



PANDANUS
WORKFORCE

the Right People



**Employee Relations Management
Plan**

Employee Relations Management Plan

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1. Internal ER/IR Resources

1.1. Employees Relations Strategy and Plan

The Company aims to provide a safe workplace and a clearly defined strategy for managing employee relations which is detailed in this Employee Relations Management Plan (ERMP).

We believe that by using construction professionals skilled in employee relations matters combined with experienced employees and an environment where collectively we can achieve the objectives for the project and the employee relations strategies, the result will lead to excellence in safety, quality and environmental targets along with timeliness and performance to budget.

It will be our approach to introduce employees via project inductions to the relevant accountabilities within this plan.

1.2. Project Objectives

The primary purpose of this ERMP is to ensure that quality employees are engaged for the project and the employee relations environment and the workplace is conducive to the aim of a committed workforce completing quality work for our clients, safely, on time and within budget.

Briefly summarized the employee relations objectives for the project are to:

- Comply with all legislative requirements and the terms and conditions of all applicable industrial instruments.
- Provide a work environment conducive to preventing or minimizing any industrial problems.
- Resolve disputes quickly and efficiently by effectively using dispute resolution procedures.
- Achieve no lost time due to industrial action.
- Employ those personnel sharing the common aims of the project to ensure a collaborative approach to project success.
- Advise all personnel of project initiatives which may affect their working environment.
- Work in a constructive way with those unions which under legislative provisions have an influence over our employee's interests.
- Develop an attitude with our employees that encourages them to further develop their skills; increase job satisfaction and further develop their careers.
- Define an Employee Relations Strategy that compliments the strategy and initiatives of our client(s);
- Create an environment that leads to project success.
- Lead and innovate in employee relations management including a commitment to the continuous improvement and best practice principles of our client.
- Participate in and support initiatives aimed at ensuring all contractors on the Project act in a coordinated way so that no employee relations legacies are created for our client or other contractors on the project.
- Encourage and participate in employee relationships workshops, meetings and employer association recommendations as and when required.
- Ensure effective reporting and feedback both internally and externally to ensure project objectives are achieved.
- Maintain procedural compliance and continuous improvement initiatives to ensure best practice.

- Maintain the proper and careful management of employee and industrial relations as a crucial component of the projects success; and
- Provide a sound framework for future projects for both contractors and our clients.

The Company's Managing Director, Peter Babui-Remfrey, in conjunction with the project team, has prepared this Employee Relations Management Plan. Peter is responsible for providing implementation and execution strategies to the management team involved with the project to ensure a collaborative outcome for all stakeholders. The Director has overall responsibility for implementation of this plan.

1.3. Strategies

Broadly, the Company will manage employee relations in line with the following principles and strategies:

- Ensure we continue to be a highly committed and motivated organisation with clear definition of personal responsibilities throughout the Company.
- Plan our approach to employee relations management.
- Communicate effectively with our workforce, our client and other contractors.
- Control labour engagement and induction processes.
- Have a clear issue resolution mechanism.
- Develop a high-quality workforce capable of industry best practice.
- Constantly review and improve performance.
- We believe that better working relationships are created by taking initiatives rather than responding to union pressures.
- Senior management maintaining sound skills for managing employee relations and personnel issues (including a thorough knowledge of this plan).
- We aim to ensure our Field managers are equipped with sound employee relations management skills.
- Our project teams will have clearly defined responsibilities under this plan for managing employee relations and they will be backed up by senior management.
- We establish sound relationships with the relevant trade unions based on informed labour relations and safety procedures.
- We maintain a reputation for consistency and honesty in dealings with employees, subcontractors, suppliers and trade unions.
- We believe there is value in maintaining membership of appropriate employer associations and participating in their activities.
- Our approach places 'prevention' on a much higher plane than 'patching up';
- We concentrate our efforts to regulate employee relations by eliminating the factors which cause on-site disruptions.
- We understand and commit ourselves to the dispute settlement procedure.
- We maintain a proactive approach to community matters to ensure community concerns and needs are satisfactorily addressed.
- We encourage local and indigenous participation to ensure positive outcomes and future opportunities for all stakeholders.
- We establish a collaborative approach to co-operate with our clients and project authorities on all matters.
- We ensure risk and innovation considerations are continually reviewed through open communication forums.

