LENDLEASE BUILDING PTY LTD | 97 000 098 162

TWEED VALLEY HOSPITAL
ENVIRONMENT, HEALTH & SAFETY MANAGEMENT PLAN

24/06/2020 | Project Issue No:10.3

Plan Revision Status				
Date	Revision (in numbers)	Purpose and Summary of Amendments	Reviewed by	Approved by
27/10/17	3.1	Updated Environment legislation for VIC Appendix 2 and updated Objectives & Targets to FY18 Appendix 3	[redacted]	[redacted]
16/07/18	4.0	New Plan issued for use	[redacted]	[redacted]
24/06/19	4.1	Updates to parts 4.2, 5.2.5, 4.3.3, 4.3.4, 4.5.1, 4.5.4, 4.6, 5.1, 5.2 and Appendices 1, 2, 3, 4, 5 and 8 including new FY20 Objectives & Targets.	[redacted]	[redacted]
24/06/2020	5.0	General updates and FY21 Objectives & Targets, new management sub plans – Pandemic and Occ Health & Hygiene	[redacted]	[redacted]

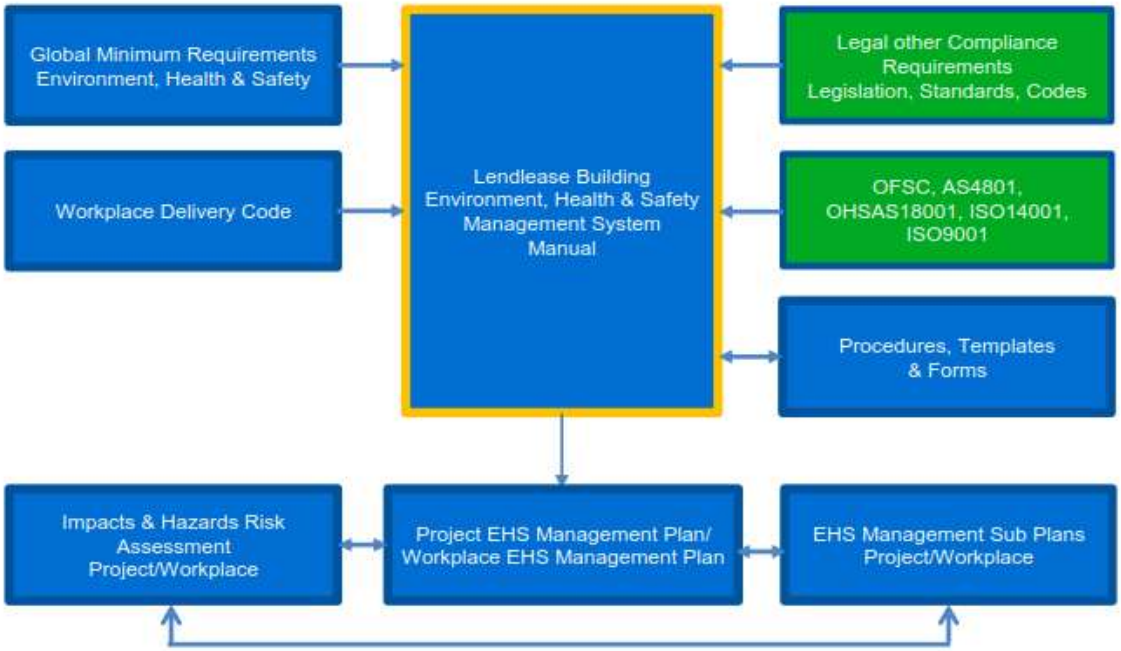
Project Revision Status				
Date	Project revision (in numbers)	Purpose and Summary of Amendments	Reviewed by	Approved by
24/6/20	10.3	Changes to training planner requirements, Enablon reporting requirements, Changed references to Sub plans, Consultation ammendments, C.O.R assurance targets	[redacted]	[redacted]

*Note that all printed paper/hard copies of this document remain uncontrolled. The controlled copy of this document is found either in Project Web, within the Project Management Plan section, or other project specific database/server approved by the Regional EHS Manager / EHS Manager Integrated Project.

WELCOME

Welcome to the project/workplace Environment, Health & Safety Management Plan for Lendlease Building Australia.

This plan forms an integral part of the Lendlease Building 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 your project, addressing its specific requirements. It follows a simple and intuitive navigation trail, outlined below to help guide you through the document.

PLAN IMPLEMENT IMPROVE

This Project EHS Management Plan has been created as a Word Template. In order to customise this template, please follow these instructions:

- Save the template as a Word Document.
- Customise the front cover with the project name, date and revision number. This will automatically update the whole document.
- Do not delete or remove the section breaks as this will affect the document formatting.

If you have any questions about how to use this plan, please contact your Regional EHS Manager / Head of EHS Integrated Project.

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1.0 INTRODUCTION

1.1 PROJECT ENVIRONMENT, HEALTH & SAFETY MANAGEMENT PLAN

Lendlease Building (LLB) Australia, (incorporating Lendlease Building Pty Limited and Lendlease Building Contractors Pty Limited) operates an integrated management system where the functions and requirements of environment management and work health and safety (WHS) /occupational health and safety (OHS) /occupational safety and health (OSH) management are integrated. The LLB Environment, Health & Safety Management System (EHS MS) Manual and related procedures, forms and templates is contained within the Lendlease Building Management System, Source.

The LLB EHS MS Manual provides the overall framework for EHS management at LLB workplaces including construction projects. All projects must develop a Project Environment Health & Safety (EHS) Management Plan (MP), which outlines the management practices for the key risks affecting EHS for a project. Management of EHS at this workplace consists of the LLB EHS MS Manual together with this Project EHS Management Plan and its relevant EHS Sub Plans, procedures, codes and other supporting documents. These all form part of the LLB EHS MS and together hold certification to Australian and international standards for health and safety and for the environment and accreditation with Federal and State authorities. The structure of the EHS MS framework is outlined on Page 3.

The Project Environment Health & Safety (EHS) Management Plan and related management sub plans shall be independently issued, but must be approved by the Construction Manager, or nominated representative and the Regional EHS Manager / Head of EHS Integrated Project for commencement of construction. This will either be documented on the plan or through Aconex.

1.2 REVISIONS AND AMENDMENTS

The revision history of the project EHS MP for LLB construction operations is documented by the LLB Document Control Register within Source. This project EHS MP template is the document used to prepare a project specific EHS management plan for each LLB 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. Audits are completed to the requirements of the LLB Auditing EHS Procedure.

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

- The required amendment is incorporated in the revised Project EHS MP and management sub plans where applicable.
- 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 Project EHS MP.
- The new/revised project EHS MP or management sub plan is issued to the project team including relevant subcontractors and other stakeholders and Appendix 11 Plan Signature resigned.

Note: Major revisions of the plan template, e.g. revision 4.1 to revision 5.0 require the new revised project plan template approved by the Head of EHS LLB to be implemented with a maximum of three months across all active construction projects.

1.3 DEFINITIONS

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

1.4 PROJECT DESCRIPTION

The Tweed Valley Hospital will be the major referral hospital for the Tweed-Byron communities and will form the core of the region's network of hospital and community health centres.

The vision for the Project is to deliver 'a life-changing healthcare solution for the Tweed-Byron region'. The Project consists of:

- Delivery of a new major referral hospital to provide the health services required to meet the needs of the growing population of the Tweed-Byron region, in conjunction with the other hospitals and community health centres across the region.
- Master planning for additional health, education, training and research facilities necessary to support these health services, which will be developed with service partners over time.
- Delivery of the supporting infrastructure required for the new hospital, including greenspace and other amenity spaces, campus roads and car parking, external road upgrades and connections, utilities connections, and other site infrastructure.

The new hospital will deliver:

- additional inpatient capacity
- an expanded emergency department
- enhanced surgical and ambulatory care services
- diagnostic and interventional cardiology
- an integrated cancer care service, including radiotherapy services.]

PROJECT STAGING

The new Tweed Valley Hospital project is scheduled to occur in four key stages as follows:

- VECI: Very Early Contractor Involvement – Schematic Design Stage;
- EARLY WORKS: to enable preparation for the Main Hospital Building. The Early Works include bulk excavation, civil & infrastructure works and piling;
- ECI: Early Contractor Involvement – Design Development Stage;
- MAIN WORKS: Construction of the Main Hospital Building, Carparks and supporting facilities.

Lendlease has been appointed to undertake the VECI and EARLY WORKS stages with subsequent submissions subject to agreement to continue with ECI and deliver the MAIN WORKS stages.

Key Hazards:

- Public Interaction;
- Plant and pedestrians interfacing;
- Falls from Heights and Falling Materials;
- Live Services;
- Major Plant installation & removal

Included are the following key milestones or specific deliverables for this project:

VECI stage: Complete

- ECI stage: Started November 2019;
- Early Works: Late 2019 – Late 2020;
- Main Works : Late 2020 – Late 2022

Special conditions and requirements relevant to the project are detailed in Appendix 10.

2.0 VISION & POLICY

Lendlease is committed to its vision 'to create the best places' through workplaces that are free of incidents of injury, ill-health or environmental harm wherever we have a presence. Our vision is supported by an uncompromising culture which holds the health and safety of people and the protection of the environment as first in all our business reviews and decision making.

The LLB EHS Policy outlines key objectives to deliver an incident and injury free workplace. The EHS Policy and other related policies are located in Source > Our Policies > Building Policies. All LLB policies must be clearly displayed in a prominent location(s) at LLB workplaces, including the project site/workplace office and project/workplace notice board(s) so they are accessible to all employees, subcontractors and other workers, including visitors to the project.

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 on request to interested parties.

3.0 PLAN

3.1 RISK MANAGEMENT, IDENTIFYING IMPACTS & HAZARDS/ APPLICATION of EHS MANAGEMENT SUB PLANS

3.1.1 Enterprise Risk/Opportunities

The Head of Environment, Health & Safety Lendlease Building (LLB) Australia maintains a register of EHS risks and opportunities across LLB at an enterprise level. These are outlined in Enablon, the Lendlease EHS Intranet Reporting System and are reviewed and updated at maximum quarterly intervals. The enterprise risks are cascaded to Regional Business Units for consideration and inclusion in local or project related risk management processes where applicable.

3.1.2 Early/Minor Works

The requirements of the Preliminary, Early or Minor Works Contractor Management Procedure is implemented where:

- Lendlease Building 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 LLB 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 as defined by legislation or involve high risk construction works.

3.1.3 Bid/Opportunity Review

The process of risk management at Lendlease commences in the conversion of a project bid or opportunity. The Lendlease Building Project Conversion Plan (PCP), available on Source http://pcp.lendlease.com/default.aspx is used for all project bids or opportunities. Inclusive of the PCP process is the completion of a LLB EHS Investment Risk Review to determine if the requirements of the Lendlease Global Minimum Requirements (GMRs) for EHS and legislative compliance can be achieved. This requirement is further outlined in the Winning Work section on Source. Open risks identified in the LLB EHS Investment Risk Review must be transferred to the Project Risk and Opportunity Assessment Template (PROA).

3.1.4 Design

Where LLB has management or control of a design function related to a building or structure, the LLB Risk & Opportunity Management Procedure is followed to review design and results are detailed within the LLB Project Risk and Opportunity Assessment Template (PROA). The purpose of the PROA review and related process is, where reasonably practicable, to eliminate risks including potential WHS or equivalent OHS/OSH hazards and risks and potential significant environmental impacts through design change. Where elimination is not reasonably practicable the identified hazards and risks and impacts must be minimised so far as reasonably practicable, consistent with the requirements of relevant legislation and Lendlease GMR.

3.1.4.1 Specific Design Reviews

Concept and Detailed Design

A concept and detailed design review of EHS risks is undertaken by Lendlease Integrated Solutions, or an equivalent service provider with key stakeholders in the proposed (preliminary design) concept and detailed design of the building or structure and documented on the PROA for the Project.

EHS in Design Review

EHS in design risks identified by external design consultants in a Safety Report, or other equivalent report, issued to respond to work health and safety or equivalent legislation requirements for safe design of buildings or structures are included in the PROA for the Project.

Pre-Construction Review

The Project Manager and relevant stakeholders undertake further review(s) of the design through the implementation of the LLB PROA process and review of the existing PROA for the project.

Risk close out/ transfer

Where risks in design have not been eliminated through the PROA process those unresolved risks that relate to workplace activities over which LLB has management or control are transferred to construction, end user or maintenance programs for resolution. Where any unresolved EHS risks with a moderate or greater risk ranking exist, the Project Manager in consultation with the Construction Manager and Regional EHS Manager / Head of EHS Integrated Project must ensure that these risks are transferred to the project specific Impacts & Hazards Risk Assessment, end user or maintenance manuals for the project.

