

Workforce Code of Conduct

Inland Rail Program – Narromine to
Narrabri



Document Control

DOCUMENT TITLE	WORKFORCE CODE OF CONDUCT
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Approved by

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Revision History

The Human Resources Business Partner Lead is responsible for the preparation and ongoing updates of this document. This document will be endorsed by the Social Advisor, prior to submission to DPHI for information.

This document must be reviewed 12 months after approval and annually thereafter for the duration of construction. Updates to this document must be made with the Social Advisor and approved by the Environmental Representative. The updated document must be provided to the Planning Secretary for information within one month of approval.

REVISION	REVISION DATE	DESCRIPTION OF CHANGES
0	16/10/2024	For Use
1	20/11/2024	12-month review
	<Insert date>	

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Glossary

A Glossary of Terms can be found by accessing the [Inland Rail Intranet Page](#) (click to access).

Some terminology that is particularly relevant to this document has been included in the table below.

Table 1: Terminology specifically relevant to this Code

TERM	ACRONYM	DEFINITION
Australian Rail Track Corporation	ARTC or Proponent	The person identified as the proponent in Schedule 1 of the CoA and any other person carrying out any part of the CSSI from time to time.
Conditions of Approval	CoA	NSW Planning Minister's Infrastructure Approval, Condition(s) of Approval (SSI-9487)
Contractor		Contractors engaged by ARTC or IRPL in the performance of any part of the Services or Work in relation to N2N (including the Designers, Civil Works Contractor, Rail Works Contractor and Signalling Works Contractor)
Critical State Significant Infrastructure (NSW)	CSSI	Defined under the <i>Environmental Planning and Assessment Act 1979</i> (EP&A Act), as State significant infrastructure (SSI) important to the State for economic, environmental or social reasons and determined as essential to the state by the Minister for Planning.
Department of Planning, Housing and Infrastructure	DPHI	New South Wales Department responsible for diverse planning, housing solutions, and infrastructure across the state. (previously Department of Planning and Environment).
EPBC Act		<i>Environmental Protection and Biodiversity Conservation Act 1999</i> (Cth)
Inland Rail Pty Ltd	IRPL	Inland Rail Pty Ltd, a subsidiary of Australian Rail Track Corporation (ARTC), is building Inland Rail on behalf of the Australian Government. As each section of Inland Rail is completed, it will be operated and managed by ARTC.
Low Impact Works	LIW	has the meaning given to it in the CoA.
Narromine to Narrabri Project	N2N or Project	The Narromine to Narrabri section of Inland Rail
Project Team Members		means all ARTC and IRPL employees, directors, contractors, subcontractors and consultants (referred to as workers).
Temporary workforce accommodation		means all rooms, common rooms, mess areas, car parks and grounds of any Inland Rail accommodation facility.
Work		has the meaning given to it in the CoA.
Work Sites		means any area upon which Work is to be performed and is taken to include any location or vehicle where a person is being paid or employed to undertake Works.

Document control and amendment

Details of Revision Amendments

Document Control

The Human Resources Business Partner is responsible for the preparation and ongoing updates of this document.

This document will be endorsed by the Social Advisor prior to submission to DPE for information. The Human Resources Business Partner is responsible for updating this document to reflect changes to the project, legal and other requirements, as required.

Amendments

The Human Resources Business Partner is responsible for updating this document to reflect changes to the project, legal and other requirements, as required.

This document must be reviewed 12 months after approval and annually thereafter for the duration of construction. Updates to this document must be made with the Social Advisor and approved by the Environmental Representative. The updated document must be provided to the Planning Secretary for information within one month of approval.

Any revisions or amendments must be approved by the Project Director before being distributed/implemented.

1 Introduction

1.1 Background

The Inland Rail Program (**Program**) is a once-in-a-generation Program of infrastructure works which will, when completed, connect regional Australia to domestic and international markets, transforming the way freight is transported around the country. It will complete the 'spine' of the national freight network with a new 1710 km freight line linking Melbourne and Brisbane via regional Victoria, New South Wales (NSW) and Queensland (QLD). The Inland Rail Program is divided into 13 sections, one of these being the Narromine to Narrabri (N2N) section.

