



RISK MANAGEMENT

Standard

Business Management Systems (BMS) Group

Document No.: HEQ-STD-00005





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Business Management System Group (BMS) Standard
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1. Purpose

The purpose of this Group Standard is to outline the methodology and process to ensure the 'Hazard Identification, Risk Assessment and Control' (HIRAC) processes are conducted, documented, and are in accordance with the relevant Health and Safety Acts, Regulations, Australian Standards and Codes of Practice.

In addition, provide an outline to assist in the identification assessment and control for risk associated with both environmental and commercial risk (financial, time and quality).

2. Scope

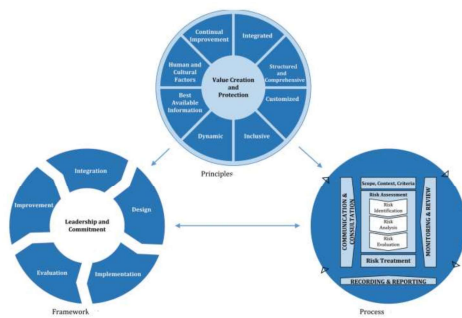
This document encompasses all BMD Group subsidiaries including BMD Constructions; BMD Urban; Empower; JMac Constructions; and Urbex. This Standard applies to all risk assessment activities occurring in the course of activities associated with BMD operations and BMD Group administrative support. It also applies to plant, workers and subcontractors.

This standard addresses the methodology for assessing risk involved in any of the following phases within the BMD Group operations:



3. Introduction

Managing risk is based on the principles, framework and process outlined in AS ISO 31000:2018 and provides guidance for the efficient, effective and consistent risk management approach further content in this document.



Risk plays an inherent and expected role in the construction process. Construction projects are complex and unique, and by nature carry challenging and diverse risks affected by environmental protection; public safety regulation; economic instability; contractual relations; stakeholder (interested party) communication; design assumptions; site conditions; construction procedures; and occupational health and safety "physical and psychological".

For the purposes of the AS/NZS ISO14001:2015 Environmental Management System, AS/NZS ISO9001:2015 Quality Management System Standards AND AS/NZS ISO45001:2018 Occupational Health and Safety Management Systems, 'Top Management' is defined as 'a person or group of people who direct and control an organisation at the highest level'. For the BMD Group 'Officers of the Company' as described in [Section 8.2 HSEQ Leadership Commitment](#) are defined as having responsibilities as 'Top Management'.

3.1. Principles of Risk Management

The principles provide guidance on the characteristics of effective and efficient risk management, communicating the value, intention and purpose of the process through the following:

- Integrated – risk management being an integrated as part of all BMD activities;
- Structured and comprehensive – approach to achieved consistent and comparable results;
- Customised – customised and proportionate framework or process to the BMD internal and external context;
- Dynamic – as risk can emerge, change or disappear, the process should be able to anticipate, detect, acknowledge and respond in an appropriate and timely manner;
- Best available information – should be based upon historical and current information, future expectations while understanding any limitation or uncertainties associated with this information;
- Human and cultural factors – significantly influence all aspects of risk management; and
- Continual improvement – through learning and experience

3.2. Framework for Risk Management

The framework assists in the integrating risk management into significant activities, with the effectiveness depending on governance and decision-making of the organisation which requires support from all stakeholders (especially Top Management).

Top management and oversight bodies (senior management) should ensure that risk management is integrated into all organisation activities and demonstrate leadership and commitment.

Top management is accountable for the management of risk, while oversight bodies (senior management) are accountable for overseeing the risk management process.

This framework consists of the following:

- Integration - Integration of risk management into a dynamic and iterative process forming part of the BMD's organisation & operational purposes, governance, leadership & commitment, strategy and objectives & targets;



- Design – The design of BMD's risk management framework takes into account:
 - Understanding the organisation and context;
 - Articulating risk management commitment;
 - Assigning roles, authorities, responsibilities, accountabilities;
 - Allocation of resources;
 - Communication and consultation;
 - Implementation;
 - Evaluation; and
 - Improvement.

3.3. Risk Management Process

The BMD risk management process provides a systemic approach to the following (this is further broken down in Section 5):

- Communication and consultation – with all relevant stakeholders;
- Scope, context and criteria – defining the scope of the process, understanding the external and internal context;
- Risk assessment – which covers identification, analysis and evaluation;
- Risk Treatment – which cover selection and planning & implementation treatment options;
- Monitoring and review; and
- Recording and reporting.

Note: a comprehensive breakdown of the below is available in AS ISO31000:2018

4. Roles and Responsibilities

The successful development of a proactive risk management culture in the workplace requires:

- Commitment, accountability and leadership;
- Consultation and active participation at all levels;
- An understanding of responsibilities;
- Documented procedures;
- Allocation of appropriate resources; and,
- Ongoing monitoring and evaluation of risks, and processes of control.

The overarching emphasis of risk management is to prevent workplace incidents, physical & psychological injuries, disease and harm to the environment.

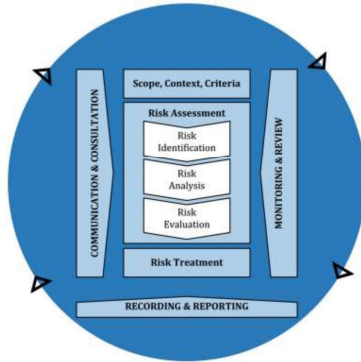
All senior and site management positions have a responsibility to ensure foreseeable workplace risks are identified; assessed; eliminated or controlled; and comply with or exceed minimum requirements contained within legislation, standards and codes of practice.

Top Management
• Customising and implementing all components of the risk management framework; • Issuing risk management process; • Allocation of necessary resources; • Assigning authority, responsibilities and accountability at organisational levels.
Senior Management
• Develop effective risk management programs; • Support and promote risk management processes; • Allocate resources to implement risk management programs and activities; • Ensure workers receive training in risk management processes; and, • Audit hazard identification and control systems for effectiveness, as per review schedule.
Project Managers (including Subcontractor Managers)
• Facilitate the implementation of risk management in areas of responsibility, through effective consultation with all employees (workers); • Participate in risk assessment and control activities; • Identify workers to participate, where appropriate, in planning and design risk assessment processes; • Monitor the ongoing effectiveness of risk control strategies; • Ensure risks to health and safety and the environment are eliminated or controlled when planning the design of new projects, purchasing new equipment and prior to introducing new work processes; and, • Action / investigate hazards and enter corrective action/s when a hazard is reported.
Workers (Employees and Contractors)
• Participate in hazard identification, risk assessment and control activities; • Use the risk control measures, tools and procedures at all times; • Inform management of any risks to health and safety including the effectiveness of risk control systems; • Take reasonable care for the health and safety of themselves and others at the workplace; and, • Report, and where practicable, resolve hazards.

5. Risk Assessment Framework

The objective of this standard is to capture risks in the following areas: commercial; health and safety; and, environmental. The risk management process involves the following steps, as listed in AS/NZS ISO 31000:2018:

- communicate and consult with stakeholders (interested parties both internal and external);
- establishing the scope, context and criteria of the risk assessment and setting objectives;
- identifying the risks;
- analysing the risks to determine the level of risk (defined as the combination of the consequences and likelihood of the risk);
- Evaluating the risk, to decide if a risk requires further control measures (level of acceptance will be determined by the next level of management, High Risk work can only precede with written approval and reviewed by the Project Manager, Extreme Risk can only precede with the written authorisation at General Manager Level.)
- treating the risks, focusing on those risks which are intolerable; and,
- monitoring and reviewing, to continuously refine and improve assessment and risk treatments;
- record and report the outcomes and risk treatments.



5.1. Assessment Competency¹

The process for project Hazard Identification, Risk Assessment and Control (HIRAC) must be undertaken by personnel competent in the use of the company's HIRAC methodology. Evidence of competency can be demonstrated as follows:

- details of competency assessment requirement in position / position descriptions;
- details of competency assessment recorded (after attending and passing a company conducted, or authorised, training session in using and applying the company's HIRAC methodology, or from on-the-job assessment);
- JHAs/WMS can only be signed-off by a person competent in assessing the content; and,
- when the HIRAC methodology changes, training is provided and recorded, and a record will be maintained at either a project level or higher².

6. Communication and Consultation

Communication and consultation with all relevant internal and external stakeholders are to be undertaken to gain an understanding of risks, decisions to be made, actions to be taken. This should occur throughout the whole risk management process with the aim to:

- provide input from varying levels of expertise and experience;
- define risk criteria and evaluating risks;
- source sufficient factual information;
- develop ownership and buy-in.

7. Establishing the Scope, Context and Criteria

Hazard Identification, Risk Assessment and Control is a structured, systematic, proactive approach aimed at early identification of hazards, evaluation of risk, and application of effective risk controls.

Establishing the context is determining the scope of the assessment:

- Which phase within the BMD Group operations are you assessing?
- Which site / location is being assessed?
- Who needs to be involved or consulted during the assessment (all stakeholder)?
- What details need to be recorded and retained?
- What needs to be communicated, and to whom?

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- ¹ OFSC Audit Criteria WH12.2
 - ² OFSC Audit Criteria WH12.2



Establishing the scope, context and criteria helps to clarify boundaries and identify tools required to assist with identification, assessment and recording of results and outcomes.

8. Identifying the Risks³

Risk and Hazard identification is the process of identifying all possible situations where people may be exposed to injury, illness or disease arising from all sources of potential harm (including emergency situations and responses). In addition, the identification of risks to the environment through the aspects and impacts of the business, and commercial risk needs to be considered. Risks are to be identified and assessed:

- At the time of tender and project selection: Site Visit Checklist and [Risk Register](#);
- At the planning and design stage: [Risk Register](#);
- Prior to the project commencing: a formal project specific risk assessment is carried out and includes the handover of the tender & design information as applicable, which is retained in the [Risk Register](#) and forms the foundation for the project sites specific HSEQ systems of work (including emergency preparedness planning); and,
- For the duration of the project at operational and task levels: Ongoing site-specific risk assessments are carried out and recorded in the Risk Register located in the Project's MYJOB page, by the project team.

Additionally, risk and hazard identification must also be considered and assessed:

- Before changes to work practices and systems of work are introduced;
- When planning work processes such as Work Method Statements (WMS);
- While work is being carried out;
- Whenever new, or additional, information regarding work processes becomes available;
- Before changes are made to the workplace, the system or method of work, the plant used, or chemicals used;
- Before and during the installation, erection or commissioning of plant;
- Prior to hiring contractors and labour hire (refer to [Subcontractor HSE Management Standard](#)); and,
- Prior to the introduction of any plant, substances (review SDS where applicable), processes or work practices in the workplace to identify whether there is any potential for injury, illness or disease.
- During the development of any workplace specific emergency response plans

• ³ OFSC Audit Criteria WH14

OHS risks and hazards may include, but not limited to, the following general categories:

Mechanical Hazards	Non-Mechanical Hazards	
▪ "drawing in" points ▪ shearing points ▪ impact and crushing areas ▪ cutting areas ▪ entanglement areas ▪ stabbing points ▪ abrasion areas ▪ flying particles ▪ any protrusions which could cause injury ▪ traffic and vehicles	▪ ergonomic hazards, including manual handling ▪ electrical shocks and burns ▪ chemical burns, toxicity, flammability ▪ noise ▪ vibration ▪ radiation ▪ mist, dust and fumes ▪ confinement and suffocation ▪ violence, harassment and workplace stress	▪ engulfment ▪ biological hazards and viral ▪ slipping, tripping and falling hazards ▪ falling objects ▪ high pressure fluid ▪ high temperature objects ▪ working in very hot or cold conditions ▪ fatigue

Common psychosocial hazards include, but may not be limited to the following categories:

Psychosocial Hazards	
▪ (Very high or low) Cognitive demands ▪ Emotional demands ▪ (Very high or very low) Time demands ▪ Low job control ▪ Poor leadership ▪ Low co-worker support ▪ Low supervisor support ▪ Poor organisational change management ▪ Inadequate reward and recognition ▪ Lack of professional development opportunities ▪ Poor physical environment ▪ Interpersonal or group conflict	▪ Role ambiguity ▪ Role conflict ▪ Organisational injustice ▪ Job insecurity ▪ Remote or isolated work ▪ Shift work ▪ Work / life imbalance ▪ Mental health stigma ▪ Traumatic events or material ▪ Violence and aggression ▪ Bullying ▪ Harassment (including sexual harassment)

Environmental Aspects (i.e. aspects of the business that contain an environmental hazard) and Impacts (i.e. how the hazard impacts on the environment) may include, but not limited to, the following general categories:

Aspects	Impacts
▪ Clearing and Grubbing ▪ Earthworks ▪ PUP removal and replacement ▪ Drainage works	▪ Decrease of water quality in waterways ▪ Loss of flora and fauna ▪ Contamination of land

Aspects	Impacts
- Asphalt / Bitumen works - Office and crib hut operation - Bridgework - Site establishment and demobilisation - Major spills (emergencies) - Approvals / Permits / Licences	- Noise / vibration / light / odour impacts on surrounding community - Decrease in air quality in surrounding community - Spread of weeds / pests / biosecurity items - Disturbance of acid sulphate soils - Generation of waste - Ignition of bushfire - Disturbance of cultural heritage - Generation of greenhouse gas emissions

Key commercial risk may include, but not limited to, the following general categories:

Categories		
Financial	Time	Quality
- Contract conditions - Excessive securities, including bank guarantees - Excessive liquidated damages - Large rewrite of Australian Standard as the contract condition - Change in traditional definitions of items in contract conditions	- Weather conditions - Unrealistic time period for the contracts	Rework due to poor quality control

8.1. Key Hazards and Core Operating Procedures

As a business BMD has identified the following key hazards:

Key Hazard Identification		
Description	Key Hazard	BMD Core Operating Procedure
Working at Heights	- Work involving heights greater than 2.0m; - Falling from one level to another regardless of heights; or, - An unmitigated risk assessment indicates a risk rating greater than low.	Working at Heights Management

Key Hazard Identification		
Description	Key Hazard	BMD Core Operating Procedure
Mobile Plant	- Operating mobile plant; - Site deliveries and plant movement; - Plant and people interaction; - Plant and plant interaction; - Loading of plant incorrectly; - Incidents from utilising plant in poor working condition.	Plant and Equipment Management Isolation and Tagging Management
Fitness for Work	- Increase in likelihood and/or consequence of an incident affecting workers and/or the public from an impaired worker on site, or during transport of materials to and from site; - Impairment from Drugs, Alcohol, Fatigue & Stress.	Fitness for Work Management Standard
Excavation	- Works involving trenching and/or excavation greater than or equal to 1.5m; - With an unmitigated risk assessment indicates a risk rating greater than low.	Trenching and Excavation Management
Traffic	Works near traffic with an unmitigated risk score greater than low.	Traffic Management Standard Traffic Management Plan Template <i>Note: The above documents have been created instead of a COP in this instance.</i>
Structural Alternatives / Temporary Support Structures	Works requiring false work and temporary structures and design.	Formwork and Falsework Management Scaffolding Management Temporary Works Management
Electrical	- Working near or with underground and overhead services; - Potholing and identification of underground services.	Isolation and Tagging Management; Working Near Services.

Key Hazard Identification		
Description	Key Hazard	BMD Core Operating Procedure
▪ Confined Spaces	▪ Working in a confined space.	▪ Confined Space Management
▪ Manual Handling	▪ Work with the risk of musculoskeletal injury. ▪ With unmitigated risk assessment indicates a risk rating greater than low.	▪ Hazardous Manual Task Management
▪ Working Near or Over Water	▪ Works that involve the risk of drowning. ▪ With unmitigated risk assessment indicates a risk rating greater than low.	▪ Working Near or Over Water Management
▪ Hazardous Chemical	▪ Works with the risk of injury from chemicals. ▪ With unmitigated risk assessment indicates a risk rating greater than low.	▪ Hazardous Chemical Management
▪ Remote or Isolated Work	▪ Increase in risk of injury, when no assistance is available. ▪ With unmitigated risk assessment indicates a risk rating greater than low.	▪ Remote or Isolated Work Management
▪ Psychosocial Hazards	▪ Various hazards as identified within ISO45003:2021 (listed within Section 8)	<i>Note: Risks posed by psychosocial hazards are controlled via multiple levels within the BMS Framework. Refer to the Risk Register for specific details regarding each hazard.</i>
▪ Water Quality	▪ Risk of degradation of water quality from the works. ▪ With unmitigated risk assessment indicates a risk rating greater than low.	▪ Water Quality Management
▪ Soil Movement and Management	▪ Works with a risk of unlawful movement of clean and contaminated soil ▪ With unmitigated risk assessment indicates a risk rating greater than low.	▪ Soil and Land Management
▪ Vegetation Clearing	▪ Risk of impact on ecological values	▪ Vegetation Clearing Management

Key Hazard Identification		
Description	Key Hazard	BMD Core Operating Procedure
	With unmitigated risk assessment indicates a risk rating greater than low.	
Infectious Disease (COVID-19)	- Worker in risk of infection and spread of COVID-19 - Business Continuity risk due to impact of COVID-19	COVID-19 Safe Management Plan Business Continuity Plan (BCP) – COVID-19

Where these key hazards are identified on a project, then the corresponding BMD Core Operating Procedure is to be used as a minimum requirement to address the risks. The requirements in these COPs are to be used to determine the works methodology and be communicated to the workforce in the Work Method Statement and Job Hazard Analysis Card.

