over a decade and the more recently RoSPA Gold Achievement Award.

The core values below highlight our culture and embody everything we stand for. Our employees have a strong understanding of responsibilities in relation to SHEQ and as such we are confident in our ability to manage risk of all kinds. The enthusiasm and dedication of our employees is testament to the way in which leaders of our organisation, from all levels, influence others, implement change and create Team Longworth.



Previous Strategy

The previous two years have seen us successfully implement a range of measures in order to promote growth in the business and our employees while managing risk. including:

- Raising standards year on year in relation to training
- Implementing NCR procedures with our supply chain
- Developing more awareness of COSHH amongst employees
- Inclusivity on employee learning needs adopting methods required for the individual and not the masses
- Introducing competent occupational surveillance checks for employees, particularly high risk employees
- Making expressing concerns an acceptable part of every day life in the workplace
- All shareholder directors now sign company policies
- Taking timely action on reported concerns in relation to SHEQ
- Continuing with promoting open and honest conversation, regardless of position in the company, in relation to business matters and improvement
- Understanding and identifying our core values

Other successes include:

- Registering with Safe2Torch and running internal awareness sessions
- Employee winning the 2018 NFRC Individual Health and Safety Award for his commitment to health and safety in the roofing industry
- Signing the Time to Change pledge and supporting our colleagues in relation to mental health
- 3 individuals, including director level, completing the Level 2 Qualification in Understanding Mental Health
- A total of 16% of our workforce becoming mental health champions
- NFRC Gold Safety Awards for 2018 and 2019 for ten consecutive years
- All employed site operatives trained to a minimum NVQ level 2 standard



We are aware of the fact we did not achieve all we set out to do in the previous two year strategy. Outlined below are the measures we did not meet and what our commitment is in relation to the five year strategy and achieving what we set out to do.

Health and Safety

- Each Director to carry out 2no SHEQ audits per annum.
This is to be diarised with a commitment from each director to each visit an active site twice per year.
- SHEQ to spend time on site in order to achieve a realistic idea of conditions people work in.
This is to be diarised with a commitment from the SHEQ team to visit active sites and spend time with employees out on site.
- Achieve certification for UKAS accredited ISO45001
Although we are currently working towards ISO45001 standards we are looking to achieve this midway through the 5 year plan.

Quality

- Simplify the quality inspection and test plan without compromising on integrity.
We are looking to utilise online systems for guided and centralised records.
- Work with and support our supply chain in terms of quality of product and service
We have implemented a Pre Qualification Process for our supply chain and are looking to include audits on our supply chain as well as promoting communication and provision of relevant information.
- Conduct audits on the relevance of information available to those who require it e.g. specifications
Schedule quality audits in relation to the information, instruction and training given to individuals in relation to the products we install.
- Achieve zero non conformances in external audits by summer 2020
Unfortunately we did receive some NCRs on external audits, however these were rectified and learned from moving forward. Each year we will aim for zero NCRs as a target.
- Conduct Post Project Reviews
Although we started the process we did not continue in the way we would have liked. Timelines have been agreed for PPRs and are being diarised.
- Host small scale supply chain events to promote discussion
It has been agreed that working with our supply chain on a company by company basis would be more beneficial.

Environment

- Train all of our employees in their environmental responsibilities and the company commitments
This is to be diarised with a commitment from each employee to attend training
- To reduce CO2 emissions
We are looking to commission a carbon audit every 5 years, taking into consideration company growth.
An audit will be due during this 5 year plan.

Wellbeing

- Volunteering during work time
We need to work on finding local causes for which we are able to donate time to and commit to time volunteering by employees

Other Targets

- Have an established business continuity plan
We have a business continuity plan further work on the plan and the involvement of more employees would benefit.

Targets Achieved

We achieved a number of the targets we set out to achieve and this must not be forgotten. We keep a track and regularly discuss the progress on targets and SMART objectives associated. As a result we achieved a majority of the targets we set, leaving us with pride in the knowledge we are able to grow and develop as well as manage change in line with external demands.

As a result of this review we are managing these targets moving forward as noted above.



2020 - 2025 Strategy

Our five year strategy looks at various elements across the business in order to promote continual improvement, effective risk management and investment in our people.

Competency Framework

Competency framework is being introduced through various aspects of business in the UK and risk management forms a part of raising standards in industry to promote sustainability. IIRSM and IOSH have both recently announced their new competency framework. the IIRSM framework has been noted as a useful tool to 'assess capabilities and to find out whether they are resilient and competent to manage risk, in all it's forms'.

The spotlight is on industry to manage risk and be held accountable when others are exposed to the poor consequences of risk management as seen in recent media storms.

