

Health, Safety  
and Wellbeing

# HEALTH, SAFETY & WELLBEING REPORT

— YEAR ENDED 31 MARCH 2023

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# EXECUTIVE OVERVIEW

Welsh Water is the sixth largest of the eleven regulated water and sewerage companies in England and Wales. Responsible for providing over three million people with a continuous, high quality supply of drinking water and for taking away, treating and properly disposing of the wastewater that is produced; we are fully committed to delivering best quality service at least possible cost. We look after 92 reservoirs and supply an average 828 million litres of water every day through a network of 26,500km of water mains. We also collect wastewater through a network of over 30,000km of sewers, which is treated at over 800 wastewater treatment works located next to rivers and along the coast of Wales. We operate, maintain and upgrade these assets and their associated pumping stations. These essential public health and customer services are delivered by over 5,500 people who work either for Welsh Water or for one of our contract partners.

Ensuring the health, safety and wellbeing of all our employees, contractors and our communities is a key priority and a big responsibility. The financial year ended 31 March 2023 (2022-23) saw us further improve our health and safety management systems and processes. It was the third year of our regulatory period ('AMP7') and we continued to implement our Health, Safety and Wellbeing Strategy – our Journey to Zero for 2020-2025. The strategy outlines five key areas for focus – Health and Safety Leadership, STEP and Colleague Engagement, Risk Management, Health and Wellbeing and Contractor Management. It identifies what we are aiming to achieve and how we will work with colleagues to get there. Each business function has developed their own health and safety improvement plan which is aligned to the strategy and is influenced by their previous health and safety survey responses and function specific risks.

## – SAFETY PERFORMANCE

In 2022-23 overall performance has continued to improve. We have continued to focus on preventing harm and managing absence effectively, while providing appropriate health and wellbeing support for employees. This has resulted in our lowest ever number of HSE RIDDOR reportable injuries. Of special note is the Water business that has achieved over 7 years without a RIDDOR reportable employee injury. The number of Lost Time Injuries (LTIs) has also reduced, and we are seeing low numbers of working days lost from injuries, with the majority of incidents resulting in under 7 days off work. We have continued to encourage our employees and contractors to make 'Positive Interventions' and take action where unsafe acts or conditions are identified.

We place emphasis on these leading indicators as a precursor to a positive safety culture. We have continued to see a good number of near misses and positive interventions reported during the year. They have reduced slightly compared to the two year period where we were in a heightened state in response to the Coronavirus pandemic and are more in line with the last pre-Covid year (2019-20).

It was good to see that there were no incidents in the last year that met the criteria for reporting to the HSE as a Dangerous Occurrence under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). There were some significant incidents and near misses reported. All these incidents were thoroughly investigated, and process changes/additional controls implemented, as appropriate. We will continue to encourage the reporting of significant incidents and will treat them seriously to ensure we are learning from them to effectively manage risks and prevent more serious events.

We have also continued to report and review any incidents involving customers and members of the public that have occurred during the year. We have seen an increase in visitors in the last few years due to the post pandemic 'staycation' effect. We have continued our education and communications programmes to highlight the dangers of swimming in reservoirs. Where our colleagues or contractors have been working in or near customer properties, we remain focussed on providing high standards of health and safety as part of our customer service.

Our safety performance has continued to show improvements during what has been an operationally challenging year, with several extreme weather events. However, we cannot be complacent.

We will continue to ensure that we are making Positive Interventions to prevent injuries and that all employees and contractors are actively involved in identifying improvements, as Safety Takes Every Person.

## – HEALTH AND WELLBEING PERFORMANCE

We have effective arrangements with our occupational health service provider (Insight Workplace Health) to help managers to monitor and improve employee health and wellbeing. Working alongside Human Resources, this service enables managers to obtain information and advice to manage employee health and wellbeing and to support employees with long and short term health conditions.

Post pandemic, we have seen an increase in overall sickness absence. While we are seeing fewer individuals reporting mental ill health, some have more complex issues, and these are resulting in longer absences from work. Many of these issues are not work-related, but they impact on individuals' ability to work and/or be productive when in work. We have also seen an increase in other causes of sickness, such as colds, flu and other infections, as employees are being exposed to more viruses following two years of reduced social interactions.

We are continuing to promote good health and wellbeing with both our employees and contract partners. We have used information from external bodies such as the HSE, Public Health Wales and IOSH to support this. Occupational health specialists, including ergonomists and occupational hygienists have also been engaged where needed, to help review our risks and controls.



## — OUR PROACTIVE APPROACH TO MANAGING HEALTH, SAFETY AND WELLBEING

The last annual review of our health and safety performance was held with Board members in May 2022. We were able to demonstrate good improvements against all the identified areas in our strategy and business plans. We have continued to report progress through our quarterly health and safety performance reports to the Quality and Safety Committee (QSC).

Some highlights during the last year have been:

**Platinum and Gold Corporate Health Standard Revalidations** – our successful assessment by Healthy Working Wales and retention of these standards is a reflection of the focus we place on both colleague health and wellbeing and our contribution to wider society.



**Employee Engagement** – this has been especially important in recent years with the move to a hybrid working model which has impacted on the amount of face to face contact for some colleagues. Our last employee survey showed that we have maintained a high focus on their health, safety and wellbeing, and that this was positively received. Managers have continued to keep in touch with colleagues both in person and through remote technology, ensuring that they have been actively engaged in supporting each other and contributing to business improvements.

**H&S Culture Survey** – we carried out our third health and safety culture survey which was completed by over 2000 colleagues. In all aspects we scored higher than in the last survey in 2019 and were also above the HSE industry benchmark in all areas. Individual reports were shared with teams for them to review and develop their local action plans. We also ran some cross business focus groups to obtain additional feedback and identify any areas for companywide action.

**2022 Health and Safety Conference and Awards** – we were able to hold a physical health and safety conference at Swansea University campus for the first time since 2019. We had 33 entries for our annual health, safety and wellbeing awards and we were able to recognise the winners as part of this event.

**Working with our Contract Partners** – we have continued to work closely with our contract partners. During 2022 activities included joint site visits, inspections, audits and H&S forums. 3 capital site 'blitz' events were held where Directors and senior managers visited a range of construction projects looking at key topics including manual handling and back care, safe tools and equipment and moving plant and machinery. We hosted 3 contract partner H&S forums, developed 4 new joint guidance notes and 318 leadership visits took place during the year. This all helped to ensure the safe delivery of our construction and maintenance activities.

**Board and Executive H&S Leadership Workshops** – we held two half day workshops that were led by Eversheds and enabled 27 Board and Executive team members to review what works well, how we could further improve our health and safety leadership and how they personally contribute to ensuring we have a positive safety culture.

## — SAFETY TAKES EVERY PERSON (STEP) – OUR HEALTH AND SAFETY CULTURE

In previous annual health and safety reports we have highlighted that we believe that we experience too many avoidable injuries. We recognise the importance of human factors as contributors to incidents and have continued to focus on improving our culture and behaviours. This is part of our Company Values and Code of Conduct.

The avoidable incidents that we experience include slips, trips and falls and injuries from handling, lifting and carrying. We need to ensure we are identifying and addressing the root causes of these incidents. During 2022-23, a total of 111 injuries were linked to manual handling and slips, trips and falls; compared to 190 injuries in 2013-14.

We will continue to develop and deliver our AMP7 STEP safety culture programme, including holding effective safety conversations and adopting a fair and just culture model. We will also focus on those functions and activities where we are seeing injuries and ill health as part of our regular awareness campaigns and safety days.

## — GOVERNANCE

Our health and safety performance is detailed in reports which are reviewed by the Board and QSC. QSC also reviews and when appropriate, briefs the Board on significant incidents, near-miss reports and matters arising from the updates they receive. Within our management system, each tier of management (including the Board, Executive Directors, steering groups and consultative committees) has a responsibility to encourage a positive safety culture. We have used the Institute of Directors and HSE 'Leading Health & Safety at Work' guidance as a benchmark for Board engagement.

One area that we have particularly focussed on in the last year has been our Visitor Attractions function. Following 2 years of significant disruption due to the pandemic and several site and staffing changes; these teams have been subject to an internal audit review. This identified several areas for improvement, including a need to update and harmonise some of the site health and safety arrangements. This is being carried out with support from external expertise in the health and safety management of recreation activities.

We continue to place great emphasis on monitoring contract partner performance and ensuring we promote and share good practice across the business. This is reflected in this report which includes the performance of our main contract partners along with data from our wider contractor base. We encourage continuous improvement in the performance of all partners via regular meetings and sharing of information. Through these arrangements we aim to ensure a consistently high health and safety standard across all activities undertaken by or on behalf of Welsh Water.

