

28 October 2019

ENFORCEABLE UNDERTAKING

Part 11

Work Health and Safety Act 2011

The commitments in this enforceable undertaking
are offered to SafeWork NSW

by

Holcim (Australia) Pty Limited

ACN 099 732 297

Privacy statement

SafeWork NSW respects your privacy and is committed to protecting personal information. The information provided on this document is for the purpose of making an undertaking to SafeWork NSW given for the purposes of part 11 of the WHS Act. This information will be managed within the requirements of the current state government privacy regime.

SafeWork NSW may publish the undertaking and the information contained in it for purposes identified in the undertaking or for other appropriate legal purposes in various publications such as newspapers and on its website. SafeWork NSW may be required to disclose personal information to other regulatory agencies in accordance with other law enforcement activities which may be conducted as part of an investigation. Further information on our privacy policy is available at www.SafeWork.nsw.gov.au

Enforceable Undertaking

Purpose

The purpose of this enforceable undertaking is to document the undertakings offered to SafeWork NSW pursuant to Part 11 of the Work Health and Safety Act 2011 (**WHS Act**) in connection with matters relating to alleged contraventions of the WHS Act or the Work Health and Safety Regulations 2011 (**the Regulations**).

Section 1 – General information

a. Details of the person proposing the undertaking

Registered Address:	Level 7, 799 Pacific Highway Chatswood NSW 2067
Postal address:	Level 7, 799 Pacific Highway Chatswood NSW 2067
Telephone contact:	██████████
Email address:	██
Legal structure:	Proprietary Company
Type of business:	Construction Materials
Commencement date of the entity:	27 February 2002
Number of workers*:	Full-time: 2,225 Part-time: 34 Casual: 45
<i>*as at 31.5.2019</i>	
Products and/or services:	Supply of aggregates, concrete and concrete products

b. Details of the alleged contravention

It is alleged by SafeWork NSW that on 13 May 2016, Holcim (Australia) Pty Limited failed to discharge its obligations as a person conducting a business or undertaking under sections 19(2) and 32 of the WHS Act in that it did not ensure so far as reasonably practicable the health and safety of workers.

c. Details of the events surrounding the alleged contravention

A visiting truck sales person was injured when struck by a B-double truck delivering aggregates to a concrete batching plant located in the South of Sydney.

d. An acknowledgement that SafeWork NSW alleged a contravention has occurred

It is acknowledged that SafeWork NSW has alleged that Holcim (Australia) Pty Limited has contravened sections 19(2) and 32 of the WHS Act.

e. The details of any injury that arose from the alleged contravention

[REDACTED]

f. The details of any enforcement notices issued that relate to the alleged contravention

No

or

Yes Please provide details in the table below.

Date issued	Notice type	Notice number	Contravention	Action taken in response to notice
19/05/2016	Improvement	7-290882	Workers/other persons exposed to a serious risk to health and safety from being struck by moving vehicles and plant	Over \$4M spent nationally on traffic management initiatives. Comprehensive vehicle and pedestrian audits conducted at all operational sites. Recommended actions implemented. ~\$70k spent at Caringbah concrete plant on vehicle and pedestrian separation measures and improving visibility at site entrance.

g. A statement of assurance about future work health and safety behaviour

Holcim (Australia) Pty Limited is committed to complying with its obligations under the WHS Act and ensuring, so far as reasonably practicable, the health and safety of all workers and those who may be affected by its business or undertakings.

When an alleged contravention is associated with an injury/illness

h. The details of the type of workers compensation provided (if the injured person(s) is a worker of the person)

The injured worker was not employed by Holcim (Australia) Pty Limited. Holcim is not aware of workers compensation provided to the injured worker.

i. The details of the support provided, and proposed to be provided, to the injured person(s) to overcome the injury/illness

Does the alleged contravention involve injury to a person?

No

or

Yes

The following support has been provided to the worker and/or their family:

Date	Description of support	Comments
Various at the time of incident	Although the injured worker was not a Holcim employee/contractor, various telephone calls were made to the injured worker's employer and to hospital to enquire as to his welfare at the time of the incident.	
18/9/2018	Holcim EGM Concrete met with the injured worker's manager and enquired after the injured worker's welfare.	He was informed the injured worker had returned to work and was enjoying being back in his role.

j. The details of any existing work health and safety management system (WHSMS) at the workplace including the level of auditing currently undertaken

Holcim (Australia) Pty Limited has an existing WHSMS but this has not been assessed against the principles of AS/NZS 4801:2001. Dedicated internal auditors, working independently of the business, audit the WHSMS every two years from a legal compliance and implementation perspective. The suitability of the content of the WHSMS has also been reviewed by Holcim's external legal advisers in the past two years.

k. The details of any consultation undertaken within the workplace regarding the proposal of an enforceable undertaking

