

Contractor Health, Safety and Environmental (*HSE*) Management



Couple of takeaways

- Contractor HSE management follows a clear lifecycle—Initial, Preparation, Delivery, and Review—ensuring safety is built into every stage of the contractor engagement.
- Contractor work is sorted into four categories that shape how risks are managed, who supervises, and who owns HSE responsibilities—Hydro or the contractor.
- While some requirements are non-negotiable, Job Managers can use a WHS Variance to exclude them if they're not value-adding—ensuring decisions remain practical, justified, and clearly documented.



What is this procedure for?

This procedure outlines the Hydro Tasmania group's (*Hydro*) Work Health, Safety and Environmental (*HSE*) Management Contractor Management requirements.

It details our process for sorting contractor work into distinct categories. It then walks you through every step of managing a contractor, from when we first think about bringing them on, all the way to when their work is finished. This ensures a consistent and effective approach to managing contractor HSE responsibilities.



What's Our Approach to Contractors Work Health, Safety and Environmental Management?

We are serious about proactive risk management for all contractor engagements, from the initial selection process through to post-engagement review. Our focus is on ensuring the highest standards of contractor HSE protection, while also identifying opportunities for continuous improvement.



What are Hydro's Work Category Key Principals?

Our work categorisation process guides effective risk management by identifying:

- Whether the work is construction work valued at \$250,000 or more, which triggers additional obligations. Refer What is a Construction Project?
- The most appropriate party to manage the workplace.
- The type of supervision needed. Refer What Supervision is Required?
- Whether the scope includes High-Risk Construction Work.
- If the work involves or is near essential/operational plant, risking severe injury, fatality, damage, or disruption.
- If new safety or environmental hazards are introduced that could affect areas outside of the contractor's worksite.
- If power tools or machinery are used.
- Whether compliance/legal/regulatory approvals are required (e.g., Aboriginal Heritage Permits, World Heritage Area work).

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How is the Contractor Work Categories Determined?

This tool guides the Hydro **Job Manager** through a step-by-step process to determine the correct work category, refer

Figure 1 - Work Category Determination Tool.

Notes:

- The **Job Manager** is the primary liaison responsible for ensuring contractor work aligns with work, project and business objectives. This role may be filled by a project manager, area planner, team leader, it is the individual who engages and supervises contractor activities.
- The Contractor Work Category numbering does not directly correspond to a hierarchical risk level but rather guides our specific risk mitigation strategies for each category.

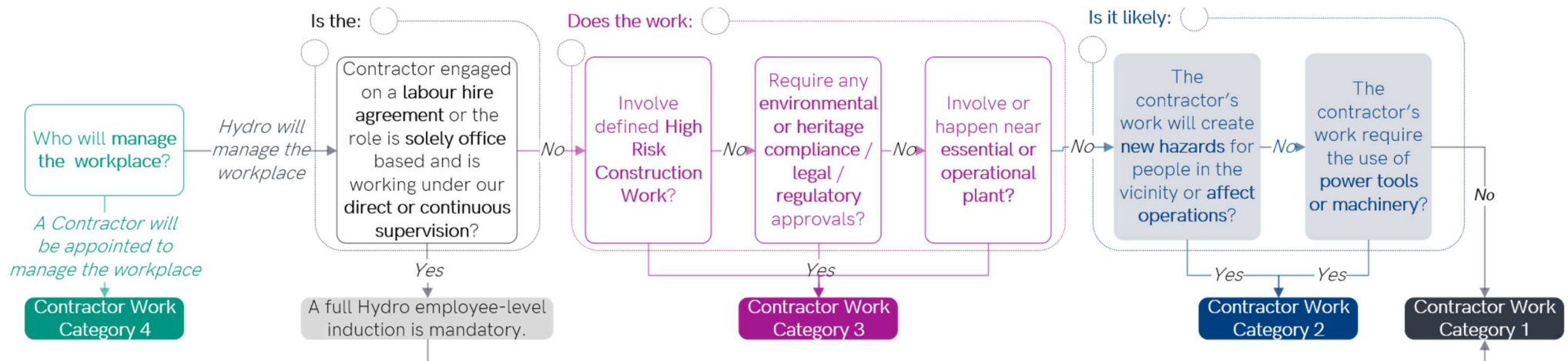


Figure 1 - Work Category Determination Tool

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What Defines Each Work Category?

