



Rethinking safety through
INCLUSION
+
WELLBEING

HS+E

SYSTEM REQUIREMENT

15/01/2025

LEADERSHIP ENGAGEMENT

PURPOSE AND SCOPE

Health, Safety and Environment (HS+E) Leadership Engagement is an important part of our approach by demonstrating visible support of HS+E with workers, staff and supply chain partners.

During leadership engagements, leaders are to assess levels of implementation of our relevant controls at the workplace, particularly around our high consequence activities. This involves having honest and open discussion about HS+E successes and issues with those personnel that do the work.

As leaders we need to recognise that workers deal with workplace issues every day and often have a more accurate idea where efforts could be best placed to improve how work is done safely.

Leadership engagement is an opportunity to engage workers, staff and supply chain partner through a 'HSE Engagement Activity' to understand the important HSE issues, to encourage a solution focused approach and feed findings and ideas back into the business.

1.0 LEADERSHIP ENGAGEMENT ACTIVITY EXPECTATIONS

The minimum expectations for Leaders and Projects for 'Leadership Engagement Activities' are outlined below. See **APPENDIX A HS+E ENGAGEMENT ACTIVITIES** for information.

Projects are to document the expectations in the project 'Work Health and Safety Management Plan' and 'Environmental Management Plan'.

Table 1 Leaders Expectations

IDENTIFIED LEADERS	EXPECTATION
<ul style="list-style-type: none"> Project Manager Project Leader Project Director Construction Leader 	<ul style="list-style-type: none"> Conduct one (1) Leadership Engagement Activity <u>per month</u> (minimum). Conduct one (1) 'HSE Peer Leadership Engagement Visit', no less frequently than on an annual basis. See Section 4.0.
<ul style="list-style-type: none"> Members of the Construction Leaders Group Operational General Manager Business Unit Leaders 	<ul style="list-style-type: none"> Conduct one (1) Leadership Engagement Activity <u>per quarter</u> (minimum)

Table 2 Project Expectations

PROJECT / WORKPLACE	EXPECTATION
<ul style="list-style-type: none"> Each project/workplace 	<ul style="list-style-type: none"> Conduct four (4) 'HSE Leadership Engagement Walks' <u>per year</u> (minimum) One (1) 'Peer Leadership Engagement Visit' conducted at their site (minimum). See Section 4.0.



2.0 RECORDING HS+E LEADERSHIP ENGAGEMENT ACTIVITIES AND CORRECTIVE ACTIONS

- HSE Appointed Leaders are to record the results and actions of the HS+E Leadership engagement activity on the '**(AU) Leadership Engagement Form**' in Field View.
 - For Field View project access contact your local project administrator or fieldviewau@laingorourke.com.au
- Corrective actions are to be assigned individually to a person with a due date
- Open corrective actions are to be monitored
- Closed actions are to be supported with evidence of close out.
- Completed activities can be viewed on the 'Leadership Engagement Activities Dashboard'
 - Open iGate (Launchpad) > Enterprise Reporting Portal > Home > Operations > HSE
 - Request access via IT – Ask to be added to the 'BI-HSE-Leaders' group
- To remove an Identified Leader from the list, email centralhseq@laingorourke.com.

3.0 IDENTIFIED LEADERS AND HS+E APPOINTED LEADER LETTER

3.1 IDENTIFIED LEADERS

The following position titles are Identified Leaders:

POSITION TITLES

- | | |
|--|---|
| <ul style="list-style-type: none"> • Project Manager • Project Leader • Project Director • Construction Leader | <ul style="list-style-type: none"> • Members of the Construction Leaders Group • Operational General Manager • Business Unit Leaders |
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3.2 PROJECT LEADERSHIP APPOINTMENT LETTER

- Each time an Identified Project Leader starts at a project and/or has a new identified leader position title, a new HS+E Appointed Leader Letter is to be initiated by the persons Line Manager so that an updated letter is completed.
- Only Identified Leaders on operational projects are to be appointed.
- To send an Identified Leader an HS+E Appointed Leader Letter :
 1. Open iGate (Launchpad) > Forms Portal > Health, Safety and Environment > 'HS+E Appointed Leader Letter'
 2. Populate the 'HS+E Appointed Leader Letter' > SUBMIT
 3. The nominated person will receive the letter to sign, *or decline*
 4. Upon signing, the nominated person will receive a link to this document and a copy of their letter
 5. The following will be notified of the signed letter:
 - **Central HSEQ** will be notified and mark the nominated person as an Appointed Leader in SuccessFactors; centralhseq@laingorourke.com.au
 - **People Services** will be sent a copy of the letter to store on the employees profile; and
 - **Field View** administrators will be notified to create an account. fieldviewau@laingorourke.com.au
- To remove an Appointed Leader from the list, email centralhseq@laingorourke.com. Copy in the Appointed Leaders Line Manager and HS/E Lead.



