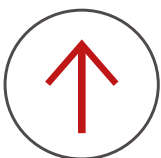


HSQE STRATEGY 2021 - 2024

HEALTH
SAFETY
QUALITY AND
ENVIRONMENT



DO IT
SIMPLY



DO IT
WELL



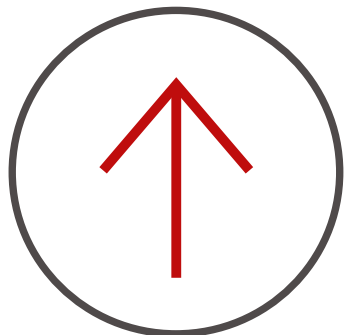
DO IT
WITH PASSION

2021-2024

HSQE STRATEGY



This document sets out Arcus FM's strategy for 2021 – 2024, supporting its vision 'to provide outstanding FM services – technology led, people driven'.



Arcus FM operates an effective governance structure with strong leadership and direction from the Board. Its standards, policies and procedures ensure a focus on high-risk activities and significant impacts and there is a clear emphasis placed on continual improvement. In support of the commitment to HSQE, there is continuous measuring, monitoring and, where necessary, reviewing of the arrangements to ensure that the required HSQE standards are met.



Arcus FM recognises that strong visible leadership through the management structure is fundamental to delivering successful health, safety, quality and environment management and industry-leading performance. Leadership, autonomy, and ownership coupled with adequate finances and resources are key. Health, safety, sustainability and wellbeing are regarded as part of the brand. Arcus FM wants its colleagues to focus on doing things better, simply, well and with passion.



The Health, Safety, Quality and Environment Strategy (HSQE Strategy) supports the strategic and operational management of Arcus FM. It looks to go beyond the traditional HSQE role of preventing harm by going further with an enhanced focus on sensible risk management, positive impacts like wellbeing, social value, improving biodiversity across all areas all with emphasis on colleague engagement.

The HSQE Strategy commits Arcus FM to continually improve the HSQE performance and impact of its colleagues, clients, supply chain and those who may be affected by its activities.



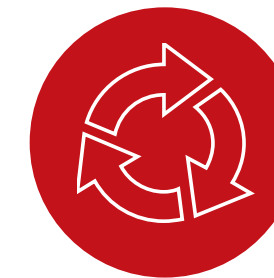
The HSQE Strategy describes in broad terms, what Arcus FM's approach to HSQE is and what it intends to do. It is supported by existing strategies covering wellbeing, environment, and sustainability. The HSQE Strategy is not just about achieving compliance, but will assist in realising:



Efficient, proactive and pragmatic ways of delivering HSQE.



A safe and healthy environment for all colleagues.



An environment where environmental protection and sustainable business operations are prioritised and balanced with economic performance.



A robust HSQE culture across Arcus FM.



Effective means of protecting stakeholders, including colleagues, supply chain/contractors, clients and their customers from harm.



Arcus FM's contribution to the delivery of the UN Sustainable Development Goals (SDG).

GETTING EVERYONE HOME SAFELY



The health, safety and wellbeing of Arcus FM's people, and the sustainability of its service delivery is its number one priority. Arcus FM is uncompromising its commitment to HSQE, particularly in relation to the health, safety and wellbeing of its colleagues, clients, customers, subcontractors and community. Its nine strategic objectives enable it to deliver on this. Arcus FM will require individual accountability, expect all colleagues to adhere to its set standards, and actively participate in and support its HSQE practices.

HSQE is the responsibility of all colleagues. Irrespective of role or experience within Arcus FM, there is one safety vision all colleagues are required to share - everybody has a right to get home safely. For this to be achieved, everybody has a responsibility to behave safely and challenge unsafe and unsustainable behaviours and conditions when they see them. This underpins Arcus FM's promise to safely and sustainably deliver on its vision 'to provide outstanding FM services – technology led, people driven'.

WHAT DOES HSQE MEAN TO ARCUS FM'S PEOPLE?



Chris Green
CEO

"I consider HSQE as one of our core components and critical to our company. It is all about our colleagues' welfare, their wellbeing, and them knowing that they truly matter. HSQE is in our Arcus DNA and is not just about the places we work; it also applies at home.

