Health Safety & Environmental Manual

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Contents

1 Purpose

The purpose of this document is to provide information and guidance on all aspects of Health, Safety & Environmental compliance within Millicom and its subsidiaries (Millicom) in accordance with the Health; Safety & Environmental Management System (HSE MS) document HSE001 and the overarching H&S Policy.

2 Scope

The scope of this document covers all aspects of Millicom / Tigo across all subsequent countries and their respective activities including the use of contracted or managed services.

3 Application

It shall be the *responsibility of all management* to ensure the application of such information and guidance is implemented and monitored to ensure compliance is being met. In particular all management shall:

- Ensure that the workplace is safe, also getting to and from the workplace and individual workstations are safe,

- Ensure that the general work environment is safe, and adequate provisions for welfare facilities are provided,

- Provide safe equipment and safe ways of doing jobs,

- Ensure the use, handling, storage and transportation of substances and equipments is safe,

- The safety policy and risk assessments must also be completed and accessible to all employees.

It shall be the *responsibility of all employees'* to follow company policy and guidance as directed within this manual, HSE documentation or as directed by the management. In particular all employees shall:

- Look after their own safety, health and wellbeing and that of others through their acts or omissions,

- Report any hazards or unsafe working activities,

- Follow instructions of the employer (Safety Rules),

- Not interfere with or misuse any company provided equipment or anything provide for safety.

4   Definitions

	Definitions
Hazards	A safety hazard is any situation, or defect in premises, plant, equipment or systems of work that presents a risk to people or property.
Environmental hazards	Are conditions or circumstances in which there is non-compliance with environmental law, or in which there is the potential for incidents to occur which would directly damage the local environment or adversely impact the global environment.
Incident	An incident is any unplanned event that results in, or has the potential to cause, but did NOT cause personal injury or damage to property or the environment.
Accident	An incident is any unplanned event that results in, personal injury or damage to property or the environment.
Lone Working	Means any work being carried out by one person:
Significant Accident	Fatalities, injuries resulting 3 or more days from work, amputations, broken leg or arm and or concussion. Loss to business activity or harm to the environment.
C&R CM	Compliance & Regulatory department Compliance Manager
Shall	Statutory level of duty, compliance will be complied with irrespective of cost time and effort.
Reasonably practicable	Statutory level of duty, compliance will be complied with in the event that technology exists to do so
In so far as reasonably practicable	Statutory level of duty, compliance will be complied with taking into account the time, cost and effort outweighing the risk of harm of loss to people, equipment, property and the environment.
DSE USER	Any person using a desktop computer, laptop or device requiring a viewing screen for a significant part of their working day.
CCSM	Corporate Country Security Manager
IMS	Incident Management System for the capturing and investigation of accidents and incidents across the whole operations.

Part 1 – General Requirements

5   Accident, Incidents at Workplace / Construction Sites

5.1   General Requirements

Accident prevention measures should be given maximum importance which may be achieved by regular Risk Assessment, Safety Audits, and Medical Screening etc. All levels of management should not wait for a serious injury to occur before appropriate steps are taken to control a hazard. Action taken after a "near miss" can prevent future injuries and losses resulting from damage. However, any HSE accident / incident at the workplace needs to be addressed adequately by levels of line management.

5.2   Reporting

All accidents, incidents (near misses) must be reported and copied to line management for action and the local Corporate Country Security & Compliance Manager without delay for information, by entering relevant details directly into the accident & incident report reporting tool Incident Management System (IMS) via the Tigo Share web portal. Assemble as much of the following information as possible before making the reporting such as:

- date, time and location of the incident;

- personal details of any person who has been injured or taken ill, including employee number(s) and department;

- nature of any injuries sustained or alleged ill health ;

- details of any working time lost by the person(s) affected;

- details of activity or location that the report relates to;

- description of events and the times they occurred;

- for environmental reports, the nature of the incident and details of any actions taken to limit the its consequences;

- line manager contact details

If unable to access the IMS via the portal email details and report to Garry.Bridgwater@Millicom.com

All significant accidents and or incidents shall be reported immediately to the Country Security Manager & General Manager, Tigo People Management as well as the local Departmental Manager. A monthly report of all accidents and incidents shall be provided to the Global HSE Manager by the end of the 3rd week of each month.

5.3 Investigation of Accidents, Hazards, Environmental Incidents & Near Misses

All accidents should be investigated with a view to determining their cause and to determining the action that should be taken to prevent any similar accident in the future.

The formality and depth of the investigation should be proportional to the severity or potential severity of the accident. The names of witnesses should be recorded and any relevant photographs taken should be identified, captioned and dated.

The investigation should consider all the relevant evidence. This may include the site where the incident occurs, plant, the type of tools, equipment being handled or substances being used, systems of work, responsibilities and people involved, including their physical or mental condition, training and competencies. It is important to investigate not only the direct cause of an accident, but also to determine the underlying cause or causes, which are often the real cause of an accident.

All reported incidents must be investigated by the individual's line manager or supervisor and significant incidents will be followed up by the local country management and designated HSE officer/manager as advised. Assistance will be provided where necessary by the Global HSE Manager supporting the local in country managers.

Investigations shall be completed using the investigation report contain within the IMS or HSE F017 Accident Reporting where unable to access the IMS system. Associated additional control measures identified shall be communicated accordingly within management and to employees.

The in-country People Team Manager (HRM) supported by his local Country Security Manager / HSE officer/manager shall maintain a record of all accidents and incidents, including close off action points, primarily within the IMS tool. The local Compliance Manager and Internal Auditing Team shall conduct frequent review of the accident, incident records to ensure closure.

5.4 Reporting of Accidents to the Health & Safety Authorities

It shall be the responsibility of the local People Team Manager (HRM) in association with the Country Security Manager to ensure that all significant accidents, injuries, diseases and dangerous occurrences are reported to the appropriate local authority as per local legislation requirements i.e. over 3 day

absence from work with moderate injuries, major injuries more information is available in the work instruction.

HSE WI 017 Accident Reporting & Investigation

HSE F 017 Accident Report Form

6.   Communications with Employees

Communication regarding employees' Health, Safety & Environmental concerns will be carried out through the following means:

- Country Operations HSE Forum – Representatives from the Operational business areas meet to discuss the technical HS&E issues and;

- Country Employee Consultation Forum – Representatives of Employees' Safety Committee – Representatives are elected by all business areas and this forum deals with countrywide Health, Safety & Environmental Issues.

Senior Management from across the Operations including Compliance, Security & HRM Management, and or other areas within the company that has significant risk shall attend both meetings. Minutes shall be copied to all parties within the committee meeting as well as the General Manager, Global HSE Manager in order to provide information to the VP Corporate Security & Executive team for review and action where appropriate.

Any issues identified by employees should be highlighted to their forum representatives to be raised at the relevant Forum, so as to identify appropriate action(s).

Minutes from both meetings shall be made available upon request and also issued to employees accordingly.

Further information, instruction and communication may be presented in the following forms: e-learning, face-to-face training, emails, intranet, bulletins and or newsletters. All of which management are responsible for ensuring their employees are informed and briefed accordingly. Records of such briefings shall be maintained by line management accordingly and the respective HSE officer/manager and coordinators.

7 Display Screen Equipment (DSE)

All employees' workstation must be suitable and sufficiently risk assessed. Initially a self-assessment must be completed by all employees, see section 7.3. Any risk identified must be reduced to the lowest level that is reasonably practicable. HSE WI 021 Display Screen Equipment (DSE)

7.1 Furniture Provision

All in-country management within Millicom / Tigo shall ensure that all furniture and equipment procured by and provided to employees' meets the ILO standards for Managing Health and Safety OSH-2001. Local HSE officer/manager will also be available to assist where required.

