



**Global
Infrastructure**
Consulting Engineers

HEALTH,
SAFETY AND
ENVIRONMENT POLICY

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QUALITY MANAGEMENT SYSTEM (QMS) HEALTH, SAFETY AND ENVIRONMENT (HSE) POLICY

Letter from the Managing Director



Dear Team,

At GLINCE, we don't see health, safety, and environmental responsibility as box-ticking exercises they are built into the DNA of our firm.

As Managing Director, I am personally committed to making sure that everyone who works for, or with, GLINCE goes home safe and well each day. We owe this to ourselves, our families, and the communities we serve. Equally, I believe that our projects must leave a positive footprint not just through engineering excellence, but by protecting the environment and using resources responsibly.

We are proud to work in an industry that shapes the future. That future must be safe, resilient, and sustainable. This policy reflects our values and I expect every member of our team to uphold them in the way they work, lead, and collaborate.

Let's stay alert, stay responsible, and never compromise on safety or integrity.

Sincerely,

Meshack Wasonga Okebe
Managing Director, GLINCE

HEALTH, SAFETY AND ENVIRONMENT (HSE) POLICY STATEMENT

At GLINCE, we believe that every person has the right to work in a safe and healthy environment and that responsible environmental stewardship is a non-negotiable part of delivering quality engineering solutions. Our commitment to health, safety and the environment is not just a compliance matter it's integral to who we are and how we operate.

We actively promote a culture where health, safety and environmental protection are embedded into our decision-making, from project planning to delivery. We are dedicated to eliminating workplace injuries, preventing work-related ill health, minimising environmental impacts and complying fully with applicable laws and standards.

We will:

1. Identify, assess, and manage risks across all our activities
2. Empower staff and partners with the training and tools they need to work safely and responsibly
3. Continuously improve our HSE practices through regular monitoring, feedback, and innovation
4. Engage openly with employees, clients and stakeholders to build shared responsibility for safe and sustainable operations.

Everyone working with or on behalf of GLINCE is expected to uphold these commitments. HSE is a shared responsibility, and success depends on the active involvement of every individual.

1. PURPOSE AND SCOPE

This Health, Safety and Environment (HSE) Policy sets out how GLINCE approaches the protection of people and the environment in all our operations. It provides the guiding principles for managing risks, ensuring compliance and promoting a culture where safety and sustainability are part of how we think, plan, and act.

The purpose of this policy is to:

1. Establish a clear framework for managing health, safety and environmental risks
2. Define our commitment to continuous improvement in HSE performance
3. Ensure our team, partners and clients understand the HSE expectations that guide all our activities
4. Support the achievement of project outcomes without compromising wellbeing or environmental integrity.

This policy applies to:

1. All staff and contract employees, regardless of location or role;
2. Subcontractors, Consultants, service providers working on our behalf GLINCE
3. Interns, volunteers and secondees
4. Board members and external representatives;
5. Visitors and stakeholders engaging with our sites, facilities or activities.

Whether we are managing internal operations, consulting on public infrastructure, or delivering site-based engineering works, this policy provides the foundation for responsible action, aligned with our values and aligned to national laws, client standards and international best practice.

2. OUR COMMITMENT TO HEALTH, SAFETY, AND THE ENVIRONMENT

At GLINCE, our commitment to health, safety, and environmental responsibility is not driven by obligation it's anchored in our identity as an ethical, forward-thinking engineering firm.

We recognise that the environments in which we work physical, social, and ecological are interconnected. Protecting people and the planet is integral to how we define project success. Our goal is not only to meet the minimum standard, but to actively raise the bar on what responsible project delivery looks like.

We are committed to:

1. Providing safe, healthy and inclusive workplaces where risks are controlled and wellbeing is supported
2. Preventing incidents and harm through proactive risk identification and mitigation
3. Minimising environmental impact by using resources efficiently, preventing pollution, and promoting sustainable practices
4. Fostering a culture of responsibility where every team member feels empowered to speak up, intervene, and contribute to safer outcomes;
5. Complying with all applicable HSE legislation, standards and client-specific requirements
6. Learning and improving continually by reviewing our performance, incorporating feedback and staying responsive to new risks and opportunities.

