

APAC

Communication and Consultation Procedure

S3[APAC]-006-PR1

1. Purpose and Scope

- a. The purpose of this procedure is to describe the processes associated with communicating and consulting with employees and external interested parties on issues of Safety, Health and Environmental (SH&E) management.
- b. This procedure applies to all AECOM controlled operations in APAC.

2. Information & Data

- a. SH&E information and data shall be recorded and communicated to ensure effective operation of AECOM's SH&E Management System. SH&E related information and data that should be communicated to the workforce includes:

2.1 SH&E Structure and Responsibility

- a. All personnel should be suitably informed of the structure, responsibility and resources for SH&E management. This assists understanding of the sources of SH&E related information and personnel to be of SH&E events and issues. This information will be posted onto Ecosystem, updated in a timely manner following any personnel changes and available to all employees,

2.2 SH&E Performance Reporting

- a. Performance metrics shall be communicated to management as a basis for corrective action and continual improvement. This should include the information that is collated and reported by site based personnel during field inspections, auditing, incident reports and investigations in addition to external and internal audit outcomes. Performance will also be reported to external parties as required, e.g. clients as per contractual obligations. Definition on each project agreed performance metrics and processes for internal and external reporting will be defined in the contract and/or the Safety, Health and Environmental Management Plan.
- b. Reporting of performance results at both corporate and project level shall be at least monthly and include both leading and lagging indicators.

2.3 Supply Chain Management/Procurement

- a. SH&E expectations should be communicated to third parties that provide services and materials to AECOM. Suppliers are expected to comply with SH&E rules relating to policy and procedures when on site. Major suppliers may be expected to implement SH&E rules/controls depending on the actual or potential SH&E impacts of their products and services.

3. Communication & Consultation Methods

- a. Specific communication methods are used to capture and share SH&E related information, including:

3.1 General Meetings & Arrangements

- a. Safety should be included as an agenda item at every formal meeting regardless of size.
- b. A "Safety Moment" should be included as an introduction to meetings to focus attention on a particular health or safety issue and/or relevant topic.
- c. Project / workplace specific communications and consultation arrangements shall be defined within the Safety, Health and Environmental Management Plan (SHEMP). The conduct and documentation of these arrangements

shall be agreed with employees, typically through Health and Safety Representative (HSR) involvement and Health and Safety Committee (HSC) endorsement.

3.2 Project Kick-Off Meetings

- a. Pre-planning is a key component of ensuring effective risk mitigation throughout project life cycle, so prior to commencement, a project kick-off meeting is required to review project-specific SH&E considerations. Communication and consultation is required as part of this process with all relevant stakeholders including where applicable internal senior management, SH&E professionals, contractors, client representatives, sub-consultants, etc.
- b. Actions identified shall have responsibility assigned and be tracked to completion within agreed timeframes.
- c. Project risks identified as part of this process should be incorporated into the project risk register. Refer to Hazard Recognition and Risk Management Procedure.

3.3 Company Systems

- a. AECOM Ecosystem will be maintained with easy access to safety tools and information. Where possible remote project sites should allow for network connectivity, otherwise alternate arrangements should be sought to access required information / tools e.g. hard copies made available, use of CDs etc.
- b. Employees have opportunity to be involved in the development of workplace safety procedures through several avenues including:
 - i. Engagement with HSR/HSC
 - ii. Online feedback – SHE intranet page, Chatter, email, etc.
 - iii. Workplace meetings, team gatherings and forums
 - iv. Contribution to development of workplace safety procedures including risk registers, SWMS, etc.
 - v. Direct feedback to supervisors and managers by encouraging an environment where employees can safely provide feedback.
 - vi. Where applicable, through involvement with incident investigations.
- c. Employees, or their health and safety representatives, are to be involved in the development of company and/or project safety procedures relevant to the work they are undertaking and a record of that engagement and involvement shall be kept on company / project file.
- d. Mobile device applications with SH&E content and function have been developed and deployed to improve remote accessibility to incident reporting, reference checklists, key contacts information and more.
- e. A Global Technical Practice Network (TPN) and Chatter groups have been established to support sharing of best practices and access to subject matter expertise.
- f. Newsletters and communication briefings will be issued regularly with SH&E content featured consistently. Information shared through briefings such as Salesforce Chatter, OpsConnect, Elevate, Safety Bulletins, AECOM News, etc. may include:
 - i. Achievements and milestones
 - ii. Upcoming training, company and industry events
 - iii. Procedural and/or legislative changes
 - iv. Lessons learnt from internal and/or external events
 - v. Audit / inspections results and key outcomes
 - vi. SH&E initiatives and campaigns