7.2 Training

It is a legal requirement for employees engaged in the use of DSE equipment to complete DSE training; all employees requiring training should have access to e-learning and specific training presentations contained within the company intranet and or via initial induction process.

A record of training shall be maintained by the Tigo People Team and line management, copies of all HSE training shall been maintained also by the local HSE officer/manager.

7.3 Self Assessment

All employees identified as a DSE USER *"defined as an employee who uses visual display equipment for a significant part of their working activities"* and are outside of the holistic / generic approach shall complete a self-assessment of their workstation using the DSE assessment tool HSE F021 DSE Assessment Tool. The assessment identifies any shortfalls in the workstations design and layout, operating environment and tasks undertaken by the user.

7.4 Employee's with special requirements

Management shall, so far as reasonably practicable make adjustments to work arrangements for employees with special requirements. Some employee's with existing medical conditions, such as back, neck or shoulder problems, may have a requirement for DSE or workstation furniture that gives them extra support or a wider range of adjustments. Employees with special requirements should discuss these in the first instance with their manager.

Office administrators, working in conjunction with their local country HSE officers/managers, line managers, and People teams, will arrange provision of these items. Costs will be borne by the user's local Cost Centre.

7.5 Eyesight Testing & Corrective Vision Aids

The People Team via occupational or a local health / optician services shall provide an appropriate eyesight test for all identified DSE Users. New employees will be made aware of this provision during local induction process. Information shall be available from the local People Team with regards to allowances for corrective vision aids and testing arrangements.

7.6 Arrangements for home workers and employee's without a designated MIC workstation

This section deals with additional requirements for employee's who work at locations other than dedicated personal workstations at Millicom / Tigo premises. These may include:

7.6.1 Homeworking

Home workers are defined as *"authorised through their working contract to be based permanently at the employee's home location"* and who may travel to differing locations as per their work requirements.

Workstation risk assessments shall also be completed for employee's working from home. Home workers and others with flexible working arrangements should complete the appropriate training and assessment as indicated previously, to ensure that their assessment is available for analysis.

Any significant risks identified should then be investigated further by the employee's manager, who will also consider the need for any extra or special instructions to compensate for the absence of direct day-to-day supervision and control of the working methods.

Request for a home-based workstation should be made via your line manager and the People Team as this is a legal requirement to provide suitable and sufficient working arrangements for home based employees.

7.6.2 Occasional Home Working

Occasional home workers are defined as *"employee's authorised by their line management to work at the employee's home location on an temporary basis i.e. once or twice a week or as deemed necessary due to travelling and other work based activities for their role"* and who may travel to differing locations as per their work requirements.

Employee's who occasionally work at home using DSE, should follow the guidance contained in the on-line learning program and within this document.

Request for a home-based workstation should be made via your line manager and the IT Department / Team although this is not a legal requirement to provide for occasional home workers.

7.6.3 Engineering & Others

Engineers and others that may find themselves within the local office environments should ensure they utilise the hot-desking facilities (dedicated desks for transient employees). It shall the responsibility of the local country office managers to ensure all hot-desk facilities are established in accordance with the standard requirements for chair, desk and computer ancillaries and clearly identified and maintained.

Employees shall ensure they keep these areas clear and clean for all other transient employees and or visitors to Millicom / Tigo premises. Any damaged or faulty equipment shall also be reported by the employee to the office administrator and or IT accordingly.

8 Emergency Procedures

8.1 Fire Evacuation

All Millicom / Tigo sites shall have in place an Emergency Evacuation Plan which shall be incorporated within the local BCM plan and:

- included within all local inductions for new and or transiting employees,
- displayed on local notice boards at each site and;
- regularly communicated

The local Office / Facilities Manager in association with the Corporate Country Security department & BCM Managers shall maintain the evacuation procedures and will coordinate an evacuation drill twice a year providing feedback to the appropriate senior manager or head of site as well as employee's as required.

Employee's must familiarise themselves with the evacuation plans for their site location. Any employee with a responsibility for escorting visitors must ensure their visitors are made aware of the site evacuation plans.

8.2 Fire Action Plan

The Corporate Country Security department shall ensure that all Millicom / Tigo sites have a suitable and sufficient fire risk assessment, passive and active fire control measures, fire marshals, wardens and appropriate action plans have been devised for their location. The building 'Fire Action Plan' will centre on the instructions posted at fire points:

On discovering a fire:

- Raise the alarm locally,

- Tackle the fire locally with portable appliance if able to do so without placing yourself in danger,

- Evacuate to the safety of the assembly point.

On hearing the alarm:

- Leave by the nearest available exit switching off the lights closing windows & doors if able to do so without putting yourself in danger,

- Go straight to the assembly point,

- Do not use the lifts, do not run, do not stop for prolonged period to gather all personal possessions, and do not panic,

- Allow vulnerable persons to get to the refuge point and offer assistance where possible.

8.3 Emergency Evacuation of Employee's needing assistance e.g. heavily pregnant, disabled (vulnerable persons)

All reasonably practical steps must be taken to ensure that persons who need extra assistance, including employees, contractors and other site visitors, can be safely evacuated from site in the event of an emergency.

The arrangements shall cater for both temporary and permanent disabilities. In planning evacuation, the individuals themselves are likely to provide the most valuable help and guidance on what assistance is required. Management procedures for disabled people shall include arrangements for assisting wheelchair bound people and those with walking difficulties or certain other impairments.

In order to achieve the safe evacuation of employees needing assistance, appropriate Personal Evacuation Plans (PEP's) should be developed by the individual's line manager and discussed with each disabled person to ensure that their individual needs are addressed. PEPs must be practiced on a regular basis to assess their effectiveness. The person concerned should be asked to consent to any modifications that appear to be required.

Any individuals requiring a Personal Evacuation Plan should highlight this to their Line Manager, People Team representative and their local HSE officer/manager.

HSE WI 607 Evacuation of Vulnerable Persons

8.4 Fire Marshals

The CCSM shall ensure the Officer/Facilities Manager has identified suitable and sufficient Fire Marshals on site and arranges training through Security Department. Internal Auditing & Control shall check that suitable and sufficient numbers of fire marshals are allocated and training information and instruction is completed and tied in with the BCM planning.

HSE WI 602 Floor Marshal Duties

Fire Marshal PowerPoint Presentation

8.5 Fire Risk Assessments

The CCSM team in conjunction with the Office/Facilities Manager and or designated HSE officer/manager shall undertake the Fire Risk Assessment for the Millcom / Tigo sites. The fire risk assessment information shall be communicated and made available to all employees accordingly. This shall also include all technical sites and be tied in with the engineering loss prevention standard (LPS).

HSE WI 603 Fire Risk Assessment Form

HSE WI 603a Fire Risk Assessment Tool

8.6 Security Incident e.g. Bomb Threat, Bomb Alert, Suspicious Package

Any suspicious packages, threats to employee's or Millicom / Tigo sites should be reported to the CCSM / Security Department. The Security department will coordinate any actions with the on site management. Further guidance is available from the Corporate Crisis Manager & Corporate Security team.

9 First Aid

Office / Facilities Management in association with HR and the HSE Officer/Manager shall ensure all premises are provided with adequate first aid facilities with at least two trained first aiders during working hours, depending on number of employees a ratio of 1:50 is the minimum as directed by legislation.

Additionally local management must provide such equipment and facilities as are adequate and appropriate in the circumstances for enabling first aid to be rendered to their employees if they are injured or become ill at work.

The names, locations and contact details of the first aiders shall be highlighted to Office/Facilities Manager & CCSM, and the site administrator / receptionist. First Aider information shall also be identified on the site notice boards.

