

Our Ref: MCPFOI2023/07

Schedule 2.2(a)ii

[REDACTED]

via email: Schedule 2.2(a)ii

Dear Schedule 2.2(a)ii

## FREEDOM OF INFORMATION REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the FOI Act), received by Major Projects Canberra (MPC) on 21 December 2022, in which you sought access to:

*“ Any document containing a Labour Relations Training and Workplace Equity Plan submitted by a person who is successful tenderer (the person awarded the contract, appointed to the panel, or otherwise required to perform the tender). • submitted pursuant to s.22G of the Government Procurement Act 2001 (the Act) • in relation to any tenders for construction procurement (howsoever described) with a value of more than \$5 Million • for territory funded construction work as defined in s.22F(b) of the Act • where the Labour Relations Training and Workplace Equity Plan was lodged with a tender after 1 February 2022; and • where the procurement is on Tenders ACT; and Only those parts of the tender documents that contain Labour Relations Training and Workplace Equity (LRTWE) Plans, rather than the whole response schedule, is sought. “*

### Authority

I am an Information Officer appointed by the Chief Projects Officer under section 18 of the Act to deal with access application made under Part 5 of the Act.

### Decision on access

Searches were completed for relevant documents and eight (8) documents were identified that fall within the scope of your request.

I have included as **Attachment A** to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

I have decided to partially release these documents.

My decision is detailed further in the following statement of reasons.

## Statement of Reasons

In making my decision on disclosing government information, I must identify all relevant factors in schedules 1 and 2 of the FOI Act and determine, on balance, where the public interest lies. In reaching my access decision, I have taken the following into account:

### Factors favouring disclosure in the public interest (Schedule 2, Section 2.1)

- Section 2.1(a)(i) - promote open discussion of public affairs and enhance the government's accountability;

The release of this information may possibly help to create positive and informed discussions. I consider that disclosing the contents of the information sought could reasonably contribute to discussion of public affairs. I am satisfied that these are relevant considerations favouring disclosure in this case, and in the interests of enhancing open discussion, I afford them significant weight.

### Factors favouring non-disclosure in the public interest (Schedule 2, Section 2.2)

- Section 2.2(a)(ii) prejudice the protection of an individual's right to privacy or any other right under the *Human Rights Act 2004*;

The Tender Evaluation report contains personal information and I place significant weight on the right to privacy of individuals and their right to have their personal information protected. Accordingly, I have withheld access to and redacted the personal information contained in the document.

- Section 2.2(a)(xi) prejudice trade secrets, business affairs or research of an agency or person, and

I have also considered the impact of disclosing information which relates to business affairs. In the case of *Re Mangan and The Treasury* [2005] AATA 898 the term 'business affairs' was interpreted as meaning 'the totality of the money-making affairs of an organisation or undertaking as distinct from its private or internal affairs'. Schedule 2 section 2.2(a)(xi) allows for government information to be withheld from release if disclosure of the information could reasonably be expected to prejudice the trade secrets, business affairs or research of an agency or person.

I am satisfied that release of some of the information in the winning tenderers Labour Relations Training and Workplace Equity Plans would have significant impact on the business affairs of that entity. Some of the information contained in the Labour Relations Training and Workplace Equity Plans is the tenderers Intellectual Property and is therefore considered as part of 'the totality of the money-making affairs of an organisation or undertaking' as defined in the case of *Re Mangan and The Treasury* [2005] AATA 898. Accordingly, I have decided this information is not in the public interest to release.

Other information is pricing, salary and other commercially sensitive information and is also 'the totality of the money-making affairs of an organisation or undertaking' as defined in the case of *Re Mangan and The Treasury* [2005] AATA 898. Accordingly, I have decided this information is not in the public interest to release.

## Charges

I have decided to waive any charges in relation to this Freedom of Information application.

### **Online Publishing – Disclosure Log**

Under section 28 of the Act, MPC maintains an official online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to your access application will be published in the MPC disclosure log three (3) days after the date of the decision. Your personal contact details will not be published. You may view the MPC disclosure log at <https://www.act.gov.au/majorprojectscanberra>.

### **Ombudsman Review**

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in the MPC disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman  
GPO Box 442  
CANBERRA ACT 2601  
Via email: [actfoi@ombudsman.gov.au](mailto:actfoi@ombudsman.gov.au)

### **ACT Civil and Administrative Tribunal (ACAT) Review**

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal  
Level 4, 1 Moore Street  
GPO Box 370  
CANBERRA CITY ACT 2601  
Telephone: (02) 6207 1740  
<http://www.acat.act.gov.au>

Should you have any queries in relation to your request, please contact me by telephone on (02) 6205 5288 or email [MPCFOI@act.gov.au](mailto:MPCFOI@act.gov.au).

Yours sincerely

**Schedule 2.2(a)ii**

Nikki Pulford  
Information Officer  
**Major Project Canberra**

6 October 2023

## FREEDOM OF INFORMATION REQUEST SCHEDULE

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government's Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: <https://www.act.gov.au/majorprojectscanberra/home>

FOI Reference Number		Request Details				
<b>MPCFOI2023/07</b>		<i>Any document containing a Labour Relations Training and Workplace Equity Plan submitted by a person who is successful tenderer (the person awarded the contract, appointed to the panel, or otherwise required to perform the tender). • submitted pursuant to s.22G of the Government Procurement Act 2001 (the Act) • in relation to any tenders for construction procurement (howsoever described) with a value of more than \$5 Million • for territory funded construction work as defined in s.22F(b) of the Act • where the Labour Relations Training and Workplace Equity Plan was lodged with a tender after 1 February 2022; and • where the procurement is on Tenders ACT; and Only those parts of the tender documents that contain Labour Relations Training and Workplace Equity (LRTWE) Plans, rather than the whole response schedule, is sought.</i>				
Ref No.	No. of Folios	Description	Date	Status	Reason for non-release or partial release	Open Access release status
1.	1-12	35490-NCT-002 - Construction of Kent Street/Novar Street Intersection Upgrades	01/02/2023	Partial	Schedule 2.2(a)ii Personal Privacy & Schedule 2.2(a)xi Business Affairs	Y
2.	13-23	2022.58206.NCT.002 - Raising London Circuit Main Works Labour Relations Training and Workplace Equity Plan	14/02/2022	Partial	2.2(a)xi Business Affairs	Y
3.	24-41	21507-NCT-003 - Design (to the extent specified) & Construction of the Expanding Pharmacy Services, Cancer Research Centre & Cancer Wellbeing (Base Building Services) Labour Relations	15/02/2022	Partial	Schedule 2.2(a)ii Personal Privacy & Schedule 2.2(a)xi Business Affairs	Y

		Training and Workplace Equity Plan				
4.	42-103	58222-NCT-040 - CIT Campus - Woden Development Package 2 and Package 3 - Design and Construct (D&C) Deed	21/04/2022	Partial	Schedule 2.2(a)ii Personal Privacy & Schedule 2.2(a)xi Business Affairs	Y
5.	104-115	2018.29696.110.22 (57781-0039) - Braddon Public Realm Labour Relations Training and Workplace Equity Plan	9/12/2022	Partial	Schedule 2.2(a)ii Personal Privacy	Y
6.	116-127	21558-NCT-002 - Design (to the extent specified) and Construction of the ACT Eating Disorders Residential Treatment Centre Labour Relations Training and Workplace Equity Plan	20/12/2022	Partial	Schedule 2.2(a)ii Personal Privacy & Schedule 2.2(a)xi Business Affairs	Y
7.	128-168	64019-NCT-003 - Design (to the extent Specified) and Construction of Acton Emergency Services Station	19/01/2023	Partial	Schedule 2.2(a)ii Personal Privacy & Schedule 2.2(a)xi Business Affairs	Y
8.	169-208	30696-NCT-150 - Design (to the extent specified) & Construction of John Gorton Drive and Molonglo River Bridge Crossing	02/08/2023	Partial	Schedule 2.2(a)ii Personal Privacy	Y
<b>Total Number of Documents</b>						
8						



# LOCAL INDUSTRY PARTICIPATION PLAN AND LABOUR RELATIONS, TRAINING AND WORKPLACE EQUITY PLAN

Procurements with a value of \$5 million or more

October 2019

This template includes the Local Industry Participation Plan and the Labour Relations, Training and Workplace Equity Plan. These plans are an assessment criteria in the ACT Government's procurement process. Information you enter must be able to be verified. Where possible quantify items in your statements.

If your business is successful in winning this procurement, your compliance with these plans is evaluated as part of the final contract performance evaluation. The evaluation can be considered as part of your future procurement submissions.

The Local Industry Participation Plan is part of the Canberra Region Local Industry Participation Policy. The Labour Relations, Training and Workplace Equity Plan is a requirement under the *Government Procurement Act 2001* Part 2B Secure Local Jobs Code. Visit [procurement.act.gov.au](http://procurement.act.gov.au) for more information.

# LOCAL INDUSTRY PARTICIPATION PLAN AND LABOUR RELATIONS, TRAINING AND WORKPLACE EQUITY PLAN



Procurements with a value of \$5 million or more

## Tender and business information

Tender* title	Kent Street / Novar Street Intersection Upgrades
Tender number	35490-RFT-002
Responsible Territory Entity / Directorate	Major Projects Canberra
Total tender value (\$AUD) inc GST	\$5 879 633.59

\* Tender refers to tender, quotation or any other form of bid/response to a procurement for territory funded work issued by the Territory for the supply of goods, services and/or works, intended to result in a contract.

Legal entity name	Cord Civil Pty Ltd		
ABN	51 129 445 727		
Trading name	Cord Civil Pty Ltd		
Business project manager / contact person	Stuart Ritchie		
Telephone	02 6260 2166	Email	Schedule 2.2(a)ii

**What is your physical presence in the Canberra region?**  
(See clause 4.1(a) apply)

Head office	Branch office	Warehouse/ Depot	Home office	Other	Ni
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Specify

**When was this presence established?**

1993				
------	--	--	--	--

How many full-time employees do you currently employ in the Canberra region?

Describe your existing relationships with other businesses in the Canberra region?

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## A: Regional employment

This section measures the potential economic benefit to the Canberra region through the use of Canberra region sourced labour throughout the contract term

### Labour hours from the Canberra region

See Guidance Note 1

#### Head contract

<b>A1: Estimated internal FTE required to deliver the contract.</b>	# of FTE	<input type="text" value="18"/>	
See Guidance Note 1		<input type="text" value="100%"/>	% from the Canberra region
<hr/>			
<b>A2: Estimated head count of internal labour required to deliver the contract.</b>	# of Head count	<input type="text" value="15"/>	
See Guidance Note 1		<input type="text" value="100%"/>	% from the Canberra region

#### Subcontract/s or outsourced labour arrangements

<b>A3: Will you need to engage Canberra region based subcontractors to deliver this contract?</b>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
	Complete A4	Go to Section B	
<hr/>			
<b>A4: Estimated FTE of subcontracted labour intended to be used to perform the contract.</b>	# of FTE	<input type="text" value="12"/>	
See Guidance Note 2		<input type="text" value="100%"/>	% from the Canberra region

#### Guidance Note:

- 1) The labour your business will employ directly to deliver the contract should you be successful. Do not include labour read or outsourced or subcontracted work
- 2) Answer may include labour from any outsourced and subcontracted Canberra region work to deliver the contract

Provide details of employment to be created and retained, including

- ▶ the types of positions that may be created and/or retained as a result of this contract
- ▶ how you will inform local industry about particular opportunities (for example, a communication strategy)
- ▶ how you intend to identify and engage subcontractors, including your supply chain

Insert or attach your response here:

Schedule 2.2(a)(xi)

[Redacted response area]



# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## B: Regional suppliers

This section measures the potential economic benefit to the Canberra region by using Canberra region sourced goods and services, and any other non-labour inputs required

Excluding labour	Total	Sourced from the Canberra Region
<b>B1: Estimated value of goods and services required to deliver the contract?</b>	<input type="text" value="Schedule 2.2(a)xi"/>	<input type="text" value="Schedule 2.2(a)xi"/>

**B2: Will you engage Canberra region based suppliers to deliver goods and services for this contract?**

Yes **Complete B3**
                         
  No **Go to Section C**

**B3: List the supply inputs (including bundled work packages) to be sourced from Canberra region suppliers.**  
*See Guidance note 3*

	Name and location of regional supplier	Estimated value of input
Asphalt	Schedule 2.2(a)xi	Schedule 2.2(a)xi
Signals and Streetlights	Schedule 2.2(a)xi	Schedule 2.2(a)xi
Bridgeworks	Schedule 2.2(a)xi	Schedule 2.2(a)xi
Schedule 2.2(a)xi	Handrails and Steelworks	Schedule 2.2(a)xi

**Guidance note:**

3) Supply inputs include but are not limited to: lease/hire of machinery or heavy vehicles; purchase of merchandise; finished products; food and beverages; supplies and raw materials; and accommodation.

Describe how you will identify local products and capabilities that meet contract requirements, including:

- ▶ how you will inform local industry about particular opportunities (for example, a communication strategy)
- ▶ how you intend to identify and engage with suppliers in relation to delivery of the contract including your supply chain
- ▶ a commitment to liaising with Canberra region business advocacy groups to identify the availability of local goods and services
- ▶ establishing procedures or policies that encourage local industry participation

**Insert or attach your response here**

Schedule 2.2(a)xi

[Redacted response area]

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## C: Regional skills development

Provide details of any training and skills development that will be provided to Canberra region labour in relation to this contract, including

- ▶ opportunities for engaging and training apprentices
- ▶ the number of existing positions, local apprenticeships and traineeships to deliver this contract
- ▶ opportunities for increasing the skills of Canberra region employees
- ▶ training programs designed to support employee career development
- ▶ training programs designed for this contract

Insert or attach your response here

Schedule 2.2(a)(i)

Outline evidence and the value of your business' contributions to skills and training development.

Evidence of contribution	Estimated value (\$AUD) incl. GST
Local industry membership fees - e.g. MBA, CCF, Engineers Australia	<small>Schedule 2.2(a)(i)</small>
General training courses including refresher courses	<small>Schedule 2.2(a)(i)</small>
Certificate 3 Apprenticeships	<small>Schedule 2.2(a)(i)</small>
Certificate 4 Accreditations	<small>Schedule 2.2(a)(i)</small>

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

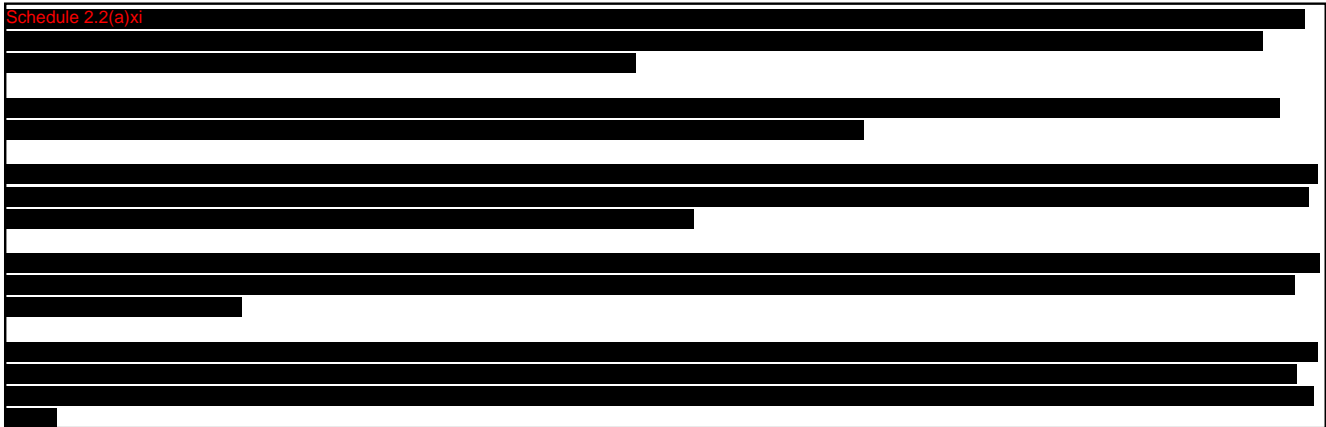
## D: Regional investment

Provide details about your business presence in the Canberra region and the value of any existing and proposed capital investment in the Canberra region directly linked to the contract. This could include

- ▶ the year your business was established in the Canberra region
- ▶ details of your current presence in the Canberra region (for example, turnover or FTE)
- ▶ plans to grow your Canberra region footprint
- ▶ existing and proposed capital investment in the Canberra region that directly relates to this contract
- ▶ engagement with local businesses

**Insert or attach your response here:**

Schedule 2.2(a)(xi)

A large rectangular area containing multiple lines of text that have been completely redacted with black bars.

Describe how you will identify additional business undertakings that promote economic growth in the Canberra region resulting from this contract. This could include

- ▶ value-added research or partnerships with universities/C T
- ▶ potential to undertake further innovation and research, or the development of technology related to this contract
- ▶ use of emerging technologies and materials
- ▶ collaboration with international organisations to increase opportunities for Canberra region businesses

**Insert or attach your response here:**

Schedule 2.2(a)(xi)

A large rectangular area containing multiple lines of text that have been completely redacted with black bars.

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

Identify and describe any ongoing benefits to the Canberra region listed once the contract has ended

Category	Ongoing benefit Y/N	Description
Canberra region employment	Yes	Schedule 2.2(a)xi [Redacted]
Local suppliers	Yes	Schedule 2.2(a)xi [Redacted]
Canberra region skills development	Yes	Schedule 2.2(a)xi [Redacted]
Canberra region investment	Yes	Schedule 2.2(a)xi [Redacted]

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## E: Compliance with the Secure Local Jobs Code

Describe how your business will comply with its obligations under the Secure Local Jobs Code for the duration of the contract, including:

- ▶ getting and maintaining a Secure Local Jobs Code Certificate
- ▶ adhering to relevant laws, including industrial relations, employment and workplace safety
- ▶ promoting opportunity for job security and reducing the incidence of insecure work
- ▶ ensuring subcontractors and sub-subcontractors comply with the Code
- ▶ maintaining communication with the workforce throughout the project

### E1: Internal operations

Schedule 2.2(a)xi  
[Redacted content]

### E2: For subcontractors (if applicable)

See Guidance note 4

Schedule 2.2(a)xi  
[Redacted content]

#### Guidance note:

- 4) Provide supporting evidence to demonstrate you have systems in place to only engage Code compliant subcontractors. For example subcontractors engaged at any tier of the supply chain in connection with the primary undervalued work must hold a valid Secure Local Jobs Code Certificate and comply with Code requirements.

## F: Systems of work

Describe how your business will incorporate compliance with the Secure Local Jobs Code into policies and systems of work:

### F1: Internal operations

See Guidance note 5

Schedule 2.2(a)xi  
[Redacted content]

#### Guidance note:

- 5) This could include a policy or procedure covering obligations under the Code.

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## G: Understanding Secure Local Jobs Code obligations

Describe how your business will ensure directors, executive managers and employees understand obligations under the Secure Local Jobs Code

### G1: Internal operations

See Guidance note 6

Schedule 2.2(a)(xi)  
[Redacted content]

#### Guidance note:

6) This could include training plans, manuals, meetings or a policy or procedure covering directors, executive managers and employees obligations under the Secure Local Jobs Code

## H: Security of employment

Describe how your business seeks to minimise insecure work arrangements. This includes

- ▶ whether and how you will support transitioning employees from an existing contractor to your business if successful in this contract
- ▶ how you will minimise insecure work arrangements by your subcontractors

### H1: Internal operations

Schedule 2.2(a)(xi)  
[Redacted content]

### H2: Subcontractors or labour hire arrangements (if applicable)

Schedule 2.2(a)(xi)  
[Redacted content]

#### Guidance note:

7) Examples of insecure work arrangements includes

- ▶ temporary employment arrangements
- ▶ casual employment arrangements

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## I: Employees' health and wellbeing

Describe and provide evidence of how your business actively supports the physical and mental health of your employees, including activities that reduce the impact and incidence of impairment in the workplace

### I1: Internal operations

See Guidance note 8

Schedule 2.2(a)xi  
[Redacted content]

#### Guidance note:

8) This could include providing employees with access to an Employee Assistance Provider (EAP) workplace policy or procedure drug and alcohol counselling domestic violence counselling access to rehabilitation and support services safety and workplace awareness training and other measures to support employee health and wellbeing

## J: Diversity in the workplace

Describe how your business strategies and processes to

- ▶ support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds
- ▶ address barriers to employment or career development for people from these groups

### J1: Internal operations

Schedule 2.2(a)xi  
[Redacted content]

#### Guidance note:

9) Evidence could include workplace policy or procedures targeted training/apprenticeships designated positions or roles training or support for staff (literacy and numeracy training cultural awareness policies or training LGBTQ awareness policies or training domestic violence awareness training or supported leave) and other actions you have taken to remove barriers to employment and support career development

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## K: Local employment first

Describe your business' strategies and processes to provide opportunities for people in the Canberra region to apply for and be offered employment for this contract before you recruit workers outside the region

### K1: Internal operations

Schedule 2.2(a)xi  
[Redacted content]

Describe what training opportunities you provide employees for career development and if this training is a recognised qualification. Outline whether your business provides, or will provide if successful in this contract, internships, traineeships, cadetships or apprenticeships

### K2: Internal operations

Schedule 2.2(a)xi  
[Redacted content]

## L: Consultation with staff and their representatives

The *Government Procurement Regulation 2007* states that this Plan must be developed in consultation with your employees and include a statement on how this was done

### L1: Describe how you consulted with your employees on this Plan and provide evidence on how this was done.

See *Guidance note 10 and 11*

Schedule 2.2(a)xi  
[Redacted content]

#### Guidance note:

- 0) Consultation can include where unions or relevant staff representatives
- ) Evidence can include meeting minutes, briefing records or toolbox talk records



# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## Declaration

I am a duly authorised officer of

(Business name)

I am familiar with the principles and objectives of the Canberra Region Local Industry Participation Policy and Secure Local Jobs Code and the responsibilities under these.

If awarded the contract the business will:

- ▶ note that the Territory reserves the right to negotiate and/or clarify commitments in this Plan before finalising the contract
- ▶ meet the commitments in this or an amended Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ attend any meeting scheduled by the Territory to review progress implementing commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ report to the Territory on the Canberra region industry participation achieved during the project annually, on the anniversary of the contract award, and at completion of the contract using the LIPP Report template (or another format and timetable as agreed by the Territory).

Signature

Date

Name

Position



Abergeldie Contractors Pty Ltd

Unit 1, 92 Hoskins Street

Mitchell ACT 2911

(P) 02 8717 7777

**ACT Government**

**T4336 RAISING LONDON CIRCUIT MAIN WORKS**

**CONTRACT NUMBER: 58206.REOI.002**

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**LOCAL INDUSTRY PARTICIPATION PLAN AND LABOUR  
RELATIONS, TRAINING AND WORKPLACE EQUITY  
IMPLEMENTATION PLAN**

**February 2022**

**Revision No: 01**

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**DOCUMENT CONTROL**

**1.1 APPROVAL**

**Schedule 2.2(a)xi**

**1.2 DOCUMENT REVISION STATUS**

**Schedule 2.2(a)xi**

**1.3 DISTRIBUTION (CONTROLLED COPIES)**

COPY #	ISSUED TO	COMPANY / POSITION	DATE

**1.4 ABBREVIATIONS AND DEFINITIONS**

**Schedule 2.2(a)xi**

## 2 OVERVIEW

Abergeldie Complex Infrastructure operate an Integrated Management System (IMS), comprising of policies, procedures, safe work practices and forms that define the minimum requirements by which Abergeldie functions.


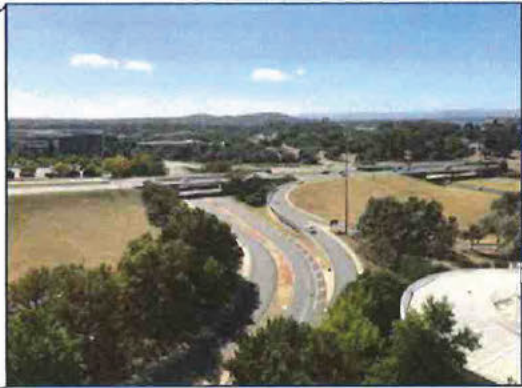
It is not intended for this LIPP and LRTWE Implementation Plan to encompass all Abergeldie processes, however this document provides the linkage (where applicable) back to the corporate minimum requirements.

**Note:** Certain elements of this LIPP and LRTWE Implementation Plan may have equivalent Client procedures and forms. In this case, those elements shall be reviewed in conjunction with the Abergeldie corporate procedure. Discrepancies in requirements shall be discussed prior to commencement of that specific activity. Generally, the procedure or process that provides the highest level of safety / best outcome for all stakeholders will be the preferred option.

## 3 INTRODUCTION

The Project involves raising the southern portion of London Circuit from just south of Edinburgh Avenue intersection to the west to 255 London Circuit to the east, the objective being to raise London Circuit to be the same level as Commonwealth Avenue and to form a signalised traffic intersection of the Circuit and the Avenue.

### 3.1 PROJECT SUMMARY

<b>Project Name</b>	RAISING LONDON CIRCUIT MAIN WORKS
<b>Project Address</b>	London Circuit and Commonwealth Avenue, Canberra ACT
<b>Workplace Location</b>	 
<b>Date for Completion</b>	Q2 2024

## 4 REGIONAL EMPLOYMENT

Abergeldie is committed to an active policy of local engagement. Any labour required in addition to Abergeldie's existing full-time employee pool will be locally engaged from within the Canberra Region, either on a permanent basis or on a project-specific contract basis.

The positions created as a result of the project include environmental consultant, engineers, administrator, unskilled and skilled labour, plant operators, traffic controllers and undergraduate engineers.

Abergeldie recognises that engagement of local subcontractors will encourage growth, development of business capabilities and ultimately support local jobs. Abergeldie is committed to ensuring local subcontractors are given every opportunity to tender for work on the project. Throughout the procurement process, local subcontractors will be provided with the opportunity to be involved either through being directly contacted to respond to a tender or through Abergeldie's procurement opportunities. Abergeldie is registered with the Canberra Business Buzz to assist in connecting with local subcontractors. Canberra Business Buzz also provides information to local subcontractors about procurement opportunities at Abergeldie.

Information sessions with subcontractors will also be conducted regarding the project and the works being undertaken.

Abergeldie will provide opportunities for Aboriginal businesses to participate in the project delivery. Abergeldie will identify and communicate opportunities to businesses as early as possible. Supply Nation will be used to identify local verified Aboriginal subcontractors on the project.

Abergeldie's processes and procedures for selection, engagement and management of subcontractors are outlined within procedures PM006 Purchasing and Procurement and PM007 Vendor Management.

All LIPP requirements of the Project will be included in the selection process for Subcontractors and in the Subcontracts.

Once engaged, the WDIP Manager will include subcontractors in various initiatives that will enable them to achieve their contractual commitments. Initiatives that the subcontractor will be asked to support include sourcing local workforce and through accessing nationally recognised training and development programs aimed to upskill their existing workforce.

At all times during the subcontractor engagement process, the WDIP Manager and supporting team will be available to answer any questions raised by a subcontractor.

## 5 REGIONAL SUPPLIERS

Abergeldie has well-established relationships with a number of local preferred suppliers. To the extent practicable, Abergeldie have targeted local suppliers and subcontractors for materials, equipment and specialist services during tender stage and will engage them during the delivery of the project. By supporting local suppliers, Abergeldie also support their capacity to engage, train and retain local employees.

Supply Nation will be used to identify local verified Aboriginal suppliers on the project.

## 6 REGIONAL SKILLS DEVELOPMENT

### Apprenticeships and Traineeships

Abergeldie will collaborate with local subcontractors to create awareness of apprenticeship and traineeships. Abergeldie will work with subcontractors to encourage apprentices and trainees to be engaged on the project.

Abergeldie will identify and advocate for apprenticeship and traineeship opportunities across the project lifecycle, in particular the following:

- Certificate II in Civil Construction
- Certificate III in Civil Construction (General)
- Certificate III in Civil Construction (Plant Operations)
- Certificate III in Civil Construction (Bridge Construction and Maintenance)
- Certificate IV in Civil Construction Supervision

Abergeldie seeks to achieve greater construction worker employment retention and continuity by supporting apprenticeship and trainee completion and achievement.

### Graduates

Abergeldie's Undergraduate Vacation Program ensures Abergeldie has a suitable pipeline of Graduates from Construction Management and Civil, Mechanical and Process Engineering available.

Graduates will participate in Abergeldie's Graduate Engineer Traineeship Scheme, which provides individually tailored professional assignments to facilitate on the job development of skills under close mentorship of Project Managers and Engineers.

As required, during the course of the Project, Abergeldie will engage local graduates.

### Work Experience Placements and Internships for Undergraduates

Throughout delivery, Abergeldie will engage work experience personnel and will strongly encourage work experience placements and internships to be provided to Aboriginal and/or Torres Strait Islander people.

During the course of the project Abergeldie will engage with local schools to source work experience placements. Work experience placements will provide students the opportunity to learn about the civil construction industry.

Internships will be offered to undergraduate personnel who are currently completing study in related fields. Abergeldie will advertise internship placement opportunities at the Canberra Institute of Technology (CIT) and University of Canberra job and student boards.

Abergeldie will partner with the local support organisations to determine opportunities for young Aboriginal and Torres Strait Islander students to be provided with work experience and internship opportunities.

### Young Persons Under 25

Abergeldie recognises the importance of attracting young workers (under 25) and will engage with young people to promote careers in civil construction.

Abergeldie will engage with jobseekers, sub-contractors and local businesses to encourage young person's employment, training and skills opportunity.

Abergeldie will inspire young people to consider a career in civil construction through work experience placements.

## 7 REGIONAL INVESTMENT

Training and career development opportunities provided throughout the project lifecycle will provide local personnel with the skills to work on complex projects. Trained personnel will then share their knowledge with other local personnel which will result in an increase in the pool of local labour available in the Canberra Region.

Local subcontractors, recognised Aboriginal businesses and suppliers will be provided with assistance to develop their own accredited management systems. Mentoring will also be provided by the project team, with the objective to help expand on their capability and experience. The expected outcome will be to secure more work.

## 8 COMPLIANCE WITH SECURE LOCAL JOBS CODE

Abergeldie's systems and policies have been audited for compliance by Contractor Compliance Australia as part of the Secure Local Jobs Code certification process. The certificate number is 00283 with an expiry date of 27 August 2022. Abergeldie will commence the renewal process in June 2022.

Abergeldie will ensure any relevant subcontractors are Code compliant as outlined in section four above. Compliant subcontractors will be recorded, and a copy of their Secure Local Jobs Code Certificate will be maintained in Abergeldie's vendor management system, Felix.

Abergeldie will maintain communication with the workforce throughout the contract via monthly progress meetings, daily pre-start meetings, toolbox talks and site notice boards.

## 9 SYSTEMS OF WORK

Abergeldie policies, procedures and systems of work are Code compliant.

The project induction will cover requirements under the code.

## 10 UNDERSTANDING SECURE LOCAL JOBS CODE OBLIGATIONS

To ensure all employees and subcontractor workforce on site understand obligations under the Code and the importance of complying with the Code, Abergeldie shall:

- Conduct regular training for direct employees on the Code, including within three months of construction commencement.
- Discuss Code compliance at regular project coordination (or howsoever described) meetings.
- Before entering into a subcontract with a subcontractor, Abergeldie will require confirmation from the subcontractor regarding their awareness of the Code and its requirements.



- During inductions Abergeldie will communicate the requirements of the Code and the importance of complying with it to all inductees.
- Abergeldie will regularly discuss the Code at on-site meetings, including subcontractor and toolbox meetings.

## 11 SECURITY OF EMPLOYMENT

At the conclusion of the project, direct employees will be redeployed to another local project. In the unlikely event local work is not available, Abergeldie will consult with employees regarding opportunities to be temporarily redeployed to a regional project. All redeployments will be temporary, until local work is secured.

During the project life cycle, if it is anticipated that there is opportunity for additional local work after the completion of the project, Abergeldie may consider personnel employed through local labour hire agencies to transition to permanent full-time employment.

At the conclusion of the project, an online information session will be hosted by the tendering team to inform local subcontractors and suppliers of upcoming local and regional work available for tender.

## 12 EMPLOYEES HEALTH AND WELLBEING

Abergeldie actively supports the physical and mental health of employees and has several policies, procedures, initiatives and programs in place to reduce the impact and incidence of impairment in the workplace.

### 12.1 HEALTH AND SAFETY MANAGEMENT

Refer to the following documents attached:

- Policy - Return to Work (appendix A)
- Policy – WHS (appendix B)
- WHS002 Fitness for Work (appendix C)
- WHS003 Fatigue Management (appendix D)
- WHS004 Workers Compensation and Rehabilitation (appendix E)
- WHS005 Health Surveillance and Monitoring (appendix F)
- HR006 Training and Competency (appendix G)

### 12.2 EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program (EAP) is a professional and confidential service for Abergeldie employees and their immediate family members.

Assure Programs (EAP provider) provide professional and quality counselling services.

Access to EAP is confidential. Information regarding EAP and how to access will be displayed on site notice boards.

### 12.3 DOMESTIC / FAMILY VIOLENCE

An Abergeldie employee experiencing domestic and/or family violence will be referred to the Employee Assistance Program (EAP) and/or other local resources by their supervisor / manager or HR representative.

The Employee's manager or HR representative will assist the Employee to make an application for special leave to attend medical appointments, legal proceedings or other activities related to domestic violence in the event that all available leave entitlements have been exhausted.

If all leave entitlements have been exhausted, Family Violence leave shall be unpaid and shall be considered with discretion on each occasion.

## 12.4 VACCINATION PROGRAMS

Annual vaccination is the best way of preventing the flu and any associated illness.

Influenza is a serious respiratory disease. Abergeldie provides annual influenza vaccination reimbursement for employees. Employees will have access to information regarding the program via site notice boards and toolbox meetings.