The N2N section of Inland Rail is located in mid north-western NSW and comprises approximately 306km of mainline greenfield track. The rail corridor starts at the southern point of the Narrabri to North Star section and connects into the completed Parkes to Narromine section of the Program. This N2N section of the Program enables connectivity into the Country Regional Network (CRN) Dubbo To Coonamble Line and, when completed, will support freight transportation to Adelaide and Perth. The alignment is shown in Figure 1-1 and Figure 1-2.

This Code of Conduct sets out the ethical standards that Project Team Members are expected to adhere to on the work sites and when interacting with the local community. The Code of Conduct applies to all personnel on the CSSI site (including the temporary workforce accommodation facilities) and those living in the community in the surrounding towns. The Code of Conduct:

- applies to all Works, including Low Impact Works;
- sets out the ethical standards for the behaviour and conduct of employees and approved subcontractors on and off the site, including for driving on public roads;
- includes disciplinary actions where behaviour and conduct do not meet the ethical behaviour standards; and
- includes processes for responding to and addressing community complaints about the behaviour and conduct.

A serious or repeated breach of this Code of Conduct may result in disciplinary action and/or the immediate withdrawal of site access and/or accommodation privileges regardless of where the breach occurred.

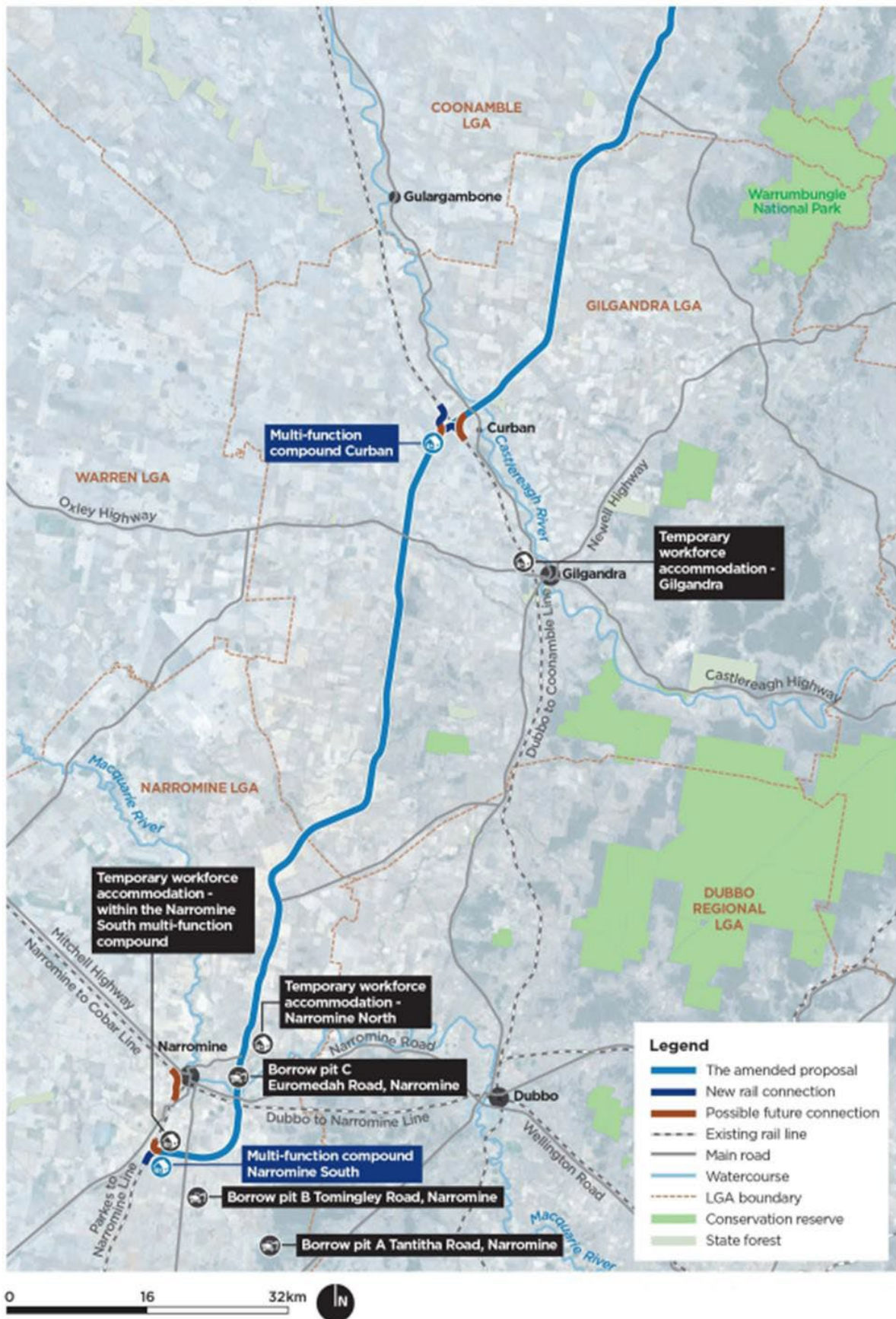


Figure 1: N2N Construction features Map 1 (source: Preferred Infrastructure and Amendment Report Figure 1-4)

