SAFETY PROTOCOL

Site Safety Management Protocol

A practical safety management resource for construction, civil works, labour supply, industrial support and facility maintenance projects in Nigeria

Prepared by Mega Labourers Services Ltd

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Document status: Client information resource. To be adapted to the contract, project risk profile and applicable regulatory requirements before use on a live project.

Executive Summary

Construction safety depends on a disciplined management system, not on personal caution alone. A safe project requires visible leadership, clear rules, trained workers, competent supervision, controlled equipment, planned work methods, emergency readiness and a habit of recording evidence. The International Labour Organization presents construction safety as a shared responsibility between employers, workers and their representatives, with attention to planning, coordination, hazard control and consultation (ILO, 2022). For Mega Labourers Services Ltd, this protocol gives project owners, managers, supervisors and workers a practical structure for turning that principle into daily practice on Nigerian construction and industrial work locations.

This Site Safety Management Protocol sets out minimum operating expectations for construction delivery, civil works, facility maintenance, manpower supply, equipment use, excavation, work at height, lifting, electrical tasks, hot work, traffic control, emergency response and incident reporting. It does not replace Nigerian law, client requirements, insurance conditions, professional engineering judgement or specialist statutory approvals. It should be read as a practical field document that helps teams plan work, identify hazards, assign responsibilities and verify that controls remain active. Nigeria's Factories Act contains health, safety and welfare provisions for persons employed in factories and related regulated premises, while international guidance from ILO and IFC gives useful standards for good safety management on construction and industrial projects (Factories Act, 2004; IFC, 2007; ILO, 2022).

The protocol follows a simple hierarchy. First, remove avoidable danger through design, planning and sequencing. Second, isolate workers from unavoidable hazards through barriers, guards, permits and exclusion zones. Third, reduce exposure through competent supervision, safe equipment, toolbox briefings, inspection and work method control. Fourth,

provide personal protective equipment as the final layer of protection. PPE matters, but it should never be the only control when engineering or organisational measures can reduce the hazard at source. This approach creates a more reliable safety culture because it treats safety as a managed process rather than a slogan.

1. Purpose and Scope

The purpose of this protocol is to provide a standard safety management framework for Mega Labourers Services Ltd projects and client engagements. It applies to building construction, civil works, road and drainage works, industrial support, facility maintenance, labour supply and project management assignments. It also applies to subcontractors, labour-only teams, visitors, delivery drivers and any person who enters a controlled work area under the authority of the project team. The protocol covers planning, induction, training, risk assessment, permits, personal protective equipment, work at height, excavation, lifting, electrical safety, hot work, traffic movement, housekeeping, emergency readiness and incident reporting.

The document should be adapted before each project begins. The project manager and safety officer should review the client’s requirements, the contract, applicable Nigerian regulations, location-specific hazards, access arrangements, surrounding communities, weather conditions, emergency services, utilities, ground conditions and the competence of the workforce. The final project safety plan should include the names of responsible persons, emergency contacts, clinic or hospital information, communication procedures, evacuation routes, assembly points, permits, inspection templates and the list of high-risk activities requiring special approval.

2. Safety Governance and Responsibilities

Safety responsibility starts with management because management controls resources, planning, staffing, equipment and time pressure. The managing director or appointed senior representative should approve the company safety policy, support training, require incident reporting, provide resources for welfare and emergency equipment, and stop work where serious danger exists. Project managers should translate that policy into project-specific arrangements by preparing a safety plan, assigning competent supervisors, reviewing risk assessments, arranging inductions, coordinating subcontractors and ensuring that procurement does not introduce unsafe equipment or unapproved materials.

The safety officer should support the project team through hazard identification, inspection, toolbox briefing, permit review, incident investigation, training records and corrective action tracking. Supervisors should brief workers before each task, check tools and equipment, enforce exclusion zones, correct unsafe behaviour and stop any task that drifts from the agreed method. Workers should follow instructions, use PPE correctly, report unsafe conditions, refuse to bypass guards or barriers, and avoid horseplay, alcohol, drugs or unauthorised operation of equipment. Visitors should remain under supervision, wear the required PPE and stay out of restricted areas. These responsibilities should be explained during induction and reinforced through daily briefings.

Responsibility Matrix

Role	Primary Responsibility	Evidence Required
Senior Management	Approve safety policy, provide resources and support stop-work decisions.	Signed policy, resource approvals and management review minutes.
Project Manager	Prepare the project safety plan, approve work methods and coordinate subcontractors.	Project safety plan, risk assessment approvals and coordination records.
Safety Officer	Conduct inspections, support toolbox talks, maintain records and track corrective actions.	Inspection reports, training logs, incident records and action register.
Supervisor or Foreman	Control daily work, enforce safe methods and remove workers from immediate danger.	Daily briefing sheet, permit checks and task observation notes.
Worker or Operative	Follow safe methods, use PPE, report hazards and avoid unauthorised activities.	Induction record, PPE issue record and toolbox attendance.

