



LEGISLATIVE ASSEMBLY

FOR THE AUSTRALIAN CAPITAL TERRITORY

SELECT COMMITTEE ON ESTIMATES 2023-2024

Mr Mark Parton MLA (Chair), Ms Jo Clay MLA (Deputy Chair),
Mr Michael Pettersson MLA

ANSWER TO QUESTION ON NOTICE

Mr Michael Pettersson MLA: To ask the Chief Minister

Ref:

Hearing Date: 24/07/2023

In relation to: Local Industry Participation Plans

Can the Chief Minister provide a copy of every Local Industry Participation Plan for projects awarded in the last three financial years valued at over \$100 million?

Mr Andrew Barr: The answer to the Member's question is as follows: –

Four contracts for projects awarded in the last three financial years are valued at over \$100 million:

Contract	Directorate/Agency	Local Industry Participation Plan (LIPP)	Attachment
30008.110 Digital Health Record	ACT Health Directorate	Redacted personal information. Supplier has not consented to release of commercially sensitive information. This information has also been redacted.	Attachment A
58208-D&C-001 Canberra Hospital Expansion Project - D&C Deed	Major Projects Canberra	Redacted personal information only.	Attachment B
58222-NCT-040 CIT Campus - Woden Development Package 2 and Package 3 - Design and Construct (D&C) Deed	Major Projects Canberra	Supplier has not consented to release the LIPP as it was considered commercially sensitive.	Nil
30696-NCT-150 Design (to the extent specified) & Construction of John Gorton Drive and Molonglo River Bridge Crossing	Transport Canberra and City Services Directorate	Redacted personal information only.	Attachment C

Approved for circulation to the Select Committee on Estimates 2023-2024

Signature: 

Date: 17. 8. 23

By the Chief Minister, Andrew Barr MLA



CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY

Local Industry Participation Plan (Local IP Plan)

Procurements with a value of \$5million or more

April 2019

This template is for the Canberra Region Local Industry Participation Plan (Local IP Plan). This Plan is an assessment criteria in the ACT Government's procurement process. 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.

More information on the Canberra Region Local Industry Participation Policy is available at <https://www.procurement.act.gov.au/canberra-region-lipp>

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY
Local Industry Participation Plan (Local IP 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	Digital Health Record
Tender number	30008.110
Responsible Territory Entity / Directorate	ACT Health Directorate
Total tender value (\$AUD) incl. GST	

* 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	Epic Systems Melbourne PTY, Ltd.		
ABN	11 169 182 549		
Trading name	Epic		
Business project manager/contact person			
Telephone		Email	

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

Head office	Branch office	Warehouse/ Depot	Home office	Nil	Other
☐	☐	☐	☐	☐	☒

Specify:

Onsite every other week during implementation period

When was this presence established?

--	--	--	--	--	--

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

Currently 0. Our Australia office is in Victoria and was established in 2014.

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

N/A

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY

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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:

20

See Guidance Note 1

0

% from the Canberra region

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

of FTE:

40

See Guidance Note 1

0

% 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:

93

See Guidance Note 2

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 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:

The Epic team is reflected in A1 and A2. While our staff will not be from Canberra, they will travel to Canberra regularly and deliver the services there. The ACT Health Directorate will also staff a team; this is reflected in A4. The positions to be created and retained include roles in executive project leadership, project management, application administration, change management, training, technical management and support, integration development, analytics and business intelligence administration, and clinical & business process improvement. This local team works with the Epic team to complete the project and perform ongoing application administration. We will train and certify this team in administering the DHR applications (as well as in specialised topics such as implementation leadership and training), and through first-hand experience during the project, they will become highly skilled in configuration, testing & troubleshooting, training, change management, and end-user deployment & support. Once the project is complete, the local team will remain in place to continue administration and expansion of the application to support the ACT Health Directorate's ongoing innovation and continuous improvement in the way they care for ACT citizens. Epic will provide ongoing training opportunities and support to this team for the lifetime of the support contract.

Our approach assumes that the Directorate will staff this team directly; this is the best practice approach so that the talent developed remains in-house for the long term. If the Directorate wishes to subcontract parts of its team, they may work with local firms at their choosing.

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY
Local Industry Participation Plan (Local IP Plan)
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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
B1: Estimated value of goods and services required to deliver the contract?		43%
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. <i>See Guidance Note 3</i>		
	Name and location of regional supplier	Estimated value of input
Travel (flights to and from Canberra, ground transportation), food, lodging	TBD/Various	
Estimated tourism expenditure while in Canberra	TBD/Various	

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:

B1 reflects the tender value plus the salaries of the team ACT Health will stand up to complete the implementation and support the system long-term. Our response to section C sets forth the assumptions we have made with respect to the salary amount.

The line items under B3 reflect expenditures for Epic staff while in Canberra delivering the services. We have included anticipated local expenditures for lodging, local transportation, food, beverage, and anticipated tourism activities. These amounts are based on our experience with similar deployments. We typically solicit and follow recommendations from our clients in determining where to stay, where to eat, what to see while in the area, etc. We are also happy to liaise with Canberra region business advocacy groups in so doing. In addition, Epic has policies and procedures that encourage support of local businesses--for example, at our home office, we have expense reimbursement policies that require employees to attempt to source goods and services from locally owned businesses before using a chain retailer or on-line distributor. Procedures such as these have fostered a culture in which our staff prioritise local businesses and experiences when traveling to client sites.

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY

Local Industry Participation Plan (Local IP 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:

The project is designed to increase the skills of Canberra region employees, provide opportunities for career development, and be an investment in long-term competence within the Directorate and in the region. As noted in our response to Section A, we will work with the Directorate to staff, train, and certify a local project & application administration team. This also includes training and certification for user training, analytics, and integration staff, and there are specialised courses for executives, clinical change management, and project leadership roles as well. Our plan includes an extensive training program that culminates in certification to administer at least one of the proposed applications. In our plan, about 80 local staff would become certified through this training program. There are then ongoing training opportunities for these team members over the lifetime of the contract; these include training programs for each new version of the software as well as training programs for advanced technical or application management topics. Through working side-by-side with Epic during the project, the local Canberra staff gain valuable skills in application administration, change management, training, technical management and support, integration development, analytics and business intelligence administration, and clinical & business process improvement. This provides significant opportunity for employees to grow their skills, and for the Canberra region to develop talent locally.

In addition, our plan includes an extensive end user training component. All end users will be trained in how to use the new DHR. We work closely with the Directorate to develop and carry out this training program. This includes curriculum development, training environment management, a credentialing program to on-board additional trainers, and a Super User program to grow employees' skills in providing peer end user support and liaising between users and the IT team over the long term. Through this program, users will learn how to carry out their jobs more efficiently with the benefit of the integrated DHR; this will bring incalculable value to the Directorate over the long-term. Certain roles, such as Super Users, may have additional career development opportunities through their ongoing engagement in the effort (for example, some organisations start with Super Users when they need to fill roles on training or application administration teams). And, groups like the Directorate that have medical school affiliations have found value in having their medical students & staff trained in the Epic DHR, as this provides an additional opportunity for skills development that these individuals view as valuable to obtain early.

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

Evidence of contribution	Estimated value (\$AUD) incl. GST
The 93 FTE set forth in Part A will be trained in their project roles, and these skills will continue to benefit ACT Health and the Canberra region as you continue your innovation. We estimate that the engagement will remain at 70.5 FTE over the long term. The figure at the right was derived from 93 FTE for 19 months, plus 45 Credentialed Trainer FTEs for 5 months, plus 70.5 FTEs for 8 years and 5 months (i.e., 101 months), all at a yearly salary of \$100,000.	

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY

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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: 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:

As an investment in your region, we deliver the source code to you--a physical installation of our valuable intellectual property. It will be hosted locally and the ACT Health Directorate will procure this service. In addition, hardware, third party devices, content, and other items will be required. Local businesses can be selected to provide such products and services at the Directorate's option. Epic will work closely with the Directorate to evaluate and choose staffing, third party vendors for additional required solutions, and ancillary services and will encourage local products and services alongside imported alternatives so that the Directorate can make a value-for-money judgment as appropriate.

We will also provide local businesses with the opportunity to participate in and contribute to the App Orchard, which is an app-sharing portal for add-ons developed to be integrated with the Epic suite. The App Orchard includes applications developed by customers as well as by third parties. Applications can be offered for free, or they can be sold through the portal; this represents an opportunity for local businesses to market their apps to the worldwide Epic community.

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:

The contract represents a long-term partnership between Epic and the ACT Health Directorate, including the University of Canberra and the Centre for Health and Medical Research. Epic will not only deliver our industry-leading Digital Health Record system, but will also provide the source code pre-populated with a Foundation System of valuable content tailored for ACT Health based on Epic's experience with the world's leading healthcare organisations. In addition, ACT Health will have access to a vast library of additional content that is curated by Epic and contributed & used by Epic's customers, which include top hospitals and healthcare organisations from around the world such as Mayo Clinic, Johns Hopkins Medicine, Cleveland Clinic, Stanford Health Care, University College London Hospitals, Massachusetts General Hospital, The Royal Children's Hospital Melbourne, Yale University, and many more. Within this community, the Directorate can share what they have done as well as collaborate and use clinical content from these and other peer organisations to continuously improve their care for the citizens of the territory.

Epic customers are a highly collaborative group that shares lessons learned and best practices. We focus on fostering this collaboration with tools and platforms such as:

- Cosmos, our data research network that includes over 200 million de-identified patient records so that the Directorate can compare outcomes, make evidence-based care decisions, and conduct research.
- The Epic Earth suite, which includes on-line discussion boards available for customers to discuss their successes and challenges and a forum for clinicians to collaborate on similar patient cases.
- The Community Library containing clinical content submitted by Epic organisations worldwide for sharing and ongoing improvement.
- Specialty Steering Boards (e.g., Oncology, Pediatrics) comprising the top specialists in the Epic community. These boards advise on clinical content development as well as new functionality and workflow configuration. This way, clinical innovations make it into our customers' systems quickly.
- Customer-submitted Clinical Programs and Financial Programs that contain implementation guidebooks, configuration, content, reports, and training materials for specific projects that have proven customer benefits.

In addition, we host a twice-yearly set of over 20 focused Advisory Councils (e.g., Physician Advisory Council, Financial Advisory Council, Scheduling Advisory Council), and our yearly Experts' and Users' Group Meetings. At these meetings, customers from all over the world come together and learn from one another. As our presence in AsiaPAC has grown, we are also contemplating an AsiaPAC Users' Group Meeting, which could be held in Canberra on a rotating basis with our other AsiaPAC sites (e.g., Melbourne, Singapore).

For the lifetime of the support contract, the Directorate will have a designated support team to help them use the DHR in their ongoing research and innovation. They will also receive regular upgrades and enhancements of the DHR as we continually update it to take advantage of emerging technology and respond to the needs of our worldwide customer community. In addition, as noted above, we deliver the source code so that local development can occur on top of it.

Taken together, these factors represent a significant opportunity for people and businesses in the Canberra region to collaborate with international organisations to promote economic growth and ongoing improvements in the way the Directorate cares for the citizens of the ACT.

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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	☐ No	Ongoing jobs for support, about 70.5 FTE.
Local suppliers	☒ Yes	☐ No	We anticipate ongoing work with local suppliers.
Canberra region skills development	☒ Yes	☐ No	Certs & ongoing training allow cont'd innovation.
Canberra region investment	☒ Yes	☐ No	Ongoing investments; continued travel to ACT.

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Declaration

I am a duly authorised officer of

Epic Systems Melbourne PTY, Ltd.

(Business Name)

I am familiar with the principles and objectives of the Canberra Region Local Industry Participation Policy and the responsibilities under this.

If awarded the contract the business will:

- ▶ note that the Territory reserves the right to negotiate and/or clarify commitments in this Local IP Plan before finalising the contract
- ▶ meet the commitments in this or an amended Local IP 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

Wednesday 02 October 2019

Name



Position

Account Executive



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

Canberra Hospital Expansion – Critical Services Building Project
Rev 02

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Tender and Business Information

Tender Title	CHEP
Tender Number	58208-EOI-001
Responsible Territory Entity/Directorate	Major Projects Canberra
Legal entity name	Multiplex Constructions Pty Ltd
ABN	70 107 527 007
Trading name	Multiplex Constructions Pty Ltd
Business project manager / contact person	[REDACTED]
Email	[REDACTED]
Telephone	[REDACTED]
What is your physical presence in the Canberra region?	Multiplex has had previous presence in the Canberra region including the construction of the University of Canberra Public Hospital, Centrelink National Support Office and Sky Plaza projects in addition to Tuggeranong, Chisholm and Erindale Sports Clubs.
When was this presence established?	Multiplex's presence was established in 1987 on the Tuggeranong Retail Centre.
How many full time employees do you currently employ in the Canberra region?	Multiplex does not have any FTE employees in the region currently, however our NSW employees will be permanently relocated to Canberra for the duration of the CHE Project as has been the case for past projects.
Describe your existing relationships with other businesses in the Canberra region?	Multiplex has current and ongoing relationships with local Canberra businesses, subcontractors and consultants and continues to use Canberra-based contractors on our projects in NSW.

1. Introduction

1.1 Purpose

The purpose of this *Local Industry Participation and Labour Relations, Training and Workplace Equity Plan* (Plan) is to identify how Multiplex intends to comply with the territories procurement policies in a manner that provides the best return to client and the people of ACT.

1.2 Abbreviations

The abbreviations used in this Plan are outlined in the table below.

ABBREVIATION	DESCRIPTION
ATSIPP	Aboriginal and Torres Strait Islander Procurement Policy (removed from this plan)
CHEP	Canberra Hospital Expansion Project (formerly known as SPIRE)
CIT	Canberra Institute of Technology
CITC	Construction Industry Training Council
LIPP	Local Industry Participation Plan
LRTWE	Labour Relations, Training and Workplace Equity
OPP	Operational Performance Plan
SLJC	Secure Local Jobs Code

Figure 1 Abbreviations

1.3 Document Control

This Plan will be monitored and necessary changes will be identified in the table below and communicated to all relevant personnel. Amendments and updates to this Plan will be made if the strategies and actions described in the Plan no longer meet the desired outcomes, or if improvements to existing measures can be made.

Electronic distribution of this Plan will be made to those detailed on the distribution listing on Aconex.

REVISION	DATE	DESCRIPTION	PAGE	REVIEWED BY	APPROVED BY
01	12.06.2020	DRAFT for tender			
02	17 April 2021	Revised for the Draft D&C Offer	All		

Figure 2 Revision Table

2. Regional Employment

2.1 Employment Created

Projected workforce numbers for the project have been assumed to reach 450 during peak works. Allowing that employment created by the CHE project will extend across the broad local economy and outside of site-based construction including design and management related roles and external supply chain roles (which will be significant in number), the actual employment to be created and retained through the CHE project is difficult to estimate. Positions that may be created and retained outside of traditional construction positions will form part of Multiplex's focus on realising the CHEP's potential as an economic stimulus opportunity. The potential for non-traditional employment by establishing SMEs, social enterprises and IT start-ups including by disadvantaged cohorts will be addressed by Multiplex through its Connectivity Centre as part of maximising employment outcomes and delivering social value to the Canberra community.

2.2 Communication Strategy

The LIPP will be conveyed to all staff and potential subcontractors and suppliers for the project through a comprehensive communications strategy that will involve:

- » Establishment of a help line;
- » Industry briefings;
- » Direct contact with local suppliers and contractors for works befitting their skills and capacity;
- » Making public announcements about the project and supply requirements e.g. local area press releases from agencies supporting the project, industry associations, business journals and or websites;
- » Coordination of supply chain, local Industry interface through peak Industry employer bodies.

The communication will include a clear statement on how the LIPP meets Multiplex's requirement of maximising opportunities for local industry participation and information on how major materials will be used, including advice if produced locally, and the rationale for selections if the materials are not manufactured in the ACT.

To support local participation requirements Multiplex will engage with contractors and subcontractors at every level to ensure business and industry are afforded the opportunity to gain fair benefit from the project.

2.3 Engagement of Subcontractors

At the point of considering subcontractors for selection, each subcontractor will be audited by Multiplex to ensure compliance with their:

- » Award/industrial instrument/pay and conditions related obligations; and
- » understanding of and adherence to applicable Industrial/WH&S Law/relevant Building Code requirements and confirmation that they hold a valid Secure Local Jobs Code Certificate and that they comply with the local Jobs Code requirements.

Subcontractors engaged at any tier of the supply chain in connection with the CHE project will be required to hold a valid Secure Local Jobs Code Certificate and comply with Code requirements and will be required to identify that their personnel have the capability required for them to meet their compliance obligations.

Subcontractors selected will have their various obligations regarding applicable Industrial, WH&S law relevant Building Codes and the secure local Jobs Code described in their contracts. On commencement on the Project, regular subcontractor/contractor meetings will be held to identify and communicate issues and identify any current/projected compliance related training/learning requirements.

2.4 Labour Hours from Canberra Region

Head Contract1			
A1: Estimated internal FTE required to deliver the contract.	# of FTE	40-50 TBC	
		50%	% from the Canberra Region
A2: Estimated head count of internal labour required to deliver the contract.	# of FTE	40-50 TBC	
		50%	% 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	
A4: Estimated FTE of subcontracted labour intended to be used to perform the contract.	# of FTE	600+	
		50%	% from the Canberra Region

3. Regional Suppliers

3.1 Commitment to liaise

Multiplex commits to liaising with Canberra region business advocacy groups to identify the availability of local goods and services.

3.2 Encouraging Local Industry Participation

The provision of clear Multiplex procedures and policies that encourage local industry participation and Multiplex's commitment to providing preference to local suppliers and sub-contractors when tendering the various trade packages for the provision of materials, equipment, and/or services for the project, will be supported by:

- » Providing timely information and facilitating project information briefings when necessary, to ACT industry so that local suppliers have adequate time to identify potential opportunities and to establish their competitive positions;
- » Facilitating subcontractor alignment with the Local Industry Policy and this Local Industry Participation Plan;
- » Ensuring that ACT design, engineering, manufacturing, construction and project management capabilities are considered when preparing work scopes to enhance ACT industry opportunities, without impacting on environmental, safety, reliability, quality, cost or programme;
- » Providing full and fair opportunity for ACT industry to pre-qualify for tendering on all aspects of the project;
- » Establishing a project Procurement Plan to facilitate the sourcing of equipment and materials from ACT-based suppliers in the first instance;
- » Cooperating with Government agencies and industry bodies, to encourage and promote Local participation;
- » Ensuring that the projects skill requirements are catered for by providing a program of employment, training and skill development that exceeds the ACT Governments mandated requirements;
- » Assisting young/new entrants into the Construction Industry by developing a range of employment pathways and post placement support strategies to maximise sustainable employment e.g. construction, operational and maintenance phases; and
- » Promoting and implementing social and corporate responsibility objectives that support Multiplex, its subcontractors and the Client in their aspirations for the CHE project.

3.3 Regional Suppliers

Excluding Labour	Total	Sourced from the Canberra Region
B1: Estimated value of goods and services required to deliver the contract?	TBA	TBA
B2: Will you engage Canberra region based suppliers to deliver goods and services for this contract?	Yes	
B3: List the supply inputs (including bundled work packages) to be sourced from Canberra region suppliers.	Name and location of regional supplier	Estimated value of input
Civil / Earthworks	Canberra	TBA
Façade	Canberra	TBA
Mechanical Services	Canberra	TBA
Structure Trades	TBA	TBA

4. Regional Skills Development

4.1 Engaging and training apprentices

Multiplex has a significant and committed history of involvement in improving workforce skills and professional development throughout their projects that extends over decades.

The priorities for training within Multiplex are directed towards providing a broad range of cohorts, including those suffering high levels of disadvantage, with the skills, knowledge, insights and positive workplace behaviours required to deliver the level of productivity, quality, safety and innovation expected by our clients, the industry, Multiplex and the communities in which we operate.

In a post COVID-19 economic environment the significance of the CHE project to stimulate activity employment and opportunity is clear. In recognising the significant downturn in construction apprentices in the ACT with cancellations and deferrals due to COVID-19, Multiplex intends to mandate a minimum ratio of 30% Apprentices, trainees and cadets to trades with up to 20% of the overall number coming from those displaced by the pandemic.

4.2 Innovative Delivery

Multiplex has confirmed an arrangement to work with the ACT Construction Industry Training Council (CITC) to help facilitate the necessary work required for this initiative to be met. In addition, Multiplex will provide significant opportunity for those in the Indigenous community seeking training and opportunity including young people in the juvenile justice system. We will work collaboratively with the Canberra Innovation Network to assist start-ups. We will work with Industry unions to promote the best possible Workplace Health and Safety outcomes. We will work with employers to assist them in realising the opportunity presented by CHEP. In effect, we will establish an approach to training, targets and innovative delivery that will set a new industry benchmark and deliver the widest possible benefit to the people of Canberra and by extension to the surrounding regions both during and post CHEP construction.

To help achieve our objectives we have had discussions with a number of ACT-based training related organisations regarding their involvement in training proposals and delivery on the CHE project. These discussions are ongoing and without exception have been positive and supportive and confirmed the involvement of the organisations approached. From these discussions we have confirmed that the lead training provider for the CHE project will be the Canberra Institute of Technology (CIT).

4.3 Increasing skills for Canberra region employees

A preliminary training and development plan (the Plan) for the Project is being finalised. The Plan will be comprehensive and in addressing project, individual development needs, and client and community expectations, will include provision for:

- » New Worker Apprenticeships/Traineeships – available in general construction;
- » Assisting completion for Apprentices/trainees who have lost employment;
- » Existing Worker Traineeships - available in all areas of general construction for existing employees;
- » Trade Assessment - available in all areas of general construction for existing and future project employees who have the required industry experience;
- » Skill Gap Training as required to enable the achievement of qualifications;
- » Supervisor skills training including front Line Management;
- » Project-based Training/learning solutions that meet employer needs as and when they arise (through demand driven approach);
- » Working with Indigenous employment service providers to maximise sustainable employment outcomes;
- » Working with CIT to ensure the best possible outcomes with placement of apprentices and trainees;
- » Identifying and promoting innovation in every area of operation including learning related technology; and / or

- » Ensuring the training/learning activities reflect ACT Government objectives.

Using a proven methodology and utilising our Connectivity Centre collaboration with service providers, an employment services network will be established to provide the widest possible pool of jobseekers for subcontractors who are seeking candidates for employment. In addition the Centre will:

- » Provide the required coordination of resources for on the job training;
- » Act as the coordination point for all employment-related social inclusion initiatives;
- » Source ongoing employment opportunities in the wider industry including with other builders; and
- » Connect the CHE project's activities with local and wider community social programs.

4.4 Supporting Career Development

A training and development plan will be developed for participants. The plan will be tailored to suit each individual's training and developmental needs that are most appropriate for their role on the project, and will consider their individual career aspirations.

The completed individual plans will be incorporated into a project training plan that will align individual and project training needs.

It is contemplated by Multiplex that training/learning offered will encompass several of the full range of qualifications and part qualifications between VET and higher education and include internships, cadetships, apprenticeships and traineeships.

Multiplex will work with the Canberra Institute of Technology, universities and colleges, relevant service providers and employers to create/identify sustainable employment opportunities and site/work experience opportunities students who would benefit from site experience and employer engagement.

Multiplex will identify graduate needs throughout the life cycle of the project and provide opportunities for graduate employment through our cadet / graduate program.

Multiplex has a proven track record in providing opportunities for graduates from local universities, our concept of providing graduates with exposure to and active involvement in critical activities on a large projects has proven successful on a large number of NSW projects, including Duo Central Park, UNSW Biological Sciences, UNSW Materials Sciences and in the ACT, the University of Canberra Public Hospital.

The University of Canberra Public Hospital Living Lab (Living Lab) established by Multiplex during construction of University of Canberra Hospital was considered a great success by all involved and assisted in the development of a highly productive working relationship with the University. All the full time graduate employees on the University of Canberra Public Hospital project were from the university and became valued team members, adding significant value to the project.

In seeking to develop the Living Lab model with both The University of Canberra and CIT, we would welcome the opportunity to use CHEP as a flagship project in providing local students with real life experiences and potential employment during the construction period and beyond.

4.5 Initial training programs for the project

A number of training programs have been finalised for introduction at project commencement. The development/delivery of programs will be ongoing, in accordance with the requirements of the project training plan, in response to issues that emerge, and in accordance with a focus on delivering best practice training outcomes for the project. Training to be provided at project commencement for all persons on site and thereafter ongoing will include:

- » Crystalline Silica Exposure Prevention;
- » Asbestos Awareness Training;
- » Nationally Accredited Workplace Impairment Awareness;
- » Bullying, Harassment & Racial Vilification Awareness;

- » Domestic Violence and Gender Equity Awareness; and
- » Mental Health Awareness.

4.6 Financial contribution

The contribution towards Skills and Training development for the CHE project will be significant although at this stage difficult to quantify, projected costs will include but not be limited to:

- » Establishment of a Connectivity Centre;
- » Employment of Connectivity Centre Project Manager;
- » Employment of CHEP Training coordinator/Manager;
- » Cost of training package development and delivery;
- » Cost of Multiplex personnel attendance at training related meetings;
- » Costs related to engagement of University Professors /Commissioned Research;
- » Costs related to Introduction of new training related technology through CIT; and
- » Costs related to establishment of start-up incubator with Canberra Innovation Network

5. Regional Investment

5.1 Partnership with Universities

Multiplex has entered into a strategic research collaboration with University of Technology Sydney (UTS) Faculty of Design, Architecture and Building (Professor Martin Loosemore), and University of Canberra, School of Design and Built Environment (Assistant Professor Saeed Banihashemi).

Contributing to the requirements around workplace diversity, regional employment, regional supplier development, regional skills development and local employment first, the research agenda will also explore innovative opportunities (such as social procurement and social enterprise) to support employment participation of Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds. This research will build on three previous federally funded Australian Research Council projects with Multiplex and Professor Loosemore in the areas of managing cultural diversity in construction, gender diversity and youth unemployment through social procurement (internationally peer-reviewed books and publications from these projects can be supplied if required).

5.2 Innovation and Research

Drawing upon the extensive expertise of both UTS and UOC, this important collaboration will involve a number of funded research projects which will employ local researchers working collaboratively with Multiplex to explore and co-develop innovative technology and material solutions related to this project based on international learnings and best practice and collaboration with leading international universities and organisations to increase opportunities for the people of Canberra and regional businesses.

These prestigious projects demonstrate Multiplex's commitment to addressing barriers to employment or career development for people from these groups and to working in partnership with universities to undertake world-leading research and development in supporting social, technological and environmental innovation and international best practice on its projects. In a genuine strategic partnership, Multiplex, UTS and UOC will contribute in-kind facilities and staff time to supervise a number of PhD research scholarships which will be offered to local students, with a particular focus on recruiting from Aboriginal and Torres Strait Islander people, women, people with disability and people from culturally and linguistically diverse backgrounds.

5.3 Canberra Institute of Technology (CIT)

CIT and Multiplex have been engaged in an ongoing dialogue to explore a range of potential opportunities to make significant social impact for the Canberra community. This has included consideration of options for high quality training and development programs and initiatives for the CHE project workforce and a targeted training program to enhance employment opportunities for disadvantaged cohorts. Conversations have also involved exploring new and innovative ways for delivering high risk safety training during and after project completion.

Current Multiplex and CIT Initiatives arising from the dialogue include:

- » Work towards the establishment of a joint Multiplex CIT sponsored high risk training facility for mobile articulated cranes;
- » The Scheduling of a careers day for years 11 and 12 Indigenous students to highlight the Construction Industry as a career option for the students. "Broaden your Horizons" to take place in June, thereafter on a regular basis;
- » The finalisation of an MOU between CIT and Multiplex committing to collaboration in workforce training and development.

5.4 Multiplex Support for Canberra Innovation Network and ACT Start Ups

As a feature of its Social and Community Engagement program for the CHE project, Multiplex will build on its Connectivity Centre concept and incorporate a business hub to ensure that the project leaves a long-standing business legacy in the local community.

In collaboration with the Canberra Innovation Network (CBRIN), CHE project stakeholders and the wider ACT Start-up community and by active efforts to help develop a start-up ecosystem, the business hub with a focus on construction-related opportunities will help to support and grow the ACT Start-ups student-founder community by providing Project access, entrepreneurial experiences and opportunities for students and people in the local area.

The Connectivity Centre and Business Hub will work towards establishing the location as a centrally connected and integrated part of the start-up ecosystem and will explore opportunities to coordinate the establishment of a Connectivity Centre based start-up incubator.

The business hub will provide support for the development of social enterprises and start-ups including where feasible, providing support to accelerate their development as businesses into higher growth ventures. This initiative will call on CBRIN Leadership, expertise and experience in supporting student-start-ups, and we anticipate with Multiplex's involvement will include coordinating, mentoring, provision of professional services, and hosting visiting entrepreneurs/investors and entrepreneurs-in-residence.

Using the CHE project as a catalyst and potentially in consultation with ACT Health and other stakeholders and with a focus on the future economy, collaboration entrepreneurship and Innovation, the Business Hub will explore a range of possibilities for the creation of start-ups to address real world challenges. Possibilities such as:

- » Development of a diagnostic tool to identify start-up opportunities for solutions required in bush fire affected communities.
- » Identifying emerging sustainable product companies and working with them to create a market, though the CHEP project and onto other MPX projects.
- » Seeking IT solutions to facilitate the delivery of social value associated with construction projects
- » Exploring start-up opportunities in relation to the Low Carbon Living CRC initiatives and project impacts:
Examples: geo polymer concrete, recycled bench tops, use of emerging solar technology, steel from renewable energy

We will actively encourage CHEP subcontractors and the CHEP supply chain to be involved in all initiatives / proposals relating to start-ups.

5.5 Canberra Region Footprint

Multiplex was first established in the Canberra region in 1987 and most recently when completing the University of Canberra Public Hospital.

Multiplex has maintained an involvement as part of seeking future work opportunities in the ACT. Our growth plan anticipates an ongoing presence based on the winning of the local area's construction projects.

Multiplex has established a temporary site office in Phillip, ACT with the intent of using this office during the ECI phase of the project until a more permanent site office within the CHEP perimeter can be established for the duration of the project.

5.6 Ongoing Benefits for Canberra Region

Category	Ongoing Benefit	Description
Canberra Regional Employment	Yes	Additional local health care and facilities maintenance jobs will be created. Refer to section 2.1 for further information
Local Suppliers	Yes	A range of Canberra / ACT regional based local suppliers will be provided with work opportunities to support the operation of the additional health care services that will be provided by the new CHEP facility. Refer to section 3.2 to further information

Category	Ongoing Benefit	Description
Canberra Regional Skills Development	Yes	Multiplex have a long history of providing legacy initiatives in relation to skills development and improved employment opportunities for disadvantaged cohorts. Such a legacy will be provided for the CHEP project. Refer to section 4 for further details
Canberra Region Investment	Yes	Subject to a forward pipeline of works, Multiplex will continue to have a presence and seek work in the Canberra market, supporting the local suppliers, subcontractors and providing local employment opportunities. Refer Section 5.5 for full details

6. Compliance with Secure Local Jobs Code

6.1 Secure Local Jobs Code

Subcontractors engaged at any tier of the supply chain in connection with the CHE project will be required to hold a valid Secure Local Jobs Code Certificate, comply with Code requirements and will be required to identify that their personnel have the capability required for them to meet their compliance obligation.

Subcontractors selected will have their various obligations regarding applicable Industrial, WH&S law relevant Building Codes and the secure local Jobs Code described in their contracts.

On commencement, each person on the Project will be required to attend an induction that specifies employer/employee rights and obligations relating to applicable industrial Law and the Secure Local Jobs Code. In seeking the widest possible commitment to the Code, the Induction will emphasise that the Code has been developed for the people of the ACT to:

- » Support the awarding of territory-funded work to businesses that meet the highest ethical and labour standards across their business;
- » Work alongside the Local Industry Participation Policy to provide for the creation of secure local jobs being a key consideration when awarding territory-funded work;
- » Promote job security in the Territory and reduce the incidence of insecure work;
- » Ensure entities that choose to tender for territory-funded work and/or are awarded territory-funded work comply with their employee and industrial relations obligations in respect of their workers, contractors and sub-contractors, particularly with regard to the fair treatment of workers and upholding their workplace rights and safety; and
- » Promote workforce diversity and inclusive workplaces.

Requirements within the Code will be promoted by Multiplex as a standing feature in all project related communication.

6.2 Secure Local Jobs Code Training

Through the Canberra Institute of Technology (CIT), Multiplex will mandate and provide structured Secure Local Jobs Code training for all Multiplex senior management and staff and relevant construction worker employees on the CHE project.

Training for Directors and Multiplex and subcontractor senior management will take place prior to project commencement and then ongoing throughout the project as required.

All such training will be incorporated into the project training plan.

6.3 Compliance & Systems of Work

Compliance with the Secure Local Jobs Code (SLJC) and the principles of fairness and equity that underpin the Code will be a standing agenda item at subcontractors meetings, incorporated into every training program and be the foundational basis for all Industrial relations discussions that occur in relation to the CHE Project. All issues in relation to the SLJC will be communicated to the site workforce, both directly where relevant and/or through their elected union delegates/workplace representatives.

After engagement each subcontractor will be subject to a periodic compliance audit:

- » The compliance audit will address all major Industrial Relations and employment compliance obligations;
- » The auditing party will provide comprehensive written reports to Multiplex on the outcome of the compliance audits, and once completed these reports will be maintained on the Project;

- » Contractors/subcontractors/sub-subcontractors who have ongoing work on the Project for a time frame extending beyond a specified time (example, six months) will be subject to a follow-up compliance audit and written report by the auditing party; and
- » Multiplex will provide regular briefings for all contractors/subcontractors/sub-subcontractors regarding outcomes employment related matters and any other relevant topic which may be appropriate for the Project.

All information/records gathered through the compliance audit process will be maintained strictly in accordance with IR related acts/codes, and privacy related legislation.



SECURE LOCAL JOBS CODE

This is to certify that

Multiplex Constructions Pty Ltd

70 107 007 527

Level 22, 135 King Street, Sydney NSW 2000

P|02 9322 2400 E| Nsw.accounts@multiplex.global

is a Code Certified Entity under
the Secure Local Jobs Code

Government Procurement Act 2001

Certificate number 01350

Valid from 12 June 2020 to 12 December 2021

Conditions: Nil

Exemptions: Nil

Approved Auditor: Anne McGregor 0001

A handwritten signature in black ink, appearing to read 'K Bourke'.

K. Bourke

Delegate of Secure Local Jobs Code Registrar

15 June 2020

7. Security of Employment

7.1 Secure Employment

Throughout all communication regarding work opportunities on the CHE project, including discussions with subcontractors and suppliers, Multiplex will actively promote its preference for dealing with contractors and suppliers which offer their employees secure employment.

Where there is evidence that a contractor/supplier seeking work on the CHE project is using casual employment arrangements as a convenience, with the effect of disadvantaging workers who by virtue of the extent of work available would traditionally be employed on a full time basis, Multiplex will engage with the employer concerned to support the intent of the Secure Local Jobs Code.

Multiplex will take every available opportunity, including through the way its contract packages are let, to influence full time employment in preference to temporary and or casual employment arrangements.

In the event that there is the opportunity to transition appropriately qualified workers from employers providing insecure employment to those employers including Multiplex offering secure employment then Multiplex will transition such workers.

Other than for short term top up requirements Multiplex will not utilise labour hire.

Employment opportunities that, due to the volume of or sporadic nature of the work involved, can be reliably designated as short term/ casual will be reserved for those seeking such work.

8. Employee Health and Wellbeing

8.1 Health and Wellbeing

Supporting the health and wellbeing of our direct employees and those of our subcontractors is Multiplex's number one priority. The health and wellbeing program for the CHE project will demonstrate this fact through a range of initiatives that include:

- » Educating our leaders about mental health and the support available for our employees;
- » Provision of mental health first aid training for Staff and Construction workers on the CHE project so they are equipped with the knowledge and skills to help support someone who is unwell or becoming unwell; (across Australia and through our comprehensive in house program Multiplex has trained in excess of 200 mental health first aiders including senior staff members who now have the knowledge, skills and genuine care to support their colleagues, friends and family experiencing mental health problems or a mental illness)
- » Provision of an employee assistance program which is confidential and available to all employees and their families;
- » Providing active support (including financial sponsorship) for the ACT Building Unions suicide prevention program;
- » Provision of an education program on domestic violence (Domestic violence leave is available to all Multiplex employees in the event that they are impacted by domestic violence);
- » Provision of Impairment awareness training;
- » Provision of Bullying and Harassment training; and
- » Mental Health issues awareness training.

The above programs are supported by Multiplex Utilising innovative work practices to enable our employees and leaders to develop solutions regarding the hours (when), locations (where) and manner (how), in which we work in order to better meet individual, team and business needs.

8.2 Workplace Flexibility

Multiplex has been implementing team based flexibility since 2013. Each project team determines and designs the flexibility solutions that best suits the team. We encourage teams to be innovative in their approach. We regularly survey and interview our staff on flexibility to assess what's working well and how to improve. We are proud of the shift in positive attitude towards flexibility and the real impact it has on the lives of our people and believe we are contributing to a real shift in the industry. Currently flexibility has been implemented on 48 of our sites around Australia. The results of our surveys and interviews indicate that making flexibility accessible, supports the wellness of our workforce. Initiatives that support flexible work arrangements include:

- » Rostering for 5 day work week;
- » Role redesign;
- » Health programs; and / or
- » Mentoring.

It is Multiplex's intention to promote the benefits of its workplace flexibility program to its subcontractors and consistent with site programming imperatives and individual preference we will investigate the full range of flexible work arrangements available for the CHE project and implement those deemed feasible.

9. Diversity in the Workplace

9.1 Promoting Diversity

Notwithstanding client requirements in relation to CHEP, Multiplex, on each of its projects, seeks to demonstrate industry leadership in promoting diversity in the workplace.

Accordingly, planning for the CHE project has involved offering employment and personal development solutions for a range of disadvantaged cohorts, including those from culturally and linguistically diverse backgrounds, First Nation peoples, those from a skilled migrant refugee background, youth and youth at risk and people with a disability.

9.2 Connectivity Centre

The central coordination point for all of Multiplex Diversity/employment and training related programs/ activities and delivery of benefit to the ACT community, will be a Multiplex Connectivity Centre (Centre) to be established in close proximity to the project

Amongst other benefits, the Centres act as a hub for collaboration between stakeholders and service providers and provide subcontractors with a one-stop shop to address employment/training/diversity target needs.

The Connectivity Centre concept is a collaborative initiative, which has been developed, tested and refined over many years, between Multiplex, its clients, its supply chain and community, voluntary, not-for-profits and third sector organisations. It represents an innovative response by Multiplex to the social value requirements of its clients and the communities in which it works.

Conceptually, the Connectivity Centres can be seen as a unique example of open distributed social innovation in a project context, because they bring about wider systems change and social impact through a community-driven re-configuration for working practices, relationships and processes between sectors that do not normally interact.