This commitment starts at the top and is expected at every level. Whether in design, fieldwork, or stakeholder engagement, our decisions must reflect our values and those values include safety, respect, and environmental care.

3. LEGAL AND REGULATORY COMPLIANCE

GLINCE is committed to operating in full compliance with all applicable health, safety, and environmental laws, regulations, and industry standards. We understand that compliance is not just a legal requirement it is a baseline for earning trust, reducing risk, and maintaining a licence to operate.

Our approach goes beyond simply knowing the rules. We actively monitor changes in legislation, understand their relevance to our work, and integrate them into our operations. This applies to both our internal processes and the services we deliver to clients.

We ensure compliance by:

1. Identifying all relevant HSE legal and contractual obligations before starting any activity;
2. Incorporating applicable regulatory requirements into project planning, execution, and documentation
3. Training our team and partners on the legal and client-specific HSE expectations that apply to their roles
4. Engaging with regulators, authorities, and stakeholders transparently and constructively
5. Carrying out internal reviews and audits to verify compliance and close any gaps promptly

Where client standards exceed legal requirements, we apply the more stringent requirement. Our teams are empowered and expected to flag potential non-compliances early and take corrective action.

At GLINCE, legal compliance is not an end goal it is the starting point for responsible, ethical, and accountable performance.

4. ROLES, RESPONSIBILITIES AND ACCOUNTABILITY

Creating a safe and environmentally responsible work culture at GLINCE requires shared ownership. While leadership sets the direction, every individual has a part to play in ensuring that our health, safety, and environmental (HSE) goals are met.

We define and assign HSE responsibilities clearly at all levels of our organisation to promote accountability, enable swift decision-making, and ensure that safety is never assumed it is always managed.

Leadership Responsibilities

1. Set the tone by demonstrating visible commitment to HSE principles
2. Allocate adequate resources to support safe practices and environmental protection
3. Integrate HSE into business decisions, planning, and performance reviews
4. Review HSE performance regularly and ensure continuous improvement
5. Encourage open reporting of hazards, near misses, and suggestions.

Managers and Supervisors

1. Implement the HSE policy and ensure team compliance;
2. Monitor work conditions, enforce controls, and respond to unsafe acts or conditions
3. Conduct risk assessments and ensure appropriate mitigations are in place
4. Communicate roles and expectations clearly to all personnel
5. Lead by example and promote a culture of care and accountability.

Employees and Site Workers

1. Take reasonable care for their own safety and that of others
2. Follow procedures and instructions without compromise
3. Immediately report unsafe conditions, near misses, and incidents
4. Participate in training, toolbox talks, and HSE activities
5. Stop any activity they believe to be unsafe and escalate concerns.

Subcontractors and Service Providers

1. Comply with GLINCE's HSE requirements and relevant laws
2. Provide evidence of qualifications and safe systems of work
3. Cooperate during audits, site inspections and performance reviews
4. Address non-compliance promptly and transparently.

At GLINCE, accountability is non-negotiable. We do not delegate responsibility for safety we distribute it with clarity, support it with training and reinforce it through leadership.

5. RISK MANAGEMENT AND HAZARD CONTROL

Risk management is at the core of how GLINCE ensures safe operations and protects the environment. We do not wait for incidents to reveal weaknesses we work actively to identify risks early, assess their impact and implement controls before work begins.

Our approach is systematic, practical and integrated into every stage of our work from design and planning to execution and close-out.

Risk Identification and Assessment

We assess HSE risks for all activities under our control. This includes office-based work, site operations, stakeholder engagements and project-specific hazards. For each, we consider:

1. Potential for injury, ill health or harm to the environment
2. Likelihood and severity of the risk
3. Who or what may be affected workers, communities, assets or ecosystems

Risk Control Measures

Based on the assessment, we apply the hierarchy of controls prioritising elimination or substitution of hazards wherever possible, followed by engineering controls, safe work methods, and personal protective equipment (PPE) as a last line of defence.

