



National Indigenous Participation (Employment) Policy

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Queensland Country Bank Stadium, Townsville

Revision History

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Acknowledgement of Country

BESIX Watpac would like to acknowledge the Traditional Owners of the land on which we work and pay respect to the Elder’s past, present and emerging.

1 Purpose

This Policy supports Government (State, Territory and Commonwealth) policies relating to Indigenous Participation and/or social procurement requirements in the construction industry (the industry).

For specific State and Territory Indigenous Participation Policies Refer to *item 6 - Reference Material*.

2 Objective

The objectives of the Policy are to:

- Increase opportunities for Aboriginal and Torres Strait Islander peoples to gain employment on construction projects
- Increase the economic independence of Aboriginal and Torres Strait Islander peoples in the industry
- Provide career pathways for Aboriginal and Torres Strait Islander peoples in the industry
- Provide a safe and cultural workplace to increase work satisfaction for Aboriginal and Torres Strait Islander employees
- Guide our people, contractors and subcontractors to achieve Indigenous participation outcomes
- Contribute to our broader focus on social procurement and development of a sustainable organisation.

3 Benefits to BESIX Watpac

The benefits of implementing the Indigenous Participation Policy include, but are not limited to:

- a. Gaining access to a wider pool of potential employees
- b. Meeting our Reconciliation Action Plan (RAP) commitments
- c. Improving cultural awareness and social procurement competency of the business
- d. Building the company's reputation as a Responsible Contractor
- e. Enabling access to other business opportunities; and
- f. Assisting BESIX Watpac to meet client, community and employee expectations

The effective implementation of the Policy is dependent on a commitment from all BESIX Watpac employees.

4 Implementation

4.1 Indigenous Participation (Employment) Target

When setting an Indigenous participation target on a project there are two points to consider:

- a. **Client Target** – if a client has already set an Indigenous target, then adding a BESIX Watpac Indigenous participation target will not be required; and
- b. **BESIX Watpac Target** – a BESIX Watpac target should only be applied where an Indigenous participation target has not been applied by the client and or it is seen as a strategic or visionary project, located in a meaningful region or will enhance the business reputation.

For each project, the National Indigenous Affairs Manager will assess and determine an appropriate Indigenous Participation target based on the percentage of median age within the Statistical Area Level (SLA) of where the project is located.

Refer to example 4.1.1 – Steps to establishing the target as a guide to decide the Indigenous Participation baseline target.

4.1.1 Steps to establishing the target

1. Go to Australian Bureau of Statistics/ Census QuickStats/Search QuickStats <https://www.abs.gov.au/websitedbs/D3310114.nsf/Home/2016%20QuickStats> add the location of the project in the **Search Aboriginal and /or Torres Strait Islander People Quick Stats**.
2. Identify the percentage of Aboriginal and/or Torres Strait Islander people in the area.
3. If the total Aboriginal and/or Torres Strait Islander population for the area is higher than the median age of people in the Statistical Area Level 4 (SLA) for that age bracket, than this should be the established percentage to use as the baseline Indigenous Participation Target.

Example:

Location: Darwin (SLA4)

Total Aboriginal and/or Torres Strait Islander population: 8.7%

Median Age of people in Darwin: 33

Age bracket between 30-34 years: 9.8%

Established baseline IPP Target for BESIX Watpac Project: 8.7%

Aspirational Target for BESIX Watpac Project: 9.8%

Note: depending on location Statistical Area level search may change (e.g. Significant Urban Area, Local Government Area etc). On a project-by-project basis, please use your own discretion on what the baseline and aspirational target might be.

4.2 Additional Social Participation Considerations

Beyond Indigenous employment targets, we will also consider the following social parameters in the resourcing of our projects to support our broader social procurement objectives

- **Female participation** – there is a national industry wide commitment to get more woman working in construction, especially in non-traditional roles, including Aboriginal and or Torres Strait Islander woman.
- **Long-term unemployed** – Addressing long-term unemployment is a priority for Government. This is reflected in the Government's New Employment Services Reforms which aims to ensure thousands of Australians, including First Nations people do not face long-term exclusion from work. Addressing long term unemployment will improve the long-term economic outlook by avoiding the erosion of skills and job readiness caused by prolonged absence from the workforce.
- **Persons under the age of 25 participation** – Young Australians, including First Nations young people are our future. Australia has over 3.2 million young people aged 15–24, this represents one in every eight Australians, and one in five of our working age (15–64) population.
- **Persons coming out of the Justice System or Correctional Centres** - Aboriginal and/or Torres Strait Islander people are highly over-represented in the Justice System and this target forms part of our commitment to social participation.

