

Health and Safety Policy Statement of Intent

The scope of the Health and Safety policy covers all of our sites and staff whether on site or at a depot, training yard or office space., covering all normal working activities.

Emerson Crane Hire Ltd. Provides a range of services and plant, related to lifting operations and regards Health and Safety as an integral part of the proper management of all the undertakings over which the company has control or influence. Emerson Crane Hire Limited is committed to preventing accidents and protecting the health of everyone involved in our activities. In addition, we ensure that our activities are carried out in accordance with legislation, industry standards and best practice.

Emerson Crane Hire’s approach to Health and Safety is based on the principals of ISO45001 and is committed to implementing a health and safety policy and management system arrangements that meets the applicable requirements of this standard, and is dedicated to ensuring

Adequate control of the health and safety risks arising from our work activities, and consulting with employees on matters affecting their health and safety.

The provision and maintenance of safe plant and equipment, including PPE as a line of defence for the safe handling and use of articles and substances. This includes providing any necessary PPE to agency sourced personnel or labour only contractors

Provision of information, training instruction and suitable and sufficient supervision for employees as appropriate.


The prevention of accidents and cases of work-related ill health including any adverse impacts on people’s mental health and wellbeing, and the safety of the public and visitors who use, or have access to premises or sites under our control.

The continual improvement of our management system which will be achieved through processes of setting and reviewing objectives; that are clearly focused on improvement which are monitored and reported upon on a regular basis

Emerson Crane Hire is committed to the provision and maintenance, of a safe and healthy working environment. We require the full and active participation of all our employees and contractors in order that the principles outlined in this policy statement and the arrangements made through our management system achievable in meeting these commitments.

The Managing Director has overall responsibility for health and safety at Emerson Crane Hire and shall make adequate resources available to ensure implementation, management, monitoring and review, and updating of the health and safety policy and management system.

Liam Clancy: Managing Director



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Responsibilities: Senior Leadership Team

Managing Director

The Managing Director is responsible for the overall leadership, direction, and performance of the business. The role sets the strategic direction, ensures the organisation is appropriately structured and resourced, and maintains oversight of performance, risk, and compliance. The Managing Director retains ultimate accountability for the business, delegating day-to-day operational and functional responsibilities to the senior leadership team.

ROLE DETAILS: Leadership & Direction

- Define and communicate the company’s vision, priorities, and strategic objectives
- Ensure the business is aligned and working towards agreed goals
- Provide clear direction and leadership to the senior management team
- Foster a culture of accountability, performance, and continuous improvement

Business Performance & Oversight

- Maintain oversight of overall business performance, including commercial, operational, and financial outcomes
- Review performance regularly and ensure appropriate action is taken where required
- Ensure the business is structured and resourced to deliver effectively

Senior Team Leadership

- Lead, support, and challenge the senior management team
- Ensure clear roles, responsibilities, and accountability across the organisation
- Make key decisions where required and support resolution of critical issues
- Ensure effective communication and coordination across departments

Financial Stewardship

- Maintain oversight of financial performance, including profitability and cash position
- Review and approve budgets, forecasts, and significant expenditure
- Work closely with the Finance Director to ensure appropriate financial control and reporting

Governance & Risk

- Ensure the business operates in line with legal, regulatory, and industry requirements
- Maintain oversight of key business risks and ensure appropriate controls are in place
- Safeguard the company’s assets, reputation, and long-term sustainability

Operational Oversight

- Ensure operations are organised and resourced to meet business needs
- Monitor service delivery and overall operational effectiveness
- Provide input and support on significant operational matters where required

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Stakeholder & External Relations

- Build and maintain relationships with key clients, partners, and stakeholders
- Represent the business externally where required
- Support the development and protection of the company’s reputation and market position

Key Accountabilities

- Overall performance and direction of the business
- Effectiveness of the leadership team
- Financial stability and commercial success
- Compliance with legal and regulatory requirements
- Management of risk and protection of business interests

Authority

- Final decision-making authority on strategic and business-critical matters
- Approval of major expenditure, investments, and commitments
- Delegation of responsibilities to members of the senior management team

Note on Role Scope

The Managing Director operates at a strategic and oversight level. Functional responsibilities (including finance, operations, and compliance) are delegated to appropriately qualified members of the leadership team, with the Managing Director retaining overall accountability.