We ensure that:

1. Controls are clearly defined, communicated and understood
2. Roles for implementing and maintaining controls are assigned
3. Emergency response measures are in place where relevant

Planning for Emergencies

We prepare for unexpected events by:

1. Identifying credible emergency scenarios (e.g., fire, spill, injury)
2. Establishing clear response procedures and responsibilities
3. Conducting drills and reviewing performance
4. Ensuring access to first aid, fire safety, spill kits and emergency contacts.

Continuous Review and Improvement

We treat risk management as a dynamic process. Risks are re-evaluated:

1. When conditions change or new information emerges
2. After incidents or near misses
3. During routine inspections or audits.

Everyone at GLINCE has a role in recognising and managing risk. We encourage all team members and partners to speak up, act early, and take ownership of hazard control.

6. OCCUPATIONAL HEALTH AND WELLBEING

At GLINCE, we view occupational health and wellbeing as essential to our overall performance. A healthy, supported team is not only safer but also more engaged, resilient and capable of delivering lasting impact.

We are committed to creating work environments that protect physical health, promote mental wellbeing and support work-life balance across offices, project sites and remote operations.

Protecting Physical Health

We take proactive steps to prevent work-related illnesses and injuries by:

1. Identifying health hazards such as noise, dust, manual handling and prolonged screen time
2. Providing appropriate protective equipment, ergonomics and safe work procedures
3. Ensuring access to medical care, first aid, and health surveillance where needed
4. Addressing fatigue, hydration and safe driving during long or demanding workdays.

Risk Control Measures

We understand that mental health matters just as much as physical safety. To support psychological wellbeing, we:

1. Encourage open communication and early intervention
2. Provide reasonable workload expectations and rest periods
3. Promote respect, fairness and inclusion at all levels
4. Maintain confidentiality for those seeking help or raising concerns.

Promoting a Culture of Care

Health is a shared responsibility. We foster a culture where:

1. People look out for one another and speak up when someone may be unwell or struggling
2. Managers are trained to recognise early signs of stress or burnout
3. Wellbeing is considered in planning, not just as a reaction to problems

Contractors, Consultants and Field Personnel

We expect subcontractors to uphold similar standards of health and wellbeing for their workers. Health risks on joint or high-risk projects must be coordinated not passed on or overlooked.

At GLINCE, we believe that success doesn't come at the expense of health. We deliver high standards by taking care of our people and helping them take care of themselves and each other.

7. ENVIRONMENTAL STEWARDSHIP

At GLINCE, we understand that the success of our projects is tied not only to technical outcomes but also to the care we show for the environment. We aim to deliver engineering solutions that minimise harm, conserve resources, and contribute positively to the places and communities we serve.

We view environmental protection not as a constraint, but as a core responsibility one that we integrate into the way we plan, design, and execute our work.

Minimising Environmental Impact

We assess the environmental risks and opportunities associated with each project and take steps to:

1. Prevent pollution of air, water, and soil
2. Reduce waste and encourage reuse or recycling
3. Control emissions and manage hazardous materials responsibly
4. Limit disturbance to ecosystems, vegetation, and wildlife

Efficient Use of Resources

We aim to use materials, energy, and water responsibly across all our operations. This includes:

1. Selecting resource-efficient designs and technologies
2. Planning works to reduce energy consumption and transport impacts
3. Avoiding unnecessary consumption of materials or utilities

Sustainable Project Delivery

We embed sustainability into our engineering services by:

1. Advising clients on greener alternatives where feasible
2. Aligning with applicable environmental legislation, standards, and client requirements
3. Documenting and monitoring environmental performance across the project lifecycle

Climate Awareness and Resilience

As climate-related risks grow, we are working to:

1. Factor climate resilience into our infrastructure planning
2. Promote adaptation measures in flood-prone, drought-prone, or fragile ecosystems
3. Reduce our own environmental footprint wherever practical

Climate Awareness and Resilience

Environmental responsibility requires collective effort. We:

1. Train staff and subcontractors on site-specific environmental expectations
2. Encourage environmentally conscious behaviours at all levels
3. Hold partners accountable for meeting the same standards we set for ourselves

At GLINCE, we believe good engineering leaves no mess behind it leaves a legacy of care, quality, and respect for the natural world.