When we classify contractors work as Category 1, 2, or 3, it means Hydro is managing the workplace and are providing general, direct, or continuous supervision of the contractor's work.

Whereas Category 4 work, it's different. Here, we've appointed the contractor to manage the workplace. Our role then becomes HSE assurance, where Hydro verifies that the contractor is following their agreed-upon safety and environmental plans.

Contractor Work Category 1 - Covers work with a low inherent risk of injury or damage under normal operating conditions such as administrative tasks, office-based roles, and minor physical activities that do not involve significant hazards or specialised equipment or where a contractor's role falls under a labour hire agreement and is working under our direct or continuous supervision and day-to-day management.

- For contractors working solely in an office or under a labour hire agreement, a full Hydro employee-level induction is mandatory. This ensures they're fully informed of all workplace policies, safety protocols, and company expectations, just like our permanent staff.

Contractor Work Category 2 - Includes activities with a moderate risk of harm. It typically includes physical tasks using power tools, machinery, or equipment that needs specific training or an induction to operate safely, and job-specific risk assessments.

Contractor Work Category 3 - Encompasses High-Risk Construction Work (WHS Regulations), activities posing a risk to essential plant (potential for harm to or by the plant), and/or those impacting the environment, regardless of project cost. These activities inherently carry a

high risk of damage, serious injury, illness, and/or require external environmental permits

Contractor Work Category 4 - This category covers work when a contractor manages a Hydro workplace, they assume complete oversight and primary responsibility for all HSE management. They lead the overall planning, organisation, and direction of work, ensuring smooth, safe, and successful project execution, including resource allocation and task assignment.

This can occur under two separate arrangements:

- Construction Projects where the total cost is \$250,000 or more a Principal Contractor is appointed by default, or
- Non-defined construction projects, such as construction work where the total cost is less than \$250,000 or where no construction work is present a Lead Contractor is appointed to manage the workplace.

What are some key considerations for Hydro when appointing a contractor to manage a workplace?

- Instead of Hydro having responsibility for daily safety and environmental management at the workplace, the **contractor** takes over that role.
- When on the contractor's managed site, our personnel are required to follow the contractors site-specific rules. However, it is crucial that our personnel also continue to meet all the requirements outlined in Hydro's policies and procedures.
- The contractor is responsible for developing and implementing the Work Health & Safety Management Plan (*WHSMP*) and either an Environmental Impact Assessment (*EIA*) or Environmental Management Plan (*EMP*). Hydro ensures these plans are appropriate and followed, using the Contractor Partnership Plan to define mutual expectations.

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What is the Contractor Management Lifecycle?

Think of the Contractor HSE Management Lifecycle as a journey structured around four critical phases.

Initiate

- This is the starting point of the contractor engagement process. The focus here is on defining the scope, understanding the risks, and setting expectations.

Preparation

- This phase ensures that both the organisation and the contractor are ready to proceed safely and effectively.

Delivery

- This is the execution phase where the contractor performs the work. Active HSE management and monitoring are critical.

Review

- The final phase focuses on evaluating performance and capturing lessons learned to improve future engagements.

To understand the key activities within each phase—and the processes that support them, let's break down the Contractor Management Lifecycle and explore the typical activities involved at each stage., refer Table 1 - Contractor Management Lifecycle.



