

**PART OF
A BETTER
FUTURE**



KEEPING THE WORKFORCE HEALTHY AND SAFE DURING COVID-19

Theo Anderson | GM Health and Safety

KEEPING THE WORKFORCE HEALTHY AND SAFE DURING COVID-19

A whole of company and industry response

- Woodside's approach was primarily to protect the health and wellbeing of our workforce aligned to Government direction, while maintaining safe operations
- Regular communications and support services were a key focus during the peak impact periods of COVID-19
- Woodside's established infectious disease management plan is built around: public health risk management, workforce continuity, clinical management and reporting, and workforce engagement.

OUR COVID-19 HEALTH PRINCIPLES

Applying Our Safety Culture behaviours will ensure our health and wellbeing, and that of our loved ones and colleagues.

I will...

Follow all Government and Woodside requirements and stay informed through the [COVID-19 site](#)

Follow Rules

Not attend work if I have COVID-19 symptoms or believe I have been exposed, and inform my line manager

Complete a [health reporting form](#) if I have COVID-19 symptoms or believe I have been exposed

Speak Up

Express concerns to my line manager if I believe the right controls are not in place

Monitor my health regularly [checking my symptoms](#)

Be Mindful

Wash my hands regularly and avoid touching my eyes, nose and mouth

Cover my coughs or sneezes

Get Involved

Maintain at least 1.5m physical distance from others

Benestar, our Employee Assistance Provider, are available in Australia (1300 360 364) & Internationally (+61 2 8295 2292)



PERFECT HSE DAY

PART OF A BETTER FUTURE



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Involving our workforce upfront and early

- Early workforce consultation provided insights into the day-to-day risks and concerns of people in operational, project and office-based workplaces
- Workforce feedback coupled with learning from industry peers, industry bodies, Government direction and professional health advice, informed health risk assessments upon which COVID-19 operating models and COVID-19 management plans were developed
- Routine assurance and verification of COVID-19 response plan effectiveness tested through audits and response exercises.

Remote Safety Leadership Guideline

During the COVID response we learnt new ways to maintain strong safety leadership. As we start to emerge from the COVID-19 constraints there are elements of remote safety leadership that we should maintain or consider strengthening. As work starts to ramp up, strong and effective safety leadership is still very important. This is particularly true where changes to organisational design are still in place or where people are normally working remotely from site. Safety leadership should always remain a priority that is visibly demonstrated.

It is best to adapt existing processes and tools to ensure we maintain effective safety leadership across sites / workplaces especially during changes to work planning or where execution constraints exist (such as planned turnarounds).

We should focus on reducing admin for on-site leaders (to allow them to get out and have effective safety conversations).

Review the suggestions below. Choose strategies that will be effective for your site / workplace. The suggestions listed are not intended to be exhaustive. They can be adjusted / improved as needed. Strategies can be added as relevant, or as processes evolve.

This structure gives the opportunity to directly support the frontline leaders on site, allows leaders working remotely at a different site to their workforce to stay connected with their team and provides an opportunity to mentor and develop new and emerging leaders.