1.4. Employee Relations Management

The Company has the vision to be an employer of choice in our regions and industry and to make our names synonymous with the principles of quality, performance, value and ethics.

The aim of this Employee Relations Management Plan is to promote safe workplace practices, which provide flexible working arrangements, and which improve the quality, efficiency and effectiveness of the product and service delivered to our customers.

1.5. Personnel Responsibilities

The Executive Director has overall responsibility for Employee Relations in respect of all projects. He will be directed in matters of general company policy by Project ER Advisors.

All on site work will be under the direction of the Field Manager and Supervisors. The day-to-day responsibility for onsite employee relations will be delegated to them by the Executive Director.

Project ER Advisors/Sponsors

The Company Director, Peter Remfrey will act as the Project ER Advisors to assist the project as being responsible for policy and procedural compliance, organizational capacity and industrial relations advice.

Mr. Remfrey will be Brisbane based, whilst the Field Manager and Site Supervisors focus on the day-to-day issues of the project. If an industrial relations matter occurs onsite, our management team is trained in legislative compliance and are regularly updated on any changes to current legislation. The abovementioned project ER Sponsors are contacted immediately in the event of an Industrial event occurring onsite and resolution is facilitated across all parties in conjunction with the project's Project Manager and if applicable project working parties or client nominated representatives.

Director (Offsite)

The Director's responsibilities will include:

- Consultation with the General Manager on the Employee Relations Plan and implementation strategies for the project.
- The setting of Employee Relations performance targets.
- Compliance with Dispute Resolution across the project.
- Ensuring ER/IR compliance in relation to company, client and legislative obligations.
- Procedural compliance in relation to engagement, retention, performance management, qualifications, mobilization, fitness for work and remuneration for all employees on the project.
- Provide support and advice to the Field Manager.

Field Managers (Onsite) – If required

The Filed Manager's responsibilities will include:

- The evaluation of consistent compliance with Dispute Resolution procedures.
- The establishment of training initiatives to provide the skills required to meet the project's needs.
- The provision of ER training for site management and supervision.
- Participation in any specific client ER review meetings as the project representative.
- Overseeing the establishment of Employee Evaluation and Performance Rating systems.

- Overall responsibility to report and advise the client on Industrial Relations matters.
- Contractor's representative for all ER/IR matters and client liaison.
- ER/IR Incident Reporting compliance.
- Ensuring communication platforms are established to ensure a harmonious working environment and efficient response to workforce queries.
- Labour forecasting and look-ahead programming.
- Coaching and mentoring for supervision.
- Pre-start meetings, IR forums and relevant meeting attendance.
- Procedure compliance, company and client.
- Procurement planning
- Rostering and leave co-ordination
- The control of all project labour recruitment.

Supervisors (Onsite) – If required

The Supervisor's responsibilities will include:

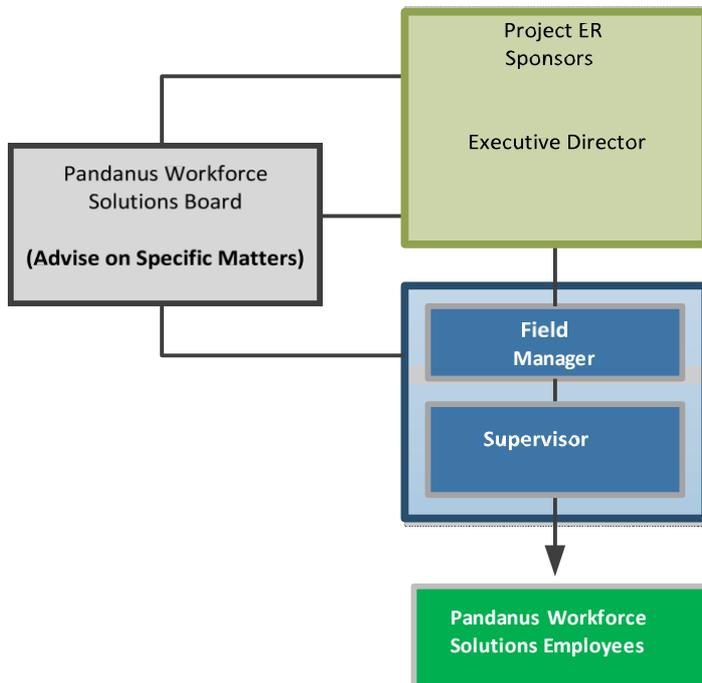
- Responsible for the day-to-day ER management of the workforce including first level issue resolutions.
- The delivery of induction programs to the workforce, where required.
- The screening of Pandanus Workforce Solution employees.
- Participation in the delivery of workforce training programs.
- Conduct Employee Evaluation and Performance Ratings, where requested.
- Conduct work-group pre-start meetings where required.
- Conduct Issue Resolution forums in conjunction with the Site Manager/Superintendent as required.
- Ensure out of all ER issues and compliance with dispute resolution procedures.
- Co-ordination of work-crew responsibilities and confirmation of fit-for-task status of each employee.
- Ensuring company pre-work procedures and checks are maintained.
- Exceed safety, environmental, employee relations and quality expectations

