

**Your Ref: TfL93456 – Framework Agreement for the Provision of Services –
Signalling Labour Resources**
Our Ref: PCG/0255/01

Technical Proposal

1. CVs and Competency Matrix

PCG Associates is structured as a technical engineering consultancy providing arrange of services to support maintenance and project activities involving rail infrastructure, particularly signalling engineering. Over the last 11 years PCG has development a management infrastructure that has focussed on meeting engineering standards and delivery procedures and practises covering London Underground, Docklands Light Rail (DLR) and London Overground operational environments.

The organisation chart (Attachment 2) provides an overview of the management structure and the signalling technical strength of the business. Currently [REDACTED] our Operations Director is covering the role of Head of Signalling for DLR and [REDACTED] our Business Process Assurance Director is managing various technical assignment for TfL's Head of Signalling.

Our engineering team comprises of over 50 professional engineers, health and safety and technical support staff, of which, 25 are signalling personnel engaged on Tube Lines works undertaken through the existing Resource Framework in a full or support capacity. 11 of these are Technical Officers with TBTC accreditation. PCG has managed to maintain an exceptionally low level of staff turnover with many of the team working for the company since its inception. This long-term relationship has allowed continuous development of core signalling skills supported by PCG's IRSE Assessing Agency status. Equally our approach to providing client organisations with professional and technical personnel is to consider the candidate as a member of the team and to focus on the continuing employment of the person, and underpinned by on-going technical mentoring. This requires a commitment that exceeds the conditions normally offered to agency personnel were the assignment duration is often the period of the business relationship. This offers greater stability by reducing those individuals wishing to change jobs simply for more money and gains the trust of staff. An added benefit of this approach is that it appears to achieve access to a wider group of people who wish to join the business as personal recommendation becomes an important factor in bring new people to the business.

In addition, PCG took the strategic decision not to engage with Thales as the Prime Contractor on 4LM signalling up-grade works due to potential conflicts of interest regarding resource demands for key TBTC signalling engineers, which is likely to emerge over the next 5 years to support installation and test and commissioning activities.

The attached CVs (Appendix B) denotes the signalling technical competencies achieved and the experience gained on legacy and TBTC systems together with

relevant supporting information. The CV format follows the requirement given in the Technical Pack - 1. Operatives Name, 2. Employment Status, 3. Demonstrable Skills, Capabilities and Competencies, 4. Relevant Qualifications and 5. Experience Relevant to this Specific Discipline, the individuals are listed below:

Technical Officer

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]

Technical Officer TBTC

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]
5. [REDACTED]
6. [REDACTED]
7. [REDACTED]
8. [REDACTED]
9. [REDACTED]
10. [REDACTED]
11. [REDACTED]

Installer/Wireman

1. [REDACTED]
2. [REDACTED]

Works Controller

1. [REDACTED]
2. [REDACTED]

Support Technician/Signals General

1. [REDACTED]

Point Fitter

1. [REDACTED]
2. [REDACTED]

Specialist Points Installation Engineer

1. [REDACTED]

Verification Tester

1. [REDACTED]
2. [REDACTED]

Assistant Tester

1. [REDACTED]
2. [REDACTED]

3. [REDACTED]
4. [REDACTED]
5. [REDACTED]
6. [REDACTED]
7. [REDACTED]

Tester in Charge

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]

Functional Tester

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]

Principle Tester

1. [REDACTED]
2. [REDACTED]

Project Engineer

1. [REDACTED]
2. [REDACTED]

Engineering Manager (Lead Engineer)

1. [REDACTED]

Engineering Manager (Mod D Auditing)

1. [REDACTED]

Senior Engineering Manager (Projects)

1. [REDACTED]

To complete the analysis a detailed competency matrix is attached as Appendix B highlighting the individuals, including their AWC capability within Tube Lines Signal Works AP JNP.

2. Scenarios (Word Count – 1499, excluding question headings, 4 pages)

- 2.1 The delivery of successful signalling or signalling control installations, test activities and maintenance activities depends on: Provision of competent staff.

1. Provision of competent staff.

PCG ensures the provision of competent staff through several mechanisms. At interview, we validate the right of personnel to work in the UK, the currency of any licences held, their principal educational, professional and technical qualifications, training etc. in accordance with the TfL process for temporary workers. In the case of signal installation, maintenance and testing personnel we also review their logbooks and check for complaints against their licence.