9.3 Connectivity Centre Services

Connectivity Centre services will support a Workforce Development Plan that in supporting diversity provides the skills, knowledge and positive workplace behaviours required to deliver the level of productivity, quality, WH&S and training innovation demanded by the CHE project and will include, but will not be limited to:

- » Delivery of tailored employment brokerage services;
- » Providing advice to prospective employers about services and support offered by job-active's that include apprenticeship and traineeship subsidies and other government support mechanisms;
- » Assisting young indigenous entrants into the construction industry by developing a range of employment pathways and post placement support strategies to maximise sustainable employment;
- » Promoting social value objectives that support CHEP and the surrounding community;
- » Identifying and promoting innovation in every area of operation;
- » Acting as the coordination point for all employment-related social inclusion initiatives;
- » Working with Indigenous employment service providers to maximise sustainable employment outcomes;
- » Building upon respective areas of strength of the various stakeholders, incorporating the best possible methodology in all matters relating to employment brokering;
- » Sourcing ongoing employment opportunities in the wider industry;
- » Ensuring Centres activities reflect cultural and linguistic diversity
- » Connecting the Centres activities with Local and wider community social programs including by acting as a resource for local area service providers;
- » Working with employers to ensure the best possible training outcomes towards sustainable employment;

Subject to agreement with the client, offering opportunities for the local community to anticipate and prepare for non-construction related work opportunities that may arise post the construction phase and when the building is complete; and / or

Development and conduct of a survey of subcontractors that seeks to identify barriers faced by migrant refugees in gaining employment and developing programs to overcome identified barriers.

9.4 Collective Impact

The 'collective impact' approach that underpins a Connectivity Centre is based on evidence that many of today's social challenges are too complex for governments (or indeed any one organisation) to solve alone. Collaboration across government, business, and not-for-profit and community sectors is therefore critical to achieve significant and lasting social change. Unlike traditional social partnerships and alliances, collective impact initiatives are based on the formation of stable, long-term and high trust relationships across government, industry and, third and community sector organisations underpinned by five main principles:

1. A common agenda for change among all key stakeholders including a shared understanding of the problem and a joint approach to solving it through agreed upon actions;
2. A consistent process for collecting data and measuring results consistently across all the participants which ensures shared accountability;
3. A clear plan of action that outlines and coordinates mutually reinforcing activities for each participant;
4. Open and continuous communication between all key stakeholders underpinned by trust, mutual objectives and a common motivation;
5. A backbone organisation with dedicated staff to coordinate participating organisations and agencies.

These will be the principles and approach that will drive the Multiplex Workforce Development and Participation Plan for the CHE Project

9.5 Pathways to Employment

Working with Canberra Lead Agencies, the CHE project CC will act as an added resource for those agencies to coordinate pathways to employment through targeted workplace training, and wrap-around support services. Drawing on its extensive networks, the CC will also provide whole-of-community resources to consider/support opportunities for the CHE project to deliver wider community benefit during its construction phase as envisaged by the client.

In providing a physical hub for collaboration the CC offers a response to the large level of fragmentation that exists between both employment-related service providers and other agencies both Government and NGOs charged with supporting diversity in delivering community value. Through partnership with the Employment Brokerage Network, and other agencies and providers to be identified in the finalised plan and in collaboration with Canberra Lead Agencies, the Centre will provide contractors with a one-stop-shop for their Workforce Participation and employment requirements including for Indigenous employment and apprentice/trainee requirements.

9.6 Indigenous Employment

Providing Indigenous opportunity and cultural connection will be supported within the Centre by a range of initiatives such as, including provision of cultural competency training, engagement of the Literacy for Life Foundation (LFLF) to address adult literacy issues. Working with Indigenous service providers, indigenous employment and training programs, development of remote region Indigenous business opportunities linked to the project and provision of opportunities for project building works by Indigenous-majority owned businesses.

The Indigenous employment opportunities that Multiplex has targeted for CHEP are ambitious. The opportunities are based on discussions with Ngannawal community representatives and respond and support the ACT Government's Policy on Aboriginal and Torres Strait Islander Procurement. They will be directed towards:

- » Contributing to an increase in school attendance and retention;

- » Increasing the number of aboriginal people employed;
- » Increasing the number of aboriginal owned businesses;
- » Increased economic participation; and
- » Increased opportunities for skills, training and development.

Engagement of Indigenous Jobseekers will be a contractual requirement for every subcontractor and where relevant, service providers on the CHE project. Targets for involvement will be set and monitored for compliance. We will evaluate the management and support structure of our subcontractors to ascertain their ability to meet stated commitments, and where required we will assist subcontractors to meet their commitments. Such assistance may include direct financial support, provision of human and physical resources and or advice on opportunities. Multiplex have the experience, knowledge and support to ensure that the project achieves benchmark Indigenous employment outcomes on the project and we commit to those outcomes.

As a general commitment Multiplex will ensure all mandated minimum employment, training, community engagement, diversity and participation targets are exceeded.

We nominate a minimum target of 10% Indigenous employees on the CHE project plus an active focus to support (potential) indigenous start-ups and social enterprises and young Aboriginal people in the juvenile justice system

Further to this, Multiplex will identify local community groups for possible engagement and consideration of initiatives outside of employment for the project, e.g. schools, community groups, sporting organisations and other community focussed organisations.

9.7 Women in the workplace

Encouraging women in the workplace; through active promotion by Multiplex, increasing numbers of women on our current projects, are gaining employment in what have been historically male identified roles e.g. apprentice plumbers, apprentice electricians, crane drivers and general labourers. We are documenting the activities interventions that are achieving this outcome to further promote construction work opportunities for women.

Active involvement with the National Association of Women in Construction (NAWIC) – NAWIC is an Australian Not-For-Profit organisation whose mission is to champion and empower women to reach their full potential in the construction and related industries. Multiplex is a member and most of our female staff are members, with Multiplex providing this membership for them. We participate in a range of NAWIC events nationwide, including the ACT, and have recently been acknowledged by various awards for our work in this area.

9.8 People with a disability

Multiplex will work with Disabilities Employment Providers the NDIS and the Department of Community Services, to explore opportunities for their clients to be employed on the CHEP project and more generally will assist in developing improved pathways for people with a disability to transition into construction Industry Jobs.

Multiplex is a member of the Diversity Council of Australia (DCA), an independent not-for-profit peak body that is leading diversity and inclusion in the workplace. We regularly take part in DCA discussions and events, and contribute to their research. The agenda of the DCA will help inform our employment programs for the CHE project.

9.9 LGBTIQ

Multiplex is committed to having a workforce that reflects the diversity of the global communities in which it operates and maintaining a consistent culture of respect and inclusion. It is important that our people feel safe, physically and mentally, to be their whole selves at work. We want an inclusive workplace where all employees are valued and encouraged to express their ideas and opinions, and able to reach their full potential.

Each year Multiplex publicly supports International Day against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT), a day to champion inclusion and build a better world for the LGBTIQ community. IDAHOBIT was a chance for us to celebrate LGBTIQ diversity at Multiplex and make a clear statement against discrimination in our workplace. Multiplex sends a strong message of support for the day by raising a rainbow

Multiplex flag on all our cranes nationally. To help spread the word and raise awareness we share photos of our rainbow Multiplex flags on our social media pages.

Multiplex will continue to support IDAHOBIT and initiatives that champion inclusion for the LGBTIQ community. We have a Diversity & Inclusion Committee to help advocate for employees and champion events such as this, and have a continued focus on inclusion.

9.10 Skilled Migrants

Multiplex will work with Settlement Services and Canberra based Migrant refugee support agencies to identify suitably qualified candidates with a migrant / refugee background for employment on the CHE project.

10 such candidates were placed into employment through the Connectivity Centre attached to the recently completed Westmead Redevelopment Project. Multiplex is currently working closely with a number of universities in the development and conduct of a survey of subcontractors that seeks to identify barriers faced by migrants, refugees in gaining employment.

9.11 Leadership Program

Inspiring Future Talent is an ongoing priority for Multiplex that can be confirmed by a number of initiatives including the large number of Graduates/cadets annually employed our Graduate and Cadet (undergraduate) Program. This program, regarded as one of the construction industries most comprehensive, has a goal is to develop well rounded, broad thinking graduates who will one day become the industries leaders.

A CHEP program has been developed with stakeholders that as a part of its leadership development component, will consider the post COVID-19 operating environment and the leadership skills required to promote diversity in maximising employment and social value outcomes for the Project.

9.12 Australian Research Council Grant

The development of the leadership program will draw on the work of a current Australian Research Council Grant focused on reducing youth unemployment through social procurement in construction.

UTS and Multiplex were awarded the grant to study how a unique collaborative approach to social procurement implemented through Multiplex Connectivity Centres can help solve Australia's youth unemployment problem.

See: <http://www.arc.gov.au/news-media/media-releases/stronger-research-partnerships-innovations>

Through our initiatives, we will ensure that the Centre promotes diversity, celebrates the traditional owners, and contributes a legacy of positive, meaningful engagement and associated economic outcomes that will outlast the built form.

10. Local Employment First

Residence in the ACT will be a qualification for any person seeking employment on the CHE project. This position will be clearly communicated in all dealings Multiplex have in relation to employment including with its subcontractors and local suppliers.

Planning has taken place to establish that suitable ACT based candidates are available for all roles, both current and projected.

10.1 Career Development

Career Development opportunities for those engaged on the CHE project will be substantial. With active promotion by Multiplex of opportunity for both its direct employees and those of its subcontractors.

As indicated elsewhere in our responses, career development opportunities will be extensive and in responding to client requirements, personal aspirations and project requirements, include provision of Internships, traineeships, cadetships, apprenticeships continuing professional development opportunities, Frontline Management and other opportunities as needs are identified.

All training provided will be to recognised standards with appropriate formal accreditation/qualifications provided.

11. Consultation

Consultation in regard to this (pre commencement) Local Industry Participation Plan and Labour Relations, Training and Workplace Equity Plan has been extensive and in its formulation has involved extensive meetings and dialogue with a range of organisations and individuals intended for employment/engagement on the project, these include:

- » The ACT Construction Forestry and Mining Union;
- » Ngannawal community representatives and elders;
- » Canberra University;
- » The ACT Master Builders Association;
- » The Canberra Innovation Network;
- » The Australian Training Company;
- » The Canberra Institute of Technology; and
- » The Construction Industry Training Council.

Letters of support from above are available as confirmation that consultation has taken place

12. Declaration

I am a duly authorised officer of Multiplex Constructions Pty Limited

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: 18 June 2020

Name:



Position: Regional Director



Design & Construction of John Gorton Drive and Molonglo River Bridge Crossing

Request for Tender (RFT) | Contract No.: No. 30696-REOI-100 | June 2022
On behalf of Transport Canberra and City Services Directorate



pitt&sherry

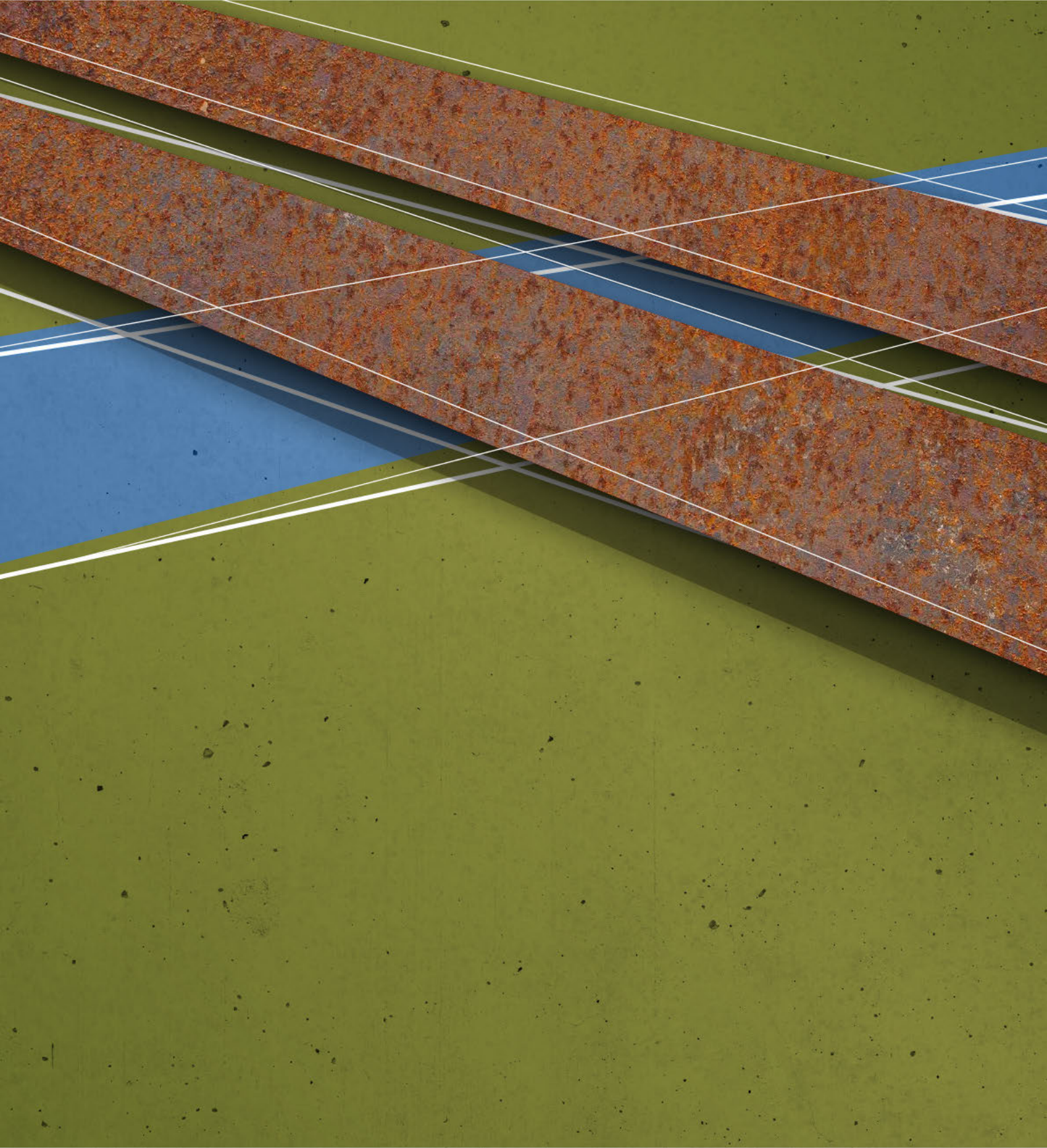
COWI



**WE ACKNOWLEDGE THE
NGUNNAWAL PEOPLE AS
THE TRADITIONAL
CUSTODIANS OF THIS LAND
AND WE PAY OUR RESPECTS
TO ELDERS PAST, PRESENT
AND EMERGING.**

OUR VISION FOR RECONCILIATION

BMD acknowledges that the land on which we build our projects is the traditional lands of Aboriginal and Torres Strait Islander peoples. Our vision for reconciliation is to champion meaningful consultation with Traditional Custodians based on the principles of integrity, transparency and inclusiveness to deliver beneficial outcomes and leave lasting legacies in the communities in which we operate.



WC5: Procurement and Personnel Development Commitments



pitt&sherry

COWI

WC5 Procurement and Personnel Development Commitments

5.1: Local Industry Participation including Business Development Strategy.

Complete and submit a Draft Local Industry Participation Plan (LIPP). The template plan is available at Appendix 12A. Develop further the information provided in your commitments to Business Development in your response to REOI-30696-100 and in the LIPP Plan.

The Territory will assess the extent to which the Tenderer has demonstrated that it will:

- o ensure capable local businesses are given full, fair and reasonable opportunity to participate in the provision of the Works during the term of the proposed contract.
- o ensure providing the skills and training necessary to meet the objectives of the Government's Charter of Procurement Values and incorporate the guide to career stages and competency skills development in construction developed by the NSW Procurement Board and the Australian Constructors Association in partnership with Engineers Australia, where appropriate.
- o ensure diversity in the workplace necessary to meet the objectives of the Government's Charter of Procurement Values.

Refer to section 5.7 of the RFT for more information.

5.2: Aboriginal and Torres Strait Islander Peoples' Economic Participation

Complete and submit a further developed Indigenous Participation Plan. The template plan is available at Appendix 12B.

The Indigenous Participation Strategy provided in your Response to REOI-30696-100 must be developed further and form the basis for the Draft Indigenous Participation Plan.

The Territory will assess the extent to which the Tenderer has demonstrated that it will meet objectives of the Government's Indigenous Procurement Policy and requirements of the JGD D&C G100 and refer to section 6.12 of the RFT for more information.

5.1 Local Industry Participation including Business Development Strategy

Please see **Attachment 5.1** for Local Industry Participation Plan (LIPP).

Further, in respect of skills, training and diversity in construction, please see the completed tables below outlining BMD's commitments.

Table 1: Minimum commitments

Requirement	Tenderer's Commitment
Apprentice hours as a percentage of hours worked by qualified trades	20% (of FTE hours worked)
Trainee hours as a percentage of hours worked by occupations with recognised traineeships	20% (of FTE hours worked)

Table 2: Minimum commitment for specific trades or occupations

Requirement	Tenderer's Commitment
Apprentice hours as a percentage of hours worked by the following trades: » Electricians » Boiler makers » Plumbers » Carpenters	20% (of FTE hours worked)
Trainee hours as a percentage of hours worked by the following occupations: » Leading hands (civil works) » Labourers (civil works) » Formworkers » Steelfixers	20% (of FTE hours worked)

Table 3: Minimum commitments

Requirement	Tenderer's Commitment
Learning Workers* to be engaged to carry out work under the Contract	20%
Apprentices to be engaged to carry out work under the Contract	20%
Women in trade-related work under the Contract	3%
Workers under 25 years of age	10%
Local workers employed and trained	90%

* Note: 'Learning Workers' includes trainees, apprentices and workers who need to update their qualifications to meet the needs of the project.

For the purpose of the tables above, 'FTE' means the full-time equivalent.

Capacity

On the John Gorton Drive and Molonglo River Bridge Crossing project, BMD will utilise proven existing training and diversity policies and programs in order to implement and meet skills and training targets and requirements. BMD's existing Professional Development Policy will form the basis of our approach to training and development on the Project.

John Gorton Drive and Molonglo River Bridge Crossing

Request for Tender (RFT) | Contract No.: 30696-RFT-150 | June 2022

Transport Canberra & City Services (TCCS) Directorate and Major Projects Canberra

Graduates

BMD and our design partners have existing Graduate Programs in place, designed to assist graduates in achieving the competencies required for their professional formation, providing opportunities for continued professional development and a set of reference documents for settling into the company.

The Project Director together with the Learning & Development and Human Resources teams will assess the suitability for the placement of graduates on the Project, and, if suitable, maximise GHD's relationship with the University of Wollongong regarding possible candidates.

Apprentices and Trainees

Apprenticeships and traineeships will be a focus throughout the Project and will be initiated for both direct workforce and through our subcontractors and trades on site. Structured training staff may also be undertaken whilst engaged on the Project including but are not limited to:

- First aid certification
- Traffic management
- Certificates in Civil Construction
- Bridge building traineeship
- Steelfixing traineeships
- Welding and boilermaking apprenticeships

Subcontractor Training

The selection of subcontractors engaged on the Project will be consistent with any relevant requirements outlined in this and other project plans. Potential subcontractors will be informed of the BMD's commitment to meeting its training objectives and the expectation that subcontractors will be required to contribute to skills and training targets.

Aboriginal Participation and Training

BMD's specific Aboriginal Participation requirements have been addressed in our Tender Aboriginal Participation Plan.

Additional Training Opportunities

BMD recognises the importance of developing a positive culture across levels of a project. As such, BMD will look to develop and implement additional project-wide training opportunities which would contribute to the culture of the project and wellbeing of personnel. Opportunities to be explored could include:

- Cultural awareness training
- Leadership training
- Mental health awareness and training, such as Mental Health Movement and Mates in Construction
- Good health and wellbeing training and initiatives.

Actions and timeframe

A range of skilled, semi-skilled and unskilled jobs will be generated during the Project. In line with project requirements, BMD will positively promote the creation of training opportunities for apprentices and trainees where suitable opportunities exist and opportunities to improve the skills base of existing workers.

Initial plans to formulate our approach to skills, training and diversity commenced during the Registration of Expression of Interest (REOI) stage and continued into the Request for Tender (RFT) stage. This included consideration of BMD's existing policies and procedures, as well as the establishment and development of relationships with key groups. This includes Civmec, BMD's exclusive structural steel fabricator, who are a Registered Training Organisation (RTO) offering nationally accredited qualifications and courses tailored to the construction industry. They use a blended approach of classroom and on-the-job training, which could be further explored for the John Gorton Drive and Molonglo River Bridge Crossing project.

During project delivery, development and implementation of skills and training opportunities will be aligned with the construction program and delivery of specific work activities.

Responsibility

The Project Director, with support from BMD's corporate Learning & Development and Human Resources teams, will be responsible for driving the process of identifying project-specific training opportunities and ensuring all client mandated requirements are met. It will also be the responsibility of the Project Director to report the employment and training outcomes as required.

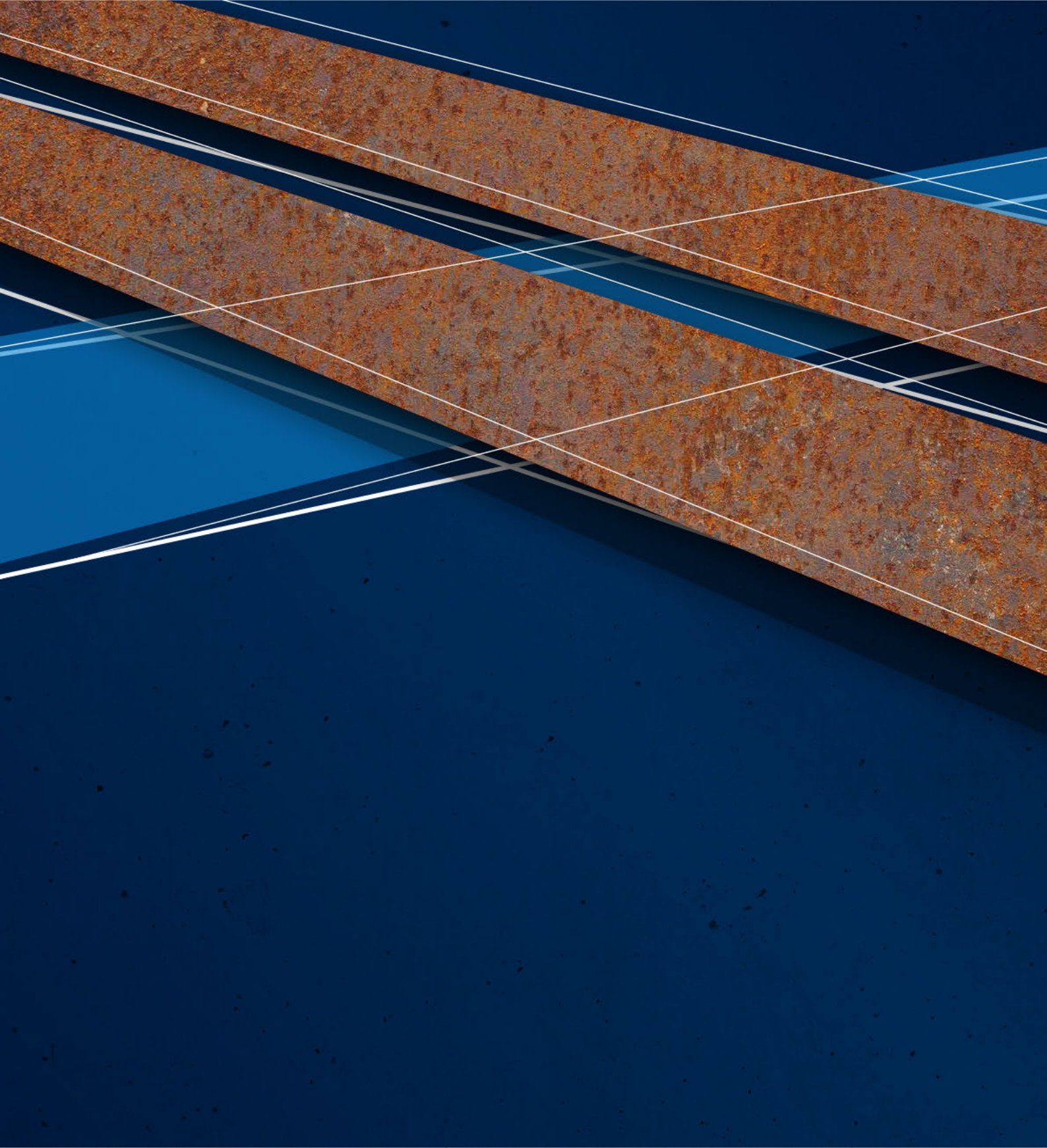
Managers and employees in leadership roles are responsible for the individual training needs of their direct reports. They will be responsible for managing performance goal setting for salary staff and annual performance appraisals for wages staff. The transparency across the project ensures employees are considered for promotion, identified for leadership training or assessed for further development programs.

Table 4: Recent contracts where apprentices and trainees were engaged

Client	Name & location of contract	Contract Price	State Date / Completion Date	Number of apprentices / trainees engaged	Apprentice / trainee hours (as % of total hours)
Transport for NSW	Newell Highway Program Alliance, Western NSW	\$305m	January 2019 / Ongoing	0 / 9	15%*
Transport for NSW	Woolgoolga to Ballina, Main Civil works Section 6	\$185m	January 2018 / September 2020	6 / 26	23%
Qube	Moorebank Avenue upgrade works, Sydney	\$69m	August 2018 / Ongoing	5 / 11	19%*
Percentage of overall contracts where apprentices and trainees were engaged over the past twelve months.					70%
Overall apprentice/trainee hours as a percentage of total hours worked over the past twelve months.					21%

5.2 Aboriginal and Torres Strait Islander Peoples' Economic Participation

Please see **Attachment 5.2** for Tender Aboriginal Participation Plan.



Attachment 5.1

Local Industry Participation Plan



pitt&sherry

COWI



CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY

Local Industry Participation Plan (Local IP Plan)

Procurements with a value of \$5million or more

April 2019

This template is for the Canberra Region Local Industry Participation Plan (Local IP Plan). This Plan is an assessment criteria in the ACT Government's procurement process. 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.

More information on the Canberra Region Local Industry Participation Policy is available at <https://www.procurement.act.gov.au/canberra-region-lipp>

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY
Local Industry Participation Plan (Local IP 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	John Gorton Drive and Molonglo River Bridge Crossing
Tender number	30696-RFT-150
Responsible Territory Entity / Directorate	Transport Canberra & City Services (TCCS)
Total tender value (\$AUD) incl. GST	Approximately \$140 million

* 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	B.M.D. Constructions Pty. Limited		
ABN	59 010 126 100		
Trading name	BMD Constructions Pty Ltd		
Business project manager/contact person			
Telephone		Email	

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

Head office	Branch office	Warehouse/ Depot	Home office	Nil	Other
☐	☒	☐	☐	☐	☐

Specify:

When was this presence established?

2006					
------	--	--	--	--	--

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

Local Industry Participation Plan (Local IP 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:

31

See Guidance Note 1

42%

% from the Canberra region

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

of FTE:

8

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:

27

See Guidance Note 2

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 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:

Refer Attachment B.

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY
Local Industry Participation Plan (Local IP 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
B1: Estimated value of goods and services required to deliver the contract?	\$41.9 million	Target 100% unless external specialists required
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. <i>See Guidance Note 3</i>		
	Name and location of regional supplier	Estimated value of input
Quarry Materials	Canberra Sand & Gravel, Mitchell ACT	\$2.3 million
Asphalt	Capital Asphalt, Turner ACT	\$4.3 million
Steel reinforcement	InfraBuild, Hume ACT	\$1.8 million
Concrete	Hi Quality Concrete, Fyshwick ACT	\$1.8 million

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:

Refer Attachment C.

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY
Local Industry Participation Plan (Local IP 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:

BMD employs 132 trainees nationally, including three in our Canberra region. Our three Canberra-based trainees are currently completing Certificate III in Civil Construction (Road Construction). Refer Attachment D for more detail.

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

Evidence of contribution	Estimated value (\$AUD) incl. GST
Office and site based staff and workforce training (previous 12 months)	\$30,000
Local memberships - Master Builders Association	\$7,500

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY

Local Industry Participation Plan (Local IP 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: 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:

Refer to Attachment E which details BMD's history, our current presence within the region, as well as existing contracts and value of works being undertaken currently by the project team.

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:

Refer Attachment F which details the relationships and internal projects to help promote growth in the region, including future generations.

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY

Local Industry Participation Plan (Local IP 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	☐ No	Refer Attachment G
Local suppliers	☒ Yes	☐ No	Refer Attachment G
Canberra region skills development	☒ Yes	☐ No	Refer Attachment G
Canberra region investment	☒ Yes	☐ No	Refer Attachment G

CANBERRA REGION LOCAL INDUSTRY PARTICIPATION POLICY
Local Industry Participation Plan (Local IP Plan)
Procurements with a value of \$5 million or more

Declaration

I am a duly authorised officer of **B.M.D. Constructions Pty. Limited**

(Business Name)

I am familiar with the principles and objectives of the Canberra Region Local Industry Participation Policy and the responsibilities under this.

If awarded the contract the business will:

- ▶ note that the Territory reserves the right to negotiate and/or clarify commitments in this Local IP Plan before finalising the contract
- ▶ meet the commitments in this or an amended Local IP 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

14/06/2022

Name



Position

General Manager NSW/ACT

Attachment Contents

Acknowledgement of Country - Ngunnawal

Attachment A

Attachment B

Section A: Regional employment

Attachment C

Section B: Regional Suppliers

Attachment D

Section C: Regional Skills Development

Attachment E

Section D: Regional Investment

Attachment F

Section D: Regional Investment

Attachment G

Section D: Regional Investment

Acknowledgement of Country - Ngunnawal

Canberra is Ngunnawal country. The Ngunnawal are the Indigenous people of this region and its first inhabitants. The neighbouring people are the Gundungurra to the north, the Ngarigo to the south, the Yuin on the coast, and the Wiradjuri inland.

People normally moved in small family groups but there were, on occasion, big gatherings of a thousand or more people at a time, coming together to make use of resources which were seasonally abundant (most famously the Bogong moth and the Yam Daisy). Important ceremonies were held, art was painted in rock shelters, marriages were arranged, goods were traded, important news was shared, and old friends met again.

In summer, people visited the high country where the Bogong moth, in millions or billions, could be found hiding in rocky crevices to survive the warmer weather.

The moths were rich in stored fats and oils and were enthusiastically eaten (some say the taste resembles peanut butter). The moths were shaken and teased out from under rocky overhangs into nets and then roasted on a fire. Some were smoked and stored as cakes for use in more difficult times. At other times, the lowland resources of plants, like Yam Daisies, and the freshwater resources of creeks and lakes could be harvested. In the harshness of winter, fur cloaks were worn for warmth and people would gravitate to the coast to share resources with the others there. Others moved further inland.

Indigenous people have been living here for at least 20 000 years, perhaps from the time when the extreme cold of the last Ice Age eased. The hunter-gatherer lifestyle continued to be practised into the early nineteenth century, until the arrival of Europeans with their sheep flocks and cattle herds. The arrival of introduced diseases, like smallpox and measles, quickly affected Aboriginal numbers.

Introduced animals with hard hooves and big appetites rapidly reduced the abundance of plants like Yam Daisies, damaged water holes and creeks, and the essential food resources there. Graziers may also have restricted Aboriginal movement, and movement was essential in this region. Despite this, thousands of people continued to gather in the Snowy Mountains in Bogong season and, in 1826, some 1000 people gathered at Lake George to protest the behaviour of shepherds.

Aboriginal people adapted to the arrival of Europeans by taking jobs as stockmen and proved their knowledge and skill could be applied to introduced stock. However, government policies and the pressures of this new occupation created severe social pressures on the Ngunnawal community and neighbouring Indigenous peoples.

The Ngunnawal people have always remained in the area, and in recent years they have become increasingly involved in affairs at the local and national level.

Further Reading D.R. Horton, The Pure State of Nature, Allen & Unwin, 2000

The Ngunnawal People

It is believed that the Ngunnawal people are the original inhabitants of the region known as Ngunnawal country and that they have lived here for more than 21 000 years. This is arguably one of longest periods of continual habitation anywhere on earth. The Ngunnawal people have developed a way of living and managing the natural resources of the land which has enabled this phenomenon. The Ngunnawal people are identified on Tindale's map of Aboriginal Tribes of Australia (1974). This widely recognised and authoritative languages map is a representation of the language groups, or tribes, who inhabited Australia at the time of the new settlement in 1788.

Clans

Within the Ngunnawal tribe there are known to be seven clans who lived in fairly specific localities. There is an obvious link between clan names and the modern names of the areas today. The Maloongoola lived in the Molonglo area, the Byaligee, in the area of Pialligo, the Namitch or Namwitch lived in the area we know as Namadgi, the Cumbeyan lived in the Queanbeyan area, the Kanberri lived in the Belconnen area, the Toogoranoongh lived in Tuggeranong and the Woolbaloah lived in the Yass area.



Attachment A

Existing relationship 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
- 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
- Master Builders Association (MBA) ACT
- Civil Contractors Federation (CCF) ACT
- DC Resourcing
- Hays labour
- Transport Canberra and City Services (TCCS)
- Icon Water
- ActewAGL
- Orbus3

Attachment B

Section 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
- how you will inform local industry about opportunities (for example, a communication strategy)
- how you intend to identify and engage subcontractors, including your supply chain.

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

John Gorton Drive and Molonglo River Bridge Crossing (the Project) is a major infrastructure project, and the second largest of its kind for the Canberra region. Given the scope and scale of the Project, BMD recognises that not only will the Project provide an improved transport connection once complete, but it will also create local jobs and opportunities to upskill the local workforce during construction – boosting regional employment and future skills.

A further assessment of employment opportunities across the workforce will be developed at tender. This includes specific opportunities to work with our partners, such as Protech and Social Traders, to create roles for a diverse workforce (Refer Attachment J). Based on the scope information we have at the time of this Expression of Interest we anticipate the following positions will be required within our local subcontractor and supply chain workforce:

- supervisors
- leading hands
- labourers
- landscapers
- pipe layers
- grade checkers
- traffic controllers
- roller and plant operators
- riggers, scaffolders and dogmen.

Off-site jobs that will be indirectly created include:

- manufacturing and fabrication jobs
- transport/haulage operators
- estimators and cost planners
- operations and logistics staff at quarries and concrete plants.

BMD has an enviable track record for staff retention, and any positions created within our own team will be on a full-time basis, not a project basis. BMD's attrition rate of 9% is well below the national average of 18%.

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

Communication with the market

To support maximum local employment, our recruitment and communications strategy will focus on creating and communicating all opportunities to engage local subcontractors, suppliers and workers. BMD will ensure a process which is fair and equitable and will work collaboratively with local industry and employment agencies to develop initiatives that encourage, support, and build confidence for locals to apply for packages and positions on the Project. Our approach to subcontracting will aim to maximise local, Indigenous and diversity of employment.

Communication with the market will begin during the tender phase and is led by our Lead Estimator. Supported by inhouse resources, including our vendor database, With a permanent presence in Canberra since 2006, BMD has strong relationships within the local market, and our team communicates directly with company owners on an ongoing basis. With a focus on 'local' as a priority, our approach will include:

- Being available for briefing sessions with local subcontractors and suppliers to provide an overview of scope, project aims and objectives, timing, and subcontractor and supplier expectations and opportunities to ensure maximum benefit for local businesses and employment agencies.
- Undertaking early discussions with our existing network of local subcontractors and suppliers. Discussions are to confirm commitments, production rates and capabilities. We will actively promote tender responses from locally based companies that may want to participate in the Project.

- Assessing the local market's capabilities and capacity, and splitting work packages into subcontracts that will best suit the Project and local regional capabilities/risk profiles.
- Working closely with subcontractors and suppliers to support their preparation and understanding of HSEQ compliance so they can not only participate on the Project, but potentially raise their capability for future work.
- Hiring all plant and equipment from local subcontractors and suppliers.
- Actively communicating with labour recruitment companies such as DCR, Hays, Dreamtime People and First People Recruitment Solutions to inform them of employment opportunities.
- Advertising directly on employment platforms including seek.com.au, LinkedIn, and BMD's [website](#).

Digital communication through our vendor database

BMD has close to 50,000 industry specific contacts from more than 30,000 construction supplier and subcontractors captured in our vendor management database.

Suppliers and subcontractors are encouraged to register their interest via our website where we host an online comprehensive vendor application system.

Each registered vendor that we receive an enquiry or RFT from, is given access to BMD's Business Management System vendor retrieval portal. Within this portal subcontractors and suppliers can update their information, look at all their specific RFTs, send RFIs and see BMD status regarding each RFT.

The strength and value of our vendor database is evident during our tendering and subcontractor/supplier engagement phase with our estimating and engineering teams able to search for specific local vendors and trades, with a record in place in terms of past performance and compliance capability.

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

The BMD Business Management System (BMS) includes a hierarchy of documents that provide a framework for our operations. BMD Group Standards set out expectations around the key aspects of health, safety, environmental, quality and commercial management for all projects.

In particular, the BMD HSEQ Subcontractor Management Standard outlines the health, safety, environmental and quality management process for evaluating, selecting and managing subcontractors. The Standard covers:

- tender, selection and award of contract
- management system requirements
- prestart mobilisation
- operational requirements
- demobilisation and close-out evaluation.

Strategies to identify and communicate with subcontractors, including our supply chain, are undertaken during the planning and tendering phase (refer response above). Packages are identified, sized and priced by the market with each subcontractor and supplier assessed in accordance with our Business Management System (BMS) requirement. This includes the completion and approval of a pre-engagement evaluation form for each subcontractor/supplier which not only assesses their capacity to undertake the subcontract works, but also their capability to meet all regulatory health, safety and environmental compliances.

Further, the BMD Subcontractor Commercial Procedures Manual 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:

- role of the contractor's representative
- subcontractor selection and approval
- selection of subcontractor
- drafting the subcontract
- subcontract review and signing
- subcontractor payment
- subcontractor communication
- subcontractor close out and evaluation.

During this process, we also ensure all subcontractors hold a current **Secure Local Jobs Certificate** as detailed in our Secure Local Jobs Code Procedure.

Aboriginal and Torres Strait Islander business engagement – strategies, constraints, targets

BMD launched our formal approach to engaging and creating opportunities for Aboriginal and Torres Strait Islander communities, businesses and workforce through our **'Reflect' Reconciliation Action Plan (RAP)** in July of 2017. Prior to launching our first RAP, BMD became a corporate member of Supply Nation, to ensure BMD was engaging Aboriginal and Torres Strait Islander businesses that had been vetted and certified or registered. As a result of our proactive approach towards procurement and increased spend results, we were subsequently invited to hold a position on Supply Nation's Leadership Roundtable – a commitment we still hold today.

Over the course of a two-year period, we successfully delivered on our own initial commitments and those set by Reconciliation Australia – setting the foundations for BMD's continued growth and pursuits, and ultimately the launch of our **second RAP, Innovate**, that was endorsed by Reconciliation Australia in May 2019.