Since the incident in May 2016, the incident has been discussed with Holcim's Board and Executive Management Team, the Concrete Leadership Team, the Health and Safety Teams and toolboxed at all sites. The details of the proposed enforceable undertaking has been presented and discussed with various stakeholders in the business including from operations, logistics, communications, safety, the concrete leadership team and executive management team. Representatives from various functions and operations within the business will be asked to assist with development of the traffic management industry forum.

i. A statement of regret that the incident occurred (i.e. not an admission of guilt)

Holcim (Australia) Pty Limited regrets that the incident on 13 May 2016 occurred and the Worker sustained injuries as a result of the incident.

m. Any rectifications made as a result of the alleged contravention

Description	\$ Amount
Independent vehicle and pedestrian audit by Engistics Pty Limited	9,500
Entrance redesign with new front gate, separate pedestrian entrance within lockable pedestrian gate, CCTV and improved intercom system	21,260
Installation of flashing lights, alarm and signage at site entrance	3,000
Line marking, flood lighting and demolition of old sales office	3,200
Improved segregated walkways	3,500
Improvements to walk ways, pedestrian crossings, hand rails, gates, signage etc	25,000
Improvements to car parking – including introduction of bollards and wheel stops	2,000
Lobbied local Council to enforce no parking areas at site entrance	3,500

TOTAL AMOUNT SPENT ON RECTIFICATIONS \$70,960

Note: The above expenditure related only to Caringbah Concrete plant, the location of the incident. After the incident Holcim spent a total of over **\$4M** on traffic management initiatives at its sites in Australia and New Zealand.

n. A commitment that the behaviour that led to the alleged contravention has ceased and will not reoccur

Holcim (Australia) Pty Limited commits that the behaviour that lead to the alleged contravention has ceased and that it will take all reasonably practicable steps to prevent recurrence of this type of incident. The changes and significant investment in traffic management infrastructure at Holcim's sites post incident demonstrates Holcim's real commitment to ensuring a similar incident will not occur.

o. A commitment to the ongoing effective management of work health and safety risks

Holcim (Australia) Pty Limited commits that it will exercise its best endeavours to the ongoing effective management of work health and safety risks.

p. A statement of ability to comply with the terms of the enforceable undertaking

Holcim (Australia) Pty Limited acknowledges that, as a wholly owned subsidiary of a large listed multinational organisation, it has the financial ability to comply with the terms of this enforceable undertaking.

q. The person is required to provide information regarding any prior work health and safety convictions

No has had no prior work health and safety convictions.

or

Yes The list is attached as an annexure.

2. Subject to any local legal constraints such as spent conviction legislation.

r. Statement regarding relationships with beneficiaries

Holcim (Australia) Pty Limited acknowledges there are no known current relationships with any of the beneficiaries outlined in the enforceable undertaking, other than the current employees of Holcim (Australia) Pty Limited and the injured worker.

s. Intellectual property licence

Holcim (Australia) Pty Limited grants SafeWork NSW a permanent, irrevocable, royalty-free, worldwide, non-exclusive license to use, reproduce, distribute, electronically transmit, electronically distribute, adapt, and modify any materials developed as a result of this enforceable undertaking.

t. A commitment to participate constructively in all compliance monitoring activities of the undertaking

Holcim (Australia) Pty Limited acknowledges that the responsibility for demonstrating compliance with this undertaking rests with the person who has given this undertaking. Evidence to demonstrate compliance with the terms will be provided to SafeWork NSW by the due date for the term.

Holcim (Australia) Pty Limited acknowledges that SafeWork NSW may undertake other compliance monitoring activities to verify the evidence that is provided and compliance with the relevant term. The evidence provided to demonstrate compliance with the undertaking will be retained by the person who has given this undertaking until advised by SafeWork NSW that the undertaking has been completely discharged.

Holcim (Australia) Pty Limited acknowledges that SafeWork NSW may initiate additional compliance monitoring activities, such as inspections, as considered necessary at SafeWork NSW's expense.

u. Acknowledgement of enforceable undertakings guidelines

Holcim (Australia) Pty Limited has read and understood SafeWork NSW Enforceable Undertakings Guidelines and Enforceable Undertakings Customer Service Standard.

Section 2 – Enforceable Terms

a. An acknowledgement that the enforceable undertaking will be published and publicised

Holcim (Australia) Pty Limited acknowledges that the enforceable undertaking will be published on SafeWork NSW's internet site and may be referenced in SafeWork NSW's publications.