Other hazards identified that need consideration if they arise are:

- Demolition;
- Tilt-up / Precast Concrete;
- Asbestos;
- Explosives;
- Construction Work In, Over or Adjacent to Water / Liquids Where Risk of Drowning;
- Tunnels;
- Pressurised Gas;
- Chemical, Fuel or Refrigerant Lines;
- Telecommunication Towers;
- Contaminated / Flammable Atmosphere;
- Artificial Extremes of Temperature; and,
- Diving.

As a final check the development of control measures for hazards requires a comparison to be carried out against the criteria outlined in the OFSC document, [Audit Criteria Evidence Guide](#), as applicable.



8.2. Consultation⁴

Consultation with workers and others who may be affected by the risks in the workplace is essential at all stages of the risk management process. Workers and others are encouraged to participate and suggest ways to effectively manage the risks and to allow them to operate efficiently in their jobs.

8.3. Client or Other Entity⁵

8.3.1. Client or Other Entity Controlled Workplace

When required to provide services within a client's or other entity's workplace, a risk assessment shall be conducted to ensure all health, safety and environmental hazards that could affect the workers and public at the workplace are identified, assessed and controlled. This is to be documented in the project's [Risk Register](#). The identified hazards and associated controls must be communicated and reviewed by all stakeholders through interface meeting or other forums

In addition, the commercial risks need to be considered in these circumstances as well.

8.3.2. BMD Controlled Workplace

When the client or any other entity's is required to provide services within, or has the potential of impact on, a BMD workplace, an interface meeting or other forums must be conducted to ensure health, safety and environmental hazards that could affect the workers and public at the workplace are identified, assessed, controlled and documented in the project's Risk Register. The identified hazards and associated controls must be communicated and reviewed by all stakeholders and workforce that may be impacted by this works.

As a minimum, all people within or accessing through a BMD controlled site must have completed the BMD site induction which must communicate all site requirements, identify hazards and appropriate control measures, prior to the commencement of work and/or accessing site.

8.4. Plant and Equipment Risk Assessment

Prior to the induction of any plant or equipment to the workplace, a risk assessment must be conducted to identify any possible situations where people may be exposed to injury, illness or disease arising from its operation or use. The detail requirements when purchasing (including risk assessment) BMD plant or equipment's is contained the BMD's [Purchasing and Supplier Commercial Procedure](#).

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- ⁴ OFSC Audit Criteria WH12.4
 - ⁵ OFSC Audit Criteria WH 12.4



The risk assessment process should be followed when identifying the plant which is fit for purpose (e.g. use of long-reach excavator). Prior to mobilisation or commencing work a plant risk assessment and site checklist must be conducted on each individual piece of mobile plant (either BMD owned or Hire-in) This includes but is not limited to pinch points, exposure to fuel and lubricates, refuelling process, service history, legislative and manufacturer's operational requirements (refer to [Plant and Equipment COP](#)).

8.5. Delivery / Haulage / Cartage Vehicles

The arrival, departure and the journey of heavy vehicles in association with BMD's works is viewed as a key risk, and must be controlled through the following actions:

- Complying with Chain of Responsibility requirements, and hence, BMD requirements as detailed to ensure BMD, and/or its contractors do not drive or promote a behaviour that contributes to an unsafe act.
- Utilising contractors that are compliant with the Heavy Vehicle National Law (HVNL), or alternatively, instructing contractors without a compliant system to operate with BMD set requirements or to take appropriate corrective action to ensure compliance before use.
- Ensuring delivery drivers receive a [Deliver Driver Induction](#).
- Ensuring the loading of heavy vehicles meet set requirements regarding mass and size, and that the transport route and vehicle selection is appropriate for the task.
- Monitoring deliveries to ensure compliance, and that drivers and other parties in the Chain of Responsibility are acting in a safe manner, with key processes in place to ensure drivers are not impaired due to drug, alcohol or fatigue.
- Controlling access onto the vehicle and / or load in a safe manner during loading and unloading.
- Complying with biosecurity protocols for set regions, such as regarding dieback, fire ants and noxious weeds, to ensure no environmental harm occurs.

The above will be addressed through the identification of HVNL requirements as part of key tasks for the project. Where assessed as 'High Risk', these shall be recorded in the [risk register](#), then managed through the Subcontractor selection and the Risk Management process by identifying and communicating controls in items such as the Construction Method Statement, Work Method Statement and/or Job Hazard Analysis risk management process. Consideration should be made through key phases of the project such as during:

- The establishment phase;
- Any heavy material reliant activities (such as precast and pavements); and
- During the disestablishment phase.

8.6. Hazardous Chemical Risk Assessment

Similar to the above, prior to bringing any chemical or substance to the workplace the risk assessment process must be followed. If a chemical or substance is determined to be hazardous, the [Hazardous Chemical COP](#) must be followed.

9. Analysing the Risks

Analysing the risks means determining outcomes associated with the hazards; what can happen for the hazard to cause harm or loss? The analysis of risks involves considering the likelihood (probability) and consequence of the identified risks, to calculate the overall level of risk (extreme, high, moderate or low).

The BMD Risk Matrix tool is used to determine probability and consequences.

Please refer to [Appendix 2: Risk Matrix](#).

Note: *At tender phase the Risk Register is used to assess and identify major hazards and high-level risks.*

For small scale projects that have uniformity, there is an allowance with the approval of Senior Management to analyse risk as one project.

9.1. Determining Probability

The first step is to determine the probability of the risk occurring. This involves determining the frequency (and duration for psychosocial hazards) of exposure and the probability of an incident occurring. The basic premise is the more an individual is exposed to a hazard, the more likely it is for an incident to occur.

9.2. Determining Consequences

The second step is to analyse the potential consequences (impacts/effects) by identifying all possible outcomes or severity and any associated impacts. Consideration must be given during any risk management process to events that while having a low probability, the actual occurrence of the event would have a high consequence.

A person competent to assess risk must review all proposed changes for:

- technical capability;
- hazards; and,
- loss potential.

Note: *The identified risks and ratings shall be recorded in the risk register.*

9.3. Specific Safety Legislative Requirements

Legislation requires employers to assess risks posed by hazards (initial and residual) in their workplace, and to determine how best to modify their work processes to effectively eliminate or control risks. These requirements are documented in the appropriate Occupational Health and Safety Regulation (AS/NZS 4801:2001).

The *Regulations* require "a Person Conducting a Business or Undertaking (PCBU) to consult with the Health and Safety Representative of a designated work group, if practicable, when undertaking hazard identification, risk assessment or control of risk processes that may affect the health or safety of any member of the designated work group."

9.4. Environmental Compliance Obligations

Each project needs to consider any environmental regulatory requirements from the Federal, State and Local Government authorities; this may also depend on the scale, nature, location and sensitivity of the surrounding environment. As there may be a number of permits, authorities, etc. that need to be addressed by the project, these are required to be factored into the risk assessment. Additionally, Client requirements and specifications, and the interests of stakeholders (e.g. community), need to be considered when undertaking the risk assessment.

9.5. Other Available Information

Other areas to be considered when analysing a risk includes information from the construction industry and other relevant industries; organisational and project incident reports; hazard information; specifications and approved drawings; manufacturers or suppliers' guidelines; inspection and audit reports; bulletins and alerts; and change notices can also be considered during the HIRAC processes. If used as a means of supporting a decision for a risk analysis, the reference should be recorded on the appropriate project specific Risk Register.

10. Evaluating the Risk⁶

Risk evaluation, as defined in *ISO 31000:2018* involves comparing the results of the risk analysis with risk criteria, to determine whether the level of risk is acceptable, tolerable or intolerable, with intolerable risks requiring treatment as a priority. Given finite resources, it will not be possible to treat every risk, and indeed, there is a point where the cost of implementing a treatment far outweighs the benefit (or risk reduction) gained.

The BMD Risk Matrix tool calculator is used to determine the rating for the risk.

Please refer to [Appendix 2: Risk Matrix](#).

10.1. Assigning a Risk Rating and Control Priority

When the consequence and the likelihood have been decided, the risk rating is determined at the point where the consequence and probability meet; the greater the assessed risk is, the greater the effort and level of control required. Using this process, all hazards associated with the task can be assessed and prioritised according to the risk rating.

Note: *The risks ratings and control priorities shall be recorded in the relevant Risk Register and transferred to any relevant JHAs/WMS⁷. This also includes sub-contractors who must have access to this information, and have it included in their WMS.*

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- ⁶ OFSC Audit Criteria WH12,5
 - ⁷ OFSC Audit Criteria WH12.3

Note: Any major hazards and high-level risks identified at tender phase via tender handover are to be transferred to the Risk Register for management within the project.

An extreme risk rating requires further planning and notification to the next level of management, an analysis of the control measures to reduce this risk score through the re-evaluation using the HIRAC process is then conducted. All work associated around this risk must also stop during the re-evaluation, until all potential controls have been explored, implemented and/or ruled out and presented to and given written authorisation by General Manager Level; consideration may be given but not limited to such things as redesign, changing high level work practices.

A high-risk rating requires that all work associated around the risk must stop, and the HIRAC process re-used until all potential controls have been explored, implemented, ruled out and presented to and given written authorisation by the Project Management Level; consideration may be given but not limited to such things as changing site work practices, increase supervision, permit to work system.

11. Treating the Risk⁸

In identifying risk control measures, there is a legal requirement to **eliminate** potential foreseeable risks to health and safety, if reasonably practicable. If elimination is not reasonably practicable then there is the requirement to identify effective measures to reduce the risk. Similarly, the same approach should be applied to environmental risk management with all reasonable and practicable controls applied to minimise environmental harm.

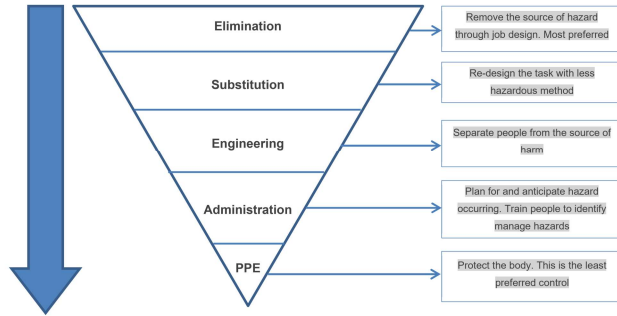
The selection of risk control measures should be based on a comprehensive understanding of the risk issues (and hazards) concerned. This understanding comes from an appropriate level of risk analysis. It is particularly important to identify the causes of the risks so that these are treated and not just the symptoms. If there is an immediate risk to health or safety, the process/activity in question must cease until appropriate measures are taken to remove the immediate risk.

For risk control measures, consideration should be given to the severity of injury, illness or disease that could occur. If the severity is high (i.e. fatality, serious injury, etc.), a higher hierarchy order of control (i.e. elimination, substitution, engineering controls and isolation) should be used.

11.1. Hierarchy of Control

The hierarchy of control is a legislative approach to controlling risk and, is a list of control measures in order of priority that can be used to eliminate or minimise exposure to hazards.

⁸ OFSC Audit Criteria WH12.5 & 12.6



OHS legislation specifies not to depend solely on the use of administrative controls or personal protective equipment (PPE) to reduce the risk, unless you have established the following practicable measures:

- Eliminate or remove the hazard;
- Substituting the plant or substance with another one that is less hazardous;
- Using engineering controls (e.g. modifying the design of the workplace or plant, or environmental conditions);
- Isolating people from the source of exposure;
- Changing the objects used in the task involving manual handling;
- Using mechanical aids for manual handling tasks.

If elimination is not reasonably practicable, consideration should be given to each of the other control measures in priority order until a control measure or combination of control measures are identified which can achieve the required reduction in risk exposure to the hazard/risks.

The Risk Assessment identifies the Hierarchy of Control after the control type to ensure the most effective controls are considered.

The control measure for the hazard/risk must be and remain:

- fit for purpose;
- suitable for the nature and duration of the work;
- installed, set-up and used correctly; and,

- comply with legislative requirements.⁹

Note: *These risks and their control measures must be recorded and managed in the relevant project risk register.*

11.2. Risk Rating

If upon the completion of the risk assessment process the residue risk rating is identified as 'Extreme' or 'High' the follow must be followed:

Extreme – Authorisation from the BU's General Manager is required. Further planning and notification to the next level of management is required to analyse control measures to reduce the risk score. Work associated around this risk must stop, and the HIRAC process followed until all potential controls have been explored, implemented and if necessary, ruled out. The assessment will be submitted and written authorisation by a General Manager obtained before the activity commences. Consideration may be given to such things as redesign, changing high level work practices etc.

High – Authorisation from the Project Manager is required. Work associated around this risk must stop, and the HIRAC process followed until all potential controls have been explored, implemented, and if necessary, ruled out. The assessment shall be submitted to the Project Manager for written authorisation before the commencement of the activity. Consideration may be given to such things as changing site work practices, increased supervision, etc.

12. Implementing Management Strategies¹⁰

12.1. Group Risk Management

A Risk Register shall be generated and maintained identifying the high levels risks for the entire BMD Group. This will involve the roll up of risks from the project level through the Business Units to the Group. The Group Register shall also include risks from the Corporate Office. Each of the Business Units shall maintain their own Risk Register. Risks associated with regional offices shall be recorded within the Business Unit Register.

The process involves reviewing the risk registers from the projects and combining the high-risk items to form a Business Unit Risk Register. The Business Unit General Manager (or delegate) is responsible for ensuring that this is undertaken on a minimum of an annual basis. Senior Managers and HSE and / or System Representatives from within each Business Unit shall be involved in the review of the Risk Register.

Similarly, the high-risk items from the Business Units will be merged into a Risk Register for the BMD Group. The Group Risk Register shall be reviewed on an annual basis as a minimum by the Chief Risk Officer and the

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- ⁹ OFSC Audit Criteria WH12.6
 - ¹⁰ OFSC Audit Criteria WHS 12.7



HSEQ Steering Committee. Both the frequency and severity of the risks will be utilised to ascertain the risks that are to be rolled up from one level to the next.

At the commencement of a new project the Business Unit and Group Risk Registers will be consulted to ensure that any activities and their controls applicable to the project are transferred to the project level. Additionally, if following the development of a Project Risk Register extreme or high risks are identified, these are transferred up to the Business Unit Risk Register.

A schematic of the risk rollup and feedback process is outlined in [Appendix 3](#).

Responsibilities for each of the Risk Registers shall be as follows:

Risk Register	Person Responsible
Group	Chief Risk Officer
Northern Region Construction	General Manager
Southern Region Construction	General Manager
Urban	National General Manager – Urban
JMac	General Manager
Urbex	General Manager
Empower	General Manager
Project	Project Manager

Copies of the Business Unit and Group Risk Registers shall be stored on the BMS with current versions available to the Group.

12.1.1. Communication of Group Risk

Communication of current risks is required up from projects through to Board Level. To facilitate this process the top 3-5 risks are listed in each Project's HSE Overview on a monthly basis. Business unit HSEQ Representatives collate and review this information and adjust the Business Unit Risk Register as required. Subsequently the monthly reports and risk registers for each business unit are reviewed by Functional Leads and **Chief Risk Officer**. This information is included in the monthly Board Report and HSEQ Steering Committee Meeting minutes.

12.2. Project Risk Management

Risk management is a continuous process through all stages of a project including tender, design and construction. The key document for demonstrating the risk assessment process on a project is the risk register. This register is a live document within the Beakon platform which is progressively reviewed and updated throughout the life of the project. It ensures a record of all risks, and the means adopted to control them, is maintained throughout the life of the project. The risk register is considered a mapping document that records

all identified risk and can also reference to documents that are developed to detail the risk control measures to be implemented.

