

HAZARD – RISK MANAGEMENT PRACTICES PROCEDURE



OVERVIEW

This procedure defines the requirements for implementing hazard and risk management practices across Perkins Builders operations.

It is to be used in conjunction with the [90.01.01 Hazard - Risk Management Principles Procedure.pdf](#) to ensure hazards are identified, risks are assessed, appropriate controls are implemented in accordance with the Hierarchy of Controls, and corrective actions are taken where required.

All relevant project personnel, including Project Managers, Site Managers, Foremen, and the HSE Team, shall be trained in Hazard Identification, Risk Assessment and Controls (HIRAC) processes.

RESPONSIBILITIES

Senior Leadership Team (SLT)	Ensure hazard and risk management systems, resources, and compliance are in place.
HSEQ Team	Lead HIRAC implementation, provide guidance, and maintain registers. Support risk assessments, training, inspections, and monitor corrective actions.
Project Managers	Ensure project risks are identified, assessed, and controlled. Implement and maintain the Project HSEQ Documentation. Ensure corrective actions are actioned and closed out.
Site Managers / Supervisors	Identify hazards, implement controls, and monitor work activities. Conduct and review SWMS/JHAs, inspections, and ensure worker participation. Report, record, and escalate hazards, incidents, and changes.
Contract Administrators / Project Admin	Ensure subcontractor prequalification and HSEQ documentation is in place. Maintain records and support communication of risk-related information.
Workers	Participate in HIRAC processes and follow SWMS/JHAs. Report hazards, incidents, and improvement opportunities. Comply with controls, training, and site requirements.

1. INDUCTION AND TRAINING

Procedure:

All personnel entering a Perkins site or premise shall sign in using the Perkins Hammertech QR Code / Kiosk or [Site Attendance Register \(Form 907\)](#) upon entry and signing out upon departure.

All subcontractors shall complete a Perkins Hammertech Online Induction prior to arrival to site. Upon successful completion the inductee shall be issued with a unique induction code and sticker to be affixed to their safety helmet/hard hat (young workers – orange stickers, non- young workers – white stickers). Inductions shall be valid for the duration of the project (if multiple projects – inductions shall be valid for a period of 3 years from date of successful completion of the online induction).

All relevant Employees and Subcontractors shall complete a project specific Induction prior to commencement of works on site.

All Employees and Subcontractors shall review the Project [Health, Safety and Environmental Management Plan \(HSEMP\) \(Form 967\)](#) and the [Project Hazard Register \(PHR\) \(Form 920\)](#) prior to arrival to site or at the time of the project specific induction.

All personnel shall review and sign onto a task specific and accepted (by Perkins) JHA / SWMS relevant to their works prior to completing the project specific induction and prior to commencing any work on a Perkins project/workplace.

All relevant Perkins personnel (in accordance with the [Mandatory Training Requirements \(Form 811\)](#)) shall conduct HIRAC, Incident Reporting and Injury Management, Spill Response, Fire Suppression training within 6 months of commencement. Training shall be conducted by the HSE department or engaged qualified consultant (RTO). Records of training shall be entered into the Certification Summary and records of participation shall be maintained by HR.

Any training requirements identified for Perkins employees shall be provided and managed in accordance with the [Human Resources Procedure \(80\)](#).

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2. HAZARD ASSESSMENT

Procedure:

A [Construction Risk Assessment Workshop \(CRAW\) \(Form 941\)](#) shall be conducted by the General Manager or their delegate, in consultation with the relevant HSE and project team members. The CRAW identifies all risks, potential hazards and legal requirements associated with the scope of works and enables the assessment of risk, development and implementation of controls in accordance with the Hierarchy of Controls to mitigate or eliminate risk.

The [Project Hazard Register \(PHR\) \(Form 920\)](#) is developed to identify, assess and develop control measures using the hierarchy of controls for each potential hazard within Perkins activities (project and non-project).

The [Project Legal Register \(Form 942\)](#) is developed to identify legislation, codes of practice and Australian Standards relevant to the project.

The HSE Team in consultation with the relevant personnel shall develop a Premise Hazard Register for all Perkins permanent office locations. The HSE Team in consultation with the relevant HSE and project personnel shall develop a site specific PHR prior to commencement of works for each project.

The Project Manager and Site Manager responsible for the project are responsible for implementing the Project HSEMP and PHR.

Any changes to work activities or processes which in turn introduce new hazards or changed hazards will be noted and where appropriate added to the Premise/Project Hazard Register.

The following steps should be taken when completing a Premise/Project Hazard Register (PHR):

STEP 1 IDENTIFY THE HAZARDS

- As a group (determined by the General Manager), shall determine the hazards of the premise or project taking into consideration:
- Legislated and statutory requirements;
- Hierarchy of Controls;
- Best practice;
- Routine and non-routine activities and situations;
- Personnel access to the workplace/work area (i.e. delivery drivers, public, etc.).
- Identifying all health, safety and environmental hazards including biological, physical, chemical and atmospheric contaminants) from hazard reports, incident reports, workplace inspections, internal and external audits and improvement requests.
- Compile the hazard list in the PHR.