Having delivered approximately \$6.2 million during the 2017-2018 financial year, BMD has subsequently delivered increased procurement outcomes each year, with more than \$30 million spent with Aboriginal and Torres Strait Islander businesses in 2020-2021.

As set out under Appendix 12B of the RFT, the following minimum targets are:

Financial year	Minimum Target
2022/23	2.05%
2023/24	2.30%
2024/25	2.55%
2025/26	2.80%

In search of capable businesses who can deliver value for money outcomes on the Project, BMD will approach the market through **Supply Nation's Indigenous Business Direct** database, our own established network, as well as the advice provided through the **Ngunnawal Aboriginal Corporation**. Within our vendor database we have more than 300 registered Aboriginal and Torres Strait Islander owned organisations. The BMD procurement system puts Supply Nation businesses at the top of our search lists, with more than 100 Supply Nation Indigenous businesses engaged in the last two years.

Having established a network of preferred and proven businesses that deliver value-for-money outcomes, and in continuous search of additional businesses, BMD will establish local delivery partners based on long-term and mutually beneficial relationships, as we have done on projects such as Inland Rail Parkes to Narromine, Newell Highway Program Alliance, and others.

During the delivery of our projects, BMD acknowledges the importance of establishing a mutually beneficial relationship with the elders and respected members of the local Traditional Custodians on the country where we operate. Upon shortlisting, BMD will engage the Ngunnawal elders, and respected community members, through our **established relationship with Chairman, Ngunnawal Aboriginal Corporation (NAC), [REDACTED]**.

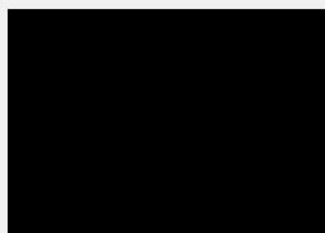
Through an aligned relationship with NAC, BMD will minimise current or future constraints that could negatively influence project outcomes. We will seek the guidance and input from local elders and community members in the management of supply chain, workforce and community constraints, where possible. In the event BMD needs to engage supply chain or workforce outside the community, BMD will ensure that procured resources do not negatively impact the community.

BMD is also aware of organisations within the industry that present themselves as 'black clad' businesses or appear to be. BMD does not pursue or look to engage black clad businesses on our projects. We do however support blended businesses who are passionate about delivering positive outcomes for Aboriginal and Torres Strait Islanders on our projects.

Along with information sessions, these are successful core strategies adopted by BMD that has delivered major project outcomes above and beyond the targets set by our clients. BMD also acknowledges the increased likelihood of Indigenous businesses employing local and invited workforce – creating jobs and training opportunities for Aboriginal and Torres Strait Islander peoples. We also acknowledge the opportunity to encourage and work with our engaged subcontractors, suppliers, and consultants in creating employment opportunities.

Inland Rail, Parkes to Narromine

Wrapped work utes with artwork by a Wiradjuri artist out of Dubbo (see image below) to reflect respect and create links between the project and local Traditional Owners.



Demonstrated performance: Inland Rail, Parkes to Narromine (Final report September 2020)

Description	Targets	Total achieved
Value of contracts with local business	\$70,150,000	\$71,272,578
Value of contracts with Indigenous business	\$8,418,000	\$10,684,311
Value of spend with local economy	-	\$109,832,019
Value of spend with Indigenous economy	-	\$14,084,706.90

Case study: WorkControl (Newell Highway Program Alliance)

A regional NSW business, WorkControl has been working with the Alliance since it commenced at Dustys Creek and has been involved in six projects along the highway. Working closely with the Alliance Traffic Manager, WorkControl's scope involves the provision of ground traffic controls and input into Traffic Management Plans (TMPs) and Traffic Control Plans (TCPS).

WorkControl Director [REDACTED] says there have been many benefits working for the Alliance, including getting a designer's perspective of traffic management, learning new ways of risk, crew and site management, and being able to work on a major project in Western NSW. To undertake works, WorkControl employed locals from Gilgandra and Coonabarabran with no traffic control experience – providing opportunities to upskill and retain these people across the rolling program. Of these, ten identified as Aboriginal, and were supported through WorkControl's Aboriginal Employment Strategy. Benefits of this engagement, and similar local Indigenous businesses, included:



improved productivity and enhanced competitiveness of local businesses in regional NSW
creation of opportunities for business growth by enhancing workforce skills and expansion into new sectors
upskilling of local workers and consistency of work enabling continuous career development
provision of businesses with experience to enable involvement in other government projects and ability to compete with bigger players in the market
positive economic flow on effects to local and regional communities through employment and engagement on Alliance projects during challenging times such as the drought and COVID-19.

Project specific Aboriginal Participation Plan – Newell Highway Program Alliance

BMD implements comprehensive Aboriginal and Torres Strait Islander Participation Plans for clients, nationally.

On our current Newell Highway Program Alliance, being delivered in partnership with TfNSW and AECOM, BMD is committed to achieving maximum spend with Indigenous businesses, job creation, and upskilling. Our focus includes delivering regional benefits across:

- employment
- engagement of Aboriginal owned businesses
- education and training
- engagement consultation.

Refer overleaf Newell Highway Program Alliance **Aboriginal Participation Plan**.



NSW
GOVERNMENT

Roads and Maritime Services
Newell Highway Program Alliance

Aboriginal Participation in Construction (APiC) Plan

Newell Highway Program Alliance

Job Name:	Newell Highway Program Alliance		
Job No:	810 – N100		
Client:	Roads and Maritime Services		
Authorised:	AMT	Date:	12/02/20
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001	05/12/19	Initial Draft	AMT
002	22/01/20	Post RMS Review Comments	AMT

Controlled copies are the latest approved version on SharePoint and hard copies are not controlled

APiC Plan

PROJECT No: 810 – N100

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1. Introduction

The Aboriginal Participation in Construction (APiC) Plans forms part of the overall Project Management Systems including the suite of plans and documents that are utilised by the Newell Highway Program Alliance (NHPA) to manage to ensure an integrated approach to achieving the Alliance Principles and Values as defined within the Program Alliance Agreement (PAA).

1.1 Purpose

This plan describes strategies and key initiatives for the engagement of Aboriginal people, businesses and community for project opportunities, and provides compliance with the NSW Government Aboriginal Participation in Construction (APiC) Policy.

1.2 Compliance

The following documents and table sets out the minimum requirements:

- Program Alliance Agreement
- NSW Government Policy – Aboriginal Participation in Construction (APiC) Policy

Reference	Requirements	Compliance Reference
Program Alliance Agreement		
8.3 (a)(vi)	Compliance with NSW government requirements Compliance with NSW government guidelines and policies (a) The NOPs must implement and maintain the systems, strategies and plans required to comply with the following NSW government guidelines and policies, and as required by Item 1: (vi) the NSW Government Policy on Aboriginal Participation in Construction (1 May 2015 or any later update).	APiC Plan
8.3 (d)	The Targeted Project Spend (TPS) on Aboriginal participation is stated in Item 2. If required by Item 2 the AMT must prepare and submit the following: (i) to Roads and Maritime and NSW Procurement Board (nswbuy@finance.nsw.gov.au): (A) Aboriginal Participation Plan within 60 days after the Date of Agreement, showing how the NOPs intend to direct the TPS to appropriate Aboriginal education and employment opportunities; and (B) Aboriginal Participation Report at 90% completion of the Works in a Work Package, which explains how the Aboriginal Participation Plan has been implemented and what outcomes have been achieved;	Section 3.1 Appendix A Appendix D Appendix B

	(ii) to Roads and Maritime only: (A) if requested, a draft Aboriginal Participation Plan referred to in clause 8.3(e)(i)(A), within 20 days after the Date of Agreement; (B) quarterly, its Aboriginal Participation Report in the form set out in Schedule 14, providing details of the implementation of the Policy and achievement of targets; and (C) final Aboriginal Participation Report, at the end of the period stated in Defect Rectification Period for a Work Package. Details included in the final Aboriginal Participation Report must explain how the Aboriginal Participation Plan has been implemented within the specified period and what actual outcomes have been achieved.	APiC Plan Appendix A Section 6 Appendix B Section 6 Appendix B
8.3 (f)	The Aboriginal Participation Plan and the Aboriginal Participation Reports (except the reports referred to in clause 8.3(e)(ii)(B)) must be prepared in accordance with the NSW Government Policy on Aboriginal Participation in Construction and in the format prescribed by the NSW Procurement Board. Templates are available at: (https://www.procurepoint.nsw.gov.au/aboriginal-participation-constructioninformation-contractors).	APiC Plan Appendix A Appendix B

1.3 Policy Statement

The NHPA as an equal opportunity employer is committed to providing employment to all people based on the person's qualifications, past experience, ability to do the job required of them, and the persons commitment to provide the best possible work. The NHPA is committed to the creation and extension of opportunities for Aboriginal people at both the project management and delivery levels.

The NHPA acknowledges the various Aboriginal Traditional Owners along the project alignment and will respect their spiritual beliefs, cultural heritage, kinship systems, and governance and leadership structures. These include the Wiradjuri, Central, North West and Northern Nations¹.

We adhere to the following principles:

- develop project specific objectives and targets in consultation with the local Aboriginal communities to ensure we are working toward the same goals
- consult with the local Aboriginal communities about culturally sensitive issues before and during construction
- communicate to our workers the requirements of the Aboriginal Participation in Construction Plan through site inductions and tool box meetings
- consult with service providers on Aboriginal Participation issues as appropriate
- discuss with subcontractors the Aboriginal participation requirements of the Aboriginal and Torres Strait Islander Participation Plan as appropriate.

As Principal Contractor under the PAA, Non-Owner Participant BMD Constructions Pty Ltd (BMD) supports and shares the commitments of the Alliance through the creation and adherence to the following documents:

- Aboriginal and Torres Strait Islander Policy (Appendix G)
- BMD Reconciliation Action Plan – Innovate (Appendix H)

¹. <http://alc.org.au/land-councils/lalc-boundaries--contact-details.aspx>

2. Project Overview

This document has been prepared for NHPA Northbound and Southbound passing lanes Design and Construct Alliance on the Newell Highway.

Program Start Date: ~ January 2019 (Contract Award Date)
Program Completion Date: ~ January 2023 (Date for Completion)

2.1 Program Scope and Description:

The Newell Highway is the longest highway in NSW and stretches 1058 kilometres from the Victorian to the Queensland border. The highway is the vital link to connect the 3 states and is the freight backbone for NSW. Along the length of the highway it differs markedly from one end of the corridor to the other. The NSW Government along with various road user groups identifying the need for more passing opportunities along its length to improve both safety and productivity outcomes for users.

The NHPA has been formed to Design and Construct up to 30 passing lanes along the length of the highway with works including but not limited to:

- Single sided widening to allow for the construction of the passing lanes
- Wide centreline of up to 1 metre
- Minimum two metre shoulders which could be extended to 4.5 metres for the use of bus services near existing properties
- 1.5km overtaking lane excluding tapers
- Minimal work to existing road which could involve pavement overlay
- The use of Granular (DGB) pavements with spray seals
- The construction of table drains for the protection of pavements
- Extension of culverts where required to extend pavements
- The adjustments of some services as identified by the NHPA
- The construction of dual carriageway within some areas of the project with installation of Steel Wire Rope Barrier (SWRB) where required.
- A 20-year life for the new work
- The sourcing of locally available equipment and materials
- The installation of new linemarking where required.

2.2 Alliance Program Location Map:



3. Aboriginal Participation Plan

3.1 Targeted Project Spend

Under the policy, the NHPA targeted Aboriginal participation project spend is calculated at 1.5% of the notional Program Alliance Value¹ of \$175m ex GST to the total value \$2,625,000.

This amount is to be spent on Direct and Indirect Aboriginal Eligible Spend as defined in the NSW APIC Government Policy to create opportunities for Aboriginal owned businesses and encourage Aboriginal employment and training through the supply chain of NSW Government contracts.

Based on our assessment of projected man-hours and procurement packages we propose the following allocation of targeted project spend:

Employment			
1.	Direct Employment	\$515,000	20%
2.	Subcontractor Employment	\$1,050,000	40%
3.	Direct Employment – Trainee	\$135,000	5%
4.	Subcontract Employment – Trainee	\$260,000	10%
Engagement of Aboriginal owned businesses			
1.	Aboriginal Businesses Engaged for Direct Works	\$640,000	24%
Education and training			
1.	Direct Employment – Training Costs Only	\$7,500	0.3%
2.	Subcontractor Employment – Training Cost Only	\$7,500	0.3%
Engagement consultation			
1.	Aboriginal Business Expenditure for Engagement Activities	\$10,000	0.4%
Other type of expenditure if approved by the contracting agency			
1.	Nil Forecast	\$0	0%
Total		\$2,625,000	100%

Refer Appendix D – Calculations for the Evaluation and Assessment of the Stated Values.

¹ The notional Alliance Value of \$175m has been listed for convenience and on an aspirational basis. Given the Alliance is a Program Alliance the Value is notional and includes 'Project Management' (PM) expenditure additional to the delivery 'Work Package' expenditure as defined as reportable under the APiC TPS in Clause 8.3 (e)(ii)(c) of the PAA.

4. Aboriginal Participation

4.1 Commitment and Management Responsibility

The NHPA was formed on the principle of achieving success through our people and as such, a high priority is placed on engagement and development. The NHPA in line with the requirements of the Aboriginal Participation in Construction (APIC) Policy will ensure that it meets or exceeds the minimum of 1.5% of project spend being dedicated to Aboriginal participation. To ensure consistency in the approach, in association with expert corporate skills and resources supplied from each of the NOP's the NHPA will employ and train suitable resources from management and functional staff to facilitate and support Aboriginal Participation on the Alliance.

4.2 Planning & Engagement

The NHPA procurement strategy will endorse and engage Aboriginal businesses and people throughout project. This will be achieved by:

- Reviewing the Aboriginal Business Register for pre-qualified local Aboriginal businesses capable of undertaking identified scopes of work
- Engaging with Industry Capable Network (ICN) NSW to identify suitable additional Aboriginal businesses with whom to engage and identify key areas for training suitability
- Examining the NHPA's existing database of Aboriginal businesses and relationships with a particular focus on Western NSW based businesses.
- Information and Procurement 'Town Hall' community engagement events.
- Development of Stakeholder Engagement List including Aboriginal Groups that are available to be engaged in each Delivery location (NB. Included within the Comms. Plan for Each Delivery Site).
- Working with RMS Senior Aboriginal Engagement Specialists.

Strategies to sustain indigenous employment through the entire period of the contract include:

- Continual support and training provided to all staff members on site.
- Monitoring the progress of employees and holding regular meetings to keep communication at a maximum.
- Engagement with the local community in regard to issues that affect employment within the construction industry.
- Conducting a review of employment halfway through the project to determine what changes need to be made if any.

Many existing Aboriginal businesses are small-scale operators and the NHPA will ensure that positive engagement is made with identified local Aboriginal businesses. Where engaged on the project, Aboriginal suppliers will come under the same subcontract management framework as all other suppliers with an emphasis on upskilling workers. The NHPA may undertake Aboriginal contract performance reviews and provide support to rectify issues and enable proactive strategies to be implemented to improve performance if required.

4.3 Implementation

The NHPA plan to engage with the local Indigenous communities and other resources identified in discussion with RMS Senior Aboriginal Engagement Specialists for recruitment purposes as well as through current working relationships and using communication channels such as the local newspaper and recruitment websites. The NHPA's recruitment strategy must aim for realistic on boarding with the safety of all workers a priority, to ensure that we as an organisation are providing meaningful careers and sustainable employment to the Indigenous community and others within the local community. A high importance is placed on long term employment, rather than supply and demand style recruitment practices, which often results in necessary redundancies at the close of a project.

Below is a list that indicates positions (include via. the subcontract and supply chain), but not limited to, that could be filled by those with varying degrees of skills and experience and are considered appropriate for local Aboriginal people or others who are potentially new to the construction industry.

- Management
- Supervision
- Administration
- Operators
- Labourers
- Concreter
- Cleaners
- Traffic Control

4.4 Mentoring Strategies

Mentoring will be critical in supporting the Aboriginal and local community workforce in learning about the project, their role, industry culture and achieving personal goals and aspirations.

The benefits of mentoring for the project will be:

- Developing relationships with Aboriginal and local community employees
- Contributing to the development of Aboriginal and local community employees
- Developing leadership skills within the Aboriginal and local community workforce
- Shared experience and knowledge
- Developing new ways of thinking and expertise.

Mentoring will benefit Aboriginal and local community employees by:

- Increasing personal knowledge, understanding roles and industry awareness
- Creating an environment that supports constructive feedback
- Providing knowledge, advice, support and encouragement
- Establishing career and performance markers
- Providing networking opportunities
- Creating awareness about employment opportunities, career pathways and progression.

The NHPA will work with the Subcontractors to assist with their internal mentoring support structures/procedures. This will include Subcontractors providing Aboriginal employees and others within the local community training and support to allow a smooth transition into employment.

4.5 Aboriginality Verification

A person will be classified as an Aboriginal if they are a person of Aboriginal descent, who identifies as being of Aboriginal origin, and who is accepted as such by the indigenous community with which the person associates, as evidenced through the provision of “confirmation of Aboriginality documentation through a formal process from a recognised Aboriginal Entity” and the acceptance of these documents as sufficient evidence by the Roads and Maritime.

The NHPA will maintain suitable and auditable records for all Direct, Indirect and Subcontract Personal to substantiate that it meets the requirements identified within the Aboriginal Participation in Construction guidelines and that as a minimum incurs a minimum 1.5% of project spend for the purpose of Aboriginal engagement.

The records shall as a minimum include the following for all persons and business:

- Verification they are Aboriginal people
- Where they work on the project
- Registration Certificate for Aboriginal Businesses (e.g. Supply Nation or Indigenous Chamber of Commerce of 50% of great Aboriginal Ownership)
- Assignment to expenditure category under the APiC Plan

The records shall typically be in the form of a Register, Monthly Reports from Projects and Subcontractors along with Employee Records of Aboriginality Verification Documents and Aboriginal Business Registration (or via. Online Database Verification).

5. Evaluation and Review

The APiC and in TPS achievements are to be reviewed by the Alliance Management Team (AMT), in conjunction with the regulatory reporting on a monthly basis. The review is to consider the identification of needs, both present and future.

An internal evaluation will be conducted on conclusion of the project which will address the categories indicated. A combination of workforce consultation, feedback forms and management review will be utilised to ensure an impartial and holistic evaluation is conducted covering:

- Workforce participation target performance
- Appropriateness of any training activity
- Cost effectiveness
- Value of expenditure and skills gained

As part of the review of Indigenous Recruitment, the NHPA will consult with an appropriate Indigenous representative, RMS Senior Aboriginal Engagement Specialists or expert in Indigenous recruitment best practice to ensure we are fair and culturally sensitive in our recruitment policy and procedures.

First and foremost, the NHPA will identify if work activities that are undertaken impact local communities, traditional owners and or other Indigenous communities. This is done on a risk management process and a consultation process with local councils and relevant authorities to prevent loss or damage to identified indigenous cultural heritage sites and for future employment opportunities.

As courses and learning resources are developed and delivered, respect for Australia's Traditional Custodians of the Land will be demonstrated as appropriate. Indigenous Custodians of the Land will be invited to provide guidance in the development and implementation of courses and resources where appropriate.

6. Monitoring / Auditing and Reporting Protocols

The NHPA will maintain a system for recording and reporting. Monthly reports will be provided to the Alliance Management Team (ALT) in line with PAA contractual obligations to ensure compliance with the identified targets.

Adopt the following:

- A system of recording Aboriginal employment hours worked on the Alliance including any associated training.
- A system of recording Aboriginal expenditure by the Alliance.
- A system of recording all Aboriginal engagement activities by the Alliance
- Monthly reporting towards the implementation of the requirements in the Aboriginal Participation Plan

A system that will provide for timesheets with employment (hours worked) and training records for all identified indigenous people and training groups engaged by the NHPA.

The NHPA will report on training outcomes on a monthly basis in line with monthly cost claims. Microsoft Excel spread sheets will be utilised to present data for reporting.

7. Accountability / Responsibility

The following roles will have varying levels of responsibility for training on the project and will contribute to the successful delivery of the training project.

Roles	Responsibilities
Alliance Manager	• Implementing of the Project APiC
Functional Management and Site Administration	• Implementation of APiC Procurement activities. • Records maintenance of APiC delivery and outcomes. • Implementation of internal support mechanism for APiC. • Implementation and recording of APiC expenditure.
Site Supervisors	• On-site coordination of APiC activities. • Mentoring of employees and trainees. • Delivery of on the job training to employees and trainees.



Attachment C

Section B: Regional Suppliers

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

- how you will inform local industry about 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

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

Communication with the market

To support maximum local employment, our recruitment and communications strategy will focus on creating and communicating all opportunities to engage local subcontractors, suppliers and workers. BMD will ensure a process which is fair and equitable and will work collaboratively with local industry and employment agencies to develop initiatives that encourage, support, and build confidence for locals to apply for packages and positions on the Project. Our approach to subcontracting will aim to maximise local, Indigenous and diversity of employment.

Communication with the market has begun during the tender phase led by our Estimating Department, supported by inhouse resources, including our vendor database. With a permanent presence in Canberra since 2006, BMD has strong relationships within the local market, and our team communicates directly with company owners on an ongoing basis. With a focus on 'local' as a priority, our approach will include:

- Being available for briefing sessions with local subcontractors and suppliers to provide an overview of scope, project aims and objectives, timing, and subcontractor and supplier expectations and opportunities to ensure maximum benefit for local businesses and employment agencies.
- Undertaking early discussions with our existing network of local subcontractors and suppliers. Discussions are to confirm commitments, production rates and capabilities. We actively promote tender responses from locally based companies that may want to participate in the Project.
- Assessing the local market's capabilities and capacity, and splitting work packages into subcontracts that will best suit the Project and local regional capabilities/risk profiles.
- Working closely with subcontractors and suppliers to support their preparation and understanding of HSEQ compliance so they can not only participate on the Project, but potentially raise their capability for future work.
- Hiring all plant and equipment from local subcontractors and suppliers.
- Actively communicating with labour recruitment companies such as DCR, Hays, Dreamtime People and First People Recruitment Solutions to inform them of employment opportunities.
- Advertising directly on employment platforms including seek.com.au, LinkedIn, and BMD's [website](#).

Digital communication through our vendor database

BMD has close to 50,000 industry specific contacts from more than 30,000 construction supplier and subcontractors captured in our vendor management database.

Suppliers and subcontractors are encouraged to register their interest via our website where we host an online comprehensive vendor application system.

Each registered vendor that we receive an enquiry or RFT from, is given access to BMD's Business Management System vendor retrieval portal. Within this portal subcontractors and suppliers can update their information, look at all their specific RFTs, send RFIs and see BMD status regarding each RFT.

The strength and value of our vendor database is evident during our tendering and subcontractor/supplier engagement phase with our estimating and engineering teams able to search for specific local vendors and trades, with a record in place in terms of past performance and compliance capability.

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

Supply chain identification has begun during our planning and tendering phase where a review of the scope of works and breakup of supply chain packages are conducted. The work undertaken during this phase sets up the framework for supplier expectations for the remainder of the tender selection and engagement phase.

Local suppliers are identified as a priority, with our preference being to engage across the local supply chain. While this approach will provide the greatest economic and social returns for the local community, it will also provide the greatest certainty in terms of resources, materials and labour – and in turn program and cost.

BMD utilises several methods of communication to invite suppliers to tender on our projects (refer above communication strategy). Our estimating team will also utilise our extensive vendor database that has been built from years of relationships with subcontractors and suppliers, including those specific to the Canberra Region. While price is a factor within our assessment process, we also assess each supplier's compliances, market reputation, performance on previous projects, and ability to work with us to achieve the ACT Government's procurement values:

- Aboriginal and Torres Strait Islander economic participation
- business development and innovation
- diversity, equality and inclusion
- environmental responsibility
- fair and safe conditions for workers
- transparent and ethical engagement.

Respectful and ethical engagement between BMD and our subcontractors and suppliers is managed in accordance with our BMS. Our BMS includes suites of Group Management Standards, procedures, manuals, and forms that provide a consistent and standardised management framework for our teams across a number of critical management areas and statutory obligation, including commercial and payments, health and safety, environmental, quality, social and stakeholder relations, training, local and Indigenous participation, diversity, industrial and employee relations, etc.

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

BMD has been operating in the Canberra region since 2006 and opened a permanent office in Mitchell in 2007. Our business in the region has provided employment, both directly and indirectly, for thousands of local people.

Over the past 15 years BMD has delivered more than \$500 million of work in the Canberra region – work that has been performed through the engagement of significant local subcontractors and suppliers.

As part of our Business as Usual (BAU) approach to local participation and engagement we commit that we will actively work with, and communicate through, local industry advocacy groups such as Master Builders Association (MBA) ACT and Civil Contractors Federation (CCF) ACT.

Establishing procedures or policies that encourage local industry participation

BMD does not own its own plant and equipment and our preferred procurement model is based on engaging local suppliers and subcontractors (Refer above response describing our communications strategy to the local market).

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.

Since 2015, BMD has invested more than \$250 million into the Canberra Region through subcontract and supplier payments, salaries and wages.

Attachment D

Section 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.

Opportunities for engaging and training apprentices, and the number of existing positions, local apprenticeships and traineeships to deliver this contract

Local employment and procurement are the foundation of our procurement model. BMD will work with local subcontractors to encourage the engagement of apprentices and trainees where these are available under any given trade.

As a significant portion of civil works trades do not have formal apprenticeship pathways or professional entry requirements, most of the training is vocational, and competency based – avenues that are fully supported by BMD.

Most BMD field staff undertake Certificate III and Certificate IV in Civil Engineering, and Diploma's in Management and Civil Construction Management. Recent courses provided for staff, a trend that will continue on the project to ensure competencies are met, are noted below:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Certificate III in Road Construction & Maintenance • Certificate III in Civil Construction (General) • Certificate III in Civil Construction (Road) • Certificate IV in Safety Leadership - Construct • Certificate IV in Civil Construction Supervision • Certificate III in Civil Engineering • Certificate IV in Civil Engineering • Diploma in Civil Construction Management • Diploma in Civil Construction • Fire Warden • St John's Ambulance (CPR, Provide First Aid) • Traffic Control Plans (implement) • Traffic Controller (Blue Card) • Rail Industry Safety Induction (RISI) • Confined Spaces Entry • Operate Road Roller • Spotters (identify, locate and protect underground) | <ul style="list-style-type: none"> • VOC/CTO (labourers): <ul style="list-style-type: none"> - Angle grinder - Quick cut saw - Dogger - Excavator - Front end loader - Roller or compactor - Skid Steer loader - Tip truck - Roller • Tickets/licences (foreman/labourers): <ul style="list-style-type: none"> - Conduct Civil Construction Excavator Operations - Conduct Roller Operations - Control Traffic - Forklift ticket - High-risk work - Operate an excavator - Scissor lift |
|--|---|

Opportunities for increasing the skills of Canberra region employees

Additional to providing specific skills training (refer above), we believe that general exposure to a large urban development project such as this will continue to support growth and long-term skills development in the Canberra region.

By being part of the Project, subcontractors and suppliers will achieve both direct and indirect benefits including opportunities to train (as noted above) and learn about the latest in civil construction, HSEQ compliances, and an understanding of major project management systems.

Training programs designed to support employee career development, and training programs designed for this contract

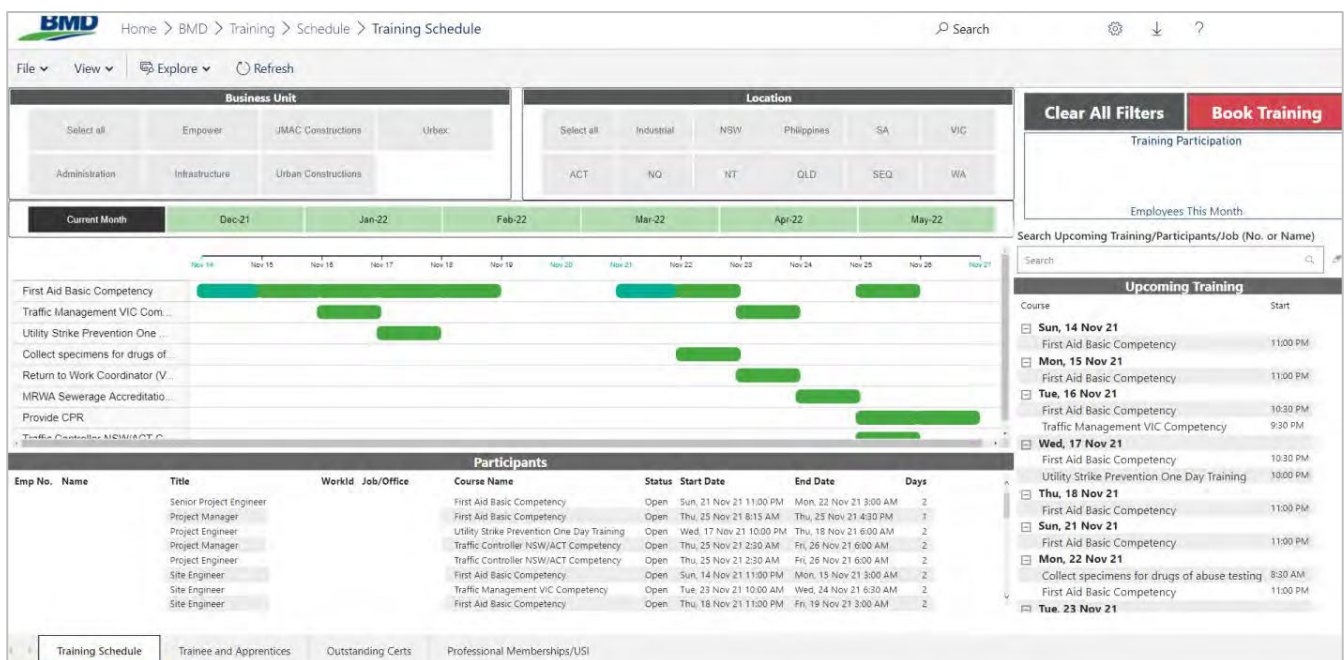
To ensure the Project leaves a legacy for local businesses and workers, we will seek to engage personnel from the local area in the first instance where possible. Where we assess skills are not available within the local context, we will look for opportunities to up-skill local labour as an option.

Training for people from diverse and marginalised backgrounds

Upskilling and providing opportunities for people from diverse and marginalised backgrounds will be delivered by BMD in collaboration with our partners, such as Protech and Social Traders, and the various programs and initiatives we implement that focus on building diversity in the workplace (Refer Attachment J). BMD's national social inclusion and diversity managers and functional leads – covering Indigenous, training and development and social procurement – work closely with our teams to develop specific programs and report monthly to our senior management team on spend and engagement.

Learning and development hub at BMD

Our project manager will be supported by our **Learning & Development corporate support** team to ensure all training is recorded and mapped on the Project. We will also have a major focus on employing and upskilling new entrant trainees and apprentices to meet specific project targets, which BMD has a strong reputation for meeting and often exceeding. Using our **Learning and Development training dashboard and portal**, employees and managers on the project have access to register for various training courses delivered year-round. BMD also maintains detailed progress reports which capture training hours achieved to ensure our obligations are met, and professional development is supported.



Local training partners

Nationally, BMD works closely with several Registered Training Organisations, including local training partners, **Safety Dimensions** and **Orbus3**, who have delivered courses for several employees in recent years, including:

- Certificate III in Civil Construction
- Certificate III in Civil Construction Road Construction
- Certificate III in Civil Construction Plant Operations
- Certificate IV in Civil Construction Supervision.

For the **John Gorton Drive and Molonglo River Bridge Crossing project**, BMD would continue our partnership with Safety Dimensions and Orbus3 as our local training partners. Additionally, our specialist structural steel fabrication partner, Civmec, is a Registered Training Organisation which will enable our team to customise and deliver specialist training into the team as part of our training offer.

Additional to the provision of vocational training, the following training pathways will continue through the contract, with past performance demonstrating our level of commitment and approach to skills development and training.

Primary roles and services for targeting Indigenous participation, including pre-employment

A key aspect to targeting Indigenous participation on the Project, will involve an established, transparent, and mutually beneficial relationship with the local **Ngunnawal elders** and respected members of community. In complement, BMD acknowledges the benefit in facilitating a project information session for the local Ngunnawal community and invited regional communities, to not only learn about the Project and opportunities it will bring, but to engage our project management resources and establish relationships directly with the team. Through our alignment, we look to make positive influences on intergenerational disadvantage through the presence of positive examples and role models as well as drive greater participation of Aboriginal and Torres Strait Islander people within the greater local economy.

BMD has successfully delivered employment outcomes beyond the expectations of our clients with assistance from our preferred labour hire and Registered Training Organisation partners, as is currently being delivered on BMD's Newell Highway Program Alliance where we are providing training opportunities for a number of Aboriginal and Torres Strait Islander people, particularly young people commencing their careers in the industry (Refer [REDACTED] story, Attachment J).

Any commitments to labour hire organisations, Registered Training Organisations and other related education bodies for the Project, will be made in consultation with the Ngunnawal Aboriginal Corporation (NAC).

Ultimately, BMD's Project Manager will be responsible for delivering the outcomes committed to within our Workforce Development Plan and will be further supported by BMD's National Indigenous Program Manager [REDACTED]. With the civil construction industry currently experiencing a skills shortage, BMD proactively seeks out candidates and project employees who show commitment, promise, a willingness to learn, and alignment with BMD's core values (Family, Determination, Collaboration, Striving to Do Better, Empowering). Working closely with preferred labour hire organisations and Registered Training Organisations is now a crucial resourcing and skills development strategy for BMD. BMD will utilise the initial design phase of the project (six months) to identify and ensure Aboriginal and Torres Strait Islander people coming onto the project undertake pre-employment training. This will ensure that when construction begins, we have project-ready employees. In consultation with NAC, training will be delivered through local preferred labour hire organisations and/or Registered Training Organisations, such as Orbus3.

BMD acknowledges the importance of ensuring that the Project has identified trusted project resources who can liaise and represent the best interests of both our Aboriginal and Torres Strait Islander supply chain and, in particular, workforce. BMD will embed these positions within the project team, with the appreciation that the roles would be best suited to local and/or respected Aboriginal representatives.

In our sixth year as a corporate supporter of the Clontarf Foundation, BMD will proactively engage the local **Karabar Clontarf Academy** with the intent of engaging alumni and upcoming graduates with employment opportunities, as well as establishing opportunities for BMD's project team to build relationships with current students and educate the students on civil construction, the industry's career possibilities, the buoyant pipeline of future infrastructure projects and the current skills shortage that exists within our industry. For those students who show an interest, BMD will facilitate 'Try-A-Trade' days and school-based work experiences, to provide real-world experience prior to making a career choice. BMD's engagement of the Karabar Academy, with permission of the school, could be expanded to include presentations to the entire school.

Demonstrated performance: Inland Rail, Parkes to Narromine

Through BMD's engagement of Protech, seven trainees were engaged, with five successfully completing a Certificate III in Civil Construction. Three of the trainees attained roller tickets, which resulted in employment towards the latter part of the project. For the trainees whose employment did not see them to the end of the project, Protech was able to find placements for them with other local contractors and in Sydney utilising the training they had received, while two of the roller operators were re-engaged on BMD's Newell Highway Program Alliance.

To further complement traineeship outcomes, Protech also facilitated roller tickets for 15 CW2 labourers through SMART Skilled funding.

BMD Health, Safety and Environment (HSE) Training and Competency Management Standard

Training will also be driven by our HSE Training and Competency Management Standard which forms part of a suite of Standards within our Business Management System (BMS). This Standard sets out a framework to consistently achieve targets on each project.

Information will be captured in our Project Training and Competency Register, and the **Learning and Development training dashboard** and portal noted above – supporting our reporting to **Transport Canberra and City Services (TCCS)**.

BMD Online Training (BOLT)

The internal online training BMD provides to our employees and subcontractors through our BOLT (BMD Online Training) system delivers nationwide training. Modules cover HSEQ policies and procedures, commercial and SharePoint systems, BMDs culture and behaviour expectations, etc. Records of BOLT modules undertaken are recorded in our **Learning and Development training dashboard and portal** noted above.

Every subcontractor engaged on the Project, is trained via our BOLT modules. Once onsite they receive further training via inductions, prestart talks, toolbox talks, job hazard cards, Safe Work Method Statements, activity-based conversations and interactions with our team who live and work in the Canberra region.

University of Wollongong partnership

It is estimated that each year 25 – 30 students from Canberra enrol in University of Wollongong's Bachelor of Engineering (Civil Engineering). BMD's Canberra Construction Manager [REDACTED], along with fellow colleagues and the Human Resources team, host stalls at the Careers Fair, which are held regularly by the University. In doing so, BMD has successfully employed several students as undergraduates in our ACT business.

Graduate program

As part of BMD's ongoing Graduate initiative, graduates across a number of disciplines, including engineering, are invited from across the country for a two-day program aimed at networking, team building and learning more about career opportunities within the BMD Group. The two-year BMD Graduate Program offers graduate employees:

- real job learnings and support mechanisms where individual contribution is invited and respected
- the opportunity to excel and demonstrate capability and willingness to contribute
- a work environment that is flexible and individually focused while still providing diverse opportunities.

In Canberra, BMD employs **three graduate** engineers.

Project specific Infrastructure Skills Legacy Plan – Newell Highway Program Alliance

BMD implements comprehensive workforce development, skills development and training plans for clients, nationally.

On our current Newell Highway Program Alliance, being delivered in partnership with TfNSW and AECOM, BMD is committed to achieving social inclusion and local benefits through the creation of jobs and provision of training. Our focus includes delivering regional benefits across:

- learning workers
- female employment
- aboriginal employment
- youth employment.

Refer overleaf Newell Highway Program Alliance **Infrastructure Skills Legacy Plan**.



NSW
GOVERNMENT

Roads and Maritime Services
Newell Highway Program Alliance

Infrastructure Skills Legacy Plan

Newell Highway Program Alliance

Job Name: Newell Highway Program Alliance

Job No: 810 – N100

Client: Transport for NSW

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1	06/02/2019	Initial draft	
2	20/05/2019	Approved AMT	AMT
3	25/04/2021	Updated to incorporate the TfNSW Process Audit Comments as per CAR.	[REDACTED]

Controlled copies are the latest approved version on SharePoint and hard copies are not controlled

Infrastructure Skills Legacy Plan

PROJECT No: 810 – N100

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EXAMPLE

1. Introduction

1.1 Policy Statement

The Newell Highway Program Alliance (NHPA) Infrastructure Skills Legacy Plan (ISLP), will act to complement the Indigenous Participation Plan. The plan will outline the framework that is put in place to manage training and development through the entire life of the project across all aspects. The plan will identify strategies to ensure the project meets the targets outlined in the Key Reporting Areas (KRA), Regional Benefits – Infrastructure Skills Legacy and leave a position legacy to the communities in which the project operates. This plan is applicable to the NHPA, subcontractors and construction workers involved in onsite activities.

