



HSEQ Communication and Consultation Procedure

Brief description

This Procedure outlines GPC’s communication, consultation and participation processes for Health, Safety, Environment and Quality (“**HSEQ**”) information with GPC internal and external stakeholders to meet GPC business and regulatory requirements.

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1 Terms and definitions

In this Procedure:

“Consultation” means when everyone involved in the work communicates with each other to identify hazards and risks, talks about any health and safety concerns and works together to find solutions. This includes cooperation between the people who manage or control the work and those who carry out the work or who are affected by the work. Consultation involves seeking feedback before making a decision.

“Health and Safety Representative” means a worker who is elected under Part 5 of the Work Health and Safety Act 2011 as the Health and Safety Representative for the work group of which the worker is a member.

“Joint Consultative Group (JCG)” means a committee comprising of GPC management representatives and union representatives who meet monthly to discuss workforce matters.

“Participation” means actively being involved in decision making or taking part in something.

“RACI” means a method of identifying persons responsible, accountable, consulted, informed.

“SHE Updates” means SAI Global Safety, Health and Environment legislative update notification subscription.

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

2 Introduction

2.1 Purpose

The purpose of this Procedure is to provide guidance on the application of processes and tools for effective and timely communication and consultation on HSEQ matters and to assist with promoting active Worker participation and engagement and health, safety and environment performance. It describes the specific requirements for when, how and with whom consultation must take place in order to comply with legislation and also effectively draw on knowledge and experience of workers to make more informed decisions.

This procedure also demonstrates GPC’s commitment to encouraging active worker participation and providing effective HSEQ communication and consultation.

2.2 Scope

This Procedure applies to the following communication tools and methods:

- Inductions and training modules;
- SAI360 (incident, action, hazard, risk management database);
- Reports;
- Red, blue and green banners;
- Bulletins;
- Consultation presentations and system implementation presentations;
- Meeting forums; and

- Compliance obligations notifications.

Other communication methods and tools are available, but beyond the scope of this procedure to describe in full. They include:

- Pre-start and toolbox meetings;
- Regulatory notifications;
- Digital communication screens;
- Displays and signage;
- External website and internal intranet;
- GPC health safety environment and quality reports; and
- Print media including CEO newsletter, 'PORT Life' and the like.

This Procedure applies to all workers involved in GPC operations and all associated activities under the control of GPC.

2.3 Objectives

The objective of this Procedure is to:

- clarify and outline activities that are to occur to facilitate effective communication, consultation and participation;
- provide a consistent approach when applying the various communication, consultation and participation tools; and
- support GPC's safety, environment & quality management systems.

The Procedure also aims to meet the requirements of:

- AS/NZS ISO 45001:2018 Occupational Health and Safety Management Systems;
- AS/NZS ISO 14001:2015 Environmental Management Systems;
- AS/NZS ISO 9001:2015 Quality Management Systems; and
- WHS Regulation.

3 HSEQ communication and consultation

3.1 Communication

GPC utilises a suite of methods and tools for various communication purposes of HSEQ matters including, but not limited to:

- Inductions and training modules;
- SAI360 notifications;
- Reports;
- Red, Blue and Green Banners;

- Bulletins;
- Consultation presentations and system implementation presentations;
- Meeting forums; and
- Compliance obligations notifications.

A wide range of communication tools and methods can be utilised that incorporate verbal and/or written communication. When selecting a form of communication, diversity aspects must be considered to ensure the communication is appropriate for the target audience. This includes taking consideration of aspects such as demographics and literacy and numeracy levels. Based on the type of information to be communicated, workers should be given the opportunity to participate in the determination of how to effectively communicate the information. This will assist with ensuring the information communicated and process utilised is suitable for the target audience.

GPC Representatives for contractors and port users are responsible for monitoring any received internal communications and passing on any relevant communications that impact the activities of contractors or port users while these external stakeholders are on GPC owned or operated sites and/or are performing activities for/on behalf of GPC.

Records of communication should be maintained as evidence to demonstrate compliance with communication requirements. The method of record keeping will depend on the form of communication utilised but may include attendance sheets, meeting minutes, reports, emails, forms and presentations.

The following sub-sections describes key communication methods and tools utilised for HSEQ information.