STEP 2 LIST THE CONSEQUENCES

- List what could be the outcome of an incident occurring.
- Include possible injury or property damage.

STEP 3 DETERMINE THE INHERENT RISK RATING

- Identify the hazard inherent risk rating using the [Risk Assessment Matrix \(Form 904\)](#) to assess the likelihood of an injury or incident occurring and the consequences of that incident without controls in place.
- Enter the risk rating into the Inherent Risk Rating column of the PHR.

STEP 4 IDENTIFY THE CONTROLS

- Identify the current controls in place and any further required controls in accordance with the Hierarchy of Controls.

STEP 5 DETERMINE THE RESIDUAL RISK RATING

- Assess the likelihood of an injury or incident occurring and the consequences of that incident with the controls in place. Use the [Risk Assessment Matrix \(Form 904\)](#)
- Enter the risk rating into the Residual Risk Rating column of the PHR.
- Hazards with an Extreme (E) and High (H) risk rating are to be eliminated or have controls implemented to reduce the risk rating to an acceptable Medium (M) or Low (L). If the residual risk rating is High (H) or above the hazard controls will be reassess, with more effective hazard controls implemented to provide an acceptable outcome of Medium (M) or Low (L).
- Controls measures implemented shall be monitored for effectiveness throughout the duration of the project by the Project Manager, Site Manager and the HSE Team .

3. CHANGE MANAGEMENT

Procedure:

Details of any changes relevant to the scope of the project, delivery methodology and personnel responsibilities shall be recorded in the [Project Review Meeting Minutes \(Form 217\)](#) and distributed to the HSE Team for review.

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Any changes / amendments to the scope of works (including design changes identified during any "Construct Only" projects, will be monitored via Aconex, where risks and or hazards are generated, amplified or significantly changed require the [Project Hazard Register \(PHR\) \(Form 920\)](#) and the [Health, Safety and Environmental Management Plan \(HSEMP\) \(Form 967\)](#) to be reviewed and updated by a member of the HSE team. Updates to the HSEMP or PHR during the life of the project shall be communicated via Aconex to all subcontractors and personnel and a hard copy shall be maintained on site for the duration of the project.

4. PROJECT ENVIRONMENTAL IMPACTS ASSESSMENT

Procedure:

Environmental Impacts and hazards shall be risk assessed and documented within the PHR.

The [Project Hazard Register \(PHR\) \(Form 920\)](#) will be the principal document for recording environmental aspects, impacts, hazards and their associated risk ratings and controls.

Control measures identified, developed and implemented, shall be monitored for effectiveness throughout the duration of the project by the Project Manager, Site Manager and HSE Team.

5. PROCUREMENT & PURCHASING RISK ASSESSMENT

Procedure:

The procurement of subcontractors shall be in accordance with the [Subcontractor and Visitor HSE Management Procedure \(90.01.09\)](#) – Subcontractor Selection and the [Purchasing Procedure \(30\)](#).

Only Perkins Builders Contractor Prequalification approved Subcontractors shall be engaged to conduct work on a Perkins project unless otherwise specified by the Client.

Subcontractors shall be assessed and scored based on the information provided within their Contractor [Prequalification \(P01 Prequalification\)](#). If further HSE risk assessment is required, the [HSE Prequalification Risk Assessment \(Form 932\)](#) is completed by the HSE Team or delegate prior to the prequalification being recommended for approval, provisional approval or to be declined.

6. PLANT RISK ASSESSMENT

Procedure:

All mobile plant shall be registered in the Perkins Hammertech online project portal by the plant owner / hiring contractor prior to arrival at site.

All energised plant and equipment will have a plant risk assessment complete.

To conduct a plant risk assessment, follow the steps below:

- Identify all plant and equipment.
- Consult with plant and equipment operators to be involved in the risk assessment.
- Enter the detail of the plant and equipment into the following columns of the [Plant and Equipment Risk Assessment Register \(Form 945/Hammertech\)](#).
- Conduct individual plant and equipment risk assessments using the [Plant and Equipment Risk Assessment Register \(Form 945/ Hammertech\)](#).
- Identify the hazards of the plant and equipment using the [Plant Risk Assessment \(Form 921/Hammertech\)](#) as a hazard checklist. Tick the appropriate box and transfer the hazard to the identified hazard column.
- Assess the risk using the [Risk Assessment Matrix \(Form 904\)](#) and place the corresponding letter into the risk column.
- Determine the type of control required and enter into the control column;
- IC – Improvement Controls. Identified controls or changes to the plant which will improve the physical safety of the plant; or
- OC – Operating Controls. Identified controls for the way in which the item of plants used during operation, cleaning and maintenance.
- Determine the controls using the Hierarchy of Control in the [90.01.01 Hazard - Risk Management Principles Procedure.pdf](#)
- Complete [Plant and Equipment Risk Assessment Register \(Form 945/ Hammertech\)](#).