## 12.5 FITNESS MEMBERSHIP

Abergeldie is interested in helping people reach their fitness goals. Abergeldie employees have access to discounted gym membership with Plus Fitness. More information regarding this benefit is detailed in the Employee Benefits Program booklet. All employees receive a copy of this document at the commencement of their employment. Employees may request a copy of the Employee Benefits Program booklet from their supervisor or local People and Culture Representative.

## 12.6 OTHER STRESSORS

Abergeldie encourages the self-reporting of other influences that may impact on an employee's or subcontractor's fitness for work through confidential discussion with management or HR.

## 13 DIVERSITY IN THE WORKPLACE

Abergeldie is committed to supporting diversity, equal opportunity and removing barriers to employing Aboriginal and Torres Strait Islander people, women, people with disability and people from linguistically diverse backgrounds.

Abergeldie employs a WDIP Manager who is designated to ensure this commitment is achieved on Abergeldie projects.

### **Aboriginal and Torres Strait Islander People**

Abergeldie will focus on employment of Aboriginal people and will reach out to Aboriginal communities located within the Canberra Region.

For short-term labour requirements, Abergeldie will partner with the local Aboriginal labour hire organisations.

### **Women in Non-Traditional Trades and Occupations**

Abergeldie will promote employment opportunities for women both directly and through subcontractor engagement. Abergeldie will focus on attracting women to the Project, including into roles typically not considered a traditional trade or occupation for women.

Abergeldie will work with local high schools to talk to students about a career in the construction industry and offering work experience and mentoring opportunities to those who demonstrate an interest in working in a non-traditional trade or occupation and meet the selection criteria.

Women not engaged in secondary education and looking to enter the industry, local Jobactive Networks, Community Service Providers and Labour Hire providers will be the main source of introduction and engagement.

### **People with disability**

Abergeldie will consult with local disability employment service organisations to identify meaningful employment opportunities to people with an injury, illness or disability. To the extent practicable, Abergeldie will provide workplace modifications where required.

### **People from linguistically diverse backgrounds**

Abergeldie recognises that people from linguistically diverse backgrounds may have limited local work experience, limited understanding of Australian workplace culture and limited recognition of their skills and qualifications.

Abergeldie will work collaboratively with stakeholders and Jobactive service provider networks, to assist jobseekers to secure employment and support subcontractors in the sourcing of local people from linguistically diverse backgrounds.

## **14 LOCAL EMPLOYMENT FIRST**

Given the nature of the project and tight timelines, employment opportunities on the project will be advertised locally for a period of two weeks. In addition to advertising, Abergeldie will also consult with local recruitment agencies to assist with recruiting talent. If at the end of this period, it is identified that local employment is unlikely, Abergeldie will in the first instance conduct a review of its workforce, to identify if there is talent becoming available from another project that is coming to completion. Abergeldie will temporarily relocate the employee until a local person is employed.

In the event Abergeldie continues to be unsuccessful in sourcing local employment for a period of four weeks after the relocated employee has commenced on the project, advertising will commence outside the region.

Training opportunities will be provided in accordance with HR006 Training and Competency (appendix G).

Abergeldie's Career Development Strategy is currently in development and is expected to be executed in 2022. Career development opportunities will be in accordance with the executed strategy.

Apprenticeships, traineeships and internships will be offered in accordance with Section 6 Regional Skills Development, detailed above.

## **15 CONSULTATION WITH STAFF AND REPRESENTATIVES**

Abergeldie developed this plan in consultation with the nominated project manager, construction manager, estimating team and WDIP Manager. Consultation occurred during tender review meetings and was recorded via meeting minutes.

## 16 REVIEW AND UPDATES

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This Plan is a working document and may be subject to change by review, amendment and development during the life of the project.

Given the short timeframe of the Project, the Project Manager will review this Plan with the assistance of the WDIP Manager at least once during the life of the project.

## 17 APPENDICES

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Appendix A - Policy - Return to Work

Appendix B - Policy – WHS

Appendix C - WHS002 Fitness for Work

Appendix D - WHS003 Fatigue Management

Appendix E - WHS004 Workers Compensation and Rehabilitation

Appendix F - WHS005 Health Surveillance and Monitoring

Appendix G - HR006 Training and Competency



# CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY AND SECURE LOCAL JOBS LABOUR RELATIONS, TRAINING AND WORKPLACE EQUITY PLAN

Procurements with a value of \$5 million or more

January 2019

This template includes the Canberra Region Local Industry Participation (LIP) Plan and the Labour Relations, Training and Workplace Equity Plan. These plans are an assessment criteria in the ACT Government's procurement process.

If your business is successful in winning this procurement, your compliance with these plans is evaluated as part of the final contract performance evaluation. The evaluation can be considered as part of your future procurement submissions.

More information on the Canberra Region Local Industry Participation Policy and Secure Local Jobs is available at [procurement.act.gov.au](http://procurement.act.gov.au).

# CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY AND SECURE LOCAL JOBS LABOUR RELATIONS, TRAINING AND WORKPLACE EQUITY PLAN

Procurements with a value of \$5 million or more

## Tender and business information

Information you enter into the tables below must be able to be verified. Where possible quantify items in your statements.

Tender* title	Expanding Pharmacy Services on Behalf of Canberra Health Services
Tender number	RFT 21507-RFT-003
Responsible Territory Entity / Directorate	Infrastructure Delivery Partners Group - On behalf of Canberra Health Services
Total tender value (\$AUD) incl. GST	\$9,890,576.83

\* Tender refers to tender, quotation or any other form of bid/response to a procurement for territory-funded work issued by the Territory for the supply of goods, services and/or works, intended to result in a contract.

Legal entity name	Complete Constructions Aust Pty Ltd		
ABN	47085957204		
Trading name	Complete Constructions Aust Pty Ltd		
Business project manager/contact person	Rod Bobeldijk		
Telephone	0262577966	Email	Schedule 2.2(a)ii

**What is your physical presence in the Canberra region?**  
(Select all that apply)

Head office	Branch office	Warehouse/ Depot	Home office	Null	Other
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Specify:

**When was this presence established?**

1999					
------	--	--	--	--	--

How many full time employees (FTE) do you currently employ in the Canberra region?

Describe your existing relationships with other businesses in the Canberra region?

# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## A: Regional employment

This section measures the potential economic benefit to the Canberra region through the use of Canberra region sourced labour throughout the contract term.

### Labour hours from the Canberra region

See Guidance Note 1

#### Head contract

**A1: Estimated internal FTE required to deliver the contract.**

# of FTE:

14800 hrs

See Guidance Note 1

100

% from the Canberra region

**A2: Estimated head count of internal labour required to deliver the contract.**

# of FTE:

15

See Guidance Note 1

100

% from the Canberra region

#### Subcontract/s or outsourced labour arrangements

**A3: Will you need to engage Canberra region based subcontractors to deliver this contract?**

Yes

Complete A4

No

Go to Section B

**A4: Estimated FTE of subcontracted labour intended to be used to perform the contract.**

# of FTE:

20100 hrs

See Guidance Note 2

90

% from the Canberra region

#### Guidance Note:

- 1) The labour your business will employ directly to deliver the contract should you be successful. Do not include labour related to outsourced or subcontracted work.
- 2) An estimate of the labour from any outsourced and subcontracted Canberra region work to deliver the contract.

Provide details of employment to be created and retained, including:

- ▶ the types of positions that may be created and/or retained as a result of this contract
- ▶ how you will inform local industry about particular opportunities (for example, a communication strategy)
- ▶ how you intend to identify and engage subcontractors, including your supply chain.

**Insert or attach your response here:**

Please refer to attachment 2 as form field does not support data requirement

# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## B: Regional suppliers

This section measures the potential economic benefit to the Canberra region by using Canberra region sourced goods and services, and any other non-labour inputs required.

Excluding labour	Total	Sourced from the Canberra Region
<b>B1: Estimated value of goods and services required to deliver the contract?</b>	\$4,000,000	80%

**B2: Will you engage Canberra region based suppliers to deliver goods and services for this contract?**

Yes  No  
**Complete B3** **Go to Section C**

**B3: List the supply inputs (including bundled work packages) to be sourced from Canberra region suppliers.**  
*See Guidance Note 3*

	Name and location of regional supplier	Estimated value of input
Security	FS Solutions	Schedule 2.2(a)(x)
Mechanical	Climatech ACT	Schedule 2.2(a)(x)
Electrical	Martin Donnelly	Schedule 2.2(a)(x)
Hydraulics	RAM Hydraulics & Civil- TA Rocket Ente	Schedule 2.2(a)(x)

**Guidance Note:**

3) Supply inputs include but are not limited to: lease/hire of major equipment, heavy machinery or heavy vehicles; purchase of merchandise; finished products; food and beverages; supplies and raw material; and accommodation.

Describe how you will identify local products and capabilities that meet contract requirements, including:

- ▶ how you will inform local industry about particular opportunities (for example, a communication strategy)
- ▶ how you intend to identify and engage with suppliers in relation to delivery of the contract including your supply chain
- ▶ a commitment to liaising with Canberra region business advocacy groups to identify the availability of local goods and services
- ▶ establishing procedures or policies that encourage local industry participation.

**Insert or attach your response here:**

Please refer to attachment 3 as form field does not support data requirement



# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## C: Regional skills development

Provide details of any training and skills development that will be provided to Canberra region labour in relation to this contract, including:

- ▶ opportunities for engaging and training apprentices
- ▶ the number of existing positions, local apprenticeships and traineeships to deliver this contract
- ▶ opportunities for increasing the skills of Canberra region employees
- ▶ training programs designed to support employee career development
- ▶ training programs designed for this contract.

Insert or attach your response here:

Please refer to attachment 4 as form field does not support data requirement

### Outline evidence and the value of your business' contributions to skills and training development

Evidence of contribution	Estimated value (\$AUD) incl. GST
Payment for Employee to conduct Cert IV in building (Current) 2 x Employees	Schedule 2.2(a)xi
Payment for Employee to conduct Diploma of Project Management	Schedule 2.2(a)xi
MBA Training for Workplace WHS officer training - All Managers & Site Managers	Schedule 2.2(a)
Employment of Apprentice	Schedule 2.2(a)xi

# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## D: Regional investment

Provide details about your business presence in the Canberra region and the value of any existing and proposed capital investment in the Canberra region directly linked to the contract. This could include:

- ▶ the year your business was established in the Canberra region
- ▶ details of your current presence in the Canberra region (for example, turnover or FTE)
- ▶ plans to grow your Canberra region footprint
- ▶ existing and proposed capital investment in the Canberra region that directly relates to this contract
- ▶ engagement with local businesses.

**Insert or attach your response here:**

Please refer to attachment 5 as form field does not support data requirement

Describe how you will identify additional business undertakings that promote economic growth in the Canberra region resulting from this contract. This could include:

- ▶ value-added research or partnerships with universities/CIT
- ▶ potential to undertake further innovation and research, or the development of technology related to this contract
- ▶ use of emerging technologies and materials
- ▶ collaboration with international organisations to increase opportunities for Canberra region businesses.

**Insert or attach your response here:**

Please refer to attachment 6 as form field does not support data requirement

# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

Identify and describe any ongoing benefits to the Canberra region listed once the contract has ended.

Category	Ongoing benefit Y/N	Description
Canberra region employment	Yes	Growth in our Canberra based and owned company with development of skills for Construction Managers and Tradespeople. Economic growth will enable us to deliver further Canberra Projects and develop our business network.
Local suppliers	Yes	As for the above response our loyal base of regularly used subcontractors and suppliers will develop their skills and economic base. The majority of Subcontractors and suppliers we use have local ownership with local employees.
Canberra region skills development	Yes	Employment of further apprentices Training our workforce to be compliant with all required legislation with regard to qualifications and licensing.
Canberra region investment	Yes	Investment in industrial facilities and further development to assist our business to develop & grow. The ongoing effects of our Employees, suppliers & subcontractors investing in the Canberra Region economy will multiply this further.

# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## E: Compliance with the Secure Local Jobs Code

Describe how your business will comply with its obligations under the Secure Local Jobs Code for the duration of the contract, including:

- ▶ getting and maintaining a Secure Local Jobs Code Certificate
- ▶ adhering to relevant laws, including industrial relations, employment and workplace safety
- ▶ promoting opportunity for job security and reducing the incidence of insecure work
- ▶ ensuring subcontractors and sub-subcontractors comply with the Code
- ▶ maintaining communication with the workforce throughout the project.

### E1: Internal operations

Please refer to attachment 7 as form field does not support data requirement

### E2: For subcontractors (if applicable)

See Guidance Note 4

Please refer to attachment 7 as form field does not support data requirement

### Guidance note:

- 4) Provide supporting evidence to demonstrate you have systems in place to only engage Code compliant subcontractors. For example, subcontractors engaged at any tier of the supply chain in connection with the territory-funded work must hold a valid Secure Local Jobs Code Certificate and comply with Code requirements.

## F: Systems of work

Describe how your business will incorporate compliance with the Secure Local Jobs Code into policies and systems of work.

### F1: Internal operations

See Guidance Note 5

Complete Constructions have developed the compliance requirement as a Company Policy document for all internal employees. This was submitted for assessment with our SLJC application

### Guidance note:

- 5) This could include a policy or procedure covering obligations under the Code.

# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## G: Understanding Secure Local Jobs Code obligations

Describe how your business will ensure directors, executive managers and employees understand obligations under the Secure Local Jobs Code.

### G1: Internal operations

See Guidance Note 6

The Directors of Complete Constructions are also the company shareholders. They actively participate in every aspect of the business and ensure that all executive managers and employees understand the obligations of the Secure local jobs code. Our company and site inductions clearly informs of the requirements of all staff for to comply with all SLJC conditions

#### Guidance note:

- 6) This could include training plans, minuted meetings, or a policy or procedure covering directors, executive managers and employee obligations under the Secure Local Jobs Code.

## H: Security of employment

Describe how your business seeks to minimise insecure work arrangements. This includes:

- ▶ whether and how you will support transitioning employees from an existing contractor to your business if successful in this contract
- ▶ how you will minimise insecure work arrangements by your subcontractors.

### H1: Internal operations

Complete Constructions provide the opportunity for all ABN contractors who have demonstrated suitable capability and commitment required to join our company as an employee. This ensures we provide best practice in employment and cover off on all required SLJC code requirements.

### H2: Subcontractors or labour hire arrangements (if applicable)

Complete Constructions has requested by correspondence December 2018 that all preferred subcontractors seek out their own SLJC and provide evidence of compliance. Our company at this point has not used labour hire companies.

#### Guidance Note:

- 7) Examples of insecure work arrangements includes:
- ▶ temporary employment arrangements
  - ▶ casual employment arrangements.

# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## I: Employees' health and wellbeing

Describe and provide evidence of how your business actively supports the physical and mental health of your employees, including activities that reduce the impact and incidence of impairment in the workplace.

### I1: Internal operations

See *Guidance Note 8*

Complete Constructions employees always know that the door is open to talk with Rod Bobeldijk (Director) or Peter Cousins (HR Manager) over any personal or financial matter. Our employees are part of our family with three employees having been with our company for 20 years. Most of our staff have been with us for 5 plus years.

We offer flexible working arrangements wherever possible and make a point of approving employee leave requests 99% of the time. Our company wherever possible tries to free up work on weekends so that employees have the opportunity to spend quality blocks of time with their friends and family.

#### Guidance Note:

- 8) This could include: providing employees with access to an Employee Assistance Provider (EAP), workplace policy or procedure, drug and alcohol training, domestic violence training, access to rehabilitation and support services, safety and impairment awareness training, and other measures to support employee health and wellbeing.

## J: Diversity in the workplace

Describe how your business strategies and processes to:

- ▶ support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds
- ▶ address barriers to employment or career development for people from these groups.

### J1: Internal operations

Complete Constructions has an equal opportunity policy that offers opportunity to all regardless of their gender, cultural background disability or other. We actively try to engage with subcontractors that employ indigenous staff and support them in the workplace.

If an opportunity can practically be afforded to a person of one of the above groups we are open to assist in employment.

#### Guidance Note:

- 9) Evidence could include: workplace policy or procedures, targeted traineeships/apprenticeships, designated positions or roles, training or support for staff (i.e. literacy and numeracy training, cultural awareness policies or training, LGBTQI awareness policies or training, domestic violence awareness training or supported leave), and other action you have taken to remove barriers to employment and support career development.

# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## K: Local employment first

Describe your business' strategies and processes to provide opportunities for people in the Canberra region to apply for and be offered employment for this contract before you recruit workers outside the region.

### K1: Internal operations

Complete Constructions Employs from the Canberra local region. All of our employees to date can attest to this. We intend to keep this strategy moving forward with the vision of building relationships and wealth in Canberra.  
We believe that Canberra locals are invested in a future in this town if they join our company. Our Company only does business within the ACT and surrounding regions such as Yass & Queanbeyan.

Describe what training opportunities you provide employees for career development and if this training is a recognised qualification. Outline whether your business provides, or will provide if successful in this contract, internships, traineeships, cadetships or apprenticeships.

### K2: Internal operations

We offer to pay for any training that our employees are willing to take on. We currently have 1 x employes going through a Cert IV in building and another employee studying a diploma in Project Management. CCA pay for their fees and any local task specific training that the MBA offers. We employ apprentices directly and have done so for 20 years.

## L: Consultation with staff and their representatives

### L1: Have you consulted with your staff in developing this Plan?

Yes  Complete L2      No  Go to Declaration

L2: Describe and provide evidence of how this consultation was done. This could include consultation with eligible unions or relevant staff representatives.

Consultation was conducted with **Schedule 2.2(a)ii** our HR Manager, **Schedule 2.2(a)ii** our Director and **Schedule 2.2(a)** one of our Site Managers. Staff were orientated and asked to read this plan and participate or confirm the answers provided.

# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## Declaration

I am a duly authorised officer of

Complete Constructions (Aust) Pty Ltd

(Business Name)

I am familiar with the principles and objectives of the Canberra Region Local Industry Participation Policy and Secure Local Jobs Code and the responsibilities under these.

If awarded the contract the business will:

- ▶ note that the Territory reserves the right to negotiate and/or clarify commitments in this Plan before finalising the contract
- ▶ meet the commitments in this or an amended LIPP and LRTWE Plan (as agreed by the Territory)
- ▶ attend any meeting scheduled by the Territory to review progress implementing commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ report to the Territory on the Canberra region industry participation achieved during the project annually, on the anniversary of the contract award, and at completion of the contract using the LIPP Report template (or another format and timetable as agreed by the Territory).

Signature

Schedule 2.2(a)ii

Date

15/2/22

Name

Rod Bobeldijk (Refer Attachement 8 for Signatur

Position

Director



# Canberra Region Local Industry Participation Policy and Secure Local Jobs Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of \$5 million or more

### Attachment 1

#### **Describe your existing relationships with other businesses in the Canberra region?**

Complete Constructions has been established in the ACT for 19 years. We have a long history with using local companies and have developed many local relationships with other businesses. Both Company Directors are residents of the ACT and network with ACT and local NSW (Typically Queanbeyan) owned companies.

### Attachment 2

#### **Provide details of employment to be created and retained, including:**

#### **the types of positions that may be created and/or retained as a result of this contract**

##### Type of Positions That Will be Retained If Successful

3 x Project Managers  
5 x Site Managers  
4 x Foremen  
6 x Carpenters  
2 x Labourers

##### Types of Positions That May be Created if Successful (With Increased turnover)

2 x further Project Managers  
2 x Site managers  
1 x Foreperson  
4 x tradespersons

#### **how you will inform local industry about particular opportunities (for example, a communication strategy)**

- Communicate by word of mouth in existing networks
- Place employment advertisement opportunities with HR firms
- Employ local Cadets, Graduates and Qualified Tradepeople from University of Canberra, CIT or MBA training. Engage additional Apprentice Carpenter directly

#### **how you intend to identify and engage subcontractors, including your supply chain.**

- Direct Contact to local subcontractors

- Seeking expressions of Interest from local subcontractors
- Seek specific advice from Consultants and ACT project officer regarding each project for local opportunities for engagement of subcontractors.

## Attachment 3

**Describe how you will identify local products and capabilities that meet contract requirements, including:**

**how you will inform local industry about particular opportunities (for example, a communication strategy)**

- Canberra Times advertisements
- TenderLink.com (Complete Constructions subscribe to this National network)
- Direct Contact
- Expressions of Interest

**how you intend to identify and engage with suppliers in relation to delivery of the contract including your supply chain**

- Seek competitive pricing and rates through agreed schedules of rates
- Direct Contact
- TenderLink.com (Complete Constructions subscribe to this National network)
- Expressions of Interest – Advertise in the local papers for Suppliers to make contact with us.

**a commitment to liaising with Canberra region business advocacy groups to identify the availability of local goods**

**and services**

- Communicate with the ACT & Region Chamber of Commerce and Industry, Canberra Business Council and Act Chamber of Women in business to identify the availability of local goods and services

**establishing procedures or policies that encourage local industry participation.**

- Develop Purchasing and Company policies that direct Staff to engage in business with local companies wherever possible as a high priority. Encourage and further develop relationships with local industry and work together to successfully deliver projects.

## Attachment 4

Provide details of any training and skills development that will be provided to Canberra region labour in relation to this contract, including:

### **opportunities for engaging and training apprentices**

- CCA currently employ 1 x local apprentice carpenter
- Further opportunities are available to employ further local apprentices with increased turnover.

### **the number of existing positions, local apprenticeships and traineeships to deliver this contract**

- We currently employ 1 x apprentice. We can employ 1 x further apprentice carpenters directly as a result of this contract and encourage trade subcontractors to do this also.

### **opportunities for increasing the skills of Canberra region employees**

- Dedicate more money from within our company for local training. Dedicate a minimum of \$500 per year for each employee's training.
- Currently most of our training is through MBA ACT

### **training programs designed to support employee career development**

- Provide paid training for employees that can further develop their career.
- Consult with employees to determine best training path for their career and trade.

### **training programs designed for this contract.**

- Internal Auditor training
- Further WHS management training to ensure staff are trained in most current standards
- Additional Working at heights and confined spaces training
- Further PM skills Training through CIT & University of Canberra
- Partner with the above 2 x organisations for employment

## **Attachment 5**

**Provide details about your business presence in the Canberra region and the value of any existing and proposed capital investment in the Canberra region directly linked to the contract. This could include:**

**the year your business was established in the Canberra region**

- 1999

**details of your current presence in the Canberra region (for example, turnover or FTE)**

- Turnover in the Canberra Region is \$12-18 Million per year (based on last 5 years)

The majority of our work is in the ACT, we have conducted 2 x projects in Yass and 1 x project in Cooma in the past 5 years. We resource these from our Canberra employees and contractors

**plans to grow your Canberra region footprint**

- CCA has a corporate goal of turning over \$20M per year on Average. Our current average is \$12.0M

**existing and proposed capital investment in the Canberra region that directly relates to this contract**

- Existing Capital Investment includes Warehouse Premises and Factory in Queanbeyan
- We plan in the next 24 Months to grow our premises by developing a new site to accommodate our office, warehouse and factory in the order of \$3.0M

**engagement with local businesses.**

CCA currently has a large degree of involvement with local business and draws on our approved subcontractor and supplier register for engagement of subcontractors and suppliers. This is based on past performance, reliability and pricing. All of our subcontractors are locally owned or have a local office. This ensures we have reliability in attendance during any contract defects liability periods.

## Attachment 6

Describe how you will identify additional business undertakings that promote economic growth in the Canberra region resulting from this contract. This could include:

**value-added research or partnerships with universities/CIT**

We touched on this with previous responses. We see strength in partnering with these training organisations to provide a suitably qualified workforce capable of working in our local industry and government.

**potential to undertake further innovation and research, or the development of technology related to this contract**

Wherever possible we undertake to explore all technologies to develop products to assist in local industry. This may require partnership with other local companies to resolve local issues.

#### **use of emerging technologies and materials**

CCA regularly use new and emerging materials and technologies and have previously won the MBA award for Green living for demonstrating our use of environmental sustainable innovative materials.

#### **collaboration with international organisations to increase opportunities for Canberra region businesses.**

Wherever possible, CCA undertake to collaborate with international organisations to increase opportunities for Canberra Region Businesses

## Attachment 7

### **Describe how your business will comply with its obligations under the Secure Local Jobs Code for the duration of the contract, including:**

#### **getting and maintaining a Secure Local Jobs Code Certificate**

CCA currently has a SLJC

#### **adhering to relevant laws, including industrial relations, employment and workplace safety**

CCA are required to comply with the above requirements to satisfy compliance with building code, Australian Standards, 3<sup>rd</sup> party audited Quality, Safety and Environmental systems. We are audited Annually by 3<sup>rd</sup> Part Intlcert Auditors and Audited regularly by the ACT Govt for Active Certification requirements.

#### **promoting opportunity for job security and reducing the incidence of insecure work**

Complete Constructions provide the opportunity for all ABN contractors who have demonstrated suitable capability and commitment required to join our company as an employee. This ensures we provide best practice in employment and cover off on all required SLJC code requirements.

#### **ensuring subcontractors and sub-subcontractors comply with the Code**

Complete Constructions has requested by correspondence December 2018 that all preferred subcontractors seek out their own SLJC and provide evidence of compliance.

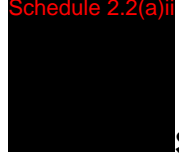
Our company at this point has not used labour hire companies. We further enforce this requirement in each request for tender document and all subcontract documents

**maintaining communication with the workforce throughout the project.**

Performed via project meetings, staff meetings, tool box talks, company inductions & site inductions

## Attachment 8

Schedule 2.2(a)ii



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# Labour Relations, Training and Workplace Equity Plan

Procurements with a value of more than 5 million

March 2022

## Important note

This template is for the Labour Relations, Training and Workplace Equity Plan. This Plan is an assessment criteria in the ACT Government's procurement process. Information you enter must be able to be verified. Where possible quantify items in your statements.

If your business is successful in winning this procurement, your compliance with this Plan is evaluated as part of the final contract performance evaluation. The evaluation can be considered as part of your future procurement submissions.

The Labour Relations, Training and Workplace Equity Plan is a requirement under the *Government Procurement Act 2001* Part 2B Secure Local Jobs Code. For more information visit [procurement.act.gov.au](http://procurement.act.gov.au)

# Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of more than \$5 million

### Consultation with staff and their representatives

The Government Procurement Regulation 2007 states that this Plan must be developed in consultation with your employees and include a statement on how this was done.

Respondents are required to demonstrate how consultation was undertaken with your employees on the development of this plan and provide evidence on how this was done

Failure to demonstrate consultation with staff may result in your response being assessed as non-compliant and excluded from evaluation

**Describe how you consulted with your employees on this Plan and provide evidence on how this was done.**

See Guidance note 1 and 2

Team meetings held - minutes attached.  
Refer to Attachment A.

**Guidance note:**

1. Consultation can include with eligible unions or relevant staff representatives.
2. Evidence can include meeting minutes, briefing records, or toolbox talk records.

### Declaration

I am a duly authorised ~~officer~~ representative of

Lendlease Building Pty Limited

(Business Name)

I am familiar with the principles and objectives of the Secure Local Jobs Code and the responsibilities under it. If awarded the contract the business will:

- ▶ note that the Territory reserves the right to negotiate and/or clarify commitments in this Labour Relations, Training and Workplace Equity Plan before finalising the contract
- ▶ meet the commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ attend any meeting scheduled by the Territory to review progress implementing commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ report to the Territory on the business' performance implementing its commitments set out in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory) quarterly during the term of the contract.

Signature

Date

21 April 2022

Name

Schedule 2.2(a)ii

Position

Schedule 2.2(a)ii



# Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of more than \$5 million

### Tender and business information

Tender* title	CIT CAMPUS – WODEN DEVELOPMENT: DESIGN FINALISATION AND CONSTRUCTION OF PACKAGE 2
Tender number	RFT NO. 58222.RFT.02.008
Responsible Territory Entity / Directorate	Major Projects Canberra
Legal entity name	Lendlease Building Pty Limited
ABN	97 000 098 162
Trading name	Lendlease Building
Business Project / Contact Person	Schedule 2.2(a)ii
Tender* title	CIT CAMPUS – WODEN DEVELOPMENT: DESIGN FINALISATION AND CONSTRUCTION OF PACKAGE 2
Telephone	Schedule 2.2(a)ii
Email	Schedule 2.2(a)ii

**What is your physical presence in the**

	Head office	Branch office	Warehouse / Depot	Home office	Other	Nil
<i>(Select all that apply)</i>		x	x		<i>Specify:</i>	
<b>When was this</b>		1951	1951			

How many full-time employees do you currently employ in the Canberra region?

80

Describe your existing relationships with other businesses in the Canberra region?

Refer to "LTRWE Additional Information" Attachment - Response 1

# Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of more than \$5 million

### A: Compliance with the Secure Local Jobs Code

Describe how your business will comply with its obligations under the Secure Local Jobs Code for the duration of the contract, including:

- ▶ getting and maintaining a Secure Local Jobs Code Certificate
- ▶ adhering to relevant laws, including industrial relations, employment and workplace safety
- ▶ promoting opportunity for job security and reducing the incidence of insecure work
- ▶ ensuring subcontractors and sub-subcontractors comply with the Code
- ▶ maintaining communication with the workforce throughout the project.

#### A1: Internal operations

We have received our Secure Local Jobs certificate and will implement this LRTWE. In addition, we will maintain our compliance with the Building Code 2016 and applicable laws. We comply with our Enterprise Agreement and this includes regular consultation with the Regional Consultative Committee (including the CFMEU) as outlined by our Agreement.

Lendlease Building operates under an integrated Management System incorporation Health and Safety Management and hold certification for AS/NZS ISO 45001:2018 Safety Management. We implement our systems to ensure we maintain the highest levels of safety. We are also accredited with the Federal Safety Commissioner under the WHS accreditations scheme and are regularly audited in order to maintain our accreditation.

#### A2: For subcontractors

See Guidance note 3

We will require that subcontractors on the project hold a Secure Local Jobs Certificate and comply with applicable laws. In addition, Lendlease Building has prepared guidelines regarding compliance with the Secure Local Jobs Code. Lendlease Building will provide subcontractors with a copy of these guidelines as part of the procurement process.

To evidence our compliance with the Secure Local Jobs Code we have attached the procurement control used in the delivery of the Campbell Primary School Modernisation. Refer Attachment B.

#### Guidance note

3. Provide supporting evidence to demonstrate you have systems in place to only engage Code compliant subcontractors. For example, subcontractors engaged at any tier of the supply chain in connection with the territory-funded work must hold a valid Secure Local Jobs Code Certificate and comply with Code requirements.

# Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of more than \$5 million

### B: Systems of work

Describe how your business will incorporate compliance with the Secure Local Jobs Code into policies and systems of work.

**B1: Internal operations**  
*See Guidance note 4*

Lendlease Building has developed guidelines which outline how we will meet our obligations under the Secure Local Jobs Code. Relevant employees will also be provided with awareness training in relation to the requirements of the Secure Local Jobs Code. Industrial Relations Policy in Attachment C.

*Guidance note*

- 4. This could include a policy or procedure covering obligations under the Code.

### C: Understanding Secure Local Jobs Code obligations

Describe how your business will ensure directors, executive managers and employees understand obligations under the Secure Local Jobs Code.

**C1: Internal operations**  
*See Guidance note 5*

Lendlease Building directors and managers have been trained on the developed guidelines in relation to the Secure Local Jobs Code. Lendlease Building will provide relevant employees with awareness training in relation to the requirements under the Secure Local Jobs Code.

*Guidance note*

- 5. This could include training plans, meeting minutes, or a policy or procedure covering directors, executive managers and employee obligations under the Secure Local Jobs Code.

# Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of more than \$5 million

### D: Security of Employment

Describe how your business seeks to minimise insecure work arrangements. This includes:

- whether and how you will support transitioning employees from an existing contractor to your business if successful in this contract
- how you will minimise insecure work arrangements by your subcontractors.

See Guidance note 6

#### D1: Internal operations

Lendlease Building is committed to providing secure work arrangements for our employees. We currently only employ two casuals out of 70 employees in the ACT, whom have chosen flexible work around their other commitments. As a business which operates across nearly all of Australia and throughout the globe, in times that we have an employee surplus locally, employees may be provided with opportunities to work in other regions or other parts of the business temporarily. Importantly, as a local business with a 70 year history in the region, we offer our employees with longevity of employment here in the ACT beyond the Contract duration of CIT Woden. Since we opened our first office in 1953, we have never left Canberra and have no intention to do so. Testament to the secure nature of our employment opportunities, Lendlease is proud to boast that three of our staff (two wages employee and one salary employee) have had secure employment in the ACT for over 40 continuous years.

#### D2: Subcontractors or labour hire arrangements (if applicable)

During tender, Lendlease Building will seek to understand how Subcontractors propose to resource their work on the project. A primary consideration of ensuring Canberra's are provided with secure employment opportunities on CIT Woden will be to maximise the engagement of local Subcontractors. As noted above, Lendlease has developed guidelines regarding compliance with the Secure Local Jobs Code and will provide these to subcontractors during the procurement process. Subcontractors will also be required to hold a Secure Local Jobs Certificate and comply with their obligations under the Secure Local Jobs Code.

#### Guidance note

6. Examples of insecure work arrangements includes:

- temporary employment arrangements
- casual employment arrangements.

# Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of more than \$5 million

### E: Employees' health and wellbeing

Describe and provide evidence of how your business actively supports the physical and mental health of your employees, including activities that reduce the impact and incidence of impairment in the workplace.

#### E1: Internal operations

See Guidance note 7

Refer to "LTRWE Additional Information" Attachment - Response 2, Question E

#### Guidance note

7. This could include providing employees with access to an Employee Assistance Provider (EAP), workplace policy or procedure, drug and alcohol training, domestic violence training, access to rehabilitation and support services, safety and impairment awareness training, and other measures to support employee health and wellbeing.

### F: Diversity in the workplace

Describe how your business strategies and processes to:

- support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds
- address barriers to employment or career development for people from these groups.

#### F1: Internal operations

See Guidance note 8

Refer to "LTRWE Additional Information" Attachment - Response 3, Question F

#### Guidance note

8. Evidence could include workplace policy or procedures, targeted traineeships/apprenticeships, designated positions or roles, training or support for staff (i.e. literacy and numeracy training, cultural awareness policies or training, LGBTQI awareness policies or training, domestic violence awareness training or supported leave), and other action you have taken to remove barriers to employment and support career development.

# Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of more than \$5 million

### G: Local employment first

Describe your business' strategies and processes to provide opportunities for people in the Canberra region to apply for and be offered employment for this contract before you recruit workers outside the region.

#### G1: Internal operations

Lendlease Building has a full-time presence in the ACT. All of our staff, 75 of 80 all are Canberra locals. Maintaining our business in the ACT relies on the development of our local resources in order to deliver our projects into the future. Doing so relies on Canberra people being offered employment ahead of those from interstate.

Describe what training opportunities you provide employees for career development and if this training is a recognised qualification. Outline whether your business provides, or will provide if successful in this contract, internships, traineeships, cadetships or apprenticeships.

#### G2: Internal operations

Lendlease Building offers customised Development Plans for our salaried staff which includes a range of offerings, including formal qualifications such as MBA, diplomas in business etc.

Our Enterprise Agreement which covers our wages employees has a prescriptive Skills Development process which was developed in collaboration with our employees and the CFMEU.

LTRWE Additional Information

Response 1, Describe your existing relationships with other businesses in the Canberra Region

Lendlease are proud to be an Australian Company, one of Australia’s largest building companies and the only Tier 1 contractor with a full-time presence in Canberra. We have a prequalification with the ACT Government that allows us to participate in building projects up to \$1.081 billion.

Establishing our first Canberra office in 1953, we successfully delivered our first contract as part of the Snowy Hydro project and for almost 70 years we have maintained a full-time presence in the region. During this time, we have successfully partnered with other regional businesses and delivered more than 200 projects in the Territory. Some of these projects include:

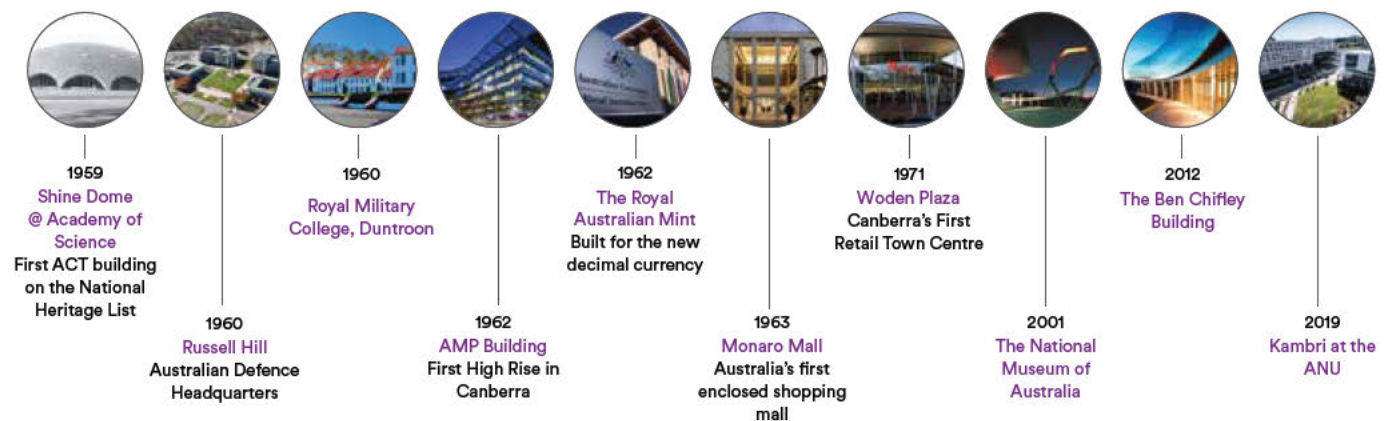


Figure: Landmark projects delivered by Lendlease

Our continued success in the Territory is underpinned by the expertise and capability of other local businesses, including professional services, suppliers, subcontractors and a range of service providers who support us in delivering our project pipeline for the Canberra region. Our completed projects track record provide evidence of our commitment to utilising the local supply chain.

On Kambri, a \$260+million project delivered at the ANU, Schedule 2.2(a)(i) of the materials and subcontractors we sourced to construct the project were sourced locally. There was no contractual requirement to source local suppliers and subcontractors.

The approach we take to procuring locally is 'Business as Usual' for Lendlease in the ACT. We recognise that on CIT Campus – Woden Development, and especially in light of the impact that COVID-19 has had on the local business community, we must extend ourselves further to ensure that the benefits to the Territory economy are maximised.

As an active member in the business community, we partner with several organisations including the Canberra Business Chamber, the ACT chapter of the Master Builders Association and the Property Council of Australia, National Association of Women in Construction (NAWIC).

Lendlease has a permanent and dedicated Canberra Management team led by Schedule 2.2(a)(ii) ACT. Schedule 2.2(a)(ii) is a born and bred Canberra and is passionate about great community outcomes for the region and Lendlease committing to dedicated management in the region is essential to achieving this outcome.

We have provided letters of support from some local Subcontractors to support our LRTWE submission – attached in Attachment D.

Response 2 (Question E): Physical and Mental Health of our Employees

The health and wellbeing of our employees and subcontractor workforce are our highest priority.

We aim to eliminate incidents and injuries across all our projects, including CIT Woden and want everyone who interacts with our projects to return home safely and to live happy, healthy lives.

Across Australia, Lendlease have mandated a ‘5 in 7’ regime, where employees have two days rest in every seven days. We believe in giving people flexibility to spend time outside of work doing the things they love with the people they care about and providing mental health support in the workplace.

From a site safety perspective we are proud to set the benchmark and remain uncompromising to our approach to safety and risk management. The implementation of our management systems and processes are methodical and vigilant.

**Schedule 2.2(a)xi**

Our industry leading wellbeing leave and support of our employee’s physical and mental wellbeing is realised through our focus on healthier minds, bodies, places and culture. We encourage our people to take a proactive and preventative approach to their health and in FY21, 75% of employees took wellbeing leave.

Mental health continues to be a growing focus and we realise the importance of up-skilling mental health support and knowledge. This focus is evidence through our Global Minimum Requirement 4.12 - Mental Health & Fatigue compliance to have a trained MHFAider on every site, office or project globally.

Our programs offer preventative support to employees experiencing a mental health condition and guide our managers in supporting team members who may be experiencing mental health challenges.

**Schedule 2.2(a)xi**

Additional health and wellbeing programs provided to Lendlease employees included:

Healthy Bodies	Healthy Minds
Cancer Screening and Support	Asist Training
Nutrition Program	Mindfulness
Biometric Health Assessments	Mental Health Induction Module
Flu Vaccinations	Roadmap to Wellbeing program
Skin Cancer Checks	Uprise
SleepFit	Mates in Construction

These programs are supported by providing our employees access to an EAP, providing access to physical and mental health check-ups, and providing training including in relation to drug and alcohol awareness, and mental health first aid. In collaboration with OzHelp we also deliver to our employees the ‘Workforce Tune Up’ program which seeks to help our employees assess and address physical and mental health issues.

The CIT Woden Project site team will have a tailored Flexible and Inclusive Team (FIT) Plan. Initiatives included in the FIT Plan will be a combination of the above programs, and specific site activities to promote wellness such as team building activities around social wellbeing and communication, physical activity and employee recognition programs.

**Schedule 2.2(a)xi**



### Response 3 (Question F): Diversity in the Workplace

Lendlease is all about creating places where people feel comfortable in their environment, allowing us all to be the best we can be. A diverse and inclusive workplace not only means people feel valued, it helps build a better, stronger and more innovative Lendlease.

Our global inclusion strategy is focused on embedding flexible work; achieving gender equity; and building an inclusive workplace.

Diversity is created by the unique qualities, perspectives and experiences each of us bring to work. Inclusion is the behaviours we display to embrace differences and the contributions each of us can make. Together, diversity and inclusion allow us to feel confident at work, be more engaged in what we do and, collectively, produce better results.

#### Embedding workplace flexibility

Lendlease encourages flexibility because everyone leads different lives and has different needs. Our flexible work policy provides for arrangements such as flexible working hours, moving to part-time hours and/or job sharing.

#### Achieving gender equity

Lendlease is committed to a level playing field so everyone has an equal chance of success. We are focused on ensuring all our processes, policies and opportunities are fair and equitable for all.

#### Building an inclusive workplace

When people feel valued and included it helps build a better, stronger and more innovative Lendlease. We are supporting our leaders to play a more active role in having an open mind, listening to all opinions, being aware of our biases and setting people up for success.

### Indigenous

We are committed to supporting Indigenous business and skill training. We utilise the primary avenues of Supply Nation to source and use certified Indigenous businesses as subcontractors and suppliers where possible. We are a foundation member of Supply Nation **Schedule 2.2(a)xi**

[Redacted]

Lendlease has a strong Reconciliation Action Plan, focussing on three main areas: providing cultural awareness and engagement learning opportunities, increasing the number of Aboriginal and Torres Strait Islanders directly employed by Lendlease, increasing procurement activity with Aboriginal and Torres Strait Islander businesses.

Every employee in ACT has completed an online cultural awareness training module. Additionally, our Regional Leadership Team (RLT) of 15 employees have participated in face-to-face Cultural Awareness Training with local Nggunawal Lore Keeper, Richie Allan **Schedule 2.2(a)xi**

Our approach to supporting Indigenous employment is outlined within our response (See Response 3 and 7C) to this LTRWE and outlined in our response to the Diversity Plan (WC6).

Our commitment to Indigenous is also evidenced by our partnership with AIME. The Australian Indigenous Mentoring Experience (AIME) is a not-for-profit organisation that supports Aboriginal and Torres Strait Islander high school students through a structured mentoring program. AIME strives to develop creativity and imagination to unlock the limitless potential of tomorrow's future Indigenous leaders. Lendlease ACT have been partnering with AIME for Community Day for three years and since 2019, we extended our support to provide regular mentors as part of the AIME program.

A letter of support from AIME is provided as an attachment – Appendix D. **Schedule 2.2(a)xi**

[Redacted]

## Gender Diversity

Lendlease has a strong commitment to gender equity. We scrutinise the way we work and provide our women and LGBTI employees with additional resources and opportunities, so that all of us have equal chances at having a fulfilling career.

On a global level, Lendlease is committed to:

- Making decisions fairly without gender bias.
- Processes, policies and development opportunities being fair.
- A clear action plan to address gender pay gaps by undertaking rigorous pay equity reviews on an annual basis.
- Setting gender targets.
- Allocating additional resources or introducing new programs where we see a gender-specific need.
- Driving industry towards more gender equitable outcomes.
- Encouraging everyone, regardless of gender, to play a vital role in advancing gender equity.

There currently is an under-representation of women in some parts of our business. Lendlease's aim is to attract and retain more women and support women to be their best, so that we can find the right people for the right roles and create teams that are more diverse.

Lendlease's gender equity efforts have not gone unnoticed and we are proud to be an Employer of Choice for Women and have been recognised as such every year since 2015. The Government's Workplace Gender Equality Agency (WGEA) identifies companies that have taken outstanding actions in driving gender equity within their organisations and beyond.

Specific actions for Lendlease's Australian business include:

- We set gender targets at multiple levels in our Australian businesses.
- We run a female-only development program to boost confidence and career aspirations amongst our women – Women in Lendlease (WILL).
- We have an Employee Resource Group on Gender Equity to give employees a forum to drive gender equity initiatives internally.
- Lendlease's CEO and Managing Director, [REDACTED], is member of a group of industry leaders to drive gender equity in our sector.

Locally, Lendlease is the Platinum Sponsor and an active participant of NAWIC (National Association for Women in Construction) in the Territory and we are proud to have employed and developed a number of female leaders in the Canberra industry over a number of years as recognised by the annual ACT NAWIC awards including; [Schedule 2.2\(a\)ii](#)

[REDACTED] Evidence of our sponsorship of NAWIC is attached as a letter from NAWIC in Appendix E. In addition, we support the local Women's Shed Canberra both in donations such as Personal Protective Equipment (PPE) as well as, weekly administrative and workshop support. Internally at Lendlease, we run Lendlease ACT Women in Lendlease (WILL) Program, which promotes support amongst female peers and leadership development opportunities.

Supporting our commitment to gender diversity we are committed to ensuring our employees have balance in their lives and the flexibility in working hours to remove the barriers of employment that our industry presents at times. For this reason, Lendlease ACT, is committed to delivering all of our work based on a 5-day working week (with specific tasks such as services shutdowns excluded). We believe the advancement of more flexible working hours attuned to the majority of other industry's is key to Diversity in the workplace, but more generally, the right thing to do for the health and wellbeing of our employees and the greater construction industry workforce.

Our approach to supporting female employment is outlined in the Diversity Plan, which provide CIT specific strategies and commitments.

## LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersex)

We believe people should be judged on their merit, not for their gender identity, for the way they like to express themselves or for the person they love. LGBTI inclusion is important to us. Lendlease ACT want our employees to work in a place that feels safe and respectful, we endeavour to create these environments though:

- Raising awareness of issues relating to sexual orientation, gender identity and gender expression through education to promote respect and inclusion. For example, Days of Significance. Lendlease actively shows support for the LGBTI community by celebrating two key days of significance a year, IDAHOBIT Day (17 May) and Wear it Purple Day (31 August).

By supporting these events we continue our education about LGBTI inclusion, how to seek out information, start conversations and speak up.

- Providing support through information and resources. For example, LGBTI Employee Resource Group (ERG) aims to provide support and resources whilst raise awareness on issues affecting our LGBTI colleagues at work and in the community and help drive real behavioural change.
- Creating a voice for LGBTI employees and their allies to improve our workplace, processes and policies. LGBTI allies can play an important role in driving workplace inclusion and responding to LGBTI related issues.
- Building community engagement through our various partnerships.

### People with Disabilities

Lendlease is currently partnering with local Social Enterprise Koomarri to support us in maintaining site WHS standards through maintaining a clean site. We have engaged with a resource five days a week on a Defence Project five days a week. Koomarri's business enterprises provide people with a disability meaningful employment in a fully supported environment. As a social enterprise that takes a person-centred approach, Koomarri promotes and builds capacity in our supported employees' personal abilities to develop key job skills and community connections through this work.

Schedule 2.2(a)xi [Redacted]

[Redacted] Koomarri will work closely with Lendlease to provide disability awareness training and operational support for their staff in order to increase confidence and respect of employees with disability in the workplace.

Increasing diversity in the workplace has been demonstrated to have a positive effect on productivity, attitudes and the development of inclusive practices.

A letter from Koomarri outlining the benefits of this opportunity to partner with Lendlease on CIT Woden is attached as Appendix F.

### People from Culturally and Linguistically Diverse Backgrounds

We acknowledge that the workforce may include workers from culturally and linguistically diverse backgrounds. To facilitate the effective communication and promote safety of all the workforce the respective employer is required to provide an interpreter to assist in the relaying communication between parties at the site induction.

Additionally, information, training and instructions, are regularly translated in a number of languages.

- Schedule 2.2(a)xi [Redacted]
- [Redacted]
- [Redacted]

### Policies

We have attached the following company policies to our submission to further support our commitment to Diversity:

- Global Diversity and Inclusion Policy
- Global Equal Opportunities Policy
- Australian Harassment and Bullying Policy
- Global Recruitment Policy
- Australian Domestic and Family Violence Policy
- Australian Parental Leave Policy
- Australian Bullying In The Workplace Policy
- Transitioning In The Workplace Policy
- Australian Flexible Work Policy

See Appendix G for policies.



Attachment B – Campbell primary Modernisation – Procurement Register (Including Secure Local Job Compliance)

# Schedule 2.2(a)xi

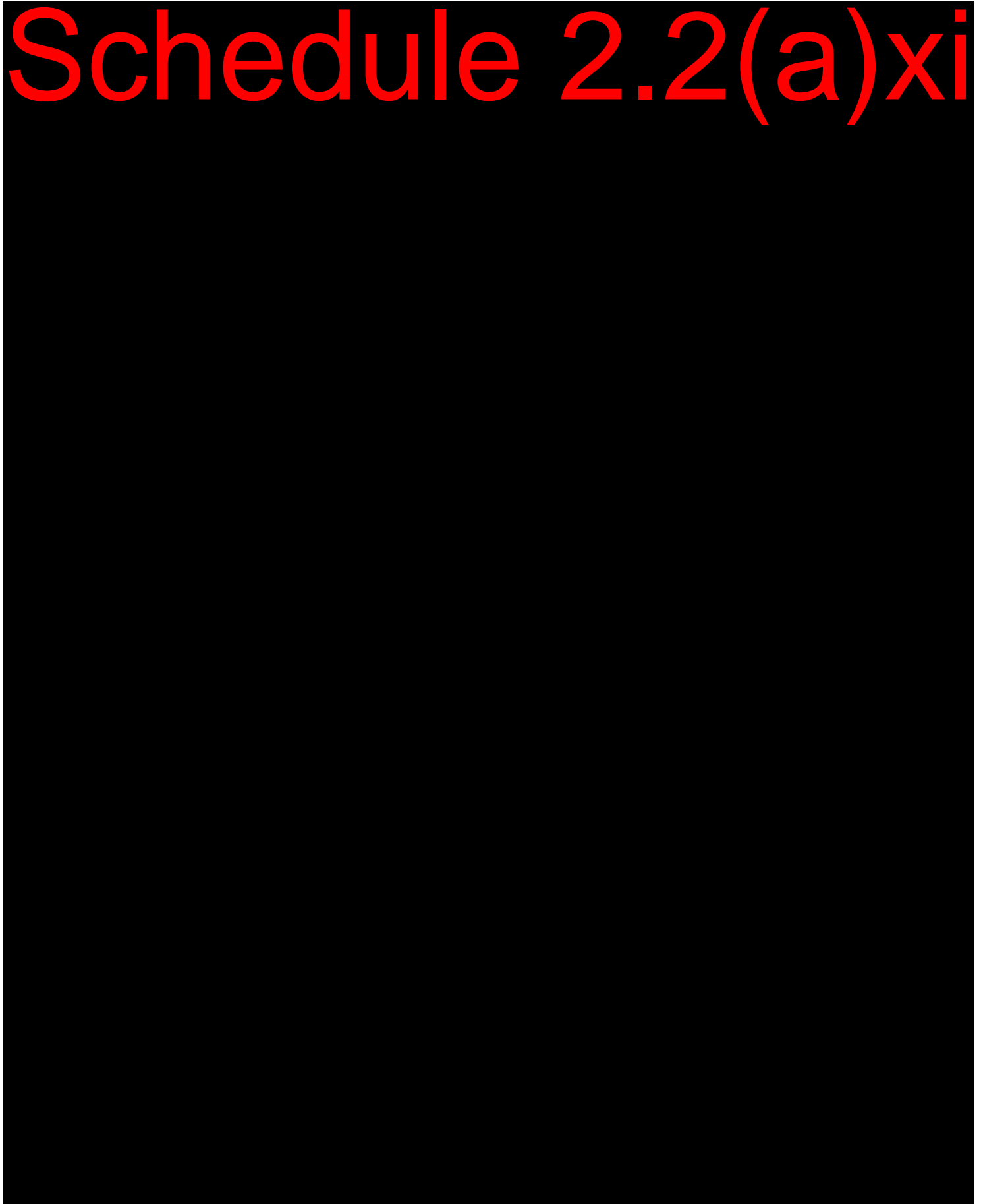
Attachment C – Industrial Relations Policy

# Schedule 2.2(a)xi

# Schedule 2.2(a)xi

Attachment D – Letter of Support from AIME

# Schedule 2.2(a)xi





Attachment E – NAWIC Letter

# Schedule 2.2(a)xi

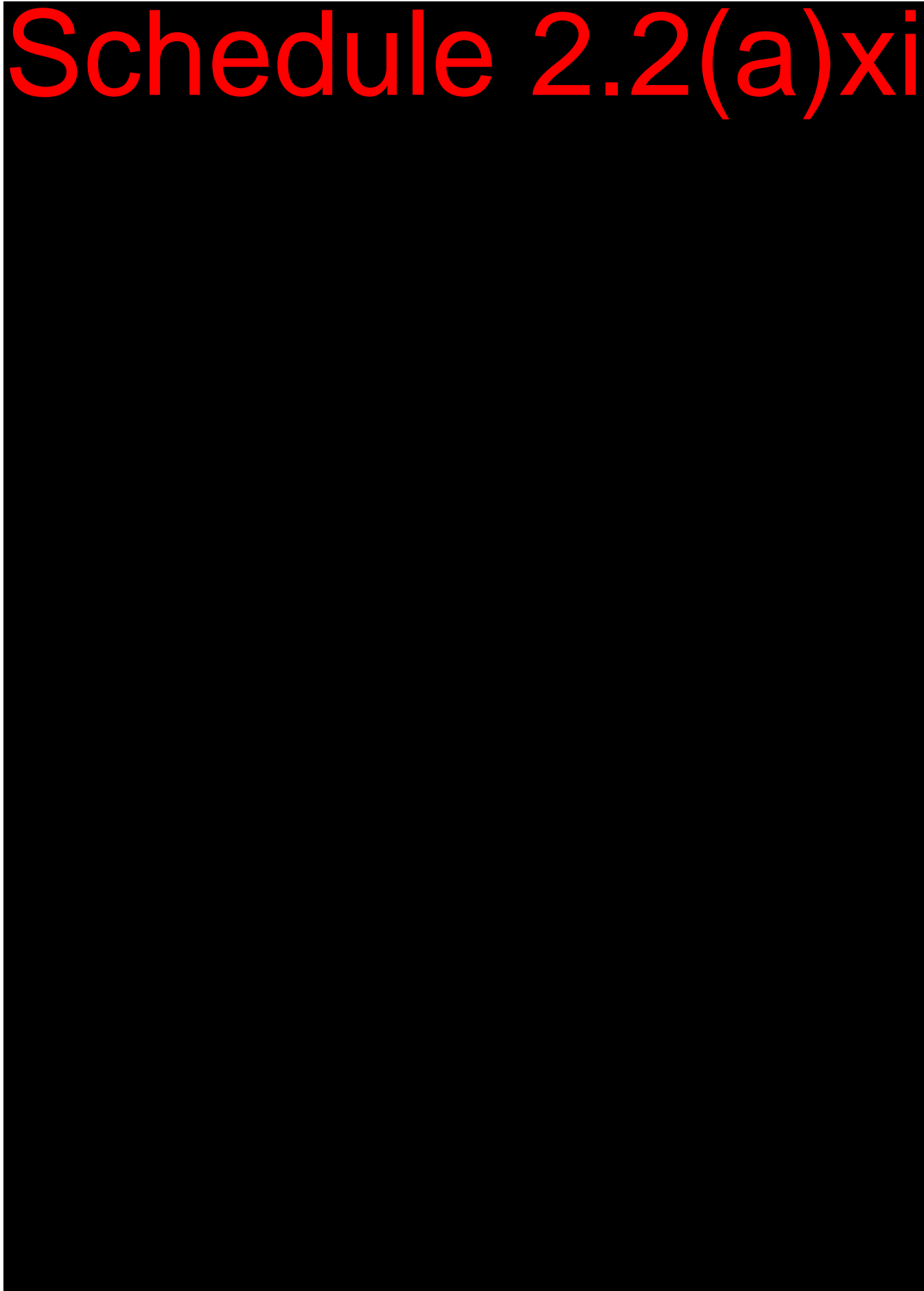
Attachment F – Koomarri Letter

# Schedule 2.2(a)xi

Attachment G – Policies

# Schedule 2.2(a)xi

# Schedule 2.2(a)xi



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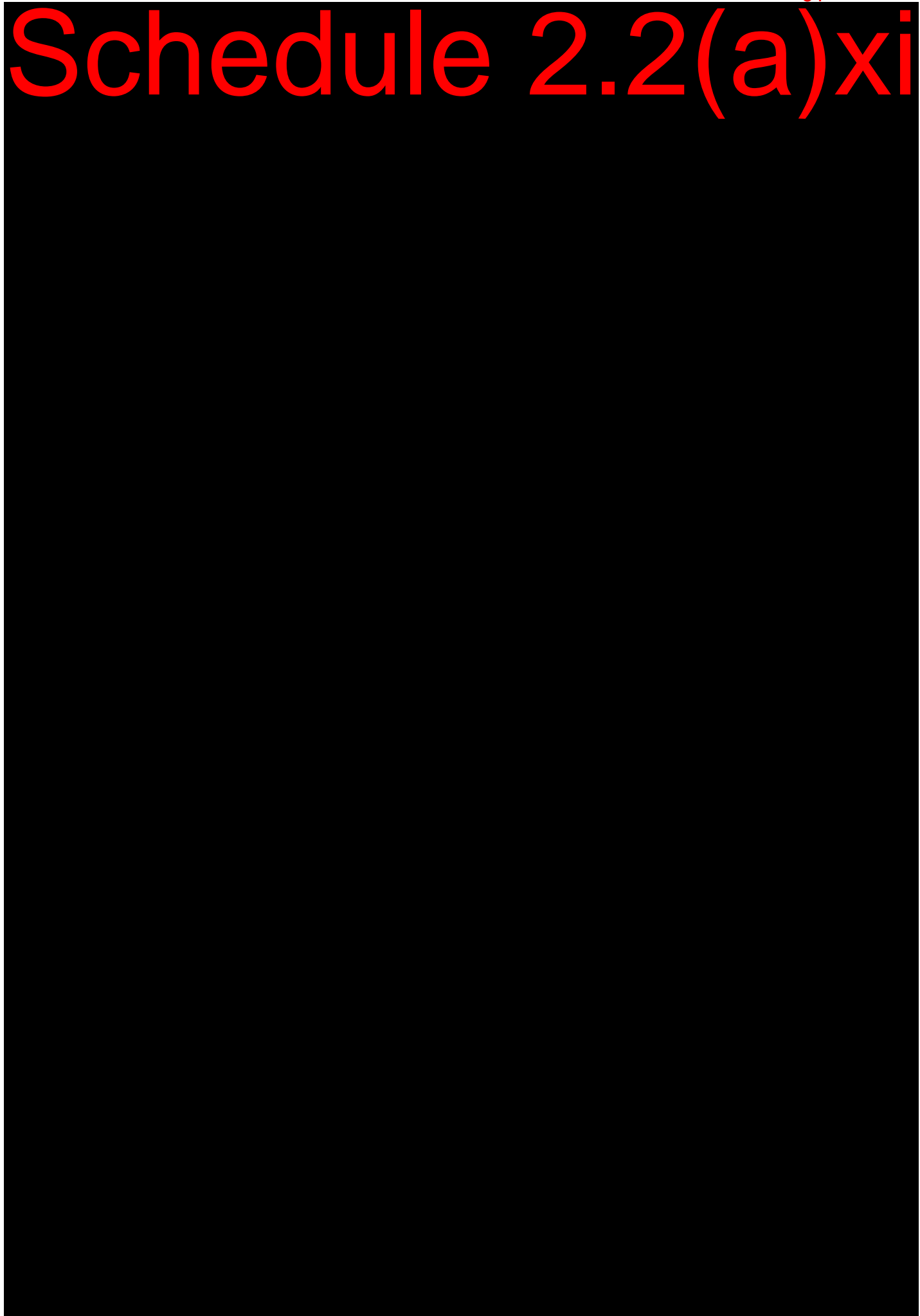
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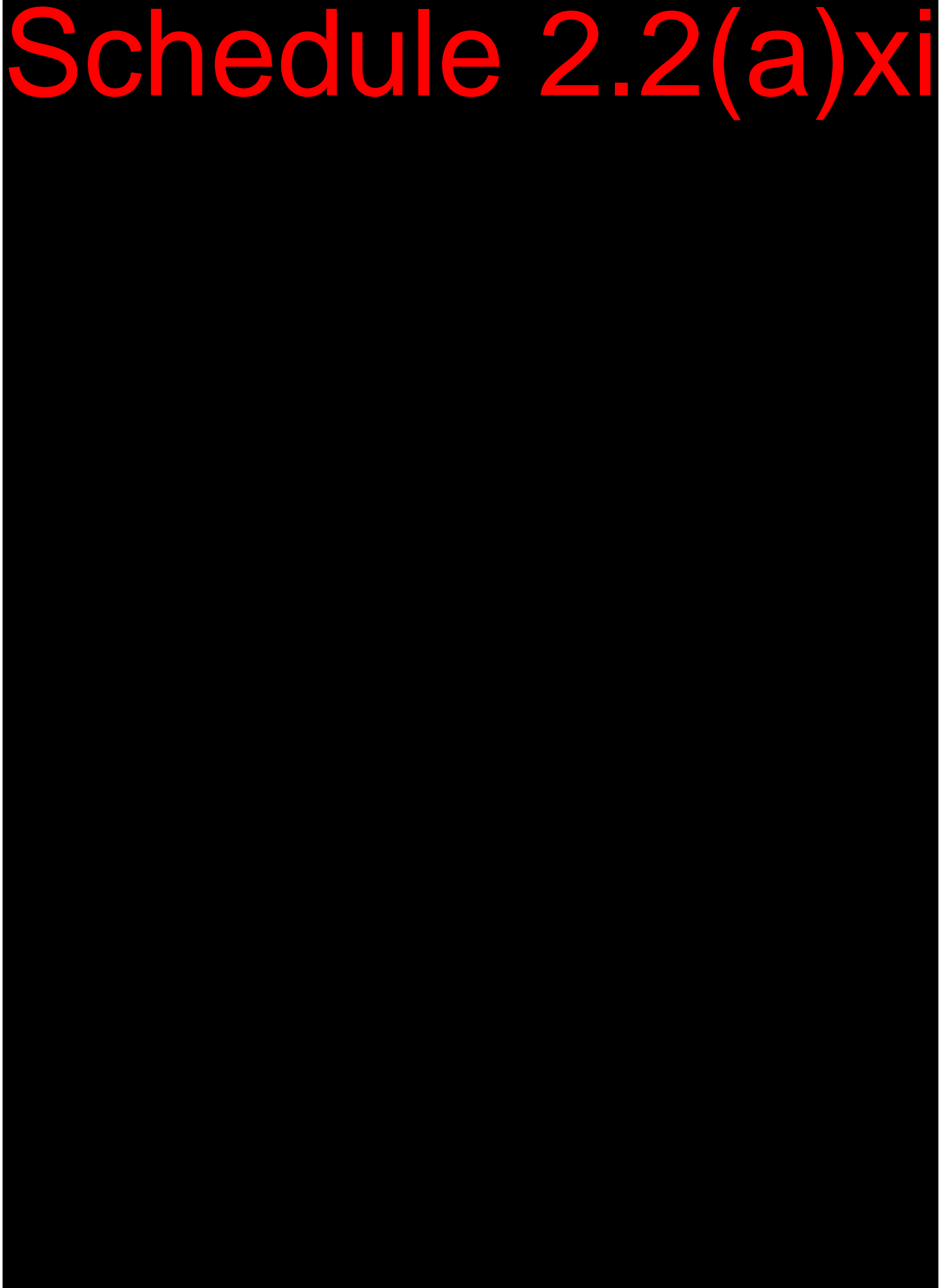
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# Labour Relations, Training and Workplace Equity Plan

Procurements with a value of more than 5 million

March 2022

## Important note

This template is for the Labour Relations, Training and Workplace Equity Plan. This Plan is an assessment criteria in the ACT Government's procurement process. Information you enter must be able to be verified. Where possible quantify items in your statements.

If your business is successful in winning this procurement, your compliance with this Plan is evaluated as part of the final contract performance evaluation. The evaluation can be considered as part of your future procurement submissions.

The Labour Relations, Training and Workplace Equity Plan is a requirement under the *Government Procurement Act 2001* Part 2B Secure Local Jobs Code. For more information visit [procurement.act.gov.au](http://procurement.act.gov.au)

## Procurements with a value of more than \$5 million

### Consultation with staff and their representatives

The Government Procurement Regulation 2007 states that this Plan must be developed in consultation with your employees and include a statement on how this was done.

Respondents are required to demonstrate how consultation was undertaken with your employees on the development of this plan and provide evidence on how this was done

Failure to demonstrate consultation with staff may result in your response being assessed as non-compliant and excluded from evaluation

**Describe how you consulted with your employees on this Plan and provide evidence on how this was done.**

*See Guidance note 1 and 2*

This Labour Relations, Training and Workforce Equity Plan (LRTWEP) has been developed in consultation with the consultative committee. The plan is based on the Guideline ACT Workplace Relations, Training and Equity Policy (GLA WRTEP) (Attachment LIPP #3). The policy was developed and is periodically reviewed by the Consultative Committee.

Every aspect of the way Guideline ACT conducts business are based on its "Vision & Values" (Attachment LIPP #1) which was developed in consultation with its entire workforce in 2013.

The GLA WRTEP is a business-as-usual approach to labour relations, training and workforce equity, it underpins the LRTWEP which is supported by the award of ACT Government tenders such as this one.

The Policy and through it the plan support the cultural and organisational aspirations of Guideline ACT which do not change from project to project.

The Consultative Committee (CC) are the elected representatives of Guideline ACT employees, the CC liaises with management on a broad range of matters such as WHS, work load, Major Projects as per the WHS Amendment bill 2018, Secure Local Jobs Code, People, Plant, Sustainability/Environment, Training, Industrial Relations and General/social. These points form the headings for agenda items.

Through consultation at the CC meeting 1<sup>st</sup> August 2022, this LRTWEP is considered to be current and relevant for upcoming ACT Government tenders.

If there is a material change proposed for the plan, it will be consulted on specifically.

To ensure the plan remains current and relevant it was reviewed at the CC meeting held on 17<sup>th</sup> October 2022.

#### Guidance note:

1. Consultation can include with eligible unions or relevant staff representatives.
2. Evidence can include meeting minutes, briefing records, or toolbox talk records.