## — PRIORITIES FOR 2023-24

The priorities for the next year are to continue to manage and monitor our health and safety risks while delivering further business improvements. We will also focus on health, safety and wellbeing, supporting colleagues and contract partners. This is especially important as we see more extreme weather events. We recognise that the operational pressures these cause can have a physical and psychological impact on individuals resulting in distractions and fatigue that can lead to incidents and injuries.

In addition, we will be reviewing our health and safety arrangements to support the next 5-year investment programme (AMP8). We will need to engage suitable contractors to deliver our business improvement plans and will be increasing our activities on energy generation as we seek to become more carbon neutral.

We will continue with our STEP safety culture programme throughout 2023. This will include workshops and health and safety conversation masterclasses. We will develop an e-learning package and materials for managers and STEP Champions to use with teams. This will all reinforce our approach to a fair and just culture, with effective health and safety engagement and conversations.

We have plans in place to hold our 16th health and safety conference in Llanelli in June and will be recognising colleagues and contractors through our health and safety awards.

We will also continue to work with the HSE in Wales as our regulator and actively support the HSE Strategy 'Protecting People and Places' and their campaigns such as their 'Working Minds' mental health campaign and 'Your Health, Your Future' construction campaign.

## — CONCLUSION

Our health and safety performance has continued to improve during 2022-23 and we have managed our occupational health and safety risks to protect employees, contractors and members of the public. It has been particularly encouraging to see this during a year where we have had some significant operational challenges due to the impact of more extreme weather conditions with reduced summer rain and winter freeze thaw events.

We have continued to focus on colleague health and wellbeing and this is a driver of employee engagement within the company. This has been especially important as we have moved into a new hybrid-working mode post pandemic. There have been changed working patterns for many colleagues, who now spend part of their week working from home. While this has been welcomed by employees, it is increasingly important to ensure they don't feel isolated and have sufficient support to continue to perform effectively in their roles.

We are committed to delivering our AMP7 health and safety strategy, learning from others and working with the Health and Safety Executive and other regulators and the wider water industry. We are increasing our focus on process safety alongside occupational health and safety as we recognise the need to also closely manage and monitor our high hazard sites and activities. We will continue to work with others in the industry to ensure that learning from any incidents is shared, lessons are learned, and we continually improve our controls.

52% of all our injuries last year were due to slips, trips and falls or manual handling and these risks still remain. We have used the HSE climate survey tool to seek feedback from colleagues and will continue to support teams to implement their local health and safety improvement plans. By ensuring that all colleagues are actively engaged in making a difference, we can continue to reduce the number of lost time injuries and to further improve our employees' health and wellbeing.

We maintain  
our value  
that Safety  
Takes Every  
Person and  
our aspiration  
for 'Everyone,  
Safe, Healthy  
and Happy,  
Every Day'.



**Peter Perry**  
Chief Executive

# CORONAVIRUS POST PANDEMIC RISK MANAGEMENT & BUSINESS IMPACTS

In March 2020, a new risk emerged from a Coronavirus that rapidly spread across the world. We quickly responded to this and within a few days had put in place arrangements for many colleagues to continue working safely from home, while protecting key workers in operational roles.

Over a period of 2 years the pandemic continued to affect our activities. We regularly reviewed and reassessed our plans and adjusted our Coronavirus safe working controls to ensure the health and wellbeing of our employees and continued delivery of a safe and efficient service to customers. We also worked closely with colleagues and contractors to ensure that the latest Government Guidance was reflected in our management arrangements.

## — COVID-19 RISK ASSESSMENTS AND SAFE WORKING PRACTICES

A Covid-19 overarching risk assessment was produced at the start of the pandemic. This was published on the Welsh Water website with information on our approach to working with colleagues to effectively manage the risks.

A range of activity specific risk assessments were also produced, based on Welsh Government and HSE guidance and in consultation with relevant operational colleagues and Trade Union Safety Representatives. These covered the risks and controls for working from home, in offices, on operational sites, in customer premises, on visitor attraction sites, on construction sites and in the highway.

They were used by teams across the business to review and update their local safe systems of work, as appropriate.

Post pandemic we reviewed these assessments and have retained some of the good practices including an enhanced focus on health and hygiene.

We have returned to office working, but have implemented hybrid working arrangements for those colleagues who had previously been required to work at home. As part of this we have reviewed and reconfigured our office environments and ensured that suitable work equipment and support is in place to enable safe and healthy remote and hybrid working arrangements.

We have worked closely with colleagues to develop our approach and have sought feedback on the new ways of working, with a particular focus on meeting the accessibility needs of those returning to office working.

Our 2022 winter safety campaign focussed on winter health and wellbeing, alongside the risk of slip, trip, falls. Colleagues who are eligible for Covid vaccinations have been encouraged to have these. In addition, we have continued to fund flu vaccinations for all colleagues who are not able to get these via the NHS.

We will continue to monitor the impact of this virus (alongside other infections) through our sickness absence reports and if needed will reintroduce additional controls to reduce the spread of infection in workplace settings.



# REVIEW OF PERFORMANCE 2022-23

This report details the occupational health and safety performance of Welsh Water, its contract partners and their main subcontractors in the twelve-month period that ended on 31 March 2023.

## The report covers the following activities:

- Asset Operation and Maintenance (all reservoirs, sewage/water treatment works and pumping stations, water and sewerage network systems including mechanical/electrical/instrumentation work/CCTV surveys).
- Asset Investment (ownership/design/construction/refurbishment).
- Sampling and Laboratory Services (water and sewage).
- Customer Services (billing and income, credit management, call centre management and meter reading).
- Meter Installations; and Provision and Maintenance of IT Systems.
- Commercial business functions.

## – PERFORMANCE DATA

During 2022-23 we saw further improvements in our occupational health and safety performance.

The number of RIDDOR injuries reported to HSE during 2022-23 was 5. This is the lowest it has ever been.

The total number of reported injuries was 215 (including 7 injuries due to road traffic incidents).

Following a reduction in all injuries during 2 years of changed activities due to the pandemic, these have slightly increased.

There were more minor incidents reported, as more colleagues were out on sites and we restarted some activities, such as visitor attractions.

There is a continued focus on preventing all Lost Time Injuries (LTIs), not just those that meet the RIDDOR criteria.

There was a total of 23 RIDDOR and Lost Time Injuries last year compared to 31 in the previous year and 44 in 2016-17. (2020-21 data was affected by the impact of Covid lockdowns and restrictions on some business activities).

The days lost due to injuries has also reduced significantly over time. Over 90% of all injuries resulted in fewer than 7 days off work.

| Incident category            | 2013-14    | 2014-15    | 2015-16   | 2016-17    | 2017-18    | 2018-19    | 2019-20    | 2020-21    | 2021-22    | 2022-23    |
|------------------------------|------------|------------|-----------|------------|------------|------------|------------|------------|------------|------------|
| RIDDOR Reportable Injuries   | 23         | 20         | 19        | 12         | 14         | 8          | 8          | 6          | 9          | 5          |
| Lost Time Injuries           | N/A        | N/A        | N/A       | 32         | 28         | 27         | 28         | 15         | 22         | 18         |
| Non-reportable Injuries      | 313        | 275        | 207       | 238        | 236        | 261        | 262        | 177        | 171        | 203        |
| RIDDOR Dangerous Occurrences | 4          | 1          | 2         | 3          | 1          | 2          | 1          | 1          | 1          | 0          |
| Near Misses                  | 1,986      | 2,574      | 5,020     | 4,963      | 5,779      | 4,514      | 4,395      | 3,476      | 1,911      | 2,211      |
| Positive Interventions       | 16,299     | 17,691     | 19,457    | 28,510     | 45,698     | 56,457     | 73,754     | 87,472     | 73,335     | 72,567     |
| RIDDOR Reportable Diseases   | 0          | 0          | 0         | 1          | 1          | 0          | 0          | 0          | 0          | 0          |
| HSE Enforcement Actions      | 0          | 0          | 0         | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
| Days Lost To Injuries*       | 997        | 872        | 1,007     | 730        | 925        | 548        | 826        | 446        | 350        | 398        |
| Days Lost Due To Illnesses** | 25,905     | 25,114     | 28,416    | 26,240     | 29,922     | 30,836     | 30,930     | 23,102     | 27,224     | 34,091     |
| Average No. Employees (FTE)  | 4,924      | 5,324      | 4,860     | 5,275      | 5,765      | 6,390      | 6,081      | 5,723      | 5,473      | 5,594      |
| Total Hours Worked In Year   | 10,077,398 | 10,538,730 | 9,544,613 | 10,643,211 | 11,727,759 | 12,209,136 | 12,138,308 | 11,242,005 | 10,298,530 | 10,784,933 |

