

Capability Statement

Renew Estate

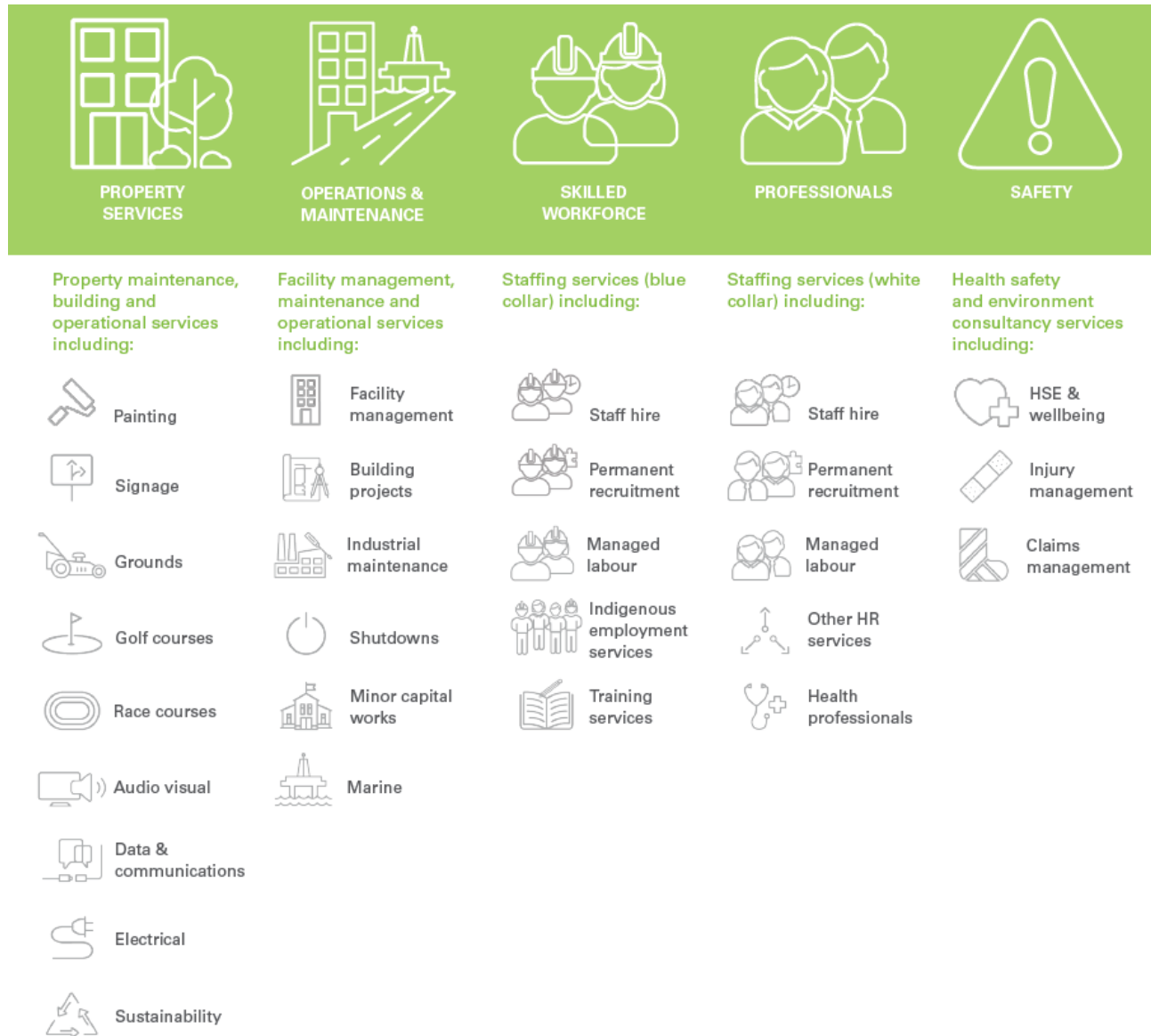
August 2018



Recruit. Deploy. Manage. Maintain.

Programmed: One company, many services

Programmed directly employs more than 20,000 people across a broad range of industries providing staffing, maintenance and facility management services to more than 10,000 customers. Our size and diverse service offering means that we can provide our clients with a comprehensive suite of services.



The Programmed Difference

The Programmed Difference is our unrivalled capacity to improve clients' productivity through our people, a capacity that comes with our size and experience, and our deep knowledge within industries and broad knowledge across them. This forms the foundation of our industry leadership position.