3.1.4.2 Design Change

Design change throughout the design and construction is managed in accordance with the LLB Change Management Procedure and further evaluated during project review meetings. Where the proposed design change (including design of temporary works) has the potential to significantly (moderate or above risk ranking) effect environment, health or safety the design is reviewed to determine a more effective design solution to eliminate the risks so far as reasonably practicable. Where this cannot be achieved the risks are included in the Project Impacts & Hazards Risk Assessment or other related document, e.g. end user or maintenance manual to ensure effective management.

3.1.5 Project/Workplace Impacts and Hazards Identification

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 includes any open

(unresolved) risks that require management in the construction stages of a project that were identified in design or other PROA reviews.

The completion of the IHRA is conducted in accordance with the methodology outlined in the LLB EHS Risk Management Procedure, which requires all key risks rated as moderate or greater specific to the project to be included in the IHRA. Control measures related to GMR 4 risk events and other high risk construction works must implement at least one engineering control or better and one mitigating control, consistent with the Hierarchy of Control and Lendlease GMR requirements.

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 LLB EHS MS and standards outlined or referenced in the LLB Workplace Delivery Code.

The Project IHRA is also used to identify:

- the need for additional specific management sub plans; e.g. noise, occupational health and hygiene
- impacts and hazards that relate to High Risk Construction Work or work which requires a High Risk Work Licence; which will require a Safe Work Method Statement (SWMS) to be provided that outlines control measures consistent with the Hierarchy of Control and Lendlease GMR.

3.2 LEGAL AND OTHER COMPLIANCE REQUIREMENTS

LLB identifies and maintains access to all WHS/OHS/OSH law and environmental law updates and other compliance requirements (e.g. standards, codes, conditions, approvals and others), which are available at LLB workplaces and on the intranet (see Appendix 2 for further information). WHS/OHS/OSH law, environment protection legislation and other compliance requirements; e.g. codes of practice, Client conditions, development approval and standards that apply to this workplace, are listed in the project Impacts & Hazards Risk Assessment.

Access to current legal and other compliance requirements (either electronic or paper based) is available at all LLB workplaces and key intranet sites for access to further information are listed in Appendix 2.

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

Data is recorded in Footprint and verified by each Regional Business Unit, Strategic Business Unit, nominated employee, with oversight by the Lendlease Building National Sustainability Function and external assurance auditors.

3.3 Site/workplace EHS Rules

The Project Team develops specific Site or Workplace EHS Rules that are displayed on entry to the workplace and in other prominent locations that are consistent with the Lendlease vision 'to create the best places' that are free of incidents of injury, ill-health or environmental harm. The objective of the site/workplace EHS rules are to:

- inform all worker, visitors and other stakeholders of the minimum requirements that must be adhered to at the workplace to meet specific client, legislative, regulatory and GMR requirements.
- define project specific expectations

- address 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 for EHS (GMR) and LLB Workplace Delivery Code;
- ensure visitors to the project are made aware of any Site/Workplace EHS Rules relevant to the site and any areas they will visit, e.g. mandatory PPE;
- inform workers and visitors of perimeter exclusion zone (PEZ) requirements on multi-storey projects where access or work activities are required within 3m of a multi-storey live edge;
- inform workers of the requirements of the LLB Drug and Alcohol Policy and the LLB Fitness for Work – Drug and Alcohol Testing Procedure that apply to all Lendlease Building workplaces.

3.4 OBJECTIVES AND TARGETS

The LLB annual EHS Business Plan outlines objectives and targets for the financial year and these are included in the LLB EHS MS Manual and cascaded to LLB Regional Business Units for implementation.

Objectives and targets specific to the project are outlined in Appendix 3.

3.4.1 Achievement of objectives and targets

Progress against the objectives and targets for EHS 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 / Head of EHS Integrated Project and General Manager for the Regional Business Unit/Strategic Business Unit. The Construction Manager reports on progress against objectives and targets on a six weekly basis in Project Reviews.

Monthly reports on progress against annual EHS objectives and targets are collated by the EHS Head Office Service Function and Regional EHS Managers / Head of EHS Integrated Projects and distributed across LLB.

EHS weekly email performance updates, distributed by the Head of EHS LLB Australia, also outline progress against some specific objective and targets related to incidents.

3.4.2 Project objectives and targets monitoring

The Project objectives and targets as listed in Appendix 3 are monitored by:

- Internal independent 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, Safe Work Method Statements, or equivalent, implementation through regular observations and inspections by LLB personnel, subcontractors and the workplace EHS Committee/ EHS Consultation Group;
- Review of training completion rates;
- Incident reporting, investigation and effective communication and evaluation of implemented corrective actions and preventative actions;

- Effective injury management, return to work; and
- Environment protection.

Lendlease personnel tasked with implementing selective objectives and targets are detailed in Appendix 9

3.5 PROJECT SPECIFIC ENVIRONMENT HEALTH AND SAFETY INITIATIVES

In addition to the objectives and targets previously outlined, at least two or more project specific EHS leading industry practice initiatives should 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 relevant key stakeholders.

Outline leading practice initiatives below:

Brief Description of EHS Initiative	Expected Launch Date	Evaluation method for the initiative	Expected Evaluation Date	Related Document (e.g. plan or other)
Crush subgrade rock for re-using on site	June 2019	Reduction of truck movements in & out of site during B. Excavation.	September 2019	Bulk Earthworks /Civil Tender Package
Co-location of plant/engineering services	May 2019	Reduction on excavation volumens	May 2019	SD/VECI Completion Report
Modular slab formwork system	January 2020	Enhance productivity of formwork decks, reduction of injuries from sacrificial formwork and trip hazards on decks.	May 2020	Formwork Tender Package
Virtual Superintendent/Online coordination of deliveries	May 2020	Efficient/coordinated construction vehicle movements. Reduced complaints received from external stakeholders	September 2020	Traffic Manageme nt Plan
Prefabricated Services Risers	November 2020	Elimination of incidents related to working at heights in services risers.	March 2021	Incidents Register
Induction Leadership Introduction	June 2019, February 2020 and ongoing	Commitment to EH&S initiatives from top down	Ongoing	Site Induction

3.6 PROCUREMENT OF GOODS AND SERVICES

Tendering for the provision of goods and services is 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:

3.6.1 Goods

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

3.6.2 Services

Procured services include the following documented activities prior to Tender Award:

(a) Prequalification

All prospective tenderers must either have been:

1. capability assessed; or
2. where this system has not yet been implemented for a particular region, the LLB Tender Management System Assessment Form is completed before being invited to tender; to ensure that prospective tenderers have an EHS Management System or equivalent procedures that meet the requirements established by this Plan.

(b) Invitation to Tender

A standard suite of EHS information as outlined in Appendix A of the LLB Invitation to Tender is provided to each prospective tenderer at the time of tender to allow the tenderer to properly prepare their EHS documentation.

(c) Subcontractor Interview Checklist

This Subcontractor Interview Checklist is completed during tender interviews for all works more than $200,000 value to ensure that the tenderer has properly prepared their tender submission to meet LLB EHS requirements and that they understand their obligations for the management of EHS if their submission is to be successful.

(d) Tender Evaluation Template

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

3.6.3 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 provides the following to all subcontractor companies at Tender:

- relevant parts of the project specific EHS MP,
- the project specific Impacts & Hazards Risk Assessment and related prescribed control measures,

- Global Minimum Requirements for EHS,
- the LLB Workplace Delivery Code;
- the LLB Subcontractor Guide to EHS; and
- other information applicable to the scope of works to be undertaken.

The list of EHS information required to be provided by each Tenderer is included by the Construction Manager or nominated representative in pre-tender or pre-contract interviews as determined by Schedule H of the contract conditions, including records of discussion of project EHS related information and verification of subcontractor compliance to LLB requirements by completion of the LLB Subcontractor Works To Proceed EHS and Quality Checklist.

An itemised list of inclusions in tender/contractor packages and evidence of communication (document transmittal) of the project EHS information is maintained, such as (but not limited to) email, iTWOcx, Aconex or other approved communication database.

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.

For all roles detailed in the project specific organisation chart, the responsibilities statement is agreed between the person employed in that role and the Construction/Line Manager. On commencement of a job role outlined in the project organisational chart each person employed in a role meets with the Construction Manager or their appointed line manager to review, discuss and where required agree to their roles and responsibilities statement and any amendments to that statement. The statement is 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 are filed and their location referenced in Appendix 6 of this Plan and in addition all versions are recorded in the project collaboration tool.

Lendlease Building Pty Limited is the Principal Contractor with management or control of the project and its EHS. 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) the LLB project EHS Site/Workplace Rules, the GMRs, Workplace Delivery Code and applicable legislative requirements.

4.2 TRAINING

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

4.2.1 Environment, health, safety and quality training matrix and planner

The Lendlease Building EHS&Q Training Matrix and Planner identifies key Lendlease Building EHS management tasks as outlined in the LLB EHS MS and GMRs for the position holders who undertake these tasks, and the competencies required for each position to implement these tasks effectively.

Project teams must complete the Planner based on the courses outlined in the Matrix and their team composition, individual roles and responsibilities. For example, rather than selecting All Foremen/Supervisors to complete Fire warden, or first attack fire, or permit to work training, the project team (the CM or appointed representative) will determine who from the project team will complete this training based on the allocation of duties and the project's needs including the location of the site and scope of work. Once identified, the training will be determined as internal or external and tracked to completion with the completion date and the validity date, i.e. the expiry date of the competency training.

The initial version of the Planner is to be developed by the project team (led by the Construction Manager or appointed representative) and endorsed by the RBU/SBU EHS Manager and the Quality Manager (via an Aconex transmittal). For new projects this should be completed before the Pre-Construction Review Meeting

Once developed, the EHS&Q Training Matrix and Planner should be reviewed every 6 weeks (to align with project reviews) and endorsed by the RBU/SBU EHS Manager via an Aconex (or equivalent) transmittal.

4.2.2 Subcontractors & Other Workers

The minimum training requirements for subcontractors and other workers at this workplace include:

- General Industry WHS/OHS Induction/Safety Awareness Training for the Construction Industry;
- Work activity consultation training in high risk construction work tasks or work that requires a high risk work licence and specific safe work method statements or related documents;
- Subcontractors or service providers may choose to manage construction work, which is not classified as high risk construction work or work that requires a high risk work licence, with their own environment, health and safety or equivalent company procedures or processes. It is an LLB requirement that all employees, workers or agents engaged by the subcontractor company for the works under contract (WUC) have undertaken consultation and training in the content of these company procedures or processes and that evidence of such training is provided to LLB.
- GMR training completion by selective Subcontractor Supervisors for major trade packages that will be undertaking work at the project/workplace for greater than 90 days;
- Engage & Influence Training (1 day) completion by selective Subcontractor Supervisors for major trade packages that will be undertaking work at the project/workplace for greater 90 days;
- Subcontractor Supervisors that issue and manage works covered by a Permit to Work must undertake familiarisation training in the Permit To Work system;
- Evidence of competence for operators of all mobile plant (and quick cut/concrete saw) and prior operating that mobile plant and equipment.

  Note: a letter provided by the employer for mobile plant operation competence is not sufficient alone and each operator must also have a copy(s) of a licence/certificate issued by a State/Territory; **OR** a Statement of Attainment /Certificate issued by an Registered Training Organisation; **OR** evidence of a formal verification of competence assessment against defined competency standards.
- Lendlease Part A Induction completed every 3 years (online delivery link http://onlinelearning.lendlease.com/building_orientation_part_A);

- Workplace specific (Part B) induction and completion of the related induction knowledge assessment; and
- Relevant certificates of competency for work activity related training; e.g. confined space entry; high risk work for which a high risk work licence is required; and electrical work.

4.2.3 Records of Training

Records of Lendlease employee training are retained at the workplace, and copies of the training records or certificates are uploaded to the LLB Learning and Development (Intranet) Site (Workday). The minimum records to be retained by the project/workplace are:

- course outline or content;
- completed attendance records using the LLB Training Attendance Record Form;
- completed LLB Training Evaluation Form; and
- assessment results (except for RTO delivered training where these results may not be available) and associated certificates of completion.

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

4.2.4 Worker induction

All workers should complete the Lendlease Part A Induction prior to attending a construction workplace for the first time.

Workers that have undertaken the Lendlease Part A Induction within the past three years are required to undertake a brief workplace induction only based on the LLB Workplace Induction Part B located on Source. This will generally include consultation arrangements at the workplace; PPE requirements, designated smoking areas (if permitted); incident reporting, emergency response planning and key personnel at the workplace, workplace specific impacts and hazards and any Client specific requirements. A knowledge assessment must be completed at the conclusion of the induction.

A photocopy of the subcontracting company's employees General Industry WHS/OHS Induction/Safety Awareness Training for the Construction Industry Card is taken at the workplace specific induction and any high risk work licence card(s) held by each worker. Photo identification; e.g. drivers licence or passport (to confirm identity) must be sighted only (not photocopied due to Privacy considerations) following the induction to the project (or recorded by the Pegasus System) and the licence number or passport number recorded and listed on the LLB Workplace Induction Attendance Record.

