

Shutdown Recap

Week 4



Finish the Year Safe

This time of year, is historically high-risk.

Distractions, fatigue, and holiday excitement can take your mind off the task, reducing awareness and putting you and your team at risk.

As you plan the week ahead, ask yourself:

- Does this task need to be completed before the break?
- Can it wait until the new year?
- Are we putting our people at unnecessary risk?

Let's finish the year like the Bondi lifeguards: *Focused. Alert. Ready to respond.* So, everyone gets home safe for the holidays.

Working Safely at Heights

GMR 5 - 'I will protect myself and others from falling objects and falls from height'

2025 Campaign

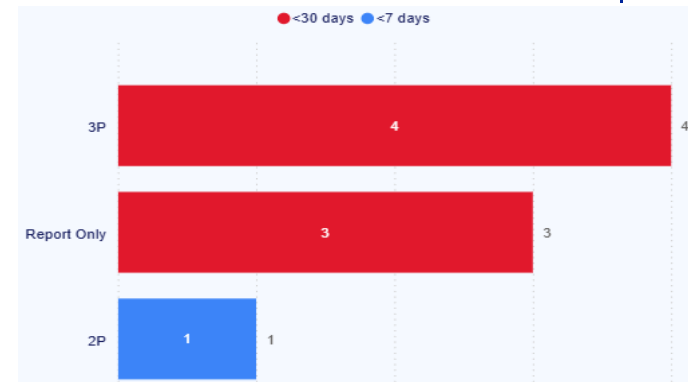


Why are we here?

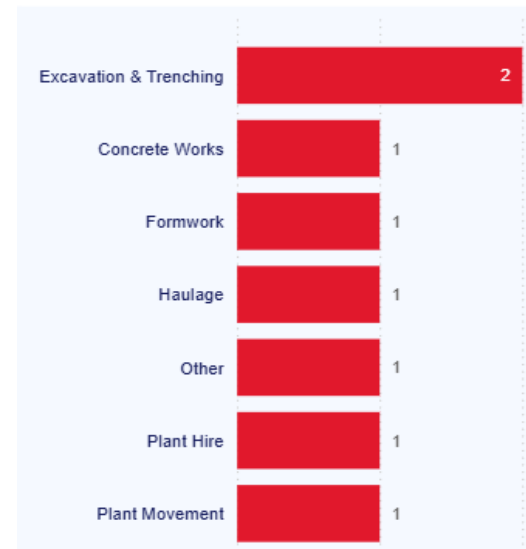
- Since the commencement of the Summer of Safety campaign there have been 7 Incidents relating to breaches of the Working at Heights procedure. These instances have been across a number of asset classes and sites, and ALL have involved subcontractors engaged by D4C to complete tasks on our sites.

These incidents include:

- HIPO – Worker accessing the back of a concrete pump, exposing themselves to a risk of fall without edge protection
- Worker accessing the back of a low loader to remove ATF fencing, exposing themselves to a risk of fall without edge protection.
- Scaffolder observed leaning through midrail of a scaffold while completing installation without the required harness attachment in place.
- Worker observed climbing onto formwork shutters and using the required ladder or permit, exposing themselves to a risk of fall.
- Workers working from a proprietary walkway that had been installed that had not been approved or verified as per the appropriate TW design before accessing.
- Workers using a damaged 2.4mt platform ladder that had not been tagged out of service as required.
- Workers working from a mobile scaffold that had not been constructed, approved or verified as per the appropriate design.



Incidents by Task Category



D4C's Expectations

Global Mandatory Requirements

The GMRs are our Health, Environment, Wellbeing and Rail Safety Standards.

The purpose of the GMRs is to **protect the lives of the people we work with and the environment we work in.**

Put simply, their purpose is to **protect people and places**

The GMRs identify the key risks we are exposed to in our business and provide clarity on how these risks must be managed.

GMR5 – Working at Height provides guidance on the critical controls to be implemented when 'planning' and 'Doing' work at height.