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	What Contractor WHSE Management processes support this Phase?	Contractor Work Category that document is: Suggested Required Not Applicable	What other supporting WHSE processes are there in this Phase?	What other processes complement this Phase?
Initial Phase	<ul style="list-style-type: none"> Preliminary Management of Workplace Risk Assessment Tool 	1 2 3 4	<ul style="list-style-type: none"> Operational Risk Register Site Hazard Register Permit to Work Procedure 	<ul style="list-style-type: none"> Long Lead Procurement Plans Project Management Plan Project Risk Register
Preparation Phase	<ul style="list-style-type: none"> Contractor Hazard Communication Form Contractor Management of Hydro Workplace Checklist Contractor WHSE System Evaluation Form Contractor Management of Hydro Workplace Appointment Form Contractor Partnership Plan 	1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4	<ul style="list-style-type: none"> Preliminary Design Hazard Study Detailed Design Hazard Study Work Health & Safety Management Plan Inductions & Training Clearances to Work, Isolations, Permits & Statement of Condition of Plant 	<ul style="list-style-type: none"> Procurement Evaluation and Recommendation Heritage Management Plan Environment Impact Assessment Risk Register Environmental Management Plan Detailed Schedule
Delivery Phase	<ul style="list-style-type: none"> Contractor Pre-start Checklist Contractor WHSE Implementation Review Contractor WHSE Maintenance Review Hydro Contractor-In-Charge Incident Reporting Tool 	1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4	<ul style="list-style-type: none"> Construction Hazard Study Workplace Inspections Pre Commissioning Hazard Study Commissioning Hazard Study 	<ul style="list-style-type: none"> Go/no-go Kick Off and Progress Meetings Contractor Reporting Inspection Test Plans Compliance & Environmental Audits
Review Phase	<ul style="list-style-type: none"> Contractor WHS Performance Assessment 	1 2 3 4	<ul style="list-style-type: none"> Internal Auditing and Continuous Improvement Procedure 	<ul style="list-style-type: none"> Project Finalisation Checklist Project Implementation Report Lessons Learned Drawing and Spares Updates

Table 1 - Contractor Management Lifecycle

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Initial Phase

We define the work, set goals, and plan how our contractors will help us achieve them. The **Job Manager** is critical for a proactive and comprehensive approach to HSE management, with their responsibilities covering these key areas:

- Assessing the hazards and risks relevant to the scope, this goes beyond a superficial review. **Job Managers** need to conduct a thorough and systematic hazard identification and risk assessment for the entire project scope, including specific tasks, materials, plant, the work environment and environmental values.
- Determining by risk assessment who is best positioned to manage the risks arising from the contractor's work.
- Determining the contractor's required level of expertise to manage those specific risks.
- Assessing the type of supervision Hydro can provide, we share responsibility for risk management regardless of the supervision type.
- Determining the processes for the works communication and coordination.
- Assessing if the work is defined as a Construction Project.
- Identifying what inductions, licences, certificates, and trade qualifications and compliance/legal/regulatory approvals are applicable to the work.

Table Glossary:

- S** - **Suggested** - Optional, but consideration is advised depending on the specifics of the engagement.
- R** - **Required** - This requirement is mandatory for the Contractor work category. If deemed not value-adding for a specific engagement, the Job Manager must complete a WHS Variance to justify and document its exclusion
- N/A** - **Not Applicable** - This requirement does not apply to the specific Contractor Work Category.

Activity	Document	Document Template Location	Contractor Work Category				Who initiates and ensures completion?
			1	2	3	4	
Identify and document potential hazards and risks for elimination, management, or control associated with the work. <ul style="list-style-type: none"> Risk assessments & registers are live documents that need regular updates. 	Project Risk Register	Enterprise Risk / Risk Management		S			Funding seeker / manager
	Environmental and Social Risk Register	Environmental Management System		R			Hydro Job Manager
	Environmental Impact Assessment			R			

