



ASB Operating Theatre Fitout

Health Infrastructure (HI23194)

Construction Environmental Management Plan

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Glossary of terms

Definitions and abbreviations to be applied to this Environmental Management Plan are listed in the following table.

Term/ abbreviation	Definition
Principal	Health Infrastructure
Principal's Representative	RP Infrastructure
CoA	Conditions of Approval
ASB	Acute Services Building
DPIE	Department of Planning and Environment
ECP	Environmental Control Plan – defines management measures for a specific environmental aspect
CEMP	Construction Environmental Management Plan – this document
EMS	John Holland's Environmental Management System
OEM	Operations Environment Manager
WH&S	Workplace Health and Safety
SQE	Safety, Quality and Environment
Subcontractor	Any company, body or person who is contracted to John Holland for the purpose of supplying plant and/or services
System Element	The administrative activities that need to be implemented and controlled to ensure that the product or service meets environmental requirements
The Project	ASB Operating Theatre Fitout
CTPMP	Construction Traffic Pedestrian Management Plan
TRA	Task Risk Assessment – Specific risk assessment based on day-to-day tasks, facilitated by supervision and involving consultation with workforce before task is undertaken. Signed off by all people undertaking the task.
WRA	Workplace Risk Assessment – High-level strategic risk assessment conducted on workplace and broken down into work components for the purpose of identifying system, training and legislative requirements, and identifying the need for further detailed planning and risk assessment activities. The WRA also fulfils the function of an aspects and impacts register.

1 Revisions and distribution

1.1 Revisions

Draft issues of this document shall be identified as Revision A, B, C, etc. Upon initial issue (Contract Award) this shall be changed to a sequential number commencing at Revision 0. Subsequent revision numbers shall be Rev. 1, 2, etc.

1.1.1 Distribution list

Representative	Electronic copy via Aconex
Project Director	Access to electronic copy in Aconex
Project Manager/s	Access to electronic copy in Aconex
HSEQ Manager	Access to electronic copy in Aconex
Project Environment Representative	Access to electronic copy in Aconex
Environmental/Sustainability Manager	Access to electronic copy in Aconex
Project Personnel	Available on Request
Principal's Representative	Electronic copy via Aconex
Public	Available online DPIE website.

2 Introduction

2.1 CEMP Purpose

The purpose of this document is to provide an overview of the Project Specific external and internal issues as relevant, that affect its ability to achieve the intended outcomes of the Environmental Management System. This includes but is not limited to:

- Environmental conditions related to climate, air quality, water quality, land use, existing contamination, natural resource availability and biodiversity
- External cultural, social, political, legal, regulatory, financial, technological, economic, natural and competitive circumstances
- Any JH Corporate requirements.

2.2 CEMP Scope

This Construction Environmental Management Plan (CEMP) specifies the requirements of the John Holland Environmental Management System (EMS) (which is certified to ISO AS/NZS14001) that the Project will use to enhance its environmental performance. Consistent with John Holland's Environment Policy, the intended outcomes of this CEMP include:

- Enhancement of environmental performance on the Project.
- Fulfilment of the Project's compliance obligations.
- Achievement of the Project's environmental objectives.

This CEMP enables the Project to manage its environmental responsibilities in a systematic manner and contribute to the environmental pillar of sustainability. This CEMP is applicable to the Project and applies to the environmental aspects of the Project's activities, products, and services that the Project determines it can either control or influence considering a lifecycle perspective.

The scope of the EMS on the Project includes all activities, products, and services that John Holland have authority and ability to exercise control over, as defined in the Infrastructure NSW head contract and project brief.

This CEMP explains how the existing EMS will be applied on this Project. The basis for the John Holland EMS (and also this CEMP) is the concept of Plan-Do-Check-Act (PDCA). The PDCA model provides an iterative process to achieve continual improvement. It can be briefly described as follows:

- **Plan:** Establish environmental objectives and processes necessary to deliver results in accordance with the John Holland Environment Policy.
- **Do:** Implement the processes as planned.
- **Check:** Monitor and measure processes against the Environment Policy, including its commitments, environmental objectives and operating criteria, and report the results.
- **Act:** Take actions to continually improve.

The CEMP provides a 'roadmap' that links the relevant legislative and Principal requirements to the projects EMS and describes the document structure that is used to manage and address environmental requirements on the project.

The CEMP will be stored in Aconex, ensuring document control and access to documents for all Project personnel.

Figure 1 shows how the framework introduced in ISO AS/NZS 14001 is integrated into a PDCA model within the John Holland EMS and this CEMP.

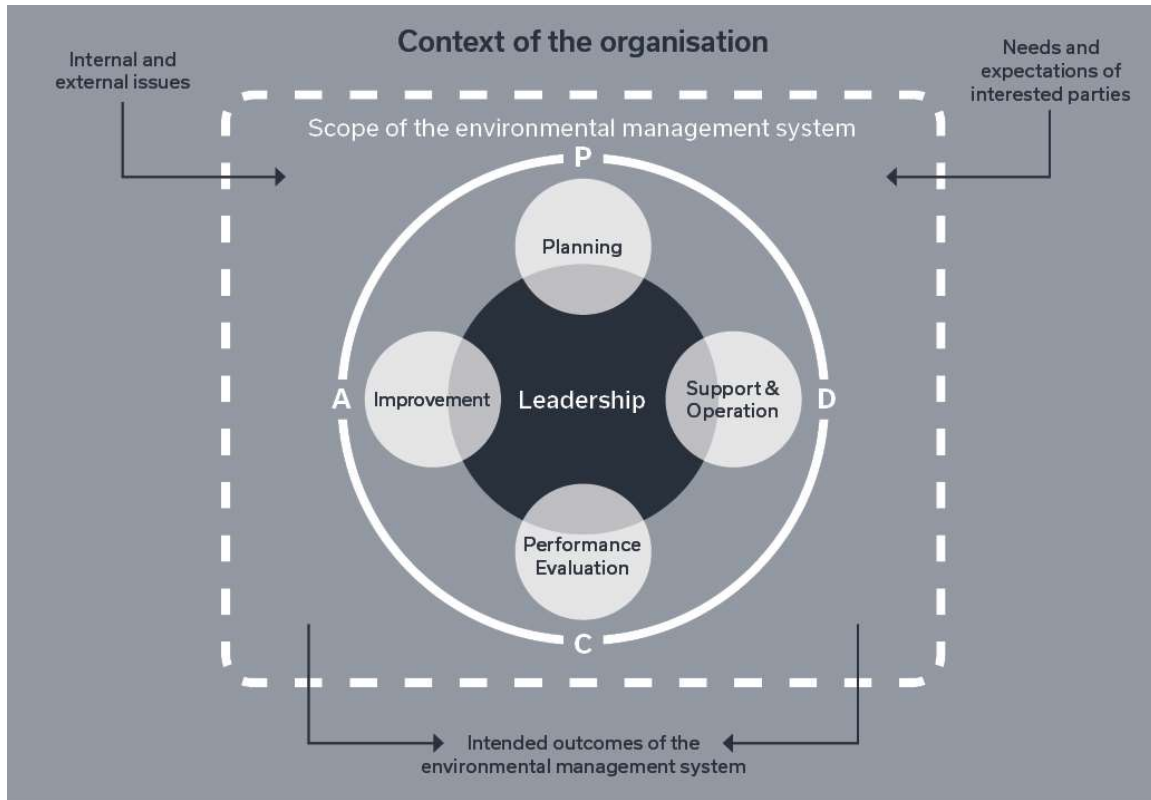


Figure 1: Overview of the Project specific interested parties, needs and expectations and compliance obligations

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Construction Environmental Management Plan	Environment Manager	Sharepoint or Aconex
Signed contract, clearly defining the agreed Scope of Works	Project Director	Sharepoint or Aconex

2.3 CEMP Objectives

2.3.1 Approach

John Holland is keenly aware of the significant and sensitive nature of the Project and the needs of relevant interested parties and surrounding stakeholders.

2.3.2 Environmental objectives

EMS reference
Environmental Management Manual JH-MAN-ENV-001
Environmental Planning JH-MPR-ENV-001

ASB Operating Theatre Fitout Construction Environmental Management Plan

The Project has established environmental objectives considering the Project's significant environmental aspects and associated compliance obligations and considering its risks and opportunities. The Project's objectives are detailed in the following table.