Appendix 2 provides a quick reference summary guide on key HSEQ communication tools available.

(a) Induction and training

Awareness of hazards at GPC and the application of hazard management strategies are communicated to all Workers, port users and visitors through training and induction.

Access to site is not permitted unless an individual has completed the relevant form of induction.

Employees are kept updated through the periodic review of mandatory training modules in a variety of topics.

Contractors and port users are kept updated through the periodic renewal of the on-line induction.

Other forms of training are conducted in various forms (e.g. classroom style, on the job) and performed as required to share relevant HSEQ information.

(b) SAI360

As incidents and hazards are entered into SAI360, the system will email the following people:

- (i) Person in control of the work and their Supervisor;
- (ii) Person responsible to investigate and their Supervisor;
- (iii) All General Managers;

- (iv) All SMEs for each incident type; and
- (v) Key personnel based on the RGTCT Duty Roster email group.

The SAI360 home page lists the last five (5) days reported incidents and hazards with real-time data.

SAI360 will also notify identified stakeholders in the system in regards to audits, inspections, interactions, actions and risks.

(c) Reports

A summary of incidents, hazards and actions is distributed weekly to GPC Leaders via the 'Incident and Action Report'. Leaders are required to cascade relevant incident and hazard reports to their teams via toolbox talks and safety meetings and the like.

Monthly reports are also generated by each discipline for distribution to the Board.

Data and reports are generated for communication at safety committee meetings.

The Incident Management and Investigation Procedure details the requirements and processes regarding reports and notifications to regulators if required.

(d) Red Banner

A Red Banner is used to inform the business of the occurrence of a Notifiable Incident, a possible serious injury or a health, safety or environment incident with a potential risk consequence of significant, major or critical.

At a Managers discretion, a Red Banner may also be used to communicate an incident of any risk profile or an emerging hazard that could impose imminent risk to health, safety or environment.

SMEs may also utilise the Red Banner template to communicate urgent information with an imminent risk to people, the environment or the business, such as a product recall or industry alert.

The Red Banner content details the initial known information of the incident including:

- (i) Risk (actual / potential);
- (ii) Brief description of the incident – what, when, where & includes photos;
- (iii) Likely causes (with disclaimer – subject to change pending investigation);
- (iv) Immediate actions taken to prevent a similar incident; and
- (v) Prompt for others to check their work area for similar circumstances.

A Red Banner may be drafted by the Supervisor or Superintendent of the work associated with the incident, with input from the relevant specialists or subject matter experts if required.

The Manager in control of the work associated with the incident is responsible for approving the Red Banner and arranging its distribution to all GPC Leaders within 24 hours of the incident. Leaders are expected to communicate the banner with their teams at the next toolbox / pre-start meeting.

Refer also to the Incident Management and Investigation Procedure.

(e) Blue Banner

A Blue Banner is used to inform the business of the outcomes of a serious injury or a health, safety or environment incident with a potential risk consequence of major or critical.

At a Managers discretion, a Blue Banner may also be used to communicate the outcomes of an incident of any risk profile or rectification of an emerging hazard that imposed an imminent risk to health, safety or environment.

The Blue Banner content details the investigation findings and lessons learned from the incident investigation including:

- (i) Risk (actual / potential);
- (ii) Brief description of the incident – what, when, where – particularly if different from the red banner;
- (iii) Investigation outcome;
- (iv) Actions taken to prevent a similar incident; and
- (v) Prompt for others to consider what they could learn from these findings/lessons.

A Blue Banner may be drafted by the Supervisor, Superintendent or Manager accountable for the investigation, with input from the relevant specialists or subject matter experts if required.

The Manager accountable for the investigation is responsible for approving the Blue Banner and distributing to all GPC Leaders as soon as practicable.

Leaders are expected to communicate the banner with their teams at the next toolbox / pre-start meeting or it may also be discussed at team or safety meetings.

Refer also to the Incident Management and Investigation Procedure.

(f) Green Banner

A Green Banner is used to promote opportunities, innovations or initiatives that have been successfully implemented to improve health, safety, environment or quality outcomes for the business.

At the relevant Manager's discretion, a Green Banner may also be used to communicate positive outcomes of an incident where controls were applied and the outcomes of the incident were reduced because of those controls, demonstrating proven effectiveness, promoting the continued use of the control measure.

