

12 Display Screen Equipment

This chapter is split into two parts:

Part 1: Directive. This part provides direction that you **must** follow to help you comply with (keep to) health and safety law, Government policy and Defence policy.

Part 2: Guidance. This part provides the guidance and good practice that **should** be followed and will help you to keep to this policy.

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Amendment record

This chapter has been reviewed by the Directorate of Defence Safety (DDS) together with relevant subject matter experts and key safety stakeholders. Any suggestions for amendments should be sent to COO-DDS-GroupMailbox@mod.gov.uk.

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1.2	Oct 20	Interim update post-handover of policy from DSA to D HS&EP.	Dir HS&EP
1.3	01 May 24	Release of two-part chapter structure.	DDS

Terms and definitions

The following table sets out definitions of some of the key terms used in this chapter. The general safety terms and definitions are provided in the [Master Glossary of Safety Terms and Definitions](#) which can also be accessed on the [GOV.UK](#) website.

Accountable Person (AP)	The person whose terms of reference state that they are responsible for making sure there are suitable and sufficient systems in place to control health and safety risks in their unit, estate (site) or platform. This term is used in place of CO, HoE, OC, Station Commander and so on, or as decreed by the Defence organisations.
As low as reasonably practicable (ALARP)	When risk has been reduced to a level where applying further control measures would be grossly disproportionate to the benefit that would be gained.
Business Manager	A person (in the context of this chapter) within their Defence organisation who has been delegated the responsibility for ordering and issuing Specsavers e-vouchers. The Business Manager will have access (or can create an account) to the Specsavers online portal and as such can issue e-vouchers and pay for them using an Electronic Procurement Card (EPC) after obtaining financial approval in line with their local financial processes.
Commander	This is generally a military person responsible for planning activities, supervising activities, and making sure that personnel under their area of responsibility are safe. This term refers to a role rather than the rank of Commander, and it can be a permanent or temporary role (for example, lasting for the duration of a training exercise). In parts of Defence this person could be referred to as a 'responsible
Competent person	A person who has the training, skills, experience, and knowledge necessary to perform a task safely, and is able to apply them. Other factors, such as attitude and physical ability, can also affect someone's competence. (See www.hse.gov.uk/competence/what-is-competence.htm for information on competence.)
Display Screen Equipment (DSE)	DSE are devices or equipment that have an alphanumeric or graphic display screen and includes display monitor, laptops, touch screens, smart phones, and other similar devices.
Lone working	A lone worker is a person who undertakes a specific activity unaccompanied or without immediate access to another person for assistance.
Manager	A person responsible for managing or supervising staff, planning activities, and making sure that personnel under their area of responsibility are safe. This could be a permanent or temporary role, and in parts of Defence this person could be referred to as a 'line manager,' a 'responsible person' or a 'delivery manager.'
Portable Electronic Devices (PEDs)	Devices for example; laptops, mobile phones tablets and so on, that allow you to undertake familiar desktop applications whilst on the move.

Remote working	Personnel habitually working at locations that are remote from their management chain of command and parent organisation, whether it be working on the move, working from home, or working from satellite locations.
DSE user	Personnel who normally use display screen equipment (DSE) for continuous or near continuous spells of an hour or more per day.
Workstation	An assembly comprising of (i) display screen equipment (whether provided with software determining the interface between the equipment and its operator or user, a keyboard, a mouse or any other input device), (ii) any optional accessories to the display screen equipment, (iii) any disk drive, telephone, modem, printer, document holder, work chair, work desk, work surface or other item peripheral to the display screen equipment, and (iv) the immediate work environment around the display screen equipment.

Must and should

Where this chapter says **must**, this means that the action is a compulsory requirement.

Where this chapter says **should**, this means that the action is not a compulsory requirement but is considered good practice.

Scope

The policy contained within this chapter:

- applies to all those employed by Defence (military and civilian) including those under the age of 18 (for example recruits and apprentices).
- applies to those working on behalf of, or under the supervision of Defence (for example, contractors or visitors).
- applies to all Defence activities carried out in any location (UK or overseas).
- is not written for young persons in the cadet forces, Defence-run schools, nurseries and so on; those organisations **must** maintain their own safety policies and governance and **must** provide statutory compliant infrastructure and appropriate safe systems of work. They may use material from this chapter as a reference point, but where appropriate their respective policies **should** be adapted to meet the needs of young persons and to follow any applicable Department for Education guidelines or legislation.

Assurance

The application of the policy contained within this chapter **must** be assured (that is, its use **must** be guaranteed). As part of their overall assurance activity, the commander, manager, or accountable person (AP) **must** make sure that this policy is followed and put into practice effectively. Assurance **must** be carried out in accordance with JSP 815 (Defence Safety Management System) Volume 2, Element 12 – Assurance.

Alternative acceptable means of compliance

This policy is mandatory across Defence and the only acceptable means of compliance (AMC) is attained by following the directive set out in this chapter. However, there may be circumstances where a small number of military units may be permanently unable to comply with (keep to) parts of the policy. In such circumstances an alternative AMC process is set out in [JSP 375 Directive and Guidance](#).

Part 1: Directive

Introduction

1. This chapter provides the direction and guidance for the provision, management and use of Display Screen Equipment (DSE): and to enable the assessment and mitigation of the risk of harm from the use of DSE (desktop, laptop, tablet or smart phone,) in the work environment (for example, on the Defence estate, on contractor premises, working from home or from hotel accommodation and so on).
2. This guidance is not limited to typical office situations or computer screens, but also includes laptops, CCTV control rooms, screens used to display line drawings; graphs, charts, radar screens, or computer-generated graphics, electronic display systems; personal digital assistant (PDA), tablets, smart phones and comparable activity such as a musician reading sheet music and so on.
3. The employer still retains a duty of care for working environments that are remote from the parent organisation (for example, home or a workplace based at another establishment, unit or site) and where personnel may have restricted contact with their management or peers. See further detail in JSP 375 Volume 1 Chapter 21 (Managing Staff Remotely).
4. Within Defence, the term “DSE user” is regarded as personnel who use DSE daily or continuous periods of an hour or more. At the discretion of the unit / establishment, local policy may be set out to designate any personnel who have access to DSE as a “user” for the purpose of assessment. In a standard office environment, a DSE workstation will comprise of a screen, keyboard, other parts of the computer and its accessories (mouse, or other input device), the work surface (desk), chair and other office furniture as well as the immediate work environment. However, other environments may also be classed as DSE workstations for example, radar operator stations.
5. A Health and Safety Executive (HSE) [Research Report 561](#) identifies a variety of ill-health symptoms associated when working with DSE including musculoskeletal disorders; visual fatigue and mental stress.
 - a. **musculoskeletal disorders** for example; pains in neck, arms, shoulders, back, wrists, fingers, tendons, ligaments, or nerves;
 - b. **visual fatigue** for example; eye strain, dry eyes; itching eyes; and
 - c. **mental stress and / or physical fatigue** for example; reduced memory recall, loss of concentration, dizziness, tiredness, headaches and so on.

