



Leadership, Policy and Organisation Standard

WMC-EHS-STD-001

Owner: Chris Bradshaw
Champion: Rowena Smith
DocsOpen Ref: 83593

Uncontrolled copy – check web for latest revision

Revision	Reviewed	Description of Changes	Date	Approved
2	C Bradshaw	Annual Review	27/07/2004	M Webb
1	C Bradshaw	Updated following Audit review	23/06/2004	M Webb
0		First Issue	01/07/2002	M Webb

© WMC Resources Ltd

WMC has developed this document for internal use, specific to circumstances and conditions within its operations. It is intended to provide general information and its applicability to external parties may therefore be limited. WMC makes no representations as to the applicability of the information for use by any party other than WMC and should not be relied upon as such. WMC provides no representation or warranty as to safety or business outcomes arising from application of this document and its requirements by third parties.



CONTENTS

1	PURPOSE AND SCOPE	3
2	DETAILS.....	3
2.1	Setting, Communicating and Implementing Policy	3
2.2	Leadership and Commitment	4
2.3	Equipment, Procedures, Competencies, Culture and Behaviour	4
2.4	EHS Standards and Guidelines.....	5
2.5	Standard Champions and Owners	5
2.6	EHS Management System Manuals.....	6
2.7	EHS Business Plans.....	6
2.8	EHS Performance Management.....	7
2.9	Public Reporting	7
3	RESPONSIBILITIES.....	8
3.1	Chief Executive Officer	8
3.2	Executive General Manager – Group Services	8
3.3	Executive General Managers	8
3.4	EHS Management Standard Owners	8
3.5	General Manager – Safety, Environment and Social Development	8
3.6	General Manager – Human Resources.....	8
3.7	Site and Business Group General Managers	8
4	RELATED DOCUMENTS	9
5	APPENDICES.....	10
	WMC Safety and Health Policy	11
	WMC Environment Policy.....	12



1 PURPOSE AND SCOPE

This Standard describes processes used by WMC to meet the leadership, policy and organisational expectations of its Environment, Health and Safety (EHS) Management System.

The EHS management process and responsibilities described in this Standard are applicable throughout the WMC business including WMC managed joint venture operations.

2 DETAILS

2.1 Setting, Communicating and Implementing Policy

The WMC Environment Policy and the WMC Safety and Health Policy are published to provide a public declaration of the importance WMC places on conducting its business safely, with due regard for the value of the natural environment.

It is important the policies be set in consideration of shareholder and community expectations. The policies must also be understood by all employees, contractors, suppliers and other business partners. Where appropriate, customers of WMC should also be aware of the company's policies.

It is the responsibility of the Chief Executive Officer (CEO) of WMC to establish the Environment, Health and Safety Policies in consultation with the Executive Committee, such that their principles are aligned with the company's vision, mission, values and Code of Conduct. It is also the responsibility of the CEO, in consultation with the Executive General Manager – Group Services, (the designated Owner of the policies), to review the policies at least every three years to ensure that they continue to meet the needs of the company and the expectations of the communities in which the company operates.

The Executive General Manager – Group Services is responsible for developing a program for regular communication of the policies to all employees and for ensuring that the communication is effective.

It is the responsibility of all Executive General Managers, through their respective line organisations, to ensure that the policies are communicated and applied throughout their respective business units.

It is the responsibility of site General Managers to ensure that copies of the policies are prominently displayed at their sites. These copies should be dated and include the name and signature of the site's General Manager in addition to those of the CEO.

The WMC Contract Managers, as defined in the EHS Management System Contractor Management Standard (WMC-EHS-STD-009), are responsible for communicating the policies to contractors.

The WMC Safety and Health Policy is provided in Appendix A.

The WMC Environment Policy is provided in Appendix B.



2.2 Leadership and Commitment

The successful integration of EHS into mainstream business processes and the achievement of incident and injury free operations requires focused and sustained leadership through all levels of the organisation.

Effective EHS leadership is also incorporated into the company's Management Development Program and Frontline Management Initiative training material. It is the responsibility of the General Manager – Human Resources to ensure that this material reflects the leadership model required by the company to achieve its EHS expectations.

Effective EHS leadership within Business Units and at sites includes the sponsorship and encouragement of employee involvement in EHS processes. This can be achieved through active management support of:

- EHS committees and Lead Teams
- employee involvement in policy and procedure development
- employee involvement in EHS assessment and audit activities.

It is the responsibility of line management to encourage employee involvement in EHS processes and to select the appropriate means of its achievement.