The Green Banner describes, or illustrates with photos or diagrams, the before and after of an identified hazard or inefficiency, highlighting the benefits of the opportunity, improvement or innovation to the business. It should also include a prompt for others to consider the applicability of the opportunity, innovation or improvement to their work area or work practices.

A Green Banner may be drafted by the Supervisor, Superintendent or Manager of the workgroup responsible for the innovation or initiative, with input from the relevant specialists or subject matter experts if required.

The Manager of the workgroup responsible for the implemented opportunity, innovation or initiative, in conjunction with the SME Manager, is responsible for approving the Green Banner and arranging its distribution to all GPC Leaders as

soon as practicable. Leaders are expected to communicate the banner with their teams at the next toolbox / pre-start meeting.

(g) Bulletins

Bulletins are used to communicate general HSEQ information that is suitable for use in tool-box / pre-start meetings, safety meetings, as a prompt for a safety share/safety moment and the like. Information may include: system changes that affect the health or safety of a person or the environment or general information about a specific health, safety, environment or quality issue. The intent is to raise awareness and provide clarification of understanding or application.

The information is usually planned or themed with a monthly focus and is researched and drafted by the relevant SME.

HSEQ bulletins are distributed weekly (or as required) via email to all email users and listed in the weekly 'Incident and Action Report'.

Leaders are expected to communicate the bulletin with their teams at the next toolbox / pre-start meeting.

(h) Consultation presentation

HSEQ Policies, Standards and Procedures must be developed and reviewed through the consultation process outlined in Section 3.2 of this Procedure and as specified in the GPC Governance Documentation Framework Standard and Document Control Procedure.

Where a consultation presentation is deemed necessary to communicate the context, intent and content of the new or revised document or system, the relevant SME is responsible for creating the presentation and distributing to all relevant GPC Leaders and impacted stakeholders. Leaders are expected to communicate to their teams at their next toolbox talk/pre-start meeting.

Relevant consultation presentations may also be delivered at Safety Committee Meetings or the JCG as required.

(i) System implementation presentation

Finalised and approved HSEQ Policies, Standards and Procedures must be communicated as per the Governance Documentation Framework Standard and Document Control Procedure and where identified as necessary, via email from the relevant SME/Document Custodian.

At the discretion of the Custodian of the Policy, Standard or Procedure, a PowerPoint presentation may also be developed by the SME to highlight the key information from the system and expectations for implementation etc.

The relevant Custodian or SME is responsible for distributing to all relevant GPC Leaders and relevant stakeholders. Leaders are expected to communicate to their teams at their next toolbox talk/pre-start meeting.

Relevant implementation presentations may also be delivered at Safety committee meetings as required.

(j) Executive Management Team (EMT) safety committee meeting

The EMT Safety Committee meet on a quarterly basis. This meeting provides a forum for the EMT to review safety performance, trends, safety objectives and targets and statistics as well as discuss improvements / opportunities identified through departmental safety committees.

It is also an opportunity for information sharing and issues to be escalated from the workforce via the Health and Safety Representatives if required.

(k) Management Review meetings

Safety management and environment management review meetings will be held on a periodic basis to maintain continual improvement, suitability and effectiveness of the safety management system and environmental management system.

Outcomes from these meetings will be communicated to employees and relevant stakeholders.

(l) Legal obligations updates

GPC subscribes to the SAI Global Compliance Obligation Register and SHE Monitor Updates to keep informed of legislative and other changes.

The SHE Monitor Updates are delivered to the SME's via email on a periodic basis. The SMEs are required to review the update and notify any relevant party of a legislative change.

The Compliance Obligation Register in SAI360 and Legal Obligation Register in Vroom contains health and safety legislative requirements relevant to GPC. SHE Monitor updates to relevant obligations are notified to the nominated SME and obligation owner who are required to review and assess the impact to GPC. Review findings and actions are recorded in SAI360.

Any relevant changes to legislation that impacts GPC are to be communicated to the affected parties via bulletins and/or any other methods deemed necessary by the relevant SME and relevant obligation owner.

(m) Communication Strategies

The GPC Corporate and Community Relations team provide support through the development and implementation of Internal Communication Strategies. These strategies are utilised to plan and guide the communication of HSEQ campaigns and major HSEQ system or process changes.