The registration of all plant shall be checked on the Perkins Hammertech Online project portal to verify compliance. Once compliance is achieved the plant shall be entered into the site plant register and allocated a number. All items of plant shall be given a plant sticker identifying its unique registered number by the Site Manager or their delegate upon arrival to site.

Prior to the disposal of any plant, a plant risk assessment shall be completed using [Plant and Equipment Risk Assessment Register \(Form 945/Hammertech\)](#).

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7. MANUAL HANDLING RISK ASSESSMENT

Procedure:

Manual handling activities will be identified, and risk assessed.

To conduct a manual handling risk assessment, follow the steps below:

- Using the hazard identification process identify all manual handling activities.
- Consult with employees involved in manual handling to participate in the risk assessment process.
- Using the [Manual Handling Risk Assessment \(Form 923\)](#) complete a Manual Handling risk assessment for each identified task.
- Using the Assessment checklist tick the description appropriate to the task.
- Identify the risk rating using the [Risk Assessment Matrix \(Form 904\)](#) and place the Risk Rating into the RR column.
- Those descriptions with a medium or above risk rating require a control. Use the Hierarchy of Control in the [90.01.01 Hazard - Risk Management Principles Procedure.pdf](#) – Hazard Control to decide the appropriate control.
- Any improvements or additional control options identified are to be documented on the Corrective Action using the Observation function (Hammertech).

8. HAZARDOUS SUBSTANCES RISK ASSESSMENT

Procedure:

- Hazardous substances / Dangerous Goods shall be identified, and risk assessed by the subcontractor within their JHA/SWMS.
- Current SDS's and SDS Registers (Hammertech) shall be uploaded to the relevant Perkins Hammertech online project portal by the subcontracting company prior to arrival on site.
- SDS's are valid for 5 years from date of publication.
- Subcontracted companies are responsible for uploading the correctly dated SDS's and SDS's registers as applicable for the duration of their contract.
- Subcontractors shall review the requirements of the SDS for any substance used (including first aid, PPE and storage) to conduct their works prior to commencing works.
- Consultation shall be conducted with employees whom will be using the hazardous substance to establish suitable controls.
- Training shall be provided to the relevant personnel prior to use.
- Personnel shall use PPE as identified within the SDS when handling, using or storing substances.
- Ensure that all hazardous substance containers are correctly labelled. This also includes chemicals that have been decanted.
- Hazardous substances / Dangerous goods shall be banded and stored in accordance with the SDS.
- All substances classified as Hazardous or Dangerous shall be risk assessed and documented within the relevant activity JHA/SWMS or be accompanied with a hazardous substance/dangerous goods risk assessment and uploaded to Hammertech online portal for acceptance by the Site Manager.

9. WORKPLACE INSPECTIONS

Procedure:

Workplace inspections are designed to prevent harm and or damage, to identify potential hazards, hazards, defective conditions, or situations and any actual or potential environmental impacts. Structures and materials do not always maintain integrity between time of manufacture, construction, or assembly due to exposure to various conditions and the treatment they are given during their life may change them.

Inspections are an important method for identifying changes and the possible hazards that processes and equipment / materials etc. may introduce.

Workplace inspections will be completed on the appropriate inspection Form / Hammertech checklist:

- Office Inspection Record (Hammertech)
- Site Inspection Record (Hammertech)
- Yard Inspection Record (Hammertech)
- Subcontractor Focus Inspection Record (Hammertech)
- HSE Inspection – Monthly (Hammertech)

All inspections shall include subcontractor working groups/worker participation.

Subcontractors will be randomly selected to participate in the inspection by either the Site Manager, HSE Team, as appropriate for each project.

The participation of subcontractors shall extend to any area/task being conducted at the time of inspection and will not specifically only apply to a specific area or task that the subcontractor is immediately involved in or responsible for.

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Inspections will be conducted in accordance with the Inspection schedule on [Health, Safety and Environmental Management Plan \(HSEMP\) \(Form 967\)](#) and in line with the [60 - Audit and Inspection Procedure.pdf](#).

10. HIGH RISK CONSTRUCTION WORK (HRCW)

Procedure:

All personnel conducting or supervising high risk work activities on a Perkins premise / project site, shall be in possession of the relevant qualifications / licences. A copy shall be uploaded to the Perkins Hammertech Online Portal during induction. The individual is responsible for updating and uploading replacement licences, qualifications etc. upon damage, loss, theft or expiry for the duration of their inducted status.

