



Rethinking safety through
INCLUSION
+
WELLBEING

HS+E

SYSTEM REQUIREMENT

11/04/2025

RETHINKING SAFETY THROUGH INCLUSION + WELLBEING

Laing O'Rourke is rethinking safety through inclusion + wellbeing. Laing O'Rourke's leading health and safety programmes have always pushed the boundaries of what's possible on site to ensure our people are safe at work.

At Laing O'Rourke, our commitment is to both physical and psychological safety, because we know that simply managing physical risk is no longer enough.

Rethinking Safety through Inclusion + Wellbeing sets new standards for safety and leadership through three core areas of focus:

- Engineering out risk and engineering in health;
- Ensuring everyone's voice is heard and contribution valued; and
- Demonstrating care for both physical and mental wellbeing



There are three pillars that work together across the project lifecycle to support Rethinking Safety through Inclusion + Wellbeing: Engineered Safety; Delivery Excellence; and Human Performance.

1. ENGINEERED SAFETY

Engineered Safety describes how we will work with our designers, clients, and suppliers to 'engineer out risk' and 'engineer in health' at every stage of a project's lifecycle, drawing on people's insight and experience to deliver solutions which protect everyone from harm.

This is achieved through working closely with design consultants and employing a Modern Methods of Construction (MMC) approach wherever we can. Traditional methods and thinking need to be replaced with more modern, healthier, and safer alternatives, which promote off-site ways of working. These changes will improve health and safety outcomes for those who design / construct / use / maintain and dismantle what we build.

2. DELIVERY EXCELLENCE

Delivery Excellence describes how our industry leading health and safety management system remains at the core of everything we do, providing our people with access to the best systems, tools, and processes to improve all elements of physical and mental wellbeing. This is underpinned by clear lines of operational accountability and competence.

3. HUMAN PERFORMANCE

Human Performance acknowledges the importance of providing a working environment which supports people's holistic health, enabling them to thrive. By managing people's personal energy and capacity levels we can sustain high performance workplace.

It promotes a culture where everyone is included no matter what role they play. Everyone has a voice and should feel empowered to speak up and 'call it out' if something doesn't feel right or could be done differently. Everyone is valued, seen and heard:

- Inclusion because everyone's voice matters
- Wellbeing because we care

We have an obligation and responsibility to always do better; however, instead of focusing on risk alone, we are investing in the overall wellbeing of our people, promoting a culture where everyone feels included – our staff, workforce, supply chain, delivery partners, clients and designers. Everyone has a role to play.

These three focus areas will work together to create a physically and psychologically safe environment and organisational culture that can make and adapt to change, innovatively, efficiently and safely.



INCLUSIVE LEADERSHIP

Rethinking Safety Through Inclusion + Wellbeing relies on strong, supportive and inclusive leadership focused on building physically and psychologically safe environments. This is a culture that engages the collective knowledge and encourages everyone to contribute and feel confident to voice concerns, admit mistakes, ask questions, and challenge unsafe practices.

Psychological safety does not mean immunity from consequences, difficult conversations or not holding people to account. It gives people more freedom to address tough issues without fear. They feel valued, able to contribute and share learning. This in turn builds stronger, high-performing teams and a culture of delivery excellence.

ENGINEERED SAFETY

Engineered Safety is most impactful when we apply it from the very start of a project, through preconstruction, and design for modern methods of construction (MMC). We will work with clients, designers, and suppliers to both engineer out risk and engineer in health at every stage of a project's lifecycle.

Our focus, through Engineered Safety, is to drive early design, methodology and procurement decisions that create the digital and physical environment which reduces the residual risk that transfers into the construction, operation, maintenance, and decommissioning phases of a project

We have a legal duty and moral obligation to eliminate, reduce and or control risk so as not to adversely affect stakeholders impacted by our works, this includes our people, our customers and the public. We can achieve this through implementation of data driven technically led decisions throughout all phases of a project. Knowledge and understanding of fatal and severe risks (FRSs) and other HSE System Requirements (SR) is fundamental for our people who design, develop and deliver safe design and technical led decisions supporting our projects.

Each project will appoint an Engineered Safety Lead, identified by the Project Leader, who will challenge traditional design and construction methods that result in activities which can be physically demanding, repetitive and have the potential to create an environment which may impact long-term quality of life. They will be challenging, curious and open, with drive and energy that enables change.