Key health and safety legislation

6. Employers have a general duty under the Health and Safety at Work etc. Act (HSWA) 1974 to maintain safe working arrangements for their employees. There is a further duty on employers under the [Management of Health and Safety at Work Regulations 1999](#) to carry out a risk assessment of the hazards to which their employees are exposed.
7. The principles of this legislation are extended worldwide by the [Secretary of State for Defence \(SofS\) policy statement on health, safety and environmental protection](#).

8. Defence complies with the [Health and Safety \(Display Screen Equipment\) Regulations 1992](#) on the Defence estate and extends the application of the principles, so far as is reasonably practicable, to DSE fitted and used within transport (ships, armoured vehicles and aircraft etc) as well as its undertakings overseas.

Policy Statements

9. Defence has established the following policy statements, which **must** be followed.

a. **Policy Statement 1.** Commanders, managers and accountable persons **must** make sure that a suitable strategy and sufficient resources are in place to prevent or reduce risks to health and safety, from the use of DSE in the workplace under their area of responsibility, to ALARP and tolerable.

b. **Policy Statement 2.** Commanders, managers or accountable persons **must** make sure that suitable and sufficient DSE workstation risk assessments are carried out for all DSE workstations in the workplace under their area of responsibility. The findings of the DSE workstation risk assessments along with the associated control measures **must** be recorded and communicated to all those who may be harmed by the activity.

c. **Policy Statement 3.** Commanders, managers or accountable persons **must** make sure that suitable and sufficient DSE user risk assessments are carried out by all personnel that use DSE, under their area of responsibility, this includes those working at remote locations. The DSE user risk assessment **must** be recorded and agreed by the user and their commander, manager or accountable person to confirm acceptance of the findings, the recommended actions, control measures and any reasonable adjustments.

d. **Policy Statement 4.** Commanders, managers, or accountable persons **must** make sure that DSE workstation and user risk assessments are reviewed at a frequency that is appropriate and proportionate to the risk level of the activity. DSE workstation and user risk assessments **must** be reviewed more frequently when there are significant changes to the workstation or to the user circumstances to make sure that the control measures or reasonable adjustments are effective for maintaining safe working practices.

e. **Policy Statement 5.** Commanders, managers or accountable persons **must** make sure that suitable preventive and corrective measures are being followed to reduce the safety risks, from the use of DSE in the workplace under their area of responsibility, to ALARP and tolerable.

Policy Statement 1

Commanders, managers and accountable persons **must** make sure that a suitable strategy and sufficient resources are in place to prevent or reduce risks to health and safety, from the use of DSE in the workplace under their area of responsibility, to ALARP and tolerable.

10. Commanders, managers and accountable persons **must** make sure that a suitable strategy with sufficient resources is in place to prevent risks to health from the use of DSE in the workplace under their area of responsibility. Where prevention is not possible then Defence organisations **must** put the necessary control measures in place to reduce those risks to as low as is reasonably practicable (ALARP) and tolerable.

11. Commanders, managers and accountable persons **must** make sure that personnel under their area of responsibility are made aware of any safety related policy and processes associated with the safe use of DSE.

12. Commanders, managers or accountable persons **must** make sure that any health and safety issues identified in connection with the use of DSE in the workplace under their area of responsibility are addressed in collaboration with the affected personnel.

13. Commanders, managers and accountable persons **must** make sure that DSE users in the workplace under their area of responsibility are provided with adequate health and safety training required for the safe use of their workstation.

Policy Statement 2

Commanders, managers or accountable persons **must** make sure that suitable and sufficient DSE workstation risk assessments are carried out for all DSE workstations in the workplace under their area of responsibility. The findings of the DSE workstation risk assessments along with the associated control measures **must** be recorded and communicated to all those who may be harmed by the activity.

14. Commanders, managers or accountable persons are responsible for making sure that the working environment, under their area of responsibility, is suitably established and maintained for the use of DSE together with the provision of suitable workstations.

15. Commanders, managers or accountable persons **must** make sure that suitable and sufficient DSE workstation risk assessments are carried out. The MOD Form 5013 is the recommended template for commanders, managers or accountable persons to record the DSE workstation risk assessment. The MOD Form 5013 **must** be retained (in electronic or paper format) by the commander, manager or accountable person for the period for which it remains valid and extant and be readily available when required. Where the MOD Form 5013 has been replaced and is no longer valid or extant, it **must** be retained for at least three years in line with the record retention periods set out in Chapter 39 (Retention of records).

16. Commanders, managers or accountable persons may delegate responsibility for carrying out the DSE workstation risk assessment, however the person carrying out the risk assessment **must** be competent and have a good understanding of the hazards appropriate to the workstation(s) being assessed. Those undertaking the risk assessment **must** engage with the personnel who are conducting the work activity to make sure that all hazards are suitably identified.

17. If responsibility has been delegated, the significant findings **must** be explained to the commander, manager, or accountable person responsible for the risk, along with details of any control measures that need to be put in place to reduce those risks.

18. The commander, manager or accountable person **must** communicate any significant findings of the DSE workstation risk assessment to all those who may be harmed by the activity and with other relevant stakeholders, (for example the; Head of Establishment, local safety adviser, Trades Union (TUs) and so on), to agree on the recommended actions and any control measures that may be required. The control measures identified in the risk assessment **must** be implemented and recorded.

19. The commander, manager or accountable person **must** make sure that any control measures, which have been implemented, have resolved the problem, if not then they **must** consider and implement further control measures where necessary.

20. Commanders, managers or accountable persons **must**, so far as is reasonably practicable, make sure that those working at remote locations are not placed at greater risk compared to those working at a Defence establishment, unit or site. Personnel who work from home (classed as 'Remote Workers' – see JSP 375 [Volume 1 Chapter 21](#)) will need to demonstrate that they know how to set up and assess their own workstation and complete the DSE workstation risk assessment (MOD Form 5013).

21. The findings of the risk assessments and any necessary control measures to be implemented (for example the provision and use of appropriate furniture, special equipment, supplies, services such as primary health care and medical insurance for overseas activities) **must** be explained and copied to all personnel engaged in or affected by the activity.

22. To provide consistency of assessment, a generic workstation assessment may be produced for all workstations of a uniform configuration (desk, monitor, keyboard, mouse, software, chair etc) or workstations (including docking stations) used for 'hot desking'; this will remove the need for individual workstation assessments and save personnel time. These assessments **should** be made available to all users.

Policy Statement 3

Commanders, managers or accountable persons **must** make sure that suitable and sufficient DSE user risk assessments are carried out by all personnel that use DSE, under their area of responsibility, this includes those working at remote locations. The DSE user risk assessment **must** be recorded and agreed by the user and their commander, manager or accountable person to confirm acceptance of the findings, the recommended actions, control measures and any reasonable adjustments.

23. Commanders and managers **must** make sure that the personnel that use DSE under their area of responsibility carry out a suitable and sufficient DSE user risk assessment. It is important for a DSE assessment to be carried out every time a workstation is set up, when new personnel start work or when there is a significant change made to a workstation set-up.