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Activity	Document	Document Template Location	Contractor Work Category				Who initiates and ensures completion?
			1	2	3	4	
Complete a preliminary determination to who is best positioned to manage the risks arising from the contractor's work to guide the initial work planning process.	Preliminary Management of Workplace Risk Assessment	Work Health and Safety Contractor HSE Management Specific Document		S		R	Hydro Job Manager
Identify high-level hazards and operability issues and opportunities related to system layout, equipment placement, and process flow. • Maybe completed in other phases or in multiple phases subject to the project and contractors scope or work.	Preliminary Design Hazard Study	Work Health and Safety		S			Hydro Job Manager
Assess hazards and operability issues and opportunities related to detailed engineering, control systems, access, and maintainability. • Maybe completed in other phases or in multiple phases subject to the project and contractors scope or work.	Detailed Design Hazard Study	Work Health and Safety		S			Hydro Job Manager
Document the contractors Scope the Work to be undertaken.	Scope of Work (SoW) template	Procurement and Contracts		S		R	Hydro Job Manager
	Other format Scope of Works, such as email correspondence. • When providing the SoW in a different format, it's vital to ensure it includes enough detail for the contractor to clearly see all inclusions, exclusions, and essential HSE hazards and requirements.		R			N/A	Hydro Job Manager

Table 2 - Initiation Phase Key Activities

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Preparation Phase

This is where we evaluate and select the right contractor for the work. We are not just looking for someone who can do the job, but someone who can do it safely and responsibly.

Contractors should be able to demonstrate as a minimum:

- A good understanding of hazards and risks relevant to the scope.
- Licences, certificates, and trade qualifications, and compliance/legal/regulatory approvals required (as applicable to the work).
- Plant and equipment registrations / maintenance records.
- The ability to undertake risk assessment for the work being undertaken.
- Current insurance policies for Workers Compensation, Public Liability, and Professional Indemnity.
- The contractor, its employees and sub-contractors have completed appropriate training with respect to the type of construction work and / or activities; and
- Construction work related legislative requirements e.g. safe work method statements for high-risk work.

Higher risk works may require:

- Work Health & Safety Plans.
- Environmental Management Plans.
- Reporting on Work Health, Safety and Environmental performance.

Table Glossary:

- **S** - **Suggested** - Optional, but consideration is advised depending on the specifics of the engagement.
- **R** - **Required** - This requirement is mandatory for the Contractor work category. If deemed not value-adding for a specific engagement, the Job Manager must complete a WHS Variance to justify and document its exclusion
- **N/A** - **Not Applicable** - This requirement does not apply to the specific Contractor Work Category.

Activity	Document	Document Template Location	Contractor Work Category				Who initiates and ensures completion?
			1	2	3	4	
Share all identified hazards and necessary safety and environmental training with our contract partners.	Contractor Hazard Communication Form	Work Health and Safety Contractor HSE Management Specific Document	S	R	R	R	Hydro Job Manager

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Activity	Document	Document Template Location	Contractor Work Category				Who initiates and ensures completion?
			1	2	3	4	
Where it has been planned to appoint a Contractor to manage the workplace, confirm following initial planning that a valid appointment can be achieved.	Contractor Management of Hydro Workplace Checklist	Work Health and Safety Contractor HSE Management Specific Document	N/A			R	Hydro Job Manager
For Contractor Work Category 4 projects, assess contractors Work Health, Safety and Environmental performance and systems to evaluate and endorse for use. <ul style="list-style-type: none"> To help build strong collaboration and shared understanding, it's a good idea to have WHS&E partners involved in the first couple of evaluations—ideally the first two or three. 	Contractor HSE Systems Evaluation Form	Work Health and Safety Contractor HSE Management Specific Document	S			R	Hydro Job Manager
Once we've approved the contractor to manage the workplace, and we have completed the necessary forms (Management of Workplace Appointment Checklist and WHS System Evaluation), we'll officially appoint them. This official appointment will be part of their contract.	Contractor Management of Hydro Workplace Appointment Form	Work Health and Safety Contractor HSE Management Specific Document	N/A			R	Hydro Job Manager
Document how we will measure the contractor's performance, what reports they need to provide, and how we will mutually monitor their work.	Contractor Partnership Plan	Work Health and Safety Contractor HSE Management Specific Document	S		R		Hydro Job Manager