Wherever possible sufficient volunteers should identified for the role of first aider.

9.1   First Aid Training

A first aider is a person who has received training and who holds a current first aid certificate from an organization whose training and qualification for first aiders are approved by authority.

The appropriate level of training shall be coordinated by local HRM, Office/Facilities Manager and CCSM or designated HSE officer/manager for all office based activities. Engineers shall undergo suitable and sufficient first aid training as part of their role, each country Chief Technical Information Officer (CTIO) and line management shall ensure all complete training as designated and in accordance with the HSE training matrix.

9.2   First Aid Room & Equipment

The local HRM & Office/Facilities Manager shall review office locations and activities assessing the requirements of a dedicated first aid room; this will depend upon number of employees at site, number of accidents requiring medical treatment and potentially number of first aiders.

The first aid room shall be specifically for first treatment complete with:

- suitable and sufficient first aid equipment
- treatment couch and table
- sink / water
- blind / screen
- bio hazardous waste bin and bags
- lamp for additional lighting
- dedicated first aider to take responsibility for checking and maintain the equipment

All first aiders shall take charge of their respective first aid kit ensuring:

- it is stocked at all times
- remove and replace out of date items

- complete a monthly inspection record and retain within the first box

- make it readily available

Further information is provided in the First Aid Working Instruction for checklist maintenance etc.

HSE WI 024 First Aid

10   Food Safety

Good standards of food hygiene need to be observed in all catering arrangements under Millicom / Tigo control, in order to prevent ill-health through food contamination it provides. Guidance on the expected standards, procedures and good practice, for all aspects of food handling, storage and preparation which, taken together, comprise the food safety working instructions.

This applies to all catering activities.

Food Safety Checklist

11   Health

11.1   Health issues

All employees should notify their line managers & People Team of any underlying health conditions e.g. diabetes. It is the responsibility of line managers to ensure that any health effects are taken into account when carrying out risk assessments within their teams.

11.2   Infectious Diseases

Guidance should be sought from Tigo People Team, in-house Medical or Occupational Health support and the Global HSE Manager with regards to infectious diseases. HSE WI 706 Blood Borne Viruses, should be referred to for assistance and management of infectious disease transmitted via bodily fluid.

11.3   Occupational Health Provider

Millicom / Tigo currently use an internal & external occupational health support. The People Team are currently the main interface with the Occupational Health Provider and should be contacted to arranged consultation with them.

11.4 Occupational ill-Health

All instances of Occupation ill-health shall be reported to the People Team and the Global HSE Manager using the online accident/ incident (IMS) reporting system. See section 5.

11.5 Pandemic Flu / Viruses

Any employee that may have cause to believe they have contacted a pandemic flu or virus shall report the situation to line manager and the People Team, appropriate actions as identified within the BCM plan shall be put into force. All local CCSM & BCM Managers shall review and update their respective BCM Plans accordingly, as well as conduct regular and irregular tests of the plan to ensure operational appropriateness.

11.6 Stress

Stress can arise in the workplace when people find difficulty trying to cope with the demands, pressures and activities associated with their work and/or other areas of their life combined with it. Managers need to be alert to signs of stress in their employee's and report or encourage early reporting to the Millicom / Tigo People Team or HRM.

Possible signs of stress are;

- An individual becoming increasingly short-tempered or less tolerant towards other members of employee's, clients.

- Conflict with clients or other employee's

- A change in attitude and behaviour – loss of motivation or commitment, working longer hours with decreasing effectiveness, seemly to be depressed or more anxious about their work

- An increase in overall sick leave absences – especially frequent short absences

- Poor work performance, less output or lower quality, abnormally poor decision making

- Change in appearance – dishevelled, un-kept, bags under eyes

Further advice and support should be addressed through local Tigo People Team or HRM.

Health and Safety Advice

Health, Safety & Environmental Advice is available directly through the regional and sub-regional country HSE Advisors and or by emailing the Global HSE Manager.

12 Health, Safety & Environment Officers/Managers

HSE Officers/Managers shall be identified and appointed locally as per the Corporate Security Strategy reporting to the CCSM. HSE Coordinators are identified by their line managers to support management in executing their responsibilities in the management of health, safety and environment issues.

All HSE Officers/Managers shall undergo a formal process of in-depth training and accreditation followed by additional support and advice to ensure suitable and sufficient levels of competency are in place to support all working activities and environments.

HSE WI 038 Guidance for HSE Coordinators.

13 Health & Safety Training

On-line HSE training presentations shall be hosted on the local servers (Yammer and Millicom University). All employees shall have access to these facilities. All categories of employee shall be reviewed within the training matrix. The training matrix will form the basis and foundation of all HSE training for employees respective to their roles and responsibilities.

There is a legal requirement to provide suitable and sufficient training and therefore managers have a responsibility to provide time and resources for their employees to attend training as required. Likewise employees have a responsibility to attend all provided training.

Training records shall be maintained within each local People Team, management and HSE Advisors / Coordinators.

Health, Safety & Environment Training Matrix

14 Housekeeping

Housekeeping in the work environment is a means to the prevention and general untidiness caused by not storing or placing material and equipment properly. Poor housekeeping is a common factor in many accidents, as it can be the cause of trip hazards, unnecessary manual handling tasks and blocked or obstructed emergency exits.

Fire safety is obviously very important and a tidy workplace helps. Some materials present a risk of igniting fire. Other materials, such as packaging, increase the 'fire loading' of a building. They add to the available fuel, allowing a fire to take hold quickly and burn more fiercely.

Perhaps worst of all, poor housekeeping has a detrimental effect on the culture and habits of the organisation. A high standard of housekeeping is therefore essential to maintaining a high standard of occupational safety.

All levels of management and respective employees should monitor housekeeping within their area of responsibility and activity. They should periodically carry out a safety tour, noting any housekeeping issues and arranging for them to be dealt with. A "Tidy Friday" campaign aimed at clearing all unnecessary waste and poor housekeeping shall be imposed last Friday of every month.

HSE WI 060 Housekeeping

15   Lone Working

16.1   Definition of Lone Working

For the purpose of this manual and within Millicom / Tigo lone working is defined as any situation where a worker is alone by virtue of the fact that supervision or other workers are not present. Lone working requirements will apply to all workers employed in construction activities and also any night watchman or security guard that is employed by Millicom / Tigo.

16.2   General Requirements

Line Management shall undertake a risk assessment for any situation that may arise where workers may be working alone. The risk assessment must take into account arrangements that must be in place to safeguard the worker and deal with any situations that may arise including emergencies.

The following work is prohibited for lone workers:-

- Working known violent or dangerous locations.

- Work at height where safety harnesses are required.

- Working within 1m edge of unprotected rooftop.

- Work on or over water where there is a risk of falling into the water.

The risk assessment carried out by line management may identify other work activities that are not to be carried out by lone workers.

16.3 Means of Summoning For Help

The risk assessment must identify the procedure to be employed in the case of the lone worker requiring assistance in the event of an accident or emergency situation. Typical planning will include but not be limited to the use of mobile telephones and regular reporting in calls, security apps and geo-fencing.

Line Management will ensure a procedure is in place to deal with any situation that may arise where a lone workers does not report in.

16.4 Training

Management with the assistance of the local HSE Officer/Manager will ensure that all persons involved in lone working, including those who the lone worker reports in to, are fully trained on the lone working procedure and the emergency arrangements to be employed. Regular refresher training must be provided and as well as testing the procedure for raising the alarm.

Line managers should consider whether their employee's work alone as part of the tasks being assessed and ensure that appropriate control measures are implemented within their department. See Section 20 Lone Working.