24. Before undertaking the DSE user risk assessment, DSE users **should** undertake the DSE user training course. For civilian personnel this forms part of the mandatory [Health and Safety](#) training course on the Civil Service Learning (CSL) portal. For military personnel this is the [Display Screen Equipment V1.3.2](#) training course (V397) on the Defence Learning Environment (DLE) portal.

25. The findings of the DSE user risk assessment **must** be recorded and the MOD Form 5016 is the recommended template for the DSE user to record their risk assessment. The completed MOD Form 5016 **must** be retained (in electronic or paper format) by the user for the period for which it remains valid and extant and be readily available when required. Where the MOD Form 5016 has been replaced and is no longer valid or extant, it **must** be retained for at least three years in line with the record retention periods set out in Chapter 39 (Retention of records).

26. The DSE user **must** discuss the findings of their completed MOD Form 5016 DSE user risk assessment with their commander or manager and identify the most suitable type of outcome for the individual. Together they **must** agree on the recommended actions and any control measures or reasonable adjustments that may be required and establish how these are to be implemented (for example the funding, supply and delivery of office furniture for remote workers).

27. The control measures or reasonable adjustments identified in the DSE user risk assessment **must** be implemented and recorded on the MOD Form 5016. The DSE user **should** review the actions once they have been implemented to make sure they have resolved the problem. It is the user's responsibility to comply with the control measures that have been put in place such as taking regular breaks and to make any necessary adjustments to the workstation, for example, screen height, chair set up, and so on.

28. Civilian personnel **should** discuss any occupational health issues and reasonable adjustments to address those issues with their commander or manager and seek advice where required from their local safety adviser, and if further advice is needed, the Chief Environment and Safety Officer (CESO) or equivalent. The procedures set out at [Civilian HR People Portal - Occupational Health policy](#) will provide the commander or manager with information on how best to proceed, (upon the permission of the individual) for referrals for occupational health advice from the Defence's commercial health provider. Alternatively, advice can be sought from the local Primary Care facility (for Service personnel) who offer occupationally focussed primary health, or Civilian Human Resources (Civ HR) who are the lead for occupational health issues and Defence Business Services (DBS) [Reasonable Adjustment Service Team \(RAST\)](#) who are the lead for reasonable adjustments.

29. Military personnel **must** discuss any occupational health issues and reasonable adjustments with their commander or manager and seek advice where required from their Safety Centre or local safety adviser and the local medical facility.

30. Commanders and managers **must**, so far as is reasonably practicable, make sure that those working at remote locations are not placed at greater risk compared to those working at a Defence establishment, unit or site. Personnel who work from home (classed as 'Remote Workers') as part of an alternative working arrangement (AWA), **should** follow the DSE user guidance at Annex A to set up their workstation and then complete the DSE workstation risk assessment (MOD Form 5013) and the DSE user risk assessment (MOD Form 5016). Further details regarding remote working are set out in JSP 375 Volume 1 Chapter 21 (Managing Staff Remotely).

Policy Statement 4

Commanders, managers or accountable persons **must** make sure that DSE workstation and user risk assessments be reviewed at a frequency that is appropriate and proportionate to the risk level of the activity. DSE workstation and user risk assessments **must** be reviewed more frequently when there are significant changes to the workstation or to the user circumstances to make sure that the control measures or reasonable adjustments are effective for maintaining safe working practices.

31. Commanders, managers or accountable persons **must** review and approve the risk assessment for an activity. Risk assessments are live documents and **must** be reviewed at a frequency that is appropriate and proportionate to the risk level of the activity.

32. DSE workstation risk assessments **must** be reviewed if there is reason to suspect that it is no longer valid or when there is a significant change to the workstation. When an unexpected hazard arises, or an activity changes, the risk assessment in place **must** be reviewed to make sure it is still valid and that the control measures identified in the original risk assessment are still applicable. As part of this review, it may be necessary for the commander, manager or accountable person to change or put further control measures in place.

33. A DSE workstation risk assessment **must** be reviewed when any of the following apply:

- a. there is reason to doubt the effectiveness of the assessment.
- b. there is a change to information technology (IT) equipment, furniture or working location (for example a new location has more/less light, more confined space and so on).
- c. there has been an accident or a near miss.
- d. the assumptions or information the risk assessment or a control measure is based on have changed in a way that could affect the risk assessment.
- e. recommendations have been made by TUs, staff associations, safety leads, regulators, or functional specialists.
- f. there has been a change to the activity and as a result this now invalidates a risk assessment that was being used before the change was made.

34. DSE user risk assessments **must** be reviewed if there is reason to suspect it is no longer valid or when there is a significant change to the DSE user's workstation, their personal circumstances, or their working pattern. Commanders or managers **must** make sure that the recommended control measures and reasonable adjustments identified in the DSE user risk assessment are implemented in a timely manner and that the assessment is reviewed when required.

35. The DSE user risk assessment **must** be reviewed when any of the following apply:

- a. there is reason to doubt the effectiveness of the assessment.
- b. there is a change to IT equipment, furniture or working location (if new location has for example more/less light, more confined space and so on).
- c. there has been a change to a user's personal circumstances (for example, there has been a change to their physical state) that may require reasonable adjustments.

- d. there has been a change to a user's working pattern that adversely impacts their DSE usage (for example increased DSE usage).
- e. the assumptions or information the risk assessment or a control measure is based on have changed in a way that could affect the risk assessment.

36. Where DSE forms part of any new equipment, the acquisition or project team, or local purchase office **must** comply with the Schedule to the Health and Safety (Display Screen Equipment) Regulations 1992 as amended by the Health and Safety (Miscellaneous Amendments) Regulations 2002 which sets out the minimum legal requirements, this is covered in [HSE Guidance to Regulation L26](#).

37. They **should** consider at an early stage the implications of the guidance in this chapter together with the relevant legislation. This **must** include, but is not limited to;

- a. the type of device;
- b. the length of time used;
- c. the interface the user has with the equipment;
- d. the environment in which the equipment will be used for example; vehicle, aircraft, boat, ship, or office; and
- e. whether mobile or static.

38. Relevant / sufficient information supporting the safe use of DSE workstations (for example a safety case) is a necessity and as such **must** be passed down the supply chain to the customer (commander, manager or accountable person, end user and so on).

39. JSP 384 (Management of Defence Accommodation Stores) **should** be used for the provision of DSE furniture on all of the Defence estate, unless the establishment is subject to a service provision contract which includes furnished accommodation.

40. For personnel who work from home and their DSE assessment highlights a requirement for reasonable adjustments that are effective for maintaining safe working practices, for example a specialist chair, desk, mouse, keyboard and so on, they **should** discuss with their commander or manager and follow the process detailed in Policy Statement 3.

Policy Statement 5

Commanders, managers or accountable persons **must** make sure that suitable preventive and corrective measures are being followed to reduce the safety risks, from the use of DSE in the workplace under their area of responsibility, to ALARP and tolerable.