### Declaration

I am a duly authorised officer of

GUIDELINE ACT PTY LTD

(Business Name)

I am familiar with the principles and objectives of the Secure Local Jobs Code and the responsibilities under it. If awarded the

# Labour Relations, Training and Workplace Equity Plan <sup>106</sup>

## Procurements with a value of more than \$5 million

contract the business will:

- ▶ note that the Territory reserves the right to negotiate and/or clarify commitments in this Labour Relations, Training and Workplace Equity Plan before finalising the contract
- ▶ meet the commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ attend any meeting scheduled by the Territory to review progress implementing commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ report to the Territory on the business' performance implementing its commitments set out in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory) quarterly during the term of the contract

Signature

**Schedule 2.2(a)ii**

Date

9/12/2022

Name

Position

MANAGING DIRECTOR

## Tender and business information

Tender\* title

BRADDON PUBLIC REALM WORKS – LONSDALE STREET, MORT STREET AND ELOUERA STREET

Tender number

57781

Responsible Territory  
Entity / Directorate

MAJOR PROJECTS CANBERRA – IDP ON BEHALF OF CRA

Legal entity name

GUIDELINE ACT PTY LTD

ABN

65 008 462 548

Trading name

GUIDELINE ACT PTY LTD

Business Project /  
Contact Person

**Schedule 2.2(a)ii**

Tender\* title

BRADDON PUBLIC REALM WORKS – LONSDALE STREET, MORT STREET AND ELOUERA STREET

Telephone

**Schedule 2.2(a)ii**

Email

civil@guidelineact.com.au

# Labour Relations, Training and Workplace Equity Plan <sup>107</sup>

## Procurements with a value of more than \$5 million

### What is your physical presence in the ACT

(Select all that apply)

	Head office	Branch office	Warehouse / Depot	Home office	Other	Nil
<b>When was this</b>	X		X		Specify:	
	1985		1985			

How many full-time employees do you currently employ in the Canberra region?

52

Describe your existing relationships with other businesses in the Canberra region?

Guideline ACT was established and operated exclusively in the Canberra Region since 1985. During this time, it has developed strong professional working relationships with other local businesses, which include clients, suppliers and specialist subcontractors.

Guideline ACT's commitment to Canberra Region businesses is spelt out in the attached "Guideline ACT Commitment to Capital Region Policy". (Attachment LIPP #2)

In summary:

- Engaging with businesses from the Capital Region over those from outside, in particular small to medium enterprises
- Promoting and assisting the development of fledgling Capital Region based businesses
- Actively seek, develop & maintain strong relationships with Capital Region clients, suppliers and subcontractors.

As a check to the claim that Guideline ACT makes, a review of the 2022 financial year has revealed the following statistics;

- All its work was carried out within the Capital region.
- 84% of it's spending on suppliers and subcontractors went to locals.
- Guideline ACT dealt with 184 suppliers and subcontractors of these 126 (63% in \$ value) were locally owned businesses and 45 (21% in \$ value) were nationally owned but have a local workforce.
- 100% of its income was from Canberra Region clients.

These working relationships have allowed Guideline ACT to deliver quality projects in a timely manner for the Territory in a competitive environment. Many of its business partners have "grown" together within the community over the past 35+ years and still work together for mutual benefit.

Further, Guideline ACT has assisted many local individuals in forming businesses, providing opportunity, support and mentoring, thereby forming strong mutually beneficial relationships.

Guideline ACT is a member of the ACT Master Builders Association (MBA) and the ACT Civil Contractors Association (CCF). It maintains an active and strong involvement in these local Industry groups; this provides a platform to remain connected with other local businesses in terms of advocacy, opportunity and networking.



## Procurements with a value of more than \$5 million

### A: Compliance with the Secure Local Jobs Code

Describe how your business will comply with its obligations under the Secure Local Jobs Code for the duration of the contract, including:

- ▶ getting and maintaining a Secure Local Jobs Code Certificate
- ▶ adhering to relevant laws, including industrial relations, employment and workplace safety
- ▶ promoting opportunity for job security and reducing the incidence of insecure work
- ▶ ensuring subcontractors and sub-subcontractors comply with the Code
- ▶ maintaining communication with the workforce throughout the project.

#### A1: Internal operations

Guideline ACT applied for and was granted Secure Local Jobs Code Certificate number 63. Based on its existing systems and structure, it was not considered onerous and it is expected to be maintained as a matter of business.

Guideline ACT has always adhered to relevant laws and will continue to do so, its' Business Management System (BMS) provides employees with the tools to ensure operations remain within the law. The BMS is regularly reviewed and adapted to ensure legislative requirements are met. Further it keeps itself informed about any changes through strong connections with Industry Associations.

Guideline ACT has always understood and valued job security and this features in its' Vision & Values (Attachment LIPP #1) it is also reflected in its Workplace Relations, Training & Equity Policy (Attachment LIPP #3)

Its Vision and Values were developed in consultation with its entire work force in 2013 and in essence formalises the way it had been conducting Business for the 28 years before. Job security is ranked highly as an issue for its workforce and was addressed as such. As a true local employer, committed to the Local Civil Construction Industry a transient or an insecure work force is not good for business.

The Guideline ACT Business Management System ensures that subcontractors and sub-subcontractors comply with the code through the use of the "Secure Local Jobs Checklist".

Communication and consultation with the work force has always been a priority for Guideline ACT, it is facilitated through the Consultative Committee, which is made up of elected Employee Representatives, as minimum the committee meets every three months and as part of its procedure every site is to have a committee member on it. Another form of communication is facilitated through the use of a suggestion form and it is well advertised that the door of the Managing Director and General Manager is always open. (Note the Consultative Committee meetings are formally recorded. Minutes on file date back to 1992, demonstrating this is not a new concept to Guideline ACT).

## Procurements with a value of more than \$5 million

### A2: For subcontractors

See *Guidance note 3*

Ensuring compliance with the Code and in particular subcontractors is part of the BMS encapsulated in the “Secure Local Jobs Checklist”

#### Guidance note

3. Provide supporting evidence to demonstrate you have systems in place to only engage Code compliant subcontractors. For example, subcontractors engaged at any tier of the supply chain in connection with the territory-funded work must hold a valid Secure Local Jobs Code Certificate and comply with Code requirements.

## B: Systems of work

Describe how your business will incorporate compliance with the Secure Local Jobs Code into policies and systems of work.

### B1: Internal operations

See *Guidance note 4*

Guideline ACT’s Business Management System has the following Procedures and Policies and checklists incorporating the Secure Local Jobs Code into its system of work.

- Vision and Values (Attached LIPP #1)
- Guideline ACT Commitment to Capital Region Policy (Attached LIPP #2)
- Guideline ACT Workplace Relations, Training & Equity Plan (Attached LIPP #3)
- Tender Checklist (GLA-CF-5.1-01)
- Tender Handover procedure (GLA-CF-5.2-01)
- Secure Local Jobs checklist (GLA-CF-5.3-13)
- Subcontractors checklist (GLA-CF-5.3-07)

#### Guidance note

4. This could include a policy or procedure covering obligations under the Code.

## C: Understanding Secure Local Jobs Code obligations

## Procurements with a value of more than \$5 million

Describe how your business will ensure directors, executive managers and employees understand obligations under the Secure Local Jobs Code.

### C1: Internal operations

See *Guidance note 5*

The Managing Director and Senior Managers have a thorough understanding of the Secure Local Jobs Code through their own investigations and the support of Industry Groups.

Through consultation with its workforce Guideline ACT then implemented changes to its Business Management System which incorporates the code into its business activities. Education to the wider workforce is facilitated through the Consultative Committee.

Through this process Guideline ACT is confident that all its employees understand and can fulfil their obligations under the Secure Local Jobs Code.

All employees (including the director & executive managers) that have a responsibility under the Code operate under the Guideline ACT Business Management System (BMS). Guideline ACT has updated the BMS to reflect changes required to be compliant with the Code. All employees are advised when changes are made to the BMS and if required are toolboxed on the changes.

Management staff are kept informed about the SLJC and any developments through the Management meetings, where it is marked as a specific agenda item. Refer to staff and their representatives above for the meeting dates.

### Guidance note

5. This could include training plans, meeting minutes, or a policy or procedure covering directors, executive managers and employee obligations under the Secure Local Jobs Code.

## D: Security of Employment

Describe how your business seeks to minimise insecure work arrangements. This includes:

- whether and how you will support transitioning employees from an existing contractor to your business if successful in this contract
- how you will minimise insecure work arrangements by your subcontractors.

See *Guidance note 6*

### D1: Internal operations

Guideline ACT has always understood and valued job security for its workforce just as a security of a pipeline of work is for the business. It is featured in its' Vision & Values attachment No #1 and is reflected in its Workplace Relations, Training & Equity Policy (Attachment LIPP #3). Note job security rated very highly when the vision and values were being developed with the entire workforce.

As an overall mode of operation, Guideline always seeks to maintain a workload level commensurate with its workforce, Guideline ACT only tenders for projects that it can undertake seeking sustainable measured growth in its work force and in turn its revenue.

Guideline ACT realises that our people are our most valuable asset, they represent a significant investment. Continuing to invest in and protecting this asset is important to the business and a priority.

A transitioning employee from an existing contractor will be afforded all the benefits of a full-time permanent employee currently working for Guideline ACT, as previously stated all employment relationships are entered into on the basis of the start of a long term mutually beneficial association.

# Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of more than \$5 million

### D2: Subcontractors or labour hire arrangements (if applicable)

True Subcontractors are an important part of the construction Industry providing specialised services. Guideline ACT seeks to form strong, mutually beneficial long-term relationships with its subcontractors, refer to Commitment to Capital Region Policy (Attachment LIPP#1). Guideline ACT can claim to have excellent strong relationships with many Capital Region subcontractors.

Minimising Insecure work arrangements by subcontractors is best facilitated by continuing to engage local subcontractors that Guideline ACT has built long term relationships with, it is no accident that these subcontractors and Guideline ACT share similar values, they are in the main employee-based organisations, with 84% of its spend on these local subcontractors/supplies, Guideline ACT will continue this practice thereby minimising insecure work arrangements.

Ensuring that Subcontractors are SLJC certified minimises insecure work arrangements

In line with its Vision, Values and Policies Guideline ACT strongly favours only employing full-time long-term employees and doesn't support insecure employment arrangements, however at times the limited use of external labour hire may be required to manage peaks in workload. This arrangement suits some workers and actually assists Guideline ACT meet its commitment in forging long term relationships with its full-time employees by eliminating the need to "hire and fire" based on workload alone.

When required, Guideline ACT will only source labour from businesses that hold a labour hire licence, minimising insecure work arrangements.

### Guidance note

6. *Examples of insecure work arrangements includes:*

- *temporary employment arrangements*
- *casual employment arrangements.*

## E: Employees' health and wellbeing

Describe and provide evidence of how your business actively supports the physical and mental health of your employees, including activities that reduce the impact and incidence of impairment in the workplace.

### E1: Internal operations

See *Guidance note 7*

From its Vision and Values, (Attachment LIPP #1) Guideline ACT states

We value the health and safety of our workforce, ensuring we all go home the way we came to work and that no one else is adversely affected by our operations. That is why safety is our No 1 Priority and every single one of us has responsibility for ensuring this value is maintained. The general health and wellbeing of our Family, including a true work life balance is vital.

As the Guideline ACT Family our priorities are: 1. SAFETY 2. ENVIRONMENT 3. QUALITY 4. PRODUCTIVITY

Find following a list of initiatives, procedures, policies or recognition of actions demonstrating support for the health and safety of Guideline ACT Employees, note this list is not exhaustive.

It is only through a steady pipeline of work, which the award of this tender would form part of, that Guideline ACT will be able to maintain its high level of assistance in term of worker wellbeing.

## Procurements with a value of more than \$5 million

From its Vision and Values, (Attachment LIPP #1) Guideline ACT states

We value the health and safety of our workforce, ensuring we all go home the way we came to work and that no one else is adversely affected by our operations. That is why safety is our No 1 Priority and every single one of us has responsibility for ensuring this value is maintained. The general health and wellbeing of our Family, including a true work life balance is vital.

As the Guideline ACT Family our priorities are:

### 1. SAFETY 2. ENVIRONMENT 3. QUALITY 4. PRODUCTIVITY

Find following a list of initiatives, procedures, policies or recognition of actions demonstrating support for the health and safety of Guideline ACT Employees, note this list is not exhaustive.

- Guideline ACT's Vision and Values
- Guideline ACT has an Employees Assistance Program (EAP) provided by "Assure" The assistance is also available to family members of the employees.
- Guideline ACT also provides an additional service that is called Guideline Assistance Program (GAP) Flyer attached (Attachment LIPP #4).
- Guideline ACT has partnered with a financial adviser to provide confidential advice to employees recognising that financial burdens can affect employee's health and wellbeing
- Guideline ACT provides a no questions asked wage advance to employees requiring immediate emergency financial assistance
- Certificate of Recognition for Guideline ACT providing First Aid and Training for their workers from Suzanne Orr Minister for Employment and Workplace Safety and Greg Jones ACT Work Safety Commissioner. Following an incident where the life of a worker was saved who had experienced a heart attack onsite.
- At the 2018 CCF Earth Awards Guideline ACT was recognised through an award "For outstanding ongoing commitment to providing education, health & wellbeing support to their employees".
- Senior Managers, Project Engineers, Site Engineers & Forepersons are trained in what to look for in an employee suffering from mental health issues and where to seek help.
- In 2009, after consultation with the workforce, Guideline ACT introduced a five day working week, to give employees a better work/life balance.
- Guideline ACT encourages reporting of all incidents and near misses so that in the process of incident investigation & review lessons can be learnt and trends found and addressed. As a result of this process Guideline ACT in consultation with its workers develop guides, policies, procedures, actions and provide training to prevent the occurrence in the future. Another part of this process is to discuss incidents at the whole company training days held bi-annually to get feedback from the workforce and discuss trends.
- Twice a year Guideline ACT has whole company training afternoons. At these afternoons relevant company topics are discussed and external providers are also engaged to discuss matters relating to safe work practices and health and wellbeing matters. These have included WorkSafe ACT & NSW to discuss safe work practices, OzHelp to talk about healthy eating habits & heart health, ACT Cancer Council to speak about being SunSmart, a personal trainer to discuss the importance of physical movement & work/life balance, and also a physiotherapist to demonstrate stretches to use before starting physical work each day. The afternoons always start with a BBQ lunch and involve a raffle or something similar to provide an inclusive, interactive team environment, noting that in 2022 a vegan sausage option was offered for the first time which was a hit. (let's see if they are reading)
- Guideline ACT is committed to the prevention of bullying. Bullying & Harassment Policy item 2.07 in the BMS
- Commitment to Rehabilitation of injured workers, Guideline ACT maintains current workers compensation insurance in both ACT and NSW.
  - Experience has shown that workplace rehabilitation assists the healing process and helps restore the worker's normal function sooner.
- Guideline ACT provides it employees with 24/7 income insurance cover. This is to lighten the financial burden of an injury outside of the workplace. This then lessens the mental anguish of the employee and allows them to focus on recovery and in time a safe return to work.
- Guideline ACT have a number of other employee WHS policies in place:-
  - SunSmart Commitment (2.02)
  - Fit for Work Policy (2.03)
  - Consequence Policy (2.04)

## Procurements with a value of more than \$5 million

- Inclement Weather Policy (2.06)
- Smoking Policy (2.14)
- Mandatory Eye Protection when cutting & grinding policy (2.15)
- All policies and procedures have been developed in consultation with the workforce through its representatives, the Consultative Committee.
- Office of Federal Safety Commissioner (OFSC) accredited
- The Managing Director operates an “open door” policy and makes himself available to speak with all employees about concerns, whether they are related to work or home life.
- Following identification of a trend through the incident investigation process and in consultation with the work force a “Following Procedures keeps us Safe” campaign was developed and is regenerated from time to time. As required
- Receiving the Excellence in Building and Construction Industry Award 2014 – Master Builders and CBUS Awards, Category Winner – Civil Work, Health and Safety
- Receiving the Excellence in Building and Construction Industry Award 2016 – Master Builders and CBUS Awards, Winner – Civil Work Health and Safety – Constitution Avenue Upgrade
- Receiving the inaugural MBA National Business Leadership Award for Medium Civil Construction 2019
- Annually producing an employee booklet providing Company contact details and other important employee information for easy year round reference.
- An Employee Value Proposition was developed and written in 2022
- A “Buddy” system was established for new entrants into the industry with a view to keep them safe while learning the industry
- Employee social events are organised periodically eg, Kids Christmas party, attendance at football games, Christmas get-togethers with partners.
- Employee health promotions, eg Step Competition, The Biggest Loser, Beep test are run in a safe fun environment
- Smoking has been banned in site sheds, company owned plant & vehicles and in the precinct of the head office.
- Guideline ACT offers above award remuneration
- Guideline ACT provides community support (donations) to charities and sporting groups relevant to its employees.
- The opportunity to upskill and progress is available to all Guideline ACT employees
- Diversity is supported at Guideline ACT
- Under the Guideline ACT EBA, the majority of employees Rostered Days Off (RDO's) are flexible and are available to be taken at the employees' request. This allows employees freedom to take time off when it suits them and their families etc.
- During the industry Covid 19 shutdown in 2021, management stayed in contact with employees on a regular basis to ensure wellbeing.
- Guideline ACT's Payroll officer has Return to Work training to assist employees injured at work to make the best recovery possible. If more assistance is required the employee is referred onto an external Rehabilitation Provider
- Employees are encouraged to share ideas that improve wellbeing, safety, productivity or suggest progression and training by submitting a “suggestion form”. All suggestion forms are acknowledged and acted on if considered appropriate

### Guidance note

7. *This could include providing employees with access to an Employee Assistance Provider (EAP), workplace policy or procedure, drug and alcohol training, domestic violence training, access to rehabilitation and support services, safety and impairment awareness training, and other measures to support employee health and wellbeing.*

## F: Diversity in the workplace

Describe how your business strategies and processes to:

- support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds
- address barriers to employment or career development for people from these groups.

## Procurements with a value of more than \$5 million

### F1: Internal operations

See *Guidance note 8*

Guideline ACT have a Workplace Relations, Training & Equity Policy (Attachment LIPP #3) that states that a person seeking employment or works for Guideline ACT will not be discriminated against on the basis of age, race, religion, sex, sexuality, freedom of association, disability or culture.

As part of its commitment to aiding employees Guideline ACT has developed GAP (Guideline Assistance Program). This program is additional to the EAP and can provide a wide range of assistance to employees when the program is mutually beneficial to both Guideline ACT and the employee.

Guideline ACT is working with other civil contractors to entice women into the industry. "SPARK Women in Civil" working group. As a result of this initiative there are now 9 women working within the local civil construction industry which did not even know the industry existed. 4 of these women have full-time employment with Guideline ACT, an outcome of which it is very proud. Guideline ACT has committed to the program again in 2023.

Further a Guideline ACT participant in the SPARK Women in Civil initiative is due to complete the education component of her Engineering Traineeship in 2022, an incredible outcome for all, as this person is becoming an extremely competent member of the Guideline ACT management team.

In 2021 and 2022 Guideline ACT has, through KPMG, participated in a "Career Revive Program" which aims to bring women who have been out of the workforce for extended periods of time, back into employment. This involved discussions with senior management around the barriers around making this happen. A full survey of the existing workforce was also undertaken to assist. This and the assistance of KMPG lead to the development and implementation of the Guideline ACT Career Revive Commitment. Barriers which were identified and being addressed included, flexibility, specialised or specific support, perceptions through language and media etc. It was noted that culture which over all rates as an issue was not considered to be a major barrier at Guideline ACT.

Guideline ACT has for some time now actively sought the involvement of Indigenous participation in its business. This has proven difficult due to the pool of indigenous workers and businesses operating in the region.

Guideline ACT has worked with an Indigenous owned entity on a previous project, through this project it has built a strong relationship and is continuing to work with this organisation to recruit Indigenous workers.

The award of ACT Government work allows Guideline ACT to continue to develop and maintain its plan for the employment of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds

### Guidance note

- Evidence could include workplace policy or procedures, targeted traineeships/apprenticeships, designated positions or roles, training or support for staff (i.e. literacy and numeracy training, cultural awareness policies or training, LGBTQI awareness policies or training, domestic violence awareness training or supported leave), and other action you have taken to remove barriers to employment and support career development.*

## G: Local employment first

Describe your business' strategies and processes to provide opportunities for people in the Canberra region to apply for and be offered employment for this contract before you recruit workers outside the region.

## Procurements with a value of more than \$5 million

### G1: Internal operations

The award of this ACT Government project will present an opportunity for Guideline ACT to sustainably increase its work force, it will seek to do so in line with both its Workplace Relations, Training & Equity Policy (Attachment LIPP #3) as well as its Commitment to Capital Region Policy (Attachment LIPP #2). Both of these policies express Guideline ACTs desire to resource employees locally before looking outside the region for candidates.

Describe what training opportunities you provide employees for career development and if this training is a recognised qualification. Outline whether your business provides, or will provide if successful in this contract, internships, traineeships, cadetships or apprenticeships.

### G2: Internal operations

Guideline ACT have and have always had employees undertaking training constantly. The award of this ACT Government allows this training to continue as well as providing the confidence to commence further training in the future. This will support its wholistic business approach which aligns with the desired outcomes of the Secure Local Jobs Code.

Most of the training is a recognised qualification and stay with the employee should they move on. The Award of this contract will allow these opportunities to be fulfilled for those that have already commenced their training and allow opportunities for new trainees to be employed.

Guideline ACT has a Training Plan that is reviewed and updated annually to meet organisation requirements. Each year Guideline ACT targets sustainable measured growth; this is reflected in the Training Plan. Key to the success of this training plan is maintaining a profitable flow of work. Employees are encouraged to request additional training by way of suggestions forms. Guideline ACT also maintains a training Matrix for its employees. Awarding of this contract will allow Guideline ACT to deliver its scheduled Training Plan.

Current Training, award of this contract will assist in maintaining include;

- Trainee Plant Operators, recognised qualification
- Trainee Engineers, Advanced Diploma, recognised qualification
- Cert III in Plant operations, offered to all employees, recognised qualification
- High Performance management Course

Additional training award of this contact will assist in commencing include;

- Cert III in Plant operations, offered to all employees, recognised qualification
- Trainee Plant Operators, recognised qualification
- Trainee Engineers, Advanced Diploma, recognised qualification
- High Performance management Course
- Trainee Pipelayer, Cert III, recognised qualification
- MS Project training

An important note is that Guideline ACT undertakes a significant amount of other training to maintain its operations, (e.g. First Aid, Confined Space, Silica, Dogging etc) this in turn automatically develops it employees, it is only through a steady pipeline of work and the award of this ACT Government project that Guideline ACT can maintain this development of local workers.

The Award of this ACT Government Project allows Guideline ACT to continue to develop and maintain its Training Plan.





# LOCAL INDUSTRY PARTICIPATION PLAN AND LABOUR RELATIONS, TRAINING AND WORKPLACE EQUITY PLAN

Procurements with a value of \$5 million or more

October 2019

This template includes the Local Industry Participation Plan and the Labour Relations, Training and Workplace Equity Plan. These plans are an assessment criteria in the ACT Government's procurement process. Information you enter must be able to be verified. Where possible quantify items in your statements.

If your business is successful in winning this procurement, your compliance with these plans is evaluated as part of the final contract performance evaluation. The evaluation can be considered as part of your future procurement submissions.

The Local Industry Participation Plan is part of the Canberra Region Local Industry Participation Policy. The Labour Relations, Training and Workplace Equity Plan is a requirement under the *Government Procurement Act 2001* Part 2B Secure Local Jobs Code. Visit [procurement.act.gov.au](http://procurement.act.gov.au) for more information.

# LOCAL INDUSTRY PARTICIPATION PLAN AND LABOUR RELATIONS, TRAINING AND WORKPLACE EQUITY PLAN



Procurements with a value of \$5 million or more

## Tender and business information

Tender* title	Design & Construction of the Eating Disorders Residential Treatment Centre
Tender number	21558-RFT-002
Responsible Territory Entity / Directorate	Health Directorate
Total tender value (\$AUD) incl. GST	\$9,740,307.50

\* Tender refers to tender, quotation or any other form of bid/response to a procurement for territory-funded work issued by the Territory for the supply of goods, services and/or works, intended to result in a contract.

Legal entity name	IQon Pty Ltd		
ABN	14 008 595 122		
Trading name	IQon Pty Ltd		
Business project manage / contact person	Peter Cloos		
Telephone	02 6282 5977	Email	pcloos@iqon.com.au

**What is your physical presence in the Canberra region?**  
(Select all that apply)

Head office	Branch office	Warehouse/ Depot	Home office	Other	Nil
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Specify

**When was this presence established?**

1986				
------	--	--	--	--

How many full time employees do you currently employ in the Canberra region?

Describe your existing relationships with other businesses in the Canberra region?

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## A: Regional employment

This section measures the potential economic benefit to the Canberra region through the use of Canberra region sourced labour throughout the contract term.

### Labour hours from the Canberra region

See Guidance Note 1

#### Head contract

**A1: Estimated internal FTE required to deliver the contract.**

# of FTE:

See Guidance Note 1

% from the Canberra region

**A2: Estimated head count of internal labour required to deliver the contract.**

# of Head count:

See Guidance Note 1

% from the Canberra region

#### Subcontract/s or outsourced labour arrangements

**A3: Will you need to engage Canberra region based subcontractors to deliver this contract?**

Yes

Complete A4

No

Go to Section B

**A4: Estimated FTE of subcontracted labour intended to be used to perform the contract.**

# of FTE:

See Guidance Note 2

% from the Canberra region

#### Guidance Note:

- 1) The labour your business will employ directly to deliver the contract should you be successful. Do not include labour related to outsourced or subcontracted work.
- 2) An estimate of the labour from any outsourced and subcontracted Canberra region work to deliver the contract.

Provide details of employment to be created and retained, including:

- ▶ the types of positions that may be created and/or retained as a result of this contract
- ▶ how you will inform local industry about particular opportunities (for example, a communication strategy)
- ▶ how you intend to identify and engage subcontractors, including your supply chain.

**Insert or attach your response here:**

If IQon Pty Ltd is successful with this tender it will retain 3 employees and possibly open up other opportunities to employ further employees.

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## B: Regional suppliers

This section measures the potential economic benefit to the Canberra region by using Canberra region sourced goods and services, and any other non-labour inputs required.

Excluding labour	Total	Sourced from the Canberra Region
<b>B1: Estimated value of goods and services required to deliver the contract?</b>	\$9,740,307.50	100

**B2: Will you engage Canberra region based suppliers to deliver goods and services for this contract?**

Yes  No  
Complete B3 Go to Section C

**B3: List the supply inputs (including bundled work packages) to be sourced from Canberra region suppliers.**  
*See Guidance note 3*

	Name and location of regional supplier	Estimated value of input
Concrete Slab	Schedule 2.2(a)xi	Schedule 2.2(a)xi
Masonry	Schedule 2.2(a)xi	Schedule 2.2(a)xi
Drywalls & Ceilings	Schedule 2.2(a)xi	Schedule 2.2(a)xi
Hydraulic Services	Schedule 2.2(a)xi	Schedule 2.2(a)xi

**Guidance note:**

3) Supply inputs include but are not limited to: lease/hire of major equipment, heavy machinery or heavy vehicles; purchase of merchandise; finished products; food and beverages; supplies and raw material; and accommodation.

Describe how you will identify local products and capabilities that meet contract requirements, including:

- ▶ how you will inform local industry about particular opportunities (for example, a communication strategy)
- ▶ how you intend to identify and engage with suppliers in relation to delivery of the contract including your supply chain
- ▶ a commitment to liaising with Canberra region business advocacy groups to identify the availability of local goods and services
- ▶ establishing procedures or policies that encourage local industry participation.

**Insert or attach your response here**

IQon uses a local web-based Document Control System (Red Hub), for informing our designers, subcontractors and suppliers of the tender process for various works packages on this project. The system incorporates details of all local service providers & suppliers that IQon will select from based on their proven capability and capacity to complete the prescribed work. IQon will also connect with local organisations such as the MBA, University of Canberra, CIT etc, in the event that additional resources are required for the delivery of its projects. IQon is incorporating local web based Project Management System called Simpel into our operations.

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## C: Regional skills development

Provide details of any training and skills development that will be provided to Canberra region labour in relation to this contract, including:

- ▶ opportunities for engaging and training apprentices
- ▶ the number of existing positions, local apprenticeships and traineeships to deliver this contract
- ▶ opportunities for increasing the skills of Canberra region employees
- ▶ training programs designed to support employee career development
- ▶ training programs designed for this contract.

### Insert or attach your response here

IQon continually liaise with local organisations such as the MBA and the University of Canberra to ensure young trainees get an opportunity to participate in the industry. IQon has employed many cadets and apprentices over the years with the majority developing into permanent, valued employees, making vital contributions to our successful project delivery. IQon constantly refines our training and supervision programs which are aimed at up-skilling and developing the competencies of our employees in performing key construction tasks. This incorporates safety training (including height safety, EWP's etc.) Building Code of Australia and National Construction Code training including Section "J" requirements, waterproofing and passive fire protection, Disability Discrimination Act Compliance etc., together with in house training on Codes of Practice and Australian Standards. This significant continual investment in training results in improved employee skills to ensure the best practice safety and quality requirements are known and consistently delivered on our projects.

### Outline evidence and the value of your business' contributions to skills and training development.

Evidence of contribution	Estimated value (\$AUD) incl. GST
Training Courses - First Aid - Traffic Management - HSR Training	<div style="border: 1px solid black; background-color: #f0f0f0; padding: 2px;">Schedule 2.2(a)(x)</div>
MBA ACT - Mandatory Training Crystalline Silica Exposure Prevention	<div style="border: 1px solid black; background-color: #f0f0f0; padding: 2px;">Schedule 2.2(a)(x)</div>
IQon have employed a third year Cadet from CIT - Claudine Baker	<div style="border: 1px solid black; background-color: #f0f0f0; padding: 2px;">Schedule 2.2(a)(x)</div>
In house dedicated Training and Assessor Professional, who delivers to key group and individual training programs ranging from First Day Inductions into the full range of key construction safety task competencies. Pro rata salary. SWMS and Risk Assessment Training 28 July 2022, Procurement focusing on key WHS item Training 3/11/2022.	<div style="border: 1px solid black; background-color: #f0f0f0; padding: 2px;">Schedule 2.2(a)(x)</div>

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## D: Regional investment

Provide details about your business presence in the Canberra region and the value of any existing and proposed capital investment in the Canberra region directly linked to the contract. This could include:

- ▶ the year your business was established in the Canberra region
- ▶ details of your current presence in the Canberra region (for example, turnover or FTE)
- ▶ plans to grow your Canberra region footprint
- ▶ existing and proposed capital investment in the Canberra region that directly relates to this contract
- ▶ engagement with local businesses.

**Insert or attach your response here:**

IQon Pty Ltd was established in Canberra in 1986, currently, IQon operates in regional areas around Canberra, e.g. Cooma and South Coast. IQon currently has no intention of growing outside of our current footprint, IQon currently has a turnover of around 25 million per year. Because we are a local business, all the revenue stays within the Canberra region 99% of our contracts are with local service providers, designers, suppliers, contractors and businesses.

Describe how you will identify additional business undertakings that promote economic growth in the Canberra region resulting from this contract. This could include:

- ▶ value-added research or partnerships with universities/CIT
- ▶ potential to undertake further innovation and research, or the development of technology related to this contract
- ▶ use of emerging technologies and materials
- ▶ collaboration with international organisations to increase opportunities for Canberra region businesses.

**Insert or attach your response here:**

IQon promotes growth in the Canberra Region by using local industry participants in the delivery of many projects across the region. IQon has developed partnerships over the years with organisations such as the MBA and local Universities to develop the skills of young graduates and trainees. IQon has been active in the local community for more than 36 years and has collaborated with local organisations to help improve the lives and well being of those in need, through the MBA. IQon is currently utilising a local system called Simpel to assist manage our safety and documents, on projects.

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of \$5 million or more

Identify and describe any ongoing benefits to the Canberra region listed once the contract has ended.

Category	Ongoing benefit Y/N	Description
Canberra region employment	<input type="text" value="Yes"/>	All our staff are employed as full time employees and once this project is completed, we hope they will move onto our next local project.
Local suppliers	<input type="text" value="Yes"/>	IQon has been operating in the Canberra Region for the last 36 years and will do so once this project/contract is complete.
Canberra region skills development	<input type="text" value="Yes"/>	Each year IQon looks to employ an additional Apprentice or Cadet within the business. We provide both external and internal training programs to assist our staff with opportunities to continue to develop their skills and knowledge at all stages of their careers.
Canberra region investment	<input type="text" value="Yes"/>	All revenue earned by IQon Pty Ltd stays within the Canberra Region.

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of \$5 million or more

### E: Compliance with the Secure Local Jobs Code

Describe how your business will comply with its obligations under the Secure Local Jobs Code for the duration of the contract, including:

- ▶ getting and maintaining a Secure Local Jobs Code Certificate
- ▶ adhering to relevant laws, including industrial relations, employment and workplace safety
- ▶ promoting opportunity for job security and reducing the incidence of insecure work
- ▶ ensuring subcontractors and sub-subcontractors comply with the Code
- ▶ maintaining communication with the workforce throughout the project.

#### E1: Internal operations

IQon Pty Ltd has been a code certified entity to the ACT Government's secure local jobs code, since inception. IQon remains fully committed to maintaining our certification moving forward and to fully comply with the requirements of the code. IQon constantly reviews and if needed amends its policies in order to continually improve and strengthen processes for meeting the requirements of the code. This includes a strong focus of training and consultation within our workforce and clearly conveying these requirements to our proposed subcontractors. Together with these measures, we closely monitor our policies and systems to ensure compliance. Discussions on our SLJ requirements and compliance is performed at regular staff and senior management meetings, together with review of tender plans.

#### E2: For subcontractors (if applicable)

See *Guidance note 4*

IQon only engage code compliant subcontractors on all ACT Government projects. This process begins at tender time where only select subcontractors with SLJ compliance are requested to tender for these projects. IQon is continuously working with other subcontractors to assist them to transition into the new Secure Local Jobs Code if not already completed. IQon will ensure all subcontractors employed on this project have in place the relevant SLJ certification and continue to comply with the requirements of the Code. We will increase our monitoring of this, as some of our subcontractors have not complied with this requirement previously in 2021.

