

HumeLink East


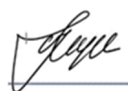


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Local Business and Employment Strategy

Rev 01.5

APPROVALS

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DOCUMENT CONTROL – REVISION HISTORY

Revision History

Rev	Date	Pages	Revised By	Description
A	17/10/2024	All	J McKenzie	For submission to Transgrid
B	29/11/2024	Various	J McKenzie	Update to include final CoA and response to Transgrid comments
C	9/12/2024	iii, 5	J McKenzie	Administrative updates
00	10/01/2025	Nil	J McKenzie	Final for submission to Transgrid. IFU
01.1	13/3/2025	Various	G Wilson	Updated post consultation
01.2	30/4/2025	Various	K Bedingfield, G Wilson	Updated to address ER comments
01.3	12/05/2025	Various	C. Moriarty	Updated to address ER comments
01.4	19/05/2025	Various	C.Moriarty	Updated to address ER comments
01.5	21/05/2025	Section 6	C.Moriarty	Update to address ER comments

GENERAL REQUIREMENTS

The Project Director is responsible for the distribution of this Strategy. The controlled master version of this document is available for distribution as appropriate and maintained on RIB | CX. All circulated hard copies of this document are deemed to be uncontrolled. The implementation of this Strategy is under the authority of AGJV and the Project Director. All personnel employed on the Project will perform their duties in accordance with the requirements of this Strategy, supporting management plans, and related procedures.

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TERMS AND DEFINITIONS

Abbreviations	Expanded text
AGJV	Acciona Genus Joint Venture
ASQA	Australian Skills Quality Authority
CCF	Civil Contractors Federation
CoA	Minister's Conditions of Approval
EIS	Environmental Impact Statement
EOI	Expression of Interest
ESI	Electricity Supply Industry
HLE	HumeLink East
HSAS	Health and Safety Advisory Service
ICN	Industry Capability Network
KRA	Key Reward Area. These are targets and stretch targets supplied to AGJV by Transgrid and include: <ul style="list-style-type: none"> (i) Community, Social License and Community Benefits (includes targets for Community Programs and Community Investment) (ii) Workforce, Workforce Development and Industry Participation (includes targets for Local Workforce Participation, Aboriginal procurements and participation target, Local Industry Participation, Apprentices and Trainees) (iii) Collaboration and Culture (includes targets for Collaboration with interface Contractors and Transgrid and Project Culture).
LALC	Local Aboriginal Land Council
LBES	Local Business and Employment Strategy (this Strategy)
NEM	National Electricity Market
NSWICC	NSW Indigenous Chamber of Commerce
Planning Secretary	Secretary of the NSW Department of Planning, Housing and Infrastructure or nominee, whether nominated before or after the date on which this approval was granted
Project, the	HumeLink East
RTO	Registered Training Organisation
SIMP	Social Impact Management Plan
UMM	Updated Mitigation Measure
VET	Vocational Education and Training
WDIP	Workforce Development and Industry Participation

1. INTRODUCTION

1.1 CONTEXT

This Local Business and Employment Strategy (LBES or Strategy) describes how local and Aboriginal business participation and employment opportunities will be investigated and prioritised throughout construction of the HumeLink East project (the Project).

1.2 BACKGROUND AND PROJECT DESCRIPTION

Transgrid proposes to increase the energy network capacity in southern New South Wales (NSW) through the development of new high-voltage transmission lines and associated infrastructure between Wagga Wagga, Bannaby and Maragle. This proposal is collectively referred to as 'HumeLink'.

HumeLink is declared as Critical State Significant Infrastructure (CSSI) (SSI-36656827) and has been assessed by the NSW Department of Planning, Housing and Infrastructure (DPHI) under Part 5, Division 5.2 of the *Environmental Planning and Assessment Act 1979* (EP&A Act). The proposal has also been declared a "controlled action" under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) (EPBC ID 2021/9121) and has been assessed by the Commonwealth Department of Climate Change, Energy, the Environment and Water (DCCEEW) under the Bilateral Agreement made under section 45 of the EPBC Act, which accredits certain NSW processes to reduce assessment duplication by the Commonwealth government. The approval authorities are the NSW Minister for Planning and Public Spaces and the Commonwealth Minister for Environment and Water.

The HumeLink project (referred to in this document as the project) was approved by the NSW Minister for Planning and Public Spaces on 13 November 2024 under section 5.19 of the EP&A Act subject to Conditions of Approval (CoA). The Commonwealth Minister for Environment and Water approved the HumeLink project on 18 December 2024 under section 130(1) and 133(1) of the EPBC Act subject to conditions.

HumeLink will involve the development of around 365 kilometres (km) of new 500 kilovolt (kV) high-voltage transmission lines and associated infrastructure including substations, permanent and temporary access tracks and roads, and ancillary facilities. HumeLink involves the construction of a new substation east of Wagga Wagga as well as connection to existing substations at Wagga Wagga and Bannaby and a future substation at Maragle in the Snowy Mountains (referred to as the future Maragle 500 kV substation). The future Maragle 500 kV substation is subject to a separate major project assessment and approval (SSI-9717, EPBC ID 2018/836).

The overall HumeLink project is being delivered under two separate Contract Packages - HumeLink East and HumeLink West. HumeLink East and HumeLink West will join and integrate to form HumeLink, and enable the overall project to operate safely, reliably and efficiently as part of Transgrid's network and the National Electricity Market as a whole. Figure 1 shows an indicative high-level scope of each Contract Package. Acciona Genus Joint Venture (AGJV) have been appointed to deliver the construction of HumeLink East.

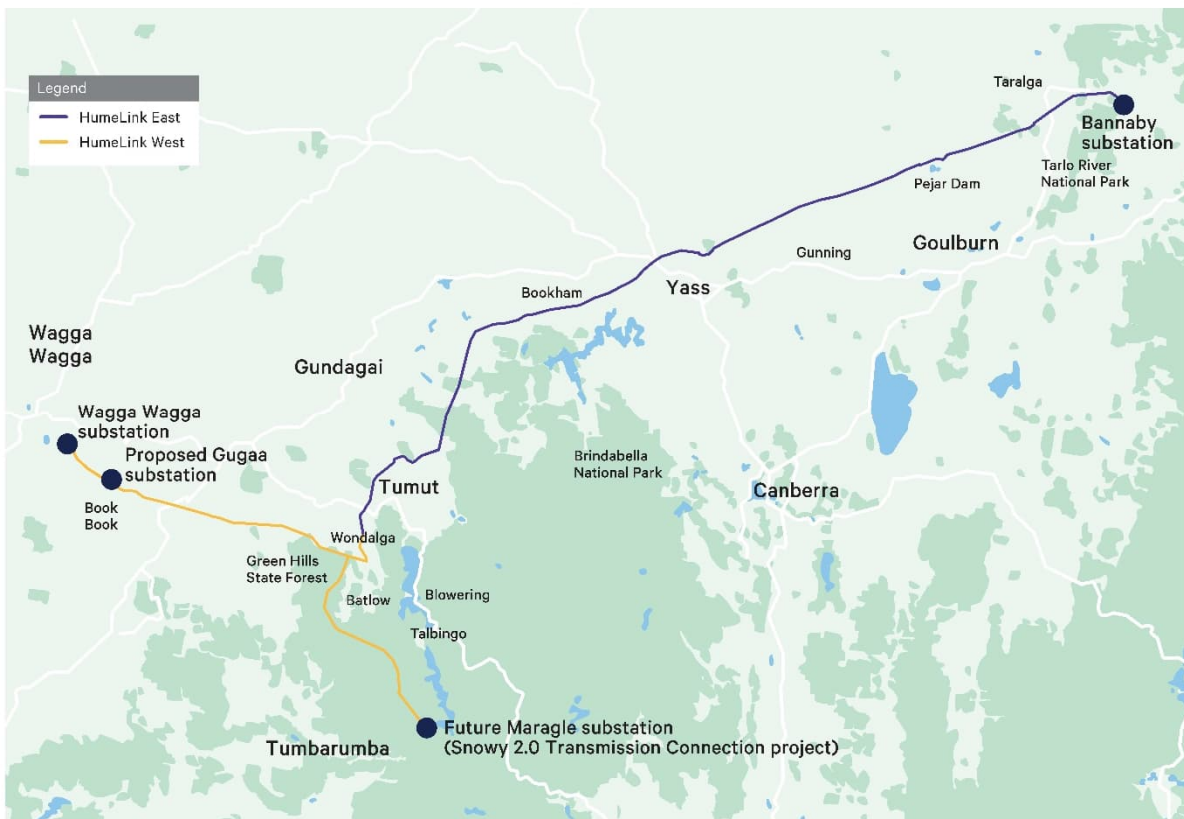


Figure 1: Indicative High-Level Scope of HumeLink East and HumeLink West

The project includes the following key components:

- Construction and operation of around 365 kilometres of new double circuit 500 kV transmission lines and associated infrastructure between Wagga Wagga, Bannaby and Maragle
- Construction of a new 500/330 kV substation at Gregadoo (Gugaa 500 kV substation) approximately 11 kilometres south-east of the existing Wagga 330/132 kV substation (Wagga 330 kV substation)
- Demolition and rebuild of a section of Line 51 (around two kilometres in length) as a double circuit 330 kV transmission line connecting into the Wagga 330 kV substation
- Modification of the existing Wagga 330 kV substation and Bannaby 500/330 kV substation (Bannaby 500 kV substation) to accommodate the new transmission line connections
- Connection of transmission lines to the future Maragle 500/330 kV substation (Maragle 500 kV substation, approved under the Snowy 2.0 Transmission Connection Project (SSI-9717))
- Telecommunications connections to existing substations
- Establishment of new and/or upgraded temporary and permanent access tracks
- Ancillary works required for construction of the Project such as construction compounds, worker accommodation facilities, utility connections and/or relocations, brake and winch sites, and helipad/helicopter support facilities.

1.3 SCOPE AND STAGING

The Minister's Conditions of Approval (CoA) for the project permits staging of any plans required by the CoA, which will be undertaken in accordance with the stages identified in the Staging Request (Transgrid, 22 November 2024) approved by DPHI on 22 November 2024. This LBES describes the range of programs to be implemented by the Project to engage, support and train local and Aboriginal communities as part of the HumeLink East Project throughout the construction phase. It also describes the packages of works that are expected to have local, regional and Australian participation opportunities. A separate LBES is being developed for the HumeLink West project.

The LBES will be reviewed annually as the Project progresses and updated accordingly.

1.4 INTERFACE WITH OTHER PROJECT DOCUMENTS

The key documents that interface with this LBES are outlined in Table 1.

Table 1 Key interfaces with the LBES

Plan	Interface
<i>Community Communication Strategy (CoA A24 and CoA A25)</i>	<ul style="list-style-type: none"> Describes how AGJV will manage communication and engagement with the community throughout the Project's design and construction phases Describes the enquiry, feedback and complaint management systems Specifies the process for receiving, addressing, resolving and recording complaints.
<i>Social Impact Management Plan (CoA B61)</i>	<ul style="list-style-type: none"> Describes how AGJV will manage potential social and community impacts during construction of the Project.
<i>Australian Industry Participation Plan (UMM EC1)</i>	<ul style="list-style-type: none"> Provides details of how the Contractor intends to identify and maximise opportunities for Australian industry participation.
<i>Local Industry Participation Plan (UMM EC1)</i>	<ul style="list-style-type: none"> Provides details on the current and future industry participation and development needs for the Project Provides details of how the Contractor intends to identify and maximise opportunities for local and Australian industry participation (in accordance with the Transgrid Australian Industry Participation Plan) Details how the Project will achieve its Local and Australian industry participation targets.
<i>Aboriginal Participation Plan (UMM EC1)</i>	<ul style="list-style-type: none"> Provides details on how the contractor plans to create opportunities for Aboriginal Owned Businesses, support Aboriginal and Torres Strait Islander employment and training Details how the Project will achieve its Aboriginal Participation targets.
<i>Worker and Workforce Development Plan (UMM EC1)</i>	<ul style="list-style-type: none"> Details how the Project will support workforce development and industry participation Identifies immigration, education and training providers, employer services providers and other organisations involved in the delivery of the workforce development activities Identifies relevant nationally recognised and accredited training, upskilling opportunities and relevant non-accredited training.
<i>Community Investment and Benefit Plan</i>	<ul style="list-style-type: none"> Describes Project initiatives for positive social and economic contributions in local communities Describes approach to identifying potential local initiatives to be managed in partnership with local Aboriginal organisations Describes approach to explore opportunities to repurpose temporary infrastructure to address local infrastructure needs.

2. PURPOSE AND OBJECTIVES

This LBES has been developed to address Condition of Approval (CoA) B60. It guides the Project's commercial and procurement approach to ensure local and Aboriginal workforce and suppliers are prioritised and supported.

2.1 OBJECTIVES AND TARGETS

The primary objectives of the LBES are to:

1. Prioritise employment of the local and Aboriginal workforce, and
2. Prioritise engagement of local and Aboriginal suppliers

for the duration of the construction phase.

To achieve these objectives, AGJV are committed to pursuing the following local and Australian business targets for the Project:

1. 25% of 82%* of Total Project cost from Australian Businesses with an aspirational target of 35%.
2. 15% of 82%* of Total Project Cost from the Area of Interest with an aspirational target of 15%.

**18% of the total Project value is excluded due to some items being procured for specific Transgrid-approved suppliers.*

For these targets, total project costs for the Project include (but are not limited to) labour, plant, equipment, materials, travel and accommodation, cleaning and waste services and fleet maintenance. AGJV are committed to pursuing workforce targets as identified in Table 2.

Table 2: HumeLink East workforce targets

Work Activity	Workforce required (no.)	Australian participation (%)	Local & regional participation (%)	Local & regional participation stretch target (%)	Aboriginal participation (%)
Clearing Access and Logistics	78	100	10	15	2.5
Earthworks and Foundations	108	100	10	15	2.8
Erection	176	40	10	15	2.3
Stringing	170	80	10	15	2.4
Substation Earthworks and Pavements	12	100	10	15	0
Substation Foundation and FRP	38	100	10	15	2.6
Substation Electrical Installation and Commissioning	40	100	10	15	2.5
Supervisors	111	100	10	15	1.8
White Collar	278	50	10	15	1.0

2.2 PROJECT BENEFITS

As identified in the EIS, the anticipated benefits of the overall HumeLink project include:

- **Reliable power:** NSW households would have greater access to reliable and affordable electricity.
- **Economic growth:** HumeLink would unlock the full capacity of the expanded Snowy Hydro Scheme and enable greater sharing of energy across the eastern states.
- **Cleaner, sustainable future:** HumeLink would enable more renewable energy generation to enter the market, supporting Australia's emissions reduction targets.
- **Jobs and opportunities:** HumeLink would create more than 1,000 construction jobs.
- **Economic growth:** HumeLink would contribute to economic activity in regional NSW, generating major benefits for local communities along the route.

The project will deliver a range of direct benefits for customers in New South Wales and beyond including lower power prices, improved energy security and increased economic activity. Opportunities will be created for regional communities through job creation and local procurement during construction. This LBES outlines the specific strategies to be employed by AGJV to ensure these opportunities are maximised.

3. PROJECT REQUIREMENTS

3.1 LEGISLATION, STANDARDS AND POLICIES

The following legislation, standards and policies are applicable to this Strategy:

- Australian Jobs Act 2013
- Building and Construction Industry (Improving Productivity) Act 2016

- NSW Government Procurement Policy Framework, December 2024
- Commonwealth Indigenous Procurement Policy, National Indigenous Australians Agency Employment and Economic Development, December 2020
- NSW Government, Aboriginal Procurement Policy, NSW Treasury, January 2021
- NSW Government Procurement Board, Infrastructure Skills Legacy Program, PBD 2023-01 Skills, Training, and diversity in construction,
- NSW Government Action Plan: A ten point commitment to the construction sector, NSW Government Construction Leadership Group, June 2018

3.2 CONDITIONS OF APPROVAL

The CoA relevant to this LBES are listed in Table 3. A cross reference is included to indicate where and how the conditions are addressed in this or other Project management documents.

Table 3: Conditions of Approval relevant to the LBES

Ref	Condition Requirements	Where Addressed	How Addressed
Local Business and Employment Strategy			
B60	<p>Prior to commencing construction (excluding Enabling Works, if the relevant requirements of this condition are adequately addressed in the Enabling Works Management Plan of condition B64), the Proponent must prepare a Local Business and Employment Strategy for the development in consultation with the relevant Council. This strategy must:</p> <ul style="list-style-type: none"> a) consider the cumulative impacts associated with other State significant projects in the area; and b) investigate options for prioritising the employment of local and Aboriginal workforce and suppliers for the construction of the development, where feasible. <p>The Proponent must implement the Local Business and Employment Strategy.</p> <p><i>Note: The Local Business and Employment Strategy must incorporate all relevant aspects of the development, including Enabling Works consistent with the requirements of condition B67.</i></p>	This Strategy	<p>This LBES will be consulted with councils and finalised prior to commencement of construction.</p> <p>The relevant requirements of this condition as they relate to Enabling Works will be addressed in the Enabling Works Management Plan and approved under CoA B64.</p> <p>Sections 5, 6 and 7 detail how local and Aboriginal businesses and workers will be prioritised on the Project.</p> <p>Section 8 details how cumulative impacts with other SSI projects will be addressed by the Project.</p> <p>The LBES will be implemented throughout the construction phase of the Project.</p>

3.3 UPDATED MITIGATION MEASURES

Relevant Updated Mitigation Measures (UMMs), as identified in Appendix B of the Amendment Report, are listed in Table 4 below. A cross reference is included to indicate where and how the UMMs are addressed in this or other Project management documents.

Table 4: Updated Mitigation Measures relevant to the LBES

Ref	Mitigation Measure Requirements	Where Addressed	How Addressed
Local Business and Employment Strategy			
EC1	A Local Industry Participation Plan, an Australian Industry Participation Plan, a Workforce and Workforce Development Plan and an Aboriginal Participation Plan will be prepared and implemented.	Appendix A Aboriginal Participation Plan	This LBES draws on this suite of detailed plans to provide an overview of the prioritisation of local and Aboriginal business and employment. Aboriginal Participation Plan, Appendix A. The Local

Ref	Mitigation Measure Requirements	Where Addressed	How Addressed
		<p>Appendix B Local Industry Participation Plan</p> <p>Appendix C Workforce and Workforce Development Plan</p> <p>Note: These plans are commercial in confidence and sensitive information will be redacted.</p>	<p>Industry Participation Plan, Appendix B Workforce and Workforce Development Plan Appendix C have been prepared by AGJV and provided to Transgrid.</p> <p>The <u>Australian Industry Participation Plan</u> is a Transgrid responsibility, a summary of the HumeLink Australian Industry Participation Plan is available of the Department of Industry, Science and Resource website.</p>
EC2	<p>Liaison will occur with local councils, interest groups, economic development organisations, local chambers of commerce and State government to:</p> <ul style="list-style-type: none"> • notify local businesses of the goods and services required by the project, service provision opportunities and compliance requirements of businesses to secure contracts • encourage and support local business in meeting the requirements of the project for supply contracts • assist qualified local businesses to tender for provision of goods and services to support the construction of the project, where possible. 	Section 4 and Section 5	Approach to liaising with relevant stakeholders is outlined in Section 4 and Section 5.

4. CONSULTATION AND COMMUNICATION

This LBES has been developed and finalised in consultation with the councils listed below in accordance with CoA B60.

- Cootamundra Gundagai Regional Council,
- Snowy Valleys Council,
- Yass Valley Council,
- Upper Lachlan Shire Council
- Goulburn Mulwaree Council.
- Hilltops Council
- Wagga Wagga City Council

Consultation with each council, including responses received and how any issues raised are addressed in the development of this Strategy will be provided to the Planning Secretary along with submission of this Strategy.

4.1 BUSINESS COMMUNICATION

The Project recognises that some local and regional businesses are less developed in providing services to the construction industry in NSW. We will therefore undertake a targeted internal and external communication campaign to support development in this sector.

The Project will communicate with the local and regional business community through the following channels, and will utilise these opportunities to communicate the Project's prequalification requirements, procurement opportunities and timelines to interested parties:

- Industry Capability Network (ICN) HumeLink East Project page, listing upcoming work packages and successful contractors, providing opportunities for lower tier suppliers.
- Industry briefing sessions (commencing prior to construction), with participation from ICN, Supply Nation and Social Traders, as well as relevant entities for each Contract Package, such as: The Illawarra Connection, I3NET (Illawarra Innovative Industry Network), Yarpa NSW Indigenous Business and Employment Hub, Yass Valley Business Chamber, Workforce Australia Capital Region and Workforce Australia Illawarra and South Coast Local Jobs Program action groups for Capitol Region, Regional Development Australia Southern NSW and ACT, Chambers of Commerce and Industry (note this list is not exhaustive and additional entities may be briefed).
- Quarterly sub-contractor forums (HumeLink East Business Buzz) to provide networking opportunities, promote upcoming commercial opportunities, provide advice on training grants and subsidies, and share opportunities arising from local and specialist registered training organisation (RTO) offerings.
- Networking events to connect direct subcontractors to Aboriginal and local and regional enterprises.
- Attendance and promotion of opportunities at other local events and networking sessions during delivery.

4.2 COMMUNITY COMMUNICATION

The Community Communication Strategy (CCS) provides the Project's overall approach to community engagement, which includes community development initiatives, such as the "Love your Local" campaign to support local businesses as well as education, training and employment initiatives.

The Project will work with Workforce Australia (an Australian Government-funded network of employment service organisations), local employment facilitators and employment service providers for the Murray Riverina and Capital Employment Regions to provide employment services, as well as Australian Apprenticeship Support Network providers such as Apprenticeship Support Australia. AGJV will promote general and entry-level employment, as well as apprentice and traineeship opportunities on the Project.

The Project will attend local career expos and career fairs where information about the Project and the broader industry can be provided to High School students and University graduates.

5. LOCAL BUSINESS ENGAGEMENT STRATEGY

The Project has commenced to assess current and potential future local and Aboriginal business participation and development needs across the Project's supply chain for the range of activities associated with construction of the Project. This assessment will be ongoing throughout the duration of construction of the Project.

The Project is committed to maximising engagement with local and regional enterprises, both directly and through the subcontractor supply chain. As noted above, it is acknowledged that some local and regional businesses are less developed in providing services to the construction industry in NSW and therefore a targeted internal and external communication campaign will be ongoing throughout the Project to support development of this sector.

The following activities are being implemented to maximise participation by local, regional and Aboriginal business:

- The quarterly 'Business Buzz' sessions have been facilitated by the Workforce Development and Industry Participation (WDIP) team, in collaboration with ICN, and serve as a platform to:

- provide networking opportunities,
- promote upcoming commercial opportunities,
- share opportunities from local and training providers, and
- assist to engage local, regional and registered Aboriginal businesses regarding potential commercial opportunities.

These sessions aim to foster collaboration and ensure inclusive participation. To date, twelve Business Buzz sessions have been held across Upper Lachlan, Goulburn Mulwaree, Yass Valley, Gundagai-Cootamundra and Snowy Valleys LGAs.

- Civil works scope targeted to local providers wherever possible as this scope will largely be suitable to local skillsets and plant available in the area. AGJV will only self-perform works where direct hire from local providers cannot be obtained or works are deemed critical. This approach supports local industry participation and maximises regional economic benefits.
- All procurement to include a market scan to identify opportunities for recognised Aboriginal businesses, local and regional enterprises, and social enterprises. Procurement opportunities will be advertised on ICN NSW Indigenous Chamber of Commerce (NSWICC), and Supply Nation on the Mob opportunity Board (MOB) portal as an Expression of Interest (EOI) with a focus on engaging local and regional enterprises and supporting recognised Aboriginal businesses.
- Establishment of minimum and stretch targets and monthly tracking for local business engagement (i.e., target of 20 local and regional enterprises in the supply chain).
- Break down subcontract work packages where practical to make them accessible to Aboriginal, local and regional businesses. This will be assisted by the pre-mapping of business capacity to meet Project procurement requirements.
- Create a training support program for potential HumeLink East Subcontractor's that will include examples of documentation required, training materials for the competency compliance requirements and other resources as needed.
- Prioritise procurement from Aboriginal, local and regional businesses.
- Provide quarterly sub-contractor forums for networking opportunities, promote upcoming commercial opportunities, provide advice on training grants and subsidies, and share opportunities arising from local and specialist RTO offerings, i.e.:
 - Commercial Opportunities
 - New Packages Released
 - Quotes and Tender Responses
 - Payment Claims
 - Reporting Update
 - Training
 - Apprenticeships and Traineeships
 - Pre-employment programs
 - Trades Pathway Program
 - NSW Funding Opportunities
 - RTO Spotlight
 - Competency and Access Control Update
 - 3D Safety Spotlight
 - Reporting Fundamentals.
- Leverage ACCIONA's database of local Recognised Aboriginal Businesses and local and regional enterprises, creating and distributing a resource to guide subcontractors and suppliers on seeking engagement
- Where applicable, require all major subcontractors and suppliers to include a minimum of three local and regional enterprises or recognised Aboriginal businesses in their supply chain (assisting in the development of long-term capability and capacity).

Communication with businesses will occur prior to and throughout the construction phase as described in Section 4.1.

The Project will draw on the Transgrid Local Business Register and Transgrid Australian Industry Participation Plan, key inputs to the Project's detailed packaging strategy. This Register informs our first general subcontractor and supplier engagement forum.

The Project will participate in local employment events, career expos and forums. . These forums will provide a means to describe how the Project intends to remove barriers to participation, such as communicating work volumes, providing longevity and outlining the key Project expectations and opportunities for businesses. The Project is specifically targeting participation in employment shows at Yass, Goulburn, Crookwell, Snowy Valleys, South West Sydney and Canberra by promoting the Project and our industry participation opportunities.

The above local business engagement strategies will be monitored as described in Section 9 below and where areas for improvement are identified, these strategies will be reviewed and updated as needed.

6. LOCAL EMPLOYMENT STRATEGY

The Project's local employment strategy has been informed by local employment facilitators and the Department of Employment and Workplace Relations Local Jobs Plans for Capital Region. The Project has developed strategies to maximise local and regional employment and is targeting 74 personnel to be drawn from local and regional catchments, with a further 37 personnel identified as a stretch target for employment.

NSW is experiencing a skills shortage for the electrical supply industry trades and specifically for transmission line-workers. Attracting and retaining suitably qualified, skilled and experienced workforce has been identified as a key Project risk with recruitment and/or reskilling of tradespeople key to the Project's success. The following workforce resourcing strategies are therefore being adopted:

- Focus on local and regional trades, and resources as a priority.
- Leverage domestic resources, particularly in NSW, with complementary skills and upskill as required.
- Attract workers from other aligned industries, such as coal, gas, and mining, and reskill them for energy jobs.
- Identify employment pathways from other relevant areas, such as Defence (veterans).
- Deliver pre-employment programs to attract local workers and upskill them in potential job roles, including the Certificate II in Transmission Line Construction UET20420.
- Prioritise recruitment and development of local and regional workers and commit to resourcing from local entities as much as possible.
- Develop the Transition to Transmission workforce strategy, along with a comprehensive Jobs I Worker guide to identify and build a workforce capable of meeting the demands of constructing and installing electricity transmission towers.
- Recruit only as required from interstate and internationally for specialist skills across linework.

The AGJV has already partnered with Health and Safety Advisory Service (HSAS) one of Australia's leading Registered Training Organisations (RTOs) in the Civil Construction and Electricity Supply Industry (ESI) sectors, and TAFE NSW South Region, the primary RTO servicing electrotechnology and employability skills along the Project corridor. These partners are assisting us to identify the specialist competencies to be assessed, bridge the gap through a targeted training plan, and provide contextualised support services such as language, literacy and numeracy as required.