A Safety Management System Implementation Plan is also available to guide the planning, implementation and communication of new or changed systems or processes.

The Environment team maintain an Environment Communications Strategy to provide the overarching framework and specific guidelines for the communication of the environmental management system and promotion of GPC's environmental activities.

(n) External communications

Requests for information or communications may be received from external stakeholders that require formal responses. Based on the type of HSEQ communication required back to the external stakeholder, advice and approval on the response may be sought from the GPC Corporate and Community Relations team, General Counsel or Executive Management team.

3.2 Consultation and participation

(a) What is consultation and who is involved?

Consultation is a two-way process between GPC Management and Workers and/or other interested parties such as port users, community groups or other stakeholders

and visitors, if the matter extends to them. The 'Needs and Expectations of Workers and Interested Parties' table identified in the Safety Management System Guide should be utilised to assist with determining stakeholders.

Consultation is an open discussion that ensures that sufficient information is attained to make well-informed decisions and that the workers or other interested parties who may be affected are given reasonable opportunity to provide their views and understand the reasons for the decision.

Consultation does not mean telling Workers or other interested parties about a decision or action after it has been taken.

Consultation does not require consensus or agreement, but this should be the objective where feasible.

It is not always necessary to consult with every worker. The workers or other parties to be consulted with will generally be those who are, or are likely to be, directly affected by the matter.

(b) What is participation?

Participation is an active engagement process between GPC Management/SMEs and Workers and/or other interested parties. Participation requires these groups to be actively involved in a decision making process, where the matter extends to them.

Participation does not require consensus or agreement on a decision, but this should be the objective where feasible.

(c) When to consult and encourage participation

The person in control of the work or workgroup, accountable for the process, system or change or is the procedure Owner or Custodian, must consult with workers and any other applicable interested parties when:

- (i) Identifying hazards and assessing risks and opportunities arising from the work carried out or to be carried out;
- (ii) Making decisions about ways to eliminate or minimise those risks;
- (iii) Making decisions about the adequacy of facilities for the welfare of Workers;
- (iv) Proposing changes that may affect the health or safety of Workers or other interested parties;
- (v) Establishing, implementing or improving safety management system processes and documentation (including Safety Policy, safety objectives and targets, safety business plan, procedures);
- (vi) Making decisions about how to meet legislative requirements and evaluate compliance;
- (vii) Making decisions in relation to safety monitoring and measuring activities (including audit schedule);
- (viii) Making decisions about procedures for communicating and consulting with workers; resolving health or safety issues; monitoring health of workers; monitoring the conditions and activities at the workplace and providing information and training for Workers;

- (ix) Making decisions regarding the needs and expectations of interested parties; and
- (x) Identifying opportunities for continual improvement.

The person in control of the work or workgroup, accountable for the process, system or change or is the procedure Owner or Custodian, must actively seek worker participation when:

- (i) Making decisions on how to consult and communicate with workers;
- (ii) Identifying hazards, assessing risks and improvement opportunities, determining actions and determining and implementing control measures;
- (iii) Making decisions on Worker's training needs and competency requirements relevant to GPC activities; and
- (iv) Investigating incidents and determining corrective actions.

When unexpected matters arise, there may not be time to plan consultation and the matters may be acted upon with limited or no consultation. In these situations, the workforce will be kept informed of the situation through the regular communication channels, or through a one-off meeting by the person in control of the work or who is accountable for the matter.

The extent of consultation will be determined considering what is deemed possible and reasonable for the matter considering:

- (i) Significance of the change or new process;
- (ii) Level of risk to an individual, the environment or the business;
- (iii) Number of people directly affected; and
- (iv) Availability of relevant workers, the elected Health and Safety Representatives and any other relevant parties.

(d) Facilitating consultation and participation

Tools available to those with a responsibility to consult or involve workers in decision making include, but are not limited to:

- (i) Risk management tools – PORT, JSA, Work Instruction, Risk Registers, Risk Assessments;
- (ii) Hazard and Operability Study (HAZOP);
- (iii) Project planning;
- (iv) Management of change process;
- (v) Audits, verifications, interactions and inspections;
- (vi) Incident management and investigation;
- (vii) Safety meetings; and
- (viii) Workshops / focus groups

Each of these processes involve consulting with the workers directly, via their elected Health and Safety Representative (HSR) or using cross sectional representative workforce groups.