41. The main health risks of working with DSE¹ are musculoskeletal disorders and mental stress and / or physical fatigue. There is currently no reliable evidence to confirm that work with DSE causes deterioration and / or damage to eyes or eyesight and in the majority of cases DSE users will not need spectacles specifically to work with DSE. However, evidence does demonstrate that the use of DSE can cause visual fatigue.

¹ [Display screen equipment \(DSE\) health risks – Public Health Scotland](#)

42. For the workplace under their area of responsibility, commanders, managers or accountable persons **must** make sure that suitable preventive and corrective measures are being followed to reduce the safety risks from the use of DSE. The DSE regulations require employers to have in place provision for eyesight testing as a preventative measure. The eyesight testing may identify the need for spectacles specifically for the use of DSE to be prescribed as a corrective measure.
43. The Ministry of Defence (MOD) has a contract with Specsavers Ltd to provide a Corporate Eyecare Scheme (CES) for DSE eyesight testing, the provision of corrective spectacles and for safety eyewear spectacles or lenses.
44. Where the DSE user assessment has identified that personnel may require an eyesight test, those individuals may use the CES for eyesight testing and the provision of corrective spectacles.
45. The provision of spectacles as part of the CES, should consist of a basic frame from the £49 range or a £49 contribution towards an upgrade to other frame ranges and single vision lenses. However, Defence has **no obligation** to provide eyesight testing or the provision of corrective spectacles that are required for everyday use (non-DSE work) and will **no longer** reimburse employees for eyecare costs outside of the CES.
46. Defence organisations **must** introduce procedures for using the CES, further guidance on the CES is set out in Policy Statement 5 in Part 2 of this chapter.

Part 2: Guidance

This part provides the guidance and good practice that **should** be followed to help you comply with this policy.

Assessing DSE risks

Policy Statement 1

Commanders, managers and accountable persons **must** make sure that a suitable strategy and sufficient resources are in place to prevent or reduce risks to health and safety, from the use of DSE in the workplace under their area of responsibility, to ALARP and tolerable.

1. Commanders, managers or accountable persons **should** make sure that all DSE users for whom they have supervisory or management responsibility are to undertake appropriate DSE training for the equipment / workstation being used. For general office DSE, this training may be provided via the Defence Learning Environment (DLE) (Display Screen Equipment course).
2. DSE users **should** undertake DSE training appropriate to their role and the equipment used. DSE refresher training **should** be undertaken at least every two years or when there is a significant change to the DSE, workstation or software. In some circumstances specific user training may be required for some software packages, where this is the case commanders, managers or accountable persons **should** identify and assist users to access this training.

Policy Statement 2

Commanders, managers or accountable persons **must** make sure that suitable and sufficient DSE workstation risk assessments are carried out for all DSE workstations in the workplace under their area of responsibility. The findings of the DSE workstation risk assessments along with the associated control measures **must** be recorded and communicated to all those who may be harmed by the activity.

3. For units or establishments with a standard workstation configuration (used by personnel resident in the building or for 'hot-desking' (desk, monitor, keyboard, mouse, software, chair and so on) a single generic DSE workstation risk assessment (MOD Form 5013) defining the platform / building that it relates to **should** be sufficient. The completed DSE workstation risk assessment **must** be readily available and brought to the attention of all users together with any information in support of control measures for example, chair adjustments, screen filters and so on.
4. For non-standard workstation configurations assigned to specific users, for example, those with orthopaedic furniture, unique hardware or software and so on, will require an individual (non-generic) DSE workstation risk assessment using the MOD Form 5013.
5. If a workstation is provided by Defence for personnel who are not directly employed by Defence but are undertaking Defence business (for example, agency workers, work placement students), the manager supervising the work **should** make sure that they receive / have received adequate information (Annex A – DSE User Guide) and that the appropriate DSE assessments are completed.

6. Short-term or temporary use of a workstation (for example, continuous or near continuous use of less than an hour per day) may not need to be formally recorded unless risks are significant (development of any condition that affected the individual's ability to work). Further advice can be sought from the local health and safety adviser or the Defence organisation's safety organisation.

Policy Statement 3

Commanders, managers or accountable persons **must** make sure that suitable and sufficient DSE user risk assessments are carried out by all personnel that use DSE, under their area of responsibility, this includes those working at remote locations. The DSE user risk assessment **must** be recorded and agreed by the user and their commander, manager or accountable person to confirm acceptance of the findings, the recommended actions, control measures and any reasonable adjustments.

7. Commanders, managers or accountable persons make sure that the work activities of each DSE user (including remote workers – see Chapter 21 of JSP 375, Volume 1) are assessed using MOD Form 5016. Further guidance on DSE user risk assessments can be found in the [HSE's Legal Guidance to the Regulations L26](#). The user and their commander, manager or accountable person **should** agree these assessments to confirm acceptance of the findings, the recommended actions, control measures and any reasonable adjustments that may be required.

8. Commanders, managers or accountable persons **should** provide guidance for DSE users to undertake their own DSE user risk assessment and on using the MOD Form 5016. This can be done by directing all DSE users to undertake the relevant DSE training course. For civilian personnel this form's part of the mandatory [Health and Safety training course](#) on the Civil Service Learning (CSL) portal. For military personnel this is the [Display Screen Equipment V1.3.2](#) training course (V397) on the Defence Learning Environment (DLE) portal.

9. If during the DSE assessment complex issues are identified either with the equipment being used or due to the personal circumstances of the DSE user (for example, a new or existing health condition) then specialist knowledge may be required to complete the assessment.

10. Defence organisations may have DSE assessors who have undertaken specific training for identifying user issues with DSE. Where they have these DSE assessors they can provide basic advice and guidance which may resolve some problems and direct the commander, manager or accountable person to other resources as required.

11. Alternatively, advice can be sought from the local safety adviser, and if further advice is needed, the Safety Centre (SC); Chief Environment and Safety Officer (CESO) or equivalent; the local Primary Care facility (for Service personnel) or DBS People Services (for civilian staff) for the provision of specialist occupational health advice.

12. All DSE workstations within the commander's, manager's or accountable person's area of responsibility, which are not already subject to a generic workstation assessment **should** be individually assessed. The DSE user and the commander, manager or accountable person **should** agree the assessment findings.

13. All personnel **should** set up their own workstation to be comfortable for them and take the necessary breaks from using DSE (see Annex A). Once the workstation has been set up all personnel **must** undertake a self-assessment using the MOD Form 5016 and take into consideration any DSE related conditions they may have and activities undertaken outside of the workplace (for example, hobbies, domestic activities) that may make any such condition worse.

14. If personnel know or suspect that they are suffering from a DSE related condition, even after their workstation has been assessed and any necessary corrective action taken, they **should** inform their commander, manager or accountable person.

15. The user together with their commander, manager or accountable person **should** confirm acceptance of the assessment findings and the recommended actions. It is the responsibility of the DSE user to comply with control measures put in place and make any necessary user adjustments to the workstation and to take regular breaks where practicable. Personnel who work from home (classed as 'Remote Workers' – see Chapter 21 of JSP 375 Volume 1) will need to demonstrate that they know how to set up and assess their own workstation and complete the DSE user risk assessment using MOD Form 5016.