Holcim (Australia) Pty Limited will, within thirty (30) days of the date of acceptance of this enforceable undertaking, cause a public notice to be published in The Sydney Morning Herald, which will be drafted using the script provided in Annexure 1.

b. A commitment regarding linking the strategy and promotion of benefits to the enforceable undertaking

Holcim (Australia) Pty Limited is committed to ensuring that any promotion of a benefit arising from this enforceable undertaking will clearly link the benefit to the undertaking and that the undertaking was entered into as a result of the alleged contravention.

c. A commitment to disseminate information about the undertaking to workers, and other relevant parties (which may include work health and safety representatives), and in the annual report (if applicable)

Holcim (Australia) Pty Limited agrees to disseminate information about the enforceable undertaking within the workplace, including to its employees and labour hire workers, the members of any health and safety committee and health and safety representatives. This information will be disseminated to sites through toolbox talk communication and will be completed within 3 months from the date of acceptance of the enforceable undertaking.

Holcim (Australia) Pty Limited is not required to publish an annual report.

Holcim (Australia) Pty Limited commits that any strategies that involve safety information being provided to the industry and/or community will be subject to SafeWork NSW's review and approval of the content prior to dissemination.

Strategies that will deliver benefits to the workplace, industry and the community

*Items marked with an * in the following sections denote items or records that are intended to be submitted by way of verification from Holcim to SafeWork NSW.*

d. Strategies that will deliver workplace benefits

1. Safety Leadership Training

Scope:

Development and delivery of a new Safety Leadership Training Program (SLTP) with the objective of increasing safety leadership capability of front line and senior leaders in Holcim's NSW concrete operations.

It is proposed to deliver the SLTP over two days per cohort. The training will take place at operational sites allowing theory to be put into practice.

Proposed course content includes:

- Why Holcim is committed to safety
- Holcim's safety maturity and performance
- Focus areas – ZeroHarm strategy
- Behaviour and neuroscience of the brain
- Decision making, risk perception and states of mind

- Leadership influence on behaviour
- Critical Risk Management (Traffic Management Focus)

Participants will be required to undertake ongoing initiatives to ensure learnings from the SLTP are embedded in their day to day activities.

Target issue:

Holcim is targeting an improvement in safety competence and confidence in all levels of its leadership. Specifically the SLTP will assist leaders improve their approach to setting clear, safe behaviour expectations and coaching people to improve their decision making when completing work tasks.

Tangible outputs / deliverables:

The initiative will commence within 3 months of the start date, being the later to occur of the date of acceptance of the Enforceable Undertaking and 1 February 2020 (**Start Date**). It will be completed within 24 months of the Start Date.

Marked (*) deliverables will be provided to SafeWork within 1 month of the milestone completion period.

Description	Timeframe
<p>Provision of safety leadership training</p> <p>Outputs/Deliverables:</p> <p>Front line and senior leaders to attend a two day training course~130 leaders will be trained.</p> <p>Training courses will take place at operational sites, allowing class room theory to be put into practice in a live environment.</p> <p>Participants will include:</p> <ul style="list-style-type: none"> Directors Executive General Manager Concrete Area Managers NSW Area Operations Managers NSW Production Supervisors NSW Site support staff (from the larger NSW sites) Key Multi Truck Owners in NSW will be invited 	<p>Up to 24 months from Start Date. Holcim will aim to have completed at least ten courses within 15 months of the Start Date.</p>
<p>Development of Training Plan</p> <p>Outputs/Deliverables:</p> <p>Develop a detailed training plan outlining dates, times, venues and attendees*.</p> <p>Given the duration of this initiative, the plan will require periodic update to reflect operational demands and any organisational changes. Any revisions will be shared with SafeWork.</p>	<p>To be provided to SafeWork within 2 months of the Start Date.</p>
<p>Development of Training Materials</p> <p>Outputs/Deliverables:</p>	<p>To be provided to SafeWork within 2 months of the Start Date.</p>

<p>TP will be supported by training materials (including a Safety Leadership Workbook)*.</p>	
<p>Assessment</p> <p>Outputs/Deliverables:</p> <p>On completion of the training, each participant will be required to undertake two key initiatives aimed at embedding the learnings of the SLTP:</p> <ul style="list-style-type: none"> • at least one safety conversation to be conducted and recorded each week to recognise positive safety behaviour or to address unsafe behaviour; • a review of critical risk controls considered vital to reducing the likelihood of a potentially significant unwanted event. <p>These initiatives will be ongoing post training. Compliance with the requirements will be monitored over at least an 8 week period post training to ensure the new way of working has been embedded.</p> <p>Extracts from the Safety Leadership Workbooks (safety conversations) and Interactive Safety Tours (Holcim's INX) can be provided as verification the required activities have occurred*.</p>	<p>Ongoing post completion of each training session.</p>
<p>Verification</p> <p>Outputs/Deliverables:</p> <p>Members of the Concrete leadership team will re-engage with training participants to undertake a review of the success of the training to ensure agreed actions are being implemented.</p>	<p>3 months after the training has been completed</p>

Audience / beneficiaries:

Senior and frontline leaders in the NSW concrete business. ~130 employees will participate in the training.