The Risk Register should be reviewed and updated at each phase change of the project life cycles (e.g. transferring from tender to construction). During the construction phase this review should as scope works changes or as a minimum on a 6-month basis.

The risk register shall contain information about:

- the risks identified;
- their causes;
- the nature and extent of the potential impacts associated with the risk issues;
- any additional control action required to further control risk to an acceptable level;
- the immediate risks, expressed in terms of consequence and probability factors (the risk rating), and the residual risk rating after the application of controls;
- the existing controls being relied upon to control risk to an acceptable level; and,
- an assessment of risk control effectiveness, through the consideration of the Hierarchy of Controls.

The project risk register is generated within the **Beakon platform** and allows for the consideration of safety, environmental and quality risks and opportunities.

12.3. Opportunity

Although the Risk Register is substantially focussed on addressing risk, it also includes the ability to record and manage project opportunities.

12.4. Tender Phase

During the tender phase of a project HSEQ risks shall be identified, assessed and recorded in the [BMD Estimating Risk and Opportunity Register](#). Following the successful completion of the tender, risks and opportunities identified during the tender phase shall be communicated to the project team during the tender handover meeting.

12.5. Safety in Design

Where BMD are involved in Design and Construct (D&C) projects, safety hazards shall be identified and eliminated at the design stage wherever possible. Engineering contractors providing design, procurement, and construction management services, will ensure their scope for design criteria covers OHS buildability issues during construction.

Outcomes from design stage risk assessments and treatment processes and any required actions shall be recorded in the [BMD Estimating Risk and Opportunity Register](#) and monitored until closed-out or implemented.



Any design changes shall be reviewed against current project documents and risk assessed where applicable. Design change amendments shall be document controlled and retained for reference. When there are design amendments the Project Manager may include request of design risk assessments from the client / designer. The design project team must ensure certification and approval from the required authorities is approved and signed-off for all documentation.

All changes / amendments shall be discussed at project meetings and communicated to the wider team as appropriate. For Construct only projects, BMD are to be provided a Safety In Design report from the Client that has been prepared by the designer. This shall be done prior to the commencement of construction activities and included in the project's risk register.

12.6. Construction Phase ^{11 12}

Prior to establishment of a site the Project Manager, Engineers and Field Supervision are to review the construction methodology of the project. This includes examining and evaluating all sections of the construction sequence and breaking them down to all relevant activities.

For all BMD projects, a site-specific risk assessment shall be completed before work commences and recorded in the project Risk Register. It shall include:

- a review of the risk register prepared by others at time of tender and during the design phase;
- evaluation of key HSEQ hazards as detailed in Section 7.1 as applicable to the site;
- all stages of the project, including purchasing, hire and supply of goods and services, and subcontractor works;
- reasonably foreseeable emergency incidents;
- stakeholder and community impacts; and
- legislative requirements and compliance obligations.

The Risk Register is prioritised and addressed based on extreme to low risk. An owner shall be assigned to each risk during the development of the register.

The project team including the risk owner will regularly (each stage or 6mth minimum) review and update the Risk Register to ensure controls are adequate and applied. Following the completion of activities involving a particular risk, the risk may be closed in the register.

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- ¹¹ OFSC Audit Criteria WH12.1, 12.3 & 12.4
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12.6.1. Construction Method Statement (CMS)

Where activities have been identified as complex or high risk by the project team, a Construction Method Statement (CMS) will be generated. This is to be done at the discretion of the project team as CMSs are not a requirement for every project. The CMS shall be developed in consultation with the Project Manager engineering team, field supervision and HSEQ representatives.

A Construction Method Statement (CMS) shall consist of, but not limited to:

- methodology;
- timing;
- plant and equipment;
- risks and hazards, introduced and inherent;
- chain of responsibility requirements;
- commercial risk;
- resources;
- safety;
- legal compliance;
- environmental;
- training;
- materials;
- associated WMS and BMD Core Operating Procedures.

Hazards and aspects identified on the Construction Method Statement will be recorded in the project risk register.

12.6.2. Work Method Statements (WMS)

Work Method Statements (WMS) are developed for all activities containing hazards and risks including consideration of Chain of Responsibility requirements. The purpose is to identify risks and control measures and communicate these to the workforce undertaking the activity.

Note: BMD's Work Method Statement (WMS) is equivalent to any reference made to Safe Work Method Statement (SWMS) under any legislation. As the WMS encompasses all safety and environmental hazards, aspects and control measures for the activity, the reference to 'Safe' in the beginning has been removed for simplification and to avoid confusion.

WMS Development

The WMS breaks down the activities into defined tasks and identifies any associated safety hazards and environmental impacts and assigns a risk score. The WMS must be developed in consultation with workers conducting the activity (or their representative). Project team members (e.g. engineers, supervisors, HSEQ



reps, workers) are to develop project specific WMS from the BMD template. These are to be reviewed by the HSEQ Reps and approved by the project manager prior to the activity starting onsite.

During the development of WMS additional sources of information to identify potential hazards must be considered, these sources may include but not limited to:

- legislation and industry alerts;
- previous work history;
- Incident trends;
- industry knowledge.

Example WMS can be used as a guide; however, a full review of the project specific risks and hazards is to be completed to reflect the actual site details and activities. For further information consult the [BMD WMS Guideline](#).

Hazards and Controls identified in the WMS should be specific to activity and not generic statements (e.g.: in case of trenching – shoring to be used instead of the generic batter, bench or shore),

Communication of WMS

It is the responsibility of the project manager (or delegate) to ensure all workers onsite have read an understood the WMS(s) related to their work. All workers are to sign on to the WMS prior to starting the activity onsite.

Review of WMS

Hand written changes to existing WMS are acceptable, this document must have the version number changed, also details of changes, update version number and date of change recorded in "Review and Monitoring" section of the WMS, all persons involved in the activity must reviewed and re-signed the WMS.

Note: *If the activity risk is determined to meet the criteria of extreme risk, the activity shall not progress until a full review is conducted by a Senior Manager.*

12.6.3. Job Hazard Analysis (JHA) Cards

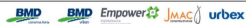
[Job Hazard Analysis \(JHA\) Cards](#) are to be completed prior to any task on site by the work crew in the field. The work task shall be broken down to individual steps for greater understanding. Work crews are required to identify any safety and environmental hazards that may exist within the work area, especially hazards that may be introduced into the area, e.g. plant, equipment and specific work environment. (Refer to the [JHA template](#)).

JHA cards have a maximum life of one week before needing to be re-written and are to be reviewed daily by crews or when there are changes to activities or conditions in the work area.

Note: *The JHA cards shall be used in conjunction with the WMS for any activity and does not replace the requirements of the WMS.*

12.7. Risk Based Departure

During construction activity there may be circumstances where it is reasonable for teams need to utilise a methodology which may vary from the BMD System requirements.





Prior to adopting an alternative methodology, a risk assessment must be undertaken to ensure that the alternate methodology delivers the same level of protection / risk mitigation and in no way removes any requirements set by legislation.

Requirements around alternative methodology:

- The reasons for the proposed departure from BMD's systems regarding safety, environmental and quality considerations need to be clearly documented as follows:
 - A detailed risk assessment has been completed in the form of an activity specific work method statement in consultation with the relevant workforce team. This is only valid for a defined period which is to be documented within the WMS
 - The new risk assessment WMS must be recorded in the Project Risk Register.
 - The Project Manager must review the proposed Work Method Statement (WMS) with the workforce team and HSE Representative to confirm legislative requirements are being met.
 - The Project Manager is to consult with Senior Management prior to approving the alternative methodology.
 - Work must not commence until the Project Manager has signed off on the WMS, and the closure of this WMS is after the completion of the nominated activity.
 - Project Management must increase the frequency of supervision and method of monitoring of works conducted under the alternative methodology.
- Where an alternative methodology is sought from a client's set process, all aspects of the procedure above apply, with the additional need to consult and obtain approval from the client.
- Following the completion of the subject activity, the alternative methodology is not to be adopted for future activities either on that project or other projects without the above process being followed. If similar circumstances arise again where an alternate methodology is optimal, then the process outlined above must be restarted and followed through.

Note: Departures to a higher standard due to Regional or Client requirements are considered business as usual when undertaking the risk management process and are hence not part of this procedure.

12.8. Holiday Period Operations

During project shutdown due to holiday periods a number of risks need to be managed when staff are not onsite. To identify and manage these risks a [Holiday Period Operations Plan](#) shall be developed by each project. This plan shall identify risks, mitigation measures and responsibilities for the project during this period where works are shutdown. Within the plan is a Pre-Holiday Inspection Checklist for projects to complete prior to shutdown period. It shall also detail plans of how projects start-up works on the site following the break.

12.9. Infectious Disease (COVID-19)

The crisis arising from the COVID-19 pandemic poses risks that threaten the viability of BMD and has the potential to impact the safety or wellbeing of workers and others, and/or the integrity, performance, or reputation of the company. BMD recognises that COVID-19 is a potential source of emergency in the workplace and has created a COVID-19 Response Team. The Group has developed and implemented both a [COVID-19 Safe Management Plan](#) and [Business Continuity Plan \(BCP\) – COVID-19](#) to recognise and manage the overall business risks.

13. Monitoring and Reviewing¹³

The monitoring and review of project safety and environmental risks consists of the following:

- [Activity Based Conservations \(ABCs\)](#);
- internal and external audits;
- regular inspections;
- monitoring;
- testing; and,
- reviewing.

These are carried-out to verify the project management plan requirements (e.g. SMP, EMP) have been implemented and controls are in place. Additionally, these are conducted and to ensure the hazard identification, risk assessment and risk control process is subject to an evaluation to ensure the effectiveness of the process. This also provides the opportunity to identify and amend any controls as a result of another risk being identified.

Any major safety hazards and high-risk work associated with the project / site is controlled in accordance with the *Major Hazard Guidelines* designed to meet the *Federal Safety Commission (FSC)* and legislative requirements.

• ¹³ OFSC Audit Criteria WH12.7

13.1. Inspection and Review

The following table details the communication and reviews conducted to ensure effectiveness of the process and controls including the frequency of review, the responsible person and the checklist or tool used for the activity.

Checklists located within the BMS are designed to assist people who are involved in the hazard identification process and systematic identification of hazards.

Item / Details	Review Cycle	Responsible Person	Checklist / Tool
Communication			
Site Induction	On Start	Foreman	Prestart Talk and Site Induction Attendance record
Construction Method Statements and Work Method Statements	At commencement of a project and at a maximum of 6 months	Project Manager	Not applicable
Job Hazard Analysis	Weekly / Daily	Field Supervisor	JHA Card
Prestart and toolbox meetings - communicate additional hazards or risks introduced since the previous shift	Daily	Foreman	Prestart / Toolbox Talk record - signed by all attendees, HSE Alerts
Major hazards and high-risk activity reviews	Monthly Random	Engineers and Foreman in their respective work areas	Project Risk Register
Key Project HSE Risks	Monthly	Project Manager	HSE Overview
Review			
Identify, controlling and reporting of hazards	As identified	Site employees and sub-contractors	ABC Card
Activity Based Conversation	Weekly	PM / Engineers / HSE Reps and Foreman	ABC Card

Item / Details	Review Cycle	Responsible Person	Checklist / Tool
Weekly inspection	Weekly	PM / Engineers / HSE Reps and Foreman	Inspection Checklist
Monthly site inspections	Monthly	Project Manager or his delegate	Not applicable
Audits	Minimum of once every six months	Internal or appropriate external body/external systems audit as per project requirements	Audit Report

Note: All relevant documents may be reviewed if there is a significant injury or incident requiring revisiting the construction methodology, in which case any or all of the documents may be changed.

13.2. Reporting Hazards

Hazard identification is communicated and reported to assist in reducing the exposure to hazards and potential for illness, injury, environmental harm and commercial. Reporting hazards provides an opportunity to establish proactive measures to control the risk that the hazard presents.

It is the duty of all workers, sub-contractors and visitors to verbally report any hazard they may observe to their immediate supervisor, or escort in the first instance. Hazards identified during the course of work are to be formally reported using the [Activity Based Conversation \(ABC\) card](#).

Note: If the issue involves an immediate risk to health, safety or environment, work shall cease until the issue is resolved and corrected or controlled.

13.2.1. Immediate Hazard Response

All HSE hazards and hazardous conditions should be rectified immediately. If unable to do so, the hazard shall be isolated, signposted and secured to warn other personnel of the danger. As soon as practicable, the hazardous condition shall be reported, rectified, controlled or eliminated.

13.3. Corrective Action

Corrective actions raised shall be entered into the [Corrective or Improvement Actions database](#) and tracked until implemented / closed out. All hazards are assigned corrective action priorities and subject to risk assessment and control strategies.

13.4. Managing Changing Risks

Managing risk extends to identifying and assessing risks associated with change which can include, but not limited to:

- changes to processes (temporary or permanent);
- changes to competency requirements;
- modifications to plant and equipment;
- changes to the operating parameters of plant and equipment;
- relocation of plant and equipment;
- changes to procedures for plant and equipment;
- introduction of hazardous substances;
- change in weather conditions;
- temporary works / support structures;
- changes to existing works /support structures;
- adding to, or re-routing, existing piping, cables / hydraulic lines etc.;
- new knowledge or technologies; and,
- changes to legislation, Codes and Standards should also instigate a review of procedures/WMS.

The level of risk assessment undertaken must be suitable for the potential implications of the change. Relevant members of the workforce must be involved when assessing risks posed by change. The following points need to be considered when evaluating the process:

- a more detailed risk assessment should be performed, and details recorded, if required;
- a description of the change/s must be recorded and detailed;
- any changes to processes must be communicated to all persons affected by the work; and,
- The expected outcomes of the proposed changes must be identified and can be used to assess whether the changes were effective.

14. Record Keeping

Documentation demonstrates risk management has been conducted properly and systematically. Risk management records provide an accurate record of decisions made and actions taken to effectively manage workplace risks.

Site records are retained to reference:

- Compliance with OHS and environmental legislation;
- When and where hazard identification was carried out;
- Summary of identified hazards and associated management and mitigation controls;
- The risk assessment method used;
- Implementation and consultation in the risk control methods; and,
- New measures implemented.



All completed risk assessments and registers shall be kept in an electronic format for the duration of the project and stored within the SharePoint Project Site.

15. Definitions

Top Management	BMD Group 'Officers of the Company' as described in Section 8.2 HSEQ Leadership Commitment
Operational Senior Management (General / Operations / Construction Managers)	Off-site regional Senior Management team for BMD Constructions, BMD Urban, JMac Constructions, Empower and Urbex
PCBU	Person Conducting a Business or Undertaking.
Project Manager	Person in direct control of project (e.g. Area Manager, Site Engineer in lieu of Project Manager).
Consequence	Outcome or impact of an event.
Control	The means used to manage risk, i.e. policy, procedure, device, physical barriers, system, communication or other action.
Hierarchy of Control	A legislated method for controlling risk, from elimination of the hazard, substitution, engineering or administrative controls to the wearing of PPE.
Exposure	The frequency at which persons could be exposed to consequences of a specified severity.
Hazard	Any condition, situation or action (behaviour) which, when left uncontrolled, has the potential to cause harm.
Psychosocial Hazard	Hazards which arise from, or in relation to, the design or management of work; the working environment; plant within the workplace; or workplace interactions or behaviours that may cause psychological and/or physical harm.
Hazard Identification	The process of recognising a source of potential harm or detriment.
HIRAC	Hazard Identification, Risk Assessment and Control.
Incident	Any unplanned event or situation, that has caused or has the potential to result in (i.e. near miss), adverse consequences to people, the environment, property, reputation or a combination of these.
JHA	Job Hazard Analysis.
MSDS	Material Safety Data Sheet.



WMS	Work Method Statements.
Likelihood	A description of probability or frequency, in relation to the chance that something will occur.
Residual Risk	The remaining level of risk; typically used to describe the risk left after risk treatment/control measures have been implemented.
Risk	Exposure to the consequences of uncertainty and/or the likelihood or probability a hazard may cause harm. It has two dimensions: the likelihood of something happening and the consequences and severity if it were to happen.
Near Miss	An incident that may have led to an injury or to affecting the health of an individual but did not.
Analysis	Systematic use of available information to determine how often specified events may occur and the magnitude of their probability/likelihood and consequence.
Probability	The likelihood of a specific outcome. Usually measured by a ratio against the total number of possible outcomes.
Risk Assessment	A process used to determine risk management priorities by evaluating and comparing the level of risk against pre-determine factors, target risk levels or other data.
Risk Management	The systematic application of management data; policies; procedures; practices to the tasks of identifying; analysing; assessing; treating; and monitoring risk and hazards.
Workers	Employee, contractor, sub-contractor, labour hire, etc.