16. The DSE user and the manager **must** work together to make sure that the recommended control measures identified in the assessment are implemented and monitored to make sure the measures are effective.

17. The findings of the DSE user risk assessment **must** be recorded and agreed by the DSE user and the commander, manager or accountable person to confirm acceptance of the findings, the recommended actions, control measures and any reasonable adjustments that may be required.

Policy Statement 4

Commanders, managers or accountable persons **must** make sure that DSE workstation and user risk assessments are reviewed at a frequency that is appropriate and proportionate to the risk level of the activity. DSE workstation and user risk assessments **must** be reviewed more frequently when there are significant changes to the workstation or to the user circumstances to make sure that the control measures or reasonable adjustments are effective for maintaining safe working practices.

18. The DSE workstation risk assessment **must** be reviewed when there is a significant change to the workstation (for example, desk, software, lighting and so on). Commander's managers or accountable persons **must** make sure that the recommended actions, control measures and reasonable adjustments identified in the DSE assessments are implemented in a timely manner and that the assessments are reviewed when required.

19. The DSE user risk assessment **must** be reviewed when there is a significant change to the DSE user's workstation, their personal circumstances, or their working pattern for example, personnel report illness or injury that could be exacerbated by their current DSE working pattern, hardware, office moves, or complexity of software.

Policy Statement 5

Commanders, managers or accountable persons **must** make sure that suitable preventive and corrective measures are being followed to reduce the safety risks, from the use of DSE in the workplace under their area of responsibility, to ALARP and tolerable.

20. Commanders, managers or accountable persons **should** use the results of the DSE assessments to decide what preventative and corrective measures are required for example; take more breaks, check equipment, lighting and so on.
21. The importance of taking breaks cannot be understated and therefore commanders, managers or accountable persons are to make sure that the demands of the workload are designed to allow DSE users to take regular breaks from using a screen, ideally breaks **should** allow the user the chance to move or change their posture.
22. If a DSE user is not taking regular breaks, then the manager is to explain the need for regular breaks and make sure that they are taken. In safety critical or emergency situations, the operational need shall take primacy over the need for strict adherence to taking breaks. A break of 5-10 minutes duration **should** be taken every hour, breaks **should** NOT be accumulated into one longer break (for example, 30 minutes after 4 hours).
23. The DSE user **must** discuss the findings of their completed MOD Form 5016 DSE user risk assessment with their commander or manager and agree on the recommended actions and any control measures or reasonable adjustments that may be required. If the outcome of the discussion determines that an eyesight test is required or requested by the users, Defence personnel (military and civilian) may use the corporate eyecare scheme (CES).

The Corporate Eyecare Scheme (CES)

24. The CES is an eyecare contract between the MOD and Specsavers Ltd, covering the United Kingdom. For MOD personnel based outside of the UK Mainland (for example, Embassy Staff), eyecare **should** be sourced locally using a Government Procurement Card. The CES is a prepay e-voucher system that provides service and civilian personnel with eyesight testing, eye examination, the provision of corrective spectacles and safety eyewear spectacles or lenses where required.

Note: The MOD is unable to reimburse personnel for eyecare costs incurred at personal expense.

25. Where the DSE user assessment has identified that personnel may require an eyesight test or safety eyewear spectacles, the commander or manager **should** agree the action in MOD Form 5016 and **should** advise the DSE user to contact their Business Manager to obtain an e-voucher for an eyesight test at Specsavers as part of the CES contract.

Guidance for CES users

DSE eyecare

26. The DSE user **should** contact their Business Manager and request an e-voucher for the CES and if necessary provide a copy of their MOD Form 5016 as evidence of the requirement for an eye test. The Business Manager will issue an e-voucher to the DSE user and upon receipt of the e-voucher the DSE user **should** then book an appointment and attend an eyesight test at their local branch of Specsavers. The result of the eyesight test will determine if corrective spectacles are required or not, if not then other control measures may need to be considered and discussed with their commander or manager.

Security note

27. The e-voucher **should** not have information on it that identifies the DSE user as being associated with the MOD. All e-vouchers can be redeemed anonymously in store and do not need to be attributed to an individual for them to be redeemed. Therefore, the DSE user **should** not submit any information such as staff / service numbers or details of the department or business area that identifies them as an MOD employee when booking and subsequently attending a Specsavers appointment.

The eyesight test

28. If the result of the eyesight test determines that corrective spectacles or safety eyewear spectacles are required then Specsavers **should** advise the DSE user on the recommended spectacles to meet their specific requirements. Guidance for using the CES is illustrated in Figure 1 (CES user flowchart) below.

29. A standard e-voucher provides:

- a. an eyesight test and eye examination but does not include any additional procedures (for example optomap, full field examination, tear assessment). A full eye health check can be added (where the Specsavers store have the equipment) at an additional cost of £10.00, to be paid for by the DSE user; and
- b. if needed solely and specifically for DSE use, a pair of spectacles from the £49 range of Specsavers frames, fitted with standard single vision lenses normally within the 50-60 cm focal range, plus a scratch-resistant treatment; or £49 towards an upgrade to frame ranges costing up to £99. For frames costing more than £99 Specsavers will apply a further £20 discount.

30. All e-vouchers are non-transferable and cannot be exchanged for cash, however if the user does not use the voucher within a 6 month period of issue, then they **must** return the voucher to the issuing Business Manager in order to get it reimbursed back onto their corporate account and issued to someone else.

31. Where it is impractical for DSE users to keep changing their spectacles to perform their task then multi-focal (bifocal or varifocal) lenses may be required. Multi-focal lenses are applicable where there is a high frequency of change of focal length (several times per minute) between DSE screen and other text / media.

32. Where multi-focal lenses are required, the contributions of funding from Defence is capped at a maximum of £39 upgrade to varifocal lenses or £49 upgrade to bifocal lenses. Upgrades to more expensive frames and lens options can be made, but the additional costs over and above the capped amount is to be paid by the individual.

33. To receive glasses with multi-focal lenses DSE users will require two eyecare e-vouchers. Where DSE users **have** previously been prescribed with multi-focal lenses they **should** discuss this with their Business Manager prior to their Specsavers appointment and the Business Manager **should** provide them with two e-vouchers to take to their appointment.

34. Where DSE users **have not** previously been prescribed with multi-focal lenses and only one e-voucher has been issued, the DSE user will require a prescription from the Specsavers optician which recommends that multi-focal lenses are required. The DSE user will need to present this prescription to their Business Manager and request that the Business Manager e-mails the additional e-voucher to the relevant Specsavers store.

Safety eyewear

35. The safety eyewear element of the CES is also a pre-pay e-voucher system and these e-vouchers are available with or without the eyesight test. However, the products: MDS055, Sawfly lenses and GSR corrective lens inserts are not listed in the specification of the contract, and therefore they are out of scope for the CES contract.