The IIRSM tool is beneficial for us as it gives us the foundations to be able to build on our own competency framework and as such have considered three levels and areas of competence and behaviour:

Operational - Demonstrating knowledge and understanding with some application

Managerial - Demonstrating application of knowledge

Strategic - Demonstrating advice and depth of complexity

Areas of competence

Organisational Context - Understands the evolving relationship between the organisation and external forces that shapes the way in which it responds to risk.

The Role of Risk Management - Applies risk management across the organisation and educates stakeholders to identify and act on risk.

Strategy, Objectives, Policy and Procedures - Develops and implements an organisations approach and attitude to the way in which it manages risk.

Project/Change Management - Enables organisations to create significant opportunities and recognises associated risks

Stakeholder Engagement - Ensures risks are efficiently addressed through understanding stakeholders and their motivations

Data Management - Ensures data is appropriately managed and decisions are founded on reliable information

Rick and Organisation Reporting - Defines performance measures and provides the right information in required formats in a timely manner to the appropriate decision makers.

Areas of Behaviour

Influencing - Works with stakeholders in a manner that encourages and persuades others to contribute effectively.

Emotional Intelligence - Demonstrates an open attitude to all, irrespective of circumstances, recognising and valuing different stakeholders' perspectives and input.

Collaborative - Builds consensus, trust and respect by sharing information, ideas and resources in a manner that increases contribution from others.

Communicative - Communicates clearly and concisely, recognising audience capabilities, and listening to stakeholders in an open and courteous way.

Innovative - Identifies uncertainties as potential opportunities and challenges the status quo. Takes calculated risks whilst respecting objectives and values.

Ethical - Demonstrates trust, fairness and openness and remains true to values irrespective of pressures.

Determined - Pursues objectives through to the end, demonstrating resilience, courage, adaptability and energy to achieve goals.

Resourcing

In line with effective risk management employee absence and rehabilitation must be considered. We have recently learned that the reason for employees being absent is not always clear and that mental health does play a part in this. It has become apparent over time, whether formally or informally discussed with the employee.

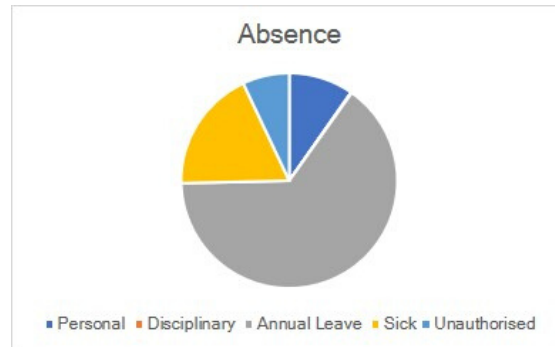
A number of our employees have completed courses in relation to mental health, supporting others and raising awareness with the intention being more employees become mental health first aiders to benefit both work and home life. During the previous strategy period our Managing Director gave a heart felt talk on the importance on mental wellbeing and our commitment as a company to employees.

During the next 5 years Longworth will continue to drive growth in support of open and honest reporting in terms of absence with the understanding it is a positive to help us drive improvement and support employees.

We will be utilising the HSE's Tackling Work Related Stress using the Management Standards Approach in line with monitoring absence and the reasons for such. Across 2019 and 2020 absences are being monitored to be able to benchmark and drive positive change to reduce absence from work. This information will be used to promote communication between manager and employee at various points including personal development planning. We will also utilise and openly report the results of such within the business with a view to promoting open discussion to drive effective management and business improvement.

During 2019 a number of days were lost due to absence, of these trends we identified single day absences including:

- 10no sick days taken immediately before or following annual leave
- 40no sick days taken immediately before or following the weekend



Targets

- Reduce single day sickness absence, particularly before/after annual leave and weekends
- Monitor and Analyse individual and companywide patterns with a view to developing and improvement strategy
 - Share anonymous figures each month with absence and explain how absence affects the business
 - Provide a clear support structure in relation to absence
 - Review all return to work records on a monthly basis
 - Be aware of spikes throughout the year where absence could potentially be higher
 - Be clear and concise on following procedure in relation to absence
 - Recommunicate the policies and procedures in relation to absence
- Include wellbeing in all meetings e.g. identifying potential stressors in relation to a specific project
- Improve the return to work process and completion of associated paperwork

Occupational Health

Longworth is aware there are a number of activities that are potentially harmful to health, both physical and mental. As a result we are taking measures to manage the risks including:

- Identifying the activities that are potentially harmful
- Risk assessing these activities
- Taking measures to reduce the associated risk
- Offering space for employees to express concern and discuss the risk management
- Putting in place monitoring measures

The construction industry offers a dedicated helpline to all employees in terms of seeking support and help they may need, including financial, mental and physical wellbeing advice and assistance. The Construction Industry Helpline is a vital part of the way in which we manage our occupational health because it provides value specifically to our industry and employees.

