Let's all get home safely, every day.
CONNECTING WITH NEXT GEAR

Communicating with all our stakeholders is critical to the success of Next Gear. We have a range of innovative tools that we utilise. One tool is an augmented reality app that allows us to link important messages to a 3D animation. To see an example of this technology please follow the instructions below.

1. Download the “LORAR+” app
2. In LORAR+, type in “next gear”
3. Scan the Next Gear logo with the app

Once you have downloaded the app you can scan any Next Gear logo to see the latest health and safety news.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A MESSAGE FROM TIM FLEMING</td>
<td>4</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>4</td>
</tr>
<tr>
<td>WHAT DOES NEXT GEAR DELIVER</td>
<td>5</td>
</tr>
<tr>
<td>A FORWARD THINKING APPROACH</td>
<td>6</td>
</tr>
<tr>
<td>FOCUS ON HIGH CONSEQUENCE RISKS</td>
<td>6</td>
</tr>
<tr>
<td>UNDERSTANDING AND ENABLING WORK</td>
<td>8</td>
</tr>
<tr>
<td>FREEDOM WITHIN A FRAMEWORK</td>
<td>9</td>
</tr>
<tr>
<td>EMPOWERING OUR WORKFORCE THROUGH ENGAGEMENT AND TRUST</td>
<td>10</td>
</tr>
<tr>
<td>LEADERSHIP THAT CHALLENGES TRADITIONAL THINKING</td>
<td>11</td>
</tr>
<tr>
<td>TOOLS HELPING DRIVE PERFORMANCE</td>
<td>11</td>
</tr>
<tr>
<td>NAVIGATING PIT LANE</td>
<td>12</td>
</tr>
<tr>
<td>CASE STUDIES: NEXT GEAR IN ACTION</td>
<td>14</td>
</tr>
</tbody>
</table>
A MESSAGE FROM TIM FLEMING

There has never been a better time to challenge and change the way we approach safety across our organisation and the industry.

Our approach builds collective trust and engagement across teams, supply chain partners and our clients, which is critical for success.

Laing O’Rourke’s continually improving approach to safety is due to the collective effort of thousands of people across diverse portfolio of work. The Next Gear approach moves us away from the bureaucracy and paperwork of traditional safety management into one that harnesses the solutions from our people and encourages them to adapt.

Focussing on innovation and risk based performance drives rigour into the activities that may cause serious harm across our high risk industry.

This is a challenging agenda which might be uncomfortable for some and it is your opportunity to make a real difference, so take the time to find out more.

Tim Fleming
General Manager HSE Australia
Laing O’Rourke

INTRODUCTION

Next Gear is our agenda that builds resilience into the organisation, founded on engagement and trust. Next Gear places people at the heart of decision making and views performance with a focus on understanding success and the many things that go right.

Next Gear challenges us to move beyond traditional practices and measures, by applying a framework described in the three principles.

THE THREE PRINCIPLES

- People are the solution
- Safety in the presence of positives
- Safety is an ethical responsibility, not a bureaucratic activity

Use a QR scanner available from your device’s app store to watch the videos.
WHAT DOES NEXT GEAR DELIVER

Next Gear introduces a different way of approaching work, providing a solutions focussed approach, visible leadership and safety excellence that is the foundation for our business’s future success.

Next Gear improves risk awareness, identification and mitigation and reduces the severity of workplace injury and disease. This is underpinned by our assurance framework and our commitment to the effective management of Fatal and Severe Risks.

Next Gear improves engagement at all levels and reinforces a shared purpose and belief in which health and safety is seen as a core business value. This is evident by the belief that safety critical messages should be delivered by the business for the business. To this end our campaigns and engagement programmes are delivered by operational leaders, staff and workforce.

As a business we recognise that statistics are not necessarily an indicator of safety success. This doesn’t mean we lose focus on preventing incidents, but we look beyond the failures to also identify the positives. We achieve this by placing empowered people at the centre of decision making and in doing so ensure transparency and accountability for safety.

This is how we believe everyone will return home safely every day.

Laing O’Rourke’s Next Gear approach to safety
A FORWARD THINKING APPROACH

There are a number of tools and resources that can be used to drive Next Gear and generate engagement. Workplaces can select and choose tools from the toolkit to implement through the lifecycle of a project dependent on operational activity.