2. External ER/IR Resources

The Company reserves the right to be directly represented, where appropriate, in negotiations or Commission hearings.

A chart showing the names of key project personnel and their responsibilities with regard to ER management is set out below.

If for some reason if any of its employees decide to act contrary to the advice of our ER Advisers, we shall notify the client of how we intend to act, the advice we received and our reasons, if any for deviating from that advice.



3. Industrial Regulation

The Company works under modern award industrial instrument approved by Fair Work Australia. Pandanus Workforce will utilize site Enterprise Agreement if specified by client and that has been approved by Fair Work Australia. All other personnel are covered under Common Law contracts of employment.

In the case of major projects, it is the contractor's practice to pay in accordance with the market rates and conditions applicable to the site, industry or geographical area in which the project is located.

4. Industrial Claims and Disputation History

4.1. Forthcoming Claims

We have no current or forthcoming claims from employees or unions in respect to log of claims, bargaining periods, unfair dismissals or other specific industry matters.

4.2. Industrial Disputation

We have not been involved in any industrial disputation with Unions, Clients or individuals or groups of individuals in the past three (3) years, and no lost time days/hours as a result.

5. ER/IR Procedures

5.1. Established Processes

Our established processes which we rely on when dealing with ER/IR matters are detailed as follows:

Union right of entry Right of Entry

- No Employee, Subcontractor or consultant can grant admission to a union official to any site other than in strict compliance with the rights and obligations contained in the FW Act and the *Work Health and Safety Act 2011*.
- Where the Executive Director/Field Manager has any concern regarding an attempted Right of Entry or receives notice of a Right of Entry they are to immediately notify the Human Resources Manager.
- For the purposes of determining Right of Entry for a union official to a site, which **is not for health and safety** reasons, the Right of Entry Protocol must be followed, and the Record of Entry must be completed and sent to the Executive Director/Field Manager and the Human Resources Manager within 24 hours.
- For the purposes of determining Right of Entry for a union official to a site, which **is for health and safety** reasons, WHS Right of Entry Protocol must be followed and Record of Entry and Attendance WHS must be completed and sent to the Executive Director/Field Manager and the Human Resources Manager within 24 hours.
- To manage Right of Entry on site, the Executive Director/ Field Manager must identify the authorized project staff for the project that will be the contact person for the purposes of Right of Entry visits by the union. The contact person will also identify which unions have Rights of Entry to the site and under what authority.
- Where a union official seeks to enter a site other than in accordance with the applicable Right of Entry Protocol, *FW Act* or *Work Health and Safety Act 2011*, the following must occur: -
 - The Human Resources Manager should be immediately contacted.
 - Details of any conversation or action should be recorded in either the Record of Entry or Record of Entry and Attendance WHS; and forwarded immediately to the HR Manager who in turn must notify the FWBC in accordance with our Building Code obligations.
 - Take photographic or video evidence where possible; and call site security or police to remove the union officials from site.

See attached

- Right of Entry Protocol – Appendix 1
- Right of Entry and Attendance – Appendix 2

Employee Grievances

Invariably issues or grievances may arise in the workplace which may impact on an individual's ability to complete their work duties. In this situation they are encouraged to discuss the issue as early as possible so as to address it with a minimum of disruption for all concerned.

In the first instance, individuals are encouraged to approach their Field Manager/Supervisor who will work with the individual to resolve the situation fairly and promptly. If the Field Manager/Supervisor is unable to assist the issue should be escalated to the Human Resources Manager. If the issue or problem cannot be resolved at this level, then the matter can be referred to the Executive Director for resolution.