3.4 Employee & Worker Engagement, Participation and Representation

- a. AECOM has a duty to consult, so far as is reasonably practicable, with employees who carry out work for the business and who are (or are likely to be) directly affected by a health and safety matter. To this end, the primary consultation arrangements that are available are:
 - i. Health and Safety Representatives
 - ii. Health and Safety Committees
 - iii. Other agreed procedures
- b. Each workplace, region or project shall establish the most appropriate consultation arrangements to suit the employees and workplace situation and ensure those arrangements are consistent with local jurisdiction requirements. A record of agreement with the workforce on the preferred arrangement(s) shall be maintained (e.g. meeting record, minutes of discussion where consultation arrangements proposed / discussed / agreed).

3.4.1 Health & Safety Representatives (HSR's)/Safety Champions

- a. Employees may request the election of health and safety representative(s), HSR, to represent them on work health and safety matters while in other. Within Australia and New Zealand any worker can request a HSR, while in other parts of the business e.g. PRC and Taiwan this nomination is provided by AECOM management. Local jurisdictional requirements should be followed.
- b. Where this request is made, contractors and staff shall hold discussions with Senior Management, and where require by local legislation elections with their workforce groups, to facilitate the appointment of Health and Safety Representatives in offices and on worksites in accordance with local requirements. The establishment and designation of work groups, timeframes and process for election shall be defined by each region/workplace. A record of consultation arrangements proposed, discussed and agreed shall be retained (i.e. committee constitution or meeting minutes).
- c. HSR's shall be afforded the time necessary to attend all relevant meetings dealing with health and safety matters associated with their workgroup.
- d. HSR's will have the opportunity to be involved in carrying out risk assessments, accident and incident investigations, development of procedures and other matters relating to health and safety associated with the work in their respective area.
- e. Employees will be consulted prior to any changes that could affect their health and safety.
- f. HSR's will be formally trained in accordance within the company's requirements or where required under local jurisdiction requirements and this will be offered as soon as possible after election (where relevant) Refresher training will be afforded where applicable for the HSR/Safety Champion.

3.4.2 Health and Safety Committee (HSC)

- a. A HSC shall be established for AECOM offices or projects:
 - i. Where required by local legislation
 - ii. At the request of a HSR, or 5 or more employees
- b. A HSC may also be established at discretion of the project or workplace.
- c. For AECOM offices with no HSC, employees should be given the opportunity for representation on another regional HSC.
- d. Health and Safety Committee (HSC) meetings are to be held at a frequency agreed by the HSC, or within jurisdictional requirements, and minutes and any associated actions recorded.
- e. A HSC Constitution shall be established for each HSC and should outline at minimum the:
 - i. Scope of the HSC
 - ii. HSC membership requirements

- iii. HSC meeting agenda
- iv. HSR training requirements
- v. HSC meeting frequency
- f. The HSC should consist of workforce representatives and management representatives, who attend a forum for communicating SH&E issues to all employees. This also acts as a feedback forum for all employees to communicate to their HSR points to discuss at this meeting.
- g. HSC meeting discussion and outcomes shall as a minimum:
 - i. Create and maintain an active interest in SH&E issues and assist in reducing work injuries, work-related illnesses and hazards.
 - ii. Consider measures for the training and education in, and promotion of, SH&E management and, make recommendations in relation to those measures.
 - iii. Review SH&E performance.
 - iv. Formulate and review the standards, rules and procedures relating to SH&E that are to be carried out or complied with at the workplace.
 - v. Review the circumstances surrounding recent work injuries, work-related illnesses and incidents at the workplace, and make recommendations for corrective action for the statutory scope of the committee.
 - vi. Review site inspections and audits and make recommendations to correct unsatisfactory levels of performance.
 - vii. Initiate programmes aimed at arousing and maintaining interest in the workplace SHE program.
 - viii. Discuss upcoming SH&E activities planned
- h. The number of employee representatives and the number of management representatives shall be as per local regulatory requirements or as documented in the HSC Charter. However in absence of formal requirements a guideline is that the management representatives should not be greater than the employee representatives so they have the opportunity to raise their concerns and represent their working groups.
- i. Minutes of HSC meetings shall be provided to all members as soon as practicable following the meeting and copies displayed on noticeboards as appropriate, with key message communicated through workplace meetings and briefings.

