Boral Ltd Pty herein after referred to as ‘the Company’.

1. Policy and Planning Element

Manual

GRP-HSEQ-1-01 Management System Framework and Operational Control

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Introduction to the Company

The Company (and its associated entities) is a building and construction materials supplier with significant operations in Australia, the USA and in Asia.

We produce and distribute a broad range of construction materials, including quarry products, cement, fly ash, pre-mixed concrete, asphalt and bitumen road surfacing, building products including clay bricks and pavers, clay and concrete roof tiles, concrete masonry products, plasterboard, windows and timber.

Our purpose defines the deep lasting reason for our existence, and identifies the internal and external parties / influences on the Company's operations, and therefore on the HSEQ MS and it's associated elements;

- for **customers** this means high performing, sustainable product and service solutions,
- for **shareholders** this means sector best returns,
- for **our people** this means a safe, challenging and rewarding workplace,
- for **communities** this means a socially responsible approach to all our activities.

Purpose of the HSEQ MS

The Company's senior management group have determined that a standardised approach to documenting and certification of its Health and Safety, Environmental and Quality Management Systems (HSEQ MS) is required to ensure best practice in its core operating activities is in place and measured.

The HSEQ MS is the Company's first comprehensive revision of the 1 Safety Management System (1SMS) and to take advantage of this review, the various Divisional Environmental and Quality Management Systems have been integrated to lessen confusion in regard to how these Management Systems should be used.

The purpose of the HSEQ MS is to;

- assist company employees and contractors to identify and understand their responsibilities in meeting their HSEQ obligations
- provide the primary requirements for implementation of a common HSEQ MS
- establish the implementation guidelines that sit between relevant legislative, regulatory , Industry standard and other stakeholder requirements, and the businesses functional and/or line of business operating procedures, and
- provide a single point of reference for Company compliance to AS/NZS 4801 (Safety), AS/NZS ISO 14001 (Environment) and AS/NZS ISO 9001 (Quality), and to various accreditation bodies (e.g. Office of Federal safety Commissioner) as required

Note: *It provides the '**WHAT'** and '**HOW'** requirements of managing our day to day HSEQ activities.*

The reasons for adopting this standardised or common HSEQ MS approach are to;

- provide a systematic and visible way to lead and operate the business that continually improves performance by locking in best practice nationally,

- provide a better understanding of roles and responsibilities at all levels of the organisation in order to achieve performance improvement objectives,
- ensure sustained customer satisfaction by providing products, delivery services and support functions that consistently meet customers' needs and expectations,
- provide meaningful and accurate data for factual decision making,
- increase the effectiveness of the organisation, and
- to convey key ISO requirements for both internal and external influences on the Company which are considered throughout the HSEQ Management System including;
    - positive and negative factors or conditions for consideration are addressing primarily in the HSEQ MS Standard;
        - **GRP-HSEQ-3-01 Monitoring and Review** Standard
    - understanding external context is addressed primarily in the HSEQ MS Standards;
        - GRP-HSEQ-1-04 Legal and Other Requirements
        - GRP-HSEQ-2-05 Supplier management
        - GRP-HSEQ-9-02 Contract and Tender Review
    - understanding the internal context is addressed primarily in the HSEQ MS Standards;
        - GRP-HSEQ-1-05 Objectives Targets and Improvement Plans, and through
        - Company Policies and the Company's 'Fix – Execute – Transform' platform

The HSEQ MS and its supporting documentation reflect the Company's key values, being:

- **Integrity** – open, honest and authentic in all of our dealings.
- **Excellence** – disciplined pursuit of the highest standards of performance.
- **Endurance** – operating for the long term, avoiding short-term expedience, ever improving.
- **Collaboration** – working across businesses and developing partnerships.

Terms and Definitions

The terms used throughout this Management System Framework (Manual) and the supporting HSEQ Standards and Protocol documents are used in general reference to legislative, regulatory, Industry standards and Company definitions.

A ***Glossary of Terms and Definitions HSEQ-1-01-A01*** are provided as Appendix 1 of this Manual, and are applicable across the HSEQ MS in its entirety.

Note:	*'Shall' 'will' and 'must' (or similar) indicate mandatory activities, 'should' (or similar) indicates advisory and 'could' or 'may' (or similar) is offered as guidance throughout the HSEQ MS Standards and Protocols.*

Scope

This HSEQ MS elements are relevant to all employees, contractors, consultants, and suppliers of goods and services to company operations. It covers the requirements for the manufacture and supply of products and services to construction and building industry standards and customer specifications, from company operated facilities.

While all Company activities are required to operate under this HSEQ MS, third party certification for the establishment and maintenance of a suitable Workplace Health and Safety, Environmental or Quality Management System(s) may be nominated as required by the Company's Divisional Managers.

- Where such certification is required, all requirements of the relevant standards are applicable.
- Certificate(s) of Registration to the various standards, including the list of certified operations / sites is included in the HSEQ MS Document Library under element GRP-HSEQ-1-01 Certificates of Registration.
- In addition to certification to AS/NZS ISO 9001, Company testing facilities are also accredited to AS ISO/IEC 17025 for NATA certification where required.

HSEQ Management System Structure

The HSEQ MS is structured in hierarchical elements, each consisting of '**Standards**' which provide the minimum, and auditable (**WHAT**) requirements, and supporting '**Protocols**' which provide implementation (**HOW**) requirements and guidelines.

Group Level Documents

- **Policy**

- **Group HSEQ Standard**

The Group standards provide mandatory minimum requirements that are auditable and apply across the whole business.

- **Addressing Minimum Standards**

These documents provide examples of how to achieve the mandatory minimum requirements. These are non mandatory documents.

- **Group Model Protocol**

The Group Model protocols provide guidance on how to meet the mandatory minimum requirements and include example templates. In the absence of a Divisional Protocol the Group Model Protocols can be used as guidance in meeting the Group HSEQ Standards.

Divisional Documents

Divisional Protocol

A Divisional Protocol is a mandatory document on how the Division will meet the Group Mandatory Minimum Requirements. It contains Critical Controls and Standard Controls and may call up forms and templates when required.

- **Line of Business SOP**

A Line of Business SOP is a documented process that addresses the minimum acceptable standards to manage HSE risks for works undertaken in a Company Line of Business.

- **Guidelines**

A Guideline is a non mandatory document that provides users guidance on how they might meet the Group HSEQ Standards or Divisional Protocols.

Management System Elements

The management system elements provide the minimum standards and implementation protocols to establish the platform for effective planning and sustainable improvement across the Company operations.