The AGJV will liaise with the Australian Skills Quality Authority (ASQA), via the national register, to ensure any RTO engaged for training and assessment is compliant and authorised to:

- Deliver and assess nationally recognised training.
- Issue nationally recognised qualifications and statements of attainment.
- Apply for government funding to provide Vocational Education and Training (VET) services.

The Project is targeting 10% local employment for all major construction activities with a stretch target of 15% across all work packages.

The above local employment strategies will be monitored as described in Section 9 below and where areas for improvement are identified, these strategies will be reviewed and updated as needed.

Unless specific delivery frequencies or timing is stated, all other key aspects are ongoing throughout procurement without specific timings during construction as are based on the procurement schedule and as works progress along the alignment.

7. ABORIGINAL EMPLOYMENT STRATEGY AND PRE EMPLOYMENT PROGRAMS

The Humelink East Aboriginal Participation Manager works collaboratively with the three Local Aboriginal Land Councils (LALC) within the HumeLink East Project alignment, namely Pejar LALC, Onerwal LALC, and Brungle/Tumut LALC. The focus is on identifying and facilitating employment opportunities for Aboriginal people in the local communities.

HumeLink East have established the HumeLink East Aboriginal Working Group, of which Transgrid is a member along with NSW State Government Aboriginal Agencies and the three LALCs. This group provides input and suggestions on local and State matters concerning employment trends, opportunities and policy matters.

The WDIP team will deliver six (6) pre-employment programs and engage with local job providers such as Employment Plus, Sureway, Workforce Australia and APM to source and register potential participants for these pre-employment programs (PEP). Support will be provided to engage and retain participants as they move from training to employment. Transgrid receives monthly reporting, via the ArcBlue Portal, on the progress of these programs. Further information and indicative timing on the PEP is included in Table 5 below.

Table 5: Pre-Employment Program Information

PEP Title	Location	Indicative Timing	Details
EmPOWERing Regional Women – a program targeting local Yass women looking to reenter the workforce	Yass	Oct / November 2024	5 women employed with HLE 6 women engaged with a subcontractor 1 woman employed by Transgrid
Infrastructure Work Prep RII20120 Certificate II qualification	Goulburn	17.2 – 28.2.2025	Participants are progressing to gain plant (i.e. dozer) tickets and then to a traineeship with HLE.
Introduction to ESI – Electrical Supply Industry	Yass	March 2025	1 candidate employed on HLE Some participants are progressing to gain plant tickets
Care for Country	Tumut	14.5 – 28.5.2025	15 identified 'Caring for Country' traineeships in Conservation and Ecosystem Management
Clontarf Academy Program	Tumut	Q3 2025-Q2 2027	Focus will be on auto training
Assistant Line Worker	Tumut / Yass	Q4 2025- Q1 2026	HLE has 35 traineeships between October 2025 – January 2026

Additional employment pathways include Caring for Country traineeships, apprenticeships and internships. In addition, other training opportunities tailored for Aboriginal people will be developed and promoted along the HLE alignment. The Aboriginal Participation Manager plays a vital role in

supporting participants' transition from the PEP into meaningful employment in the workforce, and this will be achieved through building confidence and employability skills via mentoring.

8. CUMULATIVE IMPACTS

The Social Impact Assessments (SIA) undertaken as part of the EIS and Amendment Report have assessed cumulative impacts from current and proposed future projects within and near to the HumeLink project area. The SIA notes that several infrastructure projects are planned for a similar delivery timeframe and that there is community concern this could lead to competition for local workers.

The SIA identifies several projects with potential for cumulative impacts with HumeLink. The projects in Table 5 have potential for cumulative impacts with HumeLink East.

Table 5: Projects with the potential for cumulative impacts

Relevant project	Location in relation to amended footprint	Status/ timeframe/ overlap (as per Scoping Report/ EIS)	Cumulative impact
Victoria to NSW Interconnector West (VNI West)	VNI West would be partially within Wagga Wagga City LGA. The proposed project would connect to the Wagga 330 kV substation.	EIS preparation Construction planned to commence in 2026, for approximately 24 months.	Refer to Technical Report 7 Social Impact Assessment. Potential for cumulative impacts currently not known and would depend on whether the construction period overlaps with that of HumeLink East. As per EIS The impacts from VNI West are largely unknown as a project corridor is yet to be defined. However, due to the separation of the project from the majority of the project footprint, it is unlikely that cumulative social impacts would arise from the projects
Snowy 2.0 Main Works	Snowy 2.0 is located in the Snowy Valleys LGA. At its nearest point, Snowy 2.0 is approximately six km east of the project footprint, measured from the Maragle 500 kV substation	Approved, under construction, expected completion by 2026.	Refer to Technical Report 7 Social Impact Assessment. Potential for cumulative impacts due to construction overlap. As per EIS impacts would be minimal in significance. The projects would also result in indirect cumulative social benefits through access to employment, though these would likely be minimal in scale due to the distance between the two projects.
Snowy 2.0 Transmission Connection	Snowy Transmission Connection would construct the Maragle 500 kV substation and terminate adjacent to the Maragle 500 kV substation compound (C05).	Approved, under construction, expected completion by end of 2025.	Refer to Technical Report 7 Social Impact Assessment. Potential for cumulative impacts due to construction overlap. AS per EIS, The construction

Relevant project	Location in relation to amended footprint	Status/ timeframe/ overlap (as per Scoping Report/ EIS)	Cumulative impact
			and operation of the projects would likely have minor cumulative social impacts to community environmental values, amenity, and surroundings through the increased vehicle movements associated with construction, and through visual impacts once the projects were operational. Business operators and workers in Tumut, Batlow, and Tumbarumba may experience cumulative social benefits from improved livelihoods through increased patronage and access to employment associated with the combined works being undertaken in and around the region. These benefits would likely be minor. Any cumulative social impacts or benefits that may arise from the two projects would be limited to key communities at Tumut, Batlow and Tumbarumba
Jeremiah Wind Farm	The project footprint traverses Jeremiah Wind Farm's site area, north of Adjungbilly, approximately nine km north-east of the Adjungbilly Road compound (C09). Some proposed wind turbine locations are within 500 m of the project footprint.	EIS preparation Construction planned to commence in 2023, for approximately 24-30 months.	Refer to Technical Report 7 Social Impact Assessment. Potential for cumulative impacts currently not known and would depend on whether the construction period overlaps with that of HumeLink East. As per EIS, Should any social impacts arise, they would be limited to residents and workers close to where the project footprint traverses Jeremiah Wind Farm's site area, and would be of low significance. Cumulative social benefits arising from the projects may be experienced at the social locality scale through improved access to employment, but these would likely be of a minimal magnitude.
Rye Park Wind Farm		Operational since October 2024	No construction overlap.

Relevant project	Location in relation to amended footprint	Status/ timeframe/ overlap (as per Scoping Report/ EIS)	Cumulative impact
Crookwell 3 Wind Farm		Construction complete	No construction overlap.
Yass Solar Farm	The project is located adjacent to the Yass township, approximately 4 km southwest of Faulder Avenue laydown and 4.5 km south of the Yass Valley Way Accommodation Facility.	EIS preparation Construction planned to commence in 2025, for approximately 24 months.	Refer to Technical Report 7 Social Impact Assessment Addendum. Potential for cumulative impacts currently not known and would depend on whether the construction period overlaps with that of HumeLink East. As per Amendment Report Any cumulative impacts would be limited to Yass. The scale of cumulative social impacts would generally be minor, though if the project construction periods overlap, impacts may be exacerbated but would remain low.
Marulan Solar Farm	The project is located approximately 5 km west of Marulan, approximately 17 km east of Goulburn and approximately 22 km south east of the project footprint.	Approved Construction is anticipated to start in 2025, for approximately 18 months.	Potential for cumulative impacts due to construction overlap.
Gundry Solar Farm	The project is located approximately 10 km southeast of Goulburn, and approximately 32 km south-southeast of the approved Crookwell Accommodation Facility location.	Response to submissions phase Construction anticipated to commence early 2026, for approximately 18-24 months.	Potential for cumulative impacts due to construction overlap.
Merino Solar Farm	The project is located approximately 6 km south of Goulburn CBD, and approximately 29 km south-southeast of the approved Crookwell Accommodation Facility location.	EIS preparation Construction anticipated to commence from 2025, for approximately 12-18 months.	Potential for cumulative impacts currently not known and would depend on whether the construction period overlaps with that of HumeLink East.
Wattle Creek Energy Hub Solar Farm	The project is located approximately 15 km northwest of Marulan; and approximately 14.5 km south of the Bannaby Substation.	EIS preparation Construction planned to commence in late 2025/ early 2026, for approximately 18 months.	Potential for cumulative impacts currently not known and would depend on whether the construction period overlaps with that of HumeLink East.
Wattle Creek Energy Hub Battery Energy Storage System	The project is located approximately 15 km northwest of Marulan; and approximately 17 km south of the Bannaby Substation.	EIS preparation Construction planned to commence in late 2025, for approximately 18 months.	Potential for cumulative impacts currently not known and would depend on whether the construction period overlaps with that of HumeLink East.
Canyonleigh Battery Energy Storage System (also known	The project is situated approximately 11 km northeast of Marulan; and approximately	EIS preparation Construction anticipated to commence mid-2026, for	Potential for cumulative impacts currently not known and would depend on whether the construction period

Relevant project	Location in relation to amended footprint	Status/ timeframe/ overlap (as per Scoping Report/ EIS)	Cumulative impact
as X-Elio Brayton and Willavale Park)	18.5 km south of the Bannaby Substation.	approximately 12-18 months.	overlaps with that of HumeLink East.
Inland Rail – Albury to Illabo SSI-10055	The project is situated about 50 km to the West of the project alignment Between Tumut and Yass	EIS Preparation Construction anticipated Late 2025	Cumulative social impacts through changes to surroundings and amenity are highly unlikely as that Inland Rail project utilises existing rail infrastructure. Potential for cumulative impacts due to construction overlap. Are unlikely

There is the potential for cumulative impacts where the construction periods of large infrastructure projects overlap with that of HumeLink East. However, it is not considered that cumulative impacts relating to local employment or business engagement with the above projects are likely to be substantial. Notwithstanding, further consultation with councils and business groups will be undertaken as part of the development of this LBES and the Social Impact Management Plan as required under CoA B61. Should any further impacts be identified (i.e. due to additional projects being identified or changes to the scope or staging of known projects), consultation with identified projects, relevant councils and business groups will be undertaken to identify any further mitigation measures that may need to be implemented. This will be monitored and reported on as part of the Social Impact Management Plan in accordance with CoA B61(h) (refer Table 6 below).

9. MONITORING AND REPORTING

Monitoring and reporting of tracking against Project targets for business and employment strategies will be provided to Transgrid by AGJV monthly as set out in Table 6. Performance against targets (directly performed and subcontracted) will be monitored by AGJV monthly against all social procurement, workforce, and industry targets. Reporting by AGJV will also include performance of subcontractors and other relevant entities in the Project supply chain.

In addition, a quarterly report will be issued to Transgrid by AGJV detailing performance against all social procurement, workforce, and industry targets. The report will also cover the performance of subcontractors and other relevant entities in our supply chain.

Where areas for improvement are identified, the strategies outlined in this Strategy will be reviewed and updated as necessary.

Table 6: Reporting

Frequency	Reporting to	Reporting requirements
Quarterly Reporting	Transgrid	<ul style="list-style-type: none"> Reporting will be undertaken through 3D safety and ArcBlue in accordance with the Worker & Workforce Development Plan and Aboriginal Participation Management Plan. Quarterly Key Reward Area (KRA) reviews will track progress against targets for training, procurement, local spend and employment, broadly as follows: <ul style="list-style-type: none"> Total Contractor's personnel numbers by origin (Local, Regional, Australian and Other Country Nationals), gender and diversity. Training undertaken by type, hours, and number of participants, split between Local, Regional and Australian and by gender. Work packages identified for Australian, local and regional industry participation and Aboriginal industry participation. Number, scope, and value of contracts awarded to local and regional businesses, Australian businesses and

Frequency	Reporting to	Reporting requirements
		<ul style="list-style-type: none"> Aboriginal industry in the Project area of influence and across Australia. ○ Spend with businesses against targets for local and regional, Australian and Aboriginal owned businesses.
Monthly	Transgrid	<ul style="list-style-type: none"> • Reporting on targets in Table 2

Roles and responsibilities for implementation of the LBES are outlined in Table 7 below.

Table 7: Roles and responsibilities

Roles and responsibilities	
Aboriginal Participation Manager	<ul style="list-style-type: none"> • Responsible for the Aboriginal Procurement and Aboriginal Participation Plan • Lead all engagement with Aboriginal Stakeholders including Local Aboriginal Land Council's • Primary contact for Transgrid's Social Legacy Team • Design and implement a Business Support Program to build the capacity of Recognised Aboriginal Business (where needed) and promote engagement opportunities in the supply chain • Implement cross-cultural awareness strategies involving training and implementation of relevant policies, including Equal Opportunity • Provide guidance and ongoing support to subcontractors that are non-Recognised Aboriginal Businesses by promoting Aboriginal and Industry Participation initiatives within their organisations • Engage with relevant Aboriginal Business Forums • Coordinate events for NAIDOC week and National Reconciliation Week • Work with local Aboriginal organisations to promote employment / training opportunities • Build and maintain strong relationships with key Aboriginal employment, training, and business support agencies
Workforce Development and Industry Participation Manager	<ul style="list-style-type: none"> • Accountable for the implementation of the Aboriginal Participation Plan • Support, develop and leverage relationships with key stakeholders to maximise synergies • Manage all reporting requirements for the Aboriginal Participation Plan.
Community Investment Lead	<ul style="list-style-type: none"> • Build and maintain strong relationships with key Aboriginal stakeholders regarding community benefit initiatives.
Landowner and Community Manager	<ul style="list-style-type: none"> • Implement strategies as outlined in this plan • Work with the Aboriginal Participation Manager ensure the HumeLink East is aware of commitments to Aboriginal participation on the Project including employment, cultural awareness, and business procurement • Work with the Aboriginal Participation Manager to provide guidance to the Project team to create and maintain a culturally safe workplace • Connecting local Aboriginal workers to external support providers

10 CONTINUOUS IMPROVEMENT AND AUDITING

Continuous improvement of this LBES will be achieved by the ongoing evaluation of management performance against planning approval requirements, policies. Performance will be assessed against objectives and targets outlined in Section 2 of this Plan.

The LBES will be reviewed annually as the Project progresses and updated accordingly. The reviews will be initiated by the Environmental Manager and include relevant project team members and stakeholders

Audits will be undertaken to assess the implementation of this strategy. Audit requirements are detailed in Section 3.9 of the CEMP.

In line with CoA C13, independent audits will be undertaken in accordance with the *Independent Audit Post Approval Requirements (2020)*.

APPENDIX A ABORIGINAL PARTICIPATION PLAN

HumeLink East



HLE-AGJ-MGT-ALE-PLN-0000-001 Aboriginal and Torres Strait Islander Participation Plan

REV.00

HumeLink East



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1. PLAN REQUIREMENTS

1.1 GENERAL REQUIREMENTS

(a) The Contractor shall develop, implement, maintain, and consistently apply the Management Plans and associated sub plans nominated in Appendix I. The Contractor Management Plans shall be developed in accordance with the initial Contractor Management Plans included in the Contract.

(b) Where the Contract requires the same or similar Contractor Management Plan to be produced, the Employer's Representative (at their sole discretion) may approve that a single, combined Contractor Management Plan be provided by the Contractor. Any such combined Contractor Management Plan shall comply with all the relevant requirements of the Contract and another other requirements or conditions required by the Employer's Representative.

(c) The Contractor shall prepare and submit the finalised Contractor Management Plans to the Employer for Review, in accordance with the Conditions of Contract, prior to each respective due date nominated in Appendix I.

(d) The Contractor shall undertake ongoing review, development, amendment and updating of the Contractor Management Plans throughout the duration of the Contractor's Activities to ensure that each Contractor Management Plan remains effective for managing the Contractor's Activities and aligned with the project priorities, risk areas and requirements, taking into consideration:

- i. the status and progress of the Contractor's activities.
- ii. changes in the design, construction and commissioning processes and conditions, including Variations.
- iii. lessons learnt throughout the Contractor's activities.
- iv. changes in other related Contractor Management Plans.
- v. to address requirements or matters not addressed in the existing Contractor Management Plans.
- vi. requirements of Authorities.
- vii. the commencement of new phases or sections.
- viii. any Change in Law under Sub-Clause 13.7 [Adjustments for Changes in Law] of the Conditions of Contract and/or technical standards and regulations under Sub-Clause 5.4 [Technical Standards and Regulations] of the Conditions of Contract.
- ix. any other events or circumstances which occur or come into existence, and which have, or may have, an effect on the way the Contractor performs the Contractor's Activities; and
- x. any other updates as required by the Employer or otherwise by the Contract.

(e) As a minimum the Contractor Management Plans shall be updated at the frequency stated in Appendix I and submitted to the Employer for Review, in accordance with the Conditions of Contract. The Contractor's submission shall include both the updated plan with changes indicated ('clean version') and a version showing tracked changes from the previous version of the plan ('tracked change version') until the Employer has approved the updated.




1.2 ABORIGINAL AND TORRES STRAIT ISLANDER PARTICIPATION MANAGEMENT PLAN

The Aboriginal and Torres Strait Islander Participation Management Plan (and its associated processes, procedures, and resources) support HumeLink East in delivering best practice engagement with our Aboriginal and Torres Strait Islander stakeholders and create opportunities for their participation on HumeLink East.

2. PLAN CONTROL AND AMENDMENT

The current reviewed and approved version of this Plan is available on RiB-CX for all project personnel to access. Downloaded Plans are deemed uncontrolled, and it is the responsibility of the user to ensure they are using the latest revision. The responsibility for maintenance, review, update, and approval of this Plan is as per Section 11.2 of this document.

3. APPROVALS

	Name	Signature	Date
Author:	Lisa McIntosh Aboriginal Participation Manager	<div>DocuSigned by: </div>	10/10/2024
Sponsor:	Francis Houlihan Deputy Project Director	<div>257094BA479E4C4... Signed by: </div>	10/10/2024
Project Director:	Carel Nagel	<div>010D3D30A611441... DocuSigned by: </div>	10/10/2024
The authorized use of this document shall only be once approved by way of presence of signatories under section 1 Approvals.			

4. DOCUMENT CONTROL – REVISION HISTORY

Revision History				
Rev:	Date:	Pages:	Revised By:	Description:
DRAFT	31/05/23	30	C. Pracy	ECI Stage 2 Initial Plan Submission
A	21/11/23		L. McIntosh	Issues for review
B	10/04/24	All	L. McIntosh	Revised to address Transgrid review comments
C	11/06/24	All	L. McIntosh	Revised to address Transgrid review comments
D	25/07/24	All	L. McIntosh	Revised to address Transgrid review comments
E	05/09/24	All	L. McIntosh	Revised to address Transgrid review comments
00	08/10/24	All	L. McIntosh	Issued For Use – No further comment.

4.1 GENERAL AUTHORITY REQUIREMENTS

The Project Director is responsible for the distribution of this Management Plan. The controlled master version of this document is available for distribution as appropriate and maintained on RIB | CX. All circulated hard copies of this document are deemed to be uncontrolled. The implementation of this Management Plan is under the authority of AGJV and the Project Director. All personnel employed on the Project will perform their duties in accordance with the requirements of this Management Plan, supporting management plans, and related procedures.

ABBREVIATIONS / DEFINITIONS

Abbreviation or Term	Meaning
Aboriginality	refers to a person who is a member of the Aboriginal race of Australia and identifies as an Aboriginal person and is accepted by the Aboriginal community as an Aboriginal person.
Aboriginal Business	means a business that has at least 50% Aboriginal ownership and that is recognized through an appropriate organisation, such as Supply Nation or the NSW Indigenous Chamber of Commerce. These organisations maintain lists of Aboriginal Businesses that are audited and undergo quality assurance
ACCIONA Group	ACCIONA Infrastructures S.A. (Spain)
ACCIONA	All Australian and New Zealand subsidiaries of Corporation ACCIONA Infrastructures SL (CAI)
ICN	Industry Capability Network
LALC	Local Aboriginal Land Council Pejar Local Aboriginal Land Council Onerwal Local Aboriginal Land Council Brungle/Tumut Local Aboriginal Land Council
NAIDOC	National Aborigines and Islanders Day Observance Committee
NRW	National Reconciliation Week
NSWICC	NSW Indigenous Chamber of Commerce
PEP	Pre-Employment Program
Principal Contractor	A person conducting a business or undertaking that commissions a construct project under Clause 293 of the Work Health and Safety Regulation 2017 (NSW). For the purposes of this Project – AGJV
Project	HumeLink East
RAB	Registered Aboriginal Business
RAPs	Registered Aboriginal Partners
Regional Industry	Businesses based within a 125km catchment surrounding the following Local Government Areas: Upper Lachlan Shire <ul style="list-style-type: none"> • Yass Valley Council • Snowy Valleys Council • Cootamundra Gundagai Regional Council • Wagga Wagga City Council • Goulburn Mulwaree Council • Hilltops Council
Supply chain	means the network of contractors, suppliers, and consultants, engaged in the Contractor's activities
Trainee	means an employee registered as a trainee, holding a formal training contract with their employer, who is directly employed by the Contractor or its Subcontractors in the Supply Chain or hosted via a Group Training Organisation and who has been employed by that employer to undertake the Contractor's Activities at the Construction Site for a period not less than 12 weeks.
Traineeship	A traineeship is a formal training agreement between an employer and a trainee, usually lasting between 16-18 months to complete. Provides the trainee with structured on and off- the-job training and a nationally recognised qualification for employees e.g., Surveying and Safety. Regulated by TSNSW under the Apprenticeship and Traineeship Act 2001
VET	Vocational Education and Training
WDIP	Workforce Development and Industry Participation
WHS	Workplace Health and Safety

5. SUMMARY

HumeLink East is committed to delivering an Aboriginal and Torres Strait Islander Participation Plan that will deliver great outcomes for all parties. By adopting a collaborative approach, we will strive to increase supplier and workforce diversity with a focus on Aboriginal participation to sustainably grow the construction sector.

The Project Leadership Team commits to achieving Project goals and objectives. HumeLink East understands the community and social responsibilities associated with the Project and will drive strategies that aim to positively impact people's lives and to help close the gap for our First Nations peoples.

HumeLink East is genuinely committed to building strong respectful relationships with all Aboriginal and Torres Strait Islander people and has a dedicated Aboriginal Participation Manager to facilitate this engagement and champion the delivery of this plan internally.

We will comply with the requirements of the NSW Government's Aboriginal Procurement Policy 2021, and the Aboriginal participation requirements as stated in Employers Requirements. We will aspire to exceed these requirements and maximise Aboriginal opportunities on the Project.

During delivery, we will work with Transgrid and the HumeLink West delivery partner to leverage our collective knowledge, aspirations, and strengths. We will identify meaningful opportunities and outcomes for Aboriginal and Torres Strait Islander people and will work to exceed regulatory requirements, in line with Aboriginal community priorities wherever possible.

We are committed to keeping this plan relevant. To continually drive high performance, we will review and evolve the plan throughout the project. As we develop deeper relationships with Recognised Aboriginal Businesses and Aboriginal communities in the HumeLink East corridor, as well as with broader Aboriginal businesses and communities, the plan will adapt accordingly.

The Senior Leadership Team is mindful of their role in ensuring that this objective is realised and commit HumeLink East to ensuring that this goal is met.

5.1 PLAN CONTROL

The latest approved version of this Plan will be available for all Project personnel on HumeLink East SharePoint intranet page in the Project Integrated Management System page.

5.2 UNCONTROLLED COPIES

Any uncontrolled hard copy documents are up to date at issue and are only issued to outside organisations, customers, etc., upon request and approval by a Workplace Manager. Such uncontrolled documents will be clearly marked "Uncontrolled Copy When Printed" and will not be subject to an update.

5.3 REVIEW

This document will be reviewed as required, or at least on a quarterly basis for the first year, thereafter on a yearly basis, or as required basis until the project is complete. If there are significant variations to scope, legislation or a quality issue occurs then the plan will be reviewed to ensure it will achieve the set objectives and targets. The Aboriginal Participation Manager in consultation with the Workforce Development and Industry Participation Manager, the Operation Services Director and Project Director are responsible for the review of this Plan.

5.4 DISTRIBUTION

The Integrated Management System - Systems Representative on the Project is responsible for the controlled internal distribution of this document and changes. Personnel have access to the latest revision of the Plan through PIMS.

5.5 DISCLOSURE

Title roles and responsibilities mentioned within this Plan are not intended to be formal designation. Due to the variable scope of operations and locations of HumeLink East, position titles, roles and authority can be subject to change. The titles listed within this Plan are a conventional depiction of the role's function.

PLAN

6. INTRODUCTION

6.1 ACKNOWLEDGEMENT OF COUNTRY

We would like to Acknowledge the Traditional Owners of the land we meet, work, deliver and operate on. We pay our respects to Elders past and present and Acknowledge the younger generation who will become our leaders of the future. We are committed to honouring Aboriginal and Torres Strait Islander peoples' living culture and spiritual relationships to the lands, skies, seas and waters of our nation.

6.2 KEY PROJECT DETAILS

KEY PROJECT DETAILS		
Client Information		
Name:		Transgrid
Key Representative:		Jeremy Roberts
Details:	ABN:	70 250 995 390
	Address:	180 Thomas Street Sydney NSW 2000
	Phone:	02 9284 3000
	Website:	https://www.transgrid.com.au/
Project Information		
Name:		HumeLink East
Reference No. (client):		P0016465.HLE
Address:		NSW
Contractor Information		
Employer Contractor:		AGJV
Details:	ABN:	54 712 082 915
	Address:	Level 3, 55 Harrington St The Rocks, Sydney NSW 2000
Key Representative:		Carel Nagel
Reference No. (Contractor):		C3055
Project Stakeholder Information		
Relevant Discipline Authority:		Relevant Authority
Relevant Local Councils:		Cootamundra Gundagai Regional Council, Snowy Valleys Council, Upper Lachlan Shire Council, Yass Valley Council, Goulburn Mulwaree Council, Pejar Local Aboriginal Land Council, Onerwal Local Aboriginal Land Council, Brungle/Tumut Local Aboriginal Land Council
Document Information		
Current Document Revision:		00
Current Document Revision Date:		08/10/2024

6.3 PROJECT SCOPE

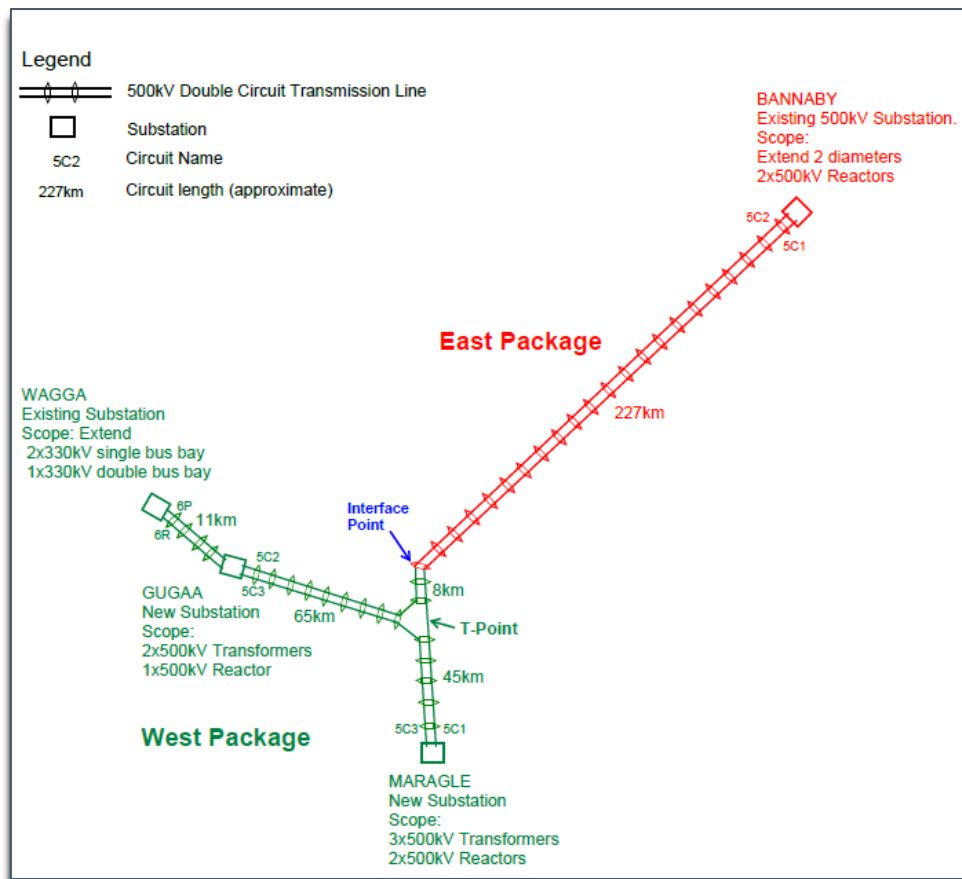
The HumeLink project is a once-in-a-generation investment in Australia's high voltage transmission network and is planned to support the transition to a low emissions generation portfolio. This project is a critical part of AEMO's ISP, connecting a new 500 kV transmission link through Wagga Wagga, Bannaby and Maragle to the existing transmission network, and supporting large scale renewable energy generation.

