

Indigenous Participation Plan

Project Details

Project Name: Barangaroo Cutaway

Project Number: 200290

Project Value: \$103,485,286.20 Excluding GST

**Minimum Mandatory Required
Indigenous Spend (3.1%) and (\$** \$3,208,043.87

Project Location: 1 Merriman St, Barangaroo NSW 2000

Traditional Place Name: Eora Land

Client: Infrastructure NSW

Name of principal contractor: FDC Construction (NSW) PTY Limited

Company address: 22-24 Junction St, Forest Lodge NSW 2037

ABN: 72 608 609 427

Prepared
Signature

Approved
Signature

Peter Colak

Senior Project Manager

Emma Thomy

Project Director

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1 Indigenous Participation Plan

- a) This plan shall be read and implemented in accordance with the FDC Indigenous Participation Policy (Appendix 1 of this plan);
- b) FDC will comply with the requirements outlined in the NSW government Aboriginal Procurement Policy January 2021, and additional requirements set by agencies and the NSW Procurement board in support of the policy objectives..
- c) FDC will work with and consult with a range of key Indigenous stakeholders such as Supply Nation, Aboriginal Land Councils and community organisations, Aboriginal employment offices, specialised job network providers, Community Development Employment Projects, and registered training organisations , in order to atleast achieve any minimum mandatory Indigenous participation requirements that may apply on this project.
- d) FDC will record all strategies and consultations undertaken to achieve any minimum mandatory Indigenous participation requirements that may apply on this project, including any reasons why this required minimum participation is unable to be achieved, such as a lack of suitable suppliers, candidates or workers, geographical, or other social considerations.

2 Responsibilities & Authorities

- a) Roles and responsibilities in relation to this plan are documented below.
- b) The Senior Project Manager is responsible for the implementation, monitoring and reviewing of this plan and taking any corrective action if and when required.

3 Key Personnel & Contact Details

- a) The titles, name and contact details of key personnel and emergency (including safety and environmental) contact details are included in the Emergency Management Plan.

4 Objectives

- a) The Directors and Senior Management of FDC are committed to creating and extending opportunities for Aboriginal and Torres Strait Islander people and Indigenous owned businesses to participate in this project.
- b) FDC's objectives include:
 - i. Providing a range of employment opportunities and training for First Nations people.
 - ii. Engaging Indigenous owned businesses.
 - iii. Engaging subcontractors who support the implementation of this Indigenous Participation Plan.
 - iv. Provide employment opportunities post project completion where possible
 - v. Meet or exceed any minimum mandatory participation requirements that may apply to this project.
- c) FDC supports the local Government and other regulatory authorities in developing opportunities for Aboriginal and Torres Strait Islander communities through construction projects to help to build a stronger economic base for First Nations people.

5 Key Performance Indicators

- a) Key Performance Indicators may include:
 - i. Percentage of Indigenous people employed as a proportion of total employment by the enterprise and on the project (expressed as equivalent full-time positions).
 - ii. Number of Indigenous people employed by enterprises working on the project (expressed as equivalent full-time positions).
 - iii. Percentage of contracts and/or subcontracts awarded to Indigenous registered enterprises as a proportion of the total contracts awarded for the project.
 - iv. Number of contracts and/or subcontracts awarded to Indigenous enterprises working on the project.
 - v. Total dollar value of contracts and/or subcontracts awarded to Indigenous enterprises working on the project.

- vi. Number of public meetings about the project held with local Aboriginal and Torres Strait Islander community stakeholders.
 - vii. Number of apprenticeships, cadetships and/or traineeships created by the enterprise and/or on the project.
 - viii. Length of time that individual apprentices, cadets and/or traineeships were employed by the enterprise and/or on the project.
 - ix. Number and type of opportunities for employment, training, and business development for First Nations people and/or enterprises that are expected to extend beyond the project.
- b) Key Performance Indicators shall be recorded monthly by the Co via Vista and Supply Nation Data.
 - c) The minimum required Aboriginal Participation on the Barangaroo Cutaway project is 3.1% of the Contract Price and is to be achieved based on the total dollar value subcontracted to Aboriginal Businesses as well as deployment of Aboriginal employees on the Contract.

6 Existing Indigenous Employment

Details of FDC's existing Aboriginal and Torres Strait Islander workforce is determined via FDC payroll records.