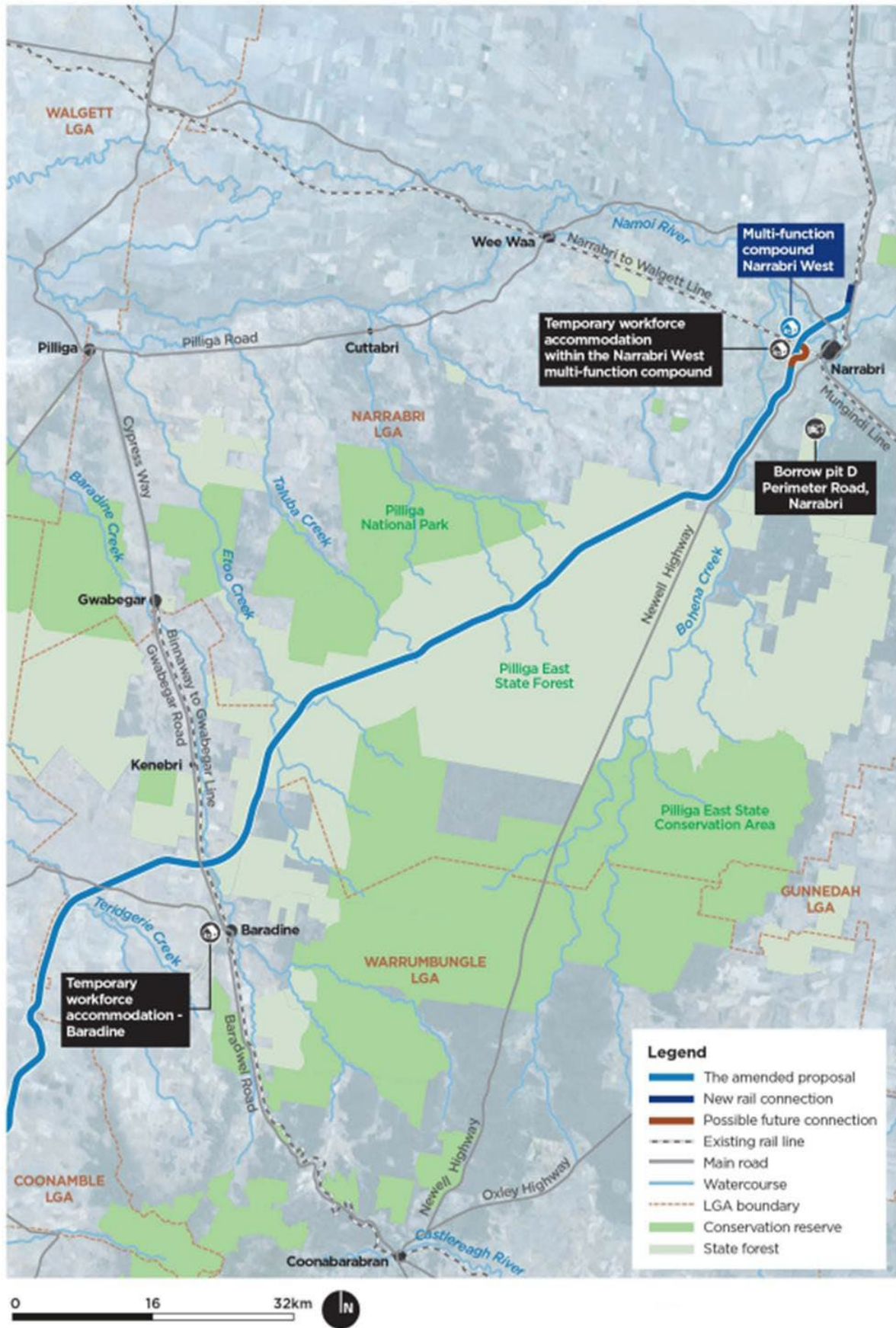


Figure 2: N2N Construction features Map 2 (source: Preferred Infrastructure and Amendment Report Figure 1-5)

1.2 Code of Conduct Overview

The purpose of this Code of Conduct is to inform all Project Team Members of the standard of behaviour expected of them:

- On all Work Sites (including private property);
- In a temporary workforce accommodation facility;
- When interacting with community members and local stakeholders
- Travelling to and from work
- In local townships and surrounding areas; and
- During travel to point of hire for periods of leave including rest and recreation (R&R).

This Code of Conduct applies to all personnel engaged on the Project including all persons seeking to access to Work Sites, access temporary workforce accommodation facilities and/or utilise transport provided.

All Project Team Members are also required to abide by the ARTC Code of Conduct (PEO-PO-001).

The Management Team will lead by example, it is the responsibility of Managers, Supervisors and Leading Hands to ensure a commitment at all levels to the Code of Conduct. The Human Resources Team will be responsible for conducting all investigations and initiate appropriate responses for Project Team Members, including:

- Training
- Counselling;
- Disciplinary action;
- Removal of access to temporary accommodation facilities; and
- Termination of employment or contract.

1.3 Project Requirements

This Code of Conduct has been prepared in accordance with Conditions of Approval (CoA) E129-E131. Table 2 set out the CoA requirements relevant to the preparation of this Code of Conduct and where they are addressed.

Table 2: CoA compliance information

CoA no.	CoA requirements	Where addressed