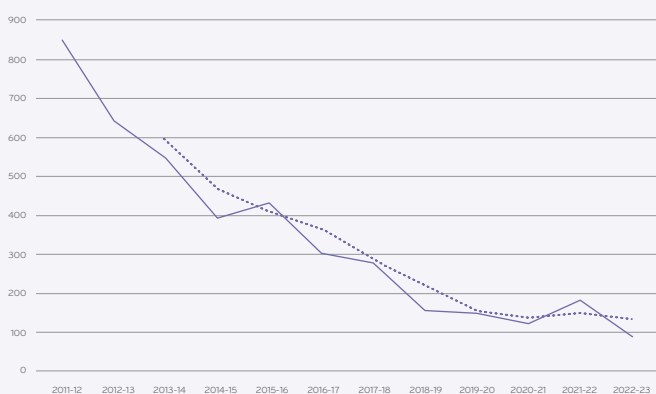
\*Days lost within the year, including any carry-over days from previous year. \*\*All illness, including non-work related absence.

|  | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| RIR – RIDDOR Reportable Incidents*       | 548     | 394     | 432     | 303     | 278     | 156     | 148     | 122     | 183     | 89      |
| AIR- non-reportable Injuries             | 6,357   | 5,165   | 4,259   | 4,512   | 4,094   | 4,085   | 4,309   | 3,093   | 3,124   | 3,629   |
| Working Days Lost To Injury Per Employee | 0.20    | 0.16    | 0.21    | 0.14    | 0.16    | 0.09    | 0.14    | 0.08    | 0.06    | 0.07    |

\*Includes all RIDDOR Injuries, Diseases and Dangerous Occurrences.

It is worth noting that these numbers do not take account of the hours worked by the many smaller companies who work for Welsh Water, while the performance data does include all incidents reported by them while working our activities. It is worth noting that these numbers do not take account of the hours worked by the many smaller companies who work for Welsh Water, while the performance data does include all incidents reported by them while working our activities.

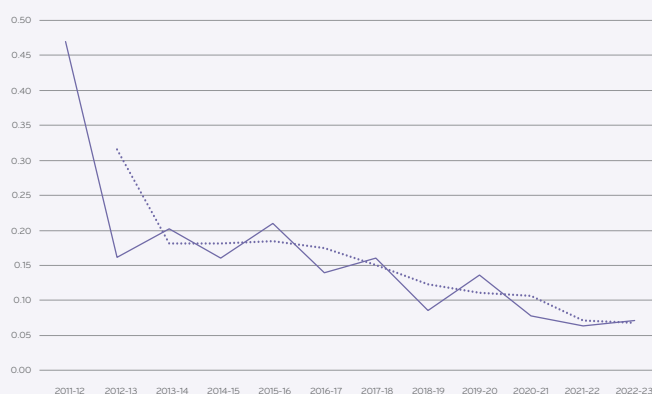
#### — REPORTABLE INCIDENT RATE (RIR) PER 100,000 EMPLOYEES



#### — NON REPORTABLE ACCIDENT INCIDENT RATE PER 100,000 EMPLOYEES



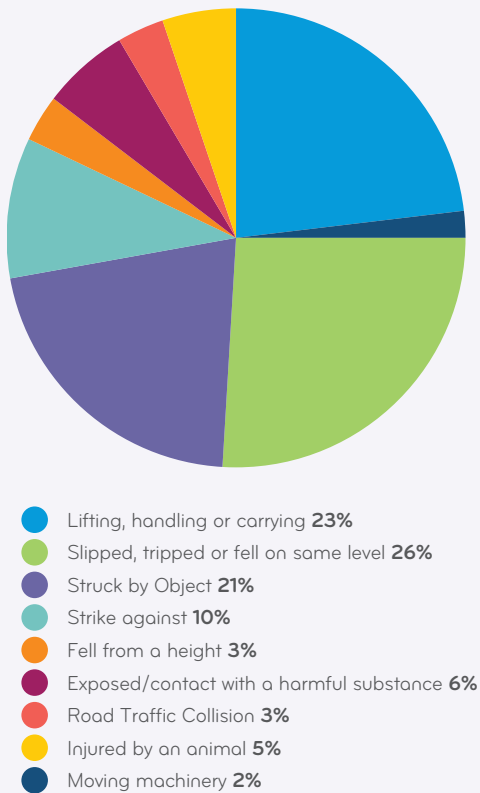
#### — INJURY DAYS LOST PER EMPLOYEE



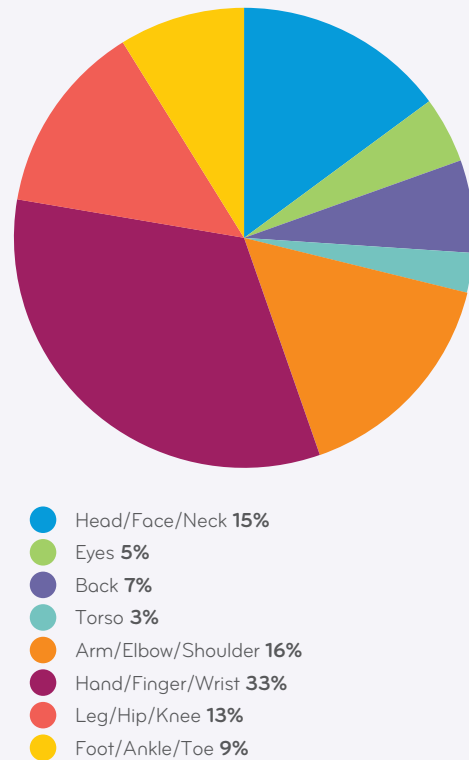
— Actual Figure      ..... Moving Average



## — CAUSE OF INJURY



## — BODY PART INJURIES



## — SPECIFIED INJURIES TO WORKERS

Specified injuries to workers that require reporting to the HSE are defined in RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) and are mainly concerned with work related accidents resulting in fractures, amputations, permanent loss/reduction of sight, serious burns, or loss of consciousness.

In 2022-23, 2 out of the 5 reportable injuries to Welsh Water employees and contractors were classified as 'specified injuries' under RIDDOR. This compared to 5 out of 9 last year, showing a reduction in injury severity.

One of the specified injuries reported was a fractured vertebra after an employee slipped and fell on ice. The other was the loss of the end of a finger when a contractor caught their finger on a drill bit while it was rotating.

The remaining 3 reportable injuries during 2022-23 were lost time injuries resulting in the individual being away from work, or unable to perform their normal work duties, for more than seven consecutive days as the result of their injury.

## — LOST TIME INJURIES

We saw a reduction in the number of lost time injuries compared to last year. Our lowest ever recorded number was in 2020-21. While it is hard to directly confirm the reasons for this, it is likely to have been the result of more people working from home, cessation of some work activities during lockdowns and a heightened awareness on health and safety risks during the Coronavirus pandemic.

## — DANGEROUS OCCURRENCES

There were no RIDDOR dangerous occurrences reported during 2022-23.

## — REPORTABLE DISEASES

There were no RIDDOR diseases reported during 2022-23.

## — MONITORING DAYS LOST DUE TO ILL HEALTH

In 2022-23, 34,091 working days were lost as a result of ill health amongst the 5,594 Welsh Water and Partner employees giving an average number of days lost per employee of 6. While the majority of this absence is not caused by work, it has an impact on individuals and the business. We need to ensure we are effectively managing sickness absence and supporting employees and contractors to be able to return to health and to work.

## — NEAR MISS REPORTING AND POSITIVE INTERVENTIONS

We have continued to focus on encouraging employees and partners to report near misses and have defined them as 'an event or incident that had the potential to cause harm, without actually doing so'. Near misses are investigated by managers and the resulting information is used to notify others of potential risks and to revise safe working processes and procedures.