As part of our induction process, new personnel are briefed on PCG's policies including H,S&E policies and the O&A statement (refer to Question 3 – H&S) which comply with TfL's requirements. Details of qualifications and licences that can expire are logged onto our Competence Database for tracking purposes (refer to Scenario 2 below).

Personnel are allocated to assignments following evaluation of client needs and matching them with appropriately qualified, competent personnel from within our business, with reference to our Competence Database.

2. Competence management system for installation staff, testing staff including IRSE licensing, maintenance staff including IRSE licensing where appropriate.

PCG's ongoing monitoring and maintenance of competencies is achieved through its Business Management System (BMS) which is ISO 9001:2008 accredited and subject to internal and external audit. As a supplier of safety critical signalling personnel to TfL our BMS has been subjected to a number of supplier audits that ensure we maintain valid IRSE licenses and other certification covering competencies required for signalling personnel (e.g. Safety Critical licenses, asset specific training, manual handling, entry/access to properties and engineering areas etc.). We have also been successfully audited by AP JNP and Thales.

PCG procedure PCG-04 (Competence Management) reflects the processes and controls implemented to assess, validate and identify training needs for all our personnel. This includes our Competence Database which has in-built controls to ensure competencies and licences are flagged well in advance of their expiry dates, enabling us to organise renewal training. This provides assurance that qualifications and competencies are maintained and in date. This ensures that our signalling personnel competencies are maintained and that they remain on the relevant Authority to Work (AWC) Registers. Regular reviews are also undertaken of personnel IRSE log books.

PCG's IRSE Assessing Agency accreditation supports the competence management process. Our annual IRSE audit covers our competence management

system. Our IRSE Technical Mentors cover a number of signalling disciplines; Maurice Poole covers the Signalling Installation, Signalling Maintenance and the Signalling Testing categories. We also have a team of assessors that includes [REDACTED].

In 2010 PCG licensed LU signal testing and maintenance personnel directly as LU failed its IRSE audit. PCG was contracted as LU's Assessing Agent to licence its personnel until it had regained its IRSE Assessing Agency accreditation. More recently PCG has been contracted to assess and licence TfL and Tube Lines personnel.

3. Engineering management of the installation, testing and maintenance disciplines.

PCG has numerous personnel with extensive experience managing installation, testing and maintenance works at various levels on both traditionally signalled and auto signalled areas of the LU network and the DLR (e.g. [REDACTED]). PCG management personnel have been involved in numerous significant projects addressing new works and modifications to existing signalling operational equipment (e.g. DLR TBTC Version3 upgrade). PCG has also delivered such works, e.g. LU Operational Segment Packages 1 and 3, which required the alteration of trackside signalling equipment to accommodate new rolling stock. Procedure PCG-01 (Assignment Management) provided the processes and controls implemented from the inception of the project work, covering initial review, assessment and development of controls required to manage the work effectively and meet client requirements. These included a Contract Quality Plan, Health, Safety and Environmental Plan (HSE Plan), Assurance Plans, Method Statements and Risk Assessments. Site specific documents such as Test Strategies and Test & Commissioning Plans were developed to demonstrate how PCG would provide client assurance that all key engineering and technical risks identified would be managed, and comply with QUENSH and LU Engineering Standard S1198, Testing, Commissioning and Handover.

During the current 5-year Tube Lines contract PCG achieved consistently high delivery performance; e.g. Year 5 'Green' for 13 periods (H&S and Supply of Signalling Resources), 10 periods (all Categories).

4. London Underground access procedures and safe systems of working (ref. Schedules 18 and 19 in the Terms and Conditions pack).

Access to LU stations is booked (Operational Assurance Notification) via the LU Access Management Team's electronic booking system, in advance of attendance at a planning meeting which takes place *at least* 8 weeks prior to the work starting. Qualified PWT-EH Protection Masters book out the applicable line clear/line safe areas and establish the safe system of work.

PCG used a similar approach effectively on the ATC Obligation Project - Wire Count & Correlation of equipment between Acton Town and Turnham Green. We managed to avoid delays and clashes with other contractors by checking relevant

publications in advance of the works. We also managed to minimise Frustrated Access by agreeing local arrangements with other Teams on site to 'piggy back' their possessions to complete our works.

5. Assurance, surveillance and audit, of the installation, testing and maintenance disciplines.

Our BMS assignment process PCG-01 ensures that assurance is an inherent aspect of our approach to installation, testing and maintenance activities delivered through our Operational Projects function. PCG also has an independent Business Process and Assurance function, which ensures appropriate levels of surveillance are addressed during each assignment.