There are a number of high level tactics used to promote the Next Gear approach

- Focus on high consequence risks
- Understanding and enabling work
- Freedom within a framework
- Empowering our workforce through engagement and trust
- Leadership that challenges traditional thinking.

FOCUS ON HIGH CONSEQUENCE RISKS

Within our operations, there are a number of activities that are considered to have potentially high-consequence risks to people if not managed appropriately. The focus we place on high consequence risks allows personnel at all levels to make informed decisions to manage our risk profile.

<table>
<thead>
<tr>
<th>Fatal and Severe Risk Control Standard</th>
<th>Critical Controls</th>
<th>Potential Class 1 (PC1) events</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The standard ensures:</strong></td>
<td><strong>A critical control is:</strong></td>
<td><strong>PC1 events have the potential to cause a severe injury outcome, but due to a number of factors the actual potential wasn’t realised.</strong></td>
</tr>
<tr>
<td>- Fatal and severe risks are identified, assessed, understood, communicated and managed</td>
<td>- A non-negotiable control measure identified within a fatal and severe risk, that if not in place could potentially contribute to a significant incident</td>
<td><strong>The aim is to:</strong></td>
</tr>
<tr>
<td>- Controls are defined, implemented and regularly monitored to ensure they remain effective at all stages of construction</td>
<td>- The ‘Go/No Go’ operating philosophy is designed to make it easier for delivery teams to consistently cease the relevant activity and determine appropriate action when the “critical controls” are not in place</td>
<td>- Keep the focus on high consequence events</td>
</tr>
<tr>
<td>- Within each fatal and severe risk there are a number of identified critical controls and a ‘Go/No Go’ operating philosophy that surrounds them.</td>
<td>- Identification of ‘No Go’ needs to be encouraged, reviewed and discussed by the workplace management teams.</td>
<td>- Have a consistent and disciplined approach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Introduce clearer accountabilities for responding to these events</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Encourage greater incident communication across the business.</td>
</tr>
</tbody>
</table>
RESOURCES SUPPORTING HIGH CONSEQUENCE RISKS

FSR+ A message from Cathal O'Rourke

FSR+ A Message from Tim Fleming

FSR+ Demo, 100 Mount St
UNDERSTANDING AND ENABLING WORK

This tactic focusses on the many things that go right; rather than looking at numbers or statistics it is about storytelling and encouraging innovation for safer, smarter outcomes. This is done through group engagement tools such as the Collective Insight, but also through conversation and looking for variability in work as imagined vs work as done. Understanding the variability of everyday performance and being resilient is the basis of good safety.

<table>
<thead>
<tr>
<th>Collective Insight</th>
<th>Positive Investigation</th>
<th>Positive Observation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Collective Insight is one of the tools used to engage staff on-site where work is done.</td>
<td></td>
<td></td>
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<tr>
<td>A Collective Insight:</td>
<td></td>
<td></td>
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<tr>
<td>- Is a facilitated discussion with a work crew that focusses on a specific activity or process</td>
<td></td>
<td></td>
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<tr>
<td>- Looks at the activity and discusses: (1) aspects of the work, (2) how well they are controlled, (3) the positives, (4) any gaps or potential improvements, and (5) actions to be presented for close out and feedback to the crew</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Is an opportunity to improve the way work is done.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A positive investigation seeks to understand and enable better work by:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Focussing on the work done, rather than failures, and seeking to understand what creates success to foster more success</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Improving culture through collaborative engagement and learning from those doing the work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Identifying and recommending the removal of unnecessary or superfluous processes or deficiencies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A positive observation is a recognition of work being undertaken that is above operational expectations and standards. A positive observation:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Is recorded when personnel observe behaviors or work areas that are above operational expectations and standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Allows users to identify new practices that are operating above normal parameters and to reinforce positive behaviors in individuals and work groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Can be recorded in the field using the Gearbox App that will directly upload observations into IMPACT.</td>
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</tbody>
</table>
FREEDOM WITHIN A FRAMEWORK

There will always be a need for rules, systems and procedures, but they must act as enablers for safe work. As an organisation we recognise that there is a need to remove unnecessary bureaucracy from the safety management system and to streamline processes to enable more adaptable, innovative and safer outcomes.

People need to feel empowered to discuss the impracticalities of systems and processes and to agree on adequate solutions that provide safer, smarter outcomes.