The terms "hazard identification", "risk assessment" and "risk control" are commonly used to summarise the systematic approach for undertaking the above activities for managing workplace health and safety.

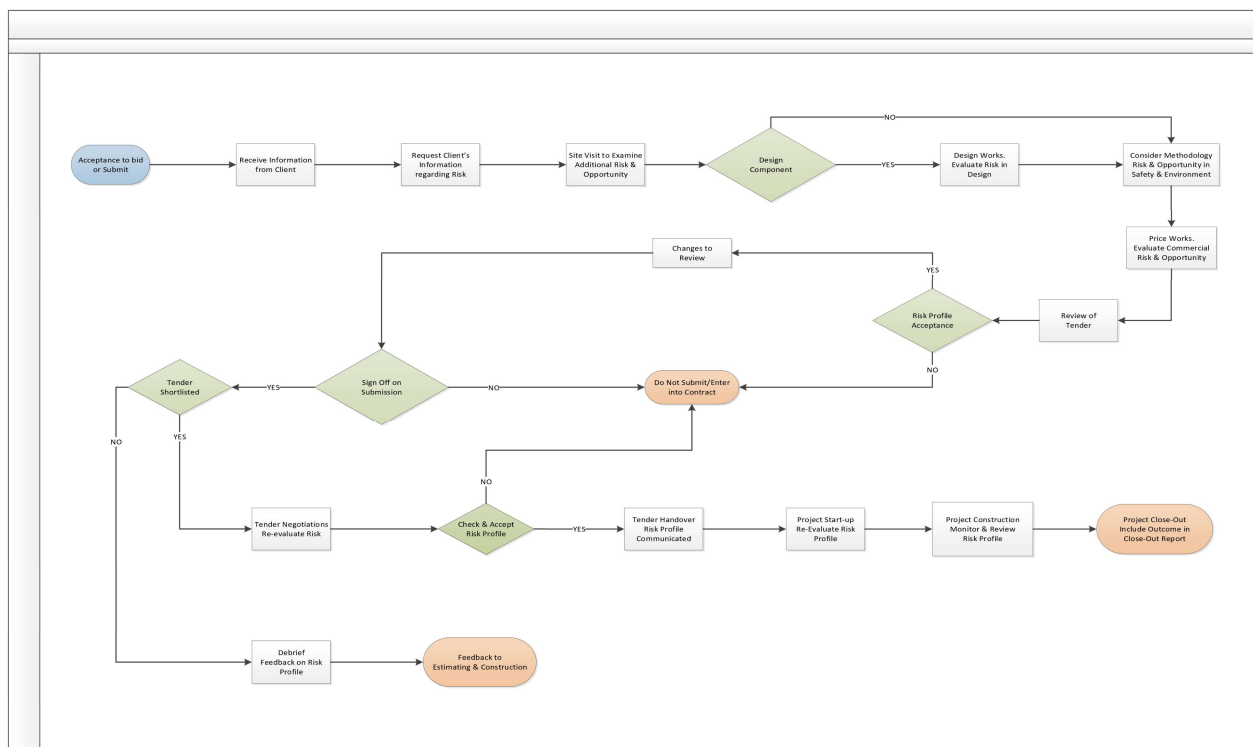
The term "reasonably practicable" has a particular meaning under the OHS legislation. It means practicable having regard to:

- the likelihood of a hazard or risk occurring (i.e. the probability of a person being exposed to harm);
- the degree of harm that would result if the hazard or risk occurred (i.e. the potential seriousness of injury or harm);
- what the person concerned knows, or ought to reasonably know, about the hazard or risk and any ways of eliminating or reducing that hazard or risk;
- the availability and suitability of ways to eliminate or reduce the hazard or risk; and
- the cost of eliminating or reducing the hazard or risk.

The risk control process must be carried out in consultation with the relevant health and safety representatives and workers.



16. Appendix 1: Risk Management Process Map



17. Appendix 2: Risk Matrix¹⁴

Step 1 – Identification

What is a risk?

Risk is a threat, not a weakness or current problem. Risk is an undesirable event that, if it occurs, will have an adverse effect on people's health, the environment, the quality of products, schedule, costs or performance. Consider if there are any existing regulations, advisory standards, industry codes, BMD documents, guideline materials that are relevant to the hazard that you have identified, and if this is the case use them to assess the risk and decide on the control measures.

What is an opportunity?

Opportunity is a benefit or saving. Opportunity could be a pro-active strategy or innovation which, if implemented, leads to improved health of workers, condition of environment, quality of products, reduction in project cost, schedule or to improved performance.

Step 2 – Assessment of Impact

		Consequence				
		Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Substantial (5)
Risk	Cost (Project <\$75M)	Additional cost to project \$0 - \$10k	Additional cost to project \$10k - \$50k	Additional cost to project \$50k - \$250k	Additional cost to project \$250k-\$500k	Additional cost to project >\$500k
	Cost (Project >\$75M)	Additional cost to project \$0 - \$10k	Additional cost to project \$10k - \$100k	Additional cost to project \$100k - \$500k	Additional cost to project \$500k-\$1M	Additional cost to project >\$1M
	Time	Minimal or no impact to schedule; 0 - 2 days slip	Extra resources / replanning required to meet date; 2 - 7 days slip	Moderate slip in key milestone; 1 - 2 weeks slip	Major slip in key milestone or critical path; 2 - 4 weeks slip	Cannot achieve major program milestone; > 1-month slip
	Safety	Slight Injury; First Aid Injury (Class 3)	Minor Injury; MTI (Class 3)	Lost Time Injury; (Class 2)	Permanent Injury (Class 1)	Fatal Accident (Class 1)
	Quality	Negligible reduction in product quality; nil reduction in service life	Minor quality issue raising a Non-conformance (NCR) to accept as is	Moderate quality issue raising a Non-conformance (NCR) with some re-work	Project team receives poor reputation for quality works. Some re-work	Poor final product with substantial re-work required. Reduced service life
	Environment	Short term damage	Limited but medium-term damage	Major but recoverable ecological damage	Heavy ecological damage; costly restoration	Permanent, widespread ecological damage
	Stakeholder	Minor stakeholder dissatisfaction	Major dissatisfaction amongst a minority stakeholder	Key stakeholders are dissatisfied and threaten to disrupt works	Multiple stakeholders publicly denounce the project and prevent progress	Stakeholders initiate legal proceedings

¹⁴ OFSC Audit Criteria WH12.1

Opportunity		Consequence				
		Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Substantial (5)
	Cost (Project <\$75M)	Saving to project \$0 - \$10k	Saving to project \$10k - \$50k	Saving to project \$50k - \$250k	Saving to project \$250k-\$500k	Saving to project >\$500k
	Cost (Project >\$75M)	Saving to project \$0 - \$10k	Saving to project \$10k - \$100k	Saving to project \$100k - \$500k	Saving to project \$500k-\$1M	Saving to project >\$1M
	Time	Minimal or no impact to schedule; 0 - 2 days saved	2 - 7 days saving to critical path	Moderate improvement in key milestone; 1 - 2 weeks saving	Major improvement in key milestone; 2 - 4 weeks saving	> 1 month saving to key milestone or critical path
	Safety	Slight or First Aid Injury prevented (Class 3)	Minor or Medical Treated Injury prevented (Class 3)	Lost Time Injury prevented (Class 2)	Permanent Injury Prevented (Class 1)	Fatal Accident Prevented (Class 1)
	Quality	Minimal quality issues encountered, resulting in time and cost saving, as well as Project flow	Quality issues causes no interruption to works	All works completed right the first time, resulting in no-rework	Outstanding quality of works resulting in Project being nominated for Quality Awards	Outstanding quality of works resulting in Project receiving Ministerial Recognition
	Environment	Short term enhancement	Limited but medium-term enhancement	Medium to long term enhancement	Long term and important enhancement	Permanent, widespread ecological enhancement
	Stakeholder	Community feedback neutral	Community queries about the Project	Community Project acceptance	Community support and willingness to be involved with the Project	Positive form of feedback and Ministerial praise Full community involvement
Probability						
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
		Can be expected to occur in short duration and exceptional circumstances (0-10% chance)	Can be expected to occur in moderate duration and infrequently (10-25% chance)	Can be expected to occur in moderate duration and occasionally (25-50% chance)	Can be expected to occur for long duration and quite commonly occur (50-75% chance)	Is expected to very likely occur and for long durations (75-99% chance)

Step 3 – Prioritisation

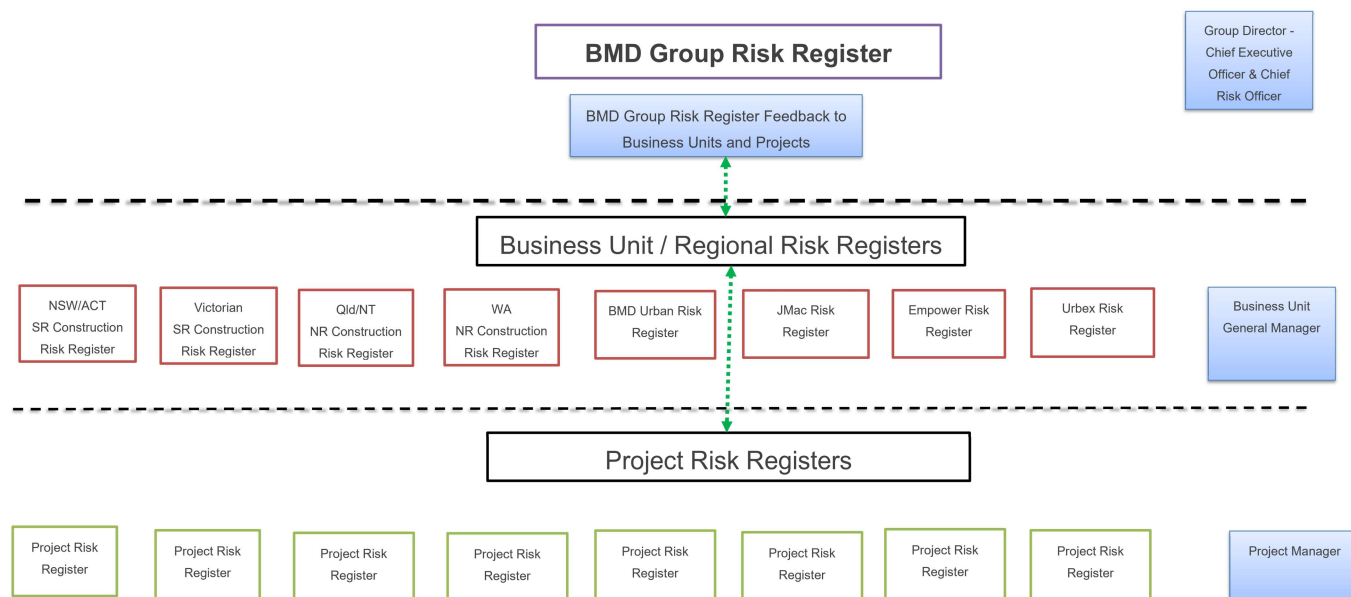
Probability	Consequence				
	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Substantial (5)
Rare (1)	1 (L)	2 (L)	3 (L)	4 (L)	5 (M)
Unlikely (2)	2 (L)	4 (L)	6 (M)	8 (M)	10 (H)
Possible (3)	3 (L)	6 (M)	9 (M)	12 (H)	15 (H)
Likely (4)	4 (L)	8 (M)	12 (H)	16 (E)	20 (E)
Almost Certain (5)	5 (M)	10 (H)	15 (H)	20 (E)	25 (E)
Extreme	Further planning and notification to the next level of management is required to analyse control measure(s) and reduce this risk score. Work associated around this risk can <u>only</u> proceed with written authorisation at a General Manager level. (refer sect. 10.2 Risk Standard)				
High	Work can only proceed with written approval & reviewed by the Project Manager. (refer sect. 10.4 Risk Standard)				
Moderate	Managed by specific monitoring or response procedures.				
Low	Manage by routine procedure, no formal approval required.				

Step 4 – Management

Risk Score	Risk Rating	Action Needed
16-25	Extreme	Further planning and notification to the next level of management is required to analyse control measure and reduce this risk score. Work associated around this risk can <u>only</u> proceed with written authorisation at a General Manager Level. (refer to Section 11.2 risk rating)
10-15	High	Work can only proceed with written approval & review by the Project Manager. (refer to Section 10.2 risk rating)
5-9	Moderate	Managed by specific monitoring or response procedures.
1-4	Low	Manage by routine procedures, no formal approval required.

Opportunity Score	Opportunity Rating	Action Needed
16 – 25	Extreme	Capitalise on the opportunity and identify with the next level of Management. In addition, Management to identify the opportunity with the Business System Manager to analyse suitability in alternatives applications.
10 – 15	High	Capitalise on the opportunity and identify with the next level of Management.
5 – 9	Moderate	Identify with the next level of management, to analyse whether the score can be raised with more resources.
1 – 4	Low	Consider whether the opportunity is worth pursuing.

18. Appendix 3: Group Risk Register Rollup and Feedback Process







HSEQ TRAINING AND COMPETENCY MANAGEMENT

Standard
Business Management Systems (BMS) Group
Document No.: HEQ-STD-00004



Document Version Control

Note: Most recent changes to this document are highlighted in grey.

Rev. No.	Rev. Date	Details of Revision	Approved By
25	15/08/2023	Update to Section 5.7.3 regarding storing records in the Project SharePoint site and 5.6.1 Operator Skills Assessment.	Laureen Constable
24	22/03/2023	Update to Section 5.7 regarding System Placemats	Brian Olsen
23	01/12/2022	Content amendments relating to attaining, storing and accessing personal data.	Laureen Constable
22	28/04/2022	Revised BOLT module table in Section 6.3	Kate Algate
21	21/09/2021	Update to Section 6.2 and 6.3	Laureen Constable
20	16/07/2021	Updates to CMS Link, BOLT tables in 6.2 and 6.3 and general formatting.	Laureen Constable
19	14/01/2021	Updates to Sections, 2 and 5	Brian Olsen
18	29/01/2019	Updates to Sections 8 and 9	Brian Olsen
17	22/11/2018	Update to Sections 4, 5.1, 5.2, 5.3, 5.3.1, 5.4 and 5.5	Laureen Constable
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7	06/08/2013	Logo updated.	Laureen Constable
6	07/02/2013	minor changes to section 5.8.1 and added dot points to the section 5.2	Laureen Constable
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4	20/06/2012	Inserted hyperlinks into the Associated Documents area.	Laureen Constable
3	08/05/2012	Minor content amendments to the heading and references. added hyperlinks to associated docs	Laureen Constable
2	17/02/2012	Minor content amendments: hyperlinked the Reference and Associated Documents area. Re-categorised metadata (Function & Activity).	Laureen Constable
1	22/12/2011	Inclusion into the BMS	Laureen Constable



HSEQ Training and Competency Management

Business Management System (BMS) Group Standard

Document No.: HEQ-STD-00004

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1. Purpose

The purpose of this Group standard is to address: the identification; planning; delivery; and recording of Health, Safety, Environment and Quality (HSEQ); and overall management of training for employees, subcontractors and labour hire workers as required.

2. Scope

This document encompasses all BMD Group subsidiaries including BMD Constructions, BMD Urban, Empower, JMac Constructions and Urbex. For ease of reference, the term 'BMD' is used throughout this document to reference the 'Group'. This standard aims to meet and comply with ISO9001 Quality Management System Standards, ISO14001 Environmental Management System, ISO45001 Occupation Health and Safety Management System and the Office Federal Safety Commissioner (OFSC) criteria.

3. Introduction

An integral part of the development of the training programs is its relevance to the task or role of the individual. During the training development, the following elements could be considered:

- Maintenance – focus on lock-out systems, chemicals, electrical hazards, etc.
- Purchasing – place emphasis on HSEQ requirements when purchasing goods and services
- On the job – look at the use of control techniques for tasks, e.g., Protective Personal Equipment (PPE), Job Hazard Analysis (JHA) / Work Method Statement (WMS), etc.