Consultation with workers can also occur via informal, undocumented discussions during day to day working activities. This can be as simple as talking to workers regularly and considering their views when making health and safety decisions. These conversations assist with providing a continual health and safety focus and broadening management's awareness of workers' views.

Formal consultation processes for health and safety matters must provide the following opportunities:

- (i) **Sharing information** – All relevant information on the matter should be shared with workers, HSRs and/or any other relevant parties in a suitable format for all to understand and with enough time to allow them to consider the matter.
- (ii) **Opportunity to contribute** – The consultation process must provide an opportunity for workers to express their views and contribute to the decisions. This will generally occur during meetings scheduled during work time or via email. The length of the consultation process will depend on the complexity of the matter however usually a minimum of two (2) weeks is allowed.
- (iii) **Considering views** – Consultation does not need to result in consensus or agreement at all times, however the expressed views of the workers and/or other parties will be taken into account during decision making.
- (iv) **Feedback** – A timeframe for feedback and responding to concerns/questions raised will be established early during the consultation process. Workers are to be informed of the final outcome and reasons/information contributing to this final outcome through appropriate communication channels.
- (v) **Encouragement of Participation and removal of barriers** - Effective consultation requires workers to actively participate in the consultation processes. Persons facilitating the consultation, workers participating in consultation and their leaders should support the processes, identify any potential barriers to participation and aim to remove these barriers, where possible (e.g. scheduling consultation mechanisms when workers are available, allowing workers time to attend and participate in consultation mechanisms during working hours, encouraging open and honest discussions, providing any applicable training or awareness to assist workers with participating).

(e) Consultation and participation forums

(i) Day-to-day

Consultation and participation must form part of day-to-day activities for identifying hazards or opportunities, assessing risks arising from the work carried out or to be carried out and making decisions about ways to eliminate or minimise those risks or implement opportunities to allow continual improvement. Examples of these include:

- (A) Development and review of JSAs and Work Instructions;
- (B) Completion of PORTs;
- (C) Toolbox discussions, pre-start meetings, team meetings;

- (D) Discussing the outcomes of incidents and hazards; and
- (E) Risk workshops and assessments.

(ii) General matters

Consultation on general HSEQ matters impacting a site or work group must be facilitated through established departmental and sectional safety committees or the JCG. Both have constitutions agreed to by their members which outlines their purpose and the process to be followed to raise items at each. Both forums have employee and management representation and provide an opportunity for all Workers to raise concerns for resolution via their elected representatives. Items discussed at these forums include, but are not limited to:

- (A) HSEQ concerns or issues;
- (B) Outcomes and lessons learned from incident investigations across the organisation;
- (C) Proposals relating to new or modified processes, procedures and associated documentation; and
- (D) HSEQ opportunities and improvements.

Items not resolved at the committee level or are of sufficient significance to be shared more broadly, may be escalated to management via the EMT Safety Committee as required. Worker representatives of the EMT Safety Committee actively participate in decisions made at this forum.

Specialised committees, project teams or working groups may also be established as required to provide an avenue for SMEs and impacted workers to collaborate and make decisions on establishing, implementing or improving safety systems, processes and procedures.

Outcomes and feedback must be communicated back to the workforce via safety committees or other applicable methods as defined by this Procedure.

(iii) Documents

Documents such as Policies, Standards and Procedures are usually the result of other projects or change management activities where the system or process is consulted on and approved by management and the document is the resulting artefact that records the requirements of the approved system or process. The Management of Change non-asset business process as documented in the GPC Management of Change Standard provides an overview of the process to be followed to manage change.

Formal consultation regarding development, implementation and review of documents requires the relevant stakeholders to be identified and a consultation plan to be proposed and approved by the Document Custodian and Owner, and is recorded on the document approval form as defined in the GPC Document Control Procedure.

Depending on the significance, complexity or scope of the process described in the document to be consulted on, the following methods may be applied to consult:

- (A) Stakeholder or working group formed to develop the system and documents collaboratively with the SME then gains approval from the Document Owner to consult; or
- (B) SME reviews or develops the system and documents then gains approval from the Document Owner to consult.