Field Managers and supervisory staff will be trained in the correct manner and appropriate process to adopt when disciplinary action is necessary.

Our Anti-Discrimination policy aims to assist us in ensuring compliance with equal employment opportunity anti-discrimination legislation and best practice.

Employees are not permitted to possess or display potentially offensive material at work, and we explain our policy to new employees during their induction and then reinforce from time to time at toolbox meetings.

Pandanus Workforces' senior site management is responsible for ensuring that potentially offensive material is not brought to the workplace by employees or displayed at the workplace. If potentially offensive material is found, then the site manager will immediately remove it.

Pandanus Workforces' Equal Opportunity Policy also includes a complaints procedure, underpinned by our Fair Treatment process and our site management team are trained in handling these types of complaints.

Disciplinary actions

See attached at appendix 3 policy and procedure for counselling employees and disciplinary action.

In addition, Pandanus Workforce acknowledges the need for coordinated industrial relations practices and will liaise with industry advisors on employee relations issues, prior to making any response or demands by employees or subcontractor's employees or any trade union or their representatives.

Cooperation in employee relations matters with other on-site contractors will be coordinated by the client. Pandanus Workforce Solution's will attend all meetings arranged by the client for liaison purposes with other contractors and enter into discussion with the client and other contractors to formalize responses to unions as required.

6. Labour Sourcing

6.1. Recruitment strategy, processes and procedures

The responsibilities and recruitment resources available to support this Plan are as follows.

Peter Babui-Remfrey, Managing Director – 0402 822 897

Peter has held responsibility for General Management across a range of industry sectors, with a particular focus on employee relations and workplace change, major projects as well as performance and planning, learning and development initiatives and strategies. The Director is required to work alongside the executive management team. Key responsibilities of the position are to plan, develop and implement the overall strategy for generalist human resource management activities across the organization.

Recruitment Strategy

The Company's approach to employee recruitment is determined through sourcing those resources with the requisite skills and experience to ensure project outcomes. We will engage personnel for this project via:

- Existing resources available as required.
- Sourcing applicants through previous employees with relevant competence and demonstrable performance on previous projects.
- Where resources are not currently employed, sourcing applicants from primarily East Coast of Australia and the project specific region, and nationally where shortages may arise.

Occupational Shortages and Strategy

The Company monitors the Labour market to determine any significant skills shortages which may impact on specific projects. We use feedback from employer groups, our project management team for the works and feedback from collaborative client meetings initiated on the project to forecast ongoing Labour requirements for the life of each project.

Recruitment Procedures

The objective of these procedures is to ensure the recruitment & selection process is efficient, effective, equitable and consistent.

Recruitment Request - to initiate the recruitment process the Recruiter must gain approval from the Field Manager to recruit and immediately contact the Human Resources Manager who will liaise with the HR team and commence the process which will include reviewing the job specification and agreeing key performance objectives of the position.

Sourcing Strategies - the HR team will develop and discuss with the Recruiters/ Field Manager an agreed recruitment strategy. There are numerous approaches the HR team may use to source suitable candidates, and a customized approach will always be developed and implemented for a given role. Sourcing alternatives include, but are not limited to:

Internal Advertising

The Company supports the development, retention and promotion of its employees. Employees are required to inform their direct Manager prior to applying for an internal vacancy.

If a current employee applies for a vacancy and they are deemed not suitable for the role, they may be provided with verbal feedback. As such, most vacancies will be advertised internally via email except in the following circumstances:

- an appointment is being made in accordance with an existing career development or succession plan.
- where a vacancy is being filled due to redeployment obligations.
- where such advertising would compromise the commercial confidentiality of the business; or
- at the discretion of the Executive Director.

Database Search

Before soliciting external resumes, the HR team will conduct a database search to check the suitability of resumes on the Pandanus Workforce Database. There may be sufficient numbers of qualified candidates on file, eliminating the need for additional advertising. In other cases, external advertising will also be required.

Prior to commencing external sourcing, HR team will ensure that all potential project demobilization and redeployment opportunities have been considered.

External Advertising

Electronic Job Boards - all external advertising - must conform to the style guidelines set by the Marketing Department. Nominated vacancies will be advertised externally on the appropriate website and select electronic job boards (e.g. SEEK & CareerOne) as standard process. In instances where additional, more costly external sourcing options are required, a budget must be established by the HR team.