Table 1: Overview of project objectives

Objectives	
Number of Class 1 & 2 Incidents	0
Environmental Incident Frequency Rate* (EIFR)	0.27
All Environmental Incident Frequency Rate* (AEIFR)	<6.07
Waste – Diversion from Landfill**	80%
Project specific targets arising from the contract	60 points against the HI ESD Evaluation Tool

*normalised against man hours worked, calculated on a rolling 12-month basis

**Excludes soil that cannot be reused or recycled

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
This Environmental Management Plan, in particular the Objectives Table above	Environment manager	SharePoint or Aconex

2.4 Project Description

The ASB Operating Theatre Fitout Project includes the fit out of three (3) cold-shell spaces located within the recently completed Stage 1 Acute Services Building (ASB) under the Randwick Campus Redevelopment Project (RCR). The Stage 1 Scope included four (4) operating theatres and twelve (12) recovery bays; these works have now been completed.

The Stage 2 Scope (These works) include the construction of another eight (8) operating theatres, additional recovery bays and the introduction of a Day of Surgery Admission (DOSA) department. The Scope will also include the repurposing of existing rooms completed in Stage 1 to better suit the needs to of the SESLHD.

2.4.1 Construction/ Operation Activities

SSDA approved working hours are shown below, however, the project will prioritise a 5-day working week. Specific activities may require work outside standard hours, including on Saturdays and evenings which will be in accordance with SSDA conditions and Health Infrastructure out of hours work protocol.

Time Period	Approved working hours
Monday – Friday	7:00am to 6:00pm
Saturday	8:00am to 5:00pm
Sunday	No work

2.5 Environmental Policy

EMS reference
Environment Policy JHG-POL-GEN-002

John Holland senior management have endorsed an appropriate John Holland Environment Policy. The Project will operate in accordance to this Environment Policy, which provides a framework for setting objectives and includes a commitment to the protection of the environment. This includes prevention of pollution and other specific commitments relevant to the context of John Holland. The Environment Policy is maintained as documented information, communicated within the Project, and is available to all interested parties. A copy of the Environment Policy is always available on the internal John Holland IMS, external John Holland website, and in hard copy at the main Project office.

See Appendix 1 for the John Holland Environment policy.

Required Project documentation	Responsibility	John Holland tools to be used by Group to manage documentation
Environment Policy	Chief Executive Officer	Integrated Management System (IMS)

3 Environmental Management

3.1 Environmental Management Structure and Responsibility

EMS reference
Strategic & Business Planning <u>JH-MPR-BUA-020</u>

John Holland has an ongoing commitment to ensuring positive environmental outcomes by providing clear and strong leadership on environmental issues relevant to the project.

John Holland Project management demonstrate leadership and commitment with respect to the EMS by:

- Taking accountability for the effectiveness of the EMS on the Project
- Ensuring that the Environment Policy and environmental objectives are established and are compatible with the strategic direction and the context of the Project
- Ensuring the integration of EMS requirements into the Project’s business processes
- Ensuring that the resources needed for the EMS are available on the Project
- Communicating the importance of effective environmental management and of conforming to the EMS requirements
- Ensuring that the EMS achieves its intended outcomes on the Project
- Directing and supporting Project personnel to contribute to the effectiveness of the EMS
- Promoting continual improvement
- Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

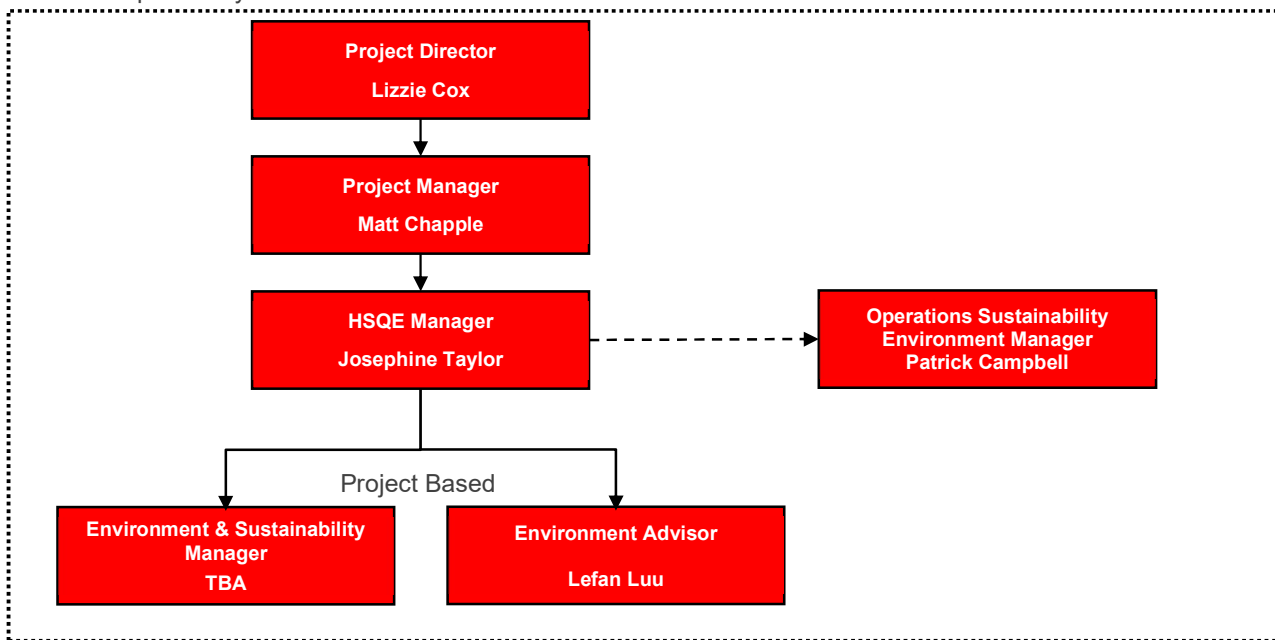


Figure 2: John Holland’s Project environmental roles and responsibilities

John Holland is committed to ensuring that critical information is not lost between the development, design and subsequent delivery of environmental planning. Wherever possible John Holland staff responsible for developing this Plan will remain with the Project management team through to delivery.

The Project management team ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the Project. On the Project the following roles are critical to the effective implementation of the EMS.

EMS reference
Resource Planning JH-MPR-PPL-003
Project Launch JH-MPR-PMA-001
Planning and Programming JH-MPR-PMA-002

Table 2 Overview of critical roles

Role	Responsibilities and authorities
Project Director	<p>Overall responsibility and authority for ensuring that the EMS (as applied on the Project) conforms to the requirements of the John Holland EMS and ISO14001</p> <p>Overall responsibility and authority for reporting on the performance of the EMS (as applied on the Project) to top management</p>
Project Manager	<p>Overseeing the Project</p> <p>Overarching operational responsibility for environmental impacts on site</p>
HSEQ Manager	Responsible for overseeing HSEQ management and performance on site
Environment/Sustainability Manager / Project Environment Representative	<p>Day to day responsibility and authority for ensuring that the EMS (as applied on the Project) conforms to the requirements of the John Holland EMS and ISO14001</p> <p>Day to day responsibility and authority for reporting on the performance of the EMS (as applied on the Project) to top management</p> <p>Ensure correct and ongoing implementation of CEMP</p> <p>Liaise with project staff for ongoing monitoring and maintenance of environmental controls</p> <p>Determine and ensure reporting of incidents and practices that are non-conforming</p> <p>Conduct and report regular inspections, monitoring and reporting</p> <p>Ensure actions relating to environmental non-conformances, incidents and/or inspections are actioned and closed out in a timely manner</p> <p>Actively participate in and facilitate SQE Risk Management workshops</p> <p>Assist with updating of CEMP as required Prepare Project monthly environmental reports Liaise with Principal environmental representative</p> <p>Manage and track compliance with all environmental approvals, licences, and permits relating to the project</p> <p>Liaise with ESD consultants and collate information as directed</p> <p>Undertake necessary ESD audits, inspections as directed.</p>
Environment/Sustainability Coordinator	To support Environment/Sustainability Manager on all the above activities
Operations Sustainability and Environment Manager	Audit and assessment of project environment & sustainability performance against John Holland EMS and LEED v4 assessment.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Organisation Chart(s)	HR Representative	Project Pack – Document Management System or Aconex
Position Descriptions	HR Representative	Performance Management and Development System

3.2 Approval and Licencing Requirements

EMS reference
Environment Management Manual JH-MAN-ENV-001
Environmental Planning JH-MPR-ENV-001
Managing SQE Risks JH-MPR-SQE-006

The Project team has considered the environmental aspects of its activities, products, and services that it can control and those that it can influence, and their associated environmental impacts, considering a life cycle perspective.

The Project team have determined those aspects that have or can have a significant environmental impact i.e. significant environmental aspects, by using established criteria. An overview of the Project's specific aspects is provided in Appendix 2. Comprehensive information on aspects and impacts is provided in the Workplace Risk Assessment.