The person who holds the high-risk licence shall have the licence available for inspection.

Any trainee conducting high risk work activities shall be in possession of the relevant qualification / licence and adequately and directly supervised / monitored.

11. HEALTH HAZARDS

Procedure:

Health hazards shall be assessed and monitored by competent personnel. Perkins shall engage external suitably qualified consultants to conduct health assessment, surveillance and exposure monitoring as applicable to each specific project.

Assessment, surveillance and exposure monitoring of potential health hazards / health hazards shall extend to:

Biological – mould, fungi, sewage, airborne pathogens, insects, harmful plants and excessive animal/bird faeces.

Refer [Environmental Management Procedure \(45\)](#), [Asbestos Removal Management – Safety Practice \(90.02.19\)](#), [Demolition – Safety Practice \(90.02.20\)](#)

Atmospheric contaminants – toxic gases (e.g. carbon monoxide, carbon dioxide, sulphur dioxide etc.)

Refer [Hazardous Substances – Safety Practice \(90.02.12\)](#)

Physical – radiation, heat and cold stress, noise etc.

Refer [Noise Management - Safety Practice \(90.02.13\)](#) and [Employee Health Procedure \(90.01.07\)](#)

Chemical – skin irritants, carcinogens, respiratory etc.

12. IMPROVEMENT REQUEST OR CORRECTIVE ACTION

Procedure:

Workers are required and encouraged to report hazards immediately to the Site Manager, wherever possible. The person, who identifies the hazard:

- Makes the area safe, if possible,
- Informs the Supervisor; and
- Completes the details on Perkins Builders reporting system.

An [Incident Report Form \(Form 912\)](#) (Hammertech) should be completed for all Incidents and an Observation should be raised for any hazards.

Once the worker has reported the incident or observation, the following steps will be conducted.

Step 1 - Once the Site Manager or HSE Team has the Incident Report Form or Observation, they are to;

- Review the Workers' report.
- Verify the integrity of the information provided.
- Suggested control options.

Step 2 - The Site Manager or HSE Team is to make a determination on the control options and to review the quality of any action already completed and determine the need for further action.

Step 3 - The Site Manager or HSE Team will determine the appropriate hazard control using the hierarchy of control and monitor the hazard as per the [90.01.01 Hazard - Risk Management Principles Procedure.pdf](#). The appropriate hazard / impact control option/s are recorded. Opportunities for improvement identified via this process shall be submitted to the Improvement Request Register.

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Step 4 - Corrective actions are reviewed and actioned by the HSE Team and Site Manager in consultation with relevant departmental managers before approved changes are implemented, communicated, and closed out.

13. TRAINING

Procedure:

Project specific hazard assessments shall be conducted by competent persons. External consultants shall be engaged to conduct assessment, surveillance and exposure monitoring as applicable to the scope and generation of health hazards or potential health hazards including but not limited to:

- Biological;
- Atmospheric;
- Physical; and
- Chemical

Hazard Identification, Risk Assessment and Controls (HIRAC) training shall be completed by all project personnel including but not limited to Project Managers, Site Manager, Foreman and HSE Team.

Training shall be delivered internally by the HSE Department, and all personnel shall complete such training within 6 months of commencement of employment. Attendance registers shall be completed for each training session and forwarded to HR for registering.

All participants shall receive a participation certificate of attendance upon completion.

LINK TO SUPPORTING DOCUMENTS

- | | |
|---|---|
| <ul style="list-style-type: none">• 90.01.01 Hazard - Risk Management Principles Procedure.pdf• Site Attendance Register (Form 907)• Health, Safety and Environmental Management Plan (HSEMP) (Form 967)• Project Legal Register (Form 942)• Document & Records Management Procedure (70).• Purchasing Procedure (30).• Subcontractor and Visitor HSE Management Procedure (90.01.09)• Plant Risk Assessment (Form 921)• Environmental Management Procedure (45).• Demolition – Safety Practice (90.02.20)• Hazardous Substances – Safety Practice (90.02.12) | <ul style="list-style-type: none">• Project Hazard Register (PHR) (Form 920)• Mandatory Training Requirements Form 811)• Human Resources Procedure (80).• Construction Risk Assessment Workshop (CRAW) (Form 941)• Risk Assessment Matrix (Form 904)• Prequalification (P01 Prequalification).• HSE Prequalification Risk Assessment (Form 932)• Plant and Equipment Risk Assessment Register (Form 945)• Manual Handling Risk Assessment (Form 923)• Asbestos Removal Management – Safety Practice (90.02.19).• Noise Management - Safety Practice (90.02.13)• Incident Report Form (Form 912)• Employee Health Procedure (90.01.07) |
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REFERENCES

- Work Health and Safety Act 2020
- Work Health and Safety Regulations 2022