# Safety Management Framework Standard

## Brief description

The Safety Management Framework Standard outlines the core elements essential for managing safety at GPC and provides clarity about GPC's safety expectations in all of its businesses and undertakings.

| Document information | |
|---|---|
| Current version | #854303v10 |
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| Review before | 11/12/2023 |
| Audience | Board, Executive Management Team, all Employees, Workers, Contractors and visitors |

| Document accountability | |
|---|---|
| **Role** | **Position** |
| Owner | Executive General Manager People and Community |
| Custodian | Safety & Training Manager |

| | |
|---|---|
| Endorsed by | EGM P&C on 22/01/2021 |

If you require any further information, please contact the Custodian.

The current version of this Standard is available on GPC's Intranet.

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# Contents

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# 1    Terms and definitions

In this Standard:

**"GPC Safety Policy"** means the statement by the organisation of its commitment, intentions and principles in relation to its overall occupational health and safety performance which provides a framework for action and for the setting of its occupational health and safety objectives and targets.

**"Leader"** means a person employed by GPC who has direct reports and is responsible for supervising employees and/or contractors.

**"Safety Culture Framework"** means the key criteria that outline the way managers/executives, supervisors/superintendents and all Employees should think and behave in relation to safety to meet GPC's expectations and legislative duties and obligations.

**"Safety Leadership Framework"** means the key elements that must be incorporated into the way leaders work and perform at GPC.

**"Safety Management System Framework"** means the key elements of the safety system implemented and maintained at GPC.

**"Workplace Health and Safety Management System"** means the part of the overall management system which includes organisational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining the Safety Policy, and so managing the risks associated with the business of the organisation.

Terms that are capitalised and not otherwise defined in this Standard are defined in the GPC Corporate Glossary Instruction (as listed in Appendix 1 – Related documents).

# 2    Introduction

## 2.1    Purpose

GPC is committed to ensuring the health, safety and wellbeing of Workers and visitors in its workplaces, the community using its public facilities and the protection of property and infrastructure.

This Standard identifies and outlines the three core elements of safety management at GPC – systems, culture and leadership. It also clarifies GPC's safety expectations and supports the GPC Safety Policy which commits to a safety goal of zero harm.

## 2.2    Scope

This Standard applies to all GPC Workers undertaking work for, or on behalf or, GPC at sites controlled by GPC, and visitors to these sites.

A separate but consistent standard has been developed for specific use by Contractors, and all other non-GPC personnel who undertake activities on land that is either owned, operated or managed by GPC.

Visitor's obligations are reinforced in site inductions.

## 2.3    Objectives

The objectives of this Standard are to:

(a)      ensure that GPC complies with legislative and ISO 45001 requirements;

(b)    provide clarity regarding the obligations, responsibilities and expectations for the management of safety at GPC; and

(c)    explain the system, culture and leadership frameworks by which GPC manages safety.

# 3    Principles and requirements

## 3.1    Safety Management Framework

GPC's Safety Management Framework is comprised of three integrated elements that create a holistic approach for managing safety. These three elements as displayed in Figure 1 are safety leadership, safety culture and GPC's safety management system.



*Figure 1: Schematic of the Safety Management Framework*

## 3.2    Safety Management System Framework

GPC has, and maintains, a safety management system certified to AS/NZS 4801 and is in the process of migrating certification to ISO 45001.