2. Key Reporting Areas (KRA)

2.1 Key Performance Indicators

The NHPA will set out to meet and exceed the expectations of the of the individual Key Performance Indicators (KPI's) as defined under the Program Alliance Agreement and KRA Plan.

2.2 Performance Description

The Principle Performance Measures (PPM) shall be the 'Minimum Conditions of Satisfaction' (MCOS) that refers to the best business as usual practice currently available in the industry, while 'Outstanding' Performance is an aspiration, beyond the predictable, that will require a paradigm shift/new way of thinking. It is regarded as possible, but it is not known how it will be achieved at the time of setting the objective.

The Terms 'Fail', 'Poor' and 'Good' shall be described and determined to define and scale the performance of the NHPA against the PPM.

2.3 KRA 4 – Regional Benefits

Foster regional capability and capacity by the inclusion of workers, contractors, suppliers, and the community through the alliance program to build a sustainable and diverse industry base along the Newell Highway Corridor. Qualifying Employees are defined as employees who fall within the class of the KPI "Description".

2.3.1 KPI-4.4.1 Learning workers

Learning workers are defined as the workers in the Alliance labour workforce who qualify as trainees, apprentices and workers who are in training to upgrade their qualifications to meet the needs of infrastructure projects.

KPI-4.1.1 Learning Workers

Performance		Performance Measure	KRA Risk/Reward
	Fail	≤ 16% of Qualifying Employees are learning workers	-1.%
	Poor	Between 16% and 20% of Qualifying Employees are learning workers	Linearly distributed between -1.1% and 0%
	MCOS	20% of Qualifying Employees are learning workers	0%
	Good	Between 20% and 24% of Qualifying Employees are learning workers	Linearly distributed between 0% and 2.1%

	Outstanding	$\geq 24\%$ of Qualifying Employees are learning workers	2.0%
Type of Measurement	Percentage of labour workforce who are learning workers calculated on a fulltime equivalent basis.		
Frequency	Daily percentage of employed personnel, reported monthly, averaged over the assessment period.		

2.3.2 KPI-4.1.2 Female Employment

A person who is female as verified through the provision of or access to appropriate personal identification or employment records and performing a non-traditional or trade related role, excluding traffic control, administrative and communications personnel.

KPI-4.1.2 Female Employment				
Performance		Performance Measure	KRA Risk/Reward	
	Fail	≤ 1% of Qualifying Employees are female	-1.0%	
	Poor	Between 1% and 2% of Qualifying Employees are female	Linearly distributed between -1.0% and 0%	
	MCOS	2% of Qualifying Employees are female	0%	
	Good	Between 2% and 3% of Qualifying Employees are female	Linearly distributed between 0% and 2.0%	
	Outstanding	≥ 3% of Qualifying Employees are female	2.0%	
Type of Measurement	Percentage of wages or subcontracted personnel who are female and Qualifying Employees, calculated on a fulltime equivalent basis.			
Frequency	Daily percentage of employed personnel, reported monthly, averaged over the assessment period.			

2.3.3 KPI-4.1.3 Aboriginal Employment

A person may be classified as an Aboriginal if they are a person of Aboriginal descent, who identifies as being of Aboriginal origin, and who is accepted as such by the indigenous community with which the person associates, as evidenced through the provision of appropriate documents, and the acceptance of these documents as sufficient evidence by Transport for NSW.

KPI-4.1.3 Aboriginal Employment				
Performance		Performance Measure	KRA Risk/Reward	
	Fail	$\leq 0\%$ of Qualifying Employees are Aboriginal	-2%	

	Poor	Between 0% and 4% of Qualifying Employees are Aboriginal	Linearly distributed between -2% and 0%
	MCOS	4% of Qualifying Employees are Aboriginal	0%
	Good	Between 4% and 8% of Qualifying Employees are Aboriginal	Linearly distributed between 0% and 4%
	Outstanding	≥ 8% of Qualifying Employees are Aboriginal	4%
Type of Measurement	Percentage of salaries, wages or subcontracted personnel who are Aboriginal and Qualifying Employees, calculated on a fulltime equivalent basis.		
Frequency	Daily percentage of employed personnel, reported monthly, averaged over the assessment period.		

2.3.4 KPI-4.1.4 Youth Employment

A person who is under 25 years of age as verified through the provision of or access to appropriate personal identification or employment records. A person must be under 25 years of age on the date of the relevant calculation of the daily percentage of employment (an employee will cease to fall within this Employment Category and Criteria on the date of their 25th birthday).

KPI-4.1.4 Youth Employment			
Performance		Performance Measure	KRA Risk/Reward
	Fail	≤ 4% of Qualifying Employees are younger than 25	-1%
	Poor	Between 4% and 8% of Qualifying Employees are younger than 25	Linearly distributed between -1% and 0%
	MCOS	8% of Qualifying Employees are younger than 25	0%
	Good	Between 8% and 16% of Qualifying Employees are younger than 25	Linearly distributed between 0% and 2%
	Outstanding	≥ 16% of Qualifying Employees are younger than 25	2%
Type of Measurement	Percentage of salaried, wages or subcontracted personnel who are learning workers and Qualifying Employees calculated on a fulltime equivalent basis.		
Frequency	Daily percentage of employed personnel, reported monthly, averaged over the assessment period.		

2.3.5 KPI-4.1.5 Local Engagement

Foster regional capability and capacity by the inclusion of workers, contractors, suppliers and the community through the alliance program to build a sustainable and diverse industry base along the Newell Highway Corridor.

Local is defined as permanent residency in the same LGA or a neighbouring LGA as the Alliance project where they have worked.

KPI-4.1.5 Local Engagement			
Performance		Performance Measure	KRA Risk/Reward
	Fail	<40% workers are local	-5%
	Poor	Between 40% and 50% of workers are local	Linearly distributed between 0% and -5%
	MCOS	50% workers are local	0%
	Good	Between 50% and 70% of workers are local	Linearly distributed between 0% and 5%
	Outstanding	>70% of workers are local	5%
Type of Measurement	Number of locals in the same LGA or a neighbouring LGA inducted and working on an Alliance project as a percentage of the total number of workers inducted on the Alliance project.		
Frequency	Measured monthly per project (only workers inducted during the assessment month), reconciled for all projects annually. Where a worker is inducted into the Alliance Program, the worker is evaluated for each project for which they undertake work. For example, a worker based in Parkes is counted as one local worker when they work at Coobang, and is counted as one non-local worker when they work at Chinaman's.		

2.4 Local and Aboriginal Employment

In order to become an "Employer of Choice" the NHPA will adopt a mixed approach to Indigenous and local employment, and where possible, creating policies and procedures to reflect our commitment to social inclusion for Indigenous employees and the wider local community within the area of the projects works. At the same time the NHPA will create opportunities in whatever way it can to provide a legacy for all local communities, while doing so in a very pragmatic way.

The NHPA ISLP outlines the specific commitments the NHPA will make in the areas of Indigenous employment, cultural recognition and capability, financial capability as well as capacity building in areas that are directly related to our business, our staff and the communities in which we operate. By delivering on these commitments, our aim is to contribute to increased financial and social well-being for Aboriginal and Torres Strait Islander (ATSI) peoples, and to create broader regional benefit in the local area through maximising local participation.

2.5 Training and Competency

The NHPA will ensure appropriate training and competency assessment is provided to all workers to enable them to integrate the NHPA HSE management system into their daily operations. Where identified workers are also to be trained in the methods and skills required to perform their duties (including plant and mobile equipment); in a safe manner with the awareness of the impact their activities may have on health and safety to themselves and others if performed incorrectly.

The BMD – HSE Training and Competency Management is a group standard provided in Appendix A which addresses: the identification; planning; delivery and, recording of Health, Safety and Environment (HSE); and overall management of training for employees, subcontractors and labour hire workers as required.

The Alliance will operate under the BMD Corporate HSE Management System with all documentation regarding the management of the project documented and archived on SharePoint. Training will be given to Alliance members regarding the management and use of the system.

The Project Competency & Training Register matrix tracks the expiration of all courses, certifications, VOC's, tickets etc. to ensure currency. The database/register can be accessed to view training records of individuals and to assist with training development. The qualification and competency of workers on site will be assessed prior to the commencement of works to verify the information that has been supplied by the subcontractor.

2.6 Commitment and Management Responsibility

While the responsibilities associated with training management and the initiation of corrective action are shared between the Construction Manager, Project Manager Safety personnel and Site Supervisors, the NHPA has training protocols which restricts who is authorised to book external training. This approach ensures that all training is accredited, recorded, and also streamlines the communication processes.

Additional responsibilities are placed on the Project Management team to ensure that the coordination of training requirements meet expectations of the team in a collaborative process. The Alliance Program Manager has the ultimate responsibility on the project site to ensure the implementation of the ISLP.

The NHPA will continue to develop and implement new approaches to training with the view of minimising risk and increasing productivity through quality training and development.

3 Training Personnel

3.1 Overview

The oversight of the delivery of the ISLP is the responsibility of the Project Management Team, comprising both corporate human resources and functional management staff.

These personnel are responsible for the management of the plan that also includes the following activities:

- The development of training policies
- The consultation and collaboration with the Alliance Management Team (AMT) in training policies that are applicable and relevant to all worksite operations during the period of the contract
- Monitoring of NHPA compliance with requirements of the ISLP
- Monitoring of compliance with the NSW Training Management Guidelines 2009 which include the NHPA commitments to Aboriginal Participation, the Infrastructure Skills Legacy Program.
- Monitoring the quality of records entered in the Contractor Management System (CMS) prior to the mobilisation to site and ensuring that appropriately qualified workers are engaged that have been selected because of their commitment to safety, quality and environment practices

3.2 Roles and Responsibilities

The Alliance Program Manager, together functional management will ensure the following criteria are applied during the project:

- Initial induction / orientation / training of new employees is conducted and recorded.
- Training is planned for site activities.
- Training needs are identified in consultation with employees and relevant parties.

- Training is conducted in a timely manner.
- Training and competencies are recorded and reviewed regularly.
- Site personnel are trained in project Hazard Identification, Risk Assessment and Control (HIRAC) processes to use the company's HIRAC methodology and risk matrix.
- Plant operators are assessed for competency prior to operation of specific types of equipment on site.
- Skills, competencies, licences and certificates for workers are verified and recorded.

All workers, in consultation with the Construction Manager and Safety Manager will ensure the following criteria are applied during the period of the project:

- Attend induction and training, specific to work and job site.
- Complete training evaluation as requested.
- Provide copies of licences and qualifications prior to commencement of work.
- Ensure verification of competency is completed prior to operating any plant/equipment or performing any high-risk tasks.
- Advise and discuss with supervisor if you determine you require additional HSE related training or a refresher course.

3.3 Implementation

As most trade works for the Newell Highway Program Alliance passing lanes project may be undertaken by subcontractors, the NHPA will require key subcontractors to engage apprentices and trainees to work on the project where possible. As the project works progress, evaluation of the training process will be ongoing.

Training needs for the project, and how the integration of trainees can be safely embedded within the project works program as the project progresses, will be discussed by the management team within scheduled workshops and meetings.

3.4 Local Development Capacity and Opportunities

The NHPA will use a range of strategies to identify local involvement in training opportunities for all within the local community with an emphasis on up skilling within the areas of works. These strategies could include but are not limited to:

- Identification of opportunities within the works program for local Community participation.
- Specific proposals to maximise local Community involvement.
- Goods, services and materials that will be locally sourced.
- Use of and of recognition sub-contractors that also use strategies that maximise indigenous and local employment.

3.5 Workforce Participation

The NHPA will ensure workforce participation through a combination of training delivery methods including on the job training, off the job training and mentoring from site supervisors. Training targets will be achieved by having structured training programs which include progression milestones so that projects are able to accurately track progress of traineeships. Short courses for key competencies outside of a traineeship will also be delivered in line with project objectives.

At the commencement of the project, trainees will be identified, and training plans will be developed to align with the project's objectives. A skills gap analysis will be conducted as part of the training plan process in conjunction with the RTO, to identify which competencies the trainee already possesses and identify which additional competencies should be delivered throughout the project timeline. In this way, it will be clear whether the planned outcomes were achieved upon completion of the project.

3.6 Training Organisations

In planning for successful training outcomes, NHPA will work in partnership with preferred training organisations at the commencement of the project to ensure key elements of the training plan will be implemented throughout the life of project. In doing so, the project will be able to monitor and review the skill development needs of the workforce during the project progression.

3.7 Subcontractor Training

In reference to the targets for apprentices and structured training, the NHPA will evaluate Subcontractors in part, on their commitment to effective training management practices and demonstration of prioritisation of the groups of employees as outlined in the NSW Government Training and Management Guidelines 2009. This will form part of the evaluation criteria including safety, quality and environment performance and commercial advantages.

The NHPA Procurement Plan processes will be utilised to ensure that training is monitored and recorded against the employee records. To ensure that the preferred subcontractors who are engaged on the project are compliant with the training policy, the NHPA will monitor apprentices and trainees on site via monthly reporting processes and contractor supplied reports. In this way, NHPA will ensure that the appropriate percentage of works is undertaken by apprentices and trainees.

3.8 Skills Analysis

A skills analysis of the varying roles required for the project will be conducted to confirm the competencies or otherwise with NHPA personnel and subcontractors are required to hold to perform the work on this project. The analysis will identify the mandatory and other competency requirements. The analysis is benchmarked against the following criteria:

- Our contractual obligations
- The NHPA requirements during construction
- The NSW Work, Health & Safety Act 2011 and it's Regulations
- NSW Construction Work Code of Practice 2014.

Further to traineeships, Project Managers will also conduct training needs analysis in conjunction with site supervisors, to plan what up skilling opportunities should be provided to existing workers throughout the project. All short courses provided will be delivered via a synthesis of classroom and on-the-job training through reputable RTO providers

Part of NHPA compliance documentation for the project is the Project Training and Competency Register, a matrix used for skills analysis as described.

3.9 NHPA Induction Training

All workers will have appropriate certification (construction induction card), licences, permits to work and training, and are familiar with any JHAs/WMS relevant to the work being undertaken.

Prior to the commencement of work on the NHPA project, workers are to provide evidence of training or competency achieved as required for their role or they have the appropriate certification, licences and permits to work. These are detailed and recorded in the Training and Competency Register or CMS (as applicable).

A site-specific induction will be conducted in accordance with the legislative requirements before any personnel commence work on site. The site induction includes site specific aspects of safety, quality and environment along with a personal commitment to the project.

3.10 Competency Based Training & Assessing

Specific training needs for a project are identified and appropriate training planned and developed for the required task, typical projects examples include:

- Industry specific RII Statements of Attainment
- Plant operations
- RMS grey card training
- First aid training;
- Safety representative training;
- Construction equipment operation
- Traffic management / traffic control training;

3.11 High Risk Verification / Operator Skills Assessment (OSA)

Operators performing high risk work such as lifting and mobile plant operations shall have their qualifications assessed and verified prior to the commencement of work on the NHPA project. This is verified by the NHPA sighting a photo licence and a copy of the Verification of Competency (VOC) prior to commencement of work. Both also needs to be recorded by the project team, either by recording the licence number, photocopying the licence is no longer allowable, the VOC is then stored in the induction file and/or CMS.

All mobile plant operators and load shifting operators shall have their qualifications verified upon commencement of work on any section of the NHPA project. This assessment must be carried out by NHPA staff, competent in the use of equipment with minimum of three years' experience, in the absence of an experienced person or qualified trainer, the assessment may still be conducted by management or supervisory person, or a content expert of the relevant equipment using the NHPA templates. OSAs are to be stored and maintained in the Project Training & Competency Register and personnel files.

3.12 Subcontractors

All sub-contractors must produce a government high risk work licence where identified or an RTO statement of attainment and verification of competency assessment on the plant to be used prior to being engaged on the NHPA project.

It is up to the sub-contractor to obtain the licence or statement, the OSA will be conducted by a NHPA representative as per core operational procedures.

The Contractor Management System (CMS) has been set up as a tool for the collection of data from all personnel on site. The system allows the NHPA to hold copies of white cards, training certificates, tickets, competencies and VOC's and is also the portal for a subcontracted worker to undertake the BOLT (BMD Online Training) modules.

3.13 BOLT Online Training

Online training will be delivered on the project via the BMD Online Training (BOLT) environment. BOLT has been developed to allow consistent, accessible and flexible training for both internal staff and external Subcontractors and Consultants. This training aims to outline key internal processes and associated employee responsibilities whilst also providing a navigation tool through our system.

BOLT training modules can be accessed for reference and guidance 24 hours a day and on any device (including desktop computers, laptops, tablets and phones).

Further information on BOLT access and login requirements is included in the BMD Online Training (BOLT) – Quick Guide. The BMD Online Training (BOLT) – Module Outline has also been created to provide an overview of the BOLT training requirements.

4 Evaluation and Review

With the aim is to achieve continual improvement in performance, the NHPA shall establish a periodic internal management review of the ISLP to verify that the objectives of the ISLP are being implemented and are effective.

As per the NSW Training Management guidelines 2009, Training management activities need to be monitored to make sure that:

- everyone understands and works towards the objectives of the Enterprise and Project Training Management Plan
- the schedule stays up to date, so learning activities match production or business requirements
- the trainees and the resources they need are available when needed

An internal evaluation will be conducted on conclusion of the project which will address the following categories. A combination of workforce consultation, feedback forms and management review will be utilised to ensure an impartial and holistic evaluation is conducted.

- Workforce participation target performance
- Appropriateness of training activity
- Cost effectiveness
- Value of skills gained

5 Monitoring / Auditing and Reporting Protocols

The NHPA will maintain a system for recording and reporting. Monthly reports will be provided to the ALT in line with contractual obligations to ensure compliance with the identified targets.

Adopt the following:

- A system of recording employment hours worked by targeted training groups weekly.
- A system detailing courses/modules scheduled and completed.

Records of the following are kept by the NHPA and can be accessed at any time.

- Records of site inductions
- Records of training provided
- Monitoring and audit records
- Corrective actions
- Minutes of relevant meetings

6 Accountability / Responsibility

The following roles will have varying levels of responsibility for training on the project and will contribute to the successful delivery of the training project.

Roles	Responsibilities
Construction Manager	• Implementing of the Project ISLP
Safety Manager	• Planning and coordination of apprentices and trainees. • Coordination of professional development training delivered to engineering and supervision staff.
Project Managers	• Records maintenance of training delivery and outcomes. • Implementation of internal support mechanism for apprentices and trainees. • Implementation and recording of APIC training and data
Site Supervisors	• On-site coordination of training delivery. • Mentoring of apprentices and trainees. • Delivery of on the job training to apprentices and trainees.

Appendix A – HSEQ Training and Competency Management Group Standard

EXAMPLE



HSEQ Training and Competency Management

Business Management Systems (BMS) Group Standard



Document Version Control

Note: Most recent change to this document are highlighted in grey.

Revision No.	Revision Date	Details of Revision	Approved By
16	08/12/2017	Updated terminology from Site Field Assessments to Operator Skills Assessment (OSA).	
15	12/10/2017	Document updated due to changes in the legislation from the OFCS. Inclusion of Site Field Assessments Section 5.5.1.	
14	17/02/2017	Slight wording change to section 5.7.1. High Risk Verification (HRV) of Competency & 5.7.2. and EPC Verification of Competency.	
13	15/12/2016	Update of Section 5 'Project or Region'	
12	09/05/2016	Updates to Section 5, Section 5.1, Section 5.3, Section 5.5, Section 5.6.2, Section 5.6.3, Section 5.7, Section 5.7.1 and Section 5.7.3.	
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HSEQ Training and Competency Management

Business Management System (BMS) Group Standard

Document No.: HEQ-STD-00004

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1. Purpose

The purpose of this Group Standard is to address: the identification; planning; delivery; and, recording of Health, Safety, Environment and Quality (HSEQ); and overall management of training for employees, subcontractors and labour hire workers as required.

2. Scope

This document encompasses all BMD Group subsidiaries including: BMD Constructions; BMD Urban; Empower; JMac Constructions; and, Urbex. For ease of reference, the term 'BMD' is used throughout this document to reference the 'Group'. This standard aims to meet and comply with ISO14001:2015 Environmental Management System and ISO9001:2015 Quality Management System Standards and AS/NZS 4801:2001 and the Federal Safety Commissioner (FSC) Criteria.

3. Introduction

An integral part of the development of the training programs is its relevance to the task or role of the individual. During the training development, the following elements could be considered:

- Maintenance – focus on lock-out systems, chemicals, electrical hazards, etc.;
- Purchasing – place emphasis on HSEQ requirements when purchasing goods and services; and,
- On the job – look at the use of control techniques for tasks, e.g. Protective Personal Equipment (PPE); Job Hazard Analysis (JHAs) / Work Method Statement (WMS); etc.

Appropriate training is provided to all workers to enable them to integrate the HSEQ Management System into their daily operations. Workers are to also be trained in the methods and skills required to perform their duties (including plant and mobile equipment); in a safe manner, with the awareness of the impact their activities may have on health and safety to themselves and others if performed incorrectly.

4. Roles and Responsibilities

Operational Senior Management (General / Operations / Construction Managers)

- Allocate resources to ensure employee training and development is available, relevant to their roles.
- Ensure Position Descriptions for all workers and supervisors include relevant HSEQ duties and responsibilities.
- Ensure an individual induction/orientation program is performed for each new employee.
- Ensure annual performance reviews are conducted.

Project Management

- Ensure initial induction / orientation / training of new employees is conducted and recorded.
- Ensure Project roles and responsibilities are defined and communicated to project staff.
- Ensure individuals are given the opportunity to attend scheduled training.
- Ensure training is planned for site activities, where required.
- Training needs are identified in consultation with employees and relevant parties.
- Training is conducted in a timely manner.
- Training and competencies are recorded and reviewed regularly.
- Site personnel are trained in risk management processes.
- Plant operators holds certified competency and Operator Skills Assessment performed prior to operation of specific types of equipment on site.
- Skills, competencies, licences and certificates for workers are verified and recorded.

Workers

- Attend induction and training, specific to work and job site.
- Complete training evaluation as requested.
- Attend scheduled training.
- Provide copies of licences and qualifications prior to commencement of work.
- Ensure Operator Skills Assessment is completed prior to operating any plant/equipment.
- Advise and discuss with supervisor if you determine you require additional HSEQ related training or a refresher course.

5. Training

The relevant Operational Senior Management shall ensure that each member of their respective business unit is given appropriate introduction and training in the structure and function of the business management systems. It is the responsibility of the Group Business Systems Manager to ensure that any changes to the management system are promulgated to all BMD staff and appropriate training given, if necessary.

Any person performing tasks for and on behalf of BMD shall be competent with the relevant qualifications, including employees, subcontractors, labour hire and temporary staff, for the task/role to be undertaken.

All training is to be recommended and approved by the appropriate manager as relevant to the role and task the staff member is providing. Prior to a reassignment to other tasks or projects, an employee should be assessed

as competent and relevant training provided as required. A Training Attendance record is to be completed for all training undertaken by BMD employees.

Each Project or Region is required to capture training needs analysis to ensure all personnel have the required training and skills to undertake their respective roles.

5.1. General Training

BMD supports and encourages staff training and development in commercial, operational; and, professional advancement during various stages of their employment. Staff are encouraged to discuss, with their respective manager, training and development opportunities to undertake during the course of their current and future roles.

Staff Development opportunities can be identified from the relevant "Skills Assessment and Recommendation" form for a range of positions within BMD and is maintained by the BMD Training Coordinator / Human Resources (HR) Assistant. The absence of one or more of the training competencies identified for a position does not necessarily prevent a person from holding that position. The list provides guidance as to the priority areas of training for people in a particular position, including HSEQ duties and responsibilities.

Individuals requiring up-skilling as a result of a re-assignment may be required to attend further training or development.

The BMD Training Coordinator/HR Assistant will liaise with Administration staff in other State offices and assist with all training requirements; including training providers and, relevant training and learning providers.

5.2. Supervisor Training and Competency

BMD is committed to providing ongoing training and professional development for all levels of staff, in particular health & safety legislation and HSEQ management principles and practices. This will be achieved by:

- All supervisor/management training courses include knowledge of health and safety legislation and HSEQ management principles and practices;
- All supervisor/management will undertake safety leadership training which encompasses, but is not limited to, the following:
 - Safety and Risk Leadership;
 - Task Risk Assessment;
 - Participate in Incident Investigation;
 - Observations and Inspections; and,
 - Effective Communication and Consultation.
- Evidence supporting training content or competencies have been achieved are recorded in the Project Training and Competency Register;
- A regular review of skills and competency is undertaken to ensure currency and compliance;
- Any gaps in an individual qualification, training and competencies are identified and appropriate training undertaken to bring the individuals knowledge, skills and competency to the required level;

- Position descriptions for supervisors and managers include relevant HSEQ duties and responsibilities.

Competency can be determined and verified by:

- Educational requirements;
- Qualifications;
- On-the-job assessment;
- Job mentoring and verification;
- Registered Training Organisation (RTO) assessment and verification.

5.3. Promoted Employees and Supervisors

Employees promoted, elevated into a senior role, or transferred into a different role due to either an operational requirement or a short-term deployment; shall have the appropriate qualifications and competencies to fulfil that role. The relevant manager shall complete the relevant "Skills Assessment and Recommendation" form to ensure training and competency gaps are identified, and training plan developed ensuring any compliance to the training matrix.

In the event an employee is promoted during the course of a project and requires further training, it is the supervising manager's responsibility to conduct a critical skill/gap analysis (Skills Assessment and Recommendation) and organise the relevant training.

Training analysis data is to be documented and recorded by:

- Any gaps in training and competencies identified, are recorded in Project Training and Competency Register and training undertaken to bring the knowledge, skills and competency base of a supervisor/manager to the required level;

Evidence supporting a training course has been undertaken and training content or competencies have been achieved are detailed and recorded in the [Project Training & Competency Register](#).

- Emergency and Critical Incident Training

In the identification of skills for designated emergency personnel (wardens, etc.) and use of emergency equipment, training and practice in emergency and critical incident response procedures appropriate to the allocated responsibilities and the degree of risk, are undertaken.

Refer to the [Crisis Management Standard](#) and the [Emergency Response Management Standard](#).

5.4. High Risk Work Licensing¹

The 'National Standard for Licensing Persons Performing High Risk Work' addresses training and assessment requirements for a person performing high risk work, and the process for the issuing a licence to a person performing high risk work.

The Standard also applies to the following persons, organisations and authorities:

- a person performing high risk work (see table below);
- a person who engages or employs other persons to perform high risk work;
- a person or organisation responsible for training and assessment activities;
- an authority responsible for administering the vocational education and training system; and,
- an authority responsible for administering the National Licensing System.

Activities Regarded As High Risk Work	
• Scaffolding • Dogman/Dogger • Rigger • Slewing Mobile Cranes • Non-Slewing Crane • Bridge and Gantry Cranes • Derrick Crane • Personnel and Materials Hoist	• Boom type Elevation Platform • Concrete Placing Boom • Craneage & Hoist Operations (including a Hiab truck crane with a lifting capacity ≥ 10 ton) • Forklift • Working at Heights • Elevated Work Platform (EWP); includes Boom Lifts 11m or more • Asbestos

Note: Further descriptions on the above high risk work can be found on the [Safe Work Australia website](#).

Licences issued in accordance with this National Standard are recognised in all Australian States and Territories to promote the portability of skills and the free movement of labour across State and Territory borders. Additional Verification of Competency (VoC) or Operator Skills Assessment (OSA) are not required for activities regarded as High Risk Work, as the High Risk Licences must be renewed every 5 years.

Any worker either working for or on behalf of BMD shall conform to the National Standard and hold the appropriate licence with the following exemptions:

- undergoing training in accordance with this National Standard; or,
- exempted from holding a licence. Refer to the [National Standard for Licensing Persons Performing High Risk Work](#) for more detail.

¹ OFSC Criteria H16.6

Subcontractors deemed to be working under the BMD Systems (as per the [Subcontractor Pre-Award Evaluation](#)) must upload into the CMS evidence of qualification issued under National Standard for Licensing Persons Performing High Risk Work. For Subcontractor's working under their own system they must ensure their employees are suitably qualified and records managed, hence are exempt from the CMS requirements. Compliance with these requirements will be regularly audited by the project personnel.

5.5. Earthmoving or Particular Crane (EPC)

The operation of earthmoving equipment or particular crane (EPC) occupational classes does not require government licensing. BMD will ensure the competency of such operators through recognition of previously issued OHS Certification Australia cards (government issued licence), Registered Training Organisation (RTO) issued statement of attainment or RTO issued Verification of Competency (VoC). A further Operator Skills Assessment (OSA) will be conducted for each piece of plant/equipment prior to commencement of tasks and completion and supplied of a Safe Operating Procedures, (SOP) for the plant or equipment. Road Register trucks only require the drivers to hold the relevant Driver's Licence classification to prove competency.

The table below provides a non-exhausted list of such plant equipment.

Plant classified under EPC operational classes	
- Backhoe - Front End Loader - Excavator - Skid Steer Loader - Road Roller/Compactor - Grader - Scraper - Elevated Work Platform (EWP) up to 11m	- Dozer - Bridge and Gantry Remote Control Crane - Non-road registered Haul & Tipper Truck - Non-road registered Water Truck - Telehandler *(restrictions apply if operating in fork or crane mode, operator must have HRW forklift licence or non-slew crane licence if lifting over 3 tonne) - Tractor

5.5.1. Operator Skills Assessment (OSA)

All mobile plant operators and load shifting operators shall have their qualifications verified and a Operator Skills Assessment (OSA) conducted prior to the commencement of work on any BMD project. This OSA must be carried out by a competent person with minimum of three (3) years' experience with the equipment. In the absence of an experienced person or qualified trainer, the assessment may still be conducted by management or supervisory person using a content expert of the relevant equipment. This assessment should be preferably done by the plant supplier / subcontractor using their documentation or the BMD OSA templates prior to arrival on site. Records of competency/qualification and OSA of Subcontractors working under the BMD System (as per [Subcontractor Pre-award Evaluation](#)) must be uploaded into the "Contractor Management System" (CMS) database. Subcontractor's working under their own system must ensure their employees are suitably qualified, competency verified and records managed. Hence are exempt from the CMS requirements.

Note: Operator Skills Assessments are available via the BMS for BMD Employee. Subcontractors can download a PDF version from the CMS. An [Operator Competency FAQ](#) is also available.

All mobile plant operators' competency certification may have a renewable date, regardless their skills are to be reassessed via an OSA every 24 months, to ensure the required skills and knowledge are being retained.

▪ Excavator ▪ Skid Steer Loader ▪ Backhoe Front End Loader ▪ Roller or Compactor ▪ Service Truck ▪ Tip Truck (Excluding providers and delivery services) ▪ Water Cart ▪ Haul Truck	▪ Elevated Work Platform ▪ Street Sweeper ▪ Front End Loader ▪ Grader ▪ Scraper ▪ Telescopic Materials Handler ▪ Dozer ▪ Generic Plant (Is to be used for other plant such as chain digger, paver, profiler, tub grinder)
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Note: Any Operators completing a OSA are only deemed to demonstrate the holding of the relevant skills at time of assessment. Further information regarding OSA is provided in [Licenses, VOC and OSA Explained](#), and is recommended to be displayed within on-site lunch / crib rooms.

5.6. BMD Induction Training

Where required all BMD Staff will attend a Group Induction which provides an awareness of policies, system requirements, objectives and targets and expectation.

All workers will have appropriate certification (construction induction card), licences, permits to work and training, and are familiar with any JHAs/WMS relevant to the work being undertaken. Prior to the commencement of work on any BMD site, workers are to provide evidence of training or competency achieved as required for their role or they have the appropriate certification, licences and permits to work. For BMD staff these are detailed and recorded in the [Project Training & Competency Register](#) and [Training Needs Analysis](#) and Subcontractors working under BMD systems will be recorded in the CMS as per the [Subcontractor HSE Management](#) standard. Certification may also be provided by an RTO.

5.6.1. General Industry and Mining Induction

All States and Territories have specific legislative requirements that construction workers must have a general industry induction before commencing construction work. BMD policy is **strictly**:

NO INDUCTION CARD, NO START

A General Induction Card issued either in NSW, Qld, SA, WA or Vic is now accepted in all these other states.

A nationally recognised Coal Mining Industry Induction issued by the relevant state is required prior to commencing work on coal mines.

5.6.2. Regional/Project Specific Induction²

All States and Territories have specific legislative requirements for a site/project induction to be given before workers commence work. It is BMD policy in ALL States and Territories for a Regional/Project induction to be given before a person commences work on site and shall be carried out by an authorised representative. Inductions shall be carried out by an authorised representative. The induction process will be delivered by an authorised BMD representative and utilise the [Project – Regional Induction Template](#) and [Project / Regional HSEQ Induction Presenters Guide](#) to formulate the induction for the project.

Dependent upon the size and nature of the project, either of the following induction processes are to be conducted:

- Small Projects <\$10 Million or duration less than six (6) months, a Regional Induction delivered "off-site" and providing information of BMD general requirement, followed by a short Site Induction upon arrive on the work site to provide 'Site Specific' information and requirements (such as Emergency Procedures, Site Hazards, Amenities, etc.).

Note: Regional induction utilises the Project – Regional Induction Template and Project / Regional HSEQ Induction Presenters Guide which is delivered at BMD office, in addition a site specific induction will be conducted on site by the project team utilising the Site Induction Guide.

- Large Projects >\$10 Million or duration more than six (6) months will deliver a holistic Project Induction (BMD and site specific information and requirements) prior to commencement of work.

Note: This induction process will be delivered by an authorised BMD representative and utilise the Project – Regional Induction Template and Project / Regional HSEQ Induction Presenters Guide to formulate the induction for the project.

The site induction includes (as a minimum):

- Site rules and administrative matters;
- First aid facilities;
- Emergency procedures and contacts;
- Consultation arrangements;
- Risk management procedures including [WMS](#);
- The Hazards and Aspects associated with the specific site.

A WMS is required for each potentially high risk activity. The Foreman is responsible to ensure all workers have read, understood and signed the WMS before the workers start work on that activity.

• ² FSC Audit Criteria WH13.3, FP6.1, 6.2

Pre-Start talks and toolbox meetings are given on all projects and require a record to be completed and signed by those in attendance. This discussion allows for any new safety or environmental issues to be discussed and acknowledged.

The Project Manager ensures details of site inductions and JHAs/WMS are included in the Integrated Project Management Plan (IPMP).

5.6.3. Short-term Induction³

The project does allow, with the approval of the Project Manager (or their nominated delegate), on a case-by-case basis, a short-term induction. This is done with the consideration of not only the project risks but the introduced risk to others (taking into account safety, environment and quality), and what controls are to be maintained during the activity. The [Site Induction Guide](#) is to be utilised for the delivery of a Short-term Induction, also a [Site Employee Record Form](#) is to be completed.

When the work extends past seven (7) days or a scheduled full induction, the Worker(s) must attend the full induction, and cannot be re-applied for within a 3-month period.

5.6.4. Visitors⁴

Visitors to a site who are not carrying out construction work must:

- Sign the visitor register located in the site office;
- Inducted through a site induction process (usually visitor specific); and/or,
- accompanied at all times by someone who has been inducted.

5.7. Competency Based Training and Assessment⁵

A Registered Training Organisation (RTO) is to conduct competency based training and assessment shall have the appropriate competency qualifications.

Specific training needs for a project are identified and appropriate training planned and developed for the required task, typical projects examples include:

- Industry specific RII Statements of Attainment
- First aid training;
- Safety representative training,
- Confined spaces training;

- ³ FSC Criteria WHS 13.3, FP6.1, 6.2 & 6.3,
- ⁴ FSC Criteria WHS 13.3, FP6.1, 6.2 & 6.3
- ⁵ FSC Criteria H16.6

- Working at Heights;
- Chainsaws;
- Driver training for drivers of company vehicles;
- Traffic management / traffic control training;
- Electrical testing and tagging;

5.7.1. Hand and Power Tools Competency to Operate (CTO)

BMD identifies some hand and power tools as high risk within the operational environment. A Competency to Operate (CTO) process needs to be completed for personnel, to ensure there is adequate skill and knowledge of the specific equipment prior to use within the workplace.

This assessment process is a one on one process. The use of the equipment is demonstrated and then the identified personnel undertake the assessment with supervision and competency is recorded.

Authorised persons to conduct this training will be the responsible Foreman / Supervisor, who has been authorised by the Project Manager of works.

Note: The below table identify the mandatory CTO's for assessment but it is recommended that other be considered on a risk based approach to the projects requirements. **Mandatory Competency to Operate processes (CTO templates)**

- Quick Cut Saws
- Chainsaws
- Angle Grinder, (note), 9" grinders are not permitted on BMD projects
- Trailerable Lighting Towers

5.8. On-the-Job Training and Awareness

The Project Manager ensures day-to-day on-the-job training and awareness occurs on the project with:

- Pre-start meetings (Daily);
- Toolbox Meetings (Weekly minimum);
- Introduction to relevant JHAWMS;
- Observation and advice to site workers by Supervisors and Foremen;
- Competency based training to satisfy specific skills requirements.

6. BMD Online Training

Online training will be delivered via the BMD Online Training (BOLT) environment for BMD personnel and the Contractor Management System (CMS) for Subcontractors. BOLT and CMS have been developed to allow consistent, accessible and flexible training for both internal staff and external Subcontractors and Consultants.



This training aims to outline key internal policies, objectives and targets, standards, processes and associated employee responsibilities whilst also providing a navigation tool through our system⁶.

BOLT/CMS modules can be accessed for reference and guidance 24 hours a day on any device (including desktop computers, laptops, tablets and phones). Any difficulties in accessing the system are to be directed to the BOLT Helpdesk: bolt.onlinelearning@bmd.com.au or the CMS Helpdesk CMS.Support@bmd.com.au.

Further information on BOLT access and login requirements is included in the [BMD Online Training \(BOLT\) – Quick Guide](#). The [BMD Online Training \(BOLT\) – Module Outline](#) has also been created to provide an overview of the BOLT training requirements.

6.1. Timing

As determined by an employee's position and training group, the required BOLT units are to be completed within the first three (3) months of employment. The completion status of the units will be reviewed at the end of the first six (6) months of employment, in alignment with the end of the employee probation period.

6.2. BOLT Training Groups

The following is the Training Groups associated with 'Job Positions' which are used to allocate and distribute the training throughout BMD.

BOLT Training Group
Low Risk (Office Based)
Low Risk (Commercial)
High Risk Workers (Site Based)
High Risk Management (Office & Site Based)
High Risk Management Non-Commercial (Office & Site Based)

6.3. BOLT Mandatory Training Modules

The following table outlines the modules included in BOLT and the Training Groups that are required to complete each module.

Note: BOLT does not restrict access to the training modules and hence the following table outlines the mandatory training requirements only. Further modules may be completed at the learner's discretion.

