



## Couple of takeaways

- Collaboration, Consultation and communication is required to manage environmental and safety-related matters for Hydro Group's activities, products and services.
- Not only is collaboration, consultation and communication a requirement under WHS laws, it is also required by the international standards we use for maintaining management systems.
- Everyone has a role - it is a part of how we keep each other safe, find a way and work better together.



## What is this procedure for?

The purpose of this procedure is to describe how we collaborate, consult and communicate on Health, Safety and Environmental (HSE) matters across the Hydro Group. It specifies how Hydro provides mechanisms, training, time and resources to support effective consultation.

Consultation is required when identifying hazards; assessing risks; making decisions; proposing changes that might affect HSE; deciding how to communicate on HSE; and resolving issues. This procedure applies to all HSE communications within the Hydro Group and is relevant to all personnel who may be affected by its actions.



## How do we communicate and consult?

The Hydro Group communicates and consults with its workforce via four distinct methods:

- Information sharing and guidance
- Consultation and participation
- Feedback and
- Issue resolution.

The responsibilities for the activities above are described in Table 1.

**The Hydro Group use the methods of information sharing and guidance described in Table 2**, depending on the type of information or guidance to be shared.

This includes:

- Using plain English and pictures where practical, when creating documents for sharing across the business, to ensure readability by a wide range of backgrounds and language abilities.
- Using the Flesch Reading Ease Formula in Microsoft Word as a guide, but not relying on it as the only measure.

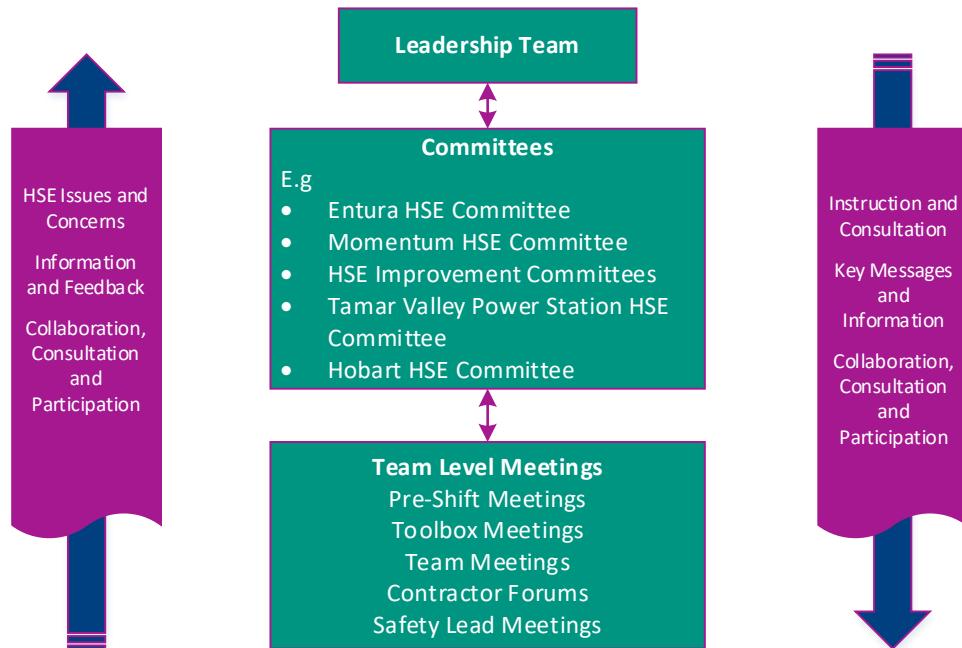
**The primary method for consultation and communication** throughout the Hydro Group across multiple sites and levels is a cascading HSE Committee structure (**See Figure 1**).

**All personnel have a role to play in communication and consultation within the Hydro Group.** **Table 3** defines the participation expected of all personnel in relation to HSE communication and consultation.

**Hydro Group are committed to two-way communication and consultation** and have a number of processes in place for enabling feedback regarding HSE. These processes and the situations and methods used to provide it, are described in **Table 4 Feedback Methods**.