Delivery method:

The training will be developed by Holcim's in-house health and safety team with the assistance of a recognised industry safety consultant. The training will take place at operational sites over a period of two days. Information about the training sessions will be included in Holcim's in-house newsletter "greyMatters". Regular progress reports will be provided to the HANZ Executive Committee.

Timeframes:

Holcim will run SLTP for 13 cohorts. Training will commence within 3 months of the Start Date and will run for a period of up to 24 months from the Start Date. Holcim will aim to have completed at least ten courses within 15 months of the Start Date. As the training is being delivered predominantly by a small in-house safety training team across a wide area, Holcim considers this a reasonable cadence of training.

Work health and safety outcome:

Holcim will improve the leadership capability within the organisation with the intention of improving safety culture and workforce behaviour over time. Training will improve manager safety leadership competence and confidence specifically in the areas of communication and behaviour influence. In addition, development of safety leadership skills will support further improvements in critical control effectiveness.

Evaluation:

At time of training: participants will be required to complete a training evaluation form after they have completed the training. Information gathered will enable Holcim to assess participant's knowledge prior to the training, their expectations of the training (and whether those expectations were met) and the learnings from the training. Holcim will be able to utilise this information to assess the competency of participants post training and to make adjustments to future training sessions should it appear necessary based on the feedback obtained.

Post training: Each participant will be required to undertake two key initiatives aimed at embedding the learnings of the SLTP, completion of which will be monitored:

- at least one safety conversation to be conducted and recorded each week to recognise positive safety behaviour or to address unsafe behaviour;
- a review of critical risk controls considered vital to reducing the likelihood of a potentially significant unwanted event.

Extracts from the Safety Leadership Workbooks (safety conversations) and Interactive Safety Tours (Holcim's INX) can be provided as verification the required activities have occurred*.

Members of the Concrete leadership team will re-engage with training participants to undertake a review of the success of the training 3 months after the training is complete to ensure agreed actions are being implemented.

Cost Breakdown:

Description	\$ Amount (13 cohorts)
Course development	██████████
Course update and continuous improvement	██████████
Course venue and catering	██████████
Training materials	██████████
Facilitators	██████████
Facilitator travel and accommodation	██████████**
Employee participation (cost of lost productivity/backfill)	260,000***

Total estimated cost: \$436,100

** As the training facilitators are not NSW based every cohort will require interstate travel, three night's accommodation, meals and transport expenses. Sessions are intended to be delivered by two facilitators. We consider the cost of [REDACTED] a conservative estimate of the costs that will be incurred for this component of the initiative.

*** Holcim anticipates the average number of people attending a training session to be 8-10 due to operational challenges/geographic spread of employees. The true cost of removing an employee from his/her job for a day includes: the cost of backfilling roles; lost productivity costs due to backfill arrangements; labour hire costs and time spent pre-training on course work requirements.

2. External Traffic Management Audit

Scope:

The objective is to ensure Holcim's SHEMS 3.04 (Traffic Management) is being adhered to at Holcim's NSW concrete manufacturing sites. A third party specialist auditor will be retained to audit and report on site compliance at five of Holcim's NSW concrete manufacturing sites. Sites will be selected based on traffic management risk factors which may include site design/layout, existing traffic management arrangements, vehicle pedestrian interaction frequency and event history. This will provide a sample assurance of compliance across all sites. Holcim will provide an action close out report should an audit require any site improvements.

Target issue:

External audits will target the review of vehicle and pedestrian control effectiveness at those of Holcim's NSW concrete manufacturing facilities selected for audit. Selected sites will be audited against SHEMS 3.04 (Traffic Management). This element of Holcim's SHEMS system was enhanced after the Caringbah incident with input from traffic management specialists, [REDACTED]. Traffic management has been identified as a critical risk focus area for Holcim due to the large number of heavy vehicle movements on Holcim sites.

Tangible outputs / deliverables:

The initiative will commence within 3 months of the start date, being the later to occur of the date of acceptance of the Enforceable Undertaking and 1 February 2020 (**Start Date**). It will be completed within 24 months of the Start Date.

Marked (*) deliverables will be provided to SafeWork within 1 month of the milestone completion period.

Description	Timeframe
<p>Contract with [REDACTED] to conduct traffic management audits</p> <p>Outputs/Deliverables:</p> <p>Contract with [REDACTED]* outlining audit methodology, scope, timeframe for site audits, sites chosen (including reasons for selection) and timeframes for the delivery of audit reports.</p>	<p>Within 3 months from Start Date</p>