HumeLink will reinforce Transgrid's transmission network in southern NSW to improve the flow of electricity from new generation sources in southern and western NSW to major demand centres in the State, and to customers across the NEM.

The project will be delivered under two separate Contract Packages - HumeLink East and HumeLink West. HumeLink East and HumeLink West will join and integrate to form HumeLink, and enable the Project to operate safely, reliably, and efficiently as part of Transgrid's network and the NEM as a whole.

HumeLink East has been contracted to deliver the HumeLink East package. An overview of the scope of works for the HumeLink East package is provided below. Figure 1 shows an indicative high-level scope of each Contract Package. Note that the transmission line lengths shown in Figure 1 are approximate only based on Employer's Concept Design.

Figure 1: Indicative High-Level Scope of HumeLink East and HumeLink West



The scope of HumeLink East includes all works and activities associated with:

- augmenting the existing Bannaby 500 kV substation
- delivering a new 500 kV double circuit transmission line connecting the augmented Bannaby 500 kV substation to the Interface Point where it will connect with HumeLink West; and

- delivering the infrastructure required at the Interface Point to enable the connection of the HumeLink West and HumeLink East transmission line works – including the interface tower and associated infrastructure.

7. PLAN SCOPE AND OBJECTIVES

7.1 PLAN SCOPE

HumeLink East will ensure that our operations create meaningful opportunities for Aboriginal and Torres Strait Islander people to engage with Project delivery and to celebrate the unique cultural heritage of Aboriginal and Torres Strait Islander people across the HumeLink East alignment.

7.2 PLAN OBJECTIVES

Through timely and transparent engagement, HumeLink East, in partnership with Transgrid will aim to achieve the following objectives:

- Develop and deliver on an Aboriginal Participation Plan that will deliver meaningful and beneficial outcomes for Aboriginal communities and all stakeholders involved.
- Align our commitments and actions with the six key priority areas of Transgrid's Stretch Reconciliation Action Plan
- Support the delivery of Transgrid's HumeLink Indigenous Engagement Plan 2024-2025 and HumeLink Local and Aboriginal Business Engagement Plan 2022
- Maximise cultural learning for archaeological investigations and salvage works.
- Provide tailored cultural awareness training for project staff.
- Include cultural designs within the art strategy, including the creation of HumeLink East artwork to be used in Project PPE
- Procure from Aboriginal and Torres Strait Islander businesses (a key objective of the Social Reporting Framework)
- Employ Aboriginal and Torres Strait Islander People (a key objective of the Social Reporting Framework)
- Provide training and development for Aboriginal and Torres Strait Islander workforce (a key objective of the Social Reporting Framework)
- Co-ordinate NAIDOC forums and facilitate a HumeLink East Yarning Circle for Aboriginal and Torres Strait Islander employees and sub-contractors (a key objective of the Social Reporting Framework)
- Strengthen Recognised Aboriginal and Torres Strait Islander Businesses by the delivery of a Business Support Program, known as Business Buzz Sessions
- Actively promote a culture of respect and value for our Aboriginal and Torres Strait Islander workforce, for example, signage for office and accommodation facilities will be in both language and English, engage Elder to attend yarning circle. Celebrate significant cultural events
- Monitor and evaluate feedback to measure success of the communication and engagement activities to inform future engagement activities, using the insights to inform and adjust future engagement efforts for the project as needed

7.2.1 COMPLIANCE WITH EMPLOYER'S ABORIGINAL PARTICIPATION REQUIREMENTS

This Plan meets the requirements of the HumeLink East Volume 3A – Attachment B Employer's Requirements – Appendix F Management Requirements to develop, implement and maintain an Aboriginal and Torres Strait Islander Participation Management Plan

Table 1: Requirements to APMP reference

Head Contract Requirement Clause	Requirement	Reference
Schedule 2 Employer's Requirements Appendix F 2.16 (a)	The Aboriginal and Torres Strait Islander Plan (APP) shall comply with the Employer's Indigenous Engagement, Participation and Procurement Requirements.	Section Procurement Management Plan 10.3 Meeting Aboriginal and Torres Strait Islander Participation Requirement.
Schedule 2 Employer's Requirements Appendix F 2.16 (b)	The APP shall create opportunities for Aboriginal Owned Business, support Aboriginal and Torres Strait Islander employment and training, and apply across the works supply chain.	Section Procurement Management Plan 10.3 Meeting Aboriginal and Torres Strait Islander Participation Requirements, Appendix A
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (i)	The APP shall include roles and responsibilities for Key Personnel and lines of communication for each role in relation to the management of Aboriginal and Torres Strait Islander engagement and participation;	Section 13.2 table 3 Roles and Responsibilities
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (ii)	A detailed plan on how to achieve the minimum Aboriginal Participation Target;	Section 15.8 Minimum Aboriginal Participation Targets 15.9 Action Plan
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (iii)	A detailed plan for ongoing engagement with local Aboriginal and Torres Strait Islander community groups, employment and training providers or other organisations, to maximise education, training, employment, or other related opportunities;	Section 15.2 Humelink Aboriginal Working Group
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (iv)	Plans for participation in Aboriginal and Torres Strait Islander cultural celebration activities including NAIDOC and Reconciliation Week in collaboration with the Employer's Yura Ngura Team;	Section 14.2 Participating in Aboriginal Cultural Celebrations, 14.2.1 National Reconciliation Week. 14.2.2 Naidoc Week
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (v)	Details of how the APP requirements will be applied to Subcontractors and other suppliers;	Section Appendix A 16. Subcontractors
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (vi)	Methodologies for creating a cultural safe workplace	Section 10.1 Schedule of Training and Facilities
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (vii) (a)	Details of job readiness programs including mentoring programs that contribute to the engagement and retention of Aboriginal and Torres Strait Islander people in the workforce;	Section 15.9.1 Job Readiness Programs, 15.9.2 Mentoring Programs
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (vii) (b)	Work experience placements for Aboriginal and Torres Strait Islander students or jobseekers;	Section 12.9.3 Work Experience Placements
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (vii) (c)	Aboriginal and Torres Strait Islander apprentice and trainee opportunities	Section 12.9.4 Apprentice and Trainee Opportunities
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (vii) (d)	Education and training opportunities for upskilling of Aboriginal and Torres Strait Islander people in the workforce;	Section Workforce and Workforce Development Plan 14. Maximize employment and Training opportunities for Aboriginal and Torres Strait Islander

Head Contract Requirement Clause	Requirement	Reference
		Peoples, 12.9.5 Education and Training Opportunities
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (vii) (e)	Cultural awareness/appreciation training; and	Section 14.1 Cultural Awareness and appreciation Training
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (vii) (f)	Engagement and capacity building of Aboriginal Owned Businesses including relevant job network agencies and supply chain specialist for Indigenous communities.	Section 15.7 Building Capacity
Schedule 2 Employer's Requirements Appendix F 2.16 (c) (viii)	Methodologies for validating a Subcontractor's Aboriginal and Torres Strait Islander participation reports.	Section 16.1 Validating Subcontractor's Participation Reports

8. ABORIGINAL PARTICIPATION PLAN

8.1 BACKGROUND

We have written the Aboriginal and Torres Strait Islander Participation Management Plan using our experience, desktop research and relevant supporting resources including Transgrid's Stretch Reconciliation Action Plan, Transgrid's HumeLink Indigenous Engagement Plan 2022-2023 and HumeLink Local and Aboriginal Business Engagement Plan 2022.

HumeLink East are committed to delivering this plan with Transgrid, Transgrid's Yura Ngura Advisory Team, and Aboriginal and Torres Strait Islander stakeholders to ensure all stakeholder views are captured and collectively we can deliver great outcomes for local Aboriginal communities within the HumeLink East corridor.

We will work with the HumeLink West delivery partner through the development of this plan to share knowledge and ensure that our plans align to provide equal and consistent opportunities for local Aboriginal people to be involved across the project.

8.2 IMPLEMENTING THE PLAN

This plan outlines HumeLink East commitments to investing at least 2.5% of the total contract value on strategies and meaningful actions to encourage Aboriginal Participation.

HumeLink East Aboriginal Participation Manager and Workforce Development and Industry Participation Manager will be responsible for the implementation of this plan ensuring relevant feedback from Aboriginal stakeholders as listed in the stakeholder table.

The plan is supported by a detailed Action Plan that outlines the tangible steps HumeLink East will take to achieve our goal of at least 2.5% investment. The Action Plan is available at Appendix A

8.3 MAINTAINING THE PLAN

This plan will be reviewed every quarterly to ensure its contents, actions, and strategies remain relevant and appropriate for Aboriginal and Torres Strait Islander stakeholders.

9. HUMELINK EAST LOCAL ABORIGINAL COMMUNITY PROFILE

The three LALCs within the HumeLink East project alignment are the Brungle/Tumut LALC, Onerwal LALC and Pejar LALC. The three LALCs are located on Wiradjuri Country of NSW, which is understood to be the largest Aboriginal Region in the State.

In the Environmental Impact Statement Social Impact Assessment, it is reported that across the HumeLink alignment, 5.6 per cent of the residents identify as Aboriginal and Torres Strait Islander in 2021. The study area for the assessment included the full HumeLink alignment across the lands of the Dharug, Gundungurra, Ngunawal, Wiradjuri, Ngarigo and Jaitmatang countries. At the 2021 Census, the area was home to 9,548 Aboriginal and Torres Strait Islander people. Of the Aboriginal and Torres Strait Islander residents in the labour force in, 9.7 per cent were unemployed in 2021, a far higher proportion than the 3.9 per cent of the overall population. Table 2 below provides key Aboriginal and Torres Strait Islander demographics indicators across both the HumeLink East and HumeLink West projects.

Table 2: Key Aboriginal and Torres Strait Islander demographic indicators

Indicator	Details
Population	<ul style="list-style-type: none"> At the 2021 Census, the social locality was home to 9548 Aboriginal and Torres Strait Islander people. Between 2016 and 2021, the number of Aboriginal and Torres Strait Islander people in the social locality increased at a slower rate (1.1 per cent) than the total number of the area's residents (6.6 per cent) Aboriginal and Torres Strait Islander people were most strongly concentrated in Wagga Wagga City LGA (6.6 per cent of the population), at least strongly concentrated in Upper Lachlan Shire LGA (3.1 per cent)
Age profile	<ul style="list-style-type: none"> At the 2021 Census, 59.2 per cent of Aboriginal and Torres Strait Islander people in the social locality were of working age (between 14 and 65 years old), lower than the 60.7 percent of all people within the social locality. Of the LGAs within the social locality, Upper Lachlan Shire had the highest population of Aboriginal and Torres Strait Islander people of working age (64.2 per cent), and Snowy Valleys had the lowest (56.1 per cent)
Housing and households	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander people lived in a total of 4440 households in the social locality at the 2021 Census, with an average household size of 3 people, higher than the overall social locality average, at 2.5. Of the 4440 households, 3574 or 80.5 per cent were family households, higher than the 68.9 per cent of households for the whole social locality
Education	<ul style="list-style-type: none"> At the 2021 Census, approximately 33.3 per cent of Aboriginal and Torres Strait Islander residents of the social locality over the age of 15 had completed their year 12 equivalent, lower than the 44.9 per cent of all residents across the social locality Completion of year 12 rates among Aboriginal and Torres Strait Islander residents were the lowest in Hilltops LGA, at 26 per cent, and the highest in Yass Valley LGA, at 41.7 per cent. However, Yass Valley LGA also showcased the widest disparity between year 12 completion rates among Aboriginal and Torres Strait Islander and non- Aboriginal and Torres Strait Islander residents, at 19 per cent

Indicator	Details
Labour force	<ul style="list-style-type: none"> • In 2021, 57.7 per cent of Aboriginal and Torres Strait Islander residents over 15 in the social locality were in the labour force, fewer than the 60 per cent of the social locality overall. • Within the social locality in 2021, Yass Valley LGA had the highest rate of Aboriginal and Torres Strait Islander labour force participation (64.3 per cent), while Hilltop LGA had the lowest (49.6 per cent), followed by Snowy Valleys LGA (52.1 per cent) • Of the Aboriginal and Torres Strait Islander residents in the labour force in the social locality, 9.7 per cent were unemployed in 2021, a far higher proportion than the 3.9 per cent of the overall population. • Within the social locality in 2021, the rate of Aboriginal and Torres Strait Islander unemployment was the highest in Snowy Valleys LGA (12.9 per cent), followed by Cootamundra-Gundagai Regional LGA (10.7 per cent), and the lowest in Upper Lachlan Shire LGA, at only 2.5 per cent

10. ALIGNING WITH TRANSGRID'S STRETCH RECONCILIATION ACTION PLAN

Our Aboriginal Participation Action Plan, a live working document to be regularly updated, includes key milestones and dates of our proposed activities and how these activities align with the commitments in Transgrid's Stretch Reconciliation Action Plan (RAP). HumeLink East are committed to delivering on the actions of Transgrid's stretch RAP including the six RAP pillars in figure 2 below:



Figure 2: Aboriginal Participation Action Plan

10.1 RELATIONSHIPS

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
2. Build relationships through celebrating National Reconciliation Week (NRW)
3. Promote reconciliation through our sphere of influence.
4. Promote positive race relations through anti-discrimination strategies.
5. Take a leading role in Energy industry forums to champion reconciliation activities.

10.2 RESPECT

1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.
2. Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols, customs, and significant artefacts.

3. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week
4. Build respect for Aboriginal and Torres Strait Islander peoples, their knowledge, and cultures within site-based project teams.

10.3 OPPORTUNITIES

1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
3. Improve staff awareness to procuring Aboriginal and Torres Strait Islander services.
4. Increase indirect economic spend to Aboriginal and Torres Strait Islander businesses through our Major Project contracts.
5. Provide capacity support (where required) to Aboriginal and Torres Strait Islander businesses, to build sustainable business and economic outcomes.
6. Sponsor educational programs that support Aboriginal and Torres Strait Islander youth by providing education and employment opportunities.
7. Build respect for Aboriginal and Torres Strait Islander peoples, their knowledge, and cultures within site-based project teams. As per the Employer Requirements 7.2.1 (a)(i) HLE will ensure all workers in the role of supervisor and above shall complete Aboriginal cultural awareness/appreciation training, prior to the individuals commencing on the Site.

11. REPORTING

Reporting methods, frequency, and measurement data are provided below as a starting point. These reflect the requirements of Transgrid's internal requirements, refer to Table 3 below. HumeLink East will report via the Social Impact monitoring and reporting portal monthly.

Table 3: Reporting methods

Frequency	Reporting channel	Measurements
Monthly	APMP progress meetings	<ul style="list-style-type: none"> • Number of low, medium, and high-risk issues raised. • Number of upcoming engagement activities delivered or planned over the next quarter, in line with phase of procurement for the project. • First Nations workforce participation – employment and retention. • First Nations supplier participation (No. invited to tender, No. tendered, No. prequalified, No. contracted)
Annually	First Nations Employment Strategy & First Nations Training Plan	<p>These datasets may include:</p> <ul style="list-style-type: none"> • Detailed participant-level data, capturing information on a wide range of demographic characteristics such as participant's age, gender, length of unemployment, postcode of residence and highest level of education attainment, in addition to outcome variables. • A participant entry and/or exit survey, to collect information on participants' motivations and satisfaction with the program components, along with potential improvement ideas. • Evaluation and monitoring procedures to be developed in collaboration with Transgrid's Yura Ngura Advisory Unit to meet Transgrid's internal reporting requirements
As requested,	Attend meetings as requested to discuss the status of APP deliverables and initiatives	

12. ORGANISATIONAL READINESS

This section of the Aboriginal Participation Plan details how HumeLink East will build, grow, and educate our team to support our cultural awareness with a focus on identifying opportunities for Aboriginal and Torres Strait Islander people to be involved with our project.

HumeLink East are passionate about driving great outcomes for the communities we will be working with to deliver the HumeLink East project, and we believe open, honest, and timely engagement with Key Aboriginal and Torres Strait Islander stakeholders like Elders and LALC's will be critical to our success in this area. All members of the HumeLink East have a responsibility to ensure we are delivering on our engagement and participation strategies.

12.1 RECRUITMENT AND RESOURCING

We are committed, where possible, to ensuring that local people have an opportunity to work on the HumeLink East project. As referenced in 10.2 Local and Regional Business in the Local Industry Participation Management Plan. While suitability for some roles will depend on the skills, experience, and qualifications of local candidates, it is crucial that all roles responsible for managing, coordinating, and delivering on the requirements of this plan have a thorough understanding of the local Aboriginal community and stakeholders. These roles should also have the necessary training to ensure a best-practice approach to our activities.

Together with the Workforce Development and Industry Participation Manager the Aboriginal Participation Manager will be responsible for coordinating and delivering on this Aboriginal Participation Plan, with support from key roles across HumeLink East, as detailed in the next section below.

12.2 ROLES AND RESPONSIBILITIES



Table 4: Roles and responsibilities

Role	Responsibilities
Aboriginal Participation Manager	<ul style="list-style-type: none"> Responsible for the Aboriginal Procurement and Aboriginal Participation Plan Lead all engagement with Aboriginal Stakeholders including Local Aboriginal Land Council's Primary contact for Transgrid's Yura Ngura Advisory Team Design and implement a Business Support Program to build the capacity of Recognised Aboriginal Business (where needed) and promote engagement opportunities in the supply chain Implement cross-cultural awareness strategy involving training and implementation of relevant policies, including Equal Opportunity Provide guidance and ongoing support to subcontractors that are non-Recognised Aboriginal Businesses by promoting Aboriginal and Industry Participation initiatives within their organisations Engage with relevant Aboriginal Business Forums Coordinate events for NAIDOC week and National Reconciliation Week Work with local Aboriginal organisations to promote employment / training opportunities Build and maintaining strong relationships with key Aboriginal employment, training, and business support agencies
Workforce Development and Industry Participation Manag	<ul style="list-style-type: none"> Accountable for the implementation of the Aboriginal Participation Plan Support, develop and leverage relationships with key stakeholders to maximise synergies Manage all reporting requirements for the Aboriginal Participation Plan.
Community Investment Manager	<ul style="list-style-type: none"> Implement strategies as outlined in this plan Build and maintaining strong relationships with key Aboriginal stakeholders regarding community benefit initiatives Ensure the HumeLink East is aware of commitments to Aboriginal participation on the Project including employment, cultural awareness, and business procurement Provide guidance to the project team to create and maintain a culturally safe workplace Connecting local Aboriginal workers to external support providers

Role	Responsibilities
Senior Leadership Team	<ul style="list-style-type: none"> • Overall delivery of the Project, including satisfaction of the APP and IPP requirements • Develop, implement, and maintain governance structures, processes, and systems, ensuring integration of all Aboriginal participation considerations, initiatives, monitoring, and reporting
Project Director	<ul style="list-style-type: none"> • Oversight of all project requirements including commitments as outlined in this plan • Ultimate responsibility for Conditions of Approval relating to Aboriginal engagement, participation, and heritage
Operational Services Director	<ul style="list-style-type: none"> • Oversight of the implementation of the Aboriginal Participation Plan • Senior Manager responsible for representing Aboriginal participation with the HumeLink East Senior Leadership Team • Supporting and developing relationships with key stakeholders to maximise synergies
Community and Stakeholder Engagement Manager	<ul style="list-style-type: none"> • Integrate Aboriginal participation, employment, and business opportunities into project communications • Support communication and engagement with Aboriginal and Traditional owner groups
Construction Director	<ul style="list-style-type: none"> • Work with the Aboriginal Participation Manager and HR Manager to implement Aboriginal employment and procurement activities • Support the delivery of participation objectives and requirements in briefings, documentation, and development processes • Maintain a safe working environment that considers the unique needs of new entrants to the construction industry • Participate in
Commercial Director	<ul style="list-style-type: none"> • Work with the Aboriginal Participation Manager to identify Aboriginal procurement opportunities • Incorporate Aboriginal participation requirements into subcontractor and supplier terms and conditions and monitoring performance against these requirements • Support Aboriginal businesses to understand their requirements as outlined in contract terms and conditions
Procurement Manager	<ul style="list-style-type: none"> • Develop and implement procurement arrangements that support recognised Aboriginal Businesses • Work with WDIP to design and implement the Business Support Program
HR/IR Manager	<ul style="list-style-type: none"> • Work with the Aboriginal Participation Manager to recruit local Aboriginal people against project roles. • Ensure project Codes of Conduct, Bullying and Harassment, and Equal Opportunity policies are implemented on the Project. • Support HR recruiters to maintain the local employment register and administer correct employment documentation. • Manage recruitment and onboarding of local workforce
Project Team	<ul style="list-style-type: none"> • Undertake cultural awareness training. • Participate in cultural events such as smoking ceremonies, Reconciliation Week and NAIDOC celebrations. • Support the Aboriginal Participation Manager to meet the employment and procurement objectives for local Aboriginal communities

13. BUILDING A CULTURALLY SAFE WORKPLACE

13.1 CULTURAL AWARENESS AND APPRECIATION TRAINING



Figure 3: Culturally safe workplace principles

Our extensive experience creating real and quality outcomes for Aboriginal people on projects throughout Australia has proven that creating a culturally safe workplace is essential for ensuring we become an employer of choice for Aboriginal people and businesses. Creating culturally safe workplaces is an objective of the social reporting framework.

As shown in Figure 3, the principles that guide us in developing a culturally safe workplace are:

- Acknowledging traditional custodians of the land, respecting their spiritual beliefs, cultural heritage, kinship systems, governance, leadership structures.
 - Engaging others in an inclusive, respectful, fair, and culturally appropriate way.
 - Enriching our workforce through inclusion, understanding and appreciation of Aboriginal culture.
- Actions we will implement on the Project include:

- Cross-cultural awareness strategy, including training and implementation of relevant HR policies such as Equal Opportunity, Diversity and Inclusion, and Harassment and Bullying
- Aboriginal cultural awareness training for all direct employees and subcontractor supervisors
- Aboriginal 'on country' experience for SLT (Senior Leadership Team) to better understand local community needs
- Acknowledgement of Country and Welcome to Country protocols for significant events, key meetings, and community briefings, including training of Project staff in delivering these messages as required
- Smoking ceremonies at Project mobilisation and completion
- Signage Acknowledging Country at Project locations and accommodation camps
- Staff awareness of Aboriginal Participation Plan and Acknowledgment of Country requirements
- Collaborate with the project team to ensure they understand and support the Aboriginal Participation Plan.

13.2 PARTICIPATION IN ABORIGINAL CULTURAL CELEBRATIONS

Acknowledging Aboriginal Cultural Celebrations is an important way to value First Nations culture and build an inclusive team. We are genuinely committed to building strong, respectful relationships with all First Nations peoples and will embrace opportunities to acknowledge these relationships and celebrate what we have collectively achieved. Cultural celebrations will be

coordinated by our Aboriginal Working Group, drawing on the support of ACCIONA's First Nations Leadership Group and Transgrid's Yura Ngura Advisory Team.

13.2.1 NATIONAL RECONCILIATION WEEK

National Reconciliation Week (NRW) provides an opportunity to educate the Project team about our country's history and journey towards reconciliation. Events will be held across sites to promote the significance of NRW and the year's theme, and to hear from our First Nations workers about what NRW means to them.

13.2.2 NAIDOC WEEK

NAIDOC week is an opportunity to celebrate the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples. Working with local Aboriginal businesses, the Aboriginal Working Group will arrange site luncheons featuring bush food and cultural performances. We will also consult with Local Aboriginal Land Council's and Aboriginal stakeholders to seek council on other events and celebrations we can attend and support.

13.2.3 ABORIGINAL LANGUAGE WEEK

The project will celebrate and promote Aboriginal language week which is a time to celebrate and honour Aboriginal languages and their past, present and future. Aboriginal Languages are embedded with knowledge about culture and playing a central role in strengthening cultural identity

14. ENGAGEMENT AND PARTICIPATION STRATEGIES

A detailed Action Plan that outlines our ongoing engagement activities with Aboriginal and Torres Strait Islander stakeholders' forms part of this Aboriginal Participation Plan as Appendix A. We will review this plan with relevant Aboriginal and Torres Strait Islander stakeholders to ensure we are creating a bespoke plan that is relevant and aligns with the channels of communication and engagement appropriate for the stakeholder group.

Our engagement will be undertaken in partnership with Transgrid's Yura Ngura Indigenous Advisory Team during delivery and

Consideration will be given to conducting engagement outside of normal business hours and around key cultural dates, and providing opportunities in photographic, voice recorded and video formats.

We understand some Aboriginal and Torres Strait Islander people may be reluctant to identify issues in the formal sense for a variety of reasons, including:

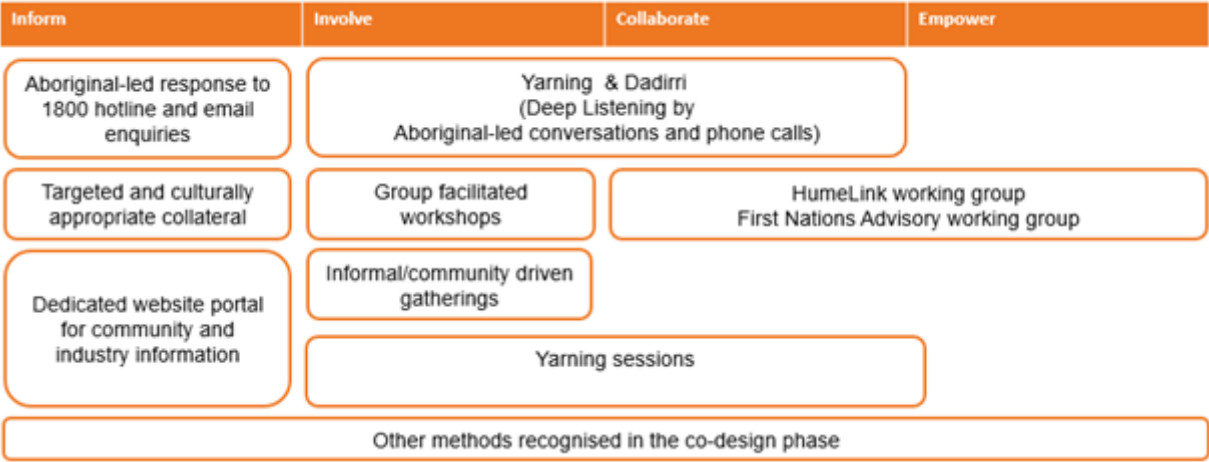
- Language barriers and inability to access an interpreter
- Not knowing how to raise issues or who to escalate them to
- A history of inadequate cultural understanding among government staff, coupled with a prevailing belief that no progress will be made
- Fear of reprisals or victimisation
- Shame, embarrassment, lack of confidence
- Lack of knowledge about programs and systems, or
- Lack of access to services like computers and telephones.

