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|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|-----------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page 1 of 10          |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                       |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00 |

# HSE MANAGEMENT SYSTEM HEALTH AND SAFETY COMMUNICATION

**Project No:**

| REVISION HISTORY | ISSUE DATE | DESCRIPTION | REVIEW / STATUS |
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|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|-----------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page 2 of 10          |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                       |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00 |

## Table of Contents

|     |                                                       |   |
|-----|-------------------------------------------------------|---|
| 1.  | PURPOSE.....                                          | 3 |
| 2.  | SCOPE.....                                            | 3 |
| 3.  | APPLICATION.....                                      | 3 |
| 4.  | DEFINITIONS.....                                      | 3 |
| 5.  | PRINCIPLES FOR HSE COMMUNICATIONS.....                | 3 |
| 6.  | GETTING STARTED.....                                  | 3 |
| 7.  | ROLES AND RESPONSIBILITIES.....                       | 4 |
| 8.  | CRITICAL HSE COMMUNICATION PLATFORMS.....             | 5 |
| 9.  | GENERAL STRATEGIES FOR SITE-LEVEL COMMUNICATIONS..... | 6 |
| 10. | METHODS.....                                          | 8 |
| 11. | SOURCES.....                                          | 9 |
| 12. | RESOURCES.....                                        | 9 |

|                                                                                   |                                                   |                                                  |                           |                            |
|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|----------------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page <b>3</b> of <b>10</b> |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                            |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00      |

## 1. PURPOSE

This guideline provides information to assist a project or office in effectively communicating health, safety, and environmental (HSE) information.

## 2. SCOPE

This guideline includes the following major sections:

- 2.1. Principles for HSE Communications
- 2.2. Getting Started
- 2.3. Roles and Responsibilities
- 2.4. Critical HSE Communication Platforms
- 2.5. General Strategies for Site-Level Communications

## 3. APPLICATION

This guideline applies to work activities and employees under the control of Fluor and its contractors.

## 4. DEFINITIONS

None.

1.0

## 5. PRINCIPLES FOR HSE COMMUNICATIONS

The following principles should be considered whenever a philosophy of communication is being developed.

- 5.1. Critical Messages — articulate a simple, clear, and concise message.
- 5.2. Frequency — Communicate the message methodically with repetition.
- 5.3. Process — advertise your critical communication platforms.
- 5.4. Audience — Customize your messages to the appropriate group.
- 5.5. Informal Networks — Utilize social networks at work to disseminate communications.
- 5.6. Employee Involvement — Create opportunities for people to promote your message.
- 5.7. Energy — Build enthusiasm with the message.
- 5.8. Live it — demonstrate what you want with your actions.
- 5.9. Celebrate — Build momentum by planning and celebrating small wins.
- 5.10. Feedback — Generate ideas and respond to input.

|                                                                                   |                                                   |                                                  |                           |                       |
|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|-----------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page 4 of 10          |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                       |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00 |

## 6. GETTING STARTED

6.1. Align HSE communications with the overall site's communication strategy.

- Continue to create a positive image around HSE and site activities.
- Brand HSE communication is consistent with the site strategy.
- Deliver critical information to employees in a strategic and timely fashion.
- Provide a structured and consistent approach to HSE communications.
- Establish tactical performance measures and goals.

6.2. Team Approach

Establish a team to develop a comprehensive strategy for HSE communications and alignment with site communications.

- Determine the best way to optimize all resources.
- Set guidelines for the appropriate communications and frequencies.
- Develop the approach to serve the site employees.
- Establish the appropriate interfaces and accountability with applicable groups.
- Complete an effectiveness review 6 months from the conclusion of the team.

6.3. Introduction

Incorporate the chosen method into the new hire orientation; explain the following:

- Where the information comes from
- How the information will be made available
- What employees can expect to see in the document?
- Where it is posted
- How it is audited for efficiency
- Stress employee's obligation to understand the information provided by the document

## 7. ROLES AND RESPONSIBILITIES

7.1. Good communication is everyone's responsibility. The effective alignment of the following 3 organizations can catalyze critical messages.