Finance Director

This role of the Finance Director is having responsibility and being held accountable for all financial functions within Emerson and associated businesses. The Finance Director is responsible for overseeing the Finance team in managing and developing the financial controls and systems across the Company and associated businesses. The Finance Director will act as a Finance Business Partner to provide sound financial and commercial advice to the Managing Director. The Finance Director will prepare and develop the management accounts and other reporting information in a timely manner. Also, the role involves management of key stakeholder relationships including the Bankers, Auditors, key Suppliers and Finance providers.

ROLE DETAILS: Financial Controls

- Ensure that all financial transactions are properly recorded, filed, and reported.
- Establish and implement financial reporting systems to comply with government regulations and legislation.
- Implement improvements for accounting systems including payroll and invoicing.
- Review of current workflows and procedures and ensuring controls are in place to reduce risk for the business and to work towards best practice and Corporate Governance
- Maintaining documented accounting policies and procedures.
- Introduction of a budgetary system and communication of the Business Plan to the Business and relevant training provided.
- Recommending benchmarks against which to measure company performance (KPIs)
- Maintaining the chart of accounts and orderly accounting filing system

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- Ensuring purchase orders are authorised before purchases are made by persons within Emerson and associated businesses.
- Helping with business continuity plans and chairing six monthly strategic review meetings highlighting business risk and generating ideas on action plans and strategies.
- Ensuring strong invoicing controls are in place and discrepancies are investigated.
- Carrying out market research and analysis for current and future business plans
- Ad-hoc assistance to all departments within Emerson and associated businesses (i.e. HR, Sales Team, Operations etc.)

Management Duties:

- Oversee the operations of the accounting department including the design of an organisational structure & improvement in technology and systems that facilitate the department to reach its goals and objectives.
- Supporting important decision making and business management.
- Annual performance reviews of all finance staff supporting their development.
- Integration of CRM tools and data for financial margin and revenue forecasting.
- Ensuring the organisations values and core mission statement is reflected in the team and their behaviours and leading by example.
- Providing training and support & create efficiencies in the workflows.
- Motivation of the Finance Team and providing regular feedback including 1:1's done monthly.
- Gain strong working relationships both internally and externally.
- Understanding customer requirements.
- Organising finance workshops for accounting, Excel, budgets and KPIs.
- Provide support and assistance to the Managing Director as required with private financial matters, always ensuring confidentiality and professionalism.

Reporting Duties:

- Ensure the production a weekly flash report to shareholders for revenue, cash, ageing creditors, and ageing debtors.
- Producing a management accounting pack within ten days of the month end according to all business units and separate businesses under the Emerson parent company.
- Annual account presentations to shareholders.
- Ensuring all variances to budget are explained and appropriate recommendations provided to ensure financial objectives are met.
- Manage cashflow by tracking transactions and regularly reviewing the debtor and creditor balances.
- Development of budgets and financial plans for the Company and appropriate reports to track trends and identify results.
- Forecasting of the cashflow and profit and providing risks and opportunities to the financials.
- Managing the Audit process and ensuring the financial statements are produced and filed at companies' house in a timely manner.
- Ad-hoc reporting and key analysis to ensure all decisions are made using facts rather than opinion.

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- Support the management teams with key reports and recommendations to ensure departmental goals are met.
- Ensuring relevant government returns are submitted in a timely manner, not limited to HMRC and ONS returns.
- Doing customer reporting including reporting for key framework agreements.
- Assisting in tracking, reporting, and analysing sales revenue and growth and key analysis on customer and or job profitability
- Ensuring dividend resolution meetings recorded and relevant dividend vouchers issued.
- Monitoring and reporting on key metrics.
- Reporting to the board on all areas of finance.

