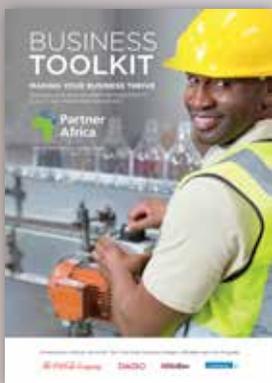


HEALTH AND SAFETY



A CHAPTER FROM THE BUSINESS TOOLKIT

This is only one chapter of the toolkit. You can download the full document or any of the other chapters from the Partner Africa website.
www.partnerafrica.org/business-toolkit

WELCOME

This toolkit provides practical assistance on how to improve **Productivity, Quality and Workforce Management - areas which are inextricably linked**. People are a core and valuable asset for every business and in order to have an efficient, productive business, employees need to work in good conditions. Partner Africa, through its extensive auditing, training and consulting work have found that workers who are safe, respected and content in their work are more efficient and productive. For instance, productivity is increased by reducing the need for sick days and constant recruitment and onboarding due to high worker turnover. The connection also flows in the other direction: as productivity and efficiency improves, there are opportunities to improve wages and reduce excessive working hours without impacting price.

Productivity, Quality and Workforce Management are all essential elements to building a lasting business and a strong partnership with purchasing companies into the future.

The group of companies and organisations behind this toolkit want to share best practice and learning across the industry. This toolkit gives suppliers practical assistance on how to improve productivity, quality and workforce management in production sites. It will enable you to understand each issue and why it matters for your business, what is required, what that means in practice and will also enable you to assess your current situation and provide you with practical tools to make the necessary improvements.

Written and produced by Partner Africa

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Produced by Partner Africa for The Coca-Cola Company, Diageo, ABInBev and Aim-Progress



DIAGEO

ABInBev





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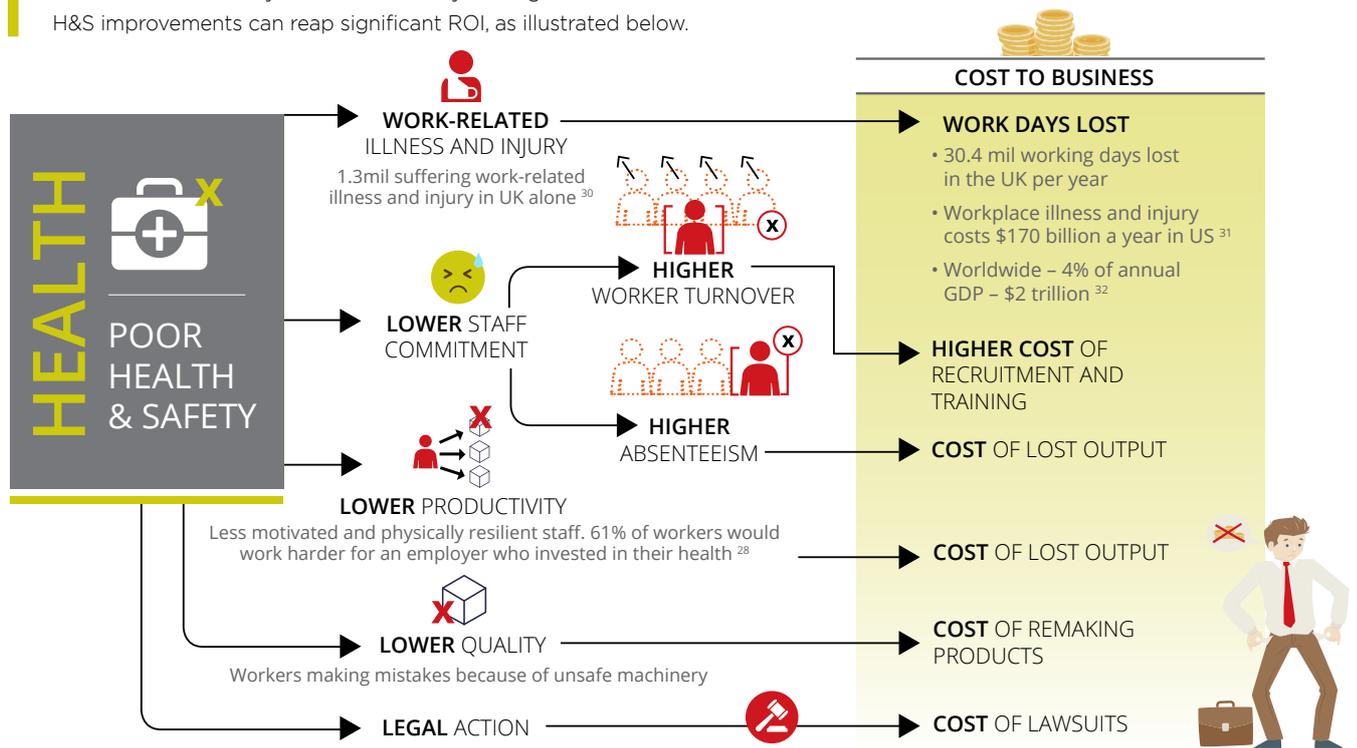
The content of this Toolkit was developed by Partner Africa and consultants, in conjunction with the participating brands. Each company may have additional and/or specific requirements on the topics covered in this document and thus this Toolkit should be utilised as a reference guidance only.