36. One safety eyewear e-voucher provides one pair of Specsavers CR39 single-vision prescription safety glasses. To receive Specsavers safety glasses with multi-focal lenses the DSE user will be required to present two Safety eyewear e-vouchers. The process for obtaining two e-vouchers for multi-focal safety eyewear lenses, is the same as the process for multi-focal DSE eyecare lenses as set out above.

37. There are different 'Safety Eyewear Lens Option' e-vouchers available that are specific to DSE user requirements (for example UV tint / toughened glass lenses, breathing apparatus lenses and so on), these e-vouchers **should** be used in addition to the safety eyewear e-voucher. The DSE user **should** discuss these Safety Eyewear Lens Option e-vouchers with their Business Manager before placing any orders with Specsavers.

38. There may be other reasonable circumstances where work activity is equivalent to DSE use for example, a musician reading sheet music. In these rare circumstances management discretion **should** be used when identifying the requirement for eye care.

39. Military personnel **must** report the results of any eyesight test, eye health check and examination to their respective Primary Care facility and report any serious eyesight issues to their Commander. Civilian personnel **must** inform their manager of any serious issues resulting from their eyesight test, eye health check and examination, which may require a further occupational health assessment or additional control measures.

Guidance on the CES for Business Managers

Security note

40. When setting up an account, in the organisation field use a name / descriptor that is not attributable to the MOD, for example Directorate of Defence Safety just input DDS. When ordering e-vouchers only provide your email address for the purposes of creating an account. Do not submit any information such as staff numbers or details of the employees you are ordering e-vouchers for, sharing this information would be considered a data breach and is reportable to MOD Security. The fields for this information will appear on the online form but these are **not for MOD use** and Specsavers **do not require this information** to process your order. All e-vouchers can be redeemed anonymously in store and do not need to be attributed to an individual for them to be redeemed.

Note: If you are setting up a new account for a unit based in Northern Ireland you **must** phone the Specsavers helpline on 01159 330800 to make sure that the account name is left blank before ordering vouchers

How to order e-vouchers

41. Business Managers within Defence organisations will be responsible for ordering e-vouchers from the online portal using an appropriately enabled Electronic Procurement Card (EPC) after obtaining financial approval in line with their local financial processes. The minimum order quantity of CES e-vouchers is in batches of five.

42. The Business Manager may request to see the MOD Form 5016 DSE user risk assessment as evidence of the requirement for an eye test before providing an individual with a CES e-voucher(s).

43. There are different e-vouchers specific to DSE user requirements and where the Specsavers optician recommends a bespoke prescription for example varifocals, then the DSE user **should** present the prescription to their Business Manager to discuss the appropriate e-voucher to be purchased from the online portal.

44. The default for DSE eyecare is the 'Corporate Plus Voucher' and where safety eyewear may be required, then the default is the 'Safety Eyewear Voucher.'

45. Use the online portal <https://www.specsavers.co.uk/corporate>

46. The costs for e-vouchers are to be met by individual establishment / unit budgets, therefore financial approval **must** be provided by the budget manager before ordering e-vouchers from Specsavers.

Creating a new online CES account

47. Visit Website <https://www.specsavers.co.uk/corporate>

48. Click Create account.

49. Complete account information.

50. Email your CLIENTID to uk.corporateeyecare@specsavers.com – CLIENTID will be your account number. This needs to be sent to Specsavers so they can ensure the account is registered as an MOD account and receive preferential pricing. Your CLIENTID will be located in the top left of your “Manage Client Tab”.

51. Receive a confirmation email of account set up – this may take up to 48 hours.

52. The Client ID **must** be updated by emailing uk.corporateeyecare@specsavers.com to ensure the correct pricing is applied to the account, please note it can take up to 48 hours for accounts to be amended to Defence specific rates.

Existing accounts

53. Business Managers with an existing account will be upgraded by Specsavers to the new pricing structure.

Further information

54. This web link will take you to Specsavers Frequently Asked Questions page:
<http://www.specsavers.co.uk/corporate/employers/questions-answers/>

Contract queries

55. Any contractual query **should** be directed to: dbscivpers-sasopscontracts@mod.gov.uk.

Guidance for using the Corporate Eyecare Scheme (CES)

