



**A Safe Day
Every
Day**



A Safe Day, Every Day

The 'A Safe Day, Every Day' program contains elements of reward and recognition that recognize and reinforce the efforts of our employees, as well as raising awareness of safety issues across all sites.

We set targets and measure our safety performance using key performance indicators (KPI's) that help us to monitor a safe workplace.

The KPI's we use to measure the success of our 'A Safe Day, Every Day' program include compliance activities such as inspections, communications and training along with lead indicators such as BBO (Behavioural Based Observations), hazards cards and health programs. The program is an integral part of all NRW projects and has been embraced by the workforce and by our clients.

All matters concerning Health, Safety and Environment (HSE) at NRW are integrated into the way we carry out our daily tasks.

At NRW we strive to ensure that anyone that works for our Company believes we have their best interests foremost in the way we carry out all our work to deliver 'A Safe Day, Every Day'.



Ric Buratto
Executive General Manager
NRW Civil & Mining





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1. Project Risk Assessment

A Project Risk Assessment (PRA, also referred to as a Construction Risk Assessment Workshop, or CRAW) is a risk workshop, held prior to work commencing on site, that looks to identify all project specific risks. Once the risks have been formally documented, corresponding measures are identified and put in place to mitigate each risk.

The PRA/CRAW is a live document and must be reviewed and/or updated regularly – at least every three months.

Maintaining a strong awareness of new and current risks is important. As activities across our projects change to match the progression of the contract, it is important to ensure the risk mitigation measures in place are still appropriate and new or emerging risks are assessed and mitigation strategies put into place.



2. Safety Management Plan

Each NRW project site has HSE issues and risks which are unique to that project. Before commencing work on site the management team will develop a Safety Management Plan (SMP) which addresses how safety issues and risks will be managed and controlled.

The SMP must be communicated to all employees when they commence on site. All project management personnel, engineers and supervisors must sign off that they understand and accept all aspects of the SMP.

A well communicated SMP is one of the foundations of NRW's commitment to safety. If you are unaware of your site's SMP please request a copy from your site management team and make yourself familiar with its contents.



3. STEMS

STEMS is the heart of our NRW HSE System. It is an online database that records and monitors all safety issues and communicates them to all sites and the corporate management team.

STEMS allows a range of HSE issues, incidents and concerns to be quickly and accurately communicated across the entire company. It is mandatory that all health, safety and environmental incidents occurring on NRW sites are entered into STEMS in a timely and accurate manner.

Supervisors and above are required to check the STEMS system for updates at least once per day and relay this information to their team.

4. Site Safety Meetings

4.1 Site Inductions

When an employee commences work on any of NRW's projects they are required to undergo a site induction.

It is essential all NRW personnel and subcontractors complete a site induction before starting on a new site to ensure they are aware of the specific safety risks on the project and to gain an insight into the NRW safety culture.

Inductions incorporate essential NRW safety procedures and will vary from site to site due to specific site and client requirements.

4.2 Pre-starts

Prior to the commencement of each shift, a pre-start meeting is held. During pre-start your project manager, supervisor or other site representative will:

- Lead a stretching exercise;
- Review the previous day's issues and safety incidents;
- Brief all personnel on general issues within NRW and the project;
- Review and plan the work to be carried out in the coming shift.

Attendance at pre-starts is mandatory for all personnel.

4.3 Return To Site Briefings

When an employee returns to site after being on a rest and relaxation break (R&R), it is mandatory they attend a 'return to site' briefing to be advised of any recent changes in site activities, procedures or other pertinent issues. As conditions on site are constantly changing these briefings are particularly important.

4.4 Toolbox Meetings

HSE toolbox meetings are an effective way for NRW to communicate topics such as health and safety risks, hazards and recent incidents from across NRW. Toolbox meetings take place weekly and issues applicable to your site will be also included for discussion.

If you feel a safety related matter needs to be addressed you are encouraged to contact your immediate supervisor and ask to have it included on the agenda, or simply raise the matter at the meeting.



4.5 Health and Safety Committee Meetings

Your site's health and safety representatives are members of the workforce elected by you to provide a voice on any health, safety or environment related issue and concerns that require attention.