3. HEALTH AND SAFETY

? WHY THIS IS IMPORTANT TO YOUR BUSINESS

Poor health and safety can result in many and significant costs to the business but H&S improvements can reap significant ROI, as illustrated below.



A 2.7 million rand (approx \$225,000) common lawsuit in the Constitutional Court in South Africa, by a worker who claimed he contracted lung disease at work and the employer was negligent. ³³

A company director of a UK recycling firm was jailed for manslaughter after a fatal injury of an employee maintaining machinery. ³⁴

Health & Safety improvements can result in significant returns on investment (ROI) with some interventions demonstrating a ROI of \$9 saved for every \$1 spent. ²⁹

✓ THE EXPECTATIONS

Maintain a productive workplace by minimising the risk of accidents, injury and exposure to health risks.

- Adhere to all local laws and regulations on health and safety
- H&S policy, management systems, management responsibility are in place
- Safe and secure working environment (including adequate safe drinking water, sanitary and hygiene facilities, ventilation, adequate lighting and temperature, personal protective equipment and health and safety training)
- Emergency preparedness procedures
- Proper handling and disposal of hazardous chemicals, according to law

- Risk assessments and actions to mitigate risks
- Mechanism in place for employees and contract workers to raise H&S concerns and receive a response
- Worker accommodation clean, safe, structurally sound, well maintained and meets basic needs of workers. Must be separate to production areas

? WHO

Who should be involved and informed?

Senior management, production manager, supervisors, line managers, health and safety manager, Risk Manager, workers representatives, SHEQ Manager or officers



CASE STUDY RANA PLAZA DISASTER – MANAGEMENT CHARGED WITH MURDER

1,135 people were killed in the collapse of the Rana Plaza complex in Bangladesh in 2013, which housed 5 garment factories, supplying global brands.

Another 2,500 people were rescued, some with traumatic injuries. 38 people including the owner, senior management and government officials were charged with murder in 2016 and could receive the death penalty if found guilty. In the meantime, the owner has been sentenced to 3 years in prison for corruption.

The owner and 17 others have also been charged with breaching building codes while adding three further floors to the original six-storey building.

