



protect

Leaders Handbook



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Introducing our Protect Culture

Across Fletcher Building in the past, not all our people have gone home safe to their families. Their stories stay with us, and we honour their memory through Protect.

As leaders, we carry the responsibility to lead safety and create a legacy for our people – a workplace that is safe & feels safe; is healthy & feels healthy. One where our environment is respected and protected, where zero injuries and zero harm is possible, every day.

This handbook is your 'quick guide' to our Protect culture, systems and tools. In here you will learn the programmes and tools we use to drive the culture we need.



This is Protect – Watch our leaders share what Protect means to them.

- If you are new to Protect, use this guide to get familiar with our language and expectations.
- If Protect is already familiar to you or you are ready to start growing your safety leadership, use these **Leaders Tips** to refine your thinking.
- The power is in your hands – the more you understand the tools and how to get them working for you, the more effective your leadership efforts will be.



Our 'Why' – Our Story

We have not always sent our people home safe to do the things they love and to their loved ones. Protect is changing this.



Before 2019 - Annual Average

Before 2019

Before we re-set our safety culture and created Protect, we had an average of 1 fatality, 30 serious injuries and more than 300 people with lost time or medical treatment injuries every year.



After 2019 - Annual Average

After 2019

Since resetting Protect:

- we are heading towards zero serious injuries and
- we have >150 more people going home safely every year without a recordable injury.

However, our **high potential incidents** are our 'burning platform' where we are 'just getting lucky'. They remind us that we will never be done, and we must continue to apply Protect every day.

Lest we forget – Read the incident alerts.



Our Story – Listen to the journey and the 'why' of Protect.



- Ask some of your people to share a story of the most serious incident that they remember. Ask them what they learned.
- Remember: it's ok to share other people's stories, if we are doing it to help each other learn.

Table of Contents

NEED TO KNOW – Protect Leadership

Our Values	8
Line Led	9
Safety Leadership Principles	10
Life Saving Rules	11
Leader Interactions – Leader Walks, RC Sweeps, CCVs	12
TEAM Feedback	13
Incident Reporting	14
Just & Fair Culture	15
Alerts & Learns	16

GREAT TO KNOW – Growing Culture Maturity

Bradley Curve	18
Strategic Pillars	19
Protect Culture Framework	20
Safety Leadership Programme / Power Up	21
Growing Culture Maturity	22
Safety Operating Model	23
The Coaching Equation	24
Know your People	25
Red Alert Calls	26
Listening Groups	27
Mirror Walks	28
4Ds	29
Learning Teams	30
Healthy Work Assessment	31
Jumpstart your Leadership	32

GOOD TO KNOW – Management System

Induction	34
Training & Competency	35
SAFER – Risk Management	36
Critical & Non-Critical Risks	37
Risk Ownership	38
Risk Elimination Plans	39
Influence & Degree of Control	40
Contractors & Supply Chain	41
Councils & Committees	42
Reporting Systems	43
Document Management	44
Health & Injury Management	45
Audit & Assurance	46
Objectives & Planning	47
Wellbeing	48
Protect Tohu	49

APPENDIX

Acronyms – A Guide	50
Legal Obligations	51

NEED TO KNOW

Protect Leadership



Our Values

Protect is a core value and part of our DNA – something we must live, and role model every day. This is critical to the success of Protect.



- ✓ Believe all injuries are preventable
- ✓ Never walk past – speak up and take action
- ✓ Celebrate the good stuff
- ✓ Care for each other

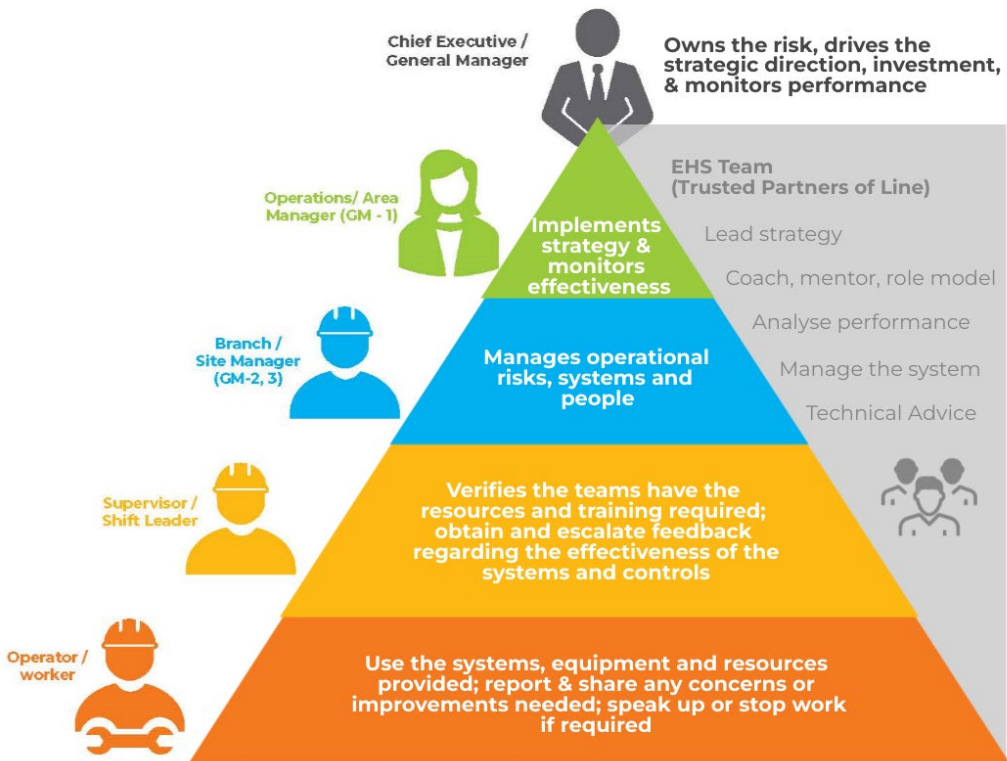
Our Values – Watch what it means to our leaders.



- Ask some of your leaders what “believe all injuries are preventable” means to them.
- Think about how you can actively role model and demonstrate these behaviours with your team.

Line Led

As leaders, we own safety. It's not separate from the day job. Our EHS team are our Trusted Partners to help us.



- Find yourself in the model and ask yourself if you think you are leading safety as well as you could. What would others say?
- How are you partnering with your EHS team to help you drive the results you want?



Safety Leadership Principles

As leaders, we are committed to 9 principles that ground us in how we lead Protect. These feature prominently in our leadership commitment as outlined in our EHS Policy.



EHS Policy –
View it here.



- Find the signed Protect EHS Policy on your site.
- Find the leadership principles on the policy and the actions we have committed to.
- Identify 1 or 2 actions you think you should lean into.

Life Saving Rules

There are two Life Saving Rules for all of Fletcher Building, including corporate. In addition, each Business Unit has additional LSRs specific to their risks and issues.

***Together we commit to these rules.
We know they are life saving.***

Life Saving Rules



**We always work free from the
influence of drugs or alcohol**



We always obey exclusion zones

- Every time you go to a site, ask about the Life Saving Rules relevant to that Business Unit.
- Know them, model their behaviours and don't walk past if you see someone who might be breaching an LSR.



Leader Interactions

We have 3 key leadership interaction tools (Leader Walks, Risk Containment Sweeps and Critical Control Verifications) and use them regularly to give us insights, engage with our teams and help us continually improve.



Focus



Observe



Connect



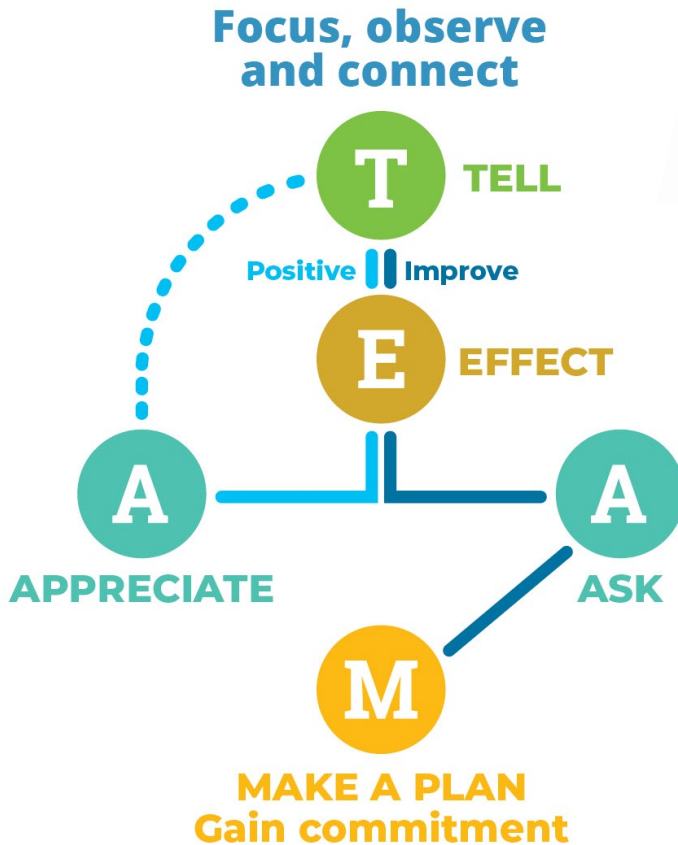
Leader Interactions How to
set up your safety interaction



- Try a **Tiered Leader Walk, RC or CCV** with another leader lower or higher in your business.
- Complete a RC Sweep with EHS to **Calibrate** your risk mindfulness.
- Ask someone from corporate or another part of the organization to go with you for **Fresh Eyes**.