7.2. Site Communications Representative

### Responsibilities:

- Format, brand, and edit communications that go to a broad audience.
- Provide a delivery method or platform for defined communications.
- As necessary, obtain marketing support from Corporate HSE Communications.
- Tasks:
- Integrate monthly safety messages.
- Review and edit the HSE weekly updates.
- Post information on local message boards (electronic).

|                                                                                   |                                                   |                                                  |                           |                       |
|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|-----------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page 5 of 10          |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                       |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00 |

- Distribute alerts and memos as requested.

### 7.3. HSE

#### Responsibilities:

- Ensure event notifications and communications are prompt.
- Develop weekly HSE updates.
- Coordinate communications using the 10 communication principles.
- Establish common themes and messages for the site.
- Collect appropriate information for HSE communications.
- Develop content for alerts, memos, updates, and postings.
- Ensure HSE messages are communicated through proper channels.
- Tasks:
- Create a weekly HSE update.
- Monitor compliance with event notifications.
- Communicate/advertise learning opportunities through Fluor Corporate resources.
- Keep all leading indicators up to date and visible.

### 7.4. Supervisors

#### Responsibilities:

- Communicate critical messages within the line organization.
- Follow event reporting protocols.
- Collect facts and develop initial notifications for broader communications.
- Post leading indicator information in areas.
- Provide content for Corporate Communications and HSE.
- Conduct monthly safety meetings and use standard packages.
- Communicate weekly HSE updates in toolbox meetings.
- Require, document, and track attendance at safety meetings.
- Tasks:
- Deliver standard meeting packages to employees.
- Follow reporting protocols.
- Communicate events through established networks.
- Participate in staff calls and complete required reports.

## 8. CRITICAL HSE COMMUNICATION PLATFORMS

Both formal and informal communications transpire in multiple forms. The following platforms represent the areas of focus that catalyze communicating critical HSE messages.

### 8.1. Event Updates

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|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|-----------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page 6 of 10          |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                       |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00 |

When a recordable or a potential recordable event occurs, the following communications should take place:

- Notify organizations by reporting protocol. (Line Responsibility)
- Create and approve an initial communication on available facts. (Line Responsibility)
- Provide a summary in staff meetings. (Line Responsibility)
- Communicate the summary in site-specific daily reports. (Line Responsibility)
- Include a summary of facts in the weekly HSE update. (HSE Responsibility)

HSE is not directly responsible for most steps in communicating events, but they can assist as necessary and monitor the effectiveness of the communication strategy.

## 8.2. Corporate Communication Promotion

Project HSE should work closely with Corporate HSE Communications to produce and distribute quality HSE information. Corporate Communications can help promote and advertise HSE information to help raise awareness. Corporate HSE Communications can use the appropriate platforms to promote HSE initiatives.

## 9. GENERAL STRATEGIES FOR SITE-LEVEL COMMUNICATIONS

### 9.1. What Methods Will You Use to Communicate

9.2. Define and brand a title that will be used throughout the project such as HSE News, HSE Notice, or HSE Flash.

### 9.3. When

Establish a consistent method of communication. People need to grow accustomed to structured communications that come in consistent time frames. It helps people understand what to expect. (Example: Daily Talking Points, Weekly Updates, Monthly Meeting Topics, Quarterly Newsletters.)

### 9.4. Introduction (Explain the Overall Communication Process)

Incorporate the chosen method into the new hire orientation; explain the following:

- Where the information comes from
- How the information will be made available
- What employees can expect to see in the document?
- Where it is posted
- How it is audited for efficiency
- Stress employee's obligation to understand the information provided by the document

### 9.5. Timing

Proactive; The information provided must coincide with the scope of work about to be initiated, the stage of the project, the season of the year, etc. For example, "excavation awareness" before

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|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|-----------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page 7 of 10          |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                       |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00 |

underground work begins; “heat stress prevention” as the weather starts to warm up; and “personal fall protection and guardrail systems” before starting elevated work.

#### 9.6. What to Publish

Broadcast topics that the majority of the workforce can benefit from; otherwise, employees can lose interest.

#### 9.7. Keep it Simple

Consider the audience; use terminology that all levels of the workforce can understand. For example, do’s and don’ts — develop a simple list of things to do and not to do while using certain tools or operating equipment; use pictures and illustrations; use arrows to point things out, etc.

#### 9.8. How Much is Too Much

The amount of information provided should be considered. Try to keep the document to 1 page; give enough information to cover the topic, but not too much that may discourage someone from reading it.