Offshore Recruitment

All Off-shore Recruitment and Migration activities are coordinated and managed by the HR Manager.

Relocation

All relocation activities are coordinated and managed by the HR Manager.

Approval to Appoint

To finalize the recruitment process and before making an offer of employment (verbal or written) to the preferred candidate, the appropriate approvals must be given by the HR team.

Demobilization & Redeployment

The Demobilization and/or Redeployment process is first initiated when the Field Manager in consultation with HR Manager identifies that they have an employee/employees due to demobilize from a project within 3-6 months (approximately) OR in the case of Redeployment have an employee whose position is no longer required or is 'surplus to requirements' within the Business. If the employee cannot be assigned or allocated to a future role within the Business, then a 'whole of business' redeployment process will be actioned. The Human Resources Manager will determine prospective vacancies/opportunities across the business.

Interview & Selection Process

Registration of Interest in Employment Form

All applicants are required to complete this which detail current competency and experience requirements covering the most recent 5 years of the candidates work history, location, qualifications and certificates, medical and first aid qualifications and nominated referees.

Interviews and Shortlisting

Effective short listing of candidates against the specific selection criteria applicable to the job description will be undertaken in consultation with the human resources department and project personnel. Interview questions will be developed by the interview panel and be based on the specific requirements of the job description and behavioral attributes deemed appropriate to the role.

Internal Transfers

Current employees who are available to transfer to new projects will be contacted and advised of the new project location, roster and hours of work requirements, client requirements and other relevant project specific information. Upon their acceptance a transfer process will occur whereby the employee will be demobilized from their existing project, and a new approval process will begin as defined below.

Reference & Qualification checks

The suitable applicants will then be reference checked through Head Office (excluding transferring employees) with past employers to verify qualifications, skill level, productivity, work quality, safety performance, cooperation, absentee record, ER performance, termination reason and re-employment status. Employees will be selected for work on the project on the basis that they meet or exceed the company's requirements for the particular vacancy. Due regard will be made to Equal Opportunity legislation and employment schemes such promoting indigenous employment.

Pre-Employment Medicals

Once selected but, prior to an offer of employment, the appropriate pre-employment medical examination can be arranged. This will include mandatory drug testing.

If all medical results are satisfactory, a written offer of employment will be made to the successful applicant setting out the basis of employment, Agreement coverage and the wages and allowances applicable.

Conditions of Employment

Our standard Offer of Employment document is attached as Appendix 5

Project access requirements

Inclusive training courses will be completed and submitted to the client and a notification of approval from the client will be received prior to mobilization to site.

Demobilization

On termination of employment, employees will be de-mobilized in accordance with the Client's nominated requirements.

6.2. Arrangements to encourage Indigenous employment opportunities

The primary focus of the Company's Indigenous Engagement Plan (IEP) is to ensure that a pro-active approach is taken in respect to the planning and preparation of Indigenous Engagement (including Employment, Training and Cultural Awareness) across all elements of the project; from higher levels of management to middle and lower tier Managers. The key messages of this plan will be part of both the pre-mobilization induction and all subsequent site inductions.

Briefly summarized the Company's Indigenous engagement objectives for this project are:

- 100% compliance with Client, the State Government's aims for Indigenous Engagement on the project.
- 100% compliance with State and Federal legislation.
- Establish and maintain an effective, positive and frequent consultation process with the Indigenous communities.
- Increase the number of Indigenous people employed by the Company, its suppliers and subcontractors and work on methods to retain them as permanent employees.
- Align with the Client and all local communities to ensure full and fair compliance.
- To work with the Client for successful implementation of the IEP for the project.
- Ensure attendance by senior project personnel at all Cultural Heritage and Indigenous inductions to ensure compliance with procedural requirements.
- Where applicable, and in consultation with the Client, use our project team to facilitate cross cultural awareness training across language, tradition and culture.
- Adhere to Client's Indigenous development protocols for the project.
- To establish reporting and evaluation mechanisms for Indigenous employment and development.