At least once a month your elected health and safety representatives will meet with site management and the HSE team at a Health and Safety committee meeting to discuss and resolve these issues in an open environment.

4.6 Safety Commitment Days

The first Safety Commitment Day is held within three months from the commencement of any project. Thereafter Safety Commitment Days will occur every six months through the life of the project.

Attended by the entire project team, these days are designed to reinforce our values and commitment to safety through education and participation in the ongoing development of the project Safety Management Plan.

If anyone has ideas for guest speakers or topics of interest they are encouraged to contact their project manager.

5. Site Safety Activities

5.1 HSE Notice Board

Each site will have a NRW HSE notice board installed in a central location. These notice boards are used as a key communication tool for HSE information on your project. The HSE notice board will provide up-to-date information on your site's health and safety representative, safety statistics and current HSE issues.

The HSE notice board is consistent across all NRW projects, which means no matter which NRW site you are on, you will always know exactly where to go for HSE information.



Golden Rules

On your site's HSE notice board you will see a section on the left hand side labelled *Golden Rules*. These Golden Rules are enforceable and all breaches will be investigated and disciplinary action will be taken and could result in termination of employment. The 10 Golden Rules have been created from the study of industry incidents that have resulted in severe injuries and fatalities.

The Golden Rules are a company-wide, minimum standard of safety behaviour to ensure our people return home safely to their families. If you break any of the 10 Golden Rules, you are placing yourself and others at significant risk. These behaviours are not tolerated.

NRW'S GOLDEN RULES:

- 1 **Positive Communication:** Always establish positive communications with plant operators when approaching their operating area. Never breach operating exclusion zones.
- 2 **Skilled Tasks:** Never operate a piece of equipment for which you are not trained, assessed and authorised.
3. **Personal Isolation:** Always apply your personal lock and tag and test for 'dead' before commencing work on plant or equipment.
- 4 **Safety Protection Devices:** Never disable, remove or make any unauthorised modifications to any safety protection device.
- 5 **Mobile Phones:** Never use a mobile phone whilst in control of any mobile plant including LV's in an operational area. On public roads mobiles can be used via a hands free device, where safe to do so.
- 6 **Restricted Work Zones:** Never enter a restricted work zone without authorisation from the RWZ Controller.
- 7 **Suspended Loads:** Never be under a suspended load.
- 8 **Work at Heights:** Always protect against falling while working at heights.
- 9 **Seat Belts:** Always wear a seat belt when operating plant or in a moving vehicle.
- 10 **Confined Spaces:** Never enter a confined space without written authorisation.

5.2 HSE Alerts

HSE alerts are NRW-wide communications related to HSE issues and incidents that warrant attention or recognition on every site. Besides being addressed in the weekly toolbox meetings, the viewing of HSE alerts is compulsory for all NRW personnel. The alert will come as one of the following three levels:



Red: Significant HSE alert

Red HSE alerts are extremely important and require immediate action to be taken on every NRW site. Every site shall complete the feedback / acknowledgement form and return it to HSE head office within two weeks.



Yellow: HSE alert

Yellow alerts warn employees of a possible HSE issue. A near miss has occurred and each site needs to consider the potential for it happening on their site and develop appropriate preventative measures.



Green: HSE recognition

Green alerts are positive alerts that recognise NRW employee achievements in HSE and include recommendations for implementation across other sites if appropriate.

All HSE alerts are placed on the HSE notice board and will be communicated at pre-start and toolbox meetings.



5.3 Job Hazard Analysis (JHA)

A Job Hazard Analysis (JHA) is a detailed review by each crew of the work being carried out in their area. All members of the team are to be involved in preparation of the JHA.

This process will identify all work activities to be undertaken, and the equipment and work methods required to do the work safely, including any special equipment, licenses or permits.

Once the JHA has been finalised all members of the work crew are required to sign on to the JHA to signify they are aware of everything that has been recorded. All visitors to the work area are also required to sign on as they enter the area.

JHAs are normally only valid for fourteen days with a review and resign at seven days. When a JHA has expired it needs to be reviewed, redone and the work crew signed on before work can recommence in that area.