7 Communication Strategy

- a) The Indigenous and Community Liaison shall contact the relevant regulatory authorities, including local Aboriginal Land Councils, local councils and communities and Supply Nation resources to ascertain the capacity of the local community to provide skilled tradespeople and/or trainee and apprentices for the project, as required.
- b) The General Manager shall appoint an FDC representative to undertake communication with the local Aboriginal Land Council and Community, as required. The FDC representative shall have previous experience working with the Aboriginal community, wherever possible and is referred to in this plan as the FDC Indigenous Liaison Officer.
- c) The following communication methods shall be used with the local Aboriginal Community to ascertain the availability of potential Aboriginal and Torres Strait Islander workers, including subcontractors, labourers, cadets and apprentices:
 - i. Contact the relevant regulatory authority and community organisations
 - ii. Conduct cultural awareness training for key workers on the project.
 - iii. Seek involvement in the local community,
 - iv. Utilise available resources such as Supply Nation and other, to obtain assistance from the community and its key stakeholders in the implementation of the IPP.
 - v. Engage and consult with the Indigenous community through information days, public meetings visiting communities.
 - vi. Consider a skills audit be carried out to match potential positions with skills and assist where possible for Aboriginal and Torres Strait Islander people to complete apprenticeships they may have started.
 - vii. Investigate skill shortages within the industry in the region as it may lead to opportunities beyond the life of the project.
- d) The Senior Project Manager shall identify non-construction opportunities for Indigenous participation. This may include the provision of services, such as cleaning, maintenance, catering, cultural awareness training, and other necessary services to our site and nearby businesses.

8 Identifying Opportunities in the Supply Chain

- a) Contractors and subcontractors who are awarded work will be required as a subcontract condition to provide opportunities to the Aboriginal community, within their own supply chains. This will be an integral part of the subcontractor assessment, selection process and subcontract conditions.
- b) Registered Indigenous businesses will be invited to tender for subcontracts. FDC will do this by utilising the resources available to us via our Supply Nation membership, relevant Government Departments, Indigenous Chambers of Commerce, and our own previous experience,
- c) Contractors and subcontractors who are awarded work will be required as subcontract condition to provide opportunities to the local Aboriginal communities, wherever possible.

9 Action Plan

Action	Target Date	Responsibility	Outcome / Key Milestones
Appoint FDC staff member to liaise on Indigenous issues relating to this project.	As soon as possible after contract award.	General Manager	Nominate FDC Indigenous Liaison Officer for this project.
Establish contact with relevant Indigenous bodies and key stakeholders to determine possible participation opportunities.	As soon as possible after contract award.	FDC Indigenous Liaison Officer / Senior Project Manager	Direct line of communications with stakeholders.
Discuss with key stakeholders about Indigenous Participation and opportunities available on the project	Within 2 months of winning tender and prior to commencing work on site.	Senior Project Manager and Liaison Officer	Record list of opportunities available.
Develop subcontract documentation to include Indigenous participation requirements	One month after winning tender	Senior Project Manager and Contract Administrator	Subcontract back to back with Head Contract Conditions which address Indigenous Participation
Present Indigenous Participation Plan to the Principal, signed by Senior Senior Project Manager	Before work commences	Senior Project Manager	Indigenous Participation Plan approved or reviewed by the Principal.
Utilise available resources, including Supply Nation Member Opportunity Board, relevant Indigenous Chambers of Commerce and local Aboriginal Land Councils and communities to advise of potential positions and engagement opportunities.	Throughout construction period	Senior Project Manager / FDC Indigenous Liaison Officer	Number of First Nations people seeking work on project. Number of Indigenous registered businesses seeking opportunities. Number of Subcontractors seeking Indigenous employment opportunities.
Select suitable subcontractors that are registered Indigenous businesses, and/or have a significant commitment towards Indigenous employment and complying with the IPP requirements of this project.	Throughout construction period	Senior Project Manager / Contract Administrator	Subcontractors selected which meet Indigenous participation criteria of this Plan.
Direct employment of Aboriginal and Torres Strait Islander employees	Throughout construction period	FDC / Subcontractors	Number of Aboriginal and Torres Strait Islander people employed
Provide induction training to all Indigenous employees and link them up with a work "buddy" or mentor if considered necessary	Upon commencement.	FDC Indigenous Liaison Officer/ Site HSEQ Officer/ Subcontractor Manager	Inducted Indigenous employee ready for work and linked up with a work "buddy" or mentor, if necessary.
Monitor and support Aboriginal and Torres Strait Islander employees, support apprentices ensure training and education ie: TAFE/other, is being undertaken and attended	Throughout construction period	FDC Indigenous Liaison Officer	Aboriginal and Torres Strait Islander employees, undertaking structured TAFE/other relevant training
Review Indigenous Participation Plan to ensure targets are being met. Report to GM	Six months into contract	/ General Manager and FDC Indigenous Liaison Officer	Review IPP and adjust as necessary
Examine opportunities for additional Indigenous participation. Report to GM. Advise stakeholders as relevant.	Suitable stage into the contract	/ FDC Indigenous Liaison Officer	Further opportunities provided.