TEAM

When giving feedback use TEAM (or 4&6 Step). Using this consistently means your team will understand the "why", focus on the positive and gain commitment for improvement.







- Can you find 5 positives to 1 negative?
- Try using open questions so your team can explore options & produce their own plans.
- Ask for feedback from the team on your safety leadership or how you are leading Protect.



Incident & Risk Reporting

We classify all our incidents by their Actual and Potential. We also classify our Risk Containment Findings in the same way. This way, we treat potential risks and events with the same level of urgency and escalation so we can learn from them.

Severity	Incidents (NOTIFICATIONS)		Risk Containment Sweep Findings	Critical Control Verification (CCV) Results
	Actual (A)	Potential (P)		
Insignificant No actual injury or env harm	A0			
Minor  First aid injury; limited env harm	A1	P1	S1	
Moderate  LTI, MTI; Moderate env harm	GM Div EHS A2	P2	S2	
Major  Serious injury or illness; Long term environmental damage	CEO SHES CSO A3	GM Div EHS P3	S3	
Catastrophic  Fatal harm; Permanent destruction of land or heritage	Board A4	CEO CSO P4	S4	% Controlled

Recordable Injuries (TRIFR)

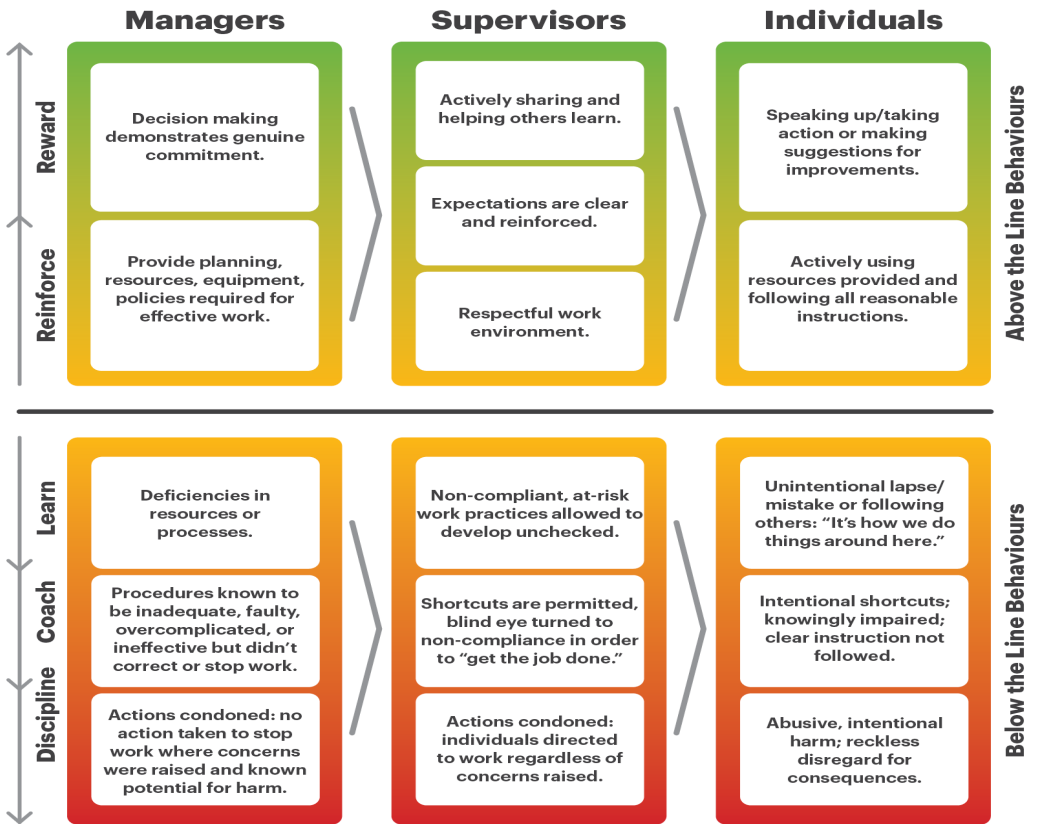
Critical Risks



- Review your last 12 months of incidents and risk findings.
- What risks are well controlled? What risks are causing you the most serious incidents? Where are you performing well?
- These are your 'burning platform'. What's your plan? What do your frontline teams think?

Just & Fair Culture

We believe we all have a role to play in creating a good health and safety culture. It starts with managers and supervisor's role modelling above the line behaviours. Only if we do our part, can we hold our people to account for the part that they play as individuals.



Just & Fair Culture

- Does your business use the Just & Fair model in reviewing incidents? Life Saving Rule Breaches?
- How might you apply the Just & Fair Culture mindset to other aspects of your operations or to coach your people?



Alerts & Learns

We are committed to learning from each other: the good stuff as well as our mistakes. We also know that we learn from stories – so as leaders, we need to practice OWL, the art of storytelling.

Alert

- For an incident, an event, a recall, or other urgent matter
- Learn quickly even if all the facts aren't known

Learn

- Share investigation or review findings
- Learn from detailed reviews or investigations

Green Alert

- Celebrate individuals, teams, or activities with good outcomes
- Learn from the good stuff and when things go right

Anyone can create an Alert or Learn; managers must endorse Alerts and Learns before release.

The EHS team maintain the library and circulate Alerts and Learns.

All leaders are responsible for sharing Alerts and Learns relevant to their teams.



Alerts &
Learns Library



- Check in on the process to share alerts and learns in your part of the organisation.
- Are you receiving alerts/learns? Do you know where to find them?
- Do your teams take action when you need them to? How do you know?

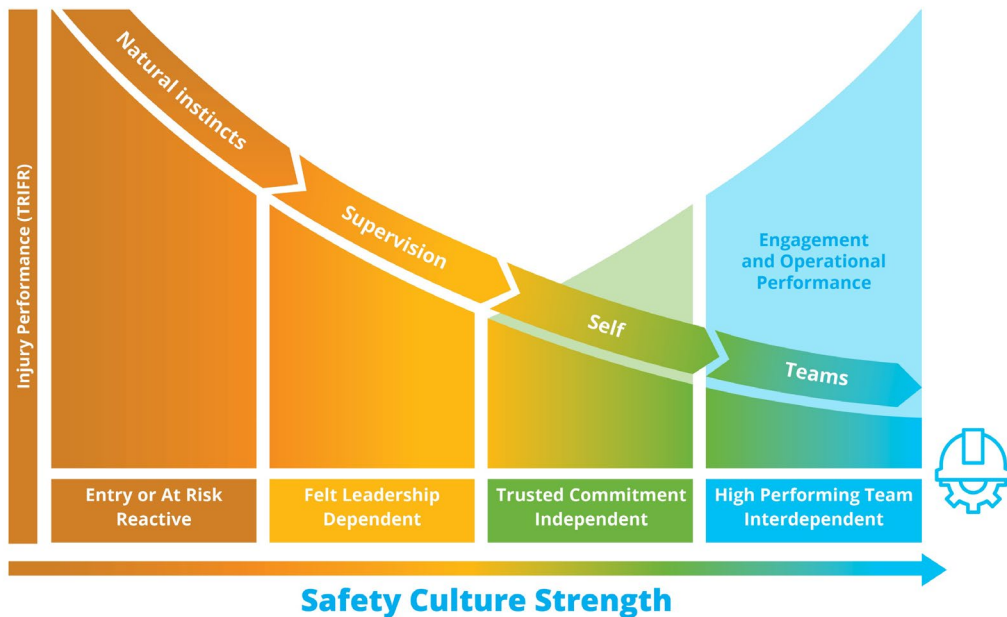
GREAT TO KNOW

Growing Culture Maturity



Bradley Curve

Our approach to safety culture is based on the principles of the Dupont Bradley Curve. This has guided our goals, vision and strategic direction. We use this to guide our strategic planning and reviews.



Bradley Curve
Watch an
explanation



- Where do you think your leaders are on the curve? Where do you think your sites/branches are on the curve?
- You can pick almost any topic in safety (e.g., incident reporting) and explore the characteristics at each point of the curve.
- Once you know where you are, what can you do to move? Or help your teams move on the curve?

Strategic Pillars

Our strategy is built on five key pillars – the effectiveness of each pillar can be monitored, and plans adapted as needed.



**SHIFT
MINDSETS**

**We visibly apply our safety core value in everything that we do.
Our people have a mindset that all injuries are preventable.**

% People who believe we actively demonstrate values



**DEVELOP
LEADERS**

**Safety is a line management responsibility.
Leaders at all levels execute their accountabilities and model *felt leadership*.**

% People who believe their leader leads safety



**ENABLE
FRONTLINE**

Safety Frontline (employees and contractors) are committed to working injury-free and fully involved in improving safe practices.

% People who believe all injuries preventable



**MANAGE
CRITICAL RISKS**

Controls for critical risks are always in place and effective.