Global Mandatory Requirements

JOHN HOLLAND

Protecting People & Places.

Working at Height

I will protect myself and others from falling objects and falls from height



Sydney WATER

In partnership with

D4C

5: Working at Height

I will protect myself and others from falling objects and falls from height

Planning

Critical Control

5.1. Identify all tasks that present a potential fall from height of a person and implement appropriate control measures

5.2. Identify areas where falling object risks are present and implement appropriate control measures

5.3. Prevent persons and objects from falling through penetrations, shafts and risers

5.4. Only accept boom lifts fitted with secondary protection devices (SDOs)

5.5. Ensure grid mesh and chequer plate flooring is installed and removed by a competent person as per design requirements

Guidance

Examples of protecting people - undertaking work from the ground or using a fall prevention device (e.g. scaffolds, MEWPs, perimeter screens)

Examples of preventing falling objects - installing full height perimeter protection with mesh panels and exclusion zones and/or overhead protection as a secondary means of control

Examples of controlling open penetrations include closing in mesh, installing fixed perimeter screens or handrails with mesh VIB panels or structural grade platform designed and manufactured in accordance with The Work at Height Procedure.

Examples of SDOs include bow-cages, side protection barriers, operator protective structures, pressure sensing bars, load secure bars and pressure sensing control panels.

A competent person in this instance is someone who has completed the D4C Risk Assessment training and must understand and signed the relevant Task Risk Assessment (TRA)

Doing

Critical Control

5.A. Do not remove or travel through any edge protection, barricade or exclusion zone unless authorised

5.B. Do not overload, or make any adjustments to, working platforms or fall protection devices unless authorised

5.C. Only use a harness as a primary control if approved by the Operations Manager and a more effective control is not reasonably practical

5.D. Install roof sheeting from below or from a solid platform only after roof safety mesh and edge protection has been installed and signed off

5.E. Ensure you are trained to perform your role in any work at height and/or grid mesh activities

5.F. Only access the back or top of any vehicle or item of plant if fall protection controls are in place

Guidance

Authorisation must be permitted from the person in control of the area and only if the worker will not be exposed to a potential fall from height risk.

You cannot gain authorisation to overload a working platform

If a harness is required, note a work at height permit and submit this to the D4C Operations Manager for approval


Standing on already laid roof sheeting is an example of a solid platform

For those directly supervising and performing work using work positioning systems a fall arrest system or rescue or recovery height rescue, valid accredited training (e.g. D4C/50202) or equivalent is required.

If the need to access the top of any vehicle or item of plant cannot be eliminated, access to this must be identified and appropriately controlled in the TRA.

Resources

Excavation and Trenching Procedure Temporary Works Procedure Excavation and Trenching Procedure Awareness Training Excavation and Trenching Permit