HSE WI 049a Lone Working Engineers

HSE WI 049b Lone Working in the Office

16 Manual Handling

Line managers should consider whether manual handling is required as part of the tasks being assessed. Line managers must ensure that a manual handling risk assessment is carried out for the task and ensure that appropriate control measures are implemented within their department. Individuals required to carry out manual handling task must undergo appropriate training to ensure that they are competent to do so.

An employee must not be asked to carry loads beyond their capability and in all cases the carried load must not be more than 25kgs for a male and 16Kgs for a female.

HSE WI 025 Manual Handling

17   New Starters

All new starters must undergo a formal induction process cover all aspects of their role, location, activities, administration along with general & specific HSE issues. This should be carried out by their line manager in association with those responsible for the various activities such as emergency response (Security) and HSE specifics (HSE Officers/Managers). The line manager and new starter will complete the check-list with the HSE Induction booklet and issue to the People Team for records purpose.

HSE WI 062 HSE Induction

18   Noise

18.1   Work Activities

Line managers should consider whether their employees are impacted by noise in their work environment and ensure that the risk is considered as part of the tasks being assessed and ensure that appropriate control measures are implemented within their department.

18.2   Office Environment

Any noise issues in the office environment should be reported through the online IMS reporting system. See Section 5.

19   Overseas Travel and Personal Safety & Security

Line managers should first consider alternatives and whether their employees are required to travel overseas as part of their tasks and ensure that appropriate control measures are implemented within their department. These should include checking advice from the Corporate Security Department and the use of International SOS (ISOS) for Occupational Health support and advice.

All identified Corporate and Global Travellers are required to download the ISOS App to their mobile device and complete the mandatory e-learning security, health and medical support training provided by ISOS.

Safe Travel Arrangements http://millicom.elearninglms.internationalsos.com/

HSE WI 061 Personal Safety & Security

Management have a responsibility to review the risks associated with extensive travel to health and wellbeing of their employees. All travel shall be completed in cooperation with the People Team "Travel Policy". Employees have a duty to inform their respective line management of all known hazards associated with their intended travel arrangements. Employees shall apply all control measures as directed by Security, Occupational Health and Travel Organisation including the Travel Policy.

Travel Policy

20 Personal Protection Equipment

Personal Protective Equipment (PPE) is a measure of last resort, which simply reduces the likelihood of injuries being caused by accidents and/or their severity.

20.1 Managers Responsibilities

Managers are responsible for ensuring that:

- A risk assessments are carried out and specify of PPE, where appropriate;
- Employees are issued with PPE appropriate to the tasks expected of them;
- Their contractors comply with risk assessments and PPE requirements,
- Enforcement of PPE requirements,
- Defective items are disposed of accordingly to as to prevent reuse.

21.2 Employees Responsibilities

Employees are issued with items of PPE for their personal use if the risk assessment for their work activities specifically identifies this as a control measure. Employees are responsible for using the PPE appropriately and keeping it in good condition. Any defects should be reported to their line manager or supervisor.

21.3 Contractors

Contractors must provide PPE to their workers as required by their own risk assessment and where site rules require it.

21.4 Shared

Equipment must be treated appropriately and any defects should be replaced, removed and reported to line manager.

PPE must comply with any relevant safety and technical standards, be durable and be well fitted and comfortable for the wearer.

Personal Protective Equipment

PPE Check Sheet

21 Procurement of Goods and Services

21.1 Goods

All goods purchased on behalf of Millicom / Tigo must be assessed to ensure that they are appropriate for the work environment where they will be utilised and meet statutory requirements and standards. This should be carried out in conjunction with the Procurement / Supply Chain Management department.

21.2 Services

All services procured on behalf of Millicom / Tigo must be assessed to ensure that they are appropriate for the work activity and meet statutory requirements and standards. This should be carried out in conjunction with the Procurement / Supply Chain Management department.

21.3 Contractors

All new contractors must complete the "Third Party Pre-qualification Questionnaire" relating to their health, safety and environmental management systems and this information should be passed to the Procurement / Supply Chain Management department and HSE Manager for review. Procurement and the Global / local HSE Manager may undertake further assessment of the contractor.

The Procurement / Supply Chain Management and respective sub-regional departmental management responsible for identifying and managing contractors shall hold regular review meetings with their respect contractors to coordinate best practice, lessons learnt, improve communication and follow up with accident/incident statistical information.

22 Risk Assessment – Hazards, Impacts & Aspects

A record of significant risks and their control measures must be made and brought to the attention of those likely to be affected. A central record of all Hazards, Environmental Impacts and Aspects shall be identified and maintained within each region and sub-regional office by the respective Risk Manager and HSE Advisors / Coordinators.

22.1   Managers' & Supervisors'

Those who manage or supervise employees, premises or commission others to work for Millicom / Tigo must ensure that:

- Suitable and sufficient general risk assessments of all work activities within their remit are carried out and are periodically reviewed;

- Suitable and sufficient risk assessments are carried out for new or expectant mothers and young person's working under their direction;

- Generic risk assessments for the activities in their remit are recorded and updated;

- The remedial actions required to properly control the significant risks identified by the assessments are prioritised and formally managed;

- They provide contractors, working at their request or in areas controlled by them, with the information from risk assessments necessary to enable the contractor to conduct their own risk assessment;

- Contractors working at their request or in areas controlled by them have carried out suitable and sufficient risk assessments and, if necessary, provided a method statement prior to work commencing.

Employee's undertaking or evaluating risk assessments are competent to do so, having:

- Experience and understanding of the activity;

- The ability to make sound judgments;

- Undergone appropriate training to ensure an understanding of the risk assessment and control process;

- Any significant risks and their control measures, identified by the assessments, are brought to the attention of all persons likely to be affected by them;

- The requirements for information, instruction and training for employees under their direction are met.

22.2   All Employees

All employees and others are required to:

- Familiarise themselves with the assessments addressing their work activities;

- Implement the information, instruction and training provided;

- Carry out specific risk assessments, as necessary, prior to commencing work activities that are not sufficiently addressed in other (e.g. generic) assessments;

- Highlight any significant risks identified by their specific risk assessments to their manager or supervisor.

HSE WI 865A Risk Assessment Tool Office Generic

HSE WI 865B Risk Assessment Tool Engineering Activities.

23   Management of Road Risk (driving for company business)

All employees that complete business mileage must have appropriate driver risk assessments completed; the Fleet Manager shall ensure that suitable and sufficient assessments have been conducted for each of their employees that drive for company business.

It is the duty of each employee if using their own vehicle for work activities to ensure the vehicle suitable for the task, maintained and insured to meet the local statutory requirements. No employee shall drive a vehicle in which they are not authorised to do so or hold a valid and appropriate driving licence for the particular vehicle to be used.

Management in association with the local Tigo People Team shall ensure that their respective employees authorised to drive maintain a record of all driving licences and licences are checked on a regular basis.

Employees who are issued with specific driving offences and fines or penalties must report this to their Fleet Manager and the respective local Tigo People Team.

Employees using fleet vehicles belonging to Millicom / Tigo shall ensure they are inspected prior to use, maintained and any faults or damage to be reported to the appropriate line management.

23.1   Driver Manual

Management and employees are required to adhere to specific guidance issued within the Driver Manual. This may also be a local operational manual. Additional information is contained in HSE WI 046 Management of Road Risk.

HSE WI 046 Driver Safety & Management of Road Risk

23.2   Driving & Mobile Phone Use

Each country and region has differing national standards for the use of mobile phones whilst driving. However, Millicom / Tigo employees shall not use their mobile phone whilst engaged in driving or operating of plant machinery activities. All mobile phones and or other hand held devices may only be

used with a hands free kit; realistically they should be set to voicemail and receiving messages or used only in a safe environment with the vehicle parked. Further supporting information is contained within the driver manual.