E129	The Proponent must prepare and implement a Workforce Code of Conduct for employees and contractors involved in the construction of the CSSI. The Code of Conduct must be prepared by a suitably qualified and experienced person(s) in the human resources sector and endorsed by the SA prior to submission to the Planning Secretary for information prior to work commencing. The Code of Conduct sets out the ethical standards that employees are expected to adhere to in the construction site and interaction with the local community	This document

CoA no.	CoA requirements	Where addressed
E130	The Employee Code of Conduct applies to all employees on the CSSI site (including the temporary workforce accommodation facilities) and those living in the community in the surrounding towns. The Employee Code of Conduct must: (a) Set out the ethical standards for the behaviour and conduct of employees on and off the site, including for driving on public roads; (b) Include disciplinary actions where employee behaviour and conduct do not meet the ethical behaviour standards; and (c) Processes for responding to and addressing community complaints about the behaviour and conduct of employees.	(a) Sections 2, 3, 4 and 6 (b) Section 6.2 (c) Section 7
E131	The Employee Code of Conduct must be reviewed 12 months after approval and annually thereafter for the duration of construction. Updates to the Code of Conduct must be made with the SA and approved by the ER. The updated Code of Conduct must be provided to the Planning Secretary for information within one month of approval.	Document Control (Page 1)

2 Personal Conduct (General)

Project Team Members must always conduct themselves in a manner that is conducive to a high level of safety, friendly and respectful community and working relations, and achievement of the Project's objectives. The Project has a zero-tolerance approach to anti-social behaviour. Code of Conduct will form part of the induction and as such is mandatory for all workers.