We share information on a regular basis in relation to other construction charities, such as the Lighthouse Club, during toolbox talks and inductions to get the message out there that the industry does offer support.

We have various avenues that allow us to provide a forum to discuss concerns as well as place focus on good practice and how we are improving. These include;

- SHEQ Committee
- One to one conversations (both formal and informal)
- Social media use e.g. WhatsApp groups
- Building meaningful work relationships
- Sharing external avenues
- Encoring open and honest conversations in the workplace

We are purchasing a vibration monitoring kit and noise measuring kit to enable sample monitoring to compliment the current measures we have in place, including policy and procedure, regular health checks, risk assessment, audit and inspection. The sampling information will provide information on exposure and how effective our management systems and controls are and will enable us to effectively manage the risk moving forward. To compliment this, our employees with potential exposure are now subject to regular health surveillance checks including hand arm vibration.

Targets

- Achieve monitoring of all employees in relation to noise and vibration on a regular basis
- Develop occupational health surveillance for all employees in line with their role
- Promote physical wellbeing with training and guidance
- Establish company policy and guidance on volunteering during work time
- SHEQ team to be prominent in day to day activities in order to develop effective communication and management of risk in relation the health and safety with employees
- Review products used and influence design and specification where possible



Our People

It is important to us to find out what matters to our people. In giving people the opportunity to be heard we are able to look at how the business performs well and how we could improve. When we listen, review feedback and take action we are constantly building trust in the organisation for all of our stakeholders.

Trust means we can have more meaningful conversations, put relevant and appropriate investment into the organisation where it matters and promote leadership and ownership at all levels.

The ways in which we are able to find out what matters to our employees varies and different avenues often create a different outcome. The ways in which we plan to develop these avenues is being explored, with employee feedback of course. A good start for us is to start introducing 'Safety Moments' at meetings. As previously mentioned, taking a minute to discuss concerns whether this is workload, programme, access issues or resource. It is about taking a minute to appreciate where areas of the business could affect safety. For example delays in paying a subcontractor could lead to short cuts being taken in order to compensate for a shortfall in cashflow where they feel next time they must account for such by making unauthorised design changes (example: using incorrect fixings) to keep up with programme demands.

We need to discuss such issues and learn from them if not prevent them from happening in the first place.

SHEQ Committee

Our committee meet once a quarter to openly discuss matters ongoing, concerns and ways to improve. Each member is from a different area of the business both in seniority and department which we believe gives us a wide reach throughout the organisation. The committee is an important piece of managing risk for the business and employees.

The committee also presents an opportunity for consultation and participation in setting business policy and procedure. We believe benefits from the committee can only improve the way in which we operate as a business.

Targets

- Achieve turnover in the committee each year to ensure new influence and new voices
- Committee will agree on the Award Winner each quarter
- Establish roles of individuals on the committee i.e. Chair, Vice Chair and Secretary
- Set dates for the SHEQ Committee meetings over the five year period
- Utilise the TUC Brown Book to manage structure in the meetings



Management Systems

Longworth currently operates with an integrated management system certified to UKAS standards for ISO 9001 and 14001. We are working toward ISO 45001 standards however do not currently hold UKAS certification for this. During the five year plan we are looking to achieve this to compliment our existing systems.



During the 2019 surveillance visit for the certified management systems a number of NCRs were received resulting in a return visit. At the return visit we found the management system in practice is very effective however it is resource demanding. As a result of this it was agreed the SHEQ Manager and Directors will meet every 6 months to discuss SHEQ Management systems and the associated policies, procedures, risks and opportunities etc.

Initial gap analysis shows that we are 70% compliant with the new ISO 45002 standards and we have identified ways in which to improve. We have identified a distinct difference between the way we consult and encourage employee participation. This is something we are looking to improve on understanding the benefits it brings. It could make that policy and procedure take longer to implement but it does mean our employees will have a sound understanding before implementation therefore the likelihood of compliance is higher which is a huge benefit.