1. Policy and Planning
2. Implementation and Maintenance
3. Checking and Review

Performance (Operational Control) Elements

The performance, or operational control elements consist of key risk elements for implementation and maintenance such that; the risks and required actions to provide a sustainable safe workplace, eliminate or minimise impacts on the environmental, and that product and service quality requirements, are all recognised and controlled ‘as far as is reasonably practical’ (AFARP).

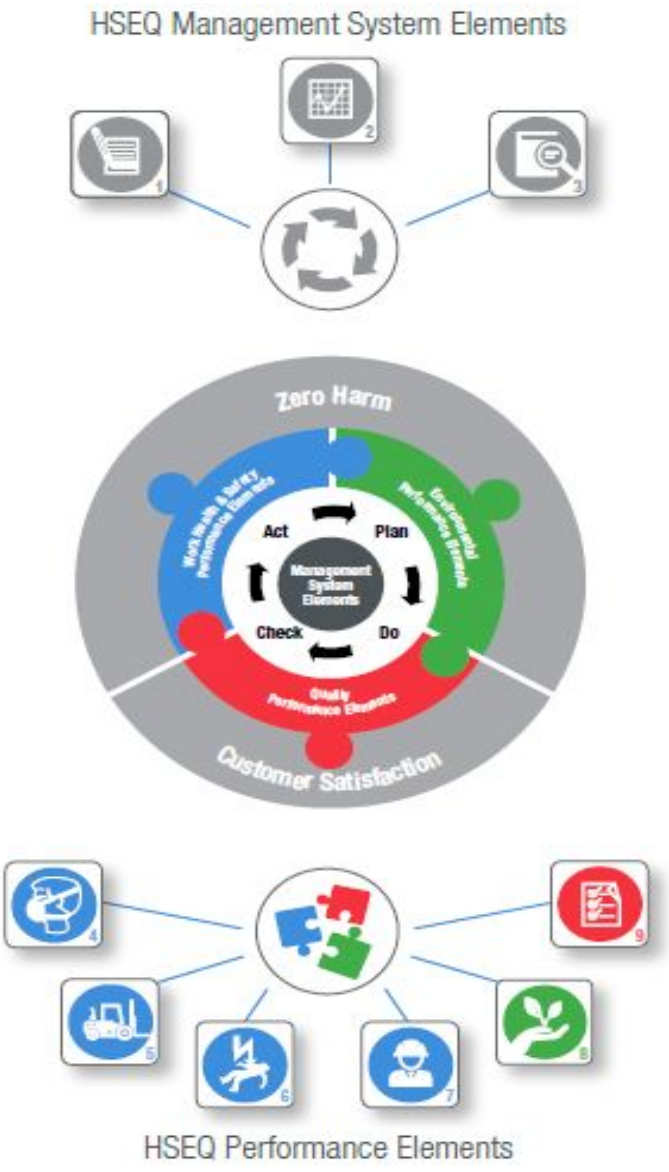
4. Occupational Health and Safety
5. Machinery, Plant, Equipment and Transport
6. High Risk / Serious Harm
7. Site Management
8. Environment
9. Customer

Risk Based Process Approach

The HSEQ MS adopts a risk based process approach to assist in operational understanding and for ease of implementation. Importantly this approach provides the emphasis for business and operational management to ensure as far as is reasonably practicable (AFARP):

- an understanding of requirements and how to achieve them,
- understanding the positive and negative factors for consideration
- in terms of both the internal and external influences on the Company's operations,
- obtaining measurable results of performance and effectiveness, and
- continual improvement based on objective measurement of performance

The adjacent figure illustrates the process interactions of the HSEQ MS elements in broad terms, and importantly in displaying the health and wellbeing of Company workers, environmental and social sustainability and the significant role customers and customer satisfaction play in defining the required inputs and expected outputs of the Company's operations.



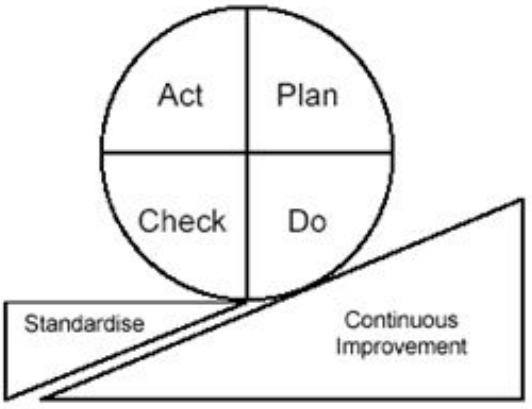
Management System Elements

The Management System Elements comprise of the minimum standards and protocol for the establishment and implementation of the HSEQ MS, and is key to its functionality. It is structured on the premise of most management systems around the Plan, Do, Check, Act process, and is underpinned by the Company's LEAN standardisation and improvement lever of change.

Adopting standardised activities within our work environment maintains and protects our processes by removing the variability and as such, is the platform for continual improvement throughout the business activities.

Standardised work should maintain our processes in:

- Work, Health and Safety
- Environment
- Quality
- Productivity / costs
- Delivery



Standardised work practices fill two primary functions:

- a springboard for continual improvement.
- a wheel chock to prevent slippage or performance going backward.

1. Policy and Planning Elements

1.1 Management System Framework and Operational Control

This document (manual) presents an overview of the HSEQ MS structure and provides guidance in identifying and establishing the requirements of relevant regulatory or statutory standards, for implementation, compliance and audit purposes.

A business review of the HSEQ MS structure and its associated elements is conducted by nominated management representatives for WHS, Environment and Quality, to ensure its;

- continuing suitability and effectiveness in describing the business activities and systems,
- ability in meeting the requirements of Australian Standards and legislative requirements, and
- in its ability to ensure all stakeholders, including the customer's needs, are met.

Note: *The HSEQ Management System is posted to the company intranet, under the approval and authority of the Group HSE Director. Any copy that is printed from the intranet is an uncontrolled copy at the time of printing.*

1.2 HSEQ Policy

Senior management of the Company ensure the HSEQ policies are developed to present the Company's intent to comply with legislative, regulatory and industry standard requirements.

Policies state what is to be done by mandating the performance (or non-performance) of activities, and are approved by the senior Company executive.

Company second brand operations also adopt the Group Policies, with those required as 'customer facing' documents being presented with the second brand livery.

Where a Divisional Policy is required to satisfy certification or project tender requirements, they will complement any Group Policy content, and are presented as a 'Statement of Commitment' (or similar) under the Divisional Managing Director (or equivalent) endorsement.

1.3 Hazard Identification and Risk Management

A risk-based framework has been established and provides for the identification, assessment and control of HSEQ hazards and risks.