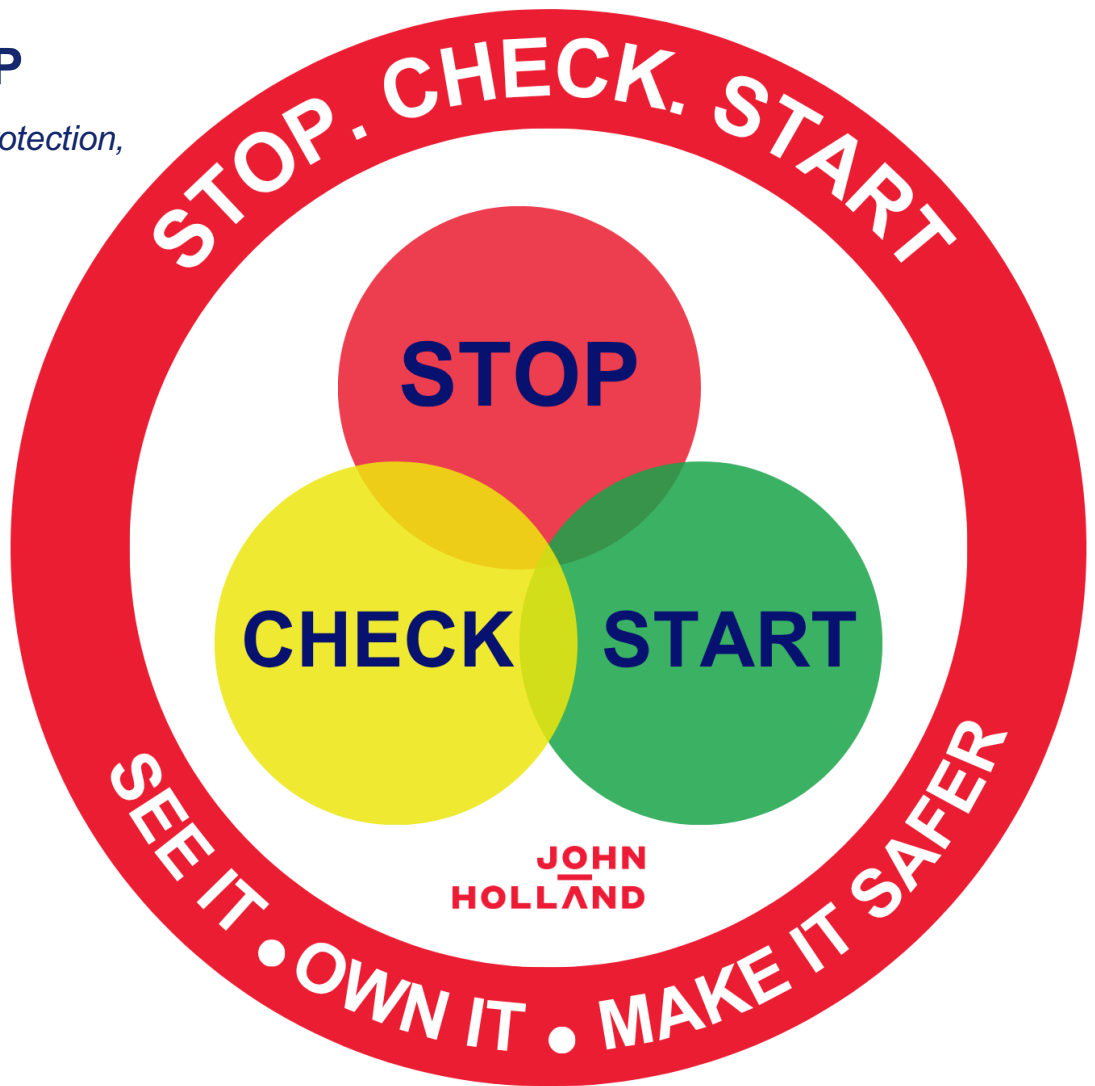
STOP or Proceed – Are we set up to execute the plan safely?

- ***Task Planning = the implementation of construction planning***
 - Working through steps in the construction sequence in greater detail.
- **Task Planning** is typically undertaken at the work front with those involved in the task ensuring they have the right resources (personal, time, equipment, materials), have discussed the plan and conducted an assessment of the risk (TRA and START Card) to ensure the task can progress as planned.
- **Work site set up** is crucial. Workers and their supervisors should be asking themselves, do I have all the right materials, resources and plan to undertake the task safely?
- Completed a **START Card** to ensure the intended work area is free of or adequately protected from hazards such as live edges, excavations and moving plant?

If it can't be done safely...STOP

5.A. Do not remove or travel through any edge protection, barricade or exclusion zone unless authorised

- If anyone onsite thinks a task cannot be completed Safely, at any time, they must stop and discuss with their supervisor before proceeding.
- A good simple guide is to follow the STOP, CHECK, START traffic light system.
- Being mindful, speaking up and getting involved are key HSE Behaviours to be displayed by everyone onsite.