We want a sustainable, safe and a healthy way of working across the whole of Arcus and getting everyone home safely at the end of each day is a must."



Stephanie Teed
Depot Facilities Manager

"HSQE is comfort in knowing that we can all go home unscathed to our loved ones at the end of each day. HSQE is the reason we are a surviving species to this day. It's stopping, thinking, assessing and eliminating undesirable outcomes.

Arcus trains us to think smarter, carry out dynamic risk assessments and report issues we come across to prevent any injury or harm. Arcus do everything to keep us safe and I intend to deliver the same standards."



Eddie Manners
Head of Operations - soft services

"I believe that HSQE should be everyone's number one priority daily to ensure that they carry out their jobs safely and that everyone gets home safely.

The HSQE department provides soft services great support as we have different challenges compared to other parts of Arcus. Arcus has health and safety as their number one priority for everyone within the business."



Darren Smith
Refrigeration Engineer

"HSQE make me feel safe to do my job. They enable me to work safely in all situations, even when a task may seem dangerous or risky at first. HSQE have given me both the tools and continuous training, mentally and physically, to perform at the highest level for Arcus and my family."



Vicky Downham
HSQE Lead Business Partner

"It's the personal connection and the opportunity it brings me to help and support people in having the confidence, tools and empowerment to make theirs and other's health and safety a priority, extending this to a focus on how we treat our environment and protect our planet for future generations. Ultimately wanting people to instinctively do the right thing because it's part of their core personal values."