The HSEQ risk management framework aims to identify AFARP all foreseeable sources of hazards and associated risks, This may include (as relevant):

- the physical work environment (e.g. plant, workplace design, weather or hazardous substances).
- knock on effects of particular consequences including cascading or cumulative effects.
- the type of work (e.g. repetition, precision, rapid paced or otherwise physically demanding).
- working arrangements (e.g. staffing levels, working alone, shift duration and rosters), including the role and responsibilities of other persons working in the workplace.
- psychosocial hazards (e.g. harassment, bullying, violence).
- public safety hazards.

1.4 Legal and Other Requirements

Responsible legislative compliance is fundamental to maintain our 'licence to operate', and key requirements have been identified to ensure that Company activities, products and services comply AFARP with relevant legislation, supporting standards, codes of practice and the like.

Full HSEQ legal compliance is the minimum operating objective for all Company Divisions and Sites.

All employees are expected to ensure their own actions are legally compliant AFARP, both in terms of their personal liabilities, and also those of the Company.

Note: *This is a general requirement of the Company's standard conditions of employment.*

In practice, compliance with company policies, procedures and processes should ensure legislative and other compliance is maintained AFARP, as the Company policies, and the HSEQ MS elements are established and maintained mindful of those requirements.

All employees, and authorised agents acting on behalf of the Company, should be mindful of the letter and spirit of legislative and other requirements, and act in a manner consistent with the Company's values.

1.5 Objectives, Targets and Improvement Plans

HSEQ objectives, targets and improvement plans are established at all levels within the Company operations. These goals and objectives are supported by Company HSEQ Policies and are consistent with the Company's stated values.

The setting of objectives (and improvement targets) consider a number of important factors, including Company goals, past performance, the external operating environment including customer and other stakeholder expectations, and the capacity and capability of the organisation to deliver these objectives given competing priorities.

1.6 Safety Absolutes

Non-negotiable rules for dealing with the hazards known to cause serious injury or fatalities within the Company and our competitors have been established.

The 'safety absolute' risk areas were identified through a review of historical data from within the Company and the industries in which we operate.

Analysis of this data found five key areas of risk which were responsible for a large proportion of permanent injuries and fatalities over many years.

- Isolation – the process of controlling hazardous energy,
- Mobile plant – operating on and off site,
- High risk activities – particularly those requiring special authority by way of an authorised permit,
- Driving – all vehicle types,
- Safety first – focused on addressing unsafe behaviours.

2. Implementation and Maintenance Elements

2.1 Organisational Roles, Responsibilities and Resources

The roles and responsibility of all people working for, and assisting the organisation, are identified with resources (including non-human resources) assigned, so that Company operations can efficiently and effectively deliver plans and programmes to achieve the Company's HSEQ goals and objectives.

The Company organisation charts identify the structure and relationships within the Company, and are made available for access by all Company employees via the Company intranet (e.g. OrgPlus) and noticeboards (where relevant), and are communicated to all employees during the induction process.

The Company uses position descriptions or Enterprise Agreements to document the role requirements including responsibilities, authority and reporting requirements that relate to HSEQ activities and accountabilities.

Note:	*Accountability is the authorised and legal obligation to perform an activity. Accountability* ***cannot*** *be delegated to others (while responsibility can be delegated to others).*

2.2 Communication and Consultation

Communication and consultation play an integral role in building sustainable and effective performance in our Company operations.

Leaders within the Company ensure appropriate communication processes are established within the organisation and that communication takes place in respect to general day to day operational needs and the effectiveness of the HSEQ MS.

All Site/Operation Managers have a responsibility to communicate on a range of topics including site performance to ensure employee, community and other stakeholder involvement and engagement in our HSEQ strategies and to meet legislative requirements AFARP.

2.3 Training, Competency and Awareness

All personnel are made aware of their responsibilities in regard to their contributions and impact on the Company's performance against its HSEQ MS objectives and the consequence of not conforming to these requirements,that they are trained and where necessary, deemed competent in the sustained application and improvement of the operational procedures and processes relevant to their role.

Clear guidelines in regard to the Company's directives for the provisions and requirements for personnel performing work in a manner such that all activities result in operations that;

- are free from harm, injury and illness, and
- that environmental and social obligations and activities are met, and
- that activities affecting conformity to product requirements complied with.

This element compliments the Human Resource procedures and Learning Management System framework, and identifies activities the business managers are required to implement and maintain to ensure the capability to meet business related objectives.

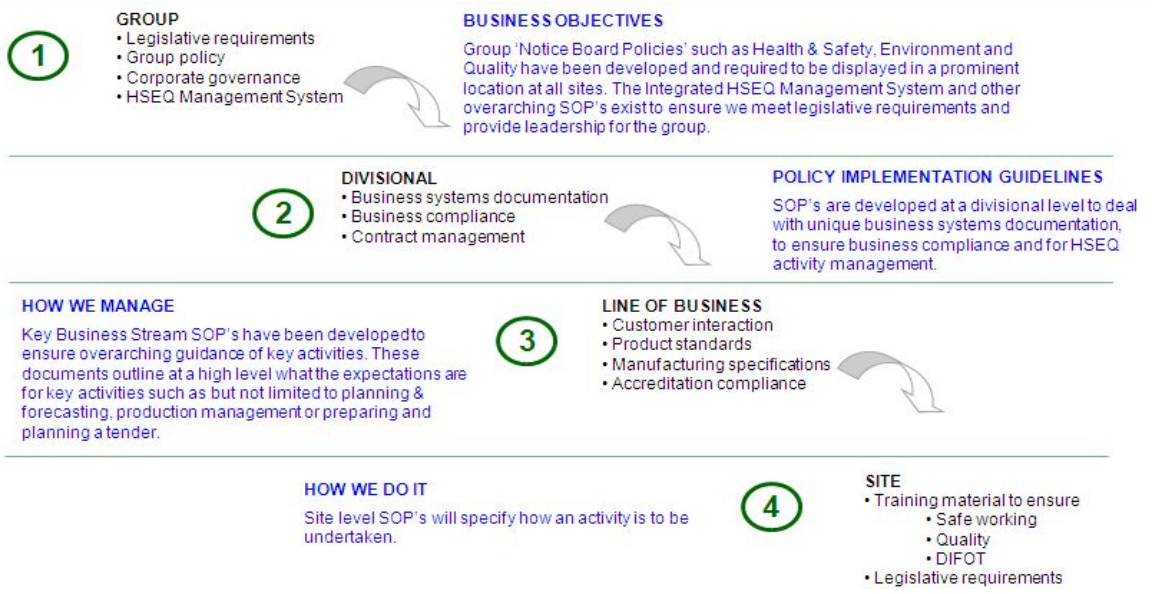
2.4 Document Control and Records Management

HSEQ MS and related supporting documents are developed, and all relevant records are provided to show evidence of compliance with mandated Standards, and they are maintained and accessible for operational and audit purposes.