Strategies

The Company, together with local communities and the Client will manage Indigenous development in line with the following principles and strategies:

- Plan a structured approach to meeting our objectives of consultation, awareness and client requirement compliance.
- Provide opportunities for our staff and subcontractors to participate in cultural heritage awareness training programs
- Senior management have sound skills for managing Indigenous employees, trainees and lower tier subcontractors.
- Adhere to the client's cultural heritage surveys and requirements.
- Liaise with client's representative in their commitment to Indigenous Affairs management.
- Provide useful information and contacts to our contractors and monitor their performance in relation to Indigenous Engagement on the project.
- Ensure effective induction of all employees in the Indigenous cultural requirements for the Company's area of work.
- Stay within designated disturbance zones at all times unless working under written approval from client's Cultural Heritage consultant.
- Adhere to the requirements, when necessary, for heritage work permits prior to commencing any work.

- Where deemed necessary, engage a local Indigenous monitor to provide advice on heritage sites and their protection.
- Implement a range of mentoring activities for all Indigenous employees and trainees, considering their individual kinship structures.
- Establish connections with local trainers and recruitment providers in the project area who have experience in Indigenous training and employment.

Personnel Responsibilities

The Field Manager, if applicable has overall responsibility for Indigenous engagement on the project and for meeting the targets as set out in our objectives. The FM will be supported by the General Manager.

Recruitment Objectives

To engage in culturally appropriate recruitment policies and strategies to attract Indigenous Australians to identified positions within the contractor's projects.

The Company along with the Field Manager will develop relationships with Traditional Owner Groups and Community Organization's identifying a pool of applicants that will be sourced with consideration given to:

- Appropriate literacy and numeracy standards
- Work readiness initiatives
- Drug and alcohol services
- Training needs

Recruitment Strategy

- Identify positions that can potentially be filled by Indigenous employees
- Review Company recruitment and selection processes to ensure they are compatible with the objectives of this IEP
- Develop relationships with Indigenous support services and employment agencies in the project area.

Following the offer of employment, skills audits of each candidate and medical checks for fitness-for-work shall be undertaken. During this process, gaps in skills are assessed and training plans are formulated according to the Company Training and Development Process. At all times, the Company provides only training that is recognized by the State or National training bodies and is conducted by registered providers.

Induction

Specific inductions programs are developed that reflect the cultural values of the local Indigenous people, in the first instance, and secondly the broader Aboriginal and Torres Strait Islanders cultures that are in evidence in across the potential recruitment pool. These inductions will include information, delivered by a suitable Indigenous trainer on the traditions and culture of the Traditional Owners and details and protections of any sacred sites in the immediate area. This will be in addition to the standard induction issues that are outlined in the Company HSE Plan.

Career Progression

All indigenous employees will receive training during the course of the Project with the specific aim to acquire skills that will assist in providing long – term sustainable employment for the employee. This employment may be with the Company, or with other employees who recognize the skills gained on the Company site.

Internal Partnerships

The Company's project management team will meet and consult on a regular basis to identify employment and training opportunities for Indigenous Australians. They will also coordinate the site-based indigenous induction content. At all times the IEA will be encouraged to bring to the project local people who have the skills to teach the Project Team in critical awareness issues, particularly as they pertain to Safety and Employee Health.

The Company management team will monitor and review Indigenous employment trends against established target figures. At planning meetings labour requirements will be matched against the positions identified as being suitable for Indigenous applicants. The projected and realized indigenous training and employment figures will be recorded in the monthly Filed Managers report to the Client.

Retention & Career Development

The Company understands that the employment of Indigenous peoples is only one component to satisfy a successful Indigenous engagement program. The overall success depends largely on ensuring Indigenous employees do not leave the project, enjoy satisfaction from their work and complete the project more skilled than when they commenced.

A common issue with Indigenous workers is their commitment to family and culture. A simple and effective method to assist in creating a wider understanding and commitment among the indigenous workforce to employment, an indigenous mentor will organize visits taking cultural sensitivities into account. The FM will be given specific advice on appropriate behaviors prior to the visits, where it is expected the FM will play a major role.

Another strategy is the implementation of a tiered recruitment policy that priorities the Shire's Traditional Owners, then other Indigenous residents of the area and finally other Aboriginal and Torres Strait Islander peoples. As a matter of cultural courtesy, the Company will endeavor to, on all occasions notify the Traditional Owners of recruitment opportunities or when other Indigenous people are employed to the project.

The majority of initial positions most suited to Traditional Owners will be plant operators and laborers. Trainee administrative positions and other administration staff are also positions that will be targeted for Indigenous people. This is based on seeking to develop sustainable skills that are within the work-readiness capacity of the potential employees.