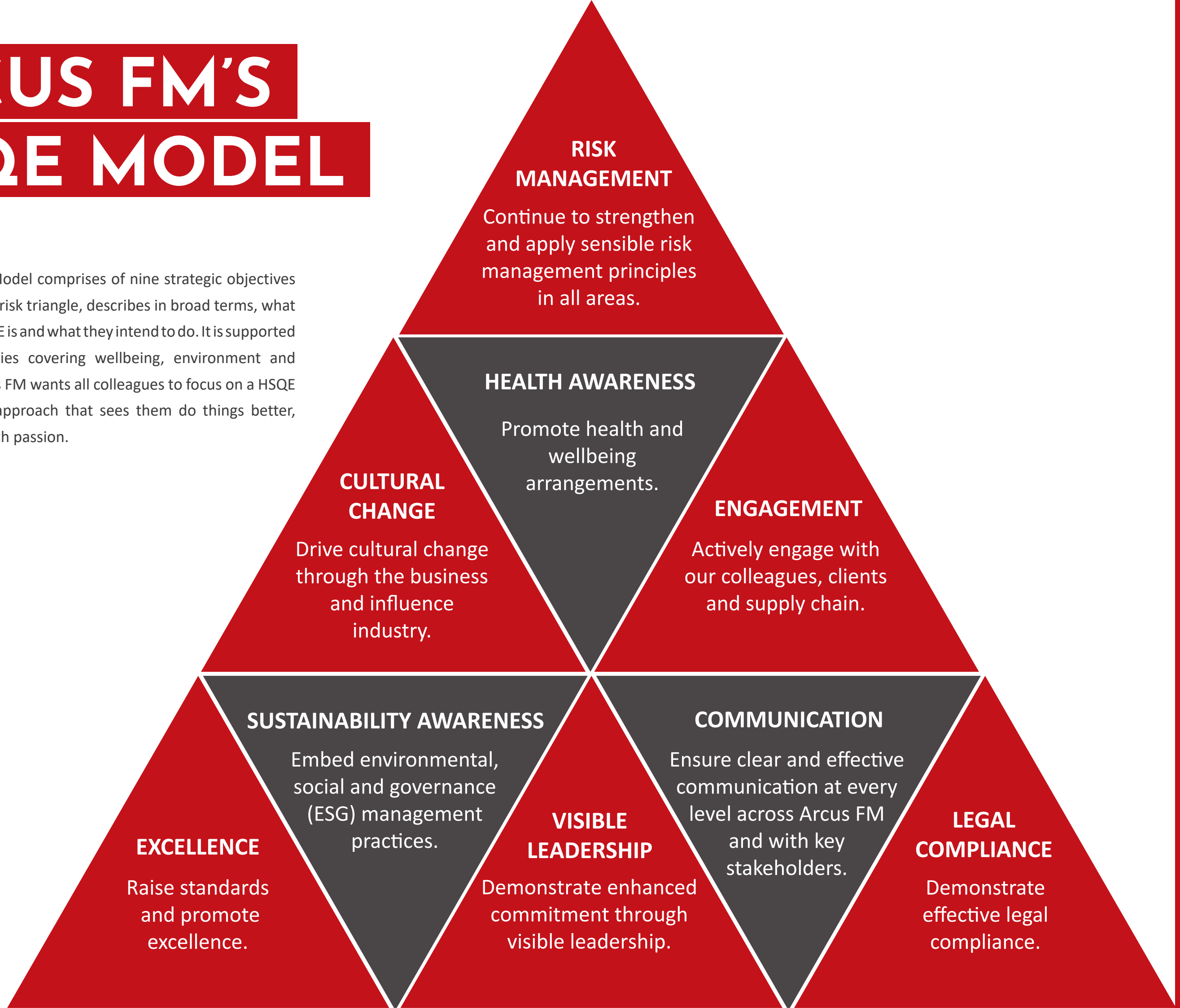


Mitchell Wiseman
Service Improver (Refrigeration)

"HSQE is at the forefront of Arcus. It helps protect our colleagues and the thousands of people we interact with daily, whether this be subcontractors, client employees, or the general public. Arcus takes HSQE seriously because of the moral responsibility, not just legal duties. HSQE at work increases colleagues' awareness of surroundings, reduces stress, creates a happier work environment, boosts productivity and helps retain our talent."

ARCUS FM'S HSQE MODEL

Arcus FM's HSQE Model comprises of nine strategic objectives detailed within the risk triangle, describes in broad terms, what its approach to HSQE is and what they intend to do. It is supported by existing strategies covering wellbeing, environment and sustainability. Arcus FM wants all colleagues to focus on a HSQE risk management approach that sees them do things better, simply, well and with passion.



DELIVERING ITS OBJECTIVES

The table below sets out how Arcus FM are specifically targeting improvement in support of its strategic objectives. These apply to all areas of the business.



Continue to strengthen and apply sensible risk management principles in all areas.

EXPECTED OUTCOME

- Reducing risk of non-compliance.
- Reducing accidents and incidents.
- Protecting reputation.

IMPROVEMENT AREA

Utilise technology to simplify processes and empower colleagues to manage risk.

Manage HSQE risk profiling to identify focus areas/trends and to enable continuous improvement.

Strengthen focus on environment/sustainability and GDPR requirements.



Demonstrate enhanced commitment through visible leadership.

EXPECTED OUTCOME

- Board involvement.
- Directors and senior managers involvement.
- Clients/stakeholder appreciation.

IMPROVEMENT AREA

Promote and publicise Board and senior management engagement through various mediums (visits, committee and steering groups).



Raise standards and promote excellence.

EXPECTED OUTCOME

- Provide information and data to inform decision making.
- Enhancing reputation.
- Enhancing ability to manage risk.
- Demonstrate continual improvement to clients and all stakeholders.
- Targeting best-practice implementation.

IMPROVEMENT AREA

Utilise technology, industry best practice, and reporting data to promote collaborative working and continuous improvement.

External promotion through various mediums (articles, awards, accreditations, and other promotional platforms) to share added value and continuous improvement strategies.



Actively engage with its colleagues, clients and supply chain.

EXPECTED OUTCOME

- Enhancing HSQE culture through active engagement.
- Colleagues proud of their place of work and maintaining high standards.
- Contributing to the effective management of HSQE.

IMPROVEMENT AREA

Engagement and communication strategy using various mediums and technology to effectively influence HSQE behaviours.



Drive cultural change through the business and influence industry.

EXPECTED OUTCOME

- Reducing human error/behaviour related incidents.
- Enhancing reputation as a business and a preferred employer.

IMPROVEMENT AREA

Behavioural campaign/strategy to positively influence our HSQE culture.

Promote our achievements externally to reinforce its values and culture.