Appropriate training is provided to all workers to enable them to integrate the HSEQ management system into their daily operations. Workers are to also be trained in the methods and skills required to perform their duties (including plant and mobile equipment); in a safe manner, with the awareness of the impact their activities may have on health and safety to themselves and others if performed incorrectly.

4. Roles and Responsibilities

Operational Senior Management (General / Operations / Construction Managers)

- Allocate resources to ensure employee training and development is available, relevant to their roles.
- Ensure position descriptions for all workers and supervisors include relevant HSEQ duties and responsibilities.
- Ensure an individual induction/orientation program is performed for each new employee.
- Ensure annual performance reviews are conducted.

Project Management

- Ensure all confidential personnel details (either identify, medical or person) are stored in either BMD HR or CMS data platform.
- Ensure initial induction / orientation / training of new employees is conducted and recorded.
- Ensure project roles and responsibilities are defined and communicated to project staff.
- Ensure individuals are given the opportunity to attend scheduled training.
- Ensure training is planned for site activities, where required.
- Training needs are identified in consultation with employees and relevant parties.
- Training is conducted in a timely manner.
- Training and competencies are recorded and reviewed regularly.
- Site personnel are trained in risk management processes.
- Plant operators holds certified competency and Operator Skills Assessment performed prior to operation of specific types of equipment onsite.
- Skills, competencies, licences, and certificates for workers are sighted and verified during site specific induction.

Workers

- Attend induction and training, specific to work and job site.
- Complete training evaluation as requested.
- Attend scheduled training.
- Complete required details of licences and qualifications prior to commencement of work.
- Forward copies of documentation received (certificates, etc.) of any training attended.
- Ensure Operator Skills Assessment is completed prior to operating any plant/equipment.
- Advise and discuss with supervisor if you determine you require additional HSEQ related training or a refresher course.

5. Training

The relevant operational senior management shall ensure that each member of their respective business unit is given appropriate introduction and training in the structure and function of the business management systems. It is the responsibility of the General Manager – Systems to ensure that any changes to the management system are promulgated to all BMD staff and appropriate training given, if necessary.

Any person performing tasks for and on behalf of BMD shall be competent with the relevant qualifications; including employees, subcontractors, labour hire and temporary staff, for the task/role to be undertaken.

All training is to be recommended and approved by the appropriate manager as relevant to the role and task the staff member is providing. Prior to a reassignment to other tasks or projects, an employee should be assessed as competent and relevant training provided as required. A [Training Attendance](#) record is to be completed for all training undertaken by BMD employees.

Each Project or Region is required to capture training needs analysis to ensure all personnel have the required training and skills to undertake their respective roles.

Note: Copies of employee (including subcontractor) personal details or information is only to be stored in BMD's HR or Contractor Management System (CMS) systems.

5.1. General Training

BMD supports and encourages staff training and development in commercial, operational; and professional advancement during various stages of their employment. Staff are encouraged to discuss, with their respective manager, training, and development opportunities to undertake during the course of their current and future roles.

Staff development opportunities can be identified from the relevant 'Skills Assessment and Recommendation' form for a range of positions within BMD and is available from the BMS. The absence of one or more of the training competencies identified for a position does not necessarily prevent a person from holding that position. The list provides guidance as to the priority areas of training for people in a particular position, including HSEQ duties and responsibilities.

Individuals requiring up-skilling as a result of a re-assignment may be required to attend further training or development.

Refer to the [Human Resources Management](#) standard for further details.

5.2. Supervisor Training and Competency

BMD is committed to providing ongoing training and professional development for all levels of staff, in particular health & safety legislation and HSEQ management principles and practices. This will be achieved by:

- All supervisor/management training courses, including knowledge of health and safety legislation and HSEQ management principles and practices.
- All supervisor/management will undertake safety leadership training which encompasses, however, is not limited to the following:
 - safety and risk leadership
 - task risk assessment
 - participate in incident investigation
 - observations and inspections
 - effective communication and consultation.

- Evidence supporting training content or competencies that have been achieved are recorded in the [Project Training and Competency Register](#).
- A regular review of skills and competency is undertaken to ensure currency and compliance.
- Any gaps in an individual qualification, training and competencies are identified and appropriate training undertaken to bring the individuals knowledge, skills, and competency to the required level.
- Position descriptions for supervisors and managers include relevant HSEQ duties and responsibilities.

Competency can be determined and verified by:

- educational requirements
- qualifications
- on-the-job assessment
- job mentoring and verification
- registered Training Organisation (RTO) assessment and verification.

5.3. Competency-Based Training

BMD, via an appropriate trained assessor, will assess the technical skills of field staff involved in high-risk activities and prescribed occupations. This assessment will ensure that the employee has the appropriate skills to carry out the activity and that they have valid licences, tickets, qualifications, and work rights maintained. BMD will also assess and offer training in the areas of safety, environment, risk management and any other compliance related training that may be necessary.

5.3.1. Organising Competency-Based Training

In relation to the scheduling of compliance training and/or renewal, the [Compliance Training Request Form](#) is to be utilised in all instances. The expectation is that the student's manager will validate the training as necessary via the form prior to its issue. In addition, the person requesting the training and/or their manager is to select the applicable provider from the [Compliance Training Provider Register](#), that is relevant to the training and the location. The confirmation of the training will be via a calendar invite to both the student and their manager.

Any additional correspondence is to be submitted via the compliancetraining@bmd.com.au email.

Furthermore, as of 1 January 2015 the government has released a new requirement for all nationally recognised training to be tracked through a Unique Student Identifier (USI). Each time a student enrolls into a course, their USI will be used to store their training records and results. Where a student does not have a USI, one must be created prior to requesting training. This can be completed via the [USI](#) website.

Examples of categories included in the [Compliance Training Provider Register](#) incorporate, however, is not limited to:

- asbestos
- drug and alcohol testing
- confined spaces
- electrical safety

- working at heights
- working near services
- traffic management and controllers.

Where a new training provider is required to be established, based upon location or course type, it is the applicable business unit's responsibility to identify the provider and negotiate rates with a final approval given by the relevant national Business Management System (BMS) team member.

Correspondence on these proposals is to be sent via compliancetraining@bmd.com.au.

Compliance training costs will be allocated to either a project or business unit as nominated on the form, with all records ("certificates") to be returned via compliancetraining@bmd.com.au; these records will be stored in the national database.

In relation to the training, it is the responsibility of the manager to ensure the student has been allocated time to attend and return any relevant records (e.g., certificates) to compliancetraining@bmd.com.au. In the event that training needs to be rebooked regardless, any additional cost around the rebooking will also be allocated to the project or business unit as applicable.

5.4. Promoted Employees and Supervisors

Employees promoted, elevated into a senior role, or transferred into a different role due to either an operational requirement or a short-term deployment; shall have the appropriate qualifications and competencies to fulfil that role. The relevant manager shall complete the relevant 'Skills Assessment and Recommendation' form to ensure training and competency gaps are identified, and a training plan is developed ensuring any compliance to the training matrix.

In the event an employee is promoted during the course of a project and requires further training, it is the supervising manager's responsibility to conduct a critical skill/gap analysis (Skills Assessment and Recommendation) and organise the relevant training.

Training analysis data is to be documented and recorded by:

- Any gaps in training and competencies identified, are recorded in the [Project Training and Competency Register](#) and training undertaken to bring the knowledge, skills, and competency base of a supervisor/manager to the required level.

Evidence supporting a training course has been undertaken and training content or competencies have been achieved are detailed and recorded in the [Project Training & Competency Register](#).

- Emergency and Critical Incident Training

In the identification of skills for designated emergency personnel (wardens, etc.) and use of emergency equipment, training, and practice in emergency and critical incident response procedures appropriate to the allocated responsibilities and the degree of risk, are undertaken.

Refer to the [Crisis Management](#) standard and the [Emergency Response Management](#) standard for further details.

5.5. High-Risk Work Licensing¹

The 'National Standard for Licensing Persons Performing High-Risk Work' addresses training and assessment requirements for a person performing high-risk work, and the process for the issuing of a licence to a person performing high-risk work.

The standard also applies to the following persons, organisations, and authorities:

- a person performing high-risk work (see table below)
- a person who engages or employs other persons to perform high-risk work
- a person or organisation responsible for training and assessment activities
- an authority responsible for administering the vocational education and training system
- an authority responsible for administering the National Licensing System.

Activities Regarded as High-Risk Work

• scaffolding • dogman/dogger • rigger • slewing mobile cranes • non-slewing crane • bridge and gantry cranes • derrick crane • personnel and materials hoist	• boom type elevation platform • concrete placing boom • crane and host operations (including a Hiab truck crane with a lifting capacity ≥ 10 ton) • forklift • working at heights • elevated work platform (EWP); includes boom lifts 11m or more • asbestos
---	---

Note: Further descriptions on the above high-risk work can be found on the [Safe Work Australia website](#).

Licences issued in accordance with this national standard are recognised in all Australian states and territories to promote the portability of skills and the free movement of labour across state and territory borders. Additional Verification of Competency (VoC) or Operator Skills Assessment (OSA) are not required for activities regarded as high-risk work, as the high-risk licences must be renewed every five years.

Any worker either working for or on behalf of BMD shall conform to the national standard and hold the appropriate licence with the following exemptions:

- undergoing training in accordance with this national standard

• ¹ OFSC Criteria H16.6

- exempted from holding a licence. Refer to the [National Standard for Licensing Persons Performing High Risk Work](#) for more detail.

Subcontractors deemed to be working under the BMD systems (as per the [Subcontractor Pre-Award Evaluation](#)) must upload evidence of qualification issued under national standard for licensing persons performing high-risk work into the [Contractor Management System](#) (CMS). For Subcontractor's working under their own system, they must ensure their employees are suitably qualified and records managed, hence are exempt from the CMS requirements. Compliance with these requirements will be regularly audited by the project personnel.

5.6. Earthmoving or Particular Crane (EPC)

The operation of earthmoving equipment or particular crane (EPC) occupational classes does not require government licensing. BMD will ensure the competency of such operators through recognition of previously issued OHS certification Australia cards (government issued licence), Registered Training Organisation (RTO) issued statement of attainment or RTO issued Verification of Competency (VoC). A further Operator Skills Assessment (OSA) will be conducted for each piece of plant/equipment prior to commencement of tasks and completion and supplied of a safe operating procedure for the plant or equipment. Road register trucks only require the drivers to hold the relevant driver's licence classification to prove competency.

The table below provides a non-exhausted list of such plant equipment.

Plant classified under EPC operational classes	
• backhoe • front end loader • excavator • skid steer loader • road roller/compactor • grader • scraper • elevated work platform (EWP) up to 11m	• dozer • bridge and gantry remote control crane • non-road registered haul and tipper truck • non-road registered water truck • telehandler *(restrictions apply if operating in fork or crane mode, operator must have HRW forklift licence or non-slew crane licence if lifting over three tonne) • tractor

5.6.1. Operator Skills Assessment (OSA)

All mobile plant operators and load shifting operators shall have their qualifications verified and an Operator Skills Assessment (OSA) conducted prior to the commencement of work on any BMD project by a **BMD Representative**. This OSA must be carried out by a competent person with minimum of three years' experience with the equipment. In the absence of an experienced person or qualified trainer, the assessment may still be conducted by **BMD** management or supervisory person using a content expert of the relevant equipment. Records of competency/qualification of subcontractors working under the BMD system (as per [Subcontractor Pre-award Evaluation](#)) will be entered through the BMD electronic database. Subcontractor's working under their own system must ensure their employees are suitably qualified, competency verified and records managed, and hence are exempt from the CMS requirements.

Note: Operator Skills Assessments are available via the BMS for BMD and Subcontractors.



All mobile plant operators' competency certification may have a renewable date, regardless their skills are to be reassessed via an OSA every 24 months, to ensure the required skills and knowledge are being retained.

Plant classified under EPC operational classes (OSA templates)	
• Excavator • Skid Steer Loader • Backhoe Front End Loader • Roller or Compactor • Service Truck • Tip Truck (Excluding providers and delivery services) • Water Cart • Haul Truck	• Elevated Work Platform • Street Sweeper • Front End Loader • Grader • Scraper • Telescopic Materials Handler • Dozer • Generic Plant (Is to be used for other plant such as chain digger, paver, profiler, tub grinder)

Note: Any Operators completing an OSA are only deemed to demonstrate the holding of the relevant skills at time of assessment. Further information regarding OSA is provided in [Licenses, VOC and OSA Explained](#), and is recommended to be displayed within onsite lunch / crib rooms.

5.7. BMD Induction Training

Where required, all BMD staff will attend a Group induction which provides an awareness of policies and system requirements focusing on culture and core elements around HSEQ, Commercial, and Cyber Security, including objectives, targets and expectations.

Further to the above as part of the orientation process into BMD a series of placemats are available from the BMS for new project staff to assist them into their initial roles:

- [System Placemat-Project Management](#)
- [System Placemat-Field Staff](#)
- [System Placemat-Engineering Support](#)
- [System Placemat-HSEQ Support](#)

The placemats have been designed as an introduction into project life and are only to be utilised for the first few months until they are confident with the system.

It is a collaborative tool and hence requires the manager to sit down with the new starter to set expectations and agree on the activities that are applicable for their role within the project's scope of works.

The placemats break-down BMD's system expectations into four main categories: People, HSEQ, Commercial and Project. Within each of these categories, individual activities are displayed next to their corresponding frequency. The blank box marked "project" is for any additional project-specific activities and expectations, with the intent that the manager notes down any additional system-based tasks the new starter will be responsible for.

All workers will have appropriate certification (construction induction card), licences, permits to work and training, and are familiar with any JHA/WMS relevant to the work being undertaken. Prior to the commencement of work on any BMD site, workers are to provide verified evidence of training or competency achieved as required for their role or they have the appropriate certification, licences and permits to work. For BMD staff, these are detailed and recorded in the [Project Training & Competency Register](#) and [Training Needs Analysis](#) and subcontractors working under BMD systems will be recorded in the CMS as per the [Subcontractor HSEQ Management](#) standard. Certification may also be provided by an RTO.

5.7.1. General Industry and Mining Induction

All states and territories have specific legislative requirements that construction workers must have a general industry induction before commencing construction work. BMD policy is **strictly**:

NO INDUCTION CARD, NO START

A General Induction card issued either in NSW, Qld, SA, WA, or Vic is now accepted in all these other states.

A nationally recognised Coal Mining Industry Induction issued by the relevant state is required prior to commencing work on coal mines.

5.7.2. Regional/Project Specific Induction².

All states and territories have specific legislative requirements for a site/project induction to be given before workers commence work. It is BMD policy in **ALL** states and territories for a regional/project induction to be given before a person commences work onsite and shall be carried out by an authorised representative. Inductions shall be carried out by an authorised representative. The induction process will be delivered by an authorised BMD representative utilising the [Project Induction Template \(Large Project\)](#) and [Project-Regional Induction - Presenters Guide](#) to formulate the induction for the project.

Dependent upon the size and nature of the project, either of the following induction processes are to be conducted:

- Small projects <\$10 Million or duration less than six months, a regional induction delivered "off-site" and providing information of BMD general requirement, followed by a short site induction upon arrive on the work site to provide 'Site Specific' information and requirements (such as emergency procedures, site hazards, amenities, etc.).

Note: *Regional induction utilises the Project Induction Template (Large Projects) and Project-Regional Induction - Presenters Guide which is delivered at BMD office, in addition a site specific*

• ² FSC Audit Criteria WH13.3, FP6.1, 6.2

induction will be conducted on-site by the project team utilising the Project Induction Template (Small Project).

- Large projects >\$10 Million or duration more than six months will deliver a holistic project induction (BMD and site-specific information and requirements) prior to commencement of work.

Note: *This induction process will be delivered by an authorised BMD representative and utilise the Project Induction Template (Large Project) and Project-Regional Induction - Presenters Guide to formulate the induction for the project.*

The site induction includes (as a minimum):

- site rules and administrative matters
- first aid facilities
- emergency procedures and contacts
- consultation arrangements
- risk management procedures including [WMS](#)
- the hazards and aspects associated with the specific site.

A WMS is required for each potentially high-risk activity. The foreman is responsible to ensure all workers have read, understood and signed the WMS before the workers start work on that activity.

Pre-Start talks and toolbox meetings are given on all projects and require a record to be completed and signed by those in attendance. This discussion allows for any new safety or environmental issues to be discussed and acknowledged.