Survivors of the collapse said they had been ordered to enter the factory to work despite complaining about the appearance of cracks in the walls.³⁵



Attribution: FLICKER: rijans



CASE STUDY BRITISH SUGAR STEPPING UP ON H&S AND REDUCING 'LOST TIME'³⁶

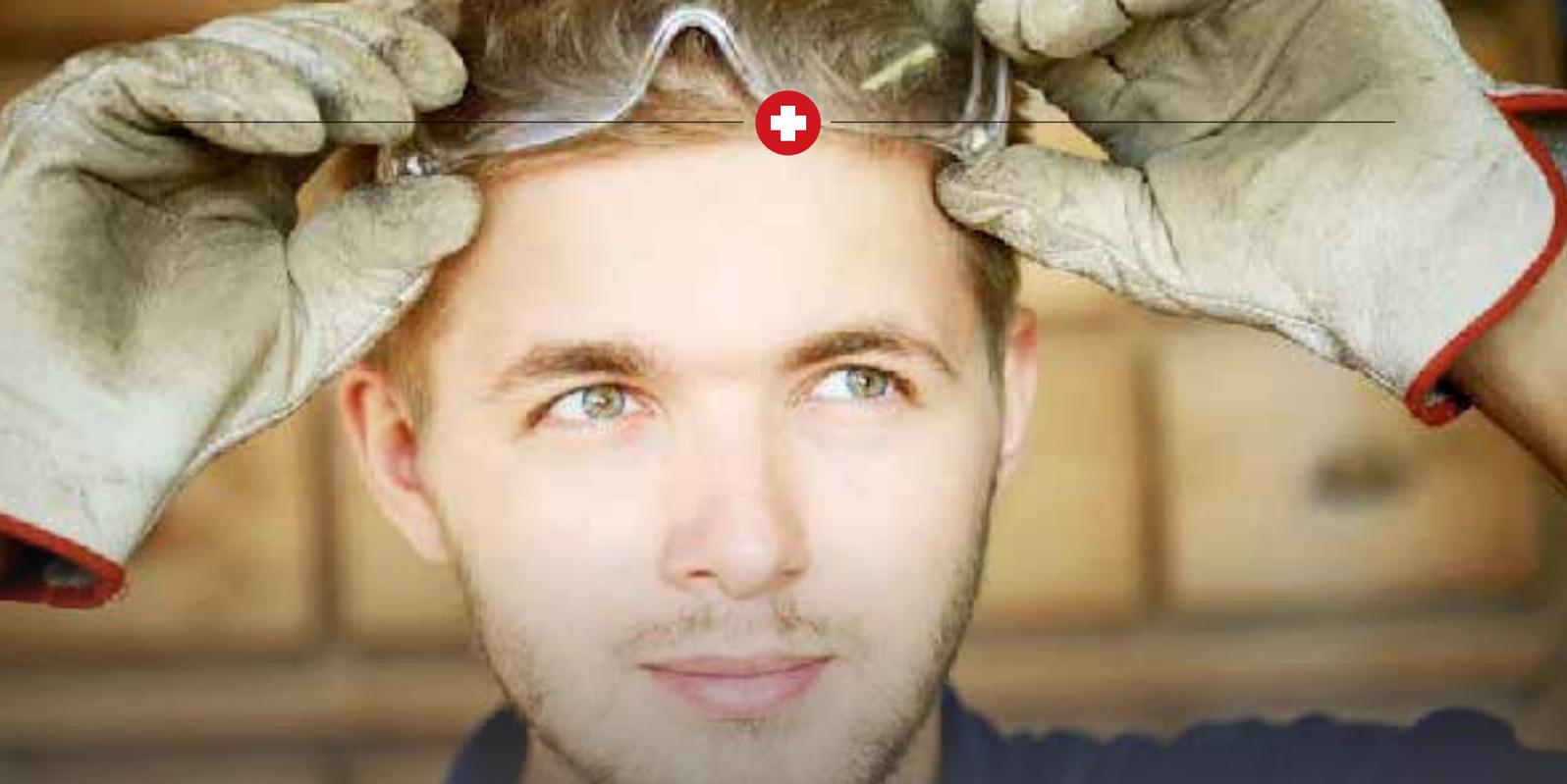
British Sugar had an excellent safety record and was devastated in 2003 when it suffered three fatalities. The company realised it needed to look again at its focus on H&S and that included:

- The Managing Director assigning H&S responsibilities to all directors, with monthly reports to the Board
- Creating effective working partnerships with employees, trade unions and others
- Overseeing a behavioural change programme and audits
- Publishing annual health and safety targets, and devising initiatives to meet them

Results included:

- Two thirds reduction in both lost time and minor injury frequency rates over 10 years
- A shift in culture – people now say the business makes H&S its number one priority
- British Sugar now have a HSE lead and a H&S specialist on site

"Safety and health has a tremendous value to it. When someone gets hurt, you have to replace him/her with somebody that might not be as well trained ...your production or your quality might suffer. A couple of years ago we really started trying hard; over the past 2-3 years, we've reduced medical costs and workers comp costs dramatically... almost \$200,000." Shane Crouse, Pride Manufacturing.³⁷



WHAT THIS MEANS IN PRACTICE

This section explains the details of what this means in practice and can also be used as a tool to self-assess your site.

Put a if you think that point is in place in your business and put a if it isn't or needs improvement. You can then create an action plan, to assign and follow up an action for every (sample action plans are given at the back of the toolkit)





PHYSICAL WORKING AREAS

- Work areas are well lit
- Work areas are well ventilated
- Monitor vibrations and ensure it is not excessive or likely to cause harm to workers
- Adequate working space
- Noise levels monitored and reduced where possible or ear protection provided
- Temperature monitored and kept at a reasonable level. Air conditioning/ventilation/fans or warm protective clothing provided if temperatures are particularly hot or cold.
- Monitor air quality for dust and any chemical fumes etc. Minimise the production of these where possible eg extraction directly from the machinery.
- Display allowable floor loading weights and maximum load limits
- In areas of confined space, post appropriate warning signs
- Aisles and exits accessible
- Workers with standing jobs have tables with adjustable height and floor mats



PROTECTION

- All tasks and areas of the workplace are risk assessed to identify the need for personal protective equipment, so that PPE is suitable for the work conditions (eg gloves, ear protectors, masks etc)
- All workers (including all contractors, temporary and seasonal workers) receive appropriate PPE
- All PPE is free of charge
- A system is in place to provide new PPE at appropriate intervals, so that it continues to provide sufficient protection (or filters regularly changed)
- Visitors also provided with PPE
- Signage displayed indicating what PPE is required
- Workers are trained on the use of PPE and why it's important
- Regular checks are made to ensure workers are consistently using the appropriate PPE



MACHINERY

- All machinery in good working condition with regular preventative maintenance carried out, including emergency equipment
- Records are kept of machinery maintenance
- All machinery has appropriate guards and safety devices where there are blades and/or moving parts that could cause injury
- Machines have accessible emergency stop buttons and power isolation (logout/tag out)



CHEMICALS AND HAZARDOUS MATERIALS

- All hazardous materials and chemicals are handled properly, with the correct personal protective equipment (PPE) used
- Exposure to hazardous substances is maintained at or below regulatory standards, with periodic monitoring conducted to validate levels
- Exposure is reduced where possible through engineering controls.
- All workers handling chemicals are trained in the risks involved, the safety procedures, PPE use, disposal and emergency procedures
- Emergency eyewash and showers provided if hazardous materials/chemicals are used
- All hazardous materials and chemicals are stored properly and safely, with appropriate and clear labelling (in a language that workers understand) and are properly contained using secondary containment. Storage is away from sources of heat and flammable materials and is secured
- A full inventory is accurately maintained of the hazardous materials used on site
- Material Safety Data Sheets are made available to all workers handling or storing hazardous materials and chemicals, in the appropriate language. These may need to be prominently displayed in the areas where the materials are used as well as them being explained clearly to the workers
- All hazardous materials, carcinogens, toxins and chemicals are disposed of properly, according to local law