Documents include policies, standards, and procedures, guides, supporting forms or templates. This element addresses their means of development and control, as required by the Company and relevant legislation, regulations and standards

Records are the documented output of the numerous business activities, and are maintained to provide evidence of the continuing conformity and compliance of the management system.

The established hierarchy of documentation within the HSEQ MS ensures the documented operational requirements for compliance with legislation, regulation and industry standards, as portrayed in the diagram below.



2.5 Supplier Management

Suppliers and contractors are made aware of, and comply with Company requirements in the provision of products, goods and services.

Before the purchasing/tendering process commences, the WHS skills and knowledge requirements for contractors and/or the supply of labour or materials is documented and communicated to the supplier.

The written contract (or letter of engagement) includes the contractor's commitment to meet their own and where relevant, the company's HSEQ standards.

2.6 Change Management

Federal, State or Territory WHS Acts and Regulations set out specific safety requirements for the management of change that every workplace must meet, in order to satisfy their legal responsibility for providing a safe working environment.

A process has been established that responds (identifies, assesses and controls) to the HSEQ risks associated with operational or organisational change ensures awareness of relevant changes within the workplace, and ensures AFARP that all relevant workers are informed of changes to operational activities that may impact on them.

2.7 Leadership and Behaviours

All business leaders within the Company demonstrate commitment to nominated safety behavioural programs through active participation and follow-up which in turn builds a culture of HSEQ excellence through leadership & role modelling behaviours of a zero harm and compliant environment.

Four key leadership behaviours support the Company Behavioural Safety Program and active commitment to practising these behaviours will deliver a safer workplace and move workplace culture towards health and safety consciousness.

The four key leadership behaviours adopted by the Company business leaders are:

- being a role model
- Prioritising Health, Safety, Environment and Customer Excellence
- proactively seeking Health, Safety, Environment and Quality information
- building and maintaining trust with colleagues, peers and staff.

2.8 Safe Systems of Work

Safe systems of work for all tasks are identified, documented, implemented, approved and monitored.

The established Company activities to provide this are contained within the Take Five (Take5), Safe Work Method Statements (SWMS) and site level Standard Operating Procedures (SOPs).

- The purpose of a Take5 for safety assessment is to give employees the time (and prompts) to think about how to do their job safely.
- SWMS are a more formal method of task based risk assessment and are completed any time where a Take5 risk assessment identifies that the associated risk is above ‘Low’ (i.e. ‘Medium’).
- Site level SOPs provide guidance for standardised conduct of a work activity for the purpose of training workers in the task or activity. This ‘how to’ or instructional SOP may be developed by the Line of Business product stream (Council) as a guide for operational sites to use as a starting point, or developed by workplaces to meet site specific activity needs.

2.9 Emergency Preparedness and Response

An emergency is any sudden event that poses an immediate threat to health, life, property or the environment and requires immediate action from workplace occupants.

Credible emergency scenarios need to be understood, planned for, and responses practiced so that the likelihood and consequences of emergency events are minimised.

2.10 Crisis Management

Crisis management planning and associated documentation provides the Company a process in to both manage and recover from a crisis - in the shortest possible time, with minimal disruption to service delivery and minimal to the business.

Crisis management includes careful preparation and planning, and is a process put in place for the Company to:

- regularly identify and assess threats and potential crises to strengthen its preparedness for such events
- manage crises
- recover from any crisis and resume normal business quickly afterwards

> ***Note:*** *This process is not a replacement for business or site emergency plans and procedures or business continuity plans. Those plans and procedures deal with immediate local responses needed to control an emergency or for a business to recover from a significant event (e.g. loss of a major production site). The Company Crisis Management Protocol also supports these efforts as well as addressing immediate, actual or potential corporate impacts beyond the control of the site or individual business.*

2.11 Product Stewardship

The requirement for a new product and/or the modification of an existing product often arises from any of the following catalysts:

- a new customer requirement i.e. a customer product specification
- a change in product specifications because of resource availability and/or a change in the chemical and/or physical nature of the raw material used in its formulation
- costs associated with the whole or part of the product currently being sold / used / released
- an HSE or Quality trigger i.e. an active constituent is found to be no longer suitable
- the opportunity to advance ‘market’ potential

All these ‘causations’ for change need to be considered in light of the Company’s Corporate Governance and Duty of Care requirements before the introduction of a new product and/or the modification to an existing product.

2.12 Production and Service

The activities involved with and surrounding production and service are generally addressed in detail by established Line of Business (LOB) manufacturing, production, contracting, service and sales procedures. The high level requirements are covered in each of the elements within this document.

Site managers, supervisors and employees are required to reference the LOB procedures that are appropriate for the various core functions identified in this document.

3. Checking and Review Elements

3.1 Monitoring and Review

Progress against HSEQ improvement plans and HSEQ performance measures are routinely monitored at appropriate levels in the organisation, and the effectiveness of the Company’s Management

System(s) is periodically reviewed to ensure it assists the Company to meet its HSEQ goals and objectives.

Management review the business performance, Health and Safety, Environmental, Quality and customer issues relating to the process, products and services provided by the company, and the effectiveness of the HSEQ MS itself during regular and planned management review meetings. These regular reviews consist of evaluations of current performance and assist in the identification of improvement opportunities.

3.2 Incident Reporting, Investigation and Action Management

All Company employees or contractors involved in or observing an incident that may adversely impact our HSEQ compliance, have an obligation to report and communicate the incident to the Site/Operations Manager or Supervisor.

To provide a consistent approach to the management and reporting of all incidents at Company workplaces (irrespective of whether or not injury is caused, or if a customer credit is raised), all incidents which have a potential to harm workers or the environment or cause customer dis-satisfaction are reported and recorded. This is to ensure AFARP the required corrective or preventive actions, activities and documentation requirements are identified and implemented to mitigate any re-occurrence of such incidents.

3.3 Performance Assessments and Audits

Assessments and audits are a crucial method of checking the adequacy and/or relevance of procedures, processes and related activities, and importantly to ensure that our activities processes and workplaces are safe, environmentally compliant and to a set standard of quality.

A consistent approach to assessing HSEQ performance, through assessments and audits form the foundation of continual improvement within Company workplaces.

3.4 Control of Monitoring and Measuring Devices

The requirements for calibrations performed on equipment having a valid relationship to nationally recognised standards have been identified, and where equipment for a new process is identified.

The requirements for the equipment performance criteria is identified with the necessary calibrations that are required to be performed prior to the equipment being incorporated into the production and monitoring processes are provided.

Performance Elements – Operational Control

Performance Elements have been established and published to define the controls required to manage the risks and protect workers and equipment from the associated hazards within each group of elements.