# Communication, Consultation and Collaboration

Figure 1 HSE Committee Structure



# Communication, Consultation and Collaboration

**Table 1 – Responsibilities for Communication, Consultation and Collaboration**

Managers: Level 1, 2 and Line Managers, Supervisors	Support Functions: WHS and E&E Teams	Employees and affected contractors
<b>Information Sharing and Guidance</b> - Ensure HSE information is shared within their business unit/team. Consult, cooperate and coordinate with other organisations on shared duties for the same matter.  Consultation about WHS matter must involve workers and any health safety representatives (HSR i.e. via committees) before making decisions.	Review and distribute HSE information as per <b>Table 2</b> . Provide advisory support and training in process. Develop, or support the development of clear and understandable information.	Provide feedback on HSE matters. Cooperate and comply with HSE systems.
<b>Consultation and Participation</b> - Participate in consultation processes outlined in <b>Figure 1 and Table 3</b> . CEO participates in the consultation process as well, as per Section 4.2.  Workers (including affected contractors) are to be included when making decisions about processes for consulting, training, establishing policies and objectives, identifying needs and expectations of interested parties, identifying hazards, assessing risk and opportunities and determining controls and ongoing continual improvement opportunities related to the various management systems .	Provide advice, support and training in process. Develop, or support the development of clear and understandable information.	Participation in meetings.
<b>Feedback</b> - Ensure their business unit/team participates in feedback processes.	Provide advice, support and training in process. Monitor, respond to inputs, suggestions or feedback.	Participate in feedback processes.
<b>Issue Resolution</b> - Ensure their business area/team participates in processes outlined in Figure 2.	Provide advice, support and training in process. Liaise with regulatory bodies as required.	Participate in processes as per <b>Figure 2</b> .

# Communication, Consultation and Collaboration



**Table 2: Information Sharing and Guidance**

Methods of Sharing Information and Guidance	Responsible	Distribution Channel	Form, Template or Output
<b>Global Communications</b> (as required) - To distribute HSE related information across the business	Branding and Communications Teams	Global Messages	Hydro Group Global Template
<b>Changes to the HSE system</b> - to inform all personnel and contractors about system changes, ensuring awareness of the system and its current requirements including any changes to the system	WHS Team Climate & Environment Team	Intranet, Emails and meetings with key stakeholders	Procedures, instructions, Safe Work Method Statements, checklists, forms etc.
<b>Health, Safety and Environment Brief (as required)</b> - To distribute non-critical HSE information in a one-page format for discussion at team meetings and with contractors.  Existing HSE procedures must be prioritised over developing a new brief. Briefs are only to be developed where there is a clear trend justifying the need for greater communications.	WHS Team and Climate & Environment Team only to distribute alerts	Global Messages HSE Noticeboard Pre-shift and Toolbox meetings Contractors via Contract Manager & Contractor HSE Portal Intranet pages	Health, Safety and Environment Brief Template
<b>Internal Health, Safety and Environment Alert (as required)</b> - To distribute critical HSE information, including incident information, business wide for discussion at team meetings and with contractors.  Existing HSE procedures must be prioritised over developing a new alert. Alerts are only to be developed where there is a clear trend justifying the need for greater communications.	WHS Team and Climate & Environment Team only to distribute alerts	As above	Health, Safety and Environment Alert Template
<b>External Safety Alert (as required, see Figure 1)</b> - To distribute WHS critical information from external parties across the business.	WHS Team	As above; save alert in the HSE Alert File	In the format it is received – N/A

# Communication, Consultation and Collaboration



Methods of Sharing Information and Guidance	Responsible	Distribution Channel	Form, Template or Output
<b>External HSE Communications</b> – Any communications to external parties, including (where relevant) regulators and Australian Energy Council members, are to be disseminated via the leaders of the respective WHS Team or Climate & Environment Team. Sensitive and high profile communications are to be discussed with the External Communications Team.	WHS Team Climate & Environment Team	Emails	Emails, alerts and briefs
<b>HSE Performance Posters (monthly)</b> - To provide monthly KPI information in a visual format across the business.	WHS Team	HSE Noticeboard Digital Noticeboards Lift Posters WHS Intranet Page	HSE Performance Poster
<b>HSE Committee Minutes (after HSE meetings)</b> - Summarises the committee's discussions, actions and decisions	Individual HSE Committees	Intranet or Email Distribution	Each HSE Committees own minutes template
<b>Performance reports</b> – Board and LT WHS/Environment reports are developed monthly (quarterly for the Environment report) and shared with senior leaders. LT WHS Reports are published on the intranet WHS pages, excluding workers compensation details.	WHS Team Climate & Environment Team	Intranet or Email Distribution	Board and LT WHS templates
<b>Incident Learnings (as required)</b> Method of sharing learnings from High Potential incident investigations.	Incident Investigator and/or Action Owner & WHS/Env. Team	Various	Incident Learning Communications Plan (high potential only)
<b>Weekly Incident Reports</b> - Updates the business on HSE incidents occurring across the business.	WHS Team	Email, Pre-shift & Toolbox meetings	Weekly SAP output
<b>Health, Safety and Environment (HSE) Noticeboards (as required)</b> - A central visual location to display HSE information.	WHS Team	HSE Noticeboard	N/A
<b>WHS &amp; EMS Intranet Pages (as required)</b> - Provides procedural information, links to HSE information, and news.	WHS Team Climate & Environment Team	Intranet	N/A
<b>Social Media and Printed materials (as required)</b> - Share WHS information/ stories from across the business.	WHS Team	Intranet or Hard Copy Global Messages	N/A