For all assignments including site based activities, our BMS mandates a Quality Plan, a HSE Plan and Method Statements and Risk Assessments, which refer out to detailed Test Plans, Project Instructions and other documents necessary to assure the work. All documents are subjected to review and approval to ensure independent validation of assurance levels. HSE Plan templates prompt detail on the number of safety tours, safety inspections and any audits to be undertaken to provide appropriate levels of assurance. LU has been a signatory of these documents on a number of assignments.

The Business Process and Technical Assurance function also manages our independent, risk-based annual audit programme which covers all activities of the business. Given the risks associated with delivery of installation, testing and maintenance activities, associated processes are audited on a frequent basis.

6. Review and make recommendation for acceptance of new or alternative maintenance documents.

PCG has provided Subject Matter Expert support to the LU Performance and Systems Manager for review and update of APD BCV/SSL Maintenance Work Instructions. We have also provided the Project Management support (Grayrigg Action Plan) to the LU Head of Signalling Engineering which resulted in a number of maintenance documents/updates associated with point systems. We currently supply expert support to his Signalling Product Approval Panel to review maintenance and assurance documents.

7. Review for adequacy of test plans and change over arrangements.

PCG has a team of experienced signalling engineers who are familiar with TfL signalling infrastructure and Engineering Standards. When applicable they prepare Test and Commissioning plans which are independently reviewed/approved internally. Our TiCs (██████████, ██████████, ██████████, ██████████, ██████████) are accredited reviewers/approvers prior to submission to the client for final approval. They will meet with Asset Engineers to discuss at first hand the scope of testing and associated risks prior his approval. ██████████ undertakes a similar role for Test Plans for LU CPD SPPD. The format of the documents is consistent with LU Standard S1198 and industry good practice.

8. Optimisation and refinement of standards relating to installation, test and maintenance standards.

PCG has a number of personnel who have optimised and refined installation, test and maintenance standards for LU. During the course of his career within LU, [REDACTED] reviewed and updated a number of standards. More recently, we provided support to the Professional Head of Signalling for update and refinement of his Category One and Two Standards relating to installation, test and maintenance. We continue to assist the LU Head of Signalling Engineering with the development of standards for maintenance and project works. Our Operations Director undertakes similar activities for the Head of Engineering at DLR.

9. Incident investigation

Our team of signalling engineers include LUL accredited incident investigators - [REDACTED]. This is supported by our internal assurance process led by [REDACTED] who is a lead auditor who combines a wealth of engineering knowledge and audit experience to carry out operational, technical, behavioural and procedural incident investigations for our clients in the rail sector. All of these personnel have undertaken investigations for London Underground. Both [REDACTED] and [REDACTED] have been involved in investigations associated with serious signalling incidents. [REDACTED] has also provided incident investigation mentoring/training to LU personnel.

PCG has well defined internal incident investigation processes that have gained acclaim from clients on the few occasions we have needed to implement them. They comply with LU standards/requirements for incident investigation. We hold a current TfL framework for such activities.

10. Asset performance data analysis

PCG has completed many investigations, reviews and audits for LU over the past 8 years which have included analysis of performance data. A number of audits that we have delivered for the LU Professional Head of Signalling have required review of asset performance data such as Ellipse maintenance records, TANC records, PGIs, SMQC's and asset performance summaries from meetings etc.. PCG delivered an independent review working with the Asset Performance Directorate that included detailed analysis of data associated with overhaul activities (independent management review of overhaul assurance) and resulted in wide ranging recommendations for improvement that were actioned. PCG also delivered a review of critical signal materials management, which included various forms of asset performance data analysis.