We cannot conclude that few enquiries or complaints from Aboriginal people means there are no problems. As such, we will take extra steps to ensure we are proactive in seeking feedback from Indigenous stakeholders about the Project programs and services that affect them. The Aboriginal Participation Manager (an Aboriginal-identified position) will be available to facilitate conversations and enable community members to speak with someone they trust to understand their issues.

The Aboriginal Participation Plan details how HumeLink East will build, grow, and educate our team to support our culture with a focus on identifying opportunities for Aboriginal and Torres Strait Islander people to be involved with our project.

14.1 IAP2 PUBLIC PARTICIPATION PRINCIPLES

Figure 4: AP2 Public Participation Principles



14.2 HUMELINK ABORIGINAL WORKING GROUP

As part of our commitment to open and transparent engagement with Aboriginal and Torres Strait Islanders, HumeLink East are proposing to facilitate an Aboriginal and Torres Strait Islander Working Group whereby key representatives across the Brungle/Tumut LALC, Onerwal LALC and Pejar LALC, NSW Aboriginal Affairs, NSW Aboriginal Land Council are provided an opportunity to meet regularly with HumeLink East, Transgrid, and their fellow Working Group members to discuss relevant issues to the Aboriginal and Torres Strait Islander communities in a culturally safe space.

This initiative exceeds Transgrid’s Stretch RAP action under the Relationships pillar to provide the opportunity for representatives of Aboriginal and Torres Strait Islander communities within the project footprint to be invited to participate in community consultative groups. Providing a separate group to discuss important and often sensitive matters without the oversight or scrutiny of other stakeholders.

The meetings will be facilitated by the HumeLink East Aboriginal Participation Manager. Their frequency and scope of the participants role will be determined under a Terms of Reference endorsed by both Transgrid, HumeLink East and Working Group members. There should be at least one representative of each LALC in the HumeLink East Aboriginal working group.

- Brungle/Tumut Local Aboriginal Land Council
- Onewal Local Aboriginal Land Council
- Pejar Local Aboriginal Land Council
- NSW Aboriginal Land Council
- NSW Aboriginal Affairs

HumeLink East Aboriginal Participation Manager is keen to collaborate with Transgrid and the Humelink West Aboriginal and Torres Strait Islander representatives to ensure a consistent approach ensnaring Aboriginal and Torres Strait Islander stakeholders are engaged across the entire project.

Cultural Celebrations are an important way to value Aboriginal and Torres strait islander culture and build an inclusive team. We are genuinely committed to building strong, respectful relationships with all Aboriginal and Torres Strait Islander people and will embrace opportunities to acknowledge these relationships and celebrate what we have collectively achieved. Cultural celebrations will be coordinated by our Aboriginal Working Group, drawing on the support of ACCIONA’s First Nations Leadership Group and Transgrid’s Yura Ngura Advisory Team.

14.3 ENGAGEMENT ACTIVITIES

To build effective relationships with the Aboriginal and Torres Strait Islander business sector and increase participation through contracts, the HumeLink East commits to:

- Collaborating with HumeLink Aboriginal and Torres Strait Islander Working Group to develop an approach to meet directly with Aboriginal organisations, and employment and services to co-create local community solutions.
- Host quarterly Business Buzz Session to increase Aboriginal supplier awareness and participation
- Communicating procurement opportunities via NSW Indigenous Chamber of Commerce, Supply Nation, Industry Capability Network (ICN)
- Attend events & forums outside significant Calendar events
- Where appropriate, collaborating with the NSWICC to deliver industry specific training with the view of growing the Aboriginal business supply chain

14.4 • PACKAGES TARGETED TO ABORIGINAL BUSINESSES

HumeLink East is committed to working with Aboriginal businesses to enable them to tender for packages on ICN.

We will ensure all procurement under \$250,000 includes a market scan to identify opportunities for recognised Aboriginal businesses and social enterprise.

Procurement opportunities will also be advertised on ICN, with a focus on engaging local SMEs, recognised Aboriginal businesses, and social enterprises. We will communicate with the local business community via the following means, which will also provide an opportunity to communicate the Project's prequalification requirements, procurement opportunities, and timelines:

- ICN Project page, has been established by Transgrid and published on Contract Award, listing upcoming work packages and successful contractors, providing opportunities for lower tier suppliers.
- Industry briefing sessions, with participation from ICN, Supply Nation and Social Traders, as well as relevant entities including:
 - The Illawarra Connection
 - I3NET (Illawarra Innovative Industry Network)
 - Illawarra Women in Business.
- Networking events to connect direct subcontractors to Aboriginal and social enterprises
- Attendance and promotion of opportunities at local events and networking sessions during delivery.

We will work with Transgrid to understand what Aboriginal Businesses have registered on Transgrid's Local Business Register.

This Register will inform our first general subcontractor and supplier engagement forum. We will attend and participate in local and regional employment shows in partnership with industry-related bodies and organizations to introduce the project and HumeLink East. We will explain the work packages available to local businesses and outline how we will remove barriers to participation

We will participate in employment shows at Yass and Goulburn, by promoting the Project and our industry participation opportunities at the relevant event.

14.5 INTEGRATING NEW SUPPLIERS

We will continually integrate new businesses into our database of local Aboriginal and Torres Strait Islander businesses, which will be sourced by the Aboriginal Participation Manager via relationships with Supply Nation, the NSW Indigenous Chamber of Commerce, and the Office of the Registrar of Indigenous Corporations.

A workshop will be held with Project Procurement and Finance staff at start-up and annually to promote Aboriginal and Torres Strait Islander engagement and participation and empower our staff to be accountable and maximise spend with Aboriginal and Torres Strait Islander businesses.

The Aboriginal Participation Manager will support staff, subcontractors, and suppliers to achieve this outcome.

14.6 PROCUREMENT STRATEGY

To encourage engagement of Aboriginal-owned businesses, we will implement the following procurement actions and measures:

- Updating procurement approach to target opportunities. This will enable HumeLink East to provide opportunities to a broader range of contractors by breaking down packages into manageable scopes of work suitable for Registered Aboriginal Business (RABs) and promoting them via ICN.
- Matching work packages to local Aboriginal businesses. Wherever possible, and through our strong connections with Supply Nation and NSWICC and leveraging off events such the quarterly Business Buzz and dedicated Aboriginal business support workshops we aim to promote packages and meet the KRA 4 target figure.
- Identifying work packages to target Aboriginal business, such as landscaping, fencing, safety supplies, signage, labour hire and office supplies.
- Eliminating commercial barriers where possible including simplifying contracts by breaking down large contracts and carefully structuring work packages into small more digestible component, will enable small business to participate in the bid and reduces barriers for small business in the supply chain.

14.7 BUILDING CAPACITY:

To build capacity in Aboriginal-owned businesses (where needed), HumeLink East will provide supply-side support:

- Supplier support guide: Outlining commercial and competency compliance requirements, including process workflows, competency frameworks, reporting templates and cadence, and HumeLink East contact list
- Business & employment Sessions known as Business Buzz Session: Conducted quarterly to provide networking opportunities, promote upcoming commercial opportunities, provide advice on training grants and subsidies, and share opportunities arising from local and training providers
- Business & employment sessions known as Business Buzz Session: Including coordinated delivery of BSBSS00104small Business management skill set or equivalent which address the skills and knowledge to manage a small business
- Next Steps: Workshops conducted by Commercial team presenting future packages of work on other HumeLink East parent company projects.

For the engagement of Aboriginal-owned businesses, we will implement the following procurement actions and measures:

- Updating procurement approach to target opportunities. This will enable HumeLink East to provide opportunities to a broader range of contractors by breaking down packages into manageable scopes of work suitable for RABs and promoting them via ICN.
- Matching work packages to local Aboriginal businesses and aim to have at least one Aboriginal

14.8 MINIMUM ABORIGINAL PARTICIPATION TARGETS

We commit to the Aboriginal participation targets outlined in Table 5 below.

Table 5: Aboriginal participation targets

Requirement	%
(i) Percentage of project spend dedicated to Aboriginal procurement and participation (Minimum Aboriginal Participation Target). As a minimum, this must be at least 2.5 percentage of Project spend, however Transgrid encourages ECI Tenderers to bid back higher percentage	2.5%
(ii) Percentage of the Minimum Aboriginal Participation Target to be spent:	

(A) on the Delivery Partner's employees (direct and indirect employment and training costs for Aboriginal employees, trainees and apprentices employed by the Delivery Partner to complete the Works); and	30%
B) through Aboriginal and Torres Strait Islander organisations;	70%

14.9 ENGAGEMENT AND PARTICIPATION STRATEGIES

14.9.1 JOB READINESS PROGRAM

Our Aboriginal Job Readiness Programme is focused on supporting Aboriginal youth achieve training and employment goals and collaborate with the HumeLink Aboriginal and Torres Strait Islander Working Group and other key stakeholders such as Productivity Bootcamp, community organisations and other training providers. This programme will play a key role in Aboriginal community engagement and community investment strategies. We will:

- Deliver culturally integrated training and employment services aligned with the cultural protocols for each community location.
- Support participants' transition from PEP into the workforce, building confidence and employability skills via mentoring with focus on belonging and being, emotional strength, dignity, and pride

14.9.2 MENTORING PROGRAM

Ensuring retention of the Aboriginal workforce forms an important component of any project recruitment and employment strategy. HumeLink East Aboriginal Participation Manager will be responsible for overseeing mentoring of all Aboriginal employees, especially new entrant workers on the Project.

We have identified a number of different strategies for mentoring including:

- Upskilling existing Project team members with accredited mentoring training
- Engagement of an external agency to deliver a Project mentoring program
- Aboriginal Participation Manager will play pivotal role in supporting, mentoring and coordinating support for Aboriginal and Torres Strait Islander people

14.9.3 WORK EXPERIENCE PLACEMENTS

Work experience placements will be made available for Aboriginal university and VET students, and job seekers.

14.9.4 APPRENTICE AND TRAINEE OPPORTUNITIES

Given the construction timeline, HumeLink East will look favourably on subcontractors who employ Aboriginal apprentices and can provide meaningful opportunities on the project for their chosen discipline. Wherever practicable, HumeLink East will engage with a GTO to recruit trainees and apprentices. We are committed to creating career pathway opportunities that link employment with traineeships, apprentices, and internship opportunities to showcase a variety of jobs and careers.

We will work with Transgrid to identify opportunities for trainees across HumeLink East, like the creation of 15 identified 'Caring for Country' traineeships in Conservation and Ecosystem Management to create ongoing employment opportunities for local Aboriginal workers beyond the build.

14.9.5 EDUCATION AND TRAINING OPPORTUNITIES

HumeLink East is committed to working with Transgrid, and training providers along with high schools to educate and train local Aboriginal and Torres Strait Islander people.

Details of our proposed education and training strategies and specific courses we will provide to support Aboriginal and Torres Strait Islander Participation are contained in the Aboriginal Participation Action Plan (Appendix A) under Key Actions and Strategies. This includes:

- Liaising with other employers on HumeLink to identify entry levels to jobs and promote consideration of hiring job seekers with partial qualifications who can gain practical experience and develop qualifications on the job.

15. SUBCONTRACTORS

Working with subcontractors is important to maximise benefits to Aboriginal businesses and support long-term growth of the sector. We recognise this and will require subcontractors and suppliers to commit to Aboriginal participation on the Project by achieving an Aboriginal employment target and integration of Aboriginal businesses into their supply chain. To implement these outcomes, we will implement a three-tiered approach to leverage project procurement:

- Education: Educating subcontractors on requirements and opportunities via integration of Aboriginal employment and business spend requirements in request for tender documents, opportunity briefings, contract kick off meetings, and subcontract terms and conditions.
- Develop fact sheets to support subcontractors to understand HumeLink East's project requirements for reporting and social inclusion.
- Compliance: Monthly subcontractor reporting on progress and achievements, auditing against their commitments to Aboriginal participation, and triggering non-compliance mechanisms if required

15.1 VALIDATING SUBCONTRACTOR'S PARTICIPATION REPORTS

We will cascade requirements for the procurement of goods and services from Aboriginal businesses through our established supply chain of non-Aboriginal subcontractors. Subcontractors will then complete a tender schedule nominating Aboriginal content within their own suppliers and workforce and will report on the engagement of all local and non-local Aboriginal suppliers and subcontractors.

As part of the Project audit schedule, we will complete audits of subcontractors to validate their Aboriginal Participation Reports.

We have prepared an Action Plan that outlines our strategy to deliver on our commitments and how we will achieve at least 2.5 per cent of the total contract value (less negotiated exclusions)

HumeLink East



Appendix A: Aboriginal Participation Action Plan

ACTION PLAN

INTRODUCTION AND PURPOSE

This Action Plan has been prepared to detail how HumeLink East will meet the agreed Aboriginal Participation target of at least 2.5 per cent of total project value.

This Aboriginal Participation Action Plan is a working document and will be regularly updated to ensure the actions committed to in this document are relevant, timely and appropriate and the stakeholders are appropriate

KEY ACTIONS AND STRATEGIES

HumeLink East is committed to achieving at least 2.5 per cent of the total contract value on Aboriginal and Torres Strait Islander Participation on HumeLink East. We will do this via actions that align with the four key pillars of Transgrid's Stretch Reconciliation Action Plan: Relationships, Respect, Opportunities and Governance. Our strategies and actions are outlined below.

Action	Strategy
Aboriginal employment target of 2.5%	<p>We will strengthen employment pathways by identifying intervention points and developing a register of current, pending, and potential construction stages. This will identify recruitment needs, required skills and timelines to guide local job seekers into jobs. We will leverage relationships with:</p> <ul style="list-style-type: none"> • APM Employment Services: Specialist Workforce Australia employment service in Wagga Wagga servicing the Aboriginal and Torres Strait Islander (ATSI) client base. • Aboriginal Employment Strategy: National Aboriginal recruitment and group training company empowering Indigenous people by brokering employment opportunities and supporting candidates to have successful careers through mentoring, coaching, training, and specialist support. • Aboriginal Participation and Engagement Advisory Service: Provides Aboriginal participation advice, mentoring, training, skills gap analysis, and initiatives to engage and retain Aboriginal Employees. • Career Trackers: Provides supported internships for Aboriginal university student.
Business Support Program	<p>HumeLink East will facilitate a Business Buzz Session to provide supply-side support for Recognised Aboriginal Businesses including:</p> <ul style="list-style-type: none"> • First Nation Business Support Workshop will provide competency compliance requirements and report cadence and requirements, Businesses will have the opportunity to ask questions at the end of the session. • HumeLink East Business Buzz Session conducted quarterly to provide networking opportunities, promote upcoming commercial opportunities, provide advice on training grants and subsidies, and share opportunities arising from local and specialist RTO offerings. • HumeLink East BSBSS00104-small Business management skill set or equivalent r which addresses the skills and knowledge to manage a small business. • HumeLink East Next Steps: workshops conducted by Commercial team
Caring for Country Traineeships: Re-vegetation and Site Rehabilitation	<p>The vegetation rehabilitation and maintenance works is a strong example whereby the scope of work is closely aligned to Aboriginal employment upskilling and pathways. We will create 15 identified 'Caring for Country' traineeships in Conservation and Ecosystem Management will create ongoing employment opportunities for local Aboriginal workers beyond the build. Workers may be directly employed by the Project and complete AHC21020 Certificate II and AHC31420 Certificate III in Conservation and Ecosystem Management. Consideration or UET20321: Certificate II in ESI - Powerline Vegetation Control or equivalent to also be given to integration with Transgrid's Biodiversity Stewardship Agreement strategy for sustainable opportunities for Traditional Owners, LALCs and other interested groups.</p>

Action	Strategy
Pre-employment program (PEP)	<ul style="list-style-type: none"> Co-design a training program to build confidence writing a winning resume, searching for suitable jobs, preparing for interviews and providing extra support for health issues or other life challenges. Consider Workforce Australia providers. Successful PEP graduates may be employed on the Project and can continue to a Civil Construction Traineeship if desired. Where possible, we will engage a local Aboriginal business to provide support
Youth employment	<ul style="list-style-type: none"> Promote pathways linking employment with traineeships, apprenticeships, and internship opportunities to showcase variety of jobs/careers on offer, and a register of local youth services, programs, and initiatives to inform and design education, training, and employment pathways. Consider technology solutions where appropriate i.e., digital platforms, VR, etc. Build stronger partnerships between schools, employers, and training organisations to ensure regional specific employment and training opportunities are communicated to students in a timely manner, including facilitating work placement opportunities within Project industries. Use youth support services and Indigenous organisations to support mentor programs steering youth into sustainable employment pathways. Participate in a range of career and education sessions for youth to highlight industry-specific career options and link available jobs to job seekers. We will partner with Clontarf to build strong relationships through schools to promote opportunities for young Aboriginal males
Mentoring	<ul style="list-style-type: none"> We will facilitate an Aboriginal Employee Mentoring program to support Aboriginal staff and increase successful employee placements. The Aboriginal Participation manager will consult with the local communities.
Education, skills, and training	<ul style="list-style-type: none"> Actively support subcontractors and suppliers to assist businesses and employers with recruitment and onboarding processes. Liaise with other employers on HumeLink to identify entry levels to jobs and promote consideration of hiring job seekers with partial qualifications who can gain practical experience and develop qualifications on the job.
Confirmation of Aboriginality	<ul style="list-style-type: none"> Aboriginal Owned Businesses means: <ul style="list-style-type: none"> (i) a supplier who is registered or certified with Supply Nation. (ii) a member of one of the following: <ul style="list-style-type: none"> (A) South East Queensland Indigenous Chamber of Commerce: or (B) New South Wales Indigenous Chamber of Commerce: or (C) Mandurah Hunter Indigenous Business Chamber of Commerce: or (D) Aboriginal Business Directory WA: or (E) Northern Territory Indigenous Business Network: or (F) Victorian Government Aboriginal Business Directory: or (G) Queensland Black Business Finder: or (iii) a business with at least 50 percent Aboriginal ownership and who completes the Aboriginal Business Statutory Declaration and is acceptable to the employer's representative
Local register of services	Maintain a register of local government, education, health, and youth services that can be used as employment support.

TOTAL PROJECT VALUE

The total project value is calculated using the total cost of the HumeLink East project, less any exclusions of goods and services which can only be obtained from an international source. These high value packages include, but are not limited to, the following:

- Conductor, OPGW & Earthwire – Supply
- Insulators, Line Hardware, and Fittings – Supply
- LV Cable
- NER
- Specialist Electrical Equipment – Circuit Breaker, CT's, VT's, CRP, Disconnectors, Surge Arrestors and SCADA
- Tower Steel & Bolt Fabrication

For the purpose of the definition of Minimum Aboriginal Participation Requirements, the references to the "Target Cost" will be deemed to be an amount equal to the Target Cost at the date of the deed less Aboriginal exclusions, yet to be negotiated. Plan has been prepared to detail how HumeLink East will meet the agreed Aboriginal Participation target of at least 2.5 per cent of total project value.

ESTIMATED SPEND ON ABORIGINAL PARTICIPATION

This section will include the estimated dollar figure that will be spent on Aboriginal participation once the when the TOC has been agreed/approved.

2.5% of the contract value excluding the cost of the below listed totalling approximately [\$25 million]

1. Margin fee
2. supply of tower steel
3. surge arrestors
4. Insulators
5. Conductors
6. Circuit Breakers
7. CT and VT
8. 500kV disconnectors
9. NER
10. Control and protection
11. Steel work
12. Post insulator and earthing material
13. Provisional sum

BREAKDOWN OF COSTS

As outlined in the Aboriginal Participation Plan the [\$25 million] will be split across the direct and indirect employment and training costs for Aboriginal employees, trainees, and apprentices and through Aboriginal and Torres Strait Islander organisations. The breakdown of the costs is explained in Table 6 below.

Table 6: Breakdown of costs

Description	% of TCV	Dollar value
Spend on HumeLink East employees (direct and indirect employment and training costs for Aboriginal employees, trainees and apprentices employed by the Delivery Partner to complete the Works)	30%	[\$XXX] TBC on commencement of NTP2
Spend through Aboriginal and Torres Strait Islander organisations;	70%	[\$XXX] TBC on commencement of NTP2

EMPLOYMENT

HumeLink East commits to achieving the targets as detailed below with regards to employment targets on HumeLink East.

- Total number of employees approximately = 278 white collar and 711 blue collar at project peak
- Total number of Aboriginal employees = 20
- Projected estimated number of Aboriginal and Torres Strait Islander Full-time employment (FTE) opportunities supported by the project:
 - Potential direct opportunities (FTE) = 10
 - Potential Supply Chain Opportunities (FTE) = 10
- Eligible Employment Spend of proposed opportunities
- Direct employment
 - Average of 10 personnel @ [\$125,000] pp pa for 2 years = [\$2,500,000]
- Supply Chain Employment
 - Average of 10 personnel @ [\$125,000] pp pa for 2 years = [\$2,250,000]

EDUCATION, TRAINING, OR CAPABILITY BUILDING FOR ABORIGINAL STAFF OR BUSINESSES

HumeLink East commits to achieving the targets as detailed below with regards to education, training or capability building for Aboriginal staff or businesses.

- Aboriginal Cultural Awareness Training for all staff
- Coordinated delivery of BSBSS00104-small Business management skill set or equivalent which addresses the skills and knowledge to manage a small business.
- Complete AHC21020 Certificate II and AHC31420 Certificate III in Conservation and Ecosystem Management for 15 identified trainees in Conservation and Ecosystem Management Engagement and Consultation
- Cultural Ceremonies (Welcome to Country, Smoking Ceremonies, Significant Milestones)
- Celebration Events (NAIDOC, Close the Gap, National Reconciliation Week)
- Aboriginal Business Forums
- HumeLink East Business Buzz Sessions that builds the capacity Recognised Aboriginal Businesses to participate in the Supply Chain
- On Country Experience Event for SLT

KEY MILESTONES AND TIMELINE FOR ACTIVITIES

The table below will be regularly updated with key milestones across the HumeLink East program that provides opportunity for further engagement and participation with Aboriginal and Torres Strait Islander stakeholders.

NOTE: Dates in the first column below will be updated in consultation with Transgrid when the media announcement has been confirmed.

Table 6: Key milestones and timeline for activities

Date	Action/Milestone	Purpose	Responsibility	TG RAP Action
TBC	Meet with key stakeholders at NSW Indigenous Chamber of Commerce, Supply Nation, Industry Capability Network (ICN)	Kick off meeting to discuss Aboriginal Participation strategy and understand what support is available to best target Aboriginal and Torres Strait Islander people interested in working on the project	HumeLink East/ Transgrid	Opportunities: Improve employment outcome by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development
September 20/09/2024	Develop Terms of Reference for the Aboriginal Working Group	Define the clear scope of the group including: <ul style="list-style-type: none"> • scope of the participants, • Is it a decision-making body or advisory role? • Number of participants • Frequency of meetings • Location of meetings • Renumeration for their time? 	HumeLink East / Transgrid	Relationships: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholder and organisations.



Date	Action/Milestone	Purpose	Responsibility	TG RAP Action
TBC	Invite LALCs, Council and other key organisations. for nominations to be part of the Aboriginal Working Group	Inviting each stakeholder group to nominate the relevant representative/s sit on the working group	HumeLink East with support from Transgrid	Relationships: Representatives of Aboriginal and Torres Strait Islander communities affected by new build projects shall be invited to participate in community consultative groups established for a project.
TBC	Inaugural Aboriginal Working Group meeting	Discuss matters including: The APP <ul style="list-style-type: none"> Generate awareness of specific key stakeholders Briefing on the EIS Agreement on engagement activities/strategy Planning for Aboriginal and Torres Strait Islanders drop-in information sessions Aboriginal and Torres Strait Islander involvement in meet the buyer events 	HumeLink East / Transgrid	Relationships: Representatives of Aboriginal and Torres Strait Islander communities affected by new build projects shall be invited to participate in community consultative groups established for a project.
2024				
August 2024	Supply Nation: Connect	28 th & 29 th August 2024 Brisbane Convention and Exhibition Centre Meanjiin. The one-day event will bring together Aboriginal and Torres Strait Islander businesses and motivated buyers at the Indigenous Business Tradeshow and will celebrate the Supplier Diversity Award 2024 finalists and winners at the Gala Awards	HumeLink East / Transgrid	Relationships: Establish and maintain mutually beneficial relationships with Aboriginal and Torres
May 2024	National Reconciliation Week	National Reconciliation Week is a time for all Australians to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia. HumeLink East and Transgrid will participate in National Reconciliation Week events where appropriate.	HumeLink East / Transgrid	Relationships: Build relationships through celebrating National Reconciliation Week.
July 2024	NAIDOC Week	National NAIDOC Week celebrates and recognises the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC Week is an opportunity for all Australians to learn about First Nations cultures and histories and participate in celebrations. HumeLink East and Transgrid will participate in NAIDOC Week events where appropriate.	HumeLink East / Transgrid	Respect: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Date	Action/Milestone	Purpose	Responsibility	TG RAP Action
August 2024	International Day of the Worlds Indigenous People	The International Day of the World's Indigenous Peoples, is to raise awareness and protect the rights of the world's Indigenous population. This event recognizes the achievements and contributions that Indigenous people make to improve world issues such as environmental protection.		
September 2024	Indigenous Literacy Day	Indigenous Literacy Day, aims to raise awareness about the educational struggles faced by Australia's First Nations communities.		
October 2024	NSW Aboriginal Language Week	NSW Aboriginal language week, to raise awareness about Aboriginal Languages and increase support for language revitalisation.		Respect: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating Language Week.
2025				
TBC	Supply Nation: Connect	(Details TBC in 2025). The one-day event will bring together Aboriginal and Torres Strait Islander businesses and motivated buyers at the Indigenous Business Tradeshow and will celebrate the Supplier Diversity Award 2025 finalists and winners at the Gala Awards.	HumeLink East / Transgrid	Relationships: Establish and maintain mutually beneficial relationships with Aboriginal and Torres
TBC	Start of onsite 'blue collar' workers inductions	Cultural awareness training will be provided to all members of the HumeLink East team.	HumeLink East	Opportunities: Improve staff awareness and access to procuring Aboriginal and Torres Strait Islander services
May 2025	National Reconciliation Week	National Reconciliation Week is a time for all Australians to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia. HumeLink East and Transgrid will participate in National Reconciliation Week events where appropriate.	HumeLink East / Transgrid	Relationships: Build relationships through celebrating National Reconciliation Week.
July 2025	NAIDOC Week	National NAIDOC Week celebrates and recognises the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC Week is an opportunity for all Australians to learn about First Nations cultures and histories and participate in celebrations. HumeLink East and Transgrid will participate in NAIDOC Week events where appropriate.	HumeLink East / Transgrid	Respect: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Date	Action/Milestone	Purpose	Responsibility	TG RAP Action
August 2025	International Day of the Worlds Indigenous People	The International Day of the World's Indigenous Peoples is to raise awareness and protect the rights of the world's Indigenous population. This event recognizes the achievements and contributions that Indigenous people make to improve world issues such as environmental protection.		
September 2025	Indigenous Literacy Day	Indigenous Literacy Day, aims to raise awareness about the educational struggles faced by Australia's First Nations communities.		
October 2025	NSW Aboriginal Language Week	NSW Aboriginal language week, to raise awareness about Aboriginal Languages and increase support for language revitalisation		Respect: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating Language Week.
2026				
TBC	Supply Nation: Connect	(Details TBC in 2025). The one-day event will bring together Aboriginal and Torres Strait Islander businesses and motivated buyers at the Indigenous Business Tradeshow and will celebrate the Supplier Diversity Award 2025 finalists and winners at the Gala Awards.	HumeLink East / Transgrid	Relationships: Establish and maintain mutually beneficial relationships with Aboriginal and Torres
TBC	Start of onsite 'blue collar' workers inductions	Cultural awareness training will be provided to all members of the HumeLink East team.	HumeLink East	Opportunities: Improve staff awareness and access to procuring Aboriginal and Torres Strait Islander services
May 2026	National Reconciliation Week	National Reconciliation Week is a time for all Australians to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia. HumeLink East and Transgrid will participate in National Reconciliation Week events where appropriate.	HumeLink East / Transgrid	Relationships: Build relationships through celebrating National Reconciliation Week.
July 2026	NAIDOC Week	National NAIDOC Week celebrates and recognises the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC Week is an opportunity for all Australians to learn about First Nations cultures and histories and participate in celebrations. HumeLink East and Transgrid will participate in NAIDOC Week events where appropriate.	HumeLink East / Transgrid	Respect: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

LIST OF ABORIGINAL AND TORRES STRAIT ISLANDERS BUSINESSES

Below is a list of Aboriginal and Torres Strait Islander businesses identified within the HumeLink East geographical area that may be contracted in the supply chain. This list is not exhaustive and will be updated regularly to ensure the businesses are relevant and appropriate.