DELIVERY EXCELLENCE

Central to our approach is focusing on the many things that go right rather than looking at numbers or statistics. By using engagement tools that focus on our people and using their strengths, skills and knowledge and Laing O'Rourke's power of experience, we encourage innovation, safer and smarter outcomes. This is achieved through group activities such as Collective Insights as well as conversations and looking for variability in work as imagined versus work as done. Understanding the variability of everyday performance and being resilient is the basis of good safety. The engagement tools are described below.

1.0 RETHINKING SAFETY TOOLS + TACTICS

1. THE ENGAGEMENT WORKSHOP

The cornerstone of Rethinking Safety through Inclusion + Wellbeing is a three-hour engagement workshop designed to introduce participants to the three program pillars: engineered safety; delivery excellence and human performance. The engagement workshop provides knowledge of the HSE Management Systems tools and tactics.

The workshop is delivered to all employees and supply chain partners before starting work and by volunteer trainers from Laing O'Rourke and our supply chain partners. This is a unique delivery method which ensures the program is delivered to a consistently high standard by people who are passionate about Rethinking Safety.

2. PRE-START BRIEFING

They are interactive safety sessions that help focus a workforce on safety. They take place prior to the beginning of a work shift and they are an opportunity for an organisation to ensure that its entire workforce is fit for duty. It is an opportunity to have a conversation about the work activity for the day including key risks and interfaces. As a minimum the pre-start briefing should ask what went well yesterday and what can be improved for the upcoming work.

3. SAFE SPINE SAFE MIND

SSSM Safe Spine Safe Mind is an industry leading, behaviour change program that educates and empowers workers to take care of themselves and their work mates. It teaches practical physical and mental health strategies with the goal over time to build individual capacity, resilience, and wellbeing. The SSSM program provides workers regular access to Workplace Health Consultants (WHC) from allied health professions. The learnings and behaviours are embedded and



sustained by progressing some participants through Leader Training as well as the regular onsite presence of the WHC for continued ongoing practical onsite education for staff.

SAFE START

A key tool from Safe Spine Safe Mind is a Safe Start. A Safe Start is led by a trained facilitator at the start of each shift. It is a muscular skeletal stretching programme that ensures the body is ready to start work. In addition to this its great opportunity for teams to get together and join in a community session. Safe Starts can also include a safe mind element such as 'hunting the good stuff' or 'recalibration' both of which are tools that support mental wellbeing.

4. FOCUS ON HIGH-CONSEQUENCE RISKS – FATAL AND SEVERE RISK (FSR) PROGRAMME / SEVERE ENVIRONMENTAL RISKS (SER)

This next phase of our safety and wellbeing journey continues to build on our proven assurance framework, underpinned by our commitment to effectively managing Fatal and Severe Risks (FSR) and Severe Environmental Risks (SER). Within our operations, there are a number of activities considered to have potentially high-consequence risks to people and or the environment if not managed appropriately. The focus we place on high-consequence risks allows everyone at all levels to make informed decisions to manage our risk profile – everyone has a role to play, and everyone has a voice.

FATAL AND SEVERE RISK CONTROL STANDARD

The FSRs identified in the standard provide clear guidance about the various minimum mandatory requirements that must be in place, demonstrated and working effectively to manage FSRs within our operations. It is an important element of the Laing O'Rourke safety management framework. This approach allows project teams to operate and make decisions within a more rigorous and straightforward framework, focusing attention away from some of the bureaucratic processes.

The FSR Control Standard is designed to be used at all stages of construction. While it can be used as an audit tool after an activity to confirm the critical controls were in place, it is more important to use the tool throughout the other cycles of design, planning, procurement and design engineering – engineering out risk and engineering in health throughout the project lifecycle. Each workplace is required to consider the operational risks on the project and determine a schedule of FSR reviews proportionate to the activities at the workplace. The criteria within the FSR assessment tool must be specific to the workplace.

CRITICAL CONTROLS

Within the FSRs and SERs are identified Critical Controls and a GO/NO GO operating philosophy. Critical Controls are non-negotiable across Laing O'Rourke workplaces and if not in place effectively could contribute to a potentially significant incident. The GO/NO GO operating philosophy is designed to make it easier for delivery teams to consistently cease the relevant activity and determine appropriate action when the Critical Controls are not in place. Identification of NO GO needs to be encouraged, reviewed and discussed by the workplace management teams.