Supervision

Supervisors

Ensure compliance

Encourage the team

Promote risk awareness

Involve the team

- We need to ensure our workers are 'set up for success'.
- Work at heights incidents increase where the plan hasn't been discussed or the work crew are left alone and take on a '*get the job done*' attitude.
- Supervisors should play an active role in Task Planning by:
 - Discussing key hazards and controls at crew pre-starts
 - Reviewing and discussing START Cards
- Achieve two-way communication during these discussions by asking open ended questions such as:
 - "*What can go wrong whilst we undertake...*"
 - "*What are our key controls to protect us during...*"

Swim Between The Flags



Global Mandatory Requirements

- 1  Traffic, Plant and People
- 2  Excavation and Trenching
- 3  Lifting Operations
- 4  Electrical Safety
- 5  Working at Height

Protecting People & Places

JOHN
HOLLAND

- 6  Wellbeing
- 7  Temporary Works
- 8  Isolation
- 9  Environmental Management
- 10  Work on Rail

Look for Hazards



Plan For the Day Ahead



Slip, Slop, Slap



Preparing For the Holiday Period

Site Security & Public Safety

Why it matters:

Sites that are not adequately secured can pose significant risks to the public, including:

- Falls from partially built structures or scaffolding
- Exposure to live electrical power
- Open excavations
- Building waste or loose rubble

Control measures include:

- Secure access points with locks or mechanical barriers
- Brace or anchor boundary fencing to withstand weather events
- Block gaps under fences and gates (less than 120 mm)
- Turn off and secure the main electrical switchboard
- Brace or secure partially built walls, roofs, or other structures
- Remove or secure loose materials such as roofing sheets that could become airborne in strong winds
- Backfill or cover open excavations
- Remove unwanted materials and construction waste



Preparing For the Holiday Period

Shutdown Prompt List

Site shutdown planning should now be well underway.

All teams must ensure the detailed Shutdown Checklist is being used to confirm requirements are met prior to shutdown.

Key actions:

- Complete all Shutdown Checklists
- Enter into Soteria by COB Friday 19 December 2025
- Contact the Safety Team if you require assistance or clarification



Soteria

Inspection Results

INSPECTION CHECKLIST

Shutdown Prompt List

Shutdown Prompt List

Section 1 Resource Arrangements

Work through the prompt list and add action information against relevant Shutdown items to create your Shutdown Action Plan. You can also add additional action requirements specific to your Workplace

- 1 Are there adequately trained personnel and resources available during the break to manage an incident? (e.g. first aid, emergency response and crisis management).
- 2 Are work crews required to inspect and/or maintain the site over the break (e.g. traffic management, monitoring security, environmental controls such as running pumps, inspecting and maintaining fencing etc.)?
- 3 What supervision is required for works being conducted?
- 4 If you have security passes, ensure that these are not expired for all employees requiring to access site.
- 5 Has there been a check to ensure people's contact details are up to date?
- 6 Do nominated employees need access to secure locations (e.g. store)?
- 7 Is there adequate stock/material to support any works during break (e.g. PPE, barricading, fencing, signage, fuel etc.).
- 8 Are security guards required to monitor site? If so, have contact details been exchanged and guards made familiar with site? Note: need to make sure Security Guards have access to toilets and first aid rooms.



Wellbeing



BODYCARE
WORKPLACE SOLUTIONS

| **healthworks**

Skin Checks

Two in three Australians will be diagnosed with skin cancer by the age of 70. Skin cancer counts for 50 per cent of all cancers in Australia. Outdoor workers have a particularly high risk of skin cancer however; indoor workers also have a high risk of melanoma because they spend most of the week inside but are exposed to short bursts of intense sunlight on weekends and holidays

Clinics will be offered at Redfern, Wollongong, Malabar, Calderwood, Yallah & Homebush in January and February 2026

What's Included?

This confidential 15-minute skin check includes an examination of the body areas which typically receive the highest UV exposure: the face, ears, neck, hands and forearms. You will also have the opportunity to elect one other area of concern if you wish.

Scan the QR code to book



Wellbeing Over The Holiday Period

The holiday season looks different for everyone.