EMERGENCY PREPAREDNESS

- Plan for emergency situations, i.e. fire, medical, natural disasters, civil disobedience
- Site co-coordinator responsible for emergencies
- All relevant staff are familiar with the local fire safety requirements
- Fire detection and alarm system is in place and is regularly tested
- Can the existing means of detection ensure a fire is discovered quickly enough for the alarm to be raised in time for all the occupants to escape to a place of total safety?
 - o Are the detectors of the right type and in the appropriate locations?
 - o Can the means of warning be clearly heard and understood by everyone throughout the whole building when initiated from a single point?
 - o Are there provisions for people/locations where the alarm cannot be heard?
 - o If the fire-detection and warning system is electrically powered, does it have a back-up power supply?
- Emergency lighting
- Evacuation plans and route signs
- Evacuation routes wide enough and kept clear, adequate for the number of people on site (you may need to revise layout to reduce distance to escape routes/exits)
- Buildings are constructed, particularly in the case of multi-storey buildings, so that, if there is a fire, heat and smoke will not spread uncontrolled through the building to the extent that people are unable to use the escape routes
- Effective training and communication for all staff about what to do in an emergency
- Evacuation drills once a year on each shift or as required by law
- Fire inspection certificate(s) are up to date
- Sufficient, clearly marked, unobstructed, unlocked exits, which open in the direction of travel
- Adequate emergency equipment (e.g. fire extinguishers appropriate to the materials used on site), which are maintained/tested and checked for pressure on regular basis
- Emergency equipment is in designated and well signed locations
- Access to fire extinguishers is not obstructed
- Fire risks are reduced by removing or reducing combustible materials and/or ignition sources



HYGIENE

- Clean drinking water freely available
- An adequate number of functioning restrooms/toilets provided with sinks, running water and rubbish bins
- Restrooms are clean and hygienic, regularly cleaned, with adequate hand soap, paper towels or hand dryers.
- Restrooms/toilets segregated by gender
- Canteen meets all national and local regulations regarding conditions
- Food service is carried out in accordance with hygienic principles.
- People who handle, prepare and serve food are in good health, with current health records
- Food safety training is provided for people who prepare and serve food eg handwashing etc



FIRST AID/ MEDICAL ATTENTION

- Emergency medical equipment and 'first aid' supplies available in close proximity to the working areas
- Trained first aiders and CPR^b available on each shift
- Medical professional available, if required by law
- Medical exams if/as provided by law (NB it is essential that medical exams/tests are voluntary and the results of these tests are confidential and do not have negative repercussions for workers' treatment or employment)
- Proper training for relevant/involved staff on appropriate aspects of medical care, handling of blood and blood contaminated waste



TRAINING AND H&S COMMITTEE

- Sufficient and clearly understandable health and safety training provided so that all workers understand the risks and the necessary precautions, PPE and what to do if an incident occurs
- Workers using particular machines and/or hazardous materials have specific training in the risks and the preventative actions and PPE needed. This is repeated at appropriate intervals and also provided for temporary/seasonal workers
- Have appropriate mechanisms in place so employees and contract workers can raise and discuss their concerns around health and safety with management and receive a response. A health and safety committee is one way this can be done – see 'practical tips' below on page 55



MANAGEMENT

- A clear, publicly-available health and safety policy statement is in place
- Appropriate health and safety management systems are developed and applied (including clear assignment of management responsibility for health and safety)
- Risk assessment of the whole site (production facility and wider property) reflecting existing and emerging issues and good practice; to understand health and safety issues both generally and specifically for our sector; including machinery, chemical use, trips and slips and other potential hazards. Assign management actions to resolve any potential issues observed and to mitigate identified risks
- Jobs/tasks are assessed for potential repetitive motion injuries
- Accidents, injuries and incidents are closely monitored, tracked and investigated (including 'near misses'). The records/logs are reviewed to evaluate any trends
- Solutions/corrective actions are put in place to resolve any situations causing an accident or injury, with actions assigned to specific people and followed up to check they are completed
- Reminders are posted regarding the need to report accidents and injuries
- All legally required licenses, permits, certificates and records are up to date
- Records maintained regarding number of stacks or vents