<p>Check of suitability of Holcim SHEMS 3.04</p> <p>Outputs/Deliverables:</p> <p>As the Holcim SHEMS 3.04 has already been reviewed and approved by an external law firm as complying with relevant legislation, regulation and codes of practice, it is proposed prior to work commencing the auditors have an opportunity to review and make any further recommendations in relation to SHEMS 3.04.</p>	<p>Within 4 months from Start Date</p>
<p>██████████ to conduct audit of the 5 selected Holcim concrete sites</p> <p>Outputs/Deliverables:</p> <p>Audit report for each site*.</p>	<p>Within 9-12 months from Start Date</p>
<p>Holcim to develop audit close out report for each site</p> <p>Outputs/Deliverables:</p> <p>Audit close out reports detailing audit recommendations for each site*</p> <p>Holcim INX records listing audit close out actions*</p> <p>Recommended actions report for the wider Holcim network of sites (if required) where business wide recommendations are identified*.</p>	<p>Within 1 month of the date of completion of each audit to allow for review of draft findings and internal consultation.</p>
<p>Holcim to complete audit close out report actions at 5 audited sites</p> <p>Outputs/Deliverables:</p> <p>Holcim INX records showing audit close out actions completed*.</p>	<p>Within 24 months of Start Date.</p>

Audience / beneficiaries:

All those associated with Holcim's concrete business will benefit from the review as audit findings can be shared across the business and built into site improvement plans where required. The additional audit activity will also provide a further layer of assurance useful for Holcim's directors and officers and senior managers of the concrete business.

Delivery method:

Five NSW concrete manufacturing sites will be selected for audit. ██████████ will be provided with a copy of SHEMS 3.04 (Traffic Management) and asked to prepare an audit methodology. The methodology will be agreed with the Holcim Safety Team/Concrete business.

Once prepared, audit reports will be reviewed by EGM Concrete and the Concrete Leadership Team and shared with Holcim's Executive Committee. If any actions arise from the audit, they will be entered in Holcim's INX and closed out in a timely manner. Holcim will prepare an audit close out report once all actions have been addressed.

Timeframes:

All audits to be completed within 12 months of the date of acceptance of the Start Date. Any close out actions to be scheduled for completion on a reasonable timetable and completed within the period of the Enforceable Undertaking.

Work health and safety outcome:

Audits conducted by an external party will provide the organisation with an objective view of health and safety management system effectiveness specifically in relation to traffic management. The audit sample will provide Holcim with further opportunity to review and improve existing safety management systems with the intention of improving control effectiveness.

Evaluation: External audit report will be prepared to evaluate each sites' compliance with Holcim's SHEMS 3.04.

Cost Breakdown:

Description	\$ Amount
External Site Audit - 5 sites @ \$8,000 per audit	40,000

Total estimated cost: \$40,000 (plus costs of any improvement initiatives)

Total estimated cost of workplace benefits \$476,100

e. Strategies that will deliver industry benefits

3. Traffic Management Industry Forum

Scope:

The objective is to create awareness of best practice solutions to reduce the risk of pedestrians interacting with heavy vehicles on construction sites and at concrete manufacturing facilities.

Holcim will host an industry forum to provide best practice reference material to manage risk associated with vehicle and pedestrian traffic management on worksites. In addition, the forum will expose the industry sector to emerging technologies which assist in reducing the risk of a vehicle coming into contact with a pedestrian.

Holcim intends to approach industry organisations: (CCAA, HIA, Infrastructure NSW, Civil Constructors) industry participants (including [REDACTED]) and other relevant stakeholders (including Roads Australia, Transport for NSW, NSW Police and SafeWork NSW) to design and contribute to the industry forum. Holcim has already gained 'in principle' approval from Cement Concrete Aggregates Australia, the Housing Industry Association, NSW Police and Heavy Vehicle Industry Australia to participate in this initiative.

Prior to the forum, Holcim will work with these stakeholders to develop a best practice library providing the industry with reference material which should be considered “state of knowledge” information to improve vehicle and pedestrian traffic management practices across the industry. The best practice library document will be made available to all forum attendees as well as being accessible on Holcim’s internet site.

Target issue:

This strategy will help raise awareness of the risk of death or serious injury resulting from heavy vehicle and pedestrian interaction on or near construction sites and concrete loading/manufacturing facilities.

Transport for NSW publishes information in relation to NSW heavy vehicle accidents. According to recent publications¹ there have been 58 heavy vehicle fatal crashes in the 12 months to 23 June 2019, up 3 on the prior 12 months, and 63 fatalities from heavy truck crashes, 2 less than the prior 12 months. Further, the statistics show in NSW in the 12 months period ending 23 June 2019, 11 pedestrians have died as a result of interactions with heavy vehicles. This is an increase of 4 people when compared to the prior 12 month period.

Tangible outputs / deliverables:

The initiative will commence within 3 months of the start date, being the later to occur of the date of acceptance of the Enforceable Undertaking and 1 February 2020 (**Start Date**). It will be completed within 24 months of the Start Date.

Marked (*) deliverables will be provided to SafeWork within 1 month of the milestone completion period.