24 Hazardous Substances (controlling of substances hazardous to health COSHH)

All hazardous substances for use on Millicom / Tigo network sites must be approved and purchased through the Procurement / Supply Chain Management department and undergone an appropriate assessment. Any hazardous substances for use in Millicom offices must be approved by the onsite office manager/administrator.

24.1 Identifying a Hazardous Substance

Hazardous substances must be labelled appropriately to ensure that users know it is hazardous and be accompanied by a Material Safety Data Sheet (MSDS) setting out health effects, instructions for safe use and storage and what to do in an emergency.

An easy way to determine if a substance is hazardous is to look on the label for the words "hazardous", "warning", "poison", "dangerous poison", "harmful", or "corrosive", or other advice about specific health effects.

If a substance is not labelled and you don't know what it is or where it has come from then it should always be treated as hazardous.

24.2 Controlling the Risks

A COSHH Risk assessment must be carried out for any work, which could expose yourself or others to hazardous substances. This ensures that the risks from exposure to a hazardous substance, used or produced as part of a task, are identified and the necessary precautions are put in place prior to work commencing. An available MSDS is not enough to mitigate any risk and an assessment must always be carried out.

A record of all risk assessments must be maintained by the local Supply Chain Manager and supported by the local HSE Officer/Manager covering all COSHH substances.

All such assessments must be available to employees using said COSHH materials prior to use. Employees shall comply with the required control measures and notify their respective line management, HSE Officer/Manager of any adverse effects, sign symptoms or ill-health issues as a result of their use.

25.3 Transporting of Goods and Materials

Before departing from premises, with general load / cargo, the licensed / authorised driver should ensure that all loads are well secured and lashed properly for travelling on the road.

Regional and sub-regional country management via the Procurement dept /supply chain management shall ensure the authorised operators vehicles used for such purposes shall be suitably registered / licensed with the respective Police Department(s).

25.4 Chemicals & Dangerous Goods

Chemicals are to be handled and stored very carefully. The line managers and employees shall be fully responsible for the handling / storage and transportation of chemicals / dangerous goods. Best International Practices shall be followed for management of hazardous or dangerous goods, including mandatory Local / state regulations. All hazardous chemicals and substances must be stored in a protected / secured place with limited access. HSE Advisor / Coordinator shall maintain at all times records of hazardous / dangerous goods used / stored and shall regularly update records.

COSSH Assessment Form Template

25 Contractors and Third Parties working on behalf of Millicom / Tigo

25.1 Control of Contractors / Outsourced activities

The management of contractors undertaking works on behalf of Millicom / Tigo is one of the most significant risks within the company as such only approved suppliers contractors having been selected and approved via the Procurement Department shall be authorised for use and managed accordingly with a designated Millicom / Tigo representative.

Line managers must ensure any contractors are competent to carry out the task and have provided the appropriate risk assessments, have safe systems of work including PPE for their respective work activity.

Management shall be responsible for maintaining regular communication and the monitoring of work activities for their respective contractors, along with ensuring all accidents, environmental incidents and significant near misses are captured and reported to the appropriate departments with Millicom / Tigo. See section 5 accident reporting.

The respective and designated Millico / Tigo manager responsible for their contractors / contracted work activities shall ensure such accidents; incidents and near misses are investigated with appropriate actions and control measure implemented to prevent further reports of the same or similar nature.

Further information is available for the Management of Contractors in the rules for control of contractors working instructions.

Rules for the Control of Contractors

HSE WI 017 Accident Incident Reporting & Investigation

HSE F 017 Accident Reporting Form

26   Welfare

26.1   Alcohol and Drug Misuse

No alcohol or drugs should be consumed on Millicom / Tigo sites during work activities. Employees are not permitted to attend work while under the influence of alcohol or drugs (unless prescribed by medical advisor). Issues regarding alcohol and drug misuse should be highlighted to the local Tigo People Team department.

Drinking and Driving is strictly prohibited and may lead to dismissal from the company.

Exceptions may be granted regarding alcohol consumption at social events on site, but permission must be sought from the senior management on an individual event basis and where allowed the event must be managed appropriately.

HSE WI 705 Drugs and Alcohol

26.2   Smoking

The smoking of any form of cigarette including electronic is prohibited within Millicom / Tigo premises. There are external designated smoking areas available at Millicom / Tigo sites and these should be adhered to. Smoking is prohibited in the Fire Exits as the rubbish left behind in these areas can cause a slip hazard or lead to the blockage of Fire Doors. It is also prohibited at Fire Assembly Points.

Designated smoking areas shall be indicated as such with suitable signage and appropriate cigarette disposal facilities. These shall be maintained by local facilities and managed by the office administrator.

HSE WI 006 Smoking

26.3 Kitchenettes, Restroom & Water Facilities

All Millicom / Tigo buildings shall provide suitable and sufficient facilities for rest and eating: There should be provision of canteen / mess hall / kitchenette with A.C. ventilation, sitting and dining arrangement as per hygienic standards.

All areas where kitchenettes are provided, and whilst within each region and sub-region country facilities will exist for the management of such areas and their cleaning it is the duty of all employees and management to ensure they are kept clean and tidy for all. All employees have a duty to report any faulty or damaged items within the kitchenettes to management and or office administrator.

Management shall ensure all equipment within these areas are maintained and inspected at regular intervals, all fixed and portable electrical items shall maintained in accordance with the electrical requirements i.e. fixed inspected and test every 5 years and portable formally inspected annually and visual prior to use.

Management shall ensure all working activities have access to appropriate supplies of wholesome drinking water. This may in the form of bottled or from a tap, where the likelihood is such that water could be contaminated the tap should be clearly indicated drinking water only or not suitable for drinking.

26.4 Sanitary Facilities

Whilst showers are not a legal requirement unless the workplace tasks are deemed as dirty and warrant them, toileting facilities are a legal requirement in many regional countries that Millicom / Tigo operate. Office/Facilities Management within Millicom / Tigo shall ensure that suitable and sufficient arrangements are in place for all office environments and where able to do so at technical facilities.

Provision of sanitary facilities (including industrial/warehousing):

- Adequate sanitary facilities including water closets, wash hand basins with running hot and cold water, liquid soap dispenser and hand drying are to be provided in every premises conveniently placed in sufficient numbers and separate for each sex.

It is the duty of every employee to ensure they are kept clean and tidy and do not abuse them by blocking the systems thus making inoperable for others. All damaged or faulty systems should be reported to the office administrator immediately.

27 Working at Height

Definition of Work At Heights (WaH) - Work that cannot be done from the ground or is next to an open excavation / pit and all work where there is a risk of a fall liable to cause any injury means, "Working at Height". Management must eliminate any previous 2 metre ruling as the guide to working at height.

Falls from height account for a high percentage of fatalities and major injuries in the construction industry, Telecommunications lays the heading of Construction Industries.

Line managers should consider whether their employee's work at height as part of the tasks being assessed and ensure that appropriate control measures are implemented within their department.

Employees are reminded the use of chairs and desks is not allowed for working at height activities. The correct use of a step stool or step ladder is the appropriate device for offices activity requirements. Engineering activities will require a more significant risk assessment to be conducted to identify the appropriate means of access.

HSE WI 012 Working at Heights Towers & Structures,

HSE WI 014 Working at Heights Buildings.

28 Work Equipment

Work equipment covers an enormous range spanning machine tools, office machines, lifting equipment, hand tools, ladders and pressure washers. The Provision and Use of Work Equipment Regulations (PUWER) require employers to provide the right kind of safe equipment for use at work. Therefore, regardless of its age, condition or origin, health and safety risks from work equipment must be identified and controlled in an appropriate manner.