Communication of the consultation process is usually via a consultation presentation as described in section 3.1(h) of this Procedure.

Documents that describe a system or process that meets the criteria for consultation (see section 3.2(c) of this Procedure) must be formally notified to the JCG by the Custodian of the document to allow these worker representatives an opportunity to participate in the consultation.

Any changes implemented as a result of the consultation process must be communicated back to the workforce through an implementation presentation or other appropriate means.

(f) Consultation arrangements with other parties

Contractors, consultants, labour hire and port users share in a duty of care for consultation duties on matters that affect their health and safety whilst they are performing work for or on behalf of GPC, or on owned or managed sites to make sure everyone associated with the work has a shared understanding of what the risks are, which workers are affected and how the risks will be controlled. The exchange of information will allow all parties to work together to plan and manage health and safety collaboratively.

The consultation must determine which health and safety duties are shared and what each party needs to do to co-operate and co-ordinate activities with each other to comply with their health and safety duty.

Contractors, consultants, labour hire and port users must be invited by the relevant GPC Representative to be involved in consultation on matters that may affect their health and safety whilst performing work on GPC owned or managed sites through the contractor management or project management process, and should commence during the planning of the work and continue throughout the duration of the relevant project or contract.

Co-operation with implementing arrangements in accordance with any agreements reached during consultation with contractors, consultants, labour hire and port users must occur and activities of all parties must be coordinated to ensure each person meets their duty of care. The relevant GPC Representative must not obstruct communication and respond to reasonable requests to assist in other parties meeting their duties.

Where a system or change impacts an additional interested party (e.g. local industry, community, emergency services), avenues to support consultation with these parties must be determined to ensure their needs and expectations are considered.

(g) Record keeping

Documented records must be maintained to demonstrate compliance with consultation and participation requirements. The method of record keeping utilised will depend on the matter being consulted on and may include:

- (i) Meeting minutes;
- (ii) Meeting attendance sheets and agendas;

- (iii) Records entered in SAI360;
- (iv) Reports;
- (v) Project planning documentation;
- (vi) Forms;
- (vii) Risk assessments;
- (viii) Logs or file notes; or
- (ix) Emails.

Documented records should include:

- (i) Who was involved;
- (ii) The subject matter discussed;
- (iii) The decision made;
- (iv) Who is to take action and by when; and
- (v) When the action has been completed.

The Safety Systems and Document Consultation Register is used to capture evidence of safety management system consultation.

3.3 Stakeholder identification

There are two (2) types of stakeholders/interested parties to consider to ensure effective and compliant communications and consultation; internal and external.

(a) Internal stakeholders

Internal stakeholders are the people and groups within GPC who have been identified as the target audience or participant.

The RACI matrix is available to assist in the identification of stakeholders for specific activities and projects and is available on Neptune.

(b) External stakeholders

External stakeholders are the people and groups outside of GPC who have interests in GPC's activities and operations. These may include but are not limited to:

- (i) Local, state and federal government agencies (including regulators);
- (ii) Emergency services;
- (iii) Tenants;
- (iv) Port users;
- (v) The community;
- (vi) Local industry;
- (vii) Customers; and

- (viii) Traditional owners (Aboriginal and Torres Strait Islander groups).

GPC has protocols in place when communicating with some external stakeholders to ensure the appropriate and approved information is released, specifically:

- (i) The Incident Management and Investigation Procedure outlines communication protocols with Regulators for non-compliance and reportable events.
- (ii) The Environmental Complaints Management Procedure outlines communication protocols with the community for environmental complaints.

3.4 Confidentiality

The communication of incident details will be strictly limited to purposes of sharing the sequence of events and incident outcomes to prevent re-occurrence. GPC will take all reasonable steps to respect the privacy and confidentiality of individuals' particular involvement in an incident, including injury management (if applicable) and other sensitive information.

External stakeholder details and community complainant's personal particulars must also be maintained in a confidential manner to protect their identity.

De-identified, gross data relating to incidents may be communicated to the business and external parties for the purpose of reporting to regulators, Board meetings or safety committee meetings.