The performance elements are considered to have potential significant risk and/or impact on Company WHS, environment, social responsibility and product/service quality. These elements are supported by minimum standards and implementation protocol (procedures).

Note: *Proven or intentional non-compliance with these requirements may result in disciplinary action in accordance with Company Human Resources policies and procedures.*

4. Occupational Health and Hygiene Elements

4.1 Fitness for Work

The minimum requirements and processes to assist the company to ensure AFARP that individuals are fit for work before entering the workplace have been established and documented.

The requirements are defined within 3 key criteria;

- **Medical Assessments**: All job tasks are assessed to determine the associated risks and findings arising from these assessments provide targeted, medical criteria and information for the assessing doctor to determine if a person carrying out these job tasks is at the risk of harm.
- **Fatigue**: The management of fatigue risks occurs in a consultative and participative manner. It involves all affected workers throughout the process and in decision-making about the outcomes.
- **Alcohol and Other Drugs**: An Alcohol and Other Drugs (AOD) Program are implemented to drive a culture of self-detection and self-management.

4.2 Noise Management and Hearing Conservation

To protect people from sustaining occupational hearing loss due to excessive noise in the workplace the necessary requirements to assess, control risks and monitor/review controls associated with excessive or continued noise within the workplace have been implemented, and controls are adopted where noise levels exceed nominated levels.

While there are no longer any Group Standard (minimum requirements) associated with this element, divisional content may still remain. Previous minimum standard requirements have been merged with the GRP-HSEQ-STD-4-10 Occupational Hygiene Monitoring standard.

4.3 Working in Hot or Cold Environments

The Company recognises extreme working environments (hot or cold) may present health or safety risks to workers'. While each individual is unique, the risks associated with working in hot or cold conditions must be identified, assessed and controlled for everyone working in extreme environments.

As a result, control measures are put in place on all sites subject to extremes of hot and cold working environments to reduce risk and protect worker health and well-being.

While there are no longer any Group Standard (minimum requirements) associated with this element, divisional content may still remain. Previous minimum standard requirements have been merged with the GRP-HSEQ-STD-4-10 Occupational Hygiene Monitoring standard.

4.4 Hazardous Chemicals and Dangerous Goods

The risks associated with the use, transport, storage and disposal of hazardous chemicals are identified, assessed and controlled to provide the minimum requirements necessary for the use, transport and storage of hazardous chemicals and dangerous goods at Company workplaces.

The use of Hazardous Chemicals and Dangerous Goods are monitored to minimise risks to health and safety, and where possible, chemicals that are not classified as either 'Hazardous Chemicals' or 'Dangerous Goods' are to be used, transported and/or stored with similar controls in place.

Before any chemicals are used, a risk assessment is carried out to determine if it is a hazardous chemical and/or dangerous goods. Usually, this determination can be made using the material Safety Data Sheet (SDS).

4.5 First Aid

Competent first aiders, equipment and facilities are provided in all Company workplaces to effectively manage 'first response' to medical emergencies.

The Operations Manager or Site Manager consults with workers to determine how first aid in their workplace is to be provided, in consideration of;

- the nature of the work being carried out at the workplace
- the nature of the hazards at the workplace
- the size, location and nature of the workplace
- the number and composition of workers at the workplace

4.6 Dust and Airborne Contaminant Management

Inhalable dust is a collective term referring to 'small solid particles' (below 75*μm* [microns] in size) that have become airborne (both organic and non-organic). Typically, these particles are generated and/or emitted from the Company's raw products during extraction, the refining and/or manufacturing processing we use and the finished products we transport, use and/or sell.

The presence of a dust having a potential public and/or occupational health concerns are addressed and will trigger a baseline Occupational Hygiene Monitoring Survey and/or the review of previous Occupational Hygiene Monitoring results – should these previous results remain valid.

- The hazards associated with inhalable (less than 75 microns diameter) dust are identified, and the risks to health is minimised through the adoption of robust controls at Company workplaces.
- All workplaces are required to identify potential sources of inhalable dust including their constituents.

While there are no longer any Group Standard (minimum requirements) associated with this element, divisional content may still remain. Previous minimum standard requirements have been merged with the GRP-HSEQ-STD-4-10 Occupational Hygiene Monitoring standard.

4.7 Management of Asbestos Containing Materials and Synthetic Fibres

The Company requires that sites constructed before 1990 are inspected by a 'Competent Assessor' to determine the presence of fibrous mineral containing materials to;

- minimise exposure to manufactured materials containing respirable Fibrous Minerals (i.e. Asbestos, Synthetic Mineral Fibre), and
- provide a sustainable approach to the identification and management of manufactured materials containing respirable mineral fibres and minimise exposures to be 'as low as reasonably practicable' (ALARP).

4.8 Hazardous Manual Tasks

The Company has processes in place to ensure all workers conducting hazardous manual tasks, or other people in the vicinity of this work, are kept safe through identifying, assessing and controlling risks during hazardous manual tasks at Company workplaces.

'Hazardous Manual Tasks' refers to any activities that require a person to lift, lower, push, pull, carry or otherwise move, hold or restrain any person, animal, or object. Hazardous manual tasks involves one or more of the following risk factors:

- repetitive or sustained force
- high or sudden force
- sustained or awkward posture
- repetitive movement
- exposure to vibration

These factors may directly stress the body and can lead to injury known as 'Musculoskeletal Disorder (MSD). MSD can occur suddenly or over time. It includes conditions such as sprains and strains, back injuries, nerve injuries or compression (carpal tunnel) and soft tissue hernias.

4.9 Occupational Health Surveillance

Occupational Health Monitoring is defined as, “the health tests and/or health assessments. This protocol defines the activities and controls that measure the degree of adverse effect upon a worker’s health and/or Similar Exposure Groups’ (SEG) health, based on an occupational hygiene risks present within the workplace”.

Occupational Health Monitoring is used to:

- determine the effectiveness of established Risk Management Plans where the identified Hygiene Risk exceeds the respective Action Levels and
- challenge action levels and risk control measures.

4.10 Occupational Hygiene Monitoring

The Company has defined the requirements for managing occupational hygiene risks within the working environment, with the objective of protecting worker health and well-being and safeguarding the community at large. In implementing an effective monitoring program, we are able to anticipate, recognise, evaluate and control workers exposures to chemical, physical and biological hygiene risks within the workplace.

The Company’s Occupational Hygiene Monitoring Program consists of the following key components:

- establishing a baseline.
- implementing risk management plans.
- reporting, and management review.

5. Machinery, Plant, Equipment and Transport Elements

5.1 Fixed Plant and Equipment

Company workplaces have process such that the risks associated with selecting, installing, commissioning, using (operated), modifying, decommissioning (or disposing) and maintaining all fixed plant and equipment (excluding power-operated mobile plant) at Company workplaces are identified, assessed and controlled.