Targets

- Achieve ISO 45001 UKAS certified management system
- Maintain ISO 14001 and 9001 certified management systems with no NCRs
- Establish effective document control throughout the organisation
- Monitor all feedback from stakeholders centrally and review on a regular basis
- Hold SHEQ Management meetings every 6 months in January and July

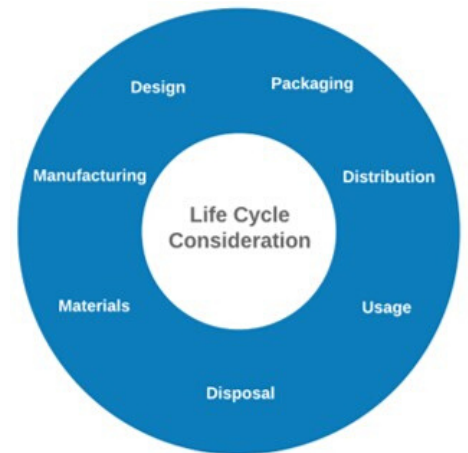


Life Cycle

In line with environmental demands of the construction industry we must consider the life cycle of the products and services we use. A cradle to cradle approach.

We may not demolish buildings but we do install products that have the potential to be demolished and we provide information that accompanies the handover of these products.

Life cycle consideration is something we are actively working on with our supply chain moving forward.



Targets

- Identify specific areas where Longworth are able to influence or control the life cycle process
- Implement changes internally where possible to improve the life cycle
- Provide training to employees on life cycle of Longworth installations
- CPS sessions to include life cycle consideration when delivered by manufacturers and suppliers

Drivers

Longworth have several employees on the company fleet with a small number of incidents occurring in 2019. Managing this risk effectively forms a part of our five year strategy. Our drivers are in company branded vehicles which means should any incident occur on the road, the individual is able to contact us directly, unfortunately we do receive communication of concern.

We now have driver facing and front facing cameras in the new fleet (old fleet being phased out) that provides near miss alerts to the office with a variety of triggers for example harsh breaking and excessive speed when making a turn.

Targets

- Develop and implement a strategy for improving driver safety
- Utilise camera footage from vehicles in training
- Reward safer driving by developing criteria including near miss triggers, insurance claims, incidents and van audit score.

Business Continuity Planning

Although we have a business continuity plan it has not been tested during the previous strategy period. The dates for the drills and reviews have now been scheduled. We anticipate on making excellent progress with this document as well as the action and communicated associated with it.

The SHEQ Brand



Branding contributes to success and getting people to understand what the business is about. Risk management is an ever increasing priority for the construction industry.

By developing a competency framework within the organisation we help raise the standards and expectations of the construction industry. We understand this can make us more appealing as a contractor of choice.

A number of factors contribute to this strategy including:

- Basic health and safety training
- Internal training, including management systems and procedure training
- Environmental training
- Quality training including
 - CPD session from manufacturers and suppliers on the systems we install
 - Recognition with approved in staller schemes and involvement in developing minimum standards
 - Registration in industry pilot schemes e.g. RoofCert
- Developing our online presence with collaboration in the form of blogs and articles
- Encouraging employees to develop a personal brand, where Longworth brand naturally coincides

Targets

- Develop our brand around SHEQ in line with our core values
- Develop minimum competencies in line with the competency framework
- Influence competencies throughout the wider industry
- Achieve recognition year on year for our standards and achievements
- Develop our presence in other areas e.g. articles in magazines and blog pieces



Previous Strategy Aims

Where possible we have integrated previous strategy aims, that were left unmet, into the new strategy. Giving due consideration for the effective implementation and achievability of such.

Where items have not been integrated we have identified separately as below:

Working with Our Supply Chain

Throughout the five year period we are planning on working with our supply chain more effectively, this includes:

- Implementing pre-qualification questionnaires
- Auditing our supply chain
- Discussing and agreeing ways our supply chain can assist with the success of our strategy
- Developing closer relationships in terms of SHEQ risk management

Conduct Post Project Reviews

Although we did start carrying out post project reviews, it is not something we have strictly continued with. The benefit from the post project reviews is clear and as such 2020 and beyond means dates are already in the diary.

We aim to have completed a post project each month on our projects, taking into consideration programme and workload. We will be able to quickly learn lessons and look to implement change in policy and practice on a rolling basis.

Environmental

Training all employees to, at least, SEATS standard is included in the budget. Following on from this we can look to carry out company specific and relevant training in conjunction with our suppliers in relation to the products we use and install.

Wellbeing

In the last strategy we did not meet our aims for volunteering during work time. We have now tied this in with our fund raising in order to 'get the ball rolling'. Taking part in fund raising is completely voluntary for employees and full support will be given by the company on fundraising for our chosen charity. We also welcome participation from our colleagues friends and family as well as our supply chain and clients.

Our 2020 is Alder Hey Children's charity with a variety of events being held from sky diving to baking in order to raise £10,000. To find out more and sponsor us visit our page:

<https://www.justgiving.com/team/TeamLongworth>

If you have any queries, comments or concerns regarding the content of this strategy please email info@longworth-uk.com and type '5 Year Strategy' in the subject box.