Concerns regarding the privacy and confidentiality of details communicated should be reported to the relevant Supervisor or Manager. GPC considers any unauthorised release of personal information as a serious breach of the GPC Code of Conduct and will be managed in accordance to the Managing Discipline Specification.

4 Roles and responsibilities

To assist GPC Representatives to better understand their responsibilities, key responsibilities and accountabilities are summarised below:

Role	Responsibilities
General Managers	To ensure that GPC complies with its obligations by: <ul style="list-style-type: none"> • Communicating the importance of effective HSEQ management and conformance with management system requirements. • Reviewing and approve relevant communications and consultation content (such as significant system management documentation and processes), as required, prior to dissemination.
Executive General Manager People and Community	To ensure that GPC complies with its obligations by: <ul style="list-style-type: none"> • Ensuring the currency, accuracy and adequacy of this procedure is reflective of legislative and business change.
General Counsel	To ensure that GPC complies with its obligations by:

	<ul style="list-style-type: none"> • Providing advice and approval where applicable for relevant external communications.
Managers, Superintendents and Supervisors	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • Providing HSEQ communications and opportunities for participation and consultation in accordance with this Procedure. • Allocating resources to monitor the implementation of this Procedure. • Reviewing and approving relevant communications and consultation content (such as red banners, blue banners, green banners and site notices) prior to dissemination. • Disseminating communications in a timely manner to identified stakeholders. • Supporting the toolbox meeting process and monitor its effectiveness. • Being engaged and participative in all consultation opportunities and actively encouraging and promoting participation, consultation and associated feedback.
HSEQ Managers and Specialists / Subject Matter Experts (SMEs)	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • Disseminating and implementing the HSEQ Communication and Consultation Procedure throughout GPC (as joint Custodians of this Procedure). • Assisting Managers, Superintendents and Supervisors in the implementation of this procedure, including identifying all relevant stakeholders. • Providing notifications and reports to the regulators as required. • Advising, creating and or facilitating HSEQ communications, as requested by the relevant Leaders or stakeholders. • Reviewing and approving relevant communications and consultation content (such as red banners, blue banners, green banners, bulletins and consultation and Implementation presentations) prior to dissemination. • Providing relevant, accurate and concise information in bulletins and toolbox talks.
Corporate and Community Relations Department	<p>To ensure that GPC complies with its obligations by:</p>

	<ul style="list-style-type: none"> • Providing a platform for communication on the GPC website and Neptune. • Maintaining a regular interface with HSEQ sections for the publication of HSEQ information. • Providing advice and support on the development and implementation of Internal Communication Strategies, where applicable • Providing advice and support for development of external communications.
Health and Safety Representatives	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • Representing the workers of the team / work group for which they have been elected. • Monitoring the measures taken by GPC in compliance with the WHS Act in relation to workers in the relevant work group. • Investigating complaints from members of the relevant work group relating to work health and safety. • Inquiring into anything that appears to be a risk to the health or safety of Workers in the relevant work group, arising from the conduct of GPC's business. • Facilitating communication and consultation between the parties they represent and the committee or project team seeking their input.
Workers	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • Being engaged and participating in all consultation and decision making opportunities. • Taking reasonable care for their own safety. • Complying with this Procedure.

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	<i>Work Health and Safety Act 2011 (Qld)</i>

Type	Legislation/regulation
	<p><i>Work Health and Safety Regulations 2011 (Qld)</i></p> <p><i>Environment Protection and Biodiversity Conservation Act 1999</i></p>
Other	<p>Work Health and Safety Consultation, Co-operation and Co-ordination Code of Practice 2011</p> <p>ISO 45001:2018 Occupational Health and Safety Management Systems</p> <p>ISO 14001:2015 Environmental Management Systems</p> <p>ISO 9001:2015 Quality Management Systems</p>

(b) Gladstone Ports Corporation documents

The following documents relate to this Procedure:

Type	Document number and title
Tier 1: Policy	<p>#365624 Safety Policy</p> <p>#366016 Environment Policy</p>
Tier 2: Standard/Strategy	<p>#854303 Safety Management Framework Standard</p> <p>#809151 Environmental Management Framework Standard</p> <p>#995910 Contractors and Port Users Safety, Environment and Security Standard</p> <p>#1209557 Management of Change Standard</p> <p>#1517016 Governance Documentation Framework Standard</p>
Tier 3: Specification/ Procedure/Plan	<p>#697854 Safety Management System Guide</p> <p>#1075526 Incident Management and Investigation Procedure</p> <p>#1044716 Environmental Complaints Management Procedure</p> <p>#985176 Document Control Procedure</p>
Tier 4: Instruction/Form/ Template/Checklist	<p>#1413996 Red Banner Template</p> <p>#1413997 Blue Banner Template (Word Document)</p>