The key elements of the safety management system are outlined in Figure 2. The system is based on a "plan, do, check, act" methodology and focuses on seeking continual improvement to meet the intended outcomes of the safety management and enhance safety performance.
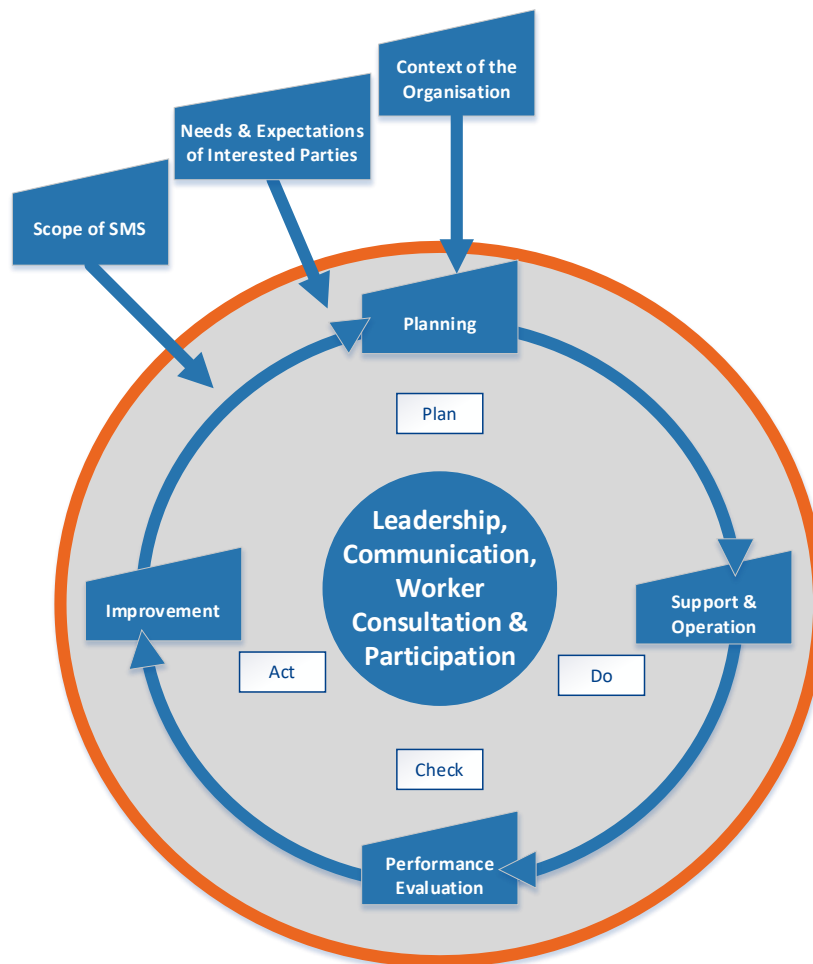
*Figure 2: Schematic of the Safety Management System Framework (simplified version)*

The GPC Safety Management System Guide is the overarching directory that describes the documentation, processes and activities that form the GPC Safety Management System. All GPC Workers must comply with the procedures and systems outlined in this document.

## 3.3 Safety Culture Framework

Safety culture is the behaviours exhibited by Workers that impact either positively or negatively on personnel and plant safety. A desired safety culture is an organisational culture that places a high level of importance on safety beliefs, values and attitudes and these are shared by all the people within the workplace.

GPC's desired safety culture is where all Workers:

(a)     follow approved standards/procedures;

(b)     act as risk managers;

(c)     discuss and communicate safety concerns and successes; and

(d)     are involved and engaged in improving safety.

GPC's Safety Culture Framework describes the way we should collectively think and behave in relation to safety (see Figure 3).

This framework details the four key themes – Standards, Risk Management, Communication and Switched On – of which Above the Line/Below the Line behaviours are applied to.

The four themes apply across the whole workforce which has been split into three groups:

(a)     everyone;

(b)     Supervisors and Superintendents; and

(c)     Managers and Executives.



*Figure 3: Schematic of the Safety Culture Framework*

The GPC Safety Culture Procedure outlines the specific attributes of the above the line behaviours that all GPC Employees and Workers must demonstrate and strive for and the below the line behaviours that must be avoided.

## 3.4     Safety Leadership Framework

Safety Leadership is a process of social influence and motivation which maximises the efforts of others to engage and maintain behaviours that drive the safety value towards the achievement of a common goal. GPC's Safety Leadership Framework is comprised of four integral elements as depicted in Figure 4:

(a)     Visible Felt Leadership;

(b)     Responsibility and Accountability;

(c)     Coaching; and

(d)     Engaging Communications.