4.3 Stakeholder Engagement

Our **Indigenous Employment and Training Framework** (appendix A) provides training pathways such as apprenticeships and traineeships. This experience builds vital skills necessary to gain sustainable employment.

Underpinning the Framework is stakeholder engagement. Collaboration with relevant government and non-government agencies is critical, and depending on the project size and scale, stakeholders are invited

to be part of an Indigenous Employment and Training Steering Committee for the project. Refer to 4.5.1 for details on Steering Committee.

To deliver on Indigenous Participation outcomes, we will engage with the following:

- Locally recognised Traditional Owner Groups
- Employment agencies, labour hire companies or wider local Indigenous community or Government agencies to find suitable or skilled candidates (technical or otherwise)
- Registered or Group Training Organisations for effective career pathways to jobs and to support Indigenous apprentices/traineeship employment
- Indigenous businesses with Indigenous participation (employment) capability

4.4 Project Assessment

To ensure we are effective and consistent in our approach, we will utilise project assessment criteria across all projects. (private, public, contractual and non-contractual). This will be applied during the Win Strategy Workshop phase and a clear decision confirmed by the General Manager and Bid Lead.

The project assessment criteria will include:

- **A strategic or visionary project** where our Indigenous Participation is part of a key partnership or will enable us to position and win more work
- **Located in a meaningful region** where our community connections are established and critically important
- **Will enhance our reputation as a socially responsibly contractor to support and build our brand**

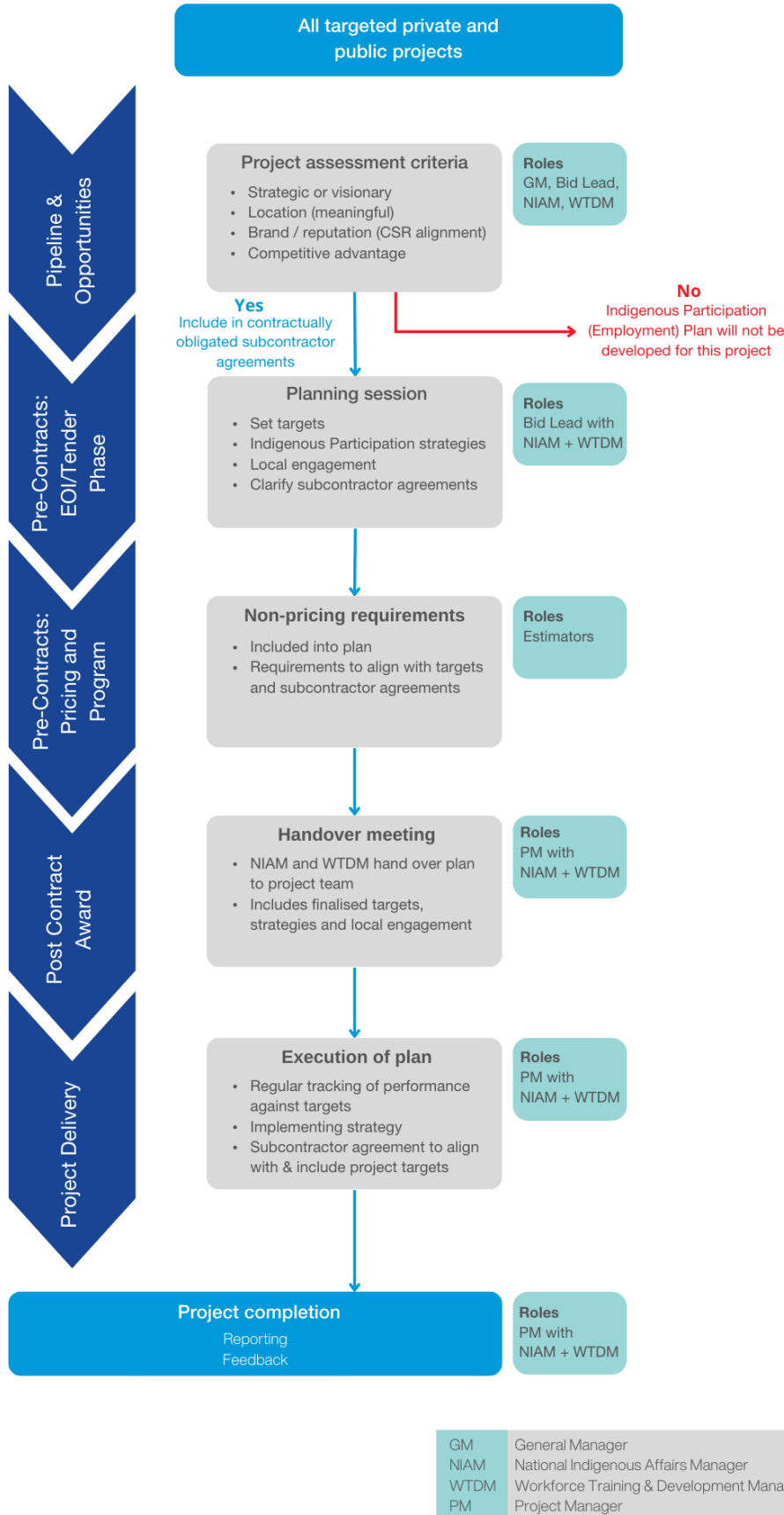
If the General Manager and Bid Lead agree to progress with Indigenous Participation, contractually obligated subcontractor agreements must be established.