Persons (other than escorted visitors) unable to demonstrate completion of WHS/OHS General Industry Induction/Safety Awareness Training cannot be inducted nor enter the workplace to undertake construction works.

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

4.2.5 Visitor induction

All 'one-off' visitors (unlikely to return) to the workplace must be accompanied at all times by a person that has undertaken the workplace induction. All visitors sign the LLB workplace Visitor Register upon arrival and departure (including time of entry and exit).

Regular visitors (i.e. requiring access twice a month or more) and persons who undertake construction related work activities; i.e. those specifically defined as 'building or construction work', must hold the General Industry WHS/OHS Induction/Safety Awareness Training for the Construction Industry.

All visitors must wear the mandatory personal protective equipment specific to the site and must be informed of emergency response arrangements at the workplace.

Where multi-storey construction exists at the workplace, visitors also complete the LLB Visitor's Agreement and must be informed of perimeter exclusion zone (PEZ) requirements where access to, or work activity is required within 3 metres of a multi-storey live edge (i.e. the PEZ where full containment at the edge has not been achieved and gaps exist). This includes information on the use of tethers/ lanyards/containers or other restraint equipment to prevent fall of loose materials for their safety helmet, mobile phone, tools or other equipment.

Visitors that do not have restraint equipment fitted to their safety helmet or any other loose items they intend to use or operate at the site, e.g. mobile phone, clip board, camera, are not permitted within 3m of any live multi-storey perimeter exclusion zone edge; and acknowledge this risk mitigation measure in the Visitor's Agreement.

Tours, previews or inspections of LLB apartments or other buildings or structures under construction by prospective buyers, lessees or other is managed in accordance with the Lendlease Building Tours, Previews and Inspections Procedure and precautions outlined above to prevent fall of materials on multi-storey construction projects also apply.

4.3 CONSULTATION, COMMUNICATION AND REPORTING

Consultation, participation and issue resolution is managed in accordance with the LLB Consultation Procedure. The Consultation Procedure and relevant WHS/OHS/OSH legislation requires project personnel to consult, participate, share and supply relevant 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 or work to ensure EHS management issues are appropriately discussed and agreed.

This includes the opportunity for workers to respond, contribute and participate in EHS issues that affect their work environment 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.

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 LLB employees.

EHS consultation arrangements agreed at this workplace are identified by the 'marked-up' LLB EHS Consultation Statement. The marked-up statement is displayed in prominent locations at the workplace by the EHS Coordinator, together with the agreed LLB EHS Issue Resolution Flow Chart specific to the project.

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 e.g. LLB EHS Committee Meeting Minutes; election of EHS Committee members and LLB Toolbox Talk or Builder's Brief records.

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

4.3.1 Union Right Of Entry

A holder of both a Work Health and Safety (WHS) Entry Permit Holder AND an Entry Permit Holder under the Fair Work Act for the specific State/Territory in which the workplace is situated 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 an Entry Permit Holder are outlined in the LLB Union Right of Entry Guideline under WHS Legislation and further detailed in the Fairwork Right of Entry Legislative Fact Sheet.

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

4.3.2 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 workplace, including notice board(s):

Lendlease Building Environment, Health & Safety Policy	Lendlease Injury Management & Return To Work Policy
Lendlease Building Smoke Free Policy	Lendlease Building Noise Control Policy
Lendlease Corporation Harassment & Bullying Policy	Lendlease Building Fitness for Work, Drug and Alcohol Policy
LLB EHS Consultation Statement detailing the consultation arrangements agreed at the workplace	Agreed LLB EHS Issue Resolution Flow Chart specific to the project
Emergency evacuation diagrams including the Evacuation Assembly/Muster Point(s)	Any special environment rules; e.g. flora or fauna protection specific to the workplace.
Site or Workplace EHS Rules Including hours of work	List and photograph(s) of Health & Safety Representative(s), EHS Committee / EHS Consultation Group members
Designated Workgroup members	Crisis Management Escalation Protocol
Amenities plan including first aid shed location	Current EHS Committee / EHS Consultation Minutes
Location of the Spill Kit	Current EHS Alert(s) not more than 6 months old
Personal Protective Equipment requirements	Top 5 Hazards of the week

Designated smoking areas (if any)	Areas where PPE is not required, e.g. amenity areas
Lendlease Injury Management Workplace Injury poster	Incident Reporting Scheme Poster (State/Territory specific) available at Lendlease Injury Management
Incident reporting flow chart (Commonwealth Projects)	Regulatory notices issued within the past 2 months

Emergency evacuation details and 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 Evacuation Diagrams (refer AS3745) displayed at required exits all levels.	After hours emergency contact name and number able to be read from outside the site boundary.
Emergency Call Poster first aid room and other emergency first response team member locations	Contact details determined by the Project Emergency Response Sub Plan
Emergency evacuation required exits each level	HAZCHEM or other signage related to the storage or hazardous substances or dangerous goods at the workplace
Emergency Evacuation Assembly Area	

4.3.3 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 LLB Toolbox Meeting Template, Daily Pre-Start Record Template, Builder's Brief Template or equivalent subcontractor document.

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

Other EHS related meetings are recorded formally where required by completing the LLB form EHS Meeting Minutes; e.g. where discussing SWMS for high risk construction work or work that requires a high risk work licence, 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 LLB 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.

LLB will ensure that communication and consultation on EHS matters occurs with all workers, including those with limited English or English as a second language. Where required, LLB in consultation with

subcontractor employers will develop appropriate communication to consult with workers with limited English or English as a second language.

4.3.4 EHS Reporting

The project team undertakes reporting and recording of EHS matters to the Regional Business Unit /Strategic 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 annual objectives and targets outlined in Appendix 3 and identify impacts/hazards and incidents across all projects and implement corrective action and preventative action.

The Construction Manager also ensures the following reporting activities occur and records and reports are undertaken and retained by relevant Lendlease personnel for audit purposes:

- Health Infrastructure and the NNSWLHD (Northern NSW Local Health District) reporting requirements, eg. Notifiable Incidents, Regulatory Authority Notices or other as agreed
- Establish project reporting functionality within Enablon and Footprint by submitting the "New Operation Request' form immediately once construction authorisation has been given.
- Special conditions and requirements (if any) are documented in Appendix 10.
- Completed daily, weekly and monthly inspections and monitoring of environment, health and safety matters and project compliance to relevant legislation and Lendlease Global Minimum Requirements (i.e. Lendlease Foreman/Supervisor complete High Risk Construction Work Checklist in the Enablon App; Enablon Observation App is completed by Project Engineers and completed EHS Weekly Inspection; see Part 5 of this Plan for more specific detail and frequency of inspections and observations).
- Complete Acute Risk Scenario Campaign reporting in Enablon, at maximum quarterly intervals and ensure third party or other reviews are completed.
- Report all EHS incident events and observations in Enablon.
- Immediately provide a verbal report (and provide a follow up 5 point email within 2 hours) all EHS incident events that have: i) potential to trigger a critical incident event in Enablon; ii) potential to be Notifiable to a Regulator; iii) potential to trigger a crisis management event including media interest; iv) potential to involve attendance at the site by any emergency service or regulatory authority; v) potential to involve hospitalisation of any kind or a Workers' Compensation Claim; or vi) involve potential or actual material harm to the environment.
- Report incident details within Enablon within 24 hours that have the potential to become a Lost Time Injury Incident or a Workers' Compensation Injury;
- Report incident details within Enablon within 24 hours that have the potential to be classified as a Critical Incident; to enable a related incident notification to be published in Enablon not later than two days after the incident.
- Complete incident investigation reports and related actions within the required time frames specified.
- Ensure Lendlease project personnel complete outstanding actions in Enablon within the required timeframe.
- Calculate and report project productivity hours and personnel numbers for both LLB and subcontractor personnel using the LLB Productivity Hours – Calculation Guideline with the total monthly productivity hours and personnel numbers entered into Enablon by the 2nd day after the end of the reporting month.

- Report on and provide all regulatory authority notices or other correspondence provided by regulatory authorities, local government or other within 5 working days to the Regional EHS Manager and Head Office EHS Service Function.
- Report on consolidated monthly data and progress against LLB Objectives & Targets at project reviews to senior management.
- Report on planned training completion progress at project reviews to senior management.
- Report on impacts and hazards or other 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 LLB Incident Reporting and Management Procedure. A summary is provided below. Where any inconsistency between Table 1 and the requirements of the LLB Incident Reporting and Management Procedure exists, the requirements of the Procedure apply.

Occurrence/Incident/Report	Initiator	Action	Closing Responsibility
All incidents of injury, near miss, actual or potential material harm to the environment, plant, equipment or property damage	Project Team Members	Report immediately to the Construction Manager (CM) or nominated representative. Five point email notification to LLB RBU and national managers within 2 hours. Note: Notification to Regulators to be made only after consultation with the Regional EHS Manager / EHS Manager Integrated Project has occurred.	Construction Manager
EHS Incident Event Reports	CM/EHS Coordinator	All incident events are to be entered in Enablon. Incident Investigation Report Template, OFSC Incident Investigation Form where required	Construction Manager
EHS Observations	Site Engineers	Daily observations entered in Enablon App	Construction Manager/ Site Engineers
High Risk Construction Work Checklist	Foremen/ Supervisors	Daily observations entered in Enablon App	Foremen/ Supervisors
Identified incident events/ observations with potential consequence of large or very large outcome	All project personnel	Incident event or observation entered reporting in Enablon and close out tracked through Enablon. Observations with Large/Very Large potential nominated must have close out actions assigned and tracked to completion.	Construction Manager
Heavy Vehicle Transport to/from the Project greater than 4.5t gross vehicle mass	Project Team Members	Random observations of heavy vehicles for packing, loading and load restraint; mass and dimension; fatigue; vehicle standards and maintenance and any observed breach incident, e.g. load shifted during transport, or defective vehicle, or overloaded vehicle.	Construction Manager

Occurrence/Incident/Report	Initiator	Action	Closing Responsibility
First Aid Injury	First Aid	Register of Injuries completed by the First Aid Officer and entered in Enablon.	First Aid Officer
Medical Treatment Injury (an injury where treatment is provided by a medical practitioner and returns to work without losing a shift of work).	First Aid	Through the appointed First Aid Officer, entered into Enablon within 2 working days Injured Employee treatments must be reported to Injury Management Function on 1800 825 055	First Aid Officer
Lost Time Injury (an injury where a person loses a whole shift(s) due to a work related injury or illness)	First Aid	Through first aid officer/SM, reported within 24 hours in Enablon (or suspected LTI) and within 48 hours OFSC Incident Report.	First Aid Officer
Workers Compensation/ Rehabilitation/ Return To Work	First Aid	Reported immediately to the Injury Management Function on 1800 825 055 Rehabilitation Monitoring Form (Return to Work) and Workers' Compensation forms as required by the LLB Workers Compensation Return to Work Manager	First Aid Officer
OFSC Incident Report (all LTIs and if OFSC Scheme project all MTIs and all Notifiable 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.	Construction Manager
Notices, Infringements or related show cause or similar correspondence served from a Government or Regulatory Authority or Industry Union	Regulatory Authority	CM or SM must provide copies to the Regional EHS Manager / EHS Manager Integrated Project and Head of EHS LLB Australia within 5 working days.	Construction Manager

4.4 DOCUMENT AND DATA CONTROL

EHS documents are identified and controlled in accordance with the Lendlease Building Management System document identification and control process located on Source. 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 EHS Head Office Service Function circulates document additions, changes or deletions by regular e-mail revision updates. The process is further outlined in the LLB EHS Management System Manual.

All EHS records for this workplace are filed in accordance with the LLB Document Filing and Retention Procedure. Further information is provided in the LLB 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 LLB policies, procedures, Global Minimum Requirements, the 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 or work that requires a high risk work licence, identified in the Project Impacts & Hazards Risk Assessment, are included in the respective Safe Work Method Statement(s) specific to the works to be carried out. High risk construction work is defined in the LLB High Risk Construction Work Poster.