Our business is built around the provision of people. Customers contract our staffing service, a task-based service or a complete management or maintenance solution, often under a long-term contract. We add value by bringing to each customer that 'Programmed Difference'.

There are five key elements to our offering:



Our ability to get safety right on the ground



Our ability to recruit people



Our ability to deploy the right person with the right competency to each job



Our ability to manage human resources in an increasingly regulated environment



Our ability to deliver operational improvements, flexibility and high levels of satisfaction to our customers

Our ability to get all of these elements right sets us apart from our competitors, bringing tangible benefits to our customers, and creating value for them beyond the particular operational service we are providing.

Safety: Our core value



Programmed's primary goal is Zero Harm to employees, any other person, property, the environment and the reputation of both Programmed and our customers. This goal, which is endorsed by the Board and the executive team, underpins how we manage our organisation and is reflected in the organisation's language, behaviours and expectations.

We believe that all injuries are preventable, and with the correct planning and processes in place, incidents can be prevented. Our Zero Harm philosophy coupled with our safety systems ensure we recruit, deploy, manage and maintain a safer workforce. We start by finding the right people for the right job, protect them with the right knowledge and equipment, and then continuously support them to work safely on our clients' sites every day. We also continue to develop safety innovations that support safer workplaces, most recently with the development of recruitment tools that verify a candidate's safety knowledge and propensity. This means that not only do our employees work safely, but they proactively contribute to safer workplaces.

Programmed Skilled Workforce

Programmed Skilled Workforce (PSW) is a leading provider of managed labour, labour hire, staffing and training services. We recruit, deploy, manage and maintain a mobile workforce in excess of 15,500 people per week across Australia and New Zealand. PSW brings together Programmed Integrated Workforce and SKILLED Workforce Services, two of Australia's most respected providers of labour hire services, with over 75 years' combined operating experience.

As Australia's largest provider of workforce solutions, Programmed has the scale, strength and experience to bring tangible benefits to clients. We lead the industry in safety, quality assurance and risk mitigation. PSW supplies employees across a variety of trades, process and general labour classifications to a diverse range of clients. We provide the people, knowledge and expertise to help our customers grow.

Our national and local network coverage

Programmed's extensive branch network of 100+ offices provides local and industry expertise across Australia and New Zealand. With over 60 dedicated PSW locations, our regional footprint is second to none. In simple terms, this means where our people are, we are. Our account management teams are on the ground attending site on a regular basis, we are recruiting locally where possible and we have the local knowledge to understand your business and the construction industry.