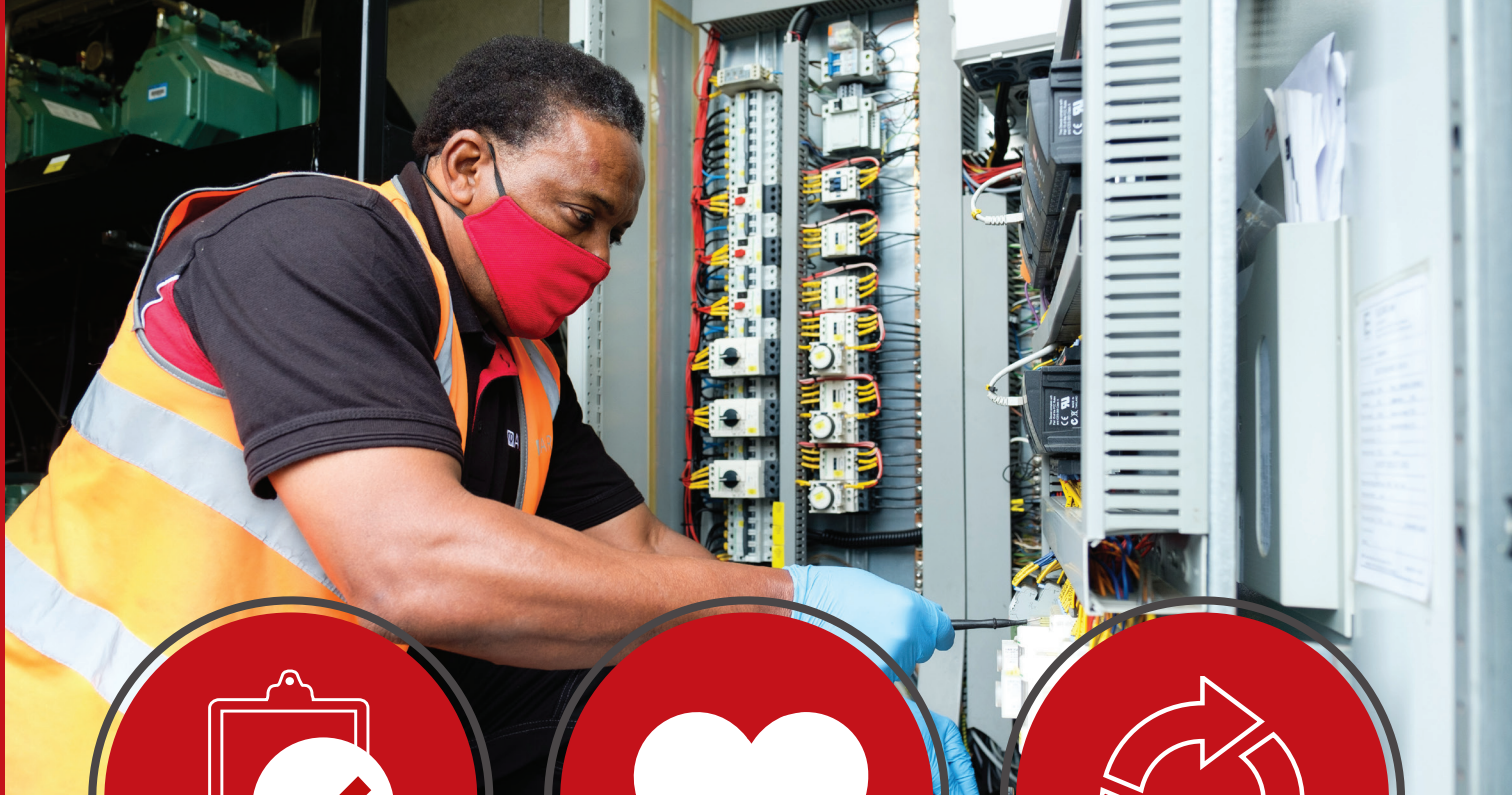
Ensure clear and effective communication at every level across Arcus FM.

EXPECTED OUTCOME

- Sharing of information across the business.
- Keeping colleagues, clients and all stakeholders informed.
- Demonstrate a consistent and timely message with regards to HSQE.