4.5.1 Management of Subcontractor EHS

All Subcontractors must provide the following documents prior to commencement of works:

- A SWMS for all work classified as high risk construction work or high risk work that requires a high risk work licence;
- A Training & Skills Register outlining the training and qualifications of the subcontractor's employees or other workers or agents engaged by the subcontractor. The Training & Skills Register must outline evidence of training consistent with the minimum requirements for subcontractors outlined in Part 4.2.3 of this Plan.
- A Plant & Equipment Register for all items of plant and equipment to be brought to the site outlining the inspection and maintenance of that plant and equipment to the manufacturer's requirements and relevant Australian standards. Appendix 8 of this Plan Plant Equipment & Processes Inspection & Testing Schedule outlines key requirements;
- A Safety Data Sheet (or Material Safety Data Sheet) for all products, goods or substances or dangerous goods to be brought to the site for use;
- A Hazardous Chemicals Register for all materials, products, substances or dangerous goods to be brought to site that are classified as hazardous by the Safety Data Sheet or Material Safety Data Sheet;
- An inspection and test register for all portable electrical tools and electrical equipment to be brought to the site for use;
- A formal process for incident investigation;
- A Waste Management Plan including a minimum of two waste strategies on how the subcontractor will eliminate or reduce waste to landfill by promoting recycling or recovery.
- Additional environment or health and safety management plans where identified by Lendlease (e.g. sedimentation control, dust control, occupational health including exposure monitoring and health surveillance and noise control), as identified in the Project Impacts & Hazards Risk Assessment as a moderate or above risk ranking.
- Inspection and Test Plans which relate to the scope of works must be developed from the SWMS to review the control measures outlined for all plant, equipment and work processes.

Review of the above requirements is undertaken by completing the Lendlease Building Subcontractor Works to Proceed EHS Checklist.

Specific high risk work activities as defined by the Lendlease Global Minimum Requirements and the LLB Permit To Work Procedure are controlled through the use of a Permit To Work (PTW) System. The PTW system is implemented to the requirements of the LLB Permit To Work Procedure. Specific high risk work tasks that require a Permit To Work include:

- Confined Space Entry; Excavation/Ground Penetration; Isolation of Energised Systems; Hot Works; Drill, Cut, Core; Work Within a Ceiling Void; Tower Crane Erection, Alteration, Dismantle; Works Near Overhead Assets /Powerlines and Safety Harness where used as the primary method of fall prevention.

Each permit to work must be completed by the Foreman/Supervisor (i.e. a designated PTW Officer) in control of the work area where the high risk work will be undertaken, before the commencement of the work and any related control measures monitored, including any inspections identified on the permit when issued.

4.5.2 Safe Work Method Statements

A SWMS must be developed (or provided by subcontractor) for all high risk construction work and work that requires a high risk work licence prior to commencement of the work. Where a SWMS is developed by LLB for its employees that carry out high risk construction work or work that requires a high risk work licence, it is prepared on the LLB Safe Work Method Statement Template by the Foreman/Supervisor in control of the works in consultation with relevant employees or other workers that will undertake the works. Subcontractors may elect to use their own SWMS template.

The SWMS content must include any construction related health and safety hazards and risks and environment aspects and impacts specific to the works under contract and their related control measures identified in the LLB project Impacts & Hazards Risk Assessment. Where the health and safety hazards and risks and environment aspects and impacts identify a Lendlease Global Minimum Requirements GMR 4 risk event at least one engineering control measure and one mitigating control measure as identified in GMR4 must be outlined in the SWMS for the works to be carried out by the subcontractor or other LLB employees. All control measures must be consistent with the Hierarchy of Control.

Note that this means where any of the 20 x GMR 4 risk events apply, activities must be managed by implementing the controls and performance standards prescribed against each GMR risk event; or an alternative control measure, which achieves an equivalent or greater control. These control measures must be in place before works can commence.

4.5.2.1 Consultation in Safe Work Method Statements

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 high risk construction work activities or work that requires a high risk work licence as outlined by legislation and Part 4.2.3 of this Plan. Subcontractor company employees or their agents (other workers) are required to sign their acknowledgement of this consultation and training as part of the SWMS implementation process.

Foremen/Supervisors must review and sign all SWMSs that apply to workers under their control. This requirement is to ensure that Foremen/Supervisors are aware of the safe work methods and related control measures for all high risk construction work activities and work which requires a high risk work licence, for which they have oversight and supervision.

4.5.3 Review of Safe Work Method Statements and Change Management

The SWMS for high risk construction work or work that requires a high risk work licence must be formally reviewed by the Construction Manager, or nominated representative(s), in conjunction with the LLB Foreman/Supervisor or Area Supervisor that will oversee the high risk construction work. The review is undertaken by completing the LLB SWMS Review Checklist. The LLB EHS Risk Management Procedure provides further information on the definition of high risk construction work and SWMS requirements.

Consultation in high risk construction work activities is outlined in Part 4.3 of this Plan and Appendix 7.

All SWMS must be formally reviewed by the Foreman/Supervisor of the subcontractor or Lendlease works at maximum monthly intervals for the duration of the works.

Where a change in the scope of work is proposed and relates to high risk construction work or work that requires a high risk work licence the SWMS must be reviewed and amended where applicable to include this change before the works can proceed.

4.5.4 Verification of Competence

Subcontractor workers and Lendlease workers are required to provide evidence of competency for all high risk work that requires a High Risk Work Licence. This evidence can be verified by the provision of a current High Risk Work Licence relevant to the high risk work to be completed. Other supplementary evidence can include certificates or statements of attainment from a recognised learning institution or training organisation for other works not classified as high risk, e.g. manual handling and asbestos awareness.

For mobile plant and equipment operators, subcontractor workers and Lendlease workers are required to provide evidence of the competence prior to any worker operating mobile plant, further outlined in the LLB Workplace Delivery Code. In brief, a letter provided by the Employer is not sufficient to evidence competence to operate mobile plant and equipment. For competence to be evidenced one of the following must be provided:

i) a high risk work licence/certificate issued by a State/Territory; OR

ii) a Statement of Attainment /Certificate issued by an Registered Training Organisation; OR

iii) evidence of a formal verification of competency assessment against defined competency standards for the specific mobile plant or equipment to be operated.

Note that operators of Tower Cranes; Forklift/Telehandler/Motorised (self-propelled) Pallet Trolleys must provide evidence of formal VOC assessment against defined competency standards at three yearly intervals specific to the item of plant being operated, in addition to any High Risk Work Licence already held by the operator.

The Operator of a Quick Cut /Concrete Saw proposed for use on a Lendlease Building Project must verify formal training in the safe operation of the saw.

The Subcontractor Guide to EHS outlines further mandatory EHS requirements required of subcontractors including (but not limited to) labour hours, waste reporting and waste reduction plans.

4.5.5 Impacts/hazards identification, control and monitoring

Impacts and hazards related to the workplace are recorded in the Project Impacts & Hazards Risk Assessment. To ensure the IHRA remains current it must be reviewed:

- during project coordination meetings when reviewing the next 4-6 weeks of activities and related GMR independent engineer reviews for acute risks; and
- at maximum six (6) week intervals during Project Review Meetings by the Construction Manager, or a nominated representative, to ensure currency and accuracy.

Workers are encouraged through the workplace specific induction, tool box/pre-start talks and other consultative 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 to their supervisor or Lendlease personnel.

Monitoring of the workplace is carried out in accordance with Part 5 of this Plan.

Where high risk impacts or hazards present an imminent or immediate risk of serious harm to a worker are identified that specifically relate to a work area or work task under the control of Lendlease, a subcontractor or other worker due to ineffective or inadequate control measures, the work task 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 to completion in Enablon.

Where faulty or defective plant and equipment is identified, which has the potential to impact on health and safety or the environment it must be isolated from use and physically locked out to prevent unauthorised or inadvertent use as detailed in Part 5 of this Plan.

Exposure to Hazardous Chemicals and other airborne contaminants which are a risk to human health and a moderate or greater risk must be identified in the LLB Impacts & Hazards Risk Assessment developed for each workplace and an Occupational Health & Hygiene Plan developed. Further information is provided in the LLB EHS MS, the LLB Workplace Delivery Code under Occupational Health & Hygiene and the LLB Exposure Monitoring and Health Surveillance Procedure.

4.6 EMERGENCY RESPONSE AND EVACUATION

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

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

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 LLB Emergency Response Procedure. A completed Lendlease Emergency Call Poster is displayed at the workplace to provide a summary of information required when making an emergency call; e.g. street address and nearest cross street.

The Emergency Response Management Sub Plan (ERMSP) is reviewed and tested as follows:

Item	Action required & pass/fail requirement	Frequency						Record
		Weekly	Monthly	Quarterly	6 monthly	Yearly	5 yearly	
Emergency Response Management Sub Plan (ERMSP)	Check content and continued relevance to facility/workplace/site including assessment of Evacuation Assembly Area			☒				Review maximum quarterly intervals with revision updates. Quarterly Independent Audit review
Emergency Control Organisation (ECO)	ECO personnel requirements comply with the ERMSP and AS3745			☒				Emergency Control Organisation (ECO) appointed for the project
Fire equipment	Fire extinguishers, hose reel or other. Attached compliance tags. Inspection and maintenance by service provider				☒			EHS inspections, Register of Fire Extinguishers maintained in the workplace where 10 or more extinguishers exist.

Item	Action required & pass/fail requirement	Frequency						Record
		Weekly	Monthly	Quarterly	6 monthly	Yearly	5 yearly	
	Fire extinguishers located at each required exit, hose reels or other. Seals intact. Charged extinguishers in place at relevant locations.				☒			EHS inspections, EHS Committee Minutes. Compliance tag verification and record of inspection and testing at 6 monthly intervals displayed on the tag.
	Fire risers, hose reels and booster valves for multistorey buildings under construction greater than 12m high comply with NCC E1.9		☒					EHS Site Assessment Checklist
	Pressure alarm to risers for multistorey buildings under construction greater than12m high		☒					Logbook maintained by service provider. Monthly pressure check or test after any riser alteration Recorded in EHS Site Assessment Checklist or EHS Observation Enablon.
Evacuation equipment	Emergency lighting		☒					Logbook maintained by service provider.
Emergency Warning equipment	Emergency Warning and Intercommunication System (EWIS)		☒					Logbook maintained by service provider. Monthly test or test after any relocation recorded in EHS Site Assessment Checklist
Emergency Warning equipment	Fire alarms (audible & visual) to welfare areas.		☒					Logbook maintained by service provider. Monthly test or test after any relocation recorded in EHS Site Assessment Checklist
Evacuation Drill	Evacuation exercise compliance with the emergency response plan (ERMSP) and GMR				☒			EHS Committee Minutes, Completed LLB form Emergency Event Evaluation Form or through the Enablon Inspection App

Item	Action required & pass/fail requirement	Frequency						Record
		Weekly	Monthly	Quarterly	6 monthly	Yearly	5 yearly	
Emergency Event Drill	Emergency scenario response (taken from ERMSP Identified emergency scenarios)				☒			Completed LLB form Emergency Event Evaluation Form or through the Enablon Inspection App
Emergency Evacuation Awareness Training	All workers on site have undertaken the site induction that includes emergency evacuation awareness							Induction Records
Emergency Control Organisation and Emergency Response Team Training	Project ECO & ERT members undertake formal emergency response training – wardens and others						☒	Training records
Evacuation Assembly area(s)	Nominated areas checked as suitable and relevant to ERMSP	☒						EHS Inspections

5.0 IMPROVE

5.1 MONITORING OF THE WORKPLACE

Monitoring of the workplace includes those actions required to verify that the management of Environment, Health & Safety (EHS) conforms to the LLB EHS MS, the Lendlease Global Minimum Requirements for EHS, legislation and related codes or standards and other compliance requirements applicable to the workplace, such as Development Approvals and Development Conditions.

The project workplace is monitored and inspected as follows:

Workplace Monitoring Schedule				
Task	**Type of Monitoring**	**Monitoring By**	**Frequency**	**Record**
General work areas	Hazard / Impact Observations	Project Engineers	Daily	Enablon Safety App Observation completed
Impacts & Hazards Risk Assessment	Project Reviews	Construction Manager	Ongoing	Six weekly Project Review Meeting Minutes Updated IHRA
Acute Risk Scenarios	Quarterly Campaign Project Review Meetings	Construction Manager/ Project Engineers	Ongoing	Completed Enablon Quarterly Campaign Six weekly Project Review Meeting Minutes
High Risk Construction Work/ High Risk Work requiring a licence in a specific area/ or a Permit to Work	Enablon Safety App / HRCW Checklist	LLB Area Foreman/ Supervisor	Daily	Completed LLB Enablon Safety App Observation / Completed HRCW Checklist.

