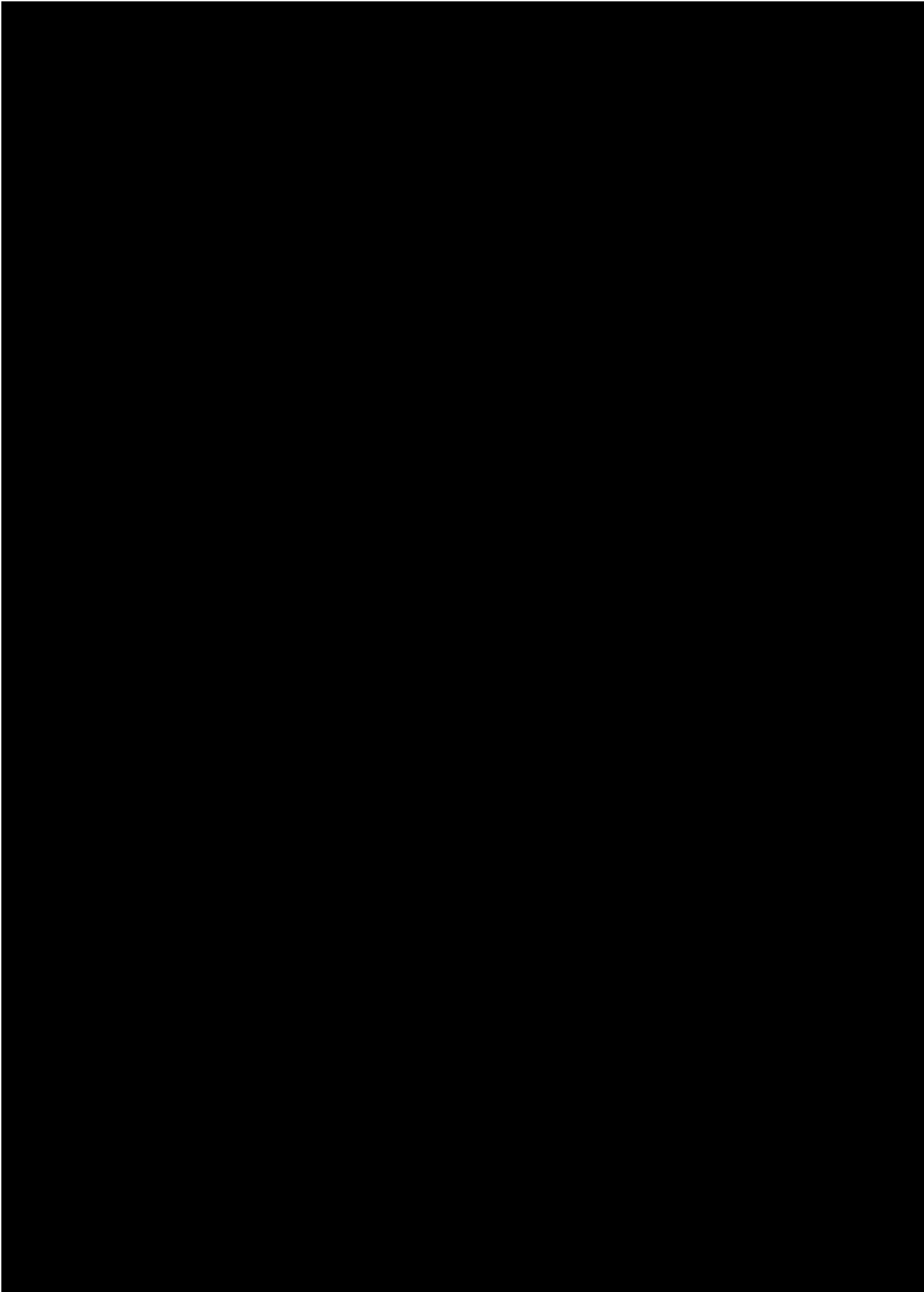
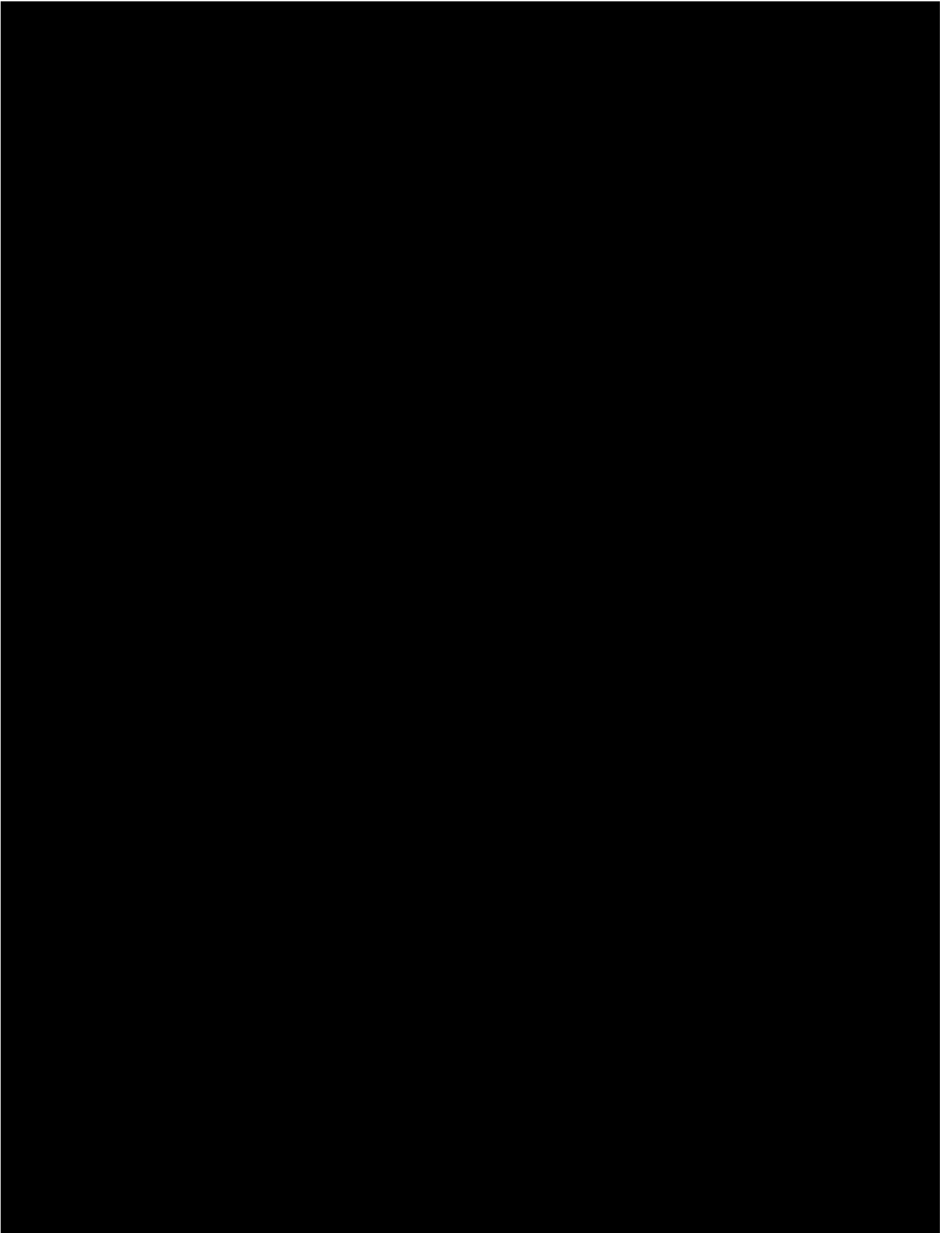


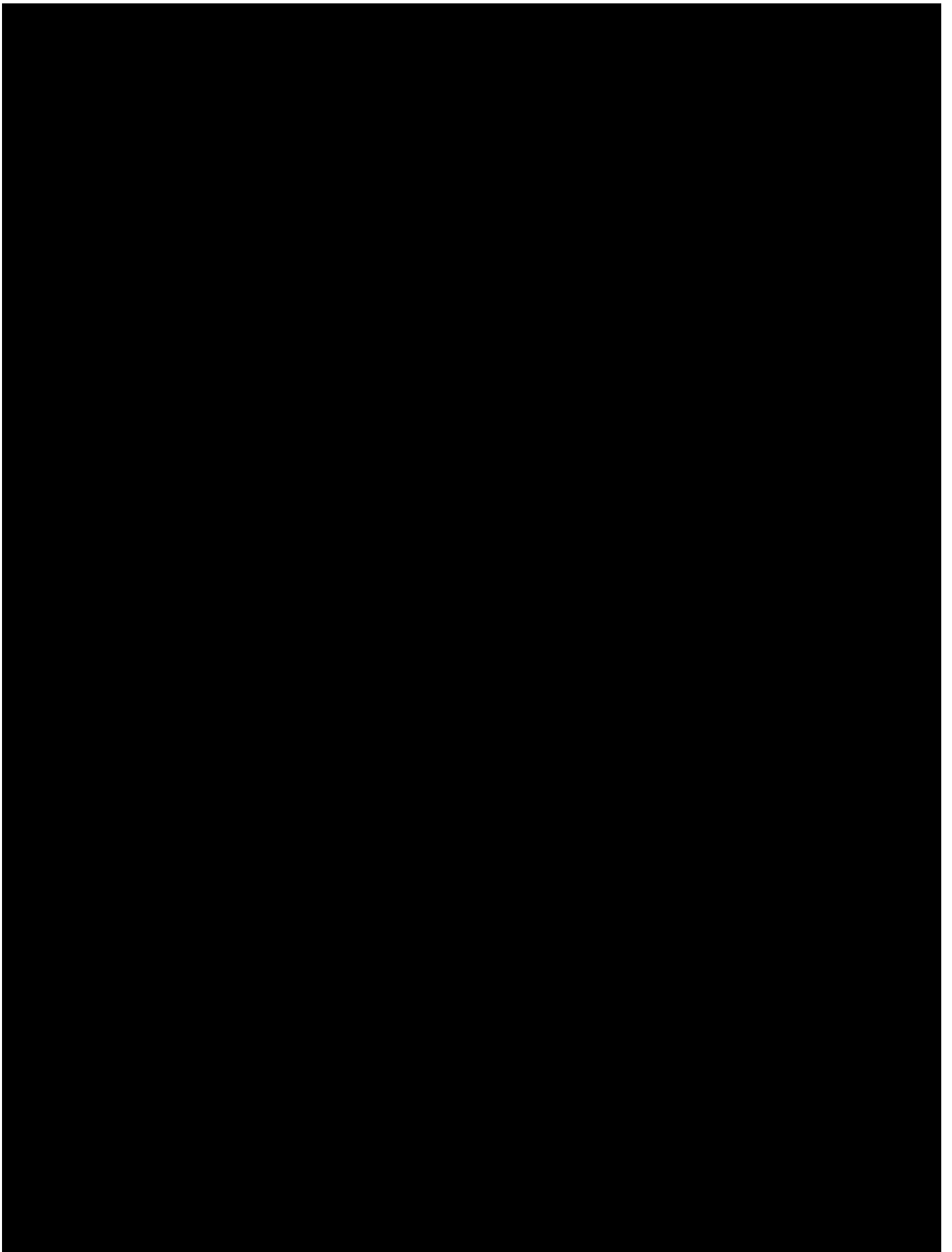
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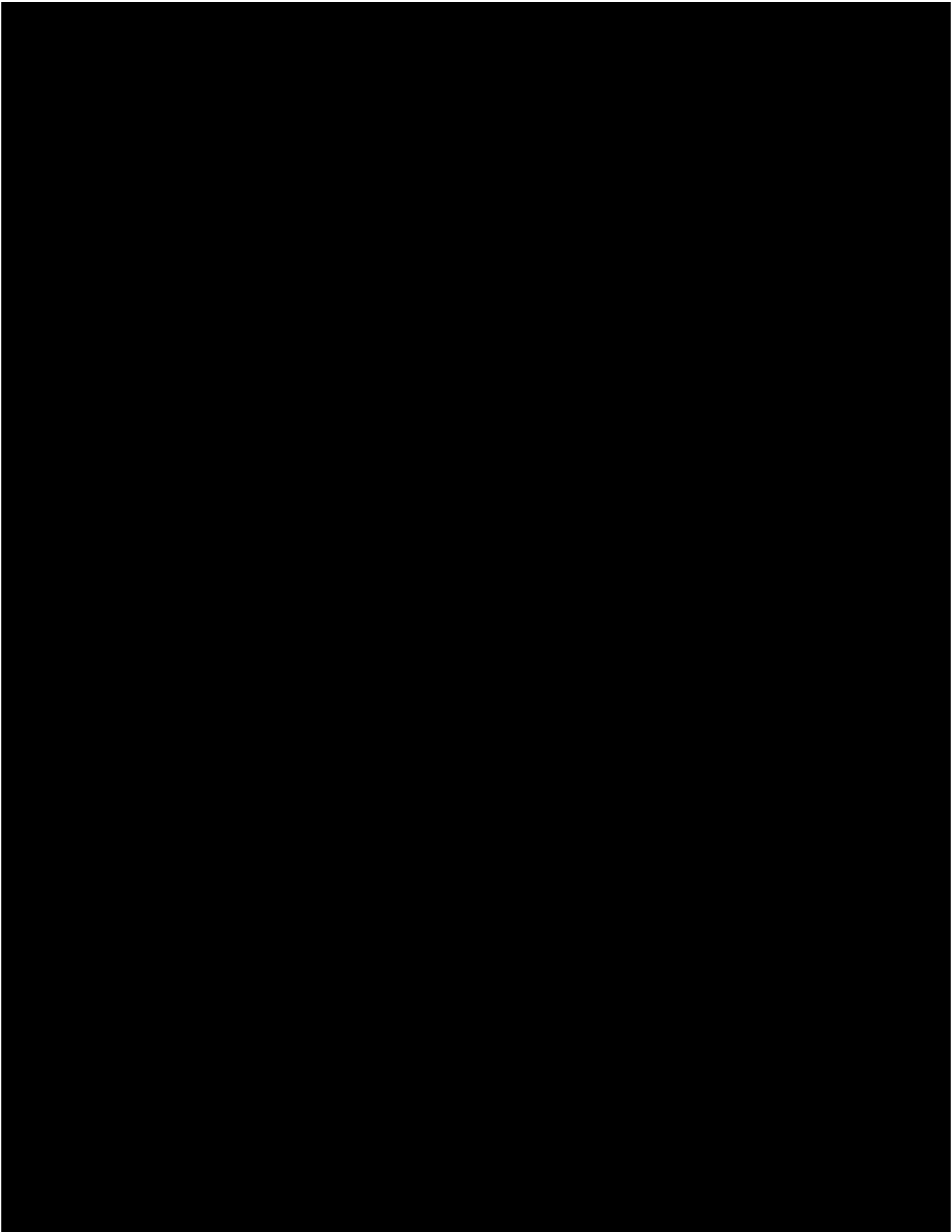
Annexure A – Bid Design Deliverables