BUILDING INTEGRITY

- Conditions of the facility and grounds are monitored and evaluated for safety
- All buildings and other facilities are structurally sound



ENVIRONMENT

- Air pollution and air discharge is periodically tested as per local regulations and is controlled to an appropriate level
- Air discharge filters changed periodically



WORKER ACCOMMODATION

- Is clean, safe and meets basic needs of workers
- Constructed and maintained to ensure safety of workers and in accordance with laws and regulations
- Separate to any production area

^b Cardiopulmonary resuscitation (CPR) is an emergency procedure for someone in cardiac arrest





PRACTICAL TIPS AND TOOLS FOR IMPROVEMENT

Fire safety

Risk assessments

Here is a tool to help you go through the 5 key steps of taking an overview of a fire safety risk assessment in your facility.

Fire Safety Risk Assessment	
1.	Identify fire hazards Identify: Sources of ignition, sources of fuel, sources of oxygen
2.	Identify people at risk Identify: people in and around the premises and people especially at risk
3.	Evaluate, remove, reduce and protect from risk Evaluate the risk of a fire occurring and the risk to people from fire Remove or reduce fire hazards and remove or reduce the risk to people (detection and warning, fire-fighting, escape routes, lighting, signs and notices, maintenance)
4.	Record, plan, inform, instruct and train Record significant findings and actions taken Prepare an emergency plan Inform and instruct relevant people: co-operate and co-ordinate with others Provide training
5.	Review Keep assessments under review Repeat and revise as necessary

5 Steps of a Fire Safety Risk Assessment ³⁸

For more detailed advice you can access a free document on Fire Safety and risk assessments for factories and warehouses here:

www.gov.uk/government/publications/fire-safety-risk-assessment-factories-and-warehouses

Fire-fighting equipment

You need to make sure the right fire-fighting equipment is available for the types of materials present and the potential fire hazards and also ensure that people are trained in how to use the equipment in the case of an emergency. See diagrams on the next page.

Practical tools: You can download safety posters here www.safetybanners.org you may also be able to access posters and signage from your local or national health and safety body.



FIRE EXTINGUISHER CHART					
EXTINGUISHER		TYPE OF FIRE			
COLOUR	TYPE	SOLIDS WOOD/FABRIC	FLAMMABLE LIQUIDS	FLAMMABLE GAS	ELECTRICAL EQUIPMENT
	WATER	✓	✗	✗	✗
	FOAM	✓	✓	✗	✗
	DRY POWDER	✓	✓	✓	✓
	CARBON DIOXIDE CO ₂	✗	✓	✗	✓

Note: Fire extinguisher colours/types may vary in different countries

Further info: www.firesafe.org.uk/portable-fire-extinguisher-general/

HOW TO USE A FIRE EXTINGUISHER

REMEMBER THE PHRASE

PASS

PULL AIM SQUEEZE SWEEP



Health and safety committee

This is a group that discusses any concerns and potential risks in terms of workers' health and safety.

The people most likely to notice a potential problem are the workers themselves who are working alongside machines and hazardous materials all day. Giving opportunity for workers to freely raise concerns and also suggest solutions will be very valuable to management.

A H&S Committee:

- Should meet at least quarterly
- Should include members from every level of the workforce and from various shifts and functions
- This team should receive training on health and safety, hygiene, waste management, proper handling and disposal of hazardous materials
- Meeting notes should be taken, with concerns, suggestions and also actions agreed and a note of who will do the action and by when. The management need to feedback to the committee on progress on the actions
- Taking action on issues raised builds trust and confidence

Practical tools: Health and Safety Committee template meeting note/agenda is given in Appendix 2, page 109.