% Risks Controlled
S3S4 Findings/Sweep
High Potential Incidents



**DRIVE
ACCOUNTABILITY**

**Objectives and targets are relevant to the maturity and performance of the organisation or team.
EHS Councils lead governance and strategy; Committees engage workforce.**

TRIFR
Serious Harm

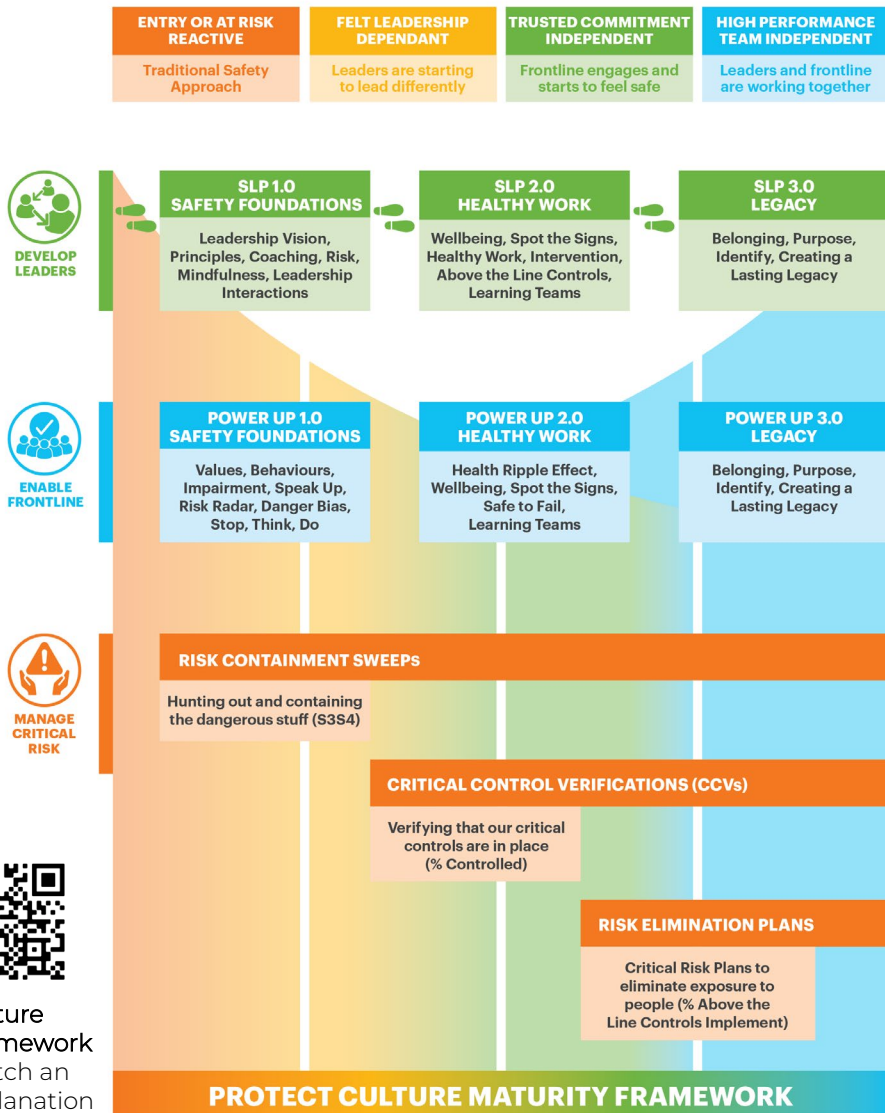


- Review your FBU say results, CCV results, and harm trends.
- Where are you doing well? Where do you need to focus?
- What can you do today to shift the dial?



Protect (Colours) Culture Maturity Framework

Our programmes are all designed to help our leaders, teams and organisation to grow their maturity as and when they are ready.



Culture Framework
Watch an explanation

SLP & Power UP

Our programmes are all designed to help our leaders, teams and organisation to grow their maturity as and when they are ready.

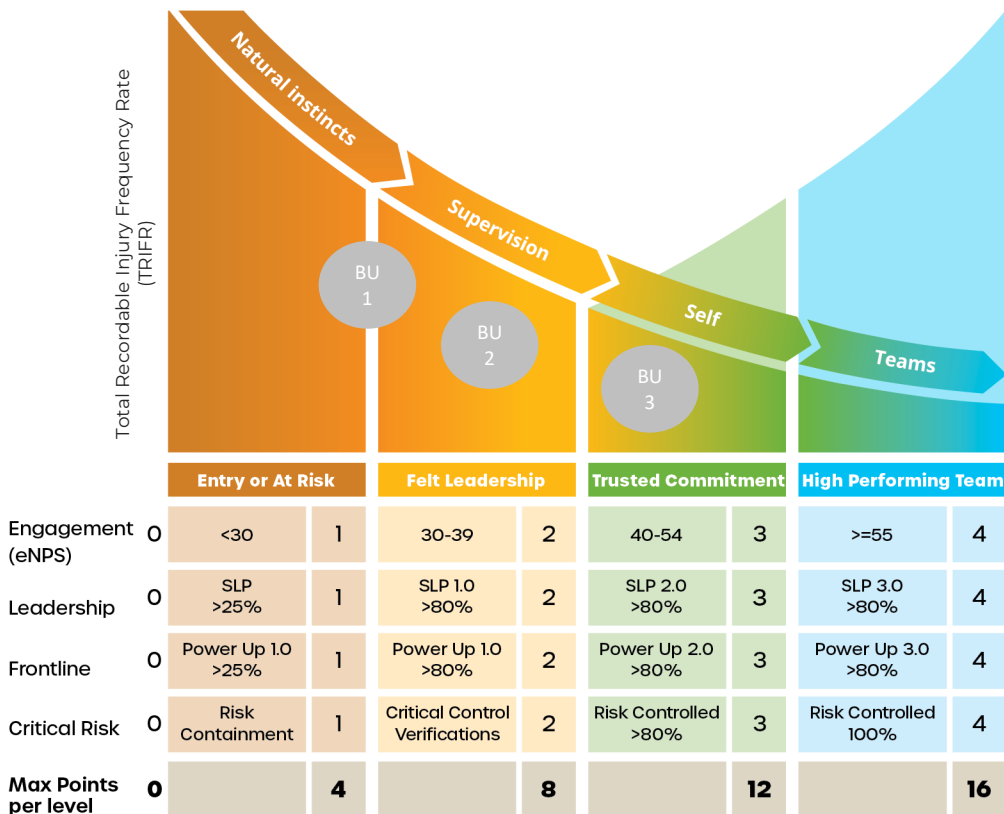
		SLP / Power Up 1.0 Felt Leadership	SLP / Power Up 2.0 Health Work	SLP / Power Up 3.0 Legacy
Why		<ul style="list-style-type: none"> Bradley Curve Values (all) Leadership Principles 		
Self		<ul style="list-style-type: none"> Personal Vision / values Safety Storytelling Cognitive load / impairment 	<ul style="list-style-type: none"> Personal Wellbeing Health Storytelling Active Listening 	<ul style="list-style-type: none"> Cultural identity Personal strengths Personal legacy
Team		<ul style="list-style-type: none"> Team Why / vision Distribution curve Speak up / GROW 	<ul style="list-style-type: none"> Team Wellbeing Healthy Work Early Intervention 	<ul style="list-style-type: none"> Shared Accountability Team Rituals & Practices Team Legacy
Organisation		<ul style="list-style-type: none"> Risk Mindfulness & Containment Roles & operating model Walks, sweeps, CCVs Interactions / TEAM 	<ul style="list-style-type: none"> 5 HOP principles Risk Elimination 4Ds Learning Teams 	<ul style="list-style-type: none"> Practices / operating discipline Connection to community / heritage / pride Protect Legacy

- Are all your new leaders participating in 1.0 (self-paced?)?
- Who is delivering your Power Up to frontline? Is it working?
- Are you moving and forward backward when you need to?



Growing Culture Maturity

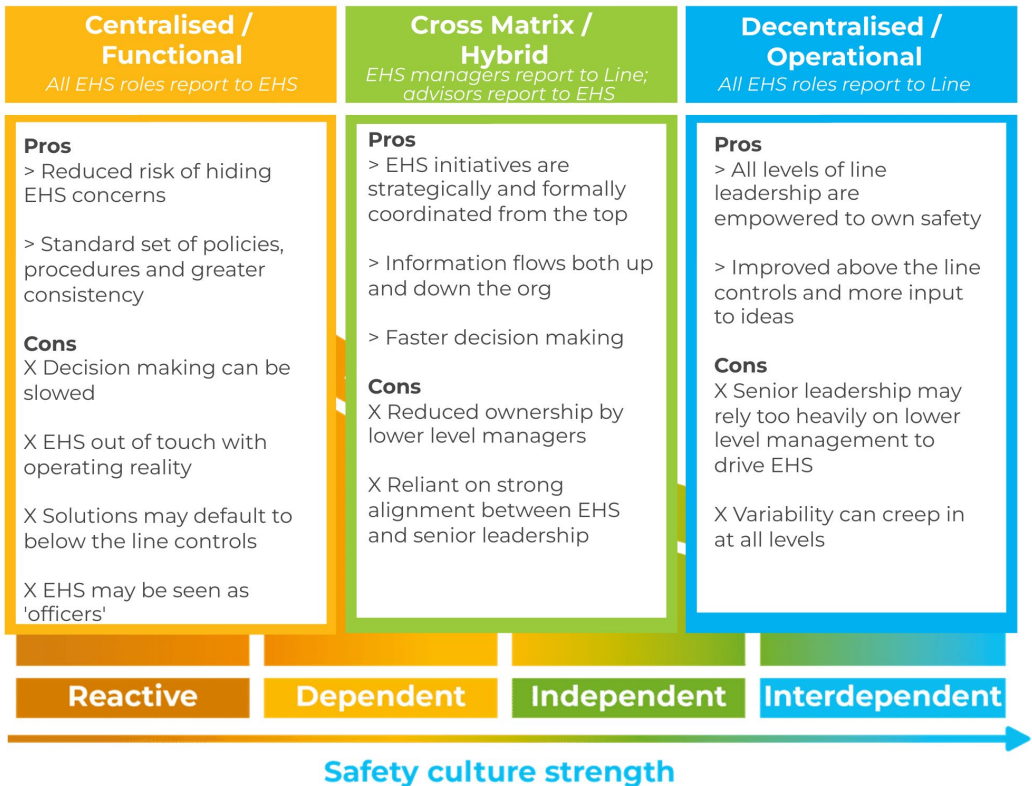
All Business Units (and sites) can be objectively placed on the Bradley Curve based on their efforts and performance using the Protect Culture Maturity Framework. We need to be honest about where we are on the curve, so we can “meet the people where they are” and apply the right tools at the right time.