The project manager ensures details of site inductions and JHA/WMS are included in the Integrated Project Management Plan (IPMP).

5.7.3. Short-term Induction³

The project does allow, with the approval of the project manager (or their nominated delegate), on a case-by-case basis, a short-term induction. This is done with the consideration of not only the project risks but the introduced risk to others (taking into account safety, environment, and quality), and what controls are to be maintained during the activity. The [Site Induction Guide](#) is to be utilised for the delivery of a short-term induction, with records being uploaded to the project SharePoint site in accordance with the applicable project filing structure.

• ³ FSC Criteria WHS 13.3, FP6.1, 6.2 & 6.3,

When the work extends past seven days or a scheduled full induction, the worker(s) must attend the full induction and cannot be re-applied for within a 3-month period.

5.7.4. Visitors⁴

Visitors to a site who are not carrying out construction work must:

- sign the visitor register located in the site office
- inducted through a site induction process (usually visitor specific)
- accompanied at all times by someone who has been inducted.

5.8. Competency-Based Training Assessment⁵

A Registered Training Organisation (RTO) is to conduct competency-based training and assessment shall have the appropriate competency qualifications.

Specific training needs for a project are identified and appropriate training planned and developed for the required task, typical projects examples include:

- industry specific RII Statements of Attainment
- first aid training
- safety representative training
- confined spaces training
- working at heights
- chainsaws
- driver training for drivers of company vehicles
- traffic management / traffic control training
- electrical testing and tagging.

5.8.1. Hand and Power Tools Competency to Operate (CTO)

BMD identifies some hand and power tools as high-risk within the operational environment. A Competency to Operate (CTO) process needs to be completed for personnel, to ensure there is adequate skill and knowledge of the specific equipment prior to use within the workplace.

This assessment process is a one-on-one process. The use of the equipment is demonstrated and then the identified personnel undertake the assessment with supervision and competency is recorded.

• ⁴ FSC Criteria WHS 13.3, FP6.1, 6.2 & 6.3

• ⁵ FSC Criteria H16.6

Authorised persons to conduct this training will be the responsible Foreman / Supervisor, who has been authorised by the project manager of works.

Note: The below table identifies the mandatory CTOs for assessment, however, it is recommended that others be considered on a risk-based approach to the project's requirements.

Mandatory Competency to Operate processes (CTO templates)

- [Quick Cut Saws](#)
- [Chainsaws](#)
- [Angle Grinder](#) *Note: 9" grinders are not permitted on BMD projects*
- [Trailerable Lighting Towers](#)

5.9. On-the-Job Training and Awareness

The project manager ensures day-to-day on-the-job training and awareness occurs on the project with:

- pre-start meetings (daily)
- toolbox talk meetings (weekly minimum)
- introduction to relevant JHA/WMS
- observation and advice to site workers by supervisors and foremen
- competency based training to satisfy specific skills requirements.

6. BMD Online Training (BOLT)

Online training will be delivered via the [BMD Online Training](#) (BOLT) environment for BMD personnel and the [Contractor Management System](#) (CMS) for subcontractors. BOLT and CMS have been developed to allow consistent, accessible, and flexible training for both internal staff and external subcontractors and consultants. This training aims to outline key internal policies, objectives and targets, standards, processes, and associated employee responsibilities whilst also providing a navigation tool through our system⁶.

BOLT/CMS modules can be accessed for reference and guidance 24 hours a day on any device (including desktop computers, laptops, tablets, and phones). Any difficulties in accessing the system are to be directed to the BOLT Helpdesk: bolt.onlinelearning@bmd.com.au or the CMS Helpdesk CMS.Support@bmd.com.au.

• ⁶ FSC Criteria WH12.2

6.1. Timing

As determined by an employee's position and training group, the required BOLT modules are to be completed within the first six months of employment. The completion status of the modules will be reviewed at the end of the first six months of employment, in alignment with the end of the employee probation period.

6.2. BOLT Training Groups

The following is the Training Groups associated with 'Role Classification' which are used to allocate and distribute the training throughout BMD.

User Group	Role Classification			
Corporate Services	• Administration Assistant	• Graphic Designer	• Purchasing Manager	
	• Administration Manager	• Graphic Designer	• Receptionist	
	• Administration Officer	• Human Resources Administrator	• Secretary	
	• Bid Manager	• Human Resources Advisor	• Senior System Developer	
	• Business Systems Coordinator	• Human Resources Manager	• Systems Developer	
	• Business Systems Manager	• Human Resources Officer	• Marketing Coordinator	
	• Commercial Manager	• IT Help Desk Officer	• Pre-Contracts Manager	
	• Contracts Manager	• IT Support	• Proposals Assistant	
	• Corporate Communications	• IT Technical Manager	• Proposals Coordinator	
	• Executive Assistant	• Logistic Coordinator	• Proposals Lead	
	• Financial Accountant	• Paymaster	• Senior Financial Accountant	
	• Financial Controller	• Payroll Officer	• Submissions Coordinator	
	• Fleet Coordinator	• Procurement Officer	• Submissions Manager	
	• Graduate Accountant		• Systems Coordinator	
			• Treasury Officer	
User Group	Role Classification			
Operations Management	• AFL / NRL Regional Managers	• Group Environmental Manager	• National General Manager	
	• Business Development Associate	• Group Quality Manager	• National Projects Manager	
	• Business Development Manager	• Group Safety Manager	• Operations Manager	
	• Development Manager	• General Manager	• Strategy & Pre-Controls Manager	
	• Business Systems Lead	• Group Manager		

User Group	Role Classification			
Empower	- Civil Designer - Civil Drafter - Civil Engineer	- Design Manager - Empower Project Manager	- Senior Civil Designer - Senior Civil Engineer	
Estimating	3D Modeller - Chief Estimator - Estimating Assistant	- Estimator - National Estimating Manager	- Senior Estimator - Schedule & Controls Manager	
Corporate Management	Chief Executive Officer	- Directors - National General Manager – Urban - Executive General Manager - Constructions	- General Counsel - Legal Counsel	
Project - HSEQ (includes regional HSEQ representatives)	- Environmental Coordinator - Environmental Manager	- Graduate Safety Advisor - Quality Coordinator - Quality Manager - Graduate Environmental Advisor - Safety Advisor	- Regional HSEQ Systems Leads - Safety Coordinator - Safety Manager - Safety Officer	
Project - Management (includes Regional Management)	- Construction Manager - Engineering Manager - Graduate Engineer - Maintenance Manager	- Planning Engineer - Project Director - Project Engineer - Project Manager - Construction Regional Manager	- Schedule & Controls Manager - Senior Project Engineer - Senior Project Manager - Site Engineer	
Project - Admin	Community Stakeholder Coordinator	- Contracts Administrator - Document Controller	- Site Administrator - Stakeholder Manager	
Project - Field	- Leading Hand - Traffic Coordinator	Surveyor	Sub-Foreman	
Project - Field Supervision	- Area Manager - Foreman - General Foreman	- Site Manager - Superintendent - Supervisor		
User Group	Role Classification			
Undergraduate Engineer	Undergraduate Engineer			
Urbex	- Property Transition Analyst - Sales Associate	- Sales Consultant - Sales Manager	- Urbex General Manager - Urbex Project Manager	

6.3. BOLT Mandatory Training Modules

The following table outlines the modules included in BOLT and the Training Groups that are required to complete each module.

Module Name		User Groups												
		BMD Labour	Corporate Management	Corporate Services	Empower	Estimating	Operations Management	Project – Admin	Project – HSEQ	Project – Field	Project – Field Supervision	Project – Management	Subcontractors	Undergraduate Engineer
1	CID1626-BMD Global Induction	✓					✓	✓	✓	✓	✓	✓	✓	✓
2	CID1364-Introduction to our BMS		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
3	CID1378-Fitness for Work		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
4	CID1572-Working Near Services (Fundamentals)	*				✓	✓		✓	✓	✓	✓	*	✓
5	CID1419-Plant and Equipment Management					✓	✓		✓	✓	✓	✓		✓

2	CID1364-Introduction to our BMS		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	CID1378-Fitness for Work		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	CID1572-Working Near Services (Fundamentals)	*				✓	✓		✓	✓	✓	✓	*	✓	
5	CID1419-Plant and Equipment Management					✓	✓		✓	✓	✓	✓		✓	
6	CID1420-Hazardous Manual Tasks					✓			✓	✓	✓	✓		✓	
7	CID1346-Activity Based Risk Management					✓			✓	✓	✓	✓		✓	
8	CID1347-Overarching Risk Management		✓			✓	✓	✓	✓	✓	✓	✓			
9	CID1457-Safety Management		✓			✓	✓	✓	✓	✓	✓	✓			
10	CID1513-Environmental Management		✓			✓	✓	✓	✓	✓	✓	✓			
11	CID1514-Quality Management					✓	✓		✓	✓	✓	✓			
12	CID1348-Introduction to Chain of Responsibility					✓	✓		✓		✓	✓			
13	CID1515-Commercial Management – Field Operations			✓					✓		✓	✓			
14	CID1516-Supervisors' Pre-Commencement								✓		✓	✓			
15	CID1537-Sexual Harassment Prevention		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
16	CID1536-Workplace Bullying		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
17	CID1538-Discrimination and Equal Employment Opportunity (pending release)		✓	✓	✓	✓	✓		✓	✓	✓	✓			✓
18	CID1613-Working with Cultural Difference		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
19	CID1533-HSEQ Training and Competency Management					✓			✓		✓	✓			
20	CID1574-Code Compliance		✓	✓		✓	✓		✓		✓	✓			
21	CID1526-Delegation of Authority		✓	✓	✓	✓	✓		✓		✓	✓			✓
22	CID1552-Trenching and Excavation								✓	✓	✓	✓			
23	CID1551-Electrical Equipment								✓	✓	✓	✓			
24	CID1545-Lifting Equipment Management								✓	✓	✓	✓			
25	CID1554-Traffic Management					✓	✓		✓	✓	✓	✓			
26	CID1528-Subcontractor HSEQ Management					✓			✓	✓	✓	✓			
27	CID1534-Incident and Accident		✓				✓		✓	✓	✓	✓			
28	CID1555-Right of Entry		✓				✓		✓	✓	✓	✓			
29	CID1540-Asbestos Management								✓	✓	✓	✓			
30	CID1544-Isolation and Tagging Management								✓	✓	✓	✓			
31	CID1529-Crisis Management		✓	✓	✓	✓	✓		✓	✓	✓	✓			
32	CID1547-Scaffolding Management								✓		✓	✓			
33	CID1539-Confined Spaces Management								✓	✓	✓	✓			
34	CID1530-Emergency Response Management			✓			✓		✓	✓	✓	✓			✓
35	CID1527-Injury Rehabilitation Management		✓				✓		✓	✓	✓	✓			
36	CID1556-Vegetation Clearing Management								✓	✓	✓	✓			
37	CID1542-Formwork and Falsework Management								✓	✓	✓	✓			
38	CID1546-Remote and Isolated Work Management								✓	✓	✓	✓			
39	CID1548-Working Near or Over Water Management								✓	✓	✓	✓			
40	CID1550-Waste and Recycling Management								✓	✓	✓	✓			
41	CID1549-Water Quality Management								✓	✓	✓	✓			
42	CID1553-Working at Heights Management								✓	✓	✓	✓			
43	CID1557-Soil and Land Management								✓	✓	✓	✓			
44	CID1543-Hazardous Chemicals Management								✓	✓	✓	✓			
45	CID1531-HSEQ Communication Management						✓		✓	✓	✓	✓			
46	CID1561-Double Block and Bleed								✓		✓	✓			
47	CID1532-HSEQ Issue Resolution Management		✓				✓		✓	✓	✓	✓			
48	CID1608-Temporary Traffic Management (Fundamentals)										✓	✓			
49	CID1569-Working Near Services (COP)										✓	✓			
50	CID1624-Working Near Services (Controller)*														
51	CID1573-GPS Basics*														

Note: Where modules are marked with an *, these are only applicable for particular individuals and therefore will require self-enrolment into the module.

Note: BOLT does not restrict access to the training modules and hence the following table outlines the mandatory training requirements only. Further modules may be completed at the learner's discretion.



6.4. Assessment and Certification

BOLT modules include a randomly generated assessment quiz upon finishing the training. After successfully completing the assessment a certificate of completion is issued to the learner via email.

6.5. Adminstrating and Reporting

The administration of the BOLT system is delegated to the Systems team. This includes the addition of new users and the updating of existing users.

6.6. Self-Orientation Program

The BMD Self-Orientation Program is a mandatory online training package provided to new employees in order for them to become familiar with key elements of BMD's health, safety, environmental, quality, and commercial policies, procedures, and systems. The program is curated based on the employee's role within the business and is accessible through the [BOLT](#) website.

Employees changing roles within BMD are also required to undertake the Self-Orientation Program, such that they can smoothly transition into their new position. Certain existing employees may be eligible for exemption from the program at the discretion of the region's construction manager.

7. Identifying New Workforce Requirements⁷

A documented process exists to ensure that any new or unforeseen workforce requirements are assessed to determine the needs for additional HSEQ and competency-based training for workers:

- at project commencement a [Training Needs Analysis](#) is undertaken and details recorded to determine HSEQ training needs for all workers, including management
- the [Project Training and Competency Register](#) lists required training and is updated to reflect the training and competency status of workers
- all workers are trained in project Hazard Identification, Risk Assessment and Control (HIRAC) processes to use the company's HIRAC methodology and risk matrix to be able to assess any new work requirements as they arise. Also refer to the [Risk Management](#) standard.

8. Training and Competency Records

BMD personnel's training and competency details are available through the [BMS database](#), with copies of certification or records to be submitted to [Compliance Training Team](#) for inclusion into the centralised database. Subcontractor training and competency details are to be recorded in the [CMS](#).

All training and qualifications needs are recorded in the [Training Needs Analysis](#).

• ⁷ FSC Audit Criteria WH13.4,13.6, 13.7, 15.2, 17.2, FP1.3, 6.1



For internal training, attendees are recorded on a [Training Attendance Record](#) for each course / training session and the record is to be uploaded to the project's SharePoint site.

All personal information is stored in compliance with Privacy Act 1988. To meet this legal requirement the following needs to be adhered:

- all forms containing individual's personal information must be stored in a secure electronic location and access restricted
- hard copies must not be stored
- driver licenses are not to be copied, rather sighted for validity
- All certifications of competencies, VOC or OSA must be electronically completed and stored in BMD's centralised database.

9. Training Evaluations

All formal training is to be evaluated by the participants as to the effectiveness of the delivery and content of the program at the completion of any training.

- All employees who attend formal training are required to provide feedback of the course. This involves completing a [Participant Training Evaluation](#) e-form. Any paper-based copies must be forwarded to the [Compliance Training Team](#).
- For hourly paid workers, the supervising manager completes the evaluation form with input from course attendees, combining their feedback, and submitting it to the [Compliance Training Team](#).
- Salaried personnel complete individual evaluation forms. Evaluation forms shall be forwarded to the Corporate Human Resources (HR) department within five days of completing the course.

The HR department regularly review the feedback forms to evaluate the value of the courses being attended by employees.

Where feedback is negative or suggests a deficiency in training, actions are taken to amend the appropriate training materials and methods for more effectual training and competency results (this also applies to 'on-the-job assessment where a WMS may also require amendment).

If an external course is identified as ineffectual, another training provider is sourced and assessed for suitability.