Next Gear allows ‘freedom within a framework,’ where projects can unlock their potential and aspire to go beyond industry benchmarks. They can do this by:

- Challenging bureaucracy
- Providing boundaries
- Encouraging variation
- Enabling decision making
- Promoting innovation and better ways of working.

Critical Controls

The Three Principles

Maintain standards
Safety Management System (SMS)
The SMS provides guidance and tools for workplaces:

- To assist people in making workplaces safer and establishing consistent methods for managing activities affecting the health and safety of people on-site
- To conduct all operations in a responsible manner, to respect the health and safety of all stakeholders, and to be a company of first choice for employees and clients
- To achieve compliance with legislative requirements and certification of the System to applicable standards, schemes and governing bodies.

Each workplace is expected to review the company SMS to ensure it meets their specific risks and needs and promotes safer outcomes.

Where there are areas of improvement the workplace should work within the parameters and framework of the SMS to develop suitable processes in consultation with the business HSE leader.

The following principles apply to any proposed move away from the SMS:

- Critical Controls are non-negotiable and the Go / No-Go philosophy is not amended
- The standards / expectations are not lessened in implementing the change
- The change achieves safer outcomes.

Laing O’Rourke encourages constructive feedback to promote improvement in the SMS. Feedback can be submitted to centralhseq@laingorourke.com.au

EMPOWERING OUR WORKFORCE THROUGH ENGAGEMENT AND TRUST

At the heart of our business is its people. We recognise that solutions are driven by people taking responsibility, rather than meeting top down accountabilities. Individual differences are considered a resource.

Pit Crews

- Pit Crews engage with the workforce to seek out feedback and develop project initiatives that continually improve positive performance
- Pit Crews identify areas of focus and provide information that assists Project Leaders to narrow the gap between work as imagined vs work as done
- Pit Crews differ from other standard communication and consultation forums such as Safety Leadership Teams and Health and Safety Committees.

Volunteer Facilitators

- Volunteer Facilitators deliver our primary engagement workshop ‘Shifting Into Next Gear’ which is rolled out to everyone who works for or with us as a ‘right to go to site’
- They undertake a three day Train The Facilitator programme with two Master Trainers
- We actively encourage people from across the organisation, including supply chain partners and clients, to join the programme and become part of the over 300 volunteer facilitators currently championing Next Gear.

Safety Critical Messages

- Safety critical messages are at the heart of our approach, delivered by the business for the business
- Operational leaders deliver all safety critical messages, including the rollout of safety campaigns. This is a differentiator and a demonstration of visible leadership commitment
- Master Trainers are selected from around the business for their commitment to Next Gear. They are a conduit for exploring and generating momentum around Next Gear.

Watch the Pit Crew video
LEADERSHIP THAT CHALLENGES TRADITIONAL THINKING

Anybody on our projects can be a leader in safety. Our leaders are expected to deliver safety critical messages across the business or workplace and leadership engagement is a key performance indicator within the business.

Next Gear is not about doing business as usual, and this requires our leaders to constantly challenge and change industry and traditional health and safety standards and approaches.

Health and Safety leadership engagement is measured through a range of engagement activities that promote the Next Gear principles.

TOOLS HELPING DRIVE PERFORMANCE

The cornerstone of Next Gear is a three hour engagement workshop called ‘Shifting into Next Gear,’ designed to introduce participants to the three principles of safety and the tools that support delivery in the field. The workshop is delivered to all employees and supply chain partners prior to commencing work.

The workshop is delivered by volunteer facilitators from the organisation and our supply chain partners. This is a unique delivery method which ensures the programme is delivered to a consistently high standard by people who are passionate about Next Gear.

All partners are encouraged to become a Next Gear facilitator. If you are interested please email nextgear@laingorourke.com.au for further information.
NAVGATING PIT LANE

The Next Gear website is your one-stop resource to understanding the Next Gear approach, the principles that it’s built on and the tools that support it.

Visit www.nextgearsms.com/pitlane to read more.
SOME OF THE DIGITAL TOOLS AVAILABLE TO SUPPORT YOUR ORGANISATION

Gearbox
A mobile app used to capture and share health, safety and environmental observations. Available across iOS, Android and Windows phones. To download simply search for ‘Laing O’Rourke’ or ‘Gearbox’ in your phone’s app store.

LORAR+
An interactive augmented reality app. Available across iOS, Android and Windows phones. To download simply search for ‘Laing O’Rourke’ in your phone’s app store.

SMS
The Australia Hub’s Safety Management System.