- ⁶ FSC Criteria WH12.2

BMD Online Training (BOLT) Module		Training Groups				
		Low Risk (Office Based)	Low Risk (Commercial)	High Risk Workers (Site Based)	High Risk Management Non-Commercial (Site & Office Based)	High Risk Management (Office & Site Based)
1	Introduction to our BMS	✓	✓	✓	✓	✓
2	Fitness for Work	✓	✓	✓	✓	✓
3	Working Near Services	✗	✓	✓	✓	✓
4	Plant and Equipment Safety	✗	✓	✓	✓	✓
5	Hazardous Manual Tasks	✗	✓	✓	✓	✓
6	Activity Based Risk Management	✗	✓	✓	✓	✓
7	Overarching Risk Management	✗	✗	✗	✓	✓
8	Safety Management	✗	✗	✗	✓	✓
9	Environmental Management	✗	✗	✗	✓	✓
10	Quality Management	✗	✗	✗	✓	✓
11	Introduction to Chain of Responsibility	✗	✗	✗	✓	✓
12	Commercial Management	✗	✓	✗	✗	✓
13	Supervisors' Pre-Commencement	✗	✗	✗	✓	✓
14	Sexual Harassment Prevention	✓	✓	✓	✓	✓
15	Workplace Bullying	✓	✓	✓	✓	✓
16	Discrimination and Equal Employment Opportunity	✓	✓	✗	✓	✓
17	BMD Reconciliation Action Plan	✓	✓	✓	✓	✓

6.4. Assessment and Certification

BOLT modules include a randomly generated assessment quiz upon finishing the training. After successfully completing the assessment a certificate of completion is issued to the learner via email.

6.5. Adminstrating and Reporting

The administration of the BMD Online Training system is delegated to the Systems Support Officer. This includes the addition of new users and the updating of existing users.

6.6. Self-Orientation Program

The BMD Self-Orientation Program is a mandatory online training package provided to new employees in order for them to become familiar with key elements of BMD's Health, Safety, Environmental, Quality and Commercial policies, procedures and systems. Delivered over 16 weeks, the program is curated based on the employee's role within the business, and is accessible through the [BOLT](#) website.

Employees changing roles within BMD are also required to undertake the Self-Orientation Program, such that they can smoothly transition into their new position. Certain existing employees may be eligible for exemption from the program at the discretion of the region's Construction Manager.

Details of an individual's status with the program can be viewed via the [Self-Oriented Program Progress Report](#).

7. Identifying New Workforce Requirements⁷

A documented process exists to ensure that any new or unforeseen workforce requirements are assessed to determine the needs for additional HSEQ and competency based training for workers:

- At project commencement a [Training Needs Analysis](#) is undertaken and details recorded in [Project Training & Competency Register](#) to determine HSEQ training needs for all workers, including management;
- The [Project Training & Competency Register](#) lists required training and is updated to reflect the training and competency status of workers;
- All workers are trained in project Hazard Identification, Risk Assessment and Control (HIRAC) processes to use the company's HIRAC methodology and risk matrix to be able to assess any new work requirements as they arise. Also refer to the [Risk Management Standard](#).

8. Training and Competency Records

BMD personnel's training and competency details are available through the [BMS database](#), with copies of certification or records to be submitted to [Compliance Training Team](#) for inclusion into the AX database. Subcontractor training and competency details are to be recorded in the CMS.

All training and qualifications needs are recorded in the [Training Needs Analysis](#).

For internal training, attendees are recorded on a [Training Attendance Record](#) for each course / training session and the record is to be uploaded to the Project's SharePoint site.

9. Training Evaluations

All training is to be evaluated by the participants as to the effectiveness of the delivery and content of the program at the completion of any training.

- All employees who attend training are required to provide feedback of the course. This involves completing a [Participant Training Evaluation E-Form](#). Any paper based copies must be forwarded to the [Compliance Training Team](#).
- For hourly paid workers, the supervising manager completes the evaluation form with input from course attendees, combining their feedback, and submitting it to the [Compliance Training Team](#).

⁷ FSC Audit Criteria WH13.4,13.6, 13.7, 15.2, 17.2, FP1.3, 6.1



- Salaried personnel complete individual E-form evaluation forms. Evaluation forms shall be forwarded to the Corporate HR department within five (5) days of completing the course.

The HR department regularly review the feedback forms to evaluate the value of the courses being attended by employees.

Where feedback is negative or suggests a deficiency in training, actions are taken to amend the appropriate training materials and methods for more effectual training and competency results (this also applies to on the job assessment where a WMS may also require amendment).

If an external course is identified as ineffectual, another training provider is sourced and assessed for suitability.

10. Definitions

Project Manager (or delegate)	Person in direct control of project (e.g. area manager, site engineer in lieu of project manager)
HIRAC	Hazard Identification and Risk Assessment and Control
RTO	Registered Training Organisation - a training organisation registered by a State or Territory registering body in accordance with the AQTF, within a defined scope of registration
HSEQ	Health, Safety, Environment and Quality
WMS	Work Method Statement
JHA	Job Hazard Analysis
IPMP	Integrated Project Management Plan
Workers	Employees, contractors, subcontractors, labour hire workers
Competency	The ability to perform tasks and duties to the standard expected in employment
CTO	Competent to Operate – assessment tool to provide one on one training and assessment of the skills and knowledge gained
Competency Standards	An industry-determined specification of performance which sets out the skills, knowledge and attitudes required to operate effectively in employment. Competency standards are made up of units of competency, which are themselves made up of elements of competency, together with performance criteria, a range of variables, and an evidence guide. Competency standards are an endorsed component of a Training Package
	Operator Skills Assessment
SOP	Safe Operating Procedure which aligns to specific plant and machine which aligns to the correct and safe use of the equipment
Skill	An ability to perform a particular mental or physical activity which may be developed by training or practice
VOC	Verification of Competency



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Appendix B –Project Training and Competency Register Template

EXAMPLE

Project Training and Competency Register

Monday, 8 January 2018

Project Name

Project Number

All dates to be entered as dd/mm/yy					
OS	Records to be filled and held on site		OS & HO	Records are to be uploaded into either the BMS System (E-forms), Contractor Management System (CMS) or emailed to compliancetraining@bmd.com.au	dd/mm/yy
HO	Records to be emailed to compliancetraining@bmd.com.au		dd/mm/yy	Indicates record is valid	dd/mm/yy
				Indicates record expires in 30 days	
				Indicates record has expired	

OS		OS		Details							First Aid				OS & HO
OS	OS	OS	OS	HO	HO	HO	HO	OS	OS	OS	HO	HO	OS	HO	OS & HO
Surname	First Name	Position	Employer	Drivers Licence Number (no copy to be taken)	Drivers Licence Class	Drivers License (expiry date)	Construction Induction Number (Blue/White Card)	Project Induction Date	Inducted by	Working Near Services (date complete)	CPR Certification (expiry date)	First Aid certification (expiry date)	Drug and Alcohol Testing (date complete)	Fire Warden (date inducted)	Industry Authority - Traffic Controller Licence (expiry date)

Traffic Control				High Risk Activities (Certification)																
HO	HO	HO	HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO
Traffic Management Level 1 (expiry date)	Traffic Management Level 2 (expiry date)	Traffic Management Level 3 (expiry date)	Traffic Management Level 4 (expiry date)	Scaffolding (expiry date)	Dogman / Dogger (expiry date)	Rigger (expiry date)	Slewing Mobile Cranes (expiry date)	Non Slewing Cranes (expiry date)	Bridge and Gantry Cranes (expiry date)	Derrick Crane (expiry date)	Personnel and Materials Hoist (expiry date)	Boom Type Elevation Platform (expiry date)	Concrete Placing Boom (expiry date)	Crane & Host Operations (including a hiab truck crane with a lifting capacity ≥10 ton) (expiry date)	Forklift (expiry date)	Working at Heights (expiry date)	Elevated Work Platform (EWP) (includes Boom Lifts 11m or more) (expiry date)	Asbestos (expiry date)	Chainsaw (expiry date)	Spotter (if required by state legislation) (expiry date)

Registered Training Organisation (RTO)																				
OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS & HO	OS	OS	OS	OS	OS	OS	OS	OS	OS
Backhoe (cert number)	Front End Loader (cert number)	Excavator (cert number)	Skid Steer Loader (cert number)	Road Roller (cert number)	Grader (cert number)	Scraper (cert number)	Dozer (cert number)	Bridge and Gantry Remote Control Crane (cert number)	Haul and Tipper Truck (cert number)	Waste Truck (cert number)	Telescopic Handler (cert number)	Backhoe Front End Loader (expiry date)	Excavator (expiry date)	Skid Steer Loader (expiry date)	Roller or Compactor (expiry date)	Grader (expiry date)	Scraper (expiry date)	Dozer (expiry date)	Bridge and gantry remote control crane (expiry date)	Dump / Haul Truck (expiry date)

Operator Skills Assessment (OSA)											
OS	OS	OS	OS	OS	OS	OS	OS	OS	OS	OS	OS
Road Going Tip Truck (excluding providers and delivery services) (expiry date)	Water Cart (expiry date)	Telescopic Handler (expiry date)	Elevated Work Platform (expiry date)	Street Sweeper (expiry date)	Vac-truck (expiry date)	Concrete Line Pump (expiry date)	Quick Cut (expiry date)	Oxy Acetylene equipment (expiry date)	Forklift (expiry date)	Scissor Lift (expiry date)	



Attachment E

Section 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.

Year business was established in Canberra and details of your current presence in the Canberra region (for example, turnover or FTE)

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
- 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 | • Capital Asphalt – Hall ACT |
| • Base Contracting – Majura ACT | • Duffy Construction – Torrens ACT |
| • D-Group – Fyshwick ACT | • Minedam – Palmerston ACT |
| • Coates Hire – Mitchell ACT | • Topend FRP – Canberra ACT |
| • ACT Recycling – Fyshwick ACT | • TR Civils – Fyshwick ACT |
| • Canberra Concrete Recyclers – Campbell ACT | • AXIS Drainage and Civil – Forde ACT |
| • Boral – Mitchell ACT | • ARC Weldmesh – Mitchell ACT |
| • Holcim – Fyshwick ACT | • Herzog Steel – Fyshwick ACT |
| • Hanson – Fyshwick ACT | • Complete Turf and Landscape – Curtain ACT |
| • Boral – Symonston ACT | • Provincial – Pialligo ACT |
| • Canberra Sand and Gravel – Mitchell ACT | • Able Landscaping – Pialligo ACT |
| • Hi-Quality Concrete – Fyshwick ACT | • ACT Spray seeding – Kippax ACT |
| • LoPolatos Bros Landscaping – Canberra ACT | • AB Fabrications – Fyshwick ACT |
| • Downer – ACT | • Michael Deane Fencing – Jamison ACT |

- Blackwoods – Fyshwick 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
- Master Builders Association (MBA) ACT
- Civil Contractors Federation (CCF) ACT
- DC Resourcing
- Hays labour
- Transport Canberra and City Services (TCCS)
- Icon Water
- ActewAGL
- Orbus3

Plans to grow our Canberra region footprint

Since establishing ourselves in the region in 2006, BMD has delivered more than \$500 million of civil infrastructure projects in the region – engaging direct employees and many local subcontractors and suppliers.

Since 2006, our core team of direct employees in Canberra has grown significantly from the original six to more than 30 local employees today.

Currently, the BMD project teams are delivering works with a combined total exceeding \$20 million. See below.

- Whitlam Estate – Landscape Package 2D
- William Slim Drive Duplication – Package A
- Innovation Precinct.



Local growth in the Canberra region is driven by the expansion of BMD's national capabilities, our strong subcontractor and supplier relationships, financial capacity, and our drive to continually diversify our portfolio of work. Key established markets within the Canberra region include the urban development and transport sectors, with a growing capability in delivery major water and wastewater assets.

Strategically we plan to sustain and expand our local footprint by pursuing work and increasing the projects we undertake within these sectors. We also actively look to expand into other sectors in the Canberra region as opportunities come to market where we have strong national capabilities that we can activate locally, for example our airport, rail, community and Defence projects.

Backed by our third-party accredited management systems, our projects include both new and upgraded infrastructure.

As a local contractor we are also continuously committed to local organisations and initiatives through sponsorships, donations and in-kind support. For example, BMD has sponsored the **Canberra City Lions Club – World Festival of Magic** since 2018, and in 2021 provided sponsorship to the **Uni-Norths Owls Rugby Club**

(ANU) as part of our 2020-21 COVID-19 Recovery Community Assistance Program. This Program provided funding to 36 organisations and was launched in recognition of the heavy impacts COVID-19 had on Australia's grassroots and not-for-profit organisations that rely heavily on volunteering and fundraising through events.

Existing and proposed capital investment that relates to this contract

BMD does not own its own plant and equipment, with our procurement model founded on engaging local suppliers to provide significant plant and equipment on our projects. In turn, our local engagement delivers significant economic and social benefits for Canberra-base companies. On our most recent Canberra-based projects BMD engaged local suppliers including Boral, Capital Asphalt, Holcim, Downer, Patches, Canberra Sand and Gravel, Tharwa Sands, Coates Hire, A One Graders, Charman Plant Hire, Base Contracting, Yass Earthmovers, Blackwood's, Southlands, Capital Lines and Signs, Complete Turf and Landscape and Provincial Plants and Landscaping.

As the successful contractor, BMD will engage local subcontractors and suppliers to deliver the works. We have several strategies to ensure local participation is maximised and that opportunities to tender on packages are communicated to the local industry.

Engagement with local businesses

Vendor database

Suppliers and subcontractors are encouraged to register their interest via our website where we host an online comprehensive vendor application system.

The strength and value of our vendor database is evident during our tendering and subcontractor/supplier engagement phase with our estimating and engineering teams able to search for specific **local** vendors and trades, with a record in place in terms of past performance and compliance capability.

Our approach

Our approach to subcontractor and supplier engagement will focus on local first, with our intention to ensure local organisations are given full, fair and reasonable opportunity to tender on the Project. A summary of our approach is as follows:

- Being available for briefing sessions with local subcontractors and suppliers to provide an overview of scope, project aims and objectives, timing, and subcontractor and supplier expectations and opportunities to ensure maximum benefit for local businesses and employment agencies.
- Undertaking early discussions with our existing network of local subcontractors and suppliers. Discussions are to confirm commitments, production rates and capabilities. We actively promote tender responses from locally based companies that may want to participate in the Project.
- Assessing the local market's capabilities and capacity, and splitting work packages into subcontracts that will best suit the Project and local regional capabilities/risk profiles.
- Working closely with subcontractors and suppliers to support their preparation and understanding of HSEQ compliance so they can not only participate on the Project, but potentially raise their capability for future work.
- Hiring all plant and equipment from local subcontractors and suppliers.
- Actively communicating with labour recruitment companies such as DCR, Hays, Dreamtime People and First People Recruitment Solutions to inform them of employment opportunities.
- Advertising directly on employment platforms including seek.com.au, LinkedIn, and BMD's [website](#).

Attachment F

Section D: Regional Investment

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.

Value-added research or partnerships with universities/CIT

BMD actively engages with several Canberra businesses to foster relations and identify how we can provide further opportunities to support growth in the Canberra region. Key partners we engage regularly with include:

- Canberra Business Chamber
- Master Builders Association (MBA) ACT
- Civil Contractors Federation (CCF) ACT
- Clontarf Foundation Queanbeyan.

BMD is also currently discussing a work experience program for third year students with **University of Wollongong** as the universities in Canberra do not offer engineering. The intention is to provide students with real life opportunities and potentially a view to offer full-time employment after graduation. Upon shortlisting, BMD would also engage the **University of Canberra's Ngunnawal Centre** with the intent of seeking out students interested in other roles within the team.

Potential to undertake further innovation and research, or the development of technology related to this contract, and use of emerging technologies and materials

Innovation is often driven by a need to find a solution to a problem, a better way of undertaking an activity, or a safer way of performing works.

As a national company, BMD undertakes projects across multiple sectors, and we have well developed systems to manage the value engineering and innovation process on our projects to capture and record learnings.

The use and proven performance of emerging technologies in earthworks, road and bridgeworks construction, safe work practices, traffic management, and procurement methods are all shared by our teams through a number of platforms and senior roles within the company that have a national reach to facilitate this knowledge sharing. This includes areas of construction, estimating, commercial and HSEQ.

Where we believe a superior solution can be delivered for **TCCS** via a new and/or improved method of delivery, design, or source material, BMD will investigate the option as part of our design, early planning and risk management strategy and present it to **TCCS** for consideration.

Collaboration with international organisations to increase opportunities for Canberra region businesses

BMD undertakes the role of principal contractor on many significant high-profile projects, including the \$344 million Inland Rail Parkes to Narromine project, \$1.5 billion Legacy Way Tunnel in Brisbane, and the current \$318 million Newell Highway Program Alliance where we are partnered with Roads and Maritime Services and AECOM. Our teams have also undertaken contracts to deliver multiple works at several airports and ports, for many water authorities, every road authority in Australia, and Department of Defence.

With this capability comes the opportunity to work with many international and specialist partners – many of whom we have built strong relationships with through Alliance and collaborative contracting, joint venture partnerships, or within the framework of a traditional contractor-consultant relationship.

Our capability to share lessons learned and innovations enables us to contribute to the ongoing development of the Canberra region construction industry by bringing national and international knowledge and innovation into the region.

Attachment G

Section D: Regional Investment

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

Canberra region employment

BMD's recruitment model is based on employing and retaining staff to support long-term job security, in lieu of simply offering jobs on a project by project basis. Therefore, Canberra based staff engaged on this project would continue to be employed by BMD as part of our local Canberra region resource base. Additionally, training and professional development undertaken by staff and subcontractors during the project, including vocational and competency-based training, will add value to the local regional employment market, with upskilling and capacity building securing future employment opportunities for local workers and businesses.

Local suppliers

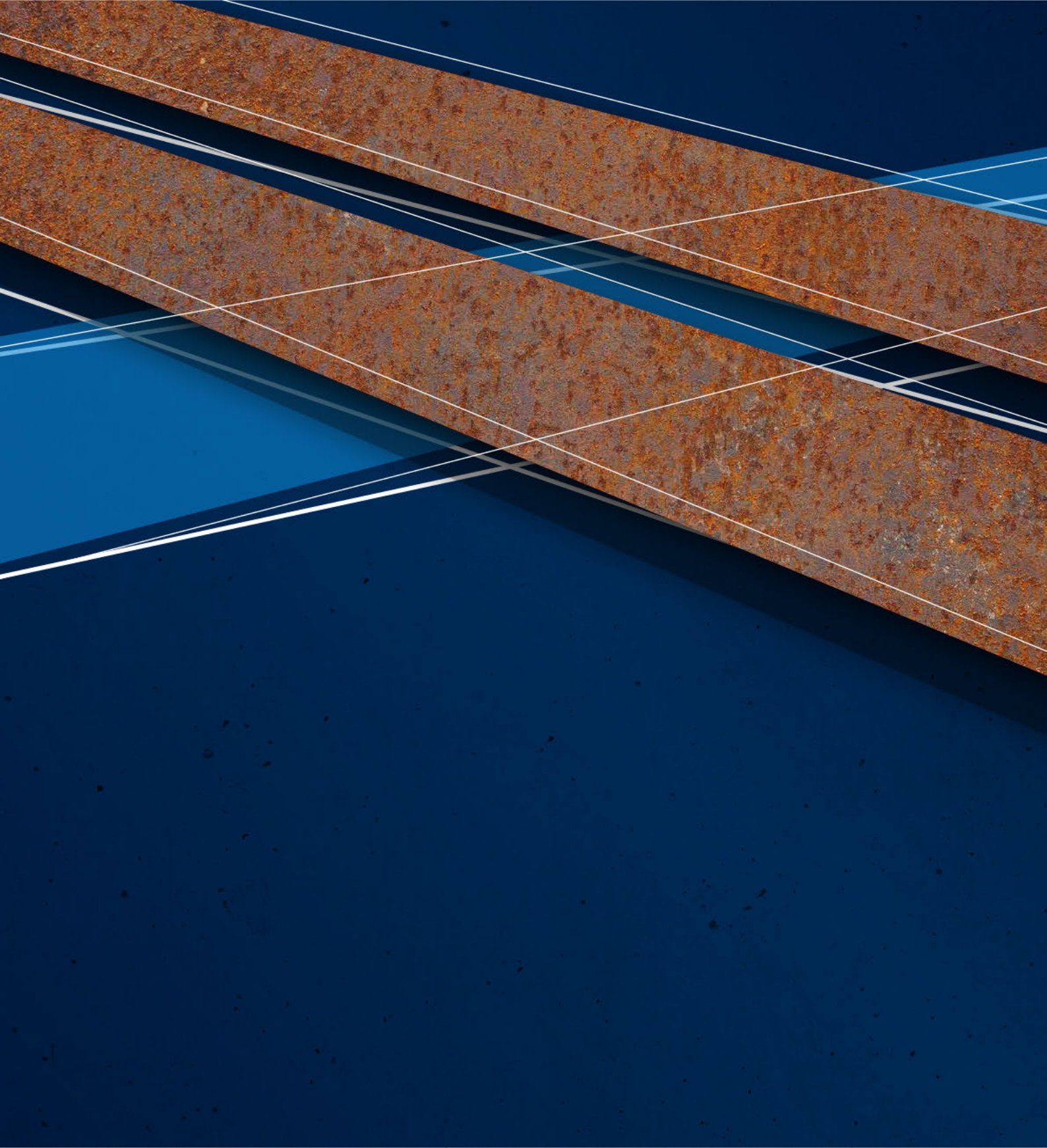
Suppliers will gain experience in managing, resourcing, planning and supplying to a major road and bridge project. This increase in capability will support the growth of local supply companies, positioning them to gain higher prequalification levels, tender for, and secure further contracts with BMD and other major contractors in the local Canberra region.

Canberra region skills development

BMD's HSEQ and Learning and Development teams works closely with our training partners, corporate and project teams to support continuous training and skills development for our Canberra region staff and subcontractors. This includes the provision of vocational and competency-based training, professional development, and customised leadership programs. An online training dashboard displaying all current and upcoming scheduled training modules is also available to all staff, with project competency-based training requirements executed in line with our HSEQ Training and Competency Management Standard. BMD's significant focus and investment in training for employees, subcontractors and labour hire workers supports skills development in Canberra, with the local workforce gaining competencies, experience, and tickets/qualifications that will enable them to undertake work on future projects. BMD also aids subcontractors and suppliers to prepare and understand HSEQ compliances so that they can not only participate on the project.

Canberra region investment

Since 2015, BMD has invested more than \$240 million into the Canberra Region through subcontract and supplier payments, salaries and wages. BMD's preferred procurement model is based on engaging local suppliers and subcontractors. This approach provides the highest possible economic and social benefits for local communities through employment, skills development, and an opportunity to grow their own capacity.



Attachment 5.2

Tender Aboriginal Participation Plan



pitt&sherry

COWI



Tender Indigenous Participation Plan

John Gorton Drive and Molonglo River Bridge Crossing
for Major Projects Canberra

Job Name: John Gorton Drive and Molonglo River Bridge Crossing Project

Job No.: T009355b

Principal: Transport Canberra & City Services (TCCS) & Major Projects Canberra (MPC)

Document Version Control

Version No.	Effective Date	Details Document History / Change Trigger	Prepared By	Approved By
1.0	16/06/2022	First Issue – Project Specific Draft for RFT		

Foreword

BMD together with our designers GHD and pitt&sherry, are organisations who share similar values, and who complement each other through our respective engineering and construction industries. We have a complementary partnership for maximising project opportunities for local and regional Aboriginal businesses and workforce and as a result of our presence within the greater community..

BMD together with our delivery partners, have invested time and resources into generating project opportunities, as well as promote and educate internally and externally the significance of reconciliation. With our increasing success in the procurement space (\$2.3bn spent through Supply Nation businesses last year), and the goodwill being generated as a result, only encourages overdue conversations about Australia's real history and the effects borne out of poor legislation that has perpetuated intergenerational disadvantage.

With the recent successes of the Indigenous sector, Australia is seeing more positive role models for young Aboriginal and Torres Strait Islander Australians to model themselves upon. If successful on the John Gorton Drive and Molonglo River Bridge Crossing tender, BMD would welcome the opportunity to contribute towards creating positive stories and role models that further engrains Australia's current and future Aboriginal and Torres Strait Islander youth and leaders into the mainstream economies and communities.

Tender Indigenous Participation Plan (Tender IPP)

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1. Acknowledgment of Country

BMD acknowledges that the country on which the John Gorton Drive and Molonglo River Crossing project is to be constructed, is to take place on Ngunnawal Country, and we pay our respects to Ngunnawal Country Elders past, present and emerging.

In being selected to construct this project on country, we acknowledge our capabilities in maximising opportunities for the Ngunnawal Country community, as well as consulting the community with regards to cultural protocols and heritage.

2. Introduction

2.1. Purpose and Document Scope

This Tender Indigenous Participation Plan (IPP) has been developed by BMD to provide a framework for managing commitments to Indigenous Procurement by engaging Indigenous employees and Indigenous enterprises to at least the percentage of the Contract annual expenditure (refer Table 1) associated with delivery of the John Gorton Drive and Molonglo River Bridge Crossing project.

Table 1: Minimum annual spend in Indigenous enterprises (as percentage of annual contract expenditure)

Financial year	Minimum Target
FY 2022-23	2.05%
FY 2023-24	2.30%
FY 2024-25	2.55%
FY 2025-26	2.80%

The purpose of the Tender IPP is to address both the *ACT Government Aboriginal and Torres Strait Islander Procurement Policy* requirements and the *Australian Government Indigenous Procurement Policy* requirements.

3. Project Overview

3.1. Overview

This document has been prepared for John Gorton Drive and Molonglo River Bridge Crossing, contract number 30696-RFT-150 and BMD tender number T009355b.

3.2. Project Scope

The Project completes the last section of John Gorton Drive includes construction of a new Molonglo River Bridge Crossing. Scope includes:

- Construction of 1.7km of new dual carriageway pavement
- A new 200m metre bridge over the Molonglo River
- Two new signalised intersections
- Separated shared user paths
- Lighting and services
- Stormwater management
- Tree removal, landscape rehabilitation and establishment of fauna habitat, and other associated works.

The completed arterial road and bridge crossing will also support public transport, active travel (on road cycle lanes and off-road shared paths) and a future light rail route. The Project will also support the development of the future Molonglo Group Centre with a signalised intersection, a water quality control pond, and a pedestrian underpass of John Gorton Drive. The new bridge will be built above the 1% ARI flood level for the Molonglo River and will significantly improve safety for all users.

3.3. Location

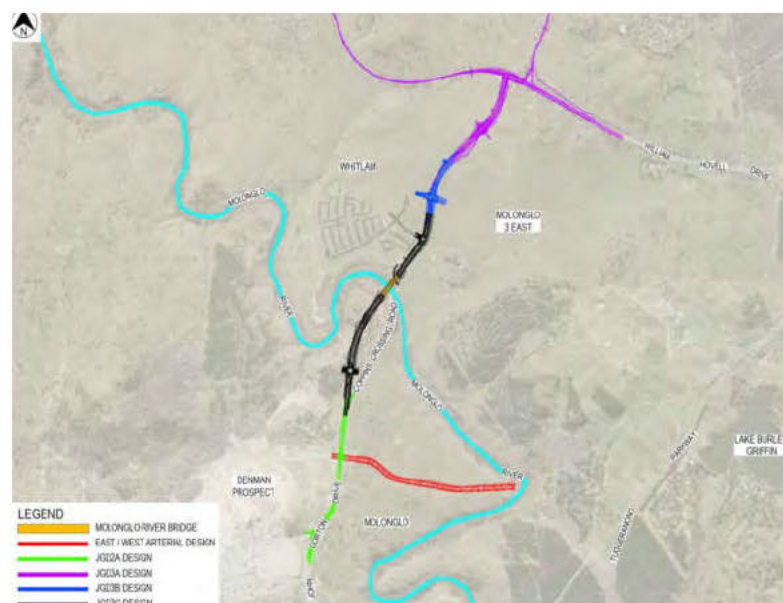


Figure 1: Site location

4. Evidence of Direct Employment of Education

4.1. Overview

Table 2: Three (3) projects completed in last two years or currently being carried out that demonstrate capacity and commitment to employ or educate Indigenous people to undertake construction-related activities.

Client	Name & location of contract	Contract Price / Project Value	Start Date	Completion Date
Transport for NSW	Newell Highway Program Alliance (NHPA), regional NSW	\$318m	January 2019	January 2023 (anticipated)
ARTC	Inland Rail - Parkes to Narromine (P2N)	\$344m	October 2018	September 2020
Transport for NSW	Pacific Highway Upgrade, Woolgoolga to Ballina, Section 6 Main Civil Works	\$177m	January 2018	September 2020

For each nominated contract/project, attach details and documented evidence of any of the following activities successfully undertaken by the Tenderer:

- (a) Direct employment of Indigenous people in planning, design, or delivery;
- (b) Employment of Indigenous people through a recognised group training or labour hire company;
- (c) Procurement from or engagement of recognised Indigenous enterprise; or
- (d) Education, training or capability building of Indigenous people or businesses engaged in project planning, design, and delivery.]

Details and documented evidence for each of the above listed projects is outlined in 4.2.-4.4.

4.2. Project 1: Newell Highway Program Alliance

BMD with AECOM were selected as Roads and Maritime Services' strategic partner in the Newell Highway Program Alliance (NHPA). The Alliance's aim was to design and construct a minimum of 30 overtaking lanes stretching across the 1060 kilometres of the Newell Highway over a four-year period for NSW Government. An additional \$60 million of funding (Federal) to deliver a further nine lanes and a further \$64 million (Federal) to deliver additional safety improvements were added to the original program budget of \$175 million and increased project targets above the NSW APIC targets.

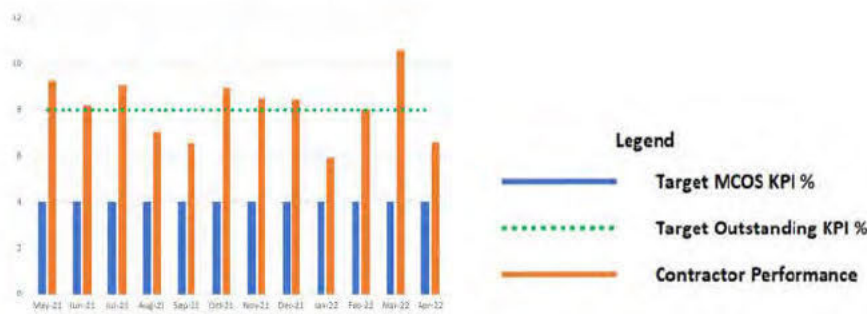


(a) Direct employment of Indigenous people in planning, design, or delivery

The Newell Highway provided numerous local and Aboriginal participation opportunities, which were actively promoted by the Alliance. Current reporting indicates that the Alliance invested approximately \$2.6million in employment outcomes across the project, contributing towards an overall project spend of \$13.2million against a \$175million project (7.5%).

Much of the project's labour was supplied by Aboriginal project subcontractors (Protech/Dreampath, Work Control, Maliyan Horizon), due to the nature of the project being overtaking lanes and involving a small project management team. As demonstrated by the graph below, the Alliance has significantly exceeded the project's 4.0% target.

KPI 4.1.3 Aboriginal Employment



Case Study: Protech / Clontarf

The story of [REDACTED] is an example of the avenues created to maximise Aboriginal employment. [REDACTED] was referred by the Clontarf Foundation (a not-for-profit organisation which promotes the development of young Aboriginal men) to Protech for a labour hire opportunity. At a joint interview involving Protech and the Alliance, [REDACTED] expressed interest in the civil construction and his career aspirations in this field, which led to him being offered a job as [REDACTED] on the Alliance.

Protech completed all the necessary registration processes to ensure [REDACTED] met the required criteria and assisted him to complete all the mandatory on-line modules and inductions for new starters. He then started working on the Peak Hill and Telescope projects and worked closely with Protech's labourer / operators who were willing to 'take him under their wing'.

Since [REDACTED] commencement, Protech have enrolled him into a [REDACTED] through Protech's Dreampath Program, which is developed for the engagement of young indigenous Trainees.

[REDACTED] has shown his commitment to the Alliance by way of a recent move to their new project in Pilliga, north of Coonabarabran. This required [REDACTED] to be relocated to be close to the job site. This shows his commitment and willingness to move with the Alliance as they deliver new lanes throughout NSW.

The Alliance has committed to Protech that trainees working with them will have an open door to move along with them as the program is being delivered - demonstrating commitment to the Traineeship program.

Another example is Work Control (a regional NSW business part of the Alliance) which employed locals from Gilgandra and Coonabarabran with no traffic control experience providing opportunities to upskill and retain them across the rolling program. Of these local people, ten identified as Aboriginal, and were supported through Work Control's Aboriginal Employment Strategy.

(b) Employment of Indigenous people through a recognised group training or labour hire company

Due to the short time frames of each overtaking lane project, the expanse of the project's entirety (QLD border to the VIC border) and the sporadic planning of projects, consistent and meaningful training is strained. As a

result, the Alliance has committed to Protec trainees having an 'open door' to moving with the program, so as to demonstrate commitment to the project's Traineeship program.

BMD currently have two Clontarf graduates, who are actively employed, and are pursuing Cert III training. BMD are also progressing a 3rd young Aboriginal man (under 25) through the same training program.

(c) Procurement from or engagement of recognised Indigenous enterprise

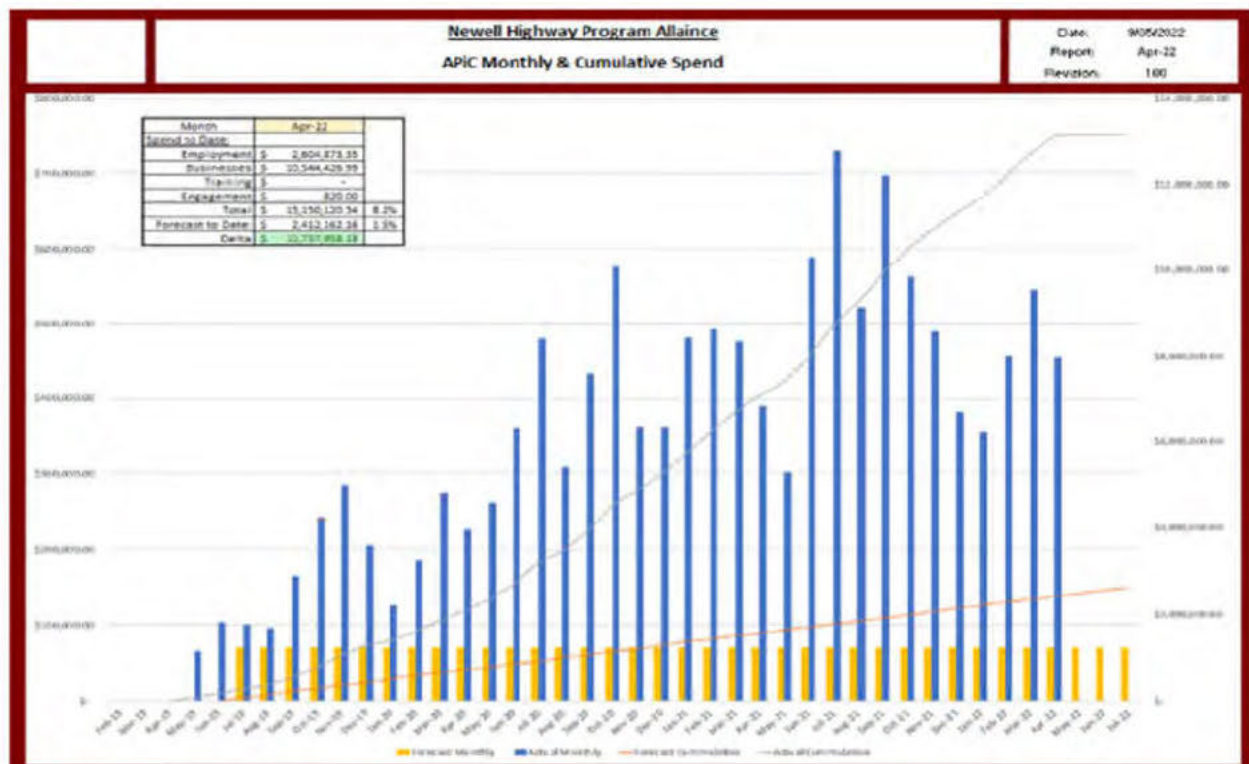
NHPA committed to providing opportunities for local businesses and people, which was facilitated by information sessions. NHPA also collaborated with local Councils and Chambers of Commerce and requested that subcontractors and suppliers outline how they will foster Aboriginal employment and training outcomes, particularly for females and youths aged 18-25 years.

For the NSW Government portion of the Newell Highway Project Alliance contracts (\$175million), the Alliance has procured just over \$10.5million of indigenous goods and services, which represents 6.2% of the total project value. Combined with the spend on employment, the Newell Highway Program Alliance has invested \$13.15million, or 7.7%. This was before the additional funding was allocated to the Alliance.

For the entirety of the project, traffic control has been delivered by Aboriginal-owned businesses (Work Control, Lack Group, Southern Cross Pacific) with a majority of the works being performed by a 100% owned and managed business.

The Alliance also engaged Maliyan Horizon (now United Horizon), Luke Penrith Design, Waddi Springs, Kulbardi, Wright Plumbing, and Jay Barby.

State – APiC Expenditure



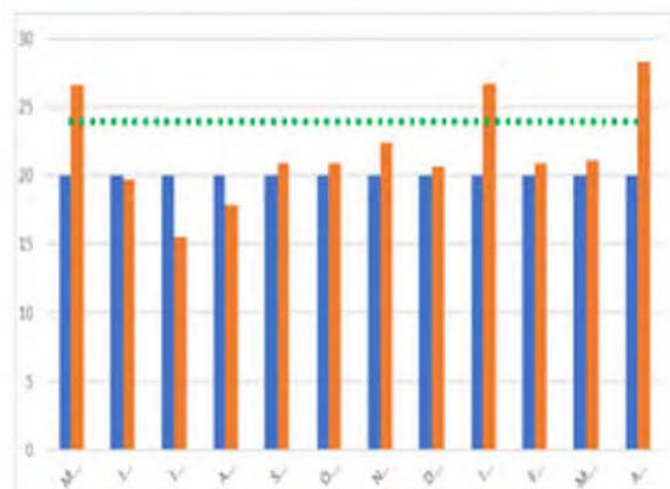
Federal Expenditure



(d) **Education, training, or capability building of Indigenous people or businesses engaged in project planning, design, and delivery**

As stated previously, due to the location and nature of the project works,

KPI 4.1.1 Learning Workers



4.3. Project 2: Inland Rail - Parkes to Narromine

INLink, a joint venture between BMD and Fulton Hogan was awarded the Parkes to Narromine (P2N) portion, one of 13 projects that formed part of the wider Inland Rail programme. It included the renewal and upgrade of 98.4 kilometres of existing rail infrastructure and the construction of 5.3 kilometres of new rail connection in a greenfield environment at Parkes.

BMD saw an opportunity to leverage from INLink's Aboriginal participation program, and to put BMD's Reconciliation Action Plan Working Group in front of key project stakeholders (client, project team, local Aboriginal community, and Aboriginal supply chain) to experience first-hand how our corporate commitments influence the outcomes on our projects and within the Aboriginal communities we operate in. The visit was documented to highlight to our own internal audience, but to our external audience in support of other organisations taking part in similar activities.