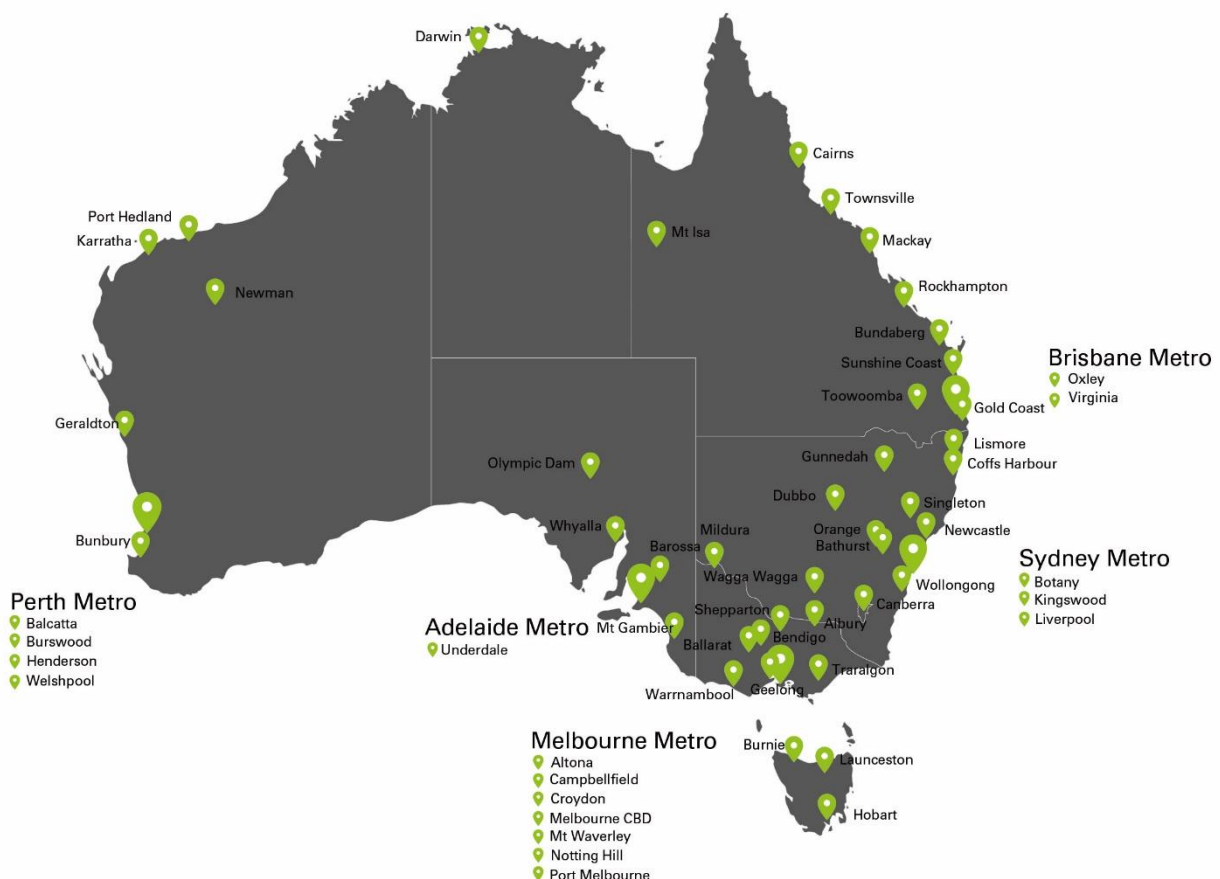


Figure 1: PSW's Australian branch network providing local support.

A safe, productive and flexible workforce solution

PSW can support your business by providing a high quality, flexible workforce through our ability to **RECRUIT, DEPLOY,** and **MANAGE & MAINTAIN** a diverse and extensive **work ready** candidate pool.

RECRUIT

We make sure our people are safe and productive in your workplace by:

- ▶ Verifying skills and experience
- ▶ Assessing physical capability to work in a particular role
- ▶ Validating licences and qualifications
- ▶ Undertaking pre-employment screening, medicals, drug and alcohol testing, and police checks
- ▶ Testing numerical, spatial and mechanical reasoning, literacy and light industrial skills
- ▶ Confirming eligibility to work.

DEPLOY

We deploy the right person for the job by:

- ▶ Maintaining the largest contingent labour pool in the country
- ▶ Matching an employee's skills, attributes and availability to your needs
- ▶ Providing training when required
- ▶ Offering 24/7 support for round-the-clock shifts
- ▶ Providing national coverage with over 60 locations Australia-wide
- ▶ Effectively and efficiently managing our labour pool
- ▶ Mobilising employees so they are work-ready (inductions completed with correct uniform and PPE).

MANAGE & MAINTAIN

We support you to be safe and productive throughout our business relationship. Our approach includes:

- ▶ Industry leading safety support
- ▶ A high-touch model for employees
- ▶ Responsive customer service
- ▶ Ensuring licences are up to date and valid – and stay that way
- ▶ Maximising cost efficiencies through roster management to avoid unnecessary overtime
- ▶ Providing workplace relations support using our in-house experts
- ▶ Developing the future workforce through apprenticeships, traineeships and training.

Operational Excellence

PSW's Operational Excellence model is an integrated model that incorporates operational, quality, safety, and environmental processes under the banner of Operational Excellence. These are all fundamental parts of our business operations and underpin everything we do.

Our HSE Management System is certified AS/NZS 4801:2001, OHSAS 18001:2007 and ISO 14001:2015. Our Quality Management System is also accredited to comply with ISO 9001:2015.



Safety at the forefront of recruitment

Programmed places safety at the heart of its recruitment process by screening candidates to make sure they are physically able to undertake specific roles. This means PSW's temporary labour employees are less likely to sustain musculoskeletal injuries, which in turn means less risk of LTIs and MTIs on Renew Estate sites and, just as importantly, we are more likely to achieve our goal for all employees to return home from work in the same state in which they began, free from injury. Additionally, Programmed believes that candidates will be more efficient in undertaking the tasks associated with the role.

ENGAGING AND ONBOARDING

PSW understands that many roles within Renew Estate involve a significant range of manual handling tasks. Therefore, PSW offers a comprehensive muscular-skeletal screening program which is designed to reduce the level of risk to our customers. This musculoskeletal screening procedure is known within our business as STARTsafe®.