Once the decision and commitment is established at the Win Strategy Workshop phase, the National Indigenous Affairs Manager and Workforce Training and Development Manager should be engaged to assist with related Funding Opportunities to support subcontractor agreements.

Importantly this information must be cascaded to the Estimators to ensure inclusion of non-pricing requirements to align with targets and subcontractor agreements.

Business Development Managers to engage monthly with National Indigenous Affairs Manager and Training, Workforce Development Manager on pipeline of projects being considered.

Diagram 1: Indigenous Participation Plan development flow chart



4.5 Pre-contracts

To achieve our commitments, the National Indigenous Affairs Manager will commence engagement with Indigenous and non-Indigenous stakeholders at the EOI or tender phase of a project. This engagement builds important relationships and allows BESIX Watpac to:

- a. Understand the community dynamics, especially relating to work with Aboriginal and Torres Strait Islander peoples and communities
- b. Clarify what employment and training services are available to support a BESIX Watpac project
- c. Confirm what funding (Government or Industry) is available in the local area to support training and workforce outcomes
- d. Inform and contribute to our Tender/Bid (e.g. Letter of Support); and
- e. Develop, build, and maintain significant relationships locally, providing ongoing genuine engagement to achieve best outcomes for the project.

4.5.1 Letting Trade Packages

On all agreed Indigenous Participation projects, sub-contractors and consultants are required to accept and implement the BESIX Watpac Training and Indigenous Employment Framework (Appendix 1) to ensure the company meets its Indigenous participation outcomes.

As part of the BESIX Watpac Tender process, within the “Special Conditions” of the Tender, it must be clearly stated that the Project has an Indigenous Participation Target (IPP), including the baseline IPP percentage to be achieved.

In addition, each subcontractor must sign BESIX Watpac Commitment Statement – Workforce Training, Development and Participation, as well as complete and return BESIX Watpac Workforce Development and Industry Participation Returnable Tender Form, as part of the Tender process. The form is to encourage subcontractors & suppliers tendering to apply the same values and commit to such requirements, as demonstrated in the Workforce Training, Development and Participation Returnable Tender Form to achieve the required outcomes. The Form advise BESIX Watpac relevant project team member of:

- What businesses anticipated workforce numbers directly involved on the project – e.g. Managers, Site Supervisors and Employees
- What is your business anticipated workforce (Includes direct and indirect) numbers on this project for the following subgroups – e.g. Apprentices/Trainees, Under 25s, Women and Indigenous

The Commitment Statement and Workforce Development and Industry Participation Returnable Tender Form must be signed and completed by the subcontractor with a copy saved in the Project Folder.

Importantly, Contract Administrators on the project are responsible for informing the contractor/subcontractor of the Indigenous Participation requirements and targets at the pricing, tender, and/or award stage, to allow any adjustment required by the subcontractor to be made, when pricing for relevant trade package/s.