2.3 Equipment, Procedures, Competencies, Culture and Behaviour

It is the responsibility of line management to:

- provide the work planning processes, equipment and procedures required to achieve safe and environmentally sensitive operations
- ensure that members of the workforce are sufficiently skilled and trained to undertake the tasks and jobs to which they are assigned
- ensure that all members of the workforce understand their individual responsibilities to be fit for work as outlined in the WMC Fitness for Work Standard (WMC-EHS-STD-013), and
- ensure that all members of the workforce understand their responsibilities to follow procedures and to wear appropriate PPE.

It is also the responsibility of management to ensure that there is site-wide compliance with procedures and mandatory personal protective equipment requirements.

In this context, all sites and operations will have a program of routine workplace assessments to reinforce procedures, PPE and general housekeeping standards.

The program will be documented and identified deficiencies will be documented, addressed and reported to the management team. Specific responsibility will be assigned to an individual for the scheduling and content of the program.

It is also the responsibility of general management to develop and maintain the workplace relationships, culture and behaviours necessary to support safe and environmentally sensitive operations. This can be achieved by line management:

- participating in workplace inspections
- attending tool-box, start-up and safety meetings



- participating in site inductions
- engaging in informal site “walk-arounds”; and
- other interactive activities.

It is the responsibility of the General Manager, Safety, Environment and Social Development to provide the organisation with the training and communication resources needed to support the necessary workplace culture and behaviours.

Each member of the workforce must ensure that they are fit for work at all times while at work.

2.4 EHS Standards and Guidelines

The WMC EHS Management System Standards describe the processes and procedures which business groups and sites must follow to meet the expectations of the EHS Management System Framework. These Standards represent best practice in their respective elements of EHS management.

All WMC business groups and sites must incorporate the requirements of each Standard into their respective operating or quality procedures.

There are a series of EHS Guidelines under each EHS Standard, which provide additional technical or procedural advice. The Guidelines contain both mandatory requirements and advice on best practice solutions.

It is the responsibility of the site General Manager to ensure adequate resources are available to achieve compliance with the requirements of the Standards.

2.5 Standard Champions and Owners

For each of the EHS Standards there is a Standard Champion and a Standard Owner.

The Standard Champion is a senior operational line manager and is responsible for ensuring the Standard and its supporting material meet the organisation’s needs and priorities.

The Standard Champion is also responsible for actively advocating the requirements of the respective Standard through the organisation. The Standard Owners are senior environment, health or safety professionals and are responsible for ensuring that the Standards and supporting material reflect industry best practice and for continuous improvement in the Standards and support material.

The Standard Owners are required to submit to the Executive Committee of the company, at least once annually, a report covering their respective Standards.

The reports are to contain:

- a summary of the extent of deployment of the Standard across the company
- a summary of the significant changes made to the Standard or its supporting material since the last report and the reasons for the changes
- a summary of significant incidents or impacts resulting from non-conformance with the requirements of the Standard



- a summary of cost and resource implications of conformance with the requirements of the Standard, and
- costs of any non-conformance.

A list of the EHS Management System Standards, including their respective Champions and Owners, shall be maintained on the EHS intranet homepage.

2.6 EHS Management System Manuals

All sites and business groups are required to have an EHS Management System manual which indicates how the requirements of the WMC EHS Management System are translated into site or business group procedures and operations.

Site and business group EHS Management System Manuals are to be maintained under the respective site or business group document control system.

As a minimum, site and business group EHS Management System manuals must contain:

- an overview of key EHS obligations with specific reference to the WMC obligations management process
- an overview of the EHS risk management process
- an overview of the key roles and responsibilities of EHS management
- a directory of EHS policies and procedures with specific linkages to the respective requirements of the WMC EHS Management System
- an overview of the key requirements of each of the WMC EHS Management System Standards and Guidelines as they apply to the site or business group
- a description of the document control and access system
- a description of the site's processes for ensuring EHS data integrity and retention
- a description of the self-assessment process including roles, reporting, management review and corrective action processes
- an overview of the EHS planning process
- a description of the communication process for engaging staff, contractors and external interested parties in the EHS planning process.

It is the responsibility of the respective site or business group General Managers to ensure that the EHS Management System Manuals are prepared and updated at least every three years.

2.7 EHS Business Plans

It is the responsibility of the General Manager – Safety, Environment and Social Development to prepare the EHS Function Plan – this being the company's rolling five-year EHS business plan.

The EHS Function Plan is to identify company-wide EHS performance indicators, performance targets for these indicators and the strategies and programs to be implemented to achieve these targets.

It is the responsibility of the Chief Executive Officer, on behalf of the Executive Committee to approve the EHS Function Plan.



It is the responsibility of site and business group General Managers to translate the strategy plans contained in the EHS Function Plan into respective annual site or business group EHS Business Plans.

These site and business group plans must include specific objectives, targets, responsibilities and completion dates for roll-out of the EHS Function Plan strategies and programs, and site or business group specific business programs.