2.1 Misconduct

Acts of misconduct will not be tolerated and may lead to disciplinary action. Examples of misconduct include, but are not limited to the following:

- Breaches of Project safety procedures and/or regulations that places, or has the potential to place the safety of any individual working on the Project or a person in the community at risk or cause injury;
- Behaviour in the community that disrespects expected standards of behaviour in public places (e.g. town centres, parks, clubs and hotels), or that damages, or has the potential to damage the reputation of Inland Rail, ARTC or Inland Rail's Contractors.
- May not interact with or divulge information to any media outlet or through any media forum regarding anything related to the Project, IRPL, ARTC, IRPL's contractors or other related entities;
- Public posts or comments on any type of social media forum in relation to IRPL, ARTC or IRPL's contractor's;
- Irregular attendance or ongoing unauthorised absences;
- Failure to wear appropriate personal protective equipment (PPE) including footwear and clothing;
- Breach of security and Project control requirements;
- Failure to report any injury/incident;
- Behaving in a way that would be reasonably viewed as offensive, insulting, intimidating, malicious or humiliating;
- Smoking in any designated 'No Smoking' area;
- Gambling or the use of gambling devices during working hours on Work Sites

- Unauthorised use of IRPL, ARTC or IRPL's contractor's telephones or unauthorised use of personal mobile phones during working hours on Work Sites;
- Unauthorised selling of merchandise or services;
- Taking unauthorised photographs / video footage;
- Demonstrating behaviour that is contradictory to the Inland Rail Values and Behaviours;
- Causing minor damage to Inland Rail or Inland Rail's property and equipment; and
- Inappropriate disclosure of IRPL, ARTC or IRPL's contractor's information.

2.2 Serious Misconduct

Behavior that constitutes serious misconduct includes but is NOT limited to that outlined below. Serious misconduct will result in disciplinary action up to and including termination of employment or contract and/or site access revoked. In some cases, a breach may also break the law, leading to civil penalties or criminal charges.

- Breaches of the law or Project safety procedures and/or regulations that result in or have the potential to result in serious and/or life-threatening injury to anyone involved on the Project or in the community;
- Continual and/or severe breaches of safety legislation, regulations, Codes of Practice and the like (including repeated acts of misconduct in S2.1 Misconduct);
- Irresponsible use, tampering or misuse of fire protection or safety equipment including fire extinguishers and smoke alarms;
- Possession or use of weapons (including fixed blade and non-lockable pocket, carton knives), firearms or ammunition;
- Drug and alcohol abuse, including:
 - Reporting for work while under the influence of alcohol and/or illegal drugs;
 - Inappropriate alcohol and/or drug induced behaviour; and
 - Distribution or sale of illegal drugs and/or alcohol.
- Urinating or defecating outdoors in and around the Work Sites, temporary workforce accommodation facilities or public places (e.g. town centres, parks, clubs and hotels).
- Offensive, intimidating or violent behaviour;
- Any form of harassment, discrimination or vilification, including that relating to race, colour, religion, sex, gender identity, age, nationality, ancestry, disability (physical and mental), marital or socio-economic status;
- Theft, vandalism or wilful damage or interference to IRPL, ARTC or IRPL's contractor's property and/or personal property;
- Intentionally, negligently or carelessly trespassing, or entering any area without permit or enter restricted access areas including unapproved access to private property;
- Failure to comply with lawful and reasonable work instructions, including a refusal to perform assigned work, and/or alternative duties, etc.;
- Falsification of Project records, including timesheets, wage records, leave records, production reports, etc.; and
- Bringing unauthorised personnel (including children) onto the Work Sites or into a temporary workforce accommodation facility.
- Failure to comply with road rules

2.3 Security

Only authorised persons and vehicles are allowed entry to Project Work Sites. All visitors must comply with all conditions of entry and must enter the Project as directed by signage or the work site supervisor and then report to the Project office.

Project Team Members must follow all signage and reasonable directions given by the work site supervisor.

2.4 Use of Internet

Internet access on the Project provided computers/iPads/mobile phones in Work Site offices is generally for business purposes- some limited personal use may be allowed in accordance with Inland Rail or Inland Rail's Construction Contractors IT policies.