Given HumeLink East has not had the opportunity for thorough engagement with relevant Aboriginal and Torres Strait Islander stakeholders, the list provided below includes Aboriginal and Torres Strait Islander suppliers that ACCIONA has worked with on previous projects across NSW. This list will be refined to prioritise Local Aboriginal and Torres Strait Islander businesses once HumeLink East engages more broadly to seek feedback from relevant LALCs on suppliers in the regions.

Table 9: List of Aboriginal and Torres Strait businesses

Category	Sub-category	Business name
Subcontracting	Catering	<ul style="list-style-type: none"> Ribanas Catering Kito's Coffee and Global Dining Uncle Charlie's Taste of Country
	Cleaning	<ul style="list-style-type: none"> Pacific Facility Services Chat-Yak Cleaning Solutions Pty Ltd Corroboree Services Limited
	Coffee Machines and supplies	<ul style="list-style-type: none"> Outback Tea and Coffee Company
	Concrete pump hire and Demolition Services	<ul style="list-style-type: none"> Wieadjuri Demolitions PTY Ltd. Taylor made Concrete Industries ALI Civil Pty Ltd Dirt Werx Pty Ltd
	Crane Hire	<ul style="list-style-type: none"> Two-way Cranes (Sydney and Wollongong) Borger Cranes (Sydney)
	Cultural Awareness Training	<ul style="list-style-type: none"> Nganya Ironbark Training Pty Ltd Mirri Mirri Tribal Warrior
	Corporate and Cultural Events and Venue Hire	<ul style="list-style-type: none"> Nganya Tribal Warrior Mirri Mirri No Limit Management NSW Indigenous Chamber of Commerce Nyungga Black Group
	Fencing	<ul style="list-style-type: none"> JNC Group Australia Ford Fencing Waratah Indigenous Group
	Fire services	<ul style="list-style-type: none"> ARA Fire Protection Services
	Graphic Design	<ul style="list-style-type: none"> Balarinji Boomalli Aboriginal Artists Co-operative Print Nation Terri Janke and Company
	Hoardings	<ul style="list-style-type: none"> Site Pacific Group
	ICT	<ul style="list-style-type: none"> Nallawilli Technology Makwara Solutions Pty Ltd
	Labour Hire	<ul style="list-style-type: none"> Aspire Indigenous AES • Yellow Sun Goanna Service Arm Indigenous Hire Corroboree Services Limited
	Landscaping	<ul style="list-style-type: none"> O Landscapes Land Management Aussie Outdoor Design
	Line marking	<ul style="list-style-type: none"> Roads and Traffic Management Services

Category	Sub-category	Business name
	Logistics	<ul style="list-style-type: none"> Baawan
	Office furniture	<ul style="list-style-type: none"> Direct Ergonomics The Fitout Department Interior Co FG Winya Furniture COS
	Office maintenance	<ul style="list-style-type: none"> PSG Holdings ARA Indigenous Services Yalgan Group
	Office stationery	<ul style="list-style-type: none"> Cultural Choice Complete Office supplies (COS) Muru Office Supplies
	Plant and equipment hire and maintenance	<ul style="list-style-type: none"> DCL Engineering Eather Group Goanna Services On Country Hire
	Plumbing and drainage	<ul style="list-style-type: none"> Ability Plumbing Waal Civil and Environmental Contracting The Trust for Southern Cable Services Trust
	PPE	<ul style="list-style-type: none"> Gearded Up Culcha Corporate Culcha • Outback Global Outback Workwear BL Safety and workwear Pty Ltd Yamari Ochre
	Safety equipment	<ul style="list-style-type: none"> Outback Global Australia Umbarra Services Group Yamari Ochre Signage ARA Security Services Fields Group
	Signage	<ul style="list-style-type: none"> Yamari Ochre Signage
	Surveying	<ul style="list-style-type: none"> SMI Land Surveys Red Arrows Surveying and Planning Indiya Geospacial TSS Total Surveying Solutions
	Security services	<ul style="list-style-type: none"> Gilang Consulting Group Pty Ltd Integrity Security Pty Ltd GHM Security Services Pty Ltd BJC Traffic Control Services Pty Ltd Corroboree Services Limited Yass Corp Pty Ltd Southern Cross Pacific Pty Ltd Priority Response Group Pty Ltd Nathan Smith Glad Indigenous Pty Ltd
	Temporary drainage	<ul style="list-style-type: none"> WAAL Civil and Environmental Services

Category	Sub-category	Business name
	Traffic control	<ul style="list-style-type: none"> • Lack Traffic Group • Southern Cross Traffic PTY LTD • Roads and Traffic Management Services • Ahoy Traffic Control & Labour Hire Service • The traffic Controllers Australia Pty Ltd • BJC Traffic Control Services Pty Ltd • Asset Traffic Management Pty Ltd • Yass Corp Pty Ltd • Dolphin Traffic • Banarang Aboriginal Corporation • Priority Response Group Pty Ltd • Glad Indigenous Pty Ltd
	Traffic signage – Hire	<ul style="list-style-type: none"> • Roads and Traffic Management Services
	Training	<ul style="list-style-type: none"> • Aboriginal Employment Services • Yarpa • Train 365
	Vehicle hire	<ul style="list-style-type: none"> • Kooya Australia • Fleet Solutions
	Vehicle Servicing	<ul style="list-style-type: none"> • BPM Audio & Security
	Waste removal	<ul style="list-style-type: none"> • Eather Group • Grasshopper Environmental / Bungarabee

Appendix I

APPENIDX B LOCAL INDUSTRY PARTICIPATION PLAN

HumeLink East



HLE-AGJ-MGT-ALE-PLN-0000-00018

Local Industry Participation Plan

Rev 00

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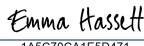

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1. APPROVALS

	Name	Signature	Date
Author:	Helen Cosgrove	<div>Signed by: </div>	2/11/2025
Sponsor:	Emma Hassett	<div><div>488B1F39D3B74C0...</div>Signed by: </div>	2/17/2025
Project Director:	Carel Nagel	<div><div>1A5C70CA1E5D471...</div>DocuSigned by: </div>	2/17/2025

The authorized use of this document shall only be once approved by way of presence of signatories under section 1 Approvals.

2. DOCUMENT CONTROL – REVISION HISTORY

REVISION HISTORY

Revision History				
Rev:	Date:	Pages:	Revised By:	Description:
A	27.2.2024		H. Cosgrove	Issued for Transgrid Review
B	23/10/24		E. Hassett	Issued for Transgrid Review – 12 comments
C	21/11/24	All	E. Hassett	Issued for Transgrid Review – 2 comments outstanding
00	31/01/25	All	E. Hassett	Issued for Use – no further comment

2.1 GENERAL AUTHORITY REQUIREMENTS

The Project Director is responsible for the distribution of this Management Plan. The controlled master version of this document is available for distribution as appropriate and maintained on RIB | CX. All circulated hard copies of this document are deemed to be uncontrolled. The implementation of this Management Plan is under the authority of AGJV and the Project Director. All personnel employed on the Project will perform their duties in accordance with the requirements of this Management Plan, supporting management plans, and related procedures.

3. KEY PROJECT DETAILS

KEY PROJECT DETAILS		
Client Information		
Name:		Transgrid
Key Representative:		Jeremy Roberts
Details:	ABN:	70 250 995 390
	Address:	180 Thomas Street Sydney NSW 2000
	Phone:	02 9284 3000
	Email:	HumeLink@transgrid.com.au
	Website:	https://www.transgrid.com.au/
Project Information		
Name:		HumeLink East
Reference No. (client):		P0016465.HLE
Address:		NSW
Contractor Information		
Principal Contractor:		AGJV
Details:	ABN:	54 712 082 915
	Address:	Level 3, 55 Harrington Street The Rocks NSW 2000
Key Representative:		Carel Nagel
Reference No. (Contractor):		C3055
Project Stakeholder Information		
Relevant Discipline Authority:		Relevant Authority
Relevant Local Councils:		Cootamundra Gundagai Regional Council, Snowy Valleys Council, Upper Lachlan Shire Council, Yass Valley Council, Goulburn Mulwaree Council
Document Information		
Current Document Revision:		00
Current Document Revision Date:		Jan-2025

4. ABBREVIATIONS AND DEFINITIONS

Abbreviation or Term	Meaning
Aboriginality	refers to a person who is a member of the Aboriginal race of Australia, and identifies as an Aboriginal person, and is accepted by the Aboriginal community as an Aboriginal person.
Aboriginal Business	means a business that has at least 50% Aboriginal ownership and that is recognised through an appropriate organisation, such as Supply Nation or the NSW Indigenous Chamber of Commerce. These organisations maintain lists of Aboriginal Businesses that are audited and undergo quality assurance.
AIMS	AKG JV Integrated Management System
AKG JV	Acciona Construction Australia Pty Ltd and Genus Plus Group Ltd Joint Venture
SME	means a business employing less than 200 people registered to carry out business in Australia and in respect of which an Australia Business Number has been issued.
APP	Aboriginal Procurement Policy (NSW)
Client	Transgrid
Competency Management System	Software that defines the competency and currency requirements within a Project, captures the qualifications, licences, and evidence of assessment of employees and sub-contractors, tracks expiry of competency, and reports on the compliance of the workforce. Known at Transgrid as Worker Safety Authorisation and Training (WSAT).
Diversity	A broad range of factors that make people unique including: gender and gender identity, sexual orientation, religious belief, race (including colour, nationality, descent and ethnic, ethno-religious or national origin or immigration), age, disability (including both visible disabilities – physical – and less obvious disabilities such as sensory, intellectual, mental health or psycho-social), marital or parental status, educational background, and socio-economic status.
Headcount	means the total number of unique workers employed to carry out the Contractor's Activities on or off site at any given time, regardless of the hours worked.
Inclusion	The achievement of a work environment where there is respect and support for differences and diversity of thought. The workplace is characterised by a flexible work culture supportive of diverse needs and free from discrimination, harassment, or bullying. It's about having a workplace culture where different perspectives are heard and allowed to contribute to the success of the business.
KPI	Key Performance Indicator
Local Industry	Businesses based in the following Local Government Areas: <ul style="list-style-type: none"> • Upper Lachlan Shire • Yass Valley Council • Snowy Valleys Council • Cootamundra Gundagai Regional Council • Wagga Wagga City Council • Goulburn Mulwaree • Hilltops Council.
Long Term Unemployed	means a person who has been unemployed for 52 consecutive weeks. This can be verified by former employers, Centrelink, or Workforce Australia Employment Services providers.
PEP	Pre-Employment Program
Principal Contractor	A person conducting a business or undertaking that commissions a construct project under Clause 293 of the Work Health and Safety Regulation 2017 (NSW). For the purposes of this Project – AKG JV
Project	HumeLink East
Project Area of Influence	Local and Regional Industry areas.
Regional Industry	Businesses based within a 125km catchment surrounding the following Local Government Areas: <ul style="list-style-type: none"> • Upper Lachlan Shire • Yass Valley Council • Snowy Valleys Council

Abbreviation or Term	Meaning
	<ul style="list-style-type: none"> • Cootamundra Gundagai Regional Council • Wagga Wagga City Council • Goulburn Mulwaree • Hilltops Council.
Smart and Skilled	<p>is a reform of the NSW vocational education and training system. It is helping people get the skills they need to find a job and advance their careers. It is administered by NSW Training Services and provides eligible people with:</p> <ul style="list-style-type: none"> • an entitlement to government-subsidised training up to and including Certificate III. • State government funding for higher-level courses (Certificate IV and above) in targeted priority areas; and • State government funding for Learning Workers skill sets and subsidised full qualifications.
Social Procurement	is using buying power to generate social value above and beyond the value of the goods, services or construction being procured.
Social enterprises	mean a business that trades to intentionally drive social or environmental change. The primary purpose of a social enterprise may be to tackle social problems, improve communities, provide people access to employment and training and or help the environment. Procurement from social enterprises provides significant opportunities for social change for disadvantaged Australians.
Supply Chain	means the network of contractors, suppliers, and consultants, engaged in the Contractor's Activities.
Total Project Cost	cost of the HumeLink East Project, including but not limited to, labour, plant and equipment, materials, travel and accommodation, cleaning and waste services, insurances, and fleet maintenance.
WDIP	Workforce Development and Industry Participation
Workforce	<p>means all staff who conduct work as a contributor to the Contractor's Activities or are employed by the Contractor or Subcontractors in the Supply Chain in any occupation e.g., construction or business services.</p> <p>The total Workforce will be reported as headcount and full time equivalent (FTE) to set a baseline for reporting all targets.</p> <p>This definition has the following exclusions/inclusions:</p> <ul style="list-style-type: none"> • excludes individuals employed to perform the Contractor's Activities for less than one (1) consecutive week. • excludes workers permanently employed overseas. However, includes expatriates who hold an employment visa for Australia. • excludes supply only agreements (e.g., hardware, personal protective equipment (PPE), fabricated equipment from a production line, ballast, aggregate, concrete). However, includes supply only contracts where a large portion of the Workforce is dedicated to the Contractor's Activities (e.g., steel fabricator).
Workforce Australia	Employment service delivered by Department of Education, Skills, and Employment, helping Australians to find and keep a job, change jobs, or create their own job, connecting employers with job seekers, and a refreshed network of providers to deliver tailored case management.
Workforce Australia Employment Service Provider	Workforce Australia provider-led services, formerly known as Job actives .

5. INTRODUCTION

AG KV will mobilise a skilled workforce to ensure that Project design, construction and commissioning is delivered as required, safely, on time, and within budget.

AGJV will work with key partners to maximise Local and Regional employment, workforce development and social procurement outcomes as outlined in the Workforce & Workforce Development Plan and will collaborate with Transgrid and the HumeLink West contractor to support and develop Local and Regional supply chain. AGJV will establish local pre-employment programs to identify new entrant workers, leveraging off the scope, location, and longevity of Transgrid's portfolio of transmission tower projects. AGJV will identify synergies with the local community and businesses to attract workforce from the Local and Regional communities and blend existing worker and new entrant workers in crews to grow specialist capacity whilst ensuring AGJV mobilise a construction-ready workforce. These partnerships will form collaborative relationships with appropriate Project personnel, including the Operational Services Director, Project Superintendent, Workforce Development and Industry Participation Manager, Aboriginal Participation Manager, Procurement Manager and Human Resources Manager. Adopting a collaborative approach, AGJV will deliver on our commitments to increase supplier and workforce diversity and contribute to the sustainable growth of the Transgrid's supply chain, now and in the future.

The Project Leadership Team commits to achieving Project goals and objectives. AGJV understands the social responsibilities associated with the Project and will drive strategies to positively impact the Local and Regional communities.

5.1 PLAN CONTROL

The latest approved version of this Plan will be available for all Project personnel on the Electronic Document Management System 'AIMS'.

5.2 UNCONTROLLED COPIES

Any uncontrolled hard copy documents are up to date at issue and are only issued to outside organisations, customers, etc., upon request and approval by a Workplace Manager. Such uncontrolled documents will be clearly marked "Uncontrolled Copy When Printed" and will not be subject to an update.

5.3 REVIEW

This document will be reviewed as required, at least on a six-monthly basis for the first year of the project and from then on, on an as required basis until the project is complete. If there are significant variations to scope, legislation or a quality issue occurs then the plan will be reviewed to ensure it will achieve the set objectives and targets. The Design Manager in consultation with the IMS Manager are responsible for the review of this Plan.

5.4 DISTRIBUTION

The Integrated Management System - Systems Representative on the Project is responsible for the controlled internal distribution of this document and changes. Personnel have access to the latest revision of the Plan through AIMS.

5.5 DISCLOSURE

Title roles and responsibilities mentioned within this Plan are not intended to be formal designation. Due to the variable scope of operations and locations of AGJV, position titles, roles and authority can be subject to change. The titles listed within this Plan are a conventional depiction of the role's function.

6. PURPOSE AND SCOPE

This Local Industry Participation Plan (LIPP) describes AGJV's processes, responsibilities and management system for the delivery of a range of local programs that engage, support and train the local communities for the HumeLink East Project. The LIPP aligns closely with the Aboriginal participation Plan and the Workforce Development Plan to Requirements.

The LIPP covers the packages of works with indicative local, regional and Australian participation opportunities. This information will be utilised in the quarterly 'Business Buzz' sessions to engage local, regional and registered Aboriginal businesses as potential commercial opportunities.

The purpose of this LIPP is to define the known packages of work and will be updated biannually as the project progresses.

7. PROJECT OVERVIEW

The HumeLink project is a once-in-a-generation investment in Australia's high voltage transmission network and is planned to support the transition to a low emissions generation portfolio. This project is a critical part of AEMO's ISP, connecting a new 500 kV transmission link through Wagga Wagga, Bannaby and Maragle to the existing transmission network, and supporting large scale renewable energy generation.

HumeLink will reinforce Transgrid's transmission network in southern NSW to improve the flow of electricity from new generation sources in southern and western NSW to major demand centers in the State, and to customers across the NEM.

The project will be delivered under two separate Contract Packages - HumeLink East and HumeLink West. HumeLink East and HumeLink West will join and integrate to form the HumeLink project which will enable the project to operate safely, reliably and efficiently as part of Transgrid's network and the NEM as a whole.

AGJV has been contracted to deliver the HumeLink East Project. An overview of the scope of work for the HumeLink East Project is provided below. 1 shows an indicative high-level scope of each Contract Package. Note that the transmission line lengths shown in 1 are approximate only based on Employer's Concept Design.



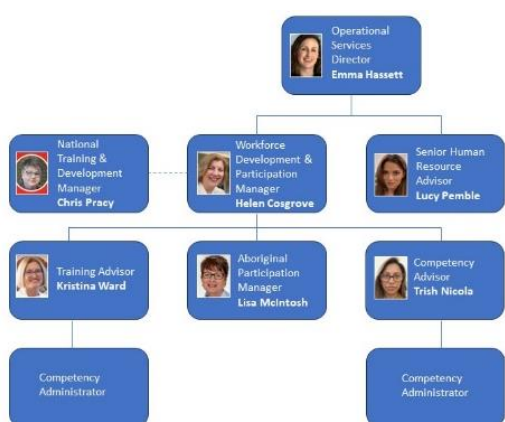
Figure 1: Indicative High-Level Scope of HumeLink East and HumeLink West

8. AGJV COMPLIANCE WITH EMPLOYER'S WORKFORCE PARTICIPATION AND DEVELOPMENT REQUIREMENTS

This Initial Local Industry Participation Plan (and its associated processes, procedures, and resources) will support AG JV in managing its industry participation requirements for the HumeLink East project (the Project).

This Plan meets the requirements of the HumeLink East Volume 3A – Attachment B Employer's Requirements – Appendix F Management Requirements 2.13 to develop a Local Industry Participation Plan, which assesses current and future industry participation and development needs and applies across the supply chain for the Contractor's Activities and the Works. It will be further developed following the completion of the Environmental Impact Statement (EIS), and as AKG JV works with Transgrid and stakeholders in the Project Area of Influence to identify and address socioeconomic impact elements.

9. ORGANISATIONAL STRUCTURE



The Workforce Development and Industry Participation (WDIP) Manager will lead the team, as shown in Figure 2, and will report to the Operations Services Manager. This role manages the delivery of the Local Industry Participation. To ensure the execution of the LIPP the WDIP Manager interfaces with the HLE Procurement Manager (in conjunction with the Aboriginal Participation Manager) to ensure LIPP outcomes are achieved. Some mechanisms for this are as per below.

Figure2: Org Structure

- **Weekly Procurement Meeting.** Attended by the WDIP Manager, the Procurement Manager and Aboriginal Participation Manager. In addition to an overview of packages currently at tender, future work packages are discussed. This discussion ensures the WDIP Manager and Aboriginal Participation Manager can identify suitable local and Aboriginal businesses to promote these opportunities too, and ensure that AGJV stay on track to with respect to packages identified as targeted for local and Aboriginal business as per the LIPP and AIP .
- **Business Buzz events:** As discussed elsewhere in this Plan.

The Operational Services Director and Project Director will lead our commitment to meeting local industry participation targets and will be supported by the whole senior leadership team. Our commitment to creating change is absolute and will be monitored at the highest level through AGJV's Steer Co.

AGJV ensure collaboration with Transgrid through regular engagement between AGJV's Procurement Manager and WDIP Manager and Transgrid's Procurement Manager.

Table 1: WDIP Manager roles and responsibilities

Roles	Responsibilities	Minimum Skills
Workforce Development and Industry Participation Manager (WDIPM)	<ul style="list-style-type: none"> Managing the overall implementation of workforce development, training, and industry participation initiatives on the Project Implementing and maintaining the competency management system Ensuring each person identified in the AG JV organisation chart is authorised and supported to carry out their allocated role Meeting with the Client as required Onboarding direct employees and sub-contractors in accordance with Project and Transgrid requirements Managing WDIP processes in accordance with the systems, plans, standards, and codes specified in the D&C Deed Ensuring the Workforce Development Plan is implemented and delivered in accordance with Workforce Plan and Transgrid WDIP guidelines Supporting local sustainable jobs by being a key stakeholder in multiple pre-employment feeder programs Providing guidance and ongoing support to subcontractors including SME and Recognised Aboriginal Businesses by promoting Aboriginal and Industry Participation initiatives within their organisations Liaising with procurement team to maximise opportunities for Local and Regional businesses Approving spending against the training budget for recommended training, preparing approvals for training within budgeted limits Meeting any training obligations under statute, industrial award, enterprise agreement or work agreement Ensuring suitable skills training is arranged for AG JV personnel Coordinating the skills assessment process on site and by external providers Maintaining the Project Training Matrix Managing the Approval to Operate Process Managing relationships with Registered Training Organisations (RTOs) and Higher Education (HE) providers Coordinating Project Induction content and delivery Coordinating undergraduate and graduate programs Coordinating apprentice and traineeship programs Preparing Transgrid WDIP reporting requirements. 	<ul style="list-style-type: none"> Certificate IV in Training & Assessment or university degree in human resources, organisational development, or education Understanding of Aboriginal communities, their cultures, and issues High level communication, team, and leadership skills Experience: <ul style="list-style-type: none"> 7-10 years' training and/or learning and development in civil, general construction or electrotechnology Dealing with external Vocational Education and Training (VET) and HE stakeholders at a strategic level Managing or delivering Training Package qualifications Delivering workforce development requirements within infrastructure projects Implementing diversity and inclusion programs Liaising with state and federal funding agencies.

10. PACKAGES

Table 1 outlines our anticipated packages with estimated value, and the expected allocation to Australian business, Local and Regional Businesses in the Area of Influence (AOI), and to Recognised Aboriginal Businesses. Table has been sorted to identify packages suitable for RABs (orange), then those suitable for Local industry (yellow) then Regional (blue) and Australian (green).

See the Procurement Management Plan for further explanation of AGJV's criteria for the assessment and selection of suppliers.

Table 2: List of Packages

Package	Package Value	International Industry	International Participation %	Australian Industry	Australian Participation %	Regional Industry	Regional Participation %	Local Industry	Local Participation %	RAB (Recognised Aboriginal Business)	RAB Participation %
Site Security Services	>\$1m <=\$5m	No	0%	Yes	100%	Yes	100%	Yes	50%	Yes	100%
Traffic Control & Equipment	>\$1m <=\$5m	No	0%	Yes	100%	Yes	100%	Yes	50%	Yes	100%
Asphalt and Bituminous Works	>=\$500k <=\$1m	No	0%	Yes	100%	Yes	100%	Yes	50%	Yes	50%
Consumable Supplies	>=\$500k <=\$1m	No	0%	Yes	100%	Yes	100%	Yes	50%	Yes	50%
Labour Hire	>\$1m <=\$5m	No	0%	Yes	100%	Yes	100%	Yes	50%	Yes	50%
Landscaping	>=\$500k <=\$1m	No	0%	Yes	100%	Yes	100%	Yes	50%	Yes	50%

Site office cleaning	>\$1m <=\$5m	No	0%	Yes	100%	Yes	100%	Yes	50%	Yes	30%
Access and Clearing Services & Quarry Materials	>\$5m <=\$25m	No	0%	Yes	100%	Yes	100%	Yes	50%	Yes	20%
Construction Surveying	>\$5m <=\$25m	No	0%	Yes	100%	Yes	100%	Yes	50%	No	0%
Telecommunication & CCTV Services	>\$1m <=\$5m	No	0%	Yes	100%	No	100%	Yes	50%	No	0%
Temporary & Construction Fencing Hire	>=\$500k <=\$1m	No	0%	Yes	100%	No	100%	Yes	50%	No	0%
Tower Earthing Material - Supply & Install	>\$5m <=\$25m	No	0%	Yes	100%	No	100%	Yes	50%	No	0%
Vehicle Maintenance	>=\$500k <=\$1m	No	0%	Yes	100%	Yes	100%	Yes	50%	No	0%
Waste Disposal	>=\$500k <=\$1m	No	0%	Yes	100%	Yes	100%	Yes	50%	No	0%
Concrete Supply & Install Services	>\$5m <=\$25m	No	0%	Yes	100%	Yes	70%	Yes	35%	No	0%
Crane & EWP Hire	>\$25m <=\$100m	No	0%	Yes	100%	Yes	20%	Yes	10%	No	50%
Electrical Hardware & Wholesaler	>\$1m <=\$5m	No	0%	Yes	100%	No	0%	No	0%	No	0%
Fibre Optic Termination & Testing	>\$1m <=\$5m	No	0%	Yes	100%	No	0%	No	0%	No	0%
Fuel Supply & Storage	>\$5m <=\$25m	No	0%	Yes	100%	No	0%	No	0%	No	0%
Geotech Investigation & Testing	>\$1m <=\$5m	No	0%	Yes	100%	No	0%	No	0%	No	0%
Piling	>\$25m <=\$100m	No	0%	Yes	100%	No	0%	No	0%	No	0%
Portable Office and Worker Accommodation and Associated Services	>\$25m <=\$100m	No	0%	Yes	100%	Yes	0%	No	0%	No	0%
RCP or FRC Pipes and Headwalls	>\$1m <=\$5m	No	0%	Yes	100%	No	0%	No	0%	No	0%

Reinforcement supply	>\$5m <=\$25m	No	0%	Yes	100%	No	0%	No	0%	No	0%
Conductor, OPGW & Earthwire - Supply	>\$25m <=\$100m	Yes	100%	No	0%	No	0%	No	0%	No	0%
Insulators, Line Hardware, and Fittings - Supply	>\$25m <=\$100m	Yes	100%	No	0%	No	0%	No	0%	No	0%
LT Switchgear	>\$5m <=\$25m	Yes	100%	No	0%	No	0%	No	0%	No	0%
LV Cable	>\$25m <=\$100m	Yes	100%	No	0%	No	0%	No	0%	No	0%
NER	>\$1m <=\$5m	Yes	100%	No	0%	No	0%	No	0%	No	0%
Specialist Electrical Equipment - Circuit Breaker, CT's, VT's, CRP, Disconnectors, Surge Arrestors and SCADA	>\$5m <=\$25m	Yes	100%	No	0%	No	0%	No	0%	No	0%
Tower Steel & Bolt Fabrication	>\$25m <=\$100m	Yes	100%	No	0%	No	0%	No	0%	No	0%

10.1 AUSTRALIAN BUSINESSES

The AG JV is confident that the numeric majority of packages will be procured from Australian business. High value packages unable to be sourced from an Australian business include Tower Steel & Bolt Fabrication and Conductor, OPGW & Earthwire Supply.