Description	Timeframe
<p>Holcim to provide detailed event plan to SafeWork NSW</p> <p>Outputs/Deliverables: Detailed event plan to be approved by SafeWork NSW*</p>	<p>Within 3 months of Start Date</p>
<p>Holcim to engage with key industry associations, customers and competitors for participation/attendance in Forum</p> <p>For example: SafeWork NSW Transport Sector Transport for NSW NSW Police^ Roads Australia^ Cement, Concrete and Aggregates Association^ Housing Industry Association of Australia^ Heavy Vehicle Industry Australia^</p>	<p>Within 5 months of Start Date</p>

¹ https://roadsafety.transport.nsw.gov.au/downloads/dynamic/weekly_stats/heavy-truck-fatal-crashes.pdf.

<p>██████████</p> <p>^Holcim has already gained 'in principle' approval from these associations to participate in this initiative.</p> <p>Outputs/Deliverables: Agreement from willing associations, customers and competitors to promote, participate and/or attend the Forum</p>	
<p>Holcim to collate best practice library from relevant industry stakeholders</p> <p>This will be launched and provided to attendees at the Forum, as well as made publicly available on Holcim's website.</p> <p>Outputs/Deliverables: Best Practice Library for the Industry*</p>	<p>Within 12 months of Start Date</p>
<p>Holcim to host Industry Forum</p> <p>Outputs/Deliverables: One day Industry Forum to be held in Sydney, NSW. Note: the event will be recorded and could be distributed as a learning tool in regional areas.</p>	<p>Within 12 months of Start Date</p>
<p>Holcim to distribute post Forum survey</p> <p>Outputs/Deliverables: Forum survey*</p>	<p>Within 12 months of Start Date</p>
<p>Holcim to provide post Forum survey results summary to SafeWork NSW</p> <p>Outputs/Deliverables: Survey data*</p>	<p>Within 2 months of Forum</p>
<p>Holcim to distribute 6 month follow up survey to Forum attendees</p> <p>Outputs/Deliverables: 6 month follow up survey*</p>	<p>Within 7 months of Forum</p>
<p>Holcim to provide 6 month survey results summary to SafeWork NSW</p>	<p>Within 8 months of Forum</p>

<p>Outputs/Deliverables: Survey data*</p>	
<p>Holcim to distribute 12 month follow up survey to Forum attendees</p> <p>Outputs/Deliverables: 12 month follow up survey*</p>	<p>Within 13 months of Forum</p>
<p>Holcim to provide 12 month survey results summary to SafeWork NSW</p> <p>Outputs/Deliverables: 12 month Survey data*</p>	<p>Within 14 months of Forum (within 24 months of Start Date)</p>

The objective of the forum will be to align the industry on the best methods of vehicle and pedestrian traffic management and to reemphasize the importance to the industry of focusing efforts in this area.

Prior to the forum Holcim will work with stakeholders to develop a best practice library providing the industry with reference material which should be considered 'state of knowledge' for vehicle and pedestrian traffic management. This library will be made available to all forum attendees as well as being accessible on Holcim's internet site*.

Holcim will seek participation at the forum from safety technology companies to show case emerging engineering products available to assist with vehicle and pedestrian traffic management.

Audience / beneficiaries:

The forum will be targeted at participants in the construction industry such as:

- Construction and building material suppliers (~10,000 nationwide);
- Developers;
- Heavy vehicle operators and owners (Contractors);
- Construction workers.

The forum will cater for ~200-250 delegates.

Delivery method:

The forum will be developed by a Holcim in-house team in consultation with SafeWork NSW with support from an external event coordinator. Time will be spent in the lead up to the forum engaging with other industry participants, industry organisations and other key stakeholder groups (including SafeWork NSW Transport Sector) to: (a) secure support for the forum; and (b) collate best practices in relation to vehicle and pedestrian traffic management. Invitations will be submitted to potential participants through multiple channels, including personal invitations, advertising on Holcim's website and through its social media channels and via industry associations.

Timeframes:

Planning, development and pre-work for the forum will commence on the Start Date. A detailed project plan will be formulated and provided to SafeWork NSW for review within 3 months of the Start Date. The forum will be held within 12 months of the Start Date.

Work health and safety outcome:

Delegates will be given a raised awareness of the risks of vehicle and pedestrian interactions at concrete manufacturing and construction sites. Delegates will see and hear best practice examples of vehicle and pedestrian traffic management and how to implement and sustain improvements in this area within their business/organisation. Delegates will have a better understanding of available and emerging tools and technologies and be able to assess suitability for their organisation.

Evaluation: A questionnaire will be circulated via Holcim's email platform Concep Send after the forum seeking evaluation of the concepts discussed at the forum and requesting delegates make a specific commitment to taking the learnings from the forum to implement in their work places. Holcim will undertake an additional two follow up surveys 6 months and 12 months after the date of the forum to seek feedback on any traffic management initiatives they have implemented since the conference. Holcim will report its findings to SafeWork NSW following each survey*.