- Review your efforts and data: engagement scores, critical risk performance, TRIFR and SLP & Power Up efforts. Where should you focus next?
- What should you stop doing so you can go back and revisit concepts and tools?
- Which of your sites are doing better or who can you reach out to learn from?

Safety Operating Model

Our goal is for EHS to be a 'trusted partner of line', reporting to operations/line leaders at all levels of the organisation. Not all businesses will be ready for that immediately, but we should be aware of the trade-offs and make a plan.



- Identify reporting lines for EHS currently.
- Are they all reporting into Line? If not, why not?
- That's ok if there is a plan to get there and it's the right solution for the time. Have a conversation with your EHS and P&P leaders.



The Coaching Equation

As leaders, one of our most critical roles is to coach our people to learn, grow and improve safety. The Coaching Equation is a simple way of interacting to help your teams grow and to get insights.



Positive

What is going well?
What have you
learned?
What do you want to
achieve?



Challenges

What are you struggling
with?
What obstacles are you
facing?
What would you do
differently next time?
What's the reality right
now?



Actions

YOU: What actions
will you take?
ME: What I'd like to
do more of is...
What support do
you need from me?



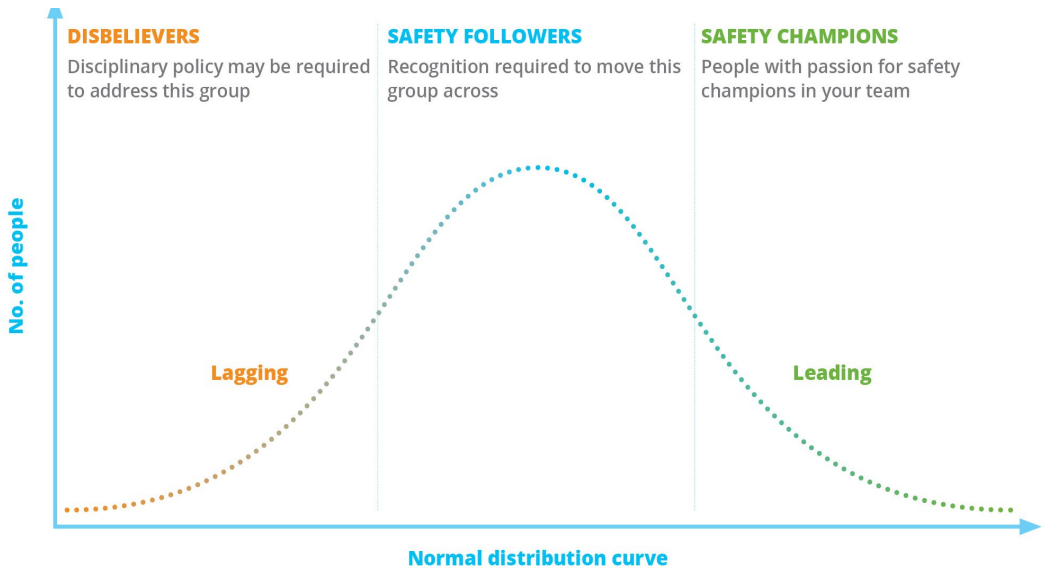
Introducing
the Coaching
Equation



- Practice the Coaching Equation every day until it becomes a habit.
- You could use it during a performance review, an operations meeting, or random catchups over a coffee!
- When are some natural opportunities for you to use the Coaching Equation?

Know Your People

It's important to Know your People (especially your leaders) and where they are on the safety journey. This way we can make a plan to help them move to the right.

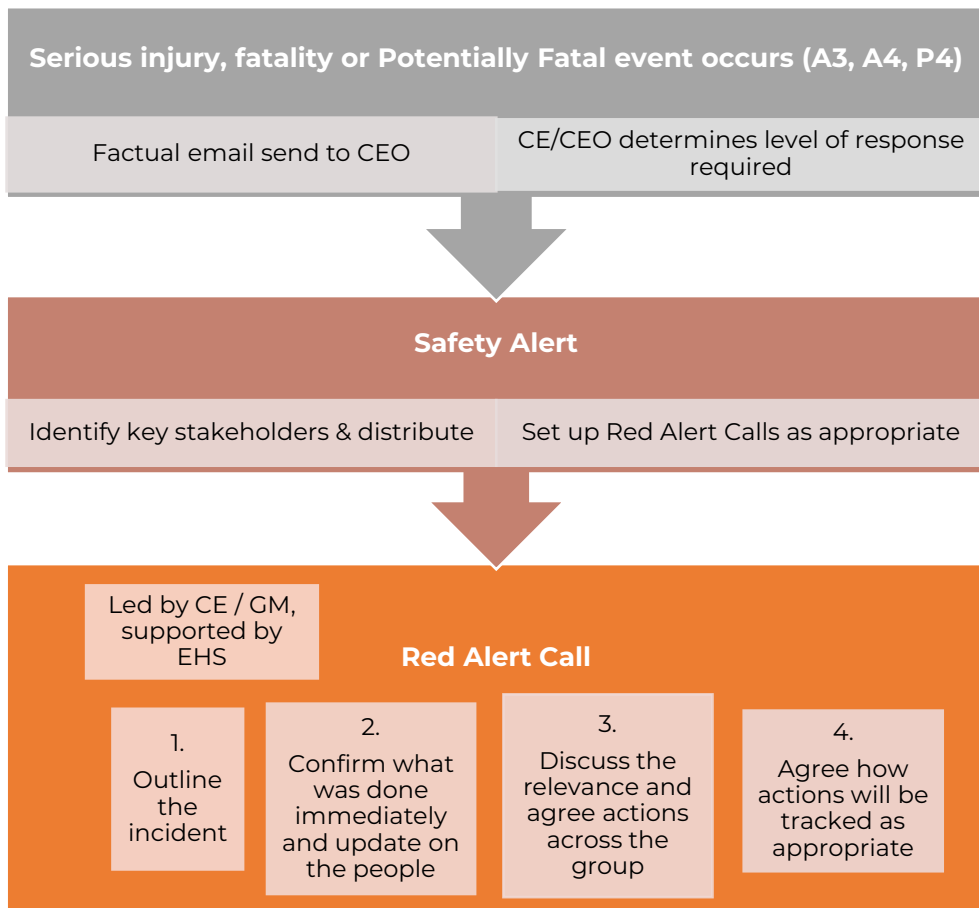


- Periodically check in with your teams and ask where their people are on their journey.
- Are we celebrating the champions and giving them an opportunity to be role models for others?
- Are we taking action/coaching for the disbelievers?



Red Alert Calls

When we have a serious or potentially fatal event, we want to respond quickly across the relevant businesses to ensure that learnings are shared and any actions agreed are communicated directly to operations leaders.



- Does your business have Red Alert calls?
- What more could you do to improve your response?
- How do you get confidence that your teams are learning and sharing learnings?

Listening Groups

We believe that our people are the experts in what they do, and if we listen to our people, we will have better outcomes. Listening Groups are an activity we can use any time we want to get insights to help us lead better.

Purpose	To gain insights from our people and the reality of our work to help us improve our culture and performance.			
Scope	Adequate representation of sites	At least 1 group from each org layer	At least 1 group from each unique risk area	
Set Up	5-10 people per session; 1.5-2 hrs	Whiteboard or flipcharts	Monitor / Projector	
Structure	Identify 5-10 open questions to allow cultural norms to be exposed		Every group / layer gets the same questions	
Facilitation	One facilitator presents the question & writes answers on the whiteboard/paper		One facilitator supports, writing down responses and quotes	
Analysis	Quotes	Responses	Surveys	Incidents
Output	Identify 4 – 6 themes and present to leadership in a mirror walk			

- Listening Groups are really helpful to give new leaders insights into their culture or when trend analysis isn't providing insights.
- In mature cultures, leaders can lead Listening Groups themselves; however, in less mature cultures it is better if someone independent (like EHS or P&P) run them.



Mirror Walks

Mirror walks are an effective way for leaders to obtain insights into the organisation and to build momentum for change. They are more effective than an audit and provide more organic solutions to arise.

Prepare

1. Identify themes & create posters (no more than 6, balance quotes & visuals)
2. Print see/hear/feel sheets
3. Prepare facilitators (independent EHS/Champions), assign posters/roles
4. Templates are available.

Mirror Walk

Agenda

1. Why / Background
2. Mirror Walk (10 mins at each poster; 3-5 participants per group)
3. Current See/Hear/Feel in groups
4. Envision a future state / workshop solutions
5. Make a Commitment / Plan

Allow 3-4 hours

Use a room with space to walk between posters

Cascade

Cascade of Mirror Walk to leaders/teams

These should be led by leaders from the first Mirror Walk (e.g., SLT, GMs) and independent facilitators.