10.2 LOCAL AND REGIONAL BUSINESSES

AG JV is committed to maximising engagement with SMEs and local and regional enterprises, either directly or through the subcontractor supply chain. AGJV will do this by setting a minimum number in our supply chain of:

- 30 Australian SMEs
- 20 local and regional enterprises.

AGJV recognise that some local and regional enterprises are less developed in providing services to the construction industry in NSW. AGJV will therefore undertake a targeted internal and external communication campaign to support development of this important sector.

The Project's Procurement Manager (assisted by the Aboriginal Participation Manager) will be responsible for implementation of the SME, Recognised Aboriginal Businesses, and local & regional enterprise procurement strategy.

AG JV will implement the following steps and initiatives to maximise opportunities for SMEs and local & regional enterprises:

- The AG JV is confident a large part of the civil works scope will be suitable to local skillset and plant available in the area and will only self-perform works where direct hire from local providers cannot be obtained or works become critical to the programme.
- AGJV will ensure all procurement includes a market scan to identify opportunities for recognised Aboriginal businesses, local and regional enterprises, and social enterprises. Procurement opportunities will also be advertised on ICN, with a focus on engaging local SMEs, Recognised Aboriginal businesses, and local and regional enterprises.
- Establish minimum and stretch targets and monthly tracking for SME and local & regional enterprise engagement (establishing 30 SME's and 20 local & regional enterprises in the supply chain)
- Break down subcontract work packages where practical to make them accessible to Aboriginal Businesses and local & regional enterprises; this will be assisted by the pre-mapping of businesses' capacity to meet Project procurement requirements.
- Create a HumeLink East Subcontractor Support Guide, outlining commercial and competency compliance requirements, including process workflows, competency frameworks, reporting templates and cadence, and a "Who's who in the HumeLink zoo" contact list.
- Prioritise procurement from local SMEs, recognised Aboriginal businesses and local & regional enterprises
- Quarterly sub-contractor forums to provide networking opportunities, promote upcoming commercial opportunities, provide advice on training grants and subsidies, and share opportunities arising from local and specialist RTO offerings. Forum foci include:
 - Commercial Opportunities
 - New Packages Released
 - Quotes and Tender Responses
 - Payment Claims
 - Reporting Update
 - Training
 - Apprenticeships & Traineeships
 - Trades Pathway Program
 - NSW Funding Opportunities
 - RTO Spotlight
 - Competency and Access Control Update
 - 3D Safety Spotlight

- Reporting Fundamentals
- Leverage ACCIONA's database of local Recognised Aboriginal Businesses and local & regional enterprises, creating and distributing a resource for subcontractors and suppliers.
- Require all major subcontractors and suppliers to include a minimum of three local & regional enterprises or recognised Aboriginal businesses in their supply chain (assisting in the development of long-term capability and capacity)
- AGJV will communicate with the local & regional business community via the following means, which will also provide an opportunity to communicate the Project's prequalification requirements, procurement opportunities and timelines:
- ICN HumeLink East Project page, which has been established and lists upcoming work packages and successful contractors, providing opportunities for lower tier suppliers.
- Industry briefing sessions, with participation from ICN, Supply Nation and Social Traders, as well as relevant entities for each Contract Package, including:
 - The Illawarra Connection, , Kiama Small Business Forum, I3NET (Illawarra Innovative Industry Network), , Illawarra Women in Business, Yarpa NSW Indigenous Business and Employment Hub, Yass Valley Business Chamber, Workforce Australia Capital Region and Workforce Australia Illawarra and South Coast Local Jobs Program action groups for Capitol Region, Regional Development Australia Southern Inland.
 - Networking events to connect direct subcontractors to Aboriginal and local and regional enterprises.
 - Attendance and promotion of opportunities at local events and networking sessions during delivery.
- AGJV are utilising Transgrid's Local Business Register, along with Transgrid's Australian Industry Participation Plan, and they are important inputs into our detailed packaging strategy. This Register informs our first general subcontractor and supplier engagement forum, which will be held immediately following the announcement of project award. AGJV will participate in local employment shows in partnership with the Civil Contractors Federation (CCF) NSW, of which ACCIONA is a member, introducing the Project and the AGJV, and explaining the packages of work that will be available to local businesses. AGJV will also outline how AGJV will remove barriers to participation. AGJV understand from our discussions with David Castledine (CCF CEO), communicating work volumes, longevity, and outlining what businesses need to do is critical.
- Having analysed the local companies across the HumeLink alignment, AGJV propose participating in employment shows at Yass, Goulburn and Canberra and will leverage CCF's 2024 calendar of regional meetings, by promoting the Project and our industry participation opportunities at the CCF Southeastern and Riverina forums.

11. TARGET FOR LOCAL INDUSTRY PARTICIPATION

AGJV Acknowledges the need for a Local Industry Participation Target. The below targets reflect the Employer Requirements:

AGJV will ensure that a minimum of 10% and a stretch target of 15% of the Target Cost is spent with local and regional businesses where a Local business is a business of any size with a registered business address within the project 7 LGAs; and a Regional business is a business of any size with a registered business address within 125 kms catchment of the project LGAs.

And AGJV will ensure that a minimum of 25% and a stretch target of 35% of the Target Cost is spent with Australian business of any size with an registered business address within Australia.

12. IDENTIFYING AND MAXIMISING OPPORTUNITIES

12.1 AUSTRALIAN BUSINESSES

The AG JV has worked to identify Australian businesses that can supply products and services to HumeLink East, only where no Australian suppliers exist have, AGJV looked to international markets.

12.2 LOCAL AND REGIONAL BUSINESSES IN THE PROJECT AREA OF INFLUENCE

The AG JV has a strong track record of identifying and maximising local industry participation opportunities. For ACCIONA, it is a key pillar in its Strategic Master Plan, focused on the social and economic lenses, as shown in Figure 3, to develop sustainable infrastructure that positively impacts communities. To develop a detailed understanding of workforce capability and capacity, AGJV will take the following approach to maximising local participation:



Figure 3: Sustainable Infrastructure lenses

Supplier register: Recording pre-qualified engaged suppliers, skills, and workforce capability, which will be shared with Transgrid to align both supplier registers.

Procurement strategies and plans: Will fully consider local participation targets. Subcontract work packages will be broken down where practical to make them accessible to SMEs, Aboriginal Businesses, and local and regional enterprises, which will be assisted by pre-mapping business capacity to meet Project procurement requirements. As discussed earlier in this plan. A weekly meeting will be held between the Procurement Team, the WDIP manager and Aboriginal Participation Manager to ensure that current and future packages are being monitored and tracked against this plan (i.e. are those packages we identified as being targeted for local and Aboriginal businesses been awarded as such). Furthermore, reporting of progress against Employer Requirement targets including package award is captured monthly in Transgrid online portal which AGJV complete.

Benchmark audits: Conducted to ensure supplier contract requirements are met.

- **LIPP reporting:** A monthly report will be submitted by the Workforce Development and Industry Participation Manager to report on achievement against Employer Requirement targets with respect to the LIPP
- **Quarterly Local Industry capability reporting,** including supplier capability and capacity, diversity, local workforce participation, Aboriginal engagement, and training (direct and via the supply chain).
- **Monthly Local Industry Plan reporting,** against KPIs and LIPP commitments.
- **Plant register:** A register of plant equipment owned directly and via subcontractors will be maintained to track capacity.
- **Worker Safety Authorisation Training System (WSAT):** Staff engaged on the Project will be onboarded to the WSAT to capture induction, training, and toolbox attendance. This platform

can used track existing qualified workforce to ensure appropriate system, vehicle, and site access, with data shared with Transgrid via reporting. It is also utilised to capture subcontractor diversity data and supply chain spend on RABs and local & regional industry.

- HumeLink Subcontractor Support Guide: Outlining commercial and competency compliance requirements, including process workflows, competency frameworks, reporting templates and cadence, and critical Project personnel contact list.
- HumeLink Business Support Programme: Will be developed and implemented in collaboration with stakeholders such as relevant chambers of commerce and Training Services NSW, including:
 - Industry Capability Network (ICN) briefings to announce preferred local SMEs, Aboriginal businesses, and local and regional enterprises.
 - Working with Transgrid to identify a schedule of Aboriginal business forums
 - Incorporating Workforce Development requirements in subcontract tenders and agreements
 - Quarterly subcontractor forums, known as HumeLink East Business Buzz as networking opportunities and provide information regarding commercial opportunities, training grants and subsidies, and local/specialist RTO offerings:
 - Commercial: New packages, quote/tender responses, payment claims, reporting
 - Training/Development: Apprentice/Traineeships, Trades Pathway Programme and RTOs
 - Competency/Access control updates: WSAT spotlight, onboarding, reporting fundamentals.

Refer to the Workforce and Workforce Development Plan for more information regarding our workforce and workforce development strategy.

12.3 SCHEDULED EVENTS

Please see a calendar (Figure 3) of scheduled 2024 LIPP related activities and events. A 2025 calendar is under development and will be included in the next revision of this plan.

Figure 3: 2024 calendar of Events

EVENTS BY MONTH		
Date / Month	Event	Location
February 2024		
19/02-24-21/02/24	HLE Business Buzz Roadshow	Campbelltown, Goulburn, Canberra, Gundagai and Oak Flats
March 2024		
6/03/2024	Tertiary to Work Careers Expo	Canberra
7/03/2024	RDA International Women's Day Lunch	
11/03/24-13/03/24	On Country Experience	Yass
20/03/2024	Snowy Valley Careers Expo	Tumut
21/03/2024	Elevation 2024 Engineers Australia	ICC Sydney
April 2024		
2/04/2024	The Illawarra Connection dinner	Wollongong
29/04/2024	PSO Workshop	Melbourne
May 2024		
7/05/2024	i3Net breakfast	Kembla Grange Golf Club
8/05/2024	Gather & Grow	Queanbeyan
14/05/2024	Clontarf - South Coast Employment Forum	Wollongong
14/05/2024	Camden Careers Expo	Oran Park 10-7pm

16/05/2024	Charles Sturt University Careers Festival	Bathurst
20/05/24-21/05/24	HLE Business Buzz	Tumut, Yass & Leumeah
22/05/24-23/05/24	Greater Western Sydney Careers Market	Cambridge Park (Penrith)
27/05/24-03/06/24	Reconciliation Week	
June 2024		
July 2024		
07/07/24-13/07/24	Naidoc Week	
31/07/2024	Bathurst Regional Council general career expo	Bathurst
August 2024		
13/08/2024	Science Week activities	Crookwell
15/08/2024	Meet the Buyer event (HumeLink)	Tumut
15/08/2024	Preemployment stakeholder information session	Yass
19/08/2024	First Nations business support workshop (Yarpa)	Goulburn
20/08/2024	HLE Business Buzz Roadshow	Crookwell
8/27/2024	Apprenticeship/Traineeship & Jobs Expo - South Western Sydney/Macarthur	Prestons
September 2024		
3/09/2024 3-7pm	Apprenticeship/Traineeship & Jobs Expo - Western Sydney	Cambridge Park
10/09/2024 3-7pm	Apprenticeship/Traineeship & Jobs Expo - Sutherland Shire	Gymea
10/09/2024	Star Foundation Launch	Tumut
24/09/2024	Pre employment - participant information session	Yass
October 2024		
27/10/24-03/11/24	Aboriginal Languages Week	Sydney office
15/10/2024 - 28/11/2024	Pre employment program	Yass
November 2024		
11/11/2024	NSWICC Construction Forum	Hunter Valley
14/11/2024	RDA - Grow Your Own	Yass
19/11/2024	Yass Valley Jobs & Skills Fair	Yass
20/11/2024	Goulburn Community Connect Day	Goulburn
December 2024		
5/12/2024	HLE Business Buzz Roadshow	Yass

13. ACHIEVING MINIMUM TARGETS

The AG JV acknowledges the need for a detailed plan to achieve the minimum targets for Local Industry Participation. AGJV propose the development of a detailed plan upon review of Hume Link's Local Industry Participation Plan. AGJV understand this is under development and will develop the detailed plan in response once these targets are quantified.

14. ORGANISATIONAL ARRANGEMENTS

The AG JV will develop a Keep it Local campaign to engage the local communities regarding job and procurement opportunities. In support of Community and Stakeholder Engagement staff, SLT members will attend meetings with appropriate key stakeholders and local industry and will be accountable for reviewing communications material and including appropriate and relevant information targeted towards stakeholders within their discipline.

The Community and Stakeholder Engagement Management Plan provides a high-level summary of our proposed Keep it Local engagement strategy.

To uplift local contractors, AGJV will set aside a proportion of training places for public enrolment. This will benefit individuals such as experienced plant operators, to gain a formal ticket recognising their competency and assist local businesses to obtain packages of work on major projects in the region.

All subcontractors will be required to complete and satisfy prequalification requirements designed to meet legislative and regulative requirements, as well as AG JV and Transgrid requirements for quality assurance, work health and safety, insurance, financial risk, sustainability, modern slavery, and other social procurement requirements. Subcontractors and their employees must be 'green flagged' in the prequalification system before they can be engaged to carry out works. Dashboards will be available via the LinkedSite system to easily show compliance for all these requirements.

AG JV employees will complete quality and performance evaluations each time a subcontractor completes a package of works, which will be captured in our Supplier Relationship Management (SRM) and enable us to track and rank subcontractors by various metrics, including quality.

Subcontractor quality and past performance is also captured via the SRM and will be evaluated as part of each sourcing activity, enabling the best cost, and performing subcontractors to be easily identified and prioritised for future sourcing requirements. This visibility enables engagement with high quality subcontractors and provides the information necessary to carry out improvements in our subcontractor base – in particular, holding regular post-package reviews and periodic auditing.

15. INTERFACE WITH OTHER CONTRACTOR MANAGEMENT PLANS

15.1 MANAGING, MONITORING AND REPORTING PARTICIPATION REQUIREMENTS

Managing, monitoring, and reporting participation requirements will be conducted in accordance with the Employer's Requirements, as outlined in Table 2. AG JV will utilise the LIPP report template, once issued. Using WSAT, AGJV will record, track, report and audit our performance (directly performed and subcontracted) monthly against all social procurement, workforce, and industry targets, including number and spend on RABs and SMEs. The report will also cover performance of our subcontractors and other relevant entities in our supply chain.

Table 3: Reporting

Frequency	Reporting channel	Measurements
Monthly	Industry Participation Plan progress meetings	<p>Total Contractor's Personnel numbers by origin (Local vs Regional vs Australian vs Other Country Nationals (OCNs))</p> <p>Number of Contractor's Personnel by Gender</p> <p>Number of Contractor's Personnel in diversity categories</p> <p>Salaries, wages, and benefits paid to Local and Regional workforce.</p> <p>Numbers and hours of apprentices, trainees, graduates, and work experience employees</p> <p>Training type, training hours, number of participants split between Local, Regional and Australian and by gender.</p> <p>Completed training for the month.</p> <p>Update on human resource, industrial relations, and recruitment</p> <p>Table showing packages identified for AIP.</p> <p>Table showing packages identified for Local & Regional Industry Participation</p> <p>Table showing packages identified fir Aboriginal industry participation.</p> <p>Number, scope, and value of contracts awarded to Local and Regional businesses.</p> <p>Number, scope, and value of contracts awarded to Australian businesses.</p> <p>Number, scope, and value of contracts awarded to Aboriginal industry in the Project Area of Influence and across Australia</p> <p>Spend with Local and Regional businesses against target.</p> <p>Spend with Australian businesses against target.</p> <p>Spend with Aboriginal businesses against target</p>
As requested,	Face to face or virtual meeting	<ul style="list-style-type: none"> Attend meetings as requested to discuss the status of LIPP deliverables and initiatives.

Frequency	Reporting channel	Measurements
		<ul style="list-style-type: none">• Provide documentary evidence associated with the data.
At time of onboarding then monthly	WSAT System	Reporting and data tools, including: Initial subcontractor business data captured during onboarding such as Recognised Aboriginal Business and SME status. Monthly reporting of all volatile data such as number of employees.

APPENDIX C WORKFORCE AND WORKFORCE DEVELOPMENT PLAN

HumeLink East



HLE-AGJ-MGT-ALE-PLN-0000-00024

Workforce and Workforce Development Management Plan

Rev 00

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1. APPROVALS

	Name	Signature	Date
Author:	Helen Cosgrove WDIP Manager	<div>Signed by: </div>	17/9/2024
Sponsor:	Francis Houlihan Deputy Project Director	<div>488B1F39D3B74C0... Signed by: </div>	17/9/2024
Project Director:	Carel Nagel	<div>010D3D30A611441... DocuSigned by: </div>	17/9/2024

The authorized use of this document shall only be once approved by way of presence of signatories under section 1 Approvals.

2. DOCUMENT CONTROL – REVISION HISTORY

Revision History

Rev:	Date:	Pages:	Revised By:	Description:
A	26/03/24	All	H Cosgrove	Issued for Review (Transgrid)
B	09/07/24	All	H Cosgrove	Revision based on TG feedback
C	22.08.24	All	H Cosgrove	Revision based on TG feedback
00	11.09.24	All	H Cosgrove	Revision 00 (Issued For Use) – No further comments by TG

2.1 GENERAL REQUIREMENTS

The Project Director is responsible for the distribution of this Management Plan. The controlled master version of this document is available for distribution as appropriate and maintained on RIB | CX. All circulated hard copies of this document are deemed to be uncontrolled.

The implementation of this Management Plan is under the authority of AGJV and the Project Director. All personnel employed on the Project will perform their duties in accordance with the requirements of this Management Plan, supporting management plans, and related procedures.

3. PLAN REQUIREMENTS

3.1 GENERAL REQUIREMENTS

(a) The Contractor shall develop, implement, maintain, and consistently apply the Management Plans and associated sub plans nominated in the Employer Requirements [Appendix F](#). The Contractor Management Plans shall be developed in accordance with the initial Contractor Management Plans included in the Contract.

(b) Where the Contract requires the same or similar Contractor Management Plan to be produced, the Employer's Representative (at their sole discretion) may approve that a single, combined Contractor Management Plan be provided by the Contractor. Any such combined Contractor Management Plan shall comply with all the relevant requirements of the Contract and another other requirements or conditions required by the Employer's Representative.

(c) The Contractor shall prepare and submit the finalised Contractor Management Plans to the Employer for Review, in accordance with the Conditions of Contract, prior to each respective due date nominated in the Employer Requirements Appendix F

(d) The Contractor shall undertake ongoing review, development, amendment and updating of the Contractor Management Plans throughout the duration of the Contractor's Activities to ensure that each Contractor Management Plan remains effective for managing the Contractor's Activities and aligned with the project priorities, risk areas and requirements, taking into consideration:

- i. the current status and progress of the Contractor's activities.
- ii. changes in the design, construction and commissioning processes and conditions, including Variations.
- iii. lessons learnt throughout the Contractor's activities.
- iv. changes in other related Contractor Management Plans.
- v. to address requirements or matters not addressed in the existing Contractor Management Plans.
- vi. requirements of Authorities.
- vii. the commencement of new phases or sections.
- viii. any Change in Law under Sub-Clause 13.7 [Adjustments for Changes in Law] of the Conditions of Contract and/or technical standards and regulations under Sub-Clause 5.4 [Technical Standards and Regulations] of the Conditions of Contract.
- ix. any other events or circumstances which occur or come into existence, and which have, or may have, an effect on the manner in which the Contractor performs the Contractor's Activities; and
- x. any other updates as required by the Employer or otherwise by the Contract.

(e) As a minimum the Contractor Management Plans shall be updated at the frequency stated in Appendix I and submitted to the Employer for Review, in accordance with the Conditions of Contract. The Contractor's submission shall include both the updated plan with changes indicated ('clean version') and a version showing tracked changes from the previous version of the plan ('tracked change version') until the Employer has approved the updated.

3.2 Workforce and Workforce Development Plan

The Workforce and Workforce Development Plan (and its associated processes, procedures and resources) support AG JV in managing its workforce including training and development, reporting, local and regional engagement, competency management and compliance requirements for the HumeLink East project (the Project).

4. PLAN CONTROL AND AMENDMENT

The current reviewed and approved version of this Plan is available on RiB-CX for all project personnel to access. Downloaded Plans are deemed uncontrolled, and it is the responsibility of the user to ensure they are using the latest revision. The responsibility for maintenance, review, update and approval of this Plan is as per Section 6 of this document. [08]

5. ABBREVIATIONS / DEFINITIONS

Abbreviation or Term	Meaning
Aboriginality	refers to a person who is a member of the Aboriginal race of Australia, and identifies as an Aboriginal person and is accepted by the Aboriginal community as an Aboriginal person.
Aboriginal Business	means a business that has at least 50% Aboriginal ownership and that is recognised through an appropriate organisation, such as Supply Nation or the NSW Indigenous Chamber of Commerce. These organisations maintain lists of Aboriginal Businesses that are audited and undergo quality assurance.
ACCIONA Group	ACCIONA Infrastructures S.A. (Spain)
ACCIONA	All Australian and New Zealand subsidiaries of Corporation ACCIONA Infrastructures S.L. (CAI).
Accredited Training	means a program of study delivered by a Registered Training Organisation (RTO) that leads to a nationally recognised qualification from the national register of VET (training.gov.au). This can be a full qualification, such as a Diploma, Certificate III or a part qualification such as a unit of competency. Also includes skills sets, accredited courses and training package qualifications.

Abbreviation or Term	Meaning
Diversity	A broad range of factors that make people unique including: gender and gender identity, sexual orientation, religious belief, race (including colour, nationality, descent and ethnic, ethno-religious or national origin or immigration), age, disability (including both visible disabilities – physical – and less obvious disabilities such as sensory, intellectual, mental health or psycho-social), marital or parental status, educational background, and socio- economic status
Graduate Placement	means a structured, paid program with training and mentoring for university graduates holding recognised higher education qualifications often leading to professional qualifications.
Group Training Organisation (GTO)	means an organisation that employs Apprentices and Trainees and places them with a host employer to receive on-the-job training. The GTO is the legal employer of the Apprentice or Trainee and pays the wages and insurances then invoices the host employer when timesheets have been submitted. GTO's provide opportunities for employers unable to support an Apprentice or Trainee for the full duration of the apprenticeship or traineeship.
HE	Higher Education
Headcount	means the total number of unique workers employed to carry out the Contractor's Activities on or off site at any given time, regardless of the hours worked.
IC	Independent Certifier
Inclusion	The achievement of a work environment where there is respect and support for differences and diversity of thought. The workplace is characterised by a flexible work culture supportive of diverse needs and free from discrimination, harassment or bullying. It's about having a workplace culture where different perspectives are heard and allowed to contribute to the success of the business.
KPI	Key Performance Indicator
Learning Worker	means a worker, that meets the definition of Workforce, with or without formal qualifications that needs to undertake training to update their skills to meet the needs of the infrastructure project. Training must be accredited or approved enterprise training mapped to the WHTBL Program.
LIPP	Local Industry Participation Plan
Local Industry	Businesses based in the following Local Government Areas: <ul style="list-style-type: none"> • Upper Lachlan Shire • Yass Valley Council • Snowy Valleys Council • Cootamundra Gundagai Regional Council • Wagga Wagga City Council • Goulburn Mulwaree • Hilltops Council.
Long Term Unemployed	means a person who has been unemployed for 52 consecutive weeks. This can be verified by former employers, Centrelink or Workforce Australia Employment Services providers.
OMR	Operational Minimum Requirements
PCBU	Person Conducting a Business or Undertaking
PEP	Pre-Employment Program
PMP	Project Management Plan
PMS	Project Management System
PPE	Personal Protective Equipment
Pre-Apprenticeship Program	A program designed to provide an accredited training pathway for entry level Apprenticeships or Traineeships in the Workforce.
Pre-Employment Program	means a program that comprises training and work experience to prepare a person for employment, often related to a specific job opportunity, including Accredited Training and non-accredited training. Also known as pre-vocational, pre-apprenticeship or pre- traineeship and delivered as a skill set or entry level qualification mapped to the employment position.

Abbreviation or Term	Meaning
Principal Contractor	A person conducting a business or undertaking that commissions a construct project under Clause 293 of the Work Health and Safety Regulation 2017 (NSW). For the purposes of this Project – AG JV
Project	HumeLink East
Qualified	Qualified means a person who holds a recognised degree, certificate, License or professional standing relevant to the activity or works.
Refugees and asylum seekers	Refugee: means a person granted a humanitarian visa (subclasses 866, 200, 201, 202, 203 or 204) or granted a permanent visa of any subclass under the Migration Act 1958. Asylum seeker: means a person seeking protection in Australia as a refugee, but whose claim for refugee status has not yet been assessed, or who holds a temporary protection visa (Class XD) (Subclass 785) or safe haven visa (Class XE) (Subclass 790).
Registered Training Organisation (RTO)	means a training organisation which is registered by Australian Skills Quality Assurance (ASQA) or a state regulator to deliver vocational education and training services. The national register, training.gov.au maintains a complete list of RTOs.
Regional Industry	Businesses based within a 125km catchment surrounding the following Local Government Areas: <ul style="list-style-type: none"> • Upper Lachlan Shire • Yass Valley Council • Snowy Valleys Council • Cootamundra Gundagai Regional Council • Wagga Wagga City Council • Goulburn Mulwaree • Hilltops Council.
Smart and Skilled	is a reform of the NSW vocational education and training system. It is helping people get the skills they need to find a job and advance their careers. It is administered by NSW Training Services and provides eligible people with: <ul style="list-style-type: none"> • an entitlement to government-subsidised training up to and including Certificate III. • State government funding for higher-level courses (Certificate IV and above) in targeted priority areas; and • State government funding for Learning Workers skill sets and subsidised full qualifications.
SME	Subject Matter Expert
Social Procurement	is using buying power to generate social value above and beyond the value of the goods, services or construction being procured.
Social enterprises	means a business that trades to intentionally drive social or environmental change. The primary purpose of a social enterprise may be to tackle social problems, improve communities, provide people access to employment and training and or help the environment. Procurement from social enterprises provides significant opportunities for social change for disadvantaged Australians.
Supply Chain	means the network of contractors, suppliers, and consultants, engaged in the Contractor's Activities.
Trainee	means an employee registered as a trainee, holding a formal training contract with their employer, who is directly employed by the Contractor or its Subcontractors in the Supply Chain or hosted via a Group Training Organisation and who has been employed by that employer to undertake the Contractor's Activities at the Construction Site for a period not less than 12 weeks.
Traineeship	A traineeship is a formal training agreement between an employer and a trainee, usually lasting between 1 – 3 years to complete. Provides the trainee with structured on and off- the-job training and a nationally recognised qualification for employees e.g., Surveying and Safety. Regulated by TSNSW under the Apprenticeship and Traineeship Act 2001.