Cashflow Management Duties:

- Managing the working capital of the businesses effectively including a reduction in the DSO.
- Ensuring finance agreements are tracked and recommendations made on when and how to finance key assets.
- Ensuring payroll is done in a timely manner and any discrepancies are investigated promptly.
- Managing the portfolio of HP Finance funders and securing appropriate funders for investment into assets.
- Ensuring any escalated customer disputes are resolved in an appropriate manner and debt collection process is managed effectively by the Credit Controller.
- Managing the Trust account and ensuring uploads done in a timely manner.
- Ensuring the payment runs are reviewed and checked and any ad-hoc payment requests are done in a timely manner.
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Commercial/Profitability:

- Finding operational cost savings and helping to improve gross profit margins and bottom-line profit.
- Working with Managing Director on organisational structure and efficiencies within business to identify savings and/or costs for the companies.
- Thorough detailed review of the balance sheet, dealing with intercompany and director balances and other items that may impact year end profits.
- Doing ad-hoc financial reports and presentations for shareholders

Sales and Operations Director

The role of Sales and Operations Director involves leading Emerson’s dedicated team in driving business growth, ensuring operational excellence, and delivering high level technical support. The Sales and Operations Director is supported by the Strategic Account Manager with regard the key responsibilities for sales in which the Technical Managers (also known as Crane Appointed Persons) also assist by carrying project surveys, crane capability assessment’s and completion of crane route plans, equipment load sheets for the lift operations itself and determines the number of crane operators, slingers and signallers needed as well as support crew needs such as number of wide load escort vehicles required based on survey of the crane route.

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The Director role integrates sales strategies, technical expertise, and operational management to optimise crane utilisation and exceed customer expectations.

To work closely with the operations team to maximise crane utilisation and provide high level technical support both internally and externally, and embody the company's culture, ethics, and values to enhance our industry reputation.

Additionally, the role requires the attributes of a zero-compromise mindset around Health and Safety, reinforcing our commitment to creating a safe working environment for all.

Key Responsibilities for Sales:

- Responsible for the overall performance of the Emerson sales function.
- Completely understand the expected results of everyone in the sales team and coach/manage to support them in meeting or exceeding their targets.
- Be a known 'go to' person for heavy cranes and lifting within the industry.
- Ensure a customer centric mindset is promoted through the business
- Keep close contact with our top clients to continually strengthen relationships.
- Be proactive, confident and have the drive to create, negotiate and close commercial agreements.
- To maintain and grow Emerson's market share within the industry. Maintaining and increasing sales. Reaching the targets and goals set for the business
- Establishing, maintaining, and expanding our new customer base, and servicing the needs of our existing customers.
- Increasing business opportunities through various routes to market and setting sales targets in consultation with the MD
- Recruiting and training sales staff, and allocating areas to sales representatives, and monitoring Sales and AP team's performance and motivating them to reach targets.
- Compiling and analysing sales figures with support from the Finance Director.
- Deals with major account administration directly
- Collecting customer feedback and market research.
- Keeping up to date with products and competitors.
- Handling complicated customer queries.

Key Operational Duties:

- Responsible for the overall performance of the Emerson operations function.
- Act as a main point of escalation for issues and challenges raised to Director level, bringing the best possible outcomes prior to reaching the Managing Director.
- Lead and manage the operations department, including overseeing recruitment, training and performance management.
- Ensure all operations comply with industry regulations, safety standards, and company policies.
- Promote a positive working environment and encourage teamwork and collaboration across all departments within Emerson.
- Develop and implement operational strategies to improve efficiency within the Operations department.
- Assist as required to optimise resource allocation and utilisation, ensuring cross hire is used as a last resort.

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- Oversee the maintenance, repair and servicing of the crane, transport and van fleet. • Identify areas for improvement to streamline processes, reduce costs, and enhance departmental efficiency.
- Manage the operations budget to ensure financial efficiency.
- Evaluate and recommend to the Managing Director any equipment purchases or sales to enhance operational capabilities.
- Lead on keeping the workforce happy, whilst being commercial with the companies best interests in mind.

Key Technical Support Duties:

- Responsible for the performance of the technical function.
- Lead the group of AP's.
- Encourage the group of AP's to continually develop. • Investigating latest technology and implement within the team.
- Supporting technical in complex planning.
- Develop Technical Department in line with LOLER and BS7121 revisions.
- Monitor performance of individuals within the Technical Department.
- Offer technical support to customers where required.