Complete the sessions by sharing the leadership commitments to change & any new/refreshed plans



- Adapt the workshop post-mirror walk to suit the audience and what problem you are trying to solve. Are you looking to update a plan? Make a leadership commitment for action? Make a whole new plan?
- Leaders can cascade mirror walks to their teams – this is a great way to create the momentum for change and share your plans.

4Ds

The 4Ds are a way to engage in discussions with frontline. We use them in Learning Teams and leaders can use them during interactions to complement their open questions to learn more and gain deeper understandings of the challenges our people face in doing work safely.



- During a Risk Containment Sweep, try asking “what is Dangerous here?”
- During a CCV, try asking “what is Difficult about the way that we work?”
- When meeting a new hire, ask them “what’s Different about the way that we work from elsewhere?”
- When doing a leader walk, try asking “what do you find Dumb about the way that we work?”

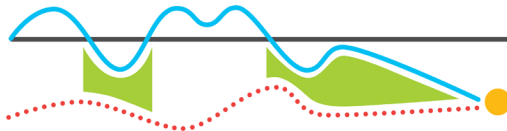


Learning Teams

Learning Teams are quick, highly engaging workshops to get your frontline involved in solving problems in your business. They involve a facilitated discussion about the work activity followed by a workshop to explore what makes the work difficult, dangerous, dumb or different.

Blue Line – Learning Teams STORY PHASE

Map out Blue Line (Work as Done) and Black Line (Work as Imagined)



The 4 Ds – Learning Teams DISCOVERY PHASE

Explore what is Dumb about how we do the work, what is Different, Difficult and Dangerous about the work



Learning Teams – ACTION PHASE

Identify the recommended actions and commitment for change



Learning Teams
Jumpstart your
knowledge



- Try using Blue Line by itself to understand how work is being done across various business practices, not just safety.
- Try using the 4Ds with your team to explore solutions to problems you are facing or as part of your leader interactions or coaching conversations.

Healthy Work Assessment

We know that when we have healthy work, our people are highly engaged, and our workplaces are healthier and safer for everyone. The Healthy Work Wheel helps us identify areas where we might be weaker and can focus to improve the work environment.



Healthy Work

- Try using the healthy work wheel assessment tool when you get your FBuSay results or when you have conflict in the team.
- Try getting your leaders together and discuss which part of the wheel are your strengths and which ones you could improve on.
- Make a plan. Share your plan.



Jumpstart your Leadership

This Jumpstart wheel can be used to help shift your leadership style. You can use this at any time to help improve how you lead – in a meeting, in an interaction, when coaching your own leaders.



- Attend a toolbox meeting or a Power Up session with a leader who is two tiers below you. Do they practice any of these things? Can you coach them?
- In your next meeting or interaction, see how many of these tools on the wheel you can put into action.

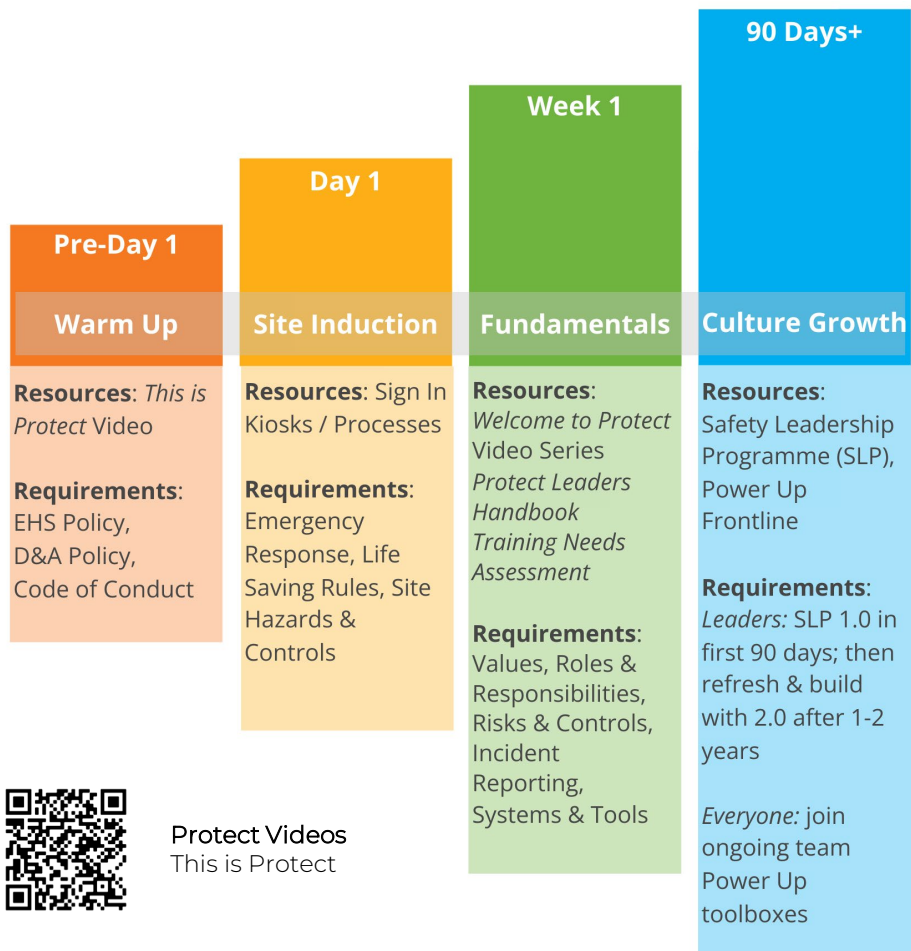
GOOD TO KNOW

Management System



Induction

First impressions are critical. How our people and all stakeholders are inducted into Protect and onto our sites is one of the most important things we do.



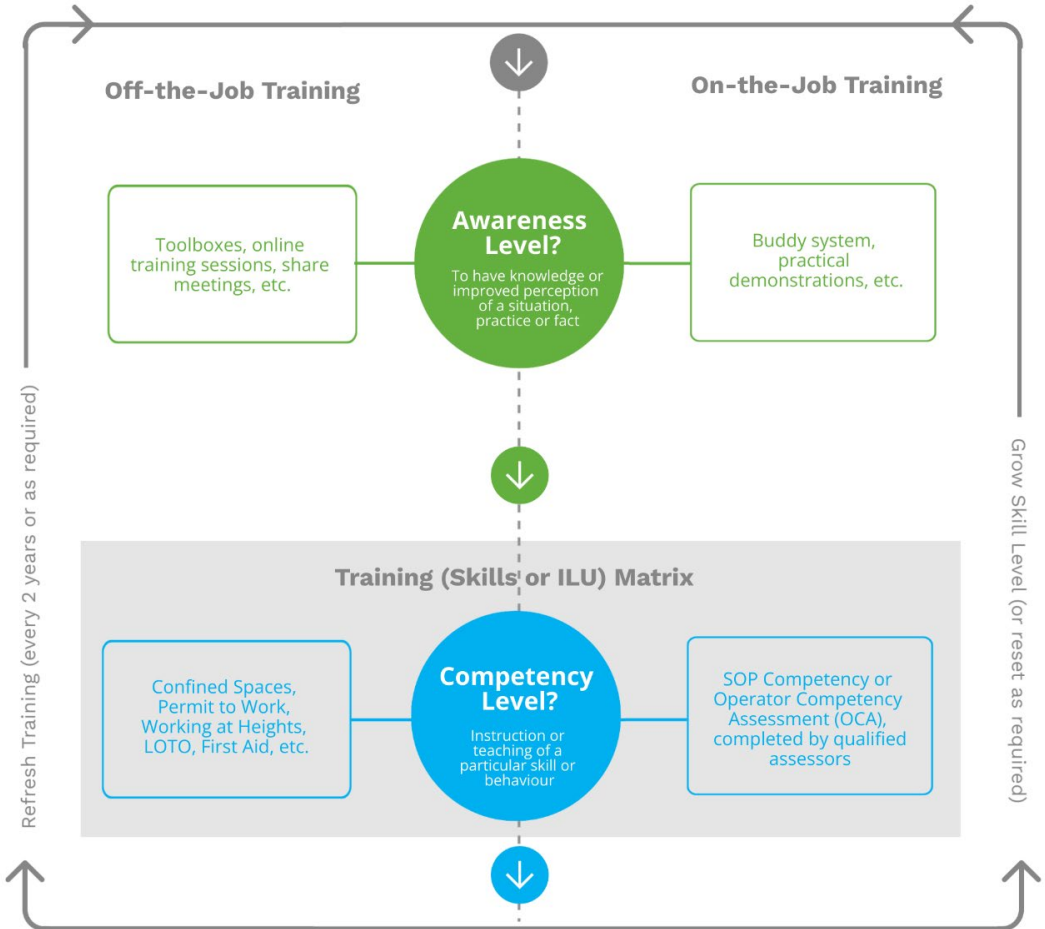
Protect Videos
This is Protect



- Review your induction processes.
- Ask a recent hire or contractor what their induction experience was like.
- What do you think we can do to help bring our culture to life and make a good first impression?

Training & Competency

It's critical that our people are set up for success, receiving the training and resources they need to do their job well. This is often a mix of informal, awareness level and more formal training, especially where critical risks are involved.