28.1 Procuring Work Equipment

The potential risk being introduced into the workplace must be assessed when buying goods, materials and services for use at work. It is important to make sure those hazards and risks from work equipment are identified prior to entering into the work place so that more suitable equipment can be purchased if necessary or allow appropriate control measures and safe system of work to be developed. The Procurement / Supply Chain Management department shall liaise with the Integrity Management Team to request additional advice and support.

28.2   Maintenance & Inspection

All work equipment purchased shall undergo regular maintenance and or calibration as directed by the manufacturer's recommendations. Maintenance records shall be maintained and presented upon request by the respective equipment management department.

Management with the aid of the Global HSE Manager or local HSE Officer/Manager shall be responsible for ensuring appropriate maintenance checks are conducted and replace unserviceable items.

Employees have a duty to manage and use the tools and equipment as designed, not to interfere with its structure or operation and report any faulty or damaged tools or equipment.

Damaged tools and or equipment must be destroyed and disposed of in the appropriate manner so as not to re-enter the working environment.

Electronic or hazardous waste shall be disposed of via authorised waste contractors through the local Procurement Department.

29.3   Hand Tools

- Handles on hammers, sledgehammers, hand tools etc. are to be firmly in position before use.

- Electrical hand tools should be in the first instance battery operated followed by connected only to appropriate safe-voltage outlets.

- It is urged / strongly recommended to use only 110 Voltage Power for such hand tools.

29.4   Forklift, Lifting Equipment

- Forklifts should be provided with reverse warning sound/buzzer. Rotating flashlight to be fitted while working in dark conditions or in crowded places.

- All lifting equipment including mobile cranes, forklifts etc. must be tested / certified with a load certificate at suitable interval.

- A sign stating the maximum Safe Working Load (SWL) capacity of the Lifting Equipment must be displayed on the EOT Crane, Jib Swing and Chain Block etc.

- All drivers / operators of such lifting equipment should have obtained the necessary licenses and have undergone formal training with regular awareness training.

30 Work Environment & Prohibited Waste Disposal

Issues with the work environment e.g. temperature, heat should be highlighted to the onsite Office Admin and reported though the online accident reporting system, see section 5.

30.1 Electrical Equipment

All electrical equipment on sites must be approved by the onsite office administration team prior to use on site.

Portable Appliance Testing (PAT)

30.2 Lighting

Facilities / Office management shall ensure all offices; premises and technical sites are provided with adequate illumination to ensure the safe conduct of work. Lights and light fittings should avoid dazzle and glare and be so positioned that they do not cause hazards. Moreover, where persons are particularly exposed to danger, in the event of failure or artificial lighting, emergency lights must be provided.

30.3 Warning Signs

Management within each sub-regional country must ensure warning signs are provided and displayed in all potentially dangerous areas, such as chemical / gas cylinder storage areas, including protective clothing as per working hazard, such as "WEAR SAFETY GEAR" for noisy areas, "WEAR MASK" for dusty operational areas, in addition to other signs like "NO SMOKING", FLAMMABLE STORAGE AREA" etc.

30.4 Prohibited Disposals

It is prohibited to throw down, place, abandon or discharge any materials / wastes in any public / communal / private areas (e.g. roads, sewers, open lands, quay areas, roofs, other's skips / garbage bins, fence etc.). Such prohibitions include (but not limited to):

- All kinds of waste and or unwanted materials such as waste paper, waste packing materials, waste water, wash water including overflowing manholes, septic tank / soakaway and A/C condensed water.

- Anything which may hinder the free passage of vehicles and pedestrians or adversely the environment or cause contamination or any other breach or threat to public health and safety.

- Throwing or disposing the cloths, plastics, papers cigarette tips etc in the sewerage line or

drainage pipe line & appurtenances is strictly prohibited.

- Unauthorized disposal (without the approval / permit) may evoke penalties, fines effecting brand and image.

- All waste generated shall follow the hierarchal control measures applicable to all Millicom / Tigo operations in order to maintain an effective Environmental Management System: reduce, reuse, recycle and dispose. All waste sent for disposal and recycling must be done so through authorised suppliers from the Procurement Department to ensure due-diligence is maintained and monitored. Additionally waste may have a significant residual financial value added to it which in turn is re-invested back to the business.

30.5   Oil / Chemical Wastewater Discharges

It is prohibited to discharge waste / unwanted or used oils / chemicals or litter from any operational / non-operational activities in to manholes, storm water lines / drains / streams, rivers or sea.

30.6   Hazardous Chemicals

It is prohibited to dispose of chemicals or other hazardous chemicals like toxic waste; corrosive chemical waste or their empty cans into ordinary skips. Separate Special Waste Containers should be used for interim collection of such wastes prior to disposal / recycling.

Prior approval must be taken from the local authorities before disposing of such waste. It remains the responsibility of the sub-regional country management supported by line management that generates the waste to ensure that approvals / permits are obtained from the local authorities for disposal of any wastes.

30.7   Littering

Littering is an offence in most countries and may pose penalties on the individual and or the Millicom / Tigo. Colleagues and departments shall retain integrity and manage their waste appropriately and not discard or dispose of any items without due respect to the local environment.

30.8   Cleanliness

It is the responsibility of all employees to maintain good housekeeping, keep their area clean and tidy, including fences which must be free from flying waste such as polybags, papers etc.

30.9   Disposal of Light Waste

Light waste such as papers or light packing materials which may move or fly easily by the wind must

not be disposed of untidily into skips or in any uncovered bins. Wherever possible all such light waste must be collected for recycling and sent through to the local authorised supplier.

30.10   Skip / Container Services

Permanent waste area and waste skips / containers must be provided (within the plot limit only) for the disposal of large bulky refuse and it should be cleared regularly and waste separated i.e. Metal, Wood, Cardboard, Plastics and General Waste. All such waste disposal areas shall be suitably identified with appropriate space, suitably secured and away from main buildings or facilities in order to manage the waste effectively.

It remains the responsibility of the Procurement / Supply Chain Management department to establish suitable contracts with the service provider and ensure that advance notice is given to enable regular clearing of waste from skips. Adequate access to garbage skips should be ensured to enable safe collection of wastes.

31   Workplace Monitoring – Offices

Workplace monitoring, together with more detailed safety audits, represents a proactive approach to risk management that enables us to avoid or minimise health, safety and environment problems.

32   Trainees, Young Persons and Work Experience

There are number reasons why young people could be on a Millicom / Tigo site from starting a new job, work experience, a school visit to visiting an employee(s). Millicom / Tigo have a statutory duty in all these instances to ensure the health, safety and welfare of all visitors and employee's on to Millicom/ Tigo sites. Therefore, appropriate levels of supervision are required for young visitors. In the case of work experience, new starts and school visits it is important that these are properly planned and managed.

32.1   Risks

Young people may be at particular risk because:

- They are likely to be inexperienced, unaware of health and safety risks and physically or mentally immature;

- Lack of awareness of the risks involved in the work they may be asked to do;

- Ignorance of risks associated with plant, equipment and substances;

- Eagerness to impress or to please; and

- Tendency to high spirits;

- Control measures may not be possible to cover the risk which will remove them altogether or reduce them to the lowest possible level;

- A young person should not be allowed to carry out work where a significant risk remains despite control measures being in place.

- If the trainee is over school leaving age, but under 18, there are special restrictions on doing certain types of work. These are:

    o Work which they are not physically or mentally capable of doing

    o Work which brings them into contact with chemical agents, toxic material or radiation

    o Work which involves a health risk because of extreme cold, heat or vibration.

- Trainees can only do the work above under the following circumstances:

    o Where it is necessary for their training;

    o Where an experienced person is supervising them.