IMPROVEMENT AREA

Provision of timely and accurate data/reports and updates in a simple/accessible format, relevant to the audience (including any external reporting).



Demonstrate effective legal compliance.

EXPECTED OUTCOME

- Aligning to regulatory requirements.
- Proactive approach demonstrating effective compliance.
- Protecting reputation.
- Minimising exposure to enforced action.

IMPROVEMENT AREA

Ensuring a holistic, robust evaluation of compliance and risk management across the business including through internal and external auditing and monitoring.

Promote health and wellbeing arrangements.

EXPECTED OUTCOME

- Equal billing and improvement of health by focusing on:
- Physical health and wellbeing.
 - Mental health.

IMPROVEMENT AREA

Commit to delivering wellbeing strategy, build on existing successes and focus on physical health with reliance on occupational health provider.

Embed sustainability into the operation, management, and mindset of Arcus FM.

EXPECTED OUTCOME

- Equal billing and integration of sustainability into the overall business strategy by focusing on all ESG (environmental, societal and governance) components.

IMPROVEMENT AREA

Commit to delivering environment/sustainability strategy including targets on carbon reduction and net zero, publicising achievements and performance.

ARCUS FM'S FIVE PILLARS

Arcus FM has five pillars which are designed to provide a platform for actively delivering HSQE improvements in all our operations, a summary of their purpose is set out below. The principles of these pillars are applied across all Arcus FM's operations and delivered through local arrangements within each business area.



PEOPLE

People are the heart of our business. We attract the best people. We keep them safe. They stay with us and enjoy their career at Arcus FM.

We make sure our people are kept safe and well. We continually invest in training, apprenticeships and development to make sure they grow with us. We instil a positive and accessible culture that makes them thrive. We celebrate success.



CUSTOMERS

We are obsessed with customer service and use this to focus on delivering great value and sustainable solutions. This focus and our technology will support customers to meet their net zero goals.

We work tirelessly to ensure we meet, and exceed, the needs of our customer. We listen to our customers and flex our solutions to meet the changing demands of their businesses. Our people drive data into our analytics platform to enable tech led, data driven, decision making for our customers.



TECHNOLOGY

We lead the market with our in house capability and solutions in technology, ensuring the best application and use for our people and clients.

We continually evolve our technology and offer a full suite of IoT solutions. Our predictive and condition based systems enable bespoke and efficient customer solutions. We use our technology to integrate FM and energy management solutions to tailor services to customers needs using the most sustainable and suitable methodology.



INNOVATION

We challenge ourselves to redefine what facilities management services we provide and how we provide them.

Innovation is an area of focus and it is measured. Innovation is captured and shared across the Arcus business and the facilities market to embed Arcus' position as a thought leader. We use innovation to develop great bespoke solutions for our customers.



SOCIAL VALUE

We instil a sense of pride, place and purpose for our colleagues. In doing so our colleagues feel that our values are aligned to theirs.

There is a programme in place to support colleagues' charity and volunteering work in place. Our business supports local communities across the UK. We contribute to our communities by actively employing ex-offenders, ex-military and young adults from disadvantaged backgrounds.

KEY ROLES AND RESPONSIBILITIES

For this strategy to be effective, management have certain roles and responsibilities.

DIRECTORS AND SENIOR LEADERS ARE RESPONSIBLE FOR:

- Ownership of the HSQE S strategy.
- Review of progress against strategic objectives and improvement areas.
- Ensuring sufficient resources are allocated to achieve strategic objectives.

LINE MANAGERS AND COLLEAGUES ARE RESPONSIBLE FOR:

- Ensuring effective implementation of strategy within their sphere of influence.
- Reporting department progress against improvement areas.

HSQE TEAM ARE RESPONSIBLE FOR:

- Monitoring progress against strategic objectives and improvement areas.
- Reporting to HSQE Committee/Board levels.

REVIEW

This strategy will be reviewed at least every three years, or earlier if required, in relation to:

- Legislative changes.
- Best practice guidance.
- Changes to organisational infrastructure.
- Case Law.
- Significant incidents .

The strategy has been presented to the Arcus FM Board, formal approval now in place and annual review will take place at the HSQE Committee.