Visitor or Delivery Driver	Follow access rules and remain under control of the receiving team.	Visitor register and visitor briefing record.

3. Risk Assessment and Method Control

Every planned activity should pass through a risk assessment before work starts. The assessment should identify the task, the people who may be harmed, the hazards, the possible consequences, the controls required and the person responsible for ensuring that controls remain active. The assessment should cover normal operations and foreseeable deviations such as bad weather, poor visibility, equipment failure, late material delivery, congestion, fatigue or change in work sequence. IFC's General EHS Guidelines describe occupational health and safety management as a process of identifying hazards, applying prevention and control measures, training workers, documenting incidents and monitoring performance (IFC, 2007).

High-risk activities should also have a written method statement. These activities include work at height, scaffold use, excavation, lifting, confined space entry, demolition, hot work, electrical isolation, pressure testing, night work, work close to traffic, work close to live services and work in industrial facilities. The method statement should explain the task sequence, equipment, manpower, exclusion zones, emergency arrangements and inspection requirements. The supervisor should brief the method statement to the workforce before work begins. If conditions change materially, the team should pause and revise the method instead of forcing the original plan onto a changed situation.

Permit-to-Work Activities

Activity	Permit Trigger	Minimum Control
Hot Work	Grinding, welding, gas cutting or any task producing heat, sparks or flame.	Fire watch, extinguisher, combustible material removal, gas cylinder control and post-work inspection.
Work at Height	Work on scaffold, roof edge, open slab edge, ladder access or elevated platform.	Edge protection, inspected access, fall arrest where required and exclusion zone below.
Excavation	Any trench, pit or excavation where collapse, buried	Service scan, competent inspection,

	services or falls may occur.	barricade, safe access and protective support where required.
Electrical Work	Work on or close to electrical circuits, panels, generators or temporary power.	Isolation, lockout, test-before-touch, insulated tools and competent electrician approval.
Confined Space	Tank, chamber, manhole or restricted space with possible oxygen deficiency or toxic atmosphere.	Atmospheric test, ventilation, attendant, rescue plan and entry log.
Lifting Operation	Crane, hoist, telehandler, chain block or mechanically assisted lift.	Lifting plan, certified gear, banksman, load control and exclusion zone.

4. Induction, Training and Competence

No worker should begin work before receiving project induction. The induction should explain the project rules, emergency arrangements, welfare facilities, first-aid provision, reporting lines, PPE requirements, restricted areas, traffic routes, fire prevention, housekeeping expectations, disciplinary rules and stop-work authority. It should also explain the hazards most likely to harm people on that project. A road project, a multi-storey building, a factory shutdown and a drainage excavation do not have identical hazards, so induction should not become a generic speech repeated without reference to actual conditions.

Training should match the work performed. Scaffolders, crane operators, riggers, electricians, welders, machine operators, drivers, first aiders and confined space entrants should have evidence of competence before they undertake specialist tasks. General workers still require task briefings and supervision because many serious accidents involve ordinary activities such as carrying materials, working near openings, using hand tools, entering excavations, walking near mobile plant or climbing unsafe access. Toolbox talks should be short, practical and linked to the work planned for that day. The safety officer should keep attendance records because a safety system only has value when the team can prove that instructions reached the workers who needed them.

5. Personal Protective Equipment Standard

PPE protects workers from hazards that remain after other controls have been applied. OSHA describes personal protective equipment as equipment worn to reduce exposure to hazards that can cause serious injury or illness, including items such as gloves, eye protection, safety shoes, hearing protection, hard hats, respirators and protective clothing (OSHA, 2025a). This protocol adopts PPE as a mandatory baseline for controlled work areas. The normal minimum PPE should include safety helmet, high-visibility vest, safety boots, hand protection suitable for the task, eye protection where flying particles or splash hazards exist, and hearing or respiratory protection where noise, dust, fumes or chemical exposure requires it.

The project team should issue PPE through a register and replace damaged items promptly. Supervisors should check PPE at the start of each shift and during task observations. Workers should not alter helmets, cut gloves, remove reflective strips, use damaged boots or share respiratory protection without proper hygiene controls. PPE should be task-specific. A worker handling cement needs suitable gloves and dust control. A welder needs welding shield, fire-resistant clothing and suitable hand protection. A worker using a breaker may need hearing protection, eye protection and vibration control measures. A one-size-fits-all PPE policy gives an appearance of control but may fail to protect workers from the actual hazard.