3.4.3 Other Agreed Consultation

- a. Other arrangements for consultation may be agreed where HSR's or HSC's or not established (or in addition to). These arrangements may include direct engagement with all employees (e.g. workplaces with few employees or who travel frequently), regular weekly meetings where health and safety is always an agenda item, liaison through safety advisors, one-off meetings, briefing sessions, and/or face to face discussions.
- b. Other agreed arrangements for consultation may be set up provided the arrangement is agreed to by employees and is likely to result in better consultation and improved decision making. Regardless of the arrangement, the obligation to consult all employees remains.

3.5 Daily Pre-Shift Meetings

- a. Pre-shift meetings (sometimes also called toolbox meeting though see below) are designed to give staff an overview of planned work activities before the day's activities should, where stipulated in the SHEMP, be held prior to the commencement of each shift and as required during the course of the shift where personnel are transferred to a new task or location.
- b. As part of the SHEMP the project should work out the attendees at these sessions but as a guideline all key work group members should participate in these meetings including the relevant PM/PM/EPCM supervisors, Safety personnel and Subcontractors noting that Subcontractors will often hold their own separate briefing but should have a representative present to ensure key messages are cascaded.

- c. Where there are large work groups, provision may need to be made to ensure all personnel can hear the proceedings of the meeting and consideration should also be given to the languages of the participants and translators used where needed.
- d. Pre-shift meeting topics should include:
 - i. Outline of work task requirements
 - ii. Permits/SHEMP/SWMS(risk assessment/Job Safety Analysis/Task Hazard Analysis) requirements
 - iii. Incident and hazard reports relating to project activities from the previous day
 - iv. Specific safety issues relating to the day's activities
 - v. Lessons learnt, improvements and changes from previous shift
- e. All employees will be given the opportunity to voice any concerns they have about safety and these need to be addressed by the supervisory staff in attendance.
- f. A record of all attendees and meeting topics will be retained.

3.6 Toolbox/ Weekly/ Monthly/ Safety & Health Meetings

- a. Should be conducted by Supervisors and SH&E personnel to advise employees of current issues and to seek ideas and opinions.
- b. These meetings should be conducted at a frequency specified in the Project SHEMP/SWMS or Regional Safety Management Plan.
- c. The meeting record shall be documented on the Toolbox Meeting Record Form or an equivalent document.
- d. The Toolbox meeting agenda should include:
 - i. SH&E topic
 - ii. Follow up items raised at previous SH&E meetings
 - iii. Recognition & Award
 - iv. Review of incidents/near miss reports
 - v. Follow up discussions on Observations carried out during the week
 - vi. Follow up discussion of inspections/audits
 - vii. Items of general Safety importance to the Project
 - viii. Items of Safety interest to the work group
 - ix. SH&E initiatives and review of TRA's and
 - x. Overall SHE performance

3.7 Notice Boards

- a. Notice Boards shall be located at various locations in AECOM offices and on AECOM controlled project sites in order to advise employees on SH&E Policies, performance and initiatives for improvement.
- b. Other information found on notice boards should include, but is not limited to:
 - i. SH&E Policy Statement
 - ii. AECOM's Life Preserving Principles
 - iii. AECOM Site Safety Rules
 - iv. SH&E Posters
 - v. SH&E Alerts and Lessons Learned

- vi. Hazard communication, procedures, work instructions and guidelines
- vii. HSC meeting information
- c. The Workplace Manager will ensure that the AECOM SH&E Policy is made readily available to the workforce.

3.8 Informal Engagements

- a. The SH&E Team and Senior Leadership Team will actively engage in Senior Management Observations for the purpose of interaction with employees and the observation of safety behaviours and workplace conditions.
- b. All staff and contractors are encouraged to openly discuss any SH&E concerns or suggestions at any time with their Supervisor and/or HSR.

3.9 External Communication & Consultation (Regulators, Unions, Industry Groups, Certification Bodies, etc.)

- a. AECOM is committed to working in partnership with external agencies in the interests of improving SH&E performance across the board.
- b. Collectively where we have overlapping duties and/or shared interests we will consult, cooperate and coordinate activities and efforts so far as is reasonable practicable to ensure effective workplace health, safety and environmental outcomes.
- c. Collaboration and trust between regulators, unions and management leadership is vital for enabling and expediting the adoption of successful mutual SH&E gains and performance outcomes. AECOM will respect all relevant statutory requirements for matters such as union right of entry, workplace industrial relations, freedom of association, reporting and notification.