STARTSAFE

A new initiative to improve the effectiveness of pre-employment testing in assessing candidate suitability, STARTsafe is now a mandatory part of our initial screening process. This exclusive in-house functional movement assessment tool was designed and developed by our specialist division Programmed Safety and was launched in 2018. Using a series of range of motion tests, STARTsafe analyses the bio-mechanics of the person being tested to determine what is happening inside a joint when movement occurs, while also looking at the movement pattern.

STARTsafe is designed to identify applicants with current physical restriction or those potentially at risk of sustaining a musculoskeletal injury or re-aggravating pre-existing conditions once they start work.

STARTsafe can easily detect any or all of the following:

- ▶ issues within a person's joints
- ▶ issues within the soft tissues attached to the joints
- ▶ issues within the nervous system corresponding to the joints
- ▶ a general medical condition that affects a person's functional abilities.

Programmed developed STARTsafe rather than continuing with its existing testing program or choosing another proprietary system as it is better able to detect underlying issues. Other types of physical testing may only determine a person's functional capacity based on their overall performance at the test. Relying on functional testing may not reveal if the person has any existing medical conditions because adjacent joints or soft tissue structures often compensate for the limitations of the existing condition thus disguising the injury.

Each functional test is performed using a medical grade HALO, a digital goniometer, which accurately measures the range of motion during the physical test.

There is no pass or fail. Rather, an objective rating is used to determine whether a particular role is suitable for a candidate. For each role Renew Estate asks us to fill, PSW will consult with Renew Estate and grade the role as light, medium or unrestricted/heavy. We can then ensure a candidate is capable of performing the physical requirements of the tasks that they will be undertaking.

STARTsafe operates on a national platform and provides a consistent and objective method of pre-employment screening. It is administered by PSW staff members who are certified and qualified assessors.



Figure 2: Examples of STARTsafe® functional movement testing using a HALO digital goniometer

Benefits of STARTsafe over medical testing

PSW believes STARTsafe is a more targeted and consistent method of pre-employment screening than a standard medical assessment for the following reasons:

- ▶ Often medicals requested as part of the recruitment process are not industry-specific.
- ▶ General medical assessments typically do not adequately assess a candidate's propensity for musculoskeletal injuries which are common in trades and production roles due to the combination of lifting heavy loads and/or repetitive movements.
- ▶ STARTsafe provides standardised functional movement assessment whereas a medical may provide varying results for the same candidate depending on the provider.
- ▶ The results of medical assessments may take days to be returned whereas STARTsafe® provides instant results. Immediate feedback on an applicants' suitability is crucial within fast moving environments with minimal or limited turn-around times.

PSYCHOMETRIC SAFETY EVALUATION

Programmed Skilled Workforce is establishing partnerships with providers who can facilitate a range of psychometric safety evaluations. Psychometric safety evaluations can be used for safety critical roles to assist in determining best fit for role based upon an applicant's personality, attitude and appetite for risk taking.

Testing Safety Aptitude

In a longitudinal study, PSW collected data on safety performance with a large telecommunications customer. In this example we identified a strong correlation between the safety results being achieved by our employees on site and the score achieved in pre-employment tests which had focused on safety knowledge, awareness, propensity and other related areas. As a result of observing this correlation, we were able to provide advice to our customer and adjust the required pass score on the safety related component of the assessment.

Account Management Approach

PSW focuses on creating long term relationships with our clients. A key feature of our success is our 'High Touch' style of management with both our field employees and our clients

PSW's account management practices are based on a three pillar approach with a focus on compliance (e.g. pay rate accuracy, industrial relations compliance, safety management), contract management (e.g. regular onsite presence, contract reviews, customer satisfaction surveys), and supporting operations (e.g. local support, 24/7 availability, industry experienced resourcing specialists).

Training Services

Programmed Training Services is both a Group Training Organisation (GTO) and a Registered Training Organisation (RTO 110043). We assist customers in upskilling their workforce through technical and vocational skills training, including:

- ▶ Short courses
- ▶ Certificates I to IV
- ▶ Apprenticeships
- ▶ Traineeships.

We provide customised training programs to meet specific workforce development needs that support and develop engaged, safe and productive apprentices from all walks of life.

Our mentoring and coaching program develops 'all-rounders', which means our trainees and apprentices contribute to your workplace from the moment they start, while successfully building the skills and qualifications they need to become valued employees for life.

We currently oversee the recruitment, training and management of more than 1,500 trainees and apprentices, and place more than 10,000 participants in training courses each year.