Risk assessments are carried out to ensure associated risks are identified; appropriate controls are put into place and are maintained. Doing these things ensures the safe operation of fixed plant and equipment.

The fixed plant and equipment hazard identification process looks at:

- hazards arising directly from the fixed plant or equipment, and
- how and where the plant is used

5.2 Safeguarding Machinery

A ‘guard’ is generally taken to mean ‘a physical barrier that prevents or reduces access to a danger point or area on a machine’. A guard can be described as, part of a machine specifically used to provide protection by means of either a physical or intangible barrier. Depending on its construction, a guard may be called a ‘casing’, ‘cover’, ‘screen’, ‘door’ or ‘enclosing guard’.

All potential risks associated with pinch points, shear points or areas of potential entrapment, impact, crushing, and penetration, falling, rotating, are identified, assessed, controlled and guarded to ensure the safety of workers. Risk assessments and controls are implemented to ensure that where Company’s employees are protected when they may be exposed to risks associated with plant, machinery or equipment in any of these broad mechanical hazard areas:

- contact or entanglement with plant and machinery
- becoming trapped between a machine and any material or fixed structures (crushing)
- contact or entanglement with any material in motion
- being struck by ejected parts of plant and machinery
- being struck by material ejected from plant and machinery
- release of potential energy

5.3 Pressure Vessels and Gases

A ‘pressure vessel’ is a storage tank or vessel that has been designed to operate at extreme pressures. The potential health and safety hazards of pressure vessels include leaking, poisoning, suffocation, fire and explosion.

The Company has provided the required procedures to ensure that a safe system of work for persons responsible for the use, maintenance and handling of compressed air, gases, registered pressure vessels and boilers, including industrial gases supplied in cylinders is in place.

5.4 Mobile Plant

To ensure the safety of employees and mobile plant operators at Company workplaces, Operations and Site Managers ensure all identified health and safety risks are assessed when deciding to purchase, lease or hire mobile plant and make sure it is fit for purpose.

The risks associated with all power-operated mobile plant and equipment at Company workplaces are assessed and controlled AFARP during all of these processes:

- selection,
- installation,
- commissioning,
- use of (operated),
- modifications,

- decommissioning or disposal, and
- maintenance activities

5.5 Light Vehicle Operation

The Company's provides requirements for managing risk associated with using light vehicles and specifies the conditions of usage and the systems to manage the risks arising from working with and/or using light vehicles.

All Company-owned light vehicles are maintained in a safe and roadworthy condition with all employees / workers responsible for complying with legislation and regulations when driving light vehicles for work purposes.

The use of privately-owned vehicles for Company business purposes does not exclude those vehicles or their drivers from complying with the requirements of this document, including comprehensive insurance endorsed for business use. Such vehicles are known as 'grey fleet'.

Note:	*A 'light vehicle' is a motor vehicle (except a bus, trailer or motorcycle) that has a Gross Vehicle Mass (GVM) of less than 4,500 kilograms.*

5.6 On-Road Heavy Vehicle Operation

Guidance is provided to ensure safe operation of the Company's on-road heavy vehicle-related activities, such as Management awareness of local laws, regulations and statutory obligations that govern heavy vehicle drivers' work, e.g. rest times, to ensure AFARP these requirements are implemented as necessary to ensure compliance.

Note:	*Heavy vehicles are motor vehicles with a Gross Vehicle Mass (GVM) or Gross Combination Mass (GCM) of 4.5 tonnes or more.*

6. High Risk / Serious Harm Activity Elements

6.1 Authority to Work (Safety Agreement)

The Authority to Work (ATW) system is used to authorise and coordinate work in safeguarding employees, products and equipment.

The ATW process is managed using a defined internal authorisation process such that all work is approved by a person with appropriate knowledge of the plant, equipment and all other works being completed to ensure work is carried out in a safe and well-planned manner.

Workers with appropriate levels of expertise in using known controls will ensure high risk site activities do not expose these persons conducting the activity, or other persons on site, to risk of injury or illness.

6.2 Isolation

Isolation is the physical act of preventing the uncontrolled release of energy, which may cause injury to personnel or damage to equipment, if that energy is not adequately contained.

This procedure applies to the isolation of all energy sources which could be deemed hazardous to personnel or equipment.

- Minor tool changes, adjustments and other minor servicing activities are excluded from this procedure provided all three of the following conditions are met:
- They take place during normal production operations, but do not require the removal or bypass of a guard or placement of a body (or body part) into an area of entrapment,
- They are routine, repetitive and integral to the use of equipment
- Work is performed using alternative measures that provide effective protection such as presence sensing safety systems for example; interlocked gates, light curtains and motion detection devices.

6.3 Working at Height

Unless qualified by a relevant Code of Practice, Working at Height refers to any work activity undertaken in any elevated position, and includes:

- working within two metres of an unprotected edge (e.g. openings, roofs, holes, shafts, pits or trenches)
- working from a temporary or mobile work platform
- working from a ladder

Management will proactively identify tasks and locations likely to require working at height. Such tasks could include but are not limited to:

- access to roof areas for maintenance purposes (cleaning gutters, air conditioning servicing, antenna or communication service work, etc.)
- lighting maintenance
- material bins and silo inspections
- exhaust stack emission testing
- fixed and mobile plant maintenance requirements

6.4 Confined Spaces

The Company will ensure the health and safety of all workers engaged in activities in or external to a confined space, including entry and exit points.

A ‘confined space’ means an enclosed or partially-enclosed space that:

- is not designed or intended to be occupied by a person

- is or intended to be designed at normal atmospheric pressure while any person is in the space
- is, or is likely to be, a risk to health and safety due to one or more of the following:
    - an atmosphere that does not have a safe oxygen level, or
    - contaminants, including airborne gases, vapours and dusts, that may cause injury from fire or explosion, or
    - harmful concentration of any airborne contaminants, or
    - engulfment

6.5 Electrical Safety

People working with or in the vicinity of electrical equipment are kept safe through effective hazard identification, risk control and guidance on meeting the minimum requirements necessary to control risks for all electrical work, equipment and materials within Company workplaces.

All electrical work, equipment and materials at Company workplaces comply AFARP with regulated Australian Standards, local regulations and this Company Standard. All electrical equipment and materials are required to be fit for their intended purpose and the environment in which they are being applied.

Note: *A compliance certificate is required for all electrical installations or alterations.*

6.6 Hot Work

Risks associated with hot work are eliminated, controlled or minimised to ensure AFARP the health and safety of all workers in the vicinity of or conducting hot work.