Responsibilities: Operational Management & Supervision

Hire Desk Manager

The reporting line for this role is the Sales and Operations Director. The summary of duties for this role entails the following which is administered by the Hire Desk Manager with the Hire Desk Coordinator and Operations Support Administrator supporting the processes:

- Manage the crane drivers and slingers and signallers by scheduling work, allocating holidays and schedule rest breaks ensuring not to exceed 15 hours
- Oversee the hire for booking in jobs to ensure both labour and plant are not over utilised
- Monitors the planning and delivery of training for staff including CPCS
- Coordinates with the Service Manager to facilitate the testing and servicing of the cranes by scheduling sufficient 6 months down time for statutory examinations
- Manages the planned and delivery of operational staff medicals to find a resolution, if possible, where medical assessments determine reasonable adjustments are required
- Arranges the purchase of PPE for staff and visitors based on their specification and if required supplies agency staff with any specific PPE they may need
- Responds to out hours calls and emergencies from clients and staff in order to agree and instigate solutions where practicable to meet the needs of the affected interested party
- Coordinates the day to day running of the depots by coordination with the Service Manager and Yard Managers over deliveries and loading for work ahead
- Liaises with the sales team and customers to achieve the company's utilisation targets for the crane fleet
- Coordinates with insures with Health Management as required to collate evidence in the event of claims
- Manages the ordering and top up of depot fuel reserves to ensure fleet is constantly operations ready
- Works with directors to set the strategic direction and decision making for the procurement of new fleet or upgrade of existing

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Service Manager & Inspection Coordinator

The Service Manager reports to the Sales and Operations Director and leads the team of Engineers and has overall responsibility for managing their workload but also ensure their wellbeing is maintained by fatigue management. Duties include the following which is also supported by the Inspection Coordinator:

- Manage the Engineers by scheduling work, allocating holidays and schedule rest breaks ensuring not to exceed 15 hours
- Oversee the to ensure both labour and plant are not over utilised
- Monitors the planning and delivery of training for staff training including CPCS slingers and signallers training and crane operator training
- Coordinates with the Hire Desk Manager to facilitate the testing and servicing of the cranes by scheduling sufficient 6 months down time for statutory examinations including lifting equipment
- Plan and oversee the delivery of the car and commercial van planned maintenance and support drivers with the provision of assistance during breakdowns or RTI
- Supports the Transport Manager in the completion of routine drivers' medicals and driver licence checks and routine endorsement checks
- Ensures with the support of the Inspection Coordinator that crane and commercial fleet assets are kept up to date on Check safe and that raised reactive works raised through the system is processed with evidence filled with each asset.
- Ensures with the support of the Inspection Coordinator that lifting equipment assets are also kept up to date on Frame as the tool used to ensure 6-month routine inspections and 6-month statutory examinations are maintained and that raised reactive works raised through the system is processed with evidence filled with each asset.
- Ensures with the support of the Inspection Coordinator that Office and Workshop assets are kept up to date on frame and that routine and statutory examinations due are maintained through Frame and that raised reactive works raised through the system is processed with evidence filled with each asset.
- Report on the compliance of assets in terms of due examinations completed, the status of actions arising from these through Check Safe and Frame and report the summary of compliance status to the board through Check Safe and Frame dashboard report

Engineers

The Engineers are responsible for keeping the commercial fleet reliable, and roadworthy. Their role typically includes:

- Inspecting and diagnosing faults using visual checks and diagnostic equipment
- Repairing or replacing worn or damaged parts, such as brakes, engines, transmissions, and exhausts
- Carrying out routine maintenance, including oil changes, tyre replacement, and servicing
- Testing vehicles after repairs to ensure problems are resolved and the vehicle meets safety standards
- Advising customers on necessary repairs, maintenance schedules, and vehicle care
- Keeping records of work carried out and parts used
- Following health and safety procedures and manufacturer guidelines

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Overall, the engineers play a key role in ensuring the fleet operate sufficiently, comply with legal requirements.