#### 9.9. Keep it Real

Use information from the project as much as possible. Use pictures from work areas and employees; this attracts attention. Employees will want to see if they or someone they know are on the document.

#### 9.10. Make it Look Official

Occasionally quote official information such as OSHA standards or company and client policies, practices, and procedures. Include the standard or practice number (such as 1926.453(a) (2), or 000.653 3104).

#### 9.11. Accomplishments

Use the communication tool to advertise HSE achievements such as safety milestones. Informing employees of project successes motivates them to work safely; they will work harder to accomplish the next goal. Employees will also try harder not to affect everyone else’s efforts.

#### 9.12. Create Campaigns

Use high-impact topics and extend for 3 or 4 weeks in a row. For example, emphasize “heat stress prevention” before and during extreme heat periods; “LOTO” before and during the energizing of systems; and “aerial lifts” in cases where large numbers will be used for a long period.

#### 9.13. Post Through

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|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|----------------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page <b>8</b> of <b>10</b> |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                            |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00      |

Print a “post through” date (such as in the footer) to indicate how long the document will be posted. If this is not done, the project could end up with many outdated documents posted. Reissue over time, considering new employees will join the project. Also, consider reoccurring deficiencies — reissuing the document will increase awareness on a specific topic.

#### 9.14. Participation

Request suggestions from field personnel and contractors for topics; their input usually makes great topics. The workforce will be more likely to take ownership if they are involved in the process.

#### 9.15. A Way of Life

In addition to work-related topics, publish HSE information that employees can benefit from away from work such as Home for the Holidays; Stroke; and Energy Drinks. Recommended ratio: maximum of 1/3 of information related to outside the job and the rest to field impact issues.

#### 9.16. Audience Consideration

The document may have to be translated into different languages, depending on the workforce.

#### 9.17. Effectiveness

Audit the process for efficiency. Ask the workforce questions about the topics communicated during HSE audits and walkabouts.

#### 9.18. Recognition

Incorporate the communication process into the spot award or positive recognition program. Award employees who know the name of the tool used to communicate HSE Matters, what the topic was this week, where the communication is posted, etc.

#### 9.19. Visibility

Select high-visibility locations for posting the document such as break areas, bulletin boards, near access points to the project, bus stops, and outside HSE offices.

#### 9.20. Distribution

In addition to providing the information to the field, establish a process to distribute the information to the company, contractor, and client upper management.

#### 9.21. How Many How Often

Although effectiveness greatly depends on consistency, do not set a specific number of communications to be issued during a certain period. Try to keep it to 1 or 2 documents per week and a maximum of 3.



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|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|-----------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page 9 of 10          |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                       |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00 |

## 9.22. Important Announcements

The tool can be used to publicize best practices and lessons learned.

## 10. METHODS

### 10.1. Current Methods

The following are methods that currently exist in Fluor that should be considered for use by the project or office before a “new” method is developed:

- Posters in Fluorstore.com
- Knowledge Online (KOL)
- HSE Matters
- HSE Homepage Articles/Notices
- Toolbox Topics

### 10.2. Alternate Methods

The following are methods to be considered if those in section 3.1 do not fit the need:

- HSE bulletins
- HSE communiqués
- Project-/office-specific HSE meeting notices/topics

## 11. SOURCES

The following are a few sources projects and offices may tap to provide needed information, articles, etc.:

- Corporate HSE
- KOL
- National Safety Council
- Voluntary Protection Program Participants Association
- Occupational Safety & Health Administration (osha.gov)
- National Institute for Occupational Safety and Health

## 12. RESOURCES

### Global Standards

- Australian Government
- Safety and Compensation Council;
- List of National Codes of Practice
- Safety and Compensation Council;
- List of National Standards

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|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------|---------------------------|-----------------------------|
|  | <b>HSE MANAGEMENT SYSTEM</b>                      |                                                  |                           | Page <b>10</b> of <b>10</b> |
|                                                                                   | HSE COMMUNICATION                                 |                                                  |                           |                             |
|                                                                                   | <b>Company Doc. No.</b><br>QHSEDOCS-HSECOM-00-000 | <b>Contractor Ref. No.</b><br>QHSE- HSECOM -0000 | <b>Date</b><br>00-00-0000 | <b>Revision</b><br>00       |

- European Union
- European Agency for Safety and Health at Work
- United Kingdom
- Construction Regulations 2007