



Preliminary Indigenous Participation Plan

Executive Summary

Pandanus Workforce is one of Queensland and Northern Territory's most versatile organisations in the Recruitment and Managed Workforce (Labour Hire) sectors, striving to ensure safe, reliable, and high-quality outcomes while promoting community sustainability.

The purpose of the preliminary Indigenous Participation Plan is to outline how Pandanus Workforce intends to attract, develop, and retain Indigenous people during the life of their contracts fulfil [Clients] objectives in relation to indigenous participation.

It is envisaged that Pandanus Workforce will work with [Client] to further develop this plan once the particulars of the contract and scope of works have been finalised.

As Pandanus Workforce is a Brisbane and Darwin based business, we have well-established relations and networks with various Indigenous and community groups giving us an advantage when recruiting, training for upcoming or fulfilling other opportunities that arise during the project. Pandanus Workforce will always work closely with Indigenous communities in a manner that is culturally sensitive and appropriate.

Pandanus Workforce is committed to achieving Indigenous employment, training and retention targets that are well above the industry and providing Indigenous employees the experience and skills required to secure sustainable employment.

1. Introduction and Scope

As highlighted within the Invitation to tender scope of works, [Client] [project] Indigenous and local participation within the tender document provide your local and Indigenous Participation Plan.

Furthermore, within the [client] contract to deliver the project there are set targets to increase the number of Aboriginal and Torres Strait Islander people working across the project and achieve a minimum of [target] of Indigenous employees.

Pandanus Workforce believes, by partnering with [Client] in their onward Journey in Reconciliation and by increasing number of Aboriginal and Torres Strait Islander people working on the project we are able to achieve and surpass a benchmark of [target] Indigenous employment.

The Indigenous Participation Plan will detail Indigenous employment or training (over the core deemed hour requirements)

To achieve this goal the IPP covers:

- The identification of positions that may be filled by Indigenous employees and descriptions of these positions;
- A recruiting plan outlining how Pandanus Workforce intends to recruit and increase participation of Indigenous employees into the identified positions.
- A retention and career development plan describing/detailing how Pandanus Workforce intends to ensure its Indigenous employees continue on the project and receive training that will provide sustainable employment in the Construction industry.
- Training opportunities to upskill and increase skills, competency, training, and capabilities of Indigenous Australians.

2. Objectives

The guiding principles and objectives are as follows:

2.1. Guiding Principles

The guiding principles that underpin this plan are:

- Respect for and consideration of the cultural, social, and spiritual systems practiced by Indigenous Australians.
- Acknowledgement of the importance of Indigenous knowledge in the Pandanus Group's decision-making processes; and
- A committed approach to further understanding and removing the social and economic barriers to training and employment that often exist amongst Indigenous Australians.

2.2. Objectives

The intended outcomes of this strategy are:

- To attract, retain and increase the number of Indigenous employees employed by the Pandanus Group.
- To recruit Indigenous employees on the same terms and conditions as non-Indigenous employees.
- To provide appropriate training and development opportunities for Indigenous employees:
- To establish reporting and evaluation mechanisms for the indigenous employment strategy.
- To continue to develop practices that demonstrate an inclusive and welcoming environment for Indigenous employees and prospective employees.
- To bring awareness to non-Indigenous owned and managed companies of the cultural issues and barriers that may affect the employment and retention of Indigenous people; and
- To become a role model for other Indigenous owned and managed companies operating in the Construction sector.

3. Identifying Opportunities for Indigenous Participation

3.1. Resourcing

Pandanus Workforce will utilise policies and strategies that are culturally appropriate to attract Indigenous Australians to identified positions. The objective is to achieve a workforce with a significant number of Indigenous employees. It is recognised that not all recruitment can occur from Indigenous people located in the project area in which case Pandanus Workforce will make best endeavours to target Indigenous people who live outside the region but nonetheless identify as being from the local Traditional Groups.

Engagement of Indigenous employees will include recruiting by several different methods including:

- Consultation and communication with representatives of local groups;
- Managed workforce; primarily using our extensive database of Indigenous workers.

3.2. Career Progression

All Indigenous employees will receive training during the course of the project. The training will aim to equip the employee with the skills necessary to obtain long-term and sustained employment in the construction sector with a mainstream company.

Pandanus Workforce's goal is to go beyond the low-level positions and ensure Indigenous people are recruited at all levels of the company including positions such as operators and supervisors.

3.3. Schedule and planned activities

A schedule with planned activities to meet the objective would be developed once a contract is awarded. The schedule and planned activities would be measured against key performance indicators outlined further in this plan.

3.4. Skills, Competency and Training Plan

It is Pandanus Workforce's intent to implement a program for training of both local people and Indigenous people to achieve the following fundamental objectives:

- maximise the local and Indigenous human resources participation in this project;
- enhance HSE awareness in all manual and non-manual workers;
- achieve high quality standards in the performance of all work activities;
- ensure continuous support to manning demands;
- Transfer knowledge for the benefit of future projects.

Pandanus Workforce has established a tried and tested programme for Indigenous trainee development and accelerated promotion. This programme relies heavily on the more experienced staff mentoring younger trainees (by use of a buddy system) to ensure that core skills are passed on to the next generation.