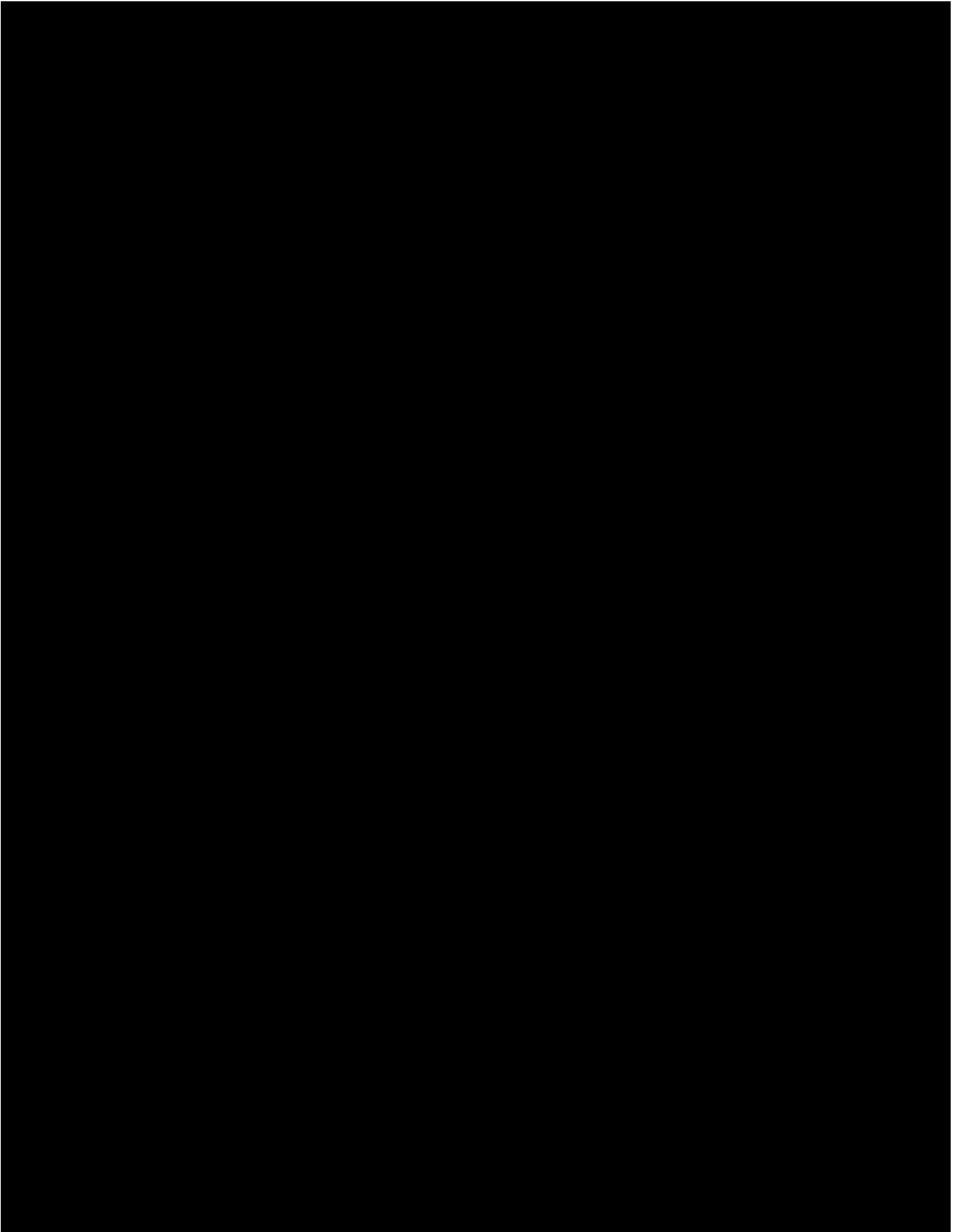


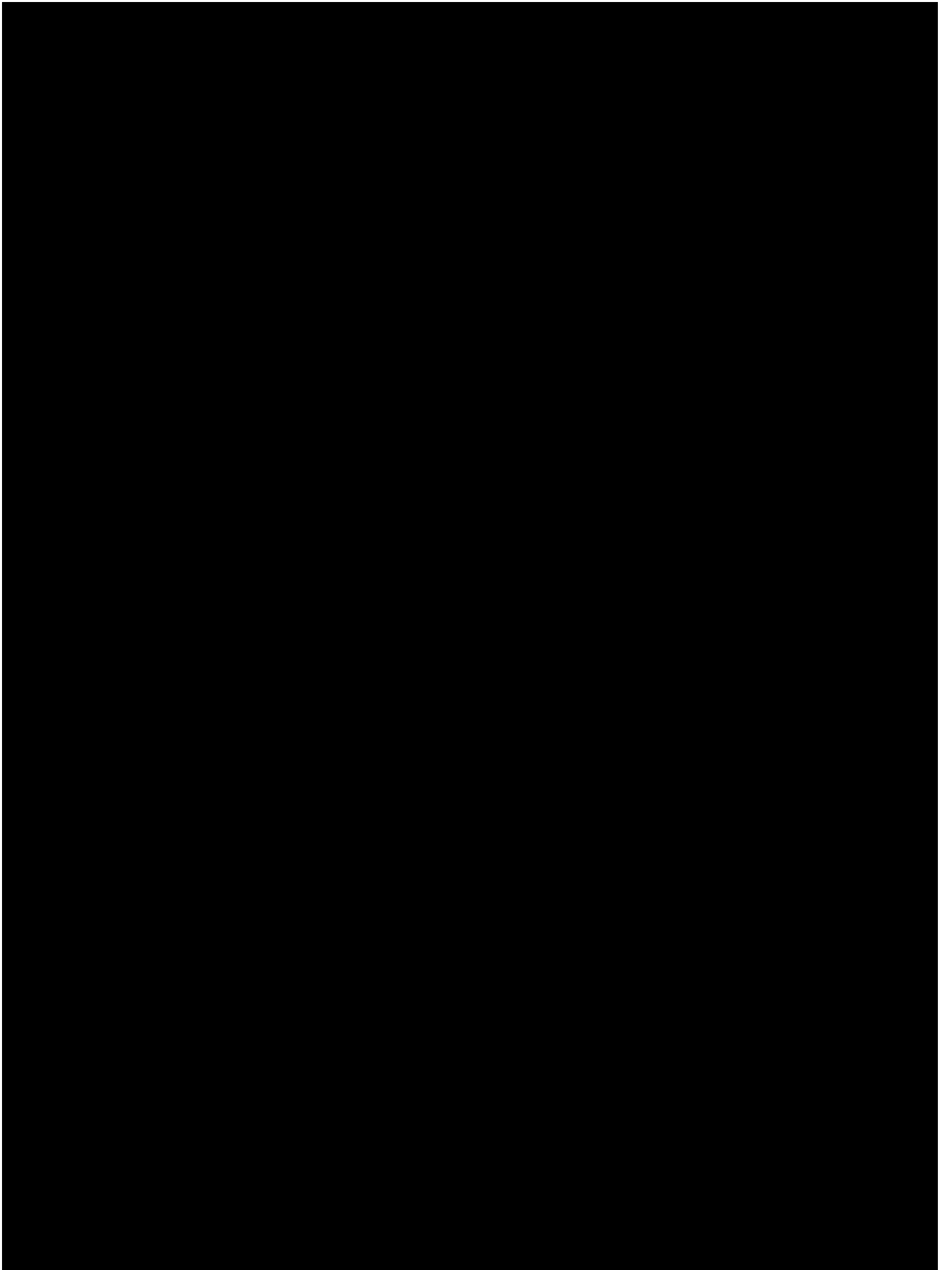


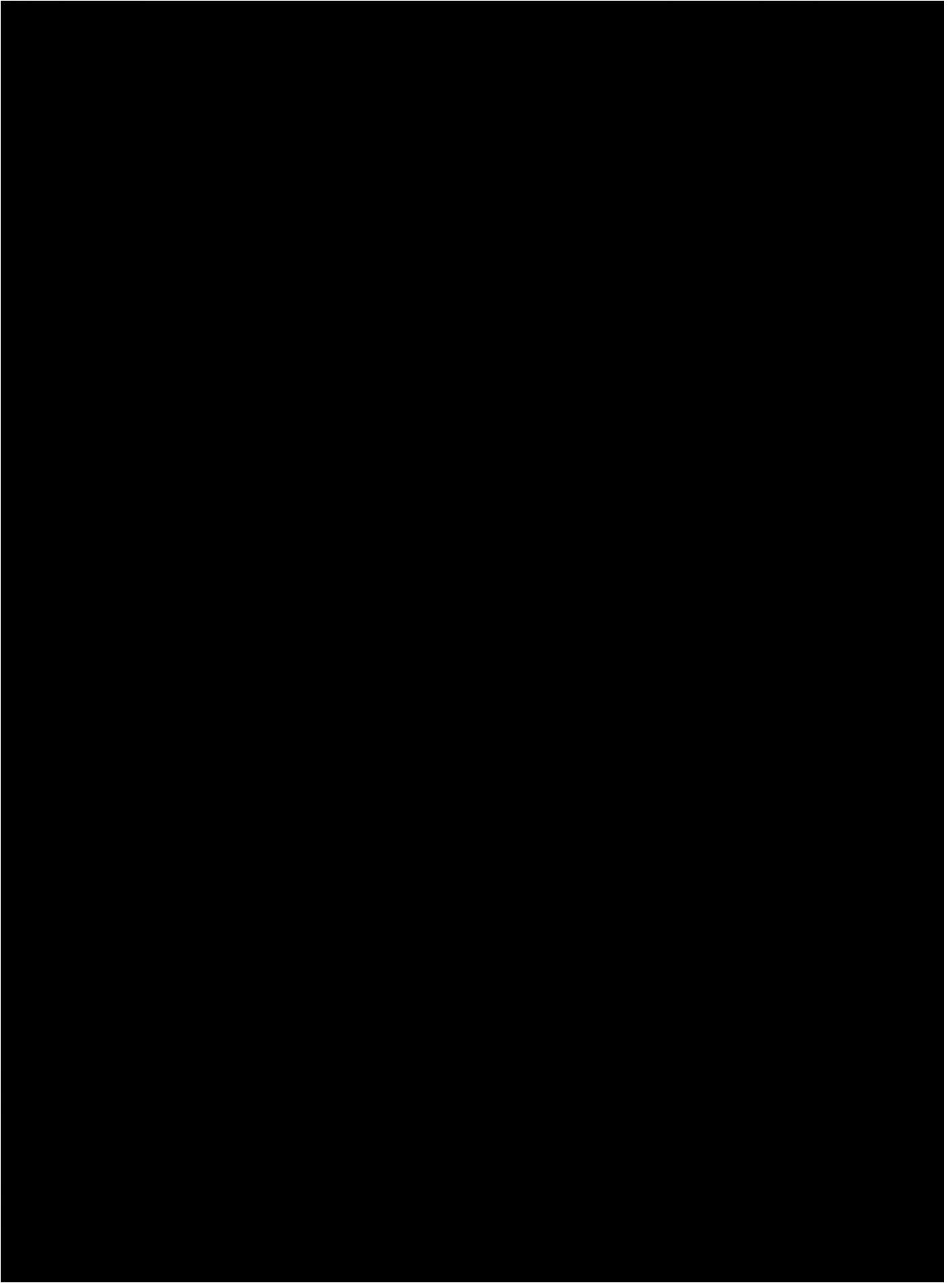


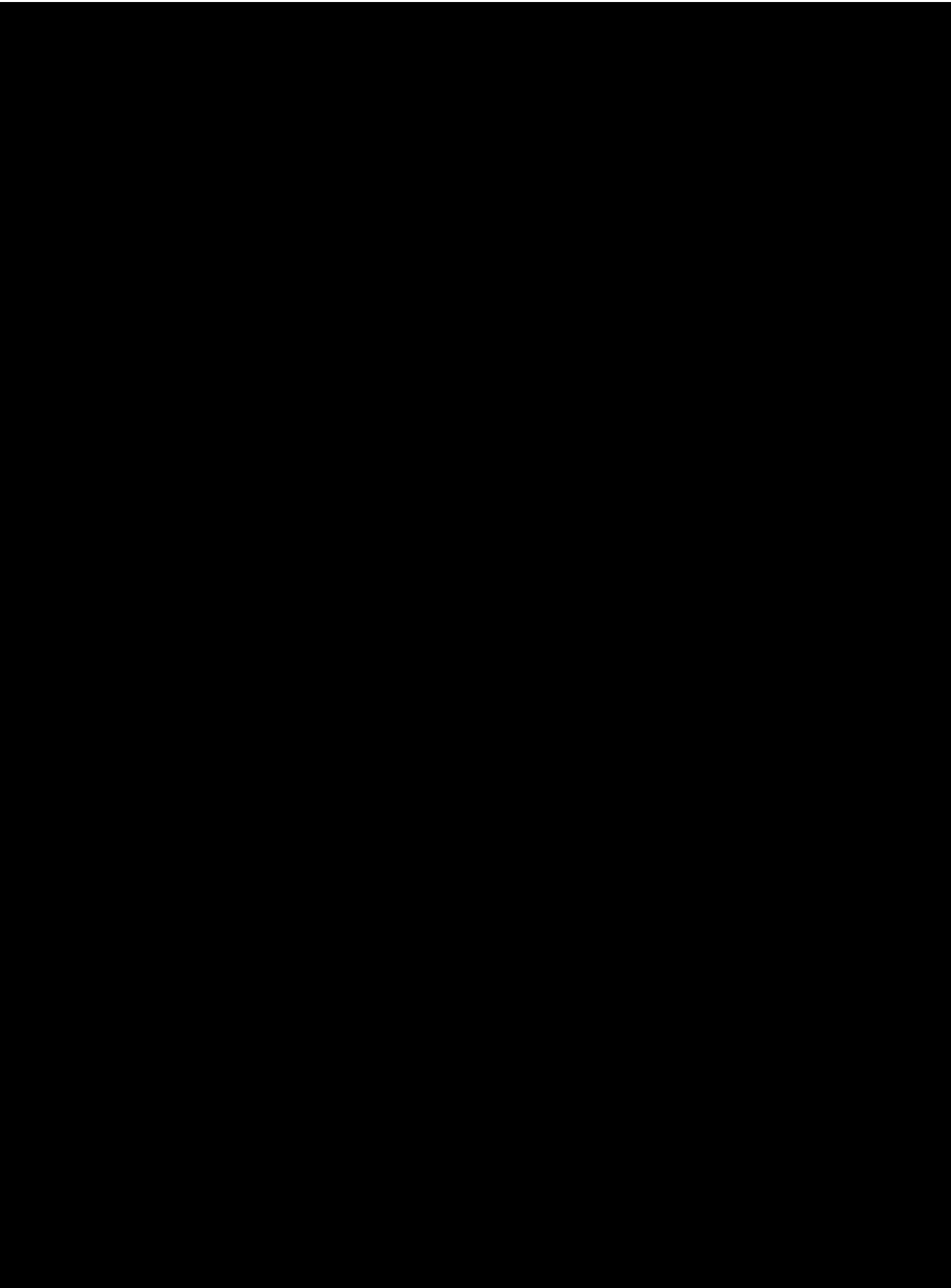


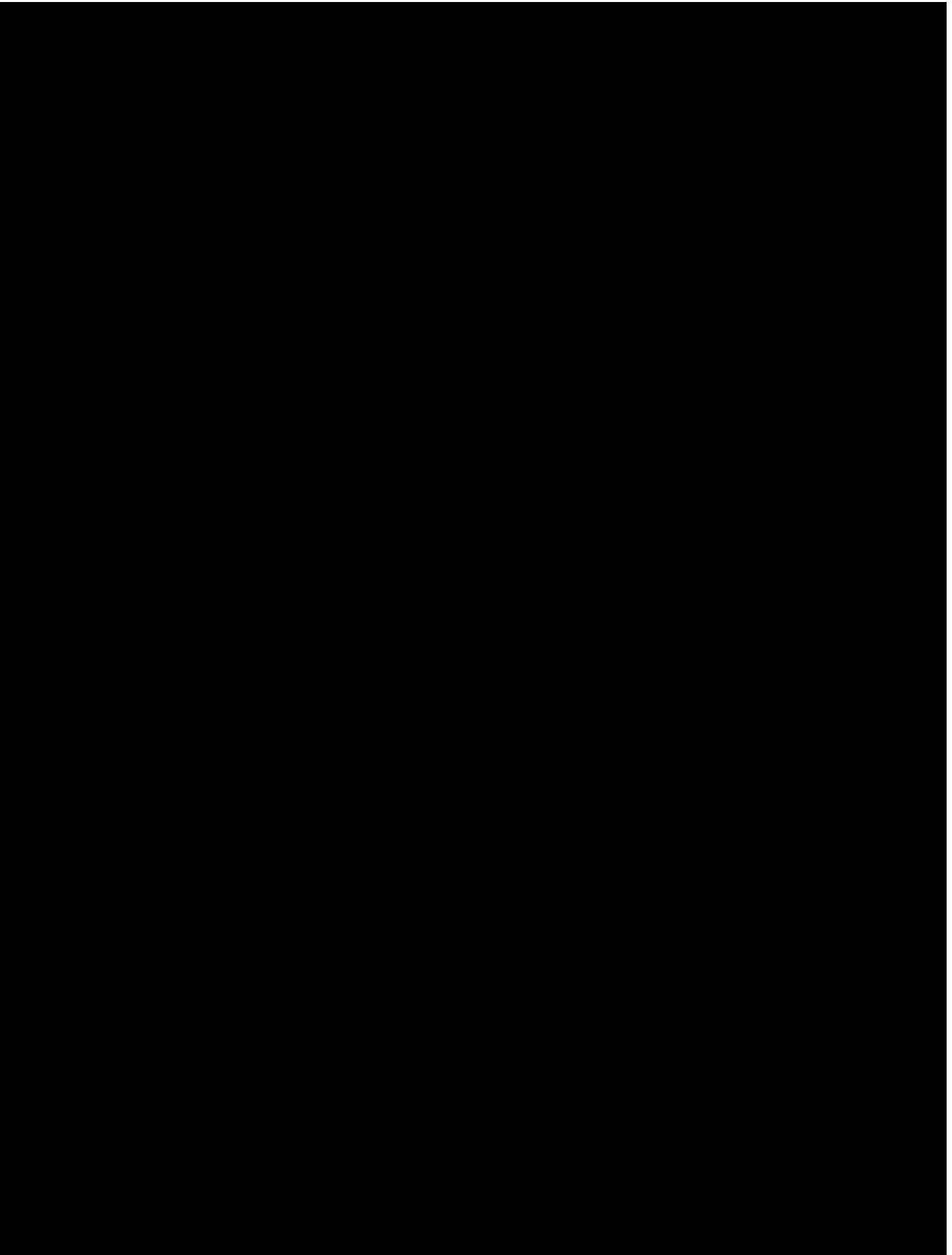


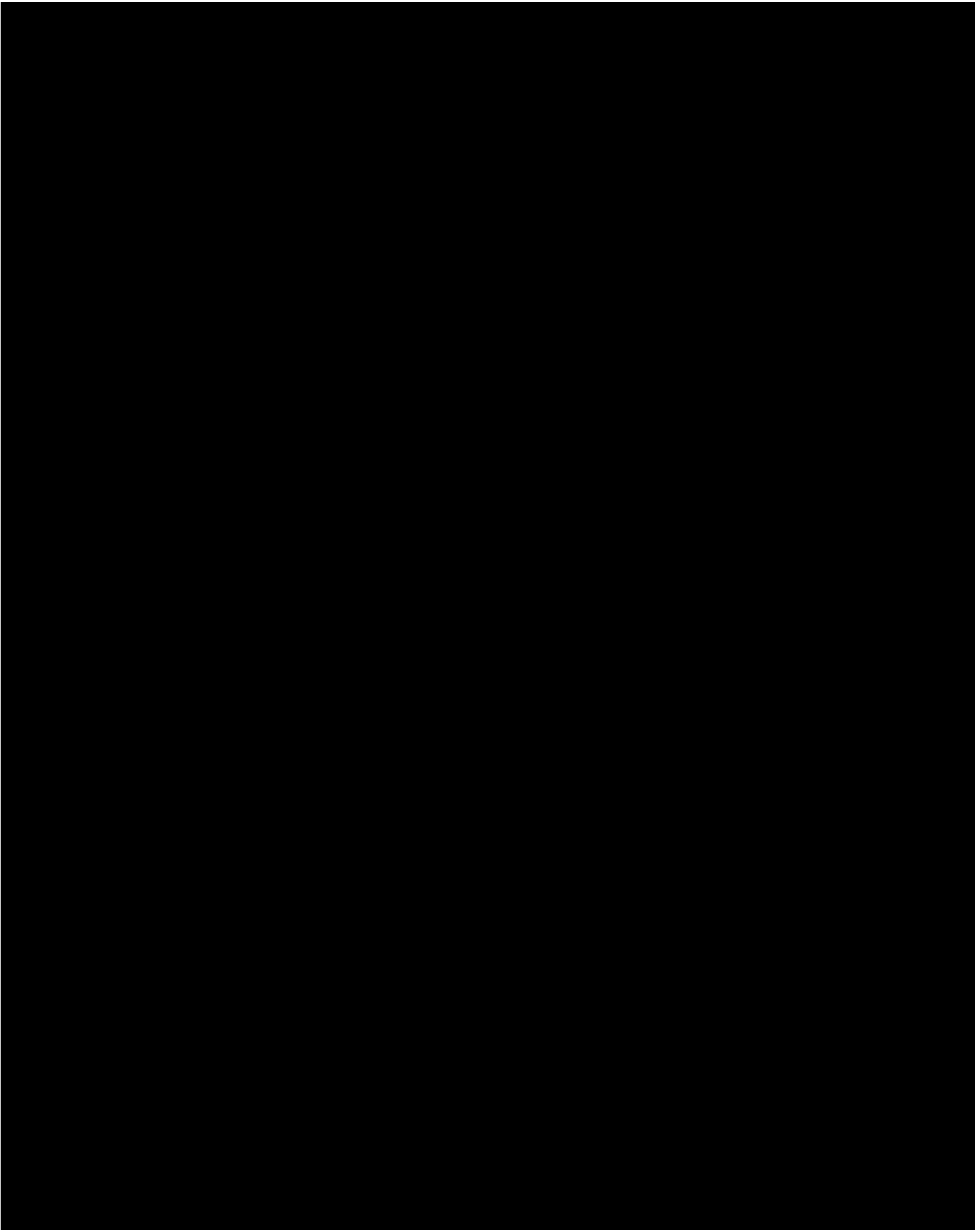


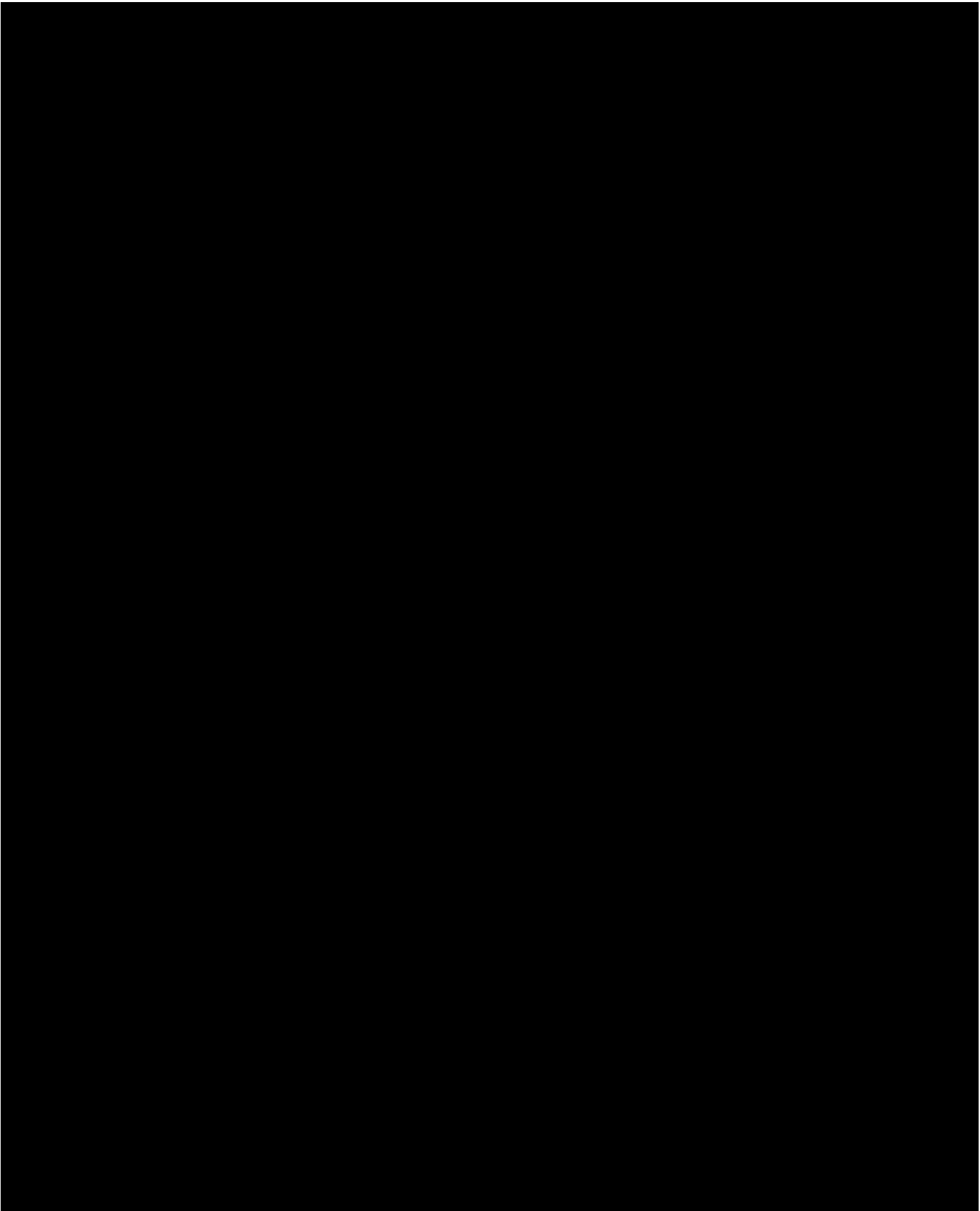




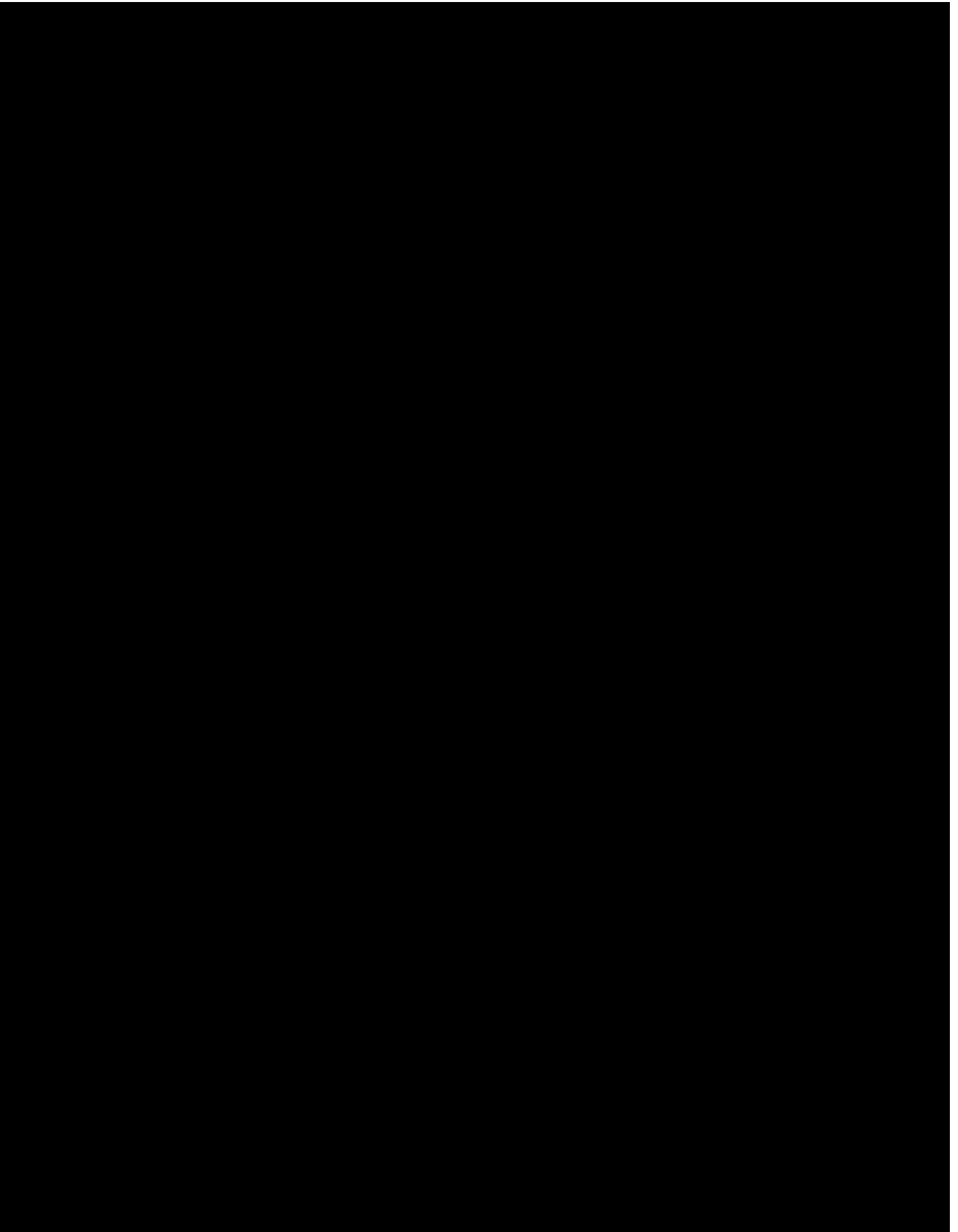


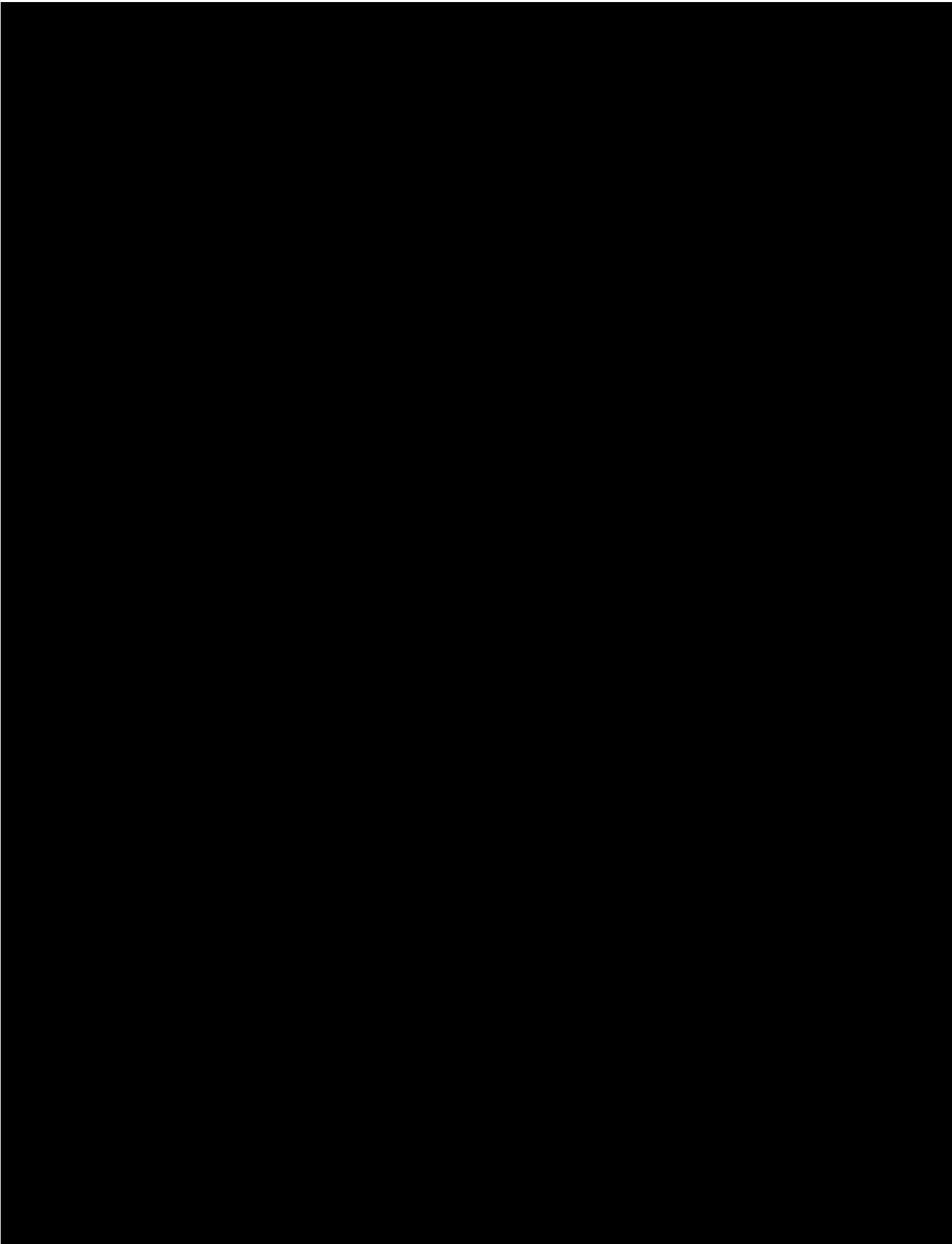


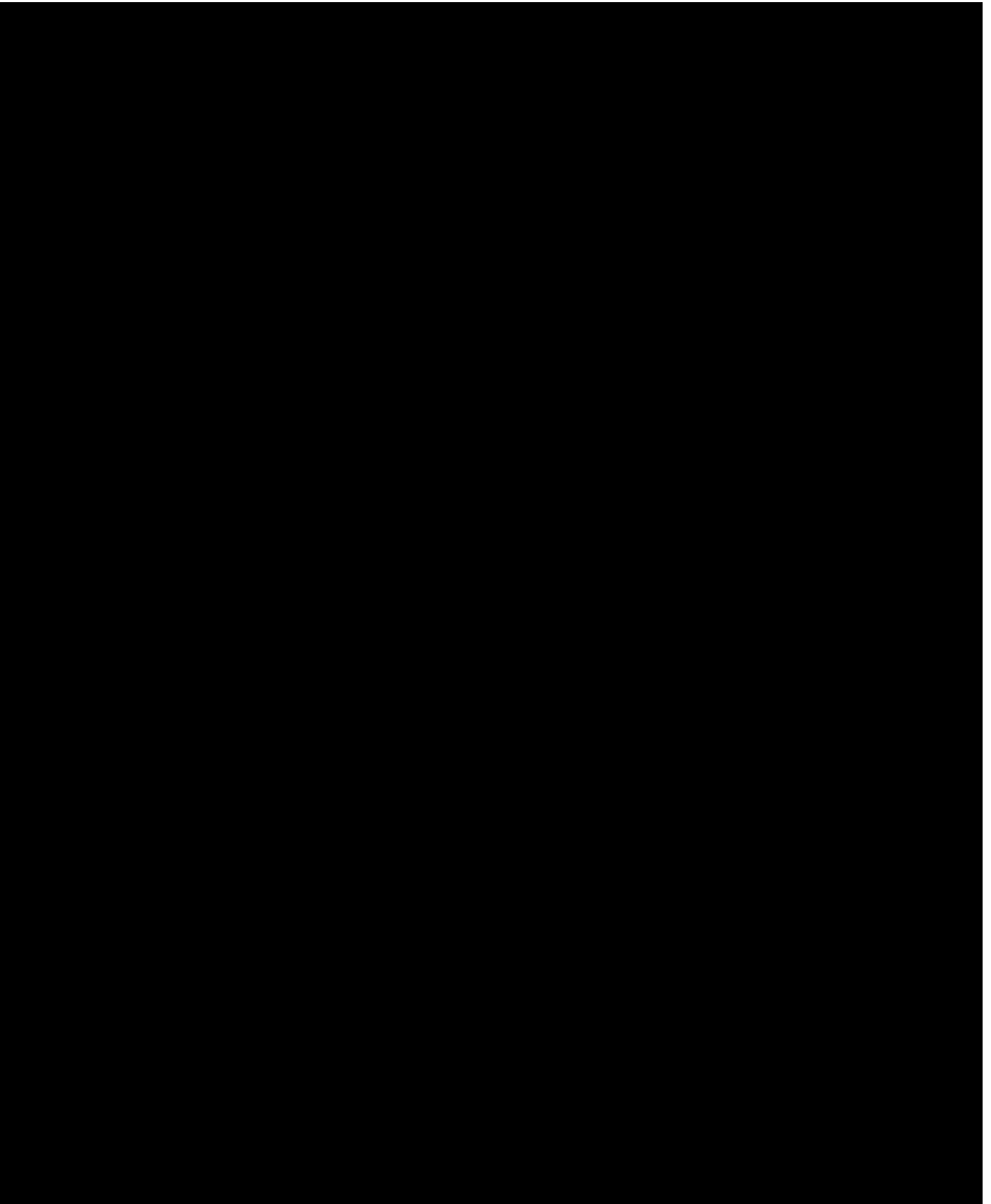


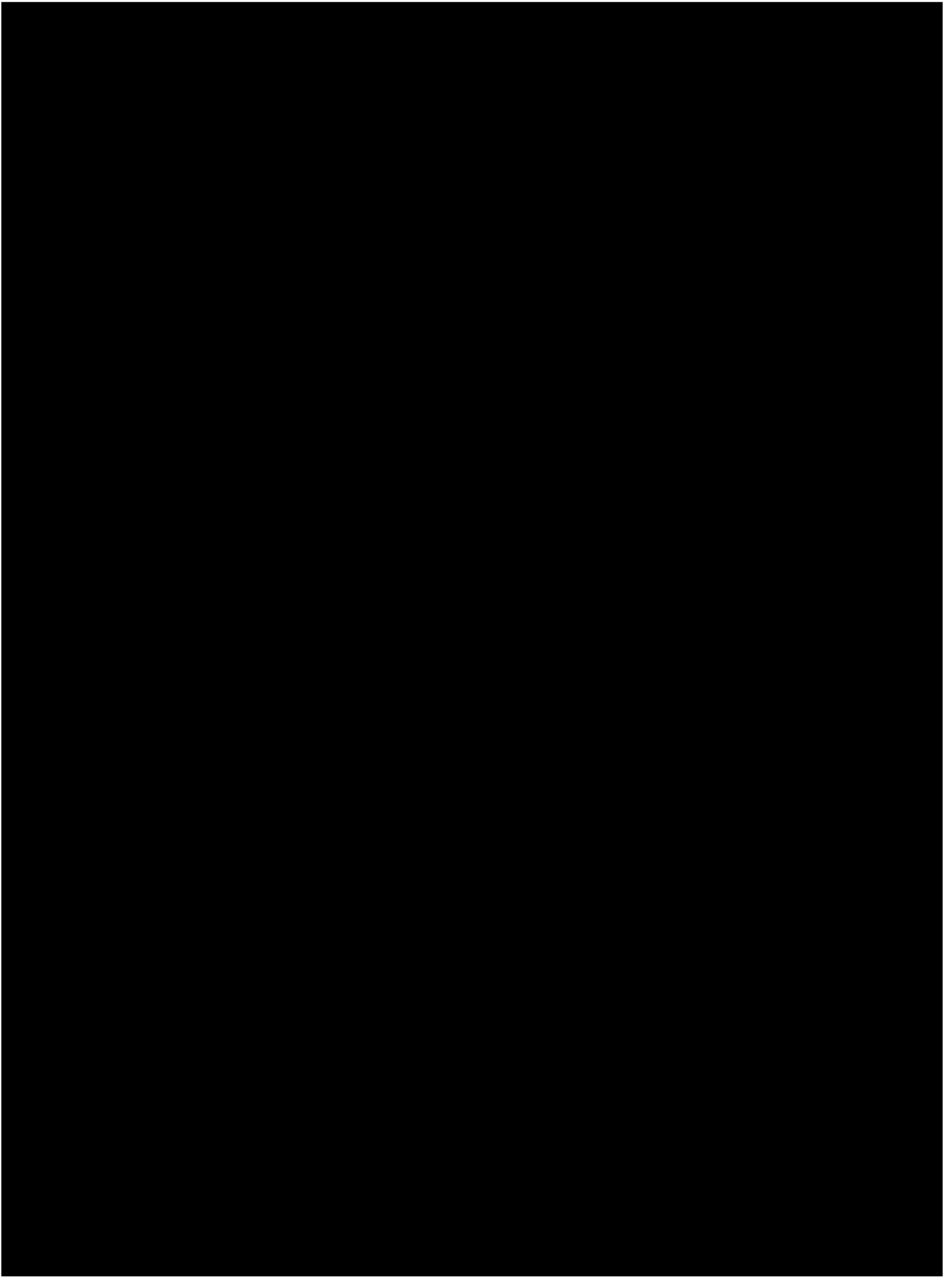


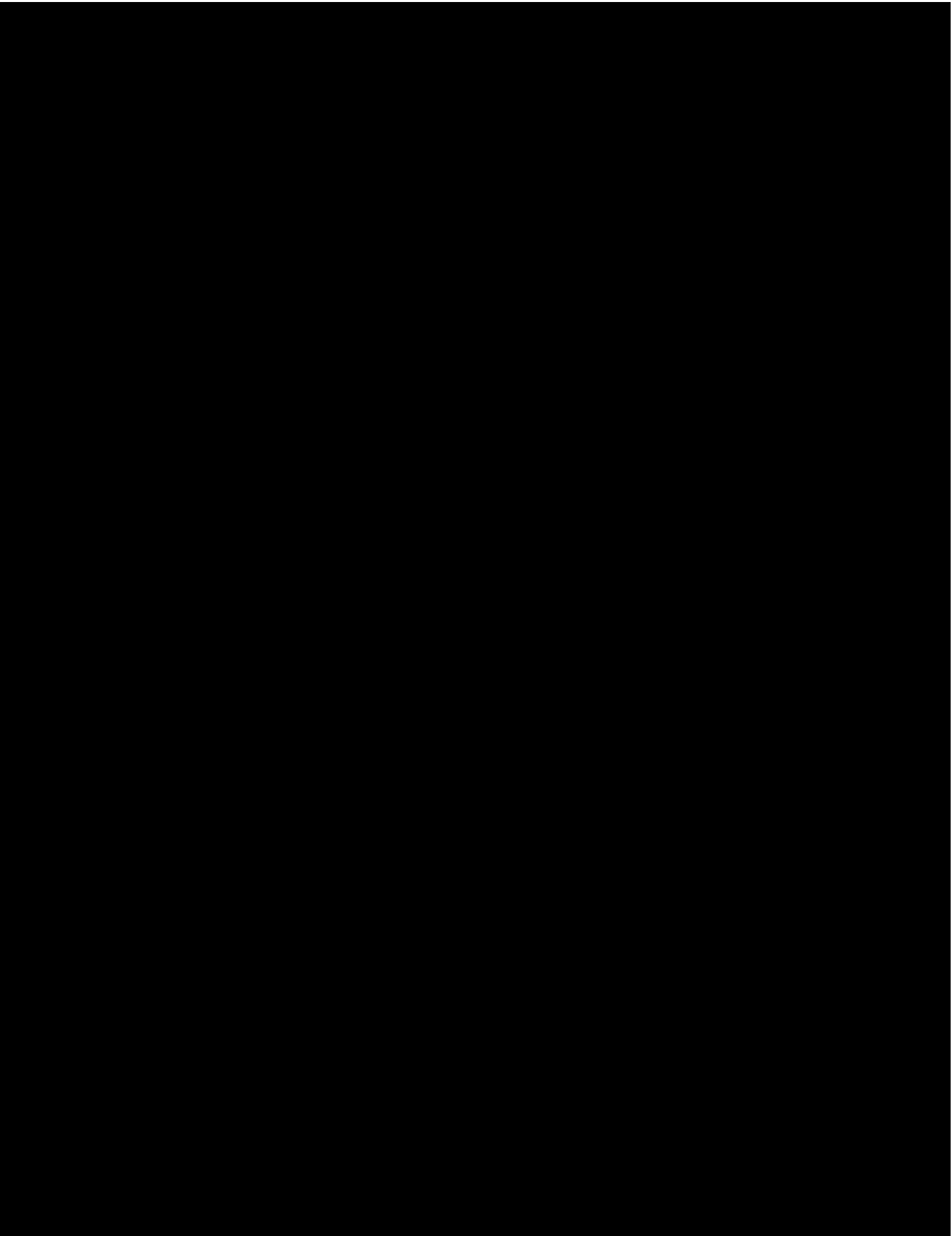


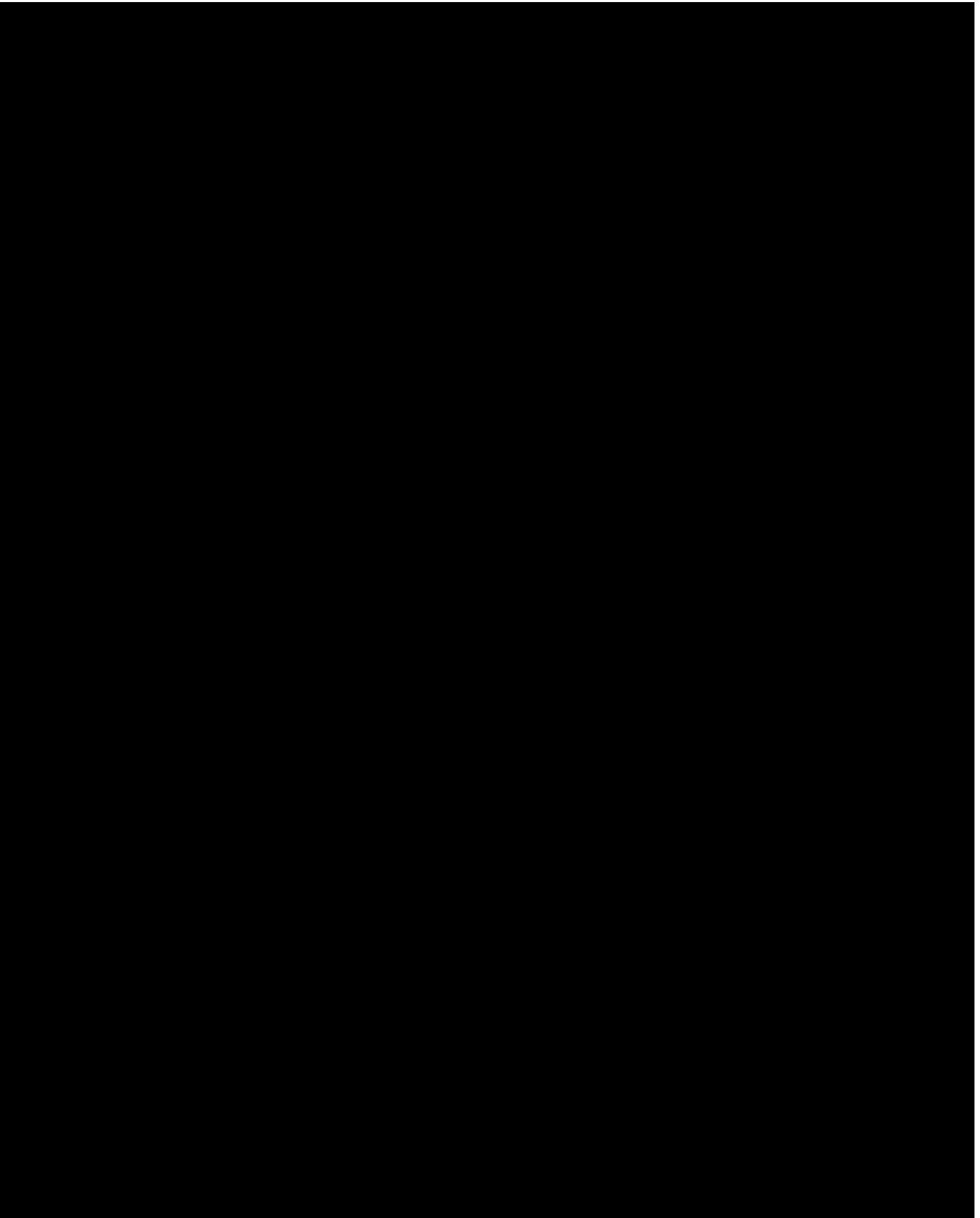


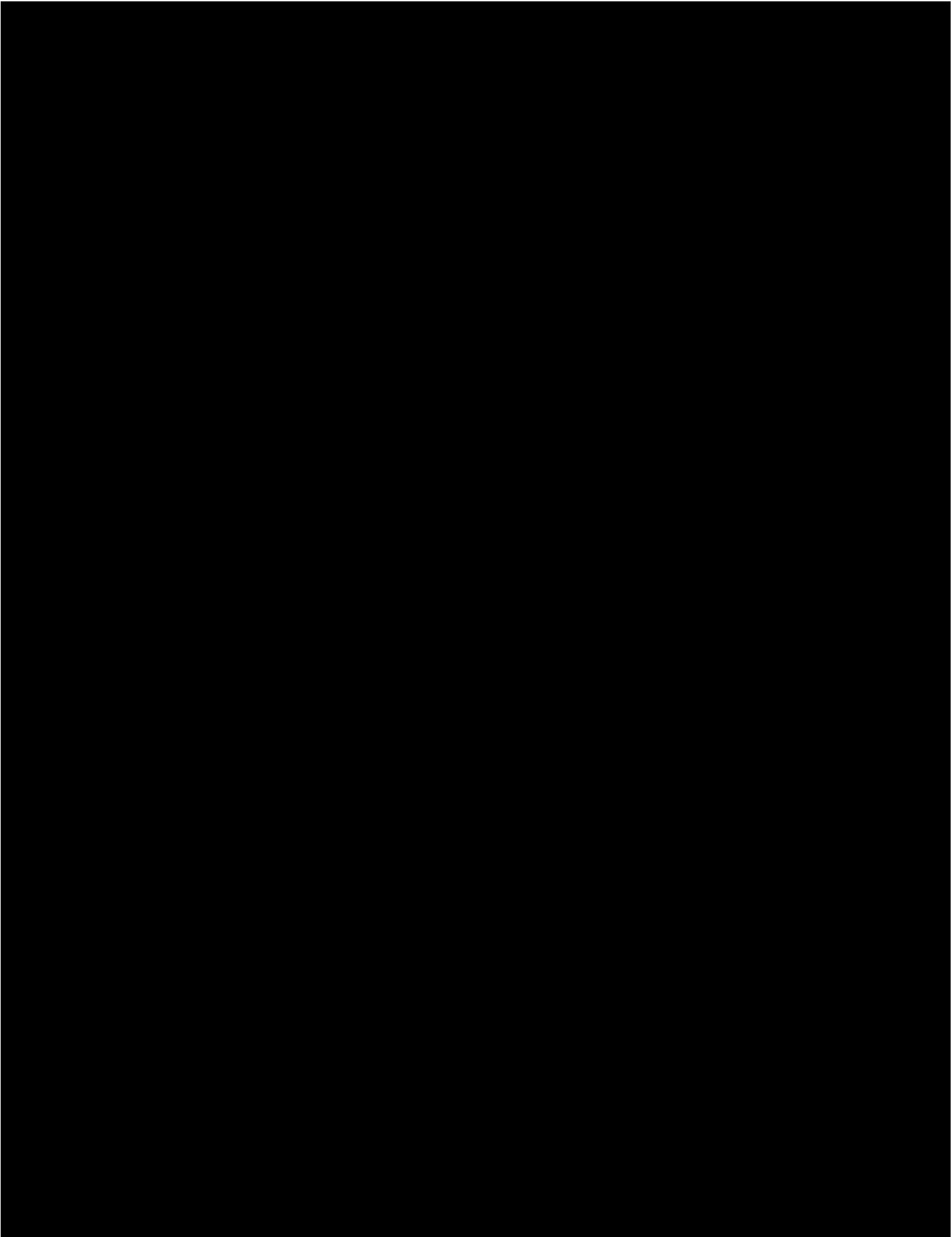




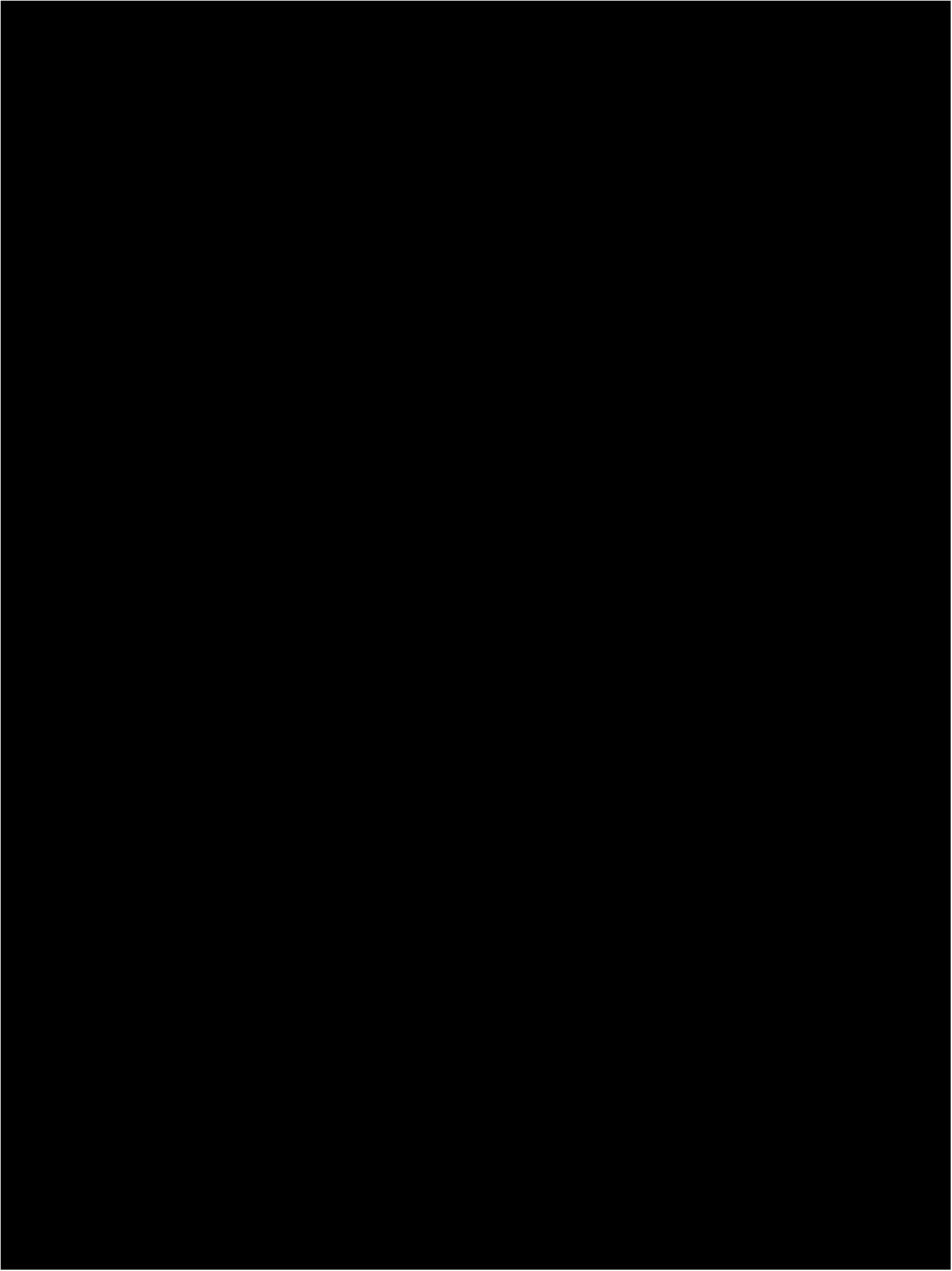


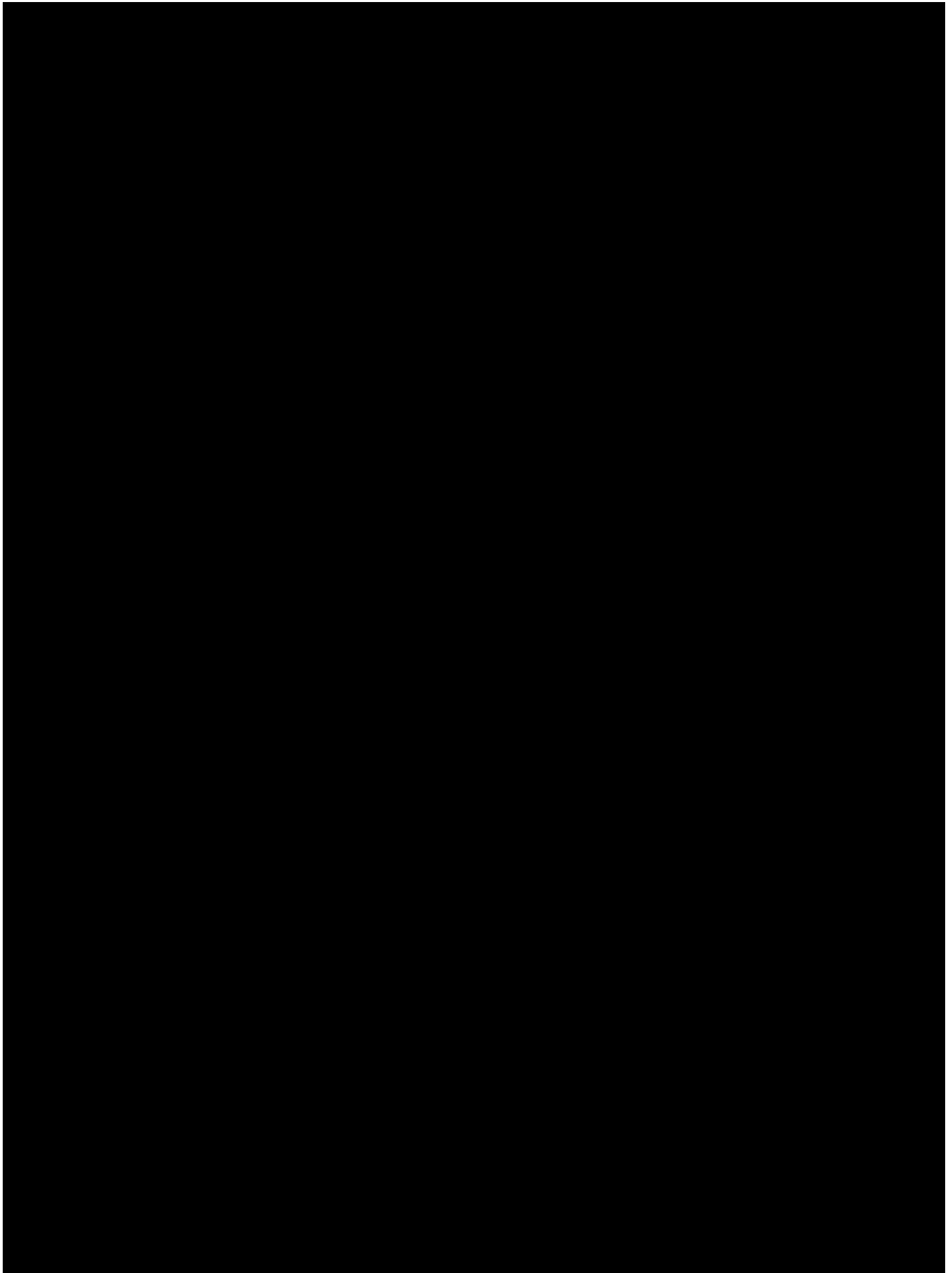


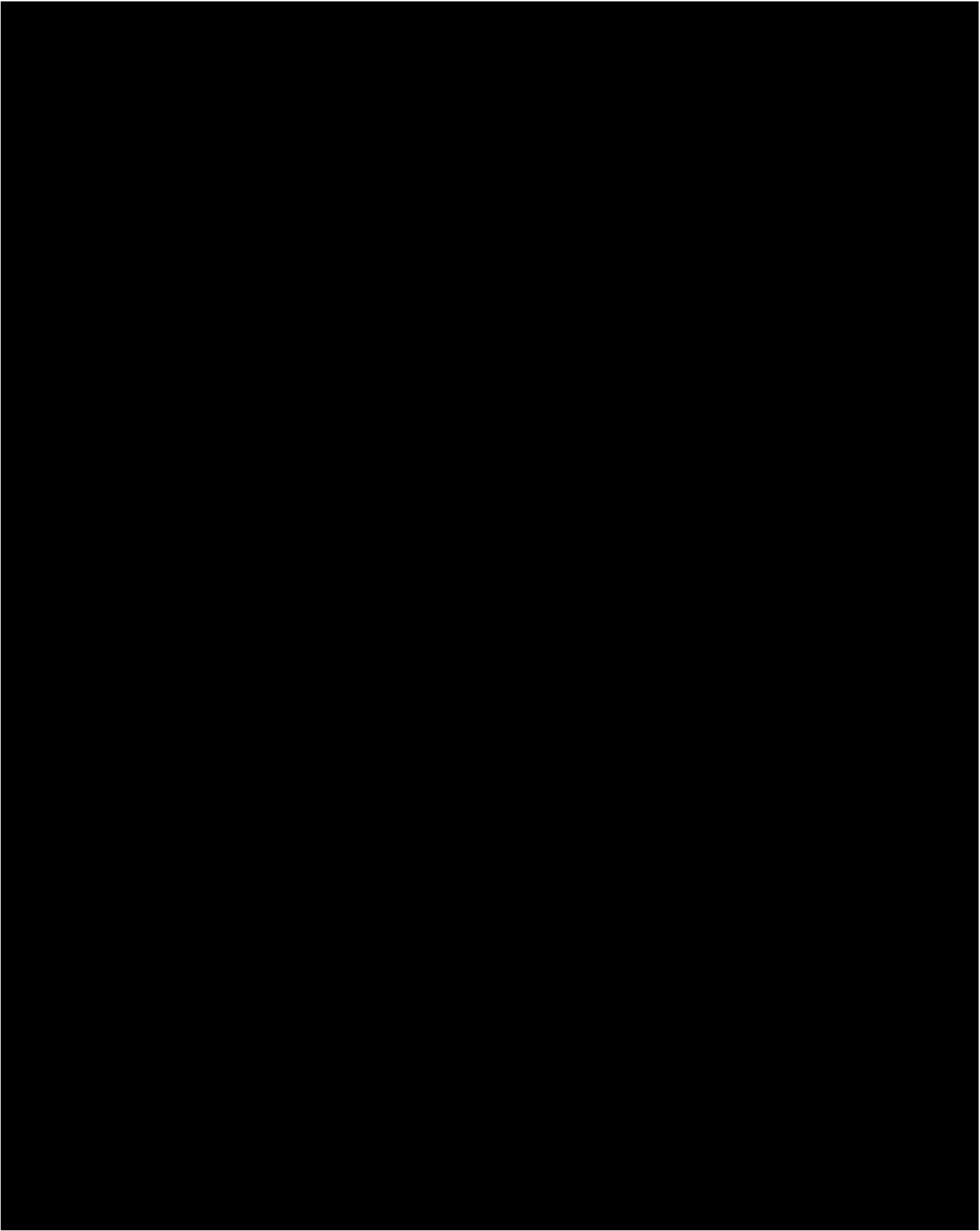


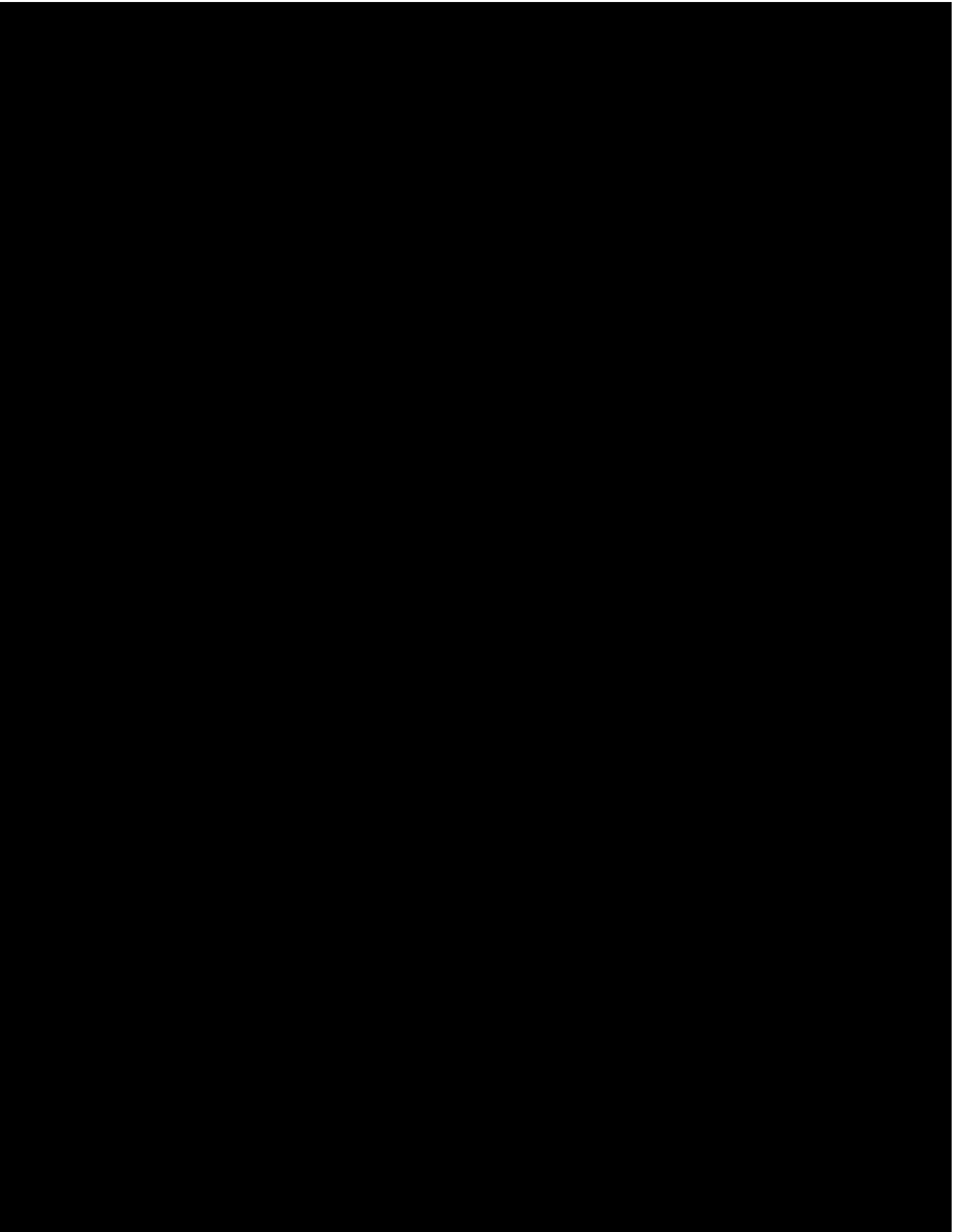


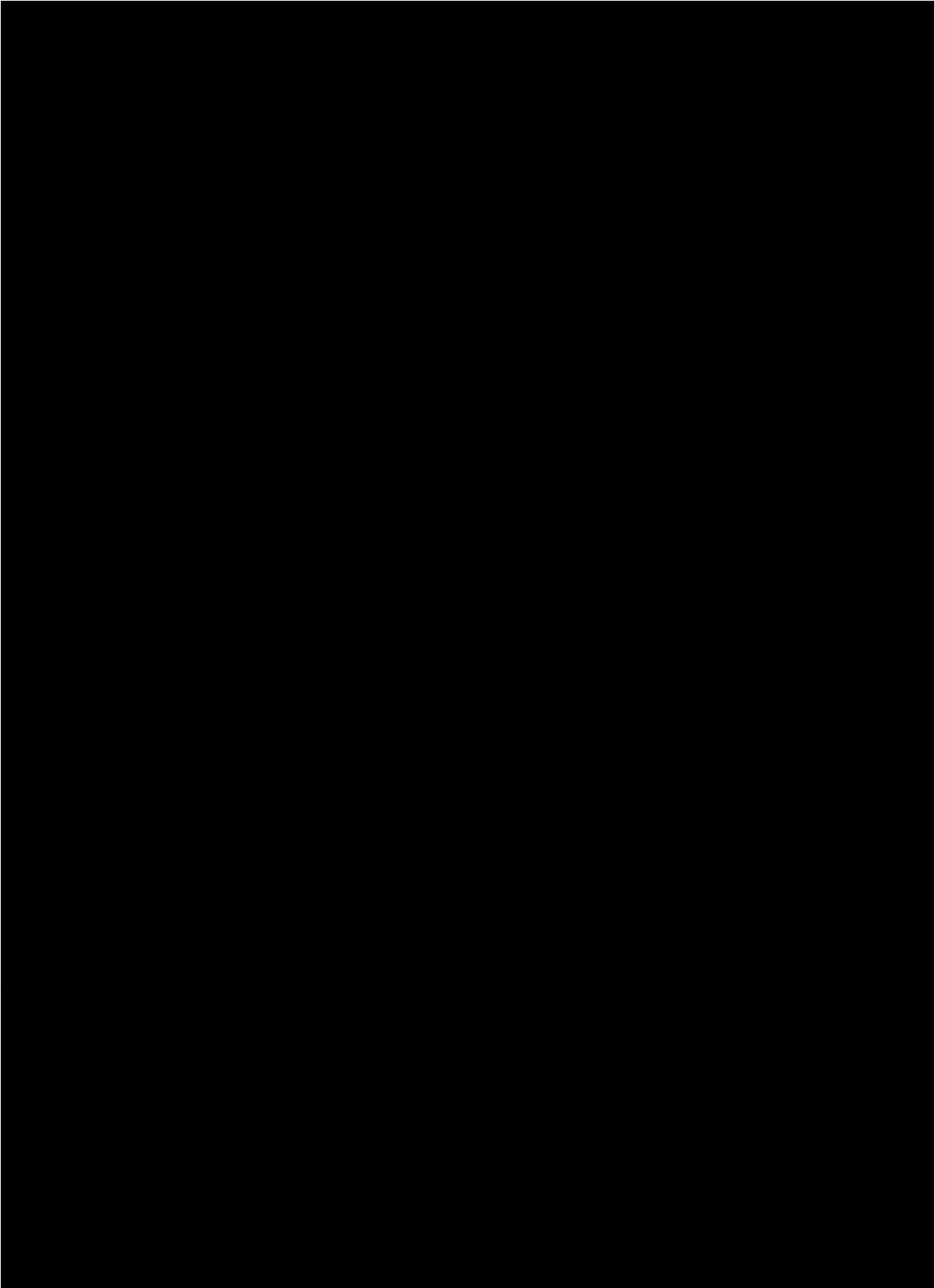


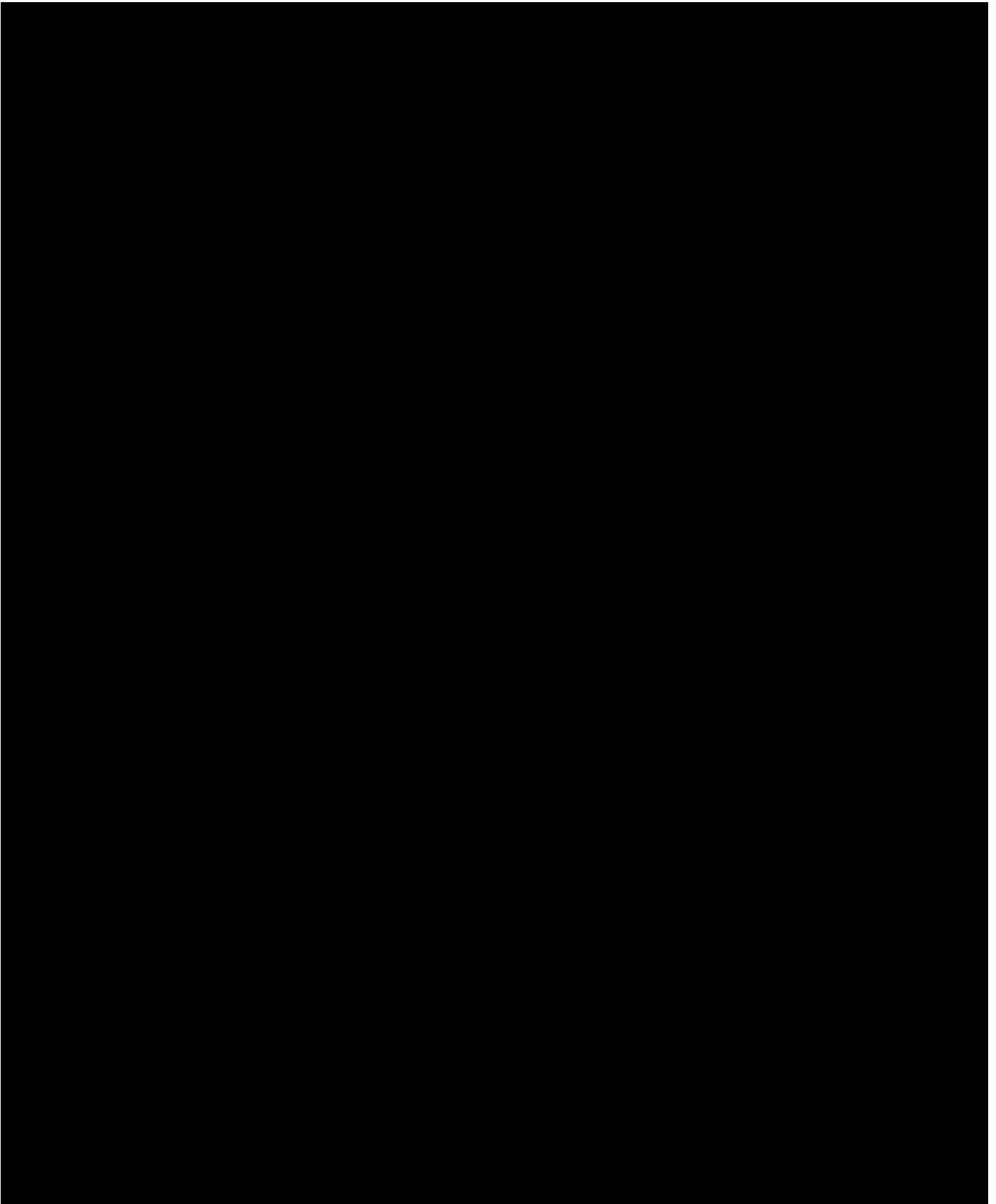


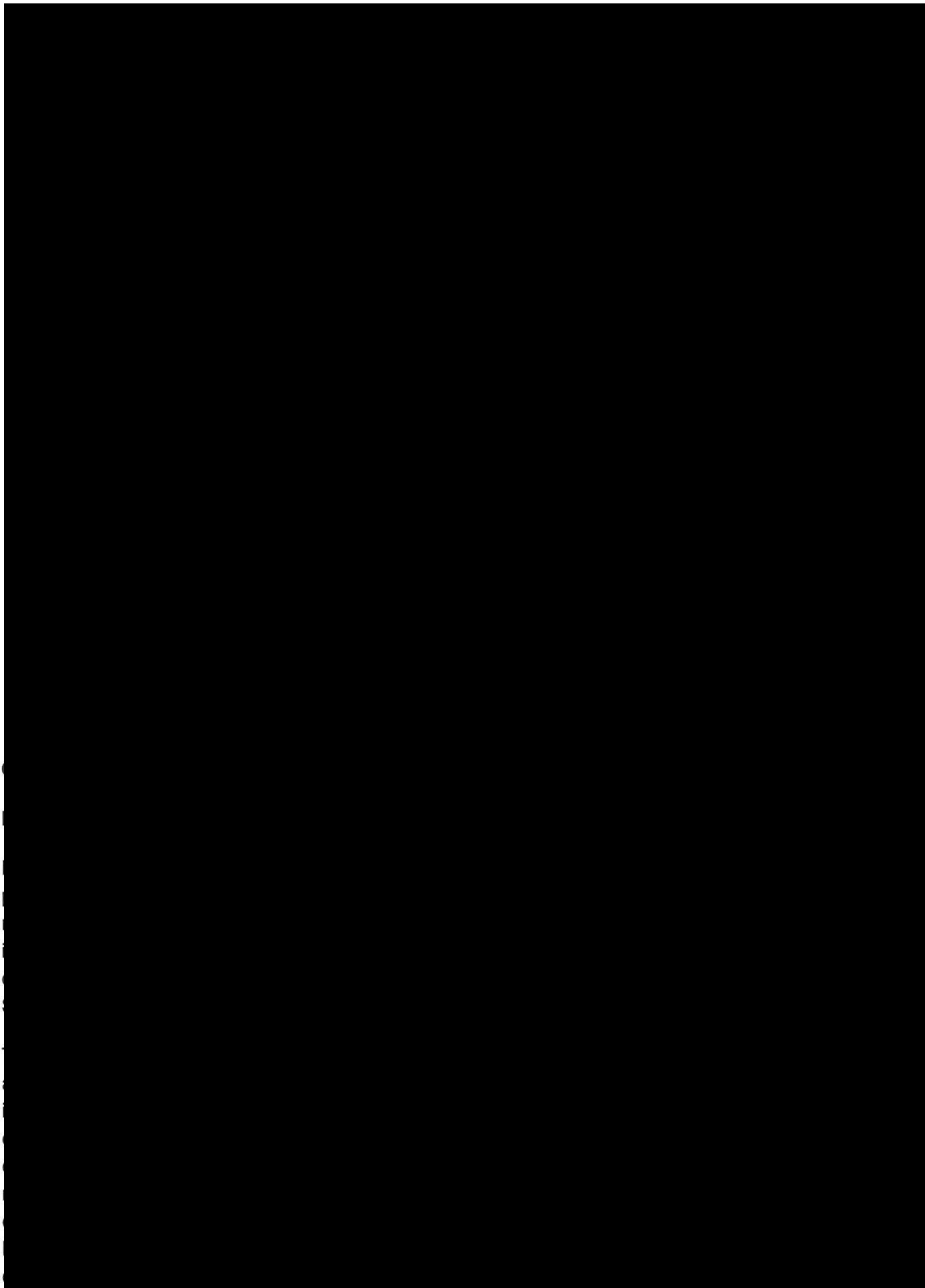