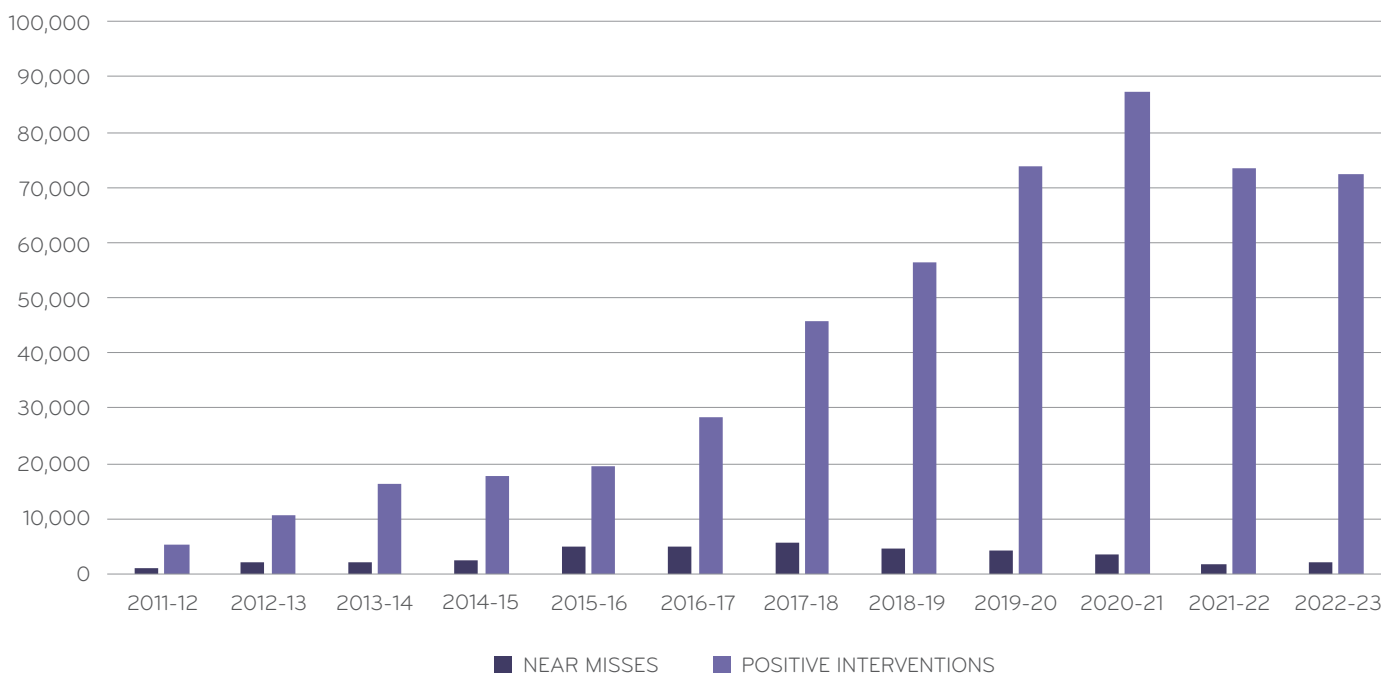
During 2022-23, 2,211 near misses were reported. The number of these types of incidents being reported has reduced in the last couple of years. We have reviewed our data capture processes to ensure that these are truly near misses, rather than positive interventions.

We have continued to encourage our employees and contractors to make Positive Interventions and take action where unsafe acts or conditions are observed.

Over 72,500 interventions have been reported in the last year. This is not as high as 2020-21, however this was at the height of the pandemic when we saw a significant increase in the number of safety conversations related to reinforcing Covid-19 controls.

We believe that taking action to address these hazards and unsafe behaviours this has led to the prevention of some near miss incidents and also prevented accidents and injuries.

## — NEAR MISSES/POSITIVE INTERVENTIONS



## — ENFORCEMENT ACTIONS AND REGULATOR ENGAGEMENT

There were no health and safety improvement, prohibition notices or HSE prosecutions against Welsh Water during 2022-23.

In September 2022 a case of Avian Flu was confirmed in a dead wild bird found on site at Llys Y Fran. An outbreak had occurred on a poultry farm in Pembrokeshire and some cases had been detected in the local wild bird population.

The site saw a significant increase in the number of dead birds found, and we sought advice from Public Health Wales to ensure we had put appropriate controls in place to protect both the public and employees. This was closely monitored by the site team and awareness of this hazard and the procedure to report any issues was shared with all employees.

We also worked with Marine Accident Investigation Board (MAIB) who were investigating the 4 paddleboarder fatalities that occurred in Haverfordwest on 30th October 2021.

Their final report was published in December 2022. While there were many contributory factors to this incident that were outside of our control; we engaged external expertise to risk assess the weir and identify any actions that could help prevent or mitigate a recurrence. We have also been working with Pembrokeshire Council and the Port of Milford Haven regarding this tragic incident.

## — HEALTH AND SAFETY EXECUTIVE (HSE) COMAH PLANNED INTERVENTIONS

We are subject to Health and Safety Executive (HSE) audits of our management controls at one of our Water Treatment Works which is a Lower Tier COMAH (Control of Major Accident Hazards) site. These audits have included reviews of the Process Safety Performance Indicators (PSPIs) we use to monitor that this site is operating safely, along with plant maintenance and management arrangements.

As part of the planned HSE intervention programme for 2022-23 both HSE and Natural Resources Wales (NRW) representatives visited our site in May 2022. The main focus of this intervention was to review the Emergency Exercise that we undertook in conjunction with the South Wales Fire and Rescue Service, South Wales Police and Swansea City Council. This took place in March 2022 and NRW attended the exercise as observers. They also reviewed the site Major Accident Prevention Plan (MAPP), Emergency Response Plan and operational team Competency Matrix. No legal actions were identified.

In September 2022, Swansea Council Emergency Management Service facilitated a multi-agency exercise designed to test the emergency plans of all agencies who may participate in the event of an incident at our COMAH site. This looked at both the on and offsite plans and was deemed a success. An action plan has been produced with some suggested improvements that will be incorporated in future exercises.

## — CONCLUSION – PERFORMANCE DATA AND FUTURE CHALLENGES

We have continued to undertake best practice benchmarking of our health, safety and wellbeing programmes. During the year, health and safety team members have participated in a range of meetings and events with other water companies and external bodies.

The performance detailed in this report shows that Welsh Water has continued to maintain and make improvements. The previous two years (2020-22) were impacted by the pandemic due to a combination of lockdowns with many employees working from home, our visitor and education centres being closed, and changed our ways of working to avoid entering customer properties.

We recognise that this last year has also been a very challenging year, as we had the driest summer period in many years followed by some severe freeze thaw events over winter.

Our goal for 2023-24 is to continue to drive down the number of avoidable incidents as we embed our hybrid working model as our new way of working post-pandemic. In addition, climate change predictions suggest that extreme weather events will become more frequent.

We need to ensure that our assets are resilient and that we ensure our colleagues and contractors do not become fatigued and at increased risk of injury as a result of responding to these challenges. Ensuring we build a proactive and just safety culture and hold effective health and safety conversations will continue to be of focus within our improvement activities.



Delegates at the 2022 H&S Conference and Awards Event

# OCCUPATIONAL HEALTH AND WELLBEING

As part of our management of occupational health within Welsh Water, we have a contract with Insight Workplace Health. This contract provides a proactive and comprehensive occupational health service to all our employees.

## The aim of the service is to:

- Implement occupational health programmes that, as a minimum, meet the requirements of legislation and recognised best practice.
- Ensure that employees are fit for their roles and assist managers to help employees return to work following sickness absence due to illness or injuries.
- Increase employee awareness of general health issues, which in turn will support them to make informed choices about their lifestyles and working practices.

Welsh Water receives no confidential information from Insight in respect of individuals. Where, as the employer, we are requested to make adjustments in the workplace to accommodate the circumstances of an individual employee, and the individual expressly consents; certain information may be shared.

Regular reports are produced by Insights on their services and reviews are held with them to identify trends and ensure that effective support is in place. 370 management referrals for advice on employees were made to Insights during the last financial year along with 237 review appointments. Most referrals were for either mental health issues or musculoskeletal disorders (38% and 26% of cases respectively).

Our annual programme of operational health surveillance commenced in September 2022 for eligible employees who were subject to a range of tests, relevant to their role. These appointments were held at Insights' 3 regional clinics, with 5 Welsh Water operational sites being used for those working in more remote areas. Out of a population of 843 employees that were seen, 52 individuals were referred for further advice. This process enables us to effectively support employees and to identify and manage potential health risks before they result in employee ill health.

Insights have worked with us during the year to support managers and employees to identify health risks arising from work activities and any health conditions that may affect employee wellbeing and performance at work. They provide confidential and objective occupational health advice.

This allows the business to make timely and effective interventions to both support employees and enables managers to manage risks and prevent sickness absence.