8. TRAINING, COMPETENCE AND AWARENESS

At GLINCE, we recognise that our people are our most valuable asset and that competence in health, safety, and environmental (HSE) practices is essential to delivering safe, high-quality work. We invest in building skills, growing knowledge, and reinforcing a culture where safety and sustainability are understood, valued, and acted upon.

We ensure that everyone involved in our operations is equipped with the right training and level of awareness for the tasks they perform and the environments they work in.

Building Competence

We provide training that is:

1. Relevant to roles and responsibilities
2. Practical, up-to-date, and responsive to emerging risks or technologies
3. Tailored for both office-based and site-based personnel
4. Delivered through a mix of induction, toolbox talks, refresher courses and specialist instruction

For contractors and consultants working on our behalf, we require:

1. Demonstrated competence in relevant HSE practices
2. Participation in GLINCE-specific briefings where required
3. A shared commitment to continuous learning and improvement

Raising Awareness

We go beyond compliance by encouraging understanding. This means:

1. Ensuring all staff know how their actions impact health, safety and the environment
2. Promoting a questioning mindset — “Is this the safest, cleanest, most responsible way to do this?”
3. Highlighting lessons learned from past incidents and near misses.

Performance and Follow-Up

We monitor training outcomes and address gaps by:

1. Keeping accurate records of staff qualifications and certifications
2. Following up after training to verify learning is applied in practice
3. Encouraging feedback to improve future training content and delivery

Everyone at GLINCE from interns to senior leaders is expected to take ownership of their learning, ask questions when unsure, and help others grow. Because in our line of work, staying informed isn’t just smart it’s safe.

9. INCIDENT REPORTING AND INVESTIGATION

At GLINCE, we treat every incident, near miss or unsafe condition as an opportunity to learn and improve. Prompt reporting and thorough investigation are critical to preventing repeat events and protecting the well-being of our people, the public and the environment.

We do not assign blame we focus on understanding root causes and strengthening systems to avoid future harm.

What Must Be Reported

We expect all personnel including subcontractors and site visitors to report:

1. Injuries, illnesses or medical emergencies
2. Near misses or close calls
3. Unsafe conditions, behaviours or equipment
4. Environmental spills, emissions or non-compliance
5. Property damage or project disruptions linked to HSE failures

No matter how minor something may seem, we'd rather be informed than caught unprepared.

Reporting Procedure

Incidents must be reported as soon as it is safe to do so. The process typically involves:

1. Immediate verbal notification to the supervisor or designated HSE contact
2. Completion of an incident report form within a specified timeframe
3. Activation of any emergency response if necessary

We ensure confidentiality and protection for those who report in good faith.

Investigation and Analysis

For any reported incident or serious near miss, we:

1. Assemble the right team to investigate the event promptly
2. Collect facts objectively and speak to those directly involved
3. Identify both immediate and underlying causes
4. Document findings and define clear, practical actions to prevent recurrence

Corrective and preventive actions are tracked, reviewed, and followed up until fully resolved.

Sharing Lessons and Driving Change

We believe in open learning. Where appropriate, we share incident findings across teams and projects to:

1. Raise awareness of similar risks
2. Reinforce safe behaviours
3. Challenge assumptions and improve processes

At GLINCE, reporting is a strength, not a weakness — and honest reflection is how we get better, safer, and more resilient.

10. COMMUNICATION, CONSULTATION AND ENGAGEMENT

Effective health, safety and environmental (HSE) management at GLINCE depends on clear communication and genuine engagement. We believe that good ideas, early warnings, and practical solutions often come from those closest to the work. That's why we keep communication open, listen actively and involve our people in shaping safer, more responsible outcomes.

Internal Communication

We maintain consistent, clear communication across teams to ensure everyone:

1. Understand the HSE policies, procedures and expectations relevant to their role
2. Is informed about risks, incidents, lessons learned, and changes in procedure
3. Receives timely updates through toolbox talks, briefings, emails, noticeboards and meetings

We keep HSE information accessible, relevant and free from jargon.