4.6 Post Contract Award

On successful award of a contract, the National Indigenous Affairs Manager and Workforce Training and Development Manager are to be included in Handover Meetings. This ensures the Project Team understands our Indigenous Participation Target and the strategy that needs to be implemented to achieve our commitments including relevant State Government “Training Policy” requirements.

Early in the contract award phase, a series of industry briefings will be scheduled to bring together our supply chain with Indigenous employees. Additionally, the following activities will be implemented:

- a. Finalise workforce development plan for the project

- b. Connect with the key stakeholders in the local area
- c. Organise if required an Indigenous Job Seeker Event relevant to the project (this is dependent on project size and location)
- d. Implement industry briefings specific for Indigenous businesses in the local area
- e. Establish an Indigenous Employment and Training Steering Committee relevant to the project - *refer to 4.5.1 for when to establish this committee*
- f. Include the project in the BESIX Watpac national *Deadly Mob Report* which tracks the company's Indigenous employment progress for each project

4.6.1 Establishment of an Indigenous Employment and Training Steering Committee

As outlined in *Stakeholder Engagement (Section 4.3)*, BESIX Watpac has developed an Indigenous Employment and Training Framework. The Framework includes the opportunity to establish an Indigenous Employment and Training Steering Committee for the project inviting relevant government and non-government agencies to participate. The Committee's role is to provide a governance structure to the project and deliver on the Participation Action Plan which focuses on four key areas:

1. Building a skilled workforce
2. Career pathways development
3. Business capability and growth; and
4. Overcoming barriers and leveraging opportunities.

BESIX Watpac's National Indigenous Affairs Manager and Training and Workforce Development Manager co-chair the Steering Committee and are the liaison between the committee and the project team.

Note: Following consultation with the Regional General Manager, an Indigenous Employment and Training Steering Committee may be established with the aim to support the project in meeting its targets.

4.7 Project Delivery and Completion

On all agreed Indigenous Participation projects, the Project Manager with support from the National Indigenous Affairs Manager and Workforce Training and Development Manager is responsible for executing targets and providing reporting and feedback. This will support BESIX Watpac to build a stronger track record in Indigenous Participation and provide additional Winning Work opportunities.

5 Contact

Further enquiries about the Indigenous Participation (Employment) Policy can be directed to:

James Alley

National Indigenous Affairs Manager

E: jalley@watpac.com.au

6 Reference Material:

The following reference material is to be used as a guide only and will be subject to change by the relevant agencies.

BESIX Watpac

- BESIX Watpac Reconciliation Action Plan

<https://besixwatpac.com.au/uploads/BESIX-WATPAC-RAP-Reflect-WEB.pdf>

- [Commitment Statement and Indigenous Returnable Tender Form](#)

Queensland

- Queensland Government Indigenous Procurement Policy

<https://www.datsip.qld.gov.au/resources/datsima/publications/policy/qipp/queensland-indigenous-procurement-policy.pdf>

- Queensland Government Building and Construction Training Policy

https://desbt.qld.gov.au/_data/assets/pdf_file/0023/8339/qg-building-construction-training-policy.pdf

New South Wales

- Aboriginal Participation in Construction (NSW)

<https://buy.nsw.gov.au/policy-library/policies/aboriginal-procurement-policy>

- NSW Government Action Plan – 10 Point Commitment to the Construction Sector’ and the ‘Infrastructure Skills Legacy Program (ISLP)’

https://www.training.nsw.gov.au/programs_services/funded_other/islp/index.html

Victoria

- Victorian Aboriginal Economic Strategy

<https://www.aboriginalvictoria.vic.gov.au/sites/default/files/2019-10/Victorian-Aboriginal-Economic-Strategy-2013-2020.pdf>

South Australia

- South Australia Office of the Industry Advocate (*South Australian Industry Participation Policy*)

<https://industryadvocate.sa.gov.au/wp-content/uploads/2020/03/2020-SA-Industry-Participation-Policy.pdf>

- South Australia Office of the Industry Advocate (*Skilling South Australia Procurement Guideline*)

<https://industryadvocate.sa.gov.au/wp-content/uploads/2020/03/Skilling-South-Australia-Procurement-Guideline.pdf>

Northern Territory

Indigenous participation in construction projects policy - [Indigenous participation in construction projects | Department of Infrastructure, Planning and Logistics](#)