For many, it's a time to relax and celebrate but for others, it can bring stress, loneliness, financial pressure, or personal challenges.

What we can all do:

- Check in on your mates
- Reach out if you're struggling
- Make time for rest and recovery
- Use available support services





Environment

Environment

Shutdown Prompt List - Environment Sections

Address any outstanding environmental site control maintenance.

Implement additional controls as necessary to prepare for rainfall events.

Contact the Environment Team if you require assistance or clarification



Soteria

Section 9 Environmental Contacts

Section 10 General Site and Environmental Management

- 81 Centralise all plant and equipment that will be kept over the break (to assist with security). Move plant to high ground if site is in flood zone.
- 82 Tie down all containers and tanks in preparedness for cyclones/storms
- 83 Secure all portable water tanks
- 84 Clean and secure the site compound to prevent loose material / debris potentially airborne
- 85 Accidental capture of wildlife
- 86 Movement of rubbish and other contaminants
- 87 Unlawful operation of plant and equipment
- 88 Vandalism
- 89 Collect and empty all waste bins (prevent accidental litter and attraction of vermin)
- 90 Noise control / barriers in place

Section 11 Soil and Water Management

- 91 Is the site adequately prepared for a rain fall/storm event?
- 92 Have all drainage points been identified and assessed for protection requirements?
- 93 Is clean water appropriately diverted away from site?
- 94 Are exposed surfaces compacted and/or stabilised (grass seeded, geofabric, enviro blanket)?
- 95 If you have temporary haul/internal roads, are all appropriate controls in place to prevent dust or erosion issues?
- 96 Are all access ramps / points / rumble grids been locked down with ERSED controls to prevent dirty water washing offsite?
- 97 If you have local roads, are local roads clean and free from spoil (use a street sweeper if necessary to clean)?
- If you have earth / spoil stockpiles, are all stockpiles protected and stable? Consider
- 98 Positioned away from waterways out of flood zone
- 99 Having diversion bunds on upstream side
- 100 Having adequate controls on downstream side



Shutdown Operations

D4C Shutdown and Maintenance Operations

While D4C Construction will be shutting down over the break, our Maintenance team will continue to keep things running with 60% of the team remaining on duty.

Throughout the holiday season, the team will:

- Provide 24-hour breakdown services
- Support daily maintenance across water and wastewater networks and treatment plants
- Ensure continuous service for all Sydney Water South customers during this busy period

D4C extends a heartfelt thank you to our Maintenance team for your dedication and commitment. Your efforts do not go unnoticed. Please continue to take care, look out for one another, and keep safety front of mind while working under reduced capacity.

Here's hoping any "wastewater surprises" are few and far between, you've earned a smooth and easy holiday season!

The HSEQ team will provide 24/7 support throughout the holiday break for all crews continuing to work.

☎ For any general enquiries or to report incidents or injuries, please call 0429 107 931 to reach a member of the team.

Preparing to Start

Integrated Hubs

Date	Time	Location	Class	Teams
Monday 5 th January 2026	7.30am to 3.00pm	Wollongong WWTP	Treatment	Wollongong, Shellharbour, Bombo
		Malabar WWTP	Treatment	Bondi, Malabar, Cronulla
		Calderwood	Networks	Illawarra Network Teams (Growth & Reservoir Teams)
		Yallah Marshall Mount	Networks	Illawarra Network Teams (Growth & Reservoir Teams)
		Potts Hill	Networks	Critical Sewers & WWS, Retic, Mechanical & Electrical Teams
		Homebush	Networks	SSRP & CWM, Stormwater Teams
		Redfern	Avoid Fail	SAF

Holiday Message

D4C would like to extend a heartfelt thank you to each and every one of you for your hard work, dedication, and contribution throughout the year.

We wish you and your families a happy and safe holiday season. May it be filled with rest, joy, and time spent doing what you love most.

Enjoy a well-earned break, and we look forward to seeing everyone refreshed and ready for another great year ahead!