4.0 PEER HEALTH, SAFETY + ENVIRONMENTAL VISITS

Project Directors/Project Leaders/Project Managers shall visit other workplaces to conduct 'HSE Peer Leadership Visits', no less frequently than on an annual basis.

The primary purpose of Peer Leadership Engagement Visits is to learn from the workplace and to share lessons learnt, so leaders should consider which projects/workplace/sectors they can add the most value to.

For Field View project access contact fieldviewau@laingorourke.com.au.

5.0 HEALTH, SAFETY + ENVIRONMENTAL LEADERSHIP TEAM MEETINGS

Each business unit, project and workplace will have in place a Health, Safety and Environmental Leadership Team (HSELT) that comprises the most senior business leader for businesses and Project Director/Leader for project, relevant HSE Leads, and Senior Operational Representatives. HSELT meetings must be standalone and convened no less frequently than on a monthly basis.

The meeting is to include a focus on:

- upcoming key risks and tasks
- workforce feedback and engagement results,
- review of health, safety and environmental performance, and
- agree initiatives and strategies for the coming period.

These are distinct from workplace safety committee meetings and meetings with pit crews.

6.0 MONITORING AND ASSURANCE

- HE Leadership Engagement Activities are determined as a positive performance indicator for the organisation and as such is to be included in HSE performance reporting.
- The Leadership Engagement program is to be monitored by each project, recorded via Field View and reported and discussed regularly at the HSELT meetings.
- Site implementation of the programme at a workplace/project level is to be regularly monitored
- These form an important HSE Due Diligence component

7.0 PLANS, FORMS AND TEMPLATES

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



APPENDIX A HS+E ENGAGEMENT ACTIVITIES

The below outlines the types of HS+E Engagement activities that can be completed :

Table 3 HSE Leadership Engagement Activities

Engagement Type and Description	Template/Information Location and Contact
<p>1. Review a Severe Environmental Risk Assessment (SER) - The various minimum mandatory requirements that must be in place, demonstrated and working effectively with the intent of managing SER's within the system or field operations. On site or desktop with the owner of the form.</p>	<ul style="list-style-type: none"> Form available in Intelex
<p>2. Review a Fatal and Severe Risk Assessment (FSR) - The various minimum mandatory requirements that must be in place, demonstrated and working effectively with the intent of managing FSR's within the system or field operations. On site or desktop with the owner of the form.</p>	
<p>3. Facilitate a Collective Insight A Collective Insight is a tool used to engage with employees by providing the opportunity to understand the views of the workforce and to help ascertain levels of empowerment and trust. A Collective Insight allows the group to:</p> <ol style="list-style-type: none"> Identify a Hazard / Mechanism or Task / activity and rate their perception of performance; Reinforce the positive and explore the gaps; Agree on SMART Actions with accountabilities and time frames to close out the gaps; Record as an 'inspection' in Intelex with individual actions and due dates 	<ul style="list-style-type: none"> Enter 'inspection' in Intelex so that identified actions can be assigned individually Training available on SuccessFactors Template and Guidance Notes available on the LORHSEMS
<p>4. Facilitate a Positive Investigation A positive investigation focuses on work done well, rather than failures, to understand why the work was successful. The investigation may also identify and recommend removal of any unnecessary processes along with other deficiencies that may have otherwise gone undetected.</p>	<ul style="list-style-type: none"> Field View Form Guidance Notes available on the LORHSEMS
<p>5. Facilitate a formal HS+E Engagement forum with Supply Chain</p>	<ul style="list-style-type: none"> Work with HSE Leader on identifying formal engagement activities
<p>6. Lead a formal HS+E Engagement Activity</p>	
<p>7. Meet with Pit Crews - Project Leaders enable and support the existence of a "Pit Crew". The "Pit Crew" is made up of nominated employees of the work force. The "Pit Crew" is encouraged to identify champions in each work group / area to encourage participation across larger workplaces.</p>	
<p>8. Attend Site Following a PC1 Event - Consider facilitating a Collective Insight on the Event while on site.</p>	<ul style="list-style-type: none"> Work with HSE Lead + Lead Investigator
<p>9. Conduct a HSE Peer Leadership Engagement Visit - The primary purpose of Peer HSE Leadership Visit is to learn from other workplaces. Leaders should consider which projects/workplace/sectors they can learn from, and vice versa, add value to. See Section 4.0.</p>	<ul style="list-style-type: none"> Complete the section at the bottom of the '(AU) Leadership Engagement Form' in Field View
<p>10. Conduct a HSE Leadership Engagement Walk - The HSE performance on site is directly linked to the standard our leaders accept. HSE Leadership Engagement Walk are intended to critically review the on-site management of key HSE risks and controls, through observation and engagement. Provide constructive feedback to teams on areas for improvement to meet Laing O'Rourke standards.</p>	