Training	The acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relates to specific useful skills.
Training Package	A set of nationally endorsed standards, qualifications and guidelines used to assess the skills and knowledge people need to perform effectively in the workplace.
Abbreviation or Term	Meaning
TSNSW	Training Services NSW
Undergraduate	a university student who has not yet completed their first degree, engaged by AG JV, or its parents' companies, on the Project on a part time basis whilst completing their studies
VET	Vocational Education and Training
Victorian training package purchasing guides	Victorian purchasing guides contain nominal hour allocations for units of competency and maximum hour allocations for qualifications within training packages. Used to calculate nominal RTO training hours for a qualification. Victorian training package purchasing guides Victorian Government (www.vic.gov.au)
WDIP	Workforce Development and Industry Participation
WHS	Workplace Health and Safety
Workforce	means all staff who conduct work as a contributor to the Contractor's Activities or are employed by the Contractor or Subcontractors in the Supply Chain in any occupation e.g. construction or business services. The total Workforce will be reported as headcount and full time equivalent (FTE) in order to set a baseline for reporting all targets. This definition has the following exclusions/inclusions: <ul style="list-style-type: none"> • excludes individuals employed to perform the Contractor's Activities for less than one (1) consecutive week • excludes workers permanently employed overseas. However, includes expatriates who hold an employment visa for Australia • excludes supply only agreements (e.g. hardware, personal protective equipment (PPE), fabricated equipment from a production line, ballast, aggregate, concrete). However, includes supply only contracts where a large portion of the Workforce is dedicated to the Contractor's Activities (e.g. steel fabricator).
Workforce Australia	Employment service delivered by Department of Education, Skills and Employment, helping Australians to find and keep a job, change jobs or create their own job, connecting employers with job seekers, and a refreshed network of providers to deliver tailored case management.
Workforce Australia Employment Service Provider	Workforce Australia provider led services, formerly known as Job Service Agencies
Work Experience Placement	means a structured placement developed in partnership with education providers, offering young people in statutory, tertiary, vocational or higher education an opportunity for work experience. Placements must be for a minimum of one week.

6. SUMMARY

AGJV will mobilise a skilled workforce to ensure that Project design, construction and commissioning is delivered as required, safely, on time, and within budget.

We are developing and mobilising a cohesive, high performing team to deliver best-practice solutions for Transgrid and embrace and work consistently with Transgrid's policies and requirements for workforce and workforce development.

The scope, location, and diverse skills requirements of HumeLink East bring unique workforce development opportunities. By leveraging our strong RTO relationships to effectively develop skills in specialist areas such as electrical Line-workers.

We will deliver on our commitments to increase supplier and workforce diversity and contribute to the sustainable growth of the construction sector. This will be supported by the Local Industry Participation Plan (LIPP), Aboriginal Participation Plan (APP) and the Training and Skills Management Plan (TSMP).

The Project Leadership Team commits to achieving Project goals and objectives understands the social responsibilities associated with the Project and will drive strategies to positively impact people's lives.

AGJV actively encourages knowledge sharing within the team to ensure that succession planning throughout the course of the Project allows opportunities for up skilling of all project staff.

AGJV's objective is that a cohesive and unified, high performing team will be mobilised and developed to deliver Industry best practice solutions and outcomes.

The Senior Leadership Team is mindful of their role in ensuring that this objective is realised and commit AGJV to ensuring that this goal is met.

6.1 UNCONTROLLED COPIES

Any uncontrolled hard copy documents are up to date at issue and are only issued to outside organisations, customers, etc., upon request and approval by a Workplace Manager. Such uncontrolled documents will be clearly marked "Uncontrolled Copy When Printed" and will not be subject to an update.

6.2 REVIEW

This document will be reviewed as required, or at least on a quarterly basis for the first year, thereafter on a yearly basis, or as required basis until the project is complete. If there are significant variations to scope, legislation or a quality issue occurs then the plan will be reviewed to ensure it will achieve the set objectives and targets. The Workforce Development and Industry Participation Manager in consultation with the Project Director and Operation Services Manager are responsible for the review of this Plan.

6.3 DISTRIBUTION

The Integrated Management System - Systems Representative on the Project is responsible for the controlled internal distribution of this document and changes. Personnel have access to the latest revision of the Plan through PIMS.

6.4 DISCLOSURE

Title roles and responsibilities mentioned within this Plan are not intended to be formal designation. Due to the variable scope of operations and locations of AGJV, position titles, roles and authority can be subject to change. The titles listed within this Plan are a conventional depiction of the role's function.

7. INTRODUCTION

7.1 PURPOSE OF PLAN

The purpose of this Workforce & Workforce Development Plan is to provide an overarching guide on workforce requirements, competency acquisition, compliance and management, and how the AGJV will work with registered training organisations (RTOs); regulatory bodies and other agencies to achieve the required workforce for HumeLink East.

This W&WDP is intended to be made available to all interested parties on the Project, both internal and external.

7.2 KEY PROJECT DETAILS

KEY PROJECT DETAILS		
Client Information		
Name:		TransGrid
Key Representative:		Jeremy Roberts
Details:	ABN:	70 250 995 390
	Address:	180 Thomas Street Sydney NSW 2000
	Phone:	02 9284 3000
	Website:	https://www.transgrid.com.au/
Project Information		
Name:		HumeLink East
Reference No. (client):		P0016465.HLE
Address:		NSW
Contractor Information		
Employer Contractor:		AGJV
Details:	ABN:	54 712 082 915
	Address:	Level 3, 55 Harrington St The Rocks, Sydney NSW 2000
Key Representative:		Carel Nagel
Reference No. (Contractor):		C3055
Project Stakeholder Information		
Relevant Discipline Authority:		Relevant Authority
Relevant Local Councils:		Cootamundra Gundagai Regional Council, Snowy Valleys Council, Upper Lachlan Shire Council, Yass Valley Council, Goulburn Mulwaree Council.
Document Information		
Current Document Revision:		00
Current Document Revision Date:		11-SEP-2024

7.3 PROJECT SCOPE

The HumeLink project is a once-in-a-generation investment in Australia's high voltage transmission network and is planned to support the transition to a low emissions generation portfolio. This project is a critical part of AEMO's ISP, connecting a new 500 kV transmission link through Wagga Wagga, Bannaby and Maragle to the existing transmission network, and supporting large scale renewable energy generation.

HumeLink will reinforce TransGrid’s transmission network in southern NSW to improve the flow of electricity from new generation sources in southern and western NSW to major demand centres in the State, and to customers across the NEM.

The project will be delivered under two separate Contract Packages - HumeLink East and HumeLink West. HumeLink East and HumeLink West will join and integrate to form HumeLink, and enable the Project to operate safely, reliably and efficiently as part of TransGrid’s network and the NEM as a whole.

AGJV has been contracted to deliver the HumeLink East package. The map below, Figure 1, and summary underneath the map provides a high-level overview of the project.

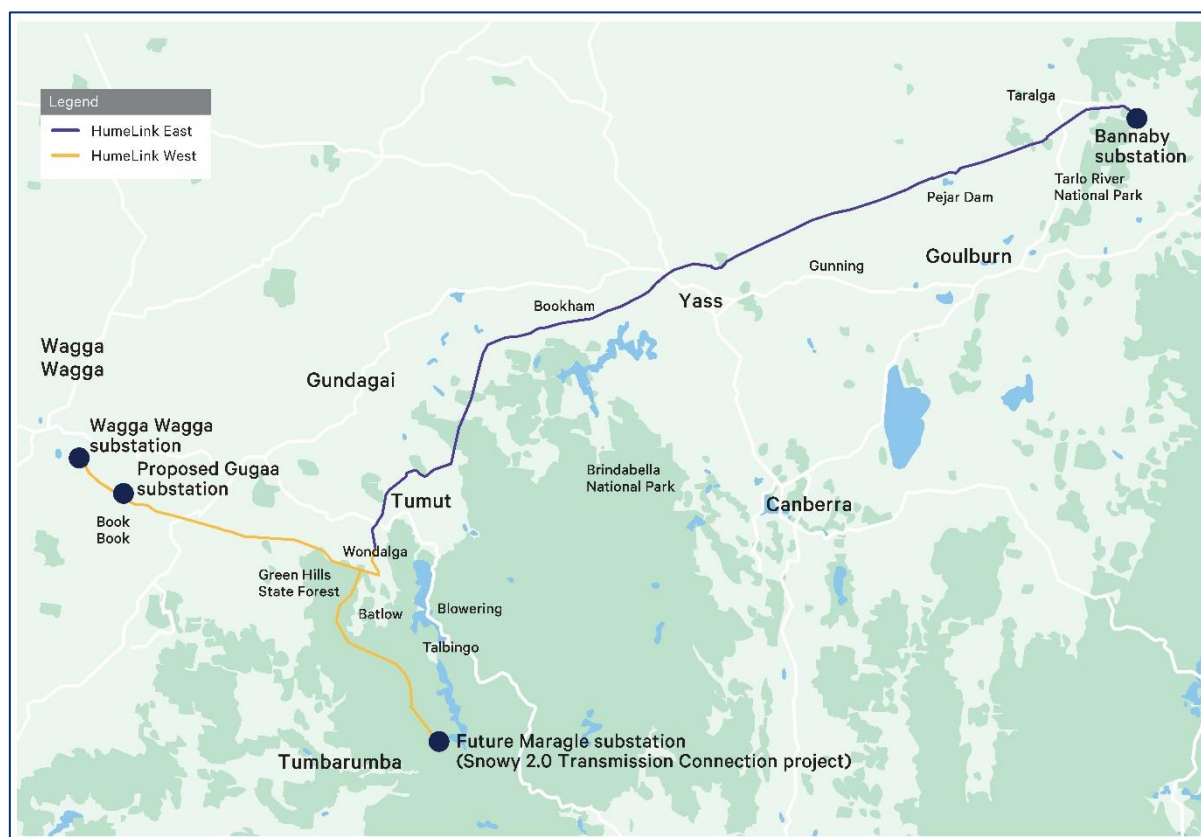


Figure 1 - Indicative High-Level Scope of HumeLink East and HumeLink West

- The HumeLink project is a once-in-a-generation investment in Australia’s high voltage transmission network and is planned to support the transition to a low emissions generation portfolio. This project is a critical part of AEMO’s ISP, connecting a new 500 kV transmission link through Wagga Wagga, Bannaby and Maragle to the existing transmission network, and supporting large scale renewable energy generation.
- HumeLink will reinforce TransGrid’s transmission network in southern NSW to improve the flow of electricity from new generation sources in southern and western NSW to major demand centres in the State, and to customers across the NEM.
- The project will be delivered under two separate Contract Packages - HumeLink East and HumeLink West. HumeLink East and HumeLink West will join and integrate to form HumeLink, and enable the Project to operate safely, reliably, and efficiently as part of TransGrid’s network and the NEM as a whole.

8. PLAN SCOPE AND OBJECTIVES

8.1 PLAN SCOPE

This W&WDP describes AGJV’s processes, responsibilities, and management system for the delivery of a skilled workforce that can support the delivery of the Project in a safe and compliant way.

The W&WDIP aligns closely with the Aboriginal Participation Plan, the Training and Skills Management Plan and the Local Industry Participation Plan.

8.2 PLAN OBJECTIVES

The W&WDP objectives are:

- i. Build a qualified workforce that sources talent from local and regional areas.
- ii. Collaborate with relevant Agencies to promote apprenticeships, traineeships, School Based Apprentice and Trainees (SBATs) and graduate programs for positions on the project.
- iii. Increase competency skills through a detailed analysis of training needs and partnering with registered training organisations to upskill.
- iv. Effectively manage the compliance of training and skills through the online competency management tools.

8.2.1 Compliance With Employer's Workforce Participation and Development Requirements

This Plan meets the requirements of the HumeLink East Volume 3A – Attachment B Employer's Requirements – Appendix F Management Requirements to develop, implement and maintain a Workforce and Workforce Development Plan

Table 1: Requirements to WWDMP reference

Head Contract Requirement Clause	Requirement	WWDMP Reference
Schedule 2 Employer's Requirements Appendix F 7.2.1(a)(i)	The Contractor shall ensure all workers in the role of supervisor and above shall complete Aboriginal cultural awareness/appreciation training, prior to the individuals commencing in the Site.	Section 11.3 Training Needs Section 12 Systems and Processes
Schedule 2 Employer's Requirements Appendix F 7.2.1(a)(ii)	Identify Australian Qualifications Framework recognised accredited programs and other arrangements for education and training that provide relevant qualifications for the workforce	Section 11 Requirements by occupation/trade and gap plan Section 11.3 Training needs
Schedule 2 Employer's Requirements Appendix F 7.2.1(a)(iii)	Identify Australian Skills Quality Authority recognised educational and training facilities that can provide the accredited training and nationally recognised qualifications required for workforce participation	Section 11 Requirements by occupation/trade and gap plan
Schedule 2 Employer's Requirements Appendix F 7.2.1(a)(iv)	Provide relevant workforce skills development training to assist in re-skilling and upskilling the workforce	Section 11.2 Workforce development output profile Section 11.3 Training needs
Schedule 2 Employer's Requirements Appendix F 7.2.1(a)(v)	Provide apprentice and trainee programs	Section 11.2 Workforce development output profile Section 11.3 Training needs Section 15 Apprentice, Trainee, SBAT and Graduate opportunities

Head Contract Requirement Clause	Requirement	WWDMP Reference
Schedule 2 Employer's Requirements Appendix F 7.2.2(a)	The Contractor shall ensure that by the Date of Practical Completion for the Works it has employed at least twenty (20) apprentices or trainees (equivalent full-time employees) across the supply chain.	Section 11.2 Workforce development output profile Section 11.3 Training needs Section 15 Apprentice, Trainee, SBAT and Graduate opportunities
Schedule 2 Employer's Requirements Appendix F 7.2.3(a)	The Contractor shall develop and implement programs for engagement with NSW tertiary education establishments including work experience placements and graduate placements.	Section 15 Apprentice, Trainee, SBAT and Graduate opportunities
Schedule 2 Employer's Requirements Appendix F 7.2.3(b)	The Contractor shall ensure that by the Date of Practical Completion of the Works, at least ten (10) members of the workforce were employed through work experience placements; and five (5) members were employed through graduate placements.	Section 15 Apprentice, Trainee, SBAT and Graduate opportunities
Schedule 2 Employer's Requirements Appendix F 7.2.4(a)(i-iv)	<p>The Contractor shall ensure that by the Date of Practical Completion of the Works a minimum of 7% and a stretch target of 11% of the total workforce have been employed in local and regional sustainable jobs where a:</p> <ul style="list-style-type: none"> (i) Local and regional sustainable job is a new employee who has resided within the project local and regional area for a minimum of 6 months and have not been employed by the contractor, subcontractor or consultants and have direct employment for a minimum of 26 weeks and 40 hours per week undertaking the Contractor Activities (ii) Local resident is someone with a residential address within the project 7 LGAs. (iii) Regional resident is someone with a residential address within 125km of the catchment of the project LGAs; and (iv) Total workforce is the number of persons employed by the Contractor or sub-contractors undertaking the Contractors Activities for the equivalent or more than 40 hours per week. 	<p>Section 11.1 – Target number of local, regional, women and Aboriginal employment opportunities for each major work activity</p> <p>Section 17 – Engagement with local community groups</p> <p>Section 19 – Local and regional employment</p>
Schedule 2 Employer's Requirements Appendix F Section 7.3(a)(i-iv)	<p>The Contractor shall:</p> <ul style="list-style-type: none"> i. Provide access to the Site and all locations where the Works are being carried out (including any Extra Land) as requested the Employer's Representative to enable the Employer's accredited assessors to carry out any necessary competency assessment with respect to workforce training compliance. ii. Provide access to GPS locations of work crews on-site to facilitate location of work crews. iii. Use the Employer's nominated electronic access control software application (Pegasus) to track and report individual workforce member competency, training needs and training currency; and 	Section 12 – Systems and Processes

Head Contract Requirement Clause	Requirement	WWDMP Reference
	iv. Use the Employer’s nominated electronic access control software application to ensure that access to the Site is only granted to the authorised people having completed the required training.	

9. WORKFORCE BASELINE FORECAST

9.1 WORKFORCE FORECAST

The below table provides an overview of baseline forecast of required workforce.

Table 2: Forecast of required workforce

Occupation	HumeLink East
White Collar	278
Blue Collar	711

9.2 WORKFORCE MATRIX

Competency requirements for each occupation are included at [Appendix A](#) AG JV Training Matrix. Table 3 outlines the workforce requirements/profile by occupation/trade for the duration of work (Workforce Matrix).

Occupation	Number of Workers
Administrator	11
Civil Construction Worker	236
Commercial Manager	1
Community & Stakeholder Advisor	4
Community & Stakeholder Coordinator	4
Community & Stakeholder Manager	2
Construction Director	2
Contracts Administrator	7
Cost Controller	3
Design Engineer	4
Design Manager	3
Digital Engineer	5
Digital Engineering Manager	1
Document Controller	1
Electrical Fitter	1
Electrical Line-worker- Transmission	60
Electrician	19
Environmental Advisor	2
Environmental Coordinator	4
Environmental Manager	2
Finance Manager	6
Graduate – Commercial	1
Graduate – Environmental	2
Graduate – Finance	1
Graduate Engineer	16

Occupation	Number of Workers
HR Advisor	3
HR Coordinator	2
HR Manager	2
Information Systems Manager	1
Information Systems Technician	3
Legal Specialist	1
Mental Health Specialist	1
Nurse	2
Office Manager	2
Operational Services Director	1
Plant Operator	92
Planner	2
Plant Manager	1
Procurement Manager	5
Project Director	1
Project Engineer - Civil	17
Project Engineer - Electrical	1
Project Manager	7
Quality Engineer	6
Quality Manager	1
Rigger	195
Safety Administrator	3
Safety Coordinator	3
Safety Manager	1
Senior Project Engineer - Civil	14
Senior Project Engineer - Electrical	3
Site Engineer - Civil	12
Superintendent	1
Supervisor – Civil	84
Supervisor – Electrical	27
Survey Manager	2
Surveying Trainees (Existing Worker)	5
Surveyor	20
Sustainability Advisor	2
Sustainability Coordinator	1
Trades Assistant	47
Traffic Manager	1
Training Advisor	2
Truck Driver	14
WDIP Manager	2
Welder	1

10. ORGANISATIONAL STRUCTURE

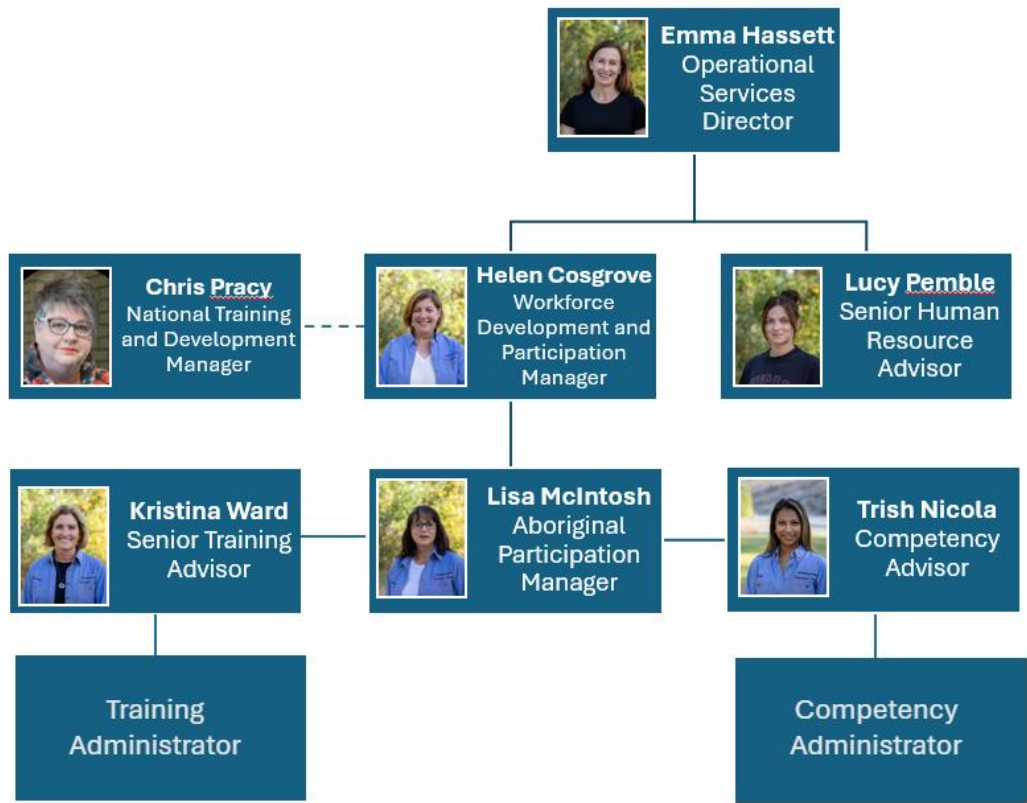


Figure 2 - WDIP Organisational Structure

The Workforce Development and Industry Participation (WDIP) Manager will lead the team, as shown in Figure 2, and will report to the Operations Services Manager. This role will interface with the Procurement Manager, HR Manager, Quality Manager, Aboriginal Participation Manager and Health and Safety Lead.

The role has a dotted line to the national ACCIONA Training and Development Manager, ensuring Project personnel have access to global ACCIONA programs and WDIP initiatives.

The Project Director will lead our commitment to meeting local industry participation targets and will be supported by the senior leadership team. Our commitment to creating change is absolute and will be monitored at the highest level through AG JV’s Steer Co.

10.1 ROLES AND RESPONSIBILITIES

Role	Responsibilities	Minimum Skills
Workforce Development & Industry Participation Manager (WDIPM)	<ul style="list-style-type: none"> Managing the overall implementation of workforce development, training, and industry participation initiatives on the project Implementing and maintaining the competency management system Ensuring each person identified in the AGJV organisation chart is authorised and supported to carry out their allocated role Meeting with the Client as required Onboarding direct employees and sub-contractors in accordance with Project and Transgrid requirements Managing WDIP processes in accordance with the systems, plans, standards, and codes specified in the D&C Deed Ensuring the Workforce Development Plan is implemented and delivered in accordance with the Workforce Plan and Transgrid WDIP guidelines. Supporting local sustainable jobs by being a key stakeholder in multiple pre-employment feeder programs Providing guidance and ongoing support to subcontractors including ANZ SME and Recognised Aboriginal Businesses by promoting Aboriginal and Industry Participation initiatives within their organisations Liaising with procurement team to maximise opportunities for Local and Regional businesses Approving spending against the training budget for recommended training, preparing approvals for training within budgeted limits. Meeting any training obligations under statute, industrial award, enterprise agreement or work agreement Ensuring suitable skills training is arranged for AG JV personnel Coordinating the skills assessment process on site and by external providers Maintaining the Project Training Matrix Managing the Approval to Operate Process Managing relationships with Registered Training Organisations (RTOs) and Higher Education (HE) providers Coordinating Project Induction content and delivery Coordinating undergraduate and graduate programs Coordinating apprentice and traineeship programs Preparing Transgrid WDIP reporting requirements. 	<ul style="list-style-type: none"> Certificate IV in Training & Assessment or university degree in human resources organisational development or education Understanding of Aboriginal communities, their cultures, and issues High level communication, team, and leadership skills Experience: <ul style="list-style-type: none"> 7-10 years' training and/or learning and development in civil, general construction or electrotechnology Dealing with external Vocational Education and Training (VET) and HLE stakeholders at a strategic level Managing or delivering Training Package qualifications Delivering workforce development requirements within infrastructure projects Implementing diversity and inclusion programs Liaising with state and federal funding agencies.
Competency Advisor	<ul style="list-style-type: none"> Managing the Project competency management system Providing advice regarding competency requirements for all Project roles Providing business rules for acceptable evidence, allowing verification of competency Liaising with subcontractors to onboard company entities into the competency management system. 	<ul style="list-style-type: none"> 5 years' competency, training and/or safety experience in civil or general construction Certificate IV in Training and Assessment

Role	Responsibilities	
Competency Administrator	<ul style="list-style-type: none"> • Data entry of direct-employ new starters into the Project competency management system • Assisting and liaising with subcontractor administrators to establish company profiles and onboard new starters into the Project competency management system. • Verifying evidence of competency and currency • Providing notification of expiring competencies and Licenses • Printing and issuing site access cards. 	
Training Advisor	<ul style="list-style-type: none"> • Ensuring suitable skills training is arranged for personnel with key Project roles • Coordinating the skills assessment process on Site and by the external providers • Maintaining the Project Training Matrix • Managing the Approval to Operate Process • Managing RTO Relationships • Coordinating Project Induction content and delivery • Coordinating Site Induction content and delivery • Coordinating undergraduate and graduate programs 	<ul style="list-style-type: none"> • Certificate IV in Training and Assessment • 5 years' training and/or learning and development • experience in civil, general construction or electrotechnology
Training Administrator	<ul style="list-style-type: none"> • Maintaining and advertising the Training Calendar • Maintaining the Project Training Matrix • Coordinating the Approval to Operate Process • Coordinating RTO training bookings • Coordinating HumeLink non-accredited training bookings • Ensuring Supervisor approvals are gained in advance for all training bookings. 	

11. REQUIREMENTS BY OCCUPATION/TRADE AND GAP PLAN

The skills shortages in electrical supply industry trades, specifically transmission Line-workers in NSW, require the recruitment or reskilling of tradespersons. Attracting and retaining suitably qualified, skilled and experienced workforce required, given number of major infrastructure projects underway in Australia, has been identified as a key project risk. Our workforce resourcing strategy is as follows:

- Develop the Transition to Transmission workforce strategy, along with a comprehensive Jobs I Worker guide to identify and build a workforce capable of meeting the demands of constructing and installing electricity transmission towers. The Transition to Transmission workforce strategy is due for completion mid-August 2024,
- Focus on local and regional trades, and resources as a priority.
- Leverage domestic resources, particularly in NSW, with complementary skills and upskill as required.
- Attract workers from other aligned industries, such as coal, gas, and mining, and reskill them for energy jobs.
- Identify employment pathways from other relevant areas, such as Defence (veterans).
- Recruit from interstate for specialist skills across lines worker.
- Prioritise recruitment and development of local and regional workers and commit to resourcing from local entities as much as possible. Given the energy transition pipeline and the extent of industry capacity, there are skills shortages in electrical supply industry trades in Australia, specifically in the transmission Line-worker trade.
- Recruit internationally for specialist skills across linework.

The AGJV has already partnered with Health and Safety Advisory Service (HSAS) and Thomson Bridge, two of Australia's leading Registered Training Organisations (RTOs) in the Civil Construction and Electricity Supply Industry (ESI) sectors, and TAFE NSW South Region, the primary RTO servicing electrotechnology and employability skills along the Project corridor. These partners are assisting us to identify the specialist competencies to be assessed, bridge the gap through a targeted training plan, and provide contextualised support services such as language, literacy and numeracy as required.

The AGJV will liaise with the Australian Skills Quality Authority (ASQA), via the national register, to ensure any RTO engaged for training and assessment is compliant and authorised to:

- Deliver and assess nationally recognised training.
- Issue nationally recognised qualifications and statements of attainment.
- Apply for government funding to provide VET services.

Table 4, below, provides indicative workforce profile numbers for each major work activity, and the anticipated split between local (Project corridor) and Australian headcount. The local headcount refers to workforce from the local and regional HumeLink East project footprint. The Australian headcount refers to workforce who are sourced from within Australia, but not from the local and regional HumeLink East project footprint. For example, a worker from Crookwell (postcode 2583) would be a local and regional headcount, a worker from Newcastle (postcode 2267) would be an Australian headcount.