Type	Document number and title
	#1418522 Blue Banner Template (PowerPoint Presentation) #1413999 Green Banner Template #945405 Safety Bulletin Template #1410400 Health Bulletin Template #1152864 Environment Bulletin Template #1257405 RACI Matrix Template #1652946 Safety Management System Implementation Plan Template #1535242 Safety Systems and Document Consultation Register #1621179 Corporate Glossary Instruction
Other	#1622223 Environment Communications Strategy

5.2 Appendix 2 – HSEQ communication tools

Type	Template	Responsible to:			Method of Communication	Record keeping filed
		Compile	Approve	Distribute		
Red Banner	<ul style="list-style-type: none"> #1413996 	<ul style="list-style-type: none"> Relevant Superintendent or Manager or SME 	<ul style="list-style-type: none"> Relevant Manager and SME Manager 	<ul style="list-style-type: none"> Relevant Manager to arrange 	<ul style="list-style-type: none"> Email Noticeboards Toolbox/pre-start meeting 	<ul style="list-style-type: none"> eDocs Attached to record in SAI360
Blue Banner	<ul style="list-style-type: none"> #1413997 – Word #1418522 - PowerPoint 	<ul style="list-style-type: none"> Relevant Superintendent or Manager or SME 	<ul style="list-style-type: none"> Relevant Manager and SME Manager 	<ul style="list-style-type: none"> Relevant Manager to arrange 	<ul style="list-style-type: none"> Email Noticeboards Toolbox/pre-start meeting Safety committee meeting 	<ul style="list-style-type: none"> eDocs Attached to record in SAI360
Green Banner	<ul style="list-style-type: none"> #1413999 	<ul style="list-style-type: none"> Relevant Superintendent or Manager or SME 	<ul style="list-style-type: none"> Relevant Manager or SME Manager 	<ul style="list-style-type: none"> Relevant Manager to arrange 	<ul style="list-style-type: none"> Email Noticeboards/digital screens Toolbox/pre-start meeting Safety committee meeting 	<ul style="list-style-type: none"> eDocs Attached to record in SAI360
Bulletin	<ul style="list-style-type: none"> #945405 – Safety 	<ul style="list-style-type: none"> SME 	<ul style="list-style-type: none"> SME 	<ul style="list-style-type: none"> SME 	<ul style="list-style-type: none"> Email 	<ul style="list-style-type: none"> eDocs

Type	Template	Responsible to:			Method of Communication	Record keeping filed
		Compile	Approve	Distribute		
	<ul style="list-style-type: none"> • #1410400 - Health • #1152864 - Environment 				<ul style="list-style-type: none"> • Noticeboards/digital screens • Toolbox/pre-start meeting • Weekly report 	<ul style="list-style-type: none"> • Bulletin and toolbox topic Register
Consultation and Implementation Packages	<ul style="list-style-type: none"> • GPC corporate PowerPoint template 	<ul style="list-style-type: none"> • SME 	<ul style="list-style-type: none"> • SME Manager 	<ul style="list-style-type: none"> • SME Manager 	<ul style="list-style-type: none"> • Email • Toolbox/pre-start meeting • Safety committee/JCG meeting 	<ul style="list-style-type: none"> • eDocs (related document)

5.3 Appendix 3– Revision history

Revision date	Revision description	Author	Endorsed by	Approved by
08/04/2019	Original document creation.	Tony Young, Safety Manager Kylee Lockwood, Environment Superintendent	Rowen Winsor, People Community and Sustainability General Manager	Rowen Winsor, People Community and Sustainability General Manager
10/12/2020	Legal review conducted by HSF. Updates as a result of ISO 45001 internal audit findings.	Kirsty Iszlaub, Acting Safety & Training Specialist - Systems	Tony Young, Safety & Training Manager	Rowen Winsor, EGM PC