We have worked closely with Insights to implement our attendance management policy and procedures and to support employees who have longer term health conditions identify reasonable adjustments. We have task analysis tools and phased return processes in place to support colleagues to remain in and return to work. In addition, Insights are now also able to provide specialist psychiatric assessments and support for more complex mental health needs.

In addition, Welsh Water continues to offer an Employee Assistance Programme (EAP) that is available to all employees and their families. As well as providing information via a website, phone App and telephone service, it includes free access to counselling sessions to support individuals to effectively manage their mental health and wellbeing. We have promoted this service as part of our mental health awareness campaigns and provided colleagues with free access to the Headspace App which provides relaxation techniques.

We have 39 trained 'Wellbeing Champions' across the business to support colleagues and managers to maintain positive mental health and wellbeing. We are also signatories of the Time to Change Wales pledge and are supporting the HSE's Working Minds campaign. In January 2023 we hosted a Time to Change Wales network event at our Ty Awen office as part of our Resilient Restart mental health and wellbeing campaign.

We have a package of wellbeing initiatives to help support employee fitness to work. This includes tailored health and wellbeing awareness campaigns, gym membership benefits, and an employee healthcare provision to support employees to get back to work more quickly. To support healthy hybrid and mobile working we have an online DSE training and risk assessment system.

We provided advice and events throughout the last year including personal and financial resilience, menopause awareness, maintaining health, fitness and good posture, and bereavement in the workplace. We have also offered smoking cessation support.

A specific focus of our health awareness over the last year has been mental health and wellbeing. Our 'Resilient Restart' campaign encouraged colleagues to take positive actions to maintain good health and wellbeing. We have reviewed and updated our mental health and stress at work policy and guidance for managers and employees. We have also set up a dedicated intranet page bringing together all our wellbeing information and resources.



# OCCUPATIONAL HEALTH AND SAFETY (OHS) MANAGEMENT SYSTEM AND RISK

## OHSAS 18001:2007 and ISO 45001

The Welsh Water health and safety management system has been based on and accredited to a series of external standards. The system was initially assessed against the Occupational Health and Safety Assessment Series (OHSAS) 18001:1999 standard in 2007-08 and was migrated to OHSAS 18001:2007 in 2009.

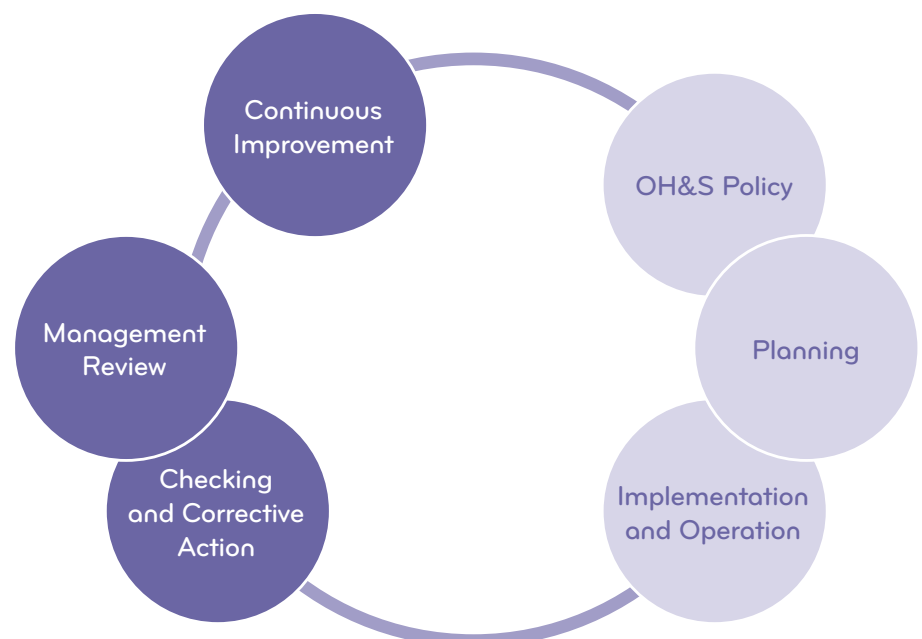
OHSAS 18001 was a British Standard that was replaced by a new International Standard for Occupational Health and Safety Management Systems ISO 45001:2018. We successfully attained ISO 45001 in November 2019.

As with ISO 9000 and ISO 14001, the ISO 45001 system is built on a cycle of plan, do, check, review and improve. ISO 45001 specifically encourages the incorporation of health and safety into the broader management system of an organisation.

- Senior management are expected to take a stronger top-down leadership role, driving performance improvements into action and taking responsibility for the protection of their employees.
- Health and safety responsibility and engagement should be embedded as widely as possible with all employees understanding how they can support and contribute to a culture of health and safety.
- Health and safety should be seamlessly part of 'business as usual', with everyone being aware of the objectives and advantages of a safe and efficient workplace and empowered to contribute to it.
- The standard is also intended to encourage increased 'risk-based thinking' with a more proactive, flexible and preventative approach based on remedying a broader range of risks before they materialise.

The last internal audit of our health and safety management system against the ISO 45001 standard was completed in March 2023 and was graded as Full Assurance. The last external assessment against 9001,14001 and 45001 was completed in December 2022 with 19 audits completed across a range of water, waste and support functions. There were no major non-conformances found. Only 4 minor non-conformances were identified, and all actions are being tracked to completion.

This independent certification process, and the regular compliance audits ensures that we continue to take effective measures and implement rigorous controls to identify and manage the health and safety risks associated with our business activities. We also hold internal annual reviews of the effectiveness of our OHS management system and use these as an opportunity to identify and drive continual improvement.



## — HOW WE MONITOR AND MANAGE OHS RISK

Underpinning our health and safety management system we have internet-based tools for recording and reporting injuries, incidents, and illnesses along with near misses and positive interventions.

Our IT system, Assure was launched in 2015 and we have worked closely with the business to effectively embed and utilise this tool. It provides a facility for action tracking and local management of incident reports and allows managers to develop tailored health and safety performance dashboards to suit their needs.

All incidents must be immediately reported and investigated by relevant line managers. Main contractor partner organisations are also required to provide monthly OHS performance reports.

Illness and sickness absence records are maintained by Welsh Water and contract partner Human Resources departments. These records allow us to identify the causes and monitor the rates of sickness absence.

We have developed and improved the quality of our internal performance reports over time to ensure that meaningful data is presented and areas for improvement are clearly identified. We are continually looking to see how we can further enhance the use of the dashboards and reports to help managers to monitor and manage their performance locally.

## — OCCUPATIONAL HEALTH & SAFETY TRAINING AND COMPETENCE

The key health and safety knowledge and experience needed for all roles has been mapped out and any mandatory training is identified against individuals in our HR systems. Training and development needs are reviewed annually. Courses are practical with face-to-face training and assessments where required. We monitor the completion of key health and safety training as a leading indicator in our management and quarterly Board reports.

We deliver bespoke corporate induction health and safety sessions for new employees, apprentices and graduates. Competence checks are carried out on key activities and employees are 'signed off' as fit to carry out tasks as part of Personal Work Plans. In addition, there is a passport scheme in place for contractors working on our potable supply pipes which has been extended into other Capital contracts where appropriate.

During the Coronavirus pandemic, we continued to develop and deliver a range of bespoke training courses, however many of these were delivered virtually using a combination of E-Learning and online training sessions. Those courses that required an essential practical element, such as confined spaces training, were altered to be Covid-secure by limiting the numbers attending sessions and redesigning elements to ensure good hygiene and social distancing were maintained.

Post – pandemic we have reviewed all training courses and identified those that are more effectively delivered in a classroom or site environment and those that will remain as E-learning or online sessions. We will continue to monitor the effectiveness of these to ensure that they are achieving the desired aims.

## — PROMOTING GOOD PRACTICE

The following illustrates some actions taken in 2022-23 to mitigate OHS risk and raise awareness:

### Welsh Water health and safety days:

Over the last 12 months we have held several company-wide health and safety days and awareness campaigns. Information, presentations, webinars and films have been produced and shared with all managers to review with their teams. Directors and managers have met physically and virtually with teams across the business to discuss health, safety and wellbeing.

In the last year we have focussed on our STEP just safety culture, lone working, manual handling, DSE and back care, mental and physical health and wellbeing, and winter preparations (including health and hygiene and slips, trips and falls).

Many teams have also carried out targeted health and safety events during the year to focus on specific topics relevant to their activities. These have included reminders about how to 'Take 5' and have effective health and safety conversations, how to look after health and wellbeing, good contractor management practices and sharing learning from incidents.