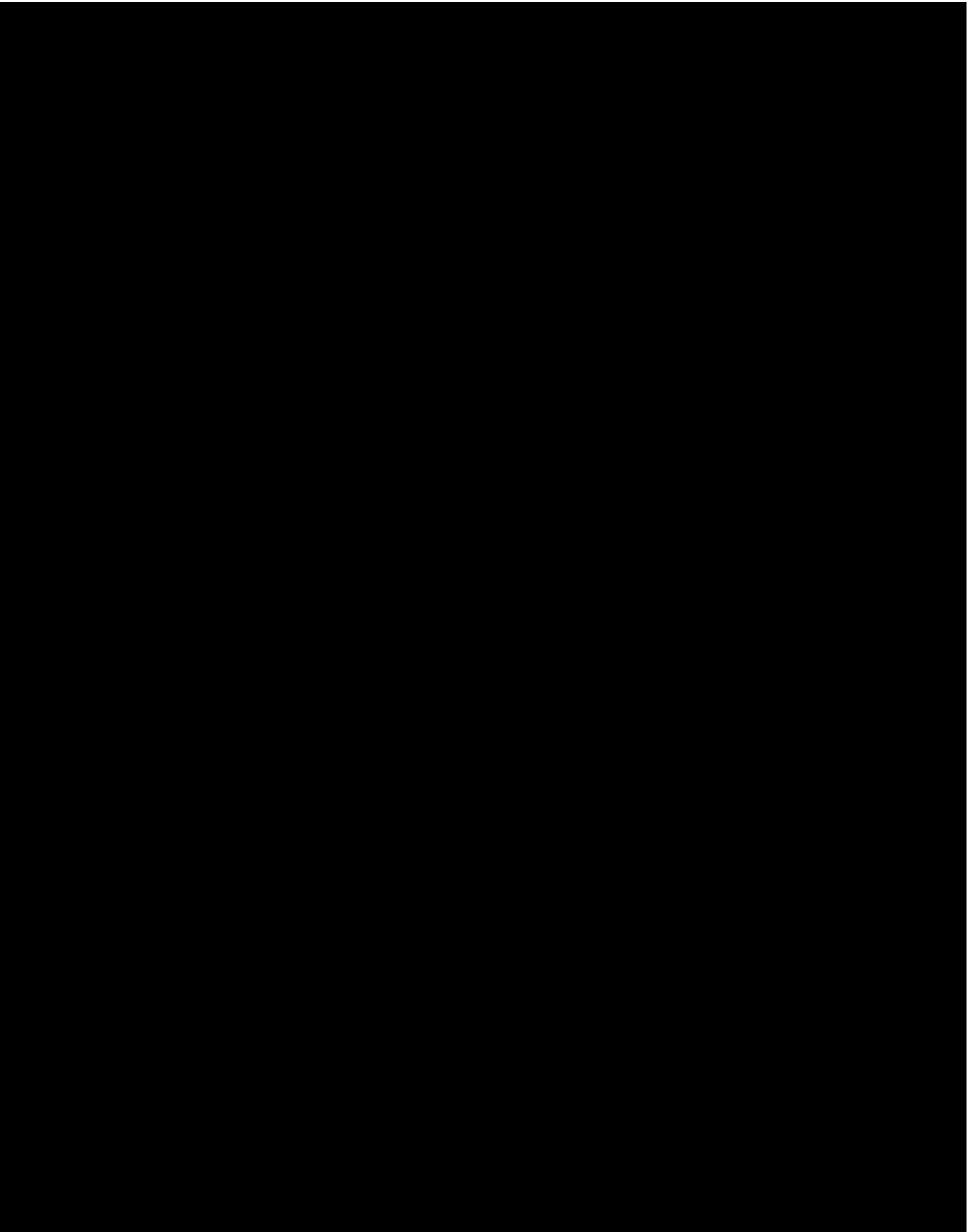


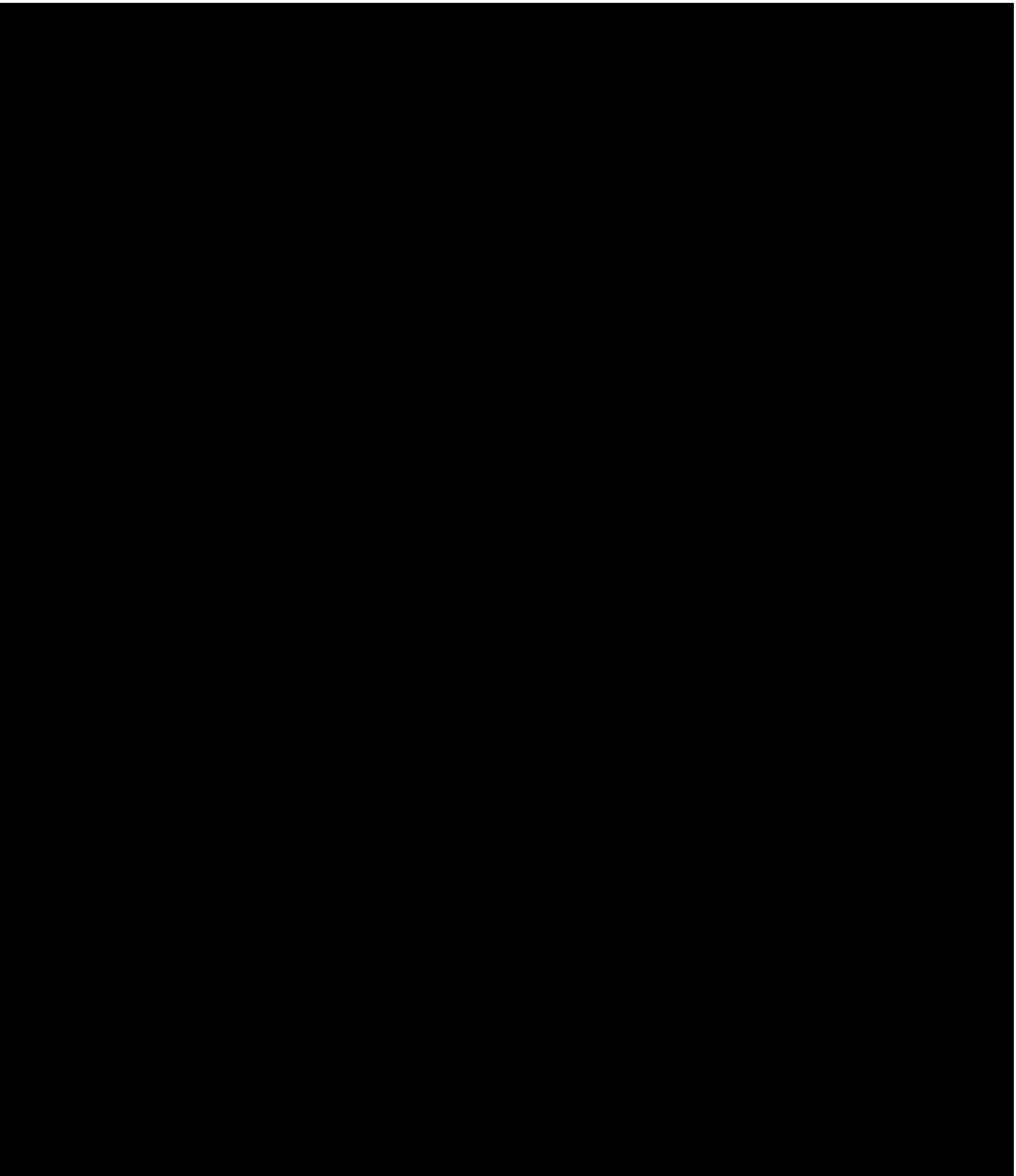


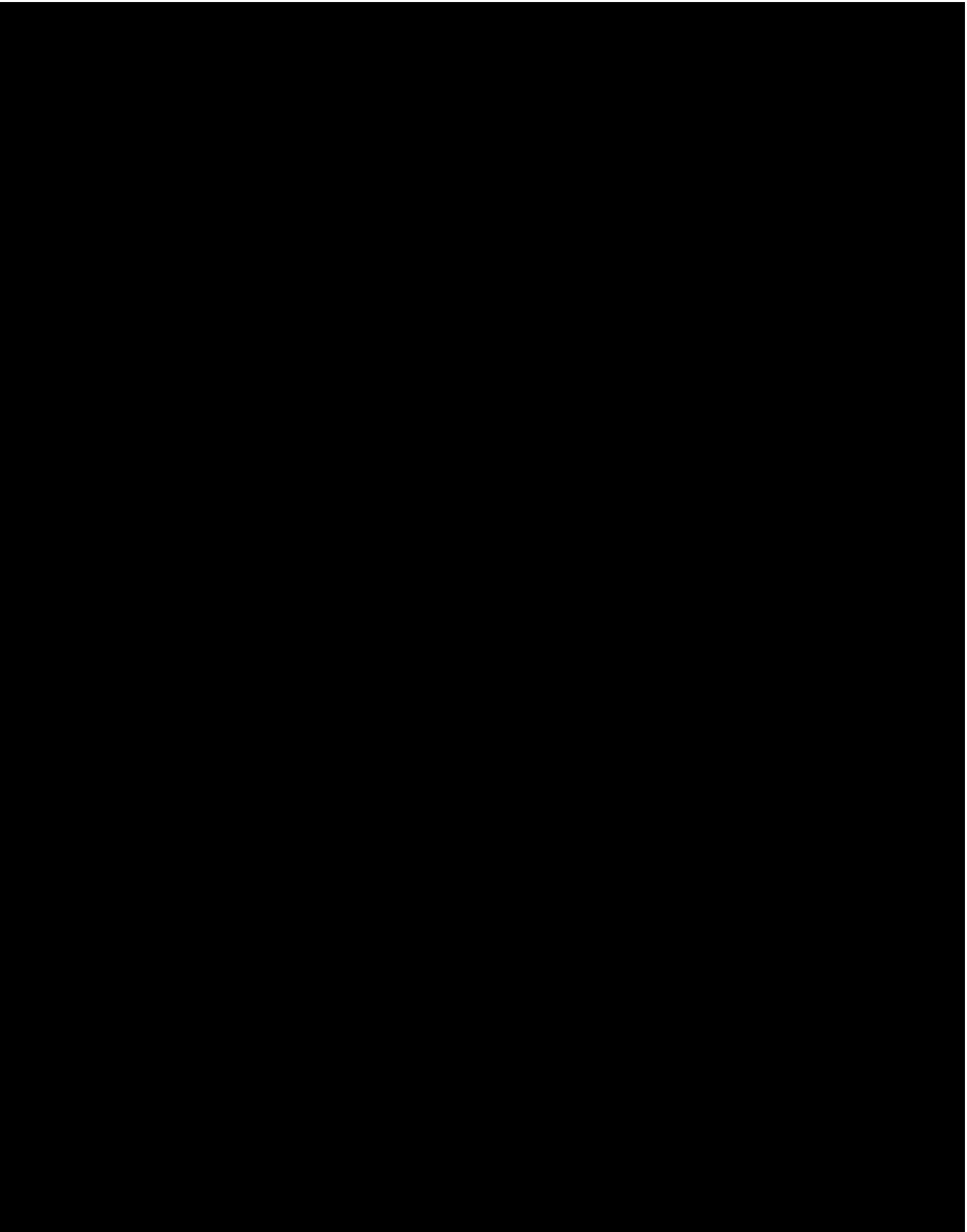


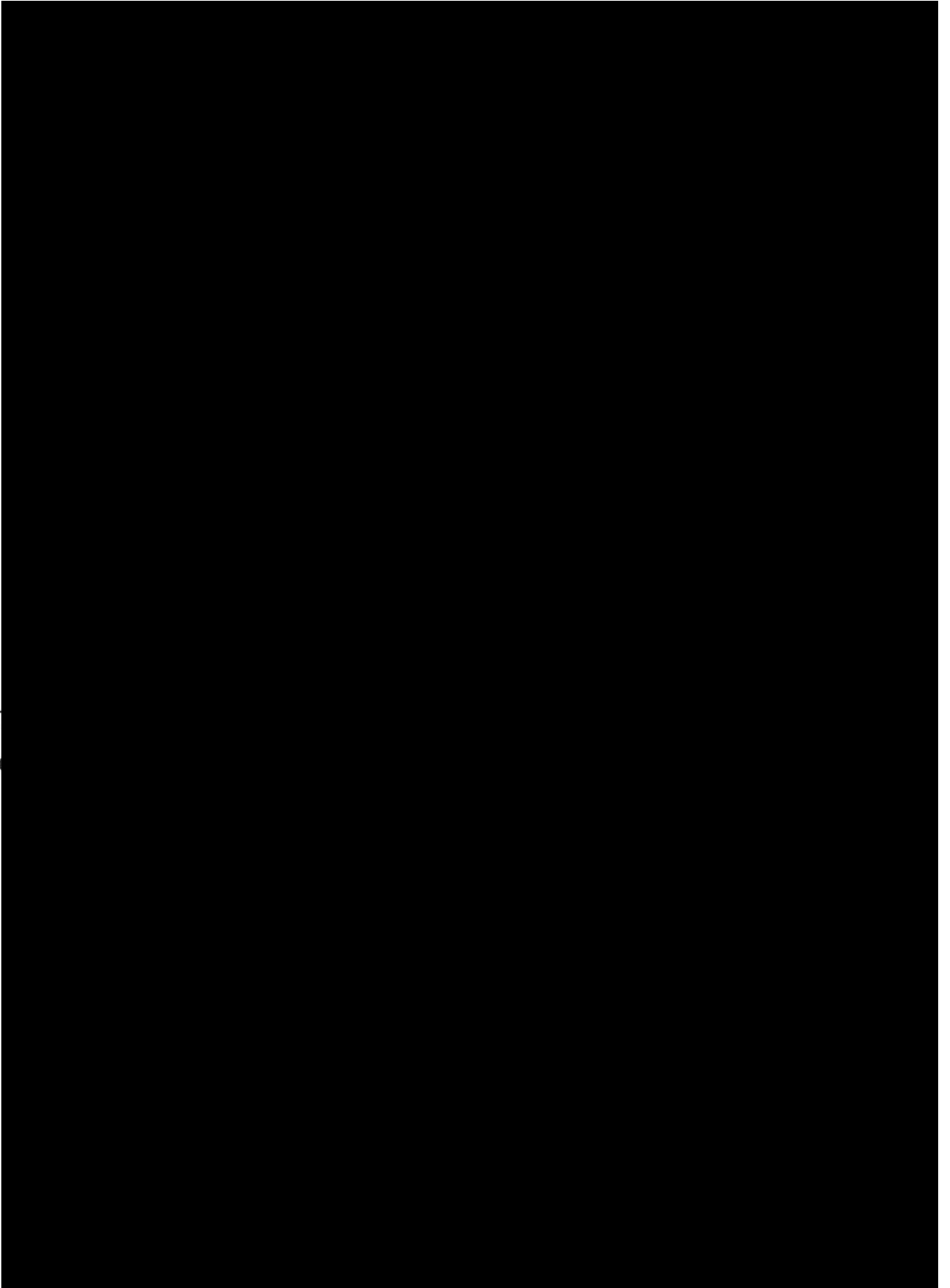


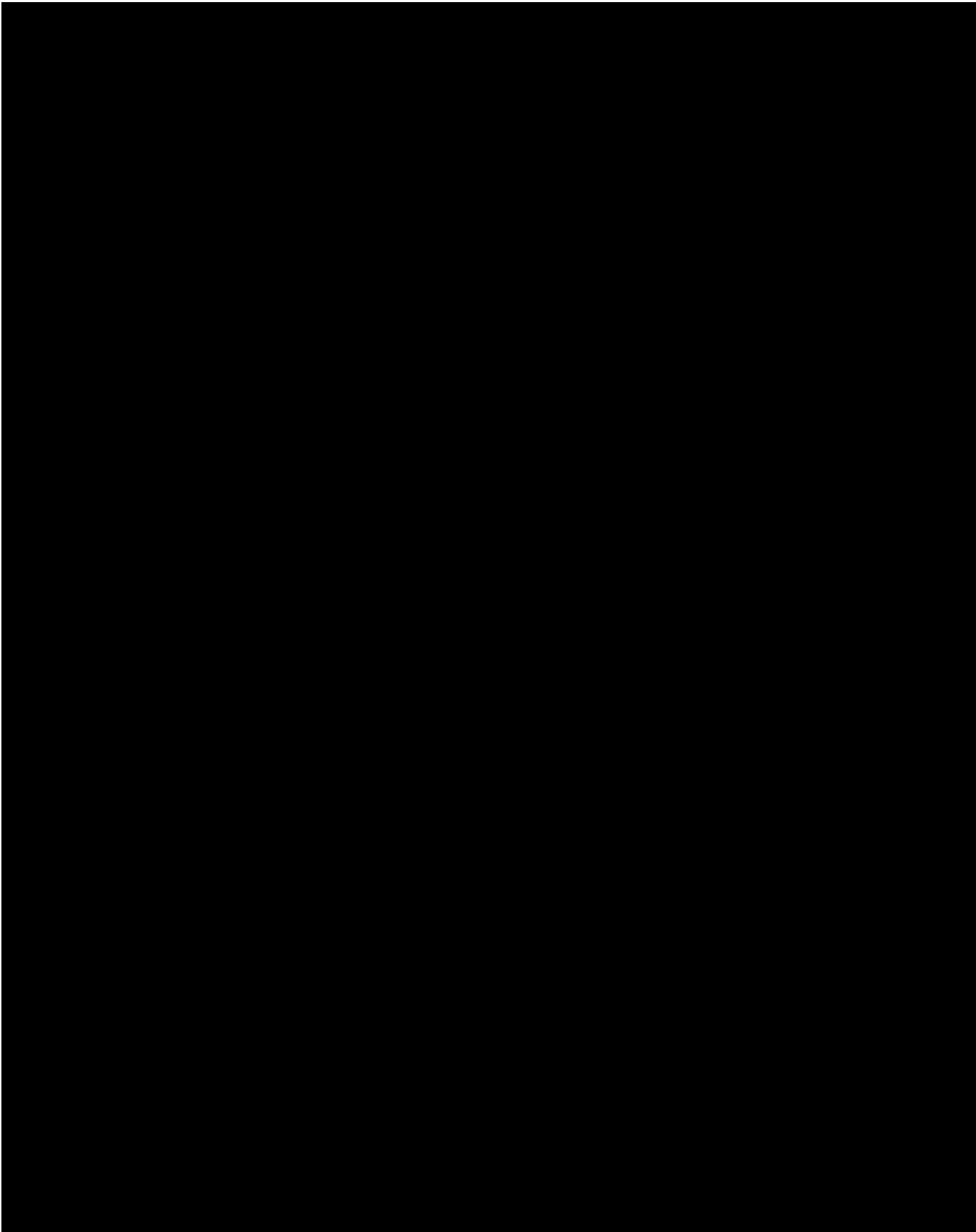


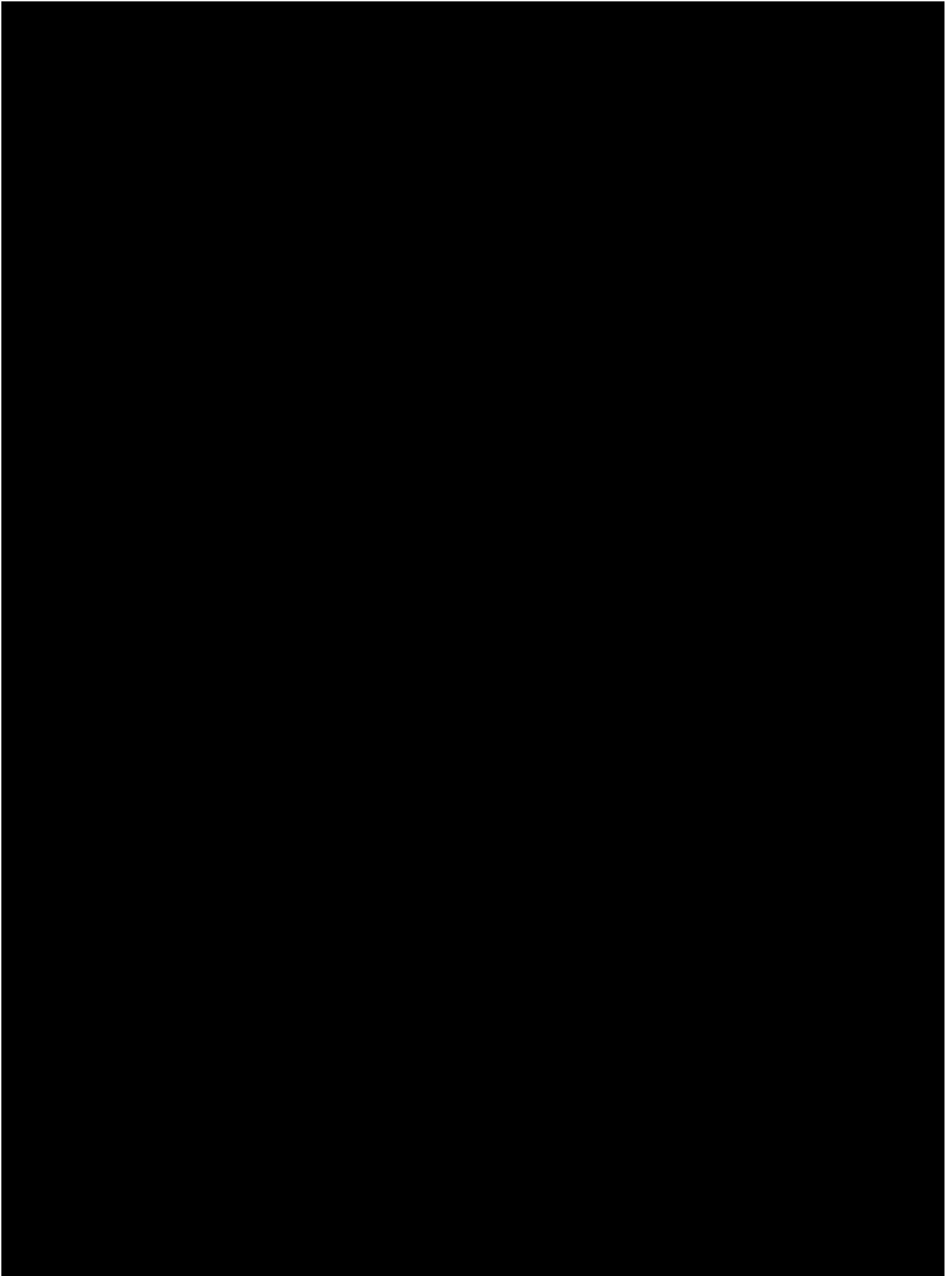


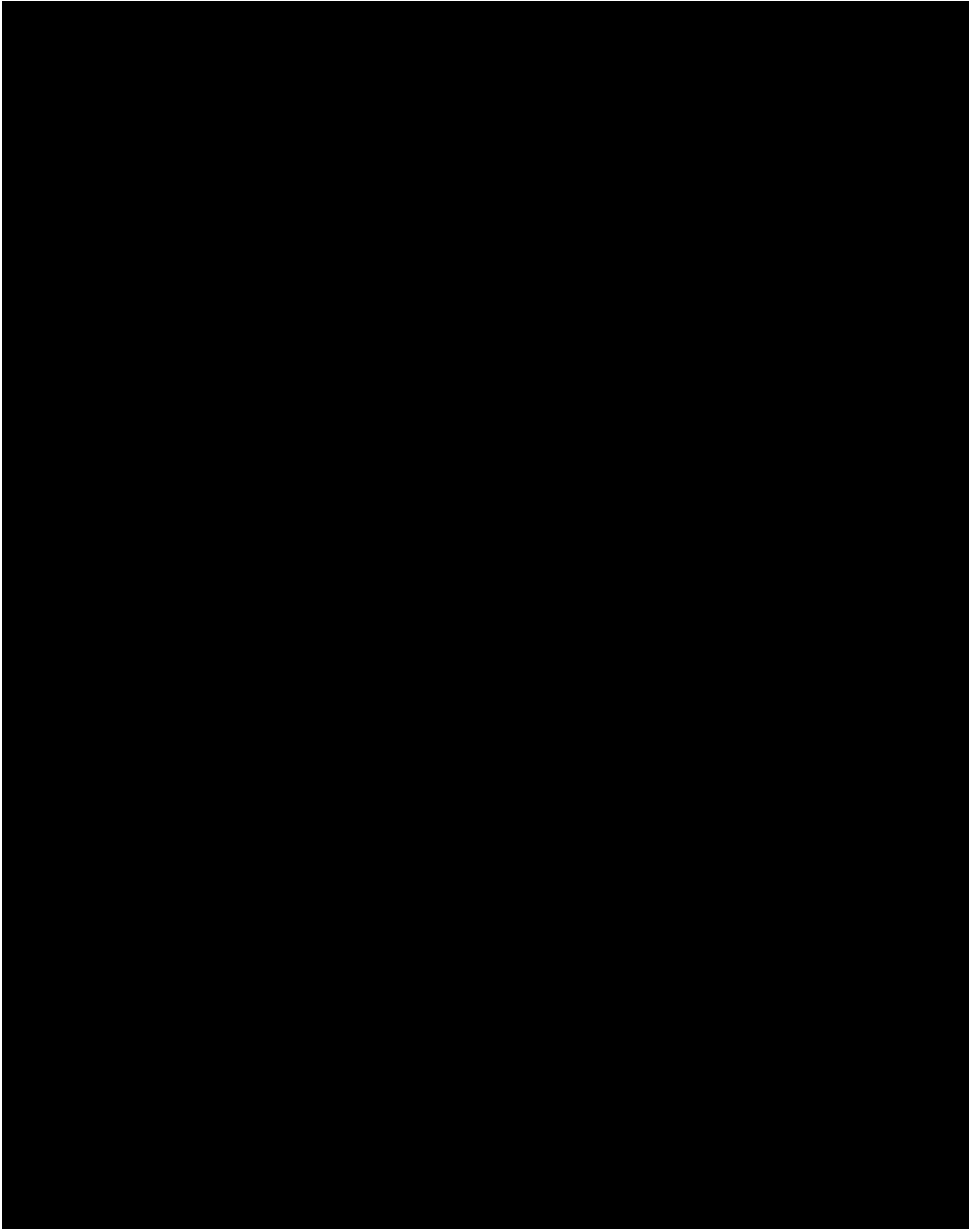


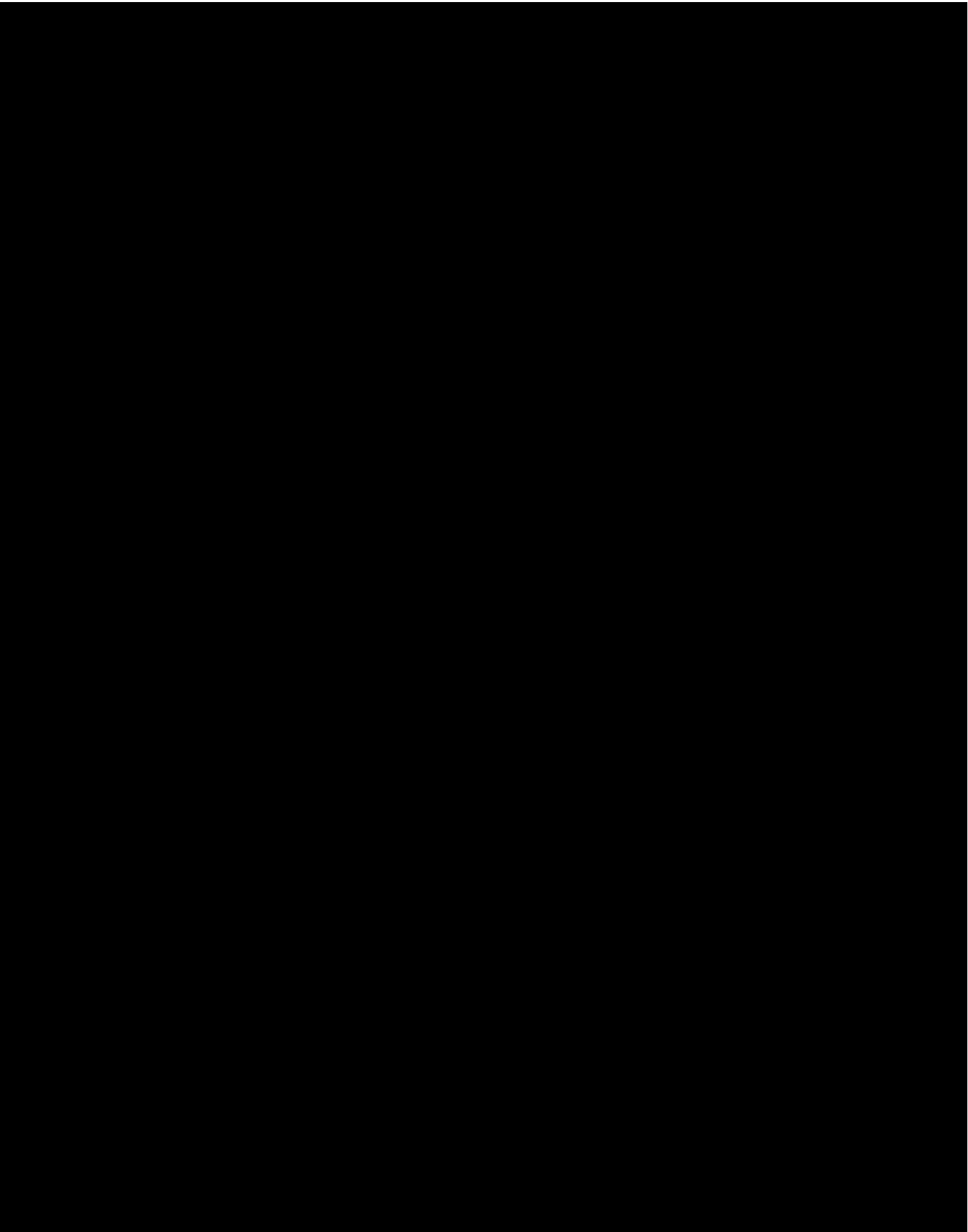


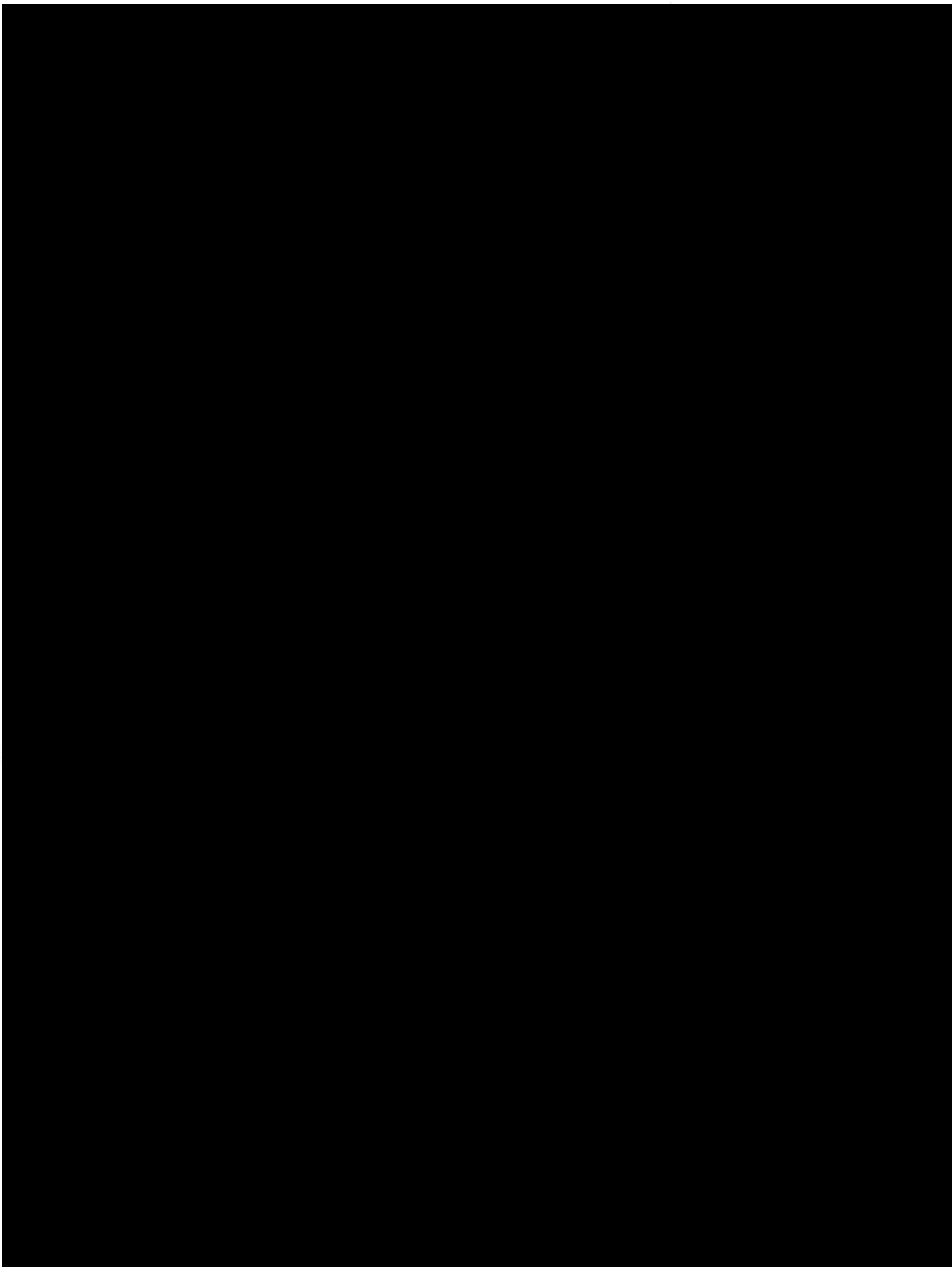


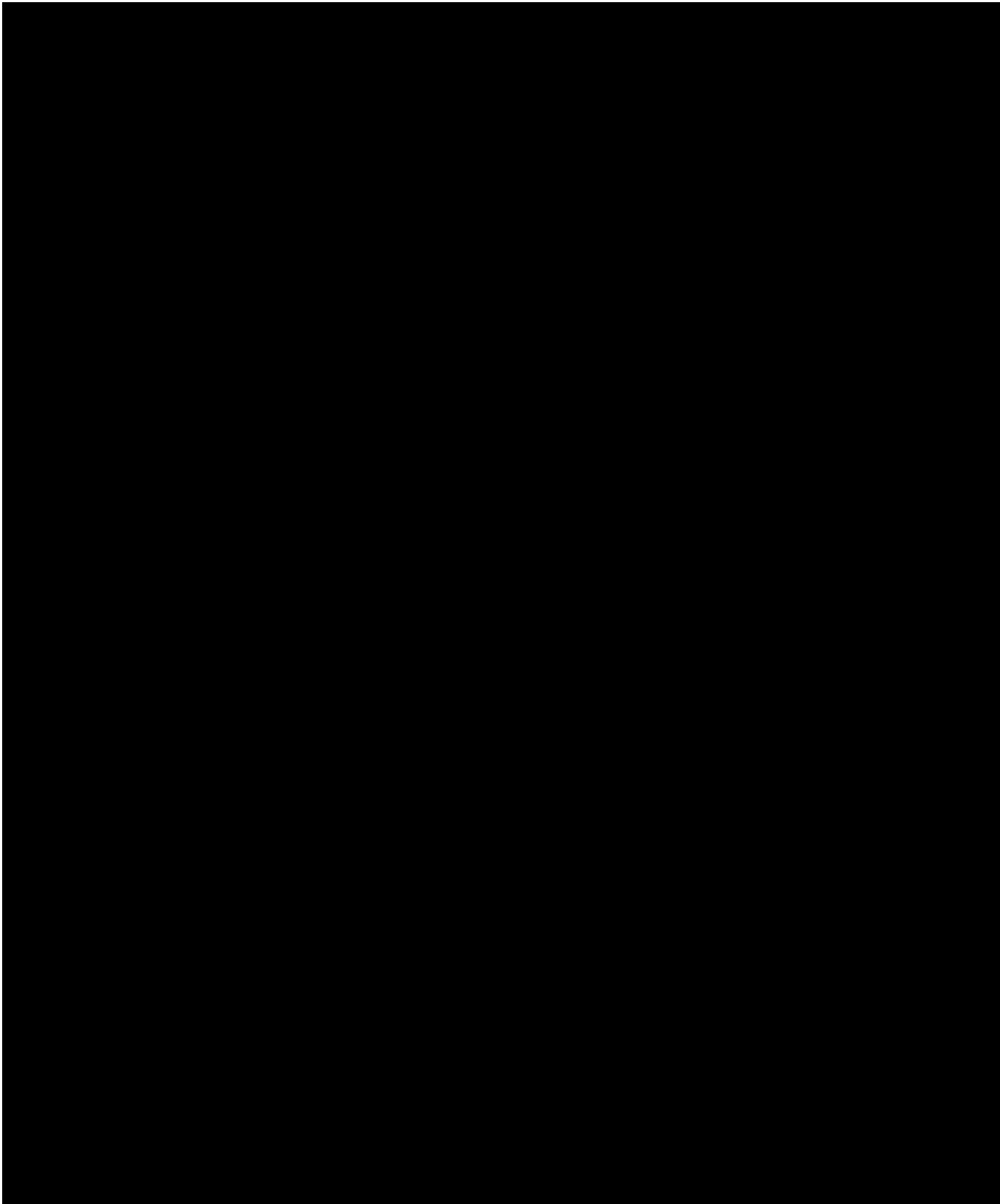


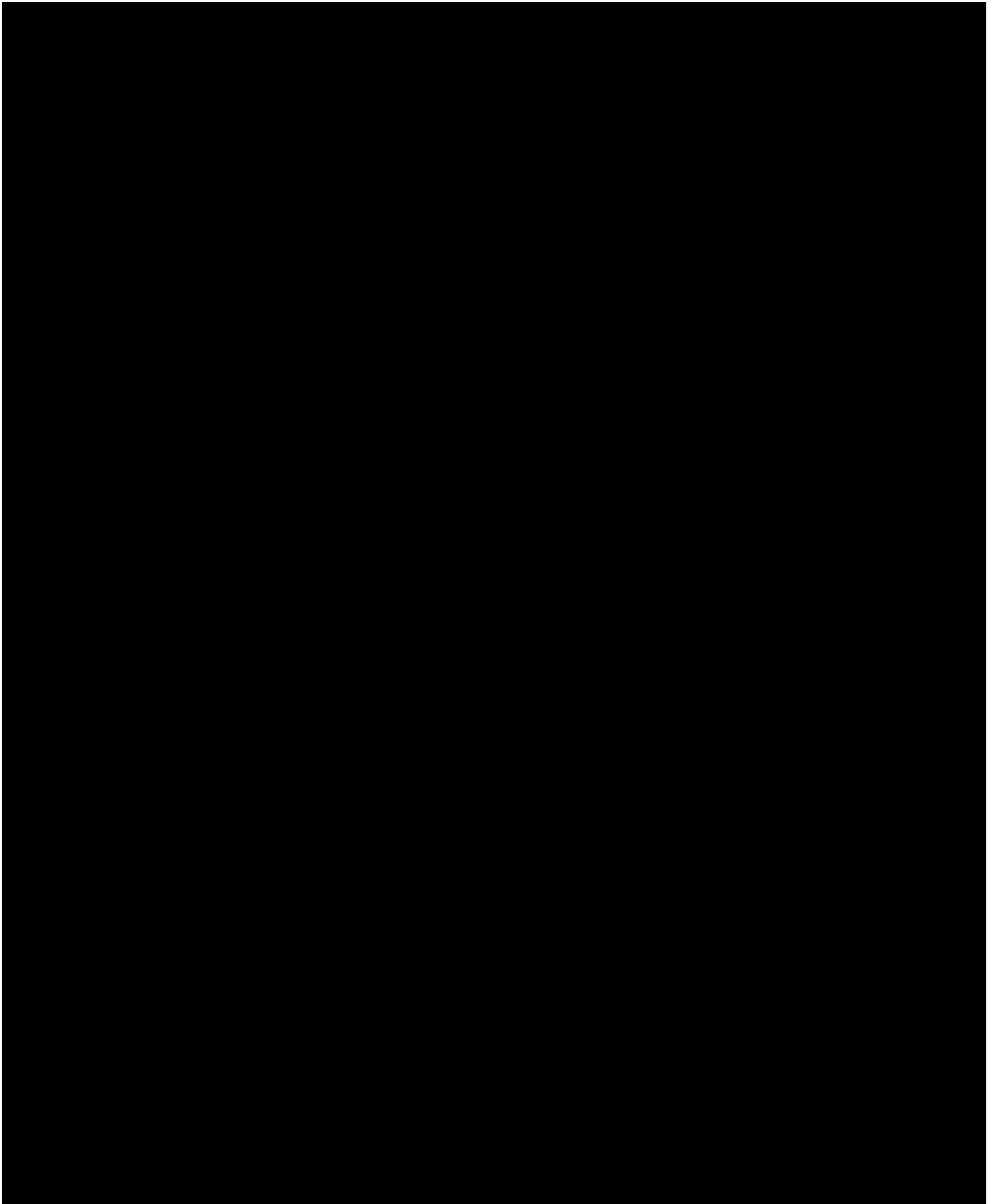




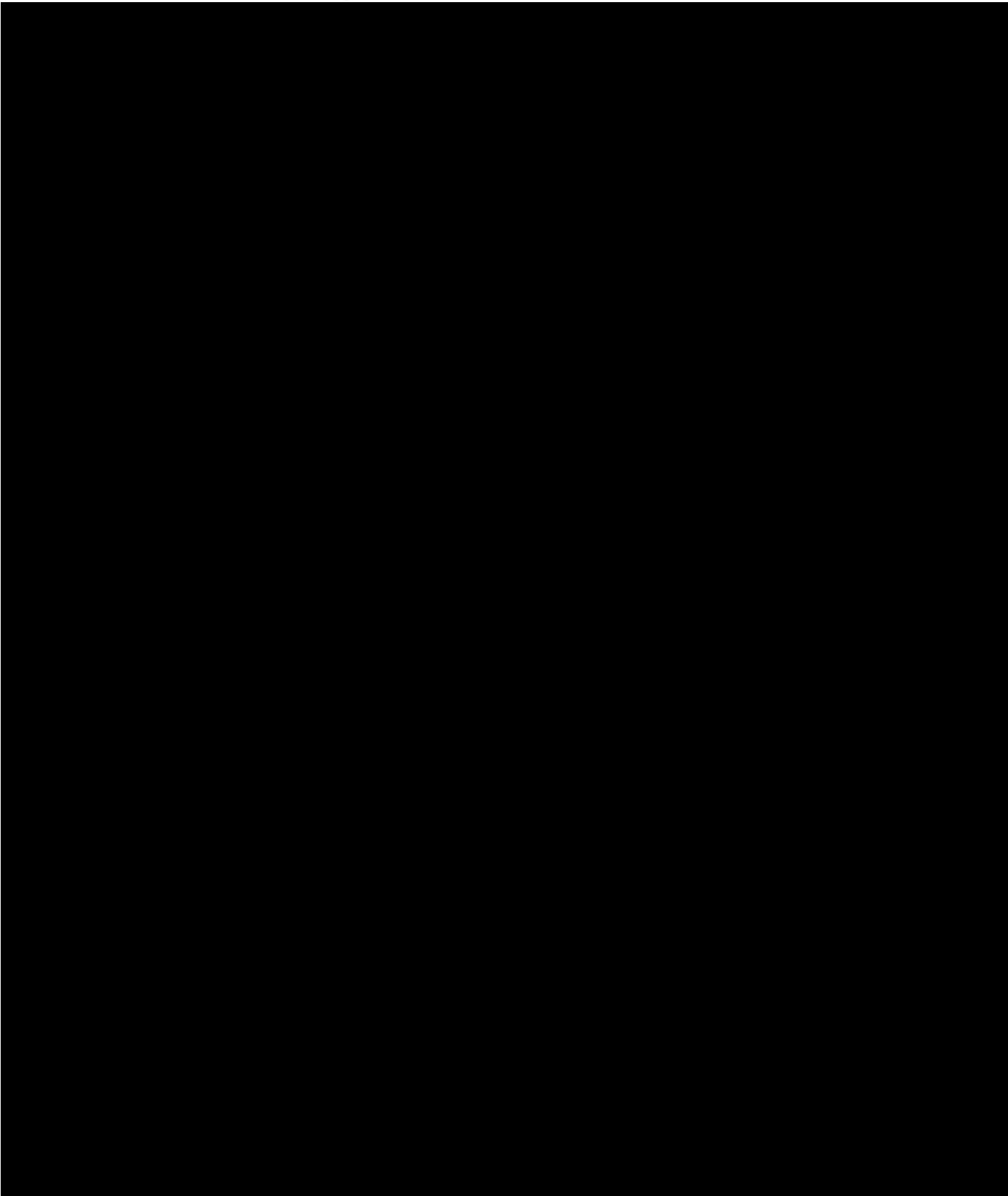


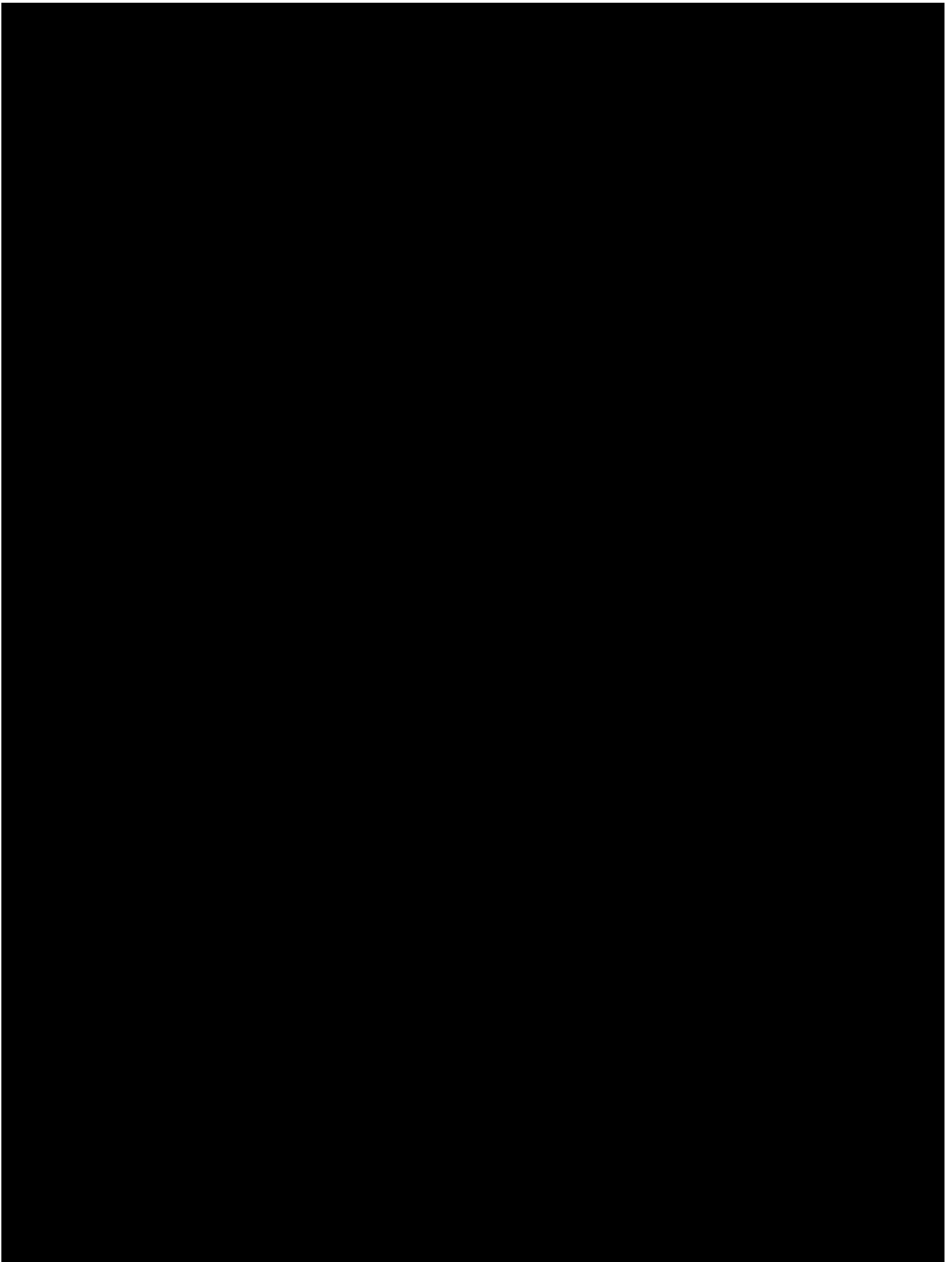


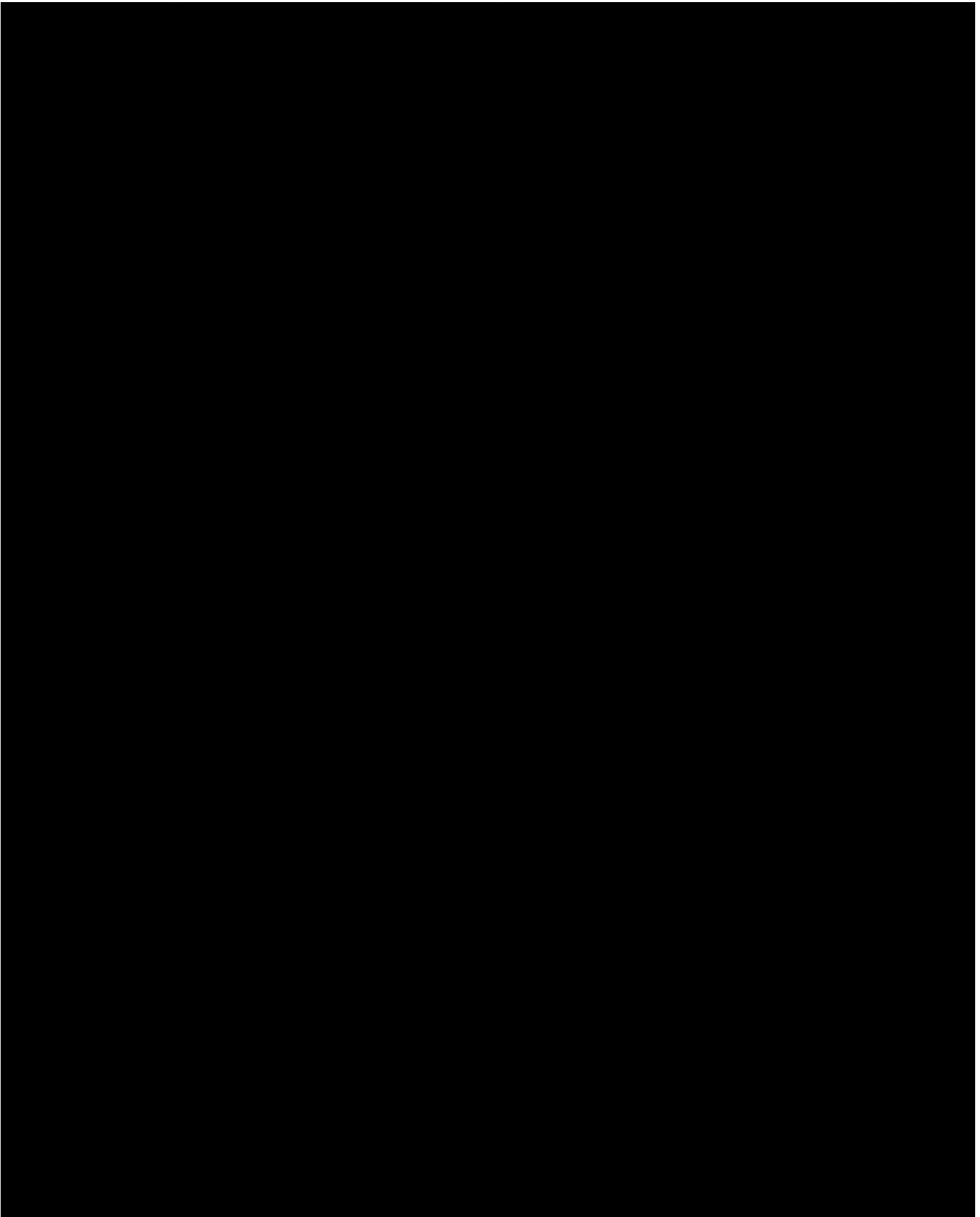


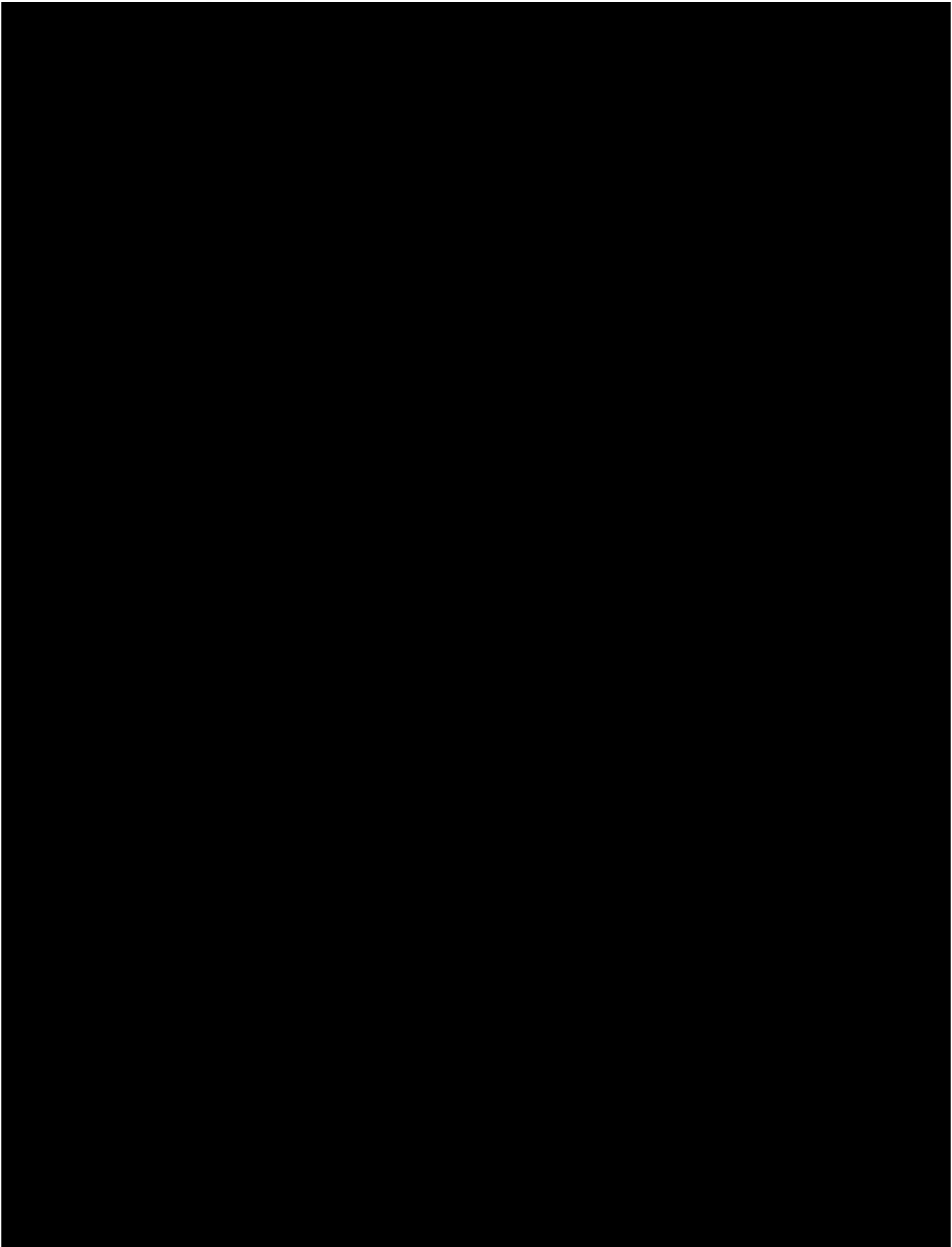


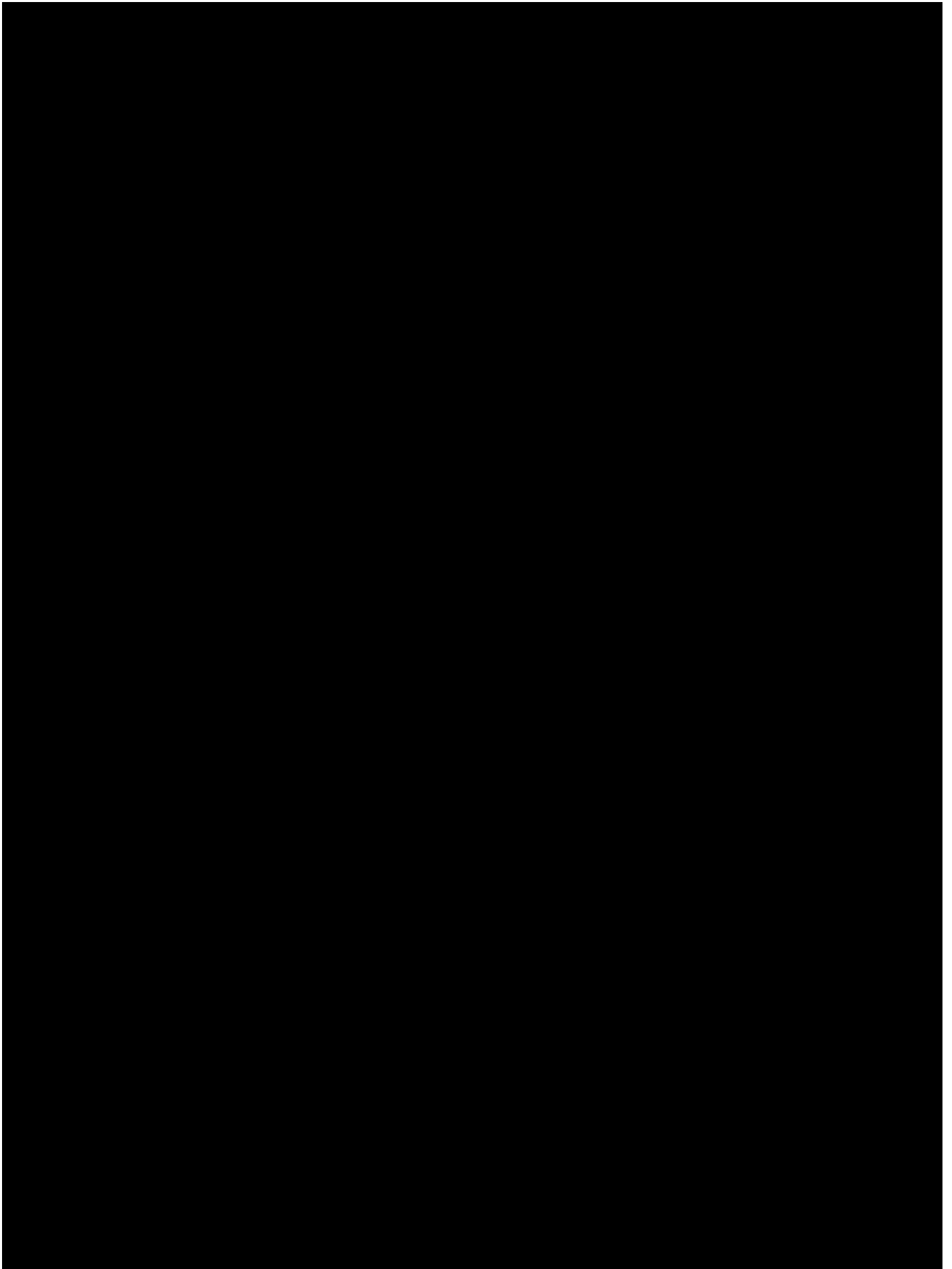


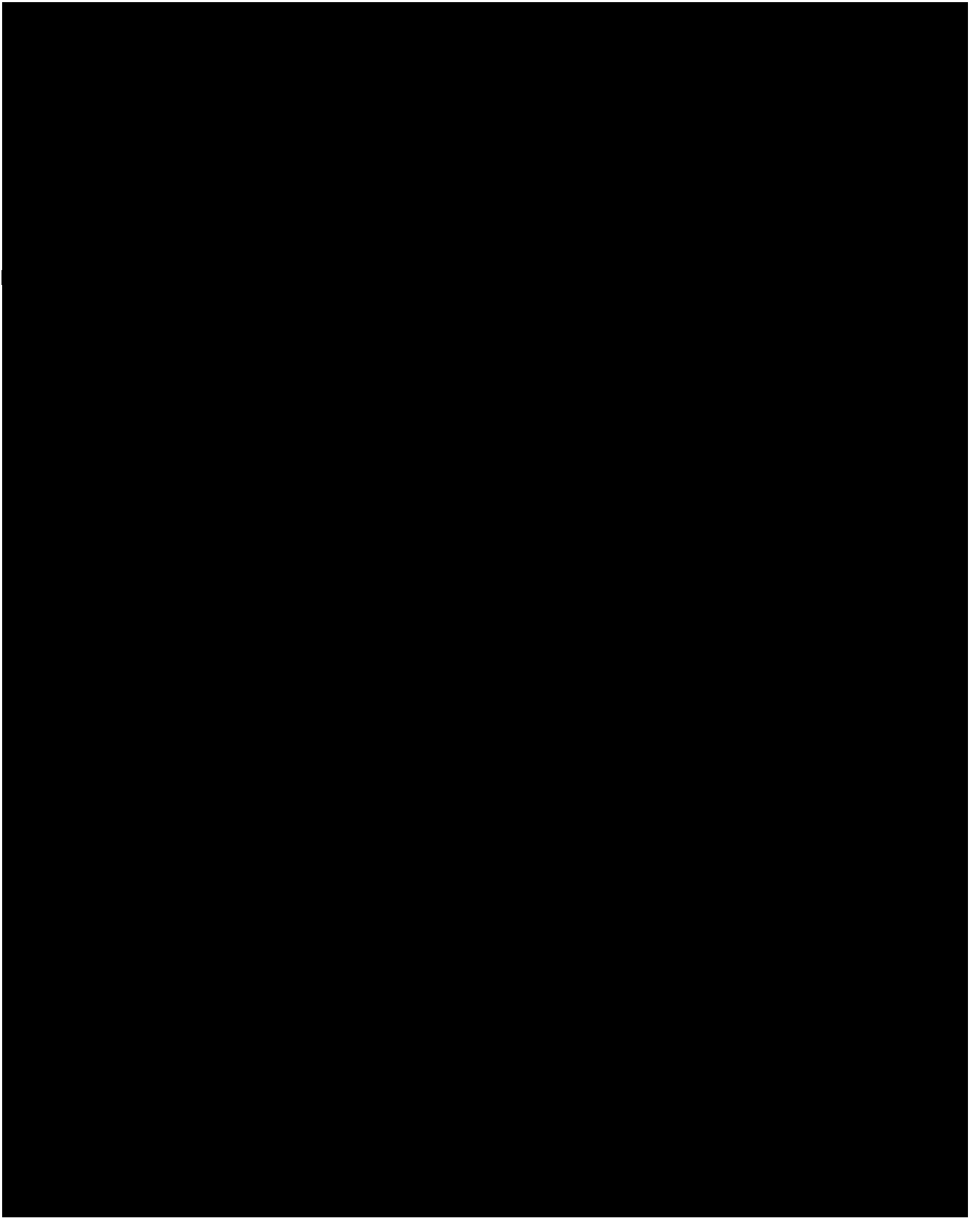


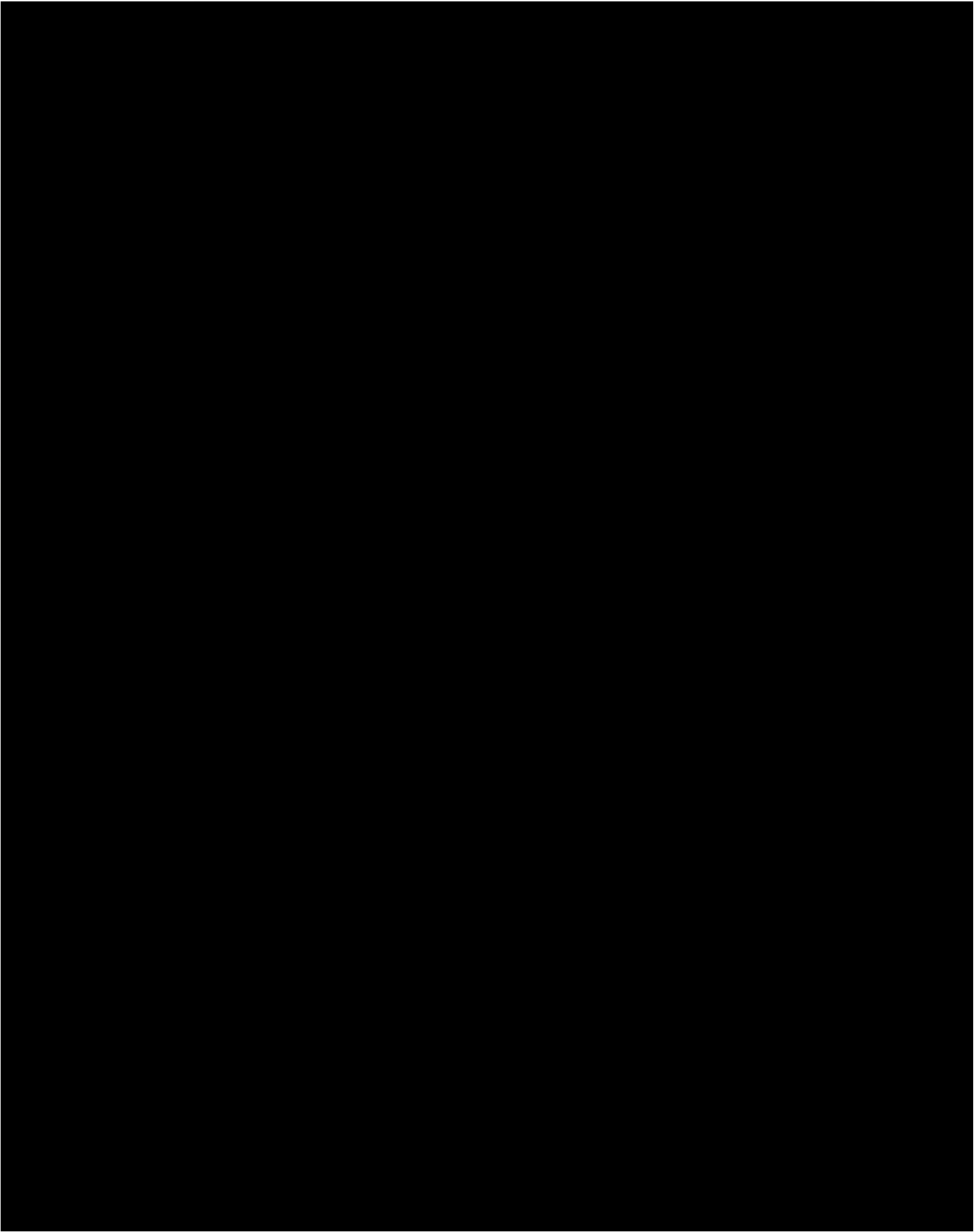


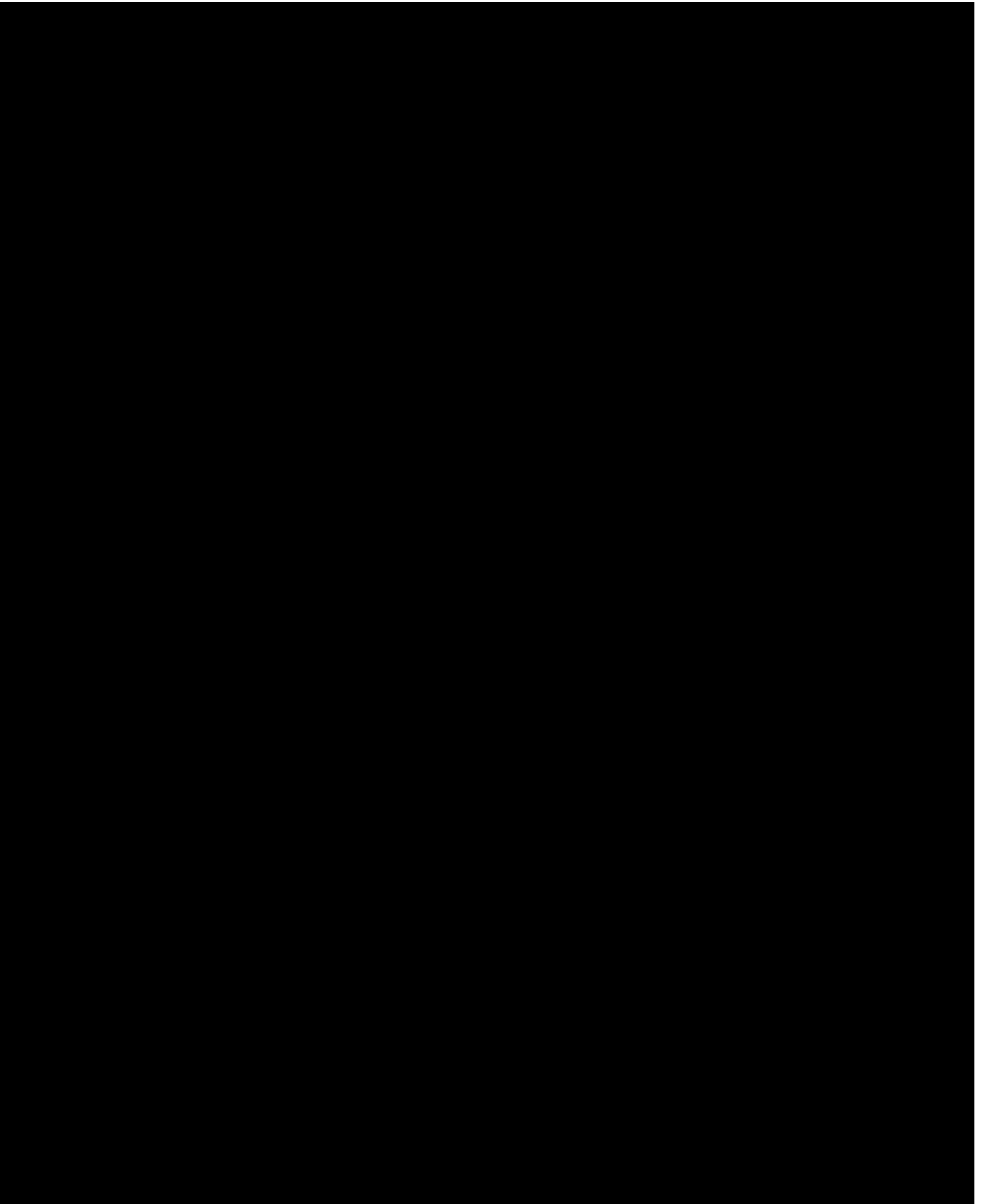


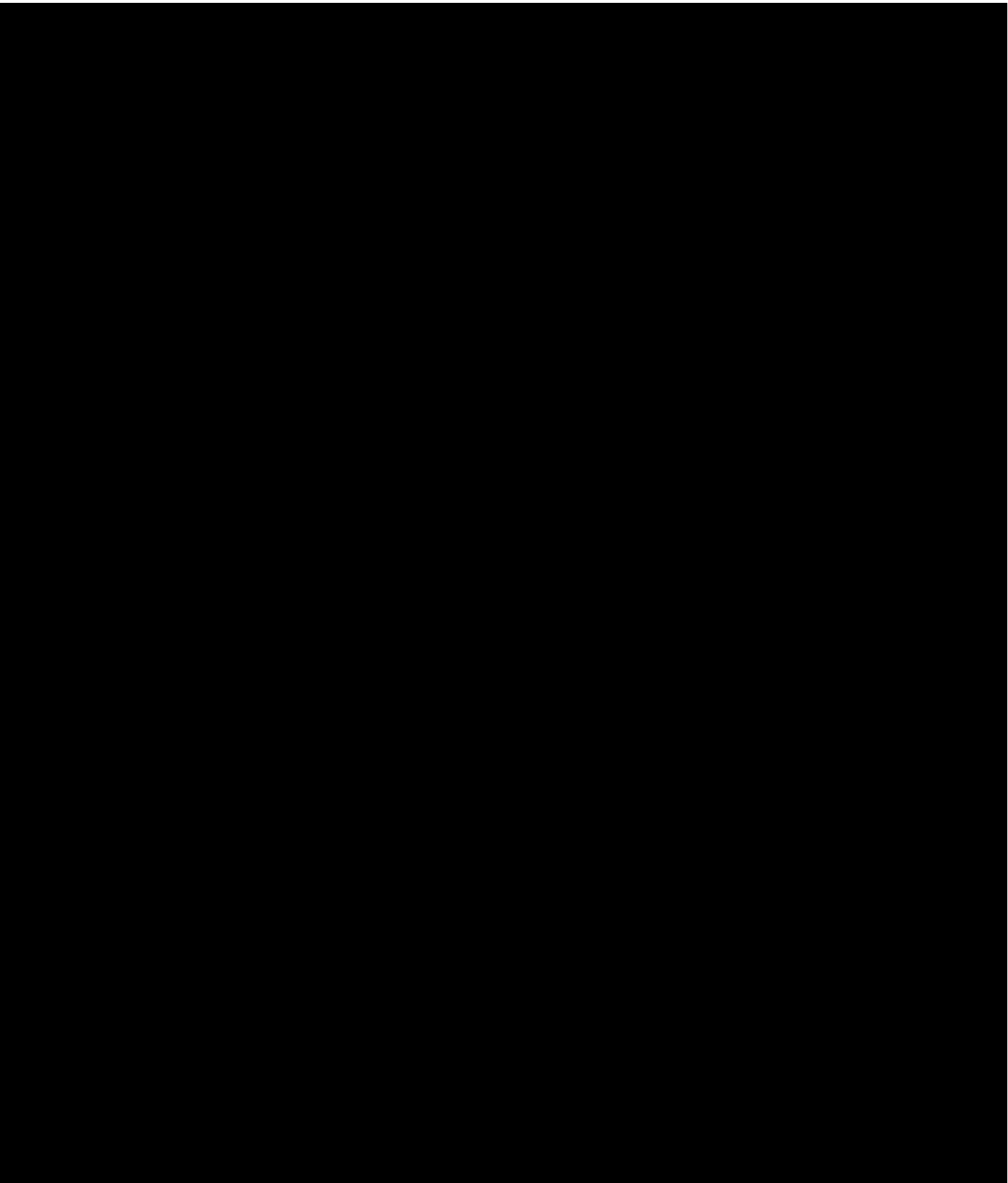


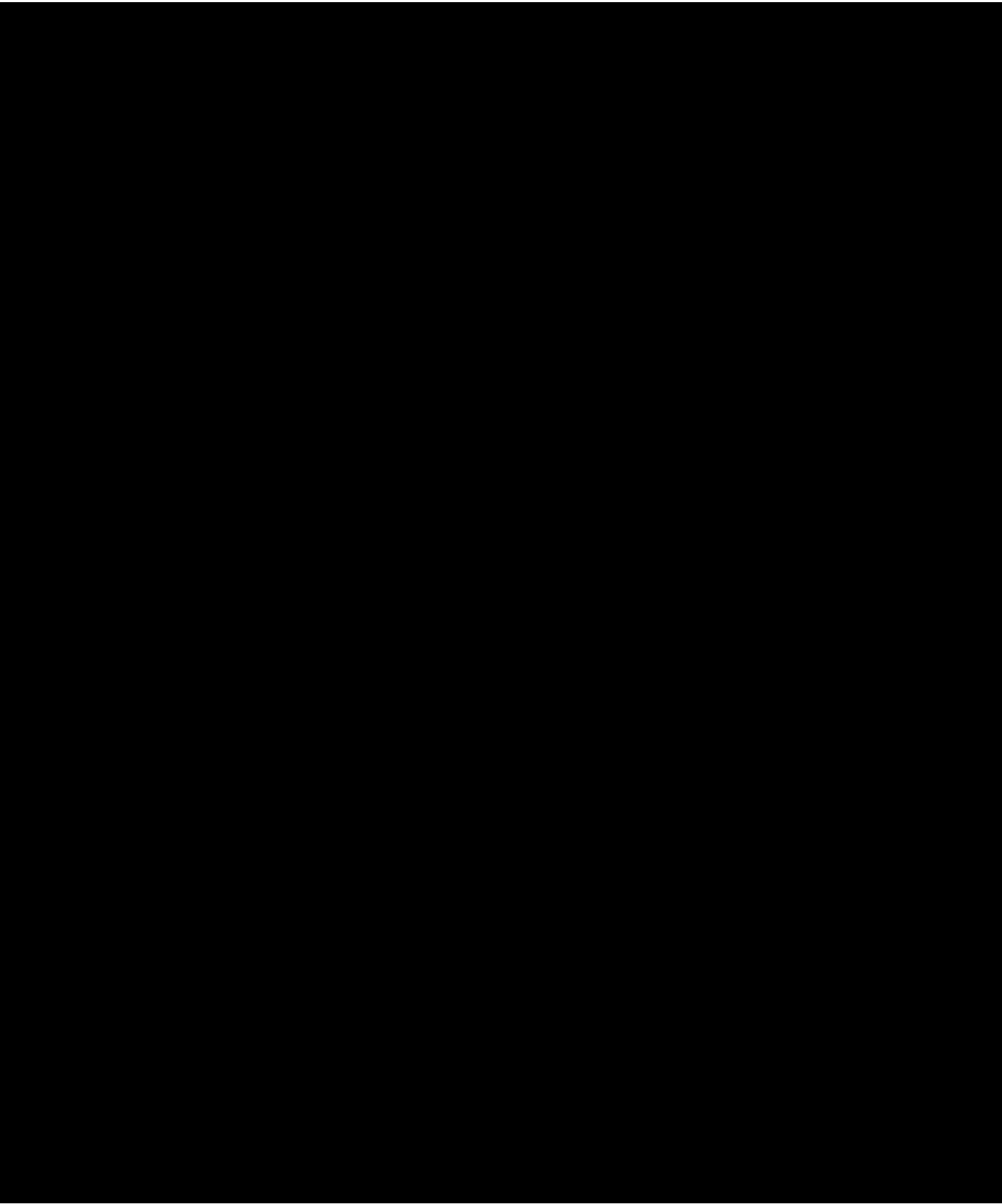


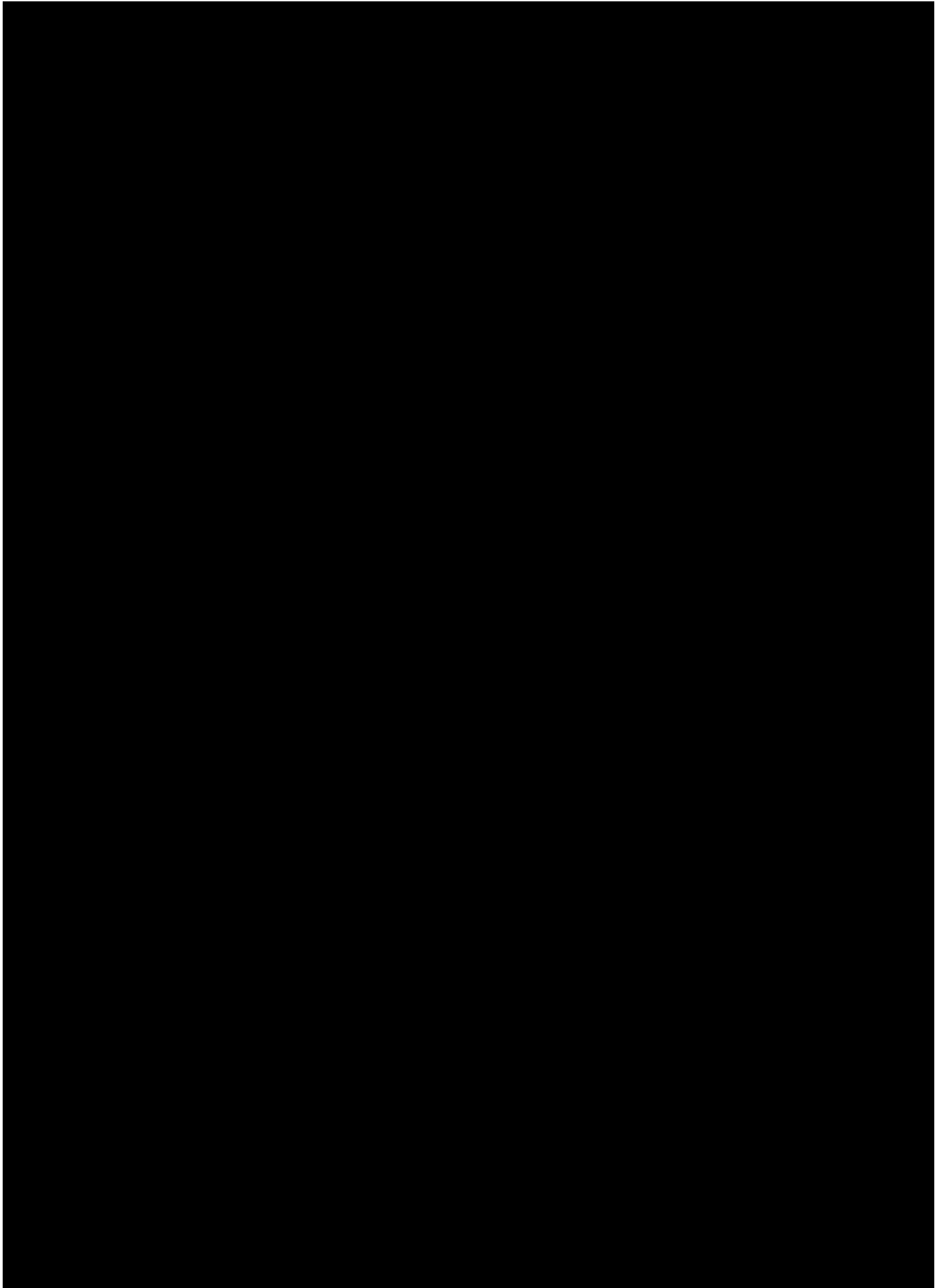