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Activity	Document	Document Template Location	Contractor Work Category				Who initiates and ensures completion?
			1	2	3	4	
When you design something that's going to be built (like a building or a new piece of equipment), you must write a report that clearly explains: <ul style="list-style-type: none"> What dangers or risks were identified during the design process. How the design was changed to make it safer (for example, by designing something so you don't need a ladder, making it safer to use or maintain). Any risks that remain, and what needs to be done to manage them over time. 	Safety in Design Report	Process not currently existing in Hydro Tasmania group systems		S			Hydro Job Manager
Identify high-level hazards and operability issues and opportunities related to system layout, equipment placement, and process flow. <ul style="list-style-type: none"> Maybe completed in other phases or in multiple phases subject to the project and contractors scope or work. 	Preliminary Design Hazard Study	Work Health and Safety		S			Hydro Job Manager
Assess hazards and operability issues and opportunities related to detailed engineering, control systems, access, and maintainability. <ul style="list-style-type: none"> Maybe completed in other phases or in multiple phases subject to the project and contractors scope or work. 	Detailed Design Hazard Study	Work Health and Safety		S			Hydro Job Manager
Identify HSE Hazards, Risks and Opportunities associated with construction or other Site work and outline the approach to managing HSE risks.	Construction Hazard Study	Work Health and Safety		S		R	Hydro Job Manager
	Environmental and Social Risk Register	Environmental Management System		R			Hydro Job Manager
	Environmental Impact Assessment			R			Hydro Job Manager
Outline the approach to managing Work Health and Safety at the workplace.	*WHS Management Plan	Work Health and Safety		S		R	Hydro Job Manager

Table 3 – Planning Phase Key Activities

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*Only one Work Health & Safety Management Plan (*WHSMP*) is to be used per workplace.

- The plan must be implemented and maintained by the group responsible for managing the workplace—such as Hydro or the Contractor (the primary Person Conducting a Business or Undertaking (PCBU)).
- It should be developed, reviewed, and monitored in collaboration with key stakeholders.

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Delivery Phase

This is when the contractor's work happens. We will be actively watching and supervising their safety performance. It is not always an active oversight situation; but we still have a crucial duty of care to make sure they are working safely and following all agreed-upon safety rules.

Table Glossary:

- **S** - **Suggested** - Optional, but consideration is advised depending on the specifics of the engagement.
- **R** - **Required** - This requirement is mandatory for the Contractor work category. If deemed not value-adding for a specific engagement, the Job Manager must complete a WHS Variance to justify and document its exclusion
- **N/A** - **Not Applicable** - This requirement does not apply to the specific Contractor Work Category.

Activity	Document	Document Template Location	Contractor Work Category				Who initiates and ensures completion?
			1	2	3	4	
Confirm all critical Work Health, Safety and Environmental, and other essential requirements are locked in and loaded before we start work (typically at site handover or PTW issuing).	Contractor Pre-start Checklist <ul style="list-style-type: none"> Available in online and offline versions, with the online version being the preferred option. 	Work Health and Safety Contractor HSE Management Specific Document	S		R		Hydro Job Manager
Verifying workplace specific task compliance.	Workplace Inspections	Work Health and Safety	S		R	N/A	Hydro Job Manager
Confirm the contractor's conformance and approach to implementing key HSE system components, adapted to the specific works and current tasks. Completed early in the works when workplace has been fully established, and works are underway (typically 2-4 weeks into the works).	Contractor HSE Implementation Review	Work Health and Safety Contractor HSE Management Specific Document	S		R	N/A	Hydro Job Manager
	Contractor HSE Maintenance Review	Work Health and Safety Contractor HSE Management Specific Document	N/A		R		Hydro Job Manager

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Activity	Document	Document Template Location	Contractor Work Category				Who initiates and ensures completion?
			1	2	3	4	
<p>Contractor reporting of incidents that are outside the scope of the Hydro safety management system, i.e. the contractor is managing the workplace such as a Principal Contractor.</p> <p>Notes:</p> <ul style="list-style-type: none"> Incidents involving contractors working under Hydro supervision must be reported in SAP EHS according to our Incident Management Procedure. Contractors are obligated to submit a completed investigation report to the Hydro Tasmania group Job Manager as required within the contract requirements and specified timeline. 	Hydro Contractor-In-Charge Incident Reporting Tool	Work Health and Safety Contractor HSE Management Specific Document	N/A			R	Contractor
Identify risks associated with system completion, energisation readiness, and early testing. Ensure systems are safe to activate and isolated from other systems where necessary.	Pre-commissioning Hazard Study	Work Health and Safety	S				Hydro Job Manager
Identify risks during live system activation, fluid introduction, and operational handover. Confirm operability, maintainability, and safety under real conditions.	Commissioning Hazard Study	Work Health and Safety	S				Hydro Job Manager