3. Health and Safety

3.1 Introduction

PCG's Management infrastructure has been developed with a strong emphasis on appropriately qualified and experienced personnel from within the rail sector with combined technical and assurance (Quality, Health, Safety and Environmental [QHSE]) backgrounds, to provide independence from the finance and delivery aspects of the business, albeit working closely to assist operations where possible. This includes appropriate Board representation at Director level (refer to Attachment 2). To ensure that our QHSE personnel maintain current skills, they also support clients directly on assignments from time to time, to assist with their in-house assurance needs. For example, our Business and Technical Assurance Director has worked closely with repeated LU Professional Heads for over ten years, including the Professional Head of Signalling and the current Head of Signalling Engineering, provide strategical advice and application on corporate signalling assurance matters. PCG Associates (PCG) operates an integrated Business Management System (BMS), to address quality, health, safety and environmental issues associated with the operation of the business, which is certified by Lloyds Register Quality Assurance (LRQA) to ISO9001:2008. Our BMS ensures that the principles and key components required by BS OHSAS 18001 (Occupational Health and Safety Management) and ISO14001 (Environmental Management Systems Requirements with Guidance for Use) are embedded in the way we approach, deliver and monitor our activities, whether for internal support activities or for delivery of contracted works on behalf of clients.

The key components of our BMS that address our management of Health, Safety and Environmental (HSE) issues are: -

3.1.1 Generic HSE Management Controls and Processes

- HSE Policies.
- Supporting policies and procedures.
- Staff Inductions to raise awareness of HSE and the BMS requirements for managing it.
- Generic business risk assessment.
- Incident and accident reporting and response process.
- Contract-specific HSE management processes.
- Annual HSE Review by the HSE Manager with Board Directors.
- HSE surveillance activities (audits, PGIs, Safety Tours).
- Maintenance of a Legislation, Impacts and Aspects Register to identify key applicable HSE requirements.
- Monitoring the status of legislation and client standards, to identify and address changes.
- Monitoring of incidents within the rail sector and communication of lessons learned / reiteration of good practices to staff.
- Management tool box talks with staff.

- Provision of PPE plus Tools and Equipment.
- Monitoring of Working Hours.

3.1.2 Contract Specific HSE Management Processes

- Initial risk assessment at the proposal stage for new works.
- Principal risk assessment during the development and planning of new works.
- Detailed contract-specific risk assessment(s) during the development of new works.
- Establishment of mitigations to the risk assessment outputs, to ensure that health, safety and environmental risks are managed to levels that are ALARP (As Low As Reasonably Practicable).
- Development of Method Statements that comply with LU QUENSH and Network Rail requirements, to address the risk mitigations.
- Staff training and briefings to raise awareness of risks and associated mitigations/controls.

3.2 Generic HSE Management Requirements, Processes and Controls

Policies

Adopting good practice HSE management is an important aspect of the company ethos and is thus addressed at the very highest level through HSE policies that are established by the Board and signed-off by both the Business and Technical Assurance Director and the Operations Director, to reflect their significance in as inherent aspects of our in-house and delivery activities.

These core HSE policies are supported by a number of additional policies that outline more specific requirements that support PCG's management of HSE, such as the Working Hours Policy and the Drugs and Alcohol Policy.

Procedures

In addition to those controls that are embedded within PCG's Project/Assignment delivery processes, a number of generic processes are outlined within our suite of specific Manuals that provide specific requirements and guidance for certain types of work that we deliver, to support the core BMS procedures; (1) Rail Projects Manual, (2) Safety Critical Work Handbook, (3) IRSE Licensing Manual and (4) Design Manual.

Induction

Our core health and safety and environmental policies, supporting policies and generic HSE processes are outlined and run through as part of the induction process with all PCG personnel when they join the company, to ensure that their significance is fully understood. Our induction template ensures that all salient aspects are covered systemically. HSE policies and processes are reiterated on a regular basis, as necessary, and revisited annually by the Board of Directors, as part of our review of compliance and continual improvement against them. During induction, other key HSE information is also exchanged, such as incident/near miss reporting, self-declaration of medical information etc.. Staff sign a record to acknowledge all HSE information that they have received/communicated during the induction.

Corporate Risk Assessment

In compliance with the requirements of the Management of Health and Safety at Work Regulations 1999, PCG maintains a generic, corporate risk assessment that identifies the scale and extent of risks to employees, contractors, customers, partners and others who could be affected by the company's activities, along with appropriate mitigations. The Corporate Risk Assessment format is based upon categories highlighted in the Health and Safety Executives web-based guidance and their publication HSG65 "Successful Health and Safety Management". It is subjected to annual review by Board Directors.

Incident and Accident Management

PCG Associates has a strong industry presence due to its recognised signalling infrastructure that is headed by senior professionals with many years of experience in the sector. The company's management infrastructure includes a well-established incident and accident response team that provides cover in accordance with a process that is defined in the BMS Manual and outlined in Contract HSE Plans and Method Statements. PCG deploys an on-call process to ensure that there is ready access to appropriate management personnel at all times when its staff are involved in site activities.