Minimum PPE Matrix

Task or Area	Minimum PPE	Additional PPE as Required
General controlled work area	Helmet, safety boots and high-visibility vest.	Gloves, eye protection and dust mask where task hazards require them.
Concrete and block work	Helmet, safety boots, gloves and eye protection.	Respirator or dust mask during cutting, mixing or dusty work.
Welding and cutting	Helmet, safety boots, welding shield and welding gloves.	Fire-resistant clothing, face shield and respiratory protection where fumes require control.
Electrical work	Helmet, safety boots and task-specific	Arc-rated PPE, insulated matting and

	insulated gloves.	lockout equipment where required.
Work at height	Helmet, safety boots and high-visibility vest.	Full-body harness, lanyard and fall arrest or restraint system where required.
Industrial work area	Helmet, safety boots, eye protection and high-visibility vest.	Hearing protection, chemical gloves, respirator or coverall according to the hazard.

6. Work at Height

Work at height should only proceed after the team has selected safe access, protected openings and edges, and inspected the equipment. Falls remain one of the most severe construction hazards, so elevated work should receive planning attention before workers arrive at the edge. OSHA’s construction benchmark requires fall protection at six feet in construction, while other rules may apply depending on jurisdiction, contract and activity; this protocol therefore treats any open edge, fragile surface, roof, scaffold, ladder or platform as requiring a planned fall prevention approach (OSHA, 2025b).

The preferred controls are safe working platforms, guardrails, toe boards, covered openings, scaffold designed and inspected by competent persons, mobile elevated working platforms used by trained operators, and proper access ladders. Harnesses should not be used as decoration or as a substitute for planning. A fall arrest system must have a suitable anchor point, compatible connectors, a lanyard or retractable line, clearance below the worker, rescue arrangements and inspection records. Ladders should be used only for short-duration light work or access where a safer platform is not reasonably practicable. Workers should not stand on makeshift supports, loose blocks, drums, buckets, scaffold rails or unprotected formwork.

7. Scaffold, Ladders and Temporary Platforms

Scaffolds should be erected, altered and dismantled only by competent persons. Each scaffold should have stable foundations, standards, ledgers, braces, properly fixed platforms, guardrails, toe boards, safe access and ties where required. A scaffold should not be

overloaded with blocks, cement, steel or formwork. The supervisor should remove workers from any scaffold showing missing components, unstable base plates, unsupported platforms, damaged boards, unsafe access or signs of movement. Scaffold inspection should take place after erection, after alteration, after severe weather and at regular intervals defined by the project safety plan.

Ladders should be selected for the task, inspected before use and positioned on firm level ground. Extension ladders should be secured, project above the landing point where used for access and maintain a safe angle. Workers should keep three points of contact and should not carry heavy loads while climbing. Step ladders should be fully opened and used on stable surfaces. Damaged ladders should be tagged and removed from use. Temporary platforms should be designed for the load and fitted with edge protection where falls can occur.

8. Excavation, Trenches and Groundworks

Excavation work requires control because ground can collapse without warning, buried services can be struck, vehicles can fall into openings, water can accumulate and workers can be trapped. Before excavation begins, the team should review drawings, scan for buried utilities where possible, obtain the required permit, mark the work boundary, provide safe access, arrange spoil storage away from the edge and decide whether shoring, benching, battering or another protective system is required. OSHA’s excavation standard states that workers in excavations should be protected from cave-ins unless the excavation is entirely in stable rock or is less than five feet deep and a competent person finds no indication of potential cave-in (OSHA, 2025c).

A competent person should inspect excavations before entry, after rain, after vibration, after changes in ground condition and after any incident that may affect stability.

Workers should not enter unsupported trenches merely because the work will be quick. Ladders or safe access should be available where depth and conditions require them. Excavations should be barricaded, signed and lit at night. Plant should not operate close to edges unless the edge has been assessed. Water should be controlled through pumping, diversion or drainage. Spoil, blocks, steel and equipment should not be stored where they can overload the edge or fall into the excavation.

9. Lifting Operations, Plant and Equipment

Lifting operations should be planned before the load leaves the ground. The lifting plan should identify the load weight, centre of gravity, lifting points, lifting gear, crane or equipment capacity, ground bearing conditions, travel path, exclusion zone, signal method, weather limit and emergency arrangement. Lifting gear should be inspected and certified. Slings, shackles, hooks, chain blocks and webbing should not be used if they are damaged, unmarked or unsuitable for the load. No person should stand under a suspended load, and no load should be lifted over workers unless the operation has been specially planned and controlled.