Use of Project provided computers/iPads/mobile phones must not be used for viewing or distributing, display or share any material that could reasonably offend including: pornography, racist, homophobic, transphobic, sexist or culturally inappropriate photos, videos, cartoons and social media content; and any personal information that does not relate to you found online. Copyright laws must be always complied with. Incidental personal use of Project computers/iPads/mobile phones is acceptable (i.e., such as for banking).

3 Personal Conduct (Field Work)

3.1 Conduct on Private Property

While working on private property, Project Team Members will:

- Only enter private property according to the timings and conditions set by the Project Management Team and approved by the landholder;
- Comply with property access agreements as all times;
- Minimise disturbance to landholders and neighbours and behave with courtesy at all times;
- Minimise disturbance and interaction with livestock;
- Avoid, prevent or minimise damage to property, vegetation, crops and land;
- Minimise vehicle movements in wet conditions to minimise road damage;
- Repair and rehabilitate damage with minimum delay;
- Avoid littering and remove rubbish related to Project works;
- Ensure speed limits are adhered to in accordance with traffic management plans and/or property toolboxes;
- Always stay within approved right of way;
- Not bring any inappropriate items such as weapons, domestic animals, illegal drugs or alcohol on to landholders' properties;
- Return gates to position as signed, unless advised otherwise by landholders. Where no other information is available, internal gates are to be left as found and perimeter gates to be left closed;
- Comply with all requirements regarding wheel washing and vehicle clean-down when moving between properties; and
- Comply with all statutory provisions for fire prevention and management.

3.2 Environmental and Culture Heritage

Project Team Members will be made aware of the Project's environmental obligations (including CEMP and subplan requirements), including ecological sensitivity and cultural heritage, and of the impact their actions may have on the local environment and cultural artefacts. Project Team Members will also be made aware of

the crucial importance of cultural heritage sites and assist in their preservation by strictly adhering cultural heritage imperatives. This will be achieved via an environmental (including heritage) induction (and training where required) for all personnel prior to undertaking work on site, to ensure they are aware of key environmental and heritage compliance obligations.

To minimise their potential impact on the environment, Project Team Members will:

- Be aware of, and comply with, all relevant Site Environmental Management Systems and procedures;
- Ensure not to discharge water from site and into local drainage lines or waterways, unless they have a valid discharge permit;
- Avoid disturbance of all environmental exclusion zones, including cultural heritage and sensitive ecological areas, unless a permit has been issued from the Project environment team;
- Ensure that rubbish and contaminants are disposed of in accordance with the Site's Environmental Management System to avoid land and water contamination;
- Minimise dust emissions, excessive noise and waste; and
- Report all environment incidents in accordance with the Site's Environmental Management System and Procedures.

3.3 Personal Protective Equipment

The minimum personal protective equipment (PPE) to be worn while working on the Project and while present on Work Sites (other than in offices, crib sheds and vehicles), is:

- Long sleeved High Visibility cotton shirts;
- Approved Hard hat;
- Steel capped lace up safety boots;
- Safety glasses, with side shields (NB: Project Team Members with prescription glasses will be issued with mono-goggles, or have their prescription glasses face-hardened (Project Team Member choice); and
- Hearing protection (if required).

For safety communication reasons only approved stickers or labels are to be affixed to safety helmets – e.g. first aid and induction labels. Safety helmets must not be defaced with indelible markers and where this happens the Project Team Member may be required to replace the safety helmet at their own cost.

4 Personal Conduct (Driving)

Project Team Members must drive courteously and safely in accordance with the conditions and road rules and relevant legislation. Breaches of road rules that may cause danger to the drivers or others constitutes serious misconduct that may result in disciplinary action up to and including removal of company issued vehicles and termination of employment or contract.

Drivers must not:

- Drive under the influence of drugs or alcohol.
- Use a hand-held mobile phone while driving.
- Use a personal sound system connected via an earpiece or headphones.
- Carry dangerous goods, unless required to do so for business purposes.
- Carry a load greater than the designated carrying capacity of the vehicle.
- Use the vehicle for any unlawful purpose.

Drivers must take precautions to prevent theft, damage or misuse of the vehicle and always park the vehicle in a safe and secure manner.