Table 4 – Implementation Phase Key Activities

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Review Phase

When the work is done, our safety responsibilities do not just disappear. Instead, this is a crucial time to review the contractor's overall safety performance. This helps us identify mutual opportunities for improvement and make smart decisions about who we work with in the future.

Table Glossary:

- S** - **Suggested** - Optional, but consideration is advised depending on the specifics of the engagement.
- R** - **Required** - This requirement is mandatory for the Contractor work category. If deemed not value-adding for a specific engagement, the Job Manager must complete a WHS Variance to justify and document its exclusion
- N/A** - **Not Applicable** - This requirement does not apply to the specific Contractor Work Category.

Activity	Document	Document Template Location	Contractor Work Category				Who initiates and ensures completion?
			1	2	3	4	
Review joint achievements, identify opportunities for growth for both Hydro and contractors.	Contractor HSE Performance Assessment	Work Health and Safety Contractor HSE Management Specific Document	S		R		Hydro Job Manager

Table 5 – Finalisation Phase Key Activities

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What is a Construction Project?

A Construction Project refers to any undertaking that involves construction work that is valued at \$250,000 or greater.

Construction Work broadly includes:

- The erection, alteration, conversion, fitting-out, commissioning, renovation, repair, maintenance, refurbishment, demolition, decommissioning, or dismantling of a structure.
- Work associated with a structure, such as site preparation, excavation, clearing of land, landscaping, or the installation of services (e.g., water, gas, electricity, telecommunications).
- The assembly of prefabricated elements to form a structure, or the disassembly of prefabricated elements.
- Work that is consultative or supervisory, or involves the design of or testing, inspection, or commissioning of construction work.

What is generally NOT considered Construction Work?

Activities that are generally not considered a construction work would include:

- Routine, minor maintenance and cleaning.
- Manufacturing of goods off-site.
- Purely administrative or design work performed off-site and not directly supervising or inspecting actual construction work.
- Operating a finished facility.
- Minor fitting or assembly of movable items.

Where can I find out more information?

- Contact your Work Health and Safety representative.
- Construction work: Code of practice.

- Work Health and Safety Act 2012 (Tas).
- Work Health and Safety Regulations 2022 (Tas).



What are our obligations of a Construction Project?

If the project involves construction work and is valued over \$250,000, a Principal Contractor must be appointed. If we do not officially appoint one, Hydro automatically becomes the Principal Contractor.

The Principal Contractor holds the main responsibility for overall site safety. This includes:

- Developing, maintaining, and reviewing the Work Health and Safety Management Plan (a document outlining how safety will be managed across the entire site).
- Developing, maintaining and reviewing the Project Environmental Impact Assessment (EIA) or for larger scale works Construction Environmental Management Plan (Construction Environmental Management Plan (CEMP)) (a document outlining how environmental risks will be managed across the entire site).
- Managing and coordinating site-wide risks that affect everyone (e.g., traffic management, site security, amenities).
- Ensuring clear communication and coordination between all contractors and trades on site.
- Setting up and maintaining site safety rules, induction processes, and emergency plans.
- Monitoring and reviewing the safety and environmental performance of all contractors on site.

Construction projects demand a proactive, coordinated, and well-documented approach to safety and environment, with the Principal Contractor playing a crucial, leading role in orchestrating the overall safety framework and ensuring compliance across the workplace.

Contractor Health, Safety and Environmental (HSE) Management

What Supervision is Required?

When engaging contractors, effective safety and environmental supervision is essential. The appropriate level of supervision should be determined by the nature of the project, the sensitivity of asset management, associated risks, project complexity, and the contractor's level of experience.

