Rethinking safety through INCLUSION + WELLBEING

HEALTH + SAFETY

SYSTEM REQUIREMENT

10/01/2025

COMMUNICATION AND CONSULTATION

PURPOSE AND SCOPE

This System Requirements outlines the avenues for effective communication and encouraging consultation, cooperation and coordination of duties with people and groups affected by operations at Laing O'Rourke worksites. This includes, but is not limited to, clients, designers, the public, staff, workers, operators, subcontractors, supply chain partners, regulatory authorities and industry bodies.

Consistent engagement and clear lines of operational accountability and competence underpin Rethinking Safety Through Inclusion + Wellbeing and our robust Health, Safety and Environmental Management System.

1.0 HEALTH AND SAFETY CONSIDERATIONS FOR CONSULTATION

The following health and safety considerations should be discussed as part of the health and safety consultation activities:

- Safety in Design, focusing on the impact of design on constructability and end-user safety
- Upcoming risks and controls to be implemented, focusing on high consequence risk
- Outcomes of engagements
- Audit findings
- Changes in process and the working environment
- Interface coordination
- Safety alerts and lessons learned from incident investigations.

This list is not exhaustive, and projects and workplaces should consider setting an agenda for meetings that are suitable to the scope of works being undertaken and the risks posed to those being consulted with.

2.0 METHODS OF CONSULTATION

When considering the means of consultation with different parties, due consideration should be given to ensuring effective communication, the nature of the decision and those affected by any decisions. Refer to **Section 5.0 Communication** for further information on methods of communication.

Specific formalised consultation mechanisms used on the projects should be documented within the Construction Health and Safety Plan and communicated during inductions or site familiarisation.

3.0 HEALTH AND SAFETY REPRESENTATIVES AND HEALTH AND SAFETY COMMITTEE (HSC)

Laing O'Rourke will encourage the election of Health and Safety Representatives (HSR) from the project workforce. The process for the establishing work groups and electing HRSs is outlined in **WHS Representation and Consultation Guideline**. It also outlines training requirements, the functions and powers of HSRs and Laing O'Rourke's obligations.

WHS Representation and Consultation Guideline also outlines the process establishing and running an HSC. As part of establishing the HSC, Laing O'Rourke and workers must agree the terms of the Health Safety Committee Constitution. Refer to the **Health and Safety Committee Constitution**.

Once the HSC is established, the project or workplace management team should consult with it on all WHS issues such as:

- Assessing or reviewing risks to the environment, health and safety from work activities

- Making decisions about measures to eliminate or control risks
- Introducing or altering the procedures for monitoring risks (including health surveillance procedures)
- Making decisions about the adequacy of facilities for the welfare of employees
- Proposing changes to work premises, systems, methods, plant or substances that may affect the environment, safety or health
- Incident investigation findings
- Making decisions about the procedures for consultation on the project
- Conflict Resolution
- Design changes and purchases relevant to work health and safety risks.

HSC meetings are to be recorded using the **Minutes of Health and Safety Committee Meeting**.

4.0 ISSUE RESOLUTION

"Laing O'Rourke or supply chain Enterprise Agreements may contain WHS Consultation and Representation requirements that apply to the workers covered by these agreements. Where this is the case, these provisions must be adhered to. In the absence of a defined WHS Consultation and Representation requirement in an Enterprise Agreement, the following shall apply."

If a Health and Safety issue is identified it is to be raised immediately with the workplace Supervisor, the Supervisor shall investigate and reach a suitable resolution to the issue potentially with the assistance of HSE professionals. The resolution to the issue, shall be made known to the entire workforce.

As soon as the Manager or Supervisor has been informed of a health and safety issue, the relevant parties must meet and attempt to resolve the matter having regard to:

- The degree and immediacy of risk to workers or other persons involved in the issue
- The number and location of workers and other persons affected by the issue
- The measures that must be implemented to resolve the issue
- Who will be responsible for implementing the resolution measures

The parties to any process for the resolution of a health or safety issue must include:

- The manager or supervisor with appropriate delegation of authority
- An HSR (where one exists) or the worker(s) affected by the issue or their representative
- If other PCBU's are involved, the PCBU or its nominated representative.

The manager may consult with stakeholders external to the workgroup such as the HSC, health and safety advisors or specialist consultants in attempting to resolve the issue.

If a health and safety issue is not resolved through the normal HSEMS processes the matter shall be escalated to the next direct line manager and then onto the Senior Leadership team if required

Health and Safety Issue Resolution process is to be communicated through the project induction.