### STEP (Safety Takes Every Person) safety culture programme:

We actively encourage all employees to have regular health and safety conversations. Executive directors and senior managers have quarterly objectives to conduct site and team health and safety visits and report back on their conversations. This is one of our lead indicators in our Board quarterly health and safety performance reports.

Since 2014 we have developed and delivered STEP safety culture training and awareness programmes. These have been aimed at managers and supervisors and have been supported with workshops and briefing materials that they can use with their teams. Alongside this teams have appointed STEP Champions. Each year, new materials are developed for them to deliver which incorporate health and wellbeing messages. A short case study on this STEP programme was included on the HSE website to support their H&S Strategy, enabling us to share ideas and improvements with others.

As a key part of our AMP7 health and safety improvement plans we appointed Tribe Culture Change to work with us to further develop our STEP programme. Due to the pandemic, this programme has all been delivered online. During 2020 we delivered 4 STEP webinars for over 650 managers and supervisors. These covered a range of safety culture aspects including Mindset, Trust and Just Culture, Engagement and Team Resilience. In addition, two workshops were held for over 200 STEP Champions introducing them to a bespoke safety conversation book that they can use with their teams.

We built on this in 2021 and 2022 by developing half day workshops for line managers utilising bespoke films and a series of shorter webinars tailored specifically for Directors and senior managers. This was supported with some Talking STEP podcasts, newsletters and an annual STEP safety standdown session for all colleagues. During 2022-23 over 400 colleagues attended workshops and 93% of employees participated in the STEP standdown session.

We also published a monthly H&S E-Newsletter 'Safety Net' summarising all key performance information and items for action in one communication for managers and teams to review.

#### TRACA coach programme:

To support our manual handling training programme and ensure that colleagues continue to use safe handling techniques we have 314 trained 'Traca' coaches. The coaches carry out manual handling observations and support employees and managers to identify any areas of concern. They will also support employees returning to work after injuries to ensure they are able to safely carry out their role. Completion of these observations are one of our leading indicators. The Traca Coaches have a Yammer group for sharing queries and improvement ideas and 137 coaches participated in sharing workshops during 2022. We have also published a new guide to the different types of manhole covers and lifting tools that colleagues may need to use.

#### Process safety and best practice benchmarking:

There is an active Process Safety Steering Group that co-ordinates all our process safety improvement activities. It is Chaired by a Managing Director and oversees several specialist working groups covering digester safety, fire and explosion risk management, toxic gas risk management and electrical safety. The working groups monitor our management processes and identify improvements along with reviewing learning from audits and incidents and sharing ideas and innovations from our external contacts.

A main area of focus has been to learn from the tragic explosion incident at a Wessex Water site in December 2020 and review the controls in place to manage the process safety risks within our Advanced Anaerobic Digester sites. This has included a series of internal and external site audits utilising process safety expertise to identify further enhancements to sites, where appropriate. We have also worked with other water companies to share industry best practice in the management of Dangerous Substances and Explosive Atmospheres.

#### Major risk reviews:

We have identified the 'Top 10' health and safety risks associated with our activities. These are those risks that have a low probability, but a high severity, should they arise. A rolling programme of major risk assurance reviews has been built into our health and safety improvement plans. During 2022-23 the Health and Safety Team have reviewed the management controls in place for working in confined spaces and electrical safety risk management.

#### Water Networks Alliance (WNA):

We have taken the learning from working closely with our capital partners over the last 10 years to establish a strong health, safety and wellbeing focus within the WNA. Operatives have been actively engaged in trialling new plant and equipment and have participated in site stand downs and audits.

The alliance has also developed their own safety culture training programme and increased their focus on occupational health and wellbeing.

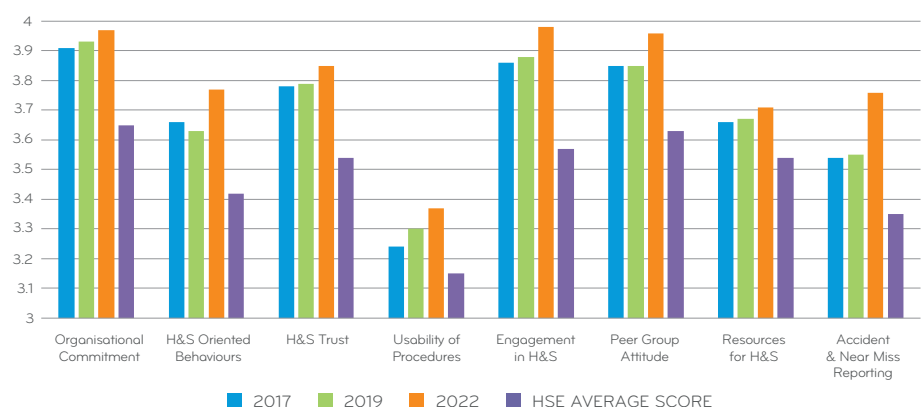
#### Employee Engagement and Climate Surveys:

The results of our last employee engagement survey in November 2022 showed that 98% of employees understand their role and responsibilities in creating a safe work environment. 94% feel comfortable in reporting any safety concern and 94% believe Welsh Water is committed to employee safety, which is a further improvement on 2021 and is great to see.

We have previously used the HSE Climate Survey tool to provide more detailed feedback on areas for improvement. In 2022 we carried out our third survey. 61% of all employees responded and we scored above the HSE average scores for all the different aspects of health and safety management. Each team used this information to identify areas for further improvement and put in place local action plans.

During 2022, our safety culture provider also held 15 focus groups with a cross section of employees to help to identify any key areas of good practice and where we could further improve. This information has been used to help develop our STEP programme for 2023-24.

### — H&S CLIMATE SURVEY – OVERALL SCORES

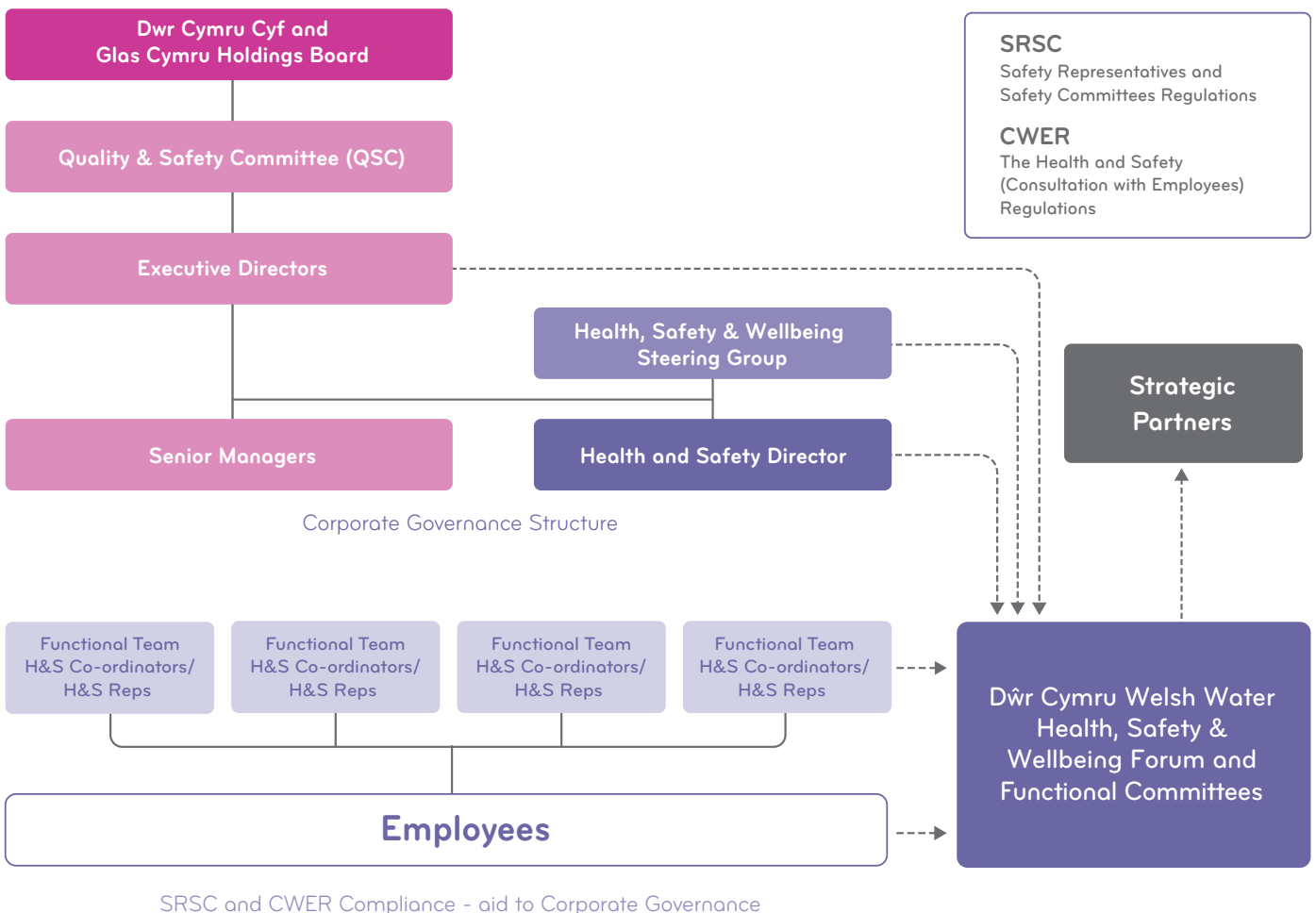


# GOVERNANCE

Welsh Water has in place a health and safety management system that is accredited to the ISO 45001 Occupational Health and Safety Management standard. We have defined policies and procedures and established systems to manage all aspects of our operations. The standard provides a framework that supports continuous improvement to prevent injuries and ill health.