Workplace Monitoring Schedule				
Task	**Type of Monitoring**	**Monitoring By**	**Frequency**	**Record**
Subcontractor work activities	Work Activity EHS Inspection	Subcontractor Area Foreman/Supervisor	Daily	Completed Subcontractor's EHS Inspection Checklist
All general work areas including plant and equipment	Weekly EHS Inspection	Site Manager; EHS Coordinator, EHS Committee/ EHS Consultation Group Weekly inspections by LLB to include Subcontractor participation for the entire inspection.	Weekly	Completed EHS Weekly Site Inspection Form EHS Committee/ EHS Consultation Group Minutes
All general work areas including plant and equipment	EHS Inspection	Construction Manager	Maximum Monthly intervals	Completed EHS Site Assessment Checklist.
Public interface areas	Hoardings/ gates or other outward facing elements.	Competent person	Daily or as determined by the IHRA.	Completed Fencing Hoarding Inspection Checklist
EHS Monitoring DA Conditions or other	EHS monitoring identified by the IHRA e.g. noise, water quality, dust or other.	Competent person	As required	Completed LLB forms or equivalent: Noise Monitoring Register Monitoring outlined in EHS sub-plans such as Occupational Health & Hygiene
Waste monitoring	Dockets verifying: 1) waste classification, 2) waste generator, 3) waste transporter, 4) Facility receiving the waste	Construction Manager/Package Engineer/Manager	Monthly	Dockets verifying all waste removal, transport and disposal from site. Subcontractor waste reduction initiatives – see Part 4.5.1 of this Plan
Calibration of EHS Monitoring equipment	Manufacturer's calibration	Competent person	As required	Calibration Certificate
Heavy Vehicle Transport Laws (Chain of Responsibility	Random observations of heavy vehicles for packing, loading and load restraint; mass and dimension; fatigue; vehicle standards and maintenance	Construction Manager	As required, as per the COR Management Sub-Plan	Enablon Safety Observation App

Workplace Monitoring Schedule				
Task	**Type of Monitoring**	**Monitoring By**	**Frequency**	**Record**
Subcontractor Works	EHS&Q Subcontractor Audit	Construction Manager/ Nominated Representative	High Risk Construction Work and High Risk Work trades	Completed Schedule of Subcontractor Audits based risk profile. Completed LLB EHS&Q Subcontractor Audit with close out actions verified.

5.2 MONITORING OF PLANT, GOODS, EQUIPMENT AND PROCESSES

The monitoring of plant, goods, equipment and processes to determine the effective management of environment, health and safety at this workplace is determined in accordance with the schedule outlined in Appendix 8 – Plant, Equipment & Processes Inspection & Testing Schedule of this Plan.

5.2.1 Incoming Plant and Equipment

Plant and equipment provided must be fit for purpose and comply with the manufacturer's recommendations and relevant Australian standards and be supplied with the following required items not limited to:

- A register listing the plant and equipment and its current and ongoing inspection and maintenance regime;
- Records of current inspection and maintenance (see Part 5.2.4 of this Plan);
- A risk assessment specific to the plant or equipment, including any attachments to the plant proposed for us;
- Part 4.4.5 of this Plan.
- Evidence of the Plant Item Registration and the Plant Design Registration issued by the relevant WHS/OHS/OSH State/Territory for those plant items as outlined in Appendix 8.

Incoming plant and equipment is checked by using any, or a combination of the following checklists: the LLB Plant and Equipment Inspection Checklist (available on Source) appropriate for the item of plant and the LLB Lifting Gear Inspection checklist or equivalent subcontractor lifting gear checklist and register.

Records of LLB plant and equipment procured by Lendlease are maintained in the LLB Project Plant Register or the LLB Lifting Gear Register. Subcontractors maintain an equivalent register for their procured plant and equipment.

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.

5.2.2 Incoming Goods

Incoming purchased goods (including products or materials) with the potential to impact environment, health and safety must conform with the National Construction Code and applicable Australian or international standards. Goods identified as non-conforming are removed from service, secured against further use, recorded in Aconex as part of the Lendlease Quality System, then returned to the supplier. If the goods remain on-site pending verification by the supplier or rectification, they are quarantined to prevent inadvertent use and marked or otherwise identified as quarantined and not for use.

5.2.3 Calibration

Calibration of EHS measuring and testing equipment is carried in accordance with the requirements of the LLB 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, is of the proper range and type and is able to verify conformance to company, client and legislative requirements.

5.2.4 Plant and Equipment Installation/Dismantling/Inspection/Maintenance

Proposed installation, inspection, maintenance and dismantling of plant or equipment on a project must be risk assessed to determine if the works can be undertaken off the project. Where this is not possible, all works must be carried out to the requirements of GMR 4.3.6 and where a risk exists of workers being struck by components a physical exclusion zone must be established and maintained around plant or equipment that is being installed, inspected, modified or dismantled.

In particular, precautions around the following are highlighted: dangerous energy (e.g. lock out/isolation against inadvertent start up), stored energy (e.g. charged, tensioned, pressurised, or sprung components with potential for sudden release, including contact with electricity); instability of large mass components and overturning/toppling; and entanglement or entrapment (e.g. concrete boom pump heads, tower crane sections).

Inspection and maintenance of all plant and equipment is undertaken by a competent person (e.g. Plant Owner, Plant Mechanic and Plant Engineer) prior to use at an LLB workplace and as per the manufacturer's specification. In addition, it is important that competent personnel working on such plant or equipment (e.g. Fitters/Mechanics) ensure that they position themselves and others out of, or away from, the line of fire of any potential stored (dangerous) energy release and that this energy is isolated and locked out in accordance with basic risk management principles.

In addition to routine inspection and maintenance, competent persons undertake and document monitoring and inspections of plant and equipment prior to use (pre-start check by the operator), daily or at intervals specified by the manufacturer. The pre-start check by the Operator is recorded in the pre-start check record booklet provided by the owner/manufacturer of the plant.

In some instances, plant and equipment may require further inspection and certification by qualified personnel where the configuration can be altered (e.g. cranes and hoists).

Subcontractors are required to maintain inspection and test records and a Plant Register(s) for their plant and equipment located on the site. LLB is required to maintain inspection and test records and a Plant Register(s) for its plant and equipment on the site.

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/displayed. Personnel will inform their supervisor who in turn will ensure the supplier/hire company complies with its maintenance requirements.

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

5.3 NON-CONFORMITIES AND CORRECTIVE/PREVENTATIVE ACTION

Non-conformities or defects and related corrective/preventative actions identified at LLB workplaces must be implemented in a timely manner to prevent recurrence of the non-conformity or defect and tracked to

resolution by the Construction Manager/Workplace Manager or a nominated representative. Corrective and preventative actions must be consistent with the Lendlease Global Minimum Requirements for EHS and the Hierarchy of Control. This includes EHS action items from reviews, audits, workplace inspections/ assessments, impact/hazard notification reports, opportunities for improvement, incidents and observations.

Action items raised as a result of incidents, observations and audits shall be entered in Enablon and corrected in a timely manner to prevent recurrence. Actions implemented as a result of a critical incident where a worker(s) was exposed to imminent or immediate risk of serious harm or there was actual or potential material harm to the environment; must be monitored to evaluate their effectiveness for a period of 30 to 60 days.

Regional EHS Managers or the Head of EHS Integrated Projects shall monitor and track the closure of non-conformities and any corresponding corrective or preventative actions raised from incidents, observations and audits. Where non-conformities are not resolved (i.e. corrective/preventative actions implemented) within 30 days they shall be elevated to the Lendlease Building Head of EHS Lendlease Building Australia for resolution.

5.4 MONITORING & ACTIONS ARISING

Where the results of monitoring of the workplace and related plant, equipment, environment, processes, goods, conditions or a critical incident occurrence identifies risks that are ranked as moderate or above the Construction/Workplace Manager, or a nominated representative, reviews the Project Impacts & Hazards Risk Assessment to determine:

- the adequacy of the content of the risk assessment; i.e. if the hazard and risk or aspect and impact related to the non-conformity or other monitoring is included in the risk assessment; and
- the effectiveness of control measures consistent with the Hierarchy OF Control and GMR 4; for 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 actions raised by any inspection, audit, non-conformity or other monitoring activity, or a critical incident occurrence is determined by the Regional EHS Manager / EHS Manager Integrated Project but shall not exceed 30 days.

5.4.1 Incidents at the workplace

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

Incidents involving injury, near miss, damage to plant and equipment, and actual or potential harm to the environment are managed in accordance with the LLB Incident Reporting and Management Procedure.

Where an incident meets the criteria of notifiable to a Regulator, the incident scene must be protected (preserved) and not disturbed until the Regulator formally advises release of the area. 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.

Critical incidents and notifiable incidents involving emergency services and the regulatory authority(s) require immediate notification to the Construction Manager or nominated representative and the Regional EHS Manager / Head of EHS Integrated Project.

Where an incident at the workplace may be classified as a Crisis the Construction Manager notifies the incident in accordance with the reporting structure outlined in the Crisis Incident Escalation Protocol; which is displayed at the 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 LLB Australia in accordance with this Protocol.

Notices, fines or show cause correspondence issued by any Regulatory Authority to any LLB workplace are reported and forwarded to Lendlease personnel as outlined in Part 4.3.4 of this Plan. Copies of Regulatory Notices issued must be displayed prominently in the workplace as outlined in Part 4.3.2 of this Plan.

5.4.2 Injury management and return to work

All employee injuries that occur at work, or in the course of work related travel and result in time off or an inability to complete normal duties are managed in accordance with the Lendlease Injury Management & 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.

5.4.3 Unacceptable behaviour

Where unacceptable behaviour by a worker(s), including employees or subcontractors, is observed and presents an imminent risk of serious harm to the individual worker or others; or actual or potential material harm to the environment, the work activity must be stopped. The incident is then elevated to the immediate supervisor of the works and other relevant stakeholders.

The incident must be managed by the Construction Manager, or nominated representative, in consultation with the RBU/SBU Operations Manager and Regional EHS Manager. Employees or subcontractors may be removed from the project following a single unacceptable 'at risk' behaviour (i.e. with a large or very large potential outcome). A determination of the consequence management related to an incident and its potential outcome is carried out in consultation with worker's employer, supervisor and Health & Safety Representative. Alternatively, the consequence management issued to a worker may be a first warning in relation to an incident and removal from site following any repeated incident of unacceptable 'at risk' behaviour, which presents an imminent risk of serious harm to the individual worker or others or actual or potential material harm to the environment.

A non-conformity related to the observed 'at risk' behaviour must be recorded as an observation in the Enablon App and the potential outcome of the behaviour, e.g. potential serious injury, along with the management actions implemented.

5.4.4 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 MANAGEMENT SUB PLANS

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

Sub-Plan Name	Required	Reason
Acid Sulphate Soil Management Sub Plan	☐	
Air Quality Management Sub Plan	☒	
Asbestos and Hazardous Building Materials Management Sub Plan	☐	
Chain of Responsibility Management Sub Plan	☒	Mandatory with all EHS MP where heavy vehicles over 4.5t GVM visit site
Conservation & Habitat Management Sub Plan	☒	
Contamination Management Sub Plan	☒	
Crane Management Sub Plan	☐	
Emergency Response Management Sub Plan	☒	Mandatory with all EHS MP
Fitness for Work Fatigue Management Sub Plan	☐	Mandatory with all EHS MP where project is FIFO or scheduling will exceed 5 days on / 2 days off, or a 60-hour working week.
Fitness For Work - Drugs & Alcohol Testing Management Sub Plan	☒	Mandatory with all EHS MP where D&A Testing is implemented
Hazardous Chemicals (Hazardous Products, Materials Substances or Dangerous Goods) Management Sub Plan	☐	
Heritage & Archaeological Management Sub Plan	☒	
Noise & Vibration Management Sub Plan	☒	
Occupational Health & Hygiene Management Sub Plan	☐	Mandatory where risk related to Occupational Health are ranked as Moderate or above
Pandemic Management Sub Plan	☒	Mandatory until further notice for the COVID-19 Pandemic
PFAS Management Sub Plan	☐	Mandatory for ground works on Defence air bases and airports
Stakeholder Engagement Plan (Sustainability)	☐	
Stormwater, Erosion and Sedimentation Management Sub Plan	☒	

Sub-Plan Name	Required	Reason
Tenancy Management Sub Plan	☐	
Traffic & Parking Management Sub Plan	☒	
Waste Management Sub Plan	☒	Mandatory with all EHS MP.
Water Resource Management Sub Plan	☐	

[redacted]

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 an[redacted]MS an[redacted]

State/Region	Principal Legislation	Authority	Internet Address
Commonwealth	Work Health and Safety Act 2011 Work Health and Safety Regulations 2011 Environment Protection and Biodiversity Conservation Act 1999 National Greenhouse and Energy Reporting Act 2007 Chain of Responsibility Heavy Vehicle Transport Laws 2014	Safe Work Australia Federal Safety Commissioner Department of the Environment Clean Energy Regulator National Heavy Vehicle Regulator	https://www.safeworkaustralia.gov.au/ www.fsc.gov.au https://www.environment.gov.au/epbc http://www.cleanenergyregulator.gov.au/NGER Heavy Vehicle Regulator
Aust. Capital Territory	Work Health and Safety Act 2011 Work Health and Safety Regulations 2011 Environment Protection Act 1997 Heavy Vehicle National Law (ACT) Act 2013 Heavy Vehicle National Law (ACT) (Transitional Provisions) Regulation 2014	WorkSafe ACT Work Safety Commissioner Environment ACT Heavy Vehicle Regulator	www.ors.act.gov.au www.worksafety.act.gov.au www.environment.act.gov.au Heavy Vehicle Regulator
New South Wales	Work Health and Safety Act 2011 Work Health and Safety Regulation 2017 Protection of the Environment Operations Act 1997 Environmental Planning and Assessment Act 1979 Water Management Act 2000 Water Act 1912 Heavy Vehicle (Adoption of National Law) Act 2013 Heavy Vehicle (Adoption of National Law) Regulation 2013 Protection of the Environment Operations Act 1997 POEO (Penalty Notices) Regulation 2004 POEO (Clean Air) Regulation 2010 POEO (Waste) Regulation 2014	SafeWork NSW Office of Environment & Heritage NSW Office of Water Heavy Vehicle Regulator NSW EPA	http://www.safework.nsw.gov.au/ http://www.environment.nsw.gov.au/ Heavy Vehicle Regulator https://www.epa.nsw.gov.au/