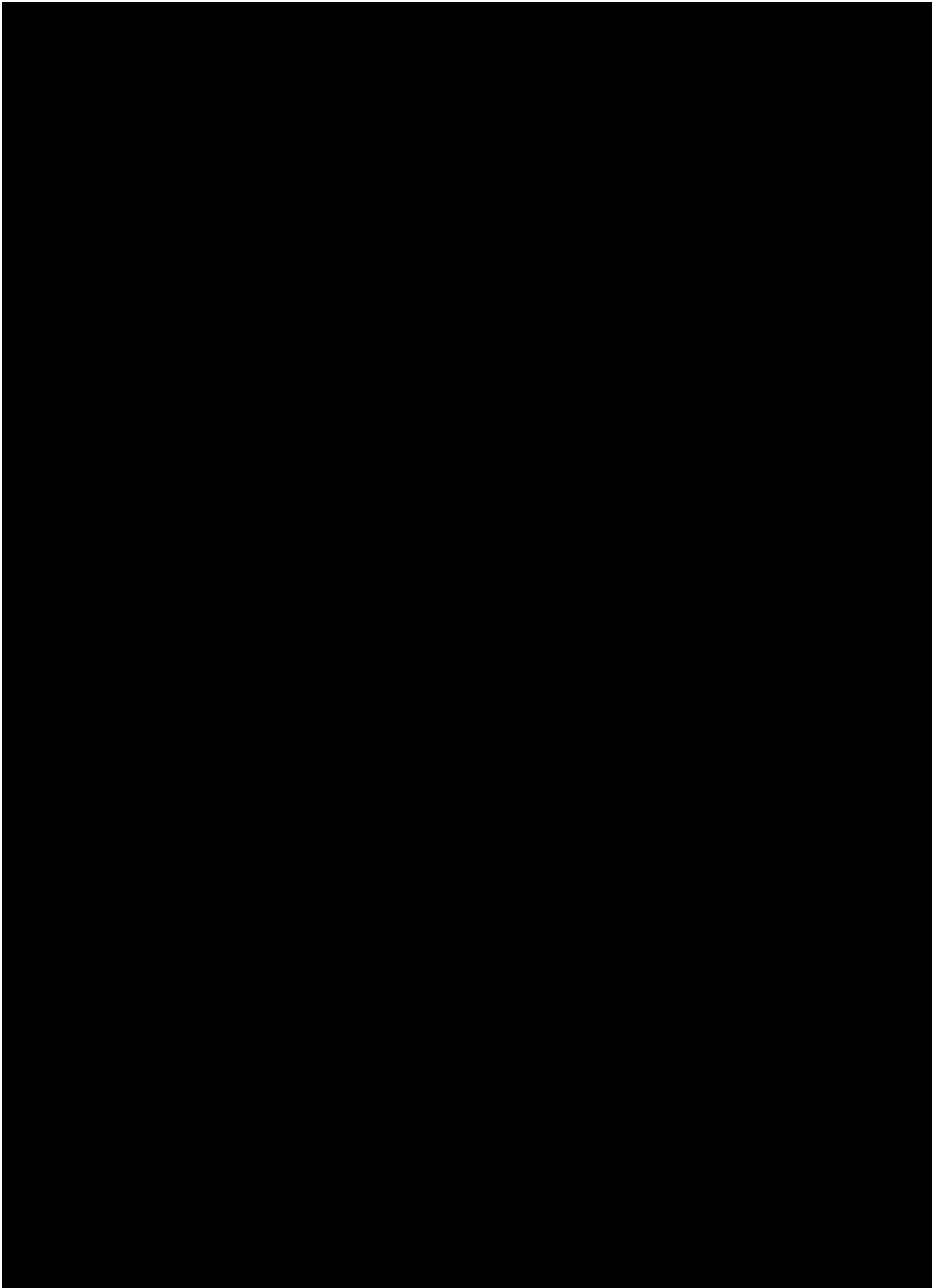


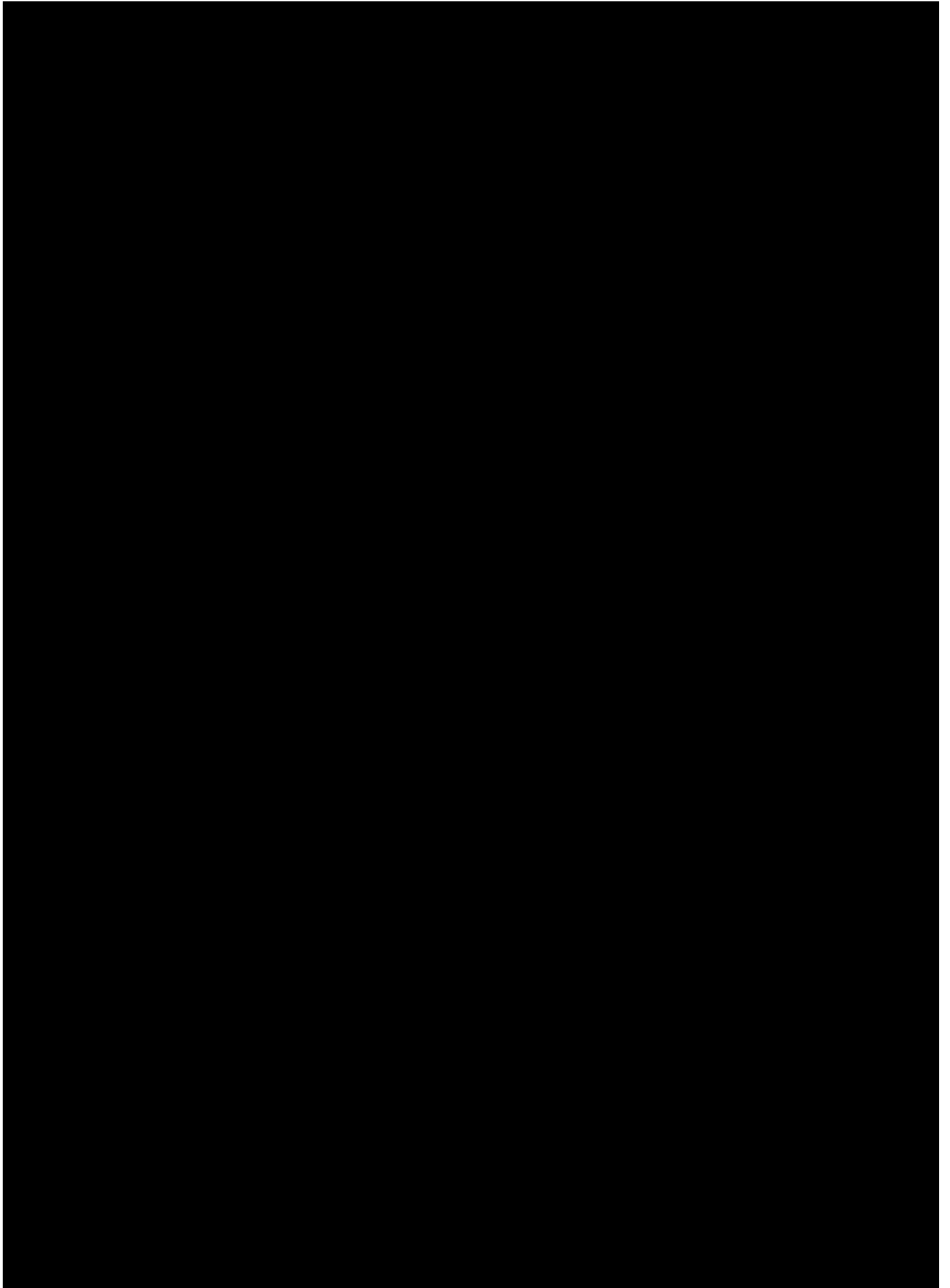


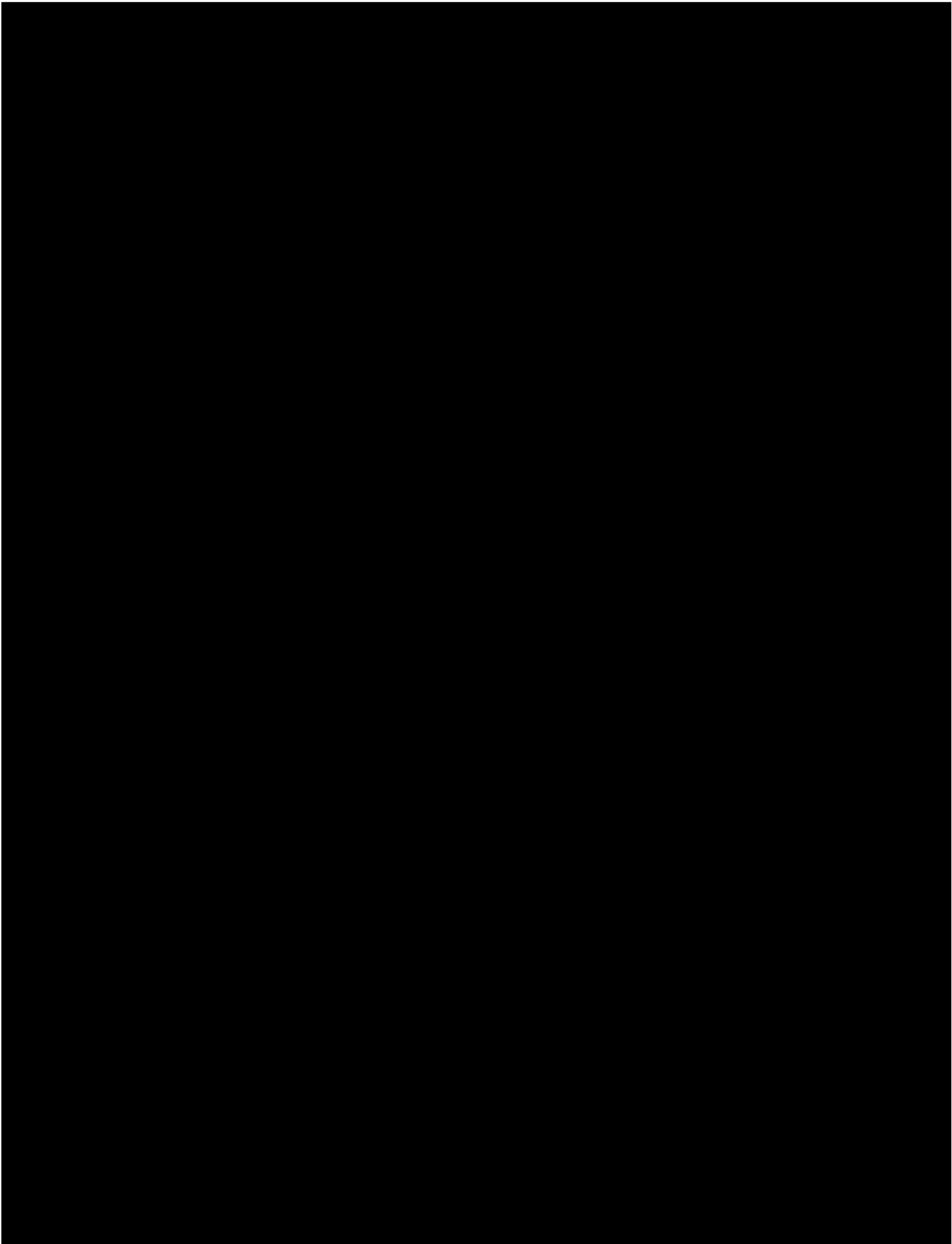


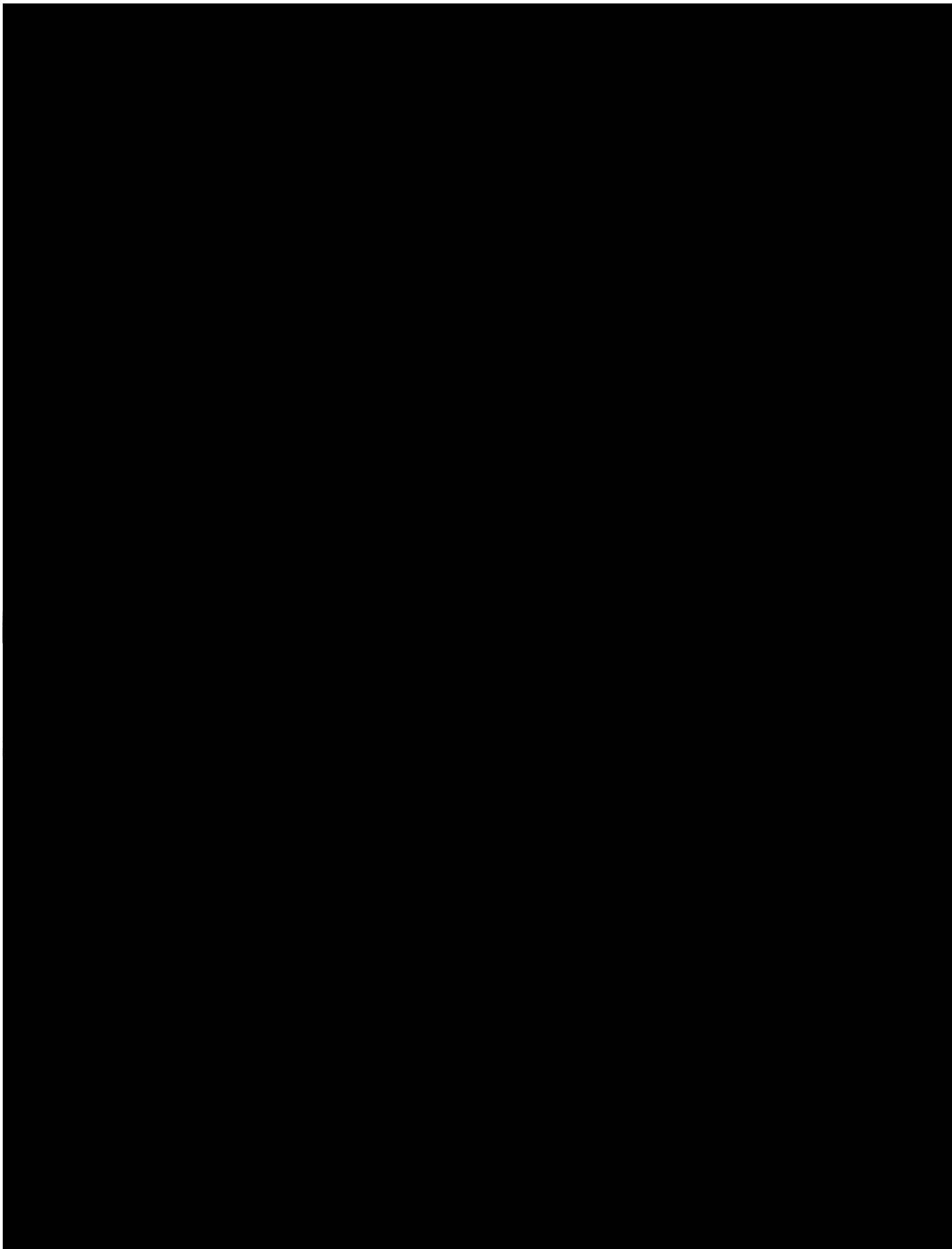


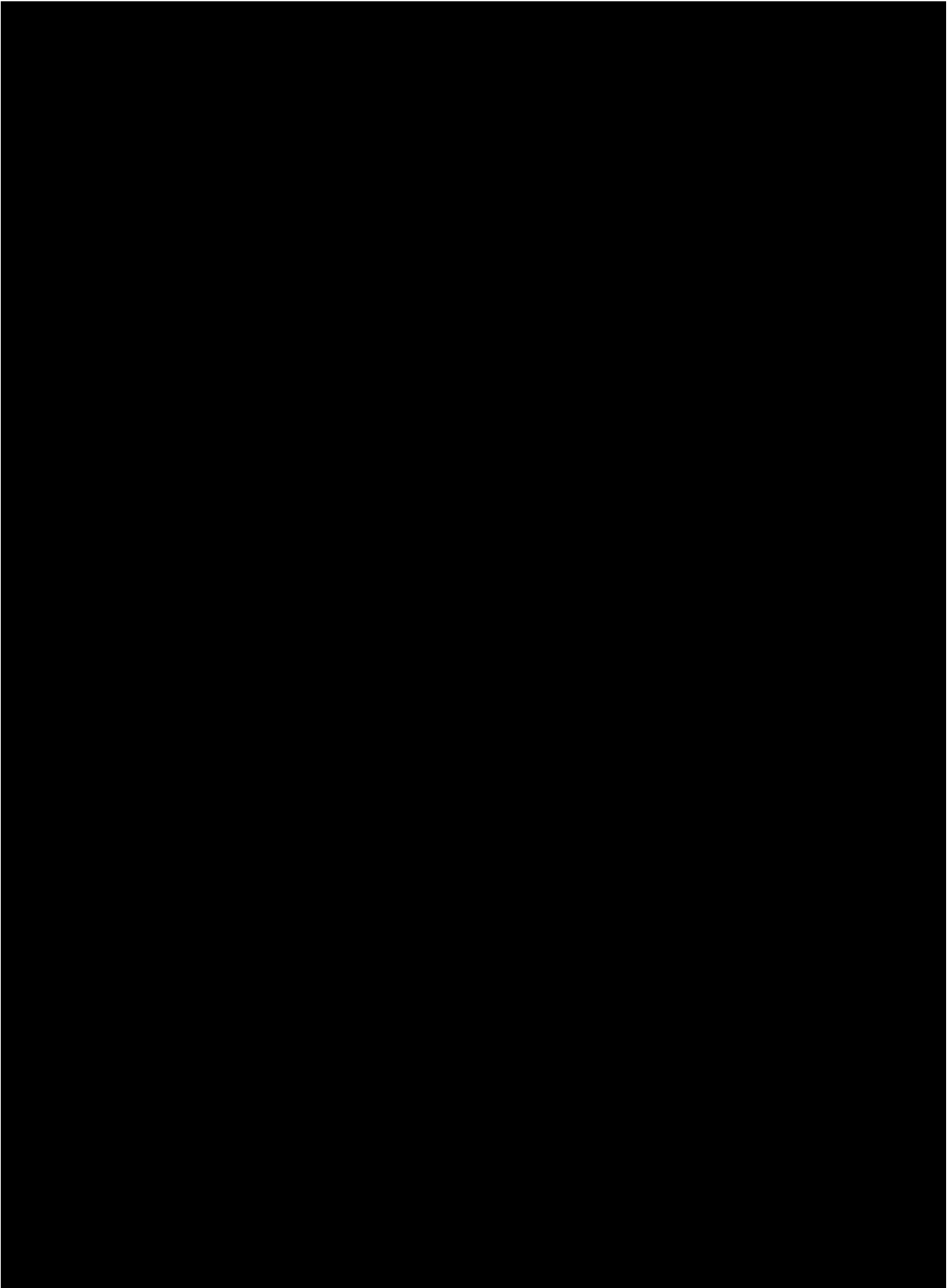


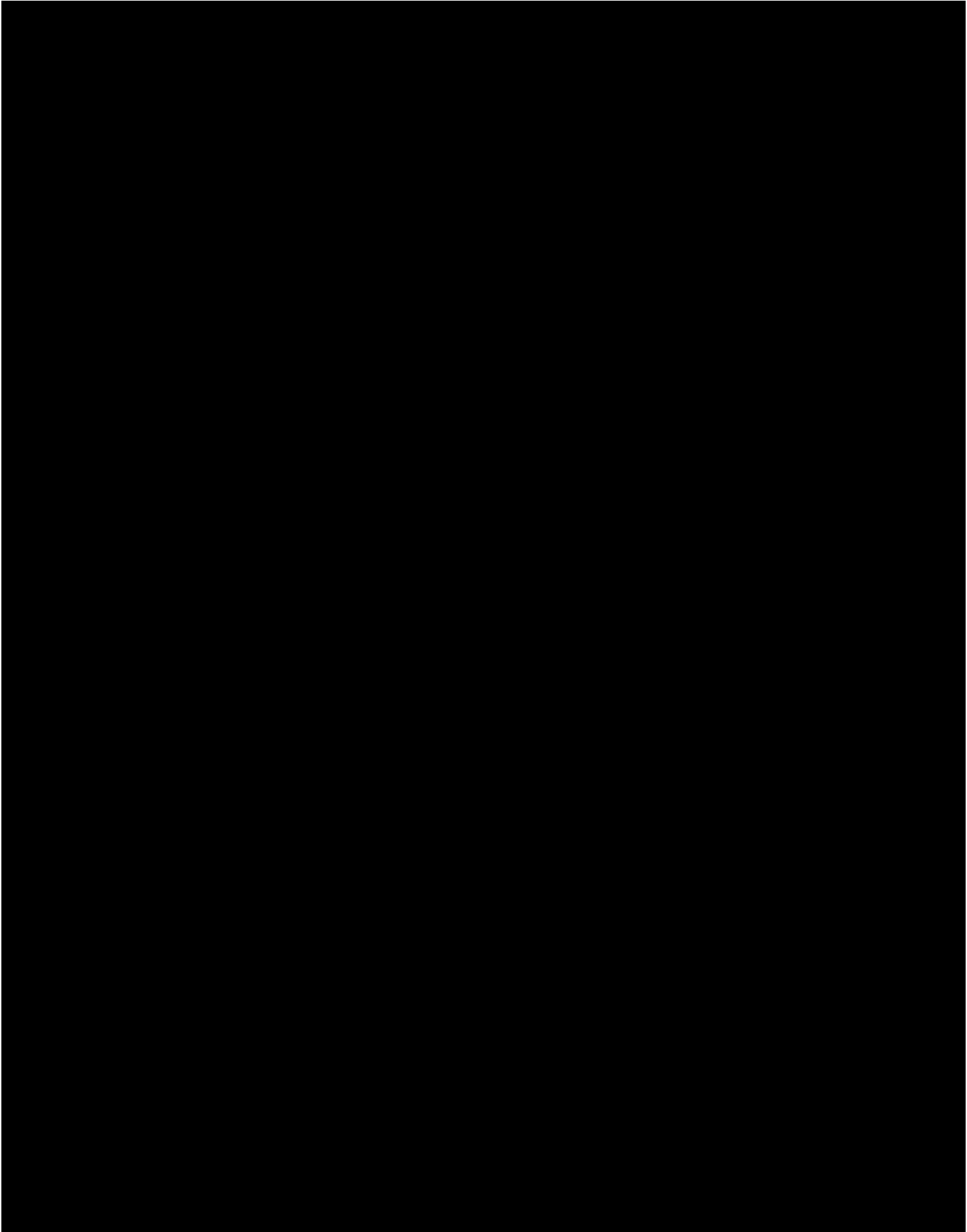


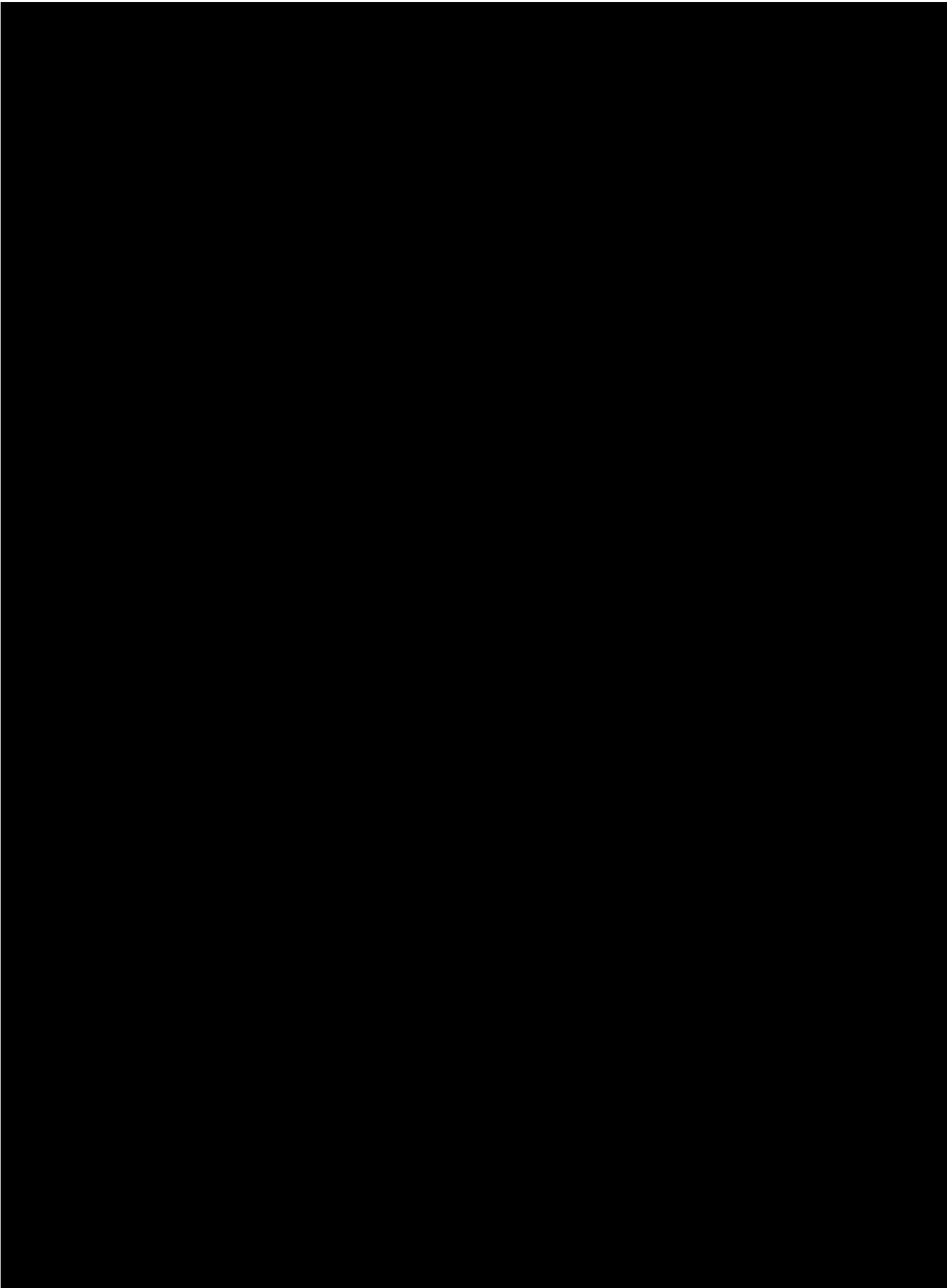


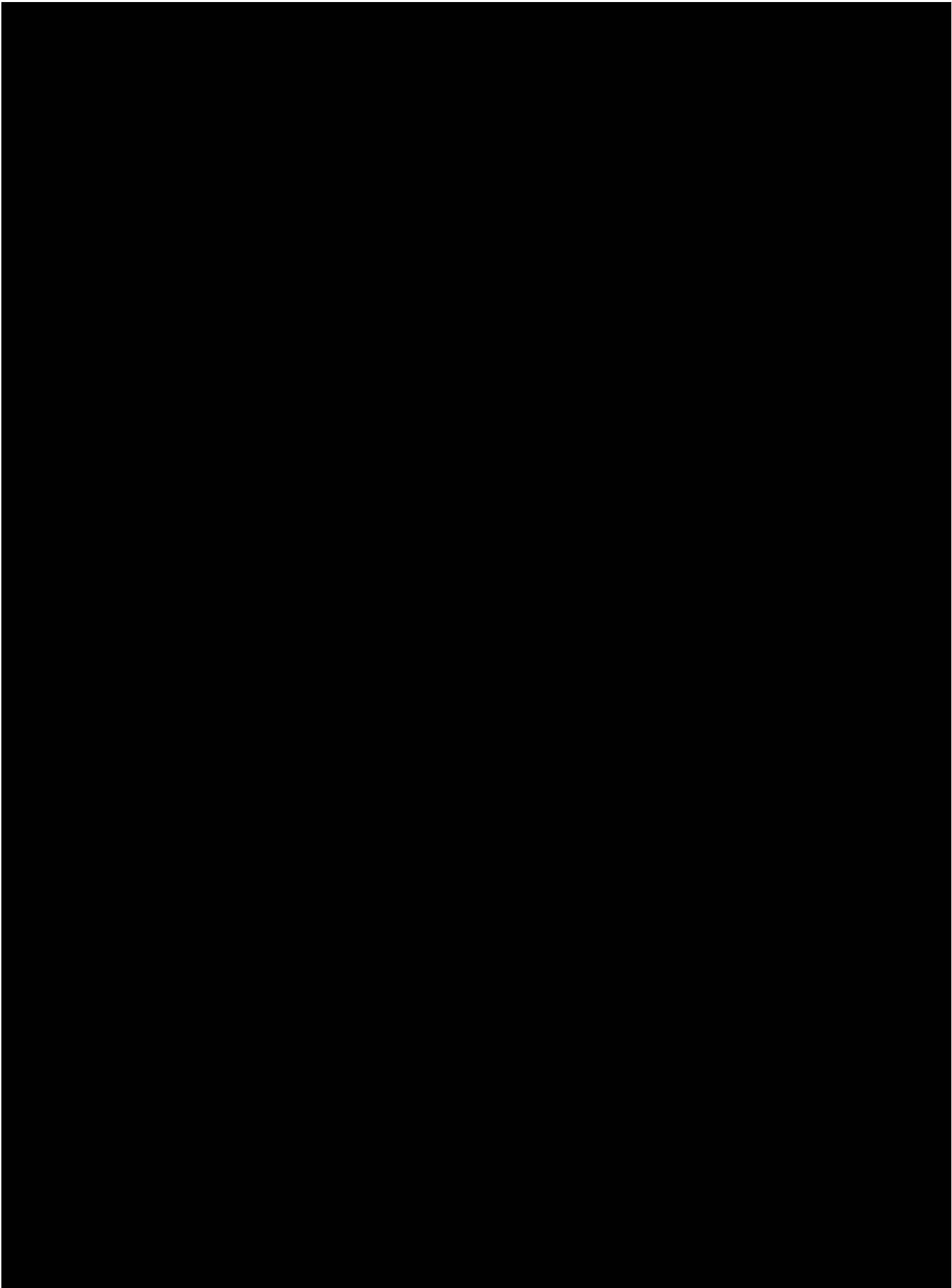


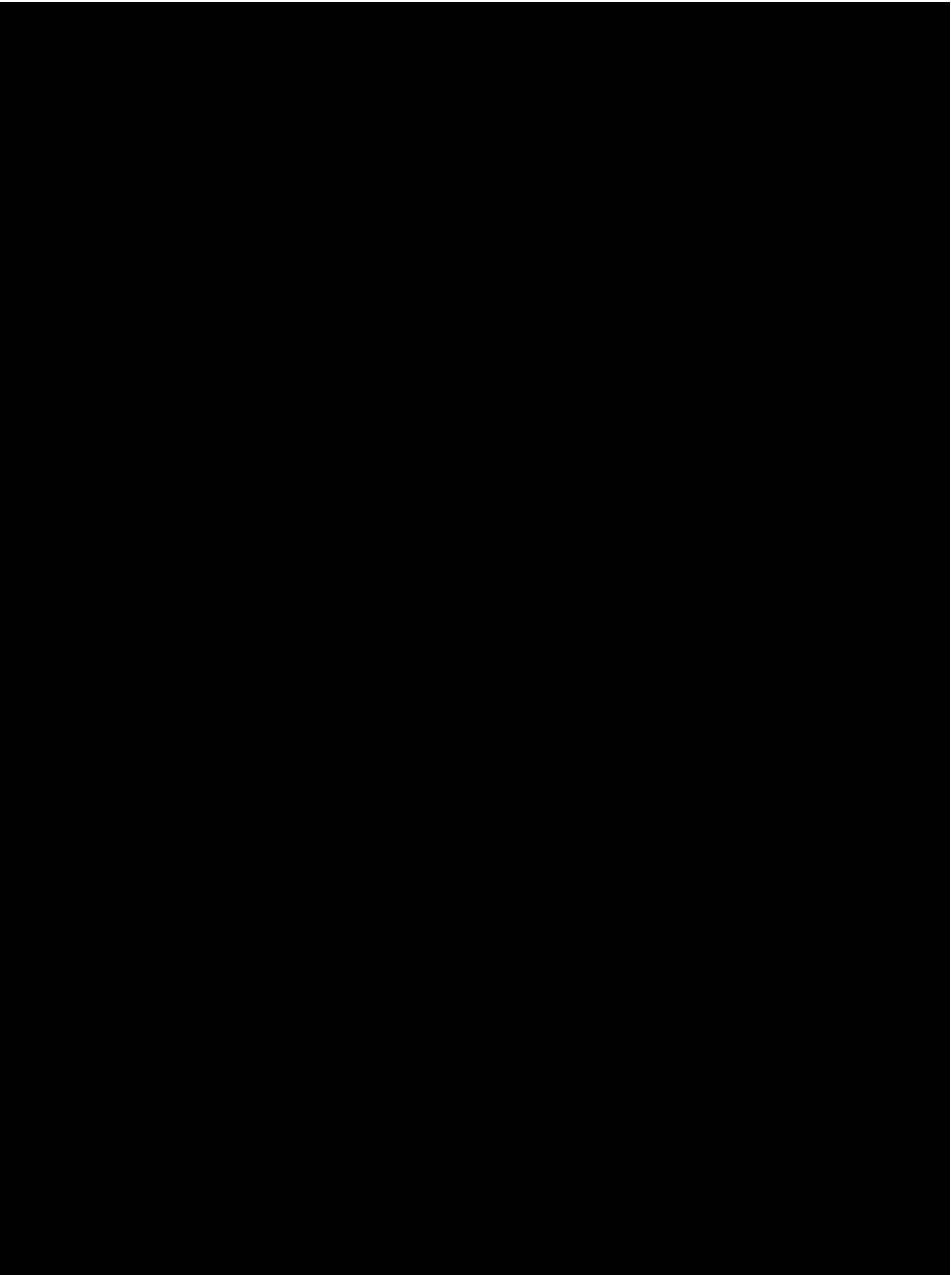


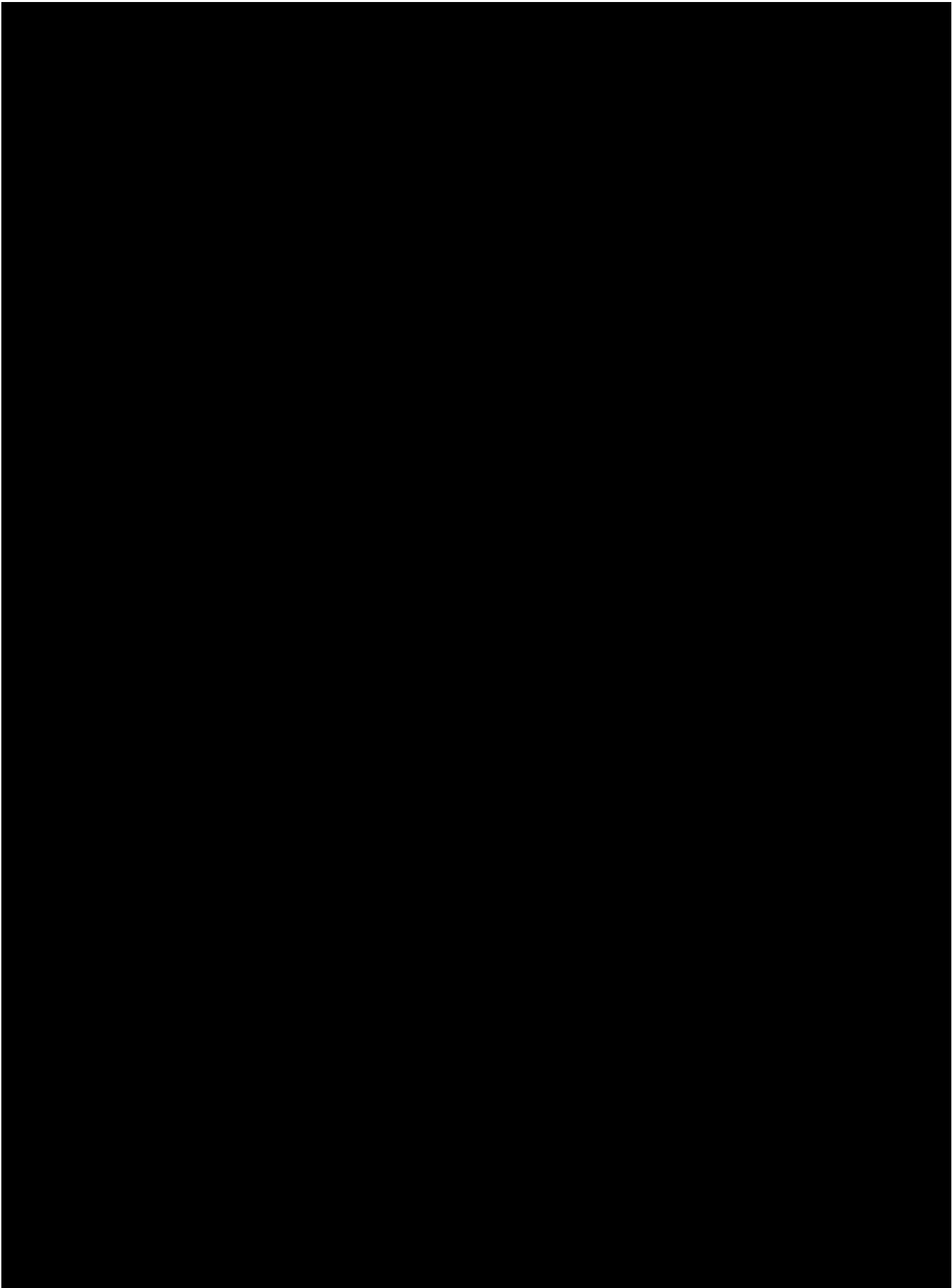


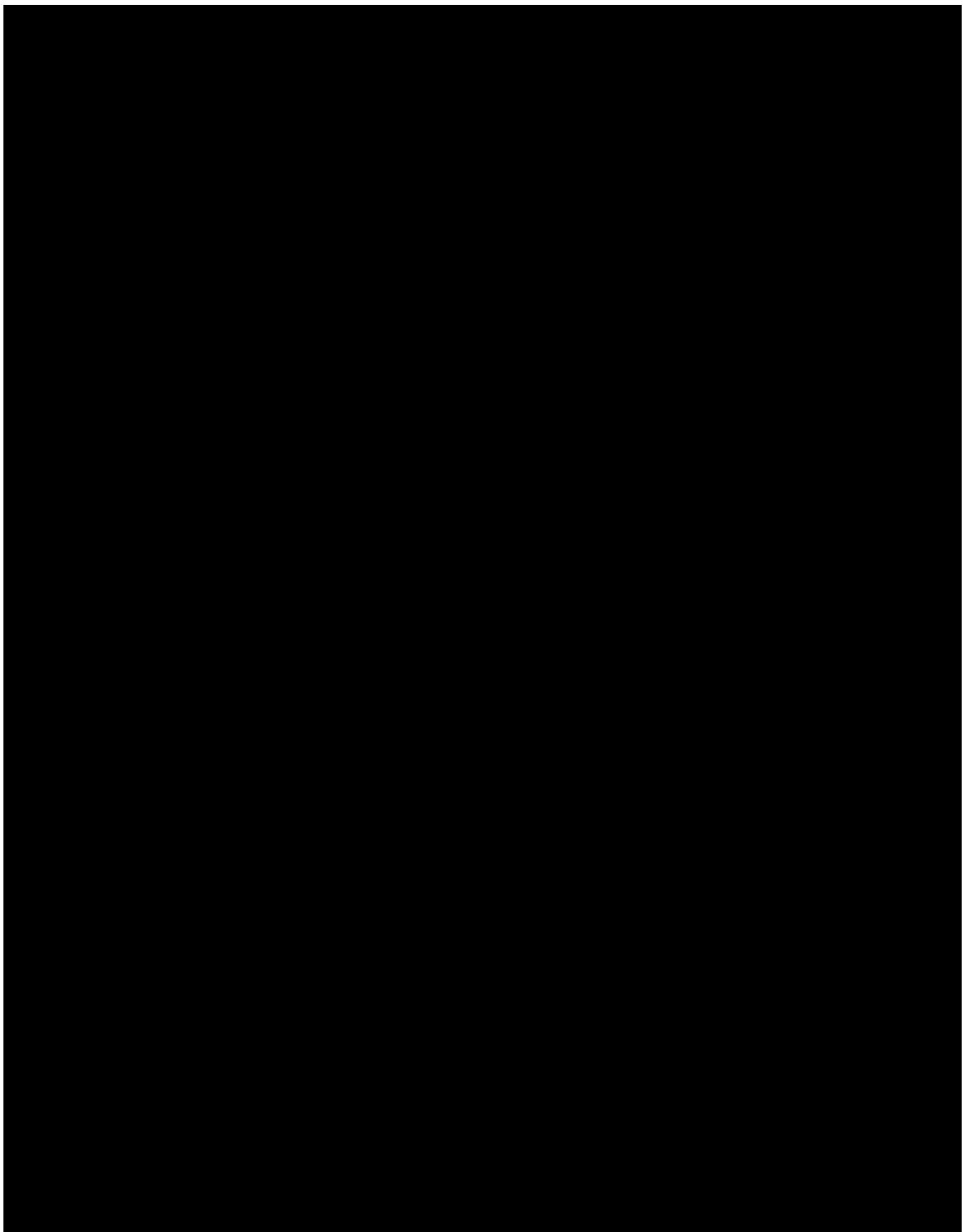


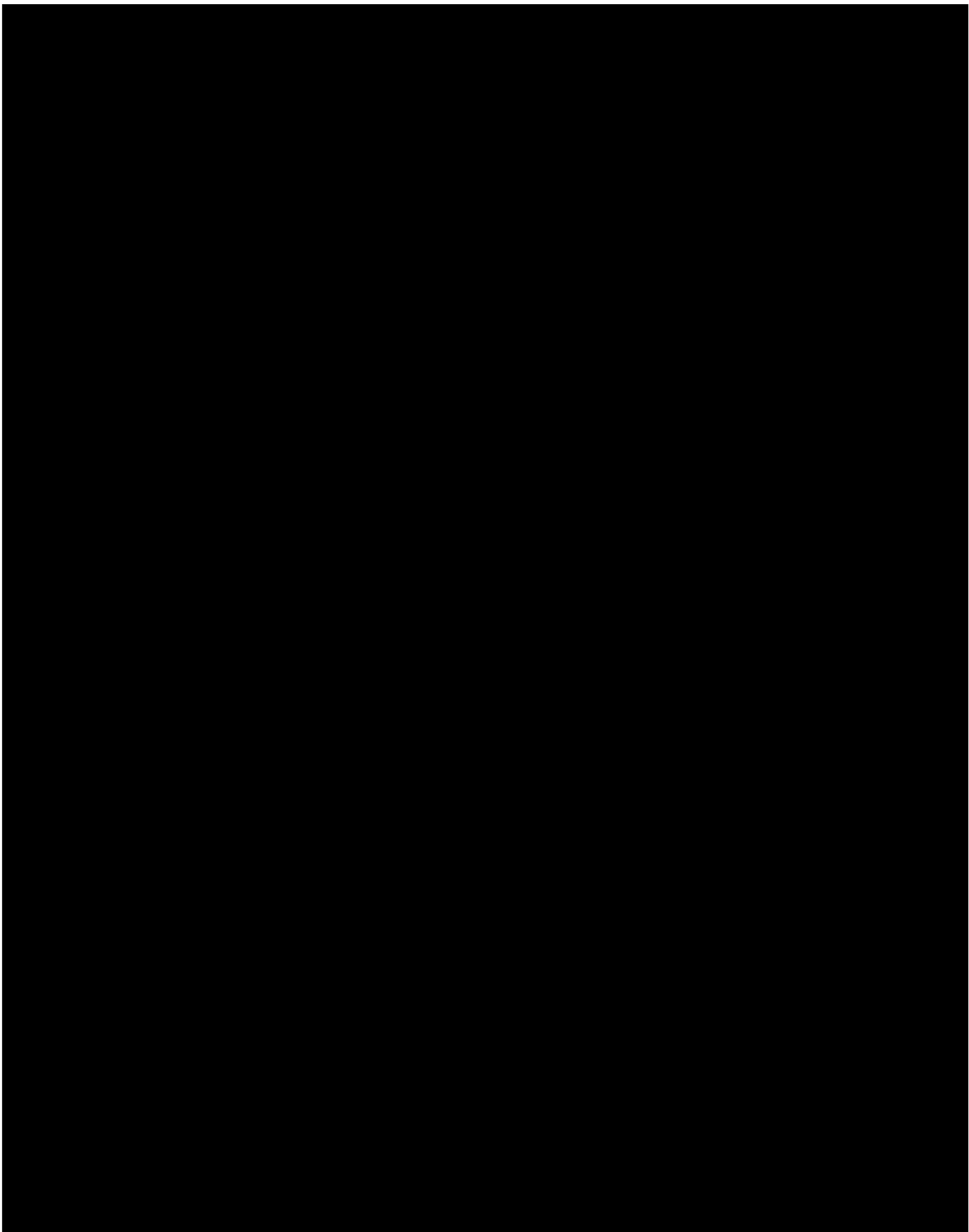


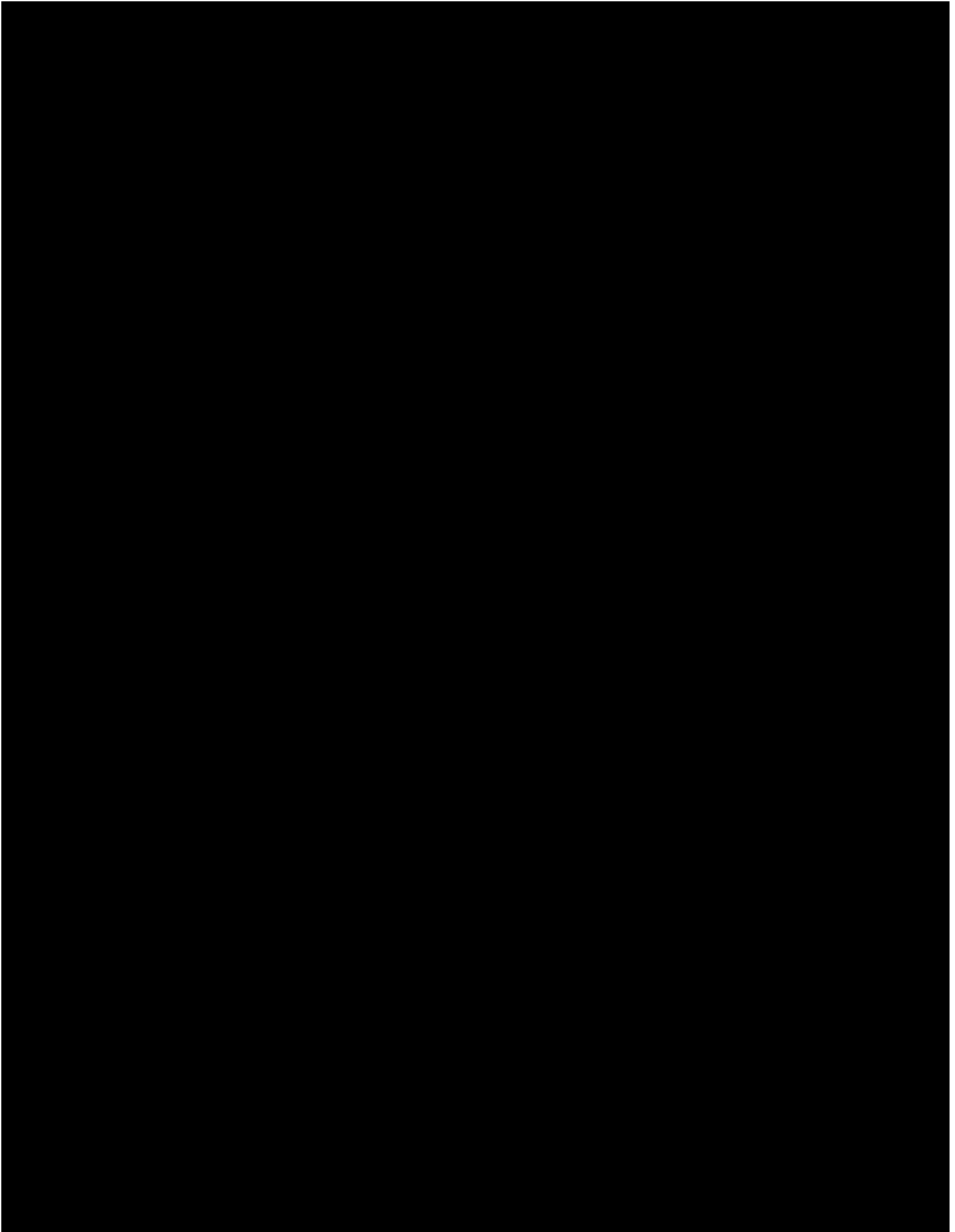


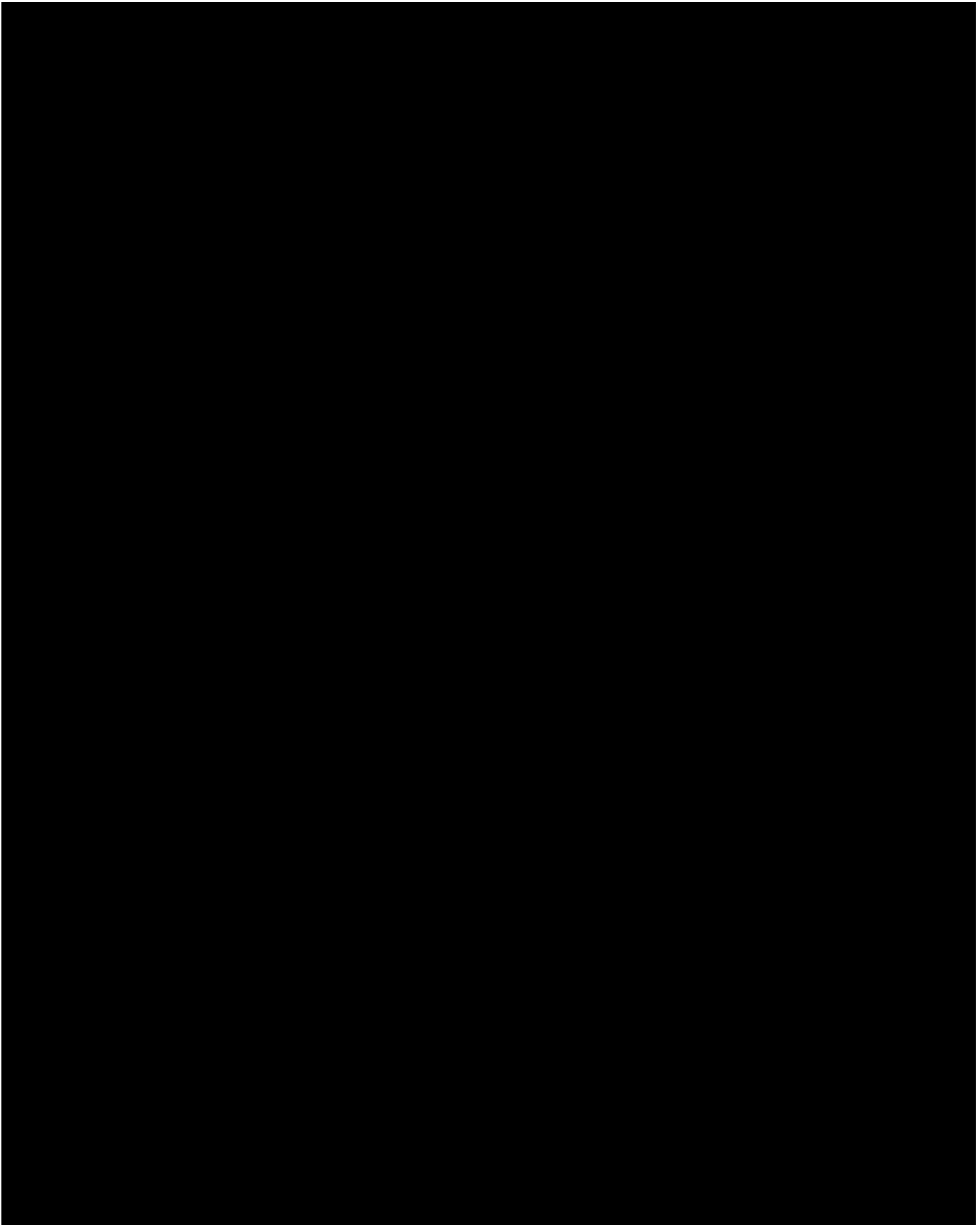


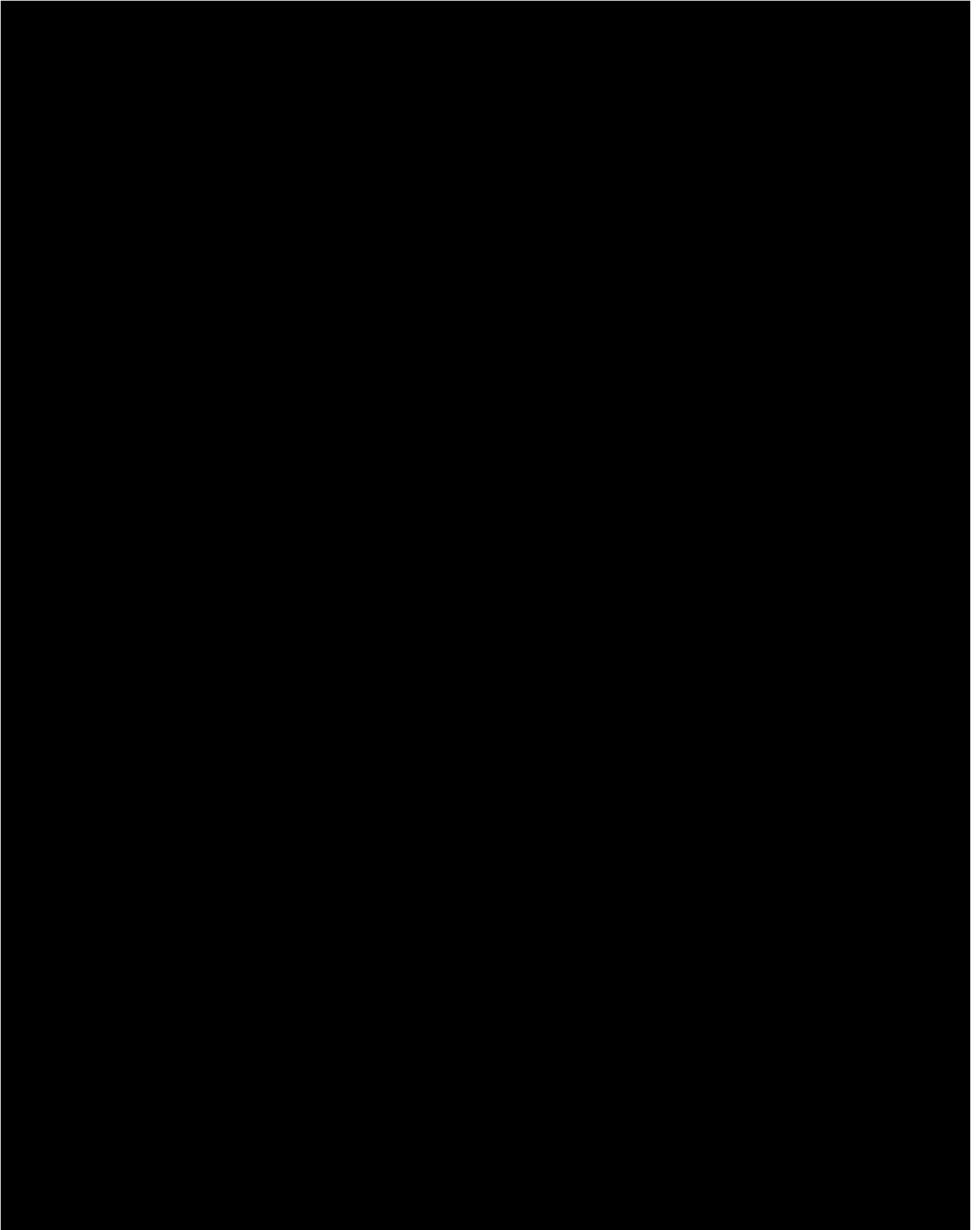


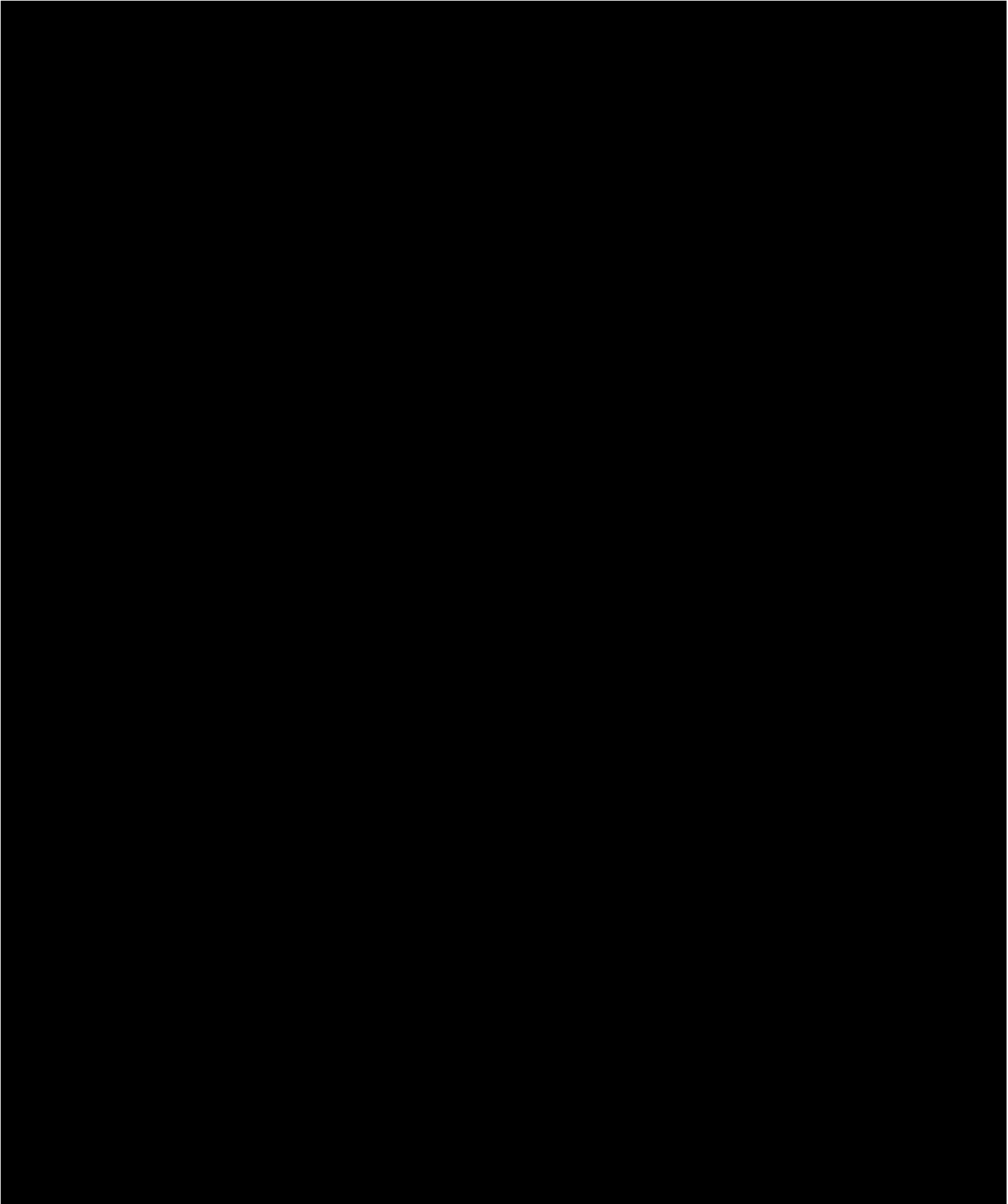


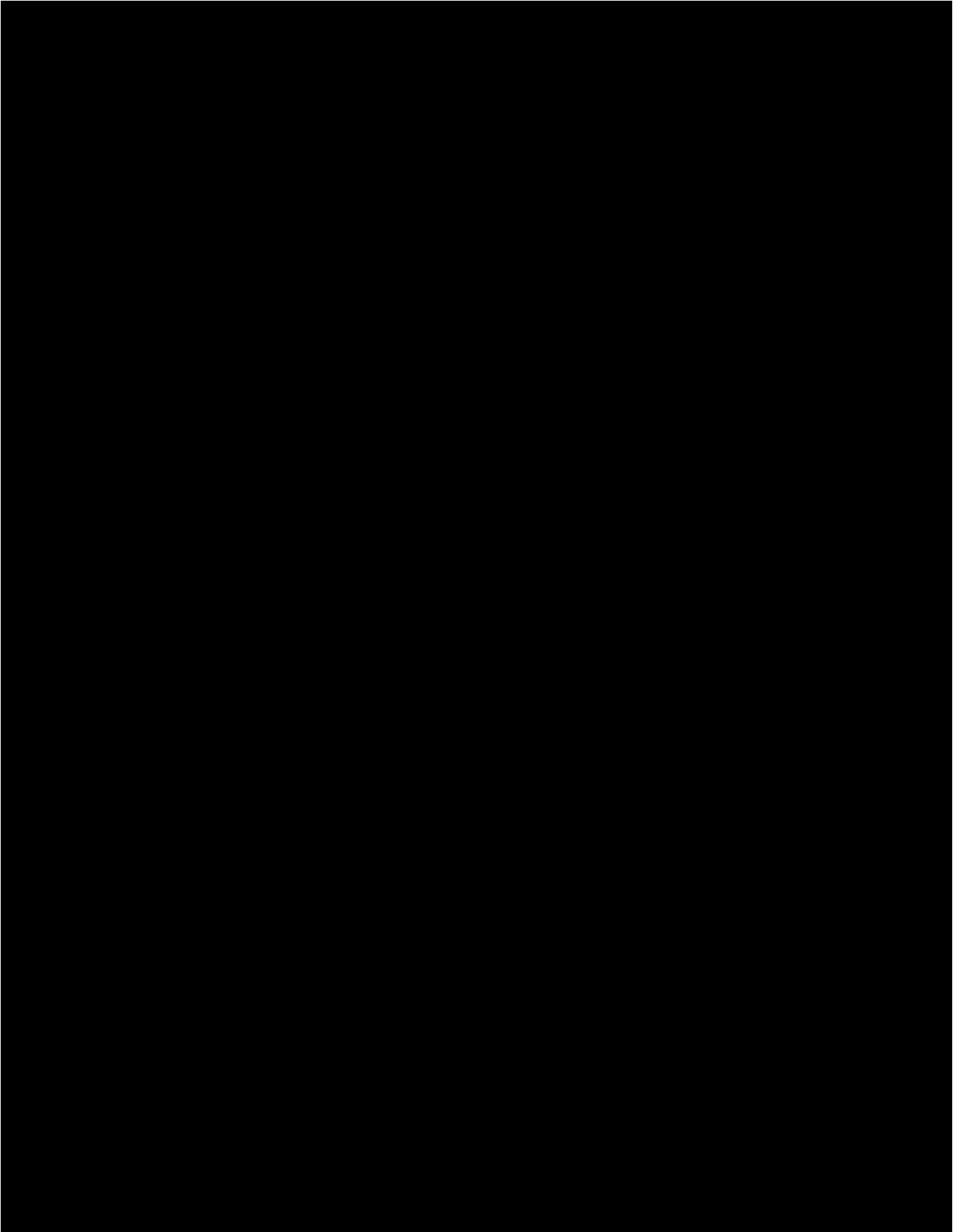


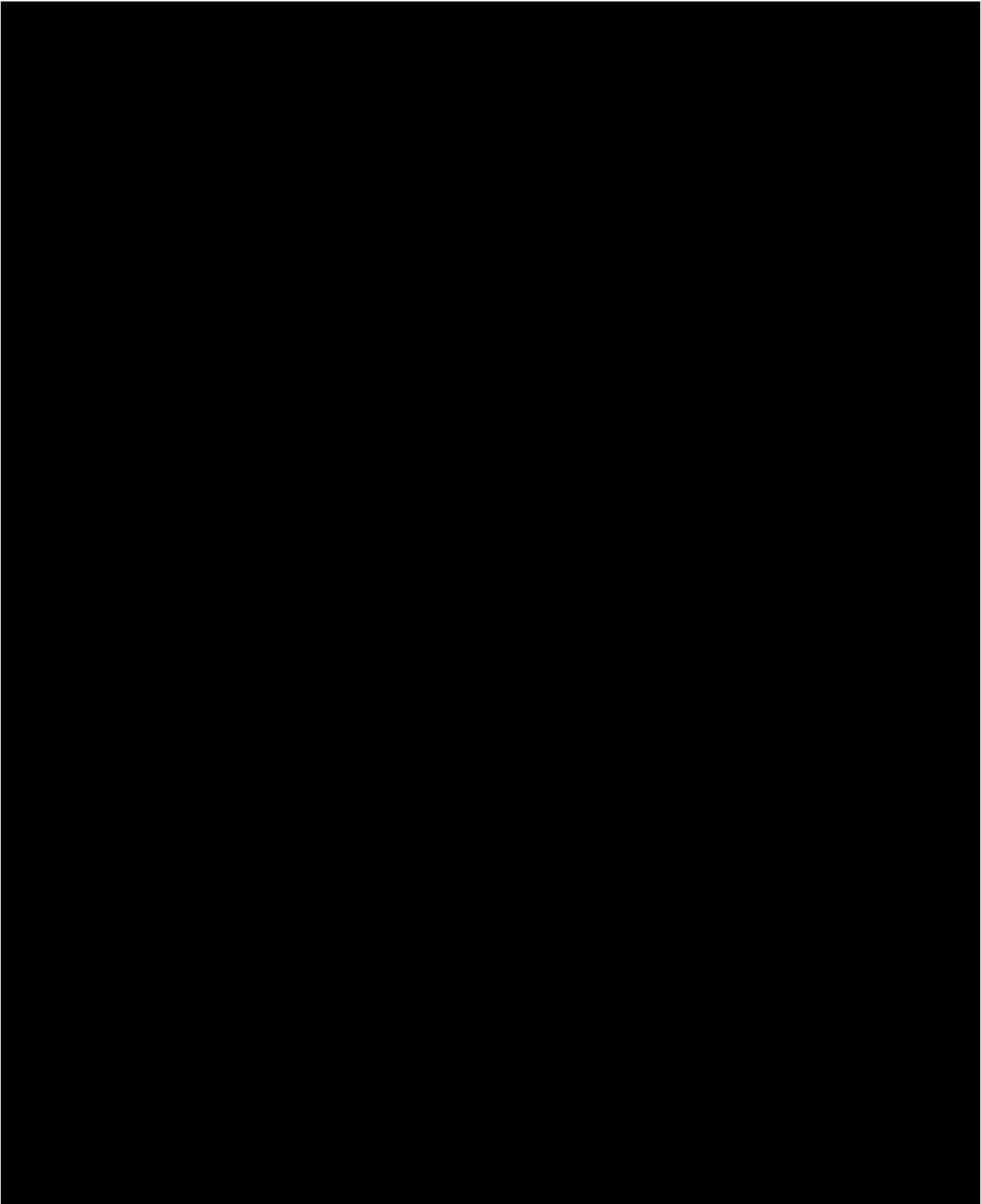


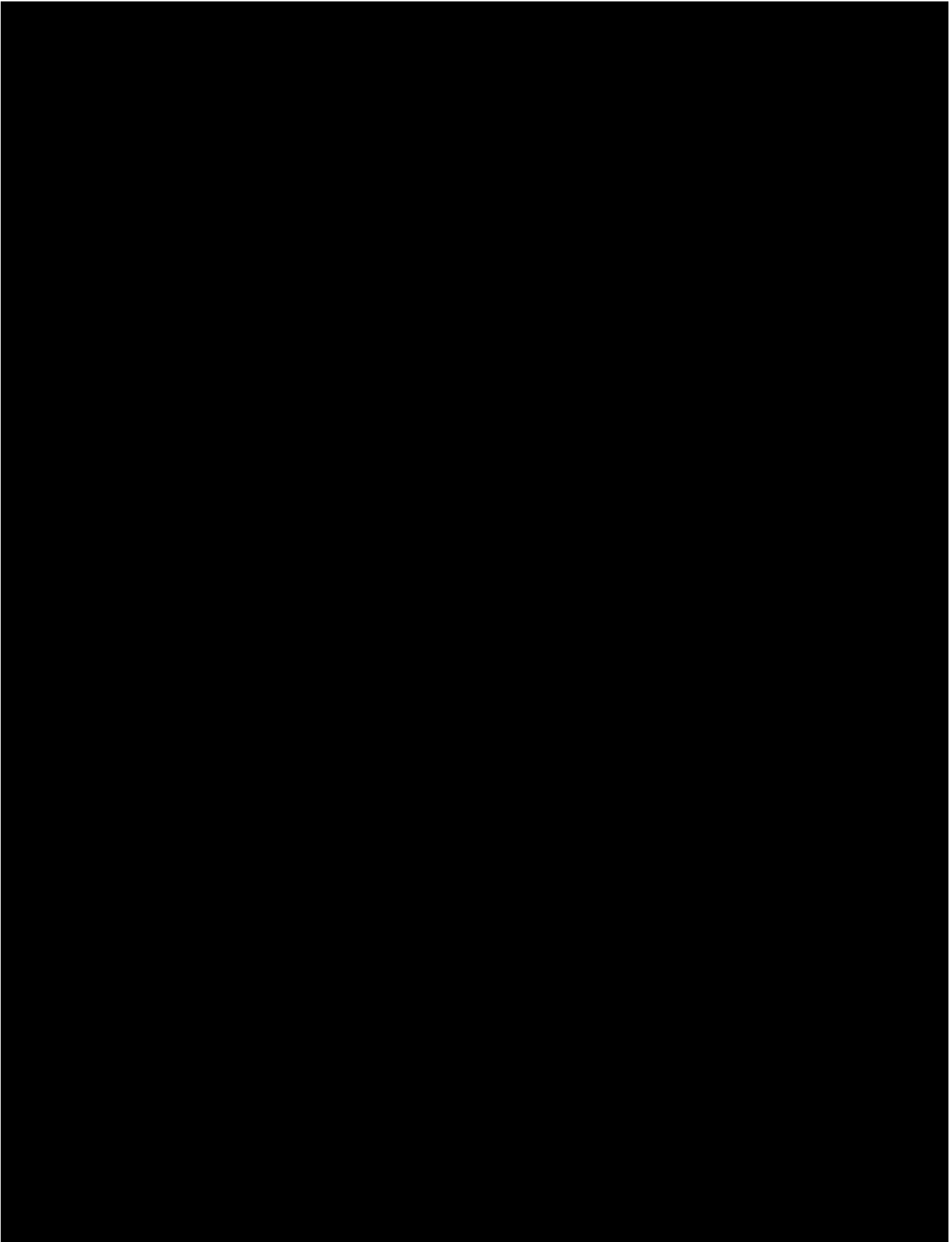


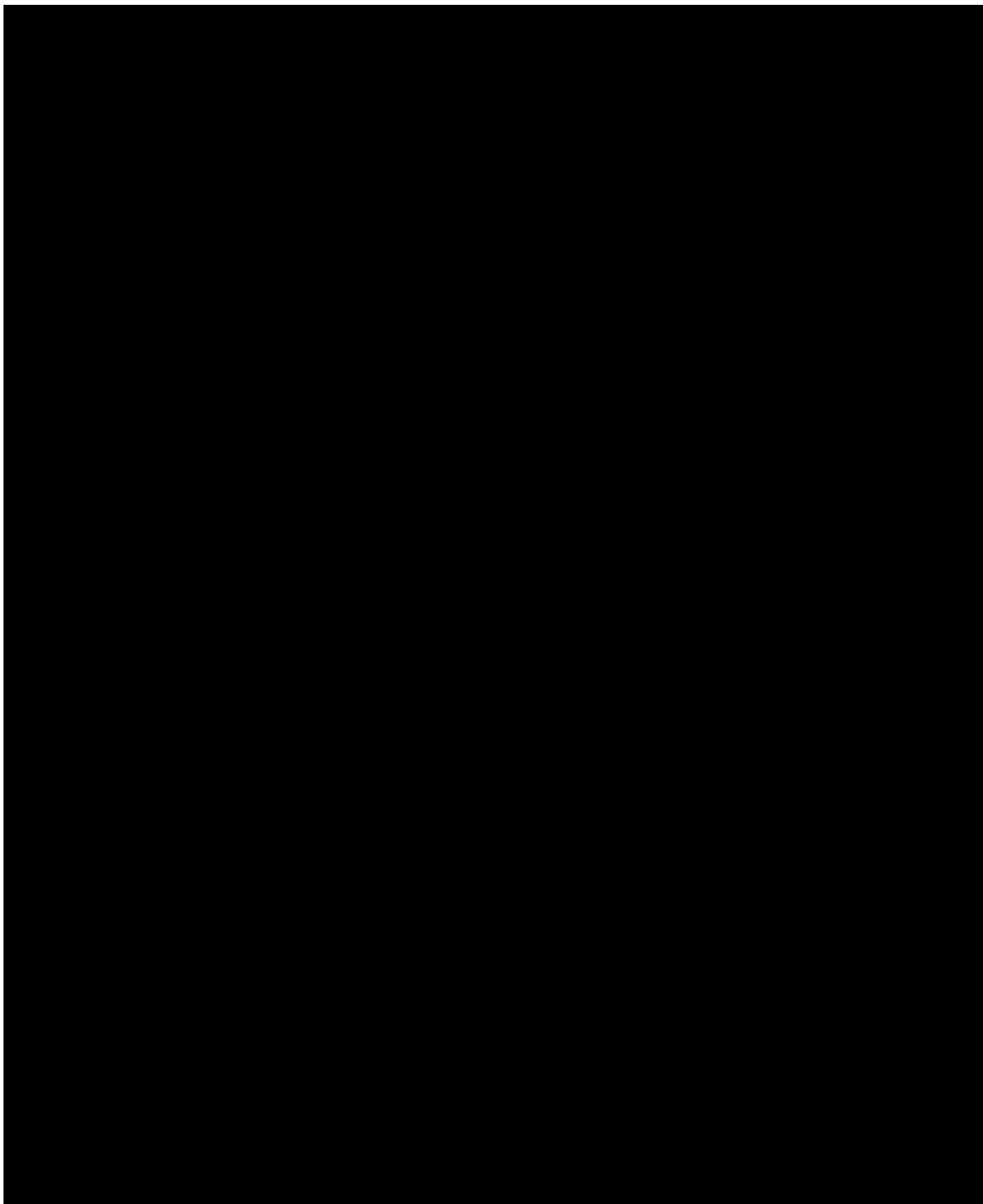


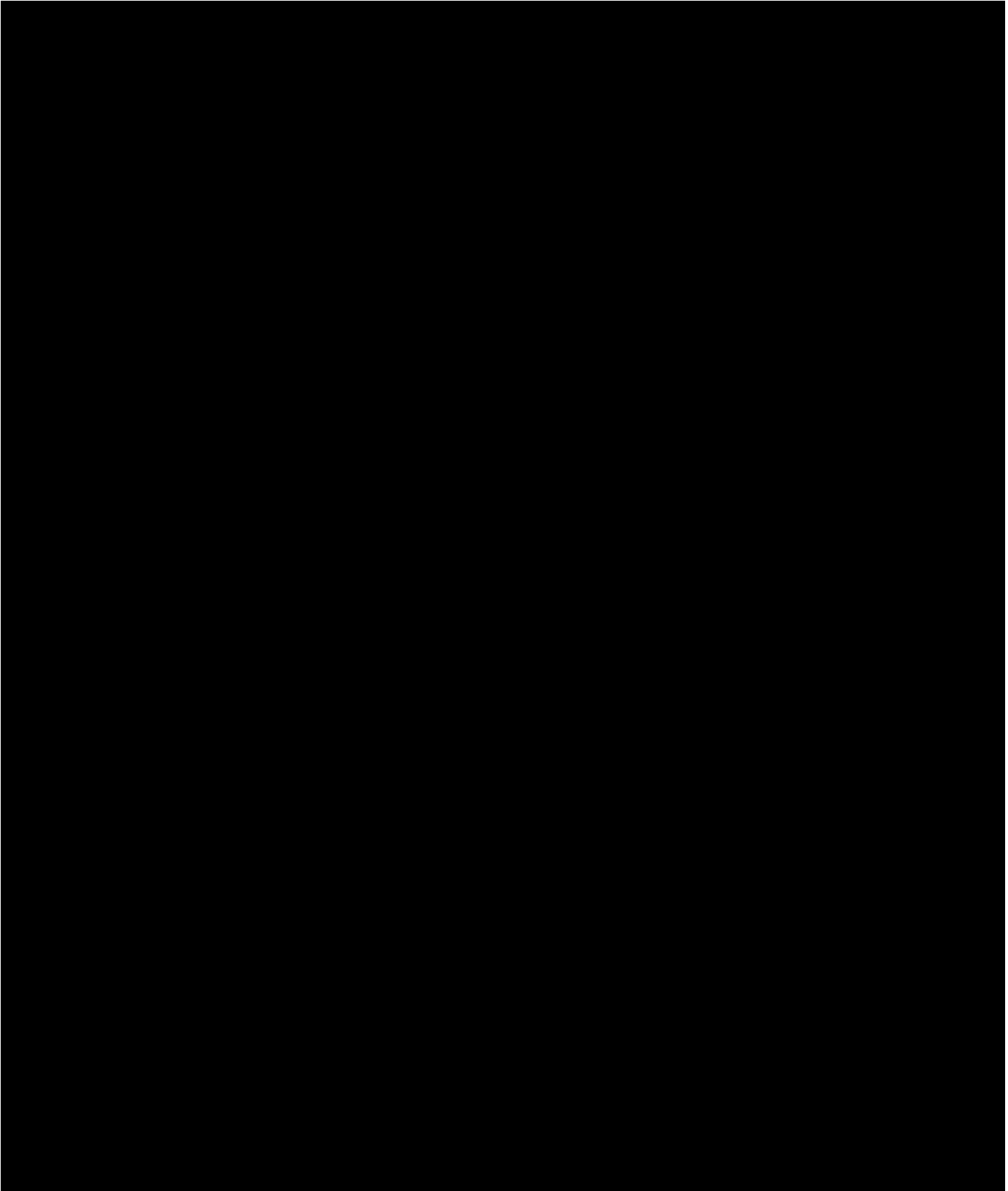


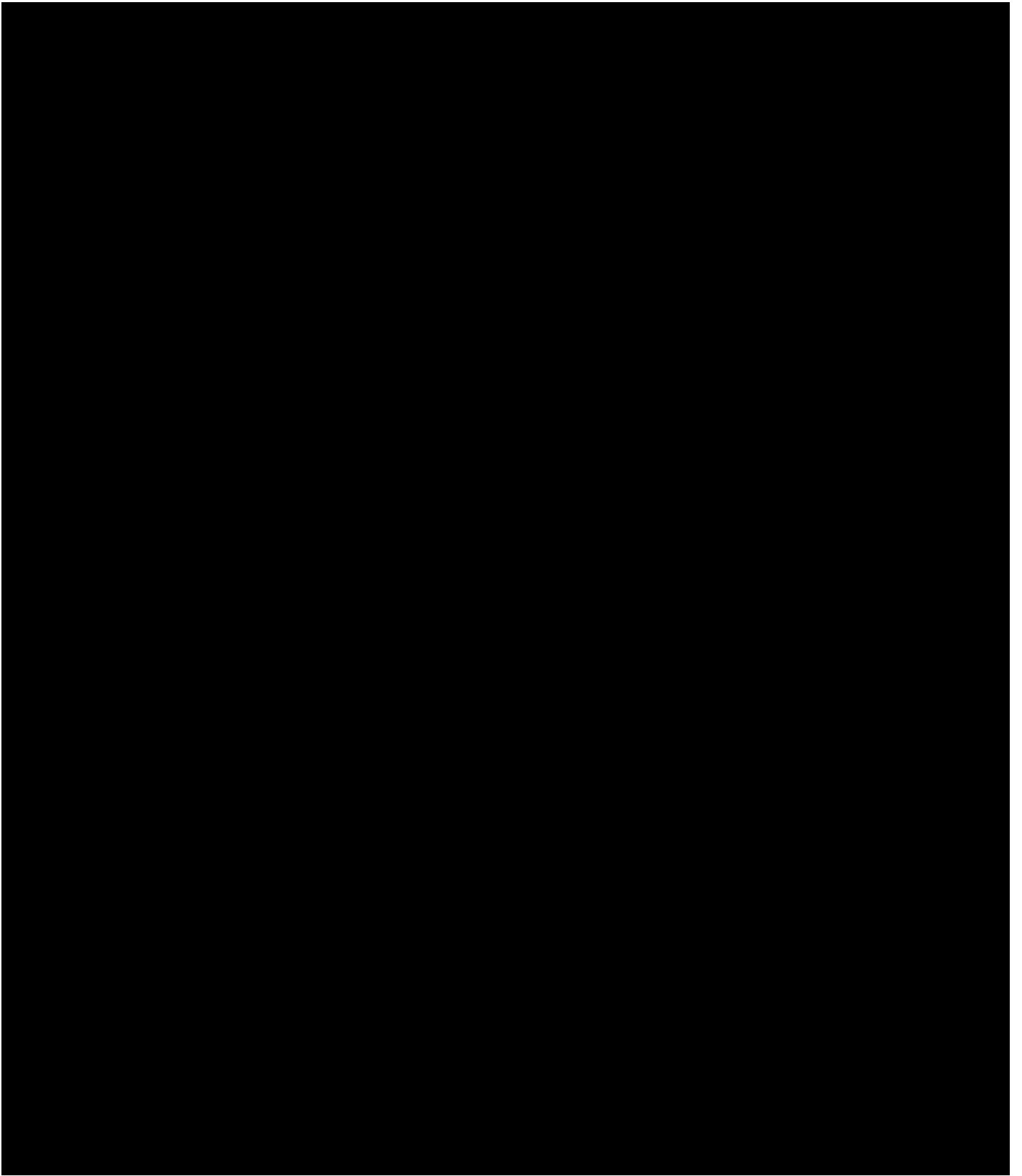