The management system is subject to regular audits by an external accreditation body. In addition, Welsh Water has established a programme of internal audits, which are designed to identify any opportunities for improvement.

Our arrangements to monitor and review our health, safety and wellbeing performance are described in this Organisational Structure chart.





## — MONITORING PERFORMANCE

### **Board and Executive review of performance:**

A health and safety Monthly Management Report is produced for the Executive and Board. Alongside this, more in-depth quarterly reports are presented to the Board Quality and Safety Committee (QSC) meetings for their review. In addition to performance, this report addresses key issues of health, safety and wellbeing policies and procedures, training and regulatory engagement and communication. QSC members also review the health and safety policy statement and the annual health and safety report before they are published. This report is shared with our Members and health and safety performance updates are included in the biannual Members meetings.

The Board and Executive undertake bespoke health and safety training at 3 yearly intervals. Board and Executive team members have previously completed the National Examination Board in Occupational Safety and Health (NEBOSH) HSE Certificate in Health and Safety Leadership Excellence. This enabled them to reflect on and further develop their personal health and safety competence and leadership. In the last year we worked with a Principal Consultant at Eversheds Sutherland to deliver two half day workshops. These looked at how effective Boards and Executive teams can ensure that health, safety and wellbeing remain integral to company activities.

### **Health, safety and wellbeing steering group:**

Monitoring and review of overall health and safety performance and progress against improvement initiatives has been undertaken during quarterly meetings chaired by the Managing Director leading on health and safety. This group involving several Directors and Heads of Service was established in 2011 and has ensured that business focus is kept on improving health, safety and wellbeing. They review performance, learning from incidents, and analyse the outputs of sub-groups including improvement projects and internal reviews. This has included the findings from internal and external audits and emergency exercises.

### **Health, safety and wellbeing consultation forum:**

This Trade Union consultation group meets quarterly to review policies, procedures and performance and to consider opportunities for further improvements to our management arrangements. Chaired by the Managing Director leading on health and safety, the forum is aligned to the Health, Safety and Wellbeing Steering Group, which approves priorities and, where required, resources. This group also carries out site and team visits engaging with colleagues and reviewing learning from injury investigations to better understand how health and safety arrangements are working in practice and identify future improvements.

### **Local management information:**

A monthly health and safety performance dashboard is produced for use by teams and is displayed on site notice boards. Managers have direct access to their team's incident reports and can also track progress on safety conversations, positive interventions and inspections via electronic dashboards. There are also operational leadership team specific reports that are cascaded through line management to support performance monitoring and management locally.

## — CONTRACTOR HEALTH AND SAFETY MANAGEMENT

### **Selection of contractors:**

Before any contractor is appointed to work for Welsh Water, the company will be required to provide evidence of a current SSIP (Safety Schemes in Procurement) registration as a minimum. This is one part of the full procurement process for contractor assessment.

During 2021 the health and safety team supported our Capital teams to evaluate the tender submissions for our new framework partners for major and minor civil works and our mechanical and electrical frameworks. These companies started working with us in 2022 and we are monitoring their performance to ensure that we maintain expected standards.

### **Setting performance targets:**

As part of the appointment process for main contractors and partners, Welsh Water managers supported by the Health and Safety team will meet organisations and discuss their health and safety management arrangements.

This will include any company specific health and safety improvements and objectives; delivery of which will form part of their contracts.

### **Monitoring contractor performance:**

Our performance monitoring includes both pro-active and re-active monitoring arrangements. During 2022 Welsh Water teams completed 870 capital partner inspections. Health and safety performance is discussed at routine contract review meetings. Any recommended improvements identified during contract performance reviews are based upon a joint assessment of the risks and can include both quantitative and qualitative targets. Any partner improvement action plans are reviewed and updated on a regular basis.

In 2022 we also held a series of half day workshops with key operational and capital contractors looking at how we can work together to prevent injuries and ill health, with a specific focus on smaller companies including their suppliers and subcontractors.

### **Contract partner health and safety forums:**

Monitoring and review of contractor health and safety performance is also undertaken during regular meetings between Welsh Water's Health and Safety Managers and the managers of our main partner organisations. These groups review progress against improvement action plans, together with details of any reactive events such as accidents and incidents. Audit reports are discussed and checks made to ensure that any corrective actions have been closed out within agreed timescales. Best practice and lessons learned are identified and, where appropriate disseminated further.

The Capital Partner Alliance has also used these forums to develop joint standards and have held seminars, workshops and construction site visits targeting key areas of risk. Key topics in the last year have included dam safety schemes and site supervision.

Capital alliance partners have also been participating in bespoke online STEP sessions looking at safety culture and how they can display safety leadership behaviours. Over the last two years over 40 online sessions have been held with over 400 attendees.

## — AUDITING PERFORMANCE

### Internal and cross partner audits:

Welsh Water has arranged programmes of cross partner safety management system reviews, where contract partners are 'audited' by their peers. These reviews can be used to demonstrate conformance with policy and procedures, but this is not the only benefit. They also provide a long-term view of the health and safety competence of our contract partners and give them a view of health and safety procedures and processes in other organisations. This facilitates considerable sharing of good practice and cross fertilisation of ideas.

In 2019 the Capital Alliance developed a new contract partner health and safety control framework identifying key areas of risk. Partners are self-reporting against the standards within this and it has also been used to drive a series of targeted site audits – identifying conformances, non-conformances and best practice. The learning from these reviews is shared across all participants.

### Insurer reviews and risk management support:

We have close working relationships with our contract partners and have extended this good practice to encompass other service providers, including the companies that provide insurance for the business and our capital programme. Our insurers have attended H&S forums and events and visited Capital Alliance site projects. This working relationship has benefits for both parties. Their risk management support can be used to help us to clearly understand any risks and we benefit from their work with other clients who might have different procedures for preventing incidents, injuries and ill health.

### ADR (Carriage of Dangerous Goods by Road) Inspections:

We are externally audited on our compliance with the ADR legislation. In May 2022 ADR reviews were completed at 3 of our Water Treatment Works across Wales. The resulting audit reports showed an excellent standard of compliance with the legal requirements with no recommendations for improvement. The next inspections will take place in 2024.

## — CONTINUOUS IMPROVEMENT ACTION PLANS

There is a team specific 'unit assessment' process in place. This identifies the main health and safety risks and management controls that should be in place for each team. These unit assessments cover a 3-year period and are reviewed regularly to ensure that team procedural briefings are delivered and that risk controls are in place.

Progress against unit assessments is monitored by line management. We continually review the effectiveness of this process and work with users to further develop our health and safety monitoring and improvement tools.

We have continued to see how we can use new technology and IT systems such as Apps to produce dashboards and enable access to forms reducing the use of paper and streamlining processes for mobile workers. We have also rolled out a gas monitor function to many of our lone worker devices, reducing the need for colleagues to carry two different devices.

Each year we also carry out a series of emergency exercises to help us to review and improve our management arrangements. In 2022 we undertook an internal emergency exercise to test our response to a major health and safety incident. This included a simulated explosion on one of our sites resulting in serious injuries. The exercise worked well and we identified some suggestions for further improvements for our guidance and training materials.

## — INDUSTRY REPORTING

Good governance includes proactive, open and transparent reporting relationships with key stakeholders. In this respect, key stakeholders include the community we serve, Welsh Water's regulators, supply chain partners and Government, as well as all employees across the business. This annual report is shared with our members and published on our website for all stakeholders to access.