[Reconciliation Action Plan working group trip 2019 - BMD Group](#)

(a) **Direct employment of Indigenous people in planning, design, or delivery**

The project included strong procurement and employment requirements for both Indigenous and local outcomes. As the Parkes to Narromine project was the first for the entire program, BMD's Indigenous Program Manager and executive construction management team collaborated in establishing an Indigenous participation target that would provide significant benefits for Indigenous supply chain and employment and set a precedent

for future works. A target of 8% was set and was outperformed with 10% of project spend contributed to the local Indigenous economy.

INLink benefitted from the commitments of local and regional Aboriginal businesses such as Maliyan Horizon, Indigeco, Complete Rail and Work Control, who were passionate in delivering employment results for committed local and regional workforce. All organisations were passionate about engaging the local and regional communities and driving employment and training outcomes, to a region that lacked career opportunities. One project highlight was Maliyan Horizon's training of a young Aboriginal female grader operator, who was identified as the projects first Aboriginal and female plant operator.

A majority of the project's direct employment was facilitated through project delivery roles, through the project's delivery partners, with a small portion of the project team's direct hire pool integrated into the project management team.

Description	Targets	Total to date	Percentage (%) Date
Workforce total	NA	1944	NA
Workforce in-scope total	NA	1364	NA
Indigenous workforce in sustainable jobs	8%	141	10%
Local Indigenous workforce in sustainable jobs	10%	98	7%

(b) Employment of Indigenous people through a recognised group training or labour hire company

Based upon successful employment outcomes for Aboriginal workforce on previous BMD projects, such as INLink, BMD's preferred labour hire providers Dreampath and Protech were engaged to deliver employment for local and regional Aboriginal candidates on behalf of the Alliance.

Case study: Indigeco/Mob Ready

	██████ is a proud ████████ from the ████████ who was looking for a new start after a long period of unemployment. An opportunity to participate in the Inland Rail Aboriginal Protection pre-employment training project run by Indiegco / Mob Ready for BMD and JV partners became available and he was determined to make it work. With the prospect of employment ████████ got his ████████ license and with financial stability was able to fix up a ████████ so he could make his own way to work.
--	--

	██████ was an enthusiastic participant in the ██████ mentoring program which included guidance from two Aboriginal Elders. The program was structured and was delivered face to face, on and off site or over the phone. Key areas of support to ██████ included transition to employment, budgeting, training and theoretical support, assessment preparation, transportation and personal and career goal setting.
██████ Story	██████ is a committed team member, he is reliable, punctual and demonstrates good judgment surrounding safety. His work performance has seen him selected to progress and complete his ██████ training and he is excelling in his enhanced duties. ██████ experience has inspired his partner to re-enter the workforce and they are currently saving to buy ██████

(c) Procurement from or engagement of recognised Indigenous enterprise

Early supply chain engagement the Parkes to Narromine project was very much a collaborative approach between client and head contractor, with Australia Rail and Track Corporation (ARTC) facilitating 'Meet the Buyer' sessions for local and regional businesses, to which the project delivery team benefited greatly.

Through BMD's involvement in INLink, Maliyan Horizon was introduced and subsequently engaged as the projects major Aboriginal earthmoving subcontractor, who were motivated to respectfully engage the local Aboriginal communities surrounding the project in search of motivated employment candidates. As a result, INLink invested approximately \$6.9million into the relationship and included operational and business growth consultation.

Description	Targets	Previous Month	Current Month	Total To Date	Performance
Value of contracts with local business	70,150,000	-	-	71,272,578	
Value of contracts with indigenous business	8,418,000	-	-	10,684,311	
Value of spend with local economy	4,442,833	3,469,017.14	-	109,832,019.71	
Value of spend with indigenous economy	533,140	645,899.32	-	14,084,706.90	

(d) Education, training, or capability building of Indigenous people or businesses engaged in project planning, design, and delivery

As stated above, Maliyan Horizon benefited from INLink's consult on managing and growing the business.

4.4. Project 3: Pacific Highway Upgrade, Woolgoolga to Ballina, Section 6 Main Civil Works

Construction of 15km of the northbound and southbound carriageways on the Pacific Highway from Woolgoolga to Ballina.

19,200 training hours, 39,200 works hours and a total Aboriginal Participation Spend of \$3.4 million over the course of the project, a spend of almost 2% which was above the mandated 1.5% spend.

Transport for NSW rated the project's Aboriginal Participation in Construction a 9/10 on the Contractor Performance Report (CPR).

5. Tender Indigenous Participation Plan

5.0. Overview

Tender Indigenous Participation Plan

The *Indigenous Participation Policy* (2020) requires that Tenderers submit an Indigenous Participation Plan for all projects valued at \$7.5m or above with their tender documents. This plan is the Tenderer's commitment to Indigenous participation on the project. Plans will be finalised with the relevant Territory officer upon Contract award and the Contractor will be required to report progress against the plan quarterly.

NOTE: this is a template only and indicates the minimum amount of required information. Alternative formats will be accepted. The information and suitability of the Tender Indigenous Participation Plan will be evaluated as part of the tender assessment process.

Project Name & ID	John Gorton Drive and Molonglo River Bridge Crossing (Contract 30696)
Project Location	Molonglo Valley, 2611
Project start date	19 th September 2022
Expected project end date	31 st March 2025
Tenderer Name and contact details	B.M.D. Constructions Pty. Limited Contact name: [REDACTED] Role: Project Director Email: [REDACTED] Phone: [REDACTED]
Tenderer ABN	59 010 126 100
Are you an Indigenous enterprise?	No
Is your business recognised as an Indigenous enterprise by:	N/A

5.1. Indigenous Participation Requirements

5.1.1. Value

Estimated Contract Price	\$140 million [excl. GST]
Less estimated exclusions (see below)	\$79.2 million [excl. GST]
IPP Contract Value (2.5%)	\$1.52 million [excl. GST]

5.1.2. Value of Proposed Exclusions

BMD have identified the following exclusions included in the John Gorton Drive & Molonglo River Bridge Project

Proposed Exclusion Item	Approximate Value	Details
Design	\$10.2 million	Provided by specialist design consultants
Overheads & Insurances etc	\$20.1million	Overhead allowances
Margin	\$13.4million	Profit allowance
Risk Allowances	\$5.3million	Contingency allowance
Asphalt	\$4.4 million	Provided by a specialist subcontractor
Quarry Supply	\$2.3million	Permanent material supply cost only
Concrete Supply	\$1.5million	Permanent material supply cost only
Steel supply and fabrication	\$22 million	Provided by a specialist steel fabricator
Total allowable exclusions	\$79.2million	

5.2. Plan to meet Indigenous Participation Percentage Requirements

Percentage allocated to subcontracted Indigenous enterprises		3 %	
Financial year	Minimum Target	Forecasted Project Spend	Forecasted Indigenous Enterprise Spend
FY 2022-23	2.05%	\$15.5million	\$0.47million
FY 2023-24	2.30%	\$31.8million	\$0.95million
FY 2024-25	2.55%	\$13.5million	\$0.41million
FY 2025-26	2.80%	N/A	N/A
TOTAL	3%	\$60.8million	\$1.83million

5.2.1. Subcontracting

BMD will lead the project subcontracting selection efforts with familiar or preferred local and regional businesses, so as to ensure quality and value-for-money project outcomes. Beyond these businesses, and upon award, the BMD project team will positively re-visit the mix of Aboriginal businesses incorporated within the bid and where the team may improve in maximising procurement outcomes on the project.

Preferred and familiar businesses to BMD are:

- Dreampath (Protech) (P)
- Job Trail (Workpac)
- Biodiversity Australia (P)
- Lack Group
- First Grade Recruitment
- Kennelly Constructions
- Amaroo Landscape Group
- C.E. Solutions (P)
- Southern Cross Pacific

Businesses of interest:

- Southern Cable Services Pty Ltd
- Canberra Concrete Resurfacing
- Platinum Maintenance & Services
- Koori Services Australia
- Kong Crete Group Pty Ltd
- Jingili Group
- Birrabang Scaffolding Group
- ACT Height Safety
- Duffey Co Electrical Solutions
- Pipeline Talent
- 18 Fifty3 Group
- Dimeo Indigenous
- Codee Cleaning Services
- Muru Office Supplies
- Exhibition Centre Pty
- Onpoint 365 Ltd
- SAMSA Australia
- Origin PM
- Pacific Facility Services
- First People Recruitment Solutions

Indigenous Participation

Indigenous participation on the project is somewhat restricted, due to the bridge-building skillsets required for the project. Participation opportunities on the project will be primarily focused on labour hire, electricians, traffic management, drainage, scaffolding, landscaping, and office/site supplies and cleaners.

Identified Opportunities for Indigenous Enterprises

The following opportunities have been identified, but does not preclude other considerations involved in:

- Labour hire and Training
- Traffic management
- Earthmoving / plant operator
- Drainage
- Survey
- Concreting
- Formwork
- Landscaping and maintenance
- Cultural Heritage Spotters
- PPE, Workwear, Safety
- Office Supply
- Cultural Awareness Training
- Cleaning

Method for Identifying Indigenous Enterprises

BMD's method for identifying Indigenous enterprises, is to first seek out opportunities that benefit the local First Nations group, as well as welcomed regional businesses as a priority. In so doing, BMD seek to maximise the commercial outcomes for the local community, as a result of our delivery of the Project. This approach also aligns with our general approach to benefitting the local communities in which we operate, as well as our respective Reconciliation Action Plans (RAPs).

Both organisations follow Supply Nation's Indigenous business definition:



As corporate members of Supply Nation, as well as having established supply chain, employment, and consultant networks, we are confident in our initial approach to seeking capable Indigenous enterprise who can deliver successful project outcomes.

BMD is aware that not all Indigenous businesses seek registration or certification from Supply Nation, therefore must be engaged directly. As a result, and upon award, we will seek to further maximise our engagement of Indigenous businesses through a collaborative local project information session with TCCS & MPC and respected members of the Ngunnawal community, to targeted towards local and regional Aboriginal businesses and workforce.

In complement to our initial and early engagement of Indigenous businesses, the project teams spend is tracked against an internal dashboard, which is periodically updated with Supply Nation ABNs. The project team will have the ability to monitor the project's investment in Indigenous businesses, which will indicate our performance against the project's targets.

Existing Relationships with Local Stakeholder Groups

BMD has established a relationship with the Ngunnawal Aboriginal Corporation (NAC) through our long-standing relationships with [REDACTED] (NAC Manager), and [REDACTED] (Wiradjuri Condobolin Corporation), who, during a recent visit to Canberra and Yass, introduced Ngunnawal Elder, [REDACTED]. As this relationship was born out of established relationships, BMD will seek NAC's consultation [REDACTED] when engaging the greater Ngunnawal community as well as invited or welcomed neighbouring communities.

Beyond our relationship with NAC, BMD appreciate the importance of being inclusive and engaging other Ngunnawal Aboriginal peak bodies such as the United Ngunnawal Elders Council, as well as the peak bodies for Ngarigo and Yuin and Gundungurra groups. Upon award, and per advice from MPC, we will seek opportunities to engage and ensure that project commercial and employment opportunities are made aware for local community members.

BMD has been a long-time corporate partner of the Clontarf Foundation, supporting young men through their final years of high school and preparing for employment post-graduation, as well as inspiring young boys about career paths. BMD has employed Clontarf graduates around the country and career-changing alumni. If successful, BMD will engage the local Karabar Clontarf Academy in Queanbeyan to educate students and alumni about project employment opportunities. Beyond extending employment opportunities, BMD value the importance of our project resources making themselves available to the Academy students, through site visits, employment forums, sporting carnivals or simply visiting the school academies to engage and educate the boys about careers in civil construction and why BMD should be considered employers of choice. With the current skills shortage influencing our industry, high school engagements are crucial to growing future industry talent.

5.2.2. Employment

Percentage allocation to employment of Indigenous employees on an FTE basis	2.0%
Total estimated project workforce (FTE)	150 (aggregate total)
Estimated Indigenous FTE	3 (e.g., total workforce x 2%)

Calculation Process:

The BMD project team will incorporate the National Indigenous Australians Agency:

Example: Organisation Indigenous Workforce ÷ Total Organisation Workforce x 100

Quarter (Q)	Total Organisation Workforce (FTE)	Organisation Indigenous Workforce (FTE)
Q1	500	17
Q2	500	14
Q3	499	16
Q4	503	17

Total Indigenous Workforce (Q1+Q2+Q3+Q4) ÷ Total Organisation Workforce (Q1+Q2+Q3+Q4)

= 17+14+16+17 ÷ 500+500+499+503

= 64 ÷ 2002 x 100

= 3.20%

Expenditure

Based on forecasted project employment calculations and in consideration of TCCS & MPC's employment targets and negating exclusions, BMD have estimated the project expenditure for Indigenous project employment will be \$1.83million.

Further to our employment costs, BMD are committed to upskilling the project workforce through internal and external training courses.

Identified Roles & Required Skills

In consideration of the technical skillsets required for bridge building, identified project roles are focused but not limited to the roles listed below. The BMD team welcome and will seek out Aboriginal candidates to fill all vacant project roles.

Valuing the importance of having active Aboriginal leadership and mentorship on our projects, as well as liaisons who can communicate and collaborate with project management resources, BMD will identify Aboriginal project employees within the project delivery team who can facilitate positive employment outcomes during the project. These individuals will benefit from short-course leadership training during the project, further complementing their career path.

Through our established connection to the Ngunnawal Aboriginal Corporation the BMD team will seek assistance of Ngunnawal elder [REDACTED] as a local cultural advisor within the initial start-up phase of the project and as required through the delivery of the project. Our relationship with [REDACTED] does not exclude our engagement of other local Ngunnawal elders and respected members of the local Aboriginal community but gives the project team stability within a community who has multiple groups competing for the best interests of the Ngunnawal community.

BMD Opportunities for Employment

- Ngunnawal Project Advisor: [REDACTED] (Ngunnawal Aboriginal Corporation)
- Foreman
- Sub-foreman
- Project Lead
- Safety Coordinator
- Bridge Construction
- Operator
- Concreter
- Form worker
- Labourer
- Traineeships
- Cleaner (Peggy)
- Contract Administrator
- Site Administration
- Graduate
- Undergraduate

Processes for Verification of Aboriginal Heritage

BMD acknowledge that in some cases, providing proof of Aboriginal Heritage can be sensitive for some, which is why both organisations do not require identification to occur upon employment.

BMD also acknowledge the significance of ensuring that our Aboriginal project workforce genuinely represent the culture and communities they nominate. As defined by the Australian Institute of Aboriginal and Torres Strait Islander Studies, government agencies and community organisations usually accept three 'working criteria' as confirmation of Aboriginal or Torres Strait Islander heritage.

- Being of Aboriginal and/or Torres Strait Islander descent
- Identifying as an Aboriginal and/or Torres Strait Islander person
- Being accepted by the community in which you lived, or formally lived

Due to the sorting of the first two criteria by individuals and organisations around Australia, BMD acknowledge the need to genuinely verify heritage and possibly audit organisations, as visual and verbal indicators are not always accurate.

BMD have recently incorporated an elective checkbox within our project induction portal, where those who choose to identify as 'Aboriginal or Torres Strait Islander' will be captured in secure project reporting that aligns with employment legislation. Of those who identify, our project management team will seek verification from project delivery employers. For those employers who are unable to produce verification, our project team will engage the employer and individual, explain our corporate responsibility in ensuring he/she is genuinely representing Heritage and help in acquiring verification, if required.

If necessary, BMD will seek verification from local Ngunnawal resources or Aboriginal organisations from the identified Traditional Custodian group by the individual. Verification can be recorded through a signed 'Proof' or 'Confirmation of Aboriginal or Torres Strait Islander Heritage' statutory declaration.

Identification of Ways to Source Suitable Candidates

The civil engineering and construction industries, along with other industries are currently experiencing shortages of skilled and available labour throughout Australia. As a result, BMD is taking measures to retain our current workforce, recruit and identify quality candidates whose careers we can invest in and nurture.

During our engagement of the Ngunnawal Aboriginal Corporation, it was suggested to us that a considerable percentage of the local Ngunnawal community are unemployed or long-term unemployed and may be content. Taking this into consideration, and in acknowledging our ability to create or re-shape careers, BMD will seek candidates through the following channels, as well as utilise the Ngunnawal Aboriginal Corporation in assisting with communicating and engaging with the community, thereby maximising our project employment opportunities.

In parallel, the BMD team will engage local employment agencies and ensure their cohorts are made aware of project employment opportunities

Direct Hire:

BMD invests in our own people, giving them every available opportunity to grow and learn through experience. Both organisations employ Aboriginal and Torres Strait Islander people, and upon award, will enquire with our employees or engage our employees in offering their services to the delivery of the project. Currently, we employ approximately 50 Aboriginal and Torres Strait Islander employees, which sees BMD employing 2.8% nationally.

Recruitment/Labour Hire:

BMD sources most of our project employment through trusted and preferred Indigenous labour hire panellist, some sourced through preferred general labour hire panellist and occasionally where local delivery with considerations given to local Aboriginal labour providers.

In consideration of the current workforce market influences (general shortage, perceived local obstacles), recruitment and labour hire agencies will be a key delivery partner in sourcing and providing pre-employment training of local and regional labour for the project.

Information Session/s:

Where BMD has engaged the local and regional Aboriginal businesses and workforce through targeted information sessions, we have gained the most benefit in generating outcomes that exceed our client's targets. Based on this success and upon award, the BMD project team will collaborate with TCCS & MPC and local Ngunnawal elders and respected members in hosting project information sessions that educate the local and regional Aboriginal communities about project commercial and workforce opportunities. In complement, BMD will ensure that our preferred labour hire supplier is in attendance to facilitate the collection of CVs and educate interested project applicants on employment processes.

Career Trackers:

In 2015, our design partner, GHD, signed a 10 x 10 partnership with Career Trackers. The 10- year partnership with Career Trackers is a sign of our strong commitment to providing employment pathways for Aboriginal and Torres Strait Islander people within our industry. To date GHD has hosted over 100 interns.

GHD values education and training of its staff. We take a long-term approach to ongoing professional development, leadership, and training of our people. By using our sphere of influence and promoting opportunities for Aboriginal and Torres Strait Islander people, we recognise the impact we can make.



Figure 9 Career Trackers Indigenous Internship Program Gala Dinner

The University of Canberra's Ngunnawal Centre is a participant in the Career Trackers programme and is a focal point for Indigenous students at UC. The centre's aim is to work with students to help them achieve academic success through educational programs and confidential support services.

Assistance for students includes:

- study support and leadership development services, such as workshops, online resources, events, and one-on-one guidance sessions
- help with applications for financial assistance, like the UC Commonwealth Scholarship, or other UC scholarships and bursaries
- free tuition for undergraduate students via the Ngunnawal Centre Tutoring Program
- help navigating the Career Trackers Indigenous Internship Program and referring to UC Careers for employment and Work Integrated Learning opportunities
- confidential emotional and cultural support through UC's elder-in-residence
- making Indigenous culture more visible on campus through events and university-wide celebrations
- providing a student study space complete with access to PCs and Macs, free printing facilities and a kitchen.

BMD/GHD will seek out students within the Building and Construction Information Management, Finance and Human Resources programs.

University:

Beyond our engagement of the Ngunnawal Centre at the University of Canberra, BMD and our design partners GHD and p&s, will extend opportunities to Engineering students attending the University of Wollongong through the Woolyungah Indigenous Centre. BMD was made aware of the University's success in attracting Aboriginal engineering students whilst tendering for the Albion Park Bypass project and has the program ear-marked for projects local or regional to the school.

Clontarf Foundation:

BMD have been corporate partners of the Clontarf Foundation since 2017, extending our investment in creating careers for young Aboriginal and Torres Strait Islander workforce. Our investment in the Clontarf Foundation extends beyond financial, through attendance at employment forums around Australia as well as site and office visits that include educating the young men on civil construction and the benefits of pursuing careers with BMD. Our investment has provided some return, with multiple students gainfully employed through BMD over the previous two years.

Upon award, BMD will engage Clontarf's only Canberra academy, Karabar, with the intention of providing an overview of the project, as well as entry-level employment opportunities that can lead-on to successful careers within our respective organisations.

In complement to our engagement, BMD will arrange 'Try-a-trade' days, where interested students in civil engineering or construction careers can come and try various hands-on project activities, giving the students an indication of what is involved.

5.2.3. Education, Training or Capability Building

BMD pride themselves in the investments each respective organisation makes towards the growth of their full-time employees. Through the investment of education and training, employees recognise that their employers value their contributions and want to invest in their career, thereby promoting long-term and positive employment outcomes.

As Reconciliation Action Plan organisations, BMD are committed to the creation of positive and long-term careers for Aboriginal and Torres Strait Islander people. In particular, the creation of youth employment (18-25 years), where we can positively minimise the effects of intergenerational disadvantage and create positive role models within the local community.

Percentage allocated to the cost of education, training or capability building for Indigenous employees or Indigenous enterprises

3 %

Retention and Training of Indigenous Employees

BMD acknowledge the importance of cultural safety within the workplace, which is absolutely supported and aligns with the values of both organisations. At a base level, both organisations have policies (No bullying, no racism) that communicate to our project workforce what our expectations are at the least.

Beyond policies, both organisations will actively manage the well-being of our workforce, as the values of both organisations are driven by a sense of family, community and safety.

In complement to our own actions, BMD are keen to identify and empower a select number of Aboriginal workforce who can become a leaders and liaisons on the ground, and to facilitate open and transparent communication with project management as to the general physical and mental health of the project employees.

Further to on the ground leaders, the BMD project team will engage Ngunnawal elder, [REDACTED] or other members of the Ngunnawal Aboriginal Corporation for appropriate cultural support.

For graduate or undergraduate employees who are performing well in their role on the project, BMD will engage to discuss the individual's future and whether a career with BMD is of interest.

Generally, BMD will observe the performance of our temporary project workforce for a few months (3-6) to identify passionate candidates who align with BMD's core values and has a strong work ethic. For those identified, BMD will invite the individual to discuss their interest in pursuing a career with BMD.

Courses and Costs

BMD provides industry training for our project and site employees through, Master Builders Association in the ACT. In some cases, BMD also conducts some training on our projects sites, delivered by BMD staff.

Capability Building

BMD has built a reputation upon creating long-term and mutually beneficial relationships with our project delivery partners. These relationships are typically created through complementary personalities of the individuals who represent the business, quality of work and the businesses loyalty.

Having grown from a small business on the back of mutually beneficial relationships and patience, BMD is all-to familiar with the value of other organisations investing in the future of up-and-coming businesses who deliver value-for-money. BMD welcomes opportunities in assisting Aboriginal businesses maintain sustainability and growth, to then go on from strength to strength.

Should BMD not have the means to provide consultation, or identify a relevant course, we will assist the business in selecting the most industry appropriate or relevant course.

5.3. Past Indigenous Participation Compliance History

BMD actively pursues positive reconciliation outcomes and further engraining Aboriginal and Torres Strait Islander people into local and national economies through respect, relationships and opportunities. It is these desires and pursuits that drive both organisations to go above and beyond with the tools and experiences we access, but also acknowledge that we have more to learn through our operations and engagements.

BMD has a strong track record in delivering above and beyond the APiC and Federal targets set on our projects, which is indicated in the examples supplied above.

5.3.1. Track record of Indigenous Employment and Use of Indigenous Suppliers

Prior to launching our formal commitment to reconciliation, through the launch of our 'Reflect' RAP in July 2017, BMD procured \$4.12million through 33 unique businesses, which averages to approximately \$129k per vendor. Since launching our first-tier RAP, BMD has gone on to procure just shy of \$96million over five fiscal years, which sees BMD averaging \$19.2million per year and \$592.6k through 162 unique businesses, or 32 businesses per year. Of the \$96million, BMD's NSW and ACT region have procured \$34.5million from Aboriginal businesses over the same period.

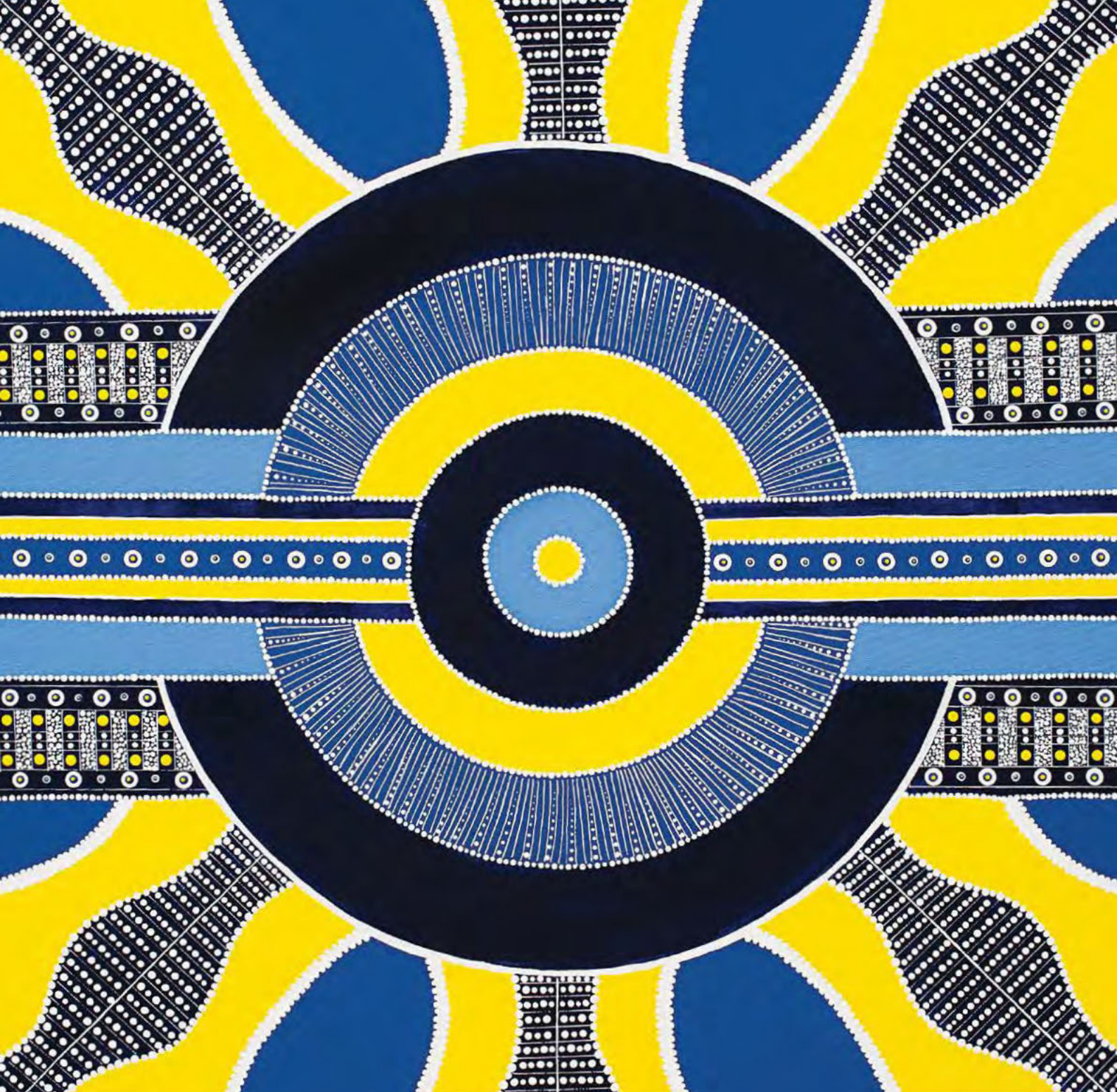
As BMD continues to procure Aboriginal businesses through our projects, we engrain more preferred businesses that join our long-term Indigenous business relationships such as Total Survey Solutions and Indigeco. Much like our discovery of Work Control, who BMD will assist in growing their footprint into Queensland in the short to medium future.

Appendices

Appendix A: BMD Reconciliation Action Plan

BMD RAP – Innovate (June 2019 to June 2021)

- Innovate II (March 2023 – March 2025)



RECONCILIATION ACTION PLAN

June 2019–June 2021



**BMD RECOGNISE
ABORIGINAL AND TORRES
STRAIT ISLANDER PEOPLES
AS THE TRADITIONAL
CUSTODIANS OF THIS
LAND AND WE PAY OUR
RESPECTS TO ELDERS PAST,
PRESENT AND EMERGING.**

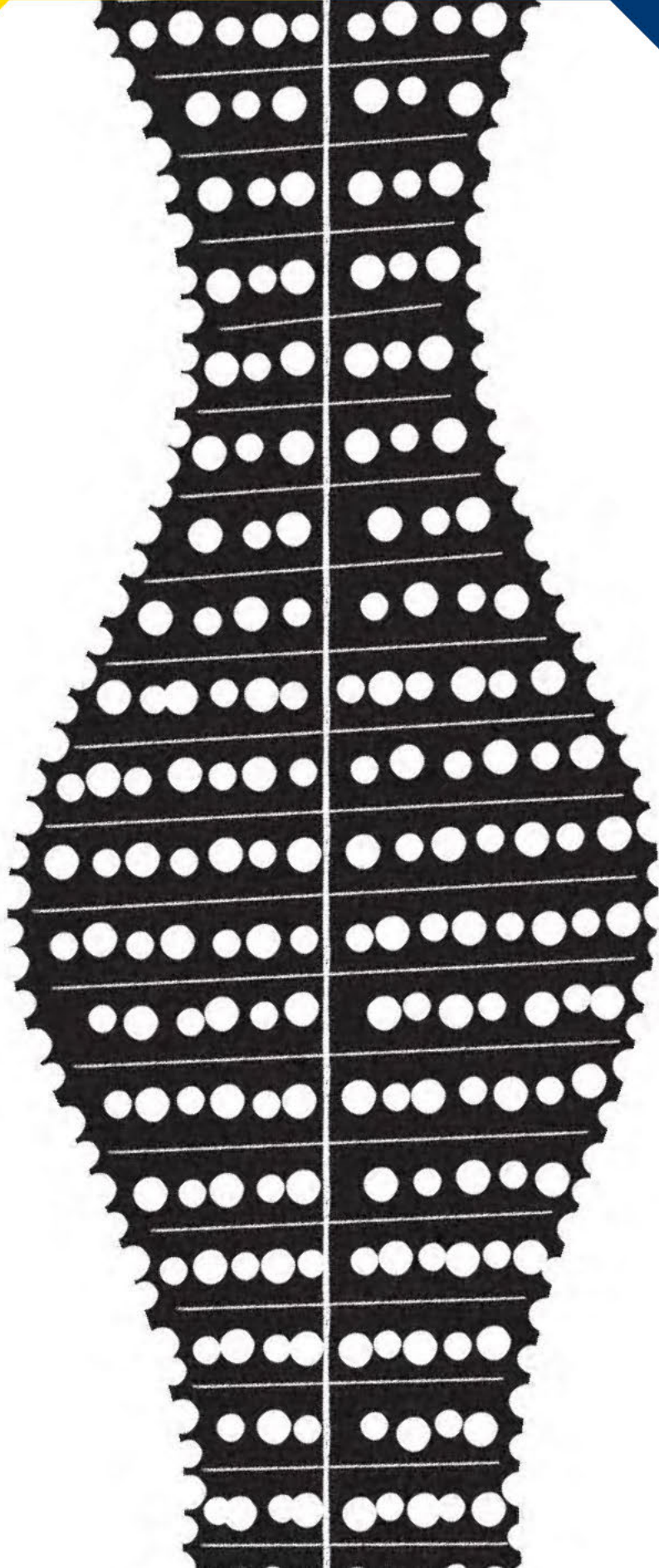


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ANGELA MARR-GROGAN ARTIST

Design symbolism

The central concentric circles represent the BMD Group and symbolises the growth of the organisation during their Reconciliation Action Plan journey, and continued strength and commitment towards Reconciliation. The interconnecting centreline linear design represents a bridge and its symbolism is threefold.

- It represents the physical construction of the Bow River Bridge Upgrade Project.
 - It is a symbolic representation of BMD’s work with the Clontarf Foundation and ‘Closing/Bridging the Gap’ in education and employment opportunities for young Aboriginal men.
 - It connects and builds on their understanding of Aboriginal and Torres Strait Islander peoples, by increasing their awareness of culture and cultural responsibility through training.
- The extending outer lines represent journey lines, as the BMD Group move into their Innovate stage.

Title
Djukalmaliyn Dhanbaan–Growing Strong

Artist/Designer
[Redacted]

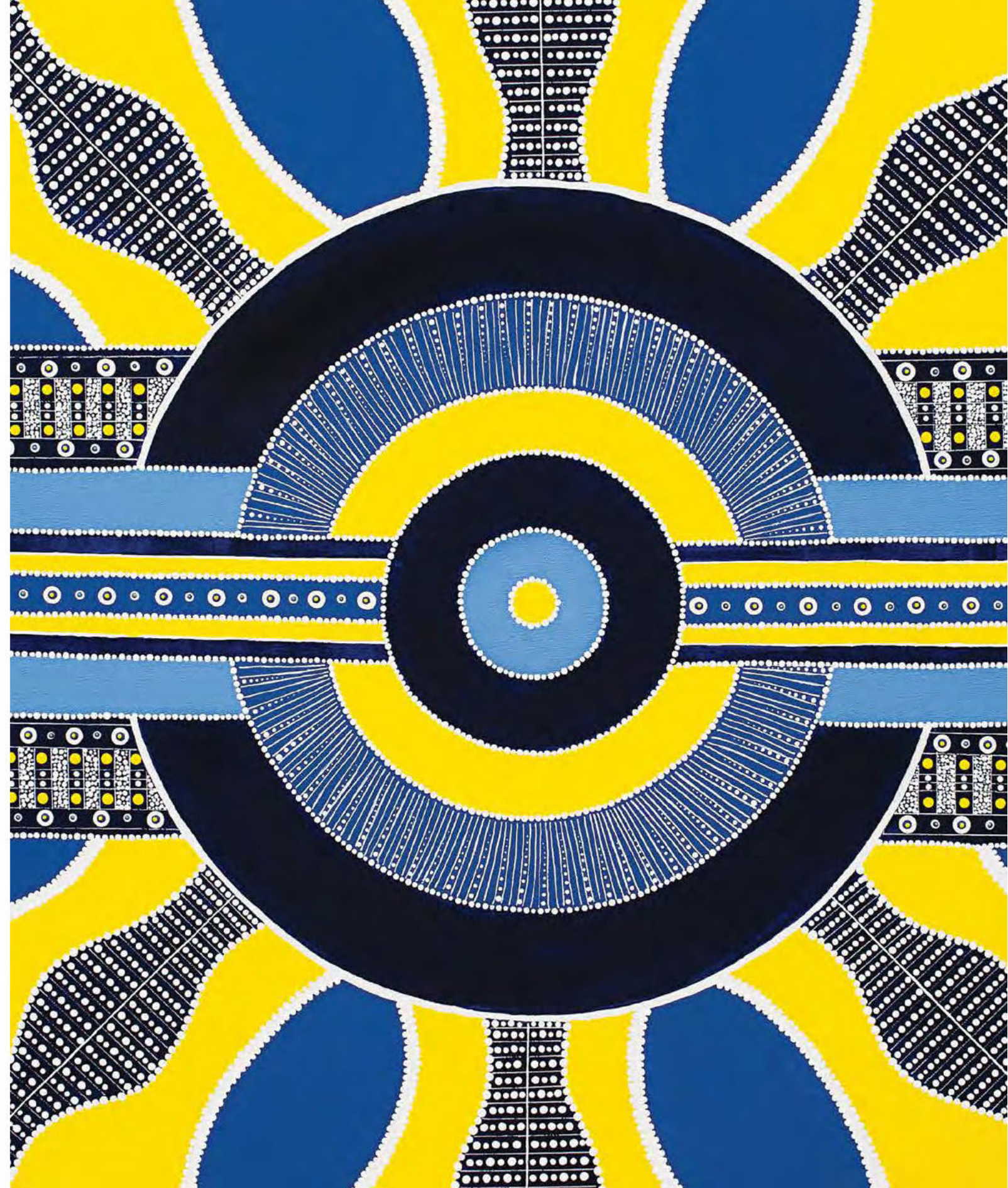
Country
Birrbay

Language Group
Gathang

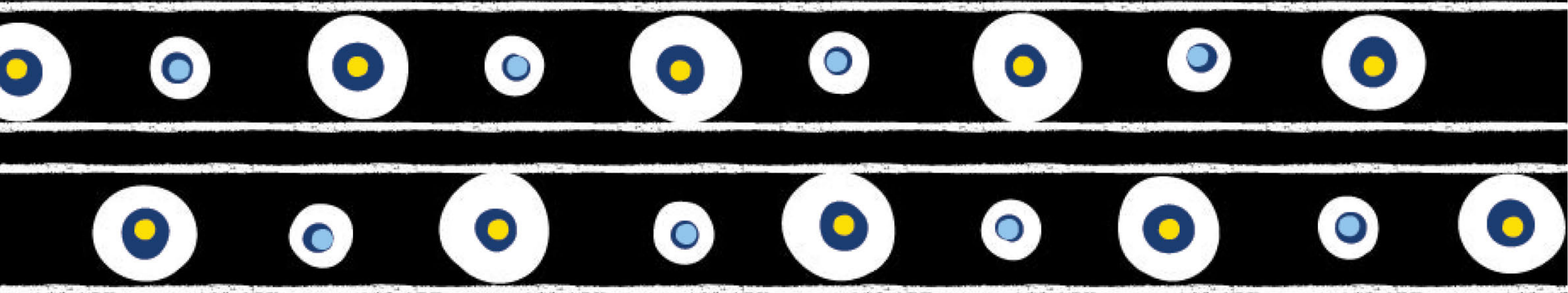
“I wish the BMD Group all the best with the next stage of their Reconciliation Action Plan. It was a pleasure creating a special piece to represent their Innovate RAP.”

OUR VISION FOR RECONCILIATION

BMD acknowledges that the land on which we build our projects is the traditional lands of Aboriginal and Torres Strait Islander peoples. Our vision for reconciliation is to champion meaningful consultation with Traditional Custodians based on the principles of integrity, transparency and inclusiveness to deliver beneficial outcomes and leave lasting legacies in the communities in which we operate. Providing real career progression and development opportunities for our Aboriginal and Torres Strait Islander employees through increased awareness of the importance of diversity encompasses the value we see in the contributions different backgrounds can make and aligns with our business motto, 'our business is our people'.



OUR VALUES



As BMD continues to progress through our reconciliation journey, our culture and relationship-based approach will remain our point of difference. By valuing our people, collaborating with our partners, and fostering key relationships, we will build respect and facilitate sustainable opportunities for Aboriginal and Torres Strait Islander peoples.

BMD’s values are the essence of the BMD Group’s operational focus and guides our reconciliation approach.

DETERMINED

We persist despite the obstacles. We celebrate effort as well as achievement and we are tenacious in our pursuit of the objective.

COLLABORATIVE

We work as a team in the belief that collaborative achievement results in creative relationships of long-term mutual benefit.

Our no-blame culture focuses on finding what works best, sharing success and enjoying the experience.