# Communication, Consultation and Collaboration



Methods of Sharing Information and Guidance	Responsible	Distribution Channel	Form, Template or Output
<b>WHS and Environment Policies, Standards and Procedures (as required)</b> Provides guidance on system standards and processes	WHS Team Climate & Environment Team	Intranet or Hard Copy	Documented information

**Table 3: Consultation and Participation**

Methods of consultation and participation	Purpose	Output
<b>Pre-Shift Meeting (daily before work)</b> - Contractors, Production, field and site personnel. Level 3 Manager, if available	Discuss work plan for the day (including any new hazards), HSE alerts/briefs and raise any HSE concerns.	Pre-Shift Meeting Minutes Template or Toolbox Meeting Minutes Template or own output aligned with the Meeting Content Matrix
<b>Toolbox Meeting</b> - As above	As above	As above
<b>Business Partner (Contractor) Forum (Annual)</b> Major Contractors	Discuss HSE issues, opportunity for contractors to raise any concerns. Raise awareness of any changes.	Actions and minutes from meeting
<b>Committees (Area HSE Representatives, Heath Safety Committees and Improvement Committees)</b> An optional committee of volunteers to address a need/interest in the area	<p>The primary purpose of the committees are to share and discuss safety improvement opportunities and initiatives across the various areas and assist in the resolution of HSE issues and risks. They can act as a conduit for consultation and HSE information flow across the business.</p> <p>Further objectives and terms of reference statements of each committee are to be developed within the committee with input from the various stakeholders. These may take into account a review of HSE performance for their area against company objectives and targets.</p> <p>The forum provides an opportunity for workers to raise HSE issues to their representatives and for the committee to discuss and resolve the issues raised and escalate unresolved issues to the Leadership Team. Any WHS issues raised should follow the issue resolution</p>	Minutes from meetings to be published and made available for regular review by the leadership team and the broader business.

# Communication, Consultation and Collaboration

Table 3: Consultation and Participation		
Methods of consultation and participation	Purpose	Output
	process (Figure 2) or, if not resolved, follow the default procedure provided in clause 23 of the WHS Act 2012. Dedicated Health Safety Committees are established and operate in accordance with WHS laws and any requirements of the business unit or committee. Guidance is provided in Safe Work Australia's Worker Representation and Participation Guidance.	
<b>Committees (Minimum of quarterly if established)</b> An optional committee implemented based on need or interest within the unit	Review HSE performance for their area against company objectives and targets. Discuss and resolve HSE issues escalated to the committee members.	
<b>Leadership Team Meeting (Monthly)</b> Level 1 managers plus nominated guests	Review HSEMS and business-wide HSE performance against objectives/targets. Set HSE objectives/targets and resolve escalated HSE issues.	Minutes from Meeting
<b>Safety Interactions (as required)</b> – leaders 1 per month and other employees, as required	Discuss an HSE topic or improvement with a colleague	Logged in SAP

Table 4: Feedback		
Methods of Feedback	Distribution Channel	Form, Template or Output
<b>Feedback Form</b> - Provide general feedback (e.g. on training) to the WHS Team.	Submit via email to your WHS Partner or hard copy directly to WHS Team	WHS Feedback Form
<b>Hazard Reporting</b> - Report identified HSE hazards for correction. via SAP to the relevant manager.	SAP Hazard Reporting Module	N/A

# Communication, Consultation and Collaboration



Methods of Feedback	Distribution Channel	Form, Template or Output
<b>HSE Change Variance Request</b> – Request a change to the HSE system documentation/processes - part of the change mgt. process.	Submit via Service-Now request or directly to WHS Team	HSE System Change Request via Service-Now
<b>Intranet Feedback Button</b> - Provide instant feedback to WHS Team and Environment team on intranet content and usability.	Feedback button at bottom of each intranet page	Email is sent directly to content editor

# Communication, Consultation and Collaboration

Figure 2 Issue Resolution Flow Chart