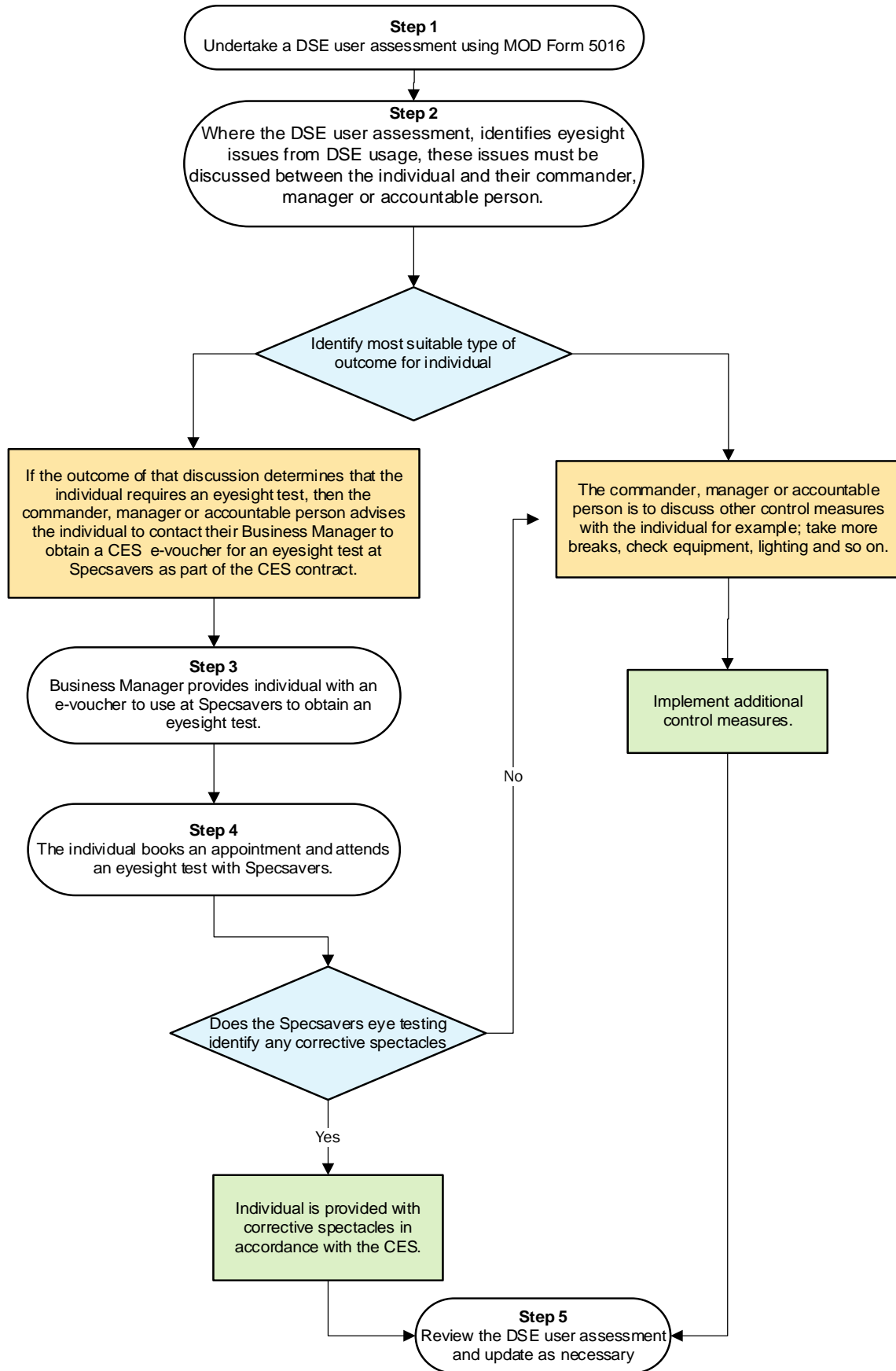


Figure 1 - Guidance for using the CES.

Retention of records

56. All records including the Unit / Establishment Register, Risk Assessments, and so on **should** be kept in accordance with JSP 375, Volume 1, Chapter 39 (Retention of Records).

Related documents

57. The following documents are related to this chapter.

- a. JSP 815 – Defence Safety Management System (Framework)
- b. JSP 375 Volume1
 - (1) Chapter 2 – Military and Civilian Workplace Safety
 - (2) Chapter 8 – Safety Risk Assessment and Safe Systems of Work
 - (3) Chapter 14 – Health Surveillance and Health Monitoring
 - (4) Chapter 17 – Stress in the Workplace
 - (5) Chapter 18 – Lone Working
 - (6) Chapter 21 – Managing Staff Remotely
 - (7) Chapter 39 – Retention of Records
- c. Forms
 - (1) MOD Form 5013 – DSE Workstation Assessment
 - (2) MOD Form 5016 – DSE User Assessment
- d. JSP 950 – Medical Policy
- e. Legislation and Guidance
 - (1) [Management of Health and Safety at Work Regulations](#)
 - (2) [Health and Safety \(Display Screen Equipment\) Regulations 1992](#)
 - (3) [HSE L26: Work with Display Screen Equipment](#)
 - (4) [HSE INDG36: Working with VDUs](#)
 - (5) [HSE L24: Workplace Health, Safety and Welfare](#)
 - (6) [Gov.uk: Access to Work](#)

DSE User Guide

1. This guide has been prepared for all Defence personnel who are DSE users (using DSE for more than an hour a day). It has been adapted from the Health and Safety Executive's guide "Working with Display Screens". This advice is primarily aimed for users of DSE on permanent workstations.

Why should I read this guide?

2. DSE has become one of the most common kinds of work equipment; working with DSE can lead to physical (musculoskeletal) problems, visual fatigue, and mental stress. These problems are not generally caused by the DSE itself but by how the DSE is used. It is important that you are aware of the risks, what you can do to avoid the risks and what the MOD is doing to reduce them.

Do I need training to use DSE?

3. All DSE users need some type of training prior to using DSE so they can avoid DSE related health problems. This can be achieved by military DSE users to undertake the training course 'Display Screen Equipment training course (V397)' on the Defence Learning Environment (DLE) portal, and for civilian DSE users to undertake the mandatory annual Health and Safety training course on the Civil Service Learning (CSL) portal which includes a module on DSE; you may also be required to undertake other training for example, touch-typing skills and so on.

Permanent workstations

What should I do if I have any problems associated with DSE Work?

4. If you think there is a problem with your DSE workstation or you have health problems for example, back, shoulder and neck problems, eye problems (information about the specifics of your health condition can be kept confidential) connected with DSE work, then you **must** tell your manager. They can make the necessary arrangements through DBS-People Services / local Primary Care facility for further advice or a specialist assessment.

5. If your manager cannot assist you, you can ask your Representative of Employee Safety (Safety Rep) or Trade Union Representative for assistance.

How can I avoid DSE related health problems?

6. Using an analogy of driving a vehicle the driver **should** always adjust the seat, make sure the mirrors are right and move the steering wheel and so on to make sure they are not only safe, but comfortable before driving away. This analogy could also be applied to using DSE where long periods of time are spent sitting at the workstation; the following guidance below will help you to minimise the risk from the use of DSE.

Support your back

7. When seated at your workstation, your wrists and forearms **should** be approximately horizontal with the floor. This can help prevent repetitive strain injuries. Your elbows **should** be by the side of your body so that the arm forms a capital letter 'L' shape.

Adjust your chair

8. A correctly adjusted chair will reduce the strain on your back, shoulders and neck, therefore:

- a. the chair **should** be easily adjustable so that you can change the height, the back adjustable for tilt and provide adequate lumbar support and seat pan with forward and backward adjustability;
- b. your knees **should** be level with your hips. Your feet **should** be flat on the floor. If they are not, ask if you can have a footrest, which lets you rest your feet at a level that is comfortable;
- c. try not to cross your legs or ankles, as this can cause posture-related problems. Leave a gap between the edge of your seat and the backs of your legs to avoid excess pressure on your legs and knees. A footrest may be helpful.

Adjust your screen

9. Your monitor screen **should** be positioned directly in front of you:

- a. the monitor **should** be about an arm's length away, with the top of the screen roughly at eye level;
- b. the brightness and contrast controls on the screen **should** be adjusted to suit lighting conditions in the room;
- c. your monitor screen **should** be arranged to avoid glare, or bright reflections on the screen. This will be easiest if neither you nor the screen is directly facing windows or bright lights, adjusting curtains or blinds (if fitted) can help prevent unwanted light falling on the screen. Make sure the screen surface is clean;
- d. select colours on the screen that are easy on the eye (avoid red text on a blue background, or vice-versa). Individual characters on the screen **should** be sharply focused and **should** not flicker or move. If they do, the display screen may need servicing or adjustment;
- e. you **should** avoid the tendency to lean in towards the screen as this can cause stress on the spine. If you notice yourself adopting this position you **should** either increase the text size on the monitor or move the monitor closer to you;
- f. in setting up software, where possible choose options giving text that is large enough to read easily on your screen, when you are sitting in a normal, comfortable working position; and
- g. you **should** not look continuously at the screen and **should** adopt the practice of increasing your rate of blinking and looking away from the screen to something about seven metres distance away for 20 seconds, every 20 minutes. As a result of frequently practicing this exercise, it gives the DSE user's eyes a chance to relax and to prevent them from visual fatigue.