Required Project documentation	Responsibility	JH tools to be used by Project to manage documentation
This Construction Environmental Management Plan; in particular, the Environmental Aspects Appendix 2	Project Environment Representative	Sharepoint or Aconex
Workplace Risk Assessment	Project Manager	Sharepoint or Project Pack Web

3.2.1 Legislative and Principal requirements

The ASB Operating Theatre Fitout Projects operates under the SSD 9113 Development Consent Conditions approved by the Minister for Planning.

3.2.2 Needs and expectations of interested parties

The Project has determined the interested parties that are relevant to the EMS, the relevant needs and expectations of these interested parties, and which of these needs and expectations become its compliance obligations. An overview is provided in the table below. Key compliance obligations are recorded in the Project's Obligation Register.

Table 3 Overview of the Project specific interested parties, needs and expectations and compliance obligations

Interested Parties	Needs and Expectations	Compliance Obligation
Governments/Regulators	Laws, regulations, authorisations, etc.	Yes- Regulatory
Principal Health Infrastructure	Contracts, agreements	Yes – Contractual
TfNSW	Laws, regulations, authorisations, etc.	Yes- Regulatory
John Holland	Policy, GMRs & System requirements	Yes – Internal standards
Value Chain	Contracts, agreements	Variable, often voluntarily
Industry Groups	Standards, principles, codes of practice, etc.	Variable, often voluntarily
Community	Agreements, commitments	Variable, often voluntarily
Employees	Contracts, agreements, commitments	Variable, often voluntarily

Required Project documentation	Responsibility	JH tools to be used by Project to manage documentation
Construction Environmental Management Plan; in particular the Interested Parties Table above	Project Environment Representative	SharePoint or Aconex
Obligations Register	Project Environment Representative	Soteria– Document Management System or Aconex

3.3 Compliance obligations

EMS reference
Environment and Heritage Policy JHG-POL-GEN-002
Global Mandatory Requirements 9 (JH-STD-WHS-009)
Environment Management Manual JH-MAN-ENV-001
Environmental Planning JH-MPR-ENV-001
SSD 10831778 Conditions of Approval
HINSW head contract

The Project have determined the compliance obligations related to its environmental aspects, determined how these obligations apply, and taken these compliance obligations into account when establishing the EMS.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Environmental Control Plans: Noise and Vibration Air Quality Waste Soil and Water / Erosion Heritage Unexpected Finds	Project Environment Representative	SharePoint or Aconex
Site Environment Plan (SEP)	Project Environment Representative	SharePoint or Aconex
Sustainability Management Plan	Operational Sustainability & Environment Manager	SharePoint or Aconex
Obligations Register	Project Environment Representative	Soteria
John Holland system requirements	Project Environment Representative	Integrated Management System

3.4 Environmental Training

EMS reference
Crisis Management - JH-MPR-RCC-006
Learning and Development JH-MPR-HRT-020
Employee Records JH-MPR-HRT-021
Verification of Competency JH-MPR-PAE-005
Counselling and Disciplinary JH-MPR-HRT-012
Internal Design Management JH-MPR-DES-001
Management of Design Consultants JH-MPR-DES-002
Letting of Consultant, Subcontract, Supply Packages JH-MPR-PMA-005
Administration of Consultant, Subcontract or Supply Packages JH-MPR-PMA-006
Performance Rating of Subcontractors JH-MPR-QUA-004
Site Induction JH-MPR-SQE-001
Health Safety Management & Consultation Arrangements JH-MPR-WHS-004

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To ensure the highest levels of environmental competence, awareness and training the Project will:

- Determine the necessary competence of persons doing work under its control that affects its environmental performance and its ability to fulfil its compliance obligations
- Ensure that these persons are competent on the basis of appropriate education, training or experience
- Determine training needs associated with its environmental aspects and its environmental management system
- Where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken.

The Project will ensure that persons doing work under the Project's control are aware of:

- The Environment Policy
- The environmental requirements described in Global Mandatory Requirements 9
- The significant environmental aspects and related actual or potential environmental impacts associated with their work
- Their contribution to the effectiveness of the environmental management system, including the benefits of enhanced environmental performance
- The implications of not conforming with the environmental management system requirements, including not fulfilling the organisation's compliance obligations.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Training needs analysis	L&D Representative	Chris 21 – for JH personnel SharePoint – for external personnel
Education, training, experience, verification of competency records - for individuals	HR Representative	Chris 21 – for JH personnel SharePoint – for external personnel
Internal Training programmes	L&D Representative	SharePoint - L&D Course Catalogue e-learning Centre
Subconsultant/subcontractor/supplier experience, certifications and ratings – for organisations (including for subcontractors)	Commercial Representative	SharePoint – Subcontract Management Pack
Subcontractor HSEQ Deliverables	Commercial Representative	SharePoint – Subcontract Management Pack
Project Online Induction	L&D Representative	e-learning Centre
Induction attendance records	HR Representative	Chris 21 – for JH personnel SharePoint – for external personnel
Project Orientation	Project Environment Representative	SharePoint or Aconex
Site Orientation attendance records	HR Representative	Chris 21 – for JH personnel SharePoint – for external personnel
Pre-start Meetings and attendance records	Supervisor(s)	Eify or SharePoint
Toolbox Meetings and attendance records	Supervisor(s)	Eify or Sharepoint
HSEQ Alert briefing records	HSEQ Representative	Sharepoint

3.5 Emergency Contacts and Response

EMS reference
Emergency Evacuation and Response <u>JH-MPR-PMA-008</u>

The Project has established processes needed to prepare for and respond to potential emergency situations.

The Project will:

- Prepare to respond by planning actions to prevent or mitigate adverse environmental impacts from emergency situations.
- Respond to actual emergency situations.
- Take action to prevent or mitigate the consequences of emergency situations, appropriate to the magnitude of the emergency and the potential environmental impact.
- Periodically test the planned response actions, where practicable.
- Periodically review and revise the process and planned response actions, in particular after the Occurrence of emergency situations or tests.
- Provide relevant information and training related to emergency preparedness and response, as Appropriate, to relevant interested parties, including persons working under its control.
- The Project will maintain documented information to the extent necessary to have confidence that the process is carried out as planned.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Emergency Response Plan	Project Manager	SharePoint or Aconex
Emergency Response Exercise Checklist/Records	HSEQ Representative	SharePoint or Aconex

3.5.1 Site Contact

The site contact number is 1800 571 866. Due to the project size, multiple site managers are required. The 1800 number is directed to the community enquiry line which has a dedicated handset and 24-hour service. The call will be answered and referred to the site manager on duty, or other relevant project personnel, in accordance with the approved response times.

3.6 External Lighting Compliance

With the Project being an internal fitout, there is no relevance for compliance with External Lighting Compliance AS 4282 – 1997 Control of the Obtrusive effects of outdoor lighting.

3.7 Potential for Odour

With the Project being an internal fitout, there will be no affects to the amenity of the neighbourhood in relation to odour. The works are contained within the envelope of the existing building.

4 Implementation

4.1 Support

4.1.1 Resources

EMS reference
Resource Planning JH-MPR-PPL-003
Project Launch JH-MPR-PMA-001
Planning and Programming JH-MPR-PMA-002

The Project has determined and made provision for the resources needed for the establishment, implementation, maintenance and continual improvement of the EMS on the Project.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Work Breakdown Structure	Commercial Representative	Project Pack Web
Schedule	Planning Representative	Produced using P6 Primavera, recorded in SharePoint or Aconex
Budget	Commercial Representative	Project Cost Reporting
Organisation Chart	HR Representative	Sharepoint or Aconex
Position Descriptions	HR Representative	Performance Management and Development System
Sub consultant agreements	Commercial Representative	SharePoint
Subcontractor agreements	Commercial Representative	SharePoint – Subcontract Management Pack
Supplier agreements	Commercial Representative	SharePoint – Subcontract Management Pack

4.2 Documentation

EMS reference
Project Documentation Control Procedure JH-MPR-QUA-005

The John Holland EMS includes:

- Documented information required by the Standard;
- Documented information determined by John Holland as being necessary for the effectiveness of the EMS

When creating and updating documented information, the Project shall ensure appropriate:

- a) identification and description (e.g. a title, date, author, or reference number);
- b) format (e.g. language, software version, graphics) and media (e.g. paper, electronic);
- c) review and approval for suitability and adequacy

This CEMP is a 'live' and 'working' document. The Project Environment Representative/HSEQ Manager will conduct regular reviews of the CEMP at intervals of not less than six months and ensure that the CEMP is formally reviewed and updated at least annually, or earlier as change requirements dictate.