Our People
Get access to the latest news and company information on the move. Available across iOS, Android and Windows phones. To download simply search for ‘Laing O’Rourke’ or ‘Our People’ in your phone’s app store.

Field View
An e-tool for completing important safety tasks including Fatal & Severe Risk Assessments and plant pre-mobilisation checks.

To learn more about the Next Gear digital tools, scan the QR code.

www.nextgearsms.com
CASE STUDIES: NEXT GEAR IN ACTION

PROJECT: BAYSWATER LEVEL CROSSING REMOVAL PROJECT, MELBOURNE

Summary
The Bayswater Level Crossing Removal Project removed two dangerous and congested level crossings at Mountain Highway and Scoresby Road and constructed a brand new Bayswater Station with a modern transport interchange. Laing O’Rourke worked with several partners in an Alliance to deliver the project and these partners proved to be invaluable leaders in implementing the thinking, theories and practices of Next Gear.

Case Study
The Bayswater Level Crossing Removal Project involved taking away the level crossings at Mountain Highway and Scoresby Road and rebuilding Bayswater Station to create a vibrant – and safer – centre for the Bayswater community. Laing O’Rourke was awarded the contract in partnership with Fulton Hogan and AECOM, as part of an alliance with four Victorian based organisations.

As soon as the project was secured it was time to engage with partners at all points of the supply chain to align them with the Next Gear principles. Due to the large scale of the project and size of the team, a significant number of facilitators were required to induct staff and implement tactics that would bring the principles to life across the project.

The call for extra facilitators saw a number of partner organisations get involved and volunteer their time, including Level Crossing Removal Authority, Public Transport Victoria, and Fulton Hogan. Over 1000 members of the supply chain were introduced to Next Gear through representatives from all partners of the project, enforcing the Next Gear belief that safety critical messages should be delivered by the business for the business rather than external facilitators.

“Next Gear is more than just about safety, it’s about people and setting the right culture for the entire project”
– Gavin Catto, Strategic Relations Manager Level Crossing Removal Authority and Next Gear facilitator.

Working in a multi-party alliance and with the challenges that live rail can bring, a united focus on safety was critical to the success of the project. The willingness demonstrated by alliance partners to adopt and deliver Next Gear workshops illustrates the project-wide commitment and genuine confidence in this SMS which moves beyond traditional safety practices and measures.
PROJECT: AIR5428 PEARCE PROJECT, PERTH

Summary
As Managing Contractor, Laing O’Rourke is delivering new pilot training infrastructure at five RAAF bases across Victoria, Western Australia, South Australia and New South Wales. Whilst undertaking a Fatal and Sever Risk review, a tactic central to the Next Gear framework, input from supply chain contractors in Perth resulted in a new, safer methodology.

Case Study
The AIR5428 Pearce project in Perth will deliver the Department of Defence a turnkey solution, providing facilities that enable significant use of a synthetic training environment. From mobilisation, subcontractor employees illustrated their belief in the Next Gear approach and showed long term commitment to implementing its principles by being integrated into the team as facilitators and enacting change through their engagement with Next Gear tools.

Jay Giles, Supervisor (GW Air), used the Gearbox App to report a hazard that arose from the installation of a static line running across a walkway. He said that having a simple, quick and easy online process to record observations was key to making it a useful tool.

“I noticed the line running across the walkway and wanted to make sure no one tripped over it, usually I would raise this at the next pre-start or try and catch the supervisor when I saw them. Being able to open the Gearbox app on my phone and enter it straight in with an image meant I could do it instantly and it was addressed before anyone was injured.”

Fatal and Severe Risk (FSR) workshops are another avenue for supply chain partners to get involved with safety management and discuss high risk activities and solutions for minimising danger. During the FSR review for working at heights, suggestions were raised by the supply chain partner (Complete Steel) to improve the Roof Safety Mesh Installation Process. Through this discussion, a new methodology for the installation process was created – minimising the risk of falls, slips, and trips that could cause injury to roofers, as well as reducing the risk of dropped objects.