*Figure 4: Schematic of the Safety Leadership Framework*

The requirements of a leader to participate in Safety Leadership activities will be determined by role type and team structure. Measurement and monitoring of Safety Leadership should cover frequency and quality of time spent with team members, including:

(a)     safety interactions;

(b)     JSA/PORT reviews in the field;

(c)     self-reflection and feedback on pre-start and toolbox delivery;

(d)     team morale and rapport; and

(e)     incident/injury statistics.

The GPC Safety Leadership Procedure provides a detailed description of each of the four key elements of the Safety Leadership Framework and outlines Safety Leadership expectations and responsibilities of leaders at GPC. The GPC HSEQ Assurance Activities Procedure outlines the processes and tools in place to assist with monitoring and reviewing the safety behaviour of Workers and compliance with GPC's safety management system.

## 3.5     Standard monitoring and review

This Standard, its operation and implementation will be reviewed every three years or as required as a result of:

(a)     findings of internal and external reviews or audits of the safety management system; or

(b)     changes in legislation or other requirements.

Formal review, consultation and authorisation processes will be initiated by the People, Community and Sustainability General Manager to ensure this Standard remains current and fit for purpose.

# 4     Roles and responsibilities

All Employees, Workers and Contractors working for or on behalf of GPC have obligations under the WHS Act to appropriately manage safety and a responsibility to take care of their

own health and safety and that of others that may be affected by their actions or omissions. In addition to these legislative obligations, these is also a shared responsibility to ensure involvement and compliance with GPC's safety management system. To fulfil these obligations and duties, the following roles and responsibilities apply:

| Role | Responsibilities |
| --- | --- |
| Board | To ensure that GPC complies with its obligations by:<br><br>• acquiring and keeping up to date with information on work health and safety matters;<br><br>• acquiring knowledge related to the nature and operations of the work and associated hazards and risks;<br><br>• ensuring that GPC has, and uses, appropriate resources and processes to eliminate or reduce health and safety risks;<br><br>• ensuring that GCP has robust safety management systems in place detailing incident management, hazard identification, risk management, communication, consultation, training and reporting;<br><br>• monitoring the safety performance of GPC;<br><br>• approving the annual safety budget; and<br><br>• reviewing internal and external audits conducted to ensure correct and extensive implementation of safety management policies and standards. |
| Chief Executive Officer | To ensure that GPC complies with its obligations by:<br><br>• maintaining overall responsibility and accountability for the prevention of work-related injuries and illnesses, as well as the provision of safe workplaces and activities;<br><br>• acquiring, keeping current and reporting to the board information on work health and safety matters;<br><br>• acquiring knowledge related to the nature and operations of the work and associated hazards and risks;<br><br>• ensuring that GPC has, and uses, appropriate resources and processes to eliminate or reduce health and safety risks;<br><br>• ensuring that GPC has appropriate processes in place to receive and consider information about incidents, hazards and risks, and to respond in a timely manner;<br><br>• ensuring that GPC has, and implements, processes for complying with their duties and obligations (e.g. reporting notifiable incidents, consulting with workers, complying with notices, providing training and |

| Role | Responsibilities |
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| | instruction, establishing health and safety committees and ensuring health and safety representatives receive training); |
| | • ensuring the development and implementation of the GPC safety management system as well as the integration of it into GPC's business processes; |
| | • directing and supporting persons to contribute to the effectiveness of the GPC safety management system as well as communicating the importance of complying to its requirements; |
| | • driving the strategic direction of GPC and approving strategic plans; |
| | • ensuring the GPC Safety Policy and safety objectives are compatible with the strategic direction of GPC; |
| | • ensuring the GPC safety management system is effective, reviewed and audited on an annual basis; |
| | • ensuring and promoting continual improvement of safety management at GPC; |
| | • providing adequate resources to ensure the effective implementation, operation, monitoring and improvement of the GPC safety management system; |
| | • developing, leading and promoting a culture that supports the GPC Safety Culture Framework; |
| | • encouraging and supporting workers to report incidents, hazards, risks and opportunities; |
| | • promoting and supporting leadership roles to demonstrate their leadership through the GPC Safety Leadership Framework and apply it to their areas of responsibility; |
| | • appointing a Trained Safety Advisor as required by the Department of Justice and Attorney-General (DJAG) through Workplace Health and Safety Queensland; and |
| | • ensuring that the Board is regularly and fully informed about issues relevant to the achievement of their statutory obligations for workplace health and safety. |
| General Managers | To ensure that GPC complies with its obligations by: |
| | • acquiring, and keeping current, information on work health and safety matters; |