Documented information required by the EMS and by the Standard shall be controlled to ensure:

- a) it is available and suitable for use, where and when it is needed;
- b) it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity)

For the control of documented information, the Project shall address the following activities as applicable:

- distribution, access, retrieval and use;
- storage and preservation, including preservation of legibility;
- control of changes (e.g. version control);
- retention and disposition

Documented information of external origin determined by the Project to be necessary for the planning and operation of the EMS shall be identified, as appropriate, and controlled.

Required Project documentation	Responsibility	JH tools to be used by Project to manage documentation
Policy, Standards, Manuals, Procedures, Workflows	Various Owners (see documentation for details)	Integrated Management System
All other documentation referred to in this CEMP	Project Manager	See relevant sections of this plan

4.3 Risk Assessment

4.3.1 Managing Safety Quality Environmental risks procedure

EMS reference
Managing SQE Risks Procedure JH-MPR-SQE-006

This procedure involves preparing a series of progressively more in-depth risk assessments and method statements. Further information on key documents required by the procedure is provided below:

- Workplace Risk Assessment (WRA): a strategic risk assessment conducted on workplace and broken down into work components for the purpose of identifying system, training, legislative, and the identification of further detailed planning and risk assessment activities
 - Also referred to as Construction Risk Analysis Workshop (CRAW), Risk Registers, and Principal Hazards Management Plan (PHMP)
 - Must be informed by pre-tender and contract award SQE reviews
 - Must engage relevant subject matter experts
- Activity Method Statement (AMS): operational planning risk assessments which aim to address the detailed hazard/risk control reduction strategies for workplace activities
 - AMS includes the methodology for the conducting activities, resources, plant, equipment and materials necessary to do the work safely.
 - Requirements for an AMS will be identified in the WRA
- Task Risk Assessment (TRA): team-based planning risk assessments which aim to address hazard/risk control reduction at the task level
 - Facilitated by the Supervisor, Leading Hand and/or Engineer and are primarily identified in the AMS
 - Must be completed prior to work commencing.

The WRA, AMSs and TRAs are pivotal to the management of all activities during delivery: they allow operational controls to be developed and implemented on a case by case basis for all the different workplaces, activities and tasks that are encountered in the contracting industry.

The WRAs, AMSs and TRAs are owned by Project Management, Project Engineers, Supervisory Staff and Workforce. Subject matter experts act as advisors during the preparation of these documents ensuring that information from the legislation, project brief, conditions of approval, head contract and internal procedures and policy is suitably incorporated and acted upon. Implementation of the Managing SQE Risk Procedure by the Project will allow the actions identified in relation to risks and opportunities and the achievement of environmental objectives to be incorporated and used to establish operating criteria and controls.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Workplace Risk Assessment	Project Manager	Project Pack Web/EiFy
Activity Method Statements	Project Engineer(s)	Project Pack Web/EiFy
Task Risk Assessments	Supervisor(s)	Project Pack Web/EiFy

4.3.2 Global mandatory requirements

EMS reference
Global Mandatory Requirement 9 - Environment Management JHG-STD-WHS-009

When developing the operational controls to be included in the WRA, AMSs and TRAs the Global Mandatory Requirements (GMRs) must be incorporated as applicable on every project. The GMRs outline mandatory operational controls that must be deployed for managing key risks. The environmental GMR is outlined below:

GMR 9: ENVIRONMENT MANAGEMENT - I will protect the environment, prevent pollution, and minimise waste and resource use

4.3.3 Health Safety Environment behavioural framework

EMS reference
Managing Safety for Senior Leaders JH-MPR-WHS-020
Our HSE Behaviours Handout
JH HSE Behaviours Implementation Plan

John Holland’s HSE Behaviours describe a set of everyday behaviours that are expected of all people working on behalf of The Project. The HSE Behavioural Framework encourages a culture that serves as an operational control.

The Project HSE behaviours will be implemented accordingly. The HSE Behaviours are outlined in a framework below (excerpt from the ‘Our HSE Behaviours Handout’).

Theme	Everyone	Supervisors	Managers
Standards	Follow rules	Ensure compliance	Set high standards
Communication	Speak up	Encourage the team	Communicate openly
Risk Management	Be mindful	Promote risk awareness	Confront risk
Involvement	Get involved	Involve the team	Involve others

Figure 3: Overview of HSE Behavioural Framework

This framework describes the behaviours that are expected of ‘everyone’, ‘supervisors’ and ‘managers’. Four themes that are critical to any strong HSE culture are also displayed: ‘standards’, ‘communication’, ‘risk management’ and ‘involvement’. These are key elements of the strong safety culture which supports our vision.

There are 12 sets of behaviours across each of these three employee groups and four themes, all of which are interdependent. Each of the twelve sets of behaviours is supported by a set of positive and negative statements that provide practical guidance on what is expected.

The HSE Behaviours that will be implemented are based on the risk profile of the project, size and scope, and in accordance with the Projects HSE Behaviours Implementation Plan.

The following figure is an example of the guidance that sits behind one of the behaviours.

Everyone’s HSE Behaviours (including Supervisors & Managers) To improve our HSE performance			
		I will...	I will not...
Follow rules	EP1.1	Learn the standards, rules and procedures that apply to me in my job	EN1.4 Ignore the rules and procedures
	EP1.2	Follow the rules and use the right procedures for the job	EN1.5 Disregard the consequences of not following a rule or procedure
	EP1.3	Identify impractical rules and procedures, and suggest improvements promptly	EN1.6 Rush or take short cuts to get the job done
			EN1.7 Fail to seek approval or advice if the plan changes or deviates

Figure 4: Example of specific HSE Behaviours

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Personal Action Plans	Senior Manager(s)	SharePoint
Induction Records	Project Management Team	EiFY
Toolbox Records	Supervisors	EiFY

4.3.4 Operational planning and control

Operational planning and controls processes are implemented by the Project in order to incorporate the actions identified in relation to risks and opportunities, and the achievement of environmental objectives, by establishing operating criteria and controls.

EMS reference
Managing SQE Risks JH-MPR-SQE-006
Global Mandatory Requirement 9 - Environment Management JHG-STD-WHS-009
HSE Behavioural Framework
Internal Design Management JH-MPR-DES-001
Management of Design Consultants JH-MPR-DES-002
Letting of Consultant, Subcontract, Supply Packages JH-MPR-PMA-005
Administration of Consultant, Subcontract or Supply Packages JH-MPR-PMA-006
Inspection of Subcontracted Works JH-MPR-QUA-003
Hazardous Chemicals Management JH-MPR-SQE-011
Asbestos Procedure JH-MPR-WHS-024 http://ims.jhg.com.au/viewdocument.aspx?doc=JH-MPR-WHS-024&newtab=true
Plant and Equipment JH-MPR-PAE-001

4.3.5 Outsourced processes

EMS reference
Management of Design Consultants JH-MPR-DES-002
Purchasing JH-MPR-PMA-004
Inspection of Subcontracted Works JH-MPR-QUA-003
Letting of Consultant, Subcontract, Supply Packages JH-MPR-PMA-005
Administration of Consultant, Subcontract or Supply Packages JH-MPR-PMA-006

The Project ensure that outsourced processes are controlled or influenced. Consistent with a life cycle perspective, the Project have:

- Established controls, as appropriate, to ensure that its environmental requirement(s) is (are) addressed in the design and development process for the product or service, considering each life cycle stage.
- Determined its environmental requirement(s) for the procurement of products and services, as appropriate.
- Communicated its relevant environmental requirement(s) to external providers, including contractors.

- Considered the need to provide information about potential significant environmental impacts associated with the transportation or delivery, use, end-of-life treatment and final disposal of its products and services.

Required Project documentation	Responsibility	JH tools to be used by Project to manage documentation
Sub consultant, sub-contractor, supplier qualification records	Design/Commercial Representative	SharePoint <u>or</u> Aconex
Sub consultant, sub-contractor, supplier agreements	Design/Commercial Representative	SharePoint <u>or</u> Aconex
Sub consultant, sub-contractor, supplier HSEQ deliverables	Design/Commercial Representative	SharePoint <u>or</u> Aconex

4.3.6 Other operational controls

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Chemical Risk Assessment	Supervisor(s)	Chemwatch and/or Project Pack Web
Safety Data Sheets	HSEQ Representative	Chemwatch and/or Project Pack Web
Chemical Register	HSEQ Representative	Chemwatch and/or Project Pack Web
Unexpected finds protocol	Environment Manager	SharePoint or Aconex
Archaeology unexpected finds protocol		
Plant and Equipment Register	Project Engineer	Project Pack Web or Eify

4.4 Environmental Management Activities and Controls

4.4.1 Air Quality and Dust Management

Works will be conducted to minimise dust generation and any other potential air quality impacts as a result of construction activities. The following controls will be implemented and monitored:

- Spraying of paint and other materials is only to be undertaken on days with still or light wind conditions
- No burning of materials is permitted.
- Dust generated during construction activities is to be controlled to minimise impact of construction on surrounding properties through use of water suppression
- Exposed areas are to be progressively revegetated or covered as soon as practical to reduce risk of dust
- Implement proactive measures to mitigate impacts at the source, path and receiver to minimise complaints and potential impacts to sensitive receivers
- All necessary maintenance for construction vehicles and equipment is to be undertaken during the construction period.
- Excessive use of vehicles and powered construction equipment is to be avoided.
- Vehicles, machinery, and equipment will be maintained in accordance with manufacturer’s specifications to meet the requirements of the Protection of the Environment Operations Act 1997 and associated regulations.