32.2   Young Persons Visiting Site

As with any non-employee attending Millicom / Tigo sites, young visitors must be signed in appropriately and they must also be supervised by a Millicom / Tigo employee at all times. The employee supervising the young person's visit must ensure that they do not climb on, use or misuse any equipment on the site nor disturb other employees. They must also ensure that they do not gain access to any restricted areas or areas where they could be put at increased risk.

32.3   School Visits

School visits must be properly managed and have adequate supervision provided during the visit.

32.4   New Starts

A young person, risk assessment must be carried out for all employees under the age of 18. This should be carried out prior to commencing a new role within Millicom / Tigo.

32.5 Work Experience

When a work experience placement is offered to students the same health, safety and welfare responsibilities are required as for any member of staff and therefore a young person risk assessment must be carried out prior to their work placement commencing.

32.6 A Young Person Risk Assessment

The risks to young people under 18 years old must be assessed before they start work / work experience.

33 Vulnerable Employee's

33.1 Employee's requiring assistance e.g. Disability

The employment of disabled persons is to be encouraged whenever applicants have the capabilities to carry out the required work. A personal risk assessment is required for each disabled person. The risk assessment should be carried out in conjunction with the local Tigo People Team, the line manager and the individual. It must consider their capabilities related to the work, the nature of the activities involved, and the workplace(s) in which they are carried out. It is essential that this is carried out in full consultation with the person concerned so that there is full agreement with its conclusions.

The outcome of the risk assessment is likely to be that certain adjustments to the workplace or work equipment are necessary to cater for their needs and possibly that risk control measures are needed that would not be required for persons without any disability. Again, the nature and extent of any adjustments or special measures for risk control need to be fully agreed with the person concerned.

Managers must speak to disabled persons on a regular basis to ensure that the arrangements implemented as a result of their personal risk assessments are satisfactory.

33.1.1 New & Expectant Mothers

Line managers must complete a New & Expectant Mothers Risk Assessment upon being notified by their employee they are pregnant. Not all employees are solely office based and this should consider all their work activities e.g. driving, etc. This risk assessment must be reviewed throughout the individual's pregnancy and on their return to work.

Vulnerable Persons

New & Expectant Mothers Assessment form

34   Asbestos

Millicom / Tigo employees and others working on its behalf are required to assess and manage the risk of Asbestos Containing Materials (ACMs) and adhere to the procedures and safe systems identified in Asbestos working instruction.

Management within each sub-region country have a duty to ensure that all buildings within and network sites Millicom / Tigo have been identified as being asbestos free or contain asbestos.

All buildings containing asbestos must have an asbestos survey conducted at level 1 as a minimum, level 2 preferable and 3 most suitable. The results of the survey must be informed to any employees or contractors carrying out any engineering activities where they may disturb or expose the asbestos causing harm to themselves and others.

Asbestos

35   Working at Height & Climbing Activities

Employees who carry out climbing activities must undergo a Climbing Medical, hold relevant training certificates and be authorised by local management prior to undertaking this activity.

HSE WI 012 Working at Heights Towers & Structures

HSE WI 014 Working at Heights Buildings

35.1   Site Share and Contractors

Contractors or site sharers climbing or working on a Millicom / Tigo structure, or on behalf of Millicom / Tigo, must provide evidence (training certificates and climber's log or passport) that they have sufficient knowledge and experience in safe systems of work and structural work.

36   Confined Spaces

36.1   General Requirements

A confined space is to be defined as "any place, including any chamber, tank, vat, silo, pit, trench,

pipe, sewer, and flue, well or other similar space in which by virtue of its enclosed nature, there arises a reasonably foreseeable specified risk. These specified risks are the presence of any of the following conditions or a risk of any of these conditions arising:- oxygen enrichment, oxygen deficiency, presence of a toxic gas, fume or vapour, ingress of liquid, solid materials that can flow and excessive heat."

Line management must take all necessary precautions to ensure the safety of any worker employed in confined space working.

36.2   Risk Assessment & Emergency Plan

Line management must undertake a full and detailed risk assessment prior to any work commencing in a confined space. As part of this risk assessment the emergency procedures must be identified and recorded in an emergency plan. The emergency plan must provide details on the procedure to be followed in the event of an emergency situation arising and the rescue arrangements.

The local HSE Officer/Manager must assist in the preparation of both the risk assessment and the emergency plan. Line management will ensure that all those working in a confined space are trained in confined space working and have the risk assessment information briefed to them prior to starting work.

Confined spaces are workplaces likely to suffer from dangerous atmospheres and should be considered dangerous until proved otherwise.

37   Construction

All construction project work falls within the scope of the Construction Regulations within the ILO OHS-2001 however, duties and actions will vary depending on the size of the project and for whom the construction work is being carried out. Managers must ensure that they have appropriate systems of work identifying how the regulations will be applied within their business area, where appropriate.

There are 4 roles within construction management with associated statutory duties.

- Client
- Designer
- Principal Contractor
- Contractor

Primarily Millicom / Tigo will be the client, designer (radio / network planning) or the principle or main contractor. Therefore when undertaking any of these roles management should ensure that appropriate resources are identified and competent to undertake the duties including awareness of respective responsibilities.

Construction Management

Construction phase HS&E plan

37.1   Notification

Where required in local countries notification must be issued to the local authorities for construction activities. Normally the local HSE office must be informed of all construction activities expected to take more than 30 days or more than 500 man-days. However this is a specific requirement and may vary from country to country for all notifiable projects, if unsure you should contact the local / Global HSE Officer/Manager in the first instance.

37.2   Information

The following information must be provided during the construction work, where appropriate: pre-construction information, construction phased plan and the health and safety file.

37.3   Pre-Construction Information

This information should provide health & safety information known prior to work commencing and forms the initial requirements for the prospective principle contractors.

37.4   Construction Phase Plan

This should provide information during the works and should build on the information provided in the pre-construction Information. It is the requirement of the Principle Contractor to provide the Client with the specific plan of they will manage the health, safety, environmental and security arrangements during construction.

37.5   The Health and Safety File

The Health & Safety File should provide suitable and sufficient information relevant to the ongoing maintenance of the completed works, normally produced by the main contractor, project manager and coordinator. This should be provided to the relevant departments within Millicom / Tigo in a clear and easy readable format.

38   Contractor

38.1   General Requirements and Selection & Assessment

Those departments engaging contracted services have are responsible for exercising management control over all subcontractors they may employ.   The respective department shall work with the Procurement & Supply Chain Management department and the local HSE Officer/Manager and must ensure the health and safety competency of all subcontractors at the pre-tender stage by carrying out a health and safety prequalification on prospective subcontractors.

During the pre-qualification process the following should be determined:-

- Experience of the subcontractor carrying out similar work;

- Past health and safety performance including details of any penalties imposed;

- Details of serious accidents and any fatalities that may have occurred.

- Action taken in the event of serious accidents or any fatalities to prevent recurrence.

- The ability of the subcontractor to manage workers in accordance with health and safety requirements.

- Details of health and safety training courses those managers have attended.

- Professional qualifications of the subcontractor's health and safety department.

Management in association with the Procurement & Supply Chain Management department must review all health and safety prequalification's received from prospective subcontractors and take health and safety performance into account when selecting the successful subcontractor.

No unauthorised contractors shall be engaged to complete work activities without coming through the appropriate Procurement selection process. See section 22.

38.2   Contractor Rules

Contractors working for Millicom / Tigo must, at all times, comply with all relevant health, safety and environment legislation.

Contractors must also comply with the rules and performance standards provided by Millicom / Tigo such as the codes of conduct and schedule of HSE standards.

HSE WI 008 Rules for contractors.