Advise suitable Indigenous businesses of potential additional opportunities.	Throughout construction period	FDC Indigenous Liaison Officer and Contracts Administrator	Additional Indigenous procurement opportunities provided on the project.
Record % or \$ value of Indigenous opportunities provided.	Throughout construction period	FDC Indigenous Liaison Officer and Contracts Administrator	Meet or Exceed any Minimum Mandatory Requirements that may apply on this project.

10 Training

- a) The Senior Project Manager shall:
 - i. Ensure that all Aboriginal and Torres Strait Islander workers receive appropriate training prior to commencing work.
 - ii. Monitor subcontractors to verify that apprentices and trainees attend training.
 - iii. Shall ensure that all training provided to Indigenous participants is recorded. A summary of what training has been provided shall be attached to the Monthly Project Report.
 - iv. The FDC Indigenous Liaison Officer shall:
 - v. Work with subcontractors to ensure that Indigenous staff will be linked up with a work “buddy” or mentor. In addition to their “buddy” or mentor, Aboriginal and Torres Strait Islander staff will also have our FDC Indigenous Liaison officer available should they seek support.
 - vi. Work with subcontractors to ensure that all Aboriginal and Torres Strait Islander staff are trained and skilled to carry out their work.

11 Monitoring and Reviewing

- a) The FDC Indigenous Liaison Officer will monitor, evaluate, review and report on the implementation of the Indigenous Participation Plan through project meetings.
- b) FDC may audit the implementation of the Indigenous Participation Plan in accordance with its Auditing procedure, Cor-8.2-001 Audits.

12 Contractor Monitoring

- a) The monitoring and reviewing process will assist in the development of long-term outcomes for Aboriginal and Torres Strait Islander people under this project.

13 Lessons Learnt

- a) A post project review shall be held with key project stakeholders (including Aboriginal and Torres Strait Islander stakeholders, training providers, and other service providers) to:
 - vii. Identify opportunities for improvement.
 - viii. Gather feedback from other stakeholders.
 - ix. Identify on-going opportunities for Indigenous participants in the project.
- b) Lessons learnt during the project shall be incorporated into future projects by FDC staff.

14 Corrective Action

- a) Any issues arising that concern the implementation of the Indigenous Participation Plan shall be managed through project meetings. All issues shall be investigated, and the appropriate corrective and preventative action implemented. Relevant stakeholders shall be consulted prior to any action being taken.

15 Records

- a) The FDC commercial manager will keep and manage records. These records will include for example: letters of engagement, contracts, awards, training outcomes, % and \$ value of Indigenous employment, monitoring reports with any follow-up actions and information on community meetings.
- b) FDC/Vista - Records of FDC’s Indigenous procurement on this project are maintained and available via FDC/Vista.



Indigenous Participation Policy

The Directors and Senior Management of FDC remain committed to generating opportunities for Australia's First Nations people, to participate effectively in the Australian building and construction industry.

FDC shall provide equal opportunities for Aboriginal and Torres Strait Islander people, and Indigenous owned and operated enterprises, to participate in FDC operations.

FDC is committed to:

- Providing equal employment, mentoring, and training opportunities for First Nations people within FDC,
- Using available resources including Supply Nation, Indigenous Chambers of Commerce, and industry connections, to engage registered and certified Indigenous businesses on our projects, where possible,
- Engaging suppliers and service providers who support Indigenous participation within their own organisations and supply chains, and show a commitment to engaging Indigenous businesses as second tier providers,
- Consulting with local Aboriginal land councils, Elders, and other relevant Government and Indigenous agencies, to ensure that cultural heritage is respected, and applicable regulations are complied with,
- Acknowledging and respecting the traditional place names, country, and custodians, past, present, and emerging of the land on which we operate,
- Meeting and exceeding any mandated, or non-mandated, spending requirements of FDC or our clients, where possible and,
- Setting an example of Indigenous engagement that FDC employees, clients and stakeholders can be proud of.