4.4.2 Fire Precautions during construction

All fire precaution measures implemented during construction to be in accordance with Clause E1.9 - Fire precautions during construction, of the National Construction Code 2019; (Excerpt below)

E1.9 Fire precautions during construction

In a building under construction:

- a) *not less than one fire extinguisher to suit Class A, B and C fires and electrical fires must be provided at all times on each storey adjacent to each required exit or temporary stairway or exit: and*
- b) *After the building has reached an effective height of 12 m—*
 - i) *the required fire hydrants and fire hose reels must be operational in at least every storey that is covered by the roof or the floor structure above, except the 2 uppermost storeys: and*
 - ii) *any required booster connections must be installed.*

4.5 Communication

EMS reference

Community Relations [JH-MPR-CCM-005](#)

Media Relations [JH-MPR-CCM-004](#)

The Project has established the processes needed for internal and external communications relevant to the EMS, including:

- What it will communicate
- When to communicate
- With whom to communicate
- How to communicate.

When establishing its communication processes, the Project has:

- Considered its compliance obligations
- Ensured that environmental information communicated is consistent with information generated within the environmental management system and is reliable.

The Project will respond to relevant communications on its EMS. The Project will retain documented information as evidence of its communications, as appropriate.

4.5.1 Internal communication

EMS reference

Community Relations [JH-MPR-CCM-005](#)

Performance Statistics – Safety, Quality & Environment [JH-MPR-SQE-009](#)

The Project will:

- Internally communicate information relevant to the EMS among the various levels and functions of the Project and John Holland, including suggested changes to the EMS, as appropriate
- Ensure its communication processes enable persons doing work under the Project's control to contribute to continual improvement.

Internal communication will include meetings which may include pre-start meetings, toolbox talks, project team meetings, HSEQ team meetings, Principal meetings, subcontractor meetings, and HSEQ system review meetings. Meetings will include appropriate environmental information and will be minuted and recorded.

Environmental toolbox talks will be held as and when new activities are undertaken and risks arise, at a minimum of one toolbox talk a month.

Internal communication will also include written instructions which may include drawings, specifications, method statements, risk assessments, contracts and subcontracts.

Internal communication regarding the notification of events and associated SQE actions will be managed using Soteria.

Internal communication of The Project’s performance will also be undertaken via monthly environmental reporting using a project pack and Soteria.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Communication records - general	All personnel	SharePoint – Office Correspondence or Aconex
Meeting minutes	All personnel	SharePoint – Office Correspondence or Aconex
Reports	All personnel	SharePoint – Office Correspondence or Aconex

4.5.2 External Communication, Consultation and complaints

The project will be managed in accordance with the Community Stakeholder & Interface Management Plan (CSIMP). All complaint and enquiries will be managed in accordance with this plan. All external communication will be issued through the principal’s representative.

Community consultation has been undertaken by Health Infrastructure prior to the commencement of the Operating Theatre Fitout works. Prior to any construction activities the following strategies were put into place:

- Community information sessions held
- Formal and informal briefings and feedback sessions held
- Where required, face-to-face engagement with neighbouring residents and businesses
- Distribution of project community information resources
- Established communication channels for feedback including website, project community contact number and project email account.

Impacted Stakeholders will be kept informed of the project status and key activities throughout the project duration via:

- Construction briefings – regular briefings and presentations to affected stakeholders to provide advance notice of noise generating works, work hours and construction impacts management strategies
- Construction briefings are utilised to gain feedback and input into construction planning and minimise impacts to stakeholders
- Community notification – notifications circulated via letter box drop, email and project website to communicate upcoming construction activity to the local community and affected stakeholders
- Construction Interface Meetings – regular meetings with key project stakeholders to communicate upcoming works, impacts and mitigate strategies
- Site hoarding or notices on the hoarding will also identify Health Infrastructure and John Holland as the site operators

These channels will be used to inform residents and business owners, describing the construction hours, potential high noise works/hours, the noise management measures being implemented and providing contact details for further information or complaints. The following table details the documentation required, project personnel responsible and methods by which the information will be managed.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Communication records – Principal and regulators	Project Manager	SharePoint – Office Correspondence or Aconex
Communication records –	Commercial Representative	SharePoint – Office Correspondence or Aconex

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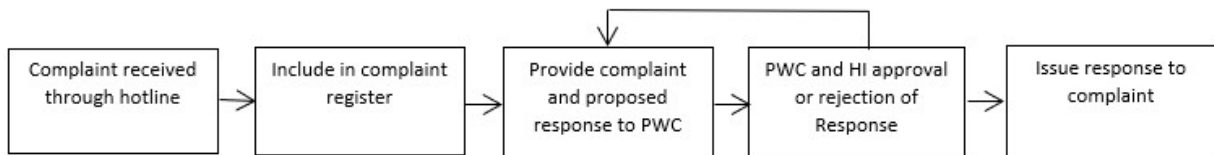
subcontractors and suppliers		
Communication records - community	Project Manager	SharePoint – Office Correspondence or Aconex
Meeting minutes	Project Manager	SharePoint – Office Correspondence or Aconex
Reports	Project Manager	SharePoint – Office Correspondence or Aconex

Enquiries and complaints received in person or via the 1800 hotline managed by John Holland will be:

- Responded to within the timeframes outlined below
- Recorded in Stakeholder spreadsheet within 24 hours of receipt
- Reported monthly in the complaints register, with information about any resolution reached and published on the project website in accordance with the SSD 10831778 condition A22

Classification	Description	Action
High Issue cannot be resolved by the project team	<ul style="list-style-type: none"> - Involves media attention/ coverage - Involved political and/ or government agencies - Relates to safety or security incident 	<ul style="list-style-type: none"> - Immediate report to the HI Communications Director - No comment to be provided by the Project team
Medium Issue cannot be immediately resolved	<ul style="list-style-type: none"> - Involves an individual or group expressing negative sentiments towards the project with risk of further action - The stakeholder raising the issue is not satisfied with the response provided 	<ul style="list-style-type: none"> - Project Stakeholder manager engages the broader Project team to investigate further, determine a suitable outcome and respond appropriately - Issue is reported on following reporting protocols
Low Issue can be responded to immediately	<ul style="list-style-type: none"> - Involve an individual or group expressing negative sentiments towards the project - Involves an individual or group expressing concern for project impacts and outcomes - There is no threat of further action 	<ul style="list-style-type: none"> - Project Stakeholder Manager provides the appropriate response and notified the broader project team as required - Records of low-level issues to be tracked and reported as per this plans and conditions of consent

Responses to complaints received will be provided to PWC for review prior to issuing to the community as outlined below:



Responses will be as per the following response time frames

Activity	Response Timeframe
Email enquiry acknowledgement	1 business day

Email / onsite enquiry response	5 business days
Site phone line	30 minutes
Website contact form	3 business days

4.6 Environmental Control Plans or Maps

The primary environmental constraints for the Project are identified in the Construction Environmental Sub Plans and captured progressively using Site Environmental Plans and Erosion and Sediment Control Plans. These plans will contain information regarding, but not limited to:

- Project Boundaries
- Endangered Ecological communities, threatened flora and fauna, significant items
- Sensitive receivers (e.g., Watercourses)
- Noise or light spill sensitive receivers e.g., residential receivers, Places of education etc.
- Location of site offices
- Working hours
- Aboriginal and Non-Aboriginal heritage
- Contamination
- Tree protection measures

5 Monitoring, Reporting and Review

5.1 Monitoring

To ensure excellent environmental outcomes John Holland has robust processes in place to measure and evaluate its environmental performance against criteria set out in the CEMP.