Key Metrics

Strategy	Required Actions	Timeline
Set Indigenous employment targets	An agreed target	Upon contract award
Report on workforce diversity as follows: <ul style="list-style-type: none"> Monthly report to review performance against IEP Weekly reporting of Indigenous employment in progress meeting 	Ensure reporting mechanisms are in place to report on Indigenous employment outcomes	On-going
Evaluate Indigenous employment strategy	Assess Indigenous employment quarterly	On-going
Source information on Indigenous employees' experiences	Conduct exit interviews with all Indigenous employees	On-going
Provide support to all indigenous employees	Establish and maintain an indigenous employee network	On-going
Ensure all employees have an appreciation for Indigenous culture	Provide cross-cultural awareness training to employees	Report Monthly
Provide mentors	Identify mentors who can act as role models to assist Indigenous employees with their employment and training	Prior to commencement of project and report against requirements on a monthly basis
Promote equal opportunity and harassment policy	Create initiatives to ensure standards and behavior of all employees are consistent with zero tolerance of racism, and all supervisors and managers intervene to prevent and address racial harassment	Report Monthly
Mechanisms that are culturally specific	Implement support systems that provide Indigenous employees with culturally sensitive avenues to raise and address concerns	On-going

Mentors

The role of mentors is critical to the successful engagement of Indigenous employees into the project. Mentors are intended to comprise:

- Buddy or co-worker – an employee will be assigned to each indigenous employee to assist with their familiarization of the working environment. The buddy will provide guidance and assistance with such issues as bus pick up areas, crib hut locations, introductions to co-workers, collection of PPE, drink fountain locations, muster points, site layout etc.
- Supervisor – it is intended that all supervisors undertake cross-cultural awareness training. Supervisors will act as mentors by being cognizant of indigenous cultural issues and helping them to become integral and valuable members of the project team.

The mentoring program will be sensitive to all relevant cultural issues that team members may face in their workplace relationships with Indigenous people

Cultural Awareness Training

Cultural Awareness Training will be provided to all Company project staff as required and according to the standards set by the Client and considering the targets set in the Contract documentation.

The cultural awareness training for onsite personnel can be held prior to mobilization to site, with follow-up training. Typically, this program includes the following:

- Overview - History of Aboriginal people
- Case Studies regarding Indigenous Australian History
- Indigenous Education Issues
- Labour Participation Challenges
- Indigenous Health
- Communication with Indigenous People
- Spirituality and Connection to the Land – dreamtime beliefs
- Stolen Generation
- Heritage Issues and Native Title

Indigenous Employee Training

All Indigenous employees shall be trained and up-skilled according to the Company's training and development processes.

In addition to training designed to up-skill indigenous employees, ongoing training shall be offered covering general safety, first aid, working at heights, confined spaces and the like.

Key Performance Indicators

The success of these initiatives will be monitored by the Company according to the following key performance indicators:

- Cross cultural awareness training provided to supervisors and on-site employees at induction
- A register identifying project employees (including indigenous employees) who are willing to act as mentors
- No complaints of racial discrimination made, and any grievances resolved quickly and effectively
- Reasons for Indigenous resignations identified and monitored, and problems effectively addressed
- Indigenous employees have been trained and up skilled with appropriate tickets. All indigenous employees will be trained on site to use the required plant and equipment. Should Indigenous employees show a particular interest in a given discipline, training will be made available; both in terms of practical on-the-job training and formal training that may lead to an accreditation.

Networking

The Company understands that the effective implementation of this strategy will be greatly enhanced by networking with Local Indigenous stakeholders who share a common vision and goal. We will develop relationships with local Indigenous community to facilitate the recruitment and retention of Indigenous employees through the following strategies:

- In association with Indigenous Community Organisations, the Company will develop a database of suitable and available potential candidates
- Explore strategic partnership opportunities with local Indigenous community groups in the project area.

Monitoring and Evaluation

The effective implementation of this IEP will be monitored and outcomes recorded and included in the monthly report.

The Project Manager or nominee shall record and report on such information as required.

7.0. Appendix

Appendix 1

Right of Entry Protocol

Appendix 2

Right of Entry & Attendance

Appendix 3

Counselling & Disciplinary Procedure

Appendix 4

Offer of Employment Job Description (Casual)

Appendix 5

Employee Application Pack