Historically UK water companies were required to submit a report to the industry regulator Ofwat on their health and safety performance. This included occupational health and safety performance data for core employees and partners and was commonly referred to as 'Table 41'. In addition, Ofwat has previously selected one or more occupational health and safety specific topics on which all companies must report. All performance data previously submitted to Ofwat is available to the public and can be viewed on their website.

From 2012, there was no specific requirement to submit health and safety data to Ofwat. However, Welsh Water has continued to participate in a water industry cross-company performance benchmarking system that is supported by the Water UK Occupational Health and Safety Group and we continue to share best practice with others including the Health and Safety Executive.



David Davies, MP  
– Mayhill visit 2022

# RECOGNISING EXCELLENCE AND ACHIEVEMENTS

## — HEALTH & SAFETY CONFERENCE

We have held an annual health and safety conference for many years, apart from in 2020 due to the Coronavirus pandemic. These events have been one of the highlights of the year, involving over 300 individuals, including executive and non-executive directors, senior managers, safety representatives, contractors and colleagues from across the business.

In June 2022 we held our fifteenth annual health and safety conference. It was great to be able to hold this in person after having a virtual only event in 2021. Delegates were able to meet up at Swansea University, listen to presentations, participate in workshops and build their health and safety knowledge and contacts. The conference theme was 'Together Every STEP of the Way'. This was in recognition of how all our colleagues and contractors can contribute to health, safety and wellbeing, keeping themselves and customers safe, healthy and happy.

The keynote presentation was from Tribe Culture Change who delivered an interactive session centred on having effective health and safety conversations.

Delegates were also able to participate in a series of workshops highlighting key aspects of our health and safety management system. These included sessions covering:

- Capital Evolution and New Technology  
– hosted by GAP Group Hire Solutions
- Staying Safe Behind the Wheel  
– hosted by FMG
- Good Posture and Exercise  
– hosted by Good Stretch
- Just Culture  
– hosted by Tribe Culture Change

## — EXCELLENCE AWARDS

Introduced in 2007, the Welsh Water Occupational Health and Safety Excellence Awards recognise excellent performance by our employees and contract partners. Each year there are awards for health and safety excellence and awards for individuals and teams to recognise their outstanding contributions to health and safety. These awards have been a highlight of the annual health and safety conference and the finalists in each category have been showcased and the winners formally recognised at these events.

In 2022, we had a total of 33 entries from across the business and our contractors showcasing all their hard work from the previous 12 months. These were reviewed by a judging panel and the finalists in each category were invited to attend the health and safety conference event where a short film was shown of their submissions. The winners were recognised with trophies that were presented on the day.

The Welsh Water Team Health and Safety Award winner was the Biosolids team. This was in recognition of their development of a bespoke soil sampling auger tool to effectively prevent manual handling injuries and musculoskeletal disorders.

The Capital Projects and Contractors Health and Safety Award winners were the Dam Safety Team for the Llyn Alwen scheme. This was a very complex scheme involving the replacement of valves and pipework within a dam. This required specialist divers working in 20m of water with poor visibility alongside pipeline contractors and the use of Remote Operated Vehicles. Many specialists came together to successfully plan and deliver this scheme safely providing more resilient assets for the benefit of future generations.

The Operational Contractor Health and Safety Award winner was Morrison Water Services for their video risk assessment process. They identified a need to improve the way that they captured and assessed risks while working out in the highway and customer properties.

This involved implementing an IT system to film and capture information using mobile phones that enabled others to view and comment on this in real time.

The Health and Wellbeing Award went to TDW Distribution. This was in recognition of the mobile welfare vehicle that they have introduced to support their tanker drivers during emergency operations. This gave drivers a safe space to eat and rest away from their vehicle cabs while remaining on remote sites during tankering activities.

The Outstanding Contribution Award went to Steven Button, a Jetvac operative in the Wastewater Networks team. He was recognised by his colleagues as someone who always puts safety first and is not afraid to speak up and challenge. He was commended for leading by example, always ensuring that any safety concerns are reported and addressed, and that learning is shared with colleagues.

## — EXTERNAL RECOGNITION

Welsh Water has been recognised by Welsh Government for our work on health and wellbeing. We achieved the Healthy Working Wales Bronze Corporate Health Standard in 2015, the Gold Standard in 2016 and successfully completed the Platinum Standard in 2018.

In 2022 we were subject to both Gold and Platinum revalidation status checks to confirm that we have maintained these standards. This included providing information to an external assessor and being interviewed online. Karen Rogers, H&S Manager led these successful reviews with support from colleagues across the business.





The assessor reported that 'I was really impressed, as I so often have been by Dwr Cymru over recent years! I had the pleasure of speaking to the lead persons for each of the 6 platinum criteria. I had the impression that despite the enormous challenges of the pandemic years, it was very much 'business as usual' in all the Platinum areas, with significant progress being made even since the last Platinum level status check in 2021.'

In 2022 we were also successful in securing a Gold RoSPA Health and Safety Medal Award in recognition of six consecutive years of Gold Awards. To achieve this, we submitted 5 years of H&S performance data for our employees and contract partners and provided a range of evidence-based case studies on our health and safety management arrangements. Some of our contract partners also received external recognition in the last 12 months for their achievements in occupational health and safety.

These include:

- RoSPA Order of Distinction 2022  
– Knights Brown Construction Ltd
- RoSPA President's Occupational Health & Safety Award 2022  
– O'Connor Utilities, Bridges Ltd
- RoSPA Gold Medal Award 2022  
– Envolve Infrastructure
- RoSPA Gold Fleet Award 2022  
– O'Connor Utilities
- FORS Silver Award 2022  
– O'Connor Utilities, TDW Distribution
- FORS Bronze Award 2022  
– Envolve Infrastructure



## — EXTERNAL REPRESENTATION

The Health and Safety Director has been an active member of the Water UK Occupational Health and Safety Group (WUKOHSG) for 23 years. This group works to share learning and improve performance collectively across the water industry. Post pandemic, in addition to monthly online meetings, quarterly face to face sessions are now being held again and Welsh Water hosted the October 2022 event at our Linea head office.

During the last 12 months, members of the H&S and Statutory Maintenance teams have been participating in a Water UK Process Safety Group and have contributed to the development of a new industry information document on DSEAR (Dangerous Substances and Explosive Atmospheres Regulations), identifying how these risks can be effectively managed. A Welsh Water Health and Safety Manager Chairs the water industry occupational health and wellbeing group. This group have reviewed and updated the industry guidance on working with sewage and are developing new industry guidance on occupational health surveillance.

The Health and Safety Director is a Chartered H&S professional and has been a member of the Institution of Occupational Safety and Health (IOSH) for 29 years, including a 6-year period as an IOSH Council member. Within the wider health and safety team, there are colleagues who are also Chartered members of IOSH and several who are progressing through their professional qualifications. The Institution holds regular branch and sector meetings and events and provides training and information to allow health and safety professionals to engage across industries and share knowledge and experience. Welsh Water actively supports IOSH and colleagues have chaired and presented at national and local conferences and events and hosted site visits.

We welcome opportunities to share our approach to health, safety and wellbeing and to learn from others. In recent years we have held meetings and delivered presentations to a range of companies.

Some of these events have been focussed on particular areas, such as our approach to contractor management and our journey to attain the Wales Platinum Corporate Health Standard.

During 2022, we have participated in local and regional H&S groups, the South Wales CIA Responsible Care Cell Group and Hastam Benchmarking exercises. We have hosted site visits for other water companies and have shared information and ideas with fellow health and safety professionals in National Resources Wales, Public Health Wales, Pembrokeshire County Council, the Port of Milford Haven and the Aloud Charity.

We have worked closely over many years with the emergency services and other external stakeholders to promote our 'One Last Breath' reservoir safety campaign. This focusses on educating members of the public about the dangers of unauthorised swimming in reservoirs. It has included presentations at educational establishments alongside some hard-hitting films that have been shared on social media and with other water companies.

There was reduced footfall at our reservoir sites during the pandemic, however we saw a huge influx of visitors when restrictions were relaxed, and the weather improved. This resulted in an increased number of reports of unauthorised swimming and use of equipment such as paddle boards and inflatables in reservoirs. A new film warning of the dangers was developed, and rangers went out on sites raising awareness if risks and advising the public to use designated water sports facilities, where appropriate.

We have also continued to deliver educational materials to schools using a mix of online and virtual technology and classroom and site visits throughout the year.







Health, Safety  
and Wellbeing