#### Guidance note:

- 4) Provide supporting evidence to demonstrate you have systems in place to only engage Code compliant subcontractors. For example, subcontractors engaged at any tier of the supply chain in connection with the territory-funded work must hold a valid Secure Local Jobs Code Certificate and comply with Code requirements.

### F: Systems of work

Describe how your business will incorporate compliance with the Secure Local Jobs Code into policies and systems of work.

#### F1: Internal operations

See *Guidance note 5*

Compliance to the Secure Local Jobs Code is incorporated into our Quality Management System. It also forms part of our procurement process when tendering and engaging Subcontractors on all ACT Government projects. We have recently strengthened our procedures by implementing the following:

- Re-induction of all IQon staff into Secure Local Jobs requirements (for each of their tasks from tender, procurement and project delivery).
- Company First Day Induction of all IQon staff into Secure Local Jobs requirements.
- Sent a letter to all subcontractors re their subcontractors (2nd tier subcontractors) must also have Secure Local Jobs Certificate (additional to and reinforcing the requirements that are stated in our tender and pre award meeting and format subcontract documents).
- Having requirements within our Sempel Subcontractor onboarding records to confirm SLJ currency and expiry dates.
- Increasing our on site monitoring of Secure Local Jobs.
- Continually discussion and review at our Senior Leadership Meetings and Foreman's meetings.

#### Guidance note:

- 5) This could include a policy or procedure covering obligations under the Code.



# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## G: Understanding Secure Local Jobs Code obligations

Describe how your business will ensure directors, executive managers and employees understand obligations under the Secure Local Jobs Code.

### G1: Internal operations

See *Guidance note 6*

IQon is a small locally based company. All Directors were involved in the process of obtaining our Secure Local Job's Certificate and are committed to promote and implement the requirements of the code. Our obligations are communicated to all our staff when they join IQon with processes in place including: First Day Induction, regularly held meetings between our Senior Managers, which in turn is communicated to our site based staff. Our obligations are communicated in our Senior Leadership Meetings and Foreman's meetings (both held monthly). Recently of late, this company undertook retraining of all our staff as we did have compliance issues, that have now been addressed. Policy 10 (Secure Local Jobs) was amended this year 2022 to address items to gain our accreditation with Secure Local Jobs.

#### Guidance note:

- 6) This could include training plans, minuted meetings, or a policy or procedure covering directors, executive managers and employee obligations under the Secure Local Jobs Code.

## H: Security of employment

Describe how your business seeks to minimise insecure work arrangements. This includes:

- ▶ whether and how you will support transitioning employees from an existing contractor to your business if successful in this contract
- ▶ how you will minimise insecure work arrangements by your subcontractors.

### H1: Internal operations

IQon only employs full time employees and promotes that its subcontractors comply with the requirements of Secure Local Jobs Code therefore ensuring all employees are receiving all entitlements.

### H2: Subcontractors or labour hire arrangements (if applicable)

IQon will continue to encourage its subcontractors to comply with the requirements of the Secure Local Jobs Code. Full time employment of local based employees is crucial to ensure employees are receiving all their benefits.

#### Guidance note:

- 7) Examples of insecure work arrangements includes:
  - ▶ temporary employment arrangements
  - ▶ casual employment arrangements.

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

## Procurements with a value of \$5 million or more

### I: Employees' health and wellbeing

Describe and provide evidence of how your business actively supports the physical and mental health of your employees, including activities that reduce the impact and incidence of impairment in the workplace.

#### I1: Internal operations

See *Guidance note 8*

IQon promotes a family and supportive environment that ensures all employees are continually engaged in relation to their wellbeing. Each of our Site Notice Boards has posters aimed at raising mental health awareness and monitoring workers. Directors and Senior Management undertake monthly checks on safety and wellbeing on all our sites to ensure employees maintain healthy, safe sites and workers. IQon is evaluating submissions from external mental and physical health service providers programs, that will assist both IQon staff and that of our subcontractors where any potential needs are identified early with strategies to adopt. IQon also has a rehabilitation provider for employees and contractors if required, Mend Services. All IQon staff have access to counseling/therapy provided by the company. Recently, IQon's staff were given a team's training session facilitated by the office of the Federal Safety Commissioner on Mental Health Awareness with the construction Industry.

#### Guidance note:

- 8) This could include: providing employees with access to an Employee Assistance Provider (EAP), workplace policy or procedure, drug and alcohol training, domestic violence training, access to rehabilitation and support services, safety and impairment awareness training, and other measures to support employee health and wellbeing.

### J: Diversity in the workplace

Describe how your business strategies and processes to:

- ▶ support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds
- ▶ address barriers to employment or career development for people from these groups.

#### J1: Internal operations

IQon's policies include respect of the rights of the individual, and the community in which we work by: Treating all persons with dignity and not discriminating in the bases of age, sex, race, religion, political opinion or other personal characteristics, to ensuring all our employees and those of our subcontractors, consultants and Clients work in a safe, healthy and welcoming environment when working with IQon Pty Ltd. IQon proactively seeks opportunities to uplift and support local industry and communities (Urban, Rural and Indigenous).

#### Guidance note:

- 9) Evidence could include: workplace policy or procedures, targeted traineeships/apprenticeships, designated positions or roles, training or support for staff (i.e. literacy and numeracy training, cultural awareness policies or training, LGBTQI awareness policies or training, domestic violence awareness training or supported leave), and other action you have taken to remove barriers to employment and support career development.

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

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Procurements with a value of \$5 million or more

## K: Local employment first

Describe your business' strategies and processes to provide opportunities for people in the Canberra region to apply for and be offered employment for this contract before you recruit workers outside the region.

### K1: Internal operations

When looking for new staff IQon only advertise locally, Currently all IQon employees are regionally based in Canberra. For this project, we will be using current staff as we have spare capacity.

Describe what training opportunities you provide employees for career development and if this training is a recognised qualification. Outline whether your business provides, or will provide if successful in this contract, internships, traineeships, cadetships or apprenticeships.

### K2: Internal operations

Each year IQon tries to employ either an apprentice from the MBA or a cadet from Canberra University or CIT.  
In 2022 IQon employed a female third year cadet from the CIT Canberra (Claudine Baker). Claudine is currently working on our City and Woden Police Station Upgrades Project.

## L: Consultation with staff and their representatives

The *Government Procurement Regulation 2007* states that this Plan must be developed in consultation with your employees and include a statement on how this was done.

### L1: Describe how you consulted with your employees on this Plan and provide evidence on how this was done.

See *Guidance note 10 and 11*

Prior to finalising this tender an email was sent to all employees for their feedback and or comments.

### Guidance note:

- 10) Consultation can include with eligible unions or relevant staff representatives.
- 11) Evidence can include meeting minutes, briefing records, or toolbox talk records.

# Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan

Procurements with a value of \$5 million or more

## Declaration

I am a duly authorised officer of  (Business name)

I am familiar with the principles and objectives of the Canberra Region Local Industry Participation Policy and Secure Local Jobs Code and the responsibilities under these.

If awarded the contract the business will:

- ▶ note that the Territory reserves the right to negotiate and/or clarify commitments in this Plan before finalising the contract
- ▶ meet the commitments in this or an amended Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ attend any meeting scheduled by the Territory to review progress implementing commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ report to the Territory on the Canberra region industry participation achieved during the project annually, on the anniversary of the contract award, and at completion of the contract using the LIPP Report template (or another format and timetable as agreed by the Territory).

Signature  Date

Name  Position



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## Appendix B | Labour Relations and Workplace Equity Plan



# Labour Relations, Training and Workplace Equity Plan

Procurements with a value of more than 5 million

March 2022

## Important note

This template is for the Labour Relations, Training and Workplace Equity Plan. This Plan is an assessment criteria in the ACT Government's procurement process. Information you enter must be able to be verified. Where possible quantify items in your statements.

If your business is successful in winning this procurement, your compliance with this Plan is evaluated as part of the final contract performance evaluation. The evaluation can be considered as part of your future procurement submissions.

The Labour Relations, Training and Workplace Equity Plan is a requirement under the *Government Procurement Act 2001* Part 2B Secure Local Jobs Code. For more information visit [procurement.act.gov.au](http://procurement.act.gov.au)

## Procurements with a value of more than \$5 million

### Consultation with staff and their representatives

The Government Procurement Regulation 2007 states that this Plan must be developed in consultation with your employees and include a statement on how this was done.

Respondents are required to demonstrate how consultation was undertaken with your employees on the development of this plan and provide evidence on how this was done

Failure to demonstrate consultation with staff may result in your response being assessed as non-compliant and excluded from evaluation

**Describe how you consulted with your employees on this Plan and provide evidence on how this was done.**

See Guidance note 1 and 2

See Attachment 13 for details

#### Guidance note:

1. Consultation can include with eligible unions or relevant staff representatives.
2. Evidence can include meeting minutes, briefing records, or toolbox talk records.

### Declaration

I am a duly authorised officer of

Shaw Building Group Pty Ltd

(Business Name)

I am familiar with the principles and objectives of the Secure Local Jobs Code and the responsibilities under it. If awarded the contract the business will:

- ▶ note that the Territory reserves the right to negotiate and/or clarify commitments in this Labour Relations, Training and Workplace Equity Plan before finalising the contract
- ▶ meet the commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ attend any meeting scheduled by the Territory to review progress implementing commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ report to the Territory on the business' performance implementing its commitments set out in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory) quarterly during the term of the contract.

Signature

Date

19/01/23

Name

Position

Managing Director

# Labour Relations, Training and Workplace Equity Plan <sup>131</sup>

## Procurements with a value of more than \$5 million

### Tender and business information

Tender\* title

DESIGN (TO THE EXTENT SPECIFIED) & CONSTRUCTION OF THE ACTON EMERGENCY SERVICES STATION

Tender number

64159.RFT.010

Responsible Territory  
Entity / Directorate

JUSTICE AND COMMUNITY SAFETY DIRECORATE – EMERGENCY SERVICES AGENCY

Legal entity name

Shaw Building Group Pty Ltd

ABN

54 096 942 077

Trading name

Shaw Building Group Pty Ltd

Business Project /  
Contact Person

Schedule 2.2(a)ii

Tender\* title

Telephone

Schedule 2.2(a)ii

Email

Schedule 2.2(a)ii

**What is your physical  
presence in the ACT**

Head office      Branch office      Warehouse / Depot      Home office      Other      Nil

(Select all that apply)

<b>X</b>				Specify:	
1989					

**When was this**

How many full-time employees do you currently employ in the Canberra region?

25

Describe your existing relationships with other businesses in the Canberra region?

See Attachment 1 for Details



## Procurements with a value of more than \$5 million

### A: Compliance with the Secure Local Jobs Code

Describe how your business will comply with its obligations under the Secure Local Jobs Code for the duration of the contract, including:

- ▶ getting and maintaining a Secure Local Jobs Code Certificate
- ▶ adhering to relevant laws, including industrial relations, employment and workplace safety
- ▶ promoting opportunity for job security and reducing the incidence of insecure work
- ▶ ensuring subcontractors and sub-subcontractors comply with the Code
- ▶ maintaining communication with the workforce throughout the project.

#### A1: Internal operations

See Attachment 6 for details

#### A2: For subcontractors

See Guidance note 3

See Attachment 6 for details

#### Guidance note

3. Provide supporting evidence to demonstrate you have systems in place to only engage Code compliant subcontractors. For example, subcontractors engaged at any tier of the supply chain in connection with the territory-funded work must hold a valid Secure Local Jobs Code Certificate and comply with Code requirements.

## Procurements with a value of more than \$5 million

### B: Systems of work

Describe how your business will incorporate compliance with the Secure Local Jobs Code into policies and systems of work.

**B1: Internal operations**  
See *Guidance note 4*

See Attachment 7 for details

#### *Guidance note*

- This could include a policy or procedure covering obligations under the Code.*

### C: Understanding Secure Local Jobs Code obligations

Describe how your business will ensure directors, executive managers and employees understand obligations under the Secure Local Jobs Code.

**C1: Internal operations**  
See *Guidance note 5*

See Attachment 8 for details

#### *Guidance note*

- This could include training plans, meeting minutes, or a policy or procedure covering directors, executive managers and employee obligations under the Secure Local Jobs Code.*

## Procurements with a value of more than \$5 million

### D: Security of Employment

Describe how your business seeks to minimise insecure work arrangements. This includes:

- whether and how you will support transitioning employees from an existing contractor to your business if successful in this contract
- how you will minimise insecure work arrangements by your subcontractors.

See *Guidance note 6*

#### D1: Internal operations

See Attachment 9 for details

#### D2: Subcontractors or labour hire arrangements (if applicable)

See Attachment 9 for details

#### *Guidance note*

6. *Examples of insecure work arrangements includes:*

- *temporary employment arrangements*
- *casual employment arrangements.*

## Procurements with a value of more than \$5 million

### E: Employees' health and wellbeing

Describe and provide evidence of how your business actively supports the physical and mental health of your employees, including activities that reduce the impact and incidence of impairment in the workplace.

**E1: Internal operations**  
See *Guidance note 7*

See Attachment 10 for details

#### *Guidance note*

7. *This could include providing employees with access to an Employee Assistance Provider (EAP), workplace policy or procedure, drug and alcohol training, domestic violence training, access to rehabilitation and support services, safety and impairment awareness training, and other measures to support employee health and wellbeing.*

### F: Diversity in the workplace

Describe how your business strategies and processes to:

- support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds
- address barriers to employment or career development for people from these groups.

**F1: Internal operations**  
See *Guidance note 8*

See Attachment 11 for details

#### *Guidance note*

8. *Evidence could include workplace policy or procedures, targeted traineeships/apprenticeships, designated positions or roles, training or support for staff (i.e. literacy and numeracy training, cultural awareness policies or training, LGBTQI awareness policies or training, domestic violence awareness training or supported leave), and other action you have taken to remove barriers to employment and support career development.*

## Procurements with a value of more than \$5 million

### G: Local employment first

Describe your business' strategies and processes to provide opportunities for people in the Canberra region to apply for and be offered employment for this contract before you recruit workers outside the region.

G1: Internal operations

See Attachment 12 for details

Describe what training opportunities you provide employees for career development and if this training is a recognised qualification. Outline whether your business provides, or will provide if successful in this contract, internships, traineeships, cadetships or apprenticeships.

G2: Internal operations

See Attachment 12 for details

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## ATTACHMENT 1 | TENDER AND BUSINESS INFORMATION

### **Describe your existing relationships with other businesses in the Canberra region?**

As a professional construction management company established in 1989, Shaw Building Group (SBG) has earned an enviable reputation of being the builder of choice for many local businesses in the Canberra region. SBG has been able to achieve this desirable quality by our ability to be ethical, fair and honest in our business dealings. This has enabled SBG to build trusted long standing relationships with a wide variety of local businesses including clients, subcontractors and stakeholders. The evidence of this is demonstrated by still working with the same clients, institutions (for example the Australian National University and The Canberra Hospital) and subcontractors since our incorporation in 1989.

We support the local business community by being actively involved in various professional business groups such as the Master Builders Association, Australian Institute of Building and Canberra Business Chamber. This enables SBG to have a broad access to local businesses. We always strive to obtain quotes from local subcontractors in the first instance and actively seek to work closely with local businesses.

With our staff all being from the Canberra region, we are proud to be able to actively support the ACT economy. We are in every essence of the word a 'local' company.

## ATTACHMENT 2 | A. REGIONAL EMPLOYMENT

### Provide details of employment to be created and retained, including:

The types of positions that may be created and/or retained as a result of this contract

With regard to the positions to be created or retained within the company as a result of the contract, please refer to our Management Team structure detailed in our Tender Response. All of our project team will be from retained staff and we do not anticipate having to find additional staff for this project. It is important to note that all nominated personnel are existing Canberra-based employees.

Subcontractors and/or suppliers engaged to the project are independent businesses and can be expected to provide new or retained employment opportunities commensurate with the scope of their engagement under this contract.

How you will inform local industry about particular opportunities (for example, a communication strategy)

The Canberra commercial construction market is comprised of a tightknit group of subcontractors and suppliers, the vast majority of whom we have worked with over the company's 33 years in operation. Those subcontractors and suppliers are the life blood of the company's operations. The success our company has achieved over the years is due overwhelmingly to the strong partnerships we have established with our subcontractors and suppliers, the overwhelming majority of whom are Canberra based. It is part of our corporate survival and business development strategy to remain fully engaged with our subcontractor and supplier base, both formally and informally, to ensure that the flow of quality construction projects we are engaged to manage is maintained into the future. This philosophy will continue well after this project is completed.

Specifically, at a formal level, we engage with local industry about particular opportunities depending on the type of procurement required. This will be either by an Expression of Interest in the local newspaper, procurement websites, by direct contact, or through cloud based collaborative work portals such as RedHub. These IT-friendly portals have been established to facilitate early warning of project opportunities and to disseminate project information and documents cheaply and effectively. They also streamline communications between subcontractors and their suppliers. Use of these portals has increased the reach of advertised opportunities within the subcontractor base and has improved the efficiency and competitiveness in the procurement of subcontractors and suppliers.

At an informal level, with upwards of \$50M worth of work underway at any particular moment, we are inevitably in close daily contact with subcontractors and suppliers working on our projects. One specific mechanism we use to stay informally engaged is the annual Charity Bowls Day organised by the company which has attracted hundreds of subcontractor and supplier participants over its 16 year history, with typically over 150 participating each year. The primary objective is, of course, to raise money for charity. However, the event also provides an effective setting for informal consultation and discussion with subcontractors regarding industry issues and forthcoming opportunities.

As previously noted, the Canberra construction market is tightknit such that opportunities for employment within the company are often promulgated by word of mouth. Where such informal approaches are unsuccessful, more formal approaches are employed such as advertisements placed in local newspapers and on web based job matching portals such as Seek.com. We are also actively engaged with the University of Canberra to identify and recruit high quality trainees and cadets undertaking the Bachelor of Construction Management degree course.



How you intend to identify and engage subcontractors, including your supply chain

See previous response (item 2). Our strategy with regard to the identification, engagement and involvement of subcontractors and suppliers is essentially the same.

With our in-depth knowledge of our subcontractor and supplier base, we actively advise those subcontractors and suppliers of upcoming tenders to quote who we believe would be a good fit for this project. We will not necessarily accept the lowest price received, but assess each quote on the basis of value for money. This is after taking into consideration a number of factors such as program, subcontractor workforce, other commitments, previous performance and demonstrated adherence to WHS to name a few criteria. This is a formal process whereby a post tender interview is conducted to ensure that all requirements have been covered and to fully be able to assess the best value for money.

## ATTACHMENT 3 | B. REGIONAL SUPPLIERS

### Describe how you will identify local products and capabilities that meet contract requirements, including:

As part of an industry-wide initiative coordinated through the MBA, SBG were directly involved in lobbying the ACT Government to provide additional support for local industry. This was in recognition of the increasing penetration of the Canberra construction market by interstate operators. The initiative was instrumental in the Government establishing the LIPP process, and is a direct result of the leadership shown by the MBA and SBG's management team.

### How will you inform local industry about particular opportunities (for example, a communication strategy)

The Canberra commercial construction market is comprised of a tightknit group of sub-contractors and suppliers, the vast majority of whom we have worked with over our 30 year history. Those subcontractors and suppliers are the life blood of the company's operations. The success our company has achieved over the years is due overwhelmingly to the strong partnerships we have established with our subcontractors and suppliers, the overwhelming majority of whom are Canberra based. It is part of our corporate survival and business development strategy to remain fully engaged with our subcontractor and supplier base, both formally and informally, to ensure that the flow of quality construction projects we are engaged to manage is maintained into the future. This philosophy will continue well after this project is completed.

Specifically, at a formal level, we engage with local industry about particular opportunities depending on the type of procurement required. This will be either by an Expression of Interest in the local newspaper, procurement websites, by direct contact, or through cloud based collaborative work portals such as RedHub. These IT-friendly portals have been established to facilitate early warning of project opportunities and to disseminate project information and documents cheaply and effectively. They streamline communications between contractors and subcontractors. Use of these portals has increased the reach of advertised opportunities within the subcontractor base and has improved the efficiency and competitiveness in the procurement of subcontractors and suppliers.

At an informal level, with upwards of \$50M worth of work underway at any particularly moment, we are inevitably in close daily contact with subcontractors and suppliers working on our projects. One specific mechanism we use to stay informally engaged is the annual Charity Bowls Day organised by the company which has attracted literally hundreds of subcontractor and supplier participants over its 15 year history, with typically over 150 participating each year. The primary objective is, of course, to raise money for charity. However, the event also provides an effective setting for informal consultation and discussion with subcontractors regarding industry issues and forthcoming opportunities.

### How you intend to identify and engage with suppliers in relation to delivery of the contract including your supply chain

SBG is actively engaged in the Canberra commercial construction market and has long established links with local suppliers that we know have the necessary skills and experience to qualify for consideration of engagement to the project. Depending on the type of procurement required, we will seek to identify and engage with suppliers by either an Expression of Interest in the local newspaper, procurement websites or by direct contact. SBG is a mature business that has achieved substantial industry recognition (in the form of many prestigious Awards) for the quality, timeliness and cost performance of our projects. This success is based on our understanding of the industry, the capacities of the local subcontractor and supplier base, and the quality of

supervision provided by our Management staff. We believe that our record speaks for itself with regard to our capacity to manage subcontractors and suppliers so as to successfully deliver projects.

The main vehicle for identifying required project inputs is the Procurement Plan, an integral component of our Project Management Plan. The procurement process involves a careful assessment of project documentation and packaging of trade and supply subcontracts in the most timely and cost-efficient way possible. Subcontracts are offered to market as per one or more of the various mechanisms outlined above depending on industry conditions and our knowledge of subcontractor and supplier capabilities at the time. Engagement with potential subcontractors and suppliers might include responding to RFIs prior to engagement as well as initial briefings, site inductions, tool box talks and monitoring of progress against program once construction has commenced.

A commitment to liaising with Canberra region business advocacy groups to identify the availability of local goods and services

SBG liaise on supplier, technical, managerial and legislative issues with peak industry bodies including the Master Builders Association and Australian Institute of Building. We keep open channels of communication with many of the regions business advocacy groups including the Canberra Business Chamber, the Construction Industry Training Council and ACT Construction Industry Safety Reference Group.

Senior managers of SBG hold leadership positions in these organisations as a commitment of local industry participation and improvement.

Shaw Building Group have been a member of the Master Builders Association for over 25 years. Our senior management including Managing Director, Ross Greenup and General Manager, Damiano Serenellini attend Commercial sector meetings and ACT Industry Delivery Partners Round Table discussions.

Our Safety & Systems Manager, Paul Asher, is an active member of the local ACT Construction Industry Safety Reference Group and the Construction Industry Training Council.

#### Local Industry Membership

PEAK INDUSTRY BODIES	MEMBERSHIP FEE (\$AUD) per annum
Canberra Business Chamber – Corporate Member Workplace Relations Member	Schedule 2.2(a)(x)
Master Builders Association	Schedule 2.2(a)(x)
National Safety Council of Australia	Schedule 2.2(a)(x)
Australian Institute of Company Directors	Schedule 2.2(a)(x)
Australian Institute of Project Management	Schedule 2.2(a)(x)
Australian Institute of Building	Schedule 2.2(a)(x)
ACT Regional Building and Construction Industry Training Council	Schedule 2.2(a)(x)

#### Establishing procedures or policies that encourage local industry participation

The company's established procedures including Tender and Contract Conditions, Project Management Plan (PMP) and Procurement Plan all require subcontractors and suppliers to have a Local Industry Participation Plan (LIPP) and Secure Local Jobs Code Certification. These requirements are embedded and already well established into our Integrated Management System procedures when calling for tenders, assessment and recommendation of tenders and also monitoring continuously through the project program.

As our senior managers are in contact with business advocacy groups any changes are monitored and incorporated into our procedures so that there is a company wide improvement and information that is current and up to date.

## ATTACHMENT 4 | C. REGIONAL SKILLS DEVELOPMENT

**Provide details of any training and skills development that will be provided to Canberra region labour in relation to this contract, including:**

Opportunities for engaging and training apprentices

SBG is a Construction Management company not a building company per se. Generally our project teams include construction workers for general labouring duties. The employment and engagement of directly provided trade services is performed by the subcontractors and therefore SBG do not have trade apprenticeship positions to fill. In previous years when SBG performed some of the carpentry works direct, there were 4 apprentices directly supported by the company.

Our support for apprentices is paramount and the evidence of this is our requirement in tender documents for subcontractors to have a ratio of apprentices to tradespeople. Our formal Post Tender Interview specifically checks that adequate training is conducted by the subcontractor. Further, our site inductions specifically ensure that apprentices have adequate supervision on site and that this is identified.

The company has established a professional traineeships and cadetships program as part of its contribution to skills development in the industry. That program was instituted more than a decade ago and primarily supports students enrolled in the University of Canberra Bachelor Project Management Degree. To date SBG has supported 12 cadets through the degree. This is an ongoing commitment and will continue well into the future.

Additional training support is provided for staff to update their qualifications including Diplomas and Certificate IV's. These include Contract Administration, WH&S, Building, Construction Management, Leadership & Management and Training. To date SBG has supported seven Cert IV's and six Diplomas. The ongoing commitment to train our staff will continue.

**The number of existing positions, local apprenticeships and traineeships to deliver this contract**

We intend this project to be staffed by 6 existing Canberra-based employees.

- Director
- Design Manager / Commissioning Agent
- Senior Project Manager
- Senior Project Supervisor
- Contract Manager
- Safety & Systems Manager

As advised above, the company does not anticipate that it will provide any direct apprenticeship positions for this contract. SBG will continue to require that an adequate ratio of apprentices to tradespeople on site is maintained and trained. For many years, SBG has employed University of Canberra Building and Construction students as building cadets, which will continue into the future.

The company provides the opportunity of rotation of junior staff with senior members of the company to gain valuable insights into management styles and techniques, to further their knowledge and development. As is standard practice, the Cadets are given exposure to a range of company projects to flesh out their practical experience in the workplace. This will extend to engagement on this project.

## Opportunities for increasing the skills of Canberra region employees

All SBG projects are viewed as opportunities to provide real world training experiences for junior staff who are still at the beginning of their career development, or who have not been exposed to the type of project being undertaken. Experience is transferred in a number of ways including assigning junior staff to particular workplaces on a temporary basis, mentoring of junior staff by more senior staff in the context of the particular projects being managed by the senior staff member, and by regular formal review of staff capabilities against project requirements leading to the identification of supplementary training required to plug knowledge gaps either internally, or through a Registered Training Organisation.

SBG has a full time Training Manager who organises training meetings and internal staff training sessions monthly. At present, all staff training is reviewed by the Training Manager with skills development requests and skill gaps identified addressed as required. The training needs and requirements of staff are reviewed not only at the beginning of each project, but also throughout the life of the project as the nature of the trade works being undertaken changes.

As can be seen in the next section, our consistent commitment to increasing our staff skills is amply demonstrated.

## Training programs designed to support employee career development

SBG is committed to continuous improvement and the pursuit of Industry Best Practice in the delivery of projects. Our objective is to ratchet up the quality of construction works in the Territory while maintaining safer work practices and work sites. The commercial construction industry is highly dynamic and is subject to continuous change from the introduction of new materials and systems, adoption of more efficient construction and materials handling techniques, and legislative requirements to name only a few. The adaptation to change approach adopted by SBG is to stay ahead of the 'change curve' through a commitment to skills development. We achieve this by engaging cadets, appointing better qualified and trained staff, and providing continuous training opportunities throughout an employee's career with the company.

We have had a number of staff who have completed a number of registered training courses for employment career developments. These include Degrees in Building and Construction, Certificate IV in WHS for our Safety Officers and the Advanced Diploma of Building and Construction for Project Administrators. All training that has been conducted is reported on a quarterly basis and includes internal training as well as external training.

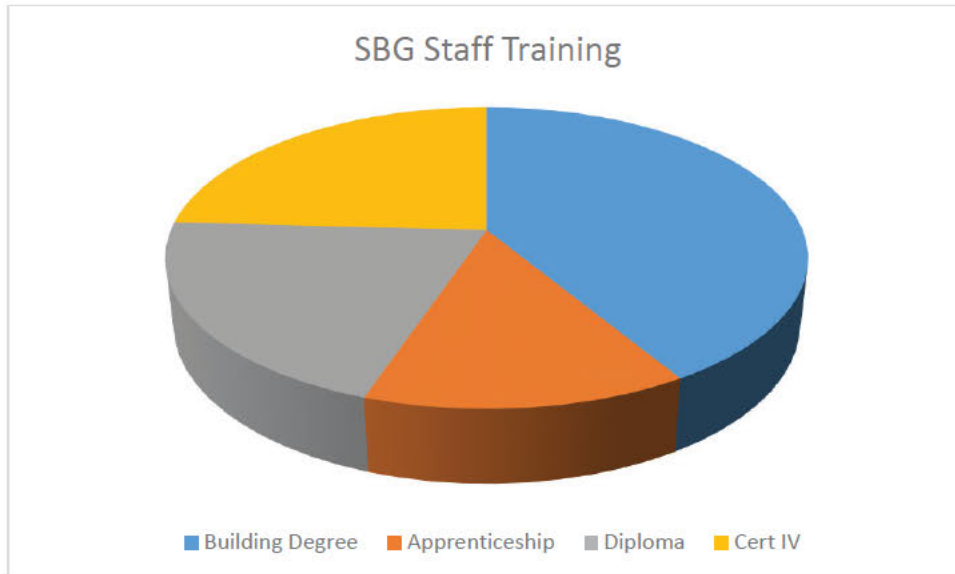
Internal training is held monthly and has included sessions as follows:

- Building Contracts Administration
- GC21 Contracts
- Project Management Agreements
- Security of Payments Act
- Microsoft Project
- Financial Management
- Writing for Business
- General Conditions of Contract
- WHS Act Amendments – ACT
- CHEOPS for Project Supervisors
- Integrated Management System
- Body Balance/Yoga classes

External training is provided as necessary and appropriate, and has included:

- WHS for Managers and Supervisors
- GC21 Contracts
- Provide First Aid
- Traffic Controller
- Asbestos Awareness
- Use of Elevated Work Platforms
- Implement Traffic Control Guidance Plans
- Working at Heights
- Confined Space
- OzHelp training programs
- Emergency Response Plan Training

As part of that commitment, we provide industry-orientated education and professional development opportunities to the company's own staff and workers on the understanding that a better educated and healthier workforce will be more competitive and capable.



#### Training Programs designed for this contract

SBG has a strong commitment to the training and skills development of all employees, with internal training courses held as required. All training requests are reviewed by the Training Manager and recommendations made to executive management for endorsement.

Once the works scope is determined, SBG will then be in a position to see if a specific Training Plan is required for this contract. Specific project training needs are formally identified at various phases of each project. The tender/submission team initially review any specific training needs and this is further reviewed at the Project Launch meeting. This is then specifically monitored on a weekly basis at internal meetings as the project progresses in case further project specific training needs are identified. All training requests are forwarded to the Training Manager for corporate co-ordination and authorisation.

For this project, we anticipate that the following training will be required or updated:

- Cheops
- Working at Heights
- GC21 Contracts
- Building Contracts Administration
- Security of Payments Act
- Microsoft Project (Program Scheduling)
- Mental Health Awareness
- Financial Management
- General Conditions of Contract
- WHS Act Amendments – ACT
- Emergency Response Plan Training

Outline evidence and the value of your business' contributions to skills and training development

# Schedule 2.2(a)xi





# Schedule 2.2(a)xi

## ATTACHMENT 5 | D. REGIONAL INVESTMENT

Provide details about your business presence in the Canberra region and the value of any existing and proposed capital investment in the Canberra region directly linked to the contract. This could include:

The year your business was established in the Canberra region

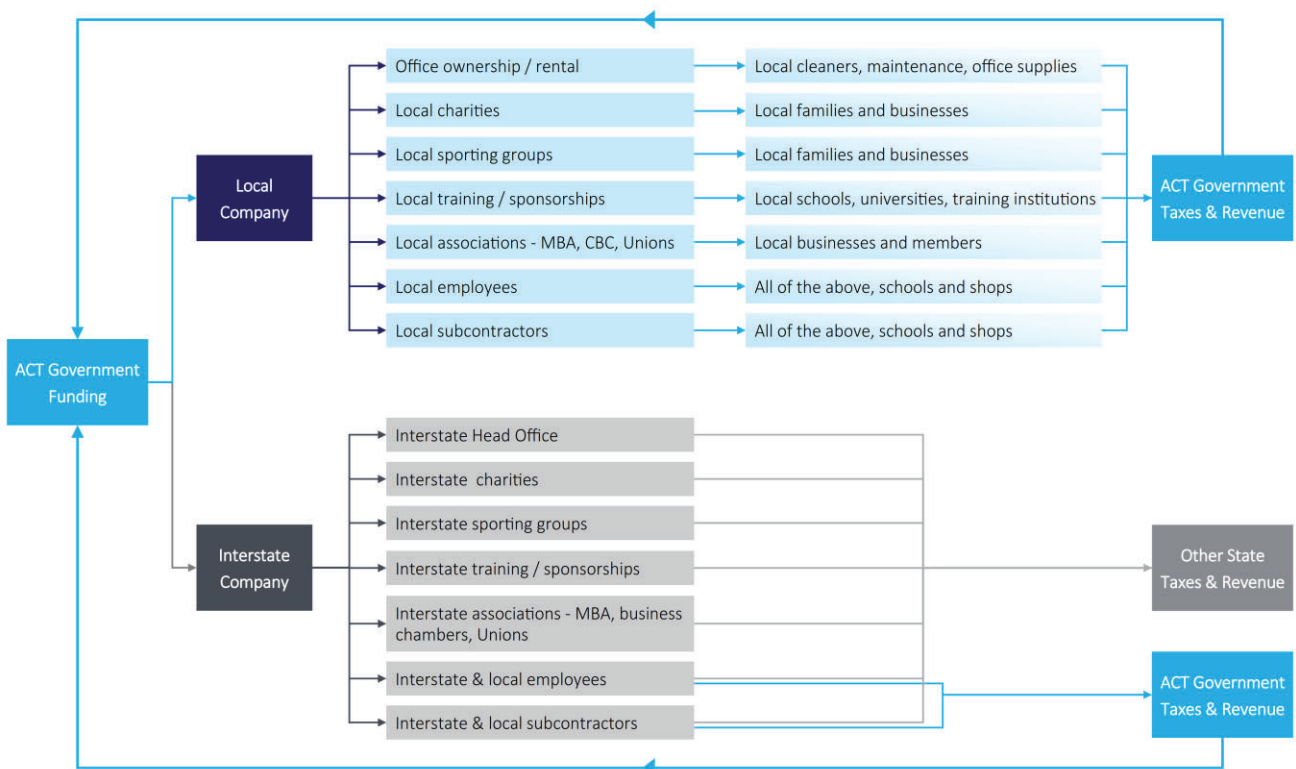
SBG was established in Canberra in 1989. Since that time we have completed over \$900M of projects of which approximately 95% have been conducted in the Canberra region. This turnover has flowed on through to predominantly local subcontractors and the ACT economy.