Driving more inclusive economic benefits: Social procurement

As a proven partner across many significant construction and infrastructure projects nationally, PSW understands Renew Estate will need to fulfil social procurement obligations as a key contract compliance measure across many government contracts. PSW brings strong experience in the delivery of strategic labour sourcing and recruitment procedures which target groups who are generally under-represented in the construction industry or who face barriers to the workforce more generally, such as women, indigenous Australians, older workers or people with a disability. In designing our social procurement approach, we have been mindful to deliver a program of employment and training (through our GTO capability) which not only connects candidates to jobs, but which provides an opportunity to create an enduring legacy for participants far beyond the life of any individual project they may be placed on.

We bring strong linkages to target groups

We optimise business, social and community outcomes by harnessing strong linkages across the employment interface. Our apprenticeship and traineeship program design characteristics reflect these linkages and have built-in specific attributes which produce exceptional results in addressing and promoting diversity and targeting special interest groups.

The following summaries provide evidence of how we optimise community engagement through strategic planning, well-developed stakeholder relationships and deep community engagement:

INDIGENOUS EMPLOYMENT SERVICES

PSW is committed to providing Aboriginal and Torres Strait Islander (ATSI) people with sustainable employment opportunities. We support the Commonwealth Government's national priority of halving the employment gap between Indigenous and non-Indigenous Australians, and recognise that employment can bring positive change to ATSI people and communities; this is underpinned by our Indigenous Employment Strategy to increase the level of Aboriginal and Torres Strait Islander representation within our workforce on a national level.

We have been a service provider for the Department of Prime Minister and Cabinet's Indigenous Advancement Strategy, Job Lands and Economy Program (JLEP) since the inception of the Federal Government's "Closing the Gap" initiative in 2009. We are also a signatory to Generation One (previously Australian Employment Covenant) and are a member of the Corporate Leaders for Indigenous Employment. We are sponsors of, and / or work closely with, the Clontarf Foundation and Yalari.

Programmed values the diversity of our employees and the skills, background and experience they bring to the workplace. We also understand the importance of enabling our clients to deliver their diversity objectives. Programmed works with you to identify and create genuine employment opportunities for ATSI people in your business. Our specialised Indigenous employment team provides vocational care to ATSI employees throughout all stages of their employment, from the recruitment process to successful completion of training and on-the-job mentoring. This level of support ensures high levels of workplace attendance and retention.

Programmed has been honoured to receive the following awards in recognition of our work in the Indigenous employment space:

- ▶ 2017 AHRI Awards
 - ▶ Winner: Stan Grant Award for Indigenous Employment
 - ▶ Winner: CEO for Diversity Award (Awarded to Chris Sutherland)
- ▶ Finalist: Dame Quentin Bryce Award for Gender Diversity
- ▶ 2016 - Finalist - Community Excellence in Aboriginal Employment and Enterprise Development for NSW
- ▶ 2015 - Whitelion Employer of the Year
- ▶ 2014 - Facility Management Industry Awards for Excellence (Collaborative Partnership with GenerationOne to create real and sustainable Indigenous employment),
- ▶ 2014 - Finalist for the Best Workplace Diversity and Inclusion Strategy in the Australian Human Resources Award
- ▶ 2013 - Finalist in the Indigenous Employment Category of the Australian Human Resources Institute Diversity Awards
- ▶ 2013 - Whitelion Chairperson's Award for Employment .
- ▶ 2011 - Northern Indigenous Employment Business Recognition Award