Cost Breakdown:

Description	\$ Amount
Time of internal Working Group planning and execution of the Forum including stakeholder engagement, event management/administration and preparation of best practice library ([REDACTED]) Indicative Holcim personnel to be included in Forum internal working group: <ul style="list-style-type: none"> • Public Affairs and Brand Manager, • Communications Manager, • National Safety Manager, • General Manager National Logistics, • Executive General Manager Concrete • General Counsel and Company Secretary • National Concrete Operations Manager • Administrative Staff Note: Holcim may elect to outsource some of this work to an external agency.	156,000*
Forum - venue hire and catering, MC/speaker fees, printing collateral, film production, photographer, event management, etc	140,000

Total estimated cost: \$296,000

Total estimated cost of industry benefits \$296,000

*Costs include backfilling and/or lost productivity as staff are diverted from their contracted roles to assist with this initiative.

f. Strategies that will deliver community benefits

4. Safety Awareness Campaign

Scope:

The objective is to create awareness of the risks to pedestrians when interacting with heavy vehicles and provide useful tips and reminders to help pedestrians avoid incidents.

The campaign will focus on entry and exit points at concrete manufacturing facilities and construction sites.

Target issue:

The strategy will address the general lack of awareness of members of the public of the dangers of interacting with heavy vehicles (eg blind spots on vehicles, braking distances).

See comments in the Industry Benefits section above in relation to evidence the issue exists.

Tangible outputs / deliverables:

The initiative will commence within 3 months of the start date, being the later to occur of the date of acceptance of the Enforceable Undertaking and 1 February 2020 (**Start Date**). It will be completed within 24 months of the Start Date.

Marked (*) deliverables will be provided to SafeWork within 1 month of the milestone completion period.

Description	Timeframe
<p>Planning session with SafeWork NSW</p> <p>Outputs/Deliverables:</p> <p>Agreed communication, timing and design development framework</p>	<p>Within 4 weeks of Start Date</p>
<p>Holcim to provide detailed Project Plan to SafeWork NSW for acceptance</p> <p>Outputs/Deliverables:</p> <p>Detailed Project Plan including communications delivery (including stakeholder engagement, campaign messaging and design concept development, filming schedule, branding schedule)*</p>	<p>Within 3 months of Start Date</p>
<p>Holcim to consult with Transport for NSW (such as [REDACTED] from the Centre for Road Safety) to ensure developing campaign designs and messages are complimentary and consistent with Transport for NSW's road safety communication campaigns</p> <p>Outputs/Deliverables:</p> <p>Confirmation from Transport for NSW that</p>	<p>Within 5 months of Start Date</p>

developing campaign (including design concepts and messaging) are acceptable*	
Campaign design and messaging confirmed Outputs/Deliverables: Campaign design and messaging confirmed as acceptable by SafeWork NSW	Within 6 months of Start Date
Vehicle branding artwork Outputs/Deliverables: Completed artwork for vehicle branding*	Within 8 months of Start Date
CAMPAIGN LAUNCH	
Video completed and publicly available Outputs/Deliverables: Road safety video completed Uploaded for public availability on Holcim's website, LinkedIn account, YouTube account, Facebook account (and others if active)*	Within 12 months of Start Date
Campaign material live on website Outputs/Deliverables: Brochures, pocket cards*	Within 12 months of Start Date
Vehicle branding completed Outputs/Deliverables: A minimum of 40 vehicles branded with approval artwork	Within 12 months of Start Date
Holcim to provide Campaign report to SafeWork NSW showing viewing and engagement rates of campaign Outputs/Deliverables: Campaign engagement report*	Within 7 months from launch of public campaign and then every 6 months during the remaining period of the Enforceable Undertaking

Audience / beneficiaries:

Intended beneficiaries are members of the public who may interact with heavy vehicles as pedestrians.

Delivery method:

The campaign will be developed by a cross functional Holcim in-house team, including members of its Communications and Transport Teams, and in conjunction with SafeWork NSW. Consultation with SafeWork NSW and Transport for NSW will occur to ensure consistency and

alignment with other road safety communication campaigns. SafeWork NSW will have final endorsement of all content material (design concepts, video, vehicle branding, collateral).

After completion of filming and development of key collateral and media support tools, the campaign will be implemented primarily using digital media platforms such as website and social media (Facebook, LinkedIn, Youtube). Holcim will also seek the support of industry associations to promote the communication by uploading the developed collateral and media on their own websites and social media platforms.

The vehicle 'bill board' messaging will be developed in consultation with SafeWork NSW and subject to final approval for SafeWork NSW. Once agreed, the signage will be affixed to a minimum of 40 vehicles contracted to Holcim in NSW. Holcim will select a mix of country and metropolitan trucks with an aim of maximising the reach of the message across NSW.