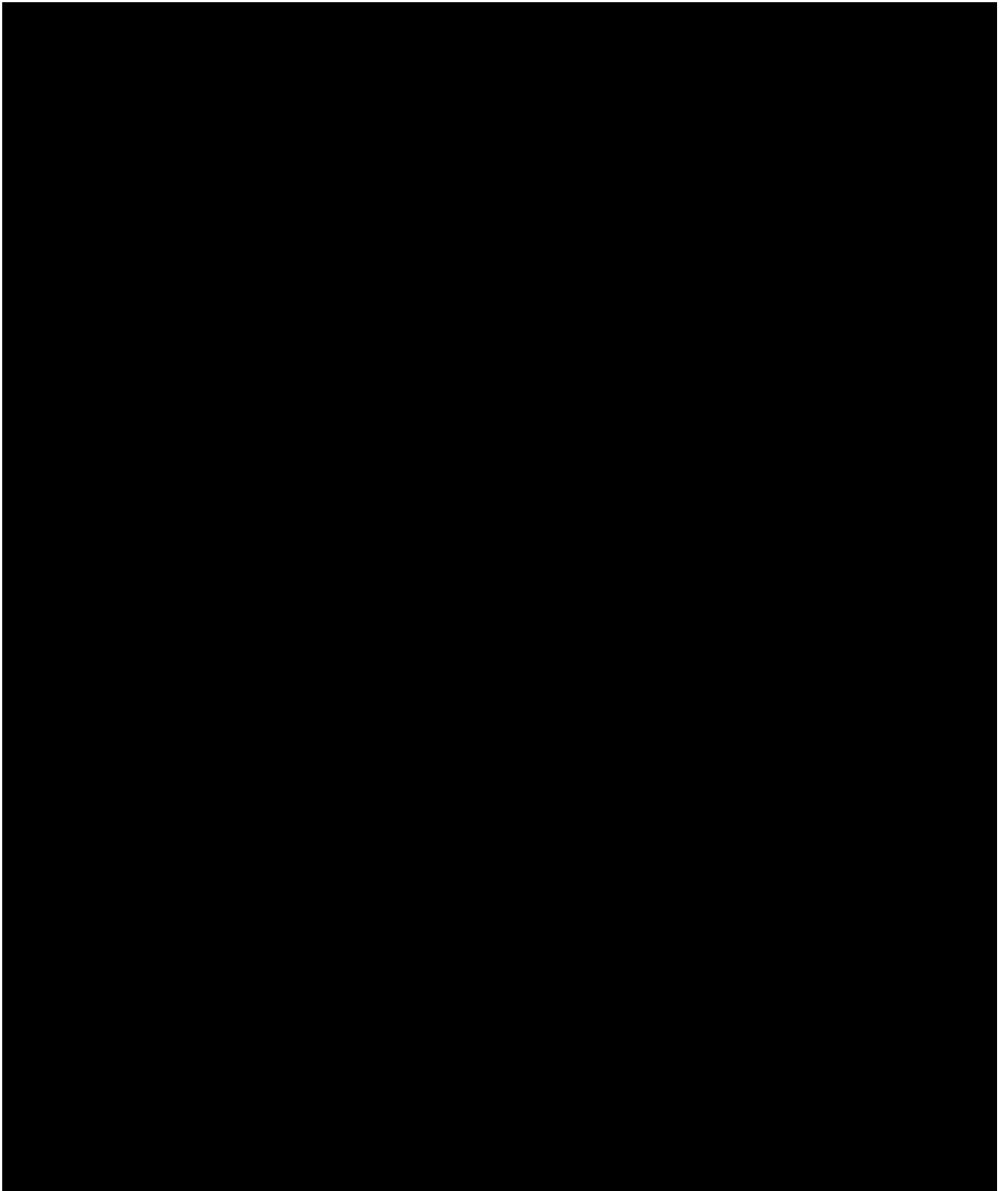


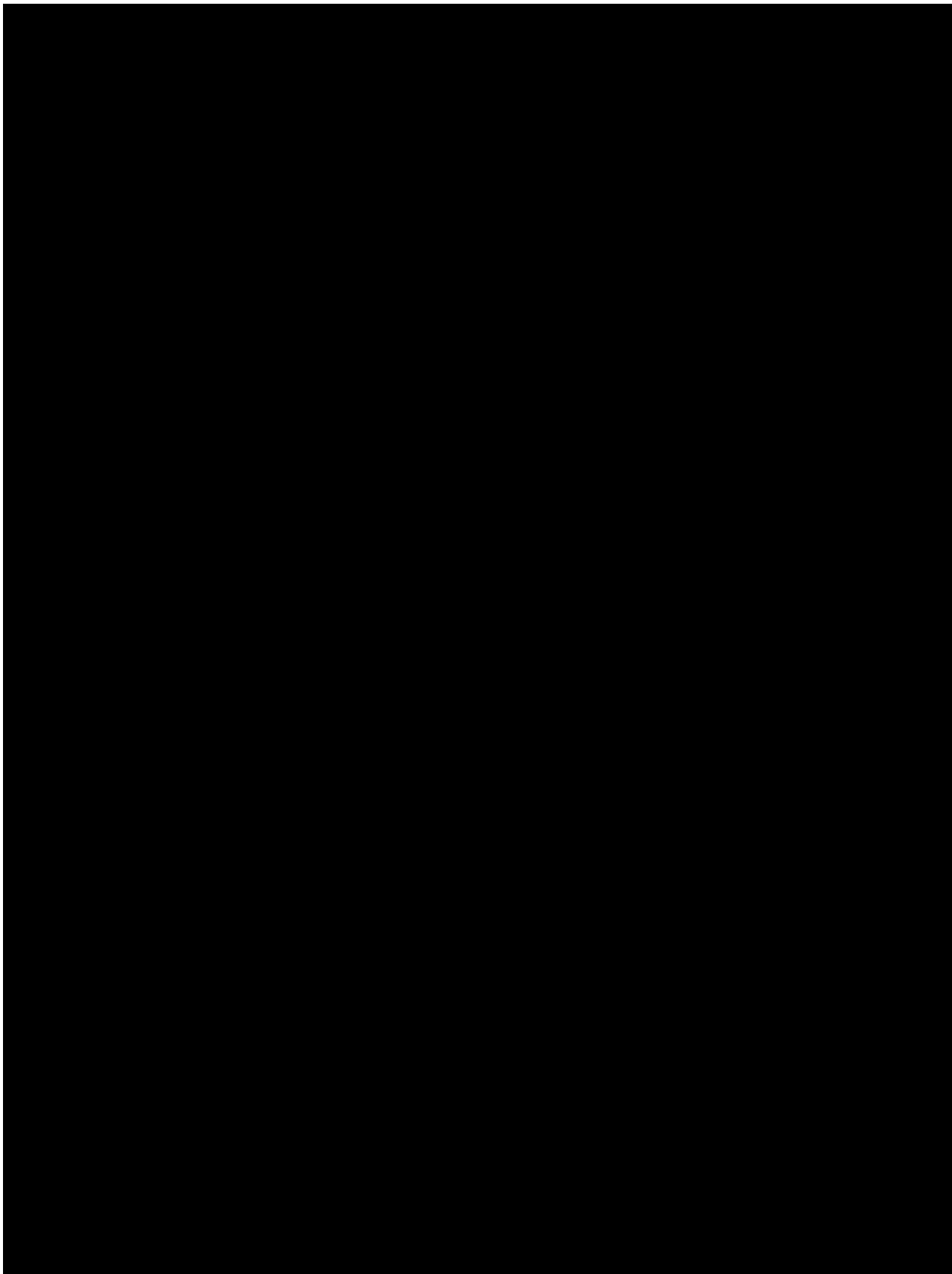


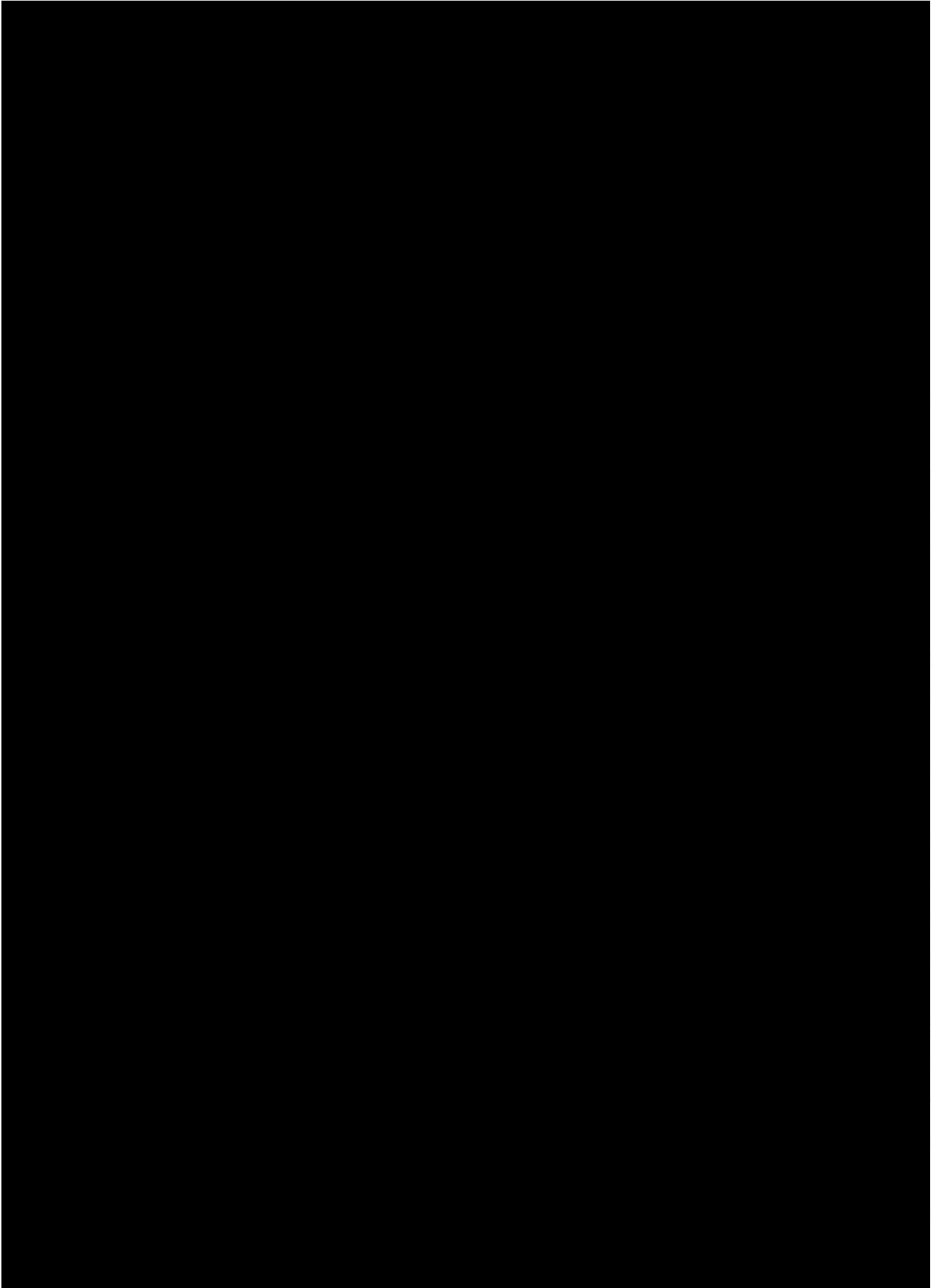


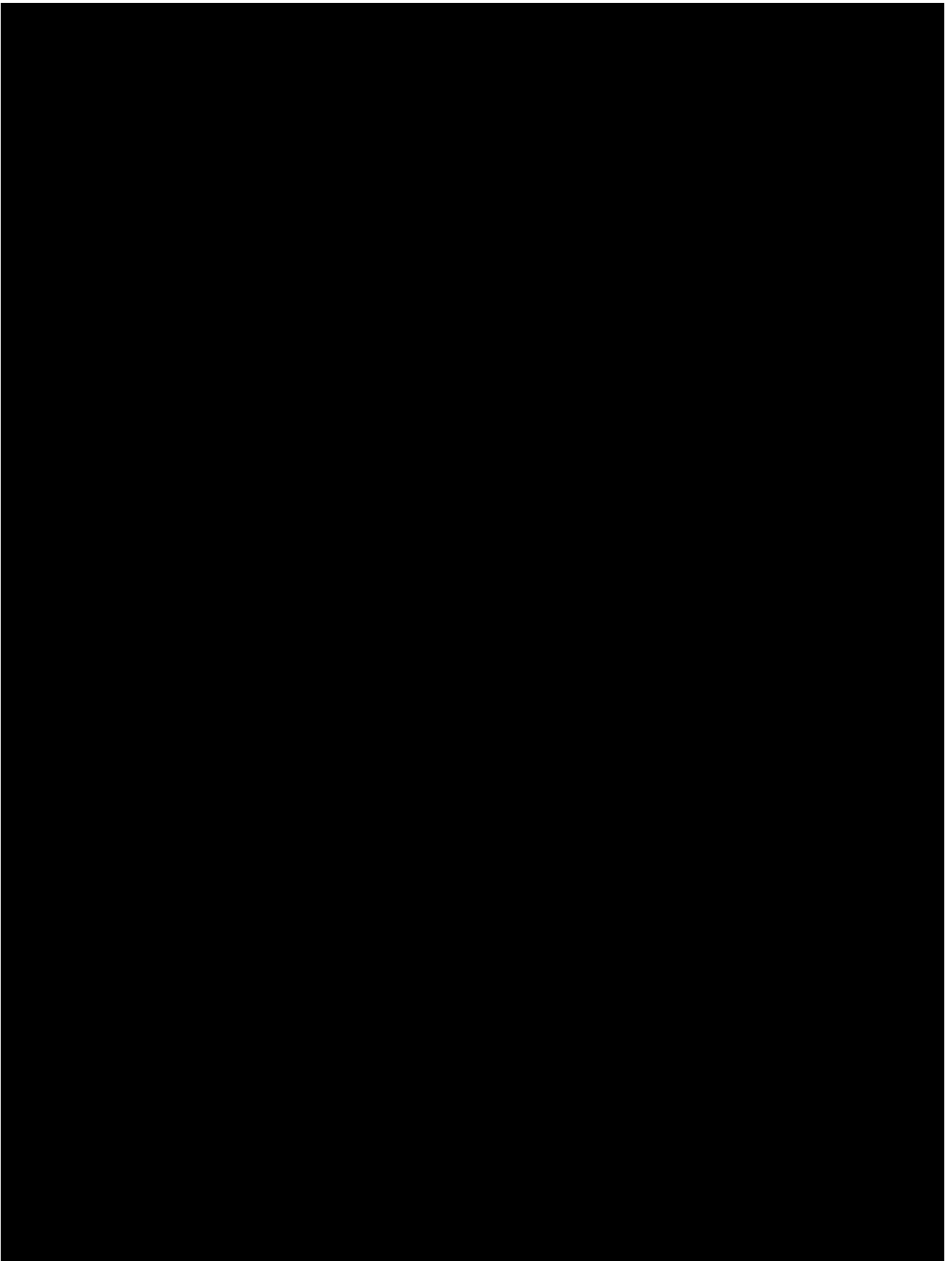


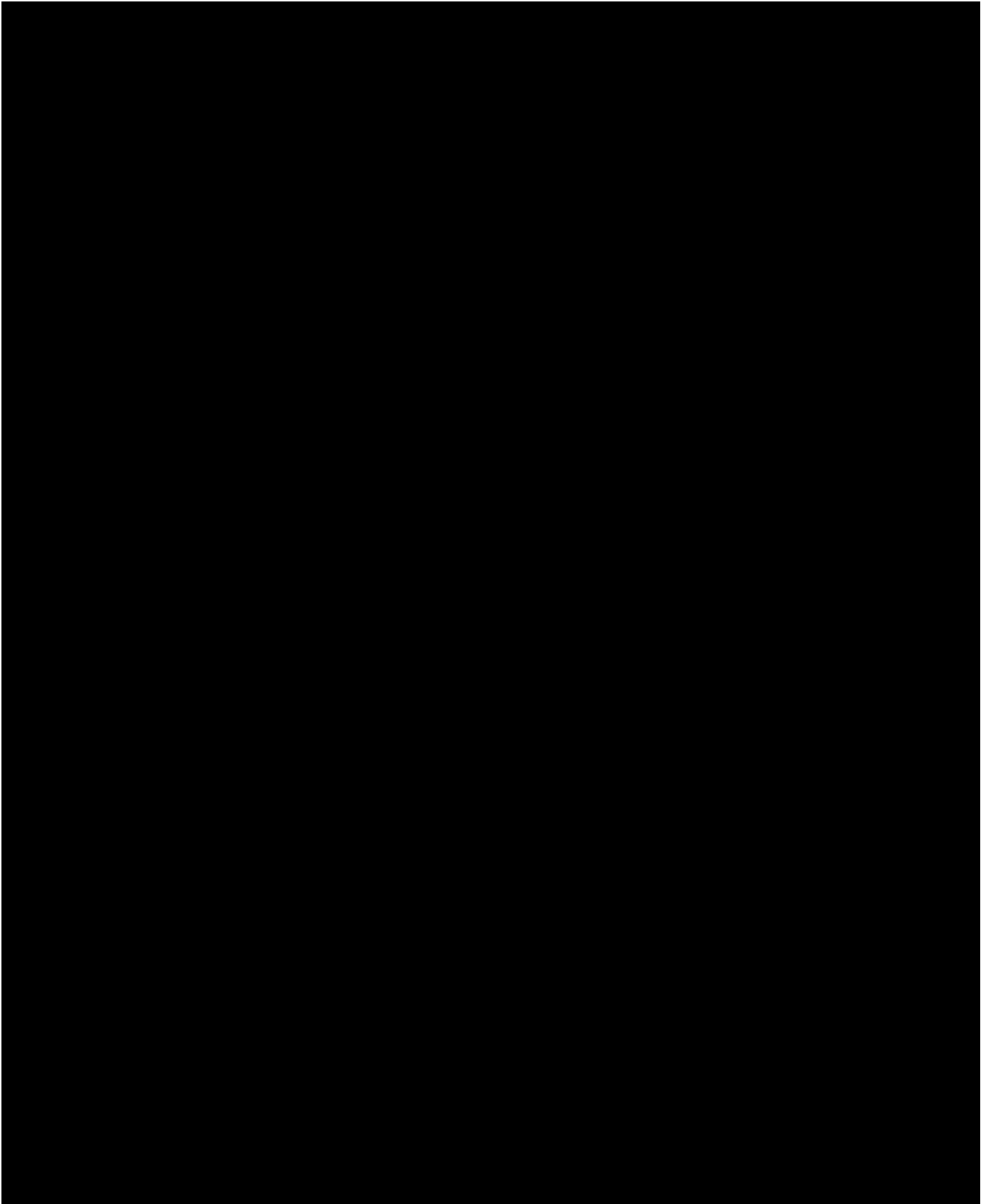


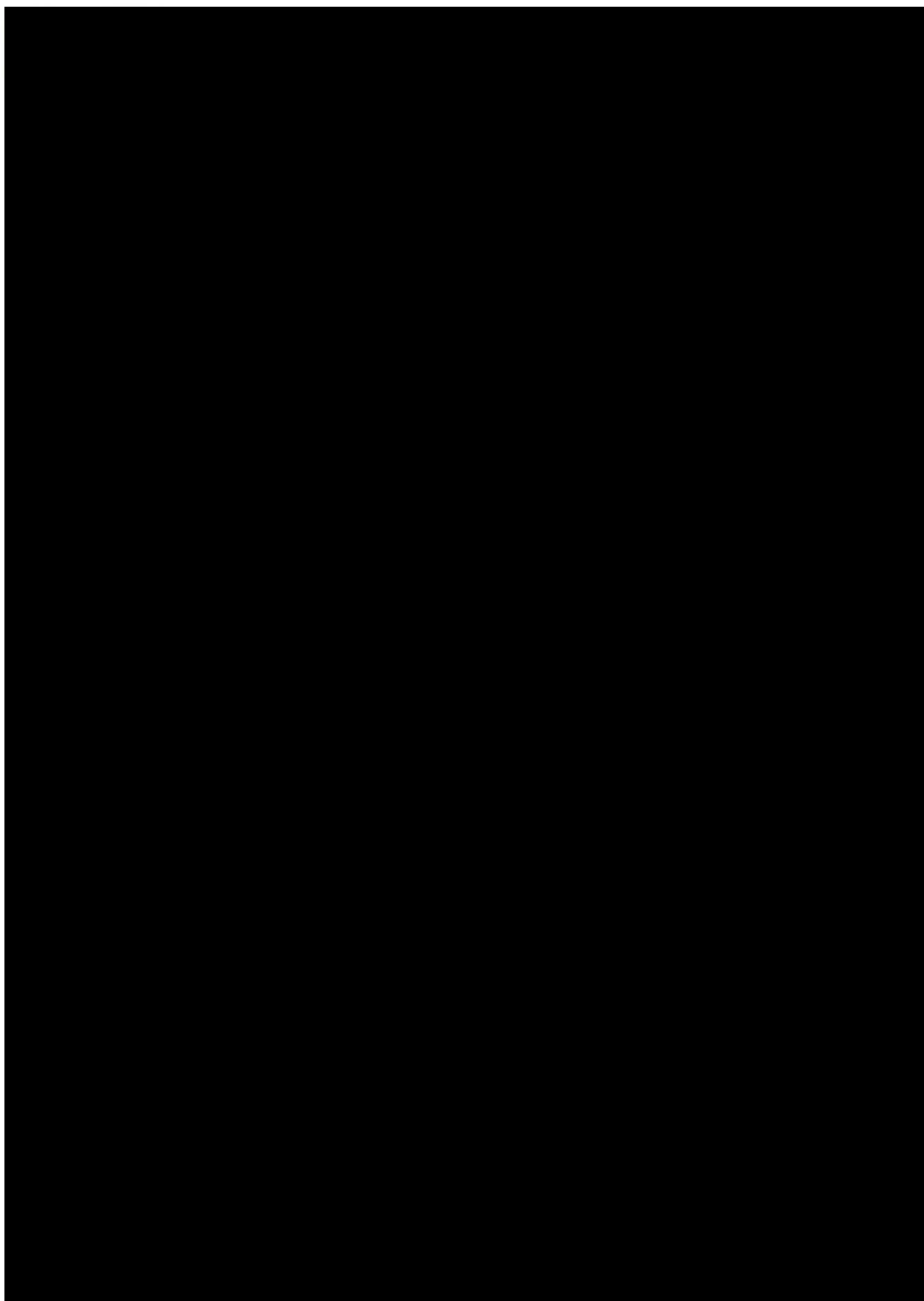


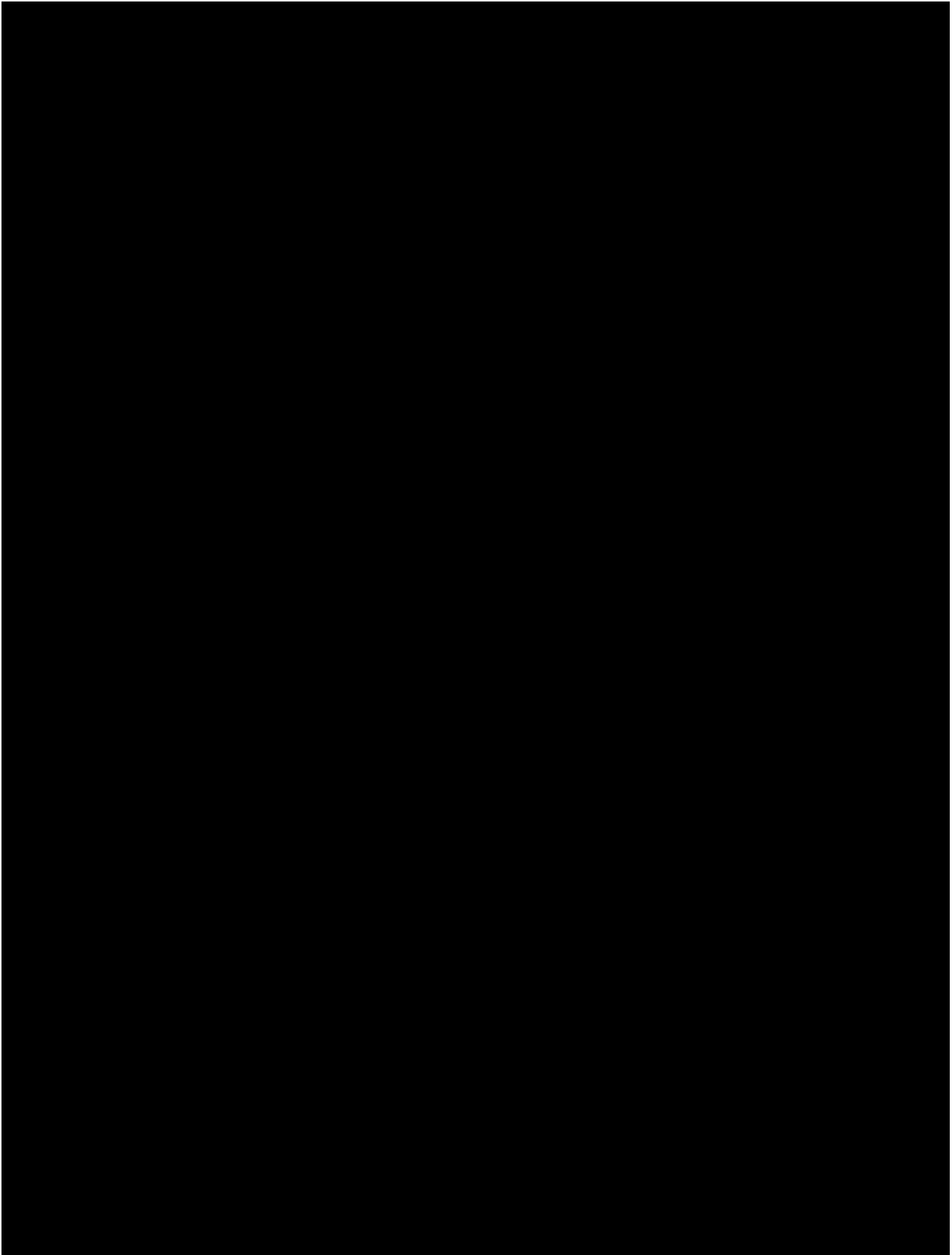


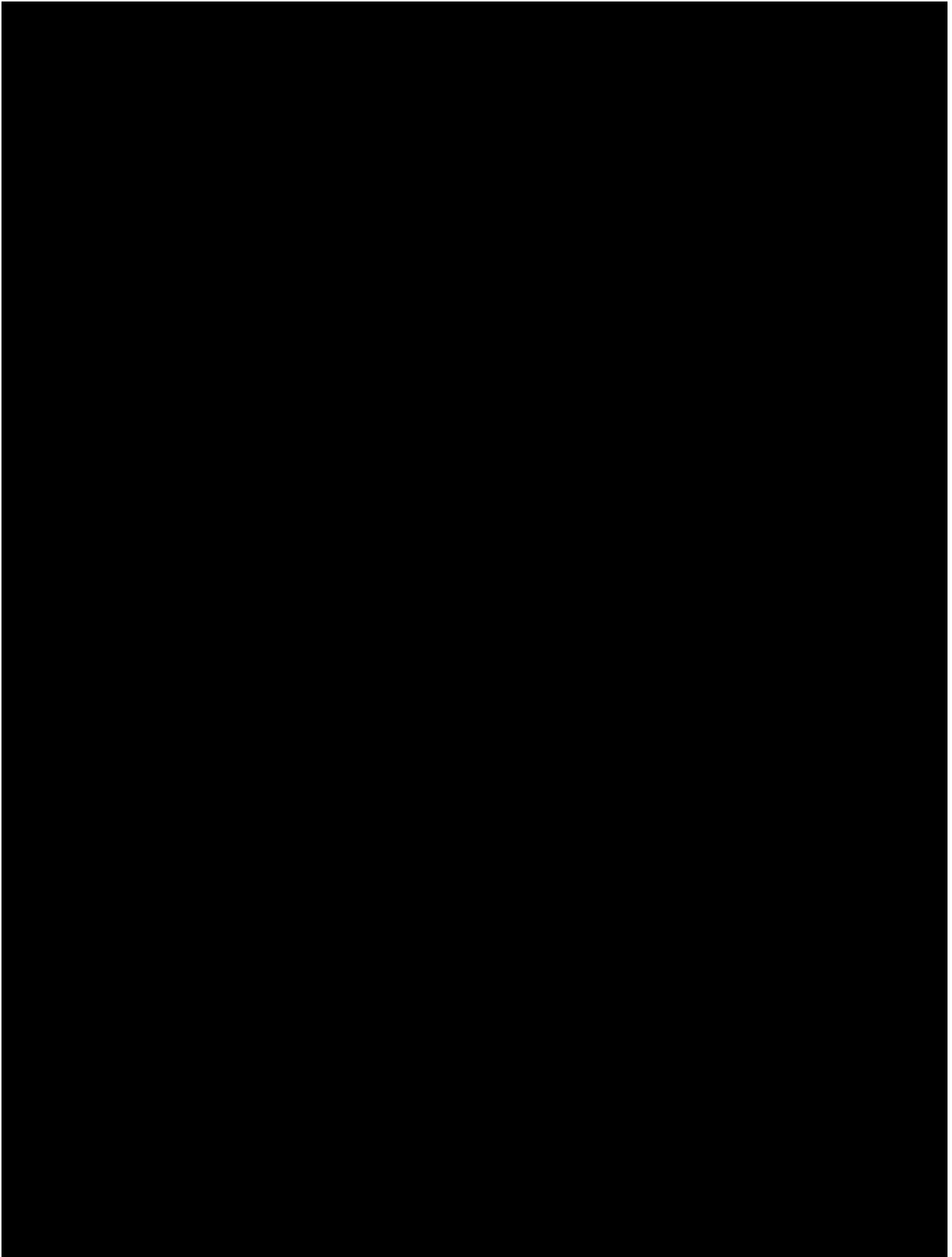


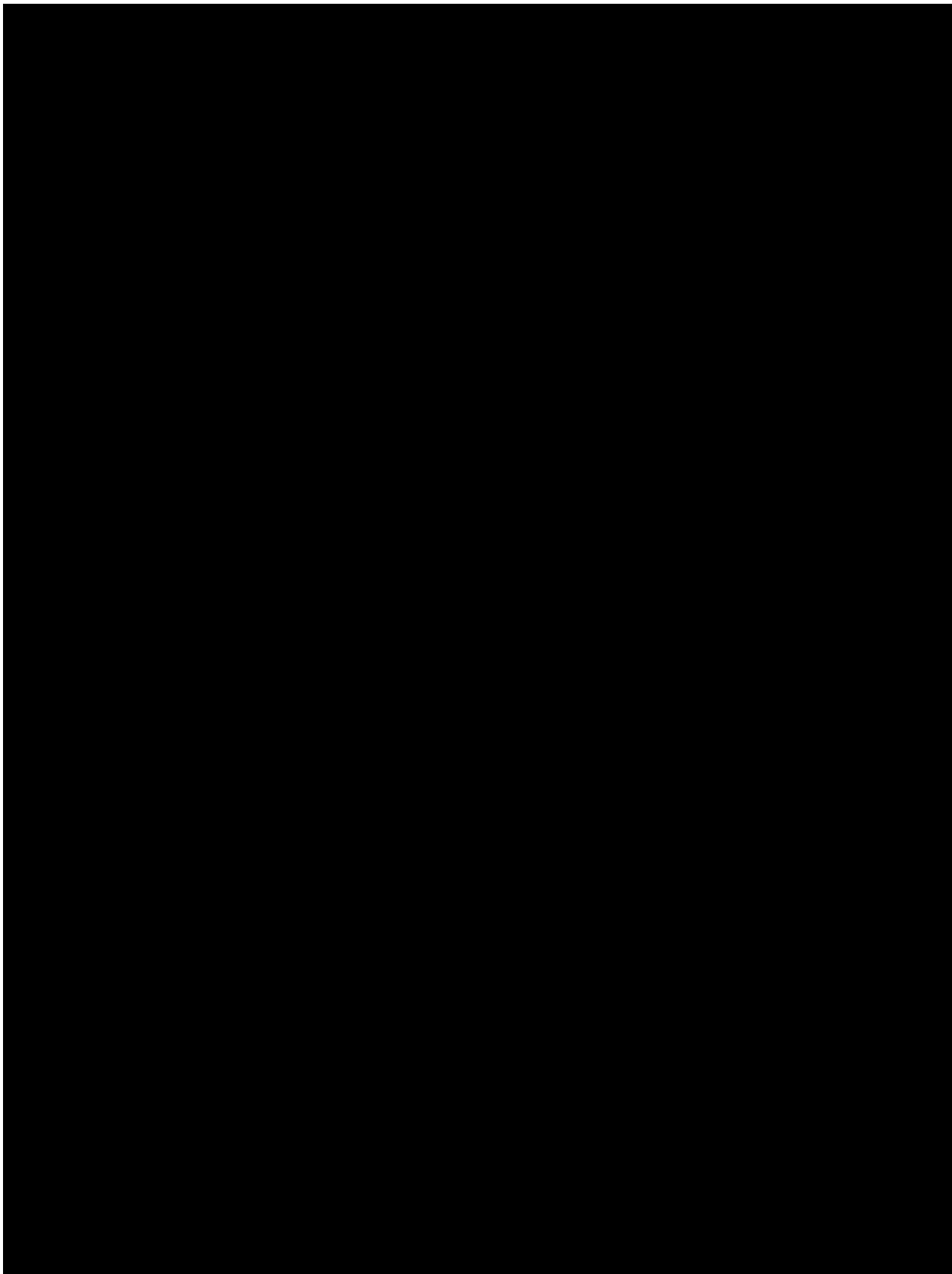


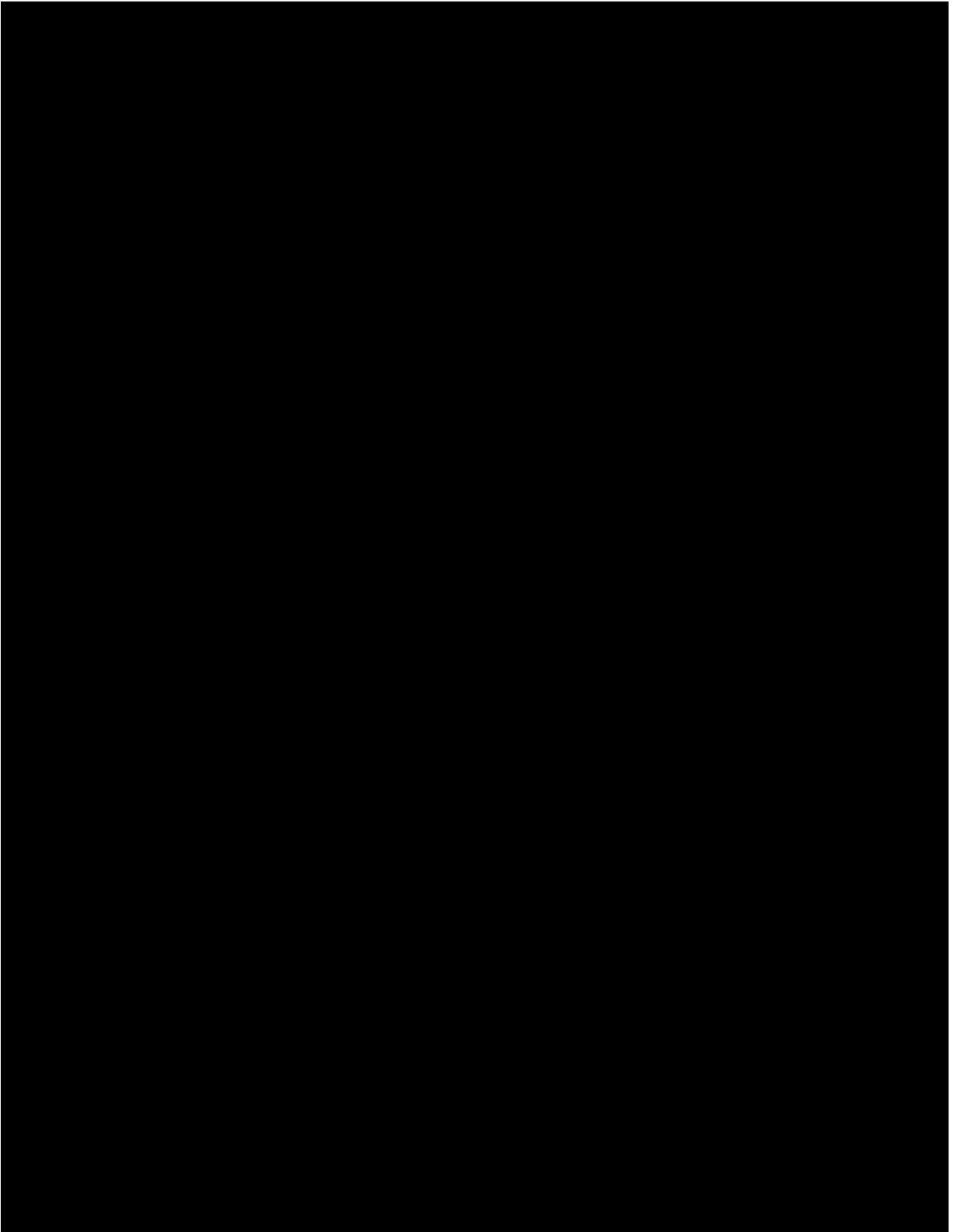


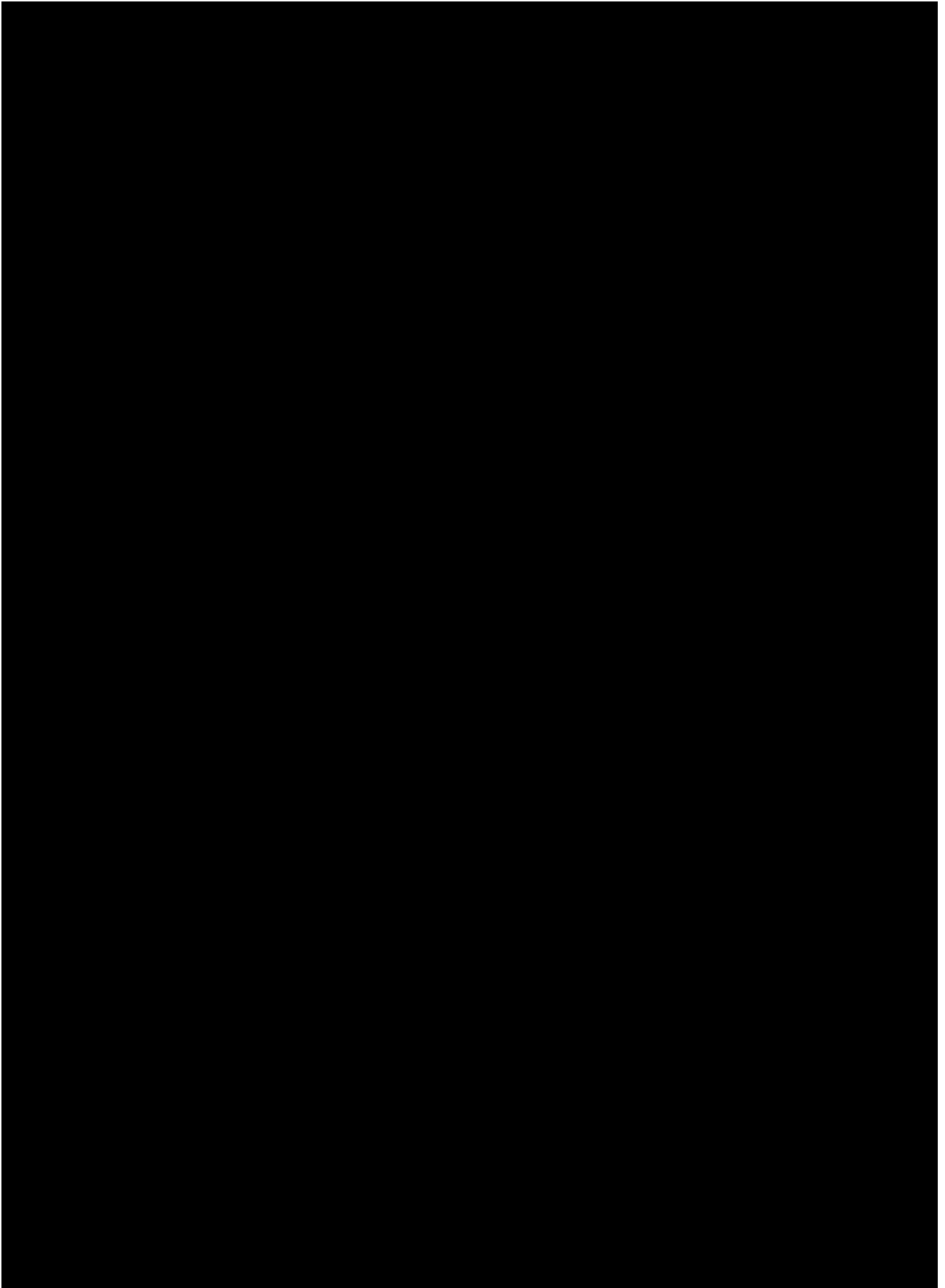


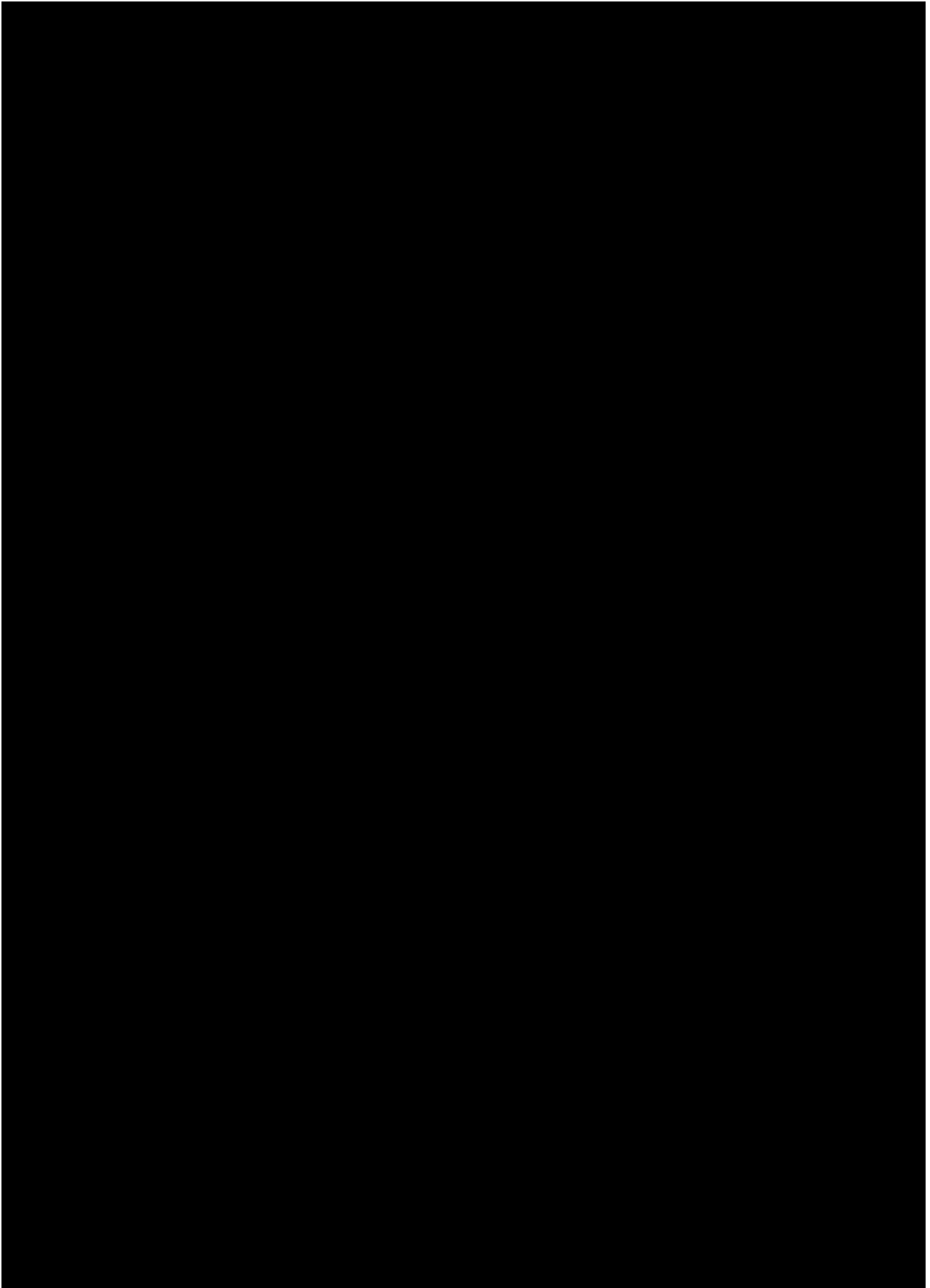


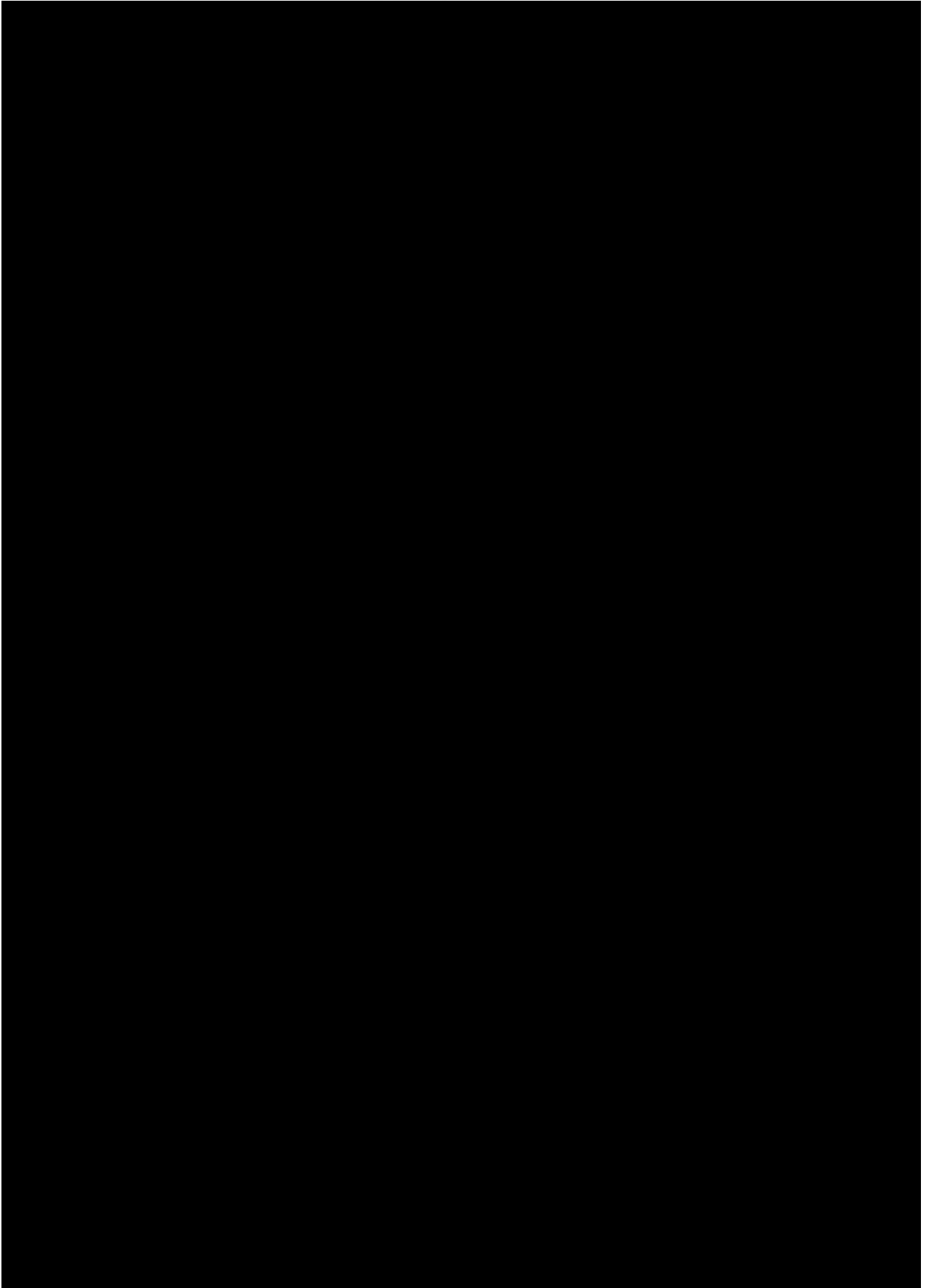


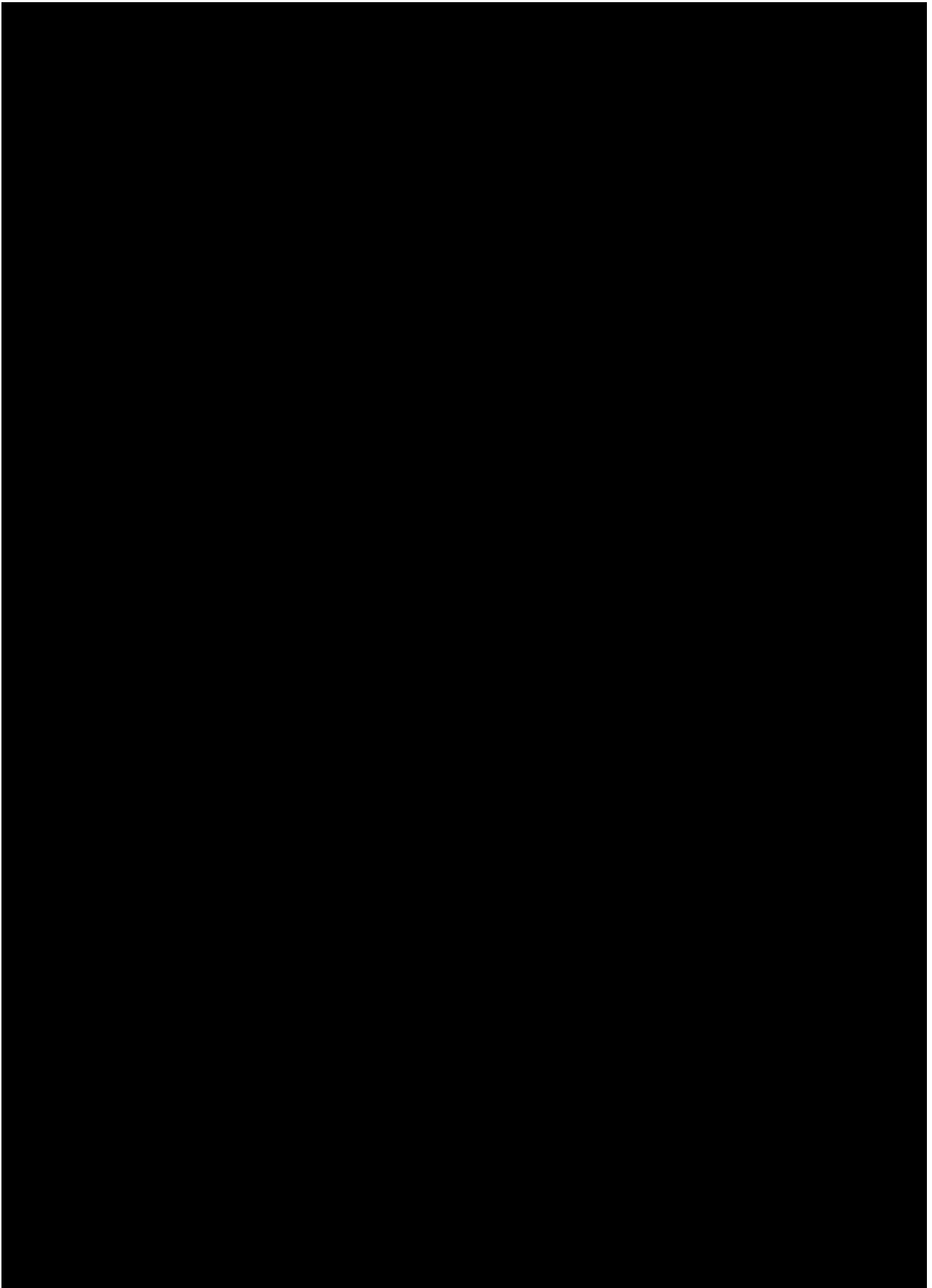




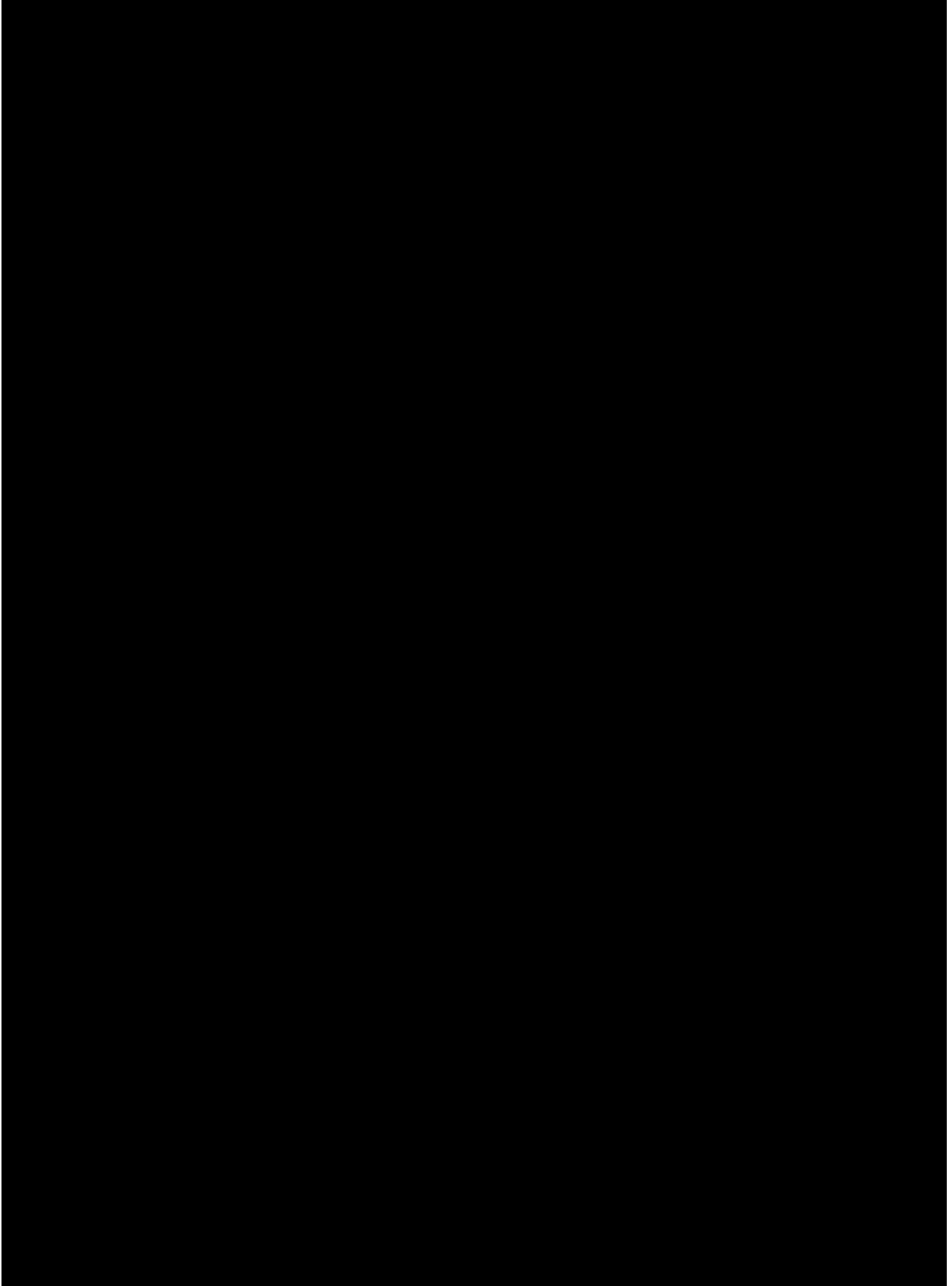


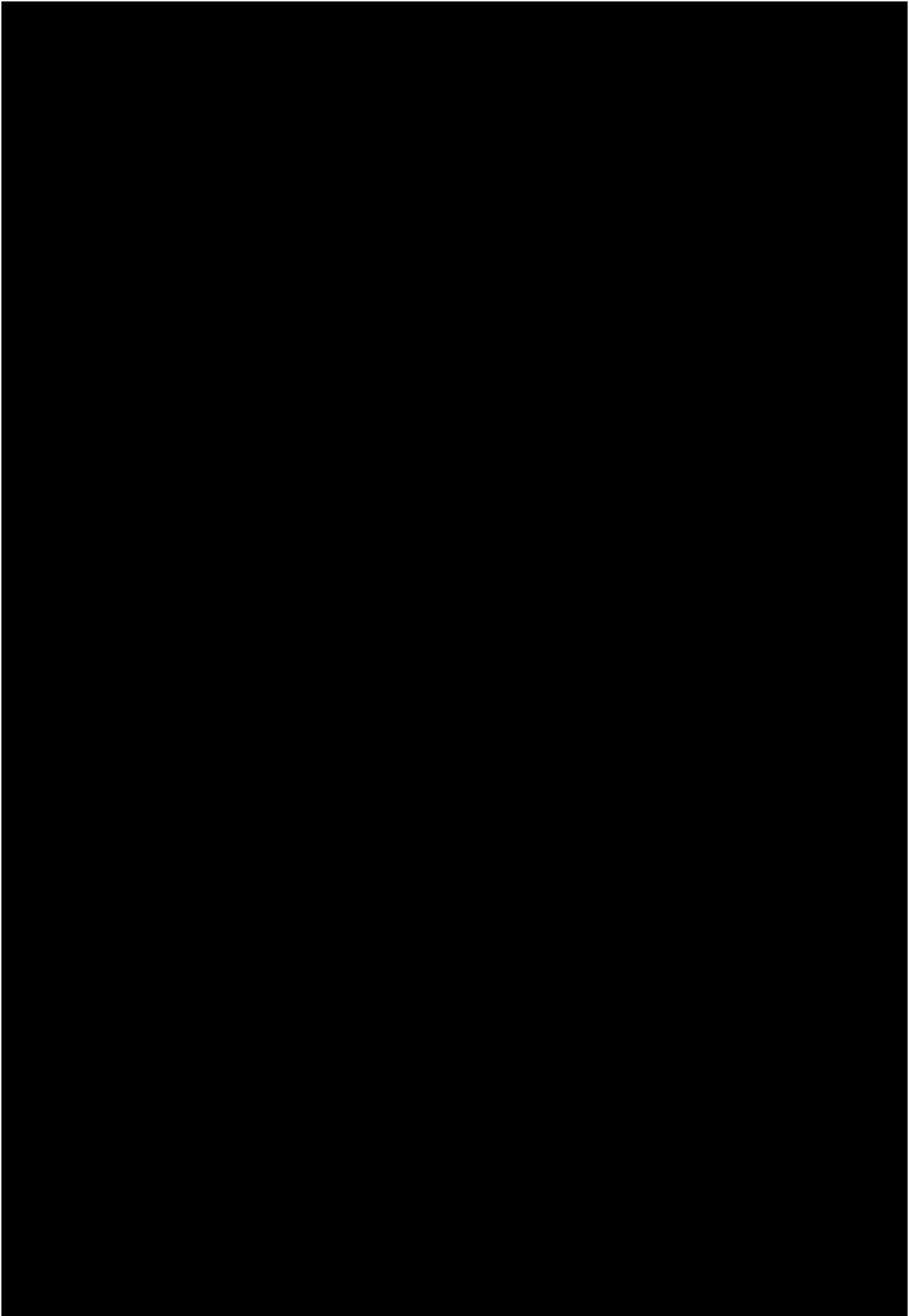


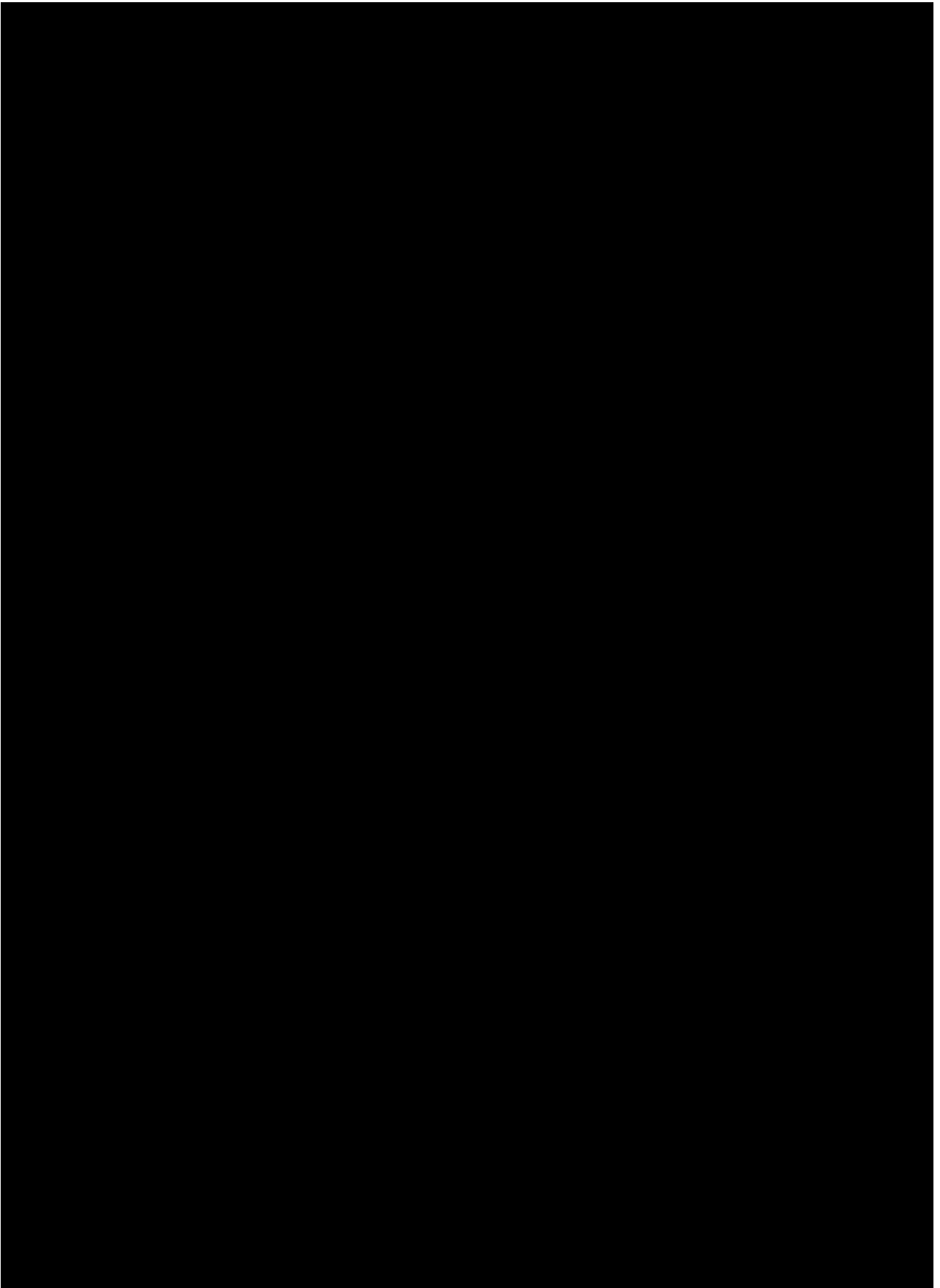


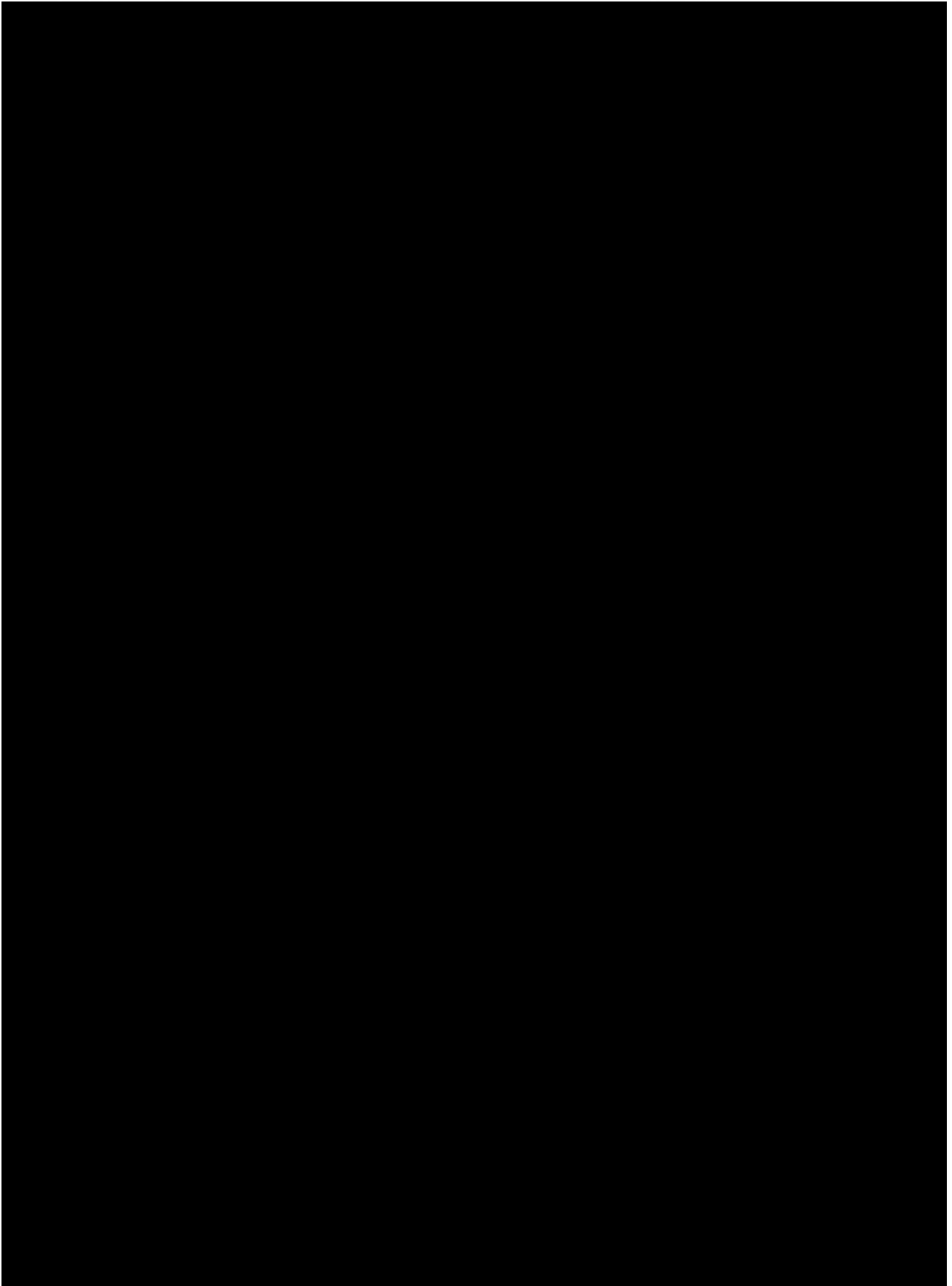


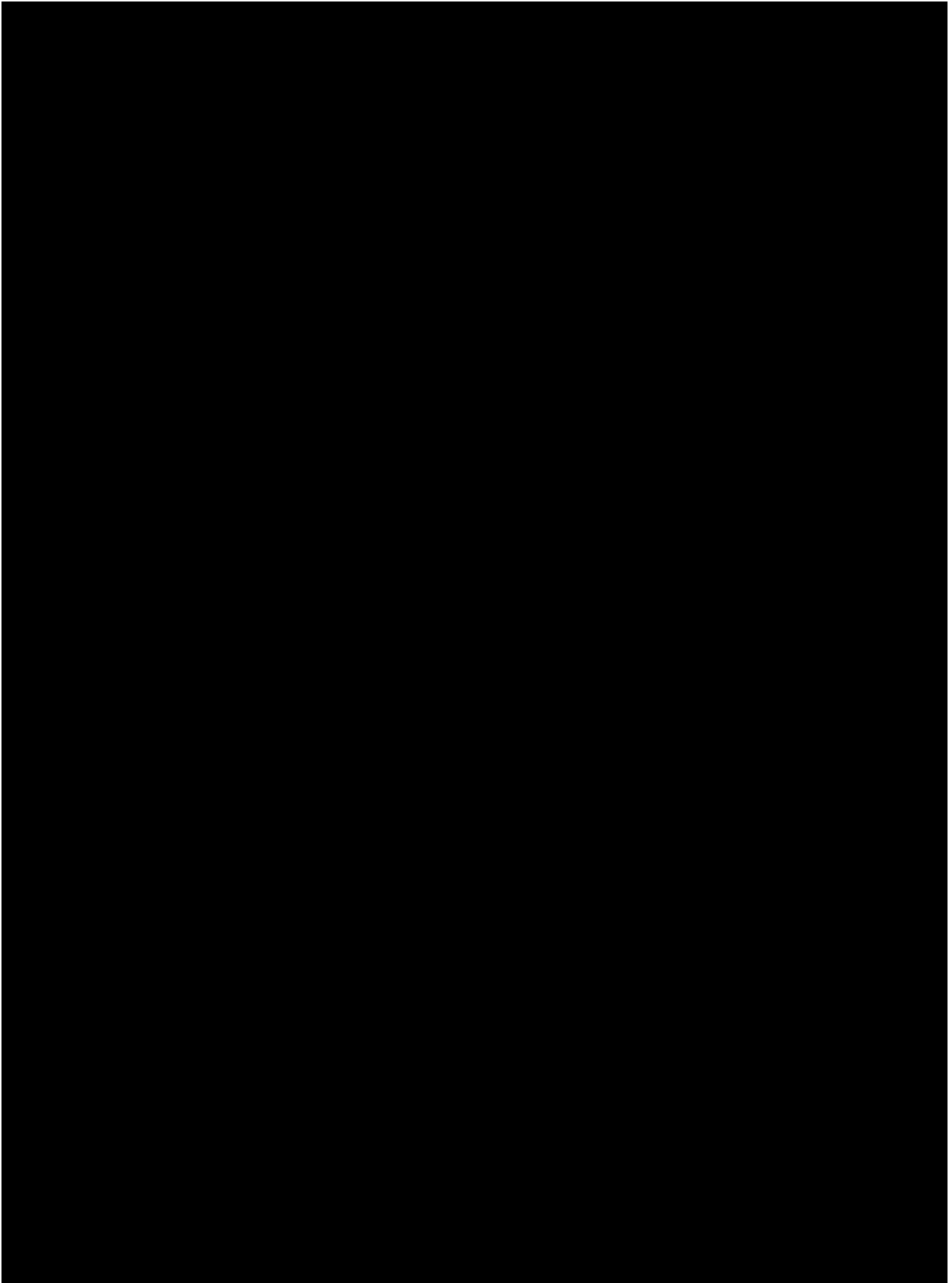
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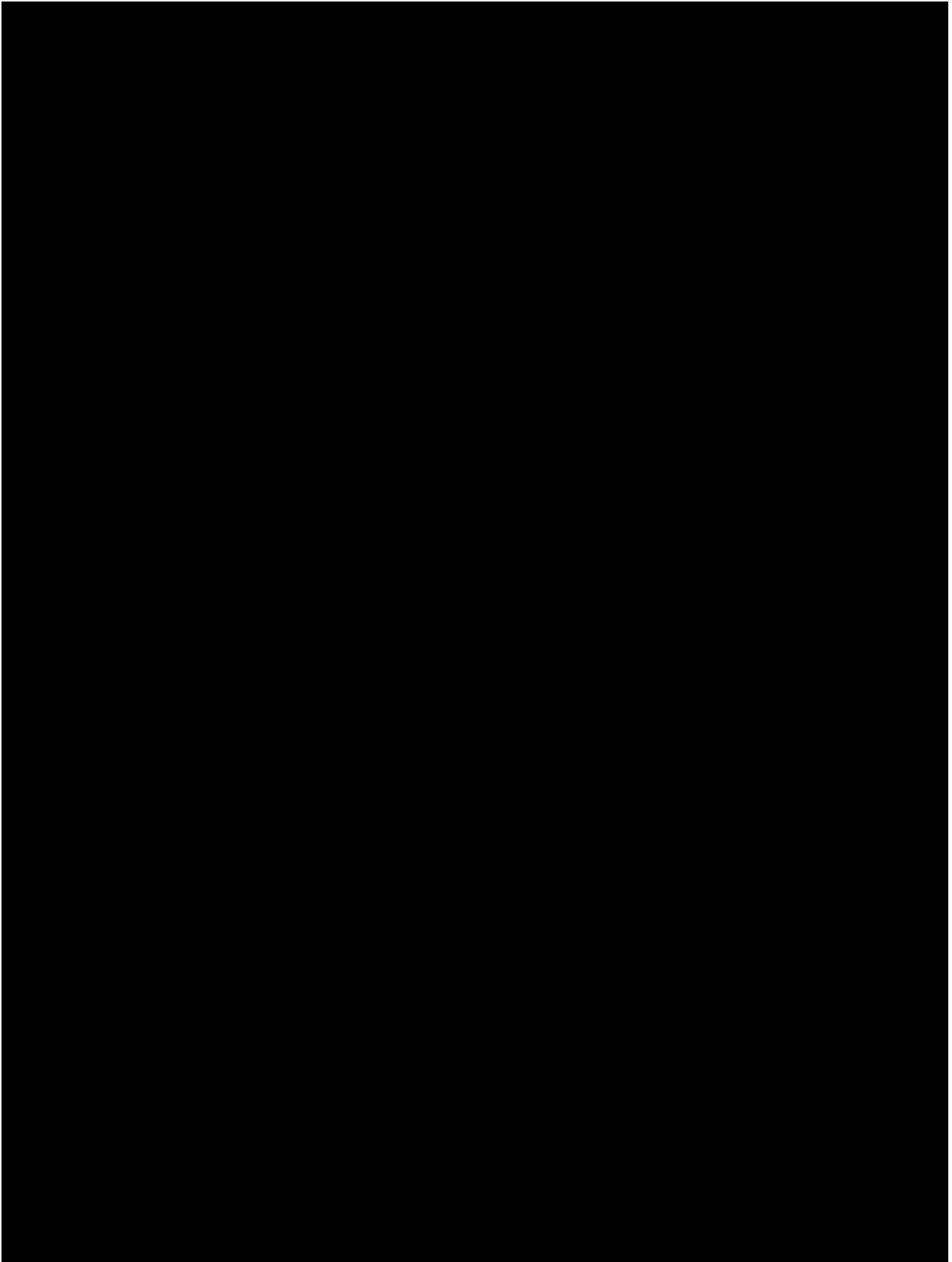