3.5. Program Stages

A staged approach to the training and development of indigenous employees may be used on this project if permitted by the scope. These stages are divided into 4 separate stages as follows:

3.5.1. Pre-work Training and Development.

This stage (where required) would encompass all areas of work ready training including work preparation training. In essence this training would cover areas such as literacy and numeracy support, life skills training, nutrition, fatigue management training (getting appropriate rest prior to commencement of work), social skills training, health and wellbeing assessments and personal development, work/life balance, setting expectations for work – from the employers perspective and from the employees perspective.

3.5.2. Screening Process

This will be managed by Pandanus Workforce and may involve basic tasks. Tasks should include work that is higher in physical and/or routine and lower on use of mental capacity and reasoning. It is preferable that the tasks utilised in this stage are predominantly outdoors. It is at this stage that the individuals commitment to fulltime employment, willingness to learn, individual interaction in a team environment and suitability for higher demand roles. Ideally suited to contract works such as trade assistant and basic labouring work. Pandanus Workforce will provide indigenous mentors/role models on the project to assist with the monitoring and management of trainees and staff engaged in this stage.

Pandanus Workforce will implement a staged progression during this time for trainees to test their response to increased expectations to address any barriers for progression.

3.5.3. Pandanus Workforce Contracts

Pandanus Workforce aims to secure contracts that will assess the further development of trainees. This stage would provide meaningful work experience where trainees where the trainee would work as a part of a team environment to deliver the requirements of the contract on-time, within budget and safety. Individual targets and training plans will often be set, and each employee would be expected to reach these targets. Trainees

would then have real life experience working for a contracting company that has to deliver a quality product to a set standard. The Indigenous employee will then have the experience and skills required to progress with Pandanus Workforce or secure sustainable employment with a mainstream company in the Construction industry.

4. Retention and Career Development

Pandanus Workforce recognises that the employment of Indigenous Australians is only one component to satisfy a successful Indigenous employment and training program. The overall success depends largely on ensuring Indigenous employees are engaged in the Project, enjoy satisfaction from their work and complete the project more skilled than when they commenced.

Pandanus Workforce is committed to maintaining retention rates that are well above the industry average.

4.1. Mentoring Programme

The role of mentors is critical to the successful integration of Indigenous employees into the Project.

Mentors are intended to comprise of the following:

- Buddy or co-worker – A Pandanus Workforce employee (both Indigenous and non-Indigenous) will be assigned to each Indigenous trainee to assist in the adjustment to the Project working environment. The buddy will provide guidance and assistance with various aspect of site life including pre-start areas, crib hut locations, introductions to co-workers, drink fountain locations, muster points, site layout etc.; and
- Supervisor – Pandanus Workforce will use at least one Indigenous Site supervisor at the commencement of the project. The supervisor shall act as mentors by being cognisant of Indigenous cultural issues and allowing them to become integral and valuable members of the Project team.

5. Cultural Awareness Training

Cultural Awareness Training will be provided to all relevant Pandanus Workforce staff as required. The cultural awareness training for onsite personnel can be held prior to mobilisation to site.

6. Reporting

Pandanus Workforce will provide a report to CPB Contractors detailing performance in delivery of the IPP in line with both Indigenous and Traditional Owner reporting and external requirements.

7. KPIs

Pandanus Workforce propose the following KPI's.

Action/Strategy	Required Actions (KPI)	Timeline
Set Indigenous employment targets (Measures under sub-contractor requirement Training and development)	[Target] of the total labour hours of [Client] be met by Aboriginal and Torres Strait Islander apprentices and trainees and local Aboriginal and Torres Strait Islander workers.	Prior to commencement
Encourage Indigenous Recruitment	Develop a database of available Indigenous workers.	Database already complete
Report on Indigenous numbers in training and employment	Ensure reporting mechanisms are in place to report on Indigenous employment project and assess Indigenous employment.	Monthly or Quarterly reports as required by [Client] reporting requirements
Source information on Indigenous employees experiences	Conduct exit interviews with all Indigenous employees	If/when an employee leave or project ends
Provide support to all Indigenous employees	Establish and maintain an indigenous employee network	Ongoing for life of project
Ensure all employees have an appreciation for Indigenous culture	Provide internal cross cultural awareness training for employees	Ongoing – typically at the recruitment stage.
Provide mentors	Identify mentors who can act as role models to assist Indigenous employees with their employment and training	Prior to commencement of projects
Promote equal opportunity and harassment policy	Create initiatives to ensure standards behaviour of all employees are consistent With zero tolerance of racism and all supervisors and managers intervene to prevent and address racial harassment	Confirmation of documented systems in place prior to commencement of projects.
Mechanisms that are culturally specific	Implement support systems that provide Indigenous employees with culturally Sensitive avenues to raise and address issues.	Ongoing for the life of the contract.
Consult	Consult with Indigenous community in relation to project and engagement	Prior to commencement of the contract.

Committee	Implement an Indigenous Committee	Prior to commencement of projects
Relationship with Educational Providers	Build relationship with educational institutions such as universities	Already Complete
Review	The IPP to be evaluated in order to share the learning's and avoid pitfalls on future projects including (a) Did the project deliver the identified Indigenous participation objectives?, (b) What Aboriginal participation opportunities for employment, training and business procurement were achieved?, (c) What were the main success factors or impediments	Upon Project completion

These KPI's can be adjusted to suit any stage of the submission and Implementation process.

8. Summary

Pandanus Workforce believe from past experiences that [Target] of the total labour hours will be easily achievable over the duration of the project. Pandanus Workforce looks forward to working with [Client] on the project as a nominated supplier.