'Hot work' is an activity that generates flames, heat or sparks and includes (but may not be limited to):

- welding
- brazing, soldering
- electric arc welding
- cutting with an electric tool
- heating and driving rivets
- the use of open flames
- grinding
- thermal lances
- the use of internal combustion engines and similar appliances which produce sufficient heat to ignite flammable vapours.

Note: *Heat processes used or conducted in asphalt paving, spray seal or bitumen tanker applications is not within the scope of this Hot Work Standard and Protocol document.*

6.7 Penetration and Excavation

Workers undertaking penetration and excavation (digging) work, and other people in the vicinity, are kept safe through effective hazard identification, risk control and clean up.

The identification of hazards and treatment of risks associated with penetration and excavation is necessary to ensure the safety of workers and those in the vicinity of the works.

The scope of works relevant to this Standard and Protocol are:

- **Penetration** – intrusion (e.g. drilling) into any pavement, floor, ceiling or wall
- **Excavation** – any activity that results in the removal of soil or rock from a site to form an open face, hole or cavity in the earth no matter how deep after the material has been moved or removed.

6.8 Lone Workers

Working alone (in isolation or remotely) refers to situations where a person may be exposed to risks because the area they are working in, is remote from others or isolated from the assistance of others

The work involves the performance of a single task or multiple tasks associated with high risk activities such as, but not limited to;

- the operation or the maintenance of hazardous plant,
- the handling of hazardous substances in isolation
- working in confined spaces
- working with high voltage electricity

6.9 Drilling and Blasting

The requirements necessary to identify, assess and control risks for all drilling and blasting tasks conducted at Company workplaces to keep people, property and the environment safe, are carried out in consultation with relevant site personnel and external technical support.

Comprehensive risk assessments identify all foreseeable hazards related to people, property (plant and processes) and the environment, which are part of a site's drill and blast processes, to ensure that all persons in the vicinity of drilling and blasting are kept safe.

6.10 Hot Materials and Hot Gases

Hot materials are substances that are produced by heating or generated by a kiln or pyro process (including clinker, cement and lime, gypsum, brick and tile manufacturing processes, bitumen tankers for the heating and transfer of bitumen) and are usually in the form of hot liquids, but may also include gases.

Note: *Asphalt manufacture and related paving and spray activities are* ***excluded*** *and must be addressed during the development of SWMS and/or SOPs for the activities and tasks.*

Hot materials generate sufficient heat to cause potential harm to people or plant and may have the potential to display characteristics of fluidity that may discharge at a rapid rate and spread, and the defined standards and protocol is established to ensure the health and safety of all workers and other people in the vicinity and are potentially exposed to hot materials and gases.

6.11 Rail Safety

In order to provide the minimum requirements necessary to identify, assess and control risks associated with rail activities across Company operations, the Company has a Senior Management Rail Safety Steering Committee required to:

- provide Strategic and Operational direction for Rail Safety / Compliance across the Company's operations, and
- implement and review action plans to ensure safety and risk matters are adequately addressed in line with both the Company's and statutory obligations

6.12 Cranes, Slings and Lifting

Guidance is provided on implementing the minimum requirements necessary to ensure cranes, slings and lifting equipment can be used safely in the workplace, and applies to all tasks which involve the operation of cranes, slings and associated accessories to lift plant, equipment, materials and products.

The application of the stated guidelines and adherence to the stated minimum standards will establish and maintain a safe working environment for those working with, or in the vicinity of cranes, slings and other lifting equipment.

7. Site Management Elements

7.1 Buildings, Structures and Amenities

Company Management ensures all buildings and structures are designed, constructed, commissioned, maintained, decommissioned and disposed of by qualified persons in accordance with the Building Code of Australia and any local statutory regulations or regulated Australian Standards and Codes of Practice.

Some typical examples of buildings and structures are offices, control rooms, switch rooms, pipe racks, cable trays, conveyors, conveyor trestles, retaining walls, equipment and machinery supports, silos, hoppers, warehouses, sheds, roads and bridges.

Company workers safety provided by ensuring AFARP that these requirements are met and those structures are maintained in a safe and sound condition.

7.2 Warehousing and Storage

The provision and maintenance of safe warehouses, storage facilities and racking equipment at all Company operations, properties and workplaces is facilitated by assessing the levels of risks involved in warehousing and storage operations.

Operations Managers or Site Managers, together with employees or contractors and relevant safety professionals, will carry out a risk assessment which enables hazards to be identified which will guide management in selecting the appropriate control measures to manage any ongoing risk within the Company's warehouses and storage facilities.

7.3 Safety on Construction Sites

The minimum requirements necessary are provided to identify, assess and control risks associated with work conducted on construction sites to ensure AFARP a safe working environment where Company employees and workers are engaged, where the Company is engaged as any of the following:

- as Principal Contractor
- as Subcontractor
- as Supplier
- as the Client

7.4 Mining and Quarrying Operations

Safety and environmental risk controls and assurances on all mining and quarrying operations are in place to establish the minimum health and safety requirements for mine planning and operations at all Company sites in the areas of:

- pit design
- winning activities
- traffic management
- processing (crushing, screening)
- stockpiling

7.5 Office Safety

Minimum standards and guidelines are provided the minimum requirements necessary to identify, assess and control risks in office environments in Company workplaces.

The Company recognises its responsibility to ensure that each office environment is safe and without risks to health, which includes ensuring that:

- all employees receive appropriate training for the tasks they perform
- all people working in the office understand first aid and emergency procedures
- any plant or substance, when used properly, is safe and without risks to health

- all personnel remain safe when working on a Company site

7.6 Personal Protective Equipment

The purpose of this Protocol is to detail the Personal Protective Equipment (PPE) requirements for all workers or visitors at Company workplaces, or workers who are involved in Company activities off site.

PPE is prescribed for use where there is a potential for workers to be subjected to levels of risk that have been unable to be eliminated through the Hierarchy of Controls, and where effectively implemented, all employees and visitors to Company sites will be aware of requirements for personal protective equipment selection, fitting, use, maintenance and storage.

7.7 Workplace Signs

Adequate and appropriate Safety Signage is implemented to advise or alert employees, contractors and visitors of controls and instructions at all Company sites to ensure AFARP that:

- all safety signs are selected, displayed, maintained and removed in accordance with regulated Australian Standards and Codes of Practice
- all risks and their corresponding signage requirements are identified
- the literacy levels of employees who may need to read and understand signs are identified

7.8 Safety Inspection Testing and Monitoring

A planned system of inspecting, testing and monitoring will assist with ensuring the safety of the work environment. The process of inspecting and testing allows hazards and risks to be identified and subsequently controlled, and ensures AFARP the safety and integrity of plant and/or equipment, and meets or exceeds applicable statutory requirements.