State/Region	Principal Legislation	Authority	Internet Address
	Waste Avoidance and Resource Recovery Act 2001 Protection of the Environment Administration Act 1991 and Regulation 2012 Environmental Planning and Assessment Act 1979 Water Management Act 2000 Water Act 1912	NSW Department of Planning, Industry and Environment	https://www.dpie.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	WorkSafe NT NT Environment Protection Authority	http://www.worksafe.nt.gov.au/Pages/default.aspx www.ntepa.nt.gov.au
Queensland	Work Health and Safety Act 2011 Work Health & Safety and Other Legislation Amendment Act 2015. Work Health & Safety and Other Legislation Amendment Act 2017 Work Health and Safety Regulation 2011 Environmental Protection Act 1994 Environmental Protection Regulation 2008 Heavy Vehicle National Law Act 2012 (Qld) Heavy Vehicle National Law Regulation 2014	Department of Justice and Attorney-General Department of Environment and Heritage Protection Heavy Vehicle Regulator	https://www.worksafe.qld.gov.au/ https://www.ehp.qld.gov.au/ Heavy Vehicle Regulator
South Australia	Work Health and Safety Act 2012 Work Health and Safety Regulations 2012 Environment Protection Act 1993 Heavy Vehicle National Law " (South Australia) Act 2013 Heavy Vehicle National Law (South Australia) (Expiation Fees) Regulations 2013 Heavy Vehicle National Law (South Australia) (Fees) Regulation 2013	SafeWork SA Environment Protection Authority	www.safework.sa.gov.au/ http://www.epa.sa.gov.au/ Heavy Vehicle Regulator
Tasmania	Work Health and Safety Act 2012	WorkSafe Tas	http://www.worksafe.tas.gov.au/

State/Region	Principal Legislation	Authority	Internet Address
	Work Health and Safety Regulations 2012 Environmental Management and Pollution Control Act 1994 Heavy Vehicle National Law (Tasmania) Act Heavy Vehicle National Law (Tasmania) Regulations 2014	Environment Protection Authority Heavy Vehicle Regulator	www.dpiw.tas.gov.au
Victoria	Occupational Health and Safety Act 2004 Occupational Health and Safety Regulations 2017 Environment Protection Act 1970 Environment Protection Bill 2017 Environment Protection Amendment Bill 2018 Heavy Vehicle National Law Application Act 2013 Heavy Vehicle National Law Application (Infringements) Regulations 2013	WorkSafe Environment Protection Authority Energy Safe Victoria Heavy Vehicle Regulator	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 Road Traffic (Vehicles) Act 2012	WorkSafe WA Environment Protection Authority	http://www.commerce.wa.gov.au/worksafe/ www.epa.wa.gov.au www.mainroads.wa.gov.au
[redacted]			

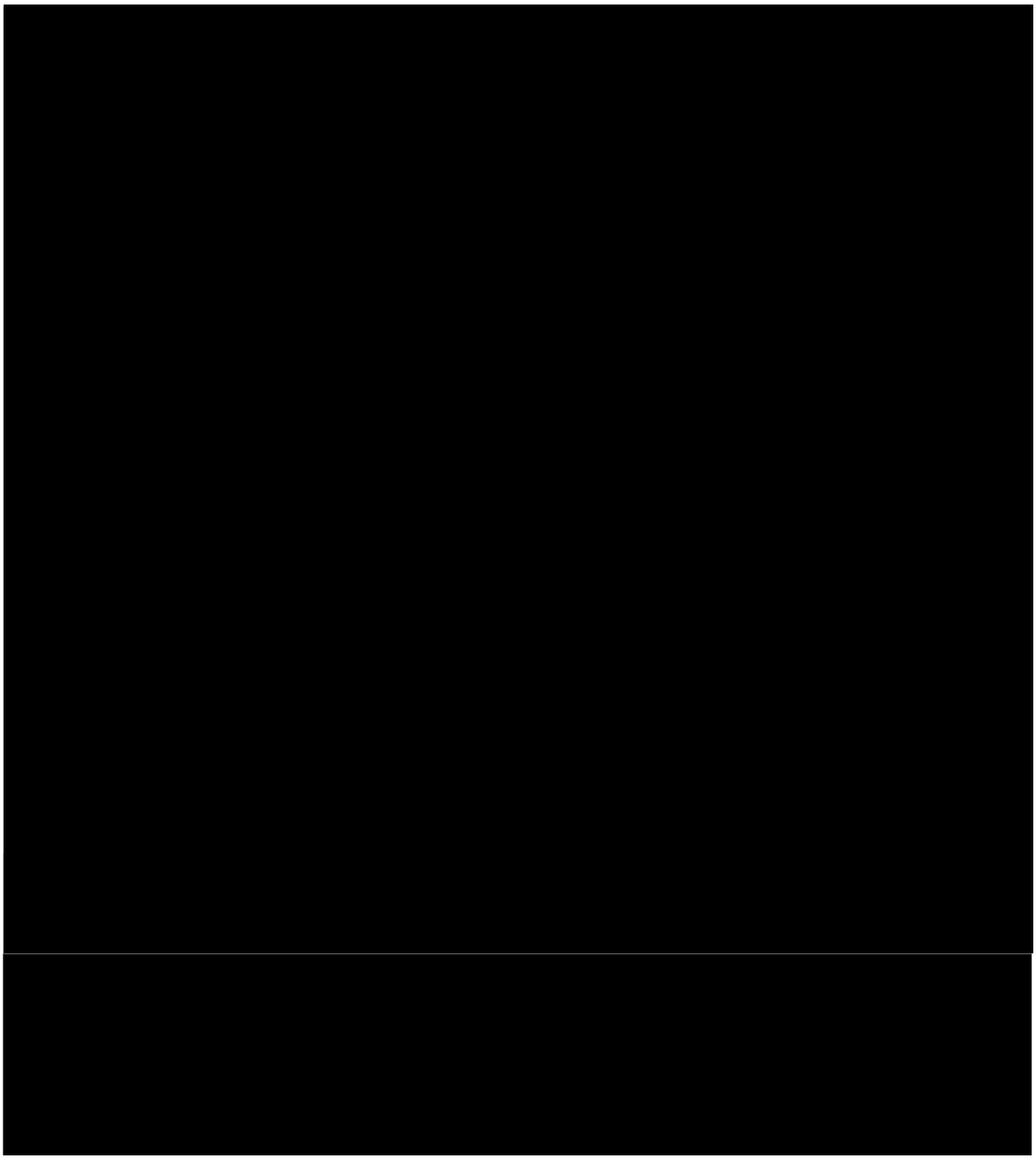
APPENDIX 3 OBJECTIVES AND TARGETS (PROJECT)

FY21 Lendlease Building Performance Objectives	Performance Targets	Responsibility
LEAD INDICATORS i.e. the measurement of processes, activities and conditions that define specific performance and predict future results.		
Acute Risks Acute Risk Scenario Campaign completed in the past ninety days.	Quarterly	Construction Manager
Projects In Delivery Performance An internal independent assurance review is undertaken of projects that trigger a red/amber performance in PiD where the EHS function identifies the need for operational support (e.g. programme delays, multiple incidents, regression in risk score).	Within 30 days	Construction Manager
High Risk Construction Work/High Risk Work Licence Activities Each Lendlease Frontline Leader undertakes at least one Enablon Safety App High Risk Construction Work (HRCW)/High Risk Work (HRW) inspection related to their area of oversight and related works.	Daily	Construction Manager Foremen/ Supervisors/ Leading Hands
EHS Observations Lendlease project based site personnel undertake at least one daily Enablon Safety App EHS Observation.	Daily	Construction Manager Project Engineers/ Lendlease personnel
Actions All actions assigned to EHS observations /audits /incidents /acute risks or assurance are completed and closed out within the required time frame assigned.	Actions not aging greater than 14 days	Construction Manager
Critical Incidents Are closed out within max. 30 days of the incident date.	Closed within 30 days	Construction Manager
An action plan is assigned following close out of a critical incident to monitor the effectiveness of preventative actions implemented and the plan is closed.	Closed within 60 days	Construction Manager
Learning & Development **GMR training** completed by all employees (wages and salary) and UX contracted supervisors within 90 days of commencing work at Lendlease.	Greater than 90% completion	Construction Manager
Group-mandated EHS online learning modules are completed within 90 days of issue by all Lendlease employees	Greater than 90% completion	Construction Manager
WHS legislation training is completed by all employees including UX contracted superintendents.	Greater than 90% completion	Construction Manager
Chain of Responsibility (Heavy Vehicle National Law) awareness training is completed by Lendlease site based goods and services procurement personnel, site management and workers receiving/dispatching heavy vehicle loads.	Greater than 90% completion	Construction Manager
Lendlease Frontline Leaders Course is completed by frontline leaders on the project in the financial year period they commenced on the project.	Greater than 90% completion	Construction Manager, Foremen, Supervisors, Leading Hands,

		& Subcontractor Supervisors more than 90days on site.

FY21 Lendlease Building Performance Objectives	Performance Targets	Responsibility
LAG INDICATORS i.e. the measurement of processes linked to the outcomes of past events that provide data on past performance.		
Maintain reduction in annual critical incident frequency rate (CIFR) per million productivity hours.	<1.0	Construction Manager
Eliminate Type 3 critical incidents with very large potential (multiple fatalities/single fatality member of public) per million productivity hours.	<0.15	Construction Manager
Eliminate ALL injuries to the public from construction operation activities or related construction operation conditions.	0	Construction Manager
Reduction in Environment Incident Frequency Rate (EIFR) medium or above potential per million productivity hours.	<0.8	Construction Manager
Reduction in Lost Time Injury Frequency Rate per million productivity hours.	<2.5	Construction Manager
	Click or tap here to enter text.	

APPENDIX 4 ORGANISATIONAL CHART



APPENDIX 5 EHS RESPONSIBILITY/ACCOUNTABILITY MATRIX

	Head of EHS Australia	Human Resources	Regional EHS Manager	EHS Manager Integrated Project	Project EHS Coordinator	Project Manager	Construction Manager	Project Engineer	Site Manager	Foreman/Supervisor	Subcontractor Principal	EHS Committee/ EHS Consultation Group	Construction Worker	First Aid
EHS Management System	A	-	C	I	R	I	R	I	I	-	I	-	-	I
EHS Policy	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
PROA review	-	-	C	C	C	A/R	C	C	C	I	I	-	-	-
EHS in Design	A	-	C	C	C	A	R	-	-	-	-	-	-	-
Chain of Responsibility (Heavy Vehicle National Law)	R	-	C	C	C	R	A	R	-	-	-	-	-	-
Impacts & Hazards Risk Assessment	-	-	C	C	C	A	A/R	R	R	C	I	I	I	I
EHS Management Sub Plans	-	-	C	C	C	A	A/R	C	C	I	I	I	I	I
Legislation and Regulatory Changes	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
LLB EHS Objectives & Targets	A	-	C	I	I	-	I	I	I	I	I	I	-	-
Project EHS Objectives and Targets & Initiatives	-	-	A	A	C	-	A/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&Q Training Matrix and Planner	A	-	C	C	C	I	R	I	C	I	-	-	-	-
LLB 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 incl alerts, lessons learnt or other	-	-	-	C	C	-	A	I	I	I	I	R	I	-
EHS Reporting	I	-	-	C	R	-	A	-	I	-	-	-	-	-

	Head of EHS Australia	Human Resources	Regional EHS Manager	EHS Manager Integrated Project	Project EHS Coordinator	Project Manager	Construction Manager	Project Engineer	Site Manager	Foreman/Supervisor	Subcontractor Principal	EHS Committee/ EHS Consultation Group	Construction Worker	First Aid
Emergency Management	-	-	A	A	I	-	R	I	I	I	I	I	I	I
Hazardous Substances and Safety Data Sheets	-	-	-	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	-	-	-	-	-
EHS Monthly Inspection	-	-	-	-	-	-	R	I	I	I	I	-	-	-
Committee EHS Weekly Inspection	-	-	-	C	A	-	I	-	I	-	-	R	-	-
Subcontractor EHS&Q Audit & 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	-	-	-	-	-	-	-
High Risk Construction Work/High Risk Work Licence Observations	-	-	-	-	-	-	A	-	A	R	-	-	-	-
EHS Monitoring / Calibration	-	-	A	R	R	-	A	R	R	-	-	-	-	-
Injury Management	-	-	-	I	C	-	A	R	R	R	A/R	-	-	I
EHS System Audits	A	-	A/R	A/R	R	-	C	-	C	-	-	-	-	-