The new methodology lessened the risk of walking on the roof by reducing the aperture of the mesh from 300mm to 150mm and achieved an overall outcome without injury. These findings are being shared with Laing O’Rourke projects and supply chain contractors and the new methodology has the potential to get adopted as Laing O’Rourke standard practice for future Roof Installation Works.
PROJECT: ACT LAW COURTS, CANBERRA

Summary
Laing O’Rourke, as part of the Juris Partnership, is delivering a new $150 million justice precinct for the Australian Capital Territory. It was during a Collective Insight session, a Next Gear tool that uses collaboration to challenge traditional thinking, when a contractor raised how long it was taking to complete the demolition works. Bringing this to the teams attention allowed the situation to be workshopped and a solution was identified that allowed a faster, more efficient demolition process.

Case Study
The ACT Law Courts project in the centre of Canberra is the Territory’s first public–private partnership. The project will create a combined Law Courts facility for the ACT and Laing O’Rourke is working alongside its delivery partners to deliver the new facilities – a process taking place both beside, and underneath, an operational Supreme Court.

Collective Insight workshops are a Next Gear tool that provide supply chain partners with the opportunity to workshop ideas and find solutions to challenges.

During a Collective Insight workshop with Delta, whose package involved demolishing and underpinning underneath the operational Supreme Court, the numerous logistic and stakeholder constraints were identified as making progress slow and difficult. The team gathered around a soon to be demolished wall and discussed access, dust suppression, ventilation, people and plant, noise & vibration, services and numerous other aspects of the work and site.

The conversation raised issues that Laing O’Rourke could easily address, such as an additional vent which was installed the next day. There was also concern that workers would enter Delta’s work space unannounced without first making the operator of heavy machinery aware. To address this everyone on-site was made aware of the issue at prestart and a process was implemented that meant access was only granted once the Delta foreman had been contacted.

“Sometimes it’s hard to raise the smaller issues as there isn’t an appropriate moment, but the Collective Insight is a good platform to discuss any concerns that you may have. Everyone gets together to highlight the issues and work together to think of solutions as well as all parties developing a better understanding of the work completed. I think a follow up process is also important, to check whether all actions have been implemented and hold a why or why not discussion.”
– Gerard Whitechurch, Delta Foreman

In addition to the small changes that were addressed to enhance the contractor’s ability to carry out their work, the Collective Insight highlighted that not enough emphasis was placed on this package of works. This resulted in a new focus being placed on the operations which in turn simplified and accelerated the process. Previously, the structure of the work programme meant that all services had to be treated as live. After discussing the issue, steps were developed to allow the removal and relocating of services well ahead of the demolition schedule and deal with unknown services quicker once identified.
PROJECT: STADIUM RAIL PROJECT, PERTH

Summary
Laing O’Rourke was selected as part of an Alliance to deliver Perth’s new Stadium Station complex, which includes the design and construction of Perth Stadium Station, upgrades to East Perth Station and associated railway works to serve the stadium. Next Gear was adopted as the central Safety Management System and embraced by contractors on-site, and a key delivery partner embedded the tools into their organisation.

Case Study
During the delivery of Perth’s new Stadium Station complex, Next Gear tools and principles remained a central focus. Contractors who were inducted onto the project and introduced to the Next Gear model embraced new systems such as Field View, an e-tool that reduces administration and paperwork and enhances Laing O’Rourke’s ability to evaluate and assess Fatal and Severe Risks in the workplace.

Why have you adopted Field View?
It streamlines our processes and we are now able to manage and track what we do on-site, and report on it. This cuts out the need for paperwork in the field, as once we do something in Field View we sync it and it uploads the information automatically. This helps us resolve issues more quickly. It also eliminates the need for carrying paperwork in the field which reduces the risk of losing it or getting it damaged.

What do you think will be the benefits?
Using Field View speeds up work processes, monitors KPI’s, reduces risk of lost information, improves the quality and consistency of data and provides an overall higher quality of service to our clients. We are encouraging other companies we work with to engage in Field View as well.

We use Field View on all our sites and, despite some of our sites being quite remote, it is still easy to track and report. We do our prestart, breath results, safety and vehicle inspections using Field View which saves on time and administration. It also helps to deliver a better quality project to our clients, and record consistent data as every site is using the same method. All of our information and drawings are on Field View, and each project is set up with access to VOC’s, plant inspections, drawings etc.