Details of your current presence in the Canberra region (for example, turnover or FTE)

As a local employer since its incorporation in 1989, SBG currently employs over 30 local Canberrans as full time employees. 100% of the SBG employees are local and from the Canberra region. Therefore any wages and salaries are directly spent in the ACT rather than other jurisdictions. The value add to the local economy cannot be underestimated when looking at the impact vs employers that do not have their employees as local. The following chart particularly brings into sharp focus the huge value that local employees bring to the local economy.



### LOCAL REVENUE - INVESTMENT



### Plans to grow your Canberra region footprint

Our footprint in the Canberra Region in reference to FTE usually varies from 30 to 60 employees. The company's current business development strategy is to grow sustainably. Our prime business strategy focus is to continue to be a builder of choice within the Canberra region, but to remain open to opportunities as they arise further afield. In this regard, we have undertaken projects for long standing clients in Sydney, Darwin, Bega, Merimbula, Hobart and Coonabarabran. While we do not actively pursue interstate and national projects we will continue to assess opportunities as they arise on a case by case basis.

### Existing and proposed capital investment in the Canberra region that directly relates to this contract

SBG owns a building in Phillip for its head office operations. This commitment signals the company's intention to maintain a strong and active presence in the Canberra construction market. Further capital expansion depends on ongoing assessment of the company's performance and balance sheet in the context of economic conditions and project opportunities.

It is not considered that any further capital investment for this contract will be required.

### Engagement with local businesses

Our tender response is based on maximum engagement of local subcontractors and suppliers. It is not always possible to have 100% purchasing of subcontractor and suppliers materials and labour with local businesses. We will however work hard to ensure that local business are at the forefront of any purchasing opportunities.

**Describe how you will identify additional business undertakings that promote economic growth in the Canberra region resulting from this contract. This could include:**

Value-added research or partnerships with universities/CIT

SBG has a strong connection with the University of Canberra. For many years senior managers have provided input into the curriculum for the Bachelor of Building and Construction Management Degree. The company has been a strong supporter of this degree and has employed numerous graduates who have finished their studies at University of Canberra. We are also supporting other employees who are concurrently working or studying on a part time basis.

The degree has provided those graduating with a sound, contemporary grounding in the construction industry and has well prepared them for the opportunities and challenges they will face in the industry when 'on the job'.

SBG is a long-time member of the University of Canberra Bachelor of Building and Construction Management Industry Course Advisory Committee. Key senior staff members also occasionally participate in events organised by UC.

Since 2008 the company has sponsored two annual prizes at the University of Canberra, those being:

- Shaw Building Group First Year Building and Construction Management Prize – awarded to the highest academic achieving first year student in Unit 8518 Building and Construction Studies 1; and
- Shaw Building Group Second Year Building and Construction Management Prize – awarded to the highest academic achieving second year student in Unit 8519 Building and Construction Studies 2.

Senior managers of the company have also played critical roles in the ACT Chapter of the MBA, having been actively involved in developing training syllabuses. Our senior management including Managing Director, Ross Greenup and General Manager, Damiano Serenellini attend Commercial sector meetings and ACT Industry Delivery Partners Round Table discussions.

**Potential to undertake further innovation and research, or the development of technology related to this contract**

The nature, scope, scale and cost of the project are such that it is biased heavily in favour of the use of traditional construction techniques and materials. It is unlikely that any manufacturer or academic would be able to justify the cost of initiating research or development specifically in support of the Scope of Works and likely budget involved. We will continue to monitor and pursue any opportunities in regard to innovation and research that may be able to be leveraged to achieve the stated aim of this sub-section.

SBG is actively involved in various forums and organisations that promote and conduct innovation and research. Support for University of Canberra research is consistently ongoing, with students either completing their bachelor degree (or higher) often consulting with SBG. Attendance at seminars on the latest technology from material suppliers and the like is often facilitated by organisations such as MBA and AIB. SBG support these sessions by their attendance and disseminate information learned to staff. These could be from short information presentations to longer conferences held nationally.

### Use of emerging technologies and materials

SBG will be responsible for the management of the design team.

The opportunity to introduce emerging technologies will depend largely on the extent to which these are allowed against budget constraints, and the latitude provided by the client to allow the Design Team to move beyond established construction techniques and materials. It is often the case that neither the Design Team nor the client are willing to bear the additional risks and costs involved in moving away from established construction techniques and/or materials. This is particularly the case with a relatively conventional project of this scale and scope.

This notwithstanding, one of the first tasks that our project team will undertake following engagement is to subject the documentation provided to a close and searching review to ensure that the proposed design solution is fit for purpose, meets the client's brief and does not raise any buildability issues. At this stage we will raise with the client and Design Team any opportunities that we are able to identify for the project to break new ground.

### Collaboration with international organisations to increase opportunities for Canberra region businesses.

Through our memberships of the Canberra Business Chamber, Australian Institute of Building and Master Builders Association, SBG is exposed to contact with a large array of international organisations. We will initiate inquiries through these associations to establish whether there are any cooperative linkages that can be established. However, for a project with the scope and likely budget, we would rate the opportunity for international collaboration as limited.

## ATTACHMENT 6 | E. COMPLIANCE WITH THE SECURE LOCAL JOBS CODE

Describe how your business will comply with its obligations under the Secure Local Jobs Code for the duration of the contract, including:

Getting and maintaining a Secure Local Jobs Code Certificate

### E1: INTERNAL OPERATIONS

Shaw Building Group was awarded Code Certification in February 2019. Ongoing compliance with the Code is formally reviewed internally on a monthly basis.

### E2: FOR SUBCONTRACTORS

SBG has robust systems in place to ensure compliance with the Secure Local Jobs Code. The internal Subcontractor Management Procedure and the Procurement Schedule include specific reference to the requirement for Secure Local Jobs Code compliance by subcontractors to be reviewed monthly. Tender documents issued will state that this is a mandatory requirements. This is checked prior to any engagement through our Post Tender Interview prior to any recommendations or contracts are let.

Adhering to relevant laws, including industrial relations, employment and workplace safety

### E1: INTERNAL OPERATIONS

SBG is compliant with all statutory requirements, laws, the Secure Local Jobs Code and other third party certifications, including Office of Federal Safety Commissioner.

### E2: FOR SUBCONTRACTORS

Upon engagement, all subcontractors are required to commit to adhere to SBG's accredited Management System which is internally audited for compliance on a monthly basis and externally audited annually. Subcontractors are required to maintain current Workers Compensation, Superannuation and all mandatory employment requirements.

Promoting opportunity for job security and reducing the incidence of insecure work

### E1: INTERNAL OPERATIONS

Senior management of SBG has committed to a business model that places workforce stability at its heart. The overarching strategy is to grow the company at a sustainable rate thereby avoiding large swings in staff numbers as economic conditions ebb and flow. Companies that pursue a 'High Growth/High Profit Strategy' repeatedly shed and rehire staff on a project by project basis during the inevitable troughs and peaks of construction business cycles. This approach takes a terrible social toll on the staff involved, does not encourage staff loyalty, and is wasteful of resources in terms of payouts and recruitment. All SBG staff are employed to National Employment Standards. All SBG staff are permanent with no casual staff.

### E2: FOR SUBCONTRACTORS

A well-controlled and managed site provides subcontractors with certainty in planning their workforce commitments. This allows for an even flow of work which reduces the need for casual staff in busy periods.

## Ensuring subcontractors and sub-subcontractors comply with the Code

### E1: INTERNAL OPERATIONS

For all ACT Government work, SBG ensures prior to engagement, subcontractors at any tier level are listed on Code Certified Entities Register and hold a valid Secure Local Jobs Code Certificate. Certification is maintained through our Integrated Management System.

### E2: FOR SUBCONTRACTORS

To be engaged by SBG, all subcontractors and sub-subcontractors must be certified with the Secure Local Jobs Code and abide by all relevant laws. Subcontractors are reviewed regularly for compliance. Our procurement procedures ensure that this requirement is scrutinised throughout the life cycle of the project from tendering, engagement and ongoing compliance.

## Maintaining communication with the workforce throughout the project

### E1: INTERNAL OPERATIONS

Internal communication within the company is fostered through establishment of a collegiate culture, an open office layout and regular team meetings. These are held at least once a month as catch up/training sessions. As and when required, changes to internal project management documentation, legislation, staff changes etc. are communicated via email or the company's internal newsletter.

### E2: FOR SUBCONTRACTORS

We maintain communication with our project workforce through site inspections, Senior Manager site visits, Client meetings as and when required, Stakeholders meetings, project team meetings, internal system and safety audits, emails and telephone calls. Communication with subcontractors throughout the project is by site induction, Toolbox talks, Site Safety meetings, Contractors coordination meetings, irregular meetings with subcontractors as required, emails and telephone calls. Our site noticeboard is also a useful means of communication.

## ATTACHMENT 7 | F. SYSTEMS OF WORK

Describe how your business will incorporate compliance with the Secure Local Jobs Code into policies and systems of work.

### F1: INTERNAL OPERATIONS

Tender and contract documents will ensure the SLJC is part of mandatory requirements. Prior to recommending and engaging subcontractors this is checked during the pre-award tender meeting and a copy either sighted or checked against the register. The expiry date is entered into the Procurement Plan which provides an early automatic notice that an SLJC is due to expire.

Procedure 5.2 (5.) covering obligations under the Code. Clause 5.2 – Excerpt taken from *Shaw Building Group Project Management Plan (PMP) Procedures Manual*.

#### 5.2 TENDER CONTRACT CONDITIONS

##### Procedure:

1. Set up standard clauses for (sub) contractor tender and contract conditions. Ensure these are back to back with the Head Contract and send a copy of the draft Conditions to the Construction Manager for comment. Seek client approval if required.
2. Ensure tender documents have the WHSE Plan (including all the attachments) attached. If the project is covered by the Building Code, the tender documents are to include the model tender and contract conditions prescribed by the Building Code.
3. Select subcontractors in accordance with contract requirements. Get recommendations if working out of the ACT
4. Ensure compliance with Building Code 2016 for Commonwealth-funded projects as per [PMP 5.02.02](#)
5. For ACT Government-funded projects ensure sub-contractor holds a Secure Local Jobs Code Certificate

*Excerpt taken from Shaw Building Group Corporate Management Plan*

#### Industrial Relations Manager

The Industrial Relations (IR) Manager provides corporate IR support for project teams and also head office. The IR Manager is the first point of contact for all industrial issues including government industrial relations as well as unions.

A report is prepared for the Executive Group Meetings which covers:

- Status of existing industrial agreements
- Any issues to raise in relation to the Australian Building and Construction Commission
- Any union issues in particular site visits
- Status on the ACT Government Secure Local Jobs Code Certificate

Refer to SBG 2.04.12 Duty Statement – Industrial Relations Manager



## ATTACHMENT 8 | G. UNDERSTANDING SECURE LOCAL JOBS CODE OBLIGATIONS

Describe how your business will ensure directors, executive managers and employees understand obligations under the Secure Local Jobs Code.

### G1: INTERNAL OPERATIONS

All SBG staff are invited to regular mandatory and non-mandatory monthly training sessions, held either externally by registered training organisations or in-house by our Cert IV in Workplace Training and Assessment Manager. These training sessions aim to may all staff aware of any changes in regulations and codes, refreshing staff on our existing Integrated Management Systems as well as train staff as required to fulfil their roles. This training also includes training in the Secure Local Jobs Code.

Below is the 2022 Training Plan.

# Schedule 2.2(a)xi

# Schedule 2.2(a)xi

## ATTACHMENT 9 | H. SECURITY OF EMPLOYMENT

**Describe how your business seeks to minimise insecure work arrangements. This includes:**

Whether and how you will support transitioning employees from an existing contractor to your business if successful in this contract

### H1: INTERNAL OPERATIONS

SBG does not envisage transitioning any employees from an existing contractor for this contract. The company business model is to target and obtain work for existing employees, rather than win the work and then engage employees. This has meant that at times we have retained staff that have not been fully utilised when projects are complete. However this support for staff strengthens loyalty while at the same time as having staff fully conversant with SBG systems and procedures of work on new projects.

### H2: SUBCONTRACTORS OR LABOUR HIRE ARRANGEMENTS

Shaw Building Group do not envisage transitioning any employees from a subcontractor for this contract.

How you will minimise insecure work arrangements by your subcontractors

### H1: INTERNAL OPERATIONS

We do not envision any temporary or casual employment arrangements.

### H2: SUBCONTRACTORS OR LABOUR HIRE ARRANGEMENTS

Compliance with the Secure Local Jobs Code to ensure use of casuals is minimised. A well-controlled and managed site provides subcontractors with certainty in planning their workforce commitments. This allows for an even flow of work which reduces the need for casual staff in busy periods.

## ATTACHMENT 10 | I. EMPLOYEES' HEALTH AND WELLBEING

Describe and provide evidence of how your business actively supports the physical and mental health of your employees, including activities that reduce the impact and incidence of impairment in the workplace.

### I1: INTERNAL OPERATIONS

SBG actively supports employees' health and wellbeing in the workplace.

Below is a list of training topics, subjects and services that are regularly conducted, offered and accessed by SBG employees.

- OzHelp Alert Sessions
- Body Balance yoga classes
- Healthy Food options education
- OzHelp for external counselling and support for staff (Tradie tune ups and personal follow up)
- Company on-site BBQs to support a cohesive site team and moral
- Internal newsletters and bulletins e.g. Sunsmart Cancer bulletins, managing shift work
- Impairment awareness training
- Company mentoring program
- One on one staff support sessions
- Soft skills development training
- Company culture survey
- Support for staff community involvement – e.g. RFS volunteering, sporting teams
- COVID-19 toolbox talks on awareness, support and assistance

The remit of our full time Safety & Systems Manager (Paul Asher) specifically covers workplace health and safety, in terms not only of the organisation of work methods, but also on the performance of employees and workers. In this context, 'performance' relates not to a worker's productivity, but to their fitness to work and wellbeing. Specifically, Paul interacts with staff with an eye trained to observe performance against a number of workplace policies that ensure that a worker must have the physical and mental capacity to perform work safely. Paul is looking out for signs that either of these may be impaired as a result of substance abuse, over tiredness, domestic tension or any number of other stressors.

Staff found to be impaired are counselled, initially at a low and informal level to establish the cause, with appropriate support and remedial action initiated. Support may include providing short or long term leave or eliciting the intervention of professionally trained counsellors from OzHelp or similar.

## ATTACHMENT 11 | J. DIVERSITY IN THE WORKPLACE

### Describe your business strategies and processes to:

Support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds.

#### J1: INTERNAL OPERATIONS

SBG values a diverse workplace and supports inclusive recruitment.

Benefits that diversity brings to our business are:


- New and varied strengths and skills add value to our workplace
- Is a reflection of our company's attitude to our clients and external stakeholders
- Creates a challenging workplace that allows people thrive in
- Brings diversity and different perspectives to our business

SBG has a human resource management framework that is non-discriminatory and merit based.

We continually endeavour to expand our opportunities for people from diverse backgrounds in the construction industry in Canberra and regional NSW by:

- Recruitment and Engagement – a robust recruitment and engagement strategy is in place that highlights an awareness of culturally diversity
- Training – improving the skill levels of all diverse backgrounds within the company
- Industry Engagement – partner with / or leverage the assistance of key industry groups to further support opportunities for employment
- Procurement (suppliers/subcontractors) – incentivise our procurement and supply market to work collaboratively with SBG to achieve our objectives on cultural employment, awareness and diversity

SBG Equal Employment & Engagement Policy



## EQUAL EMPLOYMENT & ENGAGEMENT POLICY

### PURPOSE

Shaw Building Group Pty Ltd (SBG) aims to provide an inclusive, diverse and equal workplace. Shaw Building Group acknowledges the participation of a diverse workforce as having underpinned the company's success to date, and continues to embrace Workforce Diversity as a fundamental business strategy to help ensure the company's future success and development.

SBG will ensure selection of personnel for employment within the business takes place with a non-discriminatory/equal opportunity approach using selection processes for employment based on the ability to fulfil the job criteria based on training, experience and proven ability to perform the requirements of the position to be filled and not on sex, pregnancy, race or ethno-religious background, marital status, disability, sexuality, or age.

SBG is also committed to engaging workers who identify as Aboriginal or Torres Strait Islander. SBG is committed to complying with the Commonwealth Indigenous Procurement Policy with the purpose of providing employment and training opportunities to further encourage young workers and Indigenous Australians to work in the construction industry. SBG does this by identifying suitable roles and encouraging applications for these roles. Furthermore SBG consults with and provides training to workers on Cultural Awareness and Understanding Reconciliation.

SBG also actively seeks the engagement of young workers, by providing a mentoring 'buddy' program, providing safe 'on the job' training for juniors and ensuring supervision requirements under the Work Health and Safety Act 2011 are met.

This policy also serves to provide information and guidance on the engagement of all workers who may be deemed 'vulnerable' such as young workers (minors under 18 years of age), workers with English as a Second Language, workers with physical or psychological disabilities, as defined in the WWVP Act (developed to support the ACT Working With Vulnerable People Scheme).

### Commencement of Policy

This Policy will commence on 1<sup>st</sup> December 2020. It replaces SBG 2.04.04 Diversity Policy.

### Scope






This Policy covers all employees of SBG (whether full-time, part-time or casual) and all persons performing work at the direction of, in connection with, or on behalf of SBG (for example contractors, subcontractors, agents, consultants, and temporary staff) (collectively '**workplace participants**').

This Policy extends to all functions and places that are work related, for example, work lunches, conferences, Christmas parties and client functions.

This policy applied to all workplace participants, during the employment process, employment and post-employment.

### Legal Responsibilities

Everyone at the workplace has a legal responsibility to create and maintain a safe working environment, including being free from physical and psychological hazards and harm. Discrimination pre-employment/engagement, during employment and post-employment is not tolerated by SBG. SBG also has the legal responsibility to provide ongoing training, instruction, supervision and training to all workers, on matters that may affect health and safety, including (but not limited to);

-  Bullying, harassment and discrimination.
-  Cultural Awareness and Understanding Reconciliation.
-  Professional training for Human Resources staff (or those undertaking recruitment or induction activities).
-  Supervision for young workers.
-  Company and site specific inductions

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## EQUAL EMPLOYMENT & ENGAGEMENT POLICY

Workers have the legal responsibility to not adversely affect the health and safety of themselves or others by their acts or omissions and must comply with any reasonable safety instruction.

SBG has the responsibility to ensure all workers (including those who may be considered vulnerable) have adequate information, instruction, supervision and training to carry out their tasks.

All workers under this policy must comply with any reasonable instruction from SBG, in relation to providing and attending training, participating in mentoring and leadership programs, and any other requirement to ensure SBG can comply with their responsibilities.

### Relevant Legislation

- Fair Work Act 2009
- Work Health and Safety Act 2011
- Australian Human Rights Commission Act 1986
- Workplace Gender Equality Act 2012.
- Racial Discrimination Act 1975 (Cth)

Discrimination laws recognise that some groups, including racial groups, have suffered historical disadvantage and do not enjoy their human rights equally with others. These laws permit employers to adopt 'special measures' to assist disadvantaged racial groups so that they can have similar access to opportunities as others in the community.

### What steps will SBG take to Ensure Equal Engagement?

SBG will take all reasonable steps to prevent discrimination and provide an equal employment process for all workers or potential workers. This will be achieved by;

- Ensuring interviews are conducted fairly using an interview checklist.
- Interviews for Indigenous Australians are conducted by an Indigenous Australian where possible.
- Provide training to all staff on Bullying, harassment and discrimination and the company procedures associated with this, including disputes, complaints procedures, potential consequences and not only understanding what bullying, harassment and discrimination is, but also understanding the effects on people, business and reputation.

### What steps will SBG take to encourage Indigenous and Young Worker Engagement?

SBG will

- Identify roles via their online advertising where Indigenous and young worker applications are encouraged (these are roles where mentoring, education and supervision are appropriate, where required) and can increase the representation of young workers and Indigenous Australians in the workforce.
- Liaise with Reconciliation Australia on ways to engage young and Indigenous Workers in a meaningful way.
- Ongoing participation with workers, indigenous representatives and indigenous businesses to maintain the current Indigenous Participation Plan (IPP).

SBG has goals of developing a Reconciliation Action Plan, endorsed by Reconciliation Australia, when there are suitable representatives in the business to assist in the consultation and facilitation of this plan.

### Complaint Procedure

If a workplace participant feels that they have discriminated against (or has witnessed the discrimination of another) they should not ignore it.

SBG has a complaint procedure for dealing with discrimination (set out below). The complaint procedure has numerous options available to suit the circumstances of each individual situation. The procedure should be referred to and followed.

Any discrimination issue should be brought to SBG's attention as soon as possible. There are several options available to workplace participants.



## EQUAL EMPLOYMENT & ENGAGEMENT POLICY

Where any young or Indigenous worker feels they are not receiving the education, supervision or necessary instruction to undertake their roles, they are encouraged to raise these issues confidentially with the General Manager directly, as soon as they are aware of the issue.

If at any time, a workplace participant is unsure about how to handle a situation they should contact the IMS Manager for support and guidance.

### Report the issue

There are two complaint procedures that can be used to resolve discrimination complaints: informal and formal (detailed further below). The type of complaint procedure used depends on the nature of the complaint that is made. The aim is to ensure that workplace participants can return to a productive and harmonious working environment as soon as possible, or in the case of pre-employment provide documented substantiation on any decision that was made about that persons potential candidacy.

### Informal complaint procedure

Under the informal complaint procedure there are a broad range of options for addressing the complaint. The procedure used to address the issue will depend on the individual circumstances of the case. The General Manager or IMS Manager will determine which process to follow. The possible options include, but are not limited to:

- Discussing the issue with the person against whom the complaint is made; and/or
- Facilitating a meeting between the parties to resolve the issue and move forward.

The informal complaint procedure is more suited to less serious allegations that if founded, may not warrant disciplinary action being taken.

### Formal complaint procedure

The formal complaint procedure involves the workplace participant making a written complaint and a formal investigation of that complaint. It is appropriate for more serious allegations, or if senior management are involved. Formal investigations may be conducted by SBG or by an external investigator appointed by SBG.

An investigation generally involves collecting information about the complaint and then making a finding based on the available information as to whether the alleged behaviour occurred. Once a finding is made, SBG or the external investigator will make recommendations about what actions should be taken to resolve the complaint and any appropriate disciplinary action.

If SBG considers it appropriate for the safe and efficient conduct of an investigation, workers may be required not to report for work during the period of an investigation. SBG may also provide alternative duties or work during the investigation period. Generally, workplace participants will be paid their normal pay during any such period.

### Dealing with Discrimination Complaints

In handling bullying complaints, SBG will adopt the following principles:

- Take all complaints seriously.
- Act promptly to investigate the matter.
- Will not victimise any person who makes a complaint, any person accused of discrimination, or any witnesses and will direct other workplace participants not to victimise any person involved in a complaint.
- Support all parties.
- Be impartial.
- Communicate the investigation or complaint process to all parties involved, including estimating length of time for resolution.
- Maintain confidentiality. SBG will endeavour to maintain confidentiality as far as possible. However, it may be necessary to speak with other workers in order to determine what happened, to legal representatives or SBG's Project Managers or Project Supervisors. It will also be necessary to speak to those against whom the complaint has been made in order to afford fairness. All workplace





## EQUAL EMPLOYMENT & ENGAGEMENT POLICY

participants involved in the complaint must also maintain confidentiality, including the workplace participant who lodges the complaint. Spreading rumours or gossip may expose the workplace participant responsible to a defamation claim.

- Act appropriately. If a complaint is made and it appears that discrimination or malicious disadvantage has occurred, SBG will endeavour to take appropriate action in relation to the complaint.
- Keep records. Documentation is essential. A record of all meetings and interviews stating who was present and agreed outcomes should always be maintained.

### Possible Outcomes

The possible outcomes of an investigation will depend on the nature of the complaint. Where an investigation results in a finding that a person has engaged in unacceptable behaviour, that person will be disciplined. The type and severity of disciplinary action will depend on the nature of the complaint and other relevant factors. Where the investigation results in a finding that the person complained against has engaged in serious misconduct, (or misconduct on multiple occasions) this may result in instant dismissal. Any disciplinary action is a confidential matter between the affected workplace participant and SBG.

Where a workplace participant has been disadvantaged or discriminated against, SBG will take steps to ensure the outcome is rectified with the workplace participant with an achievable and sustainable result for both parties.

SBG may take a range of disciplinary action. Examples include, but are not limited to:

- Providing training to assist in addressing the problems underpinning the complaint;
- Monitoring to ensure that there are no further problems;
- review of current policy and procedures;
- Mentoring and support from senior management;
- Requiring an apology or an undertaking that certain behaviour stop (written or verbal);
- Changing work arrangements;
- Transferring to another work area;
- Issuing a written warning (this can be a first or final warning depending on the circumstances);
- Dismissal.

### Management's Role

Managers and supervisors have a key role in the prevention of discrimination and affording a fair and harmonious workplace for all participants, including young workers and Indigenous Australians.

Managers and supervisors must:

- Ensure that they do not discriminate against workplace participants, clients or customers
- Ensure workers who work around vulnerable persons have the appropriate WWVP check issued by Access Canberra
- Ensure that they do not aid, abet, or encourage other persons to engage in discriminatory behaviour
- Ensure all workplace participants who report to them are aware and understand this policy and their responsibility to comply with it
- Ensure that all workplace participants who report to them understand that any malicious disadvantage or discrimination in any form is unacceptable and will not be tolerated by sbg
- Act promptly and appropriately if they observe discriminating behaviours
- Ensure that all workplace participants who report to them understand that they should report any malicious or discriminatory behaviour
- Ensure all workplace participants who report to them are aware and understand the complaint procedures
- Act promptly if a complaint is made. If this is not possible, or is inappropriate, inform the General Manager as soon as possible.



## EQUAL EMPLOYMENT & ENGAGEMENT POLICY

- Conduct recruitment and engagement activities via the appropriate channels (human resources or the General Manager) to ensure the process is fair and documented.
- Mentor and supervise young workers and indigenous workers appropriately, encouraging engagement and education.

### Workplace Participant's Role

All workplace participants must:

- Understand and comply with this Policy, and any reasonable instruction outside of this policy to ensure a safe working environment
- Actively participate in any training of this policy as reasonably instructed by SBG
- Sign the workplace participant acknowledgement to this Policy
- Ensure they do not engage in any conduct which may constitute discrimination towards other workplace participants, customers/clients, or others with whom they come into contact through work
- Ensure they do not aid, abet, or encourage other persons to engage in discriminatory behaviour
- Follow SBG's complaint procedure if they experience discrimination or malicious disadvantage
- Report any discrimination they see occurring to others in the workplace in accordance with this policy
- Maintain confidentiality if they are involved in the incident which has been reported.

### Breach of this Policy

SBG takes very seriously its commitment to provide, so far as is reasonably practicable, a safe and healthy work environment, free from discrimination. All workplace participants are required to comply with this policy.

If an employee breaches this policy, they may be subject to disciplinary action. In serious cases this may include termination of employment. Agents and contractors (including temporary contractors) who are found to have breached this Policy may have their contracts with SBG terminated or not renewed.

If a person makes a false complaint, or a complaint in bad faith (e.g. making up a complaint to get someone else in trouble, or making a complaint where there is no foundation for the complaint), that person may be disciplined and may be exposed to a defamation claim.

### More Information

If a workplace participant is unsure about any matter covered by this policy or requires more information about workplace engagement and equal opportunities, they should seek the assistance of their Manager, or of the General Manager. They may also wish to seek external advice from the relevant regulatory authority, such as WorkSafe or Fair Work Ombudsman.

### Review

This procedure will be reviewed annually during SBG's WHS Audit Program, through consultation with employees and health and safety representatives, or when legislative requirements change, or in the event of a serious occurrence involving discrimination or malicious disadvantage.

### Associated Documents

- SBG 2.04.05 Workplace Bullying, Harassment and Discrimination Policy and Procedure
- SBG 2.04.04 **Schedule 2.2(a)xiii** Procurement Policy

**Schedule 2.2(a)ii**

MANAGING DIR

DATE: 14/4/2021

Address barriers to employment or career development for people from these groups

Barriers getting in the way of employing people with a disability may be:

- Different disabilities pose different challenges, and unsure how to deal with this
- Lack of knowledge or confidence regarding what is need to support workers with disabilities
- Difficulties ensuring access and flexibility for workers with disabilities

Overcome these barriers by:

- Education
- Trust and use sources of information to overcome negative perceptions

Barriers getting in the way of employing indigenous Australians:

- Availability
- Cultural differences

Overcome these barriers by:

- Cross cultural training – cultural awareness training
- Ongoing mentoring and support

Barriers getting in the way of employing LGBTQI:

- Lack of knowledge, recognition of the issue in general

Overcome these barriers by:

- Having a clear organisation commitment
- Support at senior level

Barriers getting in the way of employing women:

- Unconscious or conscious bias
- Historical male dominated industry

Overcome these barriers by:

- Flexibility in work practices
- Good policies and procedures that are followed
- Culture

Barriers getting in the way of employing people from culturally and linguistically diverse backgrounds:

- English is a second language
- Lack of local work experience
- Limited understanding of Australian workplace culture
- Limited recognition of their skills/qualification
- Social isolation

Overcome these barriers by:

- Providing mentoring
- Providing training and work experience

## ATTACHMENT 12 | K. LOCAL EMPLOYMENT FIRST

Describe your business' strategies and processes to provide opportunities for people in the Canberra region to apply for and be offered employment for this contract before you recruit workers outside the region.

K1: Internal operations:

The company is staffed 100% by local, Canberra-region-based employees. Personnel nominated for engagement to this project are all existing employees. If opportunities for employment arise that are linked directly to the award of this contract local based employees will be sought.

Describe what training opportunities you provide employees for career development and if this training is a recognised qualification. Outline whether your business provides, or will provide if successful in this contract, internships, traineeships, cadetships or apprenticeships.

K2: Internal operations:

We have a robust training procedure and a training group that meets monthly to 2 monthly where training needs of all staff are reviewed, discussed and actioned. We have minimum mandatory training requirements for positions and this is monitored on a continuing basis. Our training support for employee career development ranges from in house small training sessions, right through to support for external degree qualifications. If successful, we see this project as a good training opportunity for our Building Cadets.

Refer to Attachment 4 for our training and career development for our staff.

## ATTACHMENT 13 | L. CONSULTATION WITH STAFF AND THEIR REPRESENTATIVES

### **K1: Describe how you consulted with your employees on this Plan and provide evidence on how this was done.**

Our designated company employee representatives are regularly consulted during the development of our policies and processes regarding these matters. We currently have a representative for the on-site workers and also for the professional and office staff. All were involved in the preparation of these policies, as well as senior company managers.

The culture of the company is for staff to be able to approach managers with ideas and suggestions. To foster this culture, the following formal and informal mechanisms are utilised:

- The Plan is consulted with the tender team at the “Tender Tracking Meeting” (Minutes Attached)
- The Plan is consulted with the proposed project team via toolbox talk (Toolbox Talk Attached)
- Have an ‘open door’ philosophy where staff are encouraged to drop in and initiate discussions
- Monthly Project Manager informal meetings with attendance by senior managers and Directors
- Monthly Project Supervisor informal meetings with attendance by senior managers and Directors
- Project Launch meetings are an internal collaboration of how the project was tendered and planned to be managed on site. This involves the submission team handing over to the full project team.
- Site team meetings are regularly held weekly to review and plan
- Regular company WHS meetings
- Post Project Reviews provide staff with a formal mechanism for a commentary on lessons learnt or what worked well



**ACT**  
Government

# Labour Relations, Training and Workplace Equity Plan

**Procurements with a value of more than 5 million**

**March 2023**

## **Important note**

This template is for the Labour Relations, Training and Workplace Equity Plan. This Plan is an assessment criteria in the ACT Government's procurement process. Information you enter must be able to be verified. Where possible quantify items in your statements.

If your business is successful in winning this procurement, your compliance with this Plan is evaluated as part of the final contract performance evaluation. The evaluation can be considered as part of your future procurement submissions.

The Labour Relations, Training and Workplace Equity Plan is a requirement under the Government Procurement Act 2001 Part 2B Secure Local Jobs Code. For more information visit [procurement.act.gov.au](http://procurement.act.gov.au)

### Consultation with staff and their representatives

The Government Procurement Regulation 2007 states that this Plan must be developed in consultation with your employees and include a statement on how this was done.

Each time you apply for a new tender with the ACT Government you are required to complete a new Labour Relations, Training and Workplace Equity Plan **specific to each tender** and consult with your employees. You are required to demonstrate how consultation was undertaken on the development of each new plan and provide evidence on how this was done.

Failure to demonstrate consultation with staff each time you complete this Plan may result in your response being assessed as non-compliant and your tender excluded from evaluation.

Describe how you consulted with your employees on this Plan and provide evidence on how this was done specific to THIS tender.