Mobile plant and equipment should be operated only by authorised and competent persons. Daily pre-use checks should cover brakes, tyres, lights, alarms, guards, steering, leaks and safety devices. Equipment should be parked safely, keys controlled and maintenance defects reported. Reversing should be minimised through traffic layout; where reversing cannot be avoided, a banksman or other control should be used. Workers should not ride on equipment not designed for passengers. Plant should be separated from pedestrians through barriers, walkways, signage and supervision.

10. Electrical Safety and Energy Isolation

Electrical work should be carried out only by competent persons. Temporary electrical installations should have protection against overload, shock, water ingress, mechanical damage and unauthorised access. Cables should be routed away from sharp edges, standing water, vehicle routes and trip paths. Distribution boards should be labelled, covered and protected. Generators should be earthed or protected according to competent electrical design, and fuel storage should follow fire safety controls. Damaged cables, open junctions and improvised connections should be removed from service immediately.

Energy isolation should apply before work on electrical panels, machinery, pumps, conveyors, mixers, industrial equipment, pressure systems or any equipment that may start unexpectedly. The team should identify energy sources, shut down equipment, isolate the source, lock it out, place a tag, release stored energy and test before touching. The person doing the work should control the lock where possible. Removing another person’s lock without a controlled authorisation process should be prohibited. Isolation records should form part of the permit file for high-risk maintenance or industrial support work.

11. Hot Work, Fire Prevention and Gas Cylinders

Hot work includes welding, grinding, gas cutting, soldering and any activity that produces flame, sparks or heat. Hot work should require a permit unless the task occurs in a permanently controlled workshop designed for that activity. The permit should confirm that combustible materials have been removed or protected, the area has been inspected, suitable extinguishers are available, gas cylinders are secured, ventilation is adequate, fire watch has been assigned and post-work inspection will occur. Flammable liquids should be stored away from ignition sources, and smoking should be restricted to approved areas only.

Gas cylinders should be transported upright where practicable, secured against falling, protected from heat, fitted with correct regulators and kept away from unauthorised persons. Oxygen and fuel gas cylinders should be separated during storage according to accepted fire safety practice. Hoses should be inspected for damage, leaks and flashback risk. Flashback arrestors should be fitted where required. Cylinders should not be dragged, rolled violently, lifted by valves or used as supports. Empty cylinders should be marked and returned to storage.

12. Housekeeping, Material Handling and Welfare

Housekeeping prevents many ordinary injuries. Walkways should be kept clear, nails removed or bent over, waste collected, cables routed safely, slippery surfaces treated, openings covered, materials stacked securely and lighting maintained. Poor housekeeping also slows production because workers spend time moving around obstructions, searching for tools or correcting preventable damage. Each supervisor should include housekeeping in daily checks. Waste should be separated where possible and removed before it blocks movement or creates fire risk.

Manual handling should be planned to reduce strain injuries. Heavy or awkward loads should be moved with mechanical aid where possible. Workers should receive guidance on team lifting, carrying posture, load limits and the need to request help. Welfare facilities should include drinking water, toilets, handwashing arrangements, shaded rest area where required, first-aid provision and a process for dealing with heat stress. A clean and organised workplace supports safety, productivity and dignity. It also demonstrates professional control to clients and visitors.

13. Traffic, Public Protection and Security

Traffic management should separate vehicles, mobile plant, pedestrians, delivery vehicles, visitors and the public. The project team should define entry and exit routes, parking, loading areas, turning points, reversing controls, speed limits, pedestrian paths, barriers and signage. Where the project connects to public roads, the team should manage deliveries so that trucks do not create unsafe queues or block sight lines. Work close to traffic should use cones, barriers, warning signs, flag persons or other controls suitable for the road condition and local authority requirements.

Public protection matters because construction activity can harm neighbours, passers-by and nearby businesses. The work boundary should be secured with fencing, access control, warning signs and supervision. Open excavations, falling objects, dust, noise, water discharge, traffic movement and material storage should be controlled so that people outside the project do not face avoidable danger. Security should prevent unauthorised entry, theft, vandalism and access by children. Night work should include lighting, communication and disturbance control.

14. Health Hazards, Dust, Noise and Hazardous Substances

Construction activities can expose workers to dust, fumes, noise, vibration, cement burns, solvents, fuels, paints, welding fumes, chemicals and biological hazards in drainage or maintenance work. Hazard control should begin with substitution, isolation, ventilation, wet cutting, dust suppression, noise reduction, tool maintenance and good hygiene before relying on respirators or earplugs alone. Material safety data sheets should be available for hazardous products, and workers should receive task briefing before handling chemicals. Containers should be labelled and incompatible materials separated.