How engaged are you with Laing O’Rourke’s Next Gear agenda?
Two years ago when we started on the Stadium Rail Project in Perth we were introduced to Field View by Laing O’Rourke as a tool for Next Gear, and have been using it ever since. We use the FSR and Collective Insight tools in our daily works which we find to be really useful tools for engaging with our workforce.
PROJECT: HONG KONG METRO RAIL EXPANSION – SOUTH ISLAND LINE, HONG KONG

Summary
In a joint venture, Laing O’Rourke delivered a $900 million extension to the South Island Line (East) in Hong Kong. The station, which carries 85,000 people a day, is a key link in the MTR network and had to remain open throughout the four year construction programme. Next Gear was successfully adopted and used to identify risk and control measures prior to upcoming works, successfully minimising disruption to the network.

Case Study
Laing O’Rourke joined with partners Kier and Kaden to deliver key infrastructure for Admiralty Station which formed a significant part of the extension and improvement of the Hong Kong railway system. In addition to the four new platforms that were constructed below and adjacent to the existing station, the works include an interchange concourse, relocation of existing passenger entrances and external landscaping.

While technicalities and logistics were key challenges on a project of this complexity, safety was always at the forefront. Communication with the local workforce was a major test for the on-site team due to a language barrier and cultural differences, but despite these challenges Laing O’Rourke’s Next Gear programme successfully delivered safety instructions and inducted more than 12,000 people throughout the life of the project.

A fundamental process that led to the success of this project was the Fatal and Severe Risk (FSR) reviews that took place ahead of upcoming works in the planning phase. This involved the site construction manager and senior engineers carrying out a review of all works to identify upcoming high risk works. The high risk works were printed onto A3 pages and a three to four hour workshop was held with engineers, health and safety managers and senior contractor representatives, who used the FSR assessment tool to identify the risk and control measures that needed to be put in place.

The information was collected and presented to supervisors, gangers and foremen, who participated in a similar workshop using the FSR documents to identify risks and the necessary measures to be applied. This process was repeated with the workforce to see if they could identify any further opportunities to manage risks they felt may affect their works. The final output resulted in improved method statements and risk assessments which were distributed to the team.

The project received a number of awards throughout delivery, including Specialist Tunnelling Project of the Year, which signifies the projects overall excellence and effort that went into developing the safety awareness and technical competence of the direct labour force using Next Gear tools and principles.
PROJECT: BRISBANE AIRPORT INTERNATIONAL TERMINAL

Summary
In 2015 Laing O’Rourke was awarded the Northern Concourse Expansion project at the Brisbane International Airport Terminal (ITB NCX). The work includes delivery of two new gates — Gates 73 and 74 — to increase the capacity of the terminal to suit bigger aircraft, including the Airbus A380. Working together with Laing O’Rourke staff, the client, and supply chain partners, the project has successfully embedded Next Gear on-site and was approached by Brisbane Airport Corporation to enter the BAC Chairman’s and CEO’s Awards, as a company who is providing a healthy and safe environment at Brisbane Airport.

Case Study
The Brisbane Airport International Terminal is a $75million project to expand the capacity of the existing international terminal for future growth. With more than 400,000 passengers passing through the Brisbane International Airport per month, and flight schedules proceeding without disruption, the project relies on strict safety measures with added pressure of ensuring no loose debris that can get caught in nearby aircrafts.

The Next Gear philosophy was embedded early on by the ITB NCX site team, and has been embraced by supply chain partners who not only adopted the principles and use the tools, but also actively assist Laing O’Rourke with the day to day promotion of Next Gear.

Mick Thomson from Precision Interior Walls and Ceilings, who works on the Brisbane Airport International Terminal project, said that Next Gear was a new and fresh way to deal with safety on-site.

“Instead of just turning up to work and reading the rules, Next Gear encourages you to think slightly differently, to be adaptable to situations and more forthcoming with simple solutions.”

A tangible example of the supply chain thinking differently was their approach to using QR codes on-site. QR Codes are an important tool of Next Gear that are used to show contractors the Fatal and Severe Risks (FSR’s) associated with a particular environment or type of work. Generally, these QR codes are placed on the site HSE noticeboard for use.

A suggestion was made during a Collective Insight discussion to print QR Codes onto small A4 cards that could be placed on-site near areas of risk. With this tool in place, workers are able to quickly identify what ‘critical controls’ by simply scanning the relevant QR code with their mobile phone, eliminating the need to walk back to the site HSE noticeboard.

Since being successfully implemented on the ITB NCX project, this method has been adopted by other Laing O’Rourke projects.

“Next Gear brings the workers together so we have open discussions, making the workplace safer and a happier environment.”
– Steve Cohen, Fugen Constructions

Learn more about Next Gear on the ITB NCX project