10. Definitions

Project Manager (or delegate)	Person in direct control of project (e.g., Area Manager, Site Engineer in lieu of the Project Manager)
HIRAC	Hazard Identification and Risk Assessment and Control
RTO	Registered Training Organisation - a training organisation registered by a State or Territory registering body in accordance with the AQTF, within a defined scope of registration
HSEQ	Health, Safety, Environment and Quality
WMS	Work Method Statement
JHA	Job Hazard Analysis
IPMP	Integrated Project Management Plan
Workers	Employees, contractors, subcontractors, labour hire workers
Competency	The ability to perform tasks and duties to the standard expected in employment
CTO	Competent to Operate – assessment tool to provide one-on-one training, and assessment of the skills and knowledge gained
Competency Standards	An industry-determined specification of performance which sets out the skills, knowledge and attitudes required to operate effectively in employment. Competency standards are made up of units of competency, which are themselves made up of elements of competency, together with performance criteria, a range of variables, and an evidence guide. Competency standards are an endorsed component of a Training Package
OSA	Operator Skills Assessment
SOP	Safe Operating Procedure which aligns to specific plant and machine which outlines to the correct and safe use of the equipment
Skill	An ability to perform a particular mental or physical activity which may be developed by training or practice
VOC	Verification of Competency





PROJECT / REGIONAL INDUCTION PRESENTERS GUIDE

Guideline

Business Management Systems (BMS) Group

Document No: PTM-GLE-01384



ENGINEERS &
PROJECT MANAGERS





Document Version Control

Revision No.	Revision Date	Details of Revision	Approved By
4	07/08/2020	Inclusion of presenter's notes for: Media and activist response procedures; and, Diversity and inclusion.	Laureen Constable
3	13/12/2018	Updated from Verification of Competency (VOC) to Operator Skills Assessment (OSA).	Brian Olsen
2	02/12/2016	Modified style guide requirements applied.	Brian Olsen
1	08/09/2015	Inclusion into the BMS.	Brian Olsen



BMD Project-Regional Induction Presenters Guide

BMS Group Guideline
Document No.: PTM-GLE-01384

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Icon	Description
	PowerPoint Slide
	Black screen
	Flipchart
	Video
	Activity
	Story
	Music
SA/EA	Safety Advisor or Environmental Advisor
SM	Senior Management (e.g. Area Manager, Project Manager, Construction Manager, or Superintendent)

1. Objective

The objective of this guideline is to strengthen the induction process. In the past we have seen the 'PowerPoint' as the induction. This process highlights that the induction must take into consideration all of the following key components to be successful:

- Slides – mainly containing images, reduction in text;
- Guide – note and key actions for the presenter;
- Environment 'Room' presentation;
- The Presenters themselves.

Note: *It is essential that you modify the PowerPoint to make it relevant to your region or project. Replace any photos as needed to achieve the best content. Amend the Document Number, Revision and Date on the document accordingly and change to red text for clarity.*

2. Room Setup

The environment you present in, is as important as the content and the presenter. Ensure the environment is suitable for the induction. Is the room too small/big for the number of participants? Consider background noise, room temperature, lighting/glare and other possible distractions. Presenters must be on time and know the content and slide order of the induction. This will help to keep the participants attention and add to the success of the induction.

Example	Slide	Key Messages
	N/A	If room is available, inductees should sit in small groups of five (5). Paperwork should be already on the tables for inductees to fill-in. Each inductee must have a name tag on the table in front of them. This ensures a more personalised approach throughout the induction. Have felt pens on each table for inductees to write their name on their name tag. Consider playing music or a video of the Project as inductees complete their paperwork. An example video has been provided in HSEQ Tools.

3. Introduction and Management

Open the induction by introducing yourself and tell them what you want to get out of presenting the induction today. Then go around the room and ask each person three (3) basic questions.

- Who they are?
- What will they be doing on-site?
- What would they like to take away from today?

The last answer should be written down on a post-it note and attach all of these to a large board at the front of the room. Once you have these answers you can tailor your induction examples around this, e.g. If you have a room full of Traffic Controllers, you are not going to talk about concrete. At the end of the induction you can revisit these and make sure you have covered everything and direct people to key staff as needed.

Note: If Tea/Coffee and refreshments are not available, remove image from slide.

Tool	Slide	Key Messages
 Delivered by SA	1. Induction Agenda	Advise participants where the toilets are, what the emergency evaluation process is, and if they happen to hurt themselves that there is first aid available. Tell your audience that the induction is going to cover Safety and Environment, which has an effect on all of us including stakeholders and the community. (The second row of symbols represents this intent). The induction will cover the following topics: • Management Commitment; • How we manage risks in BMD; • How we protect the environment. Remind them that they will get out of this induction what they put into it.

Tool	Slide	Key Messages
 Delivered by SM	Zero Harm	Talk about BMD and our Goal of Zero Harm. In early 2012, BMD established a goal of Zero Harm across the entire Organisation promoting continual improvement of health, safety and environment management. We did this because we care. The health and safety of our staff has always been of paramount importance and this philosophy is reflected in our goal of Zero Harm, our values and our culture. Through our Zero Harm goal we strive to ensure that every person who comes into contact with our business remains safe and in good health whilst in our care. Jointly we are committed to minimising environmental harm through implementing best practices. Hence why we are here today to influence you to strive toward this goal with us. BMD has created a HSE induction video that plays for 6 minutes. Please watch this video prior to the induction to ensure the sound and picture quality are acceptable. Also that you are familiar with the content.

4. Overview

The [BMD Group Values](#) poster should be displayed in a prominent location in the room before commencement. Insert a photo of your key Management Team in the Senior Management Team slide; as a minimum it must show the Project Manager and Senior Field Staff for a project, for a Region our key staff such as Construction Manager, Project Manager and Areas Manager.

Note: Only two placeholders have been provided in the slide, but you can duplicate the slide to allow more as needed (Support staff in key HSEQ roles are highlighted later).

Check the data on the Work-Related Death slide and update the information on the slide (via the hyperlink provided), as it is updated monthly. These statistics are available from [Safe Work Australia](#) and are updated each month and also detail the number of deaths that relate to the Construction industry as the initial number covers all workplaces.

Note: In key areas such as above, where the presenter is trying to express a point, ensure the screen is blackened out. The focus is then on the presenter, not the screen. People find it difficult to read and listen at the same time. Blackout of the screen can be achieved by simply pressing the 'B' keyboard button and then again to bring the slide back.

Tool	Slide	Key Messages
 Delivered by SM	Our Values	Explain we have five (5) Key Values at BMD. Optional: Ask people for any ideas of what they might be. Write this down on a board or on blank A4 pieces of paper for comparison later. Reveal each value and see if it matches any written down. Family - At BMD we value each individual promoting a sense of belonging. Empowering - We empower people to realise their potential sustaining our growth and success. Determined - We are determined to achieve despite obstacles and celebrate effort. Collaborative - We believe collaborative achievements result in long-term mutual benefits. Striving to do better - Through continual learning, fresh thinking and a shared sense of purpose we are always striving to do better.
 Delivered by SM	Senior Management	We're here in person today to make sure: • You know our commitment to safety comes from the top; • You know who we are...management are visible and accessible; • You know who to come and see if you ever have any issues or concerns.

Tool	Slide	Key Messages
 Delivered by SM	Work Related Deaths	Include a Story here that is applicable to your area or region. Your key messages here are: - Workers doing the same type of work as we do are still being killed at work; - Can be easy to dismiss as the sort of thing that happens to other people...we convince ourselves that it won't happen to me as I'm experienced, I know what I'm doing...; - Debunking the thought that "it won't happen to me". No-one starts their day thinking they would be killed at work. The work we do can be dangerous! People are still being killed at work doing the sort of work we do every day; we need to make sure that does not happen here.

5. Commitment and Compliance

Ask the participants to think about why they think compliance is important to them? Have them think about it, then pick some people out and get them to write their answers on the board. Ask each person for "their advice as to what's the most important commitment they think everyone should focus on in order for us to remain safe". Think about as a presenter what it is important to you and use this as an example. Invite a conversation around observations of which commitments people identify as important, i.e. isn't it interesting that more than half selected this particular one, or there's an even spread etc, etc.

Tool	Slide	Key Messages
 Delivered by SM	BMD Management Commitment	As a Senior Manager I give commitment to each of you that if you stop an activity because it is not safe, I will back you.
 Delivered by SM	Your Personal Commitment	Hand-out copy of commitment or leave them faced down in front of the participants. Read through the commitments; request they sign and keep it to take away with them. Ask "What would the impact be, or the indicator of our culture be, if we were to see these pledges in the bin after the induction?" "What might the result be in terms of what behaviour you see out on site?"

Tool	Slide	Key Messages
 Delivered by SM	Compliance	Key messages: • Look for the intent; • When we follow the system, things don't go wrong; • Compliance is not optional. Include a Story here that is applicable to your area of works. <i>E.g. On a BMD site in Cairns, a concrete worker was struck in the head when the hose detached from the reducer of a concrete boom pump. The worker was struck heavily, breaking his hard hat and causing him to fall to the ground. The worker required hospitalisation, however fortunately sustained relatively minor injuries.</i> <i>It was found that the pump was not fitted with safety chains which allowed the pump hose to fall to the ground when the reducer failed. The pre-use check list includes a check for these safety chains; however, the check list was not completed; hence the unsafe condition was not identified.</i> Our safety system is designed to protect people from getting hurt. It's not an arse covering exercise. If we'd completed the checklists for that pump, we would have identified that the safety chains were missing, and the injury would not have occurred. LOOK FOR THE INTENT; with every piece of paper. By doing a machine check you might find a hazard that may cause an injury to yourself or your workmates. Nothing is a tick and flick exercise.

Tool	Slide	Key Messages
 Delivered by SM	Key Messages	Discuss the importance of being a safety and environment leader. If you see something that's not right, stop and have a conversation that matters. Set an example worth following. If you see something that's not right and you say nothing, then you are accepting this poor level of performance. Consider the consequences of not being a leader. • Safety: • If I'm hurt I cannot earn any money; • If I have a hand injury I cannot go fishing; • If I hurt my back I cannot lift my kids up. • Environment: • If we damage the creeks I cannot go fishing. • I cannot enjoy the area that I loved as a kid with my children if we are not careful. Be overt about the intention to repeat these key messages and we revisit these commitments regularly through toolbox and prestarts...it's important to us and we will talk about it often.

6. Safety and Environment

Insert a photo of your key HSEQ staff in the Safety and Environmental Team slide; add mobile numbers if you wish. For some regions the Environmental support is done via the Safety Adviser, adjust the "Note" to suit or remove.

Note: Only three placeholders have been provided in the slide, however you can duplicate the slide to insert more as needed.

Explain the importance of maintaining a Safety and Environmental culture on the Project. We want you to go home to your families at the end of every shift. Discuss how we keep you safe on our projects and how we protect the environment during construction works.

Adjust the High Risks so they are applicable to your Project / Region. Ensure you remove any non-applicable items as well.

Tool	Slide	Key Messages
 Delivered by SA and/or EA	Safety and Environment Team	Introduction of the safety and environmental personnel. Explain they are accessible people and their job is a supporting role to the project. Accountability is done via the project construction staff. Also discuss Safety Reps. on the project and how to identify them.
 Delivered by SA	High Risks on our Project	Discuss the high-risk activities on the project. Ask each member to think about what tasks they will be performing and are there any that are missing. Discuss the environmental risks that might occur on our projects. Adjust list to include site specific risks – there may be others that are not listed. We have hidden four items; ask the participants what is missing and show after they have had an attempt. They are shown but clicking the slide: • Near Services • Working Manual Handling • Temporary Structures • Dust impacts Record any additional items the group may have mentioned; do not just dismiss them.

Tool	Slide	Key Messages
 Delivered by SA	Worker Competency	Discussion around the requirement for competency. Ask the participants why they think we need to verify the competency as well. Answers: Refer to the Licences, VOC and OSA Explained poster available in the BMS. Q: What is an Operator Skills Assessment (OSA)? A: OSA is essentially double-checking the competency of the operator by testing their skills to ensure they can operate a particular piece of plant / equipment safely; complementing their RTO issued certification. Q: Why do we need to conduct an OSA? A: Having a licence / certificate for a particular piece of plant / equipment does not guarantee that the holder is competent to safely perform the task. It is a legislative requirement for BMD to ensure the competency of all operators on project sites, hence the need for OSA's to be conducted. Q: When should an OSA be conducted? The HSEQ Training & Competency Management Standard – Sect. 5.5.1 OSA Operator Skills Assessment states: <i>All mobile plant operators and load shifting operators shall have their qualifications verified prior to the commencement of work on any BMD project.</i>

7. Managing Risk

Using the "How We Manage Risk at BMD" slide, point out that although we have documents which represent all of our key processes and procedures, we need people to implement them; without both it simply does not work. Ask anyone if they have ever been involved in creating such documents.

Relate the "Hierarchy of Control" to an example relevant to your region or project. Highlight that if we are simple rely on administration and PPE we are not dealing with the risk.

If you are in a BMD office, the video contained in the "Risk: What Happens When We Remove Controls" should run well. Check this before doing the induction. If it does not move the video to your desktop and relink it to the slide. The video is located in the BMS under HSEQ Tools> Health & Safety> Presentations>"Speed – Mistakes".

Note: When you run the video before starting the day make sure that the sound is okay, during the video move away from the screen and simply let it run. It is only 1min long.

Tool	Slide	Key Messages
 Delivered by SA	How do we Manage Risk	Talk about legislation and duty of care. BMD is proud to be the nominated Principal Contractor. We aim to achieve a high standard of health, safety and environmental compliance on this project. Each project has a set of plans and procedures that are developed to control risk on the project, covering both Safety and Environment.
 Delivered by SA	Hierarchy of Control	Talk about the hierarchy of control and give examples, e.g. open trench close to the end of shift what is the best form of protection answer being backfilling. Reference PPE as being the least preferred control.
 Delivered by SA	ALARP	At BMD it is our job and your job to manage risk; what we do not want is people taking uncontrolled risk, so we adopt the principle of managing risk "As Low as Reasonably Practicable". Provide an example relevant to the participants and the work you are conducting. Provide some examples of Uncontrolled risk – Working at Heights without a harness. Tolerability Risk - Working at Heights with a harness and the other controls which include not alone, with an emergency process if some still fell to retrieve the person safety . Eliminating Risk – Precast the items into the work so it removes the need for Working at Heights.

Tool	Slide	Key Messages
 Delivered by SA	Risk Management Strategies	Talk to the key tools and how they need to be applied by all to get to an acceptable controlled risk. Risk Register – Provides the early identification of key risk that allow us to plan out the risk and give us the best chance to work with all parties to eliminate; remember the precast and working at heights. Typically done by the Senior Manager with key representatives from the Contractors reviewed monthly. Construction Method Statements – Are used for complex works, e.g. bridge over water. As an example, it allows us to weigh up control and ensure they do not create another hazard. Allows us to remove the need to secure to the elevating boom lift as the risk of drowning was higher and the consequence of falling was lower when we were building a bridge over water. Again, done early to control risk by Senior Managers and key representatives from the Contract; not used for every activity. Work Method Statement (WMS) – Used to lay-out the controls and is really a communication and engagement tool with the workforce to ensure the job is done safety and without harm to the environment. Typically, prepared closer to the activity and must involve a review by the work team to ensure it is relevant and identifies what is best to manage the risks. Job Hazard Analysis (JHA) – Completed just before the task which can be a subsection of the full activity and the WMS is a focus on the items at hand. Need to take the relevant controls from the WMS; particular to the task and ensure that they are applied, and responsibility is taken. Again, a communication and engagement tool done as a team by the actual work crew. Need to consider the task at hand from beginning to end. Must involve all parties involved and used to communicate hazards and controls to anyone else who joins the activity. Also used to identify any new hazards on the day due to changes, e.g. weather, other works nearby and access issues. Talk to the Key Points in the JHA Poster. We also check how well this is all working by conducting reviews and audits. Further by having our staff talking to work teams and recording this on an Activity Based Conversation (ABC) Card. All of this covers Safety, Environment and Quality as well and works as a full system involving people at all levels.

Tool	Slide	Key Messages
 Delivered by SA	Risk: What Happens When We Remove Controls from the System	All of the controls identified through the risk strategies act in layer to protect people and the environment from the hazard. With the controls acting as barrier between you and the hazards. These normally multiply in nature so that if one fails or is removed the other are there to protect, as things are not always as we plan them to be. - The video shows two small errors in judgement that come together resulting in high consequences, this is typical of the incidents we see. - The task is seen as routine and it is something that you may do every day, but if the controls are not keep in place the hazard can be realised. - And this can not only have an impact on us but also other unfortunately, and we then need to live with those consequences and mistakes. - So, when considering risk do not only think about the big risks that are obvious but consider the more mundane hazards that you deal with day in and day out as these need to be equally controlled by control measures. - As the video showed "Other people make mistakes", that is why we have all these controls in place and pre-plan for them not only for you but for others safety. - This can be equally applied to our environmental controls as well. Optional if time permits talk to the participants to see if anyone has been involved in vehicle accident and why? Then relate this back to a work situation. Ask the question - What are some of the key hazards we need to control whilst driving? Distractions (mobile phones), fatigue.

8. Risk Management Tools

An option here is to pass around a good example of WMS and a poor one. A good reference document is provided in the BMS search for "[Work Method Statement \(WMS\) Guide](#)".