EMPOWERING

We empower our people to develop the self-belief that will enable them to realise their potential. The resulting flexibility, initiative and responsiveness sustain our business growth and success.

FAMILY

We are proud of our family company heritage. This heritage means we value each individual, we respect and encourage diversity and we create and promote a sense of belonging.

STRIVING TO DO BETTER

We aspire to be the best at what we do through fresh thinking, hard work, continual learning and a shared sense of purpose. We take great pride in our achievements.

A MESSAGE FROM OUR GROUP BOARD CHAIRMAN AND MANAGING DIRECTOR

Right: BMD employees pledge their
commitment to reconciliation during
BMD's Reflect RAP launch in 2017



It gives me great pleasure to endorse the continuation of BMD's formal reconciliation journey through our second Reconciliation Action Plan (RAP).

The past 18-months has seen BMD make important contributions to reconciliation and this Innovate RAP will improve and build upon what we have already achieved.

During the development and consultation of our Innovate plan, we ensured the actions we have committed to closely align with our business' strategic direction and entrenched values. By aligning our commitments to our philosophies of supporting the local communities in which we operate, our business motto; our business is our people, and our family, empowering, determined, collaborative and striving to do better values, we can endeavour to ensure our

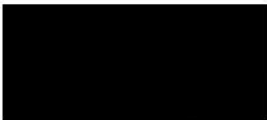
contribution to reconciliation is achieved via sustainable and long-term outcomes.

BMD has a long and proud history of working in Aboriginal and Torres Strait Islander communities and we have recently had the opportunity to deliver projects in some of Australia's most remote locations including the Bow River Bridge Upgrade located in the Kimberley region of Western Australia, a residential estate located 500 kilometres east of Darwin in Arnhem Land, and a water main replacement project located in Laramba, over 200 kilometres north of Alice Springs. These projects have provided opportunities to engage with the land's Traditional Custodians, including the Gija peoples, and representative bodies such as Central Land Council, to deliver employment opportunities to local Aboriginal and Torres Strait Islander peoples. They have also led to valuable lessons learnt for our delivery teams, and we look forward to continuing our commitment to identifying opportunities for Aboriginal and Torres Strait Islander peoples on upcoming projects.

Through our formal journey so far, we have recognised that the commitments we make to reconciliation can only be achieved with the cooperation and assistance of our workforce. To recognise the contribution our people make in this space, 2018 saw BMD proudly present our first Reconciliation Champion Award at our annual internal awards night, the Dare Awards.

The support of our key suppliers, subcontractors and partners is also imperative to achieving the deliverables we have committed to within our Innovate RAP and we look forward to continuing to work closely with them to deliver exceptional outcomes.

We recognise that reconciliation is an ongoing journey and we are committed to continuing to work closely with Reconciliation Australia over the next two years, and beyond, to contribute to closing the gap.



Group Board Chairman
and Managing Director

A MESSAGE FROM OUR GROUP EXECUTIVE DIRECTOR – OPERATIONS



I am very pleased to launch BMD's second RAP and I look forward to working with the business to further our contribution and commitment towards reconciliation across our national footprint.

With a proud history of working closely with the Traditional Custodians of the lands on which we construct our projects, BMD has extensive experience operating in regional and remote areas and within Aboriginal and Torres Strait Islander communities. Our plans, initiatives and training policies reflect our commitment to equal opportunity.

It's been almost two years since we launched our inaugural RAP as part of BMD's 2017 NAIDOC Week celebrations. This was the first step in formally building on our existing commitment to integrating reconciliation into our values, purpose and business strategy.

Over the 18-month implementation of our Reflect RAP, we gauged our employees awareness of Aboriginal and Torres Strait Islander culture via extensive cultural awareness training and fostered increased engagement of key Aboriginal and Torres Strait Islander stakeholders on our projects. We delivered beneficial outcomes for local communities, as well as BMD's suppliers and partners, and significantly bolstered engagement and spend with Aboriginal and Torres Strait Islander businesses. Positive employment and engagement outcomes with our community partner, the Clontarf Foundation were also achieved.

The actions and deliverables outlined in our Innovate RAP will continue to build on the progress made over the past 18-months, with our reconciliation vision remaining focussed on championing meaningful relationships, providing sustainable and long-term career opportunities, and identifying commercial opportunities for Aboriginal and Torres Strait Islander peoples and businesses.

While BMD has made significant progress in terms of contributing to reconciliation within our sphere of influence, there is still so much that can be done. I am excited to work closely with BMD's National Indigenous Program Manager, our Reconciliation Action Plan Working Group (RAPWG), and key employees within the business to deliver the actions within the Innovate RAP and look forward to reporting on our achievements in 2021.



Group Executive Director
– Operations

A MESSAGE FROM RECONCILIATION AUSTRALIA



On behalf of Reconciliation Australia, I am delighted to see BMD continue its reconciliation journey and to formally endorse its second RAP and first Innovate RAP.

Through the development of an Innovate RAP, BMD continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures

reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides BMD with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, BMD will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish BMD well as it embeds and expands its own unique approach to reconciliation. We encourage BMD to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend BMD on its second RAP, and look forward to following its ongoing reconciliation journey.



Chief Executive Officer
Reconciliation Australia



OUR BUSINESS

Right: BMD undertakes a traditional Smoking Ceremony to cleanse the Kwinana Freeway Northbound Widening Project and formulate a culturally safe working environment

BMD is a national group of companies engaged in engineering design, construction and land development for clients and partners in the urban development, transport infrastructure and resources and energy sectors.

The company has grown from a small Queensland family business of three people to become one of Australia's largest privately-owned contractors with 16 Australian, and two international offices. BMD's expansion into new capabilities and the Group's broader geographic footprint has positioned us as a major player in the national construction, landscaping and property industries.

Since 1979, BMD has employed a relationship based business model founded on certainty, collaboration and performance. This approach was instilled through many successes in the early years of the business and has stood the test of time, remaining BMD's strongest competitive advantage.

BMD is proud of our ability to build long-term client relationships and secure repeat business, which has been the foundation of our success since inception.

Our strategy is simple: value our people, collaborate with our partners and continue to deliver exceptional projects with sustainable outcomes through expertise and knowledge sharing.

BMD's approach to business is firmly underpinned by a philosophy to 'support the local communities in which we operate' – a philosophy that was well established long before local industry participation initiatives were formally introduced.

Building on this founding philosophy, BMD approaches each project individually, actively identifying opportunities for local community engagement, as well as participation and sustainable employment opportunities through labour hire and subcontractors, which provide beneficial outcomes for the project team, client and local community alike.

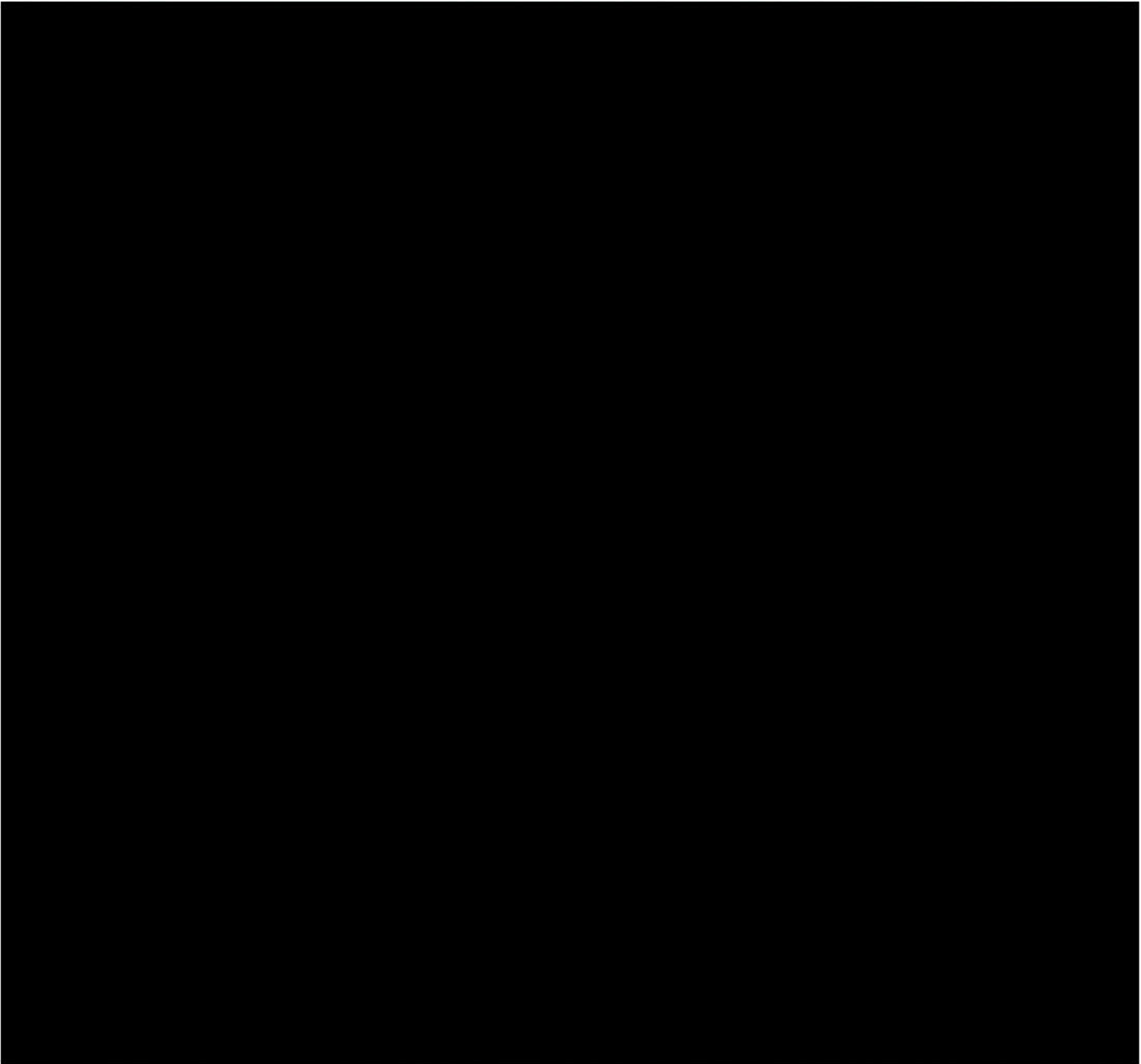
Our mission is to professionally manage our suppliers and subcontractors to achieve the best possible outcomes for our clients, including aiding in the development of the local industry. BMD sees it as our responsibility to impress upon our current and future client, subcontractor and supplier relationships, the

benefits of Aboriginal and Torres Strait Islander employment and engagement opportunities.

Currently, BMD employs 1,700 people of which 2.4% are of Aboriginal and Torres Strait Islander descent. Our Aboriginal and Torres Strait Islander employees work in various positions from trade roles such as labourers and foremen to safety professionals and undergraduate engineers.

In addition, BMD proactively engages the local communities in which we operate to form our project teams, with a large portion of our contribution to Aboriginal and Torres Strait Islander participation demonstrative in our subcontractors, suppliers, labour hire and community engagement on projects.

As BMD takes the next step in our reconciliation journey, we aim to strengthen our existing relationships with Traditional Custodians and seek to initiate new employment and engagement opportunities by aligning our RAP actions and deliverables to not only our enduring values and philosophies, but also our organisation's strategic direction.



OUR OPERATIONS

-
- 1 CAIRNS
 - 2 TOWNSVILLE
 - 3 MACKAY
 - 4 EMERALD
 - 5 TOOWOOMBA
 - 6 PORT OF BRISBANE
 - 7 MANLY
 - 8 GOLD COAST
 - 9 SYDNEY
 - 10 CANBERRA
 - 11 SEAFORD
 - 12 MELBOURNE
 - 13 GEELONG
 - 14 ADELAIDE
 - 15 PERTH
 - 16 DARWIN



OUR RECONCILIATION ACTION PLAN

The development of BMD's second RAP aims to further entrench opportunities for Aboriginal and Torres Strait Islander peoples within our operations and sphere of influence.

Based on principles of integrity, transparency and inclusiveness, and through meaningful consultation with Traditional Custodian Elders and respected Aboriginal and Torres Strait Islander community members, BMD seeks to provide real career progression and commercial opportunities. In doing so, Aboriginal and Torres Strait Islander peoples are further engrained within Australia's mainstream economy, bolstering pride, self-esteem and generational opportunity.

In 2015, BMD established a RAPWG to build upon our Aboriginal and Torres Strait Islander engagement journey and formally commit to workforce diversity and reconciliation. Following the delivery of our Reflect RAP, it was identified that the RAPWG could benefit from a more diverse representation of the business across the various industries and geographic locations BMD operates within.

As such, an expression of interest was held in late 2018 to identify RAPWG members that were keen to support BMD in our continued journey towards achieving reconciliation within Australia.

Following a successful expression of interest process, a renewed RAPWG was established in early 2019. The RAPWG is chaired by BMD's National Indigenous Program Manager and is made up of 11 employees across the company, including three Aboriginal and Torres Strait Islander employees and eight other employees. The RAPWG is also supported by a corporate liaison group in specific areas including human resources, corporate communications and procurement.

BMD has also engaged an external Aboriginal and Torres Strait Islander consultant to assist in facilitating meaningful partnerships with Aboriginal and Torres Strait Islander peoples, communities and businesses and further ensure the RAPWG, and wider BMD business achieves the deliverables committed to within our Innovate RAP.

Current positions
(as at June 2019):

National Indigenous
Program Manager
Brisbane, Queensland

Group Administration Manager
Brisbane, Queensland

Safety Coordinator
Toowoomba, Queensland

Leading Hand
Brisbane, Queensland

Contracts Manager
Yamba, New South Wales

Business Development Manager
Perth, Western Australia

Proposals Lead
Melbourne, Victoria

Area Manager
Adelaide, South Australia

Project Director
Darwin, Northern Territory

Operations Manager
Brisbane, Queensland

Chief Estimator National,
Brisbane, Queensland

OUR RECONCILIATION JOURNEY SO FAR

Our first formal step in our reconciliation journey was the release of our Reflect RAP in 2017. This RAP aimed to strengthen our understanding of, and engagement with, Aboriginal and Torres Strait Islander peoples and cultures. It helped embed a critical framework into our business and since, we have been able to better realise the role we have as an industry leader in reconciliation.

The Reflect RAP set out commitments to:

- Engage early with Traditional Custodian groups to make positive contributions and deliver mutually beneficial outcomes in the employment of Aboriginal and Torres Strait Islander peoples and businesses on our projects.
- Increase diversity in our business through employment and training initiatives.
- Enrich cultural awareness, understanding and respect into BMD's greater workforce.
- Impress upon our key relationships to assist in complementing BMD's

reconciliation journey through engagement, procurement and employment.

We are proud of the progress we have made so far, but also appreciate that there is more to be achieved. At this stage of our reconciliation journey, BMD now commits to targets which are innovative, continuing our focus on collaborating and embracing the implementation of our goals.

The challenges we have faced

While we are proud of the journey we have taken since the implementation of our first RAP, we are cognisant that this journey is not one which can be completed alone. As a civil engineering business, a significant portion of BMD's workforce generally require tertiary education. The challenge we have faced in employing Aboriginal and Torres Strait Islander peoples reflects the education gap which still exists in Australia.

We are investing to encourage greater Aboriginal and Torres Strait Islander participation in our workforce. The steps we have taken include:

- Employing Aboriginal and Torres Strait Islander employment consultants on necessary projects to engage communities early and identify employment opportunities for locals.
- Working with universities to develop employment pathways for engineering students.
- Working with our labour suppliers to assist in meeting our Aboriginal and Torres Strait Islander project employment targets.
- Setting up relationships between our labour supplier, Protech, and our partner, Clontarf Foundation to build pathways for young Aboriginal and Torres Strait Islander men at the completion of their school studies.
- Prioritising the investigation of an opportunity to establish a framework that supports the education of young Aboriginal and Torres Strait Islander girls by aligning ourselves with not-for-profit organisations and social enterprises in this space.

Staff profile

[redacted] proud [redacted], Leading Hand

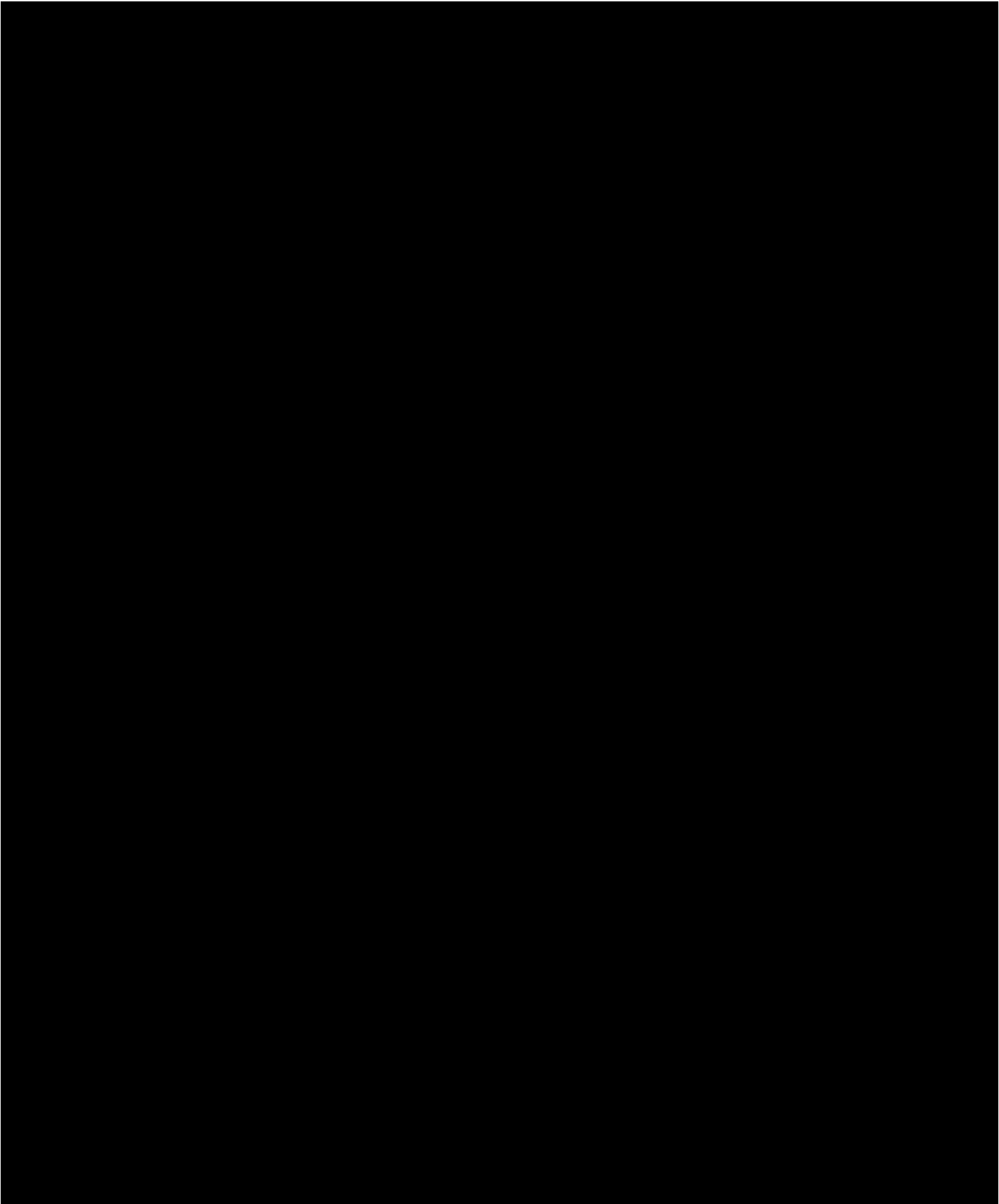
[redacted] is a proud [redacted] and a Leading Hand on BMD project sites. She joined BMD's RAPWG during the implementation of our first RAP. [redacted] is an exceptional role model, not only for Aboriginal and Torres Strait Islander peoples, but more broadly for demonstrating the positive role that women play in the construction industry. She doesn't break gender or cultural stereotypes by pressing an agenda; she does so by being a strong person with a strong work ethic.

BMD was proud to see [redacted] acknowledged for her contributions to the industry and as a role model for Aboriginal and Torres Strait Islander peoples, winning the [redacted] [redacted] was also acknowledged as one of four finalists for the [redacted] [redacted] in 2018.

“With BMD being awarded a job in the Kimberley region, I have had the opportunity to return to my Country and join the Bow River Bridge Upgrade project as BMD’s Earthworks Leading Hand. During my time working on the Bow River project I have been lucky enough to participate in cultural awareness training held by the Traditional Custodian group, the Gija people. Two beautiful women who are Elders in their community held the training and shared with us cultural traditions including smoking ceremonies and memorial site visits.”

[redacted]

Right: [redacted] onsite at BMD's Inner City Bypass project in Brisbane



RELATIONSHIPS



OVERVIEW

BMD was built upon, and is characterised by, our relationship-based approach to business. This approach is strongly evident today in our long-term relationships with clients, subcontractors, suppliers and individuals within the communities in which we operate.

It was based on this that BMD believes in the importance of building new, and impressing upon existing relationships, the importance of achieving reconciliation and 'closing the gap'. This has resulted in the following achievements.

Achievements:

- Delivered on early engagement initiatives, engaging the Traditional Custodian groups and communities located near our project locations in regional and remote areas.
- Launched our first Reflect RAP in July 2017.
- Marked National Reconciliation Week across sites and offices for the past two years, hosting over 100 separate events each year which reached 1000 of our direct employees, and additional subcontractors and suppliers who form part of our site workforce.

- Since our Reflect RAP's launch, more than \$65,000 invested in community initiatives supporting Aboriginal and Torres Strait Islander peoples, including:

- Clontarf Foundation (Australia-wide)
- Sport Access Foundation (Darwin, NT)
- Ella 7s rugby team Coffs Harbour (Yamba, NSW)
- Lower Clarence Magpies Rugby League Football Club (Macleay, NSW)
- Quandamooka Festival Wynnum Kunjil (Wynnum, QLD)
- Darwin Buffaloes Football Club (Darwin, NT)
- AEMME Conference (Fremantle, WA)
- Former Origin Greats (Queensland)
- Warmun Art Centre's 20 year anniversary celebrations (Warmun, WA).

- Introduced our labour supply company, Protech to our partner, Clontarf Foundation to set up an arrangement for Clontarf graduates to be placed on BMD project sites.

- In 2016, BMD joined Supply Nation as a Corporate Member to build our procurement chain and is a valued member on the invitation only Leadership Roundtable which brings together Australia's top supplier diversity organisations.

- Developed a communication plan with actions to assist in RAP implementation.

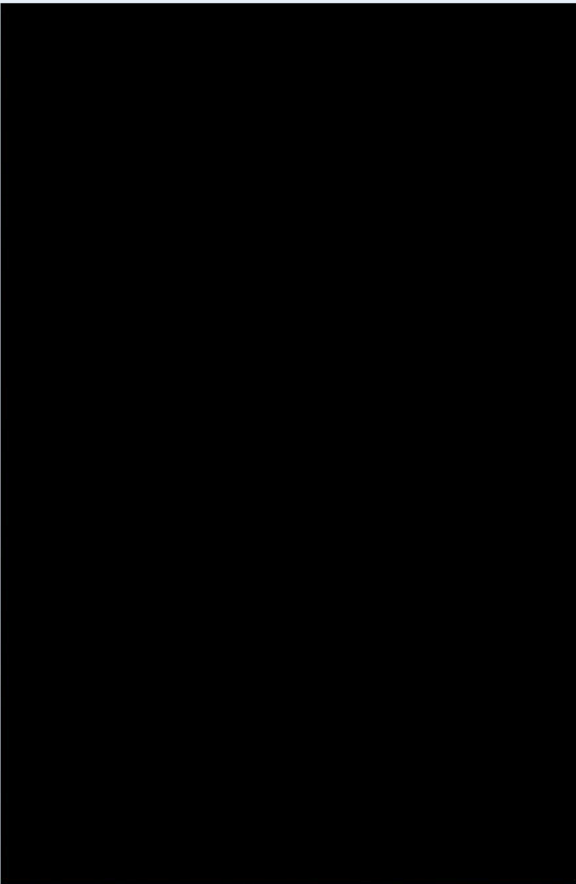
New key relationships established with:

- Kulbardi–national supplier of office furniture, office supplies, personal protective equipment and work wear for BMD.
- Yamari Ochre Signs–relationship developed through Supply Nation Connect with the organisation providing BMD with project signs nationally.
- Tagai Management–external consultant engaged to provide procurement advice and guidance in relation to BMD's Innovate RAP.
- Waddi Springs–supplies water nationally on BMD projects.
- Indigi Bins–provides waste collection and disposal services for BMD's operations in New South Wales.

“In 2018 we secured the support of BMD who provided \$2,000 for the inaugural Sport Access Foundation Indigenous grant. The \$2,000 grant will help Aboriginal and Torres Strait Islander athlete [redacted] achieve her swimming goals. BMD also sponsored our Christmas campaign which provided \$50 to 96 applicants to help them enjoy an active holiday period. Thank you to BMD for helping Sport Access Foundation support young Australian athletes with disabilities.”

[redacted] OAM, Founder and Chairperson, Sport Access Foundation

Right: [redacted] was awarded a \$2,000 Sport Access Foundation Indigenous grant sponsored by BMD



Case study

Clontarf Foundation

As part of BMD's focus on strengthening community relationships, BMD established a partnership with the Clontarf Foundation in 2015. The foundation works to improve education, discipline, life skills, self-esteem and employment prospects of young Aboriginal men.

Clontarf Academies operate in a number of our locations across Queensland, New South Wales, Victoria, Northern Territory and Western Australia. Our local operations build relationships with the academies to assist in networking with students to discuss employment opportunities in construction.

In late 2018, BMD assisted Clontarf in becoming truly national in mainland Australia by moving their operations into South Australia. Clontarf is utilising BMD's office in Adelaide to start setting up a presence and academies in the state. This arrangement will lend itself to positive employment outcomes for graduates into the future.

BMD works closely with Clontarf academies across the country to provide opportunities for students to gain an understanding of the construction industry and the careers available to them at BMD, with events including:

- students visit BMD's operational construction sites
- students visit a BMD office to share stories on their learning and development
- BMD employees attend employment forums to discuss future employment opportunities
- BMD employees attend Clontarf sporting carnivals and training sessions.

Over the course of the Reflect RAP, BMD engaged with the following academies and events:

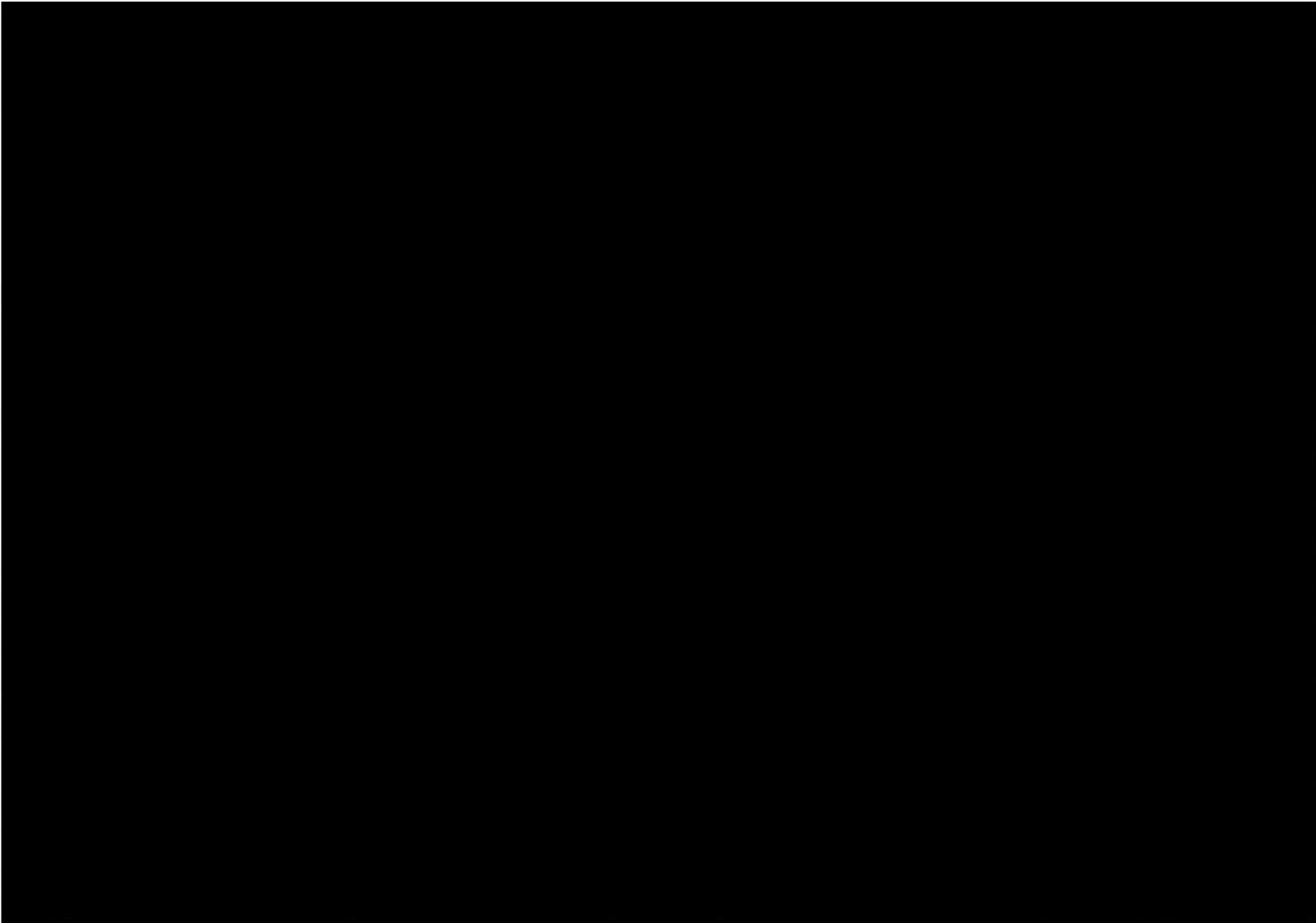
- Swan Hill Academy-visit to Melton Highway level crossing removal project
- Broome Academy-visit to Melbourne office

- Warrnambool Academy-visit to Princes Highway West Duplication project
- Toowoomba Academy-visit to Inner City Bypass Upgrade project
- Toowoomba Academy-visit to Port of Brisbane office
- attended Clontarf's Victorian Cricket Carnival in Bulleen
- attended Clontarf's Queensland Cricket Carnival at Allan Border Field
- attended Palmerston Academy's Super Training Day
- attended Clontarf Foundations employment forum in Toowoomba
- attended Clontarf Foundation's employment forum in Wagga Wagga
- visited Clontarf's head academy in Perth.

Right: Clontarf's Warrnambool Academy visits BMD's Princes Highway Duplication project in Victoria

“In late 2017, Protech and BMD collectively interviewed a number of year 12 students who were interested in employment in civil construction. As a result, two students were offered positions on the BMD project for the second range crossing in Toowoomba. This has been a fantastic outcome not only for the young men who have found employment, but for all the students in the Toowoomba Clontarf Academies who have seen what is possible if they complete year 12.”

General Manager – Partnerships & Communications, Clontarf Foundation



RESPECT



OVERVIEW

BMD's aim in implementing respect initiatives is to develop the cultural understanding of our employees and become an employer of choice for Aboriginal and Torres Strait Islander peoples.

Our approach is embedded in our code of conduct which guides our behaviour and decisions according to our company values of family, empowering, determined, collaborative and striving to do better.

Achievements:

- Implemented a cultural awareness training program, with senior leaders being trained initially, followed by a company wide roll out. More than 437 employees have attended cultural awareness training across the following locations:
 - Queensland
 - South Australia
 - Australian Capital Territory
 - New South Wales
 - Northern Territory
 - Victoria
 - Western Australia.

- Held more than 100 NAIDOC Week events at sites and offices in 2017 to celebrate the launch of the Reflect RAP. NAIDOC Week events were also held in 2018 to further educate employees about this significant cultural event.

- Through the suggestion of an Aboriginal and Torres Strait Islander employee and member of the RAP Working Group, BMD's employees pledged their commitment to reconciliation through painted hand art activities at the RAP launch events held at every BMD site and office.

- Developed an Acknowledgement of Country and Welcome to Country guide to provide employees with an understanding of the protocol, and implemented at significant events.

- Respected Aboriginal and Torres Strait Islander culture by engaging in artwork through:

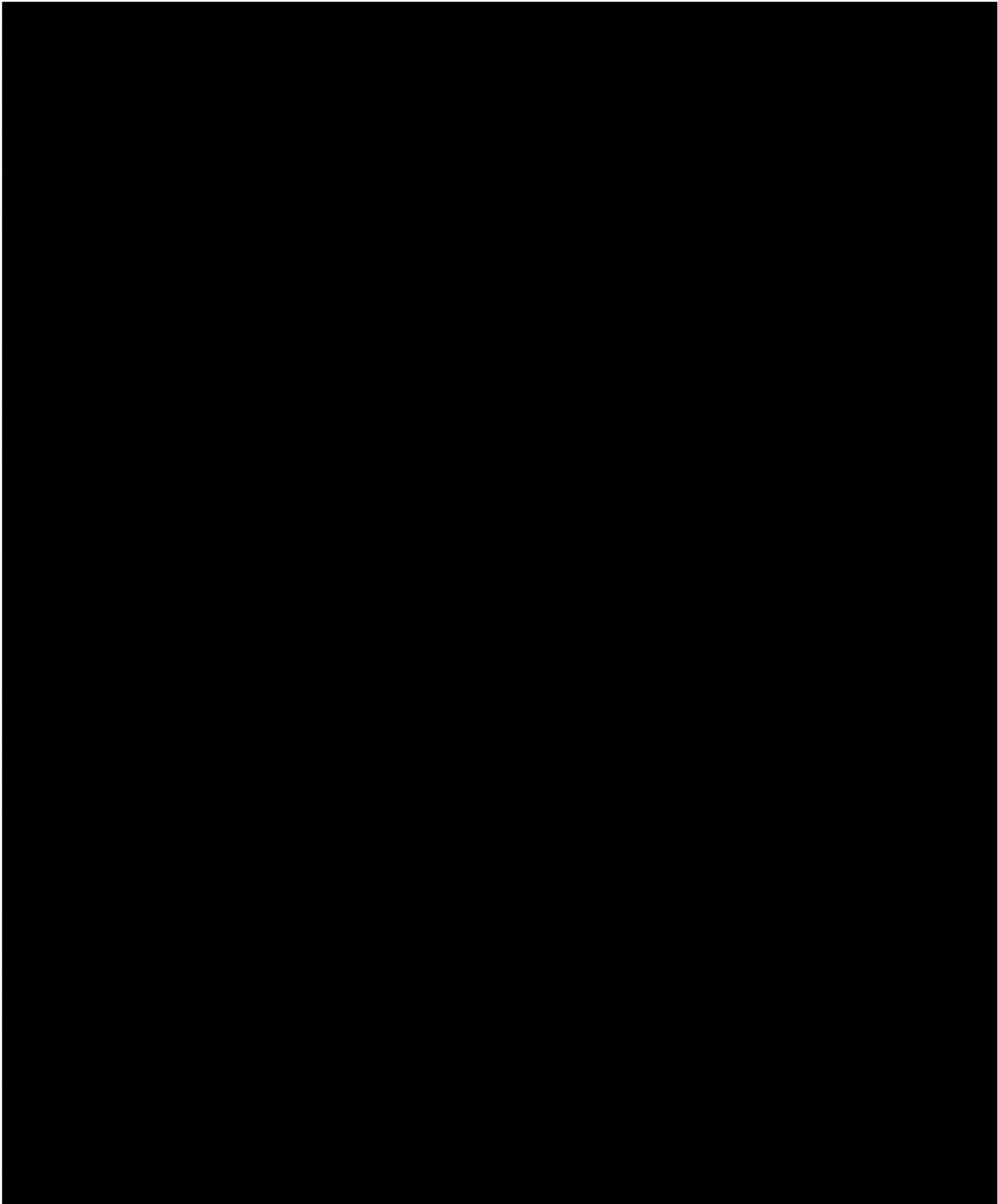
- commissioning artist in development of RAP artwork
- displaying artwork and Acknowledgement of Country in every BMD office nationally

- commissioning local artists in the development of tailored artwork on projects in the Kimberley (WA) and in Katherine (NT).

- Worked with Traditional Custodian groups to ensure Aboriginal heritage is respected and protected, including ensuring that physical artefacts are managed according to the Elders' directions.

- Improved early engagement protocols on our projects to engage Traditional Custodian groups prior to project commencement resulting in employment or delivery of cultural awareness training specific to the region.

Right: Nunukul Yuggera dancers perform to BMD employees during NAIDOC Week in 2017.



Case study

Cultural awareness training

A key success of the Reflect RAP was the engagement of an Aboriginal and Torres Strait Islander consultant to deliver national cultural awareness training to our employees. With almost 30% of our current workforce having completed the face-to-face training program, we have already documented the difference in our workforce's cultural awareness and understanding:

- 75% of survey respondents stated their regard for Aboriginal and Torres Strait Islander peoples and culture increased since completing the training.
- 100% of survey respondents said their knowledge of Aboriginal and Torres Strait Islander culture and beliefs increased since completing the training.

The program assisted in driving cultural change, increasing staff participation in the company's Aboriginal and Torres Strait Islander initiatives and events, and helping to educate our people on the importance of being culturally aware. BMD will continue to roll out training across our organisation through our Innovate RAP.

In addition to the national program, BMD's project sites are strongly encouraged to engage local Traditional Custodian groups to run training which is specific to the project's location. This provides additional benefits in respecting the Country on which the project is located, including sacred sites and artefacts which should be preserved and respected.

"This was a well-presented training and really made me realise that there are certain customs and traditions within the Aboriginal Culture that are very different to the customs we have as a western society."—BMD employee who completed the training.

"A truly engaging training session which expertly delivered content relevant to BMD's business operations. The fog of cultural misrepresentation was well and truly lifted by the end of the training and it provided a timely reminder to myself, and the other attendees that there is often more to a story than what is initially believed."—BMD employee who completed the training.

"To be honest, I have had no interaction with Aboriginal and Torres Strait Islander people or their community throughout my life. Not for any negative reason or because I didn't want to, but I guess our paths haven't crossed. I found the facilitator, [redacted] so informative and engaging and the content brilliant for someone like me with so little knowledge."

I feel I'd like to research further after this session and he has given us some links to do so if we wish, which is great."—BMD employee who completed the training.

OPPORTUNITIES



OVERVIEW

At BMD we see our strength in the quality of our people, and our genuine relationships with clients, partners and communities. Our success is linked to our ability to deliver certainty through consistent performance.