Dust control is especially important during cutting, breaking, grinding, cement handling, demolition and excavation. Wet methods, extraction, controlled cutting areas and housekeeping should be used where practicable. Workers should wash after cement work and before eating. Hearing protection should be provided where noise levels make ordinary conversation difficult at close distance or where assessment indicates risk. Vibration exposure should be reduced through tool selection, maintenance, rotation and rest breaks. Health hazards often cause slow harm, so supervisors should treat them with the same seriousness as visible injury risks.

15. Emergency Preparedness and Incident Reporting

Every project should have an emergency plan before work begins. The plan should cover fire, serious injury, fall from height, trench collapse, electrocution, vehicle collision, medical emergency, chemical spill, severe weather, public disturbance and security threat. The plan should name first aiders, list emergency contacts, show evacuation routes, identify assembly points, state communication methods and confirm the nearest hospital or clinic. Emergency drills should be carried out at intervals suitable for the project risk. Fire extinguishers, first-aid boxes, spill kits and rescue equipment should be inspected and accessible.

All incidents, near misses and unsafe conditions should be reported. Reporting should not be treated as blame. It should be treated as a learning process that prevents recurrence. Serious incidents require immediate response, scene control, medical care, management notification and investigation. The investigation should identify direct causes and deeper management causes, such as poor planning, inadequate supervision, missing equipment, time pressure, training gaps or weak procurement. Corrective actions should have owners and

completion dates. The safety officer should track close-out and share lessons through toolbox talks.

Incident Report Minimum Information

Information Required	What to Record
Basic details	Date, time, exact location, names, employer and activity being performed.
Incident type	Injury, near miss, property damage, environmental release, fire, security issue or unsafe condition.
Description	What happened, what task was taking place and what immediate action was taken.
People involved	Injured person, witnesses, supervisor, first aider and equipment operator where relevant.
Controls present	PPE, permit, barrier, guard, method statement, briefing and supervision arrangements.
Causes and actions	Immediate cause, underlying cause, corrective action, owner and deadline.

16. Monitoring, Audit and Improvement

Safety management should be checked through routine inspections, task observations, permit audits, PPE checks, housekeeping reviews, equipment inspections, training record reviews and management walkabouts. The project manager should hold regular safety meetings with the safety officer and supervisors. These meetings should review incidents, near misses, inspection findings, outstanding corrective actions, upcoming high-risk work and workforce concerns. The aim is to correct problems early, before they turn into injuries or delays.

Performance should not be measured only by the absence of accidents. A project may have poor reporting and still look safe on paper. Better indicators include completed inductions, toolbox attendance, permit compliance, number of hazards corrected, inspection close-out rate, equipment defects repaired, emergency drill results and worker participation. The project team should keep these records in a safety file. At completion, the team should prepare a short lessons-learned summary so that future projects benefit from what the team discovered.

17. Practical Daily Safety Checklist

The following checklist can be adapted for daily supervisory use. It should not replace detailed risk assessments or permits for high-risk work. It gives the supervisor a quick way to confirm that ordinary controls are active before work begins and as conditions change during the day.

Control Area	Daily Question	Status / Comment
Access and boundary	Are gates, fences, warning signs and visitor controls in place?	
Induction and briefing	Have all workers received induction and task briefing?	
PPE	Is each worker wearing the PPE required for the task?	
Housekeeping	Are walkways, stairs, platforms and work areas clear?	
Work at height	Are edges, openings, scaffolds, ladders and platforms safe?	
Excavation	Has the excavation been inspected before entry?	
Lifting and plant	Are equipment checks, exclusion zones and banksmen in place?	
Electrical safety	Are cables, panels, generators and tools safe and protected?	
Hot work	Has the hot-work permit, fire watch and extinguisher check been completed?	
Emergency readiness	Are first aid, fire equipment, contacts and access routes available?	

18. Conclusion

Safety improves when a project team treats every task as something that must be planned, explained, supervised and reviewed. A strong safety system does not slow the work when it is integrated into planning. It reduces confusion, prevents injury, protects the client, improves productivity and strengthens professional trust. For Mega Labourers Services Ltd, this Site Safety Management Protocol provides a practical foundation for safer delivery across construction, civil, industrial and facility support projects. The document should be reviewed at the start of each project, adapted to actual hazards and enforced through visible leadership, competent supervision and accurate records.

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