SAFETY CULTURE FRAMEWORK	ON-SITE LEADER SUGGESTIONS	BRIDGING ACTIVITIES	LEADER WORKING REMOTELY FROM SITE SUGGESTIONS
Ensure Compliance	<ul style="list-style-type: none"> • Leaders execute, as per plan, critical integrity activities. • Leaders complete site verifications each shift. 		<ul style="list-style-type: none"> • Leaders prioritise the essential/critical tasks to be executed and ensure, if required, all necessary MOC's are in place. • Leaders promote good planning and preparation of activities in order to avoid backlog (and also support the site to set them up for a successful execution). • Leaders take on Incident Reporting and Process Safety Management oversight roles. • Attend 'Line of Sight' sessions and champion the sharing of learnings and insights within team / peers.
Encourage Team	<ul style="list-style-type: none"> • Promote visible safety leadership and effective safety conversations at site level. • Leaders hold and record one Safety Culture conversation with team member per shift. • Leaders hold one coaching conversation with team member per shift (focus on step-up / emerging leaders). • Leaders recognise and call out positive behaviours. • Leaders hold conversations to tease-out the 'root cause' of any negative behaviours. 	<p>Morning on-site / remote leader telework task (integrate into existing pre-starts to discuss:</p> <ul style="list-style-type: none"> • Remote leader focus areas for day (compliance and coaching) • On-site eyes / ears activities for remote leaders • Key leadership risks for day <p>Collaborative activities (Smart Start, Process Safety Management leadership).</p> <p>Afternoon on-site / remote leader 15 - 20 minute telework discussing leader activities (e.g. Material Risk / Life Saving Rule inspections, etc) to discuss:</p> <ul style="list-style-type: none"> • What they did • What they found • Conversations they had • Improvements identified / actions taken • Assistance needed 	<ul style="list-style-type: none"> • Leaders contact one on-site team member per shift to hold coaching conversation (focus on step-up / emerging leaders). • Leaders recognise and call out positive behaviours in pre-starts and / or virtual pre-starts. • Leaders make efforts to understand the reasons for negative behaviours, if / when they occur. • Leaders listen and support on-site team to execute remedial actions or provide necessary resources to facilitate change to positive behaviours. • Leaders coach one person per swing on HSE leadership.
Promote Risk Awareness	<ul style="list-style-type: none"> • Leaders own daily risk ranking and control implementation in pre-starts with focus on the current operating environment and constraints (e.g. reduced resources on site). • Consider health & wellbeing related risks, associated controls and application to current work scopes. 		<ul style="list-style-type: none"> • Conduct regular Permit to Work audits. • Dial in to daily Permit to Work meetings and / or site daily meetings to understand site execution activities. Review together with site team to assist in readiness (either in upstream planning and preparation or actual site execution). • Based on execution activities, agree on themes and focus for safety walk with site focal point. • Use this information to consider holding a safety field talk (instead of field walk) with an onsite counterpart discussing task safety themes & learnings. Also hold a safety talk with those involved in the planning & preparation onshore (in the spirit of whole team risk awareness). • Consider health & wellbeing related risks, associated controls and impact on particular work scopes both in the preparation phase onshore & onsite during execution.
Involve the Team	<ul style="list-style-type: none"> • Leaders create a 'safe' environment where employees feel comfortable to engage and talk openly. • Leaders engage team in and promote quality / focus on proactive HSE conversations (including health & wellbeing considerations). • Leaders hold one health & wellbeing conversation with team member per shift. 		<ul style="list-style-type: none"> • Leaders listen to team feedback and learnings on actively execution (After Action Review) and ensure that they are incorporated into the planning and work preparation for future activities. • Leaders encourage teams to feedback ideas for improving the company safety culture. • Leaders assess and coach pre-start discussion. • Leaders engage with the workforce HSER representatives on a regular basis (e.g. weekly / once per swing). • Leaders hold one health & wellbeing conversation with team member per shift.
HSE Team Support	<ul style="list-style-type: none"> • Weekly leadership hazard card reporting (to include safety behaviour / health & wellbeing). • HSE Tools & Resources coaching sessions online. • Pre-start engagement coaching. 	<ul style="list-style-type: none"> • Wellbeing communications and feedback. • Attendance at team meetings (including those who plan and prepare the work) for communication summaries and feedback. • Coordination of HSE Representatives and Peer Supporters remote and on-site to support leaders. 	

RESOURCES AVAILABLE:

Safety Culture Toolkit: Strengthen your organisation's safety culture by developing, promoting and supporting implementation of 3 Safety Culture Toolkit Guides <https://www.safertogether.com.au/resources/initiatives/safety-culture-toolkit>

Safety Culture Survey: Is an engagement tool to assess and measure safety culture maturity and identify key areas for focus and improvement <https://www.safertogether.com.au/resources/initiatives/safety-culture-survey>

HSE Representative Engagement: Industry-wide formalised on-boarding and support program to enable HSER's to effectively perform their role <https://www.safertogether.com.au/resources/initiatives/frontline-hse-engagement>