Adjust your keyboard and mouse

10. Adjust your keyboard to get a comfortable keying position. A space in front of the keyboard is helpful for resting the hands and wrists when not keying. Try different arrangements of keyboard (for example a curved keyboard, wide screen, vertical mouse, and document holder) to find the best arrangement for you:

- a. try to keep your wrists straight when keying; not bent up or down at the wrists;
- b. do not overstretch your fingers;

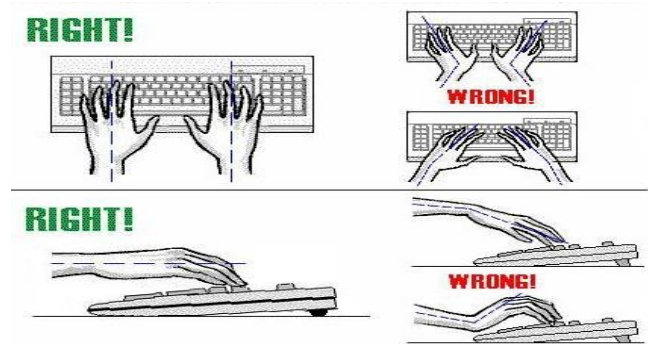


Figure 1. Using a Keyboard

- c. good keyboard technique is important in minimising strain; you may find a keyboard wrist support can assist with maintaining good keyboard technique;



Figure 2 – keyboard wrist support

- d. position the mouse within easy reach, so you do not have to work with your mouse arm stretched - ideally the mouse **should** be used with the wrist straight. The forearm **should** be supported on the desk (use of a mouse mat with a wrist support may be more comfortable), rest your hand on the mouse. Apply gentle pressure to operate the mouse buttons; and

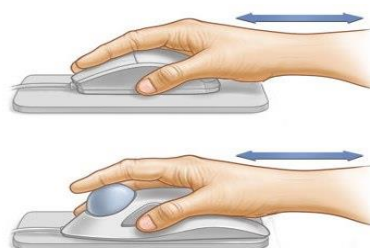


Figure 3. Using a Mouse

- e. sit upright and sit in close to the desk.

Make objects accessible

11. Frequently used items for example, telephone or mouse **should** be nearby to avoid over-stretching or twisting to reach things - move or rotate your chair or relocate the equipment to within easy reach.

12. If you spend a lot of time on the phone, try exchanging your handset for a headset; repeatedly cradling the phone between your ear and shoulder can strain the muscles in your neck.

Working with spectacles

13. People with bifocal spectacles may find them less than ideal for computer work. It is important to be able to see the screen easily without having to raise or lower your head. If you cannot work comfortably with bifocals, you may need a different type of lens and you **should** consult your optician if in doubt.

Workstation

14. You **should** not sit in the same position for lengthy periods. Make sure you change your posture as often as practicable. Some movement is desirable but avoid repeated stretching to reach things you need (if this happens a lot, rearrange your workstation). Consider using a sit-stand desk or a height adjustable desk:

- a. you **should** allow yourself short natural breaks (ten minutes in every hour) away from the DSE for example, photocopying, making a drink. If you have no opportunity for natural breaks, you **should** speak to your manager. Short, frequent breaks are better than longer, infrequent ones;
- b. make sure there is space under your desk to move your legs freely. Move any obstacles such as boxes or equipment; and
- c. make sure you have enough workspace to take whatever documents or other equipment you need.

Use of portable DSE

15. Portable DSE are electronic devices which can be used to compose, read and edit text, view images and / or connect to the internet for example, laptops, notebook computers, tablets, smart phones and PDAs. Any prolonged use of such devices for an hour or more on a daily basis for work purposes will be subject to the DSE Regulations and the circumstances of such use will need to be individually assessed.

16. Portable DSE systems not in prolonged use are excluded from the regulations. However, some personnel may use such devices intermittently and in support of their main tasks. The degree and intensity of use of the portable device may vary as result. These tasks **should** still be considered in the risk assessment process and steps taken to reduce any residual DSE risks.

Good posture

17. Poor posture, adopting awkward postures where you stretch, twist, slouch or lean, all contribute to placing a strain on the body, and is the biggest cause of discomfort when using portable DSE:

- a. whenever possible, if using a laptop, use a docking station / stand or firm surface and a full-sized keyboard and mouse instead of using the touchpad or trackball built into the laptop;
- b. if you are working at a desk make sure you have adjusted your chair, so it supports you. Consider using a cushion, or rolled up item of clothing to support the lumbar of your lower back if the chair does not offer appropriate support;
- c. you **should** avoid using a laptop, tablet or notebook at a table with a fixed height chair (for example, in a hotel room, coffee shop etc) for extended periods of time without a break as you are more likely to have poor posture and potential for discomfort:

(1) try and keep your head upright, not lean forward and keep your shoulders relaxed. If you find yourself leaning in towards the screen you may need to raise the screen or enlarge the font text size;



Figure 4. adopting a good sitting posture

- d. be careful about resting your arms on the edge of the desk, particularly if it has a 90° edge, as high pressure on your forearm can cause discomfort; and
- e. do not hold a phone between your ear and shoulder while writing or keying – you are likely to get a sore neck.

Comfortable use of portable electronic devices (PEDs)

18. The use of PEDs (PDAs, smart phones, tablets and so on) allow you to undertake familiar desktop applications while on the move, but often have small screens and keyboards which can lead to visual discomfort, fatigue, headaches and postural problems. They **should** not normally be used as your sole computing equipment. You **should**:

- a. look away from the screen regularly to give your eyes a break;
- b. avoid using these devices intensively for more than 10-20 minutes and take regular breaks;
- c. write short messages; be succinct and use acceptable abbreviations or emojis where appropriate;
- d. try to keep your wrists straight and relaxed when holding and using the device;
- e. keep the screen clean; smudges from fingers can make viewing it more difficult;

- f. ensure your laptop / notebook / tablet screen is the right distance away (roughly an arm's length away from you); and
- g. if glare on the screen is a problem, close any window blinds and try adjusting the angle of your screen to compensate.

Staying safe and security conscious

19. The use of Defence-managed PEDs can increase your personal safety and security risk (for example, theft), therefore when using Defence-managed PEDs in a public place you **should** also consider the security implications of doing so. Further advice on the use of PEDs refer to [JSP 440, Part 2, Leaflet 5B - Portable Electronic Devices](#)

20. The following can help you reduce this risk:

- a. do not leave any Defence-managed PEDs visible in public places for example, in a pocket, or in your car (even if you are in it);
- b. do not leave Defence-managed PEDs unattended in public places, including a public storage locker or out of sight in an unattended private or MT vehicle;
- c. assess your environment before using equipment, and do not use it if you do not feel comfortable doing so;
- d. use non-branded bags or carry cases so it is less obvious;
- e. use a backpack rather than a shoulder bag if carrying a laptop – so it is better secured to your body; and
- f. do not use handheld equipment while walking (especially when ascending or descending stairs), to reduce your risks of slips, trips and falls.

Reducing stress

21. Some people can find that modern technology, unfamiliar software or system crashes contribute to their stress:

- a. take regular breaks from computer work;
- b. separate your home and work life; turn off the equipment when you are not working or consider using settings to determine how often you get email updates at intervals to avoid constant interruption; and
- c. think about how your work is organised, and whether you can change this to reduce peaks of work or other causes of stress.