5.0 COMMUNICATION

Laing O'Rourke utilises various means and methods to communicate health, safety and environmental information. This may include but is not limited to:

- Workshops including risk assessment workshops or project implementation reviews
- Existing or separate stakeholder consultation forums including as an agenda for Health and Safety Committee (HSC) meetings

- Design coordination meetings and risk review meetings
- Briefing sessions with affected workers
- Document review processes
- Written confirmation of information provided
- Hub Safety Board, Senior Leadership Teams (SLT)
- Monthly project reviews
- Noticeboards and Posters
- Email Communications
- Formal correspondence, disturbance notices and site instructions
- Daily Plan of the day, coordination meetings and prestarts
- Toolbox talks
- Induction, Collective Insights, Positive Investigations
- Leadership Engagements
- All employee update meetings / town hall meetings
- Monthly reporting and dashboard.
- Regular team meetings with key personnel
- Work, health and safety bulletins (internal/external)
- Online forums, portals and social media (consult with corporate communications team prior)
- Daily informal discussions

Communication records where applicable, shall be uploaded into Intelex for record keeping purposes.

6.0 PRESTART MEETING

- Pre-start meetings are conducted daily, or prior to a shift commencing, to consult, co-operate, and coordinate activities for the day with workers. They must be conducted prior to commencing work for the day. This provides an opportunity to coordinate workplace activities and for those workers undertaking the works to be consulted and made aware of the workplace activities, localised risks and controls for their works and any adjoining works.
- It is an opportunity for the work team to raise any hazards they identify, as well as nominate and provide feedback on any further controls that should be in place prior to commencing work, to protect the team.
- Other work crews that are in close proximity or maybe affected by the works may be included in the meetings or at least controls to mitigate risk to them or others must be considered.
- Where a worker has not attended the daily Pre-start meeting, they must not be allowed to commence work until the minutes of the meeting have been reviewed with the worker and the worker has signed off accordingly.

7.0 PLAN OF THE DAY (POD)

- Plan of the day (POD) meetings are conducted daily with the supervisory delivery teams members of both Laing O'Rourke and Supply chain partners.
- The intent is to identify and discuss any all current and upcoming works, overlapping/adjacent works, changes to any traffic changes to plant, deliveries, coordination of resources and progress of works.

- Document any potential problems and concerns for further investigation, share best practices, collective problem solving, and collaboration

8.0 END OF SHIFT DE-BRIEF

The de-brief is a hosted conversation between a work crew to discuss the previous shift. It is an opportunity to talk about any problems that arose during the shift and any opportunities to improve the way work is done, recognising that there is a gap between work as planned and work as done. The de-brief is a mechanism to discover what those gaps are. Good relations and communication channels enhance teamwork and resilience. A de-brief seeks to improve learning and contribute to continuous improvement and help plan and support delivery.

9.0 PIT CREWS

Where ethe project decides to implement Pit Crews it can offer an alternative to other standard communication and consultation forums. The objective of the Pit Crew is to engage with the workforce to obtain feedback and solutions. Pit Crews identify areas of focus and provide information that assists project leaders to narrow the gap between work as imagined versus work as done. They also assist in developing project initiatives that continually improve positive performance. Refer to **SR Rethinking Safety Through Inclusion + Wellbeing** for more information.

10.0 TOOLBOX TALKS

Toolbox talks are utilised to communicate, provide awareness and/or update workers on a particular topic at intervals determined by the site or project. Toolbox talks may be considered as a form of training.
Refer to **System Requirement Onboarding, Training, Inductions and VOC**.
A Toolbox Talk Template may be utilised to outline/develop the topic and information to be communicated. The Toolbox Meeting Record is used to register the topics and attendees. Topics may include things such as:

- Significant HS and E Incidents, risks
- Safety Alerts and Lessons Learnt
- HS Site Instructions.

Records are to be loaded into Intelex for Record keeping purposes. Refer to **Toolbox Talk Template** and **Toolbox Meeting Record**.

11.0 REGULATIONS AND CODES

Key Regulations and Codes are as follows:

- *Work Health and Safety Act 2011* (ACT, NSW, QLD), 2012 (SA) and 2016 (NT): Part 5 – Consultation, representation and participation
- Work Health and Safety Regulation 2011 (QLD, ACT), 2012 (SA) and 2017 (NSW, NT): Chapter 2 – Representation and Participation
- *Work Health and Safety Act 2020* (WA): Part IV – Part 5 – Consultation, Representation and Participation
- Work Health and Safety Regulations 2022 (WA): Chapter 2 – Representation and Participation
- Occupational Health and Safety Act 2004 (VIC): Part 4 – Duty of Employers to Consult and Part 7 –Representation of Employees
- Occupational Health and Safety Regulations 2017 (VIC): Part 2.1 – General Duties (2.1.5 How to Involve Health and Safety Representatives in Consultation) and Part 2.2 – Issue Resolution
- Rail Safety National Law as it applies in SA, NT, Tasmania, NSW, ACT, WA and VIC
- Relative Rail Safety legislation that applies in the remaining States not covered by the Rail Safety National Law

- Safe Work Australia Code of Practice and Guide
- Work Health and Safety Consultation, Cooperation and Coordination Code
- Worker Representation and Participation Guide
- Rail safety codes of practice, standards and guidelines as issued by the Office of the National Rail Safety Regulator, Rail Industry Safety Standards Board or rail industry organisation as appropriate.

12.0 PLANS, FORMS AND TEMPLATES

For relevant plans, forms and templates see the Laing O'Rourke HSEMS at www.lorhsems.com.