

FATIGUE MANAGEMENT POLICY

Long O Donnell Associates Ltd is a company engaged in the provision of professional services relating to the Design, Management and Commercial control of the Construction or Modification of Buildings, Engineering undertakings and Utility related Equipment, Installations, Pipelines and other apparatus.

Long O Donnell recognises that fatigue affects a person's health and wellbeing, increasing the chances of illness and workplace injuries occurring, as well as reducing performance and productivity within the workplace. As such, the purpose of this policy is to highlight the effects and risks of employee fatigue, the shared responsibility to manage it appropriately, and the preventative actions which should be planned and taken to minimise associated risks.

This policy is applicable to all Long O Donnell staff, including subcontractors and visitors whilst carrying out activities on Long O Donnell's behalf. This includes:

- Workers who undertake significant driving as part of their role.
- Workers who undertake significant travel as part of their role.
- Workers who work at host employer's premises and other sites, particularly remote sites, which require lengthy drives especially on country roads.

Long O Donnell is committed to achieving a high standard of fatigue awareness and management across our workforce and sites. As such, this policy is deliberately broad and outlines the minimum standards acceptable for a safe working environment.

Risk Management Approach to Fatigue.

Risk management, in the context of work activity safety, is the process of identifying hazard, assessing the likelihood and consequences of the risks of injury or illness occurring, and eliminating risk, (where reasonably practicable), or implementing control measures to appropriately manage the risks.

Like any other hazard in the workplace, when fatigue may affect a person's ability to work safely, it must be identified, assessed and controlled.

Identifying Possible Causes of Fatigue.

Factors can be interrelated and can include:

- Long hours at work.
- Concentrating for long periods of time without breaks.
- Substantial travelling or driving.
- Possible personal issues (family responsibilities or health problems).

This can be done by consulting with employees, analysing work hours and comparing planned with actual hours, reviewing workplace incident data, and checking whether employees have had accidents travelling home or on work-related trips.

Implementing Control Measures.

Control measures should focus on the actual causes rather than symptoms, and that aim to eliminate or minimise the factors that cause fatigue at the source. Some of these control measures will be systemic, and will be relevant to all Long O Donnell workplaces and sites. Others will be appropriate for a specific site, examples of controls to be implement include:

- Ensuring workplaces are well-lit and ventilated.
- Ensuring employees take adequate breaks.
- Providing information and training on fatigue management.
- Encouraging employees to report any concerns they may have about work-related fatigue.
- Avoiding work arrangements that provide incentives to work excessive hours.

- Ensuring clear work processes and effective planning, e.g. plans to deal with workload changes due to absenteeism, staff on leave or seasonal work pressures.
- Consider alternate options to travelling to face-to-face meetings, e.g. tele/video-conferencing (Skype).
- Set up processes that enable the review of incidents, near misses, illnesses and other data such as absenteeism and staff turnover rates to see if they could be attributed to fatigue

Recommended Working Hours and Breaks:

There needs to be a flexible risk management approach, rather than a prescriptive approach, to managing fatigue as each person's health, lifestyle, job role and approach to work is different, and will change over time. Long O Donnell's "ordinary hours" are classed as being 42.5 hours per week, and all overtime must be approved in advance. However there will also be times when employees need to work longer hours than usual to meet a project deadline, drive long distances to sign up apprentices, or fly interstate to meetings. For these circumstances, the following parameters are offered as a guide to help minimise the risk of fatigue-related injuries and illnesses.

- Each employee is responsible for taking adequate meal breaks and tea breaks. These are not considered a luxury, or even optional; it is important to stretch, rest the eyes, get some fresh air and something healthy to eat.
- There should be a minimum of 12 hours between the end of one day's work and the start of the next. This is important to allow enough time for a balanced life and to ensure adequate sleep.
- All employees should have two full days off after working over 42.5 hours. Again, this is important to allow enough time for a balanced life and to ensure adequate sleep.
- As a guide, an employee's daily work hours should not exceed 12 hours per day, and 50 hours per week. This equates to an average of 200 hours per month and 600 hours over three months. Although working on weekends is sometimes necessary, it should not be ongoing. Fatigue causes an increased risk of injury and/or illness to the affected employee and to others in the workplace. In these cases, staff should speak with their supervisors/managers about other options for handling the workload.
- If a position requires a significant amount of travel, employees should discuss the issue with their supervisors/managers who may be able to arrange alternate solutions, (time off in lieu, or approval for later/earlier flights). This is particularly relevant during periods of seasonal and peak workloads.

Long Distance Driving:

Long O Donnell work with hundreds of people across the UK and Ireland, some of whom drive long distances as part of their jobs. The dangers of driving whilst tired are well-documented and promoted in the media, as are the risks inherent in driving long distances. The following points are offered as a guide to help minimise the risk of fatigue-related car accidents and injuries whilst driving long distances:

- Have a good night's sleep before driving, so you can start fresh.
- Where possible, start your trip early in the day and avoid driving straight after you finish a day's work. It is particularly important to avoid driving during times you would usually be asleep.
- Plan a 10-minute break or rest stop every two hours. Take advantage of designated rest areas to get out of the car and stretch.
- As a general rule staff should avoid driving more than 5 hours in a single day. Driving should not exceed eight hours in a single day.
- Watch for signs of fatigue. Drinking coffee, talking, listening to the radio or opening the window may help in the short-term but if you're tired, only sleep can improve your concentration. If you are really tired, pull over safely, set your phone alarm for 30 minutes, and have a nap.
- Share car journeys wherever possible.
- Ensure vehicles are in a safe drivable condition before getting behind the wheel.
- Ensuring arrangements can be made for overnight stays when you are too tired to drive.

Arrangements for the control of fatigue management is contained within the Business Management System. The effectiveness of these arrangements and our performance against company objectives is routinely monitored and reported to Senior Management.



LONG O DONNELL
ASSOCIATES LTD

INTEGRATED MANAGEMENT SYSTEM

Reference LOD/IMS/FMP/ 001

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This policy will be reviewed annually as a minimum, and will be brought to the attention of all employees and persons working on behalf of the Company. It will also be freely available to the public via the Company website.

The Managing Director of Long O Donnell Associates Limited is responsible for the development and effective implementation of this System and Policy and for ensuring that the necessary resources are provided for its implementation through our processes.

Thomas J. O'Donnell
Managing Director
Long O Donnell Associates Limited

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