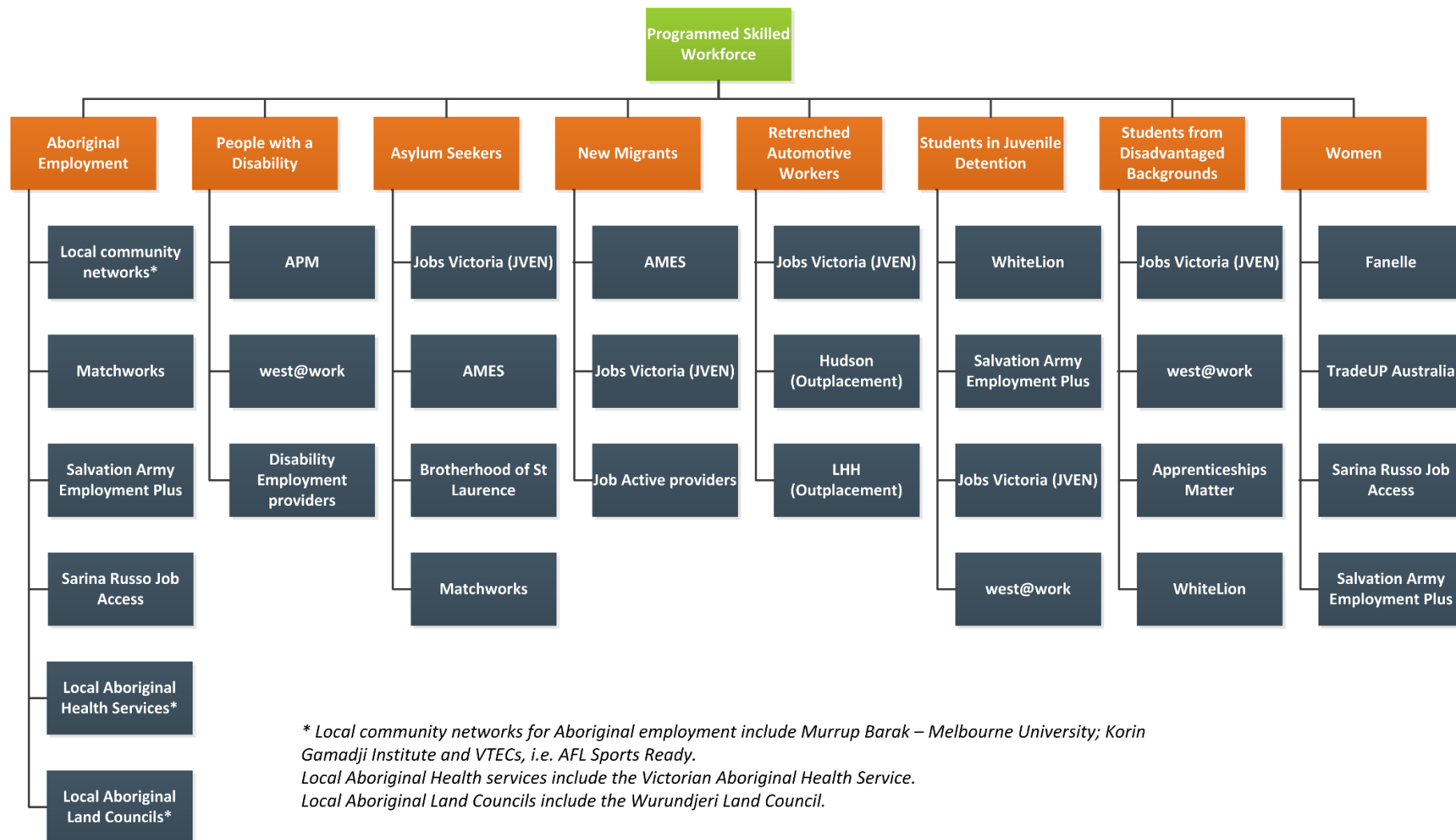


Figure 4: PSW brings strong relationships across the Employment Service supply chain, ensuring Renew Estate access to candidates from a variety of socially and economically disadvantaged backgrounds

CULTURALLY AND LINGUISTICALLY DIVERSE (CALD) BACKGROUNDS

PSW brings a strong employment presence in regions recognized for their cultural and linguistic diversity, for example, The City of Maribyrnong in Melbourne which is proximate to the West Gate Tunnel Project. PSW brings a strong employment presence in this and other adjoining municipalities. We have offices in Altona, Laverton and Port Melbourne ensuring “on-the-ground” support to recruiting endeavours which are specifically targeted at providing opportunities for people from culturally and linguistically diverse backgrounds. Our branch offices are staffed with consultants who are often multi-lingual and a reflection of the diverse communities in which they are present.

Job Active members also play a key role in supporting the endeavours of new migrants and refugees seeking employment. As outlined above, PSW is not a member of the Federal Government’s Job Active program. This means that we work collaboratively across the Job Active sector and form strategic partnerships which align suitable opportunities for new migrants and refugees.

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PEOPLE WITH DISABILITIES

Across our business we work with partners to recruit employees with disabilities. For example, through Programmed’s Employment Services team, we operate a national affiliation with APM (apm.net.au). APM is Australia’s largest contracted provider of Disability Employment Services to the government sector. Furthermore, through the removal of barriers to employment and through making reasonable adjustments we have become a disability confident employer. The following article illustrates how we engage with businesses and communities to produce positive employment results for people with disabilities: programmed.com.au/news/supporting-people-with-disability/

GENERATIONAL DIVERSITY

In terms of addressing and promoting generational diversity, our approach and activities include (but are not limited to):

- ▶ Maintaining a balanced age profile spread
- ▶ Working with partners to recruit employees from all generations
- ▶ Ensuring no barriers to employment
- ▶ Using employment flexibility and phased retirement as a retention tool
- ▶ Using buddy systems to value the innate knowledge and experience of older workers and to facilitate knowledge transfer to younger workers.