5. THE ENERGY PROJECT

The Energy Project work is grounded in a simple, but a counter-intuitive principle: the greater the demand, the greater the need to rest, reflect and renew. It is a unique, science-based approach to helping individuals, leaders and teams access their best and then make their best even better.

KEY PRACTICES:

- Build resilience and capacity by refuelling energy across four dimensions: physical, emotional, mental and purposeful
- Deepen awareness of how our thoughts, feelings and mindset influence the way we show up and perform
- Help leaders grow as human beings and lead more effectively by deepening their perspective

COMMUNITY CHECK IN

A tool that is used within the Energy Project is a community check in. A check in is used at the beginning of a meeting/briefing and it allows us to ask, 'How are you feeling?' and provides a greater awareness of the emotions felt by our teams and our community. The 2nd question is generally associated with the topic of the meeting or session. It is a valuable tool that engages people at a deeper level of understanding where people are at any current time.



6. COLLECTIVE INSIGHTS

A Collective Insight is a team-based engagement tool that harnesses the perspectives of the group in a learning environment. It generally focuses on a site-specific, high-risk activity. A leader facilitates a discussion with a work crew to review:

- Hazards associated with the work
- How well they are controlled
- What else can be done to make the workplace safer
- Actions to be presented for close out and feedback to the crew.

7. POSITIVE INVESTIGATIONS

A Positive Investigation focuses on work done well rather than failures to understand why the work was successful. The model seeks to improve culture as an engagement session that learns from those doing the work and brings them on the journey. The investigation may also identify and recommend removal of any unnecessary process along with other deficiencies that may have otherwise gone undetected; however, the intention is not to add more complexity to systems or methods of work. There is no one best method to completing a Positive Investigation.

8. END OF SHIFT DEBRIEF

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. HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT SYSTEM (HSEMS)

There will always be a need for rules, systems and procedures but they must act as enablers for safe work. Laing O'Rourke recognises there is a need to remove unnecessary bureaucracy from the Health and Safety Management System (HSMS) and to streamline processes to enable more adaptable, innovative and safer outcomes. People need to feel empowered to speak up about the impracticalities of systems and processes and to agree on adequate solutions that provide safer, smarter outcomes.

Laing O'Rourke encourages constructive feedback to improve the HSEMS and each workplace is expected to review the company HSEMS to ensure it meets the specific risks and needs and promotes safer outcomes at each particular workplace. Where there are areas of improvement the workplace should work within the parameters and framework of the HSMS to develop suitable processes in consultation with the business HS leader. The following principles apply to any proposed move away from the HSMS:

- Critical Controls are non-negotiable, and the GO/NO GO philosophy is not amended.
- The standards and expectations are not lessened in implementing the change.
- The change achieves safer outcomes.

10. POSITIVE OBSERVATION

Positive Observations are recorded when personnel observe behaviour or work areas that are above operational expectations and standards. This allows users to identify new practices that are operating above normal parameters and to reinforce positive behaviour in individuals and work groups. The Intalex mobile phone app is a tool that can be used to record positive observations in the field with notes directly upload into Intalex.

11. POTENTIAL CLASS 1 EVENT PROTOCOL

Potential Class 1 events have the potential to cause a severe injury to someone affected by our operations; however, due to a number of factors the actual potential wasn't realised. The focus on high consequence risks means that Potential Class 1 events are treated the same as Actual Class 1 event. This includes having a Director attend within 24 hours and an Event Alert distributed.



2.0 EMPOWERING OUR WORKFORCE THROUGH ENGAGEMENT AND TRUST

EMPOWERING OUR WORKFORCE

Our people are the heart of our business. We recognise that solutions are driven by people taking responsibility, rather than meeting top-down accountabilities. Individual differences are considered a resource. We enable people to fulfil their own capacity to create and champion safety.