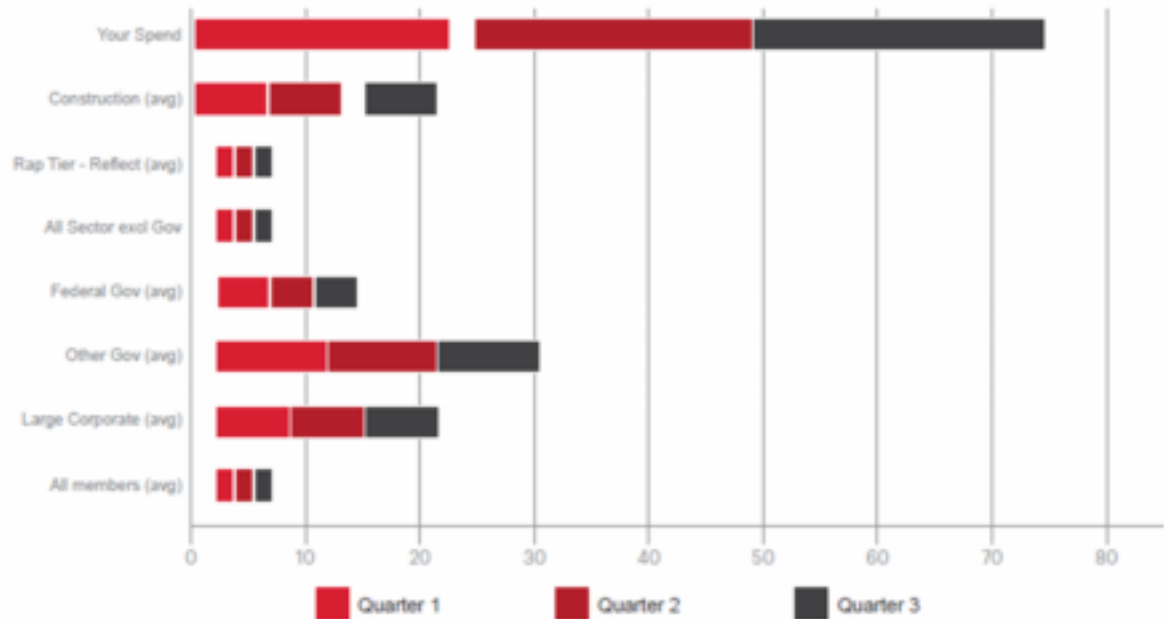
FDC aim to continually improve our actions in relation to Indigenous participation across FDC, with the intention of contributing to improved social, cultural, and economic outcomes for the First Nations people of Australia.



Bentley Cottle
Managing Director

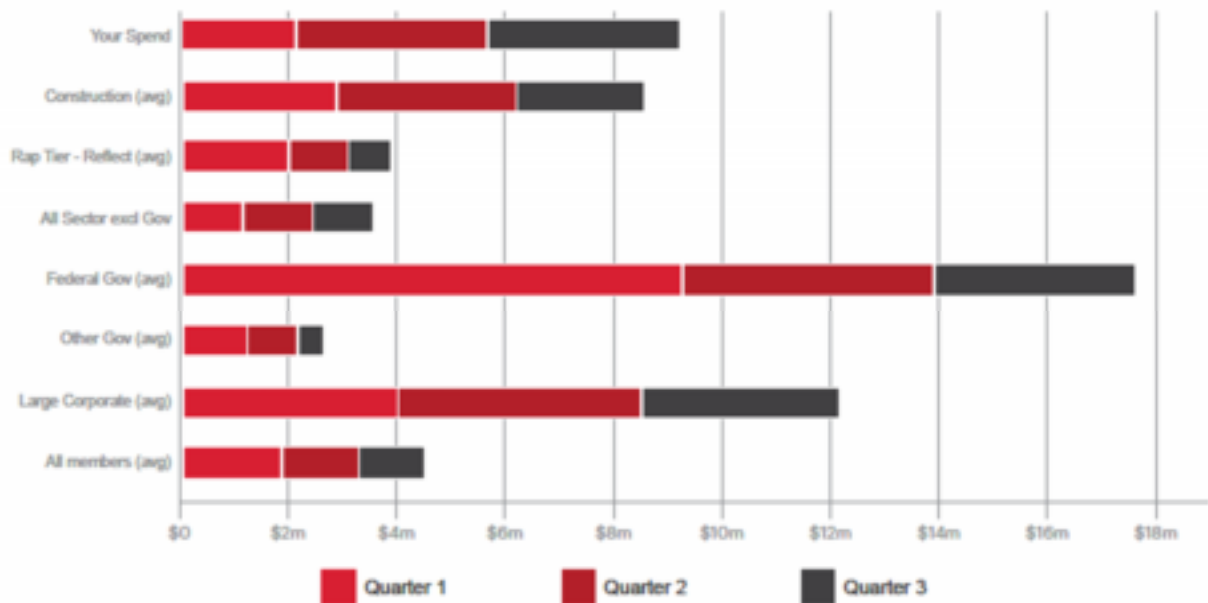
Comparison of FDC Supply Nation registered vendors v Industry Peers.

Source: Supply Nation Data – Sep 2023.



Indigenous spend
\$11,299,839.75

No. of suppliers
38



Historic spend with Supply Nation registered suppliers.