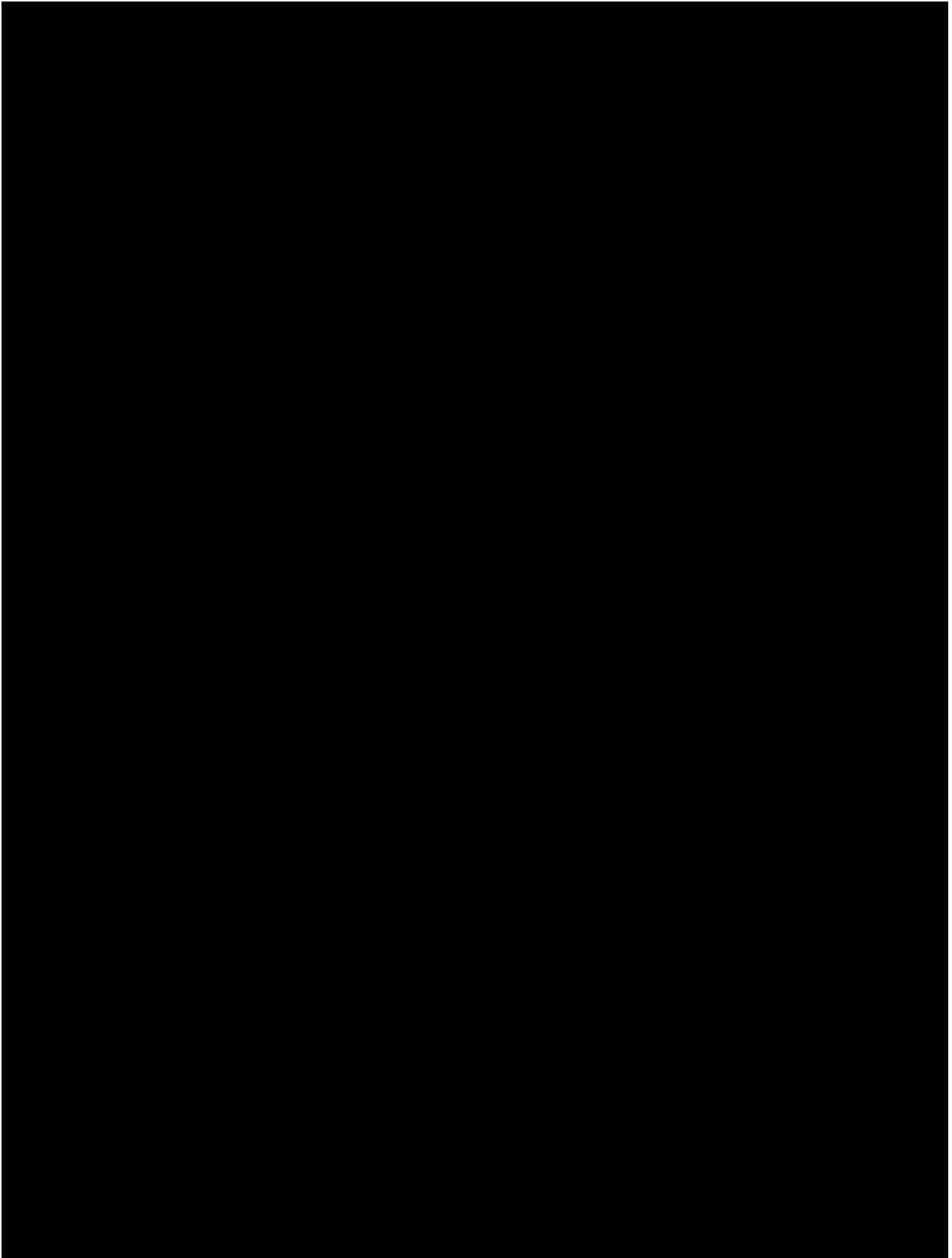


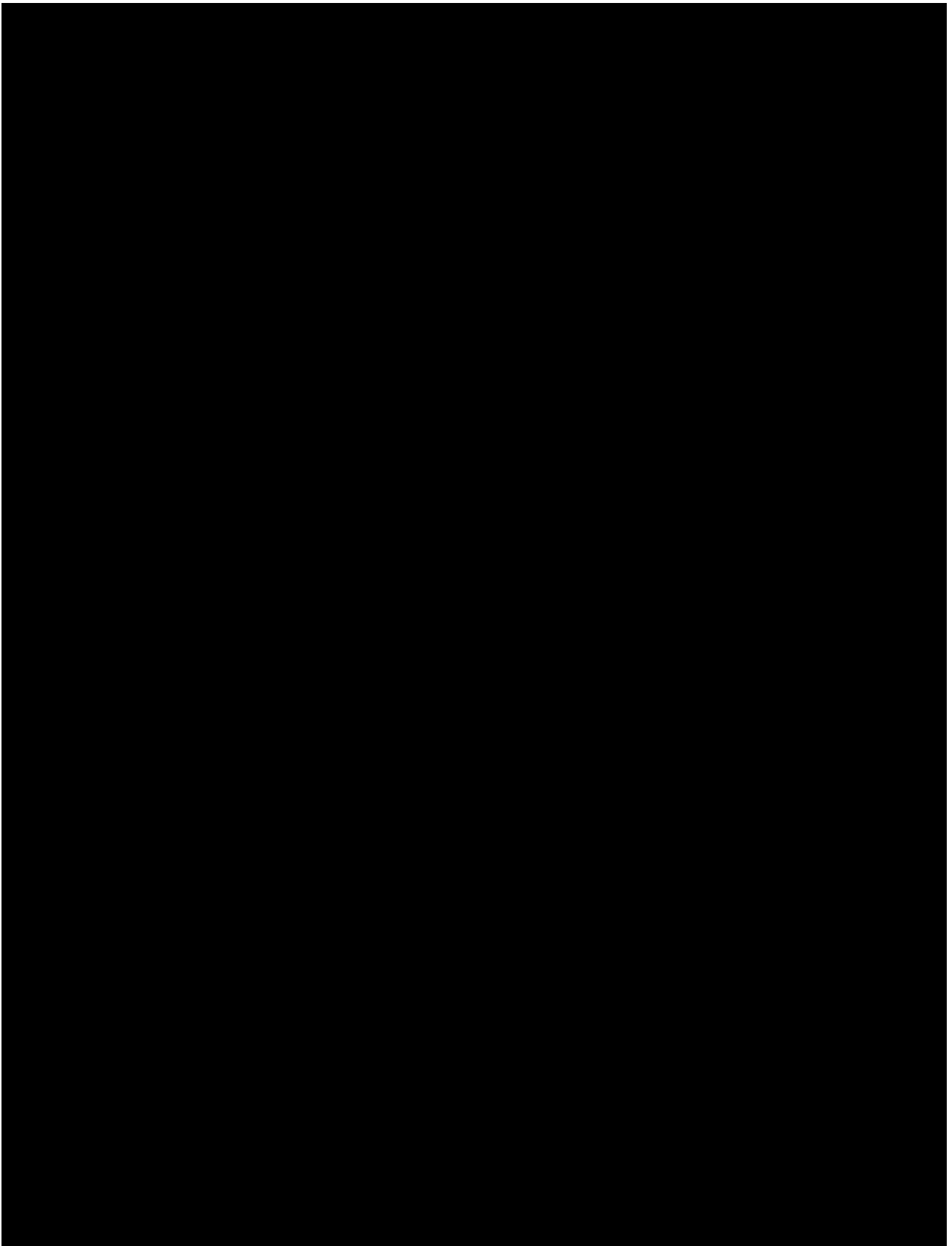


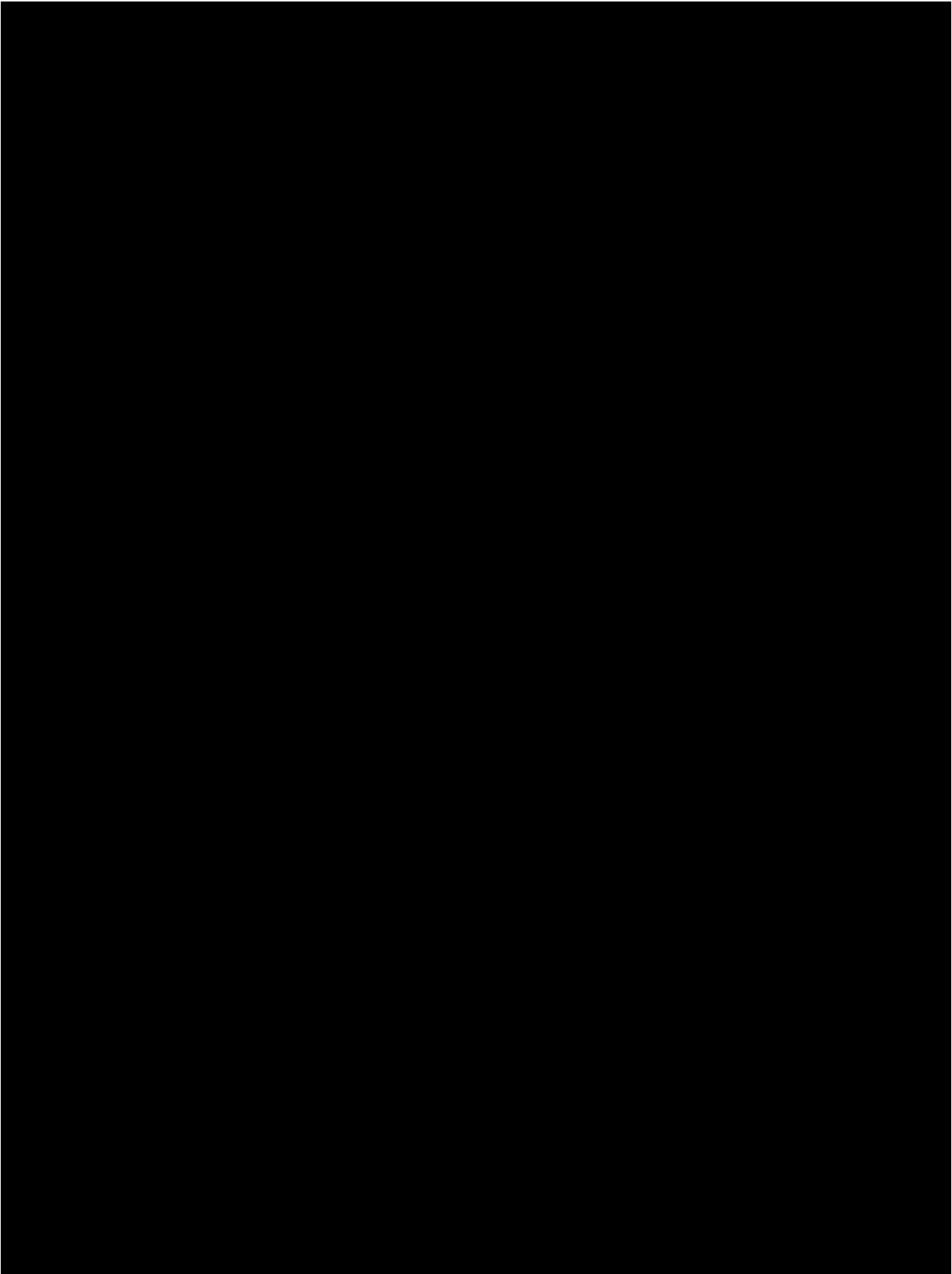


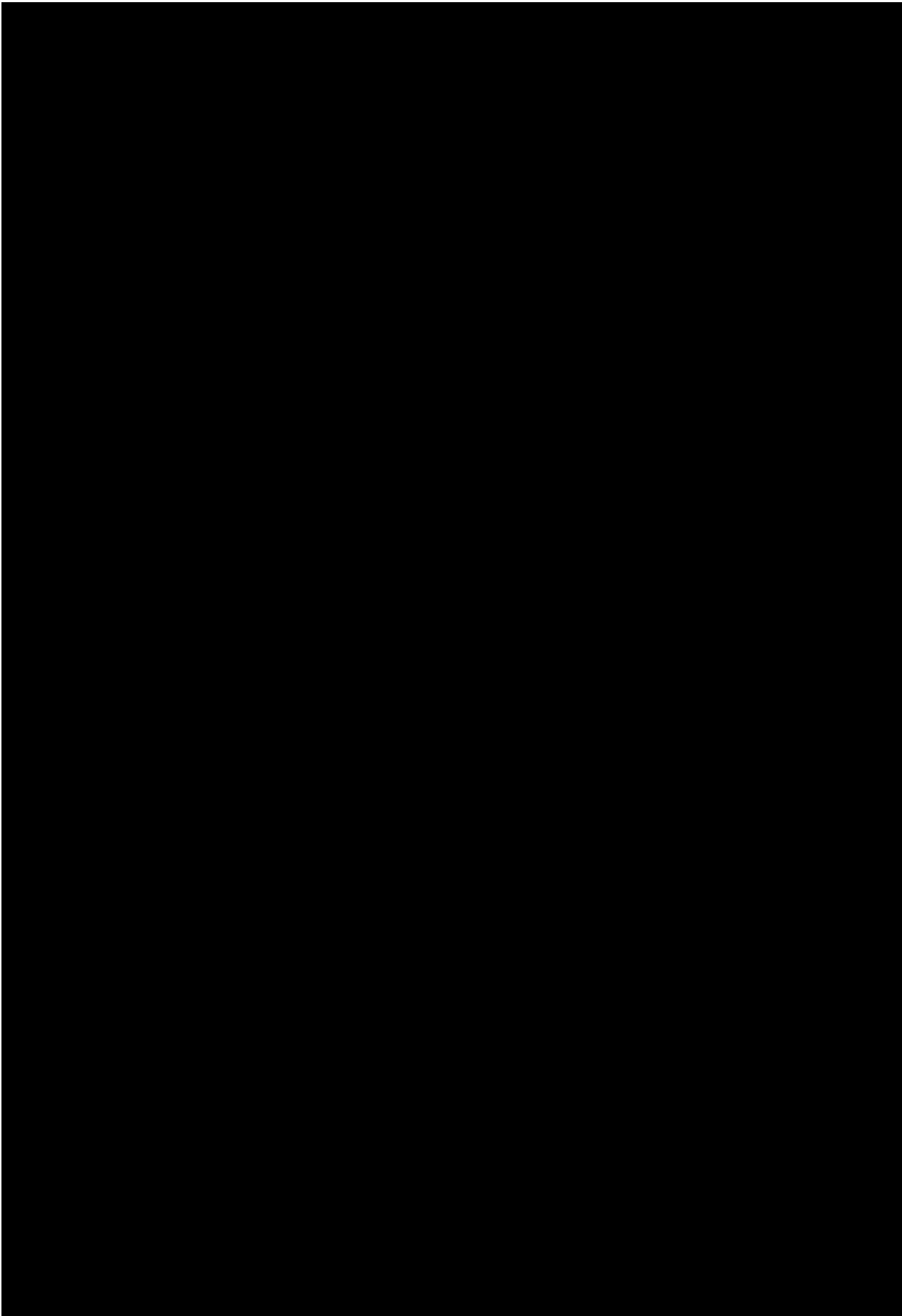


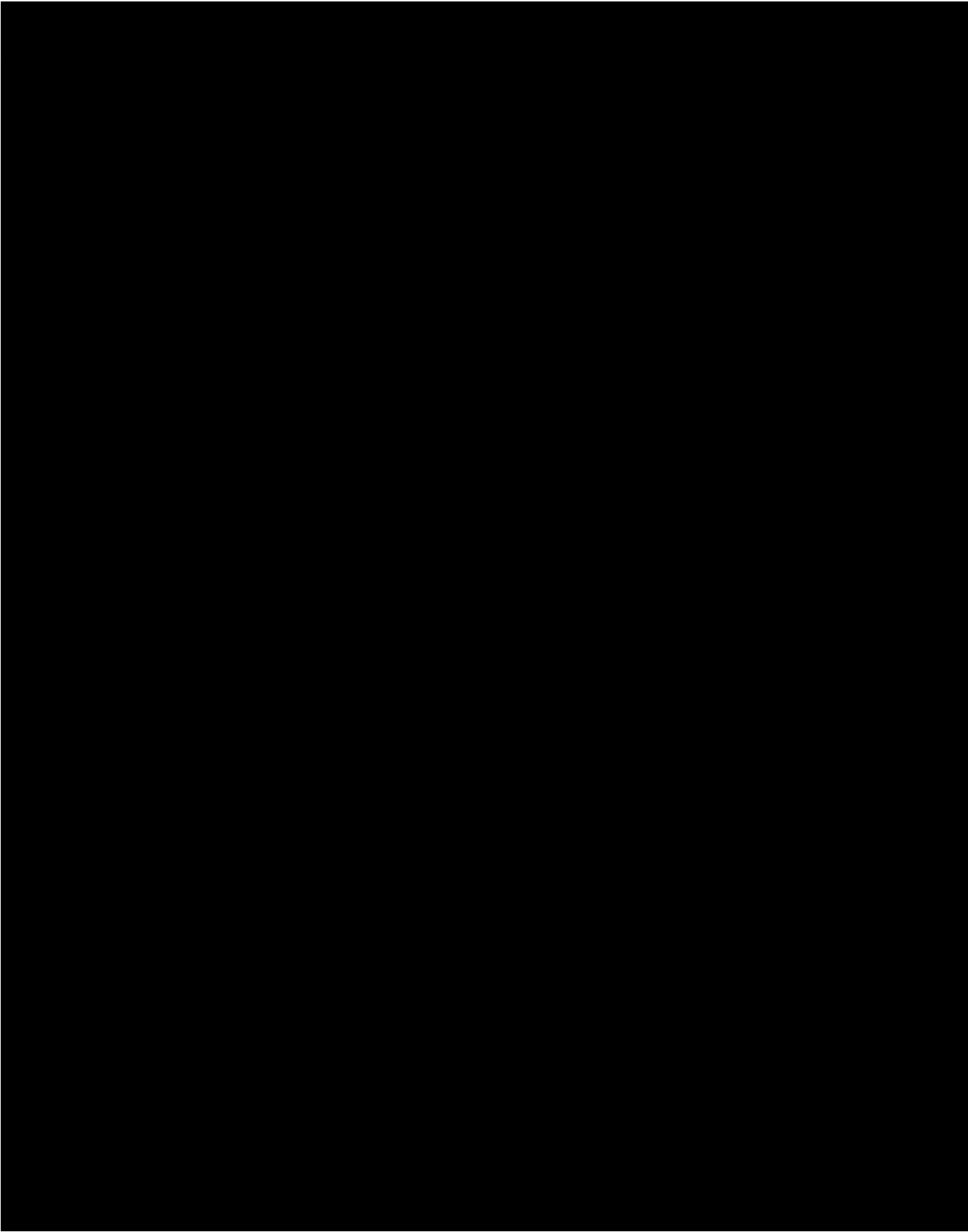


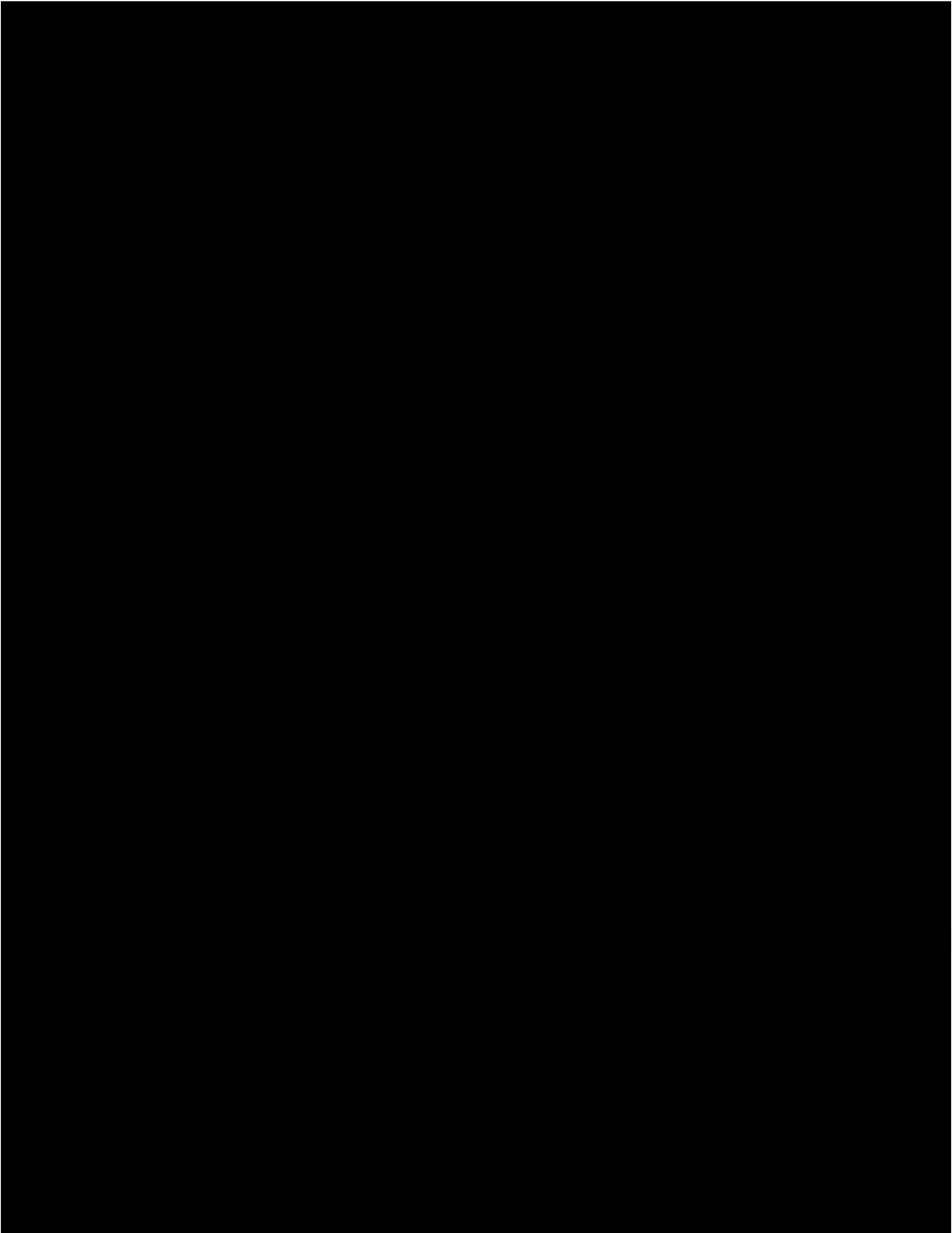


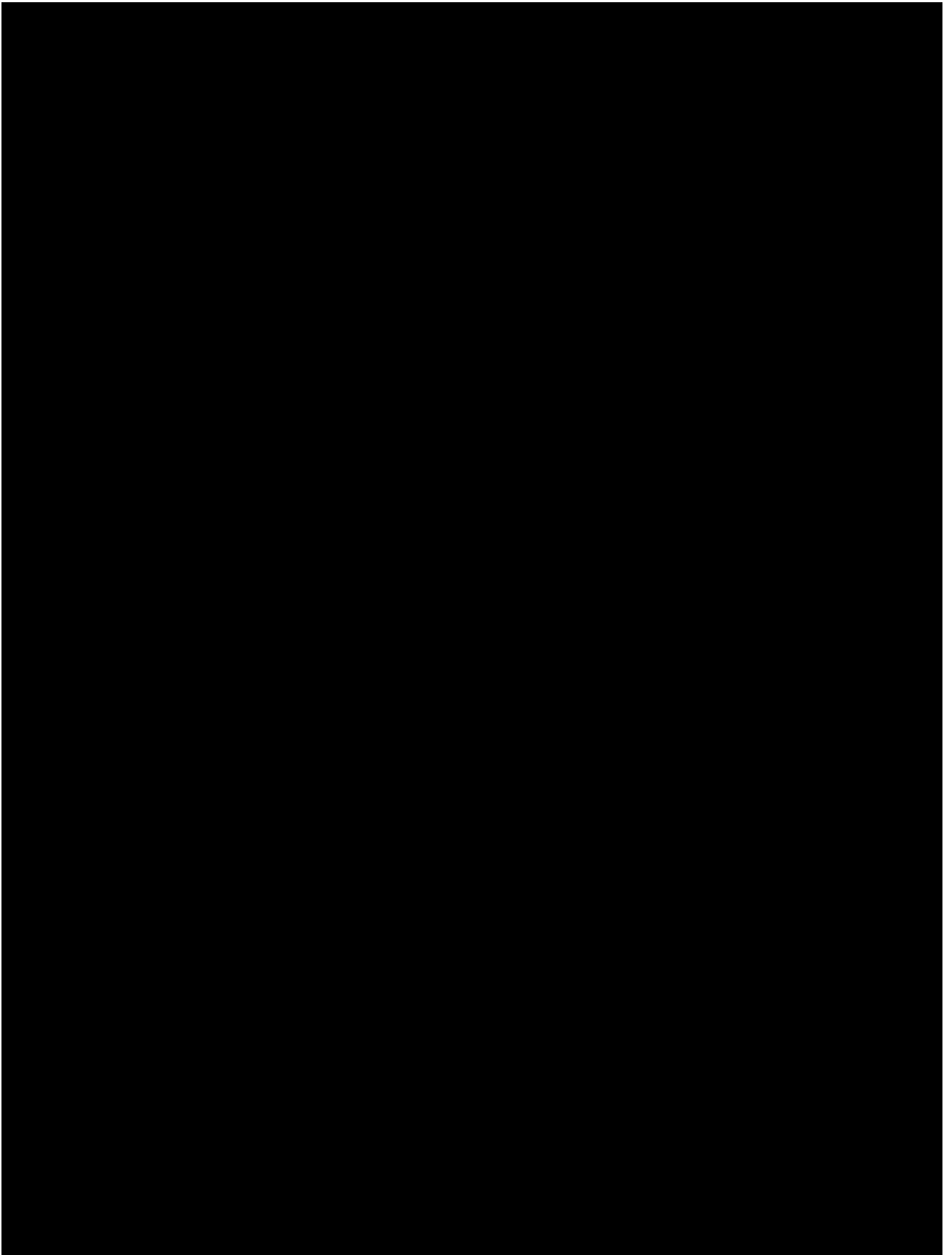


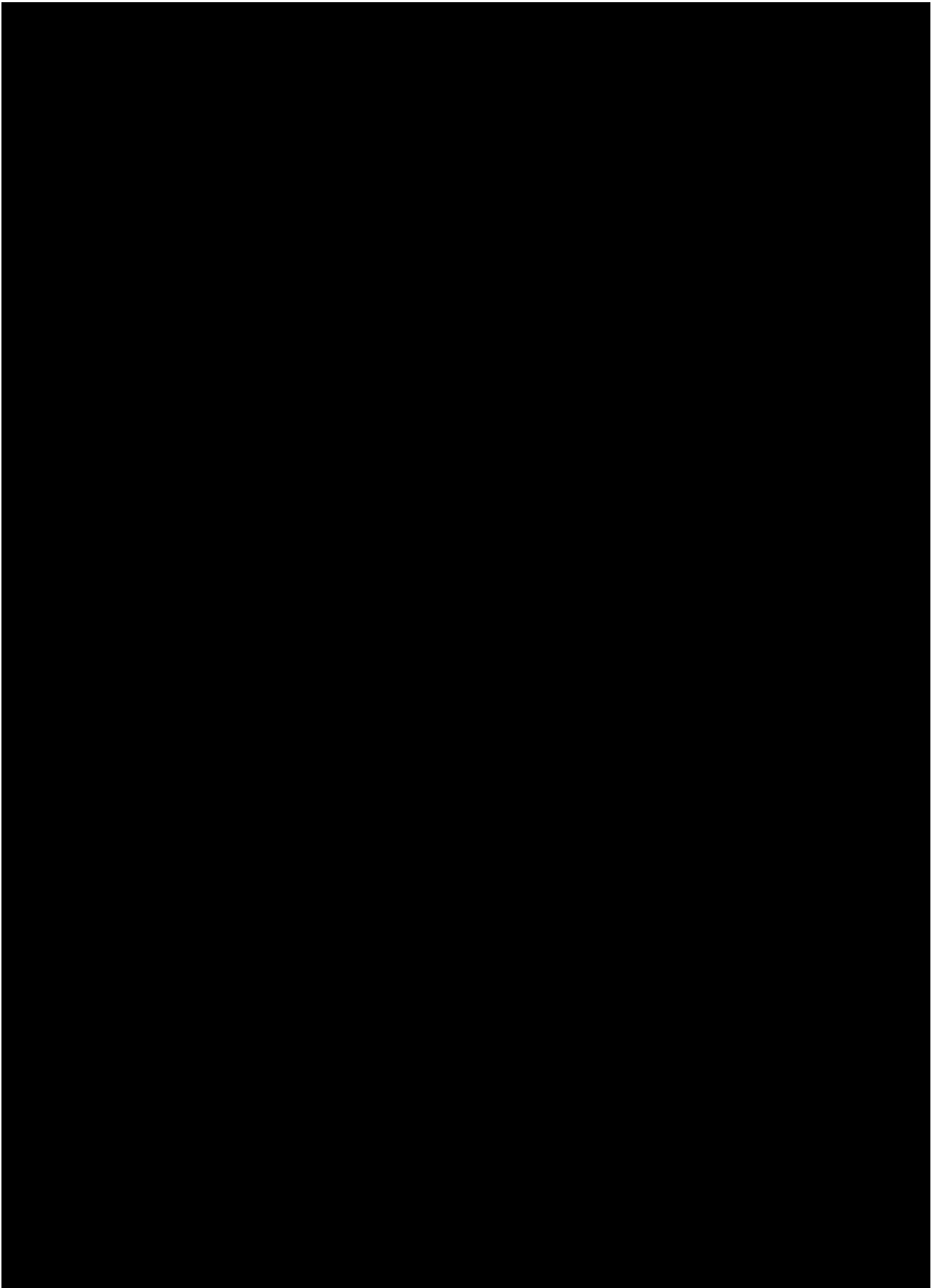


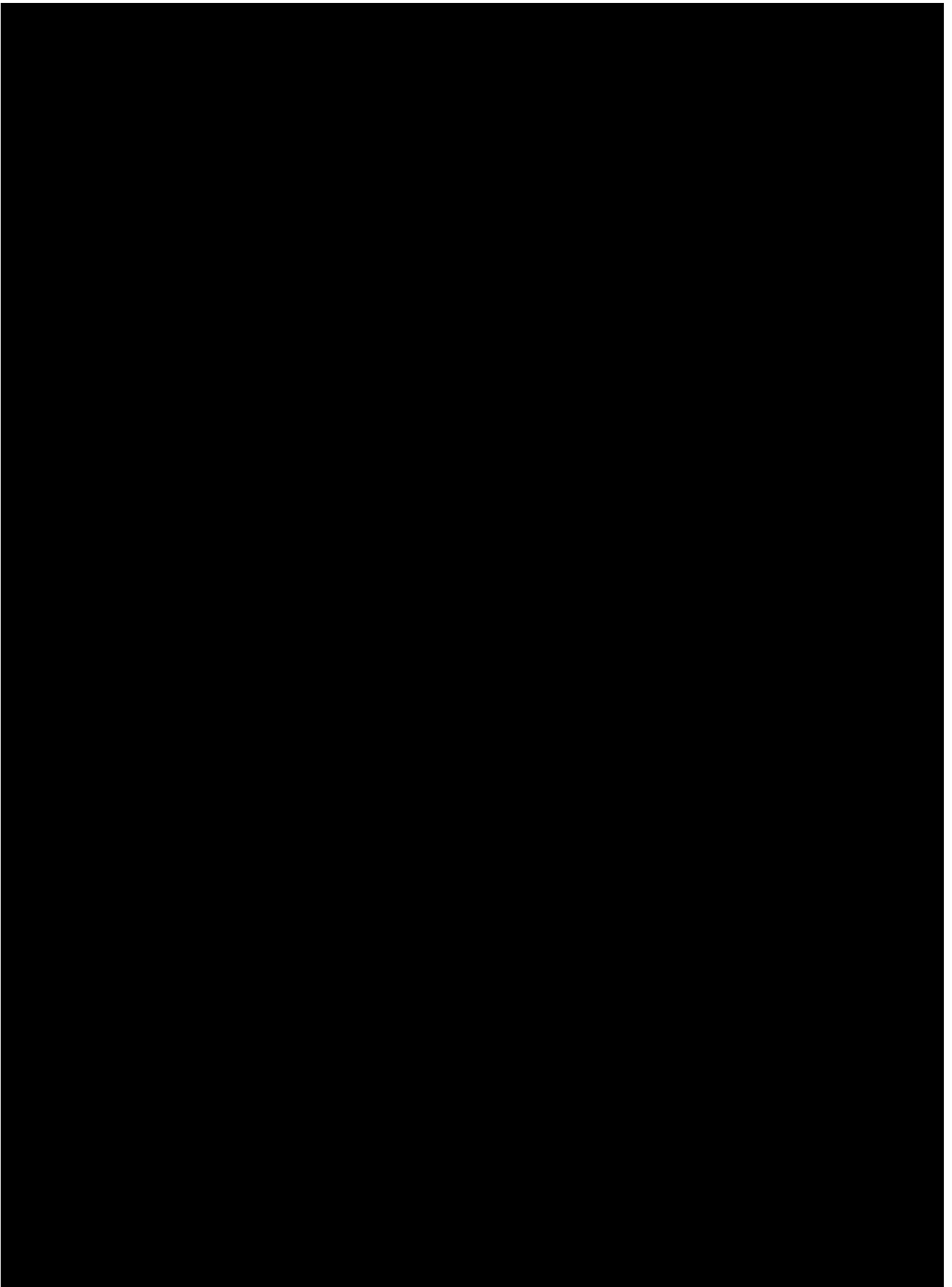


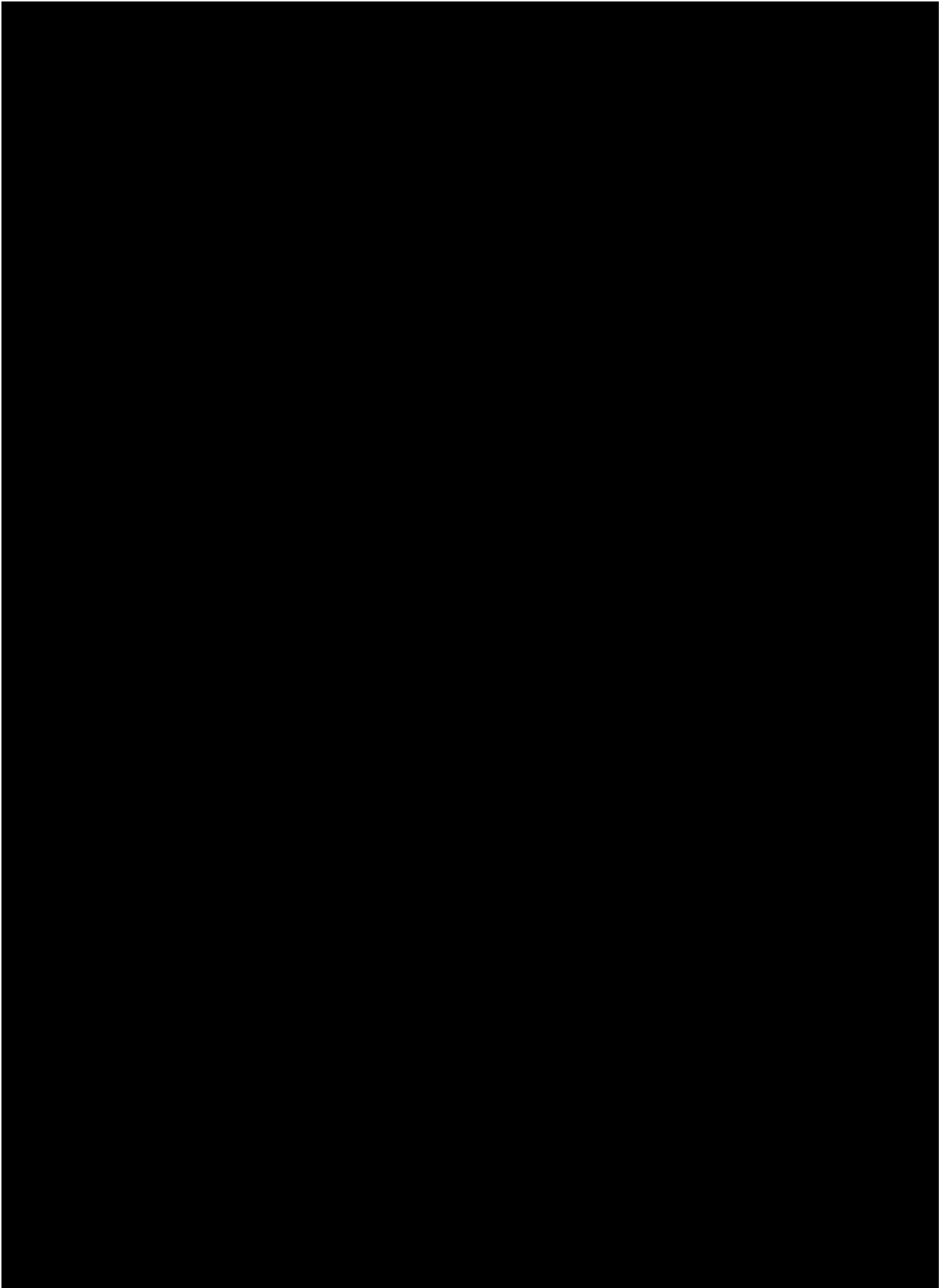


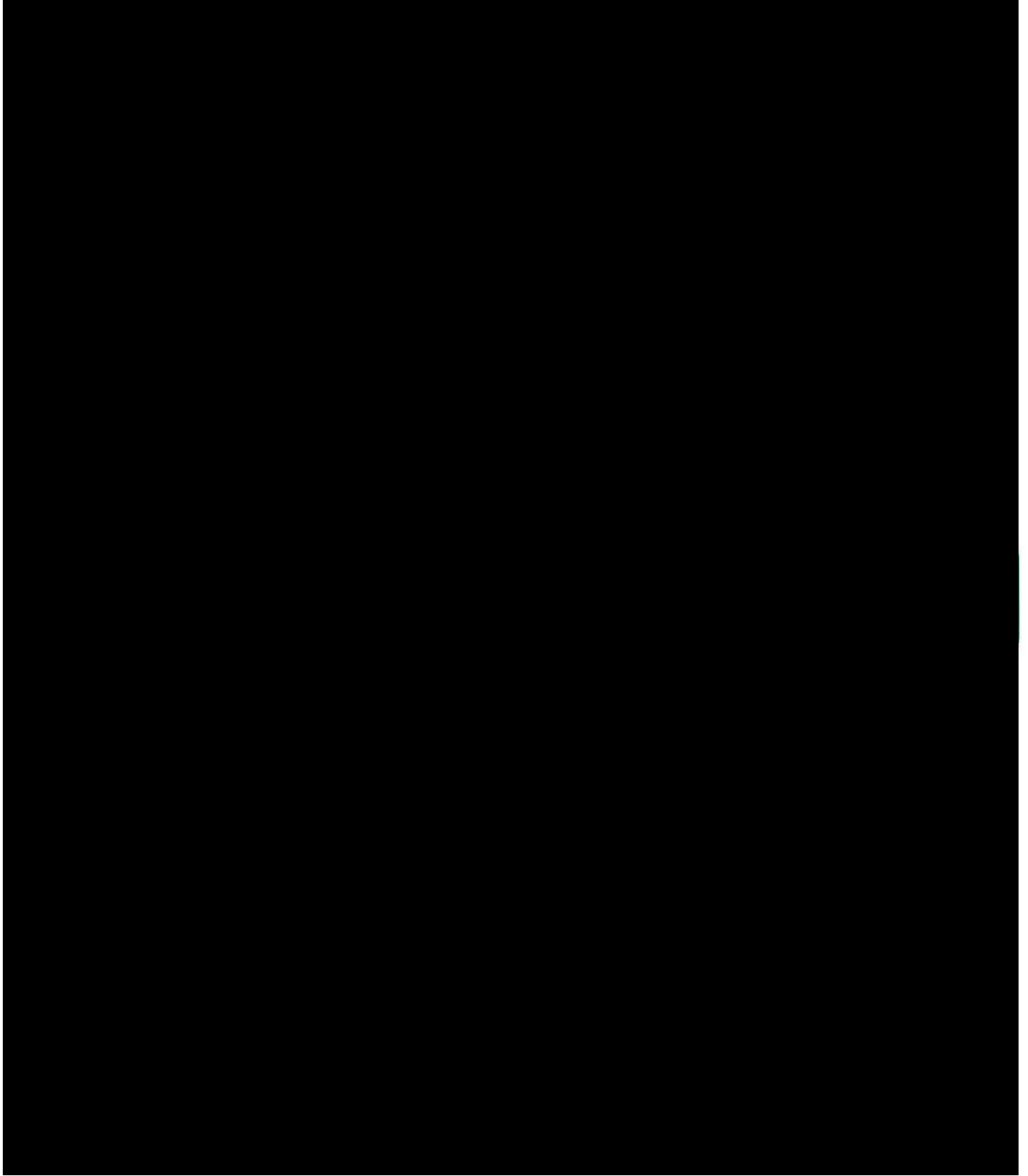


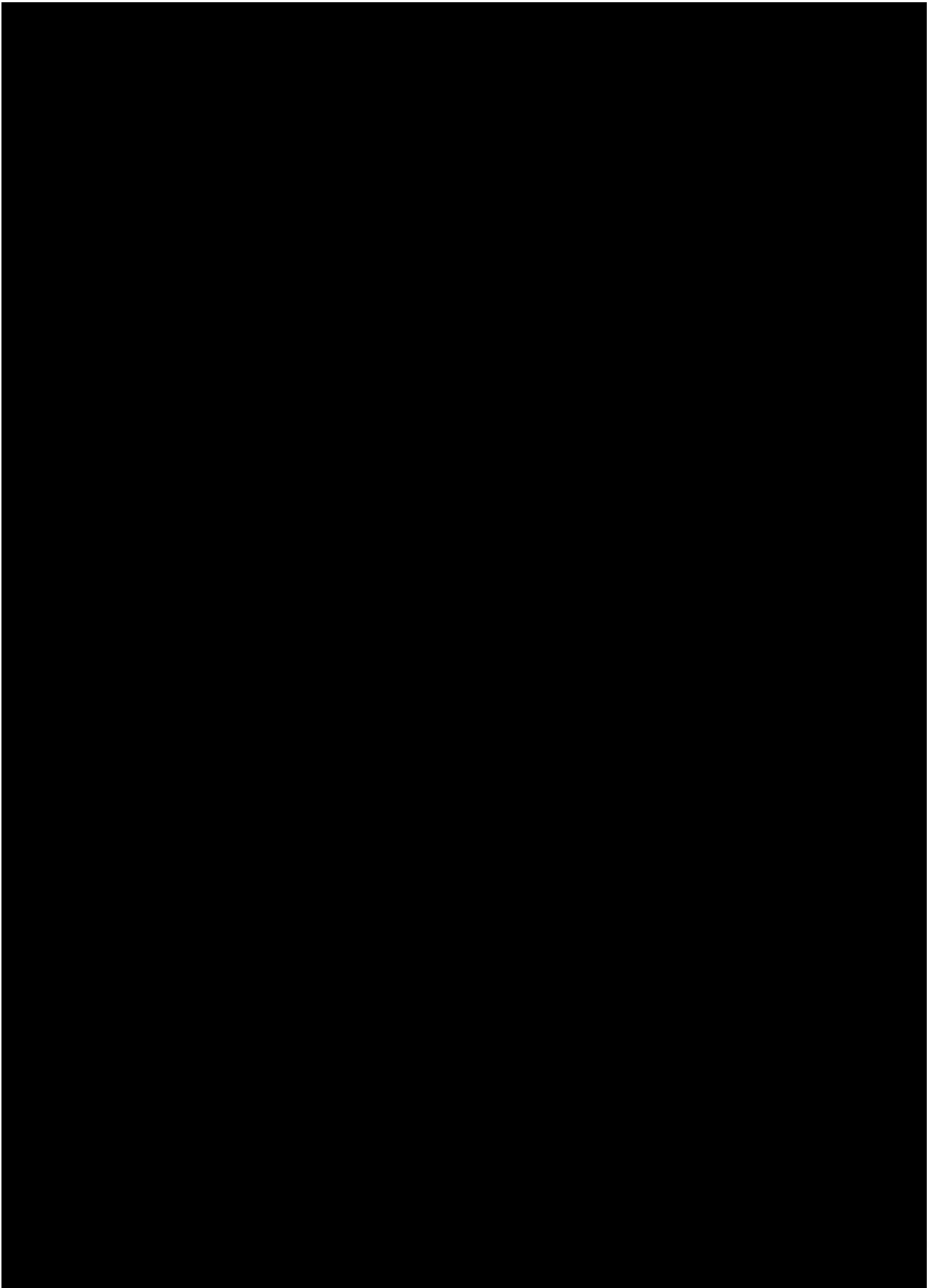


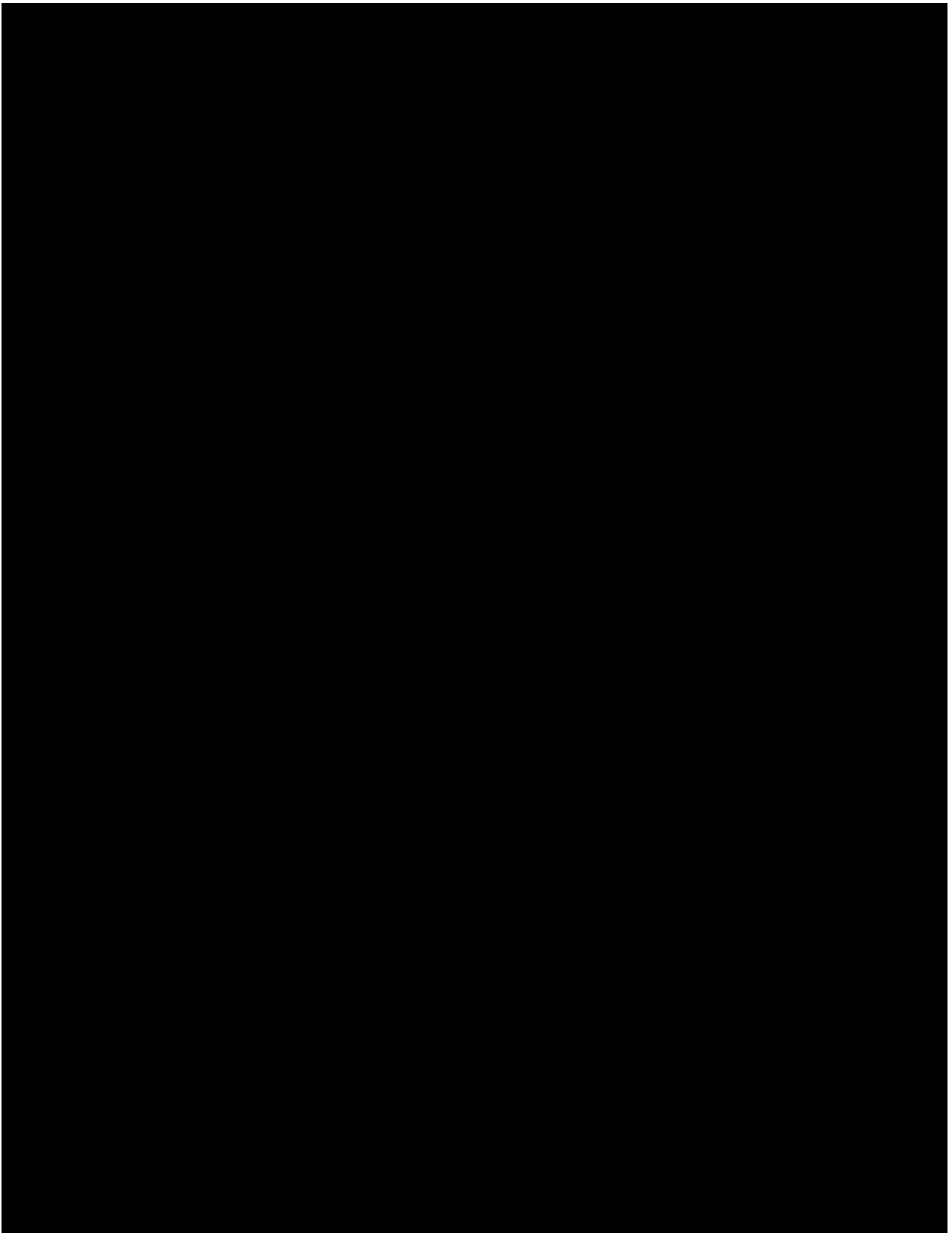












ANNEXURE A1

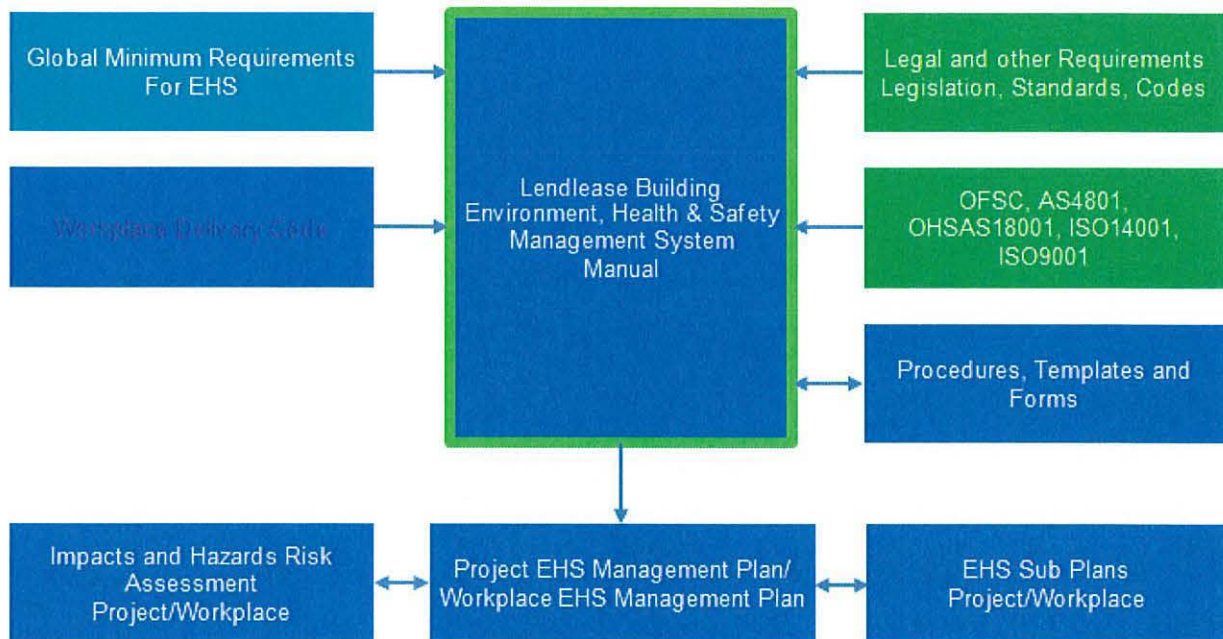
DELIVERY PHASE

ENVIRONMENT, HEALTH & SAFETY MANAGEMENT PLAN

Welcome

Welcome to the Environment, Health & Safety Management Plan for the Delivery Phase..

This plan forms an integral part of the Lendlease Building Pty Ltd (Lendlease) Environment, Health and Safety Management System shown below.



Environment, health and safety (EHS) is our number one priority. Importantly, this plan has been tailored for the project, addressing its specific requirements.

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1.0 INTRODUCTION

1.1 PROJECT ENVIRONMENT, HEALTH & SAFETY MANAGEMENT PLAN

Lendlease operates an integrated management system where the functions and requirements of environmental management and workplace health and safety/occupational health and safety management are integrated. The Lendlease Environment, Health & Safety Management System (EHS MS) Manual and related procedures, forms and templates is contained within Source.

The Lendlease Environment Health & Safety Management System (EHS MS) Manual provides the overall framework for EHS management at Lendlease workplaces including construction projects. This project Environment Health & Safety Management Plan (EHS MP) outlines the management practices for the key risks affecting environment, health and safety (EHS) during the delivery of the Accommodation Services.

As such, management of EHS at this workplace consists of the Lendlease EHS MS Manual together with this EHS Management Plan, which together hold certification to Australian and international standards for both safety and the environment and accreditation with Federal and State authorities.

1.2 REVISIONS AND AMENDMENTS

The revision history of the project EHS MP for Lendlease construction operations is documented by the Lendlease Document Control Register within Source. This project EHS MP template is the document used to prepare a project specific EHS management plan for each Lendlease construction related workplace.

The table in this section provides the history of any project specific changes to the project EHS MP. The Construction Manager or nominated representative reviews the project EHS MP and related sub plans at maximum three (3) month intervals. The project EHS MP is also reviewed as part of internal independent quarterly audits of the management system and related compliance with Legislation and Lendlease Global Minimum Requirements for EHS, which are completed at maximum 100 day intervals.

Project related minor revisions to this EHS MP may be independently issued, but shall be approved by both the Construction Manager, or a nominated representative, and the Regional EHS Manager / EHS Manager prior to release. On receipt of a revision:

- The required amendment is incorporated in the revised project EHS MP.
- The date of the revision and new revision issue are listed in the table on page 2 including the purpose and a brief summary of the amendments throughout the Plan.
- Changes to the project EHS MP are managed by issuing a new project EHS MP; ie. by changing the date and revision number on the front page and each pages footer throughout the Plan. The superseded project EHS MP must be archived and retained for audit purposes.
- Superseded documents/revisions are removed from circulation but retained in the project collaboration tool as a marked up version for archive purposes.

Note: Major revisions of the plan template, eg. revision 1.2 to revision 2.0 require the new revised project plan template approved by the Head of EHS Lendlease to be implemented with a maximum of three months across all active construction projects.

1.3 DEFINITIONS

Terms used in this document and related Lendlease EHS Management System documents are defined in the Lendlease Definitions in the Management of EHS Procedure.

1.4 PROJECT DESCRIPTION

ServiceCo proposes to develop a minimum of [REDACTED] Sites encompass both city and regional locations. Dwelling types are between 1-3 bedroom Affordable Housing in configurations of multi-story apartments, villas and town houses.

2.0 VISION & POLICY

Lendlease is committed to a vision of Incident & Injury Free (IIF) workplaces wherever we have a presence. Our vision is supported by an uncompromising culture which holds the safety of people and the protection of the environment as first in all our business reviews and decisions.

The Lendlease Environment Health & Safety Policy outlines key objectives to deliver our IIF vision. The EHS policy and other related policies are located in Source > Our Policies > [Building Policies](#). All Lendlease policies must be clearly displayed in a prominent location(s) at Lendlease Sites, including the project site/workplace office and project/workplace notice board(s) so they are accessible to all employees, Subcontractors and other workers or visitors to the Site. The policies and their objectives must be clearly communicated through the project or workplace induction to all persons working at the Site.

The policies are also publicly available to interested parties on the Lendlease Internet at:
<http://www.lendlease.com/worldwide/capabilities/building>.

3.0 PLAN

3.1 RISK MANAGEMENT, IDENTIFYING IMPACTS AND HAZARDS

Where Lendlease has responsibility for the design or elements of the design of a building, structure or temporary structure the Project Manager (PM), or nominated representative undertakes a Risk and Opportunity at Design (ROAD) review at the bid, planning and design development stages of a project and records this review. Refer to Project Management > Design Planning > Risk and Opportunity Management. The ROAD is also informed by the EHS In Design Review undertaken by Lendlease Building's design function. Where ongoing design changes have potential for significant impact on environment, health and safety the Construction Manager in consultation with the Project Manager manages the change to the requirements of the Lendlease Change Management Procedure.

Where Lendlease does not have design responsibilities for a building, structure or temporary structure, the Project Manager reviews the novated design documentation, including any safe design review report, for EHS opportunities; records these using the ROAD template and advises the client or their representative of the outcomes in a completed report.

Where Lendlease has management or control of a workplace, or temporary access and control is granted by a Client to a specific area to enable preliminary investigation and related works to be carried out for an Lendlease business undertaking related to a construction project yet to be commenced; or other minor works that do not meet the definition of a construction project or involve high risk construction works, the requirements of the Preliminary, Early or Minor Works Contractor Management Procedure will be implemented.

The Construction Manager (or nominated representative) in consultation with the Site Manager and members of the project team completes a project Impacts & Hazards Risk Assessment (IHRA), prior to commencement of the construction stages of the project. The risk assessment must include any open (unresolved) risks that requires management in the construction stages of a project identified in the EHS In Design or ROAD reviews or other safe design review report.

The completion of the risk assessment must be conducted in accordance with the methodology outlined in the Lendlease Risk Management Procedure, which requires all risk rated as moderate or greater to be included in the IHRA.

Note: Impacts and hazards and related risks assessed with a risk ranking of less than moderate are not listed in the IHRA, but are controlled using routine standards and procedures as outlined in the Lendlease EHS Management System and standards outlined in the Workplace Delivery Code.

The project Impacts and Hazards Risk Assessment (IHRA) is also used to identify:

- the need for additional specific management sub plans; eg. noise and stakeholder engagement; and
- where any additional sub plans are located and filed.

The IHRA is reviewed by the Construction Manager, or a nominated representative:

- in accordance with the complexity of the project;
- when design or other changes occur which have the potential to significantly affect EHS as detailed in the Lendlease Change Management Procedure;
- during project coordination meetings when reviewing the next 4-6 weeks of activities;
- at maximum six (6) week intervals by the Construction Manager, or a nominated representative, to ensure currency and accuracy; and
- where the risk associated with an identified non-conformity is rated as moderate or above as detailed in Section 5.3 Non-Conformities and Corrective/Preventative Action.

3.2 LEGAL AND OTHER REQUIREMENTS

WHS Legislation, environmental protection Legislation and other legal or applicable requirements; eg. codes of practice and standards that apply to this workplace are listed in the project Impacts & Hazards Risk Assessment. Access to current legal and other requirements (either electronic or paper based) is available at all Lendlease workplaces and key intranet sites for access to further information are listed in Appendix 2.

Lendlease is required to collect concise data on energy use, carbon emissions, water consumption, waste disposal and waste recovery. The data is used to monitor a project's environmental performance and to meet Corporate obligations under the National Greenhouse and Energy Reporting Act 2007.

All new projects are established in accordance with the Lendlease Environmental Data Capture and Reporting Checklist and ongoing monitoring and measurement undertaken in compliance with the Lendlease Compliance Guide to Mandatory Environmental Reporting.

3.3 SITE/WORKPLACE EHS RULES

The Project Team develops specific Site EHS Rules that are displayed on entry to the Site and in other prominent locations that are consistent with the Lendlease vision of an Incident and Injury Free workplace. The objectives of the rules are to:

- meet the site specific needs of the project's management of WHS/OHS/OSH hazards and risks and environmental aspects and impacts,
- address any specific client, Legislative and Regulatory requirements,
- meet the standards outlined by the Lendlease Global Minimum Requirements (GMR) for EHS;
- meet the standards defined by the Lendlease Workplace Delivery Code to assist with achieving compliance with GMR;
- ensure visitors to the project are recorded by completing the Lendlease Workplace Visitors Register; and
- prevent material harm or the risk of material harm to the environment and its surrounding community and other project stakeholders.

The requirements of the Lendlease Drug and Alcohol Policy and the Lendlease Fitness for Work – Drug and Alcohol Testing Procedure apply to all Lendlease workplaces and compliance with the requirements contained within these documents is a condition of entry to any Lendlease workplace

3.4 OBJECTIVES AND TARGETS

The Lendlease annual EHS Business Plan outlines objectives and targets for the financial and these are included in the Lendlease EHS MS Manual and cascaded to Lendlease Regional Business Units for implementation. Objectives and targets specific to the project are outlined in [Appendix 3](#) and progress against the objectives and targets is reported on six weekly by the Construction Manager or a nominated representative.

3.4.1 Achievement of objectives and targets

Progress against the objectives and targets are monitored by project team members (as nominated in the table at Appendix 9) in consultation with the Construction Manager, Operations Manager, Regional EHS Manager / EHS Manager Integrated Project and General Manager for the Regional Business Unit. Monthly reports on progress against annual EHS objectives and targets are collated by the EHS Head Office Service Function and Regional EHS Managers / EHS Manager Integrated Project and EHS weekly email updates distributed by the Head of EHS Lendlease Australia.

Lendlease project personnel nominated to monitor objectives and targets at the project must be listed in the table outlined in [Appendix 9](#).

3.4.2 Project objectives and targets monitoring - nominated personnel

Based on the annual EHS objectives and targets outlined in the Lendlease EHS MS Manual and those cascaded to the project and listed in [Appendix 3](#) performance measurement is monitored and corrective/improvement implemented by:

- Workplace EHS audits of a sample of projects at maximum 100 day intervals;
- Annual internal and external audits of selective projects;
- Evaluation of employee, subcontractor and worker EHS performance by reviewing and monitoring: workplace activities, EHS Management Plans and Safe Work Method Statements or equivalent implementation observation through regular inspection by Lendlease personnel, service providers and the workplace EHS Committee;
- Providing workplace personnel with training to maintain competency in all work activities in which they are engaged or where a deficiency is identified, training is provided;
- Incident reporting, investigation and effective communication and evaluation of implemented corrective action;
- Recording and reporting of EHS objectives against targets (Note: outstanding practice performance requires achievement of all applicable project performance targets to achieve the outstanding levels defined); and
- Effective injury management, return to work and environment protection.

Objectives & Targets monitoring - nominated personnel are detailed in [Appendix 9](#)

3.5 PROCUREMENT OF GOODS AND SERVICES

The tendering for the provision of goods and services shall be undertaken in line with the requirements of the Business Rules outlined in the Procurement section of [Source](#) and is the responsibility of the Construction Manager or nominated representative. The management of EHS in relation to procurement includes the following requirements:

3.5.1 Goods

Procured goods shall comply with the requirements of applicable Australian standards and be able to meet the requirements of approved codes of practice, compliance codes and guidance notes published by the relevant government regulators or industry organisations when those goods are used, installed or commissioned for use.

3.5.2 Services

Procured services shall include the following documented activities prior to tender award:

(a) Prequalification

All prospective tenderers must either have been:

1. prequalified in BROWZ; or
2. where this system has not yet been implemented for a particular region, the Tender Management System Assessment Form shall have been completed before being invited to tender;

to ensure that prospective tenderers have an EHS Management System or equivalent that meets the requirements established by this Plan.

(b) Invitation to Tender

A standard suite of EHS information as outlined in Appendix A of the Invitation to Tender shall be provided to each prospective tenderer at the time of tender to allow the tenderer to properly prepare their EHS Management Plan or equivalent safe work method statements for high risk construction work, training requirements and other identified requirements based upon the risks documented in the project Impacts and Hazards Risk Assessment and related documents.

(c) Subcontractor Interview Checklist

This Subcontractor Interview Checklist shall be completed during tender interviews for all works in excess of \$200,000 value to ensure that the tenderer has properly prepared their tender submission to meet Lendlease EHS requirements and that they understand their obligations for the management of EHS if their submission was successful.

(d) Tender Evaluation Template

The vetting and analysis of each tender shall be undertaken by completing the Tender Evaluation Template to ensure that each tender submission meets the requirements of the Lendlease EHS MS.

3.5.3 Management of Subcontractor EHS

Subcontractors and other workers must be able to plan and adequately identify impacts and hazards related to the scope of works they are undertaking at the workplace. The Construction Manager or nominated representative shall provide to all Subcontractor companies at tender relevant parts of the project specific EHS Management Plan, the project specific Impacts & Hazards Risk Assessment and related prescribed control measures, Workplace Delivery Code, Global Minimum Requirements, the Lendlease Subcontractor Guide to Environment, Health and Safety and other information applicable to the scope of works to be undertaken.