5 Personal Conduct (Accommodation)

Conformity with normal standards of community behaviour is expected in an Accommodation Village, for the benefit and wellbeing of all occupants.

Examples of offences in an Accommodation Village that may result in immediate withdrawal of accommodation are set out in Section 2 – Personal Code of Conduct (General).

6 Personal Conduct (Community)

6.1 General Conduct

In the eyes of the community, each Project Team Member is a representative of the Project. As such, each community interaction is an opportunity to enhance the Program's reputation. Inappropriate conduct by Project Team Members could present a reputational risk.

Project Team Members may interact with local community members or stakeholders:

- During work hours while carrying out employment duties in public domain areas or on private property;
- Outside of work hours/during personal time in public domain areas; and
- While travelling on public roads between Work Sites.

In each context, every Project Team Member must always treat community members with courtesy and professionalism.

6.2 Enquiries or Complaints

Project Team Members will refer to the following protocol if they are approached by the media or community members for information on their activities or the Project

6.2.1 Media Enquiries

If approached by a representative of the media, Project Team Members are required to:

- Be polite while explaining you are not the best person to speak with but will put them in touch with the right person;
- Provide them with an Inland Rail contact card;
- Remove yourself from the situation as soon as convenient;
- Contact your supervisor and advise them of the enquiry for reporting purposes; and
- Not panic, be rude, use bad language or get physical (i.e. do not attempt to block or remove them).

6.2.2 Community Enquiries and Complaints

If approached by a community member, Project Team Members should:

- Politely state their first name and that they are a member of the Project Team;
- Explain their work activities are required to progress the development of the Project;
- Inform the community member that the owner organisation is ARTC;
- Provide them with an Inland Rail contact card; and
- Contact your supervisor and advise them of the enquiry/complaint for reporting purposes.

All reports of breaches to the Code of Conduct including those reported by community members will be referred to the Human Resources Business Partner Lead and Area Director for investigation and response as detailed in section 7 below.

All complaints from Community Members will be handled in accordance with the approved Communication

Strategy and Complaints Management System.

7 Response to Breaches of Code of Conduct

All reports of breaches to the Code of Conduct including those reported by community members will be referred to the Human Resources Business Partner Lead and Area Director. Acts of misconduct will not be tolerated and may lead to disciplinary action. Serious misconduct will result in disciplinary action up to and including termination of employment.

The Human Resources Business Partner Lead will be responsible for conducting all investigations and initiate appropriate responses for Project Team Members in accordance with their employment agreement including:

- Counselling;
- Disciplinary action;
- Removal of access to temporary accommodation facilities; and
- Termination of employment or contract.

Appendix A Social Advisor Endorsement



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15 December 2025

Justin Bate
HSE Manager
Inland Rail
85 Maitland Street,
Narrabri NSW 2390

Re: SSI-9487 - Workforce Code of Conduct review Narrabri to Narromine (N2N)

Dear Justin,

Following a review of the N2N Workforce Code of Conduct Rev 01 November 2025, I can provide the following endorsement.

The updated Workforce Code of Conduct has been reviewed by myself and ER and all comments have been addressed.

The Code has been reviewed against SSI 9487 - Schedule 2 Conditions of Approval E129-E131.

We note that no construction activities have occurred within the preceding 12 months.

The code is endorsed as meeting the requirements of SSI 9487 conditions of approval and is suitable for provision to DPHI for information as required under condition E131.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sam McCrea'.

Sam McCrea
Independent N2N Social Advisor
smccrea@emmconsulting.com.au

Appendix B Environmental Representative Approval



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25 November 2025

Justin Bate
HSE Manager
Inland Rail
85 Maitland Street,
Narrabri NSW 2390

Re: SSI-9487 - Workforce Code of Conduct review Narrabri to Narromine (N2N)

Dear Justin,

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We note that no construction activities have occurred within the preceding 12 months.

The code is endorsed as meeting the requirements of SSI 9487 conditions of approval and is suitable for provision to DPHI for information as required under condition E131.

Yours sincerely

Daniel Keegan
Alternative Environmental Representative
dkeegan@emmconsulting.com.au

Signature:

Email: KUebergang@ARTC.com.au