Transport Manager

The Transport Manager reports to the Sales and Operations Director and with support from the Transport Planner to assist in the administration is responsible for the following

- Ensuring full compliance with Drivers Hours Laws through planning and management of drivers, including regularly checking Tacho data daily for infringements, speeding or any missing data.
- Administer the planning of transport related work for the business daily including the routing of abnormal loads for upcoming work in line with regulated notice periods.
- Provide FORS compliance assistance as required to the Health and Safety Manager and the Service Manager.
- Ensure full compliance with the company's O Licence undertakings.
- Ensure full compliance with vehicle daily checks and working with the Service Manager and Inspection Coordinator to ensure repairs are carried out quickly to minimise equipment down time.
- Transport utilisation by forecasting work up to 2 weeks in advance to ensure drivers rest periods are scheduled during quiet periods, vehicle maintenance is carried out during quiet periods and driver and vehicle availability.
- Oversee the planning and delivery of staff training and development for Lorry Drivers, looking at current staff skill sets and suggest training courses to Sales and Operations Director for approval.
- Planning weekly PMI's that have been requested by the service Manager and Hire Desk Manager as applicable.
- Proactively managing fuel levels and administration of FuelTek system, reporting back to the Finance Director and to the Hire Desk Manager for stock keeping purposes and forecasting fuel needed to be ordered ahead of hire agreements booked.
- Managing the Emerson transport fleet to ensure all systems are correct and up to date for auditing purposes.
- Lead and motivate the transport team and be responsible for looking after a fleet of vehicles which run on a 24-hour basis.
- Assisting the Payroll department weekly with Transport drivers' wages calculations
- Provide drivers and the Hire Desk Manager with out of hours assistance as required

Yard Managers

Yard Managers report to the Hire Desk Manager directly, though may also indirectly report to the Service Manager, and Transport Manager as tasks necessitate or a delegated between these managerial roles.

The overall responsibility of the Yard Manager is to maintain the yard area to ensure safe storage of plant, vehicles and materials and ensure the site security is maintained at all time by ensuring access to the yard, and the workshop is restricted to authorised persons or that any visitors are accompanied by an authorised person and that all visitors, staff and contractors are wearing the required PPE

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Key Responsibilities:

- To ensure staff, contractor and visitor compliance with all company safety policies and procedures
- Carrying out daily routine cleaning and maintenance to ensure the yard is a safe environment for all users this includes carrying out minor repairs in yard
- Securely loading vehicles according to loading instructions
- Distribution of tasks to staff allocated to the yard
- Signing off yard authorisation forms and checking goods received notes and reporting any deficiencies to the appropriate management
- Conducting yard inductions to staff, contractors and visitors and ensure they are escorted by a member of the company who is familiar with the work environment
- Distribution/return of PPE stock and replenishing PPE. Maintaining the site store including replenishment and inventory checking
- Managing the company waste collections and ensuring waste transfer information is passed to the Inspection Coordinator and Health and Safety Manager for record keeping
- Conducting ad-hoc basic checks on vehicles including refuelling and the coordination of fuel deliveries
- To carry out other duties that management may reasonably require you to undertake that are not specifically listed above

Health and Safety Manager & SHEQ Consultants

The Health and Safety Manager with the SHEQ Consultant acting as specialist advice and providing onsite SHEQ Inspections as required by the organisation or under conditions of client contract work together to provide compliance support to the business report to the Sales and Operations Director and Managing Director The purpose of the Health and Safety Manager role is to lead and coordinate Emerson’s compliance, and management systems across the business, ensuring the company consistently meets legal, regulatory and accreditation requirements.

Key Responsibilities

- Monitor, maintain and continuously improve the company’s five management systems: Quality, Health & Safety, Environmental, Railway and Transport.
- Retain and manage all current accreditations, including (but not limited to): ISO 9001, ISO 14001, ISO 45001, Achilles UVDB and RISQS, and support the attainment of new or alternative accreditations where appropriate.
- Manage the internal employee induction matrix, ensuring records are accurate, up to date and fully compliant.
- Conduct regular inspections to ensure adherence to company policies and procedures legislation and industry standards.
- Complete internal audits to the audit programme established to ensure the company management system remains compliant and report and deficiencies to senior management for support
- Ensure the corrective action management process is maintained and always documented
- Coordinate and manage employee and customer induction processes, both face to-face and online, ensuring all compliance requirements are met prior to work commencing.