In recognition of PCG's signalling accident and investigation infrastructure, in 2013 the company was awarded a Professional Services Provider Engineering Framework with TfL (TfL PSF 91310) for the provision of incident and accident investigation support. PCG's TfL accident and investigation framework remains in place.

Contract-specific HSE Processes

PCG's core BMS Project management process instils requirements for supporting contract-specific HSE management processes to be implemented where site-based activities will, or may, take place.

At the start of every new assignment/project our BMS mandates that a Project Manager must be assigned and that their first activity must be to complete an Assignment Management Plan (AMP). This is effectively a high-level contract-specific quality plan, that has standard prompts to evaluate the levels of occupational health and safety and environmental risks associated with the work. It is at this stage that the Project Manager begins to evaluate what specific contract HSE requirements should apply to the work, given the nature / potential nature of the scope of work. The AMP template prompts for a decision to be recorded as to whether a Contract Health, Safety and Environmental Plan, Risk Assessments, Method Statements, and an Environmental Assessment Record will be required for the work, and if not, to justify why each is not necessary.

Annual Health, Safety and Environmental Review

An annual Health, Safety and Environmental Review is undertaken by the HSE Manager with Board Directors, in accordance with the BMS procedure for 'Business Review' which outlines the required quorum for key meetings and standard agenda items. At this meeting, HSE performance against previously set targets is evaluated and new targets for the following year are set.

PCG's HSE performance to date has included zero reportable incidents and 1 near miss (a non-fault incident whilst working for LTA/SMRT in Singapore, caused by an SMRT Protection Master error. The near miss incident resulted in no injuries due to the diligence of the RRV driver) over the past 5 years. Refer to attachment 1 for our HSE performance matrices.

PCG's HSE performance is also monitored at a number of contract review meetings, including the contract review meeting for the current framework to supply labour resource to Tube Lines; to date no RIDDOR/HSE incidents or near misses have been reported against PCG Associates personnel.

HSE Surveillance Activities

PCG implements an annual programme of internal audits, some of which address HSE. In addition, the senior management team implements a variety of supporting surveillance activities, including PGIs, Safety Tours and random D&A screening, as necessary to provide assurance that appropriate standards of HSE management are being achieved during our client-based projects.

Legislation, Impacts and Aspects Register

The PCG HSE Manager maintains a Legislation, Impacts and Aspects Register to identify key HSE requirements applicable to the business. PCG's Business and Technical Assurance Director and HSE Manager maintain a number of registrations with professional bodies, such as the Health and Safety Executive, to ensure that changes or proposed changes in legislation that might impact on the business can be identified in a timely manner and addressed accordingly.

Changes to Standards

Similarly, PCG's Business and Technical Assurance Director and HSE Manager maintain a number of registrations with clients and professional bodies, such as the Health and Safety Executive, Achilles, Network Rail, TfL and BSi, to enable changes or proposed changes to client standards, national standards or international standards that have HSE implications to be monitored and addressed in a timely manner, as necessary.

Monitoring of Rail Sector and Industry Incidents

PCG Associates has a number of mechanisms/registrations in place with its rail sector clients and wider professional bodies, such as the Health and Safety Executive, to ensure that HSE bulletins, technical bulletins and technical alerts that have potential implications for the business are highlighted to the management team. Publications and notifications are reviewed by the Business and Technical Assurance Director and HSE Manager to establish if lessons can be learnt for the business, or if they highlight potential hazards or good practices that PCG's staff would benefit from understanding, and they are communicated appropriately.

Tool Box Talks

PCG's management team ensures that regular tool box talks are held with staff to effectively communicate HSE issues to them. Records acknowledging their

understanding of the key information that has been communicated are maintained at the Head Office.

Provision of PPE and Tools

PCG ensures that all PPE, tools and equipment required for any site works are clearly outlined to its staff and has processes in place to ensure that they are regularly checked as 'fit for purpose'. Stocks are maintained to ensure that they are replaced in a timely manner if necessary.

Monitoring of Working Hours

PCG's Working hours policy, which outlines strict requirements to ensure staff do not exceed their working hours, is backed up through collation of working times for all staff within a database which is subjected to review each week. Any exceedances or near exceedances result in the applicable personnel being contacted and dealt with accordingly.