The information provided shall be included by the Construction Manager or nominated representative in pre-tender or pre-contract interview checklists, including records of discussion of project environment, health and safety related information and verification of Subcontractor compliance to Lendlease requirements by completion of the Lendlease Subcontractor Works To Proceed EHS Checklist. An itemised list of inclusions in tender/contractor packages and evidence of communication (document transmittal) of the project EHS information shall be maintained, such as (but not limited to) email, Project Web /Aconex or other approved communication database.

3.6 PROJECT SPECIFIC ENVIRONMENT HEALTH AND SAFETY INITIATIVES

In addition to those objectives and targets previously outlined, at least two or more project environment, health and safety leading industry practice initiatives must be nominated at the discretion of the Construction

Manager, or a nominated representative, in consultation with the Project EHS Coordinator (where appointed) or the EHS Committee / EHS Consultation Group and other key stakeholders. The Construction Manager or Regional EHS Manager / EHS Manager Integrated Project reports leading practice initiatives to the Head of EHS Lendlease Australia by completing the Lendlease Leading EHS Practice Template for inclusion in monthly EHS reporting. Outline leading practice initiatives below:

Brief Description of EHS Initiative	Expected Launch Date	Expected Evaluation Date	Related Document (eg. plan or other)
To be developed during design development phase			

4.0 IMPLEMENT

4.1 STRUCTURE, RESPONSIBILITY AND ACCOUNTABILITY

The Construction Manager or nominated representative prepares a project specific organisational chart to define lines of reporting and key names and positions or roles with EHS responsibilities specific to a workplace or project. The chart is outlined in [Appendix 4](#). Individual roles and responsibilities statements for each workplace may differ; therefore templates are available on Source > Our Teams & Our People > [Roles and Responsibilities](#). [Appendix 5](#) outlines the EHS Responsibility/Accountability Matrix relevant to this project EHS MP and key responsibilities and accountabilities for EHS, which is further developed by the Construction Manager.

On commencement of a job role outlined in the project organisational chart each person employed in a role must meet with the Construction Manager or their appointed line manager to review, discuss and where required agree on amendments to their roles and responsibilities statement. The statement must then be signed and dated by both parties to the discussion as a record of consultation and agreement of the statement and its specific content. The current and signed statements must be filed or their location referenced in [Appendix 6](#) of this Plan and in addition all versions are recorded in the project collaboration tool.

Lend Lease Building Pty Ltd is the Principal Contractor with overall management or control of the project and its Environment, Health and Safety. In addition, all subcontractors, consultants, suppliers and other contractors or workers are also required to comply with their employer's EHS Management System or equivalent and related Safe Work Method Statement(s) (required for high risk construction work only), the Lendlease project EHS Site/Workplace Rules, the Lendlease Global Minimum Requirements for EHS and the Lendlease Building Workplace Delivery Code and applicable legislative requirements.

4.2 TRAINING

The Construction Manager/Workplace Manager or nominated person has overall accountability for project specific training.

4.2.1 Environment, health and safety training matrix

The Lendlease Environment, Health & Safety [Training Matrix](#) identifies key EHS management tasks as outlined in the Lendlease Building Management System and Global Minimum Requirements (GMRs), the position holders or roles who undertake these tasks and the competencies required for each position to

implement these tasks effectively. The Matrix outlines the minimum requirements for Lendlease employees engaged in construction or other workplace operations or undertaking work at construction projects or related workplaces, eg. plant yards which includes:

- General Industry OHS Induction/Safety Awareness Training for the Construction Industry;
- EHS Passport training all Lendlease employees, select Subcontract supervisors eg. those mobilised to site for a duration in excess of 90 days and all contracted Lendlease Multisites Foremen/Supervisors;
- Workplace bullying and harassment prevention;
- Workplace specific induction (office, plant yard and project site based) including emergency response, all employees and other workers; and
- Verification of competence for all operators of mobile plant or other equipment prior to the employee operating that plant in line with the requirements of the Lendlease Verification of Competence requirements.

Apart from the requirements outlined by the EHS Training Matrix additional environment, health and safety training needs may be identified as required in each employee's performance review held with the employee's direct manager.

4.2.2 Workplace specific training planner

Workplace specific EHS training needs and competencies at a construction project or related workplace level (eg. confined space entry, environmental awareness, spill management and plant operator) are identified in the project/workplace EHS Training Planner (ie. training needs analysis) compiled by the Construction Manager, or nominated representative, or other workplace manager. Once identified, the training is identified as internal or external and tracked to completion with the completion date and validity date.

The minimum requirements for Subcontractors and other workers at this Site include:

- General Industry OHS Induction/Safety Awareness Training for the Construction Industry;
- Work activity consultation and induction training in task specific safe work method statements or related documents;
- Subcontractors or service providers may choose to manage construction work, which is not high risk with their own general company procedures or processes. It is a Lendlease Building requirement that all employees, workers or agents engaged by the Subcontractor company will have undertaken consultation and training in the content of these company procedures or processes and that evidence of such training shall be provided to Lendlease.
- EHS Passport completion by selective Subcontractor Supervisors for major trade packages that will be undertaking work at the Site for greater 90 days;
- Verification of competence for all operators of mobile plant or equipment prior to the worker operating that plant in line with the requirements of the Lendlease Verification of Competence requirements contained in the Workplace Delivery Code.
- Workplace specific induction and completion of the related induction knowledge assessment; and
- Relevant certificates of competency and other work activity related training; eg. confined space entry; plant operator or other.

4.2.3 Records of Training

Records of employee training are retained at the workplace level and copies are uploaded to the Lendlease Training Workspace. The minimum records to be retained by the project/workplace and uploaded to the workspace are:

- course outline or content;
- completed attendance records using the Lendlease Training Attendance Record;
- completed Lendlease Training Evaluation Form;
- assessment results (except for RTO delivered training where these results may not be available) and associated certificates of completion; and
- evidence that the trainer is competent in the discipline of the training activity provided and has been approved to deliver by the Lendlease National EHS Training Manager.

Records of required qualifications, competencies and specific industry induction requirements for workers other than employees (if required) are retained at the project/workplace.

4.2.4 Worker induction

A photocopy of the Subcontracting company's employees General Industry OHS Induction/Safety Awareness Training for the Construction Industry card and a photo identification; eg. drivers licence (to confirm identity) is taken at the workplace specific induction and the serial number of each is recorded and listed on the Lendlease Workplace Induction Attendance Record. Persons unable to demonstrate completion of OHS General Industry Induction/Safety Awareness Training are not inducted and cannot enter the workplace to undertake construction works.

The workplace specific induction is developed from the Lendlease Workplace Induction Template located on Source and must include the completion of a knowledge assessment at the conclusion of the induction. The knowledge assessment is attached to the Lendlease workplace Attendance Record.

Students or other school/university candidates that seek temporary work experience at Lendlease construction projects are inducted to the requirements outlined above. In addition, the Lendlease Work Experience and Student Placement Procedure must be implemented to ensure that risks related to a lack of experience in construction workplaces are minimised.

4.2.5 Visitor induction

All 'one-off' visitors (unlikely to return) to the Site are accompanied at all times by a person that has undertaken the workplace induction. All visitors sign the Lendlease workplace Visitor Register upon arrival and departure (including time of entry and exit). Regular visitors (ie. requiring access twice a month or more) and persons who undertake construction related work activities; ie. those not specifically defined as 'construction work', must hold the General Industry OHS Induction/Safety Awareness Training for the Construction Industry. All visitors must wear the mandatory personal protective equipment outlined in the workplace specific induction and EHS Site/Workplace Rules.

Tours, previews or inspections of Lendlease apartments or other buildings or structures under construction by prospective buyers, leasees or other shall be managed in accordance with the Lendlease Building Tours, Previews and Inspections Procedure.

4.3 CONSULTATION, COMMUNICATION AND REPORTING

Consultation and issue resolution is managed in accordance with the Lendlease Consultation Procedure. The Consultation Procedure and relevant WHS/OHS/OSH legislation requires project personnel to consult, share and supply project information with all workers or their representatives and persons conducting a business or undertaking or other subcontractors or service providers with management or control to ensure EHS management issues are appropriately discussed and agreed.

This includes the opportunity for workers to respond and contribute to EHS issues that affect them through their workplace.

EHS Committee or EHS Consultation Group, Health and Safety Representative(s) (HSRs) or by other agreed arrangements between the employer and workers. Agreed consultation arrangements at all

Lendlease workplaces are identified by listing the arrangements on the Lendlease EHS Consultation Statement.

The meetings which communicate EHS matters at this workplace are listed in Appendix 7, which specifically outlines those requirements for communicating and consulting on high risk construction works, changes or out of sequence work routines and upcoming high risk construction work by Subcontractors or Lendlease employees.

EHS consultation arrangements agreed at this workplace are identified by the 'marked-up' Lendlease EHS Consultation Statement. The marked up statement must be displayed in prominent locations at the workplace by the EHS Coordinator.

The Construction Manager or nominated representative retains a record that demonstrates workers including employees and subcontractors were consulted on the method of EHS consultation agreed at the workplace eg. Lendlease EHS Committee Meeting Minutes, election of EHS Committee members and Lendlease Toolbox Talk or Builder's Brief records.

Subcontractors and other persons with management or control of a business or undertaking at Lendlease workplaces are required to consult eg. a Toolbox Talk, with their employees on issues that may impact EHS and a record of this consultation must be maintained and copies forwarded to the Construction Manager or a nominated representative.

Consultation includes the requirement for all employees, subcontractors and other workers to report hazards and incidents.

Lendlease employees are required to:

- report hazards by completing the Lendlease Hazard Notification Form;
- report community contacts (complaints or other related to environment, health and safety) using the Lendlease form Routine Complaint Form or direct such contacts through any community liaison service or Client complaint process established for a project/workplace; and
- report all incidents immediately on becoming aware of the incident and not later than 24 hours after the incident and an initial written notification regarding the incident must be entered into the Lendlease Enablon Intranet reporting system within 24 hours.

A Work Health and Safety (WHS) Entry Permit Holder may enter a workplace to consult with relevant workers on WHS/OHS/OSH matters or for the purposes of inquiry into a suspected contravention of the WHS Act or related act in other states. Details of the requirements for entry by a WHS Entry Permit Holder are outlined in the Lendlease Union Right of Entry Guideline under WHS Legislation and further detailed in the Safe Work Australia Right of Entry Legislative Fact Sheet.

Further details on EHS consultation, communication and reporting are outlined in the Lendlease EHS Management System Manual.

4.3.1 Display of environment, health and safety information

To ensure all workers have the opportunity to view, discuss and take note of EHS information, the EHS Coordinator or nominated representative displays the following information (as a minimum) at a prominent location(s) at the Site, including notice board(s):

<u>Lendlease Environment, Health & Safety Policy</u>	Lendlease <u>Injury Management & Return To Work Policy</u>
<u>Lendlease Smoke Free Policy</u>	<u>Lendlease Noise Control Policy</u>
Lendlease Corporation Bullying & Harassment	Lendlease EHS <u>Consultation Statement</u> detailing the

Prevention Policy	consultation arrangements agreed at the Site
Specific workplace injury reporting relevant to the state or region; ie. how to report an injury	Any special environment rules; eg. flora or fauna protection specific to the Site
Emergency evacuation diagrams including Assembly/Muster Point(s)	List and photograph(s) of Health & Safety Representative(s), EHS Committee / EHS Consultation Group members
<u>Site/Workplace EHS Rules</u>	Hours of work
Designated Workgroup members	Current EHS Committee / EHS Consultation <u>Minutes</u>
Amenities plan including first aid shed location	Current <u>EHS Alert(s)</u>
Location of the Spill Kit	Top 5 Hazards of the week
Personal Protective Equipment requirements	Areas where PPE is not required, eg. amenities
Designated smoking areas	Incident Reporting and Management Guide (for the relevant jurisdiction)
Return to Work Program	

Emergency contact telephone numbers including:	
Construction Manager or nominated representative	Nearest hospital or emergency centre
First aid officer(s) – photo and contact no.	Nearest medical centre
Emergency Plans and Drawings	After hours emergency contact name and number able to be read from outside the Site boundary
<u>Emergency Call Poster</u>	Contact details determined by the project <u>Emergency Response Plan</u>
HAZCHEM or other signage related to the storage or hazardous substances or dangerous goods at the workplace	Regulatory notices issued

4.3.2 Toolbox talks, pre-start talks, Builder's Brief or other consultative arrangements

Workers and their supervisors conduct toolbox talk meetings, pre-start talks, builder's briefs or other consultative arrangements with those employees or workers under their direct supervision and record the meetings on the Lendlease Toolbox Meeting Template, Builder's Brief Template or equivalent.

A pre-start is conducted daily by each Site/Subcontractor supervisor to discuss EHS matters from previous day(s), the current day's activities, interfacing trade activities, changes to emergency access and related control measures. The pre-start meeting is recorded on the Daily Pre-start Template, Builder's Brief or equivalent document.

Other EHS related meetings are recorded formally where required by completing the Lendlease form EHS Meeting Minutes; eg. discussing an EHS Management Plan, SWMS for high risk construction work or equivalent for a specific work task or other relevant EHS matters. Toolbox talks are undertaken at intervals

that keep employees and other workers informed of conditions and changes to the workplace that may affect environment, health and safety. A copy of daily pre-start records, toolbox talk meeting records, builder's briefs records or other consultation meetings are retained and filed in accordance with the Lendlease Document Filing and Retention Procedure. Items listed for action are reviewed and progress is reported at the next meeting and subsequently until they are corrected.

4.3.3 EHS reporting

The project team will undertake reporting and recording of EHS matters to the Regional Business Unit and the EHS Head Office Service Function as required. All reports and records are collated to provide EHS statistics used to assist the business unit and EHS Head Office Service Function to identify trends in EHS performance, track progress against the annual objectives and targets outlined in Appendix 3 and identify impacts/hazards and incidents across all projects and implement corrective action.

The Construction Manager, or nominated representative(s), is responsible for review and update of project EHS documentation to the requirements outlined in this Plan and the Lendlease Global Minimum Requirements for EHS and related Workplace Delivery Code and to ensure the following monitoring activities occur and records and reports are undertaken and retained by the relevant Lendlease personnel:

- Any council or authorities reporting requirements. To be identified during the development approval process
- Special conditions and requirements (if any) documented in Appendix 10.
- Daily, weekly and monthly inspections and monitoring of EHS matters and project compliance to Legislation and Lendlease Global Minimum Requirements (ie. High Risk Construction Work Checklist, EHS Weekly Inspectionhttp://workspace.lendlease.com/l1/apac_bms/layouts/15/DocIdRedir.aspx?ID=6QAJY7XDVDNC-6-520; see also table 5.1).
- Provide recording and reporting functionality within Enablon by submitting the Enablon 'New Operation Request' form immediately once construction authorisation has been given.
- Issuing all EHS incident events and observations in Enablon. Where the incident/observation relates to a significant non-conformity (eg. Business Reportable Incident, Critical Incident; work related Lost Time Injury/Medical Treatment Injury) due to a failure of compliance with Legislation, Site EHS Rules, system requirements or Workplace Delivery Code, an incident/event or observation is issued in portable document format (PDF) from Enablon. The Enablon PDF incident/event or observation is then communicated as a non-conformity and tracked to completion and close out with Subcontractors or other workers through the relevant workplace related approved communication database, eg. Aconex/Project Web or other.
- The completion of incidents details within Enablon that have the potential to become a Business Reportable Incident, Lost Time Injury Incident or Critical Incident within 24 hours to enable the related incident notification to be published in Enablon not later than three working days after the incident.
- Ensuring appropriate and timely corrective action to eliminate the cause of an incident or observation to prevent recurrence, using the principles of the hierarchy of control to determine the most effective control measure(s).
- Monitoring the effectiveness of corrective and preventive actions implemented as a result of an incident/observation to ensure its effectiveness, up to and including 20-30 days after the incident/observation.
- Undertaking close out of any critical incident ICAM investigation or standard incident investigation for business reportable incidents by implementing corrective and preventative actions in a timely manner.

- Completing the relevant investigation reports and reporting of incidents.
- Facilitating the completion of the Workplace EHS Audit and closure of any findings.
- Where a workplace is to be audited by a 2nd party (eg. client) the workplace manager shall be responsible for notifying the Regional EHS Manager / EHS Manager Integrated Project and National EHS Assurance Manager. This will enable Regional or National personnel representation and ensure that appropriate management of any corrective and preventive actions.
- Maintaining a Hazardous Substance/Dangerous Goods/Chemical Register as required by the Lendlease Hazardous Substances and Dangerous Goods Procedure with the Safety Data Sheet (SDS) for all Dangerous Goods/ Hazardous Substances used on the Site.
- Ensuring a current SDS (also known as Materials Safety Data Sheet) is available to the first aid facilities and relevant workers that will use the product.
- Reviewing products classified as hazardous by the SDS and undertaking a review using Chemalert located on the Pulse under A-Z, to determine if a non-hazardous (preferred) or less hazardous alternative is available for use.
- Conducting formal documented Site meetings and reviews to discuss project EHS management and performance (eg. Lendlease project team meetings, Subcontractor meetings, EHS Committee or EHS Consultation Group meetings).
- Collecting and collating project team and Subcontractor EHS statistics and performance results for the month (ie. corrective action incident reports, first aid treatment injuries, medical treatment injuries, lost time injuries, critical incident reports or business reportable incident reports, and National Greenhouse Energy Rating Scheme).

Refer: Subcontractor Guide to Environment Health and Safety Compliance.

- Submitting to Lendlease EHS Head Office Service Function information about project EHS issues, statistics, regulatory authority notices, productivity hours and performance results in relation to GMR and environment compliance, waste, water and National Greenhouse Energy Reporting Scheme data via Enablon.
- Presenting the consolidated monthly data at project reviews to senior management.
- Maintaining all EHS documentation and records to the requirements of the Lendlease Document Filing and Retention Procedure in hard copy indexed folders or via the approved communication database, eg. Aconex/Project Web or other.
- Recording and reporting non-conformities as incidents or observations in accordance with the following reporting table:

Table 1 – Incident Reporting

Incident reporting and related management of events and corrective and preventative actions are carried out in accordance with the Lendlease Incident Reporting and Management Procedure. A brief summary is provided below. Where any inconsistency between Table 1 and the requirements of the Lendlease Incident Reporting and Management Procedure exists, the requirements of the Procedure shall apply.

Occurrence/Incident/Report	Initiator	Action	Closing Responsibility
All incidents of injury, near miss, environment harm or potential harm, plant or property damage	Project Team Members	Report immediately to the Construction Manager or nominated representative. Note: Notification to Regulators to be made only after consultation with the Regional EHS Manager / EHS Manager Integrated Project has occurred.	CM
EHS Events/EHS Incident Reports	SM/EHS Manager	All incidents are to be entered in Enablon. Critical Incident Investigation Report, Incident Investigation Standard Report , OFSC Incident Investigation Form where required	CM
EHS Observations	Enablon Users	All good/bad observations entered in Enablon	CM/F
Identified incident events/observations with potential consequence of moderate or greater risk ranking	All project personnel	Incident event or observation entered reporting in Enablon and close out tracked through approved project communication database, eg. Aconex/Project Web including close out to contain corrective and preventative actions.	CM/F
Identified actual incidents with a moderate or greater risk ranking	SM	Actual incidents where a subcontractor is involved will be entered into Enablon; Close out must contain corrective and preventative actions.	CM/F
First Aid Injury	SM/First Aider	Register of Injuries completed by the First Aid personnel and entered into Enablon within 5 working days	FA
Medical Treatment Injury (an injury where treatment is provided by a medical practitioner and returns to work without losing a shift of work).	SM/First Aider	Through the appointed First Aid Officer, entered into Enablon within 2 working days (Note: Office Federal Safety Commissioner scheme projects will be further required to complete the OFSC Incident Report for the Regional EHS Manager to review prior to submission to the EHS Head Office Service Function	F/CM
Lost Time Injury (an injury where a person loses a whole day due to a work related injury or illness)	SM/First Aider	Through first aider/SM, reported within 24 hours in Enablon (or suspected LTI) and within 48 hours OFSC Incident Report.	F/CM
Workers Compensation/Rehabilitation	SM	Injury Notification Form within 24 hours Rehabilitation Monitoring Form (Return to Work) and Workers	CM

Occurrence/Incident/Report	Initiator	Action	Closing Responsibility
		Compensation forms as required by the Lendlease Workers Compensation Return to Work Manager	
OFSC Incident Report (all LTIs and if OFSC Scheme all MTIs and Critical/Business reportable incidents)	SM/CM	Report to be completed in consultation with the project EHS Manager/EHS Coordinator and submitted to the Regional EHS Manager within 24 hours of incident being notifiable to the local authorities.	CM
Notices and Infringements served from a Government Authority	Authority	CM or SM to provide copies to the Regional EHS Manager / EHS Manager Integrated Project and Head of EHS Australia within 5 working days and report in Monthly Self-Assessment (MSA).	CM
National Greenhouse Energy Reporting System (NGERS)	CM	<p>CM or SM to provide reporting to the Regional EHS Manager / EHS Manager Integrated Project and National Environment Manager as required by the <u>Compliance Guide to Mandatory Environmental Reporting</u></p> <p>NGERs Reporting responsibilities belong to Lendlease therefore all NGERs data including electricity is to be collected and reported.</p>	CM

4.4 DOCUMENT AND DATA CONTROL

EHS documents are identified and controlled in accordance with the Lendlease Document Identification and Control Procedure. The current version of EHS documents only are used at the workplace and are available from Source whenever required. Procedures become 'uncontrolled' from the date of retrieval, downloading or printing from Source. The National EHS Assurance Manager circulates document additions, changes or deletions by regular e-mail revision updates. The process is further outlined in the Lendlease EHS Management System Manual.

All EHS records for this workplace are filed in accordance with the Lendlease Document Filing and Retention Procedure. Further information is provided in the Lendlease EHS MS.

4.5 IMPACTS/HAZARDS IDENTIFICATION, RISK ASSESSMENT AND RISK CONTROL

All work activities undertaken by Lendlease employees, subcontractors or other workers at the project workplace are carried out in accordance with Lendlease policies, procedures, Global Minimum Requirements, Workplace Delivery Code, WHS/OHS/OSH legislation, environment protection legislation and relevant standards and codes. These requirements, as related to a specific high risk construction work

activity, identified in the project Impacts & Hazards Risk Assessment, are included in the respective Safe Work Method Statement specific to the works to be carried out. High risk construction work is defined in the Lendlease High Risk Construction Work Poster.

4.5.1 Management of Subcontractor EHS

Subcontractors or other workers that will undertake high risk construction work are required to provide a Safe Work Method Statement or equivalent for the work they are to undertake prior to its commencement on Site. The SWMS must be inclusive of the information provided at Tender, outlined immediately above and that information relevant to their scope of work, which is the subject of review as detailed in Part 4.5.2 below.

Subcontractor company employees or their agents (other workers) must undertake consultation and training in the contents of the site specific SWMS(s) related to their work activities as outlined in the Training Planner. Subcontractor company employees or their agents (other workers) are required to sign their acknowledgement of this consultation and training; Supervisory employees shall sign all SWMS for all workers under their control so they are aware of the safe work methods for all activities for which they are responsible.

Subcontractors are required to provide verification of competence for all operators of mobile plant or equipment prior to a worker operating that plant in line with the requirements of the Lendlease Verification of Competence requirements.

The Subcontractor Guide to EHS outlines other mandatory EHS requirements required of Subcontractors including (but not limited to) labour, waste, water and energy reporting and Waste Reduction Plans.

Subcontractors shall advise the Construction Manager or nominated representative of any attendance by a Regulator or Union to their operations/activities at the Site immediately upon becoming aware of their presence at the Site and shall comply with the incident reporting requirements of Table 1 – Incident Reporting.

4.5.2 Safe Work Method Statements & Environment Health & Safety Plans

Where a SWMS is developed for high risk construction work by Lendlease for its employees, it is prepared on the Lendlease Safe Work Method Statement Template by the Foreman/Supervisor in control of the works in consultation with relevant employees that will undertake the works. Content includes any construction related health and safety hazards and risks and environment aspects and impacts and their related control measures identified in the Lendlease project Impacts & Hazards Risk Assessment as well as control measures identified in the Lendlease Global Minimum Requirements (GMR) and Workplace Delivery Code developed in accordance with the requirements of the Lendlease EHS Risk Management Procedure.

Note:

Where any of the 20 GMR risk events contained in GMR 4 apply, activities must be managed by implementing the controls and performance standards prescribed against each risk event.

At least one preventative control set at the engineering level or above must be in place for each of the identified activities. In addition to the one preventative engineering control, at least one mitigating control must also be in place.

For each activity there must be appropriate administration controls (e.g. SWMS) outlining the application of critical controls for that work activity, including protection requirements.

Subcontractors or other workers that will undertake high risk construction work are required to provide an Environment Health & Safety Plan (or equivalent), which includes a Safe Work Method Statement (SWMS) (or equivalent) for the high risk construction work they are to undertake prior to its commencement. The

OHSE Management Plan template can be provided to Subcontractors as a template to assist in developing their own Plan.

The EHS Plan and related SWMS for high risk construction work must be reviewed by the Construction Manager, or nominated representative(s), in conjunction with the Lendlease Foreman/Supervisor or Area Supervisor that will oversee the high risk construction work, using the Lendlease Subcontractor EHS Works To Proceed Checklist and the Lendlease SWMS Review Checklist. Consultation in high risk construction work activities is outlined in part 4.3 of this Plan and Appendix 7.

The EHS Plan and related SWMS must outline the management, supervision and control measures to be implemented by the Subcontractor or other workers for all environment, health and safety risks associated with the contracted high risk construction work to be carried out. The Lendlease EHS Risk Management Procedure provides further information on the definition of high risk construction work and SWMS requirements.

4.5.3 High risk work and permit to work

Specific high risk work activities as defined by the Lendlease Global Minimum Requirements and the Lendlease Permit To Work Procedure are controlled through the use of a Permit To Work (PTW) System. The PTW system must be implemented to the requirements of the Lendlease Permit To Work Procedure. Each permit to work must be completed by the Foreman/Supervisor (ie. a designated PTW Officer) in control of the work area where the high risk work will be undertaken, prior to the commencement of the work and any related control measures monitored, including inspections identified on the permit issued.

4.5.4 Impacts/hazards identification, control and monitoring

Workers are encouraged through the Site specific induction, tool box/pre-start talks and forums to identify and control health and safety hazards and risks and environment aspects and impacts on a 'see and fix' basis where reasonably practicable to do so and to immediately report these impacts and hazards or aspects and impacts to their supervisor or Lendlease personnel. Formal impacts and hazards observations of high risk construction work activities are conducted daily by Foreman/Supervisors to verify the implementation of control measures and identify safe behaviours. The observations are recorded by completing the Lendlease High Risk Construction Work Checklist. In addition, other EHS related matters can be recorded as a daily diary entry.

Other related monitoring of EHS by Lendlease personnel and Subcontractor Supervisors at the workplace is outlined in Part 5.1 monitoring of the workplace.

Where high risk impacts or hazards are identified that specifically relate to a work area or work task under the control of a Subcontractor or other worker due to ineffective or inadequate control measures, the work in the area shall be stopped. Consultation must then be undertaken with key stakeholders including relevant workers involved in the task to achieve the required control measures as defined by Part 4.3 of this Plan and Appendix 7.

All incident events and observations must be entered in Enablon and related non-conformities must be issued by the Foreman/Area Supervisor with corrective action instigated and agreed by the relevant Subcontractor supervisor, which is then tracked in the approved communication database, eg. Aconex/Project Web.

Where faulty or defective plant and equipment is identified, which has the potential to impact on health and safety or the environment it shall be isolated from use and physically locked out to prevent unauthorised or inadvertent use and as a secondary measure an Out of Service Tag/Danger Tag shall be applied. The Lendlease Lock Out Tag Out Isolation Procedure provides further detail.

Potential situations where health monitoring may be required are identified in the Lendlease Impacts & Hazards Risk Assessment developed for each workplace and further information is provided in the Lendlease EHS MS and the Lendlease Exposure Monitoring and Health Surveillance Procedure.

4.6 EMERGENCY RESPONSE AND EVACUATION

The Construction Manager, or a nominated representative, in conjunction with other appointed Lendlease personnel develops an Emergency Response Plan (ERP) for the Site including an emergency contact list to be displayed on the Site notice board and at other prominent locations. The emergency response contact list is included in the ERP.

Each workplace has a documented site specific Emergency Response Plan (ERP) prepared in accordance with the Lendlease Emergency Response Procedure and regularly tested in accordance with the table in this section. The Lendlease Emergency Response Plan Template accessed from Appendix 1 can be used as a basis to develop the required workplace specific ERP.

Where an ambulance is called to attend a workplace injury, a Standby Person will be nominated and positioned at the main entry to the workplace to assist Ambulance Officers to locate and attend the injured person as required by the Lendlease Emergency Response Procedure. A completed Lendlease Emergency Call Poster shall be displayed at the workplace to provide a summary of information required when making an emergency call; eg. street address and nearest cross street.

The Emergency Response Plan (ERP) is reviewed and tested as follows:

Item	Action required & pass/fail requirement	Frequency						Record
		Weekly	Monthly	Quarterly	6 monthly	Yearly	5 yearly	
Emergency Response Plan (ERP)	Check content and continued relevance to facility/workplace/site including assessment of Evacuation Assembly Area			<input checked="" type="checkbox"/>				Review maximum quarterly intervals with revision updates. Quarterly Independent Audit review
Emergency Control Organisation (ECO)	ECO personnel requirements comply with the ERP and AS3745		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		Emergency response plan (ERP).
Fire equipment	Fire extinguishers, hose reel or other. Attached compliance tags. Inspection and maintenance by service provider				<input checked="" type="checkbox"/>			EHS inspections, Register of Fire Extinguishers maintained in the workplace where 10 or more extinguishers exist.
Fire equipment	Fire extinguishers, hose reel or other. Seals intact. Charged extinguishers in place at relevant locations	<input checked="" type="checkbox"/>						Workplace EHS Inspection. <u>EHS Committee Minutes</u> .

Evacuation equipment	Emergency lighting		<input checked="" type="checkbox"/>				Logbook maintained by service provider.
Evacuation equipment	Emergency Warning and Intercommunication System (EWIS)		<input checked="" type="checkbox"/>				Logbook maintained by service provider. Monthly test recorded in <u>EHS Committee Minutes</u> or other.
Evacuation exercise	Compliance with the emergency response plan (ERP)				<input checked="" type="checkbox"/>		EHS Committee Minutes, Completed Lendlease form <u>Evacuation Emergency Drill Evaluation Form</u> .
Emergency Drill	Emergency scenario response (taken from ERP Identified Emergencies)				<input checked="" type="checkbox"/>		Completed LLB form <u>Evacuation Emergency Drill Evaluation Form</u> .
Training	All personnel inducted, and ECO personnel training up to date				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Training records
Evacuation Assembly area(s)	Nominated areas checked suitable and relevant to ERP	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		Weekly EHS Inspection

5.0 IMPROVE

5.1 MONITORING OF THE WORKPLACE

A formal weekly inspection is completed by the EHS Coordinator or other appointed representative using the Lendlease Weekly EHS Site Inspection form and other monitoring as outlined in the table below.

Workplace WHS/OHS/OSH hazards and risks or environment aspects and impacts can be reported to Lendlease personnel by any worker by completing the Lendlease Hazard Notification Form.

Any Lendlease non-conformities issued to a worker including an employee or Subcontractor are retained at the Site and tracked through the approved project/workplace communication database, eg. Project Web/Aconex, together with the identified cause and corrective/preventative actions implemented, which are managed in accordance with Section 5.3 Non-Conformities and Corrective/Preventative Action.

The Site is inspected as follows:

Workplace Inspection Schedule				
Task	Type of Inspection	Inspection By	Frequency	Record
Specific work area	Hazard Inspection	All Area Foreman/Supervisors	Daily	Diary entry of any significant issues., EHS non-conformity, <u>Hazard Notification Form</u>
All general work areas including plant and equipment	Weekly EHS Inspection	EHS Coordinator, EHS Committee/ EHS Consultation Group	Weekly	<u>Weekly EHS Inspection checklist</u> , <u>EHS Committee/ EHS Consultation Group Minutes</u>
All general work areas including plant and equipment	EHS Inspection	Site Manager	Minimum Monthly	<u>EHS Site Assessment Checklist</u>
EHS Monitoring	EHS monitoring identified by the	Competent person	As required	Completed Lendlease forms or equivalent:

Workplace Inspection Schedule

Task	Type of Inspection	Inspection By	Frequency	Record
	IHRA eg. <u>noise</u> , <u>water quality</u> or other.			<u>Noise Monitoring Register</u> <u>Water Quality Register</u> Monitoring outlined in EHS sub-plans.
Calibration of EHS Monitoring equipment	Manufacturer's calibration	Competent person	As required	Calibration Certificate
High risk construction work/permit to work	Task observation	Lendlease Area Foreman/Supervisor	Daily	Completed Lendlease <u>High Risk Construction Work Checklist</u>
Subcontractor work activities	Work Activity EHS Inspection	Subcontractor Area Foreman/Supervisor	Daily	Completed Subcontractor's EHS Inspection Checklist
High risk construction work activities by subcontractors or employees	EHS Plan/SWMS implementation review	Construction Manager/ Nominated Representative	Within 6 weeks of commencement and thereafter minimum 10% sample of high risk subcontractors at max. 90 day intervals	Completed Lendlease <u>Subcontractor Implementation Review</u> Completed Lendlease Subcontractor Implementation Review Schedule

5.2 MONITORING OF PLANT, GOODS, EQUIPMENT AND PROCESSES

The compliance of plant, equipment and processes at the Site is assessed in accordance with the schedule outlined in Appendix 8 – Plant, Equipment & Processes Inspection & Testing Schedule.

Incoming plant and equipment is checked by using any or a combination of the following checklists: the Lendlease Plant and Equipment Inspection Checklist appropriate for the item of plant and Lendlease Lifting Gear Inspection checklist. Records are maintained in the Lendlease Project Plant Register or the Lendlease Lifting Gear Register. The requirements of the Mobile Equipment Tag Procedure apply to all incoming plant and equipment covered by that procedure to provide a visual indication that those items of plant and equipment have been reviewed and are ready for use.

Incoming purchased goods shall be verified as conforming to the required EHS purchase specifications prior to use/installation. Non-conformities shall be recorded in project collaboration tool and the goods either returned to the supplier or if they remain on-site pending rectification, shall be quarantined from use and marked or otherwise identified as quarantined and not for use.

Calibration of EHS measuring and testing equipment is carried in accordance with the requirements of the Lendlease Calibration of Equipment for EHS Monitoring Procedure. Calibration is carried out to ensure that the precision of Lendlease and Subcontractor EHS measuring and testing equipment is accurate, of the proper range and type and able to properly verify conformance to company, client and Legislative requirements.

Inspection of all powered plant and equipment is undertaken by a competent person (eg. Plant Owner, Plant Mechanic and Plant Engineer) prior to use at a Lendlease Site and as per the manufacturer's specification. In addition, a daily before use pre-start is carried out for relevant items of plant and equipment by the Operator. This pre-start check is recorded in the pre-start record booklet provided by the owner/manufacturer of that item of plant.

In some instances plant and equipment may require further inspection and certification by qualified personnel where the configuration can be altered (eg. cranes and hoists). Competent Persons undertake and document inspections of plant and equipment prior to use, on a daily basis or at intervals specified by the manufacturer. All persons operating plant and equipment shall be appropriately trained, experienced and where required, hold a certificate of competency.

Subcontractors are required to maintain inspection and test records and a Plant Register(s) for their plant and equipment.

Lendlease are required to maintain inspection and test records and a Plant Register(s) for their plant and equipment.

Maintenance of hired plant and equipment is the responsibility of the supplier/hire company. If a supplier/hire company fails to maintain its plant and equipment and site inspection reveals the equipment requires maintenance/repair, or has the potential to create risks to environment, health and safety, the plant and equipment is quarantined, locked out to prevent unauthorised or inadvertent operation and as a secondary measure an Out Of Service Tag attached. Personnel will inform their supervisor who in turn will ensure the supplier/hire company complies with its maintenance requirements.

Plant and equipment provided to the Site is supplied with the following required items not limited to:

- A register of the plant and equipment;
- A risk assessment for the plant or equipment;
- Evidence of adequate instruction and training in the use of the plant and equipment including a High Risk Work Licence for high risk plant;
- A SWMS or equivalent related to the safe operation of the plant and equipment, where its operations is classified as high risk construction work, eg. use of a boom lift; and
- Records detailing the currency of ongoing maintenance, testing or calibration.

Faulty or defective plant and equipment, which has the potential to impact on health and safety or the environment shall be removed from service by the worker or their supervisor who has identified the fault and locked out and tagged out in accordance with Lendlease Lock Out Tag Out Isolation Procedure or equivalent contractor procedure

5.3 NON-CONFORMITIES AND CORRECTIVE/PREVENTATIVE ACTION

Non-conformities and corrective/preventative actions identified at the Site are tracked to resolution by the Construction Manager or a nominated representative, which includes the identification of the cause of the non-conformity or incident, a record of both the corrective action and preventative action and an evaluation of their effectiveness. This includes EHS action items from reviews, audits, workplace inspections/assessments, impact/hazard notification reports, opportunities for improvement and incidents. These action items are corrected in a timely manner to prevent recurrence.

Where the risk associated with an identified non-conformity is rated as moderate or above a review of the project Impacts & Hazards Risk Assessment is undertaken at a workplace level to determine:

- the content of the risk assessment; ie. is the hazard and risk or aspect and impact related to the non-conformity included in the risk assessment; and

- the effectiveness of control measures; ie. short term and long term duration; and
- the effectiveness of monitoring activities related to each moderate or above impact or hazard listed in the IHRA.

The time frame for rectification of issues raised in any inspection, audit or non-conformity identified shall be determined by the Regional EHS Manager / EHS Manager Integrated Project but shall not exceed 30 days. Further information is contained in Lendlease EHS MS Manual. Where non-conformities are not resolved (rectified) within 30 days they shall be elevated to the Lendlease National EHS Assurance Manager and Head of EHS Lendlease Australia for resolution.

5.3.1 Incidents at the workplace

Workplace EHS incidents are reported immediately on becoming aware of the incident and not later than 24 hours after the incident in accordance with the Lendlease Incident Reporting and Management Procedure. Information regarding the observation or incident must be entered into the Lendlease Intranet reporting system Enablon. The Lendlease Register of Injuries must be completed where a worker has been injured and the workers employer notified.

Notices issued by any regulatory authority to any Lendlease workplace are reported immediately to the Regional EHS Manager / EHS Manager Integrated Project who must forward a copy of the Notice to the National EHS Assurance Manager Lendlease Australia within five working days. Copies of notices must be displayed in the workplace.

Incidents involving injury, near miss, damage to plant and equipment, and actual or potential harm to the environment are managed in accordance with the Lendlease Incident Reporting and Management Procedure. Where an incident is potentially notifiable to a Regulator, the incident Site must be protected (preserved) and not disturbed until the Regulator formally advises otherwise. This notification must occur in a timely manner as required by Legislation and except in exceptional circumstances, would normally occur after discussion with the Regional EHS Manager / EHS Manager Integrated Project.

An exception to the above includes critical incidents and notifiable incidents involving emergency services and the regulatory authority(s), which require immediate notification to the Construction Manager or nominated representative and the Regional EHS Manager / EHS Manager Integrated Project. The Regional EHS Manager / EHS Manager Integrated Project immediately notifies the Regional Business Unit (RBU) Operations Manager, RBU General Manager and the Head of EHS Lendlease Australia in accordance with the Lendlease Crisis Management Handbook.

5.3.2 Injury management and return to work

All employee injuries that occur at work, or in the course of a normal journey to and from work and result in time off or an inability to complete normal duties are managed in accordance with the Lendlease Injury Management and Return To Work Policy and Lendlease Return to Work Program. Injury grab packs, letter to the doctor, project start-up checklists and other injury management resources can be found on the Lendlease Injury Management intranet site.

5.3.3 Unacceptable behaviour

Unacceptable EHS performance by workers including employees or Subcontractors is managed in accordance with the Lendlease Just Culture Consequence Management Framework. Non-conformities relating to the observation of repeated unacceptable EHS performance require the issue of a completed formal Lendlease non-conformity.

Where unacceptable behaviour by an individual presents an imminent risk of serious injury to the individual worker or others or material harm to the environment, the work activity must be stopped and the incident elevated to the immediate supervisor and other relevant stakeholders.

5.3.4 Counselling and employee assistance

Lendlease operates a 24 hour per day 7 days a week counselling service for all Lendlease employees. More detailed information can be found at the Lendlease Employee Assistance Program web page.

The EAP can be contacted 7 days a week and 24 hours per day on:

Australia Phone: 1800 80 83 74

New Zealand Phone: 0800 20 02 77

Manager Support Program Phone: 1800 50 50 15

APPENDIX

APPENDIX 1 EHS SUB PLANS

Sub plans are identified in the Impacts and Hazards Risk Assessment as outlined in Section 3.1. The Construction Manager or nominated person is responsible for implementing and maintaining the sub-plan(s) and their requirements.

Sub-Plan Name	Required	Reason
<u>Acid Sulphate Soil Management Plan</u>	<input checked="" type="checkbox"/>	TBC Once site survey complete
<u>Air Quality Management Plan</u>	<input type="checkbox"/>	
<u>Asbestos & Hazardous Building Materials Management Plan</u>	<input checked="" type="checkbox"/>	Required were demolition required
<u>Concrete Waste Management Plan</u>	<input checked="" type="checkbox"/>	
<u>Conservation & Habitat Management Plan</u>	<input type="checkbox"/>	
<u>Contaminated Soil & Water Management Plan</u>	<input checked="" type="checkbox"/>	Management of stormwater required
<u>Crane Management Plan</u>	<input type="checkbox"/>	
<u>Emergency Response Plan</u>	<input checked="" type="checkbox"/>	Mandatory with all EHS MP.
<u>Fitness for Work Plan</u>	<input type="checkbox"/>	
<u>Fatigue Management Plan</u>	<input type="checkbox"/>	
<u>Drugs & Alcohol Testing Plan</u>	<input checked="" type="checkbox"/>	Mandatory with all EHS MP.
<u>Hazardous Substances/Dangerous Goods Management Plan</u>	<input type="checkbox"/>	
<u>Heritage & Archaeological Management Plan</u>	<input type="checkbox"/>	
<u>Noise & Vibration Management Plan</u>	<input checked="" type="checkbox"/>	May be required at five dock and Carlingford
<u>Rock Extraction Management Plan</u>	<input checked="" type="checkbox"/>	TBC once Geotech survey complete
<u>Project Stakeholder Engagement Plan</u>	<input checked="" type="checkbox"/>	Required at all sites

Sub-Plan Name	Required	Reason
<u>Stormwater & Erosion Management Plan</u>	<input checked="" type="checkbox"/>	
<u>Tenancy Management Plan</u>	<input type="checkbox"/>	
<u>Traffic & Parking Management Plan</u>	<input checked="" type="checkbox"/>	Potentially required in higher density areas
<u>Waste Management Plan</u>	<input checked="" type="checkbox"/>	Mandatory with all EHS MP.
<u>Water Resource Management Plan</u>	<input type="checkbox"/>	

APPENDIX 2 KEY ENVIRONMENT AND WHS/OHS/OSH LEGISLATION

The construction works are to be conducted in accordance with all relevant state Legislation including, but not limited to, the Legislation listed below, identified in the completed project Impacts & Hazards Risk Assessment and that nominated in specific environment/WHS/OHS (VIC) /OSH (WA) implementation sub-plans, SWMS and other EHS documentation as required.

State/Region	Principal Legislation	Authority	Internet Address
Commonwealth	Work Health and Safety Act 2011 Work Health and Safety Regulations 2011 EPBC Act	Safe Work Australia Federal Safety Commissioner Department of the Environment	www.safeworkaustralia.gov.au www.fsc.gov.au
Aust. Capital Territory	Work Health and Safety Act 2011 Work Health and Safety Regulations 2011 Environment Protection Act 1997	WorkSafe ACT Work Safety Commissioner Environment ACT	www.ors.act.gov.au www.worksafety.act.gov.au www.environment.act.gov.au
New South Wales	Work Health and Safety Act 2011 Work Health and Safety Regulation 2011 Protection of the Environment Operations Act 1997 Environmental Planning and Assessment Act 1979 Water Management Act 2000 Water Act 1912	WorkCover Environment Protection Authority NSW Office of Water	www.workcover.nsw.gov.au www.environment.nsw.gov.au
Northern Territory	Work Health and Safety (National Uniform Legislation) Act 2011 Work Health and Safety (National Uniform Legislation) Regulation 2011 Environmental Assessment Act 1979 Environmental Offences and Penalties Act 1996	NT WorkSafe NT Environment Protection Authority	www.worksafe.nt.gov.au www.ntepa.nt.gov.au
Queensland	Work Health and Safety Act 2011 Work Health and Safety Regulation 2011 Environmental Protection Act 1994 Environmental Protection Regulation 1998	Department of Justice and Attorney-General Department of Environment and Heritage Protection	http://www.justice.qld.gov.au/ https://www.ehp.qld.gov.au/
South Australia	Work Health and Safety Act 2012 Work Health and Safety Regulations 2012	WorkCover Environment Protection Authority	www.workcover.com www.epa.sa.gov.au

State/Region	Principal Legislation	Authority	Internet Address
	Environment Protection Act 1993		
Tasmania	Work Health and Safety Act 2012 Work Health and Safety Regulations 2012 Environmental Management and Pollution Control Act 1994	WorkCover Environment Protection Authority	www.workcover.tas.gov.au www.dpiw.tas.gov.au
Victoria	Occupational Health and Safety Act 2004 Occupational Health and Safety Regulations 2007 Environment Protection Act 1970	WorkSafe Environment Protection Authority Energy Safe Victoria	www.worksafe.vic.gov.au www.epa.vic.gov.au www.esv.vic.gov.au
Western Australia	Occupational Safety and Health Act 1984 Occupational Safety and Health Regulations 1996 Environmental Protection Act 1986	WorkSafe Environment Protection Authority	www.safetyline.wa.gov.au www.epa.wa.gov.au

APPENDIX 3 OBJECTIVES AND TARGETS (PROJECT)

FY17 Lendlease Performance Objectives	FY17 Lendlease Performance Targets
LEAD INDICATORS ie. the measurement of processes, activities and conditions that define specific performance and predict future results.	
<p>Leadership and Culture Change Lendlease Safety & Sustainability Leadership Team (SSLT) meets to review and drive EHS performance outcomes and improvement initiatives and cascade initiatives to RBU SLT, Peer Groups and other business planning forums consistent with annual business plan objectives.</p> <p>SLT members schedule and achieve min. 15 project/workplace visits focusing on high risk activities/leading critical incident circumstances and provide projects/workplaces with documented feedback on observations</p> <p>SSLT members cascade min 10 visits project/workplace visits to RBU/SBU leadership focusing on high risk activities/leading critical incident circumstances and provide projects/workplaces with documented feedback on observations.</p> <p>Engagement actions completed minimum 3 quarterly in Enablon.</p>	<p>Quarterly</p> <p>≥15</p> <p>≥10</p> <p>Quarterly</p>
<p>Recognition & Rewards All projects implement a recognition and rewards program for EHS to drive positive reinforcement of good/leading practices at a project level with employee/contractor/worker awards based on task observations, performance sampling and inspections, initiatives or other.</p>	<p>Quarterly</p>
<p>Supply Chain Engagement Each RBU/SBU undertakes a min of two GMR engagement sessions with supply chain stakeholders.</p>	<p>2 sessions</p>
<p>Lessons Learned Lessons Learned poster developed and distributed for each critical incident(s)</p>	<p>100%</p>
<p>Knowledge Sharing Leading practice initiatives/knowledge shared by each Region and Integrated Project across Lendlease</p>	<p>100%</p>
<p>Health and Wellbeing All projects and other Lendlease workplaces implement a minimum of two health and wellbeing initiatives and evaluate their outcomes; e.g. healthy eating (refer LL Healthy Food Guide); medical assessments; mental health, better health, skin checks, exercise; green wall/indoor plants; hours of work managing fatigue risks; or other initiatives.</p>	<p>100%</p>
<p>Learning & Development EHS Passport training implemented and completed.</p> <p>SALT – WHS Legislation refresher training implemented and completed.</p>	<p>>75%</p> <p>All LendLease Staff</p>

FY17 Lendlease Building Performance Objectives	FY17 Lendlease Building Performance Targets
Introduction to Lendlease GMR 2015 – Getting to know your GMRs	Quarterly

FY17 Lendlease Performance Objectives

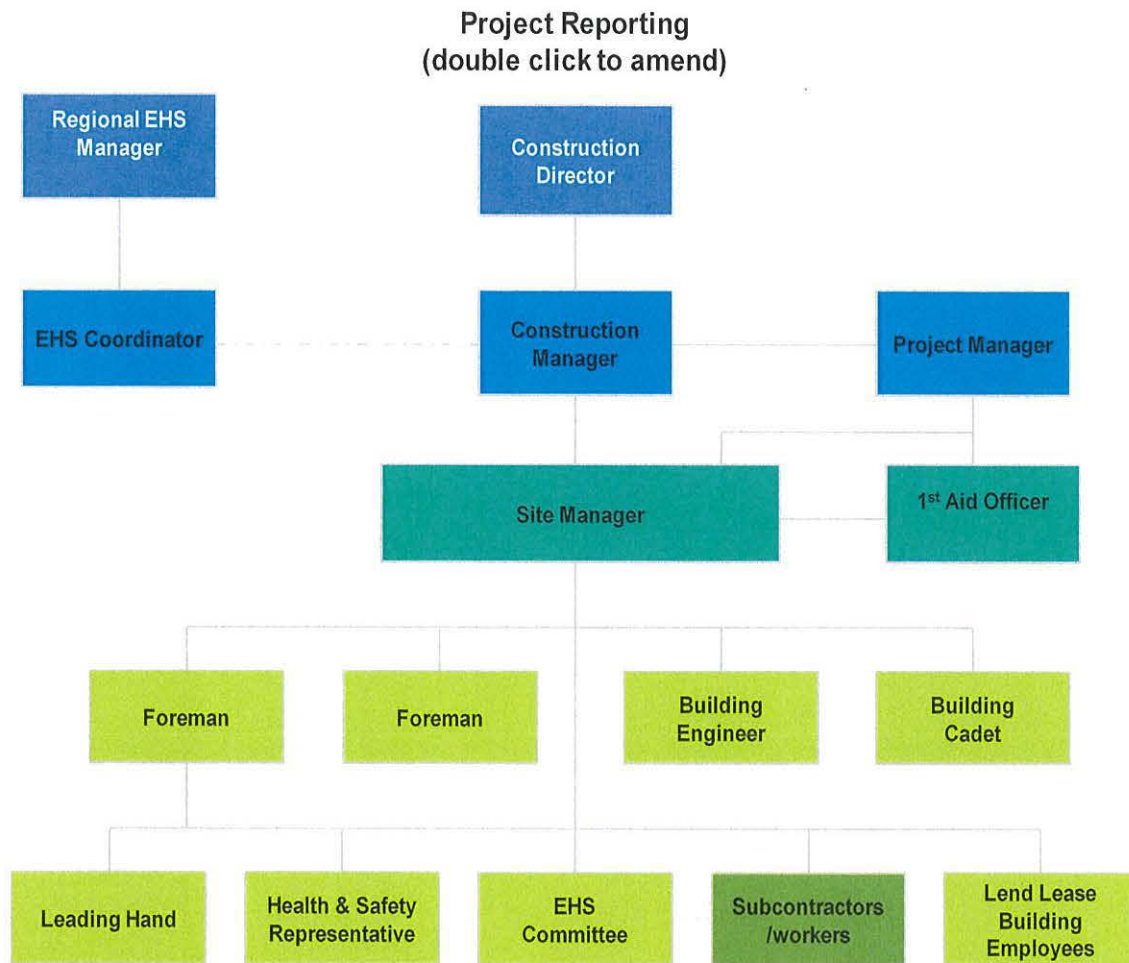
FY17 Lendlease Performance Targets

LAG INDICATORS

ie. The measurement of processes linked to the outcomes of past events that provide data on past performance.

Annual Critical incident frequency rate (CIFR) per million productivity hours.	≤2.5
Reduction in fall of materials critical incident circumstances per million hours worked.	≤15%
Reduction in fall of persons >2m critical incident circumstances per million hours worked	≤15%
Reduction in lifting & slinging incident circumstances per million hours worked	≤15%
Reduction in people / moving plant impact all incident circumstances per million hours worked	≤15%
No injuries to the public as a result of Lendlease construction operations	0
All critical incident investigations and related reports are completed and closed out on average within 20 days.	≤20 days
Total Recordable Incident Frequency Rate (TRIFR)	≤10
ENVIRONMENT	
Environment Incident Frequency Rate (EIFR) 12 month rolling average/million hours worked	≤0.5
National Greenhouse Energy Reporting Scheme Reporting is completed monthly in Enablon and is validated for completeness and accuracy at quarterly intervals by all projects	100%
Waste All projects implement waste minimisation, material recycling and reuse initiatives to promote resource recovery and divert waste from landfill.	≥90% by weight
Water All projects meter 'potable' water use to establish Lendlease benchmarks. Initiatives implemented to reduce potable water use 20% by 2020; i.e. min 5% per annum over 2014 baseline.	≥90% metered Min 5% per annum
Energy All projects promote energy efficiency opportunities by reducing overall project energy use and related carbon emissions based on FY2014 project energy use benchmarks. Initiatives implemented to enhance energy efficiency opportunities 20% by 2020; i.e. min 5% per annum over 2014 baseline.	Min 5% per annum

APPENDIX 4 ORGANISATIONAL CHART



APPENDIX 5 EHS RESPONSIBILITY/ACCOUNTABILITY MATRIX

	Head of EHS Australia	National L&D Manager	National EHS Assurance Manager	Human Resources	Regional EHS Manager	EHS Manager Integrated Project	Project EHS Coordinator	Project Manager	Construction Manager	Project Engineer	Site Manager	Foreman/Supervisor (F)	Subcontractor Principal	EHS Consultation Group	Construction Worker	First Aid
EHS Management System	A	C	R	-	C	I	I	I	I	I	I	-	I	-	-	I
EHS Policy	A	C	R	-	C	I	I	I	I	I	I	I	I	I	I	I
Project EHS Management Plan	-	-	-	-	A	A	C	I	R	I	I	I	I	I	I	I
ROAD review	-	-	-	-	C	C	C	A/R	C	C	C	I	I	-	-	-
Impacts & Hazards Risk Assessment	-	-	-	-	A	A	C	C	R	C	C	C	I	I	I	I
EHS Sub Plans	-	-	-	-	A	A	C	C	R	C	C	I	I	I	I	I
Legislation and Regulatory Changes	C	I	C	-	A	C	C	C	R	C	C	I	I	I	I	I
EHS Site Rules	-	-	-	-	C	C	C	-	A/R	C	C	C	I	I	I	I
Lendlease EHS Objectives & Targets	A	C	C	-	C	I	I	-	I	I	I	I	I	I	-	-
Project EHS Objectives and Targets & Initiatives	-	-	-	-	A	A	C	-	R	C	C	I	I	I	-	-
Workplace EHS Audit	-	-	-	-	A/R	-	C	-	A	-	-	-	-	-	-	-
Organisational Chart	-	-	-	-	-	-	-	-	A/R	C	C	I	I	I	-	-
EHS Roles and Responsibilities	C	-	-	C	C	C	I	-	A/R	C	C	I	-	-	-	-
EHS Training Matrix	A	R	C	-	C	C	I	I	I	I	I	I	-	-	-	-
EHS Training Planner	-	-	-	-	A	A	C	-	R	I	C	I	-	-	-	-
Subcontractor EHS Plan	-	-	-	-	-	-	C	-	C	R	I	-	A	-	-	
Lendlease Safe Work Method Statements	-	-	-	-	-	C	C	-	I	R	C/A	C	-	-	-	-
Subcontractor Safe Work Method Statements	-	-	-	-	-	C	C	-	-	A	C	C	R	-	-	-
Worker Induction	-	-	-	-	-	C	R	-	A	-	-	-	-	-	-	-
Visitor Induction	-	-	-	-	-	C	R	R	A	R	R	R	R	-	-	-
EHS Consultation	-	-	-	-	-	C	C	-	A	I	I	I	I	R	I	-
EHS Reporting	I	-	-	-	-	C	R	-	A	-	I	-	-	-	-	-

	Head of EHS Australia	National L&D Manager	National EHS Assurance Manager	Human Resources	Regional EHS Manager	EHS Manager Integrated Project	Project EHS Coordinator	Project Manager	Construction Manager	Project Engineer	Site Manager	Foreman/Supervisor (F)	Subcontractor Principal	EHS Consultation Group	Construction Worker	First Aid
Emergency Management	-	-	-	-	A	A	I	-	R	I	I	I	I	I	I	I
Hazardous Substances and SDS'	-	-	-	-	-	R	R	-	A	I	I	I	I	I	I	I
Plant and Equipment	-	-	-	-	I	I	I		-C	-	A	R	A	-	-	-
Permits to Work	-	-	-	-	-	C	C	-	-	-	A	-	R	-	-	-
Daily High Risk Construction Work Checklist	-	-	-	-	-	I	I	-	I	I	R	R	-	-	-	-
Subcontractor EHS Reporting	-	-	-	-	-	-	-	-	A	R	R	R	R	-	-	-
EHS Weekly Inspection	-	-	-	-	-	I	I	-	I	-	R	-	-	-	-	-
Committee EHS Weekly Inspection	-	-	-	-	-	C	A	-	I	-	I	-	-	R	-	-
Subcontractor Implementation Review & Schedule	-	-	-	-	C	I	I	-	A	R	R	R-	-	-	-	-
Non conformities and defects	-	-	-	-	-	C	C	-	A	R	R	R	R	-	-	-
Incident notification, investigation & reporting	-	-	-	-	A	A	C	-	A	R	R	R	R	I	I	-
Site Diary	-	-	-	-	-	I	-	-	A	R	R	R	R	-	-	-
Toolbox meetings	-	-	-	-	-	I	C	-	A	R	R	R	R	-	-	-
Daily pre-start meetings	-	-	-	-	-	I	-	-	A	R	R	R	R	-	-	-
Display EHS Information	-	-	-	-	-	A	A	-	R	-	-	-	-	-	-	-
EHS Monitoring / Calibration	-	-	-	-	A	R	R	-	A	-	-	-	-	-	-	-
Injury Management	-	-	-	-	-	I	C	-	A	R	R	R	A/R	-	-	I
EHS System Audits	A	-	C	-	-		R	-	C	-	-	-	-	-	-	-

R	Responsible	A	Accountable	C	Consulted	I	Informed
	The person who is assigned to do the work		The person who makes the final decision and has the ultimate ownership		The person who must be consulted before a decision or action is taken		The person who must be informed that a decision or action has been taken

APPENDIX 6 ROLES AND RESPONSIBILITY STATEMENTS

APPENDIX 7 CONSULTATION ARRANGEMENTS

Event	Frequency/Requirement	Participants	Record/Evidence
Workplace induction	Prior to commencing work at the workplace	All workplace employees and other workers. Visitors frequenting the workplace more than twice a month.	Induction records on Workplace Induction Register
Builder's Brief	Daily intervals including high risk construction work activities and interfacing work activities for the day, changes to emergency egress/ work areas, weather and other.	Issued to Lendlease and Subcontractor supervisors	<u>Builder's Brief Daily Record</u>
Stand Down	At intervals to be determined by Lendlease incident trends, lessons learnt or other	Lendlease employees, Subcontractors and all workers.	Stand Down Record
Pre-start	Daily intervals including Builder's Brief content, high risk construction work activities and interfacing work activities for the day, changes to emergency egress/ work areas, weather and other; and When there is a new or changes to, or out of sequence, work tasks that are classified as high risk construction work.	Subcontractors and other workers including Subcontractor foremen/supervisors.	<u>Pre-start Record</u>
Toolbox Talks	Subcontractor meeting as required discussing eg. high risk construction work activities, changes to or out of sequence work tasks that are high risk construction work, alerts Lessons Learnt, Hazard Notices and incident s plus changes to legislation and codes of practice.	Subcontractors and other workers including Subcontractor foremen/supervisors.	<u>Toolbox Talk Record</u>
Project Review meetings	At maximum six weekly intervals or as required including upcoming high risk construction work activities, critical and business reportable incident outcomes and lessons learnt and management of design or other changes with the potential to significantly affect environment, health and safety.	Project Manager, Construction Manager/Workplace Manager/ Service Providers/ Subcontractors, Client Representative and others.	Minutes of meeting
EHS Committee Meeting / EHS Consultation Group / HSR / Workgroup	Fortnightly meetings as per constitution or other agreed consultative arrangements inclusive of standard agenda item for upcoming high risk construction work activities.	Management representatives / employees, workers, Health & Safety Representative(s) (HSRs).	Notice board(s) Meeting minutes displayed including upcoming high risk construction works. HSRs & Workgroups displayed EHS Committee / EHS Consultation Group members displayed Lendlease EHS <u>Consultation Statement</u> updated and displayed.

Event	Frequency/Requirement	Participants	Record/Evidence
Issue Resolution	As EHS issues arise and are raised formally	Management representatives / employees, workers, Health & Safety Representative(s) (HSRs)	<u>EHS Committee Minutes/</u> Consultative review and management determination
Training	Commencement of project; and Annually in line with existing P4P and Skills Card processes	Lendlease salaried and award staff	Training plan

APPENDIX 8 PLANT, EQUIPMENT AND PROCESSES INSPECTION AND TESTING SCHEDULE

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
Atmospheric testing and monitoring equipment.	Competent Person	AS 2865	# Prior to each Confined Space entry, #Yearly. **Calibration of equipment required
® Building Maintenance Unit	Competent Person	AS1418.13	# Operation and maintenance instruction manual; #pre-operation check; # routine inspection checklist; #maintenance inspection in accordance with manufacturer's logbook.
Concrete Line Pump ® Concrete Boom Pump	Competent Person	AS 1418.15 AS 2550.15	# Daily, #Monthly, #Yearly, #6 Yearly.
Confined Space	Competent Person	AS 2865	# Entry permit retained for 1 month, #risk assessment retained for 10 years, #training records for the term of employment.
Crane—mobile<10t ® Crane—mobile>10t ® Crane—tower ® Crane – Self Erecting ® Crane – Gantry >10t	Competent Person	AS 2550 AS 1418	# Daily, #monthly, #yearly, #10 yearly.
Electrical – temporary switchboards and portable electrical equipment	Licensed Electrician	AS 3000 AS 3012 AS 3760	# Lendlease <u>Electrical Equipment Inspection and Testing Procedure</u> and <u>Register</u> or equivalent
Elevating work platforms ® Boom type EWP	Competent Person	AS 2550.10	# Daily, #3 Monthly, #yearly, #10 Yearly
Explosive Power Tool	Competent Person	AS 1873	# Daily inspection to the manufacturer's recommendations dismantled and examined for defects weekly, #yearly by manufacturer.
Fire Fighting Equipment	Competent Person	AS 1851	Regular inspection, #6 monthly test; #Where more than 10 extinguishers are installed, details must be kept on a register.
Fixed platforms and stairs	Competent Person	AS 1657	Routine inspection.
Forklift Truck	Competent Person	AS 2359.2	#Regular inspection & maintenance as per manufacturer.
Formwork	Competent Person	AS 3610	#Regular inspection (Stage 1 – before concrete placement); #Pre-pour checklist; #Independent Engineer's Certificate prior to a pour; #Engineered Drawings for suspended formwork; #Independent Engineer certification back propping
Hazardous Substance Dangerous Goods	Safety Precautions	Nat Standard NOHSC:100 5	#Risk Assessment; #Safety Data Sheet; #Register, training.

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
® Hoist (personnel and materials)	Competent Person	AS 2550.7 AS 1418	#Daily, #3 monthly, #yearly, #10 yearly.
Laser Level	Competent Person	AS 2211.1 AS 2397	Warning Signage; **calibration record.
Ladder	Competent Person	AS 1892.5	When purchased, each time before use, regular intervals. clearly labelled, eg. safe working load & industrial use.
® Lifts	Competent Person	AS1735.4	#Regular maintenance to manufacturer's specification #Yearly inspection and testing
Lifting Gear Flat synthetic slings Fibre Rope slings Chains	Competent Person	AS1353.2 AS1380.2 AS3775	All gear: #Labelled, inspection prior to each use, test certificate to manufacturer's recommendations. #Lifting gear register record of monthly inspection. #Labelled, inspection prior to each use; #monthly, #12 monthly.
® Mast-climbing work platforms	Competent Person	AS1418.16 AS2550.16	#Pre-operation inspection before each use, #3 monthly maintenance inspection, #12 monthly full inspection/service; #major inspection 10 yearly & 5 yearly thereafter; #logbook each climbing drive unit; #logbook for checks, faults, repairs.
Oxy/Acetylene/Flashback arresters	Competent Person	AS 4332 AS4603 AS4289	Regular inspection and adequate separation and storage. # Flashback arrester 12 month test #Hoses, gauges and other reticulation items 6 monthly.
Personal Protective Equipment	Competent Person	Specific to type of PPE	# Register of Supply
Rope Access	Competent Person	AS 4488	Visual Inspection before each use, # 6 monthly by Competent Person.
Roof safety mesh	Competent Person	AS 4389	#Record of inspection to ensure lapped and tied to Standard.
Safety Harness	Competent Person	AS 1891.4	Visual Inspection before each use, #6 monthly by competent person.
Safety Lines/fall arrest devices, lanyards (installation)	Competent Person	AS 1891.4	Visual Inspection before each use, #3 monthly external checks, 6 monthly inspections; #12 monthly full inspection/service.
Safe Work Method Statement	Competent Person		# Record of review by Competent Person # Training or Toolbox Talk Record. # Monitoring by principal contractor to ensure compliance.
® Scaffolding	Competent Person	AS 1576 AS 4576	#Drawing/Elevations; #Handover Certificate, #monthly inspection, Scafftag

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
Scissor Lift	Competent Person	AS 2550.10	#Daily, #3 Monthly, #yearly, #10 Yearly.
Swinging Stage	Competent Person	AS1576 AS4576	#Handover Certificate, #daily pre-start; #monthly inspection.
Traffic Control	Competent Person	AS 1742.3	#Traffic Management Plan (Approved)
® Work Box	Competent Person	AS1418.17	#Construction and welding inspection & load & stability test. #Yearly re-certification. See 'Lifting Gear'

Key:

® Means items of plant or equipment, which require registration of their design and/or the specific item of plant itself. Plant which requires 'item' registration, ie. for the specific piece of plant which arrives at a construction project typically; includes: concrete pumps (boom type); mobile cranes > 10 tonnes SWL; tower cranes; air compressors, building maintenance units and boom type elevated work platforms.