It was based on this philosophy that BMD leveraged these aspects of our business to drive opportunities for Aboriginal and Torres Strait Islander peoples, with some of our achievements including:

Achievements:

- Improved our Aboriginal and Torres Strait Islander supply chain, utilising over 40 businesses in our operations across Australia. Almost 30 of these businesses are Supply Nation certified.
- Established a national agreement with Supply Nation members Waddi Springs, Cole Workwear, Kulbardi and Yamari Ochre Signs.
- Increased our spend with Aboriginal and Torres Strait Islander businesses by 106% over the past three years.
- Proudly employed 100% Aboriginal and Torres Strait Islander owned company, KB Pipelines on our three year long project – the Townsville CBD Utilities Upgrade.
- BMD was acknowledged for our efforts in driving equality and diversity in our workplace, receiving a finalist commendation at the 2017 Queensland Government Reconciliation Awards.
- BMD recruited 34 Aboriginal and Torres Strait Islander men and women into full-time positions since the establishment of our RAP in 2017.
- BMD upskilled our Aboriginal and Torres Strait Islander employees through the completion of over 70 training courses during the implementation of our Reflect RAP.
- Improvements in our ability to track and report on expenditure with Aboriginal and Torres Strait Islander businesses.
- Achieved full-time employee recruitment targets, increasing the employment of Aboriginal and Torres Strait Islander employees from 1.5% in July 2017 to 2.4% in December 2018.

Case study

Leaving a Legacy: Bow River Bridge

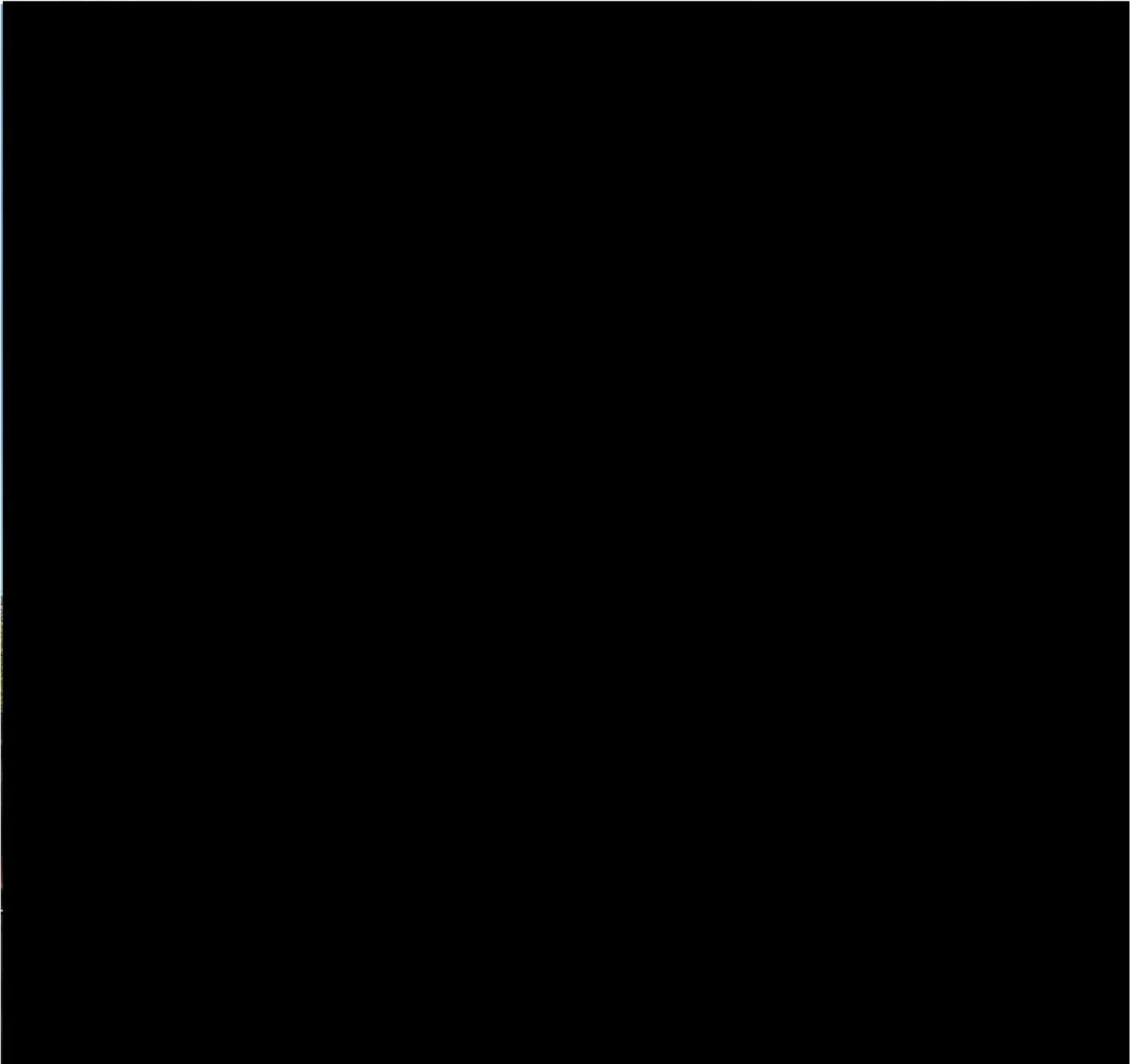
BMD delivered the Bow River Bridge Upgrade project in the Western Kimberley region for Main Roads Western Australia, with the bridge opening prior to the wet season in October 2018. Prior to commencing works, BMD identified opportunities to work with local Kimberley region and wider Western Australian individuals and businesses to assist with the construction of the project.

BMD’s approach has been to engage with communities, Aboriginal businesses, corporations and individuals prior to site mobilisation, establishing and building respectful relationships. Project management representatives met with the local Warmun community and Gija Elders from the project’s outset to discuss the project and its deliverables. This provided early opportunities to engage the community in the changes and to discuss the employment opportunities that would be realised for locals throughout the project. As a result, much of the community have been involved in the construction of the new project in roles including plant and equipment, earthworks, bridge construction, labour, camp maintenance and surveying.

Driving a culture of respecting the region’s Traditional Custodian group has also been a priority for BMD, with cultural awareness training undertaken by the project team. Led by Gija Elders in the Warmun community, the training provided an insight into cultural differences and local area history, assisting the further development of cross-cultural understanding between Aboriginal and non-Aboriginal project team members.

As a result of BMD’s ongoing commitment and communication with the community throughout the project’s duration, the significance of the existing 1965 bridge was realised. BMD together with our client left part of the original bridge in place as a memorial site and fishing platform, in tribute to much of the community who participated in its construction.

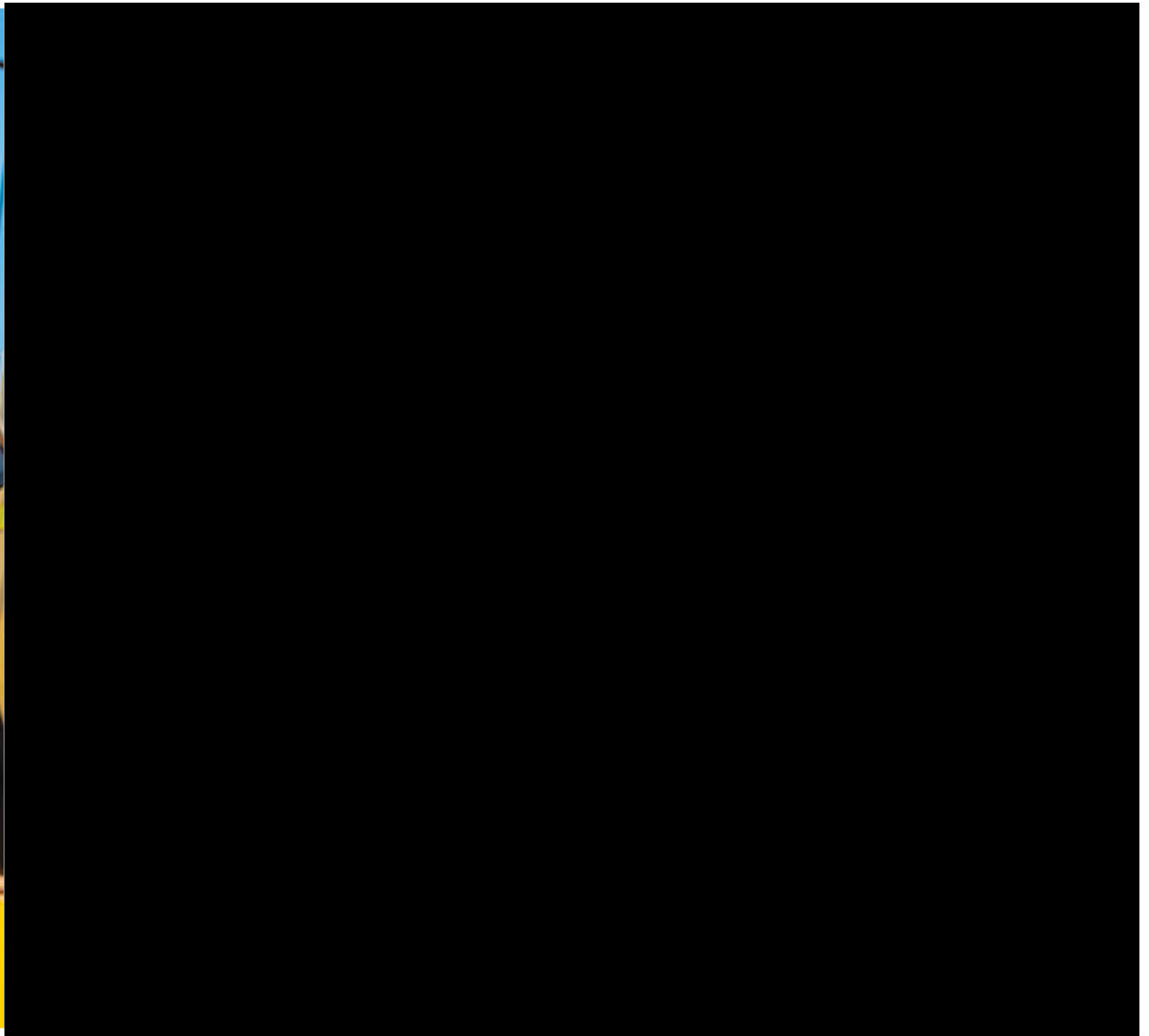
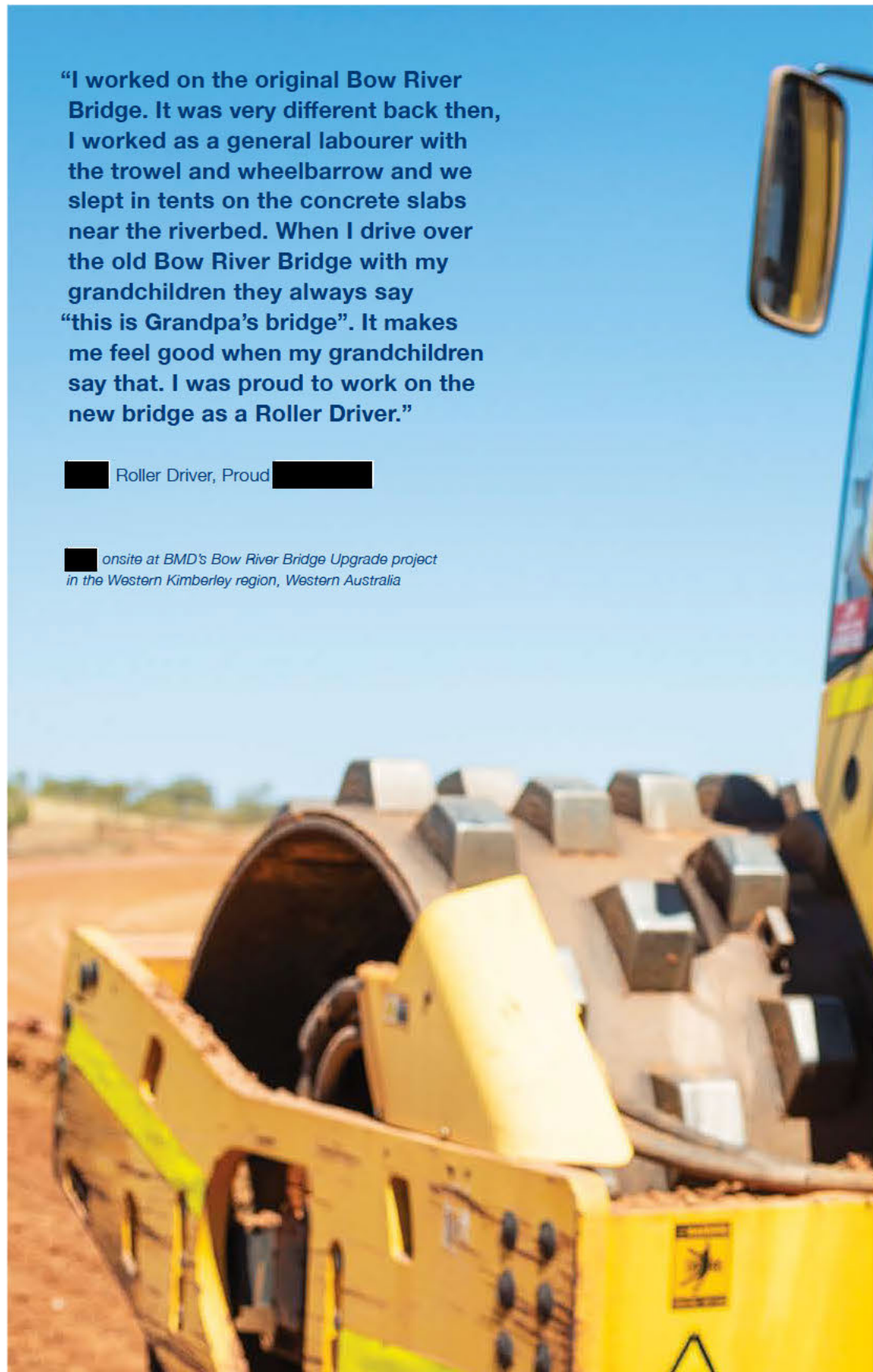
Below: Gija Elders conduct a traditional smoking ceremony as part of BMD’s Bow River Bridge Upgrade project in the Western Kimberley region, Western Australia



“I worked on the original Bow River Bridge. It was very different back then, I worked as a general labourer with the trowel and wheelbarrow and we slept in tents on the concrete slabs near the riverbed. When I drive over the old Bow River Bridge with my grandchildren they always say “this is Grandpa’s bridge”. It makes me feel good when my grandchildren say that. I was proud to work on the new bridge as a Roller Driver.”

Roller Driver, Proud

onsite at BMD's Bow River Bridge Upgrade project
in the Western Kimberley region, Western Australia



RELATIONSHIPS

Focus area: Fostering long-term, mutually beneficial relationships has been the cornerstone of the BMD business since inception in 1979. While the BMD Group continues to expand, through industry diversity and geographically, the business remains committed to leaving lasting legacies in the communities in which we operate through meaningful consultation on projects and the identification of corporate social responsibility opportunities.

As a family owned company, long-term relationships have been the foundation of BMD’s success. Our collaborative style of contracting has facilitated strong connections within the communities in which we operate, including with Traditional Custodian groups of the lands on which our projects are built. These connections have facilitated positive project outcomes for BMD and assisted in leaving lasting legacies within our project footprints.

It is important for us to continue to strengthen our existing relationships with Australia’s First Peoples to create a culture that connects all Australians.



Action	Deliverable	Timeline	Responsibility
1. Raise internal and external awareness of BMD’s RAP to promote reconciliation across our business and the construction industry.	Celebrate the launch of the Innovate RAP through a series of internal and external communications.	June 2019	Corporate Communications Manager
	Provide an update to subcontractors, suppliers and partners to inform them of our progression to an Innovate RAP.	June 2019	Corporate Communications Manager
	Identify new communication opportunities to strengthen our strategy in communicating our RAP commitments to all internal and external stakeholders during the RAP launch.	June 2019	Corporate Communications Manager
	Promote the RAP to new employees at the onboarding stage to ensure awareness and mutual understanding of BMD’s cultural commitments.	July 2019	Human Resources Manager
	Following each RAPWG meeting, distribute an update to inform of progress against RAP deliverables, and identify how employees can continue to contribute to our reconciliation journey.	February 2019 May 2019 August 2019 November 2019 February 2020 May 2020 August 2020 November 2020 February 2021 May 2021	Corporate Communications Manager
	Promote reconciliation internally and externally, through ongoing active engagement, and identification of opportunities with all stakeholders.	April 2021	Corporate Communications Manager

Action	Deliverable	Timeline	Responsibility
2. Identify corporate social responsibility opportunities to positively impact Aboriginal and Torres Strait Islander peoples and their communities.	Research and establish opportunities to provide pro-bono projects or in-kind support to strengthen relationships with Aboriginal and Torres Strait Islander communities on a project by project basis.	April 2021	Project Managers
3. Identify, develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander communities and organisations, to create positive outcomes in the regions in which BMD operates.	Meet with local Aboriginal and Torres Strait Islander community Elders or respected community organisations with the intent of: • establishing a relationship based on respect and mutual understanding • increasing awareness of cultural and community protocols • aligning future engagement outcomes • aligning the management of cultural heritage. In consultation with clients, BMD project teams to engage local Traditional Custodian groups to build meaningful relationships and mutually beneficial opportunities through: • increasing cultural awareness • ongoing consultation • open dialogue about project opportunities • networking opportunities • attendance at cultural events. In consultation with clients, engage local Traditional Custodians to perform cultural ceremonies prior to the commencement of projects over \$20 million in value.	April 2021 April 2020 April 2021	Construction Managers Project Managers Project Managers

Action	Deliverable	Timeline	Responsibility
4. Participate in National Reconciliation Week (NRW) by providing opportunities to learn about shared histories, cultures and achievements, and explore how reconciliation can be achieved in Australia.	Organise and promote BMD's participation in at least one internal event, in each state and territory in which BMD has an office.	27 May–3 June 2019 27 May–3 June 2019	RAPWG
	Download Reconciliation Australia's NRW resources and circulate to employees via The BMD Way website, ensuring the 1967 Referendum, and the High Court Mabo decision are highlighted.	27 May–3 June 2019 27 May–3 June 2019	Corporate Communications Manager
	Register all NRW events via Reconciliation Australia's NRW website.	27 May–3 June 2019 27 May–3 June 2019	Corporate Communications Manager
	Support at least one external NRW event through employee volunteering/participation and/or in-kind services.	27 May–3 June 2019 27 May–3 June 2020	National Indigenous Program Manager
	Ensure our RAPWG and at least one Senior Management team representative participates in an external event to recognise and celebrate NRW.	27 May–3 June 2019 27 May–3 June 2019	National Indigenous Program Manager
	Encourage staff to recognise and celebrate NRW by providing a list of available out of work hours events in each of the regions BMD operates.	27 May–3 June 2019 27 May–3 June 2019	Corporate Communications Manager
5. Promote positive race relations through anti-discrimination strategies.	Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2019	Human Resources Manager
	Engage with Aboriginal and Torres Strait Islander external consultant to review BMD's Equity Policy to ensure anti-discrimination content promotes positive race relations.	April 2020	Human Resources Manager
	Educate BMD's Senior Management team on the effects of racism in Australia.	October 2020	Human Resources Manager

RESPECT

Respecting Aboriginal and Torres Strait Islander peoples' heritage, traditions and connection to the land through highlighting our employees' culturally significant backgrounds will assist to generate pride amongst our Aboriginal and Torres Strait Islander personnel and increase understanding and respect between First Nation peoples and other Australians.

Focus area: Celebrating success has always been at the heart of BMD and continual recognition of milestones is an important aspect of retaining a high performing, respectful team. Our Respect deliverables focus on celebrating Aboriginal and Torres Strait Islander culture by acknowledging traditions and customs through increasing Acknowledgement of Country and Welcome to Country protocol, breaking barriers to participation in cultural events and formalising early engagement protocol.



Action	Deliverable	Timeline	Responsibility
1. Engage BMD employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for employees which defines cultural learning needs in all areas of BMD and considers various ways cultural learning can be provided, including online, via face to face workshops or through cultural immersion.	April 2020	Human Resources Manager
	Provide opportunities for RAPWG members and key leadership staff to participate in formal and structured cultural learning.	October 2020	Human Resources Manager
	Where identified, work with local Traditional Custodians and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training on a project by project basis.	April 2021	Project Managers
	Track all BMD employee participation in cultural awareness training.	April 2020	Human Resources Manager
	Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance by providing communication to the BMD workforce.	October 2019	Corporate Communications Manager
	Promote Reconciliation Australia's Share Our Pride online tool to all BMD employees.	April 2020	Corporate Communications Manager

Action	Deliverable	Timeline	Responsibility
2. Create shared meaning by engaging BMD employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, including Welcome to Country and Acknowledgement of Country.	Communicate the significance and use of BMD's cultural protocol document in facilitating Welcome to Country and Acknowledgement of Country protocols.	October 2019	National Indigenous Program Manager
	Collate and make available a register of key contacts who can perform local Welcome to Country protocols at BMD events.	October 2019	National Indigenous Program Manager
	Continue to invite a Traditional Custodian to provide a Welcome to Country at the opening of significant events, such as the Dare Awards.	April 2021	Corporate Communications Manager
	Make a template available in the meeting rooms of BMD's head office within each region to encourage staff to start meetings with an Acknowledgement of Country.	October 2019	Corporate Communications Manager
	Update BMD meeting agenda template to include Acknowledgement of Country.	October 2019	Corporate Communications Manager
	Begin all significant internal and external meetings with an Acknowledgement of Country, where a local Elder is not present to conduct a Welcome to Country.	April 2020	Senior Management
	RAPWG members to include an Acknowledgement of Country at the commencement of all meetings using either the meeting room template or BMD's agenda template document.	October 2019	RAPWG
	Continue to display an Acknowledgment of Country plaque in our offices and encourage projects to display a tailored plaque or sign in project site offices.	April 2020	Project Managers
	Update current office and site induction protocols to ensure that cultural awareness, discrimination, Indigenous Engagement Strategy and RAP pursuits are presented and enforced.	April 2020	Human Resources Manager

Action	Deliverable	Timeline	Responsibility
3. Celebrate and participate in NAIDOC Week by encouraging and providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Organise and promote BMD's participation in at least one internal event, in each state and territory in which BMD has an office.	7–14 July 2019 5–12 July 2020	RAPWG
	Support at least one external NAIDOC Week event through employee volunteering/ participation and/or in-kind services.	7–14 July 2019 5–12 July 2020	National Indigenous Program Manager
	Ensure our RAPWG and at least one Senior Management team representative participates in an external event to recognise and celebrate NAIDOC Week.	7–14 July 2019 5–12 July 2020	National Indigenous Program Manager
	Encourage staff to recognise and celebrate NAIDOC Week by providing a list of available out of work hours events in each of the regions BMD operates.	7–14 July 2019 5–12 July 2020	Corporate Communications Manager
	Identify opportunities to communicate and celebrate the significance of NAIDOC Week externally and internally.	7–14 July 2019 5–12 July 2020	Corporate Communications Manager
	Review Human Resources policies and procedures to identify opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	June 2019	Human Resources Manager

OPPORTUNITIES

Focus area: Identifying opportunities to sustainably build the BMD business has been a key element to the organisation's success to date. BMD applies the same strategy to identifying and implementing opportunities for Aboriginal and Torres Strait Islander peoples, communities and businesses to ensure reconciliation is achieved via a sustainable and viable approach.

BMD recognises the importance of diversity within the construction industry and believes in the value that different perspectives can add to our business. BMD will use our sphere of influence to generate meaningful opportunities for Aboriginal and Torres Strait Islander peoples, communities and businesses through increasing supplier chain diversity, and developing effective employment and retention strategies.



Action	Deliverable	Timeline	Responsibility
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes at BMD through engagement with internal and external First Nation peoples.	Establish a formal reporting framework to collect information on BMD's current Aboriginal and Torres Strait Islander employees, to inform internal stakeholders on future employment opportunities.	April 2020	Human Resources Manager
	Engage with existing Aboriginal and Torres Strait Islander employees to consult on employment strategies, including professional development.	October 2020	Human Resources Manager
	Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies.	October 2020	Human Resources Manager
	Ensure BMD representatives attend Aboriginal and Torres Strait Islander Employment Forums to educate students around working in the civil construction and land development industries.	April 2020 April 2021	National Indigenous Program Manager
	Identify and recruit at least one Aboriginal or Torres Strait Islander trainee per year in each state BMD has an office.	April 2020 April 2021	National Indigenous Program Manager
2. Increase Aboriginal and Torres Strait Islander employment outcomes at BMD through improving internal processes, strategies and reporting systems.	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy.	April 2020	Human Resources Manager
	In collaboration with Human Resources, embed the importance of increasing the number of Aboriginal and Torres Strait Islander employees into standard business practice.	October 2019	National Indigenous Program Manager
	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	October 2019	Human Resources Manager
	Review all Aboriginal and Torres Strait Islander employment strategies, policies and outcomes annually, to ensure there are no barriers to employment and seek consultation from an Aboriginal and Torres Strait Islander consultant on improvements and revised strategy.	March 2020 March 2021	Human Resources Manager

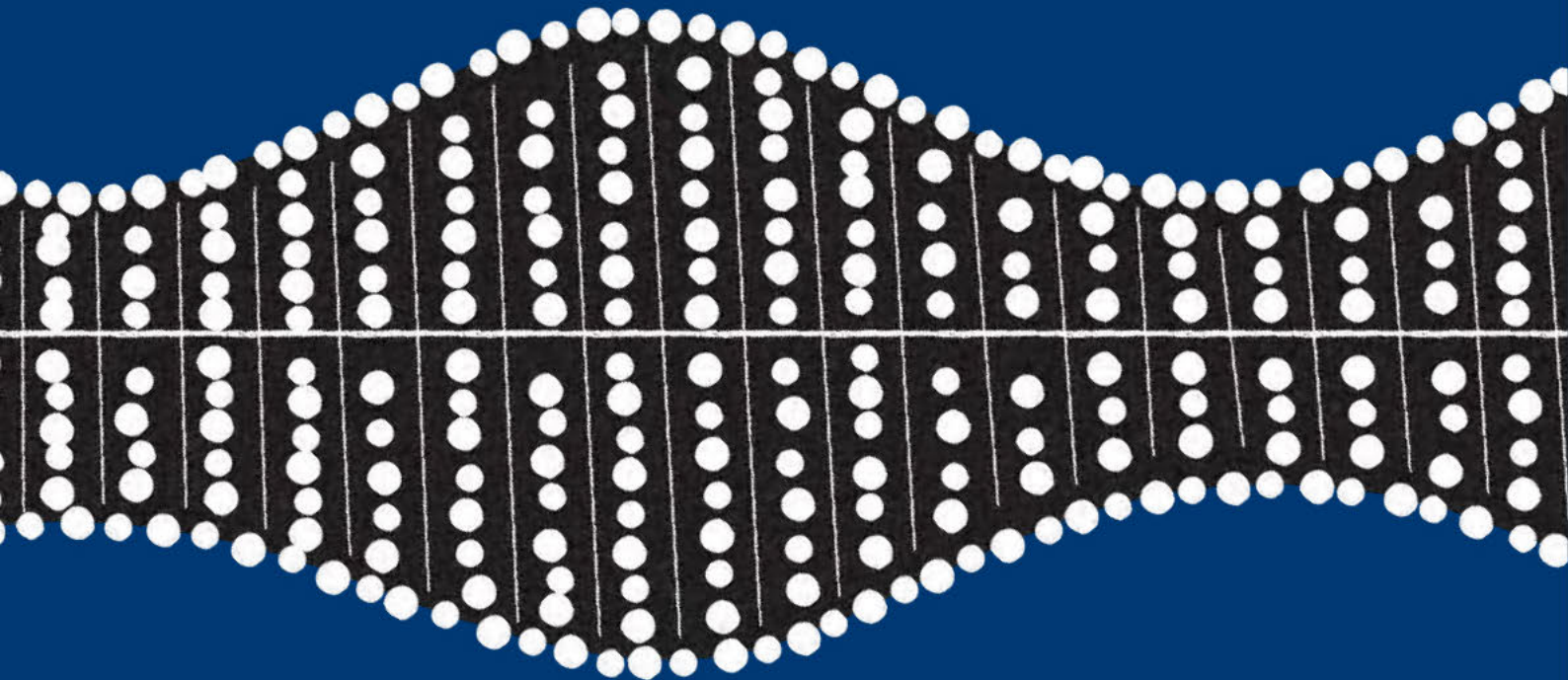
Action	Deliverable	Timeline	Responsibility
	Refine internal reporting capabilities to record Aboriginal and Torres Strait Islander employment and training within our organisation and on BMD projects.	April 2020	Business Systems Manager
	Accurately report Aboriginal and Torres Strait Islander employment and training hours on BMD projects monthly.	April 2020	Project Managers
	Build and maintain relationships with universities and training institutions to develop pathways for Aboriginal and Torres Strait Islander students studying relevant fields.	October 2020	Human Resources Manager
	Establish an annual scholarship for an Aboriginal and Torres Strait Islander university student.	April 2020	Human Resources Manager
3. Improve BMD's Aboriginal and Torres Strait Islander supplier diversity through the identification and implementation of suitable policy and procedures.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2019	National Fleet and Procurement Manager
	Review and update existing procurement policies and procedures to ensure there are opportunities for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2019	National Fleet and Procurement Manager
	Ensure engagement of the Aboriginal and Torres Strait Islander organisations within BMD's subcontractor and supplier database is tracked.	April 2020	Project Managers
	Identify, promote and track the engagement of Aboriginal and Torres Strait Islander organisations currently within BMD's subcontractor and supplier database.	April 2020	Business Systems Manager

Action	Deliverable	Timeline	Responsibility
	Through early engagement strategies, identify Aboriginal and Torres Strait Islander businesses who can contribute to the delivery of BMD projects.	April 2020	National Estimating Manager, BMD Urban Chief Estimator – Northern Region, BMD Constructions Chief Estimator – Victoria, BMD Constructions Chief Estimator – NSW/ACT, BMD Constructions General Manager, JMac Constructions General Manager, Empower Engineers & Project Managers General Manager, BMD Industrial
	Engage Supply Nation annually to provide diversity awareness and database training for all BMD procurement resources.	June 2019 June 2020	National Fleet and Procurement Manager
4. Use education and communication strategies to further promote the benefits of procuring Aboriginal and Torres Strait Islander businesses at BMD.	Develop and communicate a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	June 2019	National Fleet and Procurement Manager
	Provide education through workshops delivered to Project Managers to encourage procurement of Aboriginal and Torres Strait Islander businesses during the delivery of BMD projects.	October 2019	National Fleet and Procurement Manager
	Educate our estimating teams on the importance of identifying Aboriginal and Torres Strait Islander businesses for inclusion at tender stage.	October 2020	National Indigenous Program Manager

Action	Deliverable	Timeline	Responsibility
	Early identification of Aboriginal and Torres Strait Islander tender requirements across government and private bids.	October 2020	BMD Group Business Development Manager–WA/NT BMD Constructions Business Development Manager–QLD and Industrial BMD Constructions Business Development Manager–Southern Region BMD Urban Business Development Manager–VIC BMD Urban Business Development Manager–QLD
	Develop case studies and success stories to further promote the benefits of procuring Aboriginal and Torres Strait Islander businesses.	October 2020	National Indigenous Program Manager
5. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity through both existing, and newly identified relationships.	Continue to utilise corporate membership of Supply Nation to engage with newly identified Aboriginal and Torres Strait Islander businesses and gain an improved understanding of Aboriginal and Torres Strait Islander suppliers on a project by project basis.	October 2020	National Fleet and Procurement Manager
	Participate in local Aboriginal and Torres Strait Islander business networking events.	October 2020	National Fleet and Procurement Manager
	Host three Meet the Buyer events per year to educate local Aboriginal and Torres Strait Islander businesses on how they can align with BMD.	June 2020 June 2021	National Indigenous Program Manager

Action	Deliverable	Timeline	Responsibility
	Establish at least one preferred commercial relationship with an Aboriginal and/or Torres Strait Islander owned business within each state.	April 2021	National Fleet and Procurement Manager
	Investigate opportunities to increase in-kind activities through existing relationships with current BMD community partners.	April 2020	Corporate Communications Manager
6. Continue to support Aboriginal and Torres Strait Islander people entering the civil construction industry by identifying opportunities at BMD, or via our long-term relationships with key partners.	On a project by project basis, identify opportunities to engage Traditional Custodian groups to inform them of job opportunities available on a project and provide potential employees with contact details to enable them to apply.	October 2020	Project Managers
	Engage established BMD relationships, such as labour hire, subcontractors and suppliers, with the aim to secure opportunity for Aboriginal and Torres Strait Islander people seeking employment or commercial opportunities.	October 2020	National Indigenous Program Manager

GOVERNANCE, TRACKING PROGRESS AND REPORTING



Action	Deliverable	Timeline	Responsibility
1. RAPWG actively monitors RAP development, implements actions, tracks progress, and undertakes relevant reporting.	Develop and distribute an expression of interest to join the RAPWG to key Aboriginal and Torres Strait Islander peoples within BMD.	November 2018	National Indigenous Program Manager
	Ensure Aboriginal and Torres Strait Islander peoples are represented on BMD's RAPWG.	November 2018	National Indigenous Program Manager
	RAPWG oversees the development, endorsement and launch of the Innovate RAP.	June 2019	RAPWG
	RAPWG meets at least four times per year to monitor and report on RAP implementation.	February 2019, May 2019, August 2019, November 2019, February 2020, May 2020, August 2020, November 2020, February 2021, May 2021	RAPWG
	Ensure all members of the RAPWG sign onto the group's Charter and commit to the Terms of Reference.	December 2018	National Indigenous Program Manager
	Utilise external Aboriginal and Torres Strait Islander consultant to provide cultural advice and guidance during the development and implementation of BMD's RAP.	June 2019	National Indigenous Program Manager
	Identify key existing relationships to facilitate speaking opportunities at RAPWG meetings.	June 2019	National Indigenous Program Manager
2. Report RAP achievements, challenges and learnings to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2019 September 2020	National Indigenous Program Manager
	Meet with BMD's Reconciliation Australia representative bi-annually to: • share achievements and lessons learnt during our RAP implementation • track progress against our actions and deliverables.	September 2019 April 2020 September 2020	National Indigenous Program Manager
	Continue to participate in the RAP Barometer.	May 2020	National Indigenous Program Manager

Action	Deliverable	Timeline	Responsibility
3. Report RAP achievements, challenges and learnings internally and externally.	Publicly report our RAP achievements, challenges and learnings.	April 2021	Corporate Communications Manager
	Monitor implementation of RAP actions through the quarterly RAPWG meetings.	February 2019, May 2019 August 2019, October 2019, February 2020 May 2020, August 2020 November 2020, February 2021, May 2021	National Indigenous Program Manager
4. Review, refresh and update RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	October 2020	National Indigenous Program Manager
	Send draft RAP to Reconciliation Australia for review and feedback.	December 2020	National Indigenous Program Manager
	Submit draft RAP to Reconciliation Australia for formal endorsement.	June 2021	National Indigenous Program Manager
5. Improve BMD's business systems to facilitate accurate reporting nationally.	Continue to update and implement business systems and procedures ensuring project teams can record, identify and report on Aboriginal and Torres Strait Islander relationships, employment and training.	April 2021	Business Systems Manager
6. Provide appropriate support for effective implementation of RAP commitments.	Appoint Group Executive Director – Operations as BMD's internal Senior Management RAP champion.	June 2019	National Indigenous Program Manager
	Define resource needs for RAP implementation	June 2019	National Indigenous Program Manager
7. Senior Management governance.	Establish reporting requirements for BMD's Senior Management team to ensure championship of BMD's RAP deliverables within the business.	October 2019	Group Executive Director–Operations
	Develop standardised template to allow Senior Management team to consistently report on Aboriginal and Torres Strait Islander procurement and engagement at Senior Leadership meetings.	October 2019	National Indigenous Program Manager



CONTACT DETAILS

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Aboriginal and Torres Strait Islander Policy

Statement of acknowledgement

BMD acknowledges the Traditional Custodians of the lands on which the organisation operates and pays respect to Elders past, present and emerging.

This policy encompasses all BMD Group subsidiaries including BMD Constructions, BMD Urban, Empower Engineers & Project Managers, JMac Constructions and Urbex. For ease of reference, the term 'BMD' is used throughout this policy to reference the BMD Group and its subsidiaries. This policy also applies to projects involving BMD being carried-out under a joint venture arrangement where no other policy of this type exists.

This policy is to be read in conjunction with the BMD Group Equity Policy and Recruitment Policy.

BMD acknowledges our ability to influence and facilitate opportunities for Aboriginal and Torres Strait Islander peoples that support reconciliation and minimise the effects of inter-generational youth disadvantage, through the creation and extension of opportunities for Aboriginal and Torres Strait Islander businesses and capable workforce at both enterprise and project levels. BMD also acknowledges that to be successful in our pursuits, our operational approach must provide a workplace that is non-discriminatory, respectful and culturally safe.

In support of this commitment, the BMD Board, Executive and Senior Management fully endorse the implementation of BMD's Aboriginal and Torres Strait Islander engagement strategies and initiatives, including but not limited to, Reconciliation Action Plans. Through these strategies and initiatives, BMD will:

- Strive to be an industry champion in the creation of employment and supply-chain opportunities for Aboriginal and Torres Strait Islander peoples.
- Provide cultural awareness education in support of reconciliation, as a means by which to bridge the existing gap between cultures and promote the creation of employment and supply-chain opportunities on BMD projects. In complement, engage BMD staff and stakeholders on the importance of participating in cultural protocols, cultural safety and the acknowledgement of Aboriginal and Torres Strait Islander days of significance.
- Engage Aboriginal and Torres Strait Islander Elders, respected community members and community groups with the intent of establishing mutually beneficial relationships, based on shared knowledge and awareness around respective protocols.
- Maximise employment and supply-chain opportunities for local Aboriginal and Torres Strait Islander peoples as a priority, with consideration for regional, state and national resources, as required.
- Influence and educate BMD delivery partners in their ability to contribute towards employment and supply-chain opportunities.
- Seek out opportunities to engage and consult with Aboriginal and Torres Strait Islander businesses on more efficient operational strategies and industry practices, which in turn, make them more

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competitive in the marketplace.

- Continue to develop, measure and report on corporate-specific commitments and objectives through consultation, communication, collaboration, education and sustainable business practices.
- Report on Aboriginal Participation Plan objectives to key external (clients) and internal stakeholders, to maintain transparency and provide opportunities to collaborate on improved outcomes.
- Where Participation Plans are not delivering on committed targets, responsible BMD resources will proactively take the necessary actions to communicate and resolve the identified issue or issues.
- Consult with Aboriginal and Torres Strait Islander service providers, as necessary, with the intent of learning or improving upon BMD business practices relating to Aboriginal and Torres Strait participation outcomes.

As a result of the BMD Board and Group Executive Director – Operations¹ endorsement, it is the expectation of BMD Executive Management, Senior Management and their resources, in conjunction with the National Indigenous Program Manager, that the objectives, commitments and targets outlined in BMD's Reconciliation Action Plans and Indigenous Participation Plans are adhered to.



Group Director – Chief Executive Officer



Group Board Chairman

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