7.9 Vehicle and Pedestrian Management

The minimum requirements necessary to ensure the safe operation of all vehicles and mobile plant, and to protect all pedestrians, plant and equipment from potential collisions at all Company workplaces is provided.

Operations Managers, Site Managers or their delegates will implement appropriate controls to eliminate or minimise all identified risks. When identifying risk controls, consideration is given to:

- eliminating the risk (where possible and reasonably practicable)
- the most efficient route of travel, separation of traffic flow and reducing the need to reverse
- ways of excluding or reducing the frequency of human interaction with powered mobile plant and other vehicles
- substituting powered mobile plant with other suitable load-shifting equipment

8. Environment Elements

8.1 Environmental Aspects and Impacts

The purpose of this Protocol is to describe the processes for identifying, reviewing and updating the environmental aspects and impacts of all Company operations to manage and reduce these, and the identification of environmental aspects will involve consideration of both normal and abnormal modes of operation where abnormal modes include start-ups, maintenance and shutdowns.

The initial identification of environmental aspects is conducted by the Site Manager with assistance from a competent person with environmental experience to identify and assess the operations and activities that can interact with the environment, and ensure that their impacts are identified, reviewed and appropriately managed.

8.2 Water Management

The necessary controls and monitoring in regard to regulatory water quality limits is carried out for compliance verification purposes.

Regulatory documents, such as the following, are periodically reviewed in relation to site compliance with water management obligations:

- environmental licenses
- mining permits
- planning consents

With appropriate implementation of the stated requirements, all Company sites ensure AFARP consideration of operations and activities that may impact on water resources and compliance of water usage and discharges with all internal and external requirements.

8.3 Land Management

The purpose of this Protocol is to outline land management practices to ensure the Company's operations are carried out within relevant regulatory requirements relating to contamination, biodiversity preservation, land clearing, remediation and rehabilitation.

With compliance to the stated requirements the risks related to land management practices and final land use will be adequately mitigated, and requirements (whether internal or external) associated with vegetation clearing, reclamation, remediation and rehabilitation are identified and met.

8.4 Waste Management

The processes and requirements for waste management across all Company operations are provided including guidance on how to manage waste materials produced, reused, recycled and disposed of. It also provides guidance on the requirements to ensure compliance with licensing and regulatory requirements.

Effective implementation will ensure AFARP all waste materials produced, reused, recycled and disposed of are monitored and measured, and those actions comply with licensing and regulatory requirements.

8.5 Noise Management

Many Company operations and activities generate noise and vibration. These include, but are not limited to the following activities:

- grinding, crushing and conveying of materials
- blasting
- train and truck movements
- kiln cooling fans etc.

All operations will be aware of the noise and vibration limits that apply, as set out in the relevant Environment Protection Licences or other relevant legislation, and ensure AFARP environmental noise (including vibration) is at acceptable levels for neighbours and the community.

8.6 Air Management

Company operations will identify, assess and, where necessary, minimise emissions to air due to operations to:

- avoid or minimise harm to the environment, adverse effects to human health, or create any nuisance situation
- comply with relevant air quality guidelines, legislation and best practice principles.

In doing so, ambient air quality (including odour) as a result of plant and equipment, operations and/or maintenance is managed to minimise its impact on the amenity of the local environment, and does not have any adverse environmental and/or health impacts.

8.7 Spill Management

Risks posed by significant loss of containment of any chemicals and materials (both raw and finished) are minimised and controlled at all Company sites to minimise the potential for impacts upon the environment to be minimised should a spill incident occur.

Sites aim to eliminate or reduce the probability of spills occurring and reduce the degree of damage that could occur to the surrounding environment.

8.8 Ecosystems and Biodiversity Conservation Management

The requirements for a flora and/or fauna survey under relevant federal, state and local, legislation will be investigated and understood before any development or modification is required to new or existing sites where habitat changes such as vegetation clearing to ensure local habitat and ecosystems are protected and preserved from feral flora (noxious weeds) and fauna, and minimise impacts of land development through sensitive and considered planning, management and control measures.

8.9 Culture and Heritage Protection Management

Minimum requirements and guidelines are provided to ensure there are adequate processes to manage and preserve natural and manmade heritage values, infrastructure, culturally-significant artefacts and places where these may be impacted by the Company's operations.

Potential cultural, heritage and/or ethnographic impacts of a site's activities may require to be assessed. This is usually relevant before any of the following:

- acquisition of new sites
- development of new and existing sites
- leasing or modification of new and existing sites

9. Customer Elements

9.1 Contract and Tender Review

Communication and a clear understanding and appreciation of a customer's requirements is a necessity before committing to product and services supply, and to provide a framework for the business to establish appropriate activities in meeting these requirements.

The primary requirements in the quoting, tendering and securing of jobs and projects include guidelines for ensuring that;

- a formal contract review process is initiated and completed as required,
- personnel quote jobs and projects within their ascribed limits of authority (LOA),
- for each project tendered we have sought out the necessary information in terms of, but not limited to, production schedules, project address, specifications, and that we have addressed the project requirements in order to ensure we identify opportunities, risks and the necessary measures and resources to effectively tender on and ultimately service the project,
- the communication of projects won are effectively communicated across the business in order for the business to plan and be fully prepared to service the project, and
- we have effective tools and processes in place to effectively administer the contract.

9.2 Customer Satisfaction and Feedback

The activities of the Company in general are all aimed at ensuring we understand and meet customer requirements.

Senior management ensure AFARP that the business activities are focussed on the customer such that customers' requirements are determined and are met with the purpose of ensuring that where possible, we continuously improve customer satisfaction. In order to do this effectively, the Company Divisions / Business Unit operating activities establish clear guidelines for its employees to ensure they understand what is important to our customers, and what they value.

Record of change

Version	Date of Issue	Section and Page	Summary of change	Authorised by
3.0	July 2015	All	**Replaces;** GRP-OHS-001 Health and Safety Management Framework BCM-001 BCM Business Management Systems Manual CEM-001 Quality System Manual	Group HSE Director
4.0	December 2016	As noted	**Notable changes to element titles are name changes to :** GRP-HSEQ-4-02 Noise Management and Hearing Conservation GRP-HSEQ-4-06 Dust and Airborne Contaminants Management GRP-HSEQ-4-10 Occupational Hygiene Management	Group HSE Director
4.1	May 2017	As noted	**Notable change(s):** Amendments to reflect changes to various GRP-HSEQ Standards with May 2017 Issue dates. Changes generally included as a result of ISO revision amendments.	Group HSE Director
5.0	July 2019	All	**Notable Change(s):** All elements reviewed to align with the global harmonisation of the HSEQ Management System - including various introductory amendments and some title changes.	HSEQ Governance Council