BMD has had a consistent flow of project work within the Canberra region. Since establishing our regional presence in 2006, the teams have established solid relationships with local subcontractors and suppliers and support a current staff workforce. We complete these LRTWEP's on a regular basis, we are committed to providing ongoing opportunities to our local subcontractors, suppliers and our ACT based staff and workforce and will continue to communicate with to them in the ongoing development of these plans.

BMD has an established communication process to consult employees regarding all matters applying to the industrial relations employment. This through structured and regular toolbox and prestart meetings. There are no operational employees assigned to the project. On commencement of operational employees there will be a consultation with the direct employees on the development and implementation of this plan. The employees will be consulted progressively in respect of the plan throughout the life of the project.

BMD met with the CFMMEU as an eligible employee representative on 2 May 2023 regarding this project.

#### Guidance note:

1. Consultation can include with eligible unions or relevant staff representatives.
2. Evidence can include meeting minutes, briefing records, or toolbox talk records.

# Labour Relations, Training and Workplace Equity Plan <sup>171</sup>

Procurements with a value of more than \$5 million

## Tender and business information

Tender* title	Design and Construction of John Gorton Drive and Molonglo River Bridge Crossing
Tender number	30696-RFT-150
Responsible Territory Entity / Directorate	Transport Canberra and City Services (TCCS) Directorate
Legal entity name	B.M.D Constructions Pty Limited
ABN	59 010 126 100
Trading name	BMD Constructions Pty Ltd
Business Project / Contact Person	Schedule 2.2(a)ii
Tender* title	Project Director



### A: Compliance with the Secure Local Jobs Code

**Describe how your business will comply with its obligations under the Secure Local Jobs Code, including:**

- ▶ getting and maintaining a Secure Local Jobs Code Certificate
- ▶ ensuring any subcontractors you engage have and maintain a Secure Local Jobs Code Certificate
- ▶ adhering to relevant laws, including industrial relations, employment and workplace safety
- ▶ maintaining communication with the workforce throughout the project
- ▶ if you have previously been engaged in procurement with the Territory, how you complied with your commitments in the Labour Relations, Training and Workplace Equity Plan in relation to the contract.

Refer to Attachment B - Section A: Compliance with the Local Jobs Code:- detailing BMD's compliance and support of the Government Procurement (Secure Local Jobs) Code 2020.

Refer to Attachment C - Section B: Systems of Work and Attachment D - Section C: Understanding Secure Local Jobs Code obligations:- detailing BMD's ACT Secure Local Jobs Code procedure for nominated subcontractors complying with the code. A receipt of Declaration of Compliance - ACT Secure Local Jobs Code form (signed) is required prior to the issue of sub-contract agreements or works being undertaken. Furthermore, these procedures have been communicated to all staff.

#### Guidance note:

- You are only able to engage Code certified subcontractors. Subcontractors engaged at any tier of the supply chain in connection with the territory-funded work must hold a valid Secure Local Jobs Code Certificate and comply with Code.

### B: Systems of work

Describe how your business will incorporate compliance with the Secure Local Jobs Code into policies and systems of work.

Refer to Attachment C - Section B: Systems of Work.

BMD has established an ACT Secure Local Jobs Code procedure as (SLJCP) as part of our Business Management System (BMS). This BMD's ACT Secure Local Jobs Code procedure prescribes our compliance obligations, our management of requests for information, workplace inductions, workplace and employee representation, recognition of the right to collectively bargain, freedom of association, and our approach to ensuring subcontractor compliance.

#### Guidance note:

- This could include a policy or procedure covering obligations under the Code.

### C: Understanding Secure Local Jobs Code obligations

Describe how your business will ensure directors, executive managers and employees understand obligations under the Secure Local Jobs Code.

Refer to Attachment B - Section A: Compliance with the Local Jobs Code:- detailing BMD's implementation and communication procedures, as per the Business Management System.

#### Guidance note:

- This could include training plans, meeting minutes, or a policy or procedure covering directors, executive managers and employee obligations under the Secure Local Jobs Code.

### D: Security of Employment

Describe how your business seeks to minimise insecure work arrangements. This includes:

- ▶ whether and how you will support transitioning existing employees from an existing contractor to your business if successful in THIS tender (if applicable)
- ▶ how you will minimise insecure work arrangements by your subcontractors.

Refer to Attachment E - Section D: Security of Employment:- for a summary of BMD's induction process, undertaken over a 6 month duration for all new employees. Company information/history, support staff and contact details by category/department, completion of role specific training modules, and a general overview of BMD's Business Management Systems to ensure employees transition into their role with ease.

Further, BMD has a consistent flow of project work within the Canberra region. Since establishing our regional presence in 2006, the teams have established solid relationships with local subcontractors and suppliers. We are committed to providing ongoing opportunities to our subcontractors and will continue to communicate this to them.

The following specific measures will be applied on this project specific to employment security:

- BMD does not as a practice engage fixed term employees, and relies on a permanent direct workforce.
- BMD does not as a practice engage casual employees, and relies on a permanent direct workforce.
- BMD does not currently have any casual employees.
- BMD engages labour hire providers for the purposes of labour top up for varying work levels and to provide candidates for consideration of engagement by BMD as a permanent direct workforce.

#### Guidance note:

- Examples of insecure work arrangements include:
  - ▶ temporary employment arrangements
  - ▶ casual employment arrangements.

### E: Employees' health and wellbeing

Describe and provide evidence of how your business actively supports the physical and mental health of your employees, including activities that reduce the impact and incidence of impairment in the workplace. Please include detail specific to THIS tender.

Refer to Attachment F - Section E: Employees' health and wellbeing:- which provides an overview of the many benefits and programs that employees have access to. BMD continually strive to promote the health and wellbeing of all employees and are also committed to providing support and assistance, both internally and also via the Employee Assistance Program (EAP) through an external party.

#### Guidance note:

- This could include providing employees with access to an Employee Assistance Provider (EAP), workplace policy or procedure, drug and alcohol training, domestic violence training, access to rehabilitation and support services, safety and impairment awareness training, and other measures to support employee health and wellbeing.

### F: Diversity in the workplace

Describe how your business strategies and processes to:

- ▶ support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds
- ▶ address barriers to employment or career development for people from these groups.
- ▶ Encourage diversity on THIS tender.

Refer to Attachment G - Section F: Diversity in the workplace:- which details BMD's commitment to diversity in the workplace. Participation, engagement, awareness training and educating employees will continue to be addressed across all regions.

#### Guidance note:

8. Evidence could include workplace policy or procedures, targeted traineeships/apprenticeships, designated positions or roles, training or support for staff (i.e. literacy and numeracy training, cultural awareness policies or training, LGBTQI awareness policies or training, domestic violence awareness training or supported leave), and any other action you have taken.

### G: Local employment first

Describe your business' strategies and processes to provide opportunities for people in the Canberra region to apply for and be offered employment for THIS tender before you recruit workers outside the region.

BMD has operated in the Canberra Region since 2006 and opened a permanent office in Mitchell in 2007. Our business in the Region provides continuous employment, both directly and indirectly, for thousands of local people. Over the past 15 years BMD has delivered more than \$500 million of local infrastructure for public and private sector clients – work that has been undertaken through the engagement of permanent full-time and part-time staff, significant local subcontractors and suppliers.

For any project based in the ACT BMD's HR team actively advertises and recruits from the Canberra Region as a first and highest priority. The team attends open days at the ANU, local TAFE and RTO's to provide information on the many employment opportunities BMD can offer due to the fact that we are the largest civil engineering contractor that is truly based in the region.

BMD offers a range of traineeships and career development programs to encourage and support people from the Region, and conducts a number of regional sponsorships to ensure we are a well-known ACT business and employer of choice within the ACT.

Our success is founded on the principle of local employment first and foremost, and our BMD Group.

Employment and HR Standard reflects this approach.

The BMD HR team work closely with BMD's regional, construction and project managers to understand employment/candidacy requirements and the local Canberra employment market. Engaging talent from the Canberra Region is our top priority for our local operations, and we currently have more than 30 Canberra-based employees, including three trainees working in our local Canberra office. Our internal strategies to ensure we are providing employment opportunities for local workers includes:

- Incentivised Employee Referral Program
- Local networks and partnerships with training, social employment and recruiters
- Strategic posting on LinkedIn to target local Canberra-based workers
- Geographic selection to target Canberra based residents using LinkedIn and SEEK for employment; and
- Identifying and upskilling local talent so that they are qualified to apply for future local roles.

Describe what training opportunities you provide employees for career development and if this training is a recognised qualification. Outline whether your business provides, or will provide if successful in this tender, internships, traineeships, cadetships or apprenticeships.

BMD run several career development programs, and sponsor and support a wide range of TAFE and other external learning and career development pathways. Every project will offer these opportunities. Please refer to Returnable Schedule WC5 for details of current projects where career development and training pathways have been provided and programs implemented.

- Fortitude was launched in 2015 and is the primary program for developing our emerging leaders. The participants complete a range of topics including risk management, communication, culture and safety leadership, programming expertise and contract strength. The program sets expectations for leadership and provides prerequisite training and mentoring by our most senior BMD people.
- Undergraduate Program provides penultimate and final year students with a cadetship platform to launch their graduate and fulltime careers, taking their tertiary learnings and applying them in a practical, real-world environment.
- Graduate Program is an 18 month personal and professional development program of three modules that aims to kick start a newly graduated persons professional career.
- Certificate IV TAFE qualifications and traineeships in a range of fields from Civil Construction supervision, safety management and leadership, through to formwork and carpentry courses. BMD encourages and supports our supervisors, leading hands and our workforce to participate in these courses to gain and hone the skills they need to succeed in the construction industry.

# Labour Relations, Training and Workplace Equity Plan <sup>178</sup>

## Procurements with a value of more than \$5 million

### Declaration

I am a duly authorised officer of

BMD Constructions Pty Ltd

*(Business Name)*

I am familiar with the principles and objectives of the Secure Local Jobs Code and the responsibilities under it. If awarded the contract the business will:

- ▶ note that the Territory reserves the right to negotiate and/or clarify commitments in this Labour Relations, Training and Workplace Equity Plan before finalising the contract
- ▶ meet the commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ attend any meeting scheduled by the Territory to review progress implementing commitments in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory)
- ▶ report to the Territory on the business' performance implementing its commitments set out in this or an amended Labour Relations, Training and Workplace Equity Plan (as agreed by the Territory) quarterly during the term of the contract.

Signature:

Schedule 2.2(a)ii

Date:

02/08/2023

Name:

Schedule 2.2(a)ii

Position:

General Manager NSW/ACT

## **Contents**

### **Attachment A**

### **Attachment B**

Section A: Compliance with the Local Jobs Code

### **Attachment C**

Section B: Systems of Work

### **Attachment D**

Section C: Understanding Secure Local Jobs Code obligations

### **Attachment E**

Section D: Security of Employment

### **Attachment F**

Section E: Employees' health and wellbeing

### **Attachment G**

Section F: Diversity in the workplace



# Attachment A

## Existing relationships with other businesses in Canberra region

BMD has operated in the Canberra Region since 2006 and opened a permanent office in Mitchell in 2007. Our business in the Region provides continuous employment, both directly and indirectly, for thousands of local people. Over the past 15 years BMD has **delivered more than \$500 million of local infrastructure** for public and private sector clients – work that has been undertaken through the engagement of significant local subcontractors and suppliers.

BMD does not own its own plant and equipment and our preferred procurement model is based on engaging local suppliers and subcontractors. This approach provides certainty of resources for our teams, and the highest possible economic and social benefits for local communities through employment, skills development, and an opportunity for local organisations to grow their own capacity.

Based on this procurement model, BMD has developed strong relationships with a number of local subcontractors, owner-operators and plant hire companies in the Canberra region with many working with our teams on several projects continuously, and some working with BMD exclusively.

Typical subcontracts include traffic control, earthworks, underground hydraulic services, electrical and landscaping construction work. Major construction material items sourced locally include quarry products, concrete, asphalt, pit and pipe and assorted construction materials.

Key reference projects delivered by BMD in the Canberra region include:

- land development projects such as the Whitlam, Taylor, Red Hill, Moncrieff East, Crace, Bonner, and Coombs residential estates, and
- major transport infrastructure projects such as William Slim Drive, Throsby Access Roads, Aikman Drive Duplication, Horse Park Drive Duplication, Belconnen Way Overbridge, and Monaro Highway Duplication.

With a continuous presence in the region, our teams are currently delivering Whitlam Estate – Landscape Package 2D, William Slim Drive Duplication – Package A, and Innovation Precinct.

## Strong local subcontractors and supplier relationships include:

- |  |   |
|--|---|
| • Charman Plant Hire – Hume ACT              | • Duffy Construction – Torrens ACT          |
| • Base Contracting – Majura ACT              | • Minedam – Palmerston ACT                  |
| • D-Group – Fyshwick ACT                     | • Topend FRP – Canberra ACT                 |
| • Coates Hire – Mitchell ACT                 | • TR Civils – Fyshwick ACT                  |
| • ACT Recycling – Fyshwick ACT               | • AXIS Drainage and Civil – Forde ACT       |
| • Canberra Concrete Recyclers – Campbell ACT | • ARC Weldmesh – Mitchell ACT               |
| • Boral – Mitchell ACT                       | • Herzog Steel – Fyshwick ACT               |
| • Holcim – Fyshwick ACT                      | • Complete Turf and Landscape – Curtain ACT |
| • Hanson – Fyshwick ACT                      | • Provincial – Pialligo ACT                 |
| • Boral – Symonston ACT                      | • Able Landscaping – Pialligo ACT           |
| • Canberra Sand and Gravel – Mitchell ACT    | • ACT Spray seeding – Kippax ACT            |
| • Hi-Quality Concrete – Fyshwick ACT         | • AB Fabrications – Fyshwick ACT            |
| • LoPolatos Bros Landscaping – Canberra ACT  | • Michael Deane Fencing – Jamison ACT       |
| • Downer – ACT                               | • Blackwoods – Fyshwick ACT                 |
| • Capital Asphalt – Hall ACT                 | • Woodbusters – MacGregor ACT               |

As a long-term member of the Canberra community and local industry, BMD has built strong relationships with:

- |  |   |
|--|---|
| • Canberra Business Chamber              | • Transport Canberra and City Services (TCCS) |
| • Master Builders Association (MBA) ACT  | • Icon Water                                  |
| • Civil Contractors Federation (CCF) ACT | • ActewAGL                                    |
| • DC Resourcing                          | • Orbus3                                      |
| • Hays labour                            |   |

## Attachment B

### Section A: Compliance with the Local Jobs Code

Describe how your business will comply with its obligations under the Secure Local Jobs Code for the duration of the contract, including:

- getting and maintaining a Secure Local Jobs Code Certificate
- adhering to relevant laws, including industrial relations, employment and workplace safety
- promoting opportunity for job security and reducing the incidence of insecure work
- ensuring subcontractors and sub-subcontractors comply with the Code
- maintaining communication with the workforce throughout the project

#### Getting and maintaining a Secure Local Jobs Code Certificate

BMD successfully attained our Secure Local Jobs Code Certificate (Certificate No. 247) required by the ACT Government to tender for work on 15 January 2019.

BMD audits our compliance requirements under the Certificate every six (6) months in line with our external auditing schedule that we currently have in place to maintain our ISO 45001:2018, ISO 14001:2015, and ISO 9001:2015 Standards.

#### Adhering to relevant laws, including industrial relations, employment and workplace safety

##### Industrial and employee relations

BMD has established a Secure Local Jobs Code Procedure (SLJCP) as part of our Business Management System (BMS). The SLJCP details the procedures, objectives, strategies, systems and processes that BMD utilises to effectively manage employee relations (including industrial relations) to ensure compliance to the Code for the Tendering and Performance of Building Work 2016 (the Building Code 2016) as an entity, and the Secure Local Jobs Code (the SLJ Code) for set funded works.

BMD structure and culture provides all parties involved in the employment relationship with:

- beneficial and productive outcomes
- a safe workplace
- effective communication
- compliance
- respect.

BMD establishes a work environment where management, employees, subcontractors and relevant unions work together in a cooperative manner, where suggestions and contributions of all groups are actively sought and encouraged. We set a high standard for safety performances, quality, overall cost effectiveness, and effective employee relations management.

BMD implements mechanisms to ensure there is understanding and compliance with the industrial relations strategy by project management, supervisors, employees and subcontractors.

##### Safety assurance

BMD operates in accordance with our integrated management system which is accredited by SAI Global to ISO 45001:2018 Occupational health and safety management systems -- Requirements with guidance for use.

BMD also holds accreditation with the Office of the Federal Safety Commissioner (Accreditation No. 0032).

The BMD Health, Safety and Environment (HSE) System provides a framework for each project's procedures.

Employees receive competency and skills training, including specific HSE training in line with each person's role within the organisation and responsibility detailed within the various BMS documents. For example, currently more than 400 employees hold a first aid certificate across the business.

HSE staff nominated on our projects, and working within our business, all have the appropriate level of competency, qualifications, expertise, and experience to undertake the role of HSE representative. All site HSE personnel are supported by dedicated regional and corporate level HSE managers as part of a professional functional team.

Additionally, all staff receive formal corporate inductions, with BMD specific training modules delivered via the BMD Online Training (BOLT) platform.

A project specific Work Health and Safety Management Plan (WHSMP) is developed for each project as part of our Integrated Project Management Plan (IPMP).

#### Promoting opportunity for job security and reducing the incidence of insecure work

BMD's human resource strategy is founded on employing staff for continuous full-time roles, not on a project-by-project or contract basis. Where projects are completed and new projects within the region have not commenced, staff numbers may be susceptible to fluctuations from time to time.

Our strategy to provide secure employment for employees as our first preference is evident by the following data:

- Average length of service for full-time employees 5.5 years
- Employees with five (5) or more years of employment with BMD 32 percent
- Employees with ten (10) or more years of employment with BMD 18 percent

### **Ensuring subcontractors and sub-subcontractors comply with the Code**

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BMD has established a BMD's ACT Secure Local Jobs Code Procedure (SLJCP) as part of our BMS.

BMD will ensure that subcontractors understand their compliance obligations with industrial instruments, legislation and the Secure Local Jobs Code. Subcontractors will also be required to hold a Secure Local Jobs Code certificate, by completing a Declaration of Compliance - ACT Secure Local Jobs Code form.

### **Refer Attachment C**

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- BMD's ACT Secure Local Jobs Code Procedure (SLJCP)

### **Maintaining communication with the workforce throughout the project**

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BMD will conduct inductions prior to work commencing on territory-funded work. All inductions are tailored to employee specific duties and workplace(s) and provided by our project HSE representative who is a member of BMD project management and/or project staff member. Refer Attachment G, Clause 6 'Workplace Inductions' for further information.

Communication is maintained through proven frameworks that are documented within our BMS.

During the life of the Project, communication with subcontractors will be in line with our HSEQ Communication Management Group Standard and our BMD Subcontractor Commercial Procedures Manual.

### **HSEQ Communication Management Standard**

This Standard outlines all HSEQ consultation, communication and issue resolution processes. HSEQ communication is important to make sure management, employees and subcontractors share information, are provided with information about, and have input into decisions relating to:

- project HSEQ performance
- hazards associated with their work
- HSEQ risks
- measuring to eliminate or minimise risk
- site arrangements for the management of HSEQ issues
- procedures for reporting hazards to management.

Mechanisms for regular communication with our workforce in relation to day-to-day operations include, but are not limited to:

- informal discussions
- safety representatives
- HSEQ committee meetings
- participation in hazard identification teams
- participation in preparation of Construction Method Statements, including job safety and environmental analysis
- discussion around Construction Method Statements prior to adoption
- progress reviews and/or feedback of performance
- accident/incident investigation reports
- toolbox talks
- training sessions
- project lessons learnt sessions
- notices, emails, and written instructions.

## **BMD Subcontractor Commercial Procedures Manual**

This document outlines the methodology and process for evaluating, selecting awarding and managing subcontractors and consultants in a commercial aspect. All subcontractors that complete work on any site are set up under a BMD subcontract. The Procedures Manual covers areas including subcontractor communication to discuss all commercial and performance issues in detail and record them formally in site meeting minutes.

Communication with subcontractors must always be in writing where possible or, when oral communication is used it needs to be confirmed in writing as soon as practical. All emails sent to subcontractors are filed on BMD's project specific SharePoint site as per our correspondence protocols outlined in the BMD SharePoint Best Practices document.

### **Compliance**

BMD's management team reviewed this procedure, in line with the 10 infringement points imposed in January 2020. Compliance guidelines and procedures have reiterated to all office/site staff.

Management expressed the importance for **all** employees to comply with the Secure Local Jobs Code.

## Attachment C

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### Section B: Systems of Work

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The following have been included overleaf:

- BMD's ACT Secure Local Jobs Code Procedure (SLJCP)



**ACT SECURE LOCAL JOBS CODE**

Procedure

Business Management Systems (BMS) Group



### Document Version Control

*Note: Most recent changes to this document are highlighted in grey.*

Revision No.	Revision Date	Details of Revision	Approved By
1.0	02/08/2023	Reformatted into procedure template and update to remove reference to Building Code 2016.	Schedule 2.2(a)ii
0.0	12/12/2018	First Issue.	Schedule 2.2(a)ii



## ACT Secure Local Jobs Code Business Management Systems (BMS) Group Procedure

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## 1. Purpose

This ACT Secure Local Jobs Code Procedure (SLJCP) details the procedures, objectives, strategies, systems and processes that BMD Constructions (referred to as BMD) will utilise to effectively manage employee relations (including industrial relations) to ensure compliance to the ACT Government Procurement (Secure Local Jobs) Code 2020 (ACT Code) for set funded works.

## 2. Scope

This ACT SLJCP and hence the ACT Code shall apply to BMD's scope of works on territory-funded works in the Australian Capital Territory only.

## 3. Introduction

This ACT SLJCP has been developed in compliance with the ACT Code.

## 4. Code Certification

BMD acknowledges that any contractor, or subcontractor, must hold a valid local jobs code certificate:

- (a) At the time it submits a response to any request for quote, request for proposal, request for establishment of a panel arrangement, work orders or request for tender (howsoever described), but not including market soundings, for territory-funded work
- (b) At the time of entering into any contract, agreement or other arrangement with a territory entity, or subcontract, for territory-funded work; and
- (c) For the term of the relevant contract, agreement or other arrangement with a territory entity, or subcontract, for territory-funded work.

## 5. Compliance

BMD will comply with:

- a) any applicable Commonwealth, State or Territory legislation that deals with matters relating to industrial relations and includes employment and workplace safety obligations
- b) all applicable Acts and subordinate instruments of the Commonwealth and the Territory, which deal with matters relating to industrial relations, employment and/or workplace safety obligations that apply to BMD
- c) all applicable orders, directions and decisions of any court, tribunal, board, commission or other entity (including but not limited to the Fair Work Commission) with jurisdiction to consider the interpretation, breach or any other matter concerning a law described in (b), and
- d) any Award or Agreement, however designated, that is made under or recognised by a law described in (a) that applies to BMD.

BMD will notify the registrar in writing of any Adverse Ruling made against it, or its subcontractors, or it becoming aware of a failure to comply with Code obligations, within 5 working days of such a ruling being made or such awareness arising.

## 6. Request for Information

BMD acknowledges that it must, subject to law, comply with any reasonable request for information, access to records and directions given by the registrar or an approved auditor for the purposes of investigating compliance pursuant to the ACT Code and the Government Procurement Act 2001 (ACT).

Without limiting Section 12(1) of this Code, BMD will provide the registrar with a declaration in a form approved by the registrar regarding the entity's compliance with the Code within 5 working days (or such longer time approved by the registrar) of a written request from the registrar.

## 7. Workplace Induction

BMD will conduct inductions prior to work commencing on territory-funded works. The inductions will be appropriately tailored to employees' specific duties and workplace(s) and undertaken by a Project Health, Safety or Environment (HSE) Representative who is a member of BMD Site Management and/or Project Staff member. With it covering the following in respect of BMD:

- BMD's employment policies
- Conditions of employment
- Lines of authority and accountability
- Right to elect an employee representative
- An outline of the consultation and dispute procedures, including the employee's right to have a representative of their choice in attendance during the dispute resolution process
- Fitness for Work expectations
- Right of Entry and Unprotected Industrial Action procedures
- Check and verification of each employee and subcontractor's qualifications, licences and tickets
- Health and safety procedures, including task associated hazards and risks, control measures to be used and reporting procedures for hazards and incidents; and
- Emergency and security procedures.

BMD will make copies of the applicable industrial instrument(s) to all employees in the most assessable format.

BMD will ensure that induction training occurs during on paid time, either at the commencement of employment and/or the commencement of a project.

BMD will hold induction training on a group basis where practicable.

## 8. Workplace Representation

BMD will, if requested by two or more employees, facilitate the conduct of an election amongst its employees to elect whichever of the following is requested:

- a) A union workplace delegate, or



b) Other employee representative.

BMD will not inhibit or interfere with the conduct of an election amongst its employees to elect an employee representative (including a union workplace delegate).

BMD will ensure

- c) there is no unlawful discrimination against the union workplace delegate or employee representative in their employment
- d) there is no Adverse Action taken by BMD as an employer against a union workplace delegate or employee representative who is an employee on the basis that they are a union workplace delegate or employee representative
- e) reasonable requests from a union workplace delegate to represent an employee, who is an employee eligible to be a member of the union workplace delegate's eligible union, in relation to a grievance, dispute or discussion with another employee of BMD are not refused, and
- f) reasonable requests from an employee representative to represent an employee, who is an employee who participated in the election of the employee representative, in relation to a grievance, dispute or discussion with another employee of BMD are not refused.

BMD will ensure that its employees have a right to decide whether or not they will be represented in grievance or dispute procedures (whether or not pursuant to an Enterprise Agreement), and, if so, by whom.

If a union workplace delegate or employee representative is elected under the process outlined above for BMD, BMD will put in place practices and procedures to facilitate the conduct of union workplace delegates' or employee representative's roles at the workplace level, and which recognise that the rights of a union workplace delegate or employee representative (where in place) include but are not limited to:

- a) the right to be treated fairly and to perform their role without any discrimination in their employment
- b) recognition by BMD that union workplace delegates or employee representatives elected speak on behalf of employees who elected them
- c) the right to participate in collective bargaining on behalf of those whom they represent, as per the *Fair Work Act 2009* (Cth)
- d) the right to be allowed reasonable time during work hours to perform their role as an employee representative
- e) the right to reasonable paid time to provide information to and seek feedback from the employees that elected them on workplace relations matters during normal working hours of BMD
- f) the right, subject to law, to email employees who they represent to provide information and seek feedback, subject to individual employees exercising a right to opt out
- g) reasonable access to BMD facilities (including telephone, facsimile, photocopying, internet and email facilities, meeting rooms, lunch rooms, tea rooms and other areas where employees meet) and relevant information for the purpose of carrying out work as a union workplace delegate or employee

representative, including meeting and consulting with employees who elected them or any other interested employee

- h) the right to reasonable paid time for a union workplace delegate or employee representatives to attend accredited union training (in the case of a union workplace delegate) or other relevant training (in the case of employee representatives), and
- i) the right to reasonable paid time for union workplace delegates or employee representatives to represent the interests of those that elected them, to the employer, or before industrial tribunals.

## 9. Recognition of the Right to Collectively Bargain

For this section:

- a) bargaining representatives is defined in section 176 of the Fair Work Act 2009 (Cth), and
- b) employee organisation means an organisation of employees.

BMD will make their employees aware of:

- a) their employment rights, including the right to collectively bargain, and
- b) their right to freely chose a bargaining representative for a proposed Enterprise Agreement, and
- c) the default status of unions as bargaining representatives for union members in a manner consistent with section 176 of the Fair Work Act 2009 (Cth).

BMD will provide a Fair Work Information Statement in accordance with section 125 of the *Fair Work Act 2009* (Cth) and will provide induction training in accordance with section 6 of this procedure.

Where BMD has employees that are eligible to be members of an Eligible Union BMD will make such arrangements as are necessary to allow their employees' and bargaining representatives to participate in negotiations to develop Enterprise Agreements that are appropriate to the circumstances of the individual enterprise or industry.

In undertaking negotiations related to the development of an Enterprise Agreement, BMD recognises that employees are free to choose their bargaining representatives and must not adopt or implement policies or practices that seek to encourage their employees to appoint a particular entity or person as their bargaining representative.

BMD will not adopt or implement policies or practices that seek to encourage their employees to revoke the status of an employee organisation as their bargaining representative for a proposed Enterprise Agreement.

BMD shall make reasonable allowances for their employees and their bargaining representative (where in place) to participate in negotiations to develop Enterprise Agreements, including but not limited to:

- d) allowing employees paid time to meet with their bargaining representatives regarding Enterprise Agreement negotiations
- e) meeting regularly with bargaining representatives in good faith for the purpose of enterprise bargaining negotiations; and



- f) allowing a union workplace delegate or employee representative to distribute material to the workplace concerning bargaining

In the course of collective bargaining, BMD or their representative or agents, must not:

- a) advise, encourage, incite or coerce an employee to revoke the bargaining status of the bargaining representative; or
- b) hold negotiations with relevant employees regarding the Enterprise Agreement without first providing bargaining representatives a reasonable opportunity to attend the negotiation.

## 10. Freedom of Association

An employee can freely choose, without interference, whether to be a member of an industrial association, and will not be discriminated against or victimised on the ground of membership or non-membership. In that regard, BMD has developed a practice on Freedom of Association that is consistent with the ACT SLJ Code. The practice is as follows:

1. BMD will respect employee rights in relation to freedom of association by adopting and implementing policies and practices that ensure employees are:
  - a) free to become members of Eligible Unions, and
  - b) free to be represented by Eligible Unions, and
  - c) free to participate in lawful industrial activities, and
  - d) not discriminated against in respect of benefits in the workplace because they are, or are not, members of an Eligible Union.
2. BMD will provide all protections in relation to freedom of association as required by the *Fair Work Act 2009* (Cth) and shall give full recognition to an employee's rights by:
  - a) not preventing or deterring an employee from joining and participating in the Eligible Union; and
  - b) allowing for payroll deduction or facilitating direct debit of union membership fees; and
  - c) not advising, encouraging, inciting or coercing an employee to resign their membership of an Eligible Union.

## 11. Subcontractors

Prior to engaging any subcontractor in relation to territory-funded work, BMD (in contact with a territory entity) will provide details of the proposed subcontractor to the territory entity.

NOTE: If a form is approved by the Minister for this section, the form must be used.

BMD must ensure that any subcontractors engaged in connection with territory-funded work have a valid secure local jobs Code certificate and comply with the Code in relation to that work.



## 12. Contact Persons for Territory-Funded Work

BMD will provide the territory entity with a person or persons, workforce locations and working hours for territory-funded work for the purposes of assisting the exercise of a lawful right of entry in accordance with Part 3-4 of the *Fair Work Act 2009* (Cth) or Part 7 of the *Work Health and Safety Act 2011* (ACT).

BMD will provide the information required under this clause to the territory entity prior to the commencement of territory-funded work.

BMD will advise the territory entity within 14 days if there is a change to the information provided in accordance with this clause.



## Attachment D

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### Section C: Understanding Secure Local Jobs Code obligations

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Describe how your business ensures directors, executive managers and employees understand obligations under Secure Local Jobs Code.

#### Senior leadership team

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BMD holds monthly legislative, regulatory and compliance committee meetings attended by senior leaders within the business, nationally. The meetings provide opportunity and transparency across the senior managers within our business to discuss Code compliance requirements and issues at both state and federal levels. In summary:

- The newly introduced Secure Local Jobs Code will form part of our monthly agenda
- Attendees are required to disseminate information to their respective regional teams
- Minutes from the meeting are presented to the Board of Directors as part of our monthly reporting.

#### Staff

---

Our implementation and communication to staff is as follows:

- BMD successfully attained our Secure Local Jobs Code Certificate
- BMD developed a Secure Local Jobs Code Procedure (SLJCP) as part of our Business Management System
- BMD will audit our compliance requirements every six months in line with our external auditing schedule that we currently have in place to maintain our ISO 45001:2018, ISO 14001:2015, and ISO 9001:2015 Standards.

The content and intent of the SLJCP has been communicated via the following means:

- Completed a toolbox talk in Canberra
- Circulated the SLJCP to company directors and recorded acknowledgement they have read the Procedure and understand BMD's obligations.

#### Subcontractors

---

As part of our BMD's ACT Secure Local Jobs Code Procedure (SLJCP), BMD ensures that subcontractors understand their compliance obligations with industrial instruments, legislation and the Secure Local Jobs Code.

Subcontractors will be required to hold a Secure Local Jobs Certificate and complete the Declaration of Compliance - ACT Secure Local Jobs Code form.

BMD will also conduct inductions prior to work commencing on territory-funded contracts.



## Attachment E

### Section D: Security of Employment

Describe how your business seeks to minimise insecure work arrangements. This includes:

- whether and how you will support transitioning employees from an existing contractor to your business if successful in this contract
- how you will minimise insecure work arrangements by your subcontractors.

#### **Whether and how you will support transitioning employees from an existing contractor to your business if successful in this contract**

Where positions become available, BMD will look to our industry network and promote roles locally to recruit new team members, including employees previously employed by another contractor.