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- Oversee the arranging of employee medicals with the Service Desk Manager in line with company and industry requirements.
- Coordinate drug and alcohol testing programmes for operational staff, by completion of random testing and arranging follow-up tests with our external provider Express Medicals where a non-negative result has been detected
- Organise, log and monitor all staff training and certifications, working closely with HR/Payroll, The Service Desk Manager and Transport Manager to arrange training agreements where required.
- Assist with the company’s waste management and environmental compliance requirements.
- Support internal and external audits across all management systems and accreditations.
- Investigate non-conformances, incidents and near misses, ensuring corrective actions are implemented and tracked.
- Provide regular compliance updates and reports to the Managing Director and senior management team.
- Act as a visible point of contact for compliance matters across the business, providing practical guidance to managers and operatives.
- Promote a positive compliance and safety culture through engagement, communication and continuous improvement.

Technical Managers (Crane Appointed Persons)

The Appointed Persons report to the Sales and Operations Director and Indirectly to the Service Desk Manager. The roles and responsibilities of the Appointed Person involves the planning, supervision and execution of lifting operations as defined in the code of practice BS7121 – Safe Use of Cranes and for developing a safe system of work for lifting operations, ensuring that the safe system of work is implemented.

They have overall control of the lifting operation, and act on behalf of the Company, and responsible for managing a team within a day or night Operation and be responsible for ensuring all necessary paperwork is completed and in place to ensure smooth operations on site. In summary this is by

Planning all lifting operations where a crane or lifting appliance is used. Ensure lifting operations are properly planned, appropriately supervised, and carried out safely (*as required of LOLER Reg. 8*)

Select the correct crane type, size, and configuration for the task. Determine load weights, centers of gravity, and lifting methods. Identify lifting accessories required (slings, shackles, beams, etc.)

Key Responsibilities

Risk Assessment & Method Statements: The AP is responsible for: -

- Ensuring suitable and sufficient risk assessments are carried out
- Preparing or approving the lifting plan / method statement
- Identifying hazards such as overhead services, ground bearing pressure, proximity to structures or the public, weather conditions, multiple crane or complex lifts
- Defining control measures to eliminate or reduce risk

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Selection and Competence of Personnel: The Appointed Person must ensure that: -

- All personnel involved are competent and suitably trained, including the crane operators, slinger/signalers, crane supervisors and lift coordinators (if applicable)
- That roles and responsibilities are clearly defined and communicated within the lift plan and evidenced as communicated by the crane team lifting briefing
- That adequate supervision has been costed and in place for the operation
- Ensure that Sub-Contractors and specialist labour agencies have been approved under the requirements of the management system before they are contracted to the company.

Ensuring Equipment Compliance: The Appointed Person must verify that:

- Cranes and lifting accessories are suitable for the task, and have valid thorough examination certificates, and are properly maintained and inspected
- Lifting accessories are correctly selected, clearly marked, and in good condition

Coordination and Communication: The AP and Crane Supervisors are also responsible for: -

- Coordinating lifting operations with other activities on site in accordance with the principal contractor's construction phase plan arrangements and applicable permit to work processes
- Ensuring exclusion zones, permits, and traffic management are in place
- Act as the main point of contact for lifting-related safety matters during the lifting operation
- Interface with designers, temporary works engineers, and principal contractors when required

Crane Supervisors

The crane supervisor is responsible for works with the AP in the planning of the lifting operation, supervising, and safely controlling all lifting operations when taking place.

Key Responsibilities

Planning the Lift: -

- Read and understand the lift plan and method statement
- Confirm the correct crane type, capacity, and configuration
- Ensure ground conditions and setup are suitable during the lift. Identify any changing hazards such as overhead services, nearby structures, wind limits, and exclusion zones

Coordinating the Lifting Team: -

- Brief the lifting team before work starts
- Ensure all personnel are competent and authorised, including the crane operator and slinger/signallers and allocate and communicate roles and responsibilities

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Supervising Lifting Operations: -

- Be present during lifting operations
- Ensure lifts follow the approved lift plan
- Stop the lift if conditions become unsafe
- Monitor weather conditions (especially wind speed)

Ensuring Safe Systems of Work: -

- Confirm with slingers and signallers and the crane operative that lifting accessories are correct for the load, Inspected and certified
- That exclusion zones are maintained to Prevent unauthorized access to the lifting area
- Report defects, near misses, or incidents
- Make decisions when conditions change. Suspend operations if risks increase
- Liaise with the Appointed Person if changes to the lift plan are needed

Communication: -

- Maintain clear communication between the crane operator, signallers and slingers in accordance with the lift plan by ensuring standard hand signals or radios are used correctly

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