EMS reference
Monitoring and Review JH-MPR-SQE-002
Inspection, Testing and Surveillance JH-MPR-SQE-004
Workplace Hazard Identification and Inspection JH-MPR-WHS-006
Performance Statistics – Safety, Quality and Environment JH-MPR-SQE-009
Inspection of Sub-contracted Works JH-MPR-QUA-003
Administration of Consultant, Subcontract, Supply Packages JH-MPR-PMA-006
Resource Use Reporting JH-MPR-ENV-002
Project Monthly Reporting and Reforecasting and Review JH-MPR-PMA-015
WHSR Planning JH-MPR-WHS-001

The Project will monitor, measure, analyse and evaluate its environmental performance.

The Project will determine:

- What needs to be monitored and measured.
- The methods for monitoring, measurement, analysis, and evaluation, as applicable, to ensure valid results.
- The criteria against which the organisation will evaluate its environmental performance, and appropriate indicators.

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- When the monitoring and measuring will be performed.
- When the results from monitoring and measurement will be analysed and evaluated.

Projects will use the Project Monitoring Schedule to plan for monitoring activities in accordance with the risk profile on the project as per Workplace Hazard Identification and Inspection.

The Project will:

- Ensure that calibrated or verified monitoring and measurement equipment is used and maintained, as appropriate. The Project will evaluate its environmental performance and the effectiveness of the EMS.
- Communicate relevant environmental performance information both internally and externally, as identified in its communication processes and as required by its compliance obligations.
- The Project will retain appropriate documented information as evidence of the monitoring, measurement, analysis, and evaluation results.
- The Project will establish, implement, and maintain the processes needed to evaluate fulfilment of its compliance obligations.

The Project will:

- Determine the frequency that compliance will be evaluated.
- Evaluate compliance and take action if needed.
- Maintain knowledge and understanding of its compliance status.
- Retain documented information as evidence of the compliance evaluation results.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Subcontractor HSEQ Deliverables (pre-mob and monthly thereafter)	Commercial Representative	SharePoint – Subcontract Management Pack
Resource usage (energy, water, etc) data (monthly)	Commercial Representative & PER	PCR & Project Pack Web
Concrete and steel consumption data (monthly)	Project Engineer	Aconex & Project Pack Web
Waste data (monthly)	PER & CA	Project Pack Web
Approvals and Licences Register Status (monthly)	Project Environment Representative	Soteria
Obligations Register Status (monthly)	Project Environment Representative	Soteria
Internal Project Report (Monthly)	Project Manager	Mars and SharePoint
Principal Report (Monthly)	Project Manager	SharePoint or Aconex
HSES Valuation (Monthly)	Project Manager	Soteria

Project Self-Assessment (Annual)	Project Environment Representative	Soteria
Actions arising	Project Environment Representative	Soteria

Required Project documentation	What to be inspected	Responsibility	John Holland tools to be used by Project to manage documentation
Site Diary (daily)	All required construction areas	Supervisor(s)	Project Pack Web
Weekly General Inspections	Site area	Workplace Manager	Soteria
High Risk Inspections	Areas of high risk works to be determined through risk assessments	Workplace Manager	Soteria
GMR Self-Assessments (monthly)	Areas of work applicable to GMRs	Workplace Manager	Soteria

5.2 Reporting

Reporting requirements for the project include:

- Incident reports
- Monthly monitoring reports
- Noncompliance reports
- Compliance reporting
- Inspection reports
- Internal and external audit reports
- Independent audit report responses

5.3 Environmental Auditing

5.3.1 Internal audit

EMS reference
Monitoring and Review JH-MPR-SQE-002

John Holland will conduct internal HSE audits of the Project at planned intervals to provide information on whether the EMS conforms to:

- The organisation's own requirements for its EMS
- The requirements of the International Standard
- Is effectively implemented and maintained.

John Holland will establish, implement and maintain (an) internal audit programme(s) for the Project, including the frequency, methods, responsibilities, planning requirements and reporting of its internal audits upon contract award.

John Holland will:

- Define the audit criteria and scope for each audit;

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- Select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;
- Ensure that the results of the audits are reported to relevant management

John Holland will retain documented information as evidence of the implementation of the audit program and the audit results.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Audit Program	Operations Environment Manager	Soteria
Audit Reports	Operations Environment Manager	Soteria
Actions Arising	Operations Environment Manager	Soteria

5.4 Corrective Action

5.4.1 Incidents, non-conformity and corrective action

EMS reference
Non-conformance and Corrective Action JH-MPR- SQE-007
Incident Management JH-MPR-SQE-010

When a nonconformity (including an incident, or a verified complaint) occurs, the Project will:

- React to the nonconformity and, as applicable:
 - Take action to control and correct it
 - Deal with the consequences, including mitigating adverse environmental impacts
- Evaluate the need for action to eliminate the causes of the nonconformity, in order that it does not recur or occur elsewhere, by:
 - Reviewing the nonconformity
 - Determining the causes of the non-conformity
 - Determining if similar nonconformities exist, or could potentially occur
- Implement any action needed
- Review the effectiveness of any corrective action taken
- Make changes to the environmental management system, if necessary.

Corrective actions will be appropriate to the significance of the effects of the nonconformities encountered, including the environmental impact(s).

The Project will retain documented information as evidence of:

- The nature of the nonconformities and any subsequent actions taken
- The results of any corrective action.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Event Records	Project Environment Representative	Soteria
Non-Conformance Records	Quality Representative	Soteria
Actions Arising	Project Environment Representative	Soteria

5.4.2 Accountable Culture Tool

EMS reference
Incident and Event Management JH-MPR-SQE-010
Counselling and Disciplinary Procedure JH-MPR-PPL-012

The Accountable Culture Tool (ACT) is designed for line managers to help them to understand, categorise and address appropriate actions of their staff, work force and subcontractors w in a fair and just way.

The ACT is a step-by step decision making tool that provides managers with a structured process to address an event and the people involved in a constructive way and not simply react on the outcome. It also encourages the recognition of positive performance.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
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Event Records	Project Environment Representative	Soteria
Reward and recognition records	HR Representative	Chris 21 – for John Holland personnel W Drive – for external personnel
Counselling and disciplinary records	HR Representative	Chris 21 – for John Holland personnel W Drive – for external personnel

5.5 CEMP Review

EMS reference

Monitoring and Review [JH-MPR-SQE-002](#)

Independent Project Reviews [JH-MPR-PMA-018](#)

Project Monthly Reporting and Reforecasting and Review [JH-MPR-PMA-015](#)

WHSR Planning [JH-MPR-WHS-001](#)

John Holland management conduct yearly reviews of the John Holland EMS, to ensure its continuing suitability, adequacy and effectiveness. When the EMS review is complete an update of system improvements is communicated via the IMS to all employees.

The management review will include consideration of:

- The status of actions from previous management reviews
- Changes in:
 - External and internal issues that are relevant to the environmental management system
 - The needs and expectations of interested parties, including compliance obligations
 - Its significant environmental aspects
 - Risks and opportunities
- The extent to which environmental objectives have been achieved
- Information on the organisation’s environmental performance, including trends in:
 - Non-conformities and corrective actions
 - Monitoring and measurement results
 - Fulfilment of its compliance obligations
 - Audit results
- Adequacy of resources
- Relevant communication(s) from interested parties, including complaints
- Opportunities for continual improvement.

The outputs of the management review will include:

- Conclusions on the continuing suitability, adequacy and effectiveness of the EMS
- Decisions related to continual improvement opportunities
- Decisions related to any need for changes to the environmental management system, including resources
- Actions, if needed, when environmental objectives have not been achieved
- Opportunities to improve integration of the EMS with other business processes, if needed
- Any implications for the strategic direction of the organisation.

Management reviews are conducted at project level through the internal project reports and/or Health Safety Environment Quality Valuations. The project will retain documented information as evidence of the results of management reviews.

The review of the CEMP will be in accordance with the conditions of consent A29 and A30. The CEMP will be reviewed and revised following:

ASB Operating Theatre Fitout Construction Environmental Management Plan

- An incident (as defined in the conditions of Consent)
- Any non-compliance with the conditions of consent or other legal requirement
- Any non-conformance with any other environmental requirements
- Audit findings (internal, external and/ or independent)
- Project modifications approved by the consent or approval authority
- Changes to legislative requirements

Upon revision the CEMP will be resubmitted to the Department and any other party as required by the conditions of consent.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Internal Project Report (Monthly)	Project Manager	SharePoint or MarS
Project Management Meeting minutes	Project Manager	SharePoint or Aconex
HSEQ Valuation (Monthly)	Project Manager	Soteria
Actions Arising	Environment Manager	Soteria

5.6 Continual improvement

EMS reference

Monitoring and Review [JH-MPR-SQE-002](#)

Project Completion Procedure [JH-MPR-PMA-016](#)

The Project will continually improve the suitability, adequacy and effectiveness of the John Holland EMS to enhance environmental performance.