2.8 EHS Performance Management

It is the objective of WMC to manage the EHS risks associated with its business to achieve incident and injury free operation.

The inclusion of EHS performance measures in annual company and business unit performance targets, and in individual performance agreements, is an important tool for driving continuous improvement in EHS performance.

The responsibility of the Chief Executive Officer to set annual EHS performance targets for the Company and to ensure that EHS performance targets are effectively cascaded through the organisation.

In support of this, it is the responsibility of the General Manager – Safety, Environment and Social Development, to provide guidance on appropriate lead and lag EHS performance measures.

The WMC EHS Guideline, Establishing EHS KPIs and KBIs (WMC-EHS-GUI-001) is for developing EHS performance measures for people at all levels of the organisation.

It is the responsibility of the Executive General Manager – Group Services to ensure that reward and recognition structures used throughout the Company provide appropriate recognition of good individual and team performance in EHS.

2.9 Public Reporting

In addition to routine internal and statutory reporting, the General Manager – Environment Health and Safety is responsible for producing an annual public EHS performance report to shareholders, employees and other interested parties.

This report is to include performance against EHS performance measures and business plans, a description of key EHS issues being addressed by the company and forward targets and business plans.

Site and business group General Managers are responsible for producing annual public EHS reports covering their respective areas of responsibility.

All annual public EHS performance reports are to be independently verified for accuracy and completeness.



3 RESPONSIBILITIES

The roles and responsibilities in respect to the requirements of this Standard are:

3.1 Chief Executive Officer

- Establishes the EHS policies
- Approves the EHS Function Plan
- Sets annual company EHS performance targets and ensures that EHS performance targets are cascaded through the company

3.2 Executive General Manager – Group Services

- Develops a program for regular communication of the EHS policies
- Measures the effectiveness of EHS policy communication
- Ensures systems enable effective recognition of good team and individual EHS performance

3.3 Executive General Managers

- Ensure the EHS policies are communicated and applied through their respective business units
- Ensure the requirements of the EHS Standards are met within their respective operations
- Encourage good team and individual EHS performance and recognition for this

3.4 EHS Management Standard Owners

- Ensure their Standards and support material reflect industry best practice and the organisation's needs and priorities
- Prepare annual reports covering their respective Standards

3.5 General Manager – Safety, Environment and Social Development

- Develops the rolling four-yearly EHS Function Plan
- Provides guidance on appropriate lead and lag indicators of EHS performance
- Produces the annual public EHS report
- Identifies Standard Champions

3.6 General Manager – Human Resources

- Ensures corporate management and supervisor training incorporates EHS leadership

3.7 Site and Business Group General Managers

- Ensure their EHS Management System Manuals are developed and maintained
- Ensure their EHS Business Plans are developed and reviewed annually
- Produce annual public EHS reports
- Ensure adequate resources to meet compliance with requirements of the Standards.



4 RELATED DOCUMENTS

Policies:

- Safety and Health Policy
- Environment Policy

Guides:

- Establishing EHS KPIs and KBIs (WMC-EHS-GUI-001)
- Document Preparation and Control Guideline (WMC-EHS-GUI-001.2)



5 APPENDICES

Appendix A WMC Safety and Health Policy

Appendix B WMC Environment Policy



APPENDIX A

WMC Safety and Health Policy

WMC strives to develop a culture that supports its 'safety and health' value by encouraging behaviours and implementing processes that ensure the safety and health of all employees, contractors, customers and the communities associated with our worldwide operations.

BELIEFS

In support of this we believe that:

- No business activity will come before safety and health.
- All incidents and injuries are preventable on and off the job.
- Accountability for safety and health rests with every individual.
- Individuals must identify, assess and manage hazards.
- Legal obligations are the foundation of our safety and health standards.
- Individuals will be trained and equipped to ensure an incident free workplace.



APPENDIX B

WMC Environment Policy

The company is committed to achieving compatibility between economic development and the maintenance of the environment.

It therefore seeks to ensure that, throughout all phases of its activities, WMC personnel and contractors give proper consideration to the care of the flora, fauna, air, land and water, and to the community health and heritage which may be affected by those activities.

To fulfil this commitment, the company will observe all environmental laws and, consistent with the principles of sustainable development, will:

- Progressively establish and maintain company-wide environmental standards for our operations throughout the world.
- Integrate environmental factors into planning and operational decisions and processes.
- Assess the potential environmental effects of our activities, and regularly monitor and audit our environmental performance.
- Continually improve our environmental performance, including reducing the effect of emissions, developing opportunities for recycling, and more efficiently using energy, water and other resources.
- Rehabilitate the environment affected by our activities.
- Conserve important populations of flora and fauna that may be affected by our activities.
- Promote environmental awareness among company personnel and contractors to increase understanding of environmental matters.