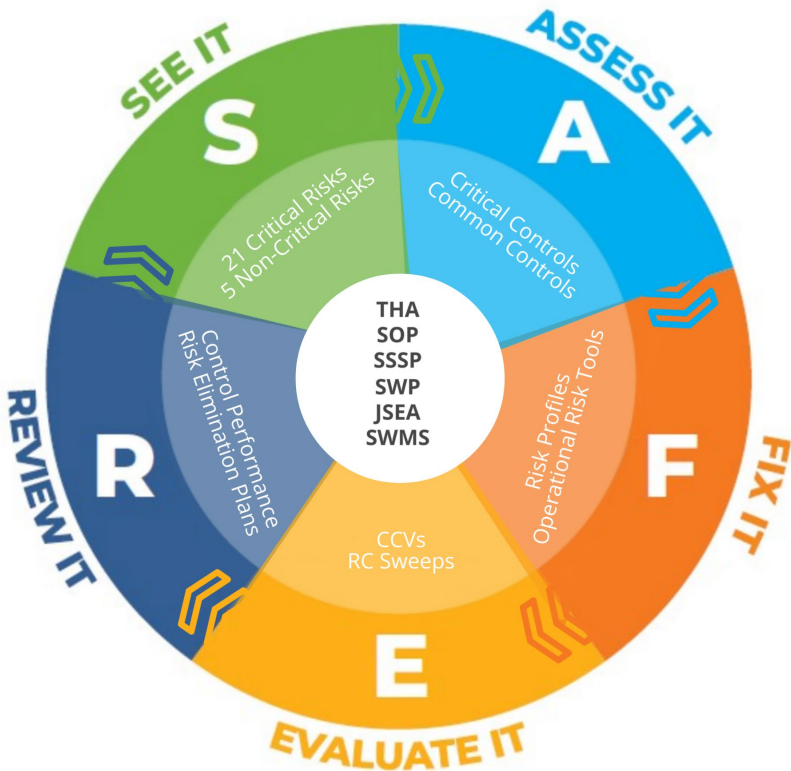


- Review what the training experience is for your staff.
- Is it appropriate? Is it maintained and up to date?
- If you have an OCA or ILU, are your workers aware of their competencies and where they can grow their skills?



SAFER – Risk Management

Our Hazard & Risk Framework (SAFER) follows a traditional continual improvement methodology and is designed to target our critical risks and ensure that our controls are effective.



Critical Risks & Controls
Watch an explanation



- How effective are our Operational Risk Tools (e.g., JSEA, SOP, etc.) in managing risk?
- Are we using CCVs and RC sweeps effectively? Can we do more to engage our frontline?
- Pick a recent incident – what Critical Risks were present? Were the Critical Controls in place? Were they effective?

Critical & Non-Critical Risks

Across all our businesses, we have 21 Critical Risks (known to cause fatalities and serious, life-altering harm) and 6 Non-Critical Risks (causing low-level discomfort, pain and harm).

CR01 Fall from heights



CR02 Vehicle collision or roll over



CR03 Failure of lifting operations



CR04 Entanglement impact or crushing



CR05 Struck by mobile plant



CR06 Objects falling from height



CR07 Contact with electricity



CR08 Working in confined space



CR09 Working beside live traffic



CR10 Contact with underground services



CR11 Building or structure failure



CR12 Hot work and fire



CR13 Collapse of excavation or stockpile



CR14 Explosives



CR15 Working near or over water



CR16 Exposure to process safety risks



CR17 Exposure to hazardous substances



CR18 Exposure to dusts and silica



CR19 Exposure to asbestos



CR20 Exposure to noise



CR21 Discharge to land, air or water



NCR1 Contact with hot or sharp objects



NCR2 Manual handling or ergonomic strain



NCR3 Slips, trips & falls



NCR4 Exposure to environmental or biological factors



NCR5 Psychosocial impact or impairment



NCR6 Damage to biodiversity or heritage

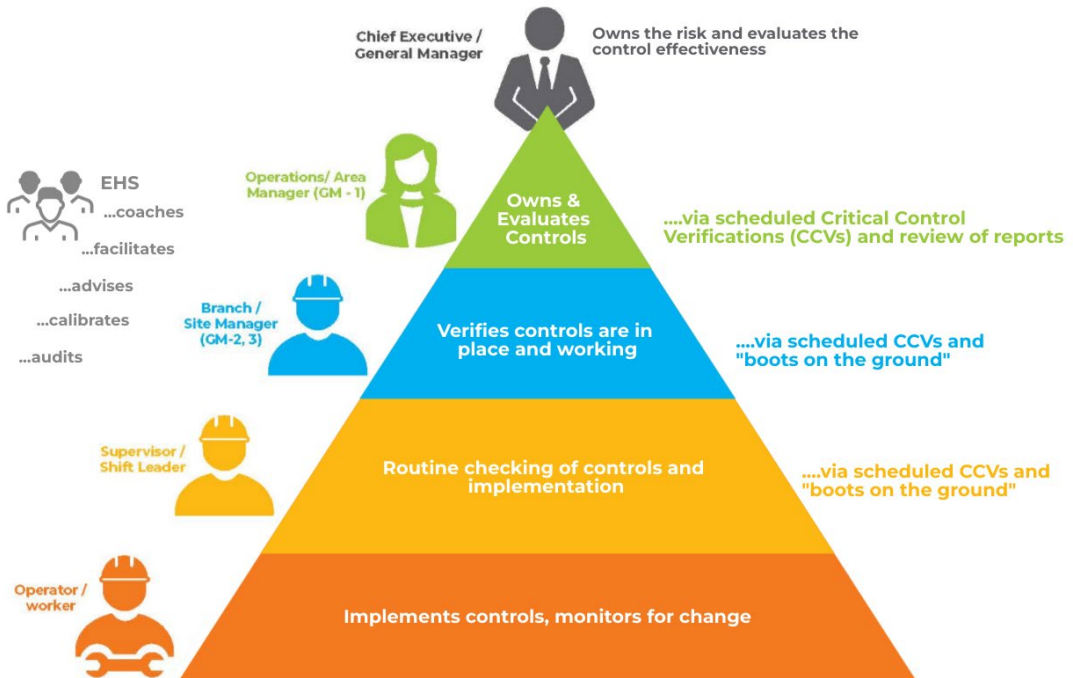


- Identify which Critical and Non-Critical Risks are present in your operations or which you could influence through your supply chain or customers.
- Try picking a task and identifying how many Critical and Non-Critical risks are present at any one time.



Risk Ownership

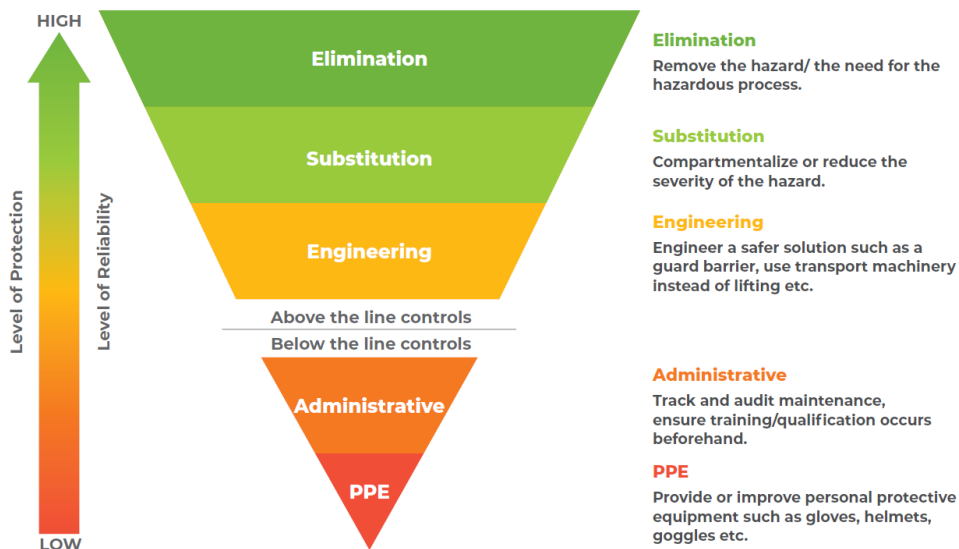
Our operations leaders (line leaders) are responsible for ensuring we identify and manage our critical risks. But we all have a part to play from frontline to GM/Executive, all supported by EHS.



- Find the role that most closely aligns with your job.
- Are you actively performing the duties required to ensure our critical risks are managed?
- Are the right people completing the right tasks? Are you getting the insights you need to keep learning?

Risk Elimination Plans

As we grow our maturity, our ultimate goal is to eliminate (so far as is reasonably practicable) the exposure of our people to our critical risks. This means continuously looking to implement 'above the line' controls wherever possible.



- Review your CCVs and your High-Potential Incidents.
- Are there any controls that are below the line or ineffective?
- What if people made a mistake? Could they be seriously hurt?
- Consider getting a group of frontline and expert team members together to do a Learning Teams activity to see if there are any 'above the line' solutions that we could explore.



Influence & Degree of Control

Our operations are complex and our degree of control over a site, a product and a workplace may vary. Our management and our reporting varies based on our Primary, Secondary or Tertiary Degree of Control.