38.3 Sub-contracting

Sub-contracting will only be allowed with the consent of the Millicom / Tigo representative responsible for their engagement and management in association with the Procurement & Supply Chain Management department. Consent will only be given on the production of evidence that shows that the main contractor has completed a suitable review of the sub-contractor's competence and performance with regards to health, safety and environment matters.

38.4 Monitoring

Management must undertake effective monitoring of a contractor's activities and work sites over the contract phase to assist in evaluating ongoing and final performance. Any shortfall in performance or standards must immediately be bought to their attention, to allow them to resolve the issues.

39 Drugs & Alcohol Testing

All Millicom / Tigo employees working at client sites that are of high risk may be required to complete on site drugs and alcohol testing as part of the client's directives and or requirements, as such employees must adhere to Millicom / Tigo drugs and alcohol policy. Where there is a requirement for testing on Millicom / Tigo sites, the responsible manager must identify employees for random testing. See section 27.1

40 Electrical Safety

Managers with responsibility for electrical work must ensure it is only assigned to employees and contractors who have the competence to carry it out in safety. They must also ensure that the appropriate inspections and tests are carried out and recorded.

40.1 Line Manager's Responsibility

Line managers controlling locations or activities in which there are electrical safety issues are responsible for:

- Developing and maintaining a risk assessment of electrical activities as a part of their departmental risk assessment;

- Ensuring that only competent persons design, plan, install, commission, operate, inspect and maintain any electrical systems or equipment, and where necessary, identifying and arranging for appropriate electrical awareness and skills training;

- Ensuring that electrical safety equipment provided for use by their colleagues is maintained and that periodic checks of proper use are undertaken;

- Ensuring that contractors engaged to undertake electrical duties are competent to do so and that their performance is monitored;

40.2 Employees Responsibilities

As well as their own safety, employees are responsible for:

- Other persons who may be affected by their acts or omissions at work;

- Complying with all legal requirements, so far as they relate to matters within their control;

- Cooperating with line managers, so far as is necessary to enable Millicom to comply with the provisions of relevant legislation;

- Only undertaking electrical work within activities for which their certification qualifies them as competent;

- Following approved safe working procedures so as not to give rise to danger;

- Reporting hazards, incidents and dangerous occurrences to the local security department.

Electrical Safety

41 Hot Working

The Fire Risk Assessment identifies certain hot processes (such as welding, brazing, soldering, grinding, etc.) as permissible only when appropriate permit to work systems are in place and other safer methods are not available.

Unauthorised isolation of fire alarm systems or other systems of work to disable the fire alarm system (including covering smoke detectors etc.) will be considered as gross misconduct under health & safety conditions. All hot works must be planned and managed appropriately.

HSE W048 Hot Works

42 Laser Safety

Employees managing, planning, carrying out or supervising work on laser systems, including installation, commissioning and maintenance must ensure that any laser systems introduced in to the Millicom / Tigo network comply with the appropriate legislation and standards. They must ensure that

safe systems of working are in operation for their installation, commissioning, decommissioning and maintenance. Anyone undertaking work on lasers should be competent to do so.

Laser Safety

43   Medical Assessments

Medical assessment are required if you are undertaking the following activities for Millicom / Tigo;

- Category 1 confined spaces

  Medical Assessment for Confined Spaces

- Climbing activities

Medical assessments shall be organised with the assistance of the People Team and Occupational Health support.

44   Method Statements

Many of Millicom / Tigo activities involve health, safety or environment risks. In order to ensure that all such risks are identified and controlled properly, Millicom / Tigo adopts a 'risk based assessment' approach to the management of health, safety and environment issues, and uses this to develop method statements describing safe systems of work. This approach represents best practice and forms a sound basis for ensuring compliance with any applicable legal requirements.

Method Statement explains what is required for completing the method statements and associated risk assessments necessary to achieve compliance.

45   Network Access

All contractors visiting Millicom / Tigo network sites must undergo an appropriate network access process appropriate to each region and or sub-region country. This is controlled by the local IT & Corporate Security departments. Queries should be directed to Security department.

46   Network Sites

Entering a Network Site

- Check that it is safe to enter the site;

Working on Network Site

- If there are other staff on site make them aware of your presence, and ensure IDs are displayed;

- Wear PPE as supplied by your line manager/supply chain and as required for the type of work you are involved in;

- Keep you work area as clear as possible to reduce hazards. No rubbish to be left on site overnight;

- Erect barriers where floor tiles are lifted;

- All tiles to be replaced at the end of each shift;

- No eating or drinking within equipment rooms or loading bays;

- Smoking, alcohol & drugs are prohibited on all Millicom / Tigo sites;

- You may use the facilities on site but do tidy up after yourselves and remove any of your rubbish daily.

Leaving a Network Site

- Check there is no one else in the building;

- Set the security system (if located) and lock all doors on exit;

- Wait until the alarm exit sounder ceases and then book off of the site.

If you have any concerns regarding security or safety you must raise this with your line manager or alternatively with Safety, Health and Environment team.

47 Network Site – Special restrictions

Any network with special restrictions should be highlighted to the local security dept.

48 RF Safety

Point-to-point microwave links radio application and 2G, 3G & 4G mobile transmission data are predominant in Millicom / Tigo network infrastructure. As such these produce maximum RF field strengths within the Electromagnetic Spectrum that are comfortably below the safe exposure levels recommended by International Standards. Potentially harmful systems with more powerful transmitters may be co-located with Millicom / Tigo installations and caution is required when working near these installations.

All employees and contractors carrying out work on, or in the vicinity of, RF equipment for or on behalf of Millicom / Tigo must comply with Millicom / Tigo safe systems of work. Other parties carrying out work at MIC locations must also comply, unless they have their own standards and systems which are at least as rigorous.

All Millicom / Tigo rigger climbers shall be equipment with suitable RF detectors & monitors for exposure to RF radiation. Climbers should undergo frequent medicals for exposure to potential RF radiation in line with their climbers fit to climb medical.

Safety in RF Fields

49 Street works

All works on the public highway must be carried out in accordance with the Approved Code of Practice for New Road and Streetworks. All employees and or management responsible for managing contractors undertaking street works must have appropriate understanding, awareness, training and where required to specific country legislation appropriate accreditation.

Street works HSE.

50 Trackside working

All work on railway property must be carried out using standards of safety at least as high as those set by the train operating companies specific to regional and sub-regional countries. All persons accessing railway property must:

- Have received adequate safety training;

- Be authorised to be there;

- Have been briefed on local safety hazards; and

- Comply with a safe system of work.

51 Weather Conditions

Many network sites are subject to extreme weather conditions by virtue of their remote locations or exposed aspect. Weather severity at any given site is dependent on the season, altitude, latitude, aspect of the terrain to prevailing winds and local climatic conditions.

These risks must therefore be carefully assessed, and provision made for appropriate transport, clothing, and equipment, training, communications, procedures and emergency planning to deal with all foreseeable conditions.

Adverse Weather Conditions

52 Workplace Monitoring of Technical Areas

All field engineering employees shall complete regular workplace inspections of the technical sites utilizing the appropriate site inspection form. All significant observations shall be recorded and communicated to the appropriate operations management for notification, auctioning and monitoring.

The regional and sub-regional country operations managers shall ensure all such hazards are recorded and communicated to the respective resolving department for action. The local operations manager shall also provide a monthly updated report of cleared and outstanding actions to be escalated to the management team.

Network Site Inspection Checklist

Change History

	CHANGE HISTORY	DATE	LAST REVIEWED
Issue 1	Original issue	27/01/12	
Issue 1a	Updated with corporate security strategy	18/02/14	
Issue 1b	Revision update	18/08/14	