4. Issue Resolution

- a. The process for resolution of SH&E issues, hazards or disputes will be reviewed and accepted by the HSC and, as a minimum, meet the following requirements:
 - i. Employees should raise issues or disputes with their direct Supervisor in the first instance. The Supervisor will be familiar with the work activity and processes and be the most likely person to ensure a satisfactory outcome. For the purposes of resolving issues as quickly and effectively as possible the following should be considered:
 - The degree and immediacy of risk to employees or other persons affected by the issue;
 - The number and location of employees or other persons affected by the issue;
 - Whether temporary measures are possible and/or desirable;
 - The measures (both temporary & permanent) that must be implemented to resolve the issue;
 - The time that may elapse before the issue is permanently resolved; and
 - Who will be responsible for implementing the resolution measures.
 - ii. Should an employee feel that satisfactory action has not been taken on a reported SH&E issue, the following procedure should be adopted:
 - The employee notifies the relevant project/business line/regional HSR. (An alternate or deputy HSR should be consulted if the relevant HSR is unavailable).
 - The HSR consults with the Supervisor and the Site Manager (or the Project Manager, in their absence) to resolve the SH&E issue.
 - Where the SH&E issue is still not satisfactorily resolved, the parties shall advise the Workplace Safety Practitioner or the Workplace Manager, who shall convene an HSC meeting to discuss the SHE issue if they are still not able to resolve the issue. On smaller sites where all roles/levels are not assigned, the process can skip to next escalation point.

- The HSC shall consider the SH&E issue and make a recommendation on the action required to resolve the issue.
 - Where resolution of the SH&E issue cannot be achieved at a Workplace level, the SH&E Manager shall intervene.
 - Should the matter not be able to be resolved at this level, either party has recourse to escalate to the local SH&E Director and/or to seek specialist advice from an Inspector.
 - Where the HSR believes they require further expertise to support their position or to resolve the issue, the HSR may, with written agreement from Management, seek the assistance of a consultant. Note: Written agreement does not make AECOM liable for the costs associated with the consultant. The assistance of a consultant is subject to the limitations of the local jurisdiction regulations.
- b. Direction to cease work may be given by the HSR or Supervisor provided:
- i. An issue concerning health or safety arises; and
 - ii. The issue concerns work which involves an immediate threat to the health or safety of any person; and
 - iii. Given the nature of the threat and degree of risk, it is not appropriate to adopt the normal issue resolution process.
 - iv. Where a direction to cease work has been given, possible alternative suitable duties shall be assigned for those affected.
- c. Notwithstanding the above, all AECOM employees have authority to stop work if they believe a danger exists to any persons, property or the environment that cannot be removed, isolated or mitigated to as low as reasonably practicable. It is AECOM's policy and firm commitment that employees are expected to stop their work to prevent unacceptable exposure to work place hazards, including unsafe conditions or worker behaviours, without fear of reprimand or reprisal.
- d. The Issue Resolution Process is outlined in Appendix 1. This process may be amended/adapted to suit local or project-specific requirements but only in consultation with HSR's (where appointed) and with senior management and HSC endorsement. Employees shall be informed of the issue resolution process through induction, on-boarding and training processes.

5. Responsibilities

- a. It is the responsibility of all management, supervisory and work group personnel to ensure that hazards and safety issues are resolved as quickly as possible and the workplace is free from unacceptable hazards.

6. Terms and Definitions

Define only those terms mentioned within the document and list using 'Alpha List' option from the AECOM Procedure List dropdown on the Home tab.

a.	Communications	The act of imparting or receiving news and information.
b.	Consultation	To seek information or advice, refer to persons for advice or to take into account the views of others.
c.	HSC	Health and Safety Committee
d.	HSR	Health and Safety Representative
e.	Meeting	A coming together and/or assembly of persons.
f.	SH&E	Safety, Health and Environment
g.	TRA	Task Risk Assessment

7. References

- a. SH&E Policy S1-001-PL1

- b. Hazard Recognition and Risk Management Procedure S3AN-700-PR1

8. Records

- a. Daily Pre-Start Meeting Record Form S3[APAC]-006-FM1
- b. Toolbox/Monthly/Weekly Safety & Health Meetings Record Form S3[APAC]-006-FM2

9. Appendices

- a. Appendix 1 - Issue Resolution Flowchart

10. Change Log

List the change history pertaining to this document including if it was identified differently throughout its life-cycle:

Rev #	Change Date	Description of Change	Location of Change
0	May 8, 2018	Initial Release	All

Appendix 1 Issue Resolution Flowchart

*Note in some jurisdictions a regulatory authority will not be engaged in this kind of internal issue except it violates with local regulation