3.3 Contract Specific HSE Management Processes

Initial Risk Assessments

An initial HSE risk assessment is undertaken for all potential works at the initial tender/proposal stage, to establish if potential risks are likely to be acceptable or capable of being managed to acceptable levels. Under normal circumstances this would be indicated in correspondence to the client to justify or account for additional costs implications.

On award of a new contract, an Assignment Management Plan (AMP) is completed by the Project Manager, as outlined in 2.0 above. This is effectively a high-level risk assessment whereby the Project Manager begins to evaluate what specific contract HSE requirements should apply to the work, given the nature / potential nature of the scope of work and in view of the fact that Client dialogue enables a more detailed understanding to be obtained. The AMP template prompts for a decision to be recorded as to whether a Contract Health, Safety and Environmental Plan, Risk Assessments, Method Statements, and an Environmental Assessment Record will be required for the work, and if not, to justify why each is not necessary.

Contract HSE Plans

PCG has a standard suite of documentation, which have either HSE-related prompts or HSE requirements specified, thus ensuring that all work adequately considers and addresses potential HSE issues. For site-based works, the Project Manager has to ensure that a Contract HSE Plan is completed. The Plan is subjected to independent review and approval, including Client acceptance, where necessary. The HSE Plan template instils consideration and planning for all HSE aspects associated with the work, including the need for contract risk assessments, activity / workplace-specific risk assessments and Method Statements.

Contract Risk Assessment

The generic contract risk assessment is undertaken during the development and planning of new site-based works. This addresses all core activities and is based on a standard template that addresses Likelihood, Severity and Risk against the generic

activities and associated hazards. Mitigations / controls are outlined to reduce risks to ALARP (As Low As Reasonably Practicable) levels.

Detailed Risk Assessments

Where necessary, detailed activity or site-specific risk assessments are developed to address new works. Mitigations / controls are outlined to reduce risks to ALARP levels.

Method Statements

As outlined above, PCG has a standard suite of documentation, which have either HSE-related prompts or HSE requirements specified, thus ensuring that all work adequately considers and addresses potential HSE issues. For site-based works, the Project Manager has to ensure that a Contract Method Statement is completed. The Method Statement is subjected to independent review and approval, including Client acceptance, where necessary. The Method Statement template instils consideration and planning for all key aspects associated with the work. Its format is acknowledged as being compliant with LU QUENSH requirements.

Staff Training and Briefings

Staff training and briefings are used to raise awareness of risks and associated mitigations/controls. Where necessary, PCG issues bulletins to highlight potential HSE issues and records are kept. Comprehensive records of all training, briefings and communications received by staff on HSE issues are maintained at the Head Office.

Health and Safety - Attachment 1

PCG Associates Corporate Health and Safety Data for 2014, 2015 and 2016

PCG Associates Ltd has formal corporate processes for recording and investigating any accidents, incidents, occurrences or near misses so that any root causes, contributory and underlying factors can be effectively understood and actions taken to prevent reoccurrence of both the actual type of accident, incident, occurrence or near miss or similar ones, in accordance with our ISO9001:2008 management system.

1.0 Reportable Accidents, Incidents or Occurrences covered by RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) 1995

1.1 Types of Reportable Accident, Incident or Occurrence covered by RIDDOR

Type of Accident, Incident or Occurrence	2012	2013	2014	2015	2016
Fatalities	0	0	0	0	0
Injuries	0	0	0	0	0
Dangerous Occurrences	0	0	0	0	0
Reportable Diseases	0	0	0	0	0
Total	0	0	0	0	0

1.2 Reportable Absences of greater than 3 days

2012	2013	2014	2015	2016
0	0	0	0	0

1.3 Twelve month rolling average Accident Frequency Rate*

2012	2013	2014	2015	2016
0	0	0	0	0

NOTE: AFR = Number of RIDDOR Reportable events x 100,000 divided by total hours worked by the company)

2.0 Number of Accidents/Incidents/Occurrences that were not RIDDOR reportable

2012	2013	2014	2015	2016
0	0	0	0	0

3.0 Number of Near Misses

2012	2013	2014	2015	2016
0	0	0	0	1*

*Singapore work – SMRT PM fault resulting in a RRV travelling along a road within the possession where PCG personnel were working. No fault event for PCG personnel. No injuries sustained. PCG's Business and Technical Assurance Director forbid working within SMRT engineering possessions as a preventive measure for the rest of the contract.

Health and Safety - Attachment 2

PCG Associates Organisational Chart