		Work Activities	
		Control	Limited / No Control
Workplace	Control	<p>1° (Primary) Degree of Control</p> <p>Employees, labour hire, individual contractors, as well as contractors hired to perform work that would otherwise be carried out by an employee.</p> <p>We care for these individuals and their work as our own, under our own instruction, systems and processes (e.g., SLP, Power Up, CCVs).</p> <p><i>All hours are reported; and all incidents, injuries & illnesses are reported.</i></p>	<p>2° (Secondary) Degree of Control</p> <p>Subcontractors, third party logistics partners while on our sites, and maintenance contractors on our site.</p> <p>We care for these individuals and their work as Contractors or Visitors to site through prequalification, inductions, instructions and guidance on our known hazards, risks and expected controls, and monitoring of performance.</p> <p><i>All hours are reported; and</i> <i>All Recordable Injuries and High Potential Incidents are reported.</i></p>
	Limited / No Control		<p>3° (Tertiary) Degree of Control</p> <p>Arrangements where we are acting as the client or developer without control of site; site ownership is fully the responsibility of the main contractor.</p> <p>This includes members of the public and activities involving our supply chain but not on our site or activities (e.g., a personal vehicle incident by our employee on a weekend but using our vehicle; a logistics supplier incident while not on our site; use / handling of our products by a customer). <i>Hours and Recordable Injuries are NOT reported.</i></p> <p><i>All High Potential Incidents are reported where there is a potential connection to our businesses and/or an opportunity to learn.</i></p>



- Review each category (Primary, Secondary, Tertiary) and identify any workers, sites, or activities you might have that fit into each area.
- Are you managing them appropriately? Does the reporting match?

Contractors & Supply Chain

Our approach to our contracts is based on their risk, complexity and the size of the work (Type A to D). We also identify where it is appropriate to be able to deploy our Protect Tools (e.g., SLP, Power Up, RC, CCV) to ensure that our key contractors and stakeholders are living our Protect value with us.

Scope the work & identify the need

*Is the contractor on the Preferred List?
(mandatory Type A/B)*

Preferred Contractor List

- ✓ Prequalified
- ✓ Annual Review
- ✓ Contractor SLP (GM approved)

Designated BU Administrator

Have you entered your CCVs, RC sweeps in Radar for feedback?

Execution of Contract

- Critical Control Verifications
- Risk Containment Sweeps
- Incident Reports
- Site Induction
- Toolbox / Meetings
- Permit to Work

Supervisor / Manager

Contractor Categories

Type A High risk; Complex projects, broad scope of works

Type B High risk; Small to moderate sized projects

Type C Medium Risk

Type D Low Risk



Contractor Engagement

- Contract or EHS Obligations
- Plan & Risk Assessment

(mandatory Type A/B)

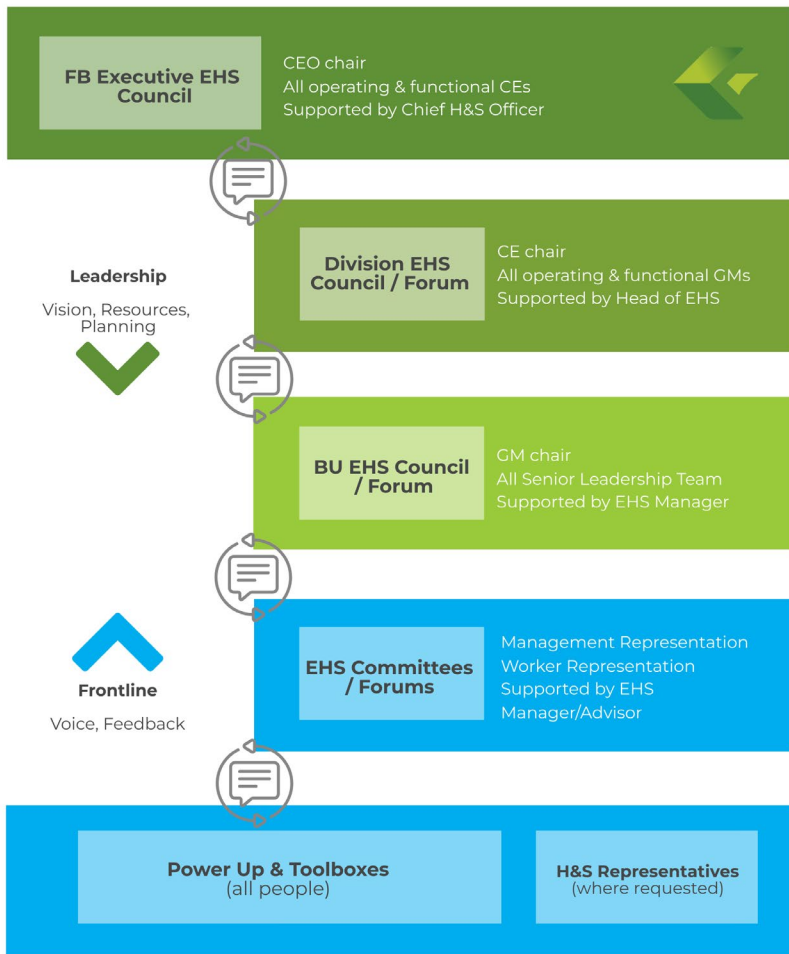
Have you involved the delivery team in the engagement?

- Have you identified your top contractors that you want to engage with SLP & Power Up?
- Have you engaged with your delivery teams to support engagement & complete monitoring?



Councils & Committees

Our Councils are management forums to strategically lead Protect. Our Committees connect our management and our frontline to ensure that there is alignment with the strategy and the voice of the people is fed back up to influence decision making.



- Review your Committees and Council structure.
- Is it in place and functioning as intended?
- Is the voice of the people making it to the Council?
- Are the strategic decisions being shared with the Committees?

Reporting Systems

Our core reporting system is Radar (and its mobile app Roam). We use Power BI to get insights and Preventia to help us predict incidents before they occur. Other systems support compliance where required.

Reporting

(Incidents, observations, CCVS, walks etc)



Analytics & Predictive Analytics



Power BI



Learning Management



cornerstone

Standards

(AS, NZ, ISO, etc)



SAI GLOBAL

Chemicals

(Inventory & SDS)



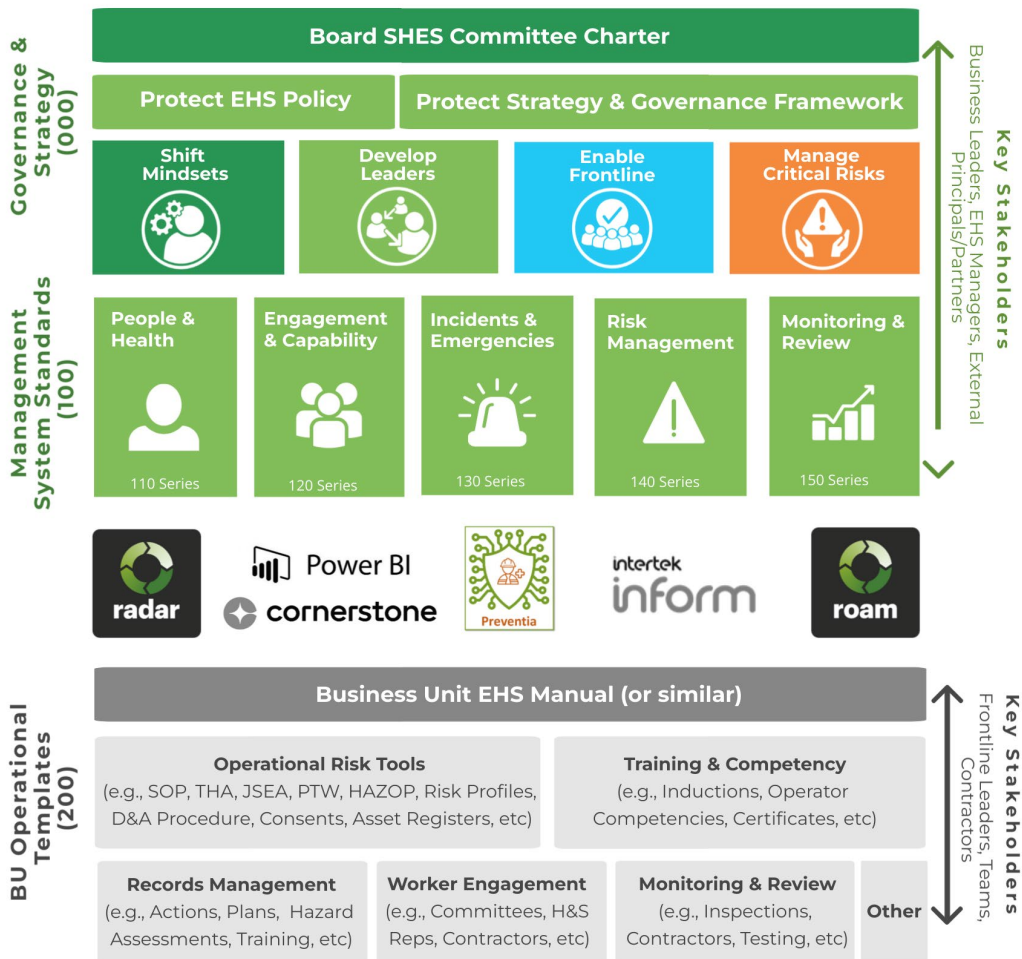
Start using
Radar & Roam

- Load Roam onto your phone and find Radar on Matrix.
- Be sure you know how to enter an incident, leader walk, RC sweep or CCV.
- Your EHS team will help set you up with the other systems and dashboards you need to manage safety.



Document Management System

We have standardised strategic and management system requirements where it makes sense across the Group. For everything else, we encourage Freedom in a Framework and provide templates for the Business Units to own their own management of EHS.



- Your EHS teams should be accountable for maintaining the management system.
- Ask your EHS leader to explain to you how this framework applies to your part of the business.

Health & Injury Management

We know that most of our injuries are low level ones that can be prevented with Early Intervention. We also know that Recovery at Work is good for worker's health and helps reduce long term harm. This applies equally to mental, physical or occupational exposures harm.