What Determines Supervision?

The level and type of supervision required for any work activity, including those involving apprentices and licensed electrical work, shall be determined by a comprehensive assessment of the following factors:

Project Type: For construction projects exceeding an estimated value of \$250,000, a designated Principal Contractor shall be appointed, bearing primary responsibility for overall site safety management and the establishment of appropriate supervision frameworks. For projects of a smaller scale or specific work packages, the supervision requirements may be managed by Hydro or a Lead Contractor, who will be responsible for ensuring safety within the defined scope of work.

Risk & Complexity of Work: Work activities identified as high-risk or inherently complex, regardless of project size, shall necessitate a higher degree of direct and continuous supervision. This includes, but is not limited to, live electrical work, work at heights, confined space entry, and activities involving hazardous materials.

Contractor and Worker Experience/Competency: The experience, qualifications, and demonstrated competency of the contractor and individual workers performing the tasks shall directly influence the level of supervision required. Newer contractors, less experienced workers, or those undertaking tasks for which they have limited prior experience will require closer guidance and oversight.

For apprentices, supervision must always align with their training plan and the requirements of relevant apprenticeship legislation and regulations. For licensed electrical work, supervision must be provided by an appropriately licensed and competent electrical worker, as stipulated by relevant electrical safety regulations.

Shared Responsibility: It is a fundamental principle that safety and effective supervision are a collaborative responsibility shared amongst all parties involved in the project, including clients, principal contractors, lead contractors, contractors, subcontractors, and individual workers. All parties are obligated to actively participate in identifying hazards, assessing risks, and implementing appropriate control measures, including robust supervision.

Contractual Chain: The supervision type must also reflect the shared responsibility throughout the contractual chain, ensuring collective workplace safety and environmental management. Refer to Figure 2 for Person Conducting a Business or Undertaking (PCBU) duties in a contractual chain.

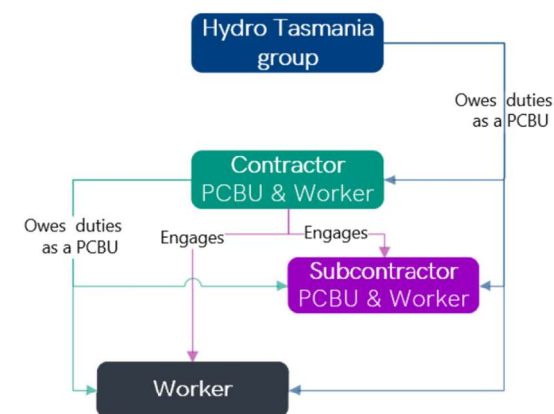


Figure 2 - Example of who may owe duties as a PCBU in a contractual chain!

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WorkSafe Tasmania provides Codes of Practice that explain how responsibilities are shared in the workplace, especially in construction.

These include:

- Construction Work Code of Practice.
- Managing the Work Environment and Facilities.
- Work Health and Safety Consultation, Cooperation and Coordination.

Supervision Types?

Before we give work to contractors, we need to make sure the right level of supervision is considered and in place. The amount of supervision depends on how risky or complex the job is, and how experienced the contractor is, below are the main types of supervision.

General Supervision

- You check in now and then, but you do not need to be there all the time.
- Best for experienced contractors doing routine or low-risk work.

Direct Supervision

- You are regularly on site and keeping an eye on the work.
- Good for jobs that are a bit more complex or when the contractor is new to the site.

Continuous Supervision

- You are there the whole time, watching the work closely.
- Needed for high-risk tasks or when someone is learning or not fully qualified.

Conclusion

Hydro Tasmania group's Contractor HSE Management Procedure provides a clear, structured framework for ensuring contractor safety and environmental responsibility across all phases of engagement.

By categorising work, assigning appropriate supervision, and defining mutual expectations, we uphold our commitment to proactive risk management. Through collaboration, continuous oversight, and shared accountability, we ensure that contractor activities align with Hydro Tasmania group's values and contribute to safe, sustainable project outcomes.