ENABLING ACTIVITY	DESCRIPTION
SAFETY CRITICAL MESSAGES	Safety critical messages are delivered by the business for the business. Our primary engagement workshop rolled out to everyone who works for or with Laing O'Rourke is delivered by volunteer facilitators from all areas across the business. The best people to talk about our approach to safety are the people who are doing the work. Operational leaders deliver all safety critical messages, including the rollout of safety campaigns. This is a differentiator and a demonstration of visible leadership commitment.
MASTER TRAINERS	<p>Master Trainers are people in the business who promote and champion Rethinking Safety Through Inclusion + Wellbeing and its three pillars:</p> <ul style="list-style-type: none"> • Engineered safety • Delivery excellence • Human performance. <p>Master Trainers also deliver our Train the Facilitator Program for new trainers, assessing and coaching the new facilitators as they progress. In addition to this they are a conduit for exploring and generating momentum around Rethinking Safety Through Inclusion + Wellbeing in the field.</p>

WORKFORCE ENGAGEMENT TOOLS

These tools are part of a toolkit of resources used to start a conversation not to set an agenda. Workplaces can select those tools they believe are appropriate for the environment. They are designed to encourage conversations about the way we go to work. These tools complement our existing processes of daily pre-starts and Collective Insights.

WORKFORCE ENGAGEMENT TOOL	DESCRIPTION
TOOLBOX TALK	Toolbox talks are held regularly to disseminate important safety information, changes and updates. Toolbox talks provide another venue for consultation and coordination of activities.
PIT CREWS	Pit Crews provide unprecedented workforce engagement and gain feedback from the workforce to assist Project Leaders gauge the pulse and initiatives of Rethinking Safety Through Inclusion + Wellbeing. Pit Crews differ from other standard communication and consultation forums such as Safety Leadership Teams and Health and Safety Committees. Their objective is to engage with the workforce to obtain feedback and solutions that project leadership can support. They identify areas of focus and provide information that assists Project Leaders to narrow the gap between work as imagined versus work as done and develop project initiatives that continually improve performance.
FOCUS SESSION	A focus session using a missing/needed conversation is an engagement technique within work teams that can create powerful action. For example, if we ask: "Engineered safety – what's missing on this project to achieve this principle?" Then: "What's needed to make it happen?" This empowers our people to be part of the conversation and solution.

HUMAN PERFORMANCE

We believe there is nothing more important in any organisation than human performance. This is a critical pillar of Rethinking Safety through Inclusion + Wellbeing. A key component of Human Performance is the ability to manage and sustain energy and capacity. Rethinking Safety through wellbeing encourages people to develop high performance habits in relation to recovery and renewal and supports them to thrive and work at their best.

The Human Performance pillar will focus on the evolution and growth of wellbeing that our organisation has with a focus on our people, partners, supply chain and clients



3.0 OUR FOCUS AREAS

Laing O'Rourke have an active Australia Hub Wellbeing Committee which drives opportunities for active and influential engagement supporting our wellbeing strategy.

We have a network of Mental Health Champions and Mental Health First Aiders that are trained and skilled in creating positive influences across the Australia Hub.

Laing O'Rourke use the Energy Project to ensure our people have increased skills, capability and awareness of their energy and capacity levels and are able to make choices to implement changes that positively impact their energy

We Increase capacity, competency and productivity through Learning Experience (LXP) and LOR Learn.

We will use technology to conduct Wellbeing Pulse Surveys to identify strengths and opportunities, implement wellbeing interventions and measure our progress.

We will consult, develop, test and deliver new Wellbeing and Psychologically Safe Plans for all projects, functions and offices.

4.0 TRAINING

Two training programmes build on the Laing O'Rourke's Rethinking Safety Through Inclusion + Wellbeing Engagement Workshop. These two programmes are Risk Management 360 and HSEMS Delivery Excellence.

RISK MANAGEMENT 360

The aim of this training is to provide an overview of the LOR risk management processes and application in delivery settings. The training is available as eLearning on LOR Learn for LOR employees or face-to-face. The target audience for this training is all personnel who work on an LOR Site.

The training is broken into 6 modules:

- Risk Assessment
- Work Pack Development
- FSR and SER's
- High and Non-High Risk Work
- Permits
- Change Management

HSEMS DELIVERY EXCELLENCE

The aim of this programme is to provide delivery teams with knowledge of the HSE Management Systems tools and tactics relevant to their role to enable them to deliver the highest quality work in a safe, supportive, and industry-leading environment.

The target audience for this training is Delivery roles including Project Engineers, Site Supervisors, Health & Safety, Environmental, Rail Safety roles and other roles as determined by the Project Training Needs Analysis.