Early Intervention

Purpose	Respond to early warning signs and avoid escalation of harm / time off work
Sprain / Strain	Offer physio directly and early if someone has discomfort; don't wait for a claim or doctor's referral
Occupational Illness	Review exposure monitoring and obtain occ physician support for any individuals with safety critical or outside normal health results
Bullying / Psychosocial Harm	Listen, Lean In, and refer to experts for support if someone is showing signs of strain and stress

Incident occurs: An injury, illness or mental state becomes so severe it impairs the persons ability to complete normal duties

Recovery at work

Purpose	Recovering at work provides individuals with purpose, and keeps them connected without compromising their recovery
Sprain / Strain	Identify light duties, create a suitable duties plan for Recovery at Work
Occupational Illness	If safety critical, identify suitable duties until doctor clears to return to normal duties
Bullying / Psychosocial Harm	Obtain expert guidance; Identify suitable duties, location or tasks with agreed timelines



- Ask some of your leaders and team members if they know what to do if someone complains of back pain or are struggling mentally.
- Check in with your teams to make sure everyone knows who their Health & Injury Business Partner is and how to access support.



Audit & Assurance

We have a tiered approach to auditing and monitoring our performance across our strategic and compliance activities.

	Councils & Committees		Culture Insights		Operational	
	System	Critical Risks	Culture	Capability	Compliance	Incident Learnings
Tier 1 Site	Site ISO Self-Audit	Site CCVs	Observations	Power Up Feedback	Equipment & Site Inspections	P3P4 Corrective Actions Implemented
Tier 2 Business Unit	BU ISO Self-Audit	Management CCVs	Leader Walks	Safety Leadership Programme Feedback	Asset & Maintenance Checks	P3P4 BU Review of Learnings
Tier 3 Group/Division (or External)	ISO Certification Audits	External Expert Control Checks	FBuSay Engagement Surveys	Listening Groups & Mirror Walks	Risk & Insurance Checks	A3A4 Division Review of Learnings

 More
 Frequency
 Less 



- Review your EHS Council reports for the year.
- Are you getting visibility of all levels relevant to your business area?
- What are you missing?
- Have you checked in on previous significant incident learnings to confirm that they are embedded across your business?

Objectives & Planning

Every year our Business Units and Leaders set targets to help achieve their performance targets.

		Group / Division	Business Unit (BU)	Site
Lag	Recordable Injuries (TRIFR)	% Reduction		No target
Lead	Critical Risks (% Controlled)	% Improvement		
Plans	Safety Leadership Programme	All new leaders complete SLP 1.0 first; Then SLP 2.0 after 18-24 months; Then SLP 3.0 after another 18 – 24 months		
	Power Up Frontline	Rotate regular Power Up Toolboxes (1.0, 2.0, 3.0) all year based on team need/readiness		
	Critical Risks	Total # of Risk Containment Sweeps Total # of Critical Control Verifications		
		Governance over BU's	Risk Elimination Plans	
	Non-Critical Risks	Governance over BU's	Risk Management Plans	

- TRIFR is an indicator of harm, but it is only useful for BU's or sites/projects with hours >300,000.
- At site level, use lead indicators, action close out and 'effort' metrics for frontline conversations.
- Link your strategic plans back to your performance across the Strategic Pillars and where you are sitting on the Protect Culture Maturity Framework.



Wellbeing

FB Well is a wholistic approach to wellbeing with a strong focus on creating a healthy organisation where everyone can thrive, this is Protect. We also provide support for individuals, their families and teams who want to create new, healthier habits or who need professional support.



The Menu includes proven, team-based, habit-forming programmes to choose from

Wellbeing –
CEO Message

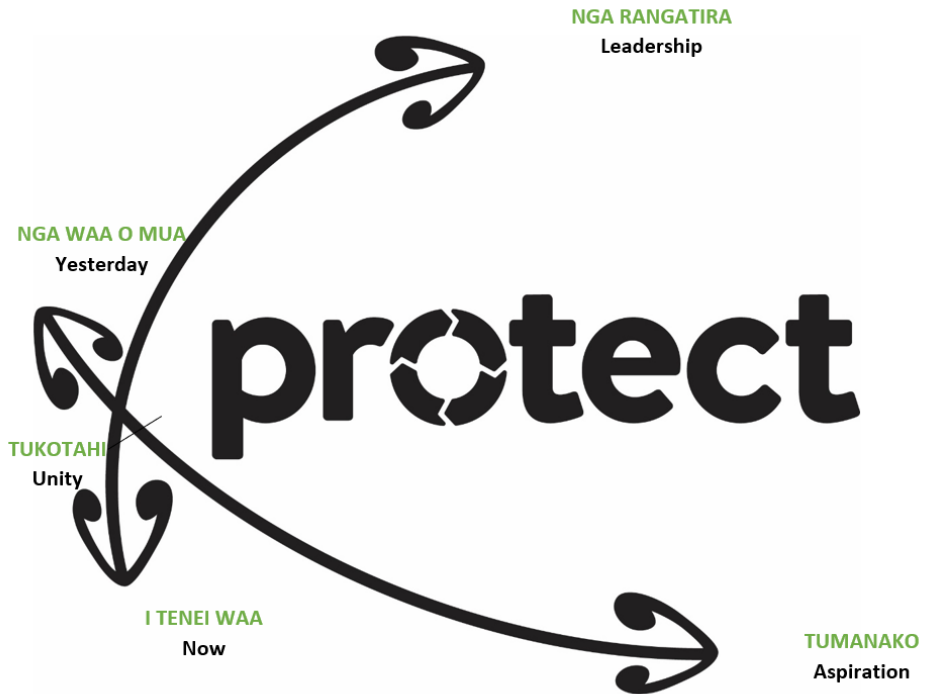
FB Well on
Matrix



- Have your teams used any programs from the FB Well menu? E.g., financial education, lifestyle challenges, nutrition, physical or mental wellness group activities.
- Are your people using Sonder/EAP or other professional support? Is that embedded in your onboarding?
- Do you role modelling your own healthy habits and do you actively try to ensure everyone feels included and valued?

Protect Tohu

The Protect logo, or Tohu, was gifted to the Fletcher Building Executive in 2019 by a Whakatapu group. Each part of the Tohu has special meaning and we do our best to honour these every day.



Tohu
Watch an
explanation

- Think about each element (Leadership, Aspiration, Unity, Yesterday, Today/Now).
- How are you bringing these elements to life as you lead out on Protect?
- Is there one element that resonates more for you?



ACRONYMS – A GUIDE

1.0	Felt Leadership SLP, Power Up
2.0	Healthy Work SLP, Power Up
3.0	Legacy SLP, Power Up
A3	Actual serious incident / injury
A4	Actual catastrophic / fatal incident
CCV	Critical Control Verification
CR	Critical Risk
D&A	Drug & Alcohol
eNPS	Engagement Survey
GROW	Coaching model (Goal, Reality, Options, Way Forward)
HAZOP	Hazard & Operability Risk Assessment (process safety)
HiPo	High Potential Incident
ICAM	Incident Cause Analysis Method (investigation tool)
ILU	Competency framework (I=level 1, L=level 2, U=level 3)
JSA	Job Safety Analysis
JSEA	Job Safety & Environmental Analysis
LOTO	Lock Out Tag Out
LSR	Life Saving Rule
NCR	Non-Critical Risk
OCA	Operator Competency Assessment
P3	Potentially serious incident / injury
P4	Potentially catastrophic / fatal incident
PPE	Personal Protective Equipment
PTW	Permit to Work
RC	Risk Containment
RPE	Respiratory Protection Equipment
SLP	Safety Leadership Programme
SOP	Standard Operating Procedure
SWMS	Safe Work Method Statement
TEAM	Leader Interaction tool (T=Talk, E=Effect, A=Appreciate/Ask; M=Make a Plan)
THA	Task Hazard Analysis
TRIFR	Total Recordable Injury Frequency Rate
TYPE A	High Risk Contractor; complex; large scale
TYPE B	High Risk Contractor; small / moderate scale
TYPE C	Medium Risk Contractor
TYPE D	Low Risk Contractor

Legal Obligations

	Legal Reference	Key Duties	Critical Activity
New Zealand	Health and Safety at Work Act	To provide a healthy and safe workplace so far as is reasonably practicable	Governance Risk Management
	Resource Management Act	To avoid, remedy or mitigate any adverse effect on the environment arising from an activity Resource consents issued by local government. Covers land use, subdivision, coastal marine area, beds of rivers and lakes, water, discharge of contaminants and noise	Comply with resource consents
	Wildlife Act	All wildlife are protected throughout New Zealand and New Zealand fisheries waters	Not to harm any wildlife
	Biosecurity Act	Pre-border risk management, border management, readiness and response. Pest management	Import/export quarantine Management of invasive species
	Hazardous Substance and New Organisms Act	Managing the effects of hazardous substances and new organisms	Safe management of chemicals
	Waste Minimisation Act	Levy on waste to landfill, product stewardship	Duty: Pay levy Opportunity: WMF
Australia	Various state Work Health and Safety Acts	To provide a healthy and safe workplace so far as is reasonably practicable	Governance Risk Management
	Environment Protection and Biodiversity Conservation Act	Framework to protect and manage nationally and internationally important flora, fauna, ecological communities, and heritage places	Comply with matters of national significance
	Various state/territory/local government Environmental laws	Resource consents issued by state Fletcher Building duty – similar to RMA	Comply with resource consents

Notes, tips, thoughts and insights