Worker Involvement and Consultation

We encourage all staff to speak up, raise concerns, and contribute to improvement. This includes:

1. Consulting teams during risk assessments and planning
2. Creating safe, respectful spaces for feedback
3. Recognising contributions to HSE performance
4. Encouraging shared ownership of safety and sustainability on-site and in the office

Engagement is not optional it's expected and supported at every level.

External Stakeholders

We engage with clients, regulators, partners, and affected communities to:

1. Align expectations and responsibilities
2. Address HSE risks and impacts collaboratively
3. Share information transparently during audits, reviews or incident responses

We represent GLINCE with professionalism, integrity, and respect for local context and concerns.

Feedback Loops

We use feedback to improve. Whether from audits, site observations, worker suggestions or client reviews, we:

1. Analyse and act on what we hear
2. Close the loop by informing stakeholders of outcomes
3. Adapt policies and practices to reflect what works

At GLINCE, good communication isn't just about sending messages it's about creating a culture where every voice matters and every concern counts.

11. MONITORING, EVALUATION AND CONTINUOUS IMPROVEMENT

At GLINCE, we don't assume our systems are working we check, challenge, and refine them. Monitoring and evaluation are central to how we improve our health, safety, and environmental (HSE) performance over time. We believe that consistent review leads to smarter decisions, safer outcomes, and more sustainable practices.

We track what matters, measure what we can improve, and act on evidence not assumptions.

Performance Monitoring

We monitor HSE performance through:

1. Regular site inspections and workplace observations
2. Tracking of leading and lagging indicators (e.g., training hours, near misses, incidents)
3. Monthly or project-based reporting against agreed HSE objectives
4. Verification that controls, procedures, and responsibilities are being applied effectively

Our approach is practical and focused on identifying real gaps, not just ticking boxes.

Audits and Internal Reviews

We conduct formal audits to assess the strength of our HSE management systems and identify areas for improvement. This includes:

1. Planned internal audits based on risk level and project complexity
2. Reviews triggered by changes, incidents or feedback
3. Engagement with relevant teams throughout the process

Findings are documented, tracked, and used to strengthen future performance.

Learning from Experience

We treat every lesson whether from an incident, near miss, client comment, or colleague suggestion as valuable. We:

1. Share learnings across projects and teams
2. Use root cause analysis to address systemic issues not just symptoms
3. Update procedures, training, or controls based on what we discover

Continual Improvement

Improvement is not an event it's how we work. We commit to:

1. Reviewing our HSE policy and systems regularly for relevance and effectiveness
2. Setting realistic, meaningful targets
3. Involving staff in shaping better ways of working
4. Keeping pace with new knowledge, technologies and industry best practices

At GLINCE, progress isn't defined by how few incidents we report it's defined by how honestly we reflect, how quickly we adapt, and how strongly we protect what matters.

ANNEXES

Annex A: Key Definitions

Hazard:

A source or situation with the potential to cause harm to people, property, or the environment.

Risk:

The combination of the likelihood and consequence of a hazardous event occurring.

Incident:

An unplanned event that results in or could have resulted in injury, illness, damage, or environmental harm.

Near Miss:

An unplanned event that did not result in harm but had the potential to do so.

Occupational Health:

The promotion and maintenance of the highest degree of physical, mental, and social well-being of workers.

Environmental Impact:

Any change to the environment, whether adverse or beneficial, resulting from GLINCE’s activities or services.

Control Measure:

An action or system used to eliminate or reduce a hazard or its risk.

Competence:

The combination of skills, experience, and training that enables a person to carry out tasks safely and effectively.

Emergency:

A serious, unexpected situation requiring immediate action to protect life, property, or the environment.

Stakeholders:

Individuals or groups affected by or interested in GLINCE’s operations, including employees, clients, subcontractors, communities, and regulator

Annex B: Common Abbreviations

HSE – Health, Safety and Environment

PPE – Personal Protective Equipment

KPI – Key Performance Indicator


SOP – Standard Operating Procedure

ISO – International Organization for Standardization

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