Have blank JHA cards available for participants to take with them and hold one up as a prop. An option here again is to pass around a good example of JHA and a poor one. A good reference is the "[JHA Card Explained](#)" Poster". Ensure this is on the wall in the room before starting the induction for easy reference. It can be found in the BMS provided in HSEQ Tools> Signs and Posters. Explain that we do not want people filling out JHA card by just putting a tick in the box, they must add value.

Site Specific Hazard Identification - Replace these pictures to what is relevant to your project. Print these out to break the team into groups if you have a large number of people (try to separate companies) and then use the slide to run through at the end. The intent here is to increase engagement and have everyone involved, not necessarily getting it all right or cover every point. Have them present back what they see as both the safety and environmental hazard and what controls should be in place. Correct any clearly wrong answers.

Activity Based Conversation (ABC) - Replace the image with something relevant or more suitable to your project. The idea here is to add some humour to the induction to break down barriers.

The image is shown after explaining the intent: the point is to engage and ask what they see wrong in this slide and why do we think these things happen?

Key Tip: When doing activities or presenting key areas, where the presenter is trying to express a point, ensure the screen is blackened out. The focus is then on the presenter, not the screen. This can be done by simply pressing the "B" or "W" key once to blank out and then again to bring it back.

Tool	Slide	Key Messages
 Delivered by SA/EA	Work Method Statement	Talk through the key points of the Work Method Statement and explain why you should not simply sign on to it. The key here is to not get into too much detail, but the key points only. For example. • Must be completed. • Must involve the workforce. • Must be understood. • Must be reviewed after an incident.

Tool	Slide	Key Messages
 Delivered by SA/EA	Job Hazard Analysis Card	Discuss the importance of the JHA card process. Everyone needs to be involved. The card is done in the paddock with group input. By having the conversation, key hazards are identified with controls put in place to prevent the incident from occurring. Reinforce that we do not simply want people to just sign-on as this adds no value; they need to understand the task and controls at hand. One of the key problems we face is "Change", when someone decides to move away from the agreed process, or something causes us to or someone new comes into the area. In these cases, consider stopping and checking if the controls are still valid and are protecting the worker, others around and the environment. Talk through the JHA card. Explain each step on the JHA card and the importance of identifying safety and environmental hazards. Discuss when workers enter an area, they must go through the JHA card and have a conversation. Talk about when to review the card and also include details regarding permits. Also discuss the importance of names in the responsible person's column on the card. E.g. By putting a name against the control "controller" forces the conversation in the crew as to who is undertaking the role of the controller for the task. If using a "dogger" then a name must be written. Consider what permits need to be put in place.

Tool	Slide	Key Messages
 Delivered by SA		Ask each group to identify three (3) safety risks and two (2) environmental risks in the pictures; and to also identify controls for each risk using the hierarchy of control. Each group is to pick a scribe and a speaker to relay to the rest of the group. Activity should take approximately 15mins. Presenter is to walk around each group and ask how they are going. Pictures must be relevant to the activities being undertaken on the project. - E.g. no point using a bridge picture if you are not building a bridge on the project. Talk about what's missing on the pump? Enviro – have a concrete wash-out area onsite. If it rains where does the water go? – Erosion and Sediment Control Is there a spill kit nearby? Recycling of excess steel? Flagging – is that a barrier to prevent falls? Working at heights – talk about the new requirements where there is a risk of falling from one level to another and an injury is likely to occur: - E.g. – previous incident occurred when a concrete tester hopped onto a pump to get a sample in his bucket and as he stepped off the pump to the ground (500mm high) he dislocated his ankle. What is another way that task could be done to prevent injury? Answer: take the sample from the back of the truck thereby not having to undertake working at heights.

Tool	Slide	Key Messages
 Delivered by SA		Talk about the traffic controller who got struck along Stafford road undertaking a similar task to what's in the photo. Talk about noise with beepers and pavers running and would a TC be able to hear a radio. Talk about working with hot materials and the importance of exclusion zones. E.g. an incident occurred when a worker was standing in the exclusion zone of a spray seal truck when a jet misfired and the worker got sprayed with hot bitumen in the face. Is rain forecast? Risk of contaminated runoff into drains – often get caught out Does asphaltting have to be done at night due to traffic – noise for local residents?
 Delivered by SA		Talk about buckets coming off excavators and the importance of Safety Pins. If you have an operator in the room, ask him/her to talk about the blind side of the excavators. Talk about radios and calling up when passing machines. Environmental – ensuring the water is tested before pumping. Control of dust – water cart. Fuel for flex drive – don't leave gerry cans lying around.

Tool	Slide	Key Messages
 Delivered by SA	Activity Based Conversations	ABC's are about having a conversation with workers undertaking a task. Can be positive and/or negative. Not to be used as a policing tool; it's about engagement. ABC Cards are used as a leading indicator and assists to: ○ Identify, and also reinforce, safe and sound environmental behaviour and conditions; ○ Identify and correct unsafe/at-risk acts and conditions; ○ Identify acts that may harm the environment; ○ Check understanding of safe work methods and other safety documentation; ○ Initiates and promotes safety conversations. If we have all of our Construction Staff engaged with work activities and involved in examining our behaviour we simply end up with less incidents, which means you get home safety and we see no environmental harm. Talk about the process you would take if you came across an activity like this on-site. • Stop the works; • Ask the workers to come into a safe area; • Ask how this can be done in another way; • Agree on corrective actions; • Complete ABC.

9. Understanding High Risk Activity – Safety

The following slides are general key high-risk safety activities we see across our project; adjust the order to suit your region and work. The assumption here is that this will be done with participants who have completed BOLT training prior, through the Contractors Management System (CMS), so it should only be a recap on the important points. If this is not the case the Working Near Service Training must be done, before undertaking this work without exception.

Tool	Slide	Key Messages
 Delivered by SA	Working Around Plant On-Site	The pictures provided are only an example. As the inductor you must explain specific exclusion zones near plant. The pictures provided on the left act as a visual tool to stimulate your discussion of safety procedures Share a story here. Insert information on Regional Incidents. If needed, see HSE Alerts. Talk through the Controller role and the pink/yellow hard hat. Example: Recently we had an incident where a worker was undertaking works with an excavator. Two workers were setting a ped/worker path on-site; both workers were spreading material. As the machine slewed around to get another load the counterweight of the excavator brushed the workers back pushing him to the ground. Root cause of this incident was being inside the 5m zone. Where workers are working with machines there must be a full visual all the time. If that visual is lost, then the machine operator must stop immediately. Also, the JHA card listed a spotter as a control however, the workers did not discuss who was doing the role as a spotter. That is when a corrective action for the wearing of pink/yellow hard hats for controllers was brought in. The wearing of hard hats forces the conversation between workers as to who is undertaking that role. What positive communication must be maintained? Detail this in your JHA; radio, hand signals. One person in the team or the group must have a radio and the operator.

Tool	Slide	Key Messages
 Delivered by SA	Working Near Underground Services	Similarly, discuss the safety procedures and regulations enforced on-site. Working Near Services COP .
 Delivered by SA	Underground Services	Discuss the Permit to Work (PTW) process, potholing, service markers, etc.
 Delivered by SA	Working Around Overhead Services	Discuss the process for working around overheads, signage and totem poles. Use height limiters on machines where possible. Avoid working under overheads.

10. Understanding High Risk Environmental Impacts

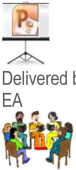
The following slides are general key high-risk environmental activities we see across our projects; adjust the order to suit your region and work.

Erosion and Sediment Control (ESC) and Water Control - Replace the picture with one that relates to your project or region. Talk about what best practice is to look like in your project/region.

Dust Impacts "What Can We Do" – adjust the answer to the question to match your project or region. Simply ask the participants what they can do about dust impacts. Go around the table, write them up on the board and then compare to your answers. Did we miss any items, are there any new ones? (Remember engagement is the key).

Cultural Heritage - Adjust to match your region. Cultural heritage covers both early settler and aboriginal items. Adjust the pictures as needed.

Other Topics - Add in any additional hazard items that are relevant to your region or project. Consider key Core Operating Procedures, stakeholders etc.

Tool	Slide	Key Messages
 Delivered by SA / EA	Hazardous Chemicals and Spills	Have a mini spill kit in the induction and go through the contents of the kit Talk about the spill response procedure. • We must have a register of all chemicals on-site. • All hazardous chemicals are to be stored in containers and banded areas. • All spills are to be reported to your Supervisor. • There are spill kits located on our projects – become familiar with their locations. • Spill kits are not to be used as waste bins.
 Delivered by SA / EA	Erosion and Sediment Control and Water Control	Discuss the need to install appropriate controls and modify as the works progress. Talk through the importance of checking water before we pump. Have samples available of clean and dirty water to show the group. Have them identify which ones would pass. You cannot pump or discharge water without approval. BMD has a requirement to ensure that the water quality of surrounding waterways is protected. Erosion and sediment controls must be planned, implemented and maintained for the duration of the project. Prior to the discharge/draining of any water from site, water must be tested. Disciplinary action will be taken with those who knowingly discharge dirty water. Discuss possibility of fines from EPA (or similar) for both BMD and individuals. Controls are not to be removed without permission, and if they are, they need to be reinstated.

Tool	Slide	Key Messages
 Delivered by SA / EA	Erosion and Sediment Control and Water Control	If you see a damaged control fix it or report to it to a Supervisor. Discuss where the project has opportunities for: • Minimising disturbance; • Separation of clean and dirty water; • Progressive rehabilitation; • Early installation of cross drainage; • Temporary ground covers.
 Delivered by SA / EA	Dust Impacts	Dust complaints from neighbours has resulted in BMD being fined or subject to enforcement actions on projects in recent years. Think about wind speed and direction and neighbours that might be affected. May need to adjust practices on-site to ensure we don't get complaints. Talk about marking and signage of protected trees – what is the project using? Discuss significant plants, animals, areas on-site that need to be protected – use a map to point them out and include photos of what they look like. Controls on opening area, topsoil and seeding as we go.

Tool	Slide	Key Messages
 Delivered by SA	Cultural Heritage	Aboriginal cultural heritage can be found anywhere in Australia. Under State Acts, there is a duty of care to not harm cultural heritage items. The duty of care extends to each site worker. It is an offence to harm cultural heritage items: - For a corporation: Up to \$1,000,000. - For an individual: Up to \$100,000. Once lost it cannot be recovered.
 Delivered by SA	Duty of Care Cultural Heritage Finds Procedure	Read through these items. Discuss any procedures that need to be followed if something of interest is found. Exclusion zones, etc.
 Delivered by SA / EA	Other Topics	Include where necessary. Remove if these do not apply.

11. Code of Compliance

Remove the non-relevant image to your region or project. Ensure you adjust the right of entry requirement to suit your region and/or project; noting that there is both state and federal legislation. Refer to the Supervisors Handbooks for each State or Territory, available on the BMS to get the correct information.

Tool	Slide	Key Messages
 Delivered by SA	Code of Compliance	All of these points must be covered to meet our obligation under the code. Discuss the right of entry process and freedom of association policy. It is a mandatory requirement for our Building Code projects that a copy of the Induction Building Code Compliance Handout is provided prior before leaving the induction (change wording to grey). (N/A for other projects such as private or State funded, hence remove the red wording from the slide "More details refer – Compliance Handout".)

12. Media and activist response procedures

The media response procedure and responding to activists slides are applicable to all BMD Group employees.

Tool	Slide	Key Messages
 Delivered by SA	Media response procedure	Inform employees and subcontractors that they are not authorised spokespersons for BMD. An employee must never speak to, or answer questions from a journalist on behalf of the business. Should an employee be contacted by media, they should take down a message and pass the information onto Katie Murphy, Corporate Communications Manager. Alternatively, they can ask the journalist to call BMD's head office on 07 3893 7000.
 Delivered by SA	Social media	While BMD encourages employees to use social media, they must ensure they adhere to our Social Media, Information Technology, Equality and Privacy policies. It is recommended that employees do not identify themselves as a BMD employee on personal social media accounts such as Facebook. In line with company policies, employees are encouraged to follow, like, share and comment on BMD's Facebook and LinkedIn social media pages.

Tool	Slide	Key Messages
 Delivered by SA	Activist response procedure	BMD has recently been targeted by anti-climate change activists and protestors. The activists have disrupted various BMD project sites and offices, As an employee of BMD, you can request activists leave a BMD project site or office using the supplied "Statement to trespassers on a BMD project site" palm card. If they do not leave, you are able to call 000 to request police assistance. Do not engage further with activists.
 Delivered by SA	Responding to activists	Activists and protestors have attempted to contact BMD employees via phone and their social media pages. The Responding to Activists flowchart outlines how to manage these situations. The flowchart is available on the BMS.

13. Diversity and inclusion

BMD was founded on the principle of achieving success through people. We value each individual and empower and support them. It's our positive approach and self-belief that enables us to achieve as individuals, as a team and as a business.

BMD will not tolerate any form of discrimination, harassment or bullying.

Tool	Slide	Key Messages
 Delivered by SA	Diversity and inclusion	Read through the points on the slide. This slide outlines BMD's holistic approach to diversity and inclusion.

Tool	Slide	Key Messages
 Delivered by SA	Indigenous engagement and reconciliation	BMD continues to focus on increasing our commitment to Indigenous engagement across the Group. We have extensive experience working in regional and remote areas and within Aboriginal and Torres Strait Islander communities. Our policies, plans, initiatives and training programs support our commitment to provide equal opportunities and over the past 10 years, we have worked to engage and train Indigenous employees with the establishment of Indigenous participation plans on numerous projects.
 Delivered by SA	Indigenous engagement and reconciliation cont.	Read through the points on the slide. This slide outlines our commitment to Aboriginal and Torres Strait Islander engagement on our projects.
 Delivered by SA	Indigenous engagement and reconciliation cont.	One way in which BMD shows commitment to Indigenous engagement is through the Reconciliation Action Plans (RAP). Our RAP outlines BMD's vision for Reconciliation: <i>BMD acknowledges that the land on which we build our projects is the traditional lands of Aboriginal and Torres Strait Islander peoples. Our vision for reconciliation is to champion meaningful consultation with Traditional Custodians based on the principles of integrity, transparency and inclusiveness to deliver beneficial outcomes and leave lasting legacies in the communities in which we operate. Providing real career progression and development opportunities for our Aboriginal and Torres Strait Islander employees through increased awareness of the importance of diversity encompasses the value we see in the contributions different backgrounds can make and aligns with our business motto, 'our business is our people'.</i>

14. Site Specific

Adjust the slides to suit your project or regional requirements. Consider what your site rules are compared to the list provided.

The Site Map should be handed out at the induction for the Project.

If you are in a BMD office, the video contained in the "Mandatory Instructions" should run well. Check this before doing the induction. If it does not move the video to your desktop and relink it to the slide. The video is located in the BMS under HSEQ Tools> Health & Safety> Presentations>"Falls from Flatbed Trucks and Trailers – NSW Safety Alert".

Note: When you run the video before starting the day make sure that the sound is okay. During the video move away from the screen and simply let it run. It is only 2min 40secs long.

Tool	Slide	Key Messages
 Delivered by SA	Non-Negotiable Rules	Ask people to work in pairs and identify the three (3) most important rules to them. You will find that most people will say all of them. Ask a few people to discuss the rules and reinforce that they must be complied. Noting that all rules are equally important. Note: On the back of the Personal Commitment form are BMD Project Rules. These can be added to but not subtracted from.
 Delivered by SA	Fitness for Work	As above: Talk about our Fitness for Work requirements – the limit is zero. Importance of reporting incidents.
 Delivered by SA	Site Map	This should be handed out at the induction as applicable. The map should include all Gates, Muster Points and any Traffic Flow details; e.g. No Left Turn, One Way Only.

Tool	Slide	Key Messages
 Delivered by SA	Mandatory Instructions	Talk to key points shown on the image. Ask "Why do you think BMD has these in place?" Play NSW WorkCover video on works on trucks.
 Delivered by SA	PPE Requirements	Discuss with the group the importance of wearing PPE and outline BMD's mandatory requirements.
 Delivered by SA	When you visit our site	Discuss what will happen when they go to site.
 Delivered by whoever opened the induction	We need your commitment	Discuss the Personal Commitment form included in the inducting paperwork. Reinforce any key messages.
Delivered by whoever opened the induction	Any Questions?	Revisit everyone's responses from the "what would you like to take away" at the beginning of the Induction to make sure you have covered everyone's questions. Ask "What questions do you have for me?" Thank them for their engagement and highlight any outstanding people.