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

APPENDIX 6 ROLES AND RESPONSIBILITY STATEMENTS

SIGNED POSITION DESCRIPTION STATEMENTS FILED IN PROJECT DRIVE

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 LLB and subcontractor supervisors	Builder's Brief Daily Record
Stand Down	At intervals to be determined by LLB incident trends, lessons learned or other	LLB employees, subcontractors and all workers.	Stand Down Record
Pre-start	Daily intervals including Builder's Brief content, high risk construction work activities, high risk work requiring a licence 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.	Daily Pre-start Record
Toolbox Talks	Subcontractor meetings as required discussing e.g. high risk construction work activities, changes to or out of sequence work tasks that are high risk construction work, alerts, Lessons Learned, Hazard Notices and incidents plus changes to legislation and codes of practice.	Subcontractors and other workers including subcontractor foremen/supervisors.	Toolbox Meeting Template
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 /	Weekly meetings as per constitution or other agreed consultative and participation	Management representatives / employees, workers, Health & Safety Representative(s) (HSRs).	Notice board(s) Meeting minutes displayed including

Event	Frequency/Requirement	Participants	Record/Evidence
EHS Committee / EHS Consultation Group / HSR / Workgroup	arrangements inclusive of standard agenda item for upcoming high risk construction work activities.		upcoming high risk construction works. HSRs & Workgroups displayed EHS Committee / EHS Consultation Group members displayed LLB EHS Consultation Statement updated and displayed.
Issue Resolution	As EHS issues arise and are raised formally	Management representatives / employees, workers, Health & Safety Representative(s) (HSRs)	EHS Committee Minutes Confirm agreed EHS resolution process Agreed EHS Resolution Flow Chart displayed in the prominent locations.
Training	Commencement of project; and Annually in line with existing P4P and Skills Card processes	Lendlease salaried and award staff	Training planner
External consultation with authorities/ stakeholders	As required by conditions, licences or public consultation	As agreed with Regional EHS Manager input	Meeting minutes and correspondence

[redacted]

[redacted]

[redacted] [redacted] [redacted]

[redacted] [redacted] [redacted]

[redacted]

APPENDIX 8 PLANT, EQUIPMENT AND PROCESSES INSPECTION & 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
Backhoe	Competent Person	Manufacturer Manual	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer. (M) Mobile Plant Operator
® 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. #High Risk Work Licence #GMR Independent Engineer Design Review
Concrete Line Pump ® Concrete Boom Pump	Competent Person	AS 1418.15 AS 2550.15	#(D) Daily Pre-start, #Monthly, #Yearly, #6 Yearly. #High Risk Work Licence
Concrete / Quick Cut Saw	*Competent Person	-	#Formal Operator Training, guarding # Maintenance as per the manufacturer
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. Permit To Work #High Risk Work Licence
Crane–mobile<10t ® Crane–mobile>10t ® Crane – Self Erecting ® Crane – Gantry >10t	Competent Person	AS 2550 AS 1418	#(D) Daily Pre-start, #monthly, #yearly, #10 yearly. (M) Mobile Plant Operator #High Risk Work Licence
® Crane–tower	#Competent Person	AS 2550 AS 1418	#(D) Daily Pre-start, #monthly, #yearly, #10 yearly. #High Risk Work Licence #Operators must provide evidence of formal VOC assessment against defined competency standards at three yearly intervals as well as the ticket/licence. #GMR Independent Engineer Design Review
Electrical – temporary switchboards and portable electrical equipment	Licensed Electrician	AS 3000 AS 3012 AS 3760	# LLB Electrical Equipment Inspection and Testing Procedure and Register or equivalent
Elevating work platforms ® Boom type EWP	Competent Person	AS 2550.10	#(D) Daily Pre-start, #3 Monthly, #yearly, #10 Yearly #High Risk Work Licence #(M) Mobile plant Operator
Excavator	Competent Person	Manufacturer Manual	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer.

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
			#(M)Mobile Plant Operator
Explosive Power Tool	Competent Person	AS 1873	#(D) Daily Pre-start 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/ Telehandler/ Manitou/ motorised (self-propelled) Pallet Trolleys/ Lift Trucks	*Competent Person	AS 2359.2	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer. #High Risk Work Licence (M)Mobile Plant Operator #Operators must provide evidence of formal VOC assessment against defined competency standards at three yearly intervals as well any ticket/licence/ competency attained.
Formwork	Competent Person	AS 3610	#Regular inspection (Stage 1 – before concrete placement); #Pre-poor checklist; #GMR Independent Engineer Design Review #Independent Engineer's Certificate prior to a pour; #Engineered Drawings for suspended formwork; #Independent Engineer certification back propping
Front End Loader	Competent Person	Manufacturer Manual	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer. (M)Mobile Plant Operator
Hazardous Chemicals - products, materials, or substances /Dangerous Goods	Health & Safety Precautions	Safe Work Australia	#Risk Assessment; #Safety Data Sheet; #Register, training. #Health Monitoring – Sch14 WHS Regulations
® Hoist (personnel and materials)	Competent Person	AS 2550.7 AS 1418	#(D) Daily Pre-start, #3 monthly, #yearly, #10 yearly. #High Risk Work Licence
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, e.g. safe working load & industrial use.
® Lifts	Competent Person	AS1735.4	#Regular maintenance to manufacturer's specification #Yearly inspection and testing. #High Risk Work Licence (Hoist)
Lifting Gear Flat synthetic slings Fibre Rope slings	Competent Person	AS1353.2 AS1380.2	All gear: #Labelled, inspection prior to each use, test certificate to manufacturer's recommendations.

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
Chains		AS3775	#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. #High Risk Work Licence #GMR Independent Engineer Design Review
Mobile Plant (All motorised self-propelled)	Competent Person		#(D) Daily Pre-start inspection and maintenance to manufacturer's requirements or Aust. Standards. #(M)Mobile Plant Operator
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
Piling Rig	Competent Person	AS2550.1	#(D) Daily Pre-start, #monthly, #yearly, #10 yearly. #(M) Mobile Plant Operator #GMR Independent Engineer Design Review of foundation.
Rope Access	Competent Person	AS 4488	Visual Inspection before each use, # 6 monthly by Competent Person. Permit To Work #High Risk Work Licence
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. #Permit To Work #High Risk Work Licence
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. GMR Independent Engineer Design Review
Safe Work Method Statement High Risk Construction Work/High Risk Work requiring a licence	Competent Person	N/A	# Record of review by Competent Person # Training or Toolbox Talk Record. # Monitoring by principal contractor and subcontractor to ensure compliance. #Daily Observation by Lendlease Foreman/Supervisor

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
® Scaffolding	Competent Person	AS 1576 AS 4576	#Drawing/Elevations; #Handover Certificate, #monthly inspection, Scafftag #GMR Independent Engineer Design Review
Scissor Lift/Boom lift	Competent Person	AS 2550.10	#(D) Daily Pre-start, #3 Monthly, #yearly, #10 Yearly. # (M)Mobile Plant Operator
Skid steer Loader (Bobcat)	Competent Person	Manufacturer Manual	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer. # (M)Mobile Plant Operator
Swinging Stage	Competent Person	AS1576 AS4576	#Handover Certificate, #daily pre-start; #monthly inspection. #High Risk Work Licence #GMR Independent Engineer Design Review
Traffic Control	Competent Person	AS 1742.3	#Traffic Management Plan (Approved) # High Risk Work Licence
® Work Box	Competent Person	AS1418.17	# Visual Inspection before each use Construction and welding inspection & load & stability test. #Yearly re-certification. See 'Lifting Gear'

Key:

[redacted]

® 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, i.e. 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. [redacted] stration of specific high risk plant is still required as denoted by ®

(#) Means records required.

(D) Means Daily prestart inspection required

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

(M) **Mobile Plant Operator** means the Operator is required to evidence either i) a licence/certificate issued by a State/Territory; **OR** a Statement of Attainment /Certificate issued by a Registered Training Organisation; **OR** evidence of a formal Verification of Competency assessment against defined competency standards.

[redacted]

Note: See Tower Cranes and Forklift/Mobile Lift Trucks. In addition to any Licence/Ticket held by the Operator, the Operator must undertake additional Verification of Competency requirements at maximum 3 yearly intervals from the date of issue of their c[redacted]tion.

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

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.

Nominated Person(s)	Position	Objectives & Targets Task	Frequency
[redacted]	Construction Manager	Acute Risks An Acute Risk Scenario Campaign has been completed in the past ninety days across all active projects	Quarterly
[redacted]	Site Manager Foremen	High Risk Construction Work/High Risk Work Each Lendlease Foremen/Supervisors undertake at least one Enablon App High Risk Construction Work (HRCW)/High Risk Work (HRW) inspection related to their area of oversight and related works.	Daily
[redacted]	Senior Project Engineer Project Engineer Site Engineer	Site based Project Engineers/Other LL project personnel undertake at least 1 x Enablon App EHS Observation	Observation Frequency Rate
[redacted]	Construction Manager	Actions Observations which have potential Large/Very Large Event outcomes nominated have a related action plan assigned.	Actions Created Actions Assigned
[redacted]	Construction Manager	All actions assigned to EHS observations/audits/incidents/acute risks are completed and closed out within the required time frame assigned.	Actions completed on time Actions not aging greater than 14 days
[redacted]	Construction Manager	Critical Incidents Are closed out within max. 30 days of the incident date.	Closed within 30 days
[redacted]	Construction Manager	An action plan is assigned following close out of a critical incident to monitor the effectiveness of preventative actions implemented and the plan is closed.	Closed within 60 days
Newstarters		Learning & Development GMR training completed by all employees (wages and salary) within 90 days of commencing work at *Lendlease*.	Greater than 95% completion
[redacted]	Site Manager Foremen	Chain of Responsibility (Heavy Vehicle National Law) awareness training is completed by Lendlease site based goods and services	Greater than 95% completion

		procurement personnel, site management and workers receiving/dispatching heavy vehicle loads.	

[redacted]

[redacted]

[redacted] [redacted] [redacted]

[redacted] [redacted] [redacted]

[redacted]

APPENDIX 10 SPECIAL CONDITIONS AND REQUIREMENTS

COMMUNITY CONSULTATION

Refer to Health Infrastructure's Community Communication Strategy and Lendlease's Internal Stakeholder Engagement Strategy for further details on this item.

COMPLAINTS HANDLING

The Senior Construction Manager or nominated delegate will be responsible for establishing a Complaints Register. The register will record any complaints received from all sources as well as the actions taken. The Register will be included in the Managing Contractor's monthly report, maintained on site and will be available for inspection by the Client.

Complaints will be reviewed at regular meetings between the Client and Managing Contractor.

All enquiries or complaints received arising out of the works will be directed to the HI/TSA.

In the event of receiving an inquiry or complaint, the Site Management Team will:

- Respond courteously and with regard to any previous directions by HI/TSA
- Record all such requests and complaints received
- Notify HI/TSA as soon as practicably possible
- All complaints arising out of the works will be notified by the Site Management Team to the HI/TSA with the following details recorded:
    - Date of complaint
    - Name, address, and telephone number of complainant
    - Nature of complaint, and;
    - Response action required, taken and date.

HOURS OF WORK

All works must be undertaken between the hours of 7.00am and 6.00pm Monday to Friday, between the hours of 8.00am and 1.00pm Saturday. No work will be undertaken on Sunday or Public Holidays.

24-HOUR CONTACT DETAILS

Role	Name	Contact Number	Email
Site Manager			
Construction Manager			

DUST AND AIR QUALITY MANAGEMENT PLAN

In addition to this EHS plan Lendlease Building have an internal sub-plan that manages the risks of construction air quality, dust and odour on site.

Refer to:

- Construction Air Quality Management and Dust Management Sub-Plan (CAQMDMSP)

Plan summarises:

- Clear distinction between trafficable and non-trafficable areas with speed limits implemented.
- Use of water carts, dust suppressants and sprinklers to manage dust
- Avoid excavation during high wind and extreme wet weather conditions
- Covers to trucks transporting materials to and from the site
- Periodic inspection of surrounding roads to ensure no construction contamination
- Stabilisation of temporary stockpiles

ir quality visual monitoring

CONSTRUCTION LIGHTING

The lighting associated with the construction stage will be in compliance with AS4282 and AS1158. The lighting designer will have the appropriate competence in the fields of illuminating engineering and environmental design. Lighting shall be positioned in consideration with the local environment and ensure upward waste light ratios do not exceed the standard requirements. In addition, the local government will be consulted to determine any restrictions on the frequency of use and hours of operation of the external lighting.