Note: As at 1 July 2014 Victoria removed the legislative requirement for 'item' registration of specific high risk plant. Design registration of specific high risk plant is still required as denoted by ®

(#) Means records required.

** Means calibration of EHS measuring and testing equipment is required in accordance with the requirements of the Lendlease Calibration of Equipment for EHS Monitoring Procedure.

Definition: **Competent Person** for any task means a person who has acquired through training, qualification or experience, or a combination of them, the knowledge and skills to carry out that task.

APPENDIX 9 OBJECTIVES AND TARGETS

The table below must be populated to determine the number of project/workplace personnel that are tasked with implementing the requirements of the objectives and targets outlined in Appendix 3.

[illegible]

APPENDIX 10 SPECIAL CONDITIONS AND REQUIREMENTS

To be populated after the risks and opportunities at design (ROAD) meetings

APPENDIX 11 PLAN SIGNATURES

By Signing below I acknowledge that I have read and understood this project EHS Management Plan and my role and responsibilities in ensuring this workplace achieves the Lendlease vision of Incident and Injury Free.

[illegible]

Services Delivery Phase Work Health and Safety Management Plan

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1. Introduction

The Social and Affordable Housing Fund (SAHF) Workplace Health and Safety Management Plan (**WHSMP**) provides directions on how ServiceCo as a Person Conducting a Business or Undertaking (PCBU) is intending to undertake the delivery of the Services under the Services Agreement in compliance with the Work Health & Safety (WHS) Act, Regulations Codes and Standards as well as the requirements of FACS.

This WHSMP is applicable to all staff, employees and subcontractors of ServiceCo throughout the duration of the Services Agreement and its implementation and ongoing development will be managed by ServiceCo's SAHF team.

1.1. Purpose

This WHSMP defines safety management practices and processes ServiceCo will observe during the delivery of the Services under the Services Agreement. This WHSMP is based on the management systems, policies and procedures that will apply to ServiceCo.

The purpose of this WHSMP is to provide ServiceCo with the guidelines to perform their work activities in full compliance with the requirements of:

- all applicable Legislation, regulations, codes and Standards, including the Work Health and Safety Act and Regulations 2011;
- ServiceCo's safety management system

1.2. Description of the Services

The scope of the Services includes the provision of Accommodation Services, Tenancy Management Services, Tailored Coordination Support Services and Performance & Data Reporting.

In summary the types of activities captured within these Services include:

- the construction of ■■■ Dwellings as part of the provision of the Accommodation Services;
- the provision of maintenance services and delivery of capital works during the 25 year contract Term;
- tenancy management services including the management of entry of Tenants into the ■■■ Dwellings and the subsequent management of any tenancy related issues;
- provision of facilitation/connection services for tenants to promote their economic independence and wellbeing.

The delivery of the Accommodation Services will be overseen by ServiceCo and delivered by Lendlease, as its subcontractor. During the Delivery Phase, Lendlease's Work Health and Safety Management Plan will apply to the delivery of those Accommodation Services. This includes the design of the proposed ■■■ Dwellings.

All other Services will be provided by ServiceCo, delivered either by its own staff, or where more effective, particularly in the area of maintenance, by subcontractors engaged by ServiceCo on a case by case basis, as required.

2. Commitment of Senior Management to Safety

2.1. ServiceCo's commitment and policy

ServiceCo is committed to ensuring that the Services to be delivered under the Service Agreement are completed without risk to the health and safety of any person. This is demonstrated by ServiceCo's WHS Policy and ServiceCo's Senior Leadership Implementation Policy in the figures below:

Work Health and Safety Policy

Integral to BaptistCare's vision of delivering life transforming care through our promise of *Care you can trust*, is our commitment to the provision of a safe, healthy, injury free and environmentally sound business. BaptistCare acknowledges our duty of care obligations and strives to do all that is reasonably practicable to identify potential health, safety and welfare risks and either eliminate those risks or implement effective control measures to reduce the risk. This duty of care will extend to all workers, volunteers, contractors, visitors and others.

BaptistCare will provide and maintain a high standard of work health and safety by ensuring:

- Responsibilities and accountabilities are identified, communicated, explained and monitored for all relevant personnel;
- The continuous improvement in BaptistCare's WHS performance by identifying and monitoring objectives, plans and performance measures, reviewing progress against them and rectifying deficiencies when identified;
- Compliance with statutory and legislative requirements;
- Consultation through engagement and open communications processes with workers and their representatives at all levels on issues affecting health, safety and welfare;
- The provision of relevant training and information to our frontline and management personnel to enable them to safely and effectively perform their duties;
- The provision of adequate internal and external resources and expertise to enable BaptistCare to achieve our goals and objectives ensuring the commitments of this policy are met;
- All reasonably practical steps are taken to eliminate or control hazards associated with our work activities through the process of hazard identification, risk assessment, implementation of risk controls and monitoring to ensure continuing effectiveness;
- All incidents and non-compliance situations are reported, recorded and causal factors identified. Where injury or illness occurs or could have occurred, ensuring that effective corrective actions are implemented in a timely manner;
- This policy is supported by the implementation of the WHS Management System (WHSMS) which describes the actions required to fulfil this policy;
- Regular monitoring and auditing processes are conducted to evaluate effectiveness in meeting objectives, plans and performance measures;
- This policy together with the WHSMS is risk rated as very high in accordance with BaptistCare's Policy & Procedure Framework and is approved by the Executive;
- This policy is reviewed annually or as legislative or business needs require and is endorsed by the CEO.

All BaptistCare workers, volunteers, contractors, visitors and others shall comply with WHS policies, procedures and practices, whilst on BaptistCare premises or involved in any of its operations. It is the responsibility of all managers and supervisors to ensure the understanding, implementation and enforcement of this policy.

	Site Manager (signature):
	Site Manager (name): <input type="text"/>
Date: 10 August 2015	Date: <input type="text"/>

Figure 1: ServiceCo's Health and Safety Policy (WHS01-P1)

Leadership & Implementation Policy

BaptistCare recognises the importance of senior management in demonstrating their support and engagement with the WHSMS initiatives and processes in achieving the overall WHS goals. BaptistCare will achieve these commitments by:

- Endorsing the BaptistCare Work, Health & Safety Policy as a written statement of management commitment to workplace health and safety;
- Allocating appropriate resources to assist with the implementation of the WHS Management System to achieve BaptistCare's objectives, targets and operational goals in line with BaptistCare's WHS and IM Policies;
- The integration of WHS into BaptistCare's overall site/ operations planning processes, budgeting and day to day activities;
- Defining roles and assigning responsibilities to establish accountability and authority throughout the organisation and implementation of the WHSMS;
- Ensuring effective consultation processes are developed and implemented and workers are involved;
- Regularly reviewing the effectiveness of the WHSMS and communicating the progress towards achieving BaptistCare's objectives and targets;
- Providing effective awareness and training for workers and others as appropriate to comply with BaptistCare's WHSMS and relevant legislation;
- Encouraging all workers to take an active part in maintaining a safe and healthy workplace;
- Ensuring BaptistCare's WHS standards are applied to volunteer activities;
- Ensuring managers lead by example and follow established health and safety procedures;
- Ensuring managers are actively involved in WHS activities;
- Recognising workers for their efforts towards implementing the WHSMS and encouraging participation;
- Supporting initiatives in making improvements to health and safety in the workplace.

All workers including contractors and volunteers shall comply with applicable WHS policies, procedures and practices, whilst on BaptistCare premises or involved in any of BaptistCare operations. It is the responsibility of all managers to ensure the understanding, implementation and enforcement of this policy.

Figure 2: ServiceCo's Leadership & Implementation Policy (WHS01-P2)

A copy of the above policy is contained in Annexure 1.

In addition to the Senior Leadership Implementation Policy, ServiceCo's Leadership & Implementation Procedure recognizes that having effective planning processes is key to the successful implementation and operation of the WHS management system. The procedure establishes ServiceCo's senior management's role in ensuring that the overall WHS objectives and operational goals are achieved through engaged leadership and the adequate allocation of resources. Refer to Annexure 2 – Leadership and Implementation Procedure (WHS01-PR02-01).

In addition ServiceCo's WHS Planning Policy WHS01-P1 identifies that ServiceCo's commitment to safety will be achieved through the following actions:

- engaging with all levels of the ServiceCo organisation, ensuring effective consultation processes are developed and involve personnel within the business;
- establishing, maintaining and monitoring overall plans, strategy and goals at all levels of our business;
- establishing, maintaining and monitoring objectives, targets and performance indicators when relevant;

- establishing, maintaining and monitoring the necessary schedules to ensure statutory testing and checking is conducted;
- establishing, maintaining and monitoring the necessary reporting, auditing and monitoring schedules to ensure effective implementation and continuous improvement;
- considering all WHS contingencies likely to impact the business;
- setting WHS objectives and targets to improve overall performance;
- identifying and ensuring plans are in place to comply with all relevant legislative and regulatory requirements;
- identifying hazards, assessing the risks, and implementing elimination or control plans;
- establishing, maintaining and monitoring corrective action plans to remedy identified areas of non-conformance with documented procedures, processes or practices;
- establishing, maintaining and monitoring a management review process;
- establishing, maintaining and monitoring a management review and planning process considering the outcomes of the reviews, and developing future plans based on required improvements.

A copy of the WHS Planning Policy (WHS01-P1), WHS Planning Procedure (WHS02-PR01-01) and Planning Consultation Tool (WHS02-F1-01.5) are contained in Annexure 3.

2.2. Safety Goal and Culture

The safety goal of ServiceCo is for our people to leave work each day in an equal or better state of wellbeing than when they arrived. This is demonstrated through the implementation of a comprehensive safety management system. The ServiceCo Health and Safety Policy recognises the right people have to be safe in their workplaces.

ServiceCo's delivery team is committed to creating a safety culture that can deliver the highest standards of WH&S and this will be done through the engagement of individual employees as well as its subcontractors.

The safety management system addresses the commitment to review and comment on current work methods and consults on ways to identify and manage risk.

To ensure that all Services are delivered safely, ServiceCo will require that:

- specific WHS Management Plans be prepared for each of the [REDACTED] Sites at which the [REDACTED] proposed Dwellings during the Delivery Phase;
- specific WHS Management Plans be prepared for each of the [REDACTED] Sites during the Services Delivery Phase;

Each of the specific WHS Management Plans during the Services Delivery Phase will be prepared prior to the commencement of mobilization.

The WHS Management Plans for the Services Delivery Phase to be developed prior to mobilization will be based on the following:

- WHS Management Plan Template (WHS01-F1-01.2)
- WHS Management Plan Working Tool (WHS02-F1-01)
- WHS Action Plan Working Tool (WHS02-F1-01.3)
- WHS Plan Development Checklist (WHS01-F1-01.5)

The above documents are contained in Annexure 4.

2.3. Safety Roles & Responsibilities Matrix

ServiceCo will have a number of safety procedures which will be implemented across its Sites and for all of its activities to ensure the safety of its staff, tenants, visitors and subcontractors.

ServiceCo recognizes that all staff have responsibilities and accountabilities in relation to WHS.

Responsibility for the implementation of ServiceCo's safety procedures is outlined in the Roles & Responsibilities Procedure (WHS01-PR01-01) and the Roles & Responsibilities Matrix (WHS01-F1-01), a copy of which are attached as Annexure 5.

ServiceCo's WHS procedures are communicated to all personnel and subcontractors:

- during workplace orientation / induction
- during any safety related meetings held at each of the sites at which social or affordable housing is located
- included and referenced where relevant in all ServiceCo activities
- included and referenced in any Safe Work Method Statements (SWMS) prepared for specific activities.

A willful breach of ServiceCo's WHS policies and procedures is considered to be a serious breach.

To ensure that there is extensive and open communication across ServiceCo with respect to safety, ServiceCo will establish a forum for consultation on the management of health and safety across the whole ServiceCo workforce.

The site health and safety committee or other agreed arrangement (usually a staff meeting) is the forum for regular, planned and structured discussions about health and safety matters, to:

- encourage a cooperative approach to health and safety
- bring together a group of workers and business representatives to collaboratively discuss and develop ways of improving the systems for managing health and safety in the workplace
- encourage the development and retention of corporate knowledge on health and safety matters for the workplace

The following key documents in respect to the Health & Safety Consultative arrangements and communication and consultation in respect to safety are contained in Annexure 6:

- Terms of Reference for the Health and Safety Committee (WHS04-F1-0.1.5)
- Consultation and Communication Policy (WHS04-P1)
- Consultation and Communication Procedure (WHS04-PR01-01)
- Committee Consultative Forum Agenda (WHS04-F1-01.1)
- Committee Consultative Forum Minutes (WHS04-F1-01.2)
- Consultation Compliance & Effectiveness Checklist (WHS04-F1-01.3)
- Work Health Safety Consultation Flowchart (WHS04-F1-0.1.1)

3. Safety Planning and Management

3.1. Project Commitments

In addition to ServiceCo's overall commitment towards WHS, ServiceCo's delivery team will, in respect to each specific Site at which the ■■■ proposed Dwellings have been delivered:

- assess risks and plan work activities to eliminate or control foreseeable hazards or risks, informing project staff through the use of hazard boards, site induction, safety alerts, posters and signage.
- comply with all relevant legislative, client and other requirements.
- review objectives and targets for continuous safety improvement.
- consult with employees and subcontractors and disseminate WHS information WHS Meetings and pre-start safety discussions.
- maintain the workplace, plant and equipment in a safe condition.
- provide appropriate instruction and training for employees and subcontractors to assist them in avoiding unsafe situations and unsafe work practices.
- provide sufficient resources to achieve all the above.

ServiceCo's safety objectives will be achieved by meeting the following targets.

Objective	Target	Target Date	Review Period
To meet legislative obligations	Finalise the staff consultation and adoption of the Work Health Safety Management System.	31/3/2017	Fortnightly
Improve on time reporting to allow early intervention	Implementation of an online hazard and incident notification system.	31/12/2016	As per project plan
Improve on time reporting to allow early intervention	Reporting of all Hazards and Incidents to WHS team within 48 hours > 90%.	30/6/2017	Monthly
Wellbeing of staff	Reduction in medical treatment injury frequency rate by 15%.	30/6/2017	Monthly

Reduction in number of incidents and injuries	Implementation of an organisation-wide safety awareness initiative and associated training	28/2/2017	As per project plan
Compliance with WHS MS	Completion of all scheduled internal WHS site audits in our 18 month program.	30/6/2017	Monthly
Wellbeing of staff	Development and implementation of employee wellbeing pilot programs at selected sites.	30/6/2017	Monthly

The above Safety Objectives have been developed in accordance with the Objectives and Targets Procedure (WHS02-PR01-02) (a copy of which is contained in Annexure 7).

These objectives and targets will be continually reviewed during the course of the term of the Services Agreement in accordance to the Management System Review Policy (WHS11-P1) and Management Review Procedure (WHS11-PR01-01), with changes and developments feeding back to senior management as part of the monthly progress reports. A copy of the above policy and procedure are contained in Annexure 8. A brief overview of the WHS Management System Review process is shown below:

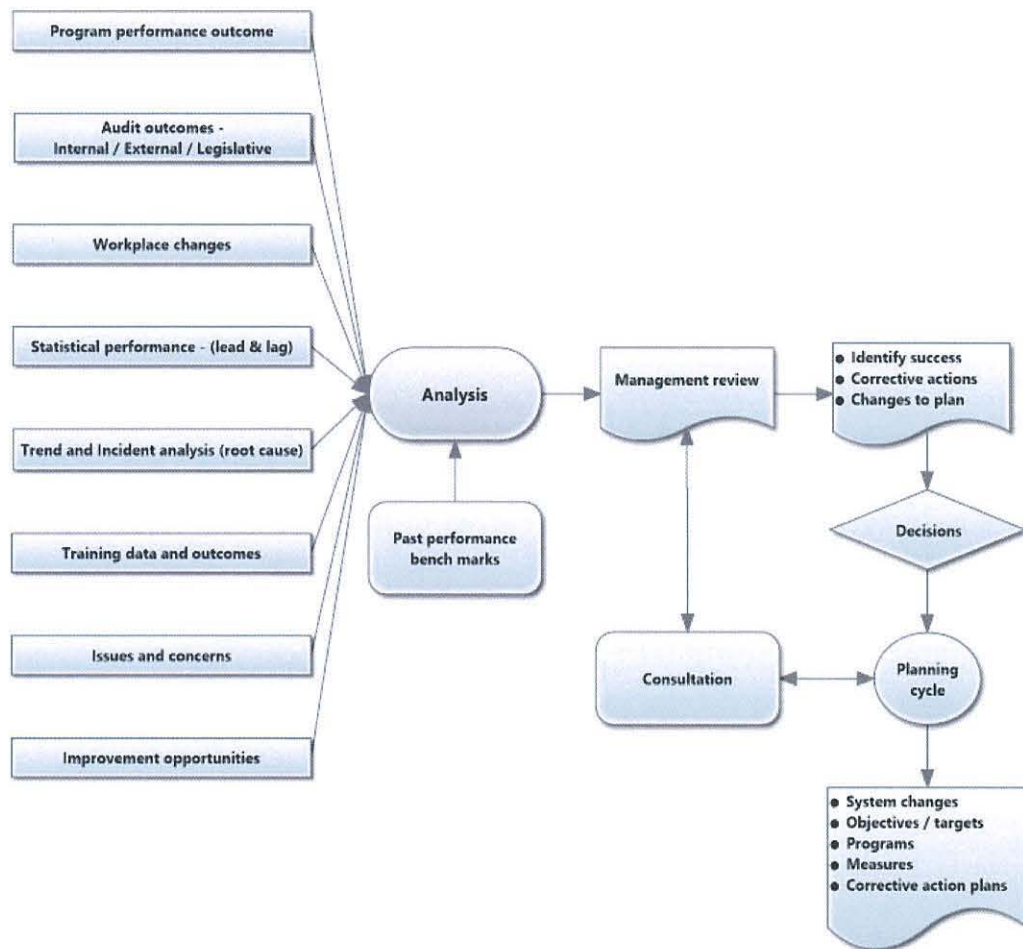


Figure 3: BaptistCare's Management Review Procedure (WHS11-PR01-01)

3.2. Safety Legislation, Guidelines, Standards and Advice

ServiceCo recognizes that legislative compliance is a mandatory requirement for all of ServiceCo's sites and operations. Relevant legislation is regularly monitored and documented and process are amended to ensure and maintain compliance. ServiceCo will achieve this through the following as set out in the Legislative Compliance Policy (WHS03-P1):

- identifying WHS legislation applicable to our business and operation;
- ensuring a formal system is in place for receiving updates in relation to changes in legislation;
- ensuring persons with the necessary skills and experience are formally identified as having responsibility for identifying WHS legislation including changes, communicating and facilitating the necessary amendments to processes, practices and documents;
- ensuring access to competent persons for the interpretation and application of WHS legislative requirements;
- incorporating requirements into relevant WHS Management System documents;
- establishing, maintaining and monitoring WHS Management System documents to achieve compliance;
- establishing, maintaining and monitoring applicable schedules for testing and checking;
- providing relevant training and materials;

- disseminating information to relevant stakeholders;
- ensuring only competent and licenced / certified persons perform defined tasks;
- establishing, maintaining and monitoring records / registers of applicable legislation;
- establishing, maintaining and monitoring an audit system to monitor legislative compliance;
- ensuring records to demonstrate achievement of legislative compliance are maintained;
- including legislative compliance as part of our formal planning, reporting and management review and improvement process.

A copy of ServiceCo's Legislative Compliance Policy (WHS03-P1), Legislative Compliance Procedure (WHS03-PR01-01), Legislative Compliance Checklist (WHS03-F1-01.2) and Legislative Compliance Register (WHS03-F1-01.1) are contained in Annexure 9.

The General Manager Housing and Retirement Living will ensure that all workplaces (including those at which the [REDACTED] proposed Dwellings are located) are advised of any relative legislative changes that may affect the project, to allow them to update the legal register.

3.3. Safety Documentation

All safety documentation which is approved for use by ServiceCo will be stored in an electronic document management system. All ServiceCo staff will have access to the intranet whilst logged in to the ServiceCo IT system.

4. Responsibilities and Organisational Management

4.1. Resources

The General Manager Housing and Retirement Living will ensure there are adequate WHS resources available during the term of the Services Agreement and that each of the housing managers who have overview and responsibility over each of the properties on which the ■■■ Dwellings are located are trained in respect to their WHS duties. The WHS training requirements are outlined in the following documents contained in Annexure 10 which will be applied to the resources involved in the delivery of the Services under the Services Agreement:

- Training Policy (WHS05-P1)
- Training Needs Analysis (WHS05-F1-02)
- Training Evaluation Form (WHS05-F1-01)
- Training Procedure (WHS05-PR01-01)

Each of the training needs relevant to the respective Sites at which the ■■■ Dwellings are located will be detailed in the site specific Safety Management Plans that will be prepared as part of the mobilization planning for each of the sites. These plans will identify the resources allocated to the management of the Dwellings delivered as part of the Services Package and will for each of the resources outline the key WHS roles and responsibilities in a manner that is consistent with the Roles & Responsibilities Matrix (WHS01-F1-01) referred to in section 2.3 above.

Delivery Phase

During the Delivery Phase and the Services Delivery Phase, the General Manager, Housing and Retirement Living will have overall responsibility for the leadership of safety issues across the portfolio of ■■■ Dwellings delivered as part of the Services Package under the Services Agreement.

In addition to the safety leadership, the day to day management of safety issues will be managed during the Delivery Phase by the construction manager whose responsibilities will extend to:

- accountable for the safety performance of the project and the delivery of the Delivery Phase WHS Management Plan (for the delivery of Accommodation Services) developed by Lendlease as the subcontractor for the Accommodation Services.
- provide leadership to meet the health and safety objectives and to implement the strategies that will contribute to the achievement of the corporate safety objectives of ServiceCo.
- ensure systems are in place so that all safety critical items are identified and determine how compliance with safety requirements for those critical items will be assured.
- ensure the targets and objectives for the delivery of the Accommodation Services are communicated and fully understood by all employees, subcontractors and suppliers.
- apply the WHSMP to all stages and all sites at which the Accommodation Services are delivered.
- monitor the safety performance of Lendlease in the delivery of the Accommodation Services.
- hold, in conjunction with Lendlease consultative safety inspections.
- ensure all incidents and near misses are reported, recorded and investigated and relevant corrective actions completed, that are proportionate to the risk, in a timely manner.

- ensure safety inspections of the worksite and activities are being performed on a regular basis.
- ensure that systems are adequate, understood and observed by all persons working across any of the Sites at which Accommodation Services are being delivered. This will include making suitable arrangements for planning and control, identification of hazards and wherever possible, the elimination of associated risks. They will also ensure that there are appropriate systems for measurement of risk and monitoring of control measures.
- contribute to the achievement of the corporate safety objective.

Services Delivery Phase

During the Services Delivery Phase, safety will be managed day to day by the housing managers allocated to the management and oversight of each of the sites at which the ■■■ Dwellings are located. As 'front line management', the responsibilities of the housing managers extend to the assessment of risks to the health and safety of employees, protection of the environment, and others that may be affected by the work operations.

They will identify specific preventive and protective measures to be taken and ensure that employees under their direct control, including temporary workers and subcontractors, are properly instructed and trained to carry out the work. They will be responsible for:

Housing manager

Responsibilities:

- accountable for the safety performance of the Services under the Services Package.
- responsible for ensuring all work is planned in such a manner that it can be undertaken safely and in compliance with Australian WHS legal requirements, Australian Standards and other requirements such as codes of practice, contract instructions.
- provide adequate leadership and resources to meet the health and safety objectives and to implement the strategies that will contribute to the achievement of the corporate objectives.
- act in a manner that consistently acknowledges a non-delegable duty of care for safety and for providing positive leadership support and showing ongoing commitment to ServiceCo safety culture.
- ensure systems are in place to ensure safety management and other safety related requirements are complied with, including advising of ongoing changes to safety management requirements
- ensure systems are in place so all safety critical items are identified and determine how compliance with safety requirements for those critical items will be assured.
- provide regular safety reports and audit findings and demonstrating ongoing reviews of management processes as a result of those reports and findings.
- ultimately responsible for the allocation of resources to ensure safety is managed appropriately for their allocated Site(s).
- ensure all SWMS, regardless of who they are authored by, are listed on a consolidated SWMS register.
- develop and implement the Workplace Risk Assessment.
- conduct audits and inspections and ensure non-conformances are closed out as required
- review the SWMSs.
- conduct inductions.

- ensure all incidents are investigated and that corrective actions are closed out as required.
- prepare safety reports as required and advise on trends.
- maintain records.
- conduct audits and inspections and ensure non-compliances are closed out as required.
- implement the incident and emergency response process.
- participate in the safety committees as required.

Other staff

Responsibilities

- complete Services delivery specific induction and accept responsibility to act in a safe manner at all times and to work within the safety systems developed for their workplace.
- play a positive role in supporting ServiceCo's safety culture, which involves promoting and demonstrating safe behaviors' and practices, identifying continuous improvement opportunities, reporting accidents and near misses and identifying hazards and unsafe acts.
- ensure the health, safety and welfare of self and ensure the safety of others is not affected by their acts or omissions.
- comply with the requirements of safety policy, procedures and other safety management requirements.
- comply with all reasonable instructions given unless it may adversely affect the health and safety of self and others.
- take accountability for implementing systems for the safety of visitors/contractors to ensure they are aware of specific site risks, safety arrangements and emergency procedures.
- prompt reporting of occupational health and safety incidents to their supervisor or manager.
- it is the responsibility of all employees, including temporary workers, to co- operate with management in the implementation of the WH&S policy, and to carry out their activities in a manner with due regard to the health and safety of both themselves and others and the impact that they or others may have on the environment in which they operate.

Subcontractors

Responsibilities:

- complete the pre-qualification assessment.
- conform to safety management system and any agreements.
- all subcontractors are required to submit any safety management plans, Safe Work Method Statements and other safety plans or documents (as required by this WHSMP or other specified requirements) to the building manager for review. Subcontractors are required to address all review comments made by the housing manager.
- provide sufficient information in the form of an approved Safety Management Plan or procedures which clearly outline how their legislative obligations will be met.
- provide sufficient performance data and information which will demonstrate the subcontractor's compliance with prescribed performance targets and commitment to continuous improvement.
- complete designated safety activities and submit weekly and monthly performance reports as required.

- implement disciplinary procedures when any of their employees fail to comply with their responsibilities.
- report safety incidents that occur.
- implement WH&S generally.

5. Identification, Risk Assessment and Control

5.1. Risk Management

ServiceCo's risk management procedure has been developed to capture and manage risks at a number of levels throughout the business. ServiceCo's Risk Management Policy and Risk Management Guide is contained in Annexure 11.

Prior to commencement of operations, an operational WHS risk assessment will be required to be undertaken. The assessment shall:

- identify significant hazards/risks, both real and potential.
- assess the identified hazards/risk.
- identify the controls to be implemented in order to eliminate or minimise the risks posed by such identified hazards and assign responsibilities and resources required to implement the controls
- review the process

WHS Risks are assessed in accordance with the Risk Assessment and Control Procedure (WHS08-PR01-03, a copy of which is contained in Annexure 11 and the following Risk Assessment Procedures:

- General Risk Assessment
- Specific Risk Assessments
- Review of Risk Assessments and Control Measures
- Monitoring and Review
- Auditable Records

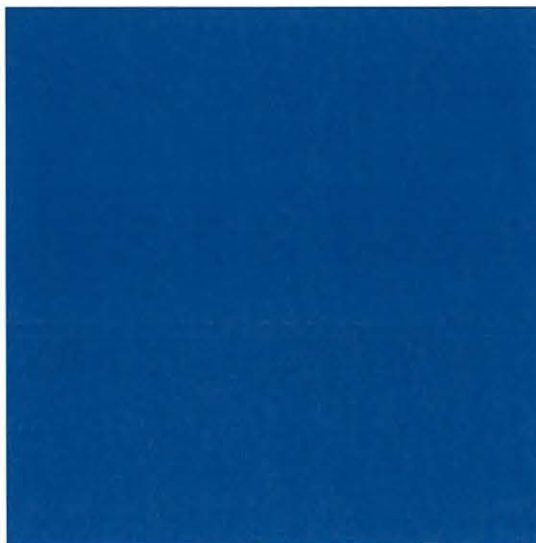
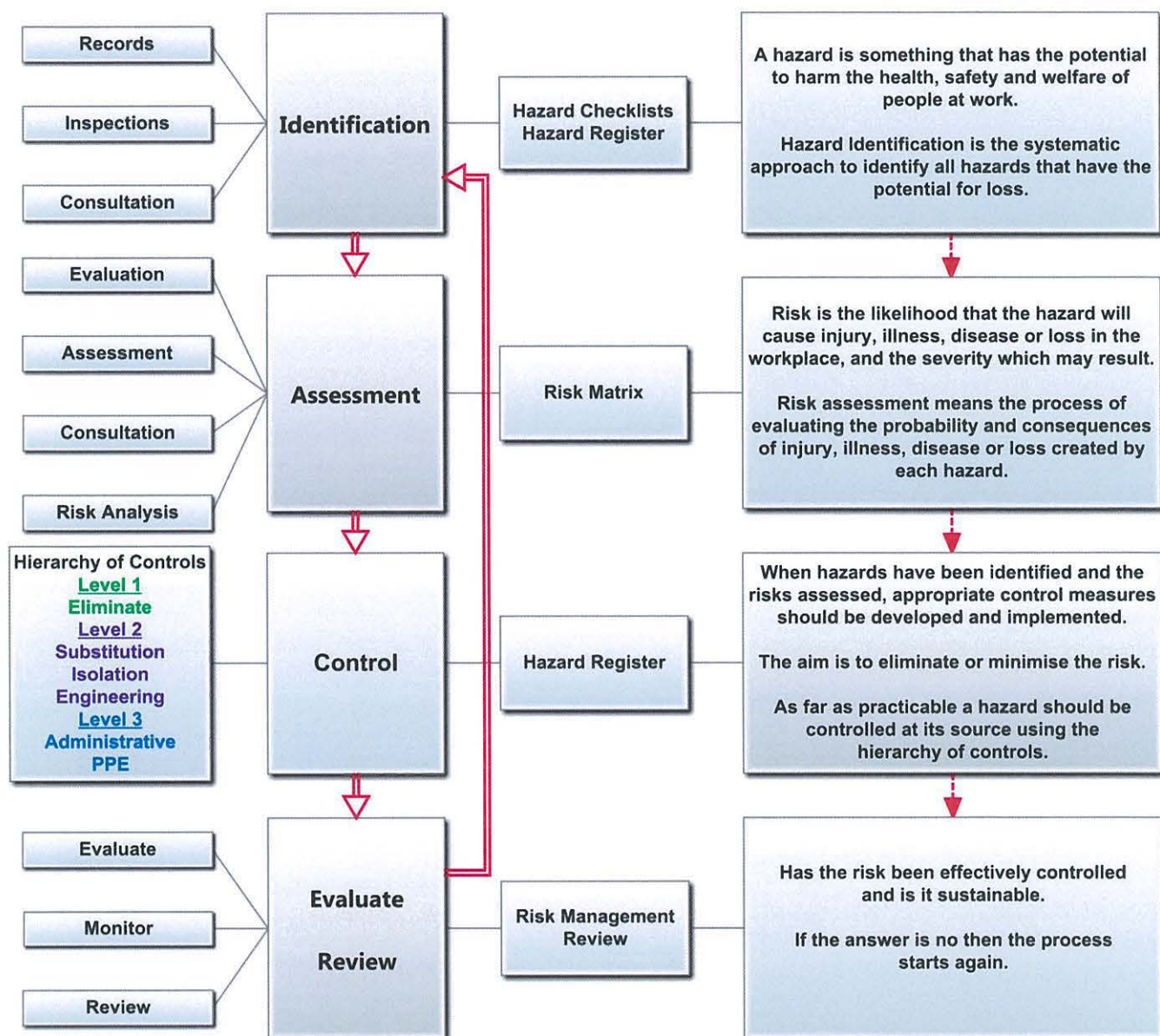


Figure 4: ServiceCo's Risk Assessment & Control Procedure (WHS08-PR01-03)



5a. RISK MATRIX		Consequence (refer to Risk Management Guide)							
Likelihood		Minor		Moderate		Major		Severe	
Almost certain Likely most weeks/months		M		H		VH		VH	
Likely Several times/year		M		M		H		VH	
Possible Every 1-2 years		L		M		M		H	
Unlikely 2-5 years		L		L		M		H	
Risk levels:		L	Low	M	Medium	H	High	VH	Very High
Assessed Risk level:									

The primary tools relevant to WHS risk management at this workplace include:

- Risk Assessment for the activity / workplace

- Safe Work Method Statement (SWMS)
- Hazard Register.
- Hazard/Incident report forms
- Workplace Inspection tool

The Risk Assessment and Control Procedure defines a logical and systematic method of identifying, analysing, evaluating, treating, monitoring and communicating risk associated with the company's activities, functions and process.

The Risk Identification Tools and Techniques include:

- Risk Analysis
- Previous Experience
- Review of data on Incidents
- Review of Audit Data
- Client Feedback
- Brainstorming with the site team, subcontractors and suppliers
- Safety Data Sheet (SDS)
- Legal Requirements.

5.2. Workplace Risk Assessment

Prior to commencement of operations at each of the sites, a Workplace Risk Assessment (WRA) will be undertaken (as part of the mobilization for each Site). The assessment shall identify:

- significant hazards, both real and potential.
- controls to be implemented in order to eliminate or minimise the risks posed by such identified hazards
- specific actions to be undertaken to ensure identified controls are implemented
- persons responsible and resources required to implement the controls.

The initial WRA assessment shall be maintained on the relevant Site and shall be reviewed at a minimum every 6 months or after a serious incident.

5.3. Safe Work Method Statement (SWMS)

Workplace Health and Safety legislation requires an employer to identify foreseeable hazards, assess the risks of those hazards and eliminate the risks or, if eliminating the risks is not reasonably practicable, control the risks.

A SWMS will be developed, or obtained from subcontractors and reviewed, for all activities identified as required in the workplace risk assessment in accordance with the Safety Work Method Statement Review Checklist (WHS06-F3-03.7) and Safe Work Method Statement Template (WHS06-F3-03.8), both of which are contained in Annexure 12.

In order to ensure compliance, the SWMS Review Checklist (WHS06-F3-03.7) will be used for reviewing the SWMS. SWMS Audits will be carried out on a regular basis to ensure compliance during the delivery of the works by a subcontractor.

5.4.1. Subcontractor SWMS Review

Subcontractors will be responsible for the development of SWMS for their scope of work, where subcontractors are used by ServiceCo for the delivery of the Services. During the Delivery Phase, subcontractor SWMS will be reviewed by the construction manager. During the Services Delivery Phase, subcontractor SWMS will be reviewed by the relevant housing manager at which the proposed subcontractor will be carrying out its works. All reviews will be undertaken in accordance with the SWMS Review Checklist (WHS06-F3-0.3.7).

5.4.2. Day to Day Consultation

All risk assessments and incident investigations will be conducted in consultation with staff and sub-contractor employees. All actions determined necessary following risk assessments, investigations and consultation will be documented.

5.4.3. Changes to Work Activity

Where changes are identified as being required they are to be made immediately to the SWMS. A review of the SWMS shall take place prior to the proposed changes being implemented. The SWMS shall be reviewed if there are changes to the work, systems associated with the work, if new or additional hazard information is identified or at the request of the relevant ServiceCo representative responsible for the delivery of the Services.

5.5. Hazard Reporting and Investigation

When a hazard is identified and not immediately eliminated, it shall be entered into the Hazard Register. All hazards shall be reported and notified in accordance with the Hazard Incident & Injury Reporting Policy (WHS09-P1) and Hazard Incident & Injury Reporting Procedure (WHS09-PR01-02), a copy of which is contained in Annexure 13.

Hazards will be investigated in accordance with the Hazard, Incident & Injury Reporting Policy (WHS09-P1) and the Hazard, Incident & Injury Investigation Procedure (WHS09-PR01-02), a copy of which is contained in Annexure 14.

Hazards can be identified from, but not limited to the following:

- Workplace Risk Assessment
- Toolbox talks
- Daily/weekly site inspections
- Audits
- SWMS Reviews
- Hazard Register

All hazardous substances must be managed across ServiceCo sites in accordance with the following:

- Hazardous Chemical & Dangerous Goods Management Procedure (WHS08-PR09-01)
- Hazardous Manual Tasks Training Guide (WHS08-W6-01)
- Hazard Report (WHS09-F1-01)
- Safety Data Sheets

6. Subcontracting & Procurement

Safety for subcontractors and procurement of goods/supplies will be managed and assessed in accordance with ServiceCo's extensive procedures. ServiceCo's policies and procedures relevant to subcontracting that will be applied to all subcontractors during the Services Delivery Phase and to Lendlease during the Delivery Phase include the following which are contained in Annexure 15:

- Pre-Purchase Checklist (WHS06-F2-01)
- Contractor Induction Checklist (WHS06-F3-0.1.1)
- Contract Assessment and Classification (WHS06-F3-02.1)
- Major Contractor Questionnaire (WHS06-F3-03.1)
- Contractor Pre-Commencement Meeting Minute Template (WHS06-F3-03.2)
- Contractor Workplace Inspection Checklist (WHS06-F3-0.3.3)
- Contractor WHS Performance Report (WHS06-F3-03.4)
- Contractor WHS Non-Conformance Report (WHS06-F3-03.5)
- Major Contractor – Construction Project Safety Management Plan Checklist (WHS06-F3-03.6)
- Contractor Management Document Flow (WHS06-F3-03.9)
- Contractor Management Process Flow (WHS06-F3-03.10)
- Minor Contractor Questionnaire (WHS06-F3-04.1)
- Contractor Management Procedure (WHS06-PR03-01)
- Contractor Classification Procedure (WHS06-PR03-02)
- Managing Major Contracts Procedure (WHS06-PR03-03)
- Managing Minor Contracts Procedure (WHS06-PR03-04)
- Purchasing Hire and Leasing Procedure (WHS06-PR02-01)

Lendlease is considered to be a Major Contractor under a Major Contract for the purpose of the above procedures. All other subcontractors (for maintenance and other works) will be assessed according to the Contract Classification Procedure (WHS06-PR03-02).

The following criteria is considered when classifying a contract as major or minor construction:

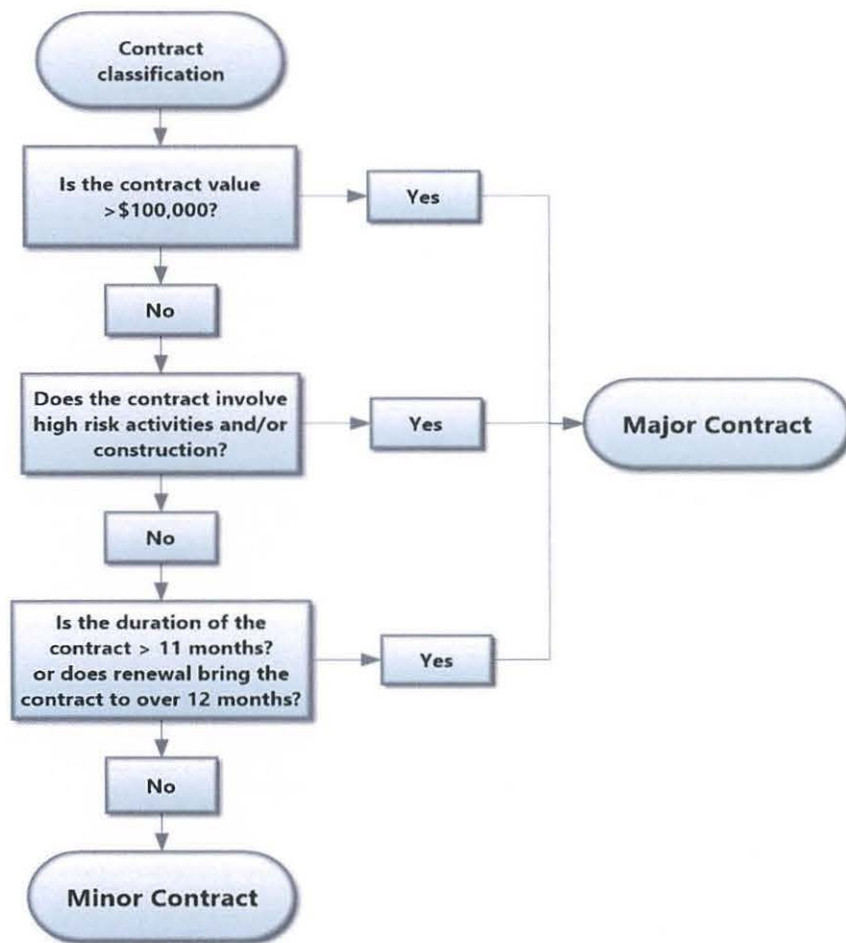


Figure 6: ServiceCo's Contract Classification Procedure (WHS06-PR03-02)

Brief views of the Contractor Management Document and Process Flows are shown below:

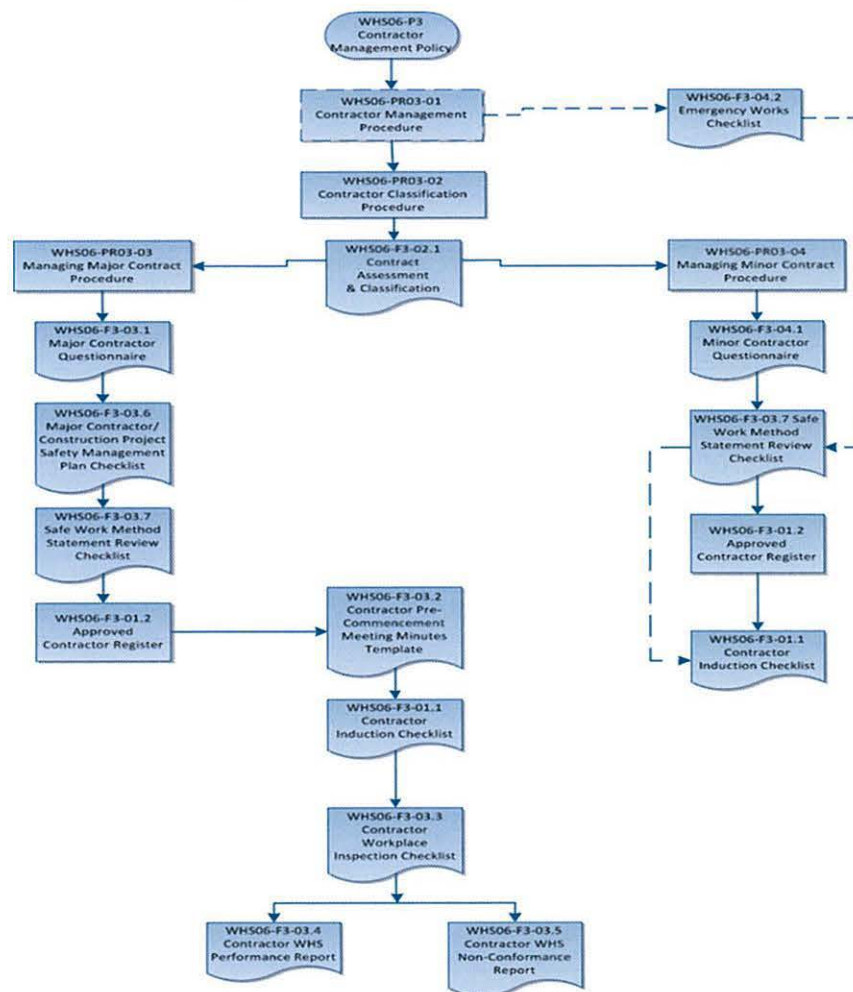


Figure 7: ServiceCo's Contractor Management Document Flow (WHS06-F3-03.9)

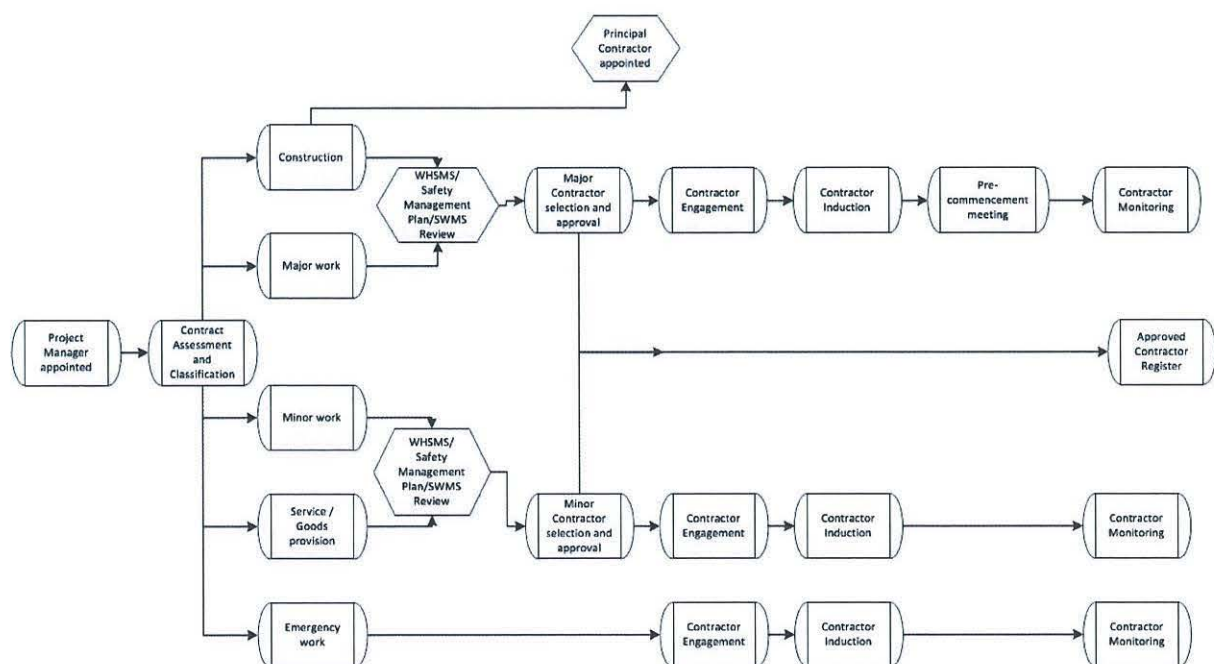


Figure 8: ServiceCo's Contractor Management Process Flow (WHS06-F3-03.10)

7. Management of Subcontractor Safety

Prior to the subcontractor/supplier proceeding with the works, the construction manager during the Delivery Phase or the relevant housing manager during the Services Phase (or delegate) is to ensure that the subcontractor/supplier has submitted acceptable and detailed planning documentation concerning management and control of the subcontracted works in order to ensure that the duties of each subcontractor comply.

Where the subcontractor or supplier is unable to provide an acceptable management system, then an alternative will be sourced.

7.1. Subcontractor Safe Work Method Statements

Subcontractor work activities are not authorised to proceed on site unless subcontractor SWMS have been reviewed by ServiceCo using the Safe Work Method Statement Review Checklist using Review of Subcontractor SWMS Checklist contained in Annexure 12.

Any deficiencies identified in the subcontractor's SWMS are to be highlighted to the subcontractor and addressed prior to commencing on site. The documents are to be resubmitted for a further review by ServiceCo.

7.2. Carrying Out Surveillance Activities

To ensure that the Services are delivered in a safe work environment, ServiceCo's assigned representatives during the Delivery Phase and the Services Delivery Phase will monitor and ensure that subcontractors/suppliers carrying out the Services (or any part thereof) is in full compliance with:

- statutory regulations, codes of practice and applicable Australian Standards.
- ServiceCo's WHS Management Plan and associated site rules and requirements.
- their safe and environmental work method statements, and associated plans and instructions.

8. Incident and Injury Management

8.1. Incident & Injury Management

Where an employee requires medical treatment resulting from an incident in the workplace it is important that they are accompanied to the medical centre/surgery/hospital by a ServiceCo manager/nominee. The accompanying manager/nominee must be aware of the availability of suitable duties and be prepared to discuss this with the treating medical practitioner. Details for this relevant procedure are found in the Injury Management and Return to Work Program contained in Annexure 17.

8.2. Workers Compensation Management

Where a WorkCover Compensation claim is received, the relevant housing manager during the Services Delivery Phase will ensure that all appropriate forms are filled in completely and correctly. Then together with all medical certificates, forward them to wcompensation@baptistcare.org.au within 24 hours. Further detail regarding these forms is found in Work-Visitor Incident Report, contained in Annexure 18.

ServiceCo recognises that early and collaborative rehabilitation process provides an injured person with the best chance for making a full recovery to pre injury capability. To this end, ServiceCo commits to providing best possible options for all employees requiring the rehabilitation process.



BaptistCare

InjuryNET

- Free Service available to all employees
- Prompt treatment for employees suffering a work-related injury or illness
- BaptistCare guarantees payment of first four doctor and physiotherapy visits
- Takes away the hassle of trying to get an appointment with your local doctor/medical centre
- Doctors and physios who understand work-related injuries and the return-to-work process
- For easy access to the service following workplace injury, just contact your manager!

Care you can trust.

Figure 5: ServiceCo's InjuryNET Program

8.3. Incident Investigating and Reporting

All Incidents (including actual, dangerous occurrences and near misses) must be reported to the construction manager during the Delivery Phase and the relevant housing manager during the Services Delivery Phase immediately of becoming aware, irrespective of their relationship to safety, environment or any other subject area.

Any injury requiring more than first aid attention must be investigated, including a serious near miss or any incident involving plant or equipment. An investigation report shall be completed.

Persons involved in incidents are required to cooperate and assist in the investigation. The following procedure applies to the investigation of all incidents with more detail contained in the Hazard, Incident & Injury Investigation Procedure, which is in Annexure 14:

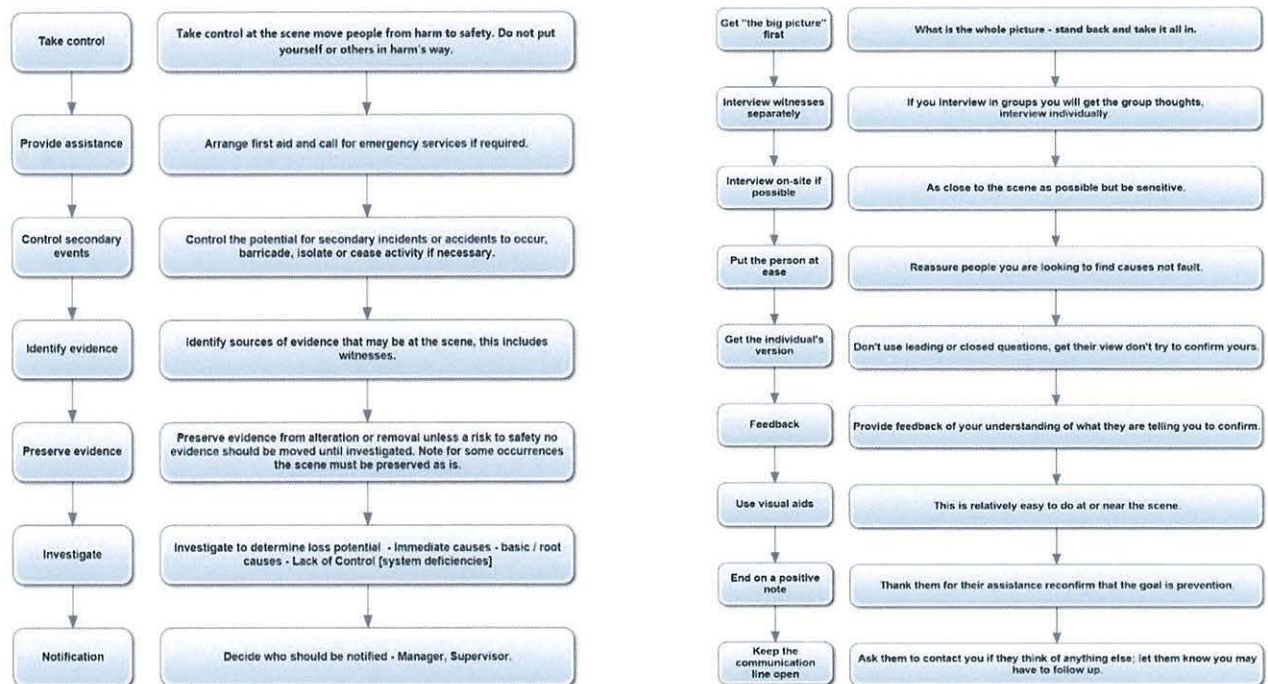


Figure 6: ServiceCo's Hazard, Incident & Injury Procedure (WHS09-PR02-01)

8.4. Personal Protective Equipment

Personal Protective Equipment will be worn as described in the PPE & Protective Clothing Procedure (WHS08-PR13-01), contained in Annexure 16

9. Induction and Training

Upon commencement at any site, all subcontractors carrying out activities shall be inducted and shall have an opportunity to provide feedback (concerns or improvements) during the induction.

The inductions will address:

- site induction training
- induction to the relevant sections of the Safety Plan where they are located and where to find safety resources on site.
- site safety rules.
- information on who the onsite First Aid Officers are, location of first aid/emergency requirements and who the nominated onsite H&S Representatives are.
- opportunity to provide feedback or raise safety concerns with the Site WHS Management Plan, Safe Work Method Statements or risk assessments.

10. Consultation Arrangements, Communication and Issue Resolution

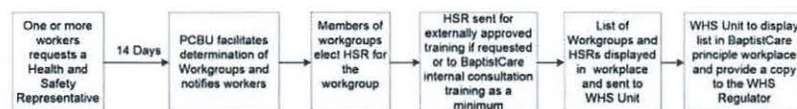
The following are examples of the communications strategies that will be implemented for the delivery of the Services:

- safety alerts
- safety briefings
- safety toolbox talks
- safety notice boards
- safety posters
- safety signage

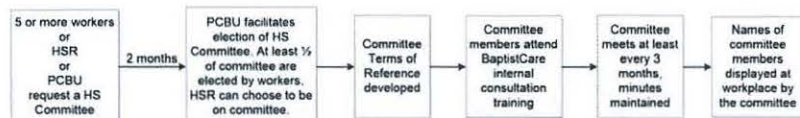
The consultative arrangements and communication requirements are detailed in the Consultation and Communication Policy (WHS04-P1) and the Consultation and Communication Procedure (WHS04-PR01-01), contained in Annexure 6 and previously referenced above in section 2.3.

Consultation in respect to work health and safety issues is to be carried out in accordance with the Work Health & Safety Consultation Flowchart (WHS04-F1-01.4) as shown below:

Health and Safety Representatives (HSR)



Health and Safety Committees



Other Agreed Consultation Arrangements



Figure 7: ServiceCo's Work Health & Safety Consultation Flowchart (WHS04-F1-01.4)

10.1. WHS Consultation

A Designated Work Health Safety Committee will be established upon request by a worker (employee or subcontractors) and the composition of these work groups will be established in consultation with the work force in accordance with the following:

Each site will have a consultative arrangement that complies with Health and Safety Legislation that contractors and sub-contractors will participate in as outlined in the following:

- Consultation and Communication Policy (WHS04-P1)
- Consultation and Communication Procedure (WHS04-PR01-01)

Tools to support the WHS Consultation process include the following:

- Terms of Reference for the Health and Safety Committee (WHS04-F1-0.1.5)
- Committee Consultative Forum Agenda (WHS04-F1-01.1)
- Committee Consultative Forum Minutes (WHS04-F1-01.2)
- Consultation Compliance & Effectiveness Checklist (WHS04-F1-01.3)

10.2. WHS Issue/Dispute Resolution

WHS Issues or disputes will be managed in accordance with the Work Health & Safety Issue Resolution Policy (WHS08-P19), attached as Annexure 19.

11. Safety Monitoring, Inspections and Auditing

11.1. Program of Monitoring, Inspections & Audits

The implementation of the WHS Management Plan will be reviewed for the level of implementation and effectiveness of implementation via monitoring and inspection in accordance with the following which are contained in Annexure 20:

- WHS Auditing Policy (WHS10-P2)
- WHS Auditing Procedure (WHS10-P2)
- Monitoring, Measurement and Evaluation Policy (WHS10-P1)
- Monitoring, Measurement and Evaluation Procedure (WHS10-PR01-P1)
- Corrective & Preventative Actions Procedure (WHS10-PR01-02)
- Corrective & Preventative Action Register (WHS10-F2-02)

Audits of the WHSMP are undertaken as part of the process of assuring compliance with statutory requirements under the Services Agreement to determine if the requirements of the WHSMP have been effectively implemented.

Non-conformances identified as part of any audit will be documented on the Contractor WHS Non-Conformance Report (WHS06-F3-03.5), a copy of which is contained in Annexure 21.

11.2. Management of Corrective and Preventive Actions

The management of corrective and preventative actions will be monitored by the ServiceCo project manager and signed off as completed and verified. in accordance with the Contractor WHS Non-Conformance Report (WHS06-F3-03.5), referenced above in section 11.1.

All Nonconformance and Incident Reports initiated are to be effectively followed up, verified and closed out on the reports as well as on relevant registers when all the proposed actions are implemented. The project team will complete effective corrective actions for non- conformances within 4 weeks or as agreed.

The relevant ServiceCo representative during the Delivery Phase and the Services Delivery Phase is responsible for:

- ensuring that proposed actions are effectively coordinated with all the concerned parties.
- following up actions related to the disposition of the nonconformance, and verifying that actions have been effectively taken in accordance with the approved disposition.

12. Review

12.1. Processes for Reviewing, Updating and Communicating the WHSMP

The WHSMP will be reviewed monthly or as required by a delegate of the General Manager, Housing and Retirement Living during each of the Delivery Phase and the Services Delivery Phase to ensure its continuing suitability, adequacy and effectiveness. Reviews will include assessing opportunities for improvement and the need for changes to the WHSMP, including the safety objectives and targets. Records of the management reviews will be retained.

Input to management reviews may include:

- audit results
- non-conformance trends
- incident trends
- operational learnings
- communication from external interested parties, including complaints
- changing circumstances, including developments in legal and other requirements related to its environmental aspects
- general recommendations for improvement
- effectiveness of the implementation of controls in relation to incidents to prevent re-occurrence of similar incidents.

12.2. Safety Performance Report

The construction manager during the Delivery Phase and the nominated delegate of the General Manager Housing and Retirement Living during the Services Delivery Phase will ensure the collation of a monthly Workplace Health and Safety performance report detailing:

- Safety Performance Statistics
- Project Performance, paying special attention to the safety goals and targets set
- Safety incidents affecting the community and the associated resolutions (by exception).

13. Related Procedures

The following procedures apply to the management of work health and safety issues during the delivery of the Services under the Services Agreement:

- Planning Procedure, section 2.1
- Roles & Responsibilities Procedure, section 2.3
- Consultation and Communication Procedure, section 2.3
- Objectives and Targets Procedure, section 3.1
- Management Review Procedure, section 3.1
- Legislative Compliance Procedure, section 3.2
- Training Procedure, section 4.1
- Risk Assessment & Control Procedure, section 5.1
- Hazard Incident & Injury Reporting Procedure, section 5.5
- Hazard Incident & Injury Investigation Procedure, section 5.5
- Purchasing Hire and Leasing Procedure, section 6
- Contractor Management Procedure, section 6
- Contractor Classification Procedure, section 6
- Managing Major Contracts Procedure, section 6
- Managing Minor Contracts Procedure, section 6
- PPE & Protective Clothing Procedure, section 8.6
- Consultation and Communication Policy, section 10
- Monitoring, Measurement & Evaluation Procedure, section 11.1
- WHS Auditing Procedure, section 11.1
- Corrective & Preventative Actions Procedure, section 11.1

14. Related Legislation/Regulations

- WHS Act 2011
- WHS Regulations 2011
- Applicable Australian Standards

Annexure 1

ServiceCo's Health & Safety Policy (WHS01-P2)

ServiceCo's Leadership and Implementation Policy (WHS01-PR02-01)

Annexure 2

ServiceCo's Leadership & Implementation Procedure (WHS02-P1)

Annexure 3

ServiceCo's Planning Policy (WHS02-P1)

ServiceCo's Planning Procedure (WHS02-PR01-01)

ServiceCo's Planning Consultation Tool (WHS02-F1-01.4)

Annexure 4

ServiceCo's WHS Management Plan Template (WHS02-F1-01.2)

ServiceCo's WHS Management Plan Working Tool (WHS02-F1-01.1)

ServiceCo's WHS Action Plan Working Tool (WHS02-F1-01.3)

ServiceCo's WHS Plan Development Checklist (WHS02-F1-01.5)

Annexure 5

ServiceCo's Roles & Responsibilities Procedure (WHS01-PR01-01)

ServiceCo's Roles & Responsibilities Matrix (WHS01-F1-01)

Annexure 6

ServiceCo's Terms of Reference for the Health and Safety Committee (WHS04-F1-01.5)
ServiceCo's Consultation & Communication Policy (WHS04-P1)
ServiceCo's Consultation & Communication Procedure (WHS04-PR01-01)
ServiceCo's HS Committee Consultative Forum Agenda (WHS04-F1-01.1)
ServiceCo's HS Committee Consultative Forum Minutes (WHS04-F1-01.2)
ServiceCo's Consultation Compliance & Effectiveness Checklist (WHS04-F1-01.2)
ServiceCo's Work Health and Safety Consultation Flowchart (WHS04-F1-01.4)

Annexure 7

ServiceCo's Objectives and Targets Procedure (WHS02-PR01-02)

Annexure 8

ServiceCo's WHS Management System Review Policy (WHS11-P1)
ServiceCo's Management Review Procedure (WHS11-PR01-01)

Annexure 9

ServiceCo's Legislative Compliance Policy (WHS03-P1)

ServiceCo's Legislative Compliance Procedure (WHS03-PR01-01)

ServiceCo's Legislative Compliance Checklist (WHS03-F1-01.2)

ServiceCo's Legislative Compliance Register (WHS03-F1-01.2)

Annexure 10

ServiceCo's Training Policy (WHS05-P1)

ServiceCo's Training Needs Analysis (WHS05-F1-02)

ServiceCo's Training Evaluation Form (WHS05-F1-01)

ServiceCo's Training Procedure (WHS05-PR01-01)

Annexure 11

ServiceCo's Risk Management Policy (P00042)

ServiceCo's Risk Management Guide

ServiceCo's Risk Assessment & Control Procedure (WHS08-PR01-03)

Annexure 12

ServiceCo's Safe Work Method Statement Review Checklist (WHS06-F3-03.7)

ServiceCo's Safe Work Method Statement Template (WHS06-F3-03.8)

Annexure 13

ServiceCo's Hazard, Incident & Injury Reporting Policy (WHS09-P1)

ServiceCo's Hazard, Incident & Injury Reporting Procedure (WHS09-PR01-01)

Annexure 14

ServiceCo's Hazard, Incident & Injury Investigation Policy (WHS09-P2)

ServiceCo's Hazard, Incident & Injury Investigation Procedure (WHS09-PR02-01)

Annexure 15

ServiceCo's Pre-Purchase Checklist (WHS06-F2-01)
ServiceCo's Contractor Induction Checklist (WHS06-F3-01.1)
ServiceCo's Contract Assessment and Classification (WHS06-F3-02.1)
ServiceCo's Major Contractor Questionnaire (WHS06-F3-03.1)
ServiceCo's Contractor Pre-Commencement Meeting Minutes Template (WHS06-F3-03.2)
ServiceCo's Contractor Workplace Inspection Checklist
ServiceCo's Contractor WHS Performance Report (WHS06-F3-03.4)
ServiceCo's Contractor WHS Non-Conformance Report (WHS06-F3-03.5)
ServiceCo's Major Contractor – Construction Project Safety Management Checklist (WHS06-F3-03.6)
ServiceCo's Contractor Management Document Flow (WHS06-F3-03.9)
ServiceCo's Contractor Management Process Flow (WHS06-F3-03.10)
ServiceCo's Minor Contractor Questionnaire (WHS06-F3-04.1)
ServiceCo's Contractor Management Procedure (WH06-PR03-01)
ServiceCo's Contractor Classification Procedure (WH06-PR03-02)
ServiceCo's Managing Major Contracts Procedure (WHS06-PR03-03)
ServiceCo's Managing Minor Contracts Procedure (WHS06-PR03-04)
ServiceCo's Purchasing Hire and Leasing Procedure (WHS06-PR02-01)

Annexure 16

ServiceCo's PPE & Protective Clothing Procedure (WHS08-PR13-010)

Annexure 17

ServiceCo's InjuryNET Brochure

Annexure 18

ServiceCo's Worker-Visitor Incident Report (WHS09-F1-02)

Annexure 19

ServiceCo's Work Health & Safety Issue Resolution Policy (WHS08-P19)

Annexure 20

ServiceCo's WHS Auditing Policy (WHS10-P2)

ServiceCo's WHs Auditing Procedure (WHS10-PR02-01)

ServiceCo's Monitoring, Measurement & Evaluation Policy (WHS10-P1)

ServiceCo's Monitoring, Measurement & Evaluation Procedure (WHS10-PR01-01)

ServiceCo's Corrective & Preventative Actions Procedure (WHS10-PR02-02)

ServiceCo's Corrective & Preventative Actions Register (WHS10-F2-02)

Annexure 21

ServiceCo's contractor WHS Non-Conformance Report (WHS06-F3-03.5)