Required Project documentation	Responsibility	John Holland tools to be used by Project to manage documentation
Actions Arising	Project Environment Representative	Soteria
Lessons Learned	Project Environment Representative	Work Centre

Appendix 1 – John Holland Environmental Policy



ENVIRONMENT POLICY

UP FOR THE CHALLENGE OF IMPROVING LIVES

OUR COMMITMENT

To value the natural environment and communities in which we work.

Our goal across all business activities is to use resources efficiently, respond to climate change, prevent pollution, enhance and protect the environment and our heritage.

OUR APPROACH

John Holland's four values of caring, empowering, imaginative and future-focused are the platform for our everyday interactions. We use these values to guide our approach to the environment.

Caring



We care deeply about what we do and how it affects the environment now and for the future by:

- Driving a strong culture to respect the environment across the business in our offices, on our projects and with our joint venture partners.
- Prioritising the environment, the community, sustainable products and resource efficiency in our decision making.
- Providing best practice training and education to our people to build awareness and capability to protect the environment and respect the communities in which we work and live.

Empowering



We gain trust through action by:

- Empowering our people, partners and subcontractors to speak up about how we can better protect and enhance the environment.
- Encouraging participation and collaboration to achieve sound environmental performance and outcomes.
- Driving accountability by ensuring everyone is responsible for valuing and protecting the environment.

Imaginative



We push the boundaries by:

- Focusing on continual learning and improvement by reviewing performance, capturing and sharing lessons learnt and celebrating successes.
- Exploring and introducing new technologies and approaches that minimise impacts on the environment and provide cost effective solutions that are resource efficient.
- Having a transparent critical risk management process that helps us to continuously identify opportunities and improvements to our systems and processes.

Future-focused



We're in it for the long, long term by:

- Exceeding our legislative, customer and other mandatory requirements.
- Establishing and maintaining an effective management system.
- Ensuring our work leaves a positive legacy for the communities we serve and the environments we operate in.

Joe Barr
Chief Executive Officer

January 2020

Appendix 2: Aspects, impacts, mitigation and legislation

The following table will be populated upon undertaking the project specific Workplace Risk Assessment

Aspect	Impact	Mitigation	Legislation and Principal requirements
Discharging water from site	Pollution entering waterway or ground	Appropriate erosion and sediment controls in place and regular site inspections by CPESC	POEO Act, CoA B20, B24, B25 and Project Brief
Waste Disposal	Pollution entering landfill	Vetting of all waste disposal locations and tracking of loads off sites Spoil permit process	POEO Act, CoA B19 and Project Brief, NEPM
Noise	Noise disturbance to local sensitive receivers	Undertake noise modelling to predict impacts Noise monitoring to validate model and effectiveness of mitigation measures	POEO act, CoA B18 and Project Brief
Use of raw materials and natural resources	Destruction of natural habitat	Procure enviro certified products Comply with ESD measures	Contract requirement
Energy use	Increase in GHG emissions	Use Bio mix diesel, purchase grid energy from green supplier	Contract requirement
Vibration	Damage to sensitive receivers	Monitoring and implementation of safe working distances	CoA B18
Contamination	Cross contamination of clean areas	Works to be completed as per RAP and CSWMP	CoA C33 - C35 RAP

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			Interim Site Audit Statement
Contamination	Contamination of clean areas through spills etc	Works to be completed as per management plans Monitoring and implementing containment practices	POEO act
Heritage	Damage to heritage items	Monitoring Unexpected Finds Protocol	CoA B21, C25, C26
Biodiversity	Damage to trees	Tree protection Vegetation removal permit	CoA C17
Dust	Dust impacting adjacent sensitive receivers	Monitoring Dust suppression as per CSWMP	CoA B18, C18, C19

Appendix 3: Integrated Management System Procedures

IMS procedure references
Environment Management Manual <u>JH-MAN-ENV-001</u>
Strategic and Business Planning <u>JH-MPR-BUA-020</u>
Environment and Heritage Policy <u>JHG-POL-GEN-002</u>
Resource Planning <u>JH-MPR-PPL-003</u>
Project Launch <u>JH-MPR-PMA-001</u>
Planning and Programming <u>JH-MPR-PMA-002</u>
Environmental Planning <u>JH-MPR-ENV-001</u>
Managing SQE Risks <u>JH-MPR-SQE-006</u>
Global Mandatory Requirements 9 (<u>JHG-STD-WHS-009</u> .)
Learning and Development <u>JH-MPR-PPL-020</u>
Employee Records <u>JH-MPR-PPL-021</u>
Verification of Competency <u>JH-MPR-PAE-005</u>
Counselling and Disciplinary <u>JH-MPR-PPL-012</u>
Internal Design Management <u>JH-MPR-DES-001</u>
Management of Design Consultants <u>JH-MPR-DES-002</u>
Letting of Consultant, Subcontract, Supply Packages <u>JH-MPR-PMA-005</u>
Administration of Consultant, Subcontract or Supply Packages <u>JH-MPR-PMA-006</u>
Performance Rating of Subcontractors <u>JH-MPR-QUA-004</u>
Site Induction <u>JH-MPR-SQE-001</u>
Health Safety Management & Consultation Arrangements <u>JH-MPR-WHS-004</u>
Community Relations <u>JH-MPR-CCM-005</u>
Corporate Communications <u>JH-MPR-CCM-004</u>
Performance Statistics – Safety, Quality & Environment <u>JH-MPR-SQE-009</u>
Project Documentation Control Procedure <u>JH-MPR-QUA-005</u>
Inspection of Subcontracted Works <u>JH-MPR-QUA-003</u>
Hazardous Chemicals Management <u>JH-MPR-SQE-011</u>
Asbestos Procedure <u>JH-MPR-WHS-024</u>
Plant and Equipment <u>JH-MPR-PAE-001</u>
Managing Safety for Senior Leaders <u>JH-MPR-WHS-020</u>
Purchasing <u>JH-MPR-PMA-004</u>
Emergency Evacuation and Response <u>JH-MPR-PMA-008</u>
Monitoring and Review <u>JH-MPR-SQE-002</u>
Inspection, Testing and Surveillance <u>JH-MPR-SQE-004</u>
Workplace Hazard Identification and Inspection <u>JH-MPR-WHS-006</u>
Resource Use Reporting <u>JH-MPR-ENV-002</u>

IMS procedure references
Project Monthly Reporting and Reforecasting and Review <u>JH-MPR-PMA-015</u>
WHSR Planning <u>JH-MPR-WHS-001</u>
Independent Project Reviews <u>JH-MPR-PMA-018</u>
Non-conformance and Corrective Action <u>JH-MPR-SQE-007</u>
Incident and Event Management <u>JH-MPR-SQE-010</u>
Project Completion Procedure <u>JH-MPR-PMA-016</u>

Appendix 4: Environmental Control Plans

Environmental Control Plans	John Holland Ref
Construction Noise and Vibration Management Plan (CNVMP)	JHG-ASB-PM-PL-99-XX012
Construction Waste Management Sub-Plan (CWMP)	JHG-ASB-PM-PL-99-XX013
Construction Traffic and Pedestrian Management Plan (CTPMP)	JHG-ASB-PM-PL-99-XX021