CONSTRUCTION SOIL AND WATER (incl GROUNDWATER) MANAGEMENT SUB-PLAN

Lendlease Building will utilise their internal sub-plan that manages the risks of construction on stormwater control and discharge. In addition to this plan the civil consultant (Robert Bird Group) has prepared an erosion and sediment control plan that details devices that manage these issues are implemented and

ways.

Refer to:

- Construction Soil and Water Management Sub-Plan (CSWMSP)
- Robert Bird Group – Tweed Valley Hospital – Erosion and Sediment Control Plan (C-2-05)

Key items to manage stormwater runoff within this plan are as follows:

- Installation of Sedimentation Basins (installed as part of Preliminary Works package).
- Regular inspections of basins (both weekly and within 24 hours of a rain event).
- Retained capacity in detention basins

- Test, treat and discharge collected stormwater off-site if it cannot be reused on site.
- No discharge of non-compliant water or off-site pollution

MEASURES TO REDUCE SEDIMENT & MATERIALS ON ROAD WAYS

[redacted]sed in:

- Construction Air Quality Management and Dust Management Sub-Plan (CAQMDMSP)
- Construction Traffic and Pedestrian Management Sub-Plan (CTPMSP)

[redacted]onstruction Soil and Water Management Sub-Plan (CSWMSP)

Key items to manage protection and cleanliness of roadways across the three plans is as follows:

- Periodic inspection and daily of surrounding roads to ensure no construction contamination and initiation of road sweeping if required
- Site will require a vehicle/wheel wash & shaker facility to be installed
- All loads covered by contractor when exiting and entering site
- [redacted]Retain existing hard surfaces where possible.
- Construct stable site entry/exit points and roadways using appropriate materials.
- Obtain clearance certificates for any imported (stabilising) material before receiving it on site – [redacted]preference is to use only natural quarry materials for imported gravel and road bases not recycled concrete due to risk of contamination with asbestos.
- Manage vegetation stripping to bulk earthworks only on a as need basis
- Monitor weather conditions prior to and during excavation activities

[redacted]

CONSTRUCTION TRAFFIC AND PEDESTRIAN MANAGEMENT SUB-PLAN

The combination of Lendlease's Management Plan and the consultant (Bitzois) prepared Construction [redacted]gement Plan will manage activities for internal site and external to site.

Refer to:

[redacted]Construction Traffic and Pedestrian Management Sub-Plan (CTPMSP)

Refer to the referenced for:

- Constructio[redacted]ulation Er[redacted]Managem[redacted]
- Access for vehicles and pedestrians into and within site [redacted]
- Traffic and Plant movements, direction, and deliveries within site
- Heavy vehicle routes internal and external of site
- Mitigation measures to reduce traffic noise and conflicts
- Traffic Control Plans

[redacted]

CONSTRUCTION NOISE AND VIBRATION MANAGEMENT SUB-PLAN

As part of the SSD1 application an acoustic report and preliminary CNVMP was prepared by Acoustic Studios outline mitigation measures to be incorporated into site activities. Lendlease has reviewed Acoustic Studios Document and has included their recommendation into internal Noise and Vibration Management Sub Plan recommendation from this plan.

Refer to:

- Acoustic Studios - Tweed Valley Hospital - Noise and Vibration Impact Assessment for State Significant Development (SSD) – *Section 7*
- Construction Noise and Vibration Management Sub-Plan (CNVMSP)

The two plans incorporate the following key measures:

- monitoring works in accordance with the project approval Traffic Control Plans in specified locations.
- Restricting works to approved construction hours;
- Prepare a Noise and Vibration Impact and Monitoring Environmental Management Diagram (refer to appendix of LL report)
- Plant is fitted with silencers, acoustical enclosures or other noise attenuation measures.
- Identification of surround noise receivers

CONSTRUCTION & DEMOLITION WASTE MANAGEMENT SUB-PLAN

Building's waste management plan will the risks of construction on stormwater control and discharge. The plan detail anticipated quantities of waste generated during Early Works using examples from other projects of similar size and nature. At quarterly review, this plan will be updated to reflect actual volumes.

Refer to:

- Construction Waste Management Sub-Plan (CWMSP)

BUSHFIRE AND FLOOD RISK EMERGENCY RESPONSE PLAN

Bushfire and flood risk a the ever idents is gs Emergency Response Plan.

The plan identifies pote ncy scena occur w training, contacts, drills, notification procedure and evacuation diagram.

Refer to:

- Flood and other Emergency Response Sub-Plan

INCIDENT NOTIFICATION PROCEDURE

How Lendlease manages its EHS and incident reporting is detailed in Section 5.4.5 EHS Reporting.

In addition to this section, Health Infrastructure's (HI) is also identified and detailed the figures below.

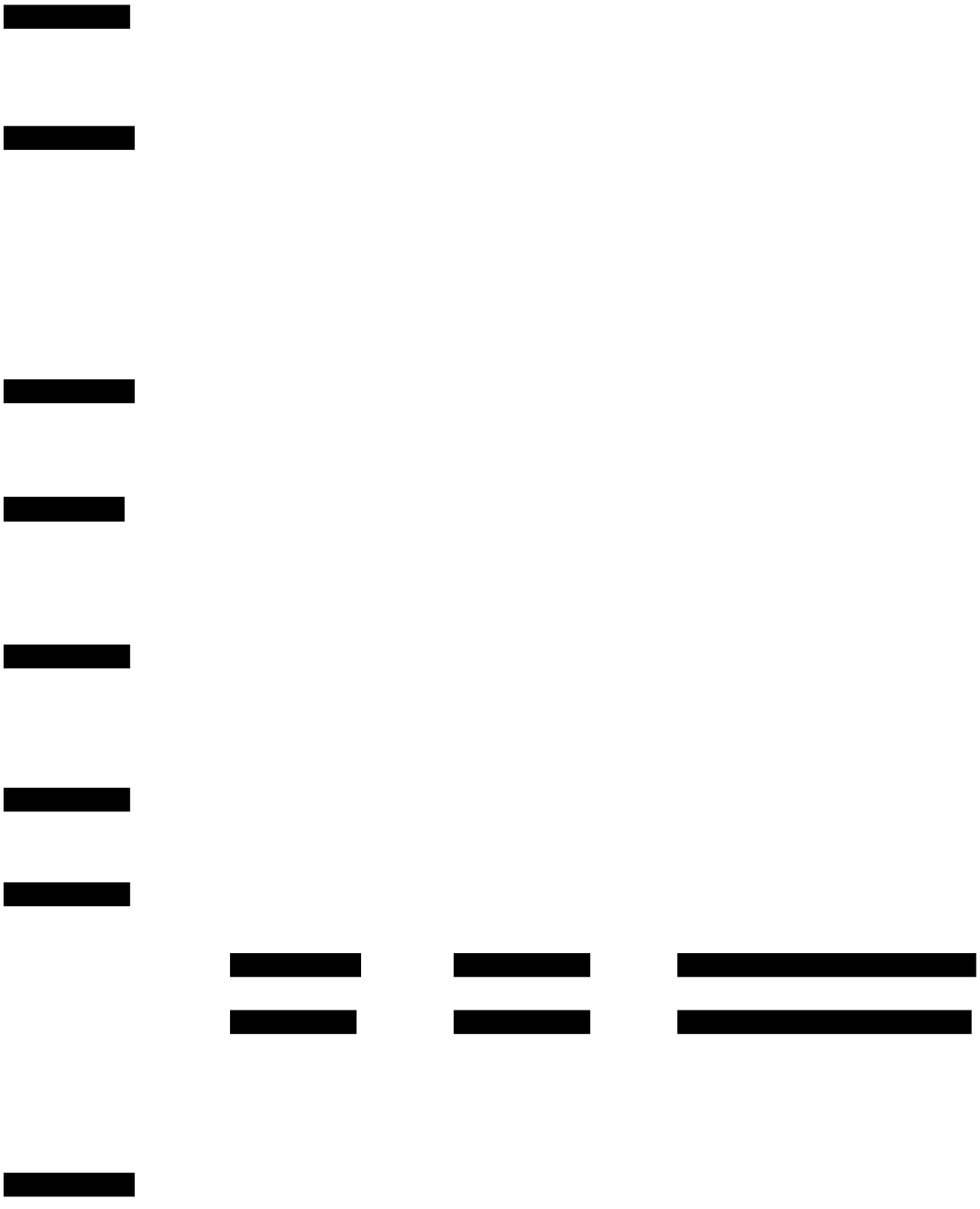


Diagram 1 – HI Non-Critical Incident Media Approvals Process

Diagram 2 – HI **Critical or Significant** Incident Media Approvals Process

[redacted]

[redacted]

[redacted] [redacted] [redacted]

[redacted] [redacted] [redacted]

[redacted]

3. Incident Management Framework

Category 1 – Critical Incident **Trigger**: Incident involving fatality or severe injury or incident resulting in potential severe corporate reputational damage, or major impact to critical hospital operations	Category 2 – Significant Incident **Trigger**: Incident involving major detrimental impact to project, including damage to civil structures, extreme weather impacts, and threats to life or property or major environmental impact, or significant impact to critical hospital operations	Category 3 – Minor Incident **Trigger**: Incident involving impact on project delivery which may involve regulatory investigation eg. injury resulting in hospitalization, or minor environmental impact	Category 4 – Local Incident **Trigger**: Routine incident on worksite, eg minor LTI not requiring hospitalization, workers not wearing correct PPE etc
Step 1 – Immediate **Contractor informs:** Project Manager Regulators HI Senior Project Directors	**Step 1 – Immediate** **Contractor informs:** Project Manager Regulators HI Senior Project Directors	**Step 1 – Within 1 hour** **Contractor informs:** Project Manager Regulators HI Senior Project Director	**Step 1 – Within 4 hours** **Contractor informs:** Project Manager HI Project Directors
Step 2 – Immediate **Senior Project Director informs:** HI Chief Executive Executive Director Delivery	**Step 2 – Immediate** **Senior Project Director informs:** HI Chief Executive Executive Director Delivery	**Step 2 – Within 1 hour** Senior Project Director / Project Director and Inform Minister, Ministry, Local Health District/s engage with Director Communications and Engagement	**Step 2 – Within 8 hours** **Project Director:** Engage with HI Communications as required
Step 3 – Immediate **Chief Executive and Executive Director:** Inform Minister, Ministry, Local Health District/s Engage with Director Communications and Engagement	**Step 3 – Immediate** **Chief Executive and Executive Director:** Inform Minister, Ministry, Local Health District/s Engage with Director Communications and Engagement	**Step 3 – Within 4 hours** **HI Communications:** Deploy communications strategy as required	**Notes:** Incident Management Team not required – managed through routine project governance and reporting
Step 4 – Immediate **HI Chief Executive / Executive Director Delivery** officially declare incident	**Step 4 – Immediate** **HI Chief Executive / Executive Director Delivery** officially declare incident	**Step 4 – If required** Incident Management Team not required Managed through routine project governance and reporting Employee status monitored and incident escalated if condition becomes serious	
Step 5 – Within 1 hour Upon CE / ED officially declaring incident, a **HI Incident Management Team is formed** – see Section 2 below	**Step 5 – Within 1 hour** Upon CE / ED officially declaring incident, a **HI Incident Management Team is formed** – see Section 2 below		
Step 6 – Ongoing **Incident Management Team assumes control of incident response** **Media and stakeholder communication** managed in line with Section 3 – Stakeholder Relationship Managers and Appendix 1 – Incident Media Protocols	**Step 6 – Ongoing** **Incident Management Team assumes control of incident response** **Media and stakeholder communication** managed in line with Section 3 – Stakeholder Relationship Managers and Appendix 1 – Incident Media Protocols		

[redacted]

CONTAMINATION, ASBESTOS AND HERITAGE PROCEDURE

Lendlease Building has three separate plans that have been prepared for this site to address expected and unexpected finds of contamination, asbestos and heritage whilst working on site. As well as actions to [redacted] to known locations of items. These reports have been updated to reflect the requirements of the RAP reports, Niche's heritage wall report.

Refer to:

- Lendlease Building – Tweed Valley Hospital – Contamination Management Sub-Plan
- [redacted] Hazardous Materials Management Plan
- Lendlease Building – Tweed Valley Hospital – Heritage and Archaeological Management Sub [redacted] Plan

[redacted]

[redacted]

APPENDIX 11 PLAN SIGNATURES

I acknowledge that I have read and understood this Project EHS Management Plan and my roles and responsibilities in implementing an incident and injury free workplace.

Name	Position	Signature	Date

[redacted]