5.4 Take 5s

Take 5s are an industry wide standard and a mandatory NRW requirement, to be undertaken on an individual basis before each shift and whenever you commence a new task. Take 5s are required on all NRW projects and encourage all employees to Stop, Think, Identify, Plan and Proceed.

Take 5s help you focus on the potential risks and hazards involved in any task before you commence it so you can then plan how to complete the task safely.

5.5 Hazard Cards

To ensure continual awareness and the elimination of any risks to our employees, hazard cards must be completed upon the recognition of any safety hazard by the person who discovers the hazard.

The completed card must be submitted to your immediate supervisor who is responsible for ensuring the hazard is 'fixed' and the risk removed before signing off on the hazard card, and recording what action has been taken.

A copy of the completed card is returned to the initiator allowing that person to see what action has been taken.

It is important to note a hazard card is necessary even when you identify a hazard and fix it on the spot.

5.6 Safety Walk Throughs / Monthly Inspections

Throughout the course of any shift your project manager, supervisor, site engineer or visiting management may conduct a safety walk-through on the task you are completing.

These safety walk-throughs encourage an open and frank discussion of the task being undertaken and aim to highlight safe acts as well as gaps in safety performance and the actual carrying out of duties.

All site management are required to regularly carry out safety walk-throughs, and project managers are required to carry out monthly safety inspections.



6. HSE Training

6.1 Health and Safety Representative Training

Health and safety representatives are elected on each site by their fellow workers and are there to act as independent representatives for all workers on their site.

Once elected, health and safety representatives will be trained by an external institution to industry standards.

6.2 Incident Investigation Training

Every serious safety incident at an NRW project is investigated using the TAPROOT or ICAM systems. Investigation results are reported across NRW and process changes or warnings are issued to ensure any future risk is managed appropriately.

Appropriate site personnel are trained in this process.

6.3 HSE Supervisory Training

NRW's front-line management training encompasses a number of training courses specifically designed to lift the leadership capability of those in key supervisory roles. A large component of this training includes a higher level of health, safety and risk management. More information regarding these courses can be found on the NRW Intranet.

6.4 STEMS Input Training

As an integral component of our safety program, STEMS training will be provided to all HSE advisors so as to maintain a high level of information and data in the system.





7. Personal Wellbeing

At NRW we care about the health and wellbeing of our people. We understand the benefits to our workforce of being fit and healthy, which is why we have included a wellbeing program as part of our 'A Safe Day, Every Day' commitment.

A number of programs will be carried out across NRW that are aimed at ensuring the personal health and wellbeing of all employees. These programs may include participation in a number of different state, national and even global initiatives throughout the year (Movember or Mental Health Week), as well as NRW specific programs.

If you have any ideas for events or initiatives please share the suggestion with your project manager.

7.1 Health & Wellbeing

When you wake up in the morning your body may not be completely ready for a full day of physical activity. For this reason, and to improve the overall 'ready for work' capability of our workforce, NRW have implemented a Health & Wellbeing program.

Compulsory daily exercises take place during pre-start and consists of a stretching routine carried out by the entire workforce before every shift. It can be led by any team member in your crew.

8. HSE Recognition Program

Safety is one of our core values at NRW. We believe that safety is an integral component of every day, and as a company we strive to improve our safety performance.

Our HSE Recognition Program aims to recognise and celebrate individuals who demonstrate an excellent attitude and commitment to safety.

8.1 Above and Beyond Awards

Individual recognition awards will be managed on site by each project. Employees may be nominated by their project manager, a supervisor, a member of the HSE team, their site health and safety representatives and even fellow workmates. Nominations are approved by the project manager.

Criteria to receive this recognition include:

- Working in a safe manner – **over and above what is expected**
- Setting a good example – **over and above what is expected**
- Significant idea or initiative put forward
- Other positive and exceptional actions contributing to a positive culture and safe working environment on site.





9. Project of the Quarter Award

All sites across NRW are scored on a set of criteria based on Key Performance Indicators (KPI's). The monthly scoring for each project is done on a self-assessment basis by each project manager and HSE advisor. These scores are auditable and will be published for each project across NRW.

The winning project nominates a charity to which NRW will provide a generous donation.



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