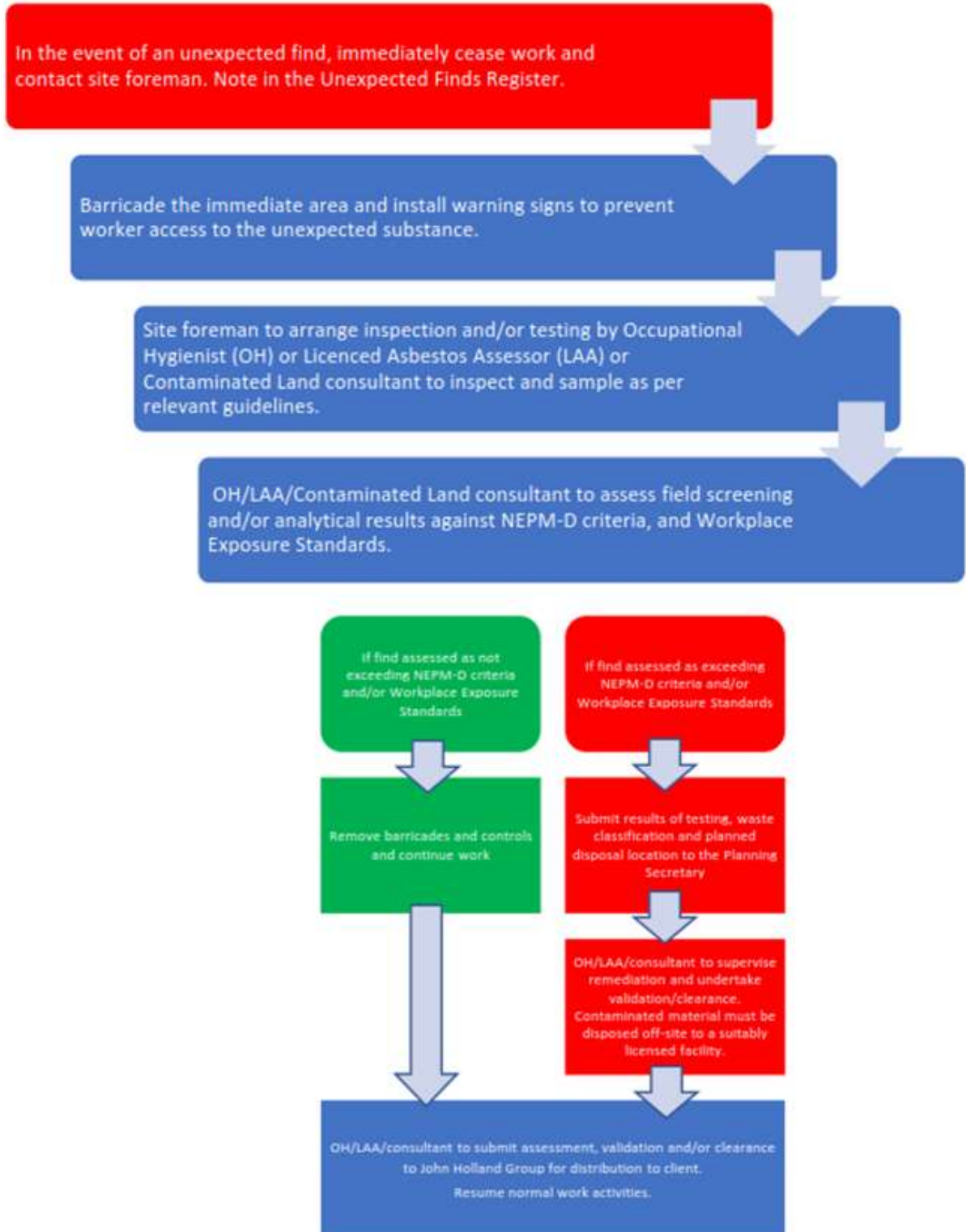
Appendix 5: Unexpected finds protocol - Contamination

This Unexpected Contamination Finds Protocol (the Protocol) outlines the work requirements in the event of unexpected finds occurring during construction at the ASB Operating Theatre Fitout.

The aim of this Protocol is to manage the risk of potential exposure to asbestos/hazardous materials and limit disturbance from unexpected finds. All subcontractors are to adopt this protocol into their own site-specific SWMS based on individual tasks and associated risks where needed.

This unexpected finds protocol is also applicable to findings of potential heritage items. Based on findings of site history and site contamination investigation works undertaken at the site, unexpected finds which could reasonably occur within the site are summarised below.

Potential Unexpected Find	Observed Characteristic
Buried dry waste materials including asbestos	May include a variety of waste materials including wood, plastic, metal fragments, building rubble (e.g. concrete, brick, asphalt, forms of asbestos etc.).
Buried putrescible wastes	Putrescible waste materials typically comprise decomposed organic waste materials intermixed within the fill materials on site, with an associated characteristic rotten egg type odour. Such materials should not be confused with decomposed plant matter and/or marine sediments found within the natural sandy soils.
Previous site structures	<ul style="list-style-type: none"> - A buried tank or former process pipelines; - Deeper sand fill sometimes with visual/ olfactory indications of contamination - Presence of small concrete footings surrounded by odorous or visually impacted soils and/ or groundwater
Hydrocarbon Compounds	<p>May be identified by a hydrocarbon odour which may vary in strength from weak (just detectable) to very strong (easily detectable at a distance from the source).</p> <p>The odour may or may not be accompanied by specific areas of dark staining (black-grey) or larger scale discolouration of strata from a previously identified 'natural colour' e.g. staining of orange and brown clay to dark grey and green.</p> <p>May also be visible as a distinct coloured sheen on water within an excavation.</p>
Other unusual odours	<p>Solvent/acetone odour</p> <p>Alcohol odour</p> <p>Caustic odour</p> <p>Acidic (Acetic/Formic/Citric) odour</p> <p>Ammonia odour</p> <p>Sulphur (rotten egg) odour</p>



Appendix 6: EMP Preparation Checklist B14.

Requirement	Plan reference	Yes/No/Not applicable
Document preparation and endorsement		
Has the EMP been prepared in consultation with all relevant stakeholders as per the requirements of the conditions of consent? (Section 4.1)		N/A
Have the views of the relevant stakeholders been taken into consideration? Have appropriate amendments been made to the EMP and does the EMP clearly identify the location of any changes? (Section 4.1)		N/A
Has the EMP been internally approved by an authorised representative of the proponent or contractor? (Section 4.2)	Cover page	Yes
Version and content		
Does the EMP describe the proponent's Environmental Management System (EMS) (if any), and identify how the EMP relates to other documents required by the conditions of consent? (Section 3.5.1)	Appendix 3 Section 4.4	Yes
Does the EMP include the required general content and version control information? (Section 3.1)	Section 1 Cover page	Yes
Does the EMP have an introduction that describes the project, scope of works, site location and any staging or timing considerations? (Section 3.2)	Section 2.1 Section 2.4	Yes
Does the EMP reference the project description? (Section 3.3)	Section 2.4	Yes
Does the EMP reference a Community and Stakeholder Engagement Plan (or similar) or include community and stakeholder engagement actions (if required)? (Section 3.4)	Section 4.6	Yes
Have all other relevant approvals been identified? Has appropriate information been provided regarding how each approval is relevant? (Section 4)	Section 3.2	Yes
Has the environmental management structure and responsibilities been included? (Section 3.5.2)	Section 3.1	Yes
Does the EMP include processes for training of project personnel and identify how training and awareness needs will be identified? (Section 3.5.3)	Section 3.4	Yes
Does the EMP clearly identify the relevant legal and compliance requirements that relate to the EMP? (Section 3.5.3)	Section 3.2	Yes
Does the EMP include all the conditions of consent to be addressed by the EMP and identify where in the EMP each requirement has been addressed? (Section 3.5.13)	Table 1 Section 2.3	Yes
Have all relevant guidelines, policies and standards been identified, including details of how they are relevant? (Section 3.5)	Section 3.2	Yes
Is the process that will be adopted to identify and analyse the environmental risks included? (Section 3.5.5)	Section 4.4 and 5.6	Yes
Have all the environmental management measures in the EIA been directly reproduced into the EMP? (Section 3.5.7)	Table 3 Section 2.3.1	Yes
Have any additional environmental management measures been included in the EMP? (Section 3.5.7)	Appendix 3 and 4	Yes

ASB Operating Theatre Fitout Construction Environmental Management Plan

Requirement	Plan reference	Yes/No/Not applicable
Have environmental management measures been written in committed language? (Section 3.5.7)	Section 4.5	Yes
Have project environmental management measures, including hold points, been identified and included? (Section 3.5.6)	Section 4.5 Appendix 4	Yes
Are relevant details of environmental monitoring that will be carried out included? (Section 3.5.8)	Section 5.5 Appendix 4	Yes
Have the components of any environmental monitoring programs been incorporated? (Section 3.5.8)	Section 5.1 Appendix 4	Yes
Are environmental inspections included? (Section 3.5.9)	Section 5.1	Yes
Does the EMP document all relevant compliance monitoring and reporting requirements for the project? (Section 3.5.12 and 3.5.13)	Section 5.1 and 5.2	Yes
Does the EMP describe the types of plans or maps (such as environmental control maps) that will be used to assist with the management of environmental matters on site? (Section 3.5.10)	Section 4.7 Appendix 4	Yes
Does the EMP list environmental management documents? (Section 3.5.11)	Appendix 3 Appendix 4	Yes
Is an auditing program referenced? (Section 3.5.13)	Section 5.3	Yes
Does the EMP include the incident notification and reporting protocols that comply with the relevant conditions of consent? (Section 3.5.15)	Section 5.4	Yes
Does the EMP identify the project role/position that is responsible for deciding whether an occurrence is an incident? (Section 3.5.15)	Section 5.4.1	Yes
Does the EMP describe a corrective and preventative action process that addresses the requirements? (Section 3.5.16)	Section 5.4	Yes
Does the EMP include details of a review and revision process that complies with the requirements? (Section 3.6)	Section 5.5 and 5.6	Yes