Through the operation of a national Group Training Organisation (GTO) PSW has achieved significant improvements in our own generational diversity as well as the generational diversity of our customers.

FEMALES IN TRADES

By harnessing the capacity of the Australian Qualifications and Training Framework and exploring vocational entry-points, we have partnered with many national organisations to overcome the barriers to entry for females entering traditionally, male oriented, occupational fields such as fitting, electrical, telecommunications, process plant operations and automotive trades.

In one example, a major national telecommunications provider, we have developed a strong record of continuous improvement over the past 13 years and the engagement of over 2000 trainees. As their sole provider of telecommunications trainees, we have helped drive significant change in their workforce profile by increasing the representation of candidates from diverse backgrounds such as women in non-traditional trades, indigenous and culturally and linguistically diverse backgrounds (CALD). Data collected on the improvements in female representation

over the past 13 years showing a continuous improvement in female representation levels from 6% in 2004 to 29% in 2016 (YTD).

In another example (a major mining company) two key diversity targets Women in Non-Traditional Trades and Aboriginal and Torres Strait Islanders now represent >30% of the company's entry-level workforce. This customer is now a Finalist in the NSW Mining Health, Safety, Environment and Community (HSEC) Awards in the 'Aboriginal Employment and Enterprise Development' category.

Within wider, industry circles, Programmed Group lead the women in technical and trades stream of the CEOs for Gender Equity network and we support women in trades' networks such as, Trades Up and Fanelle. Furthermore, we have established a blue-collar diversity network and initiated the Facility Management Association's Diversity Special Interest group.

Programmed's CEO, Chris Sutherland was the recent Winner of the AHRI's CEO for Diversity Award. Chris Sutherland was appointed Managing Director of Programmed in January 2008. Since his appointment to the role of Group Managing Director, Sutherland has personally taken the lead for Programmed's diversity and inclusion strategy. He also advocates for change more broadly as the co-founder and chair for CEOs for Gender Equity in Western Australia.

You can also see more on the work we are doing to promote women in non-traditional trades in the following YouTube clip: [youtube.com/watch?v=shPdKW6LP40](https://www.youtube.com/watch?v=shPdKW6LP40)

Delivering transformative change

PSW's social procurement approach aims to drive transformative change to people currently experiencing social and economic disadvantage. Our approach to partnering with our clients to deliver on their workforce development and social procurement obligations is summarised in Figure 5 and discussed in further detail below.