Chemical safety

A Material Safety Data Sheet (MSDS) is a document that contains information on the potential hazards (health, fire, reactivity and environmental) of a chemical product and how to work safely with it.

Once you have got MSDS for every chemical and hazardous material you use, you need to make sure it's accurately translated into the appropriate language for workers to understand, that each worker is trained in the content of the MSDS and that it is readily available and/or displayed in the appropriate area.

Practical tools: The companies that provide your chemicals should be able to provide MSDS sheets in required languages. In addition to this, information on where to find MSDS online is provided by 'Interactive Learning Paradigms, Incorporated' (ILPI) a US based organisation which supplies free web resources related to occupational/ environmental health and safety (OHS/EHS).

<http://www.ilpi.com/msds/index.html>

APPENDIX 2

HEALTH AND SAFETY COMMITTEE MEETING NOTE TEMPLATE

This template for a H&S Committee meeting was developed by 'WorkSafeBC'. They provide more templates at this link: www.worksafebc.com/en/resources/health-safety/books-guides/templates-resources-joint-health-safety-committees.

Meeting date:		Committee members: present <i>include name + indicate worker or employer rep</i>	Last committee evaluation:	
Next meeting:			Next committee evaluation:	
Previous meeting:			Days without time-loss injury:	

1. REPORTING H&S STATISTICS FROM THE PERIOD SINCE THE LAST MEETING

	Risk assessments conducted	Site inspections conducted	OHS program reviews	Site-wide education programs delivered	Recommendations made to employer
This period					
Year-to-date					

	Injuries						Threats of violence
	Incidents	Near misses	First aid only	Medical aid only	Number of time-loss injuries	Days lost due to injury	
This period							
This period last year							
Year-to-date							

2. REPORTING H&S ACTIVITIES FROM THE PERIOD SINCE THE LAST MEETING

Reports	First aid	<i>• Incidents requiring investigation</i>
	Incidents	<i>Incidents requiring investigation (resulting in worker injury or near misses) • Optional: property damage incidents, environmental impact incidents, threats of violence</i>
	Inspections	<i>eg Equipment, Facilities, Work Practices, H&S Association inspections</i>
	Other OHS reports	
	Training and education	<i>• New and young worker training • Equipment and work procedures training • First Aid training</i>

3. DISCUSSING ITEMS THAT NEED ACTION

	Item #		Who	Target date
Old business	<i>Number of items for ease of reference</i>	<i>• Issues raised at previous meetings – status on actions and whether they are complete.</i>		
New business		<i>• New issues that need to be raised. Actions assigned and date set.</i>		

4. ANY OTHER BUSINESS AND AGREEING DATE OF NEXT MEETING



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- ²⁸ Aviva, 2011. Quoted in 'The business benefits of health and safety. A literature review.' May 2014. British Safety Council.
- ²⁹ 'The business benefits of health and safety. A literature review.' May 2014. British Safety Council. Original figure is £12 ROI for £1 spent. Conversion to USD for this document made on 16th November 2017
- ³⁰ Health and Safety Executive. Health and Safety Statistics for the United Kingdom 2014/15 and 2015/16. <http://www.hse.gov.uk/statistics/index.htm>
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- ³² Research conducted by the International Labour Organisation (ILO) in (2005). Quoted in 'The business benefits of health and safety. A literature review.' May 2014. British Safety Council. Original figure £1.5 trillion, conversion to USD for this document made on 16th November 2017
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- ³⁸ Fire Safety risk assessment: factories and warehouses. The Office of Public Sector Information (OPSI), UK Government. © Crown Copyright 2006 <https://www.gov.uk/government/publications/fire-safety-risk-assessment-factories-and-warehouses>