[safertogether.com.au/resources](https://www.safertogether.com.au/resources)   



Understanding and managing the psychosocial risks associated with COVID-19 response

COVID-19 Wellbeing Framework



	Everyone	Peer Supporters / Wellbeing Champions onsite	Supervisors / Managers / Executives
Wellbeing Culture and Leadership	<ul style="list-style-type: none"> Follow the rules and advice provided by Australian Government and Company Speak up if you are concerned or require support for yourself or a colleague Stay connected with friends, family and colleagues Get virtually involved with your team Invest time to take care of your wellbeing 	<ul style="list-style-type: none"> Encourage people to follow rules and advice provided by Australian Government and Company Check in with your colleagues and make sure they are supported Promote proactive wellbeing Participate in available training and coaching to upskill 	<ul style="list-style-type: none"> Engage your teams, communicate and verify they understand and are following Australian Government and Company requirements Ensure time and resources for the workforce to proactively manage their wellbeing Check in with team and workforce to ensure they feel supported. Encourage people to raise concerns, emphasising confidentiality. Promote proactive wellbeing Participate in available training to upskill
Promote Wellbeing	<ul style="list-style-type: none"> Develop a Personal Wellbeing Plan adapted to your working environment and the changes within your home environment Use the resources available to help in maintaining your wellbeing 	<ul style="list-style-type: none"> Stay connected with colleagues and check-in regularly Encourage colleagues to develop wellbeing plans and complete daily activities to keep well Promote use of wellbeing resources 	<ul style="list-style-type: none"> Ensure specific 'onsite' resources and support (i.e. peer supporters, buddies, wellbeing champions, etc.) is provided, complemented by appropriate medical professionals Stay connected and check-in regularly with your team, encouraging your team to look out for each other Encourage your people to develop wellbeing plans and complete daily activities to keep well Promote use of wellbeing resources Share ways you are looking after your wellbeing
Protect Mental Health	<ul style="list-style-type: none"> Participate in pre-start mental health and wellbeing conversations and activities Share personal experiences and encourage others to do the same Utilise as necessary, wellbeing resources and support services, i.e. Employee Assistance Provider (EAP) 	<ul style="list-style-type: none"> Encourage people to proactively access the support services Listen to the challenges of colleagues to understand their concerns Feedback any key emerging themes to improve any mental health and wellbeing programs (always maintain confidentiality to ensure individuals are not identifiable) 	<ul style="list-style-type: none"> Communicate openly with team about mental health risk factors related to roster and operating changes Facilitate pre-start mental health and wellbeing conversations and activities Encourage the team to speak up to raise any concerns so action can be taken Support discussions that remove the stigma associated with mental health, encouraging people to share experiences Promote the use of wellbeing resources and support services to your team
Support People	<ul style="list-style-type: none"> Seek support if needed Call EAP, available 24/7 Talk to colleagues / line manager / peer supporter or wellbeing champion on site Speak up if you see a colleague in need of support 	<ul style="list-style-type: none"> Complete Company specific Mental Health and Wellbeing training Seek additional coaching, if required, to consolidate skills and competency Provide support to people if they need it and refer to professional services, when required 	<ul style="list-style-type: none"> Complete Company specific Mental Health and Wellbeing training targeted at leaders Seek additional coaching, if required, to consolidate skills and competency Provide support to people if they need it and refer to professional services, when required

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Caring for each other

- There are many examples of individuals, teams and families taking extraordinary, and often creative, steps to keep people focussed on health and safety, particularly during the height of the response
- Sharing best practices in terms of COVID-19 health and wellbeing management across industries
- Providing financial support through the Woodside COVID-19 Community Fund which assisted a broad range of community groups mitigate the impact of COVID-19.

Head Office:

Woodside Petroleum Ltd
Mia Yellagonga
11 Mount Street
Perth WA 6000

Postal Address:

GPO Box D188
Perth WA 6840
Australia
T: +61 8 9348 4000
F: +61 8 9214 2777
E: companyinfo@woodside.com.au

Woodside Petroleum Ltd

ABN 55 004 898 962

woodside.com.au