| Role | Responsibilities |
|---|---|
| | • acquiring knowledge related to the nature and operations of the work and associated hazards and risks; |
| | • ensuring that GPC has, and uses, appropriate resources and processes to eliminate or reduce risks to health and safety; |
| | • ensuring that GPC has, and implements, processes for complying with their duties and obligations (e.g. reporting notifiable incidents, consulting with workers, complying with notices, providing training and instruction, establishing health and safety committees and ensuring health and safety representatives receive training); |
| | • assessing the safety performance of staff based on their compliance with GPC's systems and expectations; and ability to reduce incidents, control potential hazards or exposures; |
| | • implementing the GPC safety management system in the workplace, integrating it into GPC's business processes and actively participating in the regular review of its performance; |
| | • supporting persons to contribute to the effectiveness of the GPC safety management system as well as communicating the importance of complying to its requirements; |
| | • developing, leading and promoting a culture that supports the GPC Safety Culture Framework; |
| | • encouraging and supporting workers to report incidents, hazards, risks and opportunities; |
| | • promoting and supporting leadership roles to demonstrate their leadership through the GPC Safety Leadership Framework and apply it to their areas of responsibility; |
| | • providing adequate resources to ensure the effective implementation, operation and monitoring of the GPC safety management system; and |
| | • ensuring that specific GPC personnel are assigned responsibility for actively monitoring and managing the performance of each contractor engaged to undertake work for GPC. |
| People, Community and Sustainability General Manager | To ensure that GPC complies with its obligations by:<br><br>• ensuring the development and monitoring of the GPC safety management system; and<br><br>• ensuring that GPC has appropriate processes in place to receive and consider information about |

| Role | Responsibilities |
|---|---|
| | incidents, hazards and risk, and to respond in a timely manner. |
| Managers / Superintendents / Supervisors / Coordinators (Leaders) | To ensure that GPC complies with its obligations by:<br><br>• undertaking regular inspections and audits of work areas in accordance with GPC procedures and expectations;<br><br>• ensuring that controls are in place to manage hazards or exposures in the workplace that may affect worker's health and safety;<br><br>• ensuring that workers are trained in safe working practices and provided with effective supervision;<br><br>• ensuring that appropriate risk assessments are undertaken before work tasks are commenced;<br><br>• ensuring that health and safety incidents are reported in a timely manner and in compliance with GPC's reporting requirements;<br><br>• ensuring that appropriate investigations are conducted of all work related incidents, injuries or illnesses in their area of responsibility and that investigations are undertaken in accordance with GPC procedures;<br><br>• ensuring that prompt preventative and/or corrective action is taken on identified health and safety matters;<br><br>• implementing the GPC safety management system in the workplace;<br><br>• ensuring that staff or contractors under their control who are non-conformant with a GPC safety procedure is managed in accordance with GPC procedures;<br><br>• ensuring that specific GPC personnel are assigned responsibility for actively monitoring and managing the performance of each contractor engaged to undertake work for GPC; and<br><br>• ensuring that staff and contractors under their control receive relevant safety communications related to the nature and operations of their work and associated hazards and risks. |
| Safety & Training Team | To ensure that GPC complies with its obligations by:<br><br>• acquiring, and keeping current, information on work health and safety matters;<br><br>• ensuring that GPC has appropriate processes in place to receive, assess and manage information |