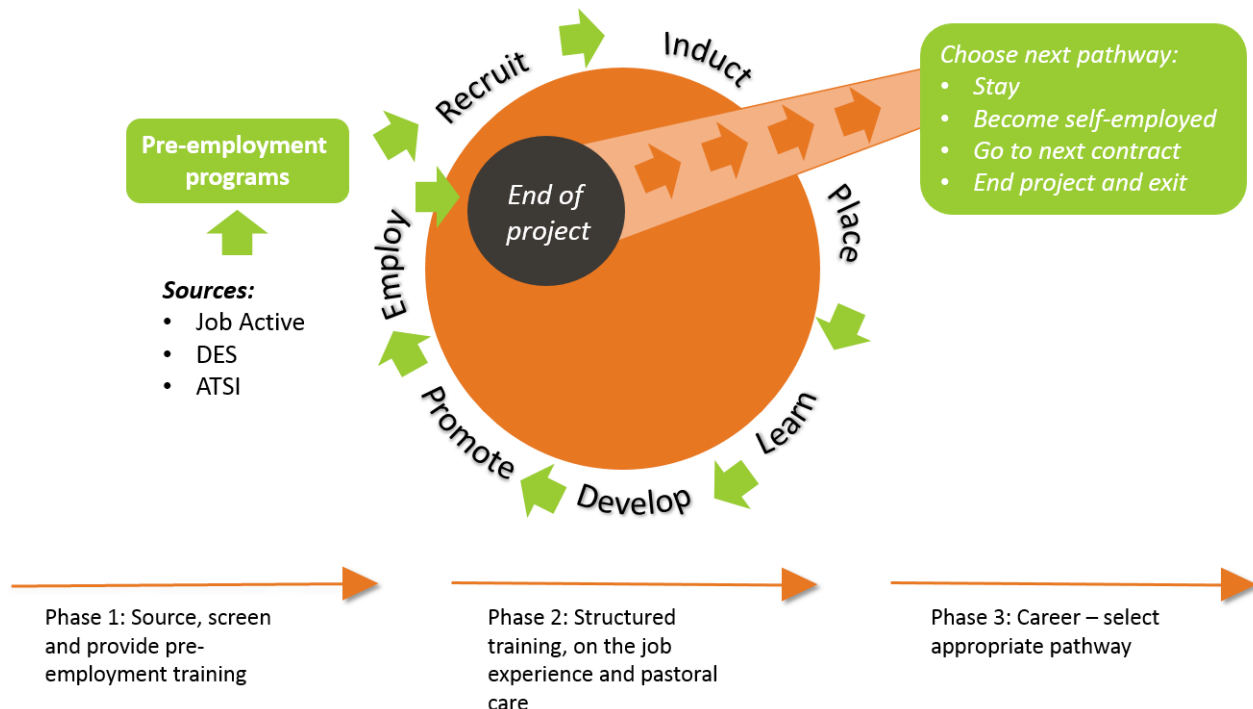


Figure 5: How PSW helps clients source, screen and train candidates to meet workforce development and social procurement obligations, building strong career pathways for disadvantaged social groups

OVERVIEW

PSW sources candidates to meet our clients' social procurement obligations and provide pathways for people experiencing social and economic disadvantage through our connections with a range of specialist agencies, including Job Active, DES and ATSI. We provide these candidates targeted pre-employment training, e.g. communication, teamwork, showing initiative, problem solving and occupational health and safety, to develop employability skills.

On completion of these pre-employment programs, suitable candidates for your project are identified and invited to participate in our recruitment process, involving our quality assured screening process. Those candidates identified as possessing the required aptitude and skill sets to work with Renew Estate will be recommended for placement with you, completing all required induction programs prior to commencing work on the project.

Through a mixture of structured training, on the job experience and pastoral care provided by PSW, these apprentices and trainees are provided with meaningful opportunities to learn and develop skills over the term of the project. As these structured training programs draw to an end, we expect high performing apprentices and trainees will be promoted and become field employees of PSW, working on other construction and infrastructure projects.

At the end of the project, each field employee will have an opportunity to choose their next pathway, based on the skills and experience they've developed to date. Opportunities include staying with PSW as a fully qualified field employee, choosing to become a self-employed contractor, looking for opportunities on the next infrastructure project or perhaps exiting work for further training / study.

PSW's key differentiating factor:

We provide our trainees / apprentices a set of skills that will carry them forward in life, not just for the life of the project.

Our proven approach is especially transformative for those candidates experiencing social and economic disadvantage.

Reporting options

Management reporting

PSW recognises the critical importance of implementing effective reporting to support the goals of both companies.

PSW can provide Renew Estate with a comprehensive report profile containing all necessary information and data required to manage operations efficiently and to the performance expectations set out within the Contract. This includes the online reports available through the Programmed Portal – Site Attendance Report and Job Order Tracker Report.

Further reports available include:

- ▶ Spend summary by location
- ▶ Safety performance by location
- ▶ KPI report by location.

Reporting measures and frequency of reports are to be agreed between Renew Estate and PSW.

The following are examples of measures we typically report:

- ▶ Weekly Safety Report
- ▶ Workforce Expenditure Budget
- ▶ Monthly People Measures Report
- ▶ Action Items Monthly People Measures
- ▶ Monthly Process Measures
- ▶ Action Items Monthly Process Measures.

Exception reporting

Upon contract implementation the PSW National Account Manager will work with Renew Estate stakeholders to understand specific reporting requirements. Reports can be generated at your desired frequency and delivered electronically.

Reporting parameters include, but are not limited to:

- ▶ Labour usage by skill, location, and shift type
- ▶ Spend information by skill, location, and shift type
- ▶ Safety data including incidents and frequency rates, safety talks and testing (i.e. Drug and Alcohol) by skill, location, shift type
- ▶ Issue register and resolution.

Safety reporting

PSW can report on:

- ▶ Safety metrics including injury frequency rates
- ▶ Alerts and notifications
- ▶ Actions
- ▶ Locations
- ▶ Trends.

This information can be utilised to provide Renew Estate with a high level overview of safety performance but also provide the granular detail required to manage safety at a site level.