Timeframes:

- Planning and collateral development will commence on the Start Date.
- Material development (video, vehicle artwork) completed and implemented within 12 months of the Start Date.
- New artwork applied within 12 months of acceptance of the Start Date (to remain in situ for at least 12 months).

Work health and safety outcome:

People will see and hear more about the dangers of coming into close proximity with heavy vehicles. As it stands, community members continue to place themselves in the line of fire of vehicles when they cross roads and walk across residential and commercial entry/exit points. Holcim aims to bring safety front of mind for the community so people avoid a feeling of complacency regarding this important area of risk. When community members have a greater understanding of vehicle and pedestrian risk, they are better placed to take actions to avoid the dangers.

Evaluation: Holcim will monitor its social media metrics to understand how widely the community safety video has been disseminated. This information can be made available to SafeWork NSW if required*. At the end of every 6 months during the period of the Enforceable Undertaking, Holcim will provide SafeWork NSW with metrics for the trucks bearing the safety signage which will include a description of the region the trucks have been operating within and a summary of the total kms travelled.*

Cost Breakdown:

Description	\$ Amount
Time of internal Working Group ([REDACTED])	\$104,000*
Indicative Holcim personnel to be included in internal working group:	
<ul style="list-style-type: none"> • Public Affairs and Brand Manager, • Communications Manager, • National Safety Manager, • General Manager National Logistics, • Executive General Manager Concrete 	

<ul style="list-style-type: none"> • General Counsel and Company Secretary • National Concrete Operations Manager • Administrative Staff <p>Note: Holcim may elect to outsource some of this work to an external agency.</p>	
Video Production – Risks of heavy vehicle and pedestrian interaction Includes: Costs for 2 person film crew (director and videographer), travel costs, equipment costs, post production editing, etc	\$50,000
Printed collateral to support the campaign such as brochures, pocket cards	\$8,000
Artwork design for vehicles - community safety message on risk of heavy vehicle and pedestrian interactions (wording to be agreed with SafeWork NSW)	\$30,000
Artwork production (based on 40 vehicles – both side panels):	\$240,000
Artwork installation and freight (based on 40 vehicles)	\$80,000
Digital media management (website and social media for campaign)	\$10,000

Total estimated cost: \$522,000

Total estimated cost of community benefits \$522,000

*Costs include backfilling and/or lost productivity as staff are diverted from their contracted roles to assist with this initiative.

TOTAL ESTIMATED VALUE OF THE UNDERTAKING \$1,294,100

Section 3 – Offer of undertaking

As a duly authorised person of Holcim (Australia) Pty Limited, I offer this undertaking and commit to the terms herein.

Signed: [Redacted]
[Duly authorised]

Name: [Redacted]

Position: Chief Executive Officer

Dated at Chatswood this 2nd day

of 28 October, 2019

Section 4 – SafeWork NSW’s acceptance of undertaking

The duration of an enforceable undertaking is determined by the content of the agreed terms. An enforceable undertaking commences and is enforceable once accepted by SafeWork NSW. The enforceable undertaking will be concluded on written advice from SafeWork NSW when all requirements of the undertaking have been satisfactorily executed.

I accept this undertaking as an enforceable undertaking under section 216 of the WHS Act.

Signed: [Redacted]

Name: Anthony Williams

Position: Executive Director, Operations, SafeWork NSW

Dated at Gosford this 13th day of November 2019
[suburb] [month] [year]

Annexure 1 – Public Notice of SafeWork NSW’s acceptance of undertaking

Notice of Acceptance of an Enforceable Undertaking under Part 11 of the Work Health and Safety Act 2011.

On 13 May 2016 a visiting truck salesperson was injured when impacted by a B-double truck making deliveries at a concrete batching plant operated by Holcim (Australia) Pty Limited at Caringbah, Sydney.

SafeWork NSW investigated the incident and subsequently alleged that Holcim (Australia) Pty Limited contravened sections 19(2) and 32 of the Work Health and Safety Act 2011.

This notice has been placed under the terms of an enforceable undertaking and acknowledges acceptance of an undertaking, that is enforceable under the Act, from Holcim (Australia) Pty Limited, ACN 099 732 297 as finalisation of the abovementioned alleged contravention.

The undertaking requires the following actions:

- delivery of safety leadership training to ~130 front line and senior leaders in Holcim’s NSW concrete business focussing on safety competence and confidence in all levels of leadership;
- An external traffic management audit of five NSW concrete manufacturing sites;
- Hosting an industry forum to provide best practice reference material to manage risk associated with vehicle and pedestrian traffic management on worksites;
- A community safety awareness campaign creating awareness of the risks to pedestrians when interacting with heavy vehicles.
- A truck advertisement campaign promoting safety awareness messages.

The full undertaking and general information about enforceable undertakings is available at www.safework.nsw.gov.au.