| Role | Responsibilities |
|---|---|
| | about incidents, hazards and risk, and to respond in a timely manner; <br><br>• ensuring that GPC has, and implements, processes for complying with its duties and obligations (e.g. reporting notifiable incidents, consulting with workers, complying with notices, providing training and instruction and ensuring HSR's receive training); <br><br>• developing, implementing and maintaining the Safety Management System; <br><br>• ensuring the GPC Safety Management System is effective, monitored, reviewed and audited on an regular basis; <br><br>• providing technical advice on safety matters when necessary; and <br><br>• providing expert safety support and services to other GPC Departments. |
| GPC Workers | To ensure that GPC complies with its obligations by: <br><br>• ensuring the health and safety of themselves and all others who may be affected by their acts or omissions, and the property and equipment for which they are responsible; <br><br>• complying, so far as they are reasonably able, with any reasonable instruction that is given by GPC to allow the person to comply with the WHS Act; <br><br>• complying with any reasonable GPC Policy, Standard, Procedure or document in the GPC safety management system; <br><br>• fully participating in drug and alcohol testing; <br><br>• reporting health and safety hazards, near misses and incidents in a timely manner and in accordance with GPC Procedures; <br><br>• fully participating in incident investigations, when required; and <br><br>• actively managing Contractors, Consultants and visitors in accordance with GPC Procedures. |
| Visitors | To ensure that GPC complies with its obligations by: <br><br>• ensuring the health and safety of themselves and all others who may be affected by their acts or omissions; <br><br>• complying, so far as they are reasonably able, with any reasonable instruction given by a GPC Officer or Worker; |

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| Role | Responsibilities |
|------|------------------|
| | • ensuring that they are in a fit for work state before entering GPC sites; and <br><br> • participating fully in drug and alcohol testing, when requested to do so. |

# 5 Appendices

## 5.1 Appendix 1 – Related documents

### (a) Legislation and regulation

Key relevant legislation and regulation, as amended from time to time, includes but is not limited to:

| Type | Legislation/regulation |
|------|------------------------|
| State Acts | *Work Health and Safety Act 2011* (Qld) <br><br> *Work Health and Safety Regulation 2011* (Qld) |
| Other | ISO 45001:2018 Occupational health and safety management systems |

### (b) Gladstone Ports Corporation documents

The following documents relate to this Standard:

| Type | Document number and title |
|------|---------------------------|
| **Tier 1:** Policy | #365624 Safety Policy |
| **Tier 2:** Standard/Strategy | #1356248 Safety and Training Strategy <br><br> #995910 Contractors and Port Users Safety Environment and Security Standard |
| **Tier 3:** Specification/ Procedure/Plan | #1529446 Safety Culture Procedure <br><br> #1529449 Safety Leadership Procedure <br><br> #1245255 HSEQ Assurance Activities Procedure |
| **Tier 4:** Instruction/Form/ Template/Checklist | #1621179 GPC Corporate Glossary Instruction |
| **Other** | N/A |

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## 5.2    Appendix 2 – Revision history

| Revision date | Revision description | Author | Endorsed by | Approved by |
|---|---|---|---|---|
| 17/04/2014 | Original document creation | John Sherriff, Safety Environment and Risk General Manager | CEO | CEO |
| 7/05/2019 | Triennial review update | Tony Young, Safety Manager | Rowen Winsor, People Community and Sustainability General Manager | Tony Young, Safety Manager |
| 15/06/2020 | New Safety Management Framework documented | Tony Young, Safety Manager | Craig Walker, Acting CEO | Rowen Winsor, People Community and Sustainability General Manager |
| 04/08/2020 | Legal review by HSF (minor formatting changes accepted). No material change to context or intent. | Kirsty Iszlaub, Acting Safety Specialist – Systems & Projects | Craig Walker, Acting CEO | Tony Young, Safety Manager |
| 11/12/2020 | ISO 45001 update of SMS diagram | Kirsty Iszlaub, Safety & Training Specialist - Systems | Tony Young, Safety & Training Manager | Rowen Winsor, EGM PC |