Our induction process includes BMD Online Training (BOLT) which supports new employees in transitioning to our systems and workplace expectations. **The allocation of modules is based on user groups** and each user group is based on user roles, for example engineer and leading hand. Where employees are site-based, they also undertake project-specific induction training. BOLT modules cover:

- CID1364-Introduction to our BMS CID1378-Fitness for Work
- CID1572-Working Near Services (Fundamentals)
- CID1419-Plant and Equipment Management
- CID1420-Hazardous Manual Tasks
- CID1346-Activity Based Risk Management
- CID1347-Overarching Risk Management
- CID1457-Safety Management
- CID1513-Environmental Management
- CID1514-Quality Management
- CID1348-Introduction to Chain of Responsibility
- CID1515-Commercial Management – Field Operations
- CID1516-Supervisors' Pre-Commencement
- CID1537-Sexual Harassment Prevention
- CID1536-Workplace Bullying
- CID1538-Discrimination and Equal Employment Opportunity (pending release)
- CID1613-Working with Cultural Difference
- CID1533-HSEQ Training and Competency Management
- CID1574-Code Compliance
- CID1526-Delegation of Authority
- CID1552-Trenching and Excavation
- CID1551-Electrical Equipment
- CID1545-Lifting Equipment Management
- CID1554-Traffic Management
- CID1528-Subcontractor HSEQ Management
- CID1534-Incident and Accident
- CID1555-Right of Entry
- CID1540-Asbestos Management
- CID1544-Isolation and Tagging Management
- CID1529-Crisis Management
- CID1547-Scaffolding Management
- CID1539-Confined Spaces Management
- CID1530-Emergency Response Management

- CID1527-Injury Rehabilitation Management
- CID1556-Vegetation Clearing Management
- CID1542-Formwork and Falsework Management
- CID1546-Remote and Isolated Work Management
- CID1548-Working Near or Over Water Management
- CID1550-Waste and Recycling Management
- CID1549-Water Quality Management
- CID1553-Working at Heights Management
- CID1557-Soil and Land Management
- CID1543-Hazardous Chemicals Management
- CID1531-HSEQ Communication Management
- CID1561-Double Block and Bleed
- CID1532-HSEQ Issue Resolution Management
- CID1608-Temporary Traffic Management (Fundamentals)
- CID1569-Working Near Services (COP)
- CID1624-Working Near Services (Controller)
- CID1573-GPS Basics

#### **How you will minimise insecure work arrangements by your subcontractors.**

---

BMD's human resource strategy is founded on employing staff for continuous full-time roles, not on a project-by-project or contract basis. Where projects are completed and new projects within the region have not commenced, staff numbers may be susceptible to fluctuations from time to time.

Our strategy to provide secure employment for employees as our first preference is evident by the following data:

- Average length of service for full-time employees 5.5 years
- Employees with five (5) or more years of employment with BMD 32 percent
- Employees with ten (10) or more years of employment with BMD 18 percent

# Attachment F

## Section E: Employees' health and wellbeing

Describe and provide evidence of how your business actively supports the physical and mental health of your employees, including activities that reduce the impact and incidence of impairment in the workplace.

At BMD, we have long held the belief that our business is our people so it stands to reason that we highly value safe sites and workplaces where everyone can come to work without the risk of getting hurt. Our people deserve a workplace where they can be sure they will return home unharmed.

To achieve this, we promote continual improvement in the promotion and management of processes, initiatives and programs that actively support the physical and mental health of our employees. This includes rigorous working processes in line with our ISO 45001 safety accreditation, through to initiatives such as engaging Mental Health Movement and delivering cultural awareness training for our teams. Key pathways to supporting the physical and mental health of our employees have been summarised below.

### Compliance with ISO 45001:2018 Occupational Health and Safety Management

BMD has a demonstrated history of high performance in Occupational Health and Safety (OHS) management and our projects are fully compliant and accredited to ISO 45001:2018 OHS Management and the Australian Government Building and Construction WHS Accreditation Scheme, approved by the Federal Safety Commissioner. Project activities are governed by a project-specific Safety Management Plan, Core Operating Procedures and Work Method Statements (WMS) that are assessed and customised to address any local requirements and associated risks with the works.

### HSEQ Steering Committee

BMD's HSEQ Steering Committee meets monthly to discuss emerging and ongoing HSEQ risks and trends throughout the business. The committee includes senior management who provide feedback around the HSEQ challenges within each region and business unit and set the strategic direction for achieving our Zero Harm goal. The objectives of the committee are:

- demonstrate HSEQ leadership and foster a positive HSEQ culture
- create strategies to ensure a consistent approach to HSEQ across the business
- create, lead, implement, support, and ensure the effective implementation of HSEQ programs
- strive for continuous improvement in HSEQ operations
- encourage open, honest and ongoing dialogue about HSEQ.

### Activity based conversations

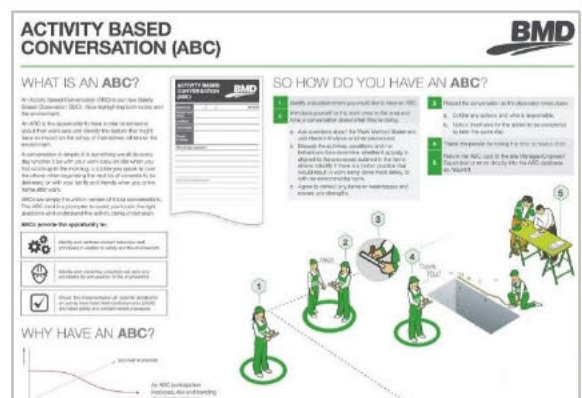
An activity based conversation (ABC) is an opportunity to have a chat to someone about their work and identify the factors that might have an impact on the safety of themselves, others or the environment. A conversation is simple; it is something we all do every day whether it be with your work crew on site when you first catch-up in the morning, a subcontractor you speak to over the phone when organising the next lot of concrete to be delivered, or with your family and friends when you arrive home after work. ABCs are simply the written version of those conversations. The ABC card is a prompter to assist you to ask the right questions and understand the activity being undertaken.

ABCs provide the opportunity to:

- identify and reinforce correct behaviour and conditions in relation to safety and the environment.
- identify and correct unsafe/at-risk acts and conditions for one another or the environment.
- check the implementation of controls detailed for an activity from WMS and other safety and environmental processes.

### Induction program

Ongoing safety training is integral to achieving our health and safety objectives, and our induction process is a significant component of our safety journey. Every new employee is inducted with a corporate induction video where they are provided with information about the business and our vision and values. All project staff on sites across



the country are further inducted on site. These inductions provide safety and environmental information specific to the project and an open platform for new employees to ask questions. BMD's online induction program (BOLT) addresses key hazards in an accessible way, using online tools. BOLT has overcome numeracy and literacy issues of individual employees by providing a technological platform that simplifies text heavy based training, with practical examples which include audio and video, to achieve the desired outcomes of engagement and participation.

## National Safety Action Plans

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To support our health and safety journey, BMD develops targeted improvement/action plans. The plans are purposefully designed to span a 12-month period in which our business strives to generate exactly what the title of the plans suggests: improved safety performance. The 2021-2022 National Safety Action Plan focusses on:

- working near services
- people and plant
- manual handling
- traffic management
- slips, trips and falls.

Key fundamentals include:

- plan and communicate (three week look ahead, daily planning meeting, pre-starts, JHA cards)
- show me (walk through the permit, work through the JHA, work through the checklist)
- be a leader (anyone can have a good idea, be prepared to call stop, take accountability, learn from incidents, recognise good work)
- work together (subcontractors are part of the team, assess the risks and help out your team mates, celebrate success).

## Employee assistance program

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BMD's employee assistance program (EAP) aims to support and assist employees and their immediate family members in managing personal, financial and work-related issues. The program is completely voluntary and confidential. Through access to qualified counsellors, employees and their families can identify issues that may be affecting their quality of life and find ways to resolve them. BMD has contracted Benestar (formerly Davidson Trahaire Corpsych), an external service provider, to provide confidential counselling services. All counsellors employed by Benestar are qualified and experienced psychologists or clinical social workers.

## Good Health and Wellbeing program

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BMD's Good Health and Wellbeing program was designed to encourage BMD staff to take a more active role in achieving overall good health and wellness. The holistic program aims to improve employee health through exercise, nutrition and mental resilience. As part of the initiative, BMD supports programs, activities, workshops and educational seminars that are designed to minimise health problems, maximise performance and ultimately maintain our team focused culture.

## Mates in Construction

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BMD has an ongoing relationship with Mates in Construction (MIC) to deliver mental health awareness and suicide prevention programs to our workforce and project subcontractors. BMD actively encourages individuals in our workforce to be trained as 'Connectors' or 'Asist' supporters for our teams, and regularly hosts visits by members of MIC to deliver toolbox talks. An 'Asist' is trained to provide a 'first responder' like service to someone considering suicide with the object of making this person 'safe' by reaching a 'contract' or 'safe plan' ensuring immediate safety for the individual. A 'Connector' is someone who will undergo additional specific training to keep an individual safe during a crisis and connect them to professional help.



## Mental Health Movement

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The Mental Health Movement (mhm) is the brainchild of former NRL player Dan Hunt. BMD partnered with mhm to deliver an open industry awareness seminar where we presented on the dual topics of Silicosis Risk and Management, and Mental Health Awareness. The seminar was open to all industry members and widely attended. BMD engages with mhm to deliver a number of workshops and awareness campaigns to our workforce. The first session included the fundamentals of mental health education with individuals working through lived experiences. The second stage incorporates resilience building workshops.



## National safe work month 2021 (Cernova resilience indicator and wellbeing webinars)

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Every October is Safe Work Month at BMD. To kick off safe work month in 2021, staff were asked to complete a quick resilience indicator. Resilience is our autonomic nervous system's ability to maintain balance and an indication of how well we can bounce back. This initiative was about data, but not just for data's sake. It provided insights that allowed our people to stay safe and healthy in a world with increasing levels of pressure. BMD is committed to understanding resilience levels of our people to provide supportive action programs that help ensure we can all get home safely at the end of every day.

In partnership with mhm, we ran wellbeing webinars on topics including self-care, resilience and supporting those around you who may be struggling. All staff were encouraged to register for one of these online webinars, with sessions available both during business hours and after hours so family members could attend as well.

### **Cross cultural awareness training**

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As part of our Reconciliation Action Plan (RAP) commitment, we have in place a cross cultural awareness training program that enhances inclusiveness, respect and understanding within our business and supports positive relations through a deeper understanding of cultural needs.

### **BMD TV**

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BMD TV highlights key health, safety and environment topics across the business including project learnings, achievements and examples of industry best practice. BMD TV is shown to all employees and used in site toolbox talks to promote and educate BMD employees on workplace safety and environmental initiatives.

### **BBQ and milestone celebrations**

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BMD takes time to mark safety milestones through informal gatherings and BBQs, internal or project-based safety recognition awards, etc. These milestone celebrations play an important role in keeping safety 'top of mind' across our workplaces.

### **Targeted safety campaigns**

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Safety campaigns are developed and activated across the business and/or at a project level to target specific safety goals. Below are some examples.

#### **Port Connect project – 'Everyone is a safety leader'**

The Port Connect team set out to create a workplace culture committed to safety to address key safety risks, including working near traffic and under HV power lines, and managing people and plant in confined corridors. The team created a culture where safety was understood as the responsibility of every staff member. On Port Connect everyone was a safety leader. To support this, BMD invested in building the whole team's capacity by organising training opportunities for a broad cross section of roles:

- Certificate IV in Safety Leadership – attended by leading hands, foremen, engineers, staff (attended in diverse groups to understand other perspectives)
- Effective safety consultation training (how to deliver effective toolbox talks) – attended by leading hands, foremen, engineers, staff
- Looking out for your MATE – attended by all on-site workforce including subcontractors and office support staff
- Mates in Construction general awareness training, Connector and Asist training – attended by onsite staff and workforce including major subcontractors
- WHS Committee representative training – attended by WHS committee representatives, workforce, staff
- Technical safety training (tickets, licences, etc) – attended by all onsite.

#### **Robinson Road Open Level Crossing Removal project – 'Prevention is always better than the cure'**

From the project development phase, there were specific hazards identified that required a substantial focus and a deliberate and defined strategy to prevent their occurrence. Innovative strategies were developed to specifically address the hazards around working within a small and constrained site, working within the Queensland Rail corridor, and the prevalence of known and unknown services. The nature of the project required substantial manual work and while this was identified early its importance and focus grew throughout the project.

BMD's project team identified that our initial interaction with each worker during the site induction process presented the greatest opportunity to communicate the importance of our preventative strategies. With thousands of workers inducted on the project, the team invested heavily in this 'gateway' with each

**"To us, safety is not an exercise that keeps us in work or secures further contracts - it is a matter of life and death. It is the sum of our contributions and dedication to safety leadership that determines whether our people live or die." GO Alliance Project Team**

induction commencing with a presentation from our Alliance Manager and Superintendent.

This visible leadership was well received by new team members. Along with this management commitment, individuals made a personal commitment to safety. This personal commitment was a strategy we implemented to affect each worker's risk decision making while working on our project. For example, 'if it's not safe, I won't do it' protects the worker in every scenario.

Our Alliance Manager and Superintendent continued to present and attend regular communication forums such as toolbox talks, pre-starts and project updates, as well as formal and informal site inspections – ensuring they were known by workers onsite. Being a visible and known presence resulted in regular interaction with frontline workers and a breakdown of barriers between field and office workers.

**Hand injury campaign – ‘Fits like a glove’**

Hand related injuries can be costly in terms of lost time and productivity, but most importantly, they can also be devastating to our personal lives. However, with the right tools, resources and attitude, hand related injuries can be easily prevented. As a business, BMD can minimise the risk of hand related injuries.

Posters supporting this campaign, with five simple steps were printed and posted across our project sites.



# Attachment G

## Section F: Diversity in the workplace

Describe how your business strategies and processes to:

- support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds
- address barriers to employment or career development for people from these groups.

BMD is committed to increasing diversity and participation of Aboriginal and Torres Strait Islander people, women, people with disability, and people from culturally and linguistically diverse backgrounds through the procurement of goods and services and improving the skills of individuals through employment, education and training opportunities. We support a culturally safe working environment for all subcontractors, suppliers and employees working on our projects and within our business.

In recognition of BMD's commitment to diversity, our teams recently won a Pride in Diversity and Social Inclusion award from Civil Contractors Federation South Australia and a Women in Civil Construction Award in the Australian Capital Territory.

### Overview

BMD's objectives and approach align with **TCCS** and are guided by the following principles:

- **Skills and workforce development opportunities** – contribute to removing traditional barriers to employment within the civil construction sector and seek to build longer-term sustainable job outcomes. This will be achieved by implementing targeted and inclusive employment practices while providing realistic and sustainable employment, training and development opportunities for target groups (Aboriginal and Torres Strait Islander people, women, people with disability, and people from culturally and linguistically diverse backgrounds).
- **Develop industry, community and local partnerships** – work closely with traditional owners and other networks such as Social Traders, Supply Nation, Protech, Dreampath, local labour hire businesses that support diversity, and Clontarf Foundation to create opportunities and legacies. BMD acknowledges the priority actions and targets set by the ACT Government within the 'ACT Aboriginal and Torres Strait Islander Agreement 2019-2028' focussing on:
  - maximising opportunities for employment of Aboriginal and Torres Strait Islander people
  - supporting growth in Aboriginal and Torres Strait Islander businesses and community services organisations.
- **Market development opportunities** – embed specific procurement strategies and targets within our procurement procedures and processes to provide realistic and practical opportunities.
- **Supply chain development** – encourage and support subcontractors and suppliers to understand the broader economic and other benefits increased diversity can generate for the local community.
- **Responsible delivery** – leverage existing inclusive employment programs and initiatives from local, State and the Australian Government where appropriate to the project. Engage with experienced industry partners and specialist consultants to identify and understand opportunities and seek to match capabilities to suitable employment positions and packages of work.
- **Robust monitoring and reporting** – establish and implement robust data capture, monitoring and reporting systems, and incorporate real-time progress analysis and functionality that facilitates early identification of issues and corrective action to ensure compliance with agreed targets and objectives.



### Direct and inclusive employment

Opportunities can be identified in consultation with industry organisations, social enterprises, and inclusive recruitment and employment partners. Our initial mapping may often include identifying:

- unemployment cohorts local to the project
- roles available
- partnership opportunities with the local Clontarf Foundation Academy (Karabar Academy, Queanbeyan)
  - BMD has a long-standing partnership in place with Clontarf and supports the academies by providing work experience and employment opportunities for students and alumni.
- partners and training partners.

### Example strategies to support diversity in the workplace

BMD will focus on delivering outcomes to support TCCS’s objectives and our commitment to diversity in the workplace. Further details around timing of activities and identification of key support organisations would be developed to ensure programs and partnerships are well structured and identified.

Example strategies and activities are tabled below.

Example outcomes sought	Example strategies and activities
Opportunities for Aboriginal and Torres Strait Islander peoples	<p>Meet with Traditional Owners</p> <p>Identify and provide employment and training opportunities. We acknowledge the ACT Government target of 60% of Aboriginal and Torres Strait Islander people (25-64 years) employed by 2028.</p> <p>Develop specific training, entry and support programs, including mentoring programs.</p> <p>Example support organisations: Protech, Dreampath, Clontarf Foundation, NRL school2work program, University of Wollongong Woolyungah Indigenous Centre, University of Canberra Ngunnawal Centre.</p>
Youth unemployment	<p>Identify specific youth unemployment issues, including Aboriginal and Torres Strait Islander youths. We acknowledge the ACT Government target of 65% of Aboriginal and Torres Strait Islander youth (15-24 years) in employment, education or training by 2028.</p> <p>Develop specific training, entry and support programs, including mentoring programs.</p> <p>Example support organisations: Protech, Dreampath, Clontarf Foundation, NRL school2work program, University of Wollongong Woolyungah Indigenous Centre, University of Canberra Ngunnawal Centre.</p>
Opportunities for disadvantaged people and/or people with disabilities	<p>Identify and purchase from social enterprises that employ disadvantaged people and those with disabilities.</p> <p>Identify roles (directly or indirectly) and provide employment and training opportunities, where possible.</p> <p>Develop specific training, entry and support programs, including mentoring programs.</p> <p>Communicate and educate the supply chain in the benefits of diversity.</p> <p>Example support organisations: Social Traders (corporate member).</p>
Women’s equality and safety	<p>Assess equality policies of subcontractors and suppliers.</p> <p>Identify and provide employment opportunities with specific targets set for female team members, both direct and indirect.</p> <p>Identify and provide opportunities for women to undertake senior leadership positions.</p> <p>Implement project employee training to communicate the importance of safety in the workplace for women.</p> <p>Provide flexible work arrangements in line with BMD’s Equity Policy.</p>

### Monitoring and reporting

Monitoring and reporting on diversity performance are structured to comply with relevant reporting requirements and timeframes set by each client. They also enable early identification of issues and intervention to ensure targets and commitments are achieved. BMD’s national social inclusion and diversity managers and functional leads – covering Indigenous, training and development and social procurement – report monthly to our senior management team on spend and engagement.

BMD will utilise upon current internal reporting framework to construct bespoke reporting that communicates real-time project supply chain, employment, and training statistics, as well as commentary on project highlights, general program, program or performance concerns and lessons learned. Reporting outcomes will be communicated to the TCCS representative responsible for the project’s Aboriginal and Torres Strait Islander program outcomes. Regular and full reporting will provide transparency and opportunity to be an active participant in the Project’s program outcomes.

BMD acknowledges TCCS’s pursuit of project targets that deliver an approximate 60% and 40% split between employment and supplier use to deliver a balanced outcome. BMD will pursue these balanced outcomes through the project’s tender phase, and will take into consideration the Project’s opportunities, constraints, and performance outcomes during the life of the Project, all the while ensuring TCCS is receiving value-for-money outcomes.

BMD’s delivery model promotes the utilisation of local and regional supply chain and workforce outcomes, as these resources form our project teams. As a RAP organisation, we are committed to the creation of project outcomes, as we acknowledge our ability and social responsibility to facilitate commercial, employment and community



outcomes whilst operating on country. BMD’s monthly reporting will offer opportunities for BMD to communicate and discuss the Project’s program outcomes and collaborate on forward path strategies.

**Diversity in the workplace: Aboriginal and Torres Strait Islanders**

BMD will engage the **Ngunnawal Aboriginal Corporation (NAC)** in determining real or potential employment opportunities as a guide to our approach to local employment, as well as welcomed regional employment opportunities.

As per the Australian Bureau of Statistics, 2020 census, the self-identified Aboriginal population of the ACT is approximately 8,400 people, which equates to 1% of Australia’s overall Aboriginal population. It is currently assumed that most of the population live near Canberra, but further clarification will be understood when engaging local community organisations like NAC post shortlisting.

Potential employment opportunities open to all local and regional candidates involve standard project roles such as labourers, concreters, form workers, steel fixers, operators, environmental, drainage, traffic management, survey, and cleaners, and will also include project administration, procurement and community stakeholder engagement.

BMD hopes to bolster employment and training outcomes through the engagement of Indigenous businesses, and to some degree, non-Indigenous businesses. It is understood that Indigenous businesses are more likely to employ Aboriginal and Torres Strait Islander people than non-Indigenous businesses, but BMD will expect and encourage all capable project contractors to employ local and regional skilled and unskilled labour, apprentices, and trainees.

Through BMD’s previous projects, relationships have been established with Indigenous businesses who have contributed positively towards BMD’s nominated project targets through employment outcomes, and who could be considered as possible delivery solutions.

Today, BMD employs **40 full-time staff members** who self-identify as Aboriginal and Torres Strait Islander. This represents 2.6% of direct employees.

**BMD and The Clontarf Foundation**

BMD supports the future of the industry and promotes diversity and inclusion through several education-based strategies, initiatives and relationships, including meaningful partnerships with a number of organisations such as The Clontarf Foundation. The Clontarf Foundation provides Aboriginal and Torres Strait Islander senior students the opportunity to complete work experience on our projects, with some taking up offers of employment to complete civil traineeships or apprenticeships. For example, in 2020, Mishye Stevens secured a full-time labouring position with BMD through BMD’s partnership with The Clontarf Foundation.



**Evidence of commitment (case studies)**

**Newell Highway Program Alliance, NSW (Clontarf Foundation school leaver: Tyrone Draper)**

Clontarf Foundation senior student Tyrone Draper was referred to Protech and BMD for a labour hire opportunity on the Newell Highway Program Alliance – an Alliance between BMD, TfNSW and AECOM.

Working in partnership, Tyrone attended a joint interview with Protech and the Alliance Superintendent (BMD) at the Alliance’s Dubbo office. Tyrone expressed interest in civil construction and his aspirations as a recent school leaver. The role of junior labourer was offered to Tyrone by the Alliance Superintendent, with Protech completing the necessary registration process to ensure Tyrone met the required criteria and assisted him with the completion of the mandatory online modules and inductions for new starters.

Tyrone started working on the Peak Hill and Telescope projects. He worked closely with Protech’s labourer / operators who ‘took him under their wing’. Since starting on the Alliance, Tyrone has been enrolled into a Certificate II in Civil Traineeship through Protech’s Dreampath Program, which is developed for the engagement of young Indigenous trainees. Tyrone demonstrated his commitment to his own skills development journey and the Alliance by relocating to a new project site in Pilliga, north of Coonabarabran.

The close partnership between BMD and Protech on the Alliance has secured a number of commitments for trainees like Tyrone, with the Alliance committing that Protech trainees will be provided with an opportunity to continue their traineeship program by relocating and moving with the Alliance as it progressively works between the Victorian and Queensland borders to deliver a program of over-taking lanes.

As an organisation committed to reconciliation and the creation of opportunities for Aboriginal and Torres Strait Islander people, BMD is aware of the community, cultural and familial complexities that can present themselves during a project. It is BMD’s hope that through our alignment with the **NAC** and community elders, we can minimise negative activities or distractions from successful outcomes, all the while respecting mandatory community, cultural or familial responsibilities.

**Inland Rail, Parkes to Narromine, NSW**

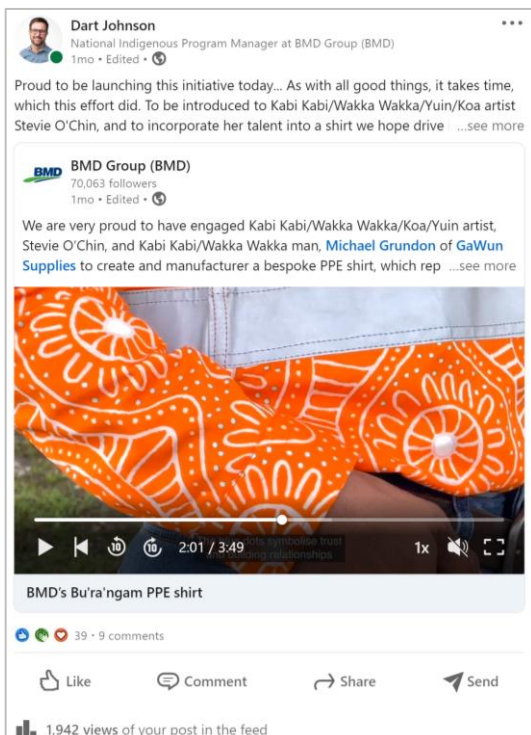
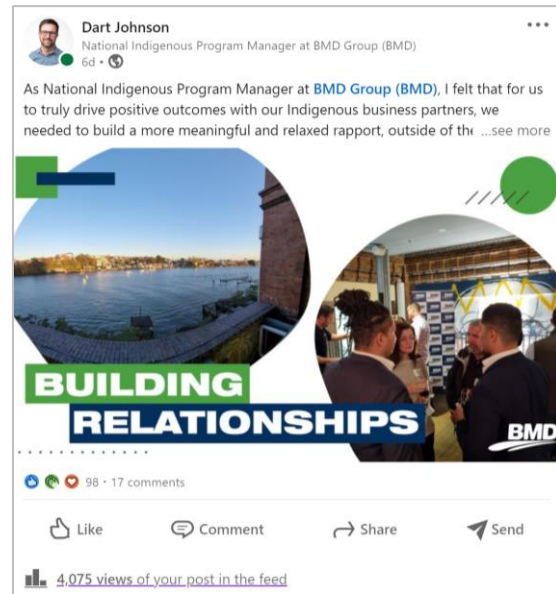
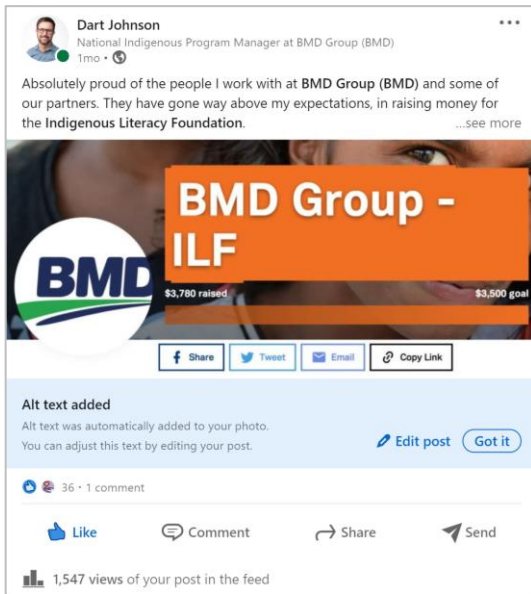
On Inland Rail Parkes to Narromine delivered by a BMD joint venture team, more than 760 local residents were employed, including 305 that identified as Indigenous.

### Olympic Highway Realignment, Kapooka Bridge, NSW

On BMD's Kapooka Bridge project, seven Aboriginal employees were engaged within an average crew size of 45. Workers were provided with career development and training opportunities through OHS construction induction and First Aid Certificates. BMD also engaged with the local Clontarf Foundation at Mt Austin School, with team members attending several group sessions with Clontarf, a careers day, and hosting students onsite.

### National support and promotion of inclusion and diversity

BMD actively promotes diversity and inclusion across the industry through involvement and support of a number of initiatives, culturally significant events, and partnerships at a national, regional, and local project level. Below are examples of recent posts from professional social media platform, LinkedIn.



## Diversity in the workplace: Women and gender equality

Barriers for women working in construction begin at recruitment, and BMD ensures that our recruitment process is gender neutral and respectful to a diverse workforce. We have policies, procedures and initiatives in place that create and support respectful and inclusive workplaces, encourage diversity in the workplace, and seek to address some of the 'traditional' barriers to employment and career development that can face women.

### Women nominated in key roles

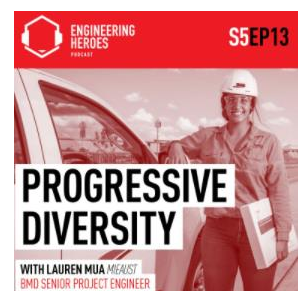
On the **John Gorton Drive and Molonglo River Bridge Crossing project**, we have nominated several women in our core management structure. Example of roles filled by women are noted below.

# Schedule 2.2(a)ii

### BMD supports diversity – Engineers Australia podcast

One of BMD's Senior Project Engineer **Lauren Hua** recently discussed her passion for improving gender diversity in engineering on the Engineering Heroes podcast. In this episode Lauren encourages young engineers to take on challenges to better their careers and achieve innovative sustainable outcomes for the construction industry.

"I put progressive in front of that diversity, because I see it as something that ... is about moving forward, promoting change and improving our current diverse industry." Click [here](#) to listen to her story.



## Policies and procedures

Strong governance is delivered at BMD through our board of directors and various committees and leadership groups that bring together the collective decision makers within the business, coupled with our business management systems that dictate decisions and process based on policy and procedure. Key policies and procedures that support diversity as a whole, and particularly women in the BMD workplace, include:

- Equity Policy
- Paid Parental Leave Policy
- Flexible Work Arrangement Procedure.

Our Employee Handbook and various training modules within our BOLT program communicate our policies, procedures and non-discriminatory work culture to all new starters.

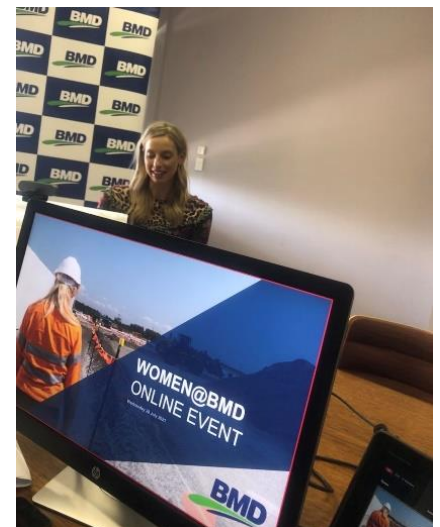
## Initiatives and partnerships

### Women@BMD

With construction identified as Australia's most male dominated industry, BMD recognises the necessity for businesses like ours to actively work towards increasing female representation by attracting and retaining women. Our female employee representation continues to sit above industry standard at 17.1%.

In 2021, BMD established a Women@BMD Working Group who meet monthly to make progressive actions in creating a positive culture for women. The committee hosted its first event online, featuring an insightful and motivational speech by one of Australia's most successful athletes, **Laura Geitz** who shared her personal experiences of growth, development, adversity, success and achievement.

To make real and meaningful changes, the group continues to look into the barriers that exist and invest in the improvements needed to attract and retain high performing women, particularly in senior roles. Some key changes we have seen have been following the uptake in our paid parental leave and ensuring we provide flexibility and support for new parents in their return to work.



### Keeping in Touch Program

This program takes a formal, proactive approach to ensure staff on parental leave stay connected with their manager, team and the wider business. The employee lodges a form before going on leave, triggering a process for their manager to keep in touch with them during their leave — on their terms — to stay up-to-date on project progress and changes in the office or on site and to facilitate a smooth transition back to work.

### Power of Engineering

In 2019, BMD entered a partnership with not-for-profit organisation Power of Engineering as part of our commitment to increasing gender diversity within the construction industry.

This program is an in-kind partnership providing opportunities to promote careers in STEM to girls in high school and children across remote and regional communities. BMD has been working to identify ways to increase the engagement of women in both the construction industry and more specifically at BMD.



Power of Engineering aims to inspire young women and rural high school students to consider a career in engineering by shifting the perception of engineering from being a field dominated by men, to be an opportunity to innovate, find solutions and create a positive future.

BMD employees volunteer at events, with senior company representatives speaking to students about their experience in civil construction and outlining why engineering should be considered as a career choice. Employees worked closely with students to undertake engineering style exercises, for example building robotic hands.

BMD looks forward to continuing to work with Power of Engineering which is just one pathway to ensure we remain an inclusive employer that empowers our people and recognises the positive impacts that different perspectives can add to our business.

### National Association of Women in Construction

Formed in 1995, National Association of Women in Construction (NAWIC) is an Australian not-for-profit organisation which aims to champion and empower women in the construction and related industries to reach their full potential. NAWIC's support for women in construction includes national awards and events. The NAWIC awards showcase

the achievements and industry advancements of women, men and organisations in the construction industry. BMD celebrates the achievements of many female employees each year through nominations, with a number of candidates being recognised with highly commended and as finalists over the years. NAWIC also hosts an annual International Women’s day lunch that BMD actively supports as a national corporate member.

**Diversity in the workplace: Equal opportunity employer**

BMD is an equal opportunity employer. All employees are treated on their merits, regardless of their race, age, sex, disability, marital status, or any other factor not applicable to the position. Employees are valued by how well they perform their duties, and their ability and enthusiasm to maintain our standards of service. BMD’s Equity Policy further outlines our approach towards the employment and ongoing approach of our employees to ensure that all workers feel safe within our workplace and not feel discriminated against.

Under the Disability Discrimination Act 1992, BMD does not require staff members to declare their disability status in relation to their employment, except when a disability has the potential to impact a worker’s performance or ability to meet the requirements of their job – including a worker’s ability to safely perform their role, as well as ensure the safety of their co-workers.

**Diversity in the workplace: Disadvantaged people**

Through our corporate partnership with Social Traders, and our growing inclusion and diversity corporate and regional teams, BMD seeks to build relationships with social enterprises within our supply chain that provide employment for disadvantaged people. Recent examples include:

- Partnering with JobCo Reconnect program on our Fitzsimons Lane Upgrade in Victoria. The Program aims to place disadvantaged Victorians into businesses within our supply chain through casual distribution work (letter box drops) and Certified Traffic Controller opportunities.
- Partnering with a social enterprise to develop a 100% recyclable traffic bollard for industry ready market release by 2022. OCC Connections provide recycling cages free of charge to our sites in Victoria, and we donate our damaged traffic bollards as part of our traffic management subcontract requirements.
- Becoming involved in South Australia’s prisoner employment programs, including the Vocational Correction pre-release program. Working closely with not-for-profit organisation Job Prospects, and our partner Zancott Recruitment – a 100% Indigenous labour hire company – BMD provided employment on our Woodbridge Stage 7 project for an individual that provided her with skills, experience, and supported her parole application. Now a full-time employee with BMD, Evonne received the **2021 Emerging Leaders Award from NAWIC (South Australia)**.