Contract Package	Work Activity	Number Required	AUS Headcount	Local/Regional Headcount	Local/Regional Stretch Target
HumeLink East	Clearing Access & Logistics	78	100%	10%	15%
	Earthworks & Foundations	108	100%	10%	15%
	Erection	176	40%	10%	15%
	Stringing	170	80%	10%	15%
	Substation Earthworks & Pavements	12	100%	10%	15%
	Substation Foundation & FRP	38	100%	10%	15%
	Substation Elec Install & Commissioning	40	100%	10%	15%
	Supervisors	111	100%	10%	15%
	White Collar	278	50%	10%	15%

Table 4 - Workforce profile numbers by work activity - HumeLink East

11.1 Target Number Of Local, Regional, Women And Aboriginal Employment Opportunities

Table 5 provides target numbers of Local & Regional, Women and Aboriginal Employment Opportunities for each major work activity.

Table 5: Target Number of Local, Regional, Women And Aboriginal Employment Opportunities

Contract Package	Work Activity	Number Required	AUS Headcount	Local/Regional Headcount	Female Target	Aboriginal Target
	Clearing Access & Logistics	78	78		2	2
	Earthworks & Foundations	108	108		3	3
	Erection	176	70		5	4
	Stringing	170	136	14	5	4
	Substation Earthworks & Pavements	12	12	1	0	0
	Substation Foundation & FRP	38	38	4	1	1
	Substation Elec Install & Commissioning	40	40	4	1	1
	Supervisors	111	111	11	3	2
	White Collar	278	139	14	14	3

11.2 Workforce Development Output Profile

Table 6 provides details of major accredited training outputs, including apprentices and trainees. AGJV plan to recruit as many apprentices and trainees from the Local & Regional catchment as possible. The Cert II (AHC21020) and Cert III (AHC31421) in Conservation & Ecosystem Management is targeted at Aboriginal trainees, and a minimum of 20% female candidates will be sought for all learning worker positions.

Table 6: Workforce Development Output Profile

Training		Q1 25	Q2 25	Q3 25	Q4 25	Q1 26	Q2 26
HRWL - Dogging	150						
HRWL - Rigging Basic	150						
HRWL - Rigging Intermediate	150						
Cert III in Business							4
Cert II in Civil Construction				30			
Cert III in Civil Construction Plant Operations							15
Cert IV in Civil Construction Supervision					5		
Cert III in Cleaning Operations					4		
Cert II in Conservation & Ecosystem Management					15		
Cert III in Conversation & Ecosystem Management							15
Cert III in Electrotechnology Electrician							6
Cert IV in ESI – Power Systems Substations							2
Cert III in ESI - Transmission Overhead	60						5
Cert IV in Project Management Practice							2
Cert III in Surveying & Spatial Information Services					4		
Cert IV in Surveying & Spatial Information Services							4
Cert II in Transmission Line Construction	20				150		
Cert III in WHS					4		
Cert IV in WHS							4
Cert II in Workplace Skills					4		
PSSR – Substations 1.0,3.3,4.0,4.1							
PSSR – Line-worker6.1,6.2							
PSSR – Line-worker6.1,6.2,6.3							

11.3 Training Needs

Table 7 provides the results of the Training Needs Analysis for HumeLink East, which has been conducted based on the construction methodologies, Employer's Requirements, and programme of work. This table excludes business as usual certification and recertification.

Table 7: Training Needs Analysis

Type of training	Audience	Target Participants	Duration
CPCWHS1001 - Prepare to work safely in the construction industry	All Personnel	30	6 hr
RIIWH5204E - Working at Heights	Line-workers	150	8 hr
HLTSS00068 – Occupational First Aid Skill Set	First Aid Officer	120	16 hr
UETDRMP009 – Perform tower rescue	Line-workers	150	16 hr
UETDREL006 – Work safely in the vicinity of live electrical apparatus as a non-electrical worker	Corridor Workers	150	8 hr
UETDRMP006 Perform pole top rescue	Line-workers	150	4 hr
UETDRMP007 Perform rescue from a live low voltage panel	Line-workers	150	4 hr
RIICCM202A Identify, locate and protect underground services	Civil Crews Working Around Utilities	24	8 hr
CPCCLDG3001 License to perform dogging	Pre-erection Crews	150	40 hr
CPCCLRG3001 License to perform rigging basic level	Pre-erection Crews	150	40 hr
CPCCLRG3002 License to perform rigging intermediate level	Pre-erection Crews	150	40 hr
CPCCLRG4001 License to perform rigging advanced level	Erection Crews	5	40 hr
TLILIC0005 License to operate a boom-type elevating work platform (EWP>11m)	Erection Crews and Line-workers	150	23 hr
RIIVH305F - Operate and maintain a four-wheel drive vehicle	All LV drivers	60	8 hr
UET20422 Cert II in Transmission Line Construction	Line-workers	20	12 mon
UET30521 Cert III in ESI – Transmission Overhead	Line-workers	5	48 mon
UET40522 Cert IV in ESI - Substations	Substation Works	2	48 mon
FWPCOT2256 Trim and cut felled trees	Land Clearance	12	8 hr
FWPCOT2253 Fall trees manually (basic)	Land Clearance	12	16 hr
CPP30221 Certificate III Surveying and Spatial Information Services	Surveying Trainees (New Entrant)	4	12 mon
CPP41721 Certificate IV in Surveying and Spatial Info Services	Surveying Trainees (Existing Worker)	4	24 mon
RII40720 Certificate IV in Civil Construction Supervision	Const Supervisors	5	12 mon
BSBLDR411 Demonstrate leadership in the workplace	Const Supervisors	15	50 hr
BSB40920 Certificate IV in Project Management Practice	Infrastructure Trainees	2	12 mon
BSB20120 Cert II in Workplace Skills	Business Trainees (New Entrant)	4	9 mon
BSB30120 Certificate III in Business	Business Trainees (Existing Worker)	4	12 mon
BSBSS00128 Lead Auditor Skill Set or BSB50920	HSEQ Personnel	6	15 hr
RIIWH5301E Conduct safety and health investigations	Safety Team	8	8 hr
BSB30719 Certificate III in Work Health and Safety (WHS)	WHS Trainees (New Entrant)	4	12 m

Type of Training	Audience	Target Participant	Duration
BSB41419 Certificate IV in Work Health and Safety (WHS)	WHS Trainees (Existing Worker)	4	12 mon
RII20720 Certificate II in Civil Construction	Civil Trainees	30	24 mon
RII30820 Certificate III in Civil Construction Plant	Plant	15	24 mon
TAEASS301 Contribute to assessment	Learning Worker Managers	15	16 hr
CPP30321 Cert III in Cleaning Operations	Cleaning	4	12 mon
AHC21020 Cert II in Conversation & Ecosystem Management	Conservation and co-system Management Trainees (New Entrant)	15	12 mon
AHC31421 Cert III in Conversation & Ecosystem Management	Conservation and Ecosystem Management Trainees (Existing Worker)	15	12 mon
Aboriginal Cultural Awareness training (non-accredited)	All personnel (AGJV), plus all subcontractor workers in the role of supervisor and above.	1000+	11.5 hrs

12. SYSTEMS AND PROCESSES

The AGJV is experienced in managing competency records and requirements for complex infrastructure projects, ensuring correct mandatory pre-onboarding competency requirements such as Project inductions and role-specific verifications are completed prior to accessing site. Training records and verification of competency will be maintained electronically via the Worker Safety Authorization and Training (WSAT) system, and access to accommodation facilities will be secured via turnstiles connected to workers' profile. To support competency management while in the field, AGJV Supervisors and Safety teams will use the system's smart phone app, in either online or offline mode.

Additionally, each worker will have a profile created in Pegasus to record personal details, including job role, and all PSSR training that has been completed. The Employer Representative will have access to view the WSAT profile of each worker to verify competence, training and currency.

HumeLink requirements for individual roles have been identified in the Training Needs Analysis, and captured in the HumeLink Training Matrix, which will be automated in the WSAT. At the time of onboarding in the WSAT, competency requirements will be populated for a worker when a role is selected, prompting a worker to upload competency evidence against a defined set of business rules for verification. Once evidence is verified, workers will be approved to undertake Project inductions, aboriginal cultural awareness training and complete onboarding.

Our WSAT captures expiry dates of evidence (such as 12 -month expiry of HLTAID009 Provide cardiopulmonary resuscitation) and generates look-ahead reports and notifications to workers of expiring competencies to ensure qualifications remain current. Evidence of non-accredited training, such as Inductions and Toolbox Talks, will also be captured in WSAT. These minimum requirements for mandatory technical and safety training are implemented for both direct employ and

subcontracted personnel working for, or with, the AGJV.

Our proven WSAT system will capture diversity data, identify and track role-specific requirements, enable Supervisor in-field access, and has been customised to meet Transgrid's reporting requirements.

We will continue to support subcontractors and suppliers throughout delivery, including communication from and reporting to Transgrid. We have employed dedicated competency administrators as part of the training team to assist staff, workforce and subcontractors navigate competency upload, Project induction, and WSAT system requirements via training workshops and 1-on-1 support. Our WSAT system provider also has a dedicated support team to address issues that cannot be resolved at the Project level.



Figure 4: Sample Worker Profile - AG's Worker Safety, Authorisation and Training System

In addition to monthly reporting requirements, we will submit a quarterly report to the Employer's Representative detailing performance against all social procurement, workforce, and industry targets. The report will also cover the performance of subcontractors and other relevant entities in our supply chain.

13. EXTERNAL PARTNERSHIPS – WORKFORCE DEVELOPMENT

The AGJV has relationships with many education/training, and employer service providers, as well as other organizations with experience delivering workforce development activities. These relationships will be formalised during the quarterly Business Buzz sessions, as outlined in the Local Industry Participation Plan (LIPP), and leveraging from the relationships with Transgrid's existing provider network. Examples include but are not limited to Workforce Australia (Capital Region), Regional Development Australia (Southern Inland), Productivity Bootcamp, The Umbrella Collective.

HSAS are experienced in delivering high-volume civil skill sets and High-Risk Work Licenses (HRLW) within tight timeframes. If required, we will utilise their relationship with and understanding of SafeWork NSW requirements to pre-screen overseas workers to ensure they have suitable experience and English proficiency to undertake critical works in dogging and rigging.

Genus is a local business, operating a depot in Wagga Wagga for over 20 years. Local procurement is a

key opportunity to mitigate risk via critical items and resource supply, as well as establishing positive social footprint for local community. Local procurement underpins our plan to have significant positive impacts on the local and regional areas.

The below table provides an overview of additional third-party providers we have existing relationships with.

Table 8: Third party providers

Organisation	Role
We propose to work with:	
Apprenticeship Support Australia	Apprenticeship Support Australia delivers the Australian Governments 'Australian Apprenticeship Support Network' under a contract from the Department of Employment and Workplace Relations and will provide support to AG JV Apprentices and Trainees.
Career Seekers	Provides supported internships for mid-career and university student refugees and asylum seekers.
Career Trackers	Provides supported internships for Aboriginal university students.
Health and Safety Advisory Service (HSAS)	A private RTO that provides high quality WHS training, high-risk nationally accredited training and assessment programs, with a specialist focus on civil construction, and extensive experience on NSW infrastructure projects. HSAS are our partner for HRWL training and assessment for our overseas Line-worker contingent.
Industry Capability Network (ICN)	A not-for-profit organisation AG will work with to undertake Industry briefing sessions, promote supply chain opportunities to the NSW market, and alert the local SME market to procurement opportunities.
Ironbark Training	Ironbark Training is a Registered Training Organisation (RTOID 45658) and Recognised Aboriginal business based in Wagga Wagga, specializing in HRWL training.
National Association of Women in Construction (NAWIC)	Providing networking, training and industry events for women in non-traditional occupations, NAWIC forms part of AG's support approach to gender diversity.
Supporting and Linking Tradeswomen (SALT)	Providing networking events and training for women in non-traditional trades, SALT forms part of AG's support approach to gender diversity.
Social Traders	A social enterprise industry body that promotes and supports social enterprise development.
TAFE NSW	The NSW public RTO who are the primary Electrotechnology provider, and our partner for the delivery of apprenticeships and traineeships, Aboriginal programs and LLN support.
Thomson Bridge	A private RTO that provides high quality Electricity Supply Industry (ESI) training and us partner for the upskilling of electrical Line-workers.
TSNSW	Part of NSW Department of Education, Training Services NSW (TSNSW) provides vocational education and training funding, regulation, strategic policy, planning and advice.
Other organisations we may partner with:	
Charles Sturt University	An Australian multi-campus public university located in Wagga Wagga who have an MoU with Thomson Bridge, Ironbark Training and TransGrid to create training, research & infrastructure opportunities.
OCTEC	A not-for-profit employment service and registered training organisation offering transition to work (youth) and pre-employment programs (RTOID 90142).

University of Wollongong	A public university located in Wollongong with a strong history in engineering and industry-based programs
Veterans in Construction	A veteran owned and operated social enterprise providing labour hire solutions to the construction industry
Yass Valley Business Chamber	Supporting and growing a sustainable business community in the Yass Valley, providing a forum where local businesspeople can learn, share, and have their voices heard.

14. FUNDING SUBSIDIES AND GRANTS

We will seek to use a range of funding sources to best support workforce development and programmes for the Project and leave a training legacy in the region. The primary funding source will be Training Services NSW, (TSNSW) who are part of NSW Department of Education and work to improve training outcomes across NSW by supporting apprenticeships and traineeships, smart and skilled, and adult and community education. We have a strong relationship with TSNSW, and experience working with RTOs to seek part qualification funding for targeted training using the Training Needs Identification application process. The ACCIONA National Training and Development Manager is part of the NSW Skills Board Construction Workforce Industry Working Group and brings a strong understanding of current and future funding initiatives for infrastructure training in NSW.

We will also utilise the Away from Base program, the Services Australia program designed to support improved educational access for Indigenous Australians, particularly living in remote and regional areas where educational opportunities may be limited. The program assists higher education and training providers with cost of meals, accommodation, and travel to support Indigenous students who study via mixed-mode or distance education and need to travel for short periods to undertake their studies.

We also have a strong and long-term relationship with TAFE NSW South Region, who have unmatched connections with regional State and Federal government agencies, and can assist with accessing and maximising funding, subsidy and grant opportunities for direct employ personnel and subcontractors.

15. APPRENTICE, TRAINEE, SBAT AND GRADUATE OPPORTUNITIES

The AGJV has developed a relationship with Apprenticeship Support Australia, who will support the sign up of all apprentices and trainees. ACCIONA currently has NSW Department of Education Infrastructure Trainees on all NSW projects and will seek to engage regional Infrastructure Trainees on HumeLink. To ensure learning workers are positioned for success, supervisors of apprentices/trainees will undertake TAEDEL404 Mentor in the workplace and TAEASS301 Contribute to assessment.

Wherever possible we will leverage government initiatives to upskill, retraining or gap train existing workers. For example, the Genus workers holding the Cert II in Transmission Line Construction, upskilling to the Cert III in ESI Transmission Overhead.

Through our HumeLink Schools Program and Transgrid's relationship with Charles Sturt University we will seek to promote ACCIONA's Undergraduate and Graduate programs and offer to host school students for week-long work experience placements on the Project. A schedule of planned events for career expos and graduate fairs has been included in the LIPP. Additionally, Regional Development Australia have approached AGJV about participating in the "Grow Your Own" program. This program is targeting school leavers to showcase local jobs via work experience and preemployment programs.

Table 9 provides an overview of the planned apprentice and trainee opportunities. RTO hours are taken from the industry standard Victorian training package purchasing guides, which contain nominal hour allocations for units of competency and maximum hour allocations for qualifications

within training packages. [Victorian training package purchasing guides | Victorian Government \(www.vic.gov.au\)](https://www.vic.gov.au)

On the Job Training hours are taken at 50% of worked hours over the nominal duration of the course (i.e. 20 days per month less 4 RTO days*10 hours per day*less 4 weeks annual leave*50%).

Table 9: Apprentice and trainee opportunities

Apprenticeship or Traineeship with Pathway	Type	Number	RTO Training Hours	On the Job Training Hours
Work Skills (Cert II) to Business (Cert III)	T & T	4 & 4	314+466	660+880
Civil Construction (Cert II) to Civil Construction Plant Operations (Cert III)	T&A	30 & 15	490+1207	1760+1760
Civil Construction Supervision (Cert IV)	T	5	817	880
Cleaning Operations (Cert III)	T	4	475	880
Conservation & Ecosystem Management (Cert II) to Cert III	T	15	550+1064	880+880
Electrician (Cert III)	A	6	1112	3520
Project Management Practice (NSW Infrastructure Trainee (Cert III)	T	2	342	880
Surveying & Spatial Information Services (Cert III) to Cert IV	T & T	4 & 4	509+855	880+1760
Transmission Line Construction (Cert II)	T	20	595	880
WHS (Cert III) to WHS (Cert IV)	T to T	4 & 4	345+437	880+880

15.1 Apprentice And Trainee Employment Status

The AGJV will directly employ apprentices, trainees, work experience and graduates over the life of the Project. We will utilise our long-standing relationship with Apprenticeship Support Australia as our preferred apprentice network provider to source, support and mentor our learning workers.

16. EMPLOYMENT OF DIVERSITY AND INCLUSION GROUPS

The AGJV is committed to employing diversity and inclusion groups and understands a diverse and inclusive workforce delivers valuable benefits, including improved productivities, employee wellbeing and engagement, and drives creativity and innovation. To deliver these benefits, we will set meaningful and achievable targets to employ diversity and inclusion groups, and promote a collaborative, supportive and respectful environment that values diversity and each individual's contribution.

In developing our Resourcing Strategy, as outlined in Returnable Schedule 3, along with specifications set out in the Employer's Requirements, we have identified key diversity and inclusion groups, which will be targeted through all stages of the Project. Table 8 provides an overview of these key groups, along with our targets. While these will be the key groups targeted, our efforts to achieve a diverse and inclusive workforce will not be limited to these groups.

Our targets are informed by the Employer Requirements as set out in Section 7 Workforce and Workforce Development the NSW Government's Infrastructure Skills Legacy Program targets, shown in Figure 4, and the cohorts identified in Section 10.1.c Diversity and Inclusion of Appendix F Management Requirements to the Employer's Requirements. The plan aligns with the NSW Renewable Energy Sector Board Plan 2022 for Recommendation 2: Industry Participation Plans

Table 10: Diversity and inclusion group targets

Diversity and inclusion group	Workforce Target	Targeted engagement strategies
Aboriginal workforce	2.5%	Traineeships in Certificate II and III in Conservation & Ecosystem Management
Female workforce	4% blue collar 13% white collar	Recruitment activity requiring female candidates for all white collar and leadership roles. Leverage TAFE NSW's 'Girls Can Too' trades-taster program delivered in Wagga and Wollongong.
Under 25s	10%	In addition to apprentices and trainees, engage 6 x Graduates and 6 x Undergraduates across engineering, commercial, safety and environmental
Over 55s	10%	Transition existing experienced supervisors and white collar team from parent companies, and explicitly recruit mature aged workforce in targeted roles
People with registered disabilities	2%	Engage interns through Australian Network for Disability and Australian Spatial Analytics
Cultural Identity (identifies as NESB)	25%	Engage mid-career refugee and asylum seeker professionals through Career Seekers
Sexual orientation (identifies LGBTQ+)	-	Celebrate opportunities such as World Pride Day and International Day Against IDAHOBIT

Performance against these diversity targets will be captured in diversity questions during worker onboarding and reported through the WSAT.

16.1 Strategies To Support The Employment Of Diversity And Inclusion Groups

The AGJV will seek to implement a qualitative, collaborative research pilot in diversity and inclusion as part of the Australian Constructors Association (ACA) and NSW Government joint initiative, Culture in Construction

ACCIONA is an active member of ACA, and the Capacity and Capability Working Group. As contributing members of Culture in Construction, we would welcome the opportunity to pilot an initiative on the iconic Project, at a location supporting an accommodation camp such as Tumbaramba or Yass. We will work closely with existing and trusted partners to promote opportunities across all disciplines and stages of the Project and engage candidates and businesses, including:

- Australian Network for Disabilities (AND): Facilitate the Stepping into Internship program for university students with disabilities who are in their second last year, final year or recently graduated, and connect them with employers seeking interns in a range of sectors. Interns gain practical experience and confidence in the workplace, working a minimum of 152 hours over the summer vacation, either as a four-week full-time block or flexibly across a longer period.
- Australian Spatial Analytics (ASA): Support employment of people with registered disabilities. This existing partnership has been successful in both Queensland and Victoria, and their involvement in HumeLink is an opportunity to extend into New South Wales.
- Thompson Bridge: Support employment and participation of Indigenous people and business through their partnership with Indigenous RTO – Ironbark Training.
- HSAS: Leveraging their delivery of pre-employment programs to diverse new entrant cohorts, including Indigenous and female workforces.
- TAFE NSW South Region: Conduct week-long Girls Can Too program, where Year 10 girls spend

one day a week working in different trade areas talking to apprentices, teachers, and other experts about opportunities to join the industry. Participants experience of range of trades, including automotive, engineering, civil construction, electrotechnology and carpentry.

- Local civil contractor forum: In partnership with Civil Contractors Federation, a number of engagements events will be held to encourage SME and sole trader civil contractors to bid for work packages. For more information regarding our strategies to promote Aboriginal Participation, please refer to Returnable Schedule 4.7.

16.2 Demonstrated Commitment To Diversity And Inclusion



Figure 5: HumeLink East AGJV senior leadership team recently joined Transgrid for an 'On Country experience' to understand the cultural and historical significance of the lands where the Project will be working.

ACCIONA's Sustainability Master Plan 2025 reaffirms a strong commitment to positively contributing to society and the planet across key focus areas, including inclusion, culture, gender, work life integration, disability, LGBTQ+ and social outcomes. ACCIONA is committed to leading from the top down to ensure improvements and specific targets are met across each of these areas – both internally and on all projects. To enact transformative change, this approach goes beyond the strategy to also consider:

- Communication: Celebrating culturally significant days, sharing insights from diversity experts, lunch and online webinars, diversity innovation forums
- Measurement: Setting targets to genuinely engage minority groups
- Partnerships: With strategic organisations such as Mirri Mirri, Career Seekers, Supply Nation, NAWIC and White lion.

PARTNERSHIP WITH AUSTRALIAN SPATIAL ANALYTICS

ACCIONA's in-house engineering business, and AGJV's civil works designer, recently engaged ASA, a trainer and employer of young data analysts with autism, to produce As-Built as part of the Macintyre Wind Farm project. Recognising that young people with autism can complete tasks requiring visual problem solving and pattern detection skills up to 40% faster, this partnership not only achieved greater diversity and inclusion, but also assisted in ensuing programme milestones

were maintained.

“Knowing how fast-paced our industry is, having ASA on board has helped us maintain delivery standards in terms of quality and productivity while we continue to upskill ASA employees in one of the leading industries in society.”

- Diego Montiel Iglesias, Project Manager, CWIEN

17. ENGAGEMENT WITH LOCAL COMMUNITY GROUPS

Following the implementation of the Department of Education, Skills and Employment’s New Employment Services Model from 1 July 2022, the AG JV will work with Workforce Australia, local employment facilitators and employment service providers for the Murray Riverina and Capital Employment Regions, contracted to provide employment services, and Australian Apprenticeship Support Network providers such as Apprenticeship Support Australia. We will promote general and entry-level employment, and apprentice and traineeship opportunities for the Project.

Workforce Australia is an Australian Government-funded network of organisations contracted by the Australian Government via the Department of Employment and Workplace Relations, to deliver employment services to unemployed job seekers on Government income support payments and employers. In the Murray Riverina and Capital Regions, a range of providers have been awarded contracts to provide employment services for job seekers, including Asuri, Omnia Inclusive Employment Solutions, Verto, Sureway Employment and Training, APM Employment Services, The Personnel Group, Sarina Russo Job Access and Nova Employment.

18. FEMALE PARTICIPATION

The AGJV is committed to supporting women in the workforce and senior leadership/management roles and promoting inclusion across all disciplines and their leadership. We will ensure appropriate and effective attraction, retention and promotion strategies are in place, and will promote an inclusive culture with behaviours that contribute to the removal of barriers to ensure we meet our female participation targets, provided in Table 11.

Table 11: Female participation targets

Workforce group	Target
Total female workforce	13%
Blue collar roles	4%
White collar roles	15%
Leadership roles	10%

We have drawn from our JV partners’ collective experience to develop a range of attraction/retention strategies designed to engage female workers across each area identified above. While these strategies are specific to the requirements and location of HumeLink, they have been proven to be highly effective on previous projects and leverage existing collaborative partnerships with specialist organisations such as NAWIC, Homeward Bound, Cultivate Sponsorship and Work180.

19. LOCAL AND REGIONAL EMPLOYMENT

We have a strong history providing workforce development and social procurement solutions via an interconnected framework of specialist partnerships, training, and informal/formal mentoring programs. Informed by Marcus Caldwell (Capital Region Employment Facilitator) and Department of Employment and Workplace Relations Local Jobs Plans for Capital Region, we have designed strategies to maximise local and regional employment. It is anticipated that 74 personnel will be drawn from Local & Regional catchments, with a further 37 personnel identified as a stretch target for AGJV. Table 4 provides apprentice/trainee targets.

Providing employment opportunities and experience focused on developing skills that last well “beyond the build”.

Supporting Local and Regional jobs - Through discussions with the Department of Employment and Workplace Relations, known as DEWR, (Capital Region) we understand unemployment and underemployment is impacted by several factors, as outlined in the Local Jobs Plan, Capital Employment Region, NSW February 2023 [report](#).

The AGJV is working closely with DEWR on the design and promotion of various pre-employment training programs that will be delivered from Q4 2024 onwards. The pre-employment programs will target specific cohorts of job seekers and have identified job roles and / or apprentice and traineeship opportunities at the end of the program.

To maximise local engagement and participation in the pre-employment programs the AGJV will:

- engage a trusted provider to partner and codelivery the pre-employment programs.
- ensure participants are assigned a trained mentor, who is part of the AGJV project team.
- Provide assistance with transport as required, or assistance with fuel costs.
- have access to the Employee Assistance Program (EAP) in recognition of the mental health issues that are often a consequence of long-term unemployment.
- with the support of the AGJV and partner, these candidates will be mentored through the pre-employment program to secure a job on the Project, at which point they will be eligible for workforce accommodation, and provided with employment, transport to the worksite and meaningful experience to continue in the jobs market ‘beyond the build’.

Partnering with TAFE NSW: To design apprenticeship and traineeship programs across diverse disciplines, including surveying, safety, business, and mobile plant technology, and programs that support language, literacy and numeracy. To leave a local legacy, we will explore contextualised offerings such as ‘caring for country’ conservation and ecosystem management traineeships to equip Aboriginal people with the skills and knowledge to care for country and revegetate local environments.

The Aboriginal ‘Caring for Country’ traineeships will bring local Aboriginal workers onto the Project to conduct revegetation and rehabilitation works in accordance with the Draft Vegetation Clearing and Management Memorandum. Beyond the build, we will support the creation of local Recognised Aboriginal Businesses along the corridor to engage these workers to maintain the easement as part of the ongoing operational maintenance of the assets.

Growing Local Skills in High Demand Areas: We will provide training opportunities for local communities – beyond those employed on the Project. When delivering training, a proportion of places will be advertised for public enrolment to allow local experienced plant operators to gain the units of competence required to gain employment on major projects in the region. There may also be an opportunity to make these Aboriginal identified training spaces if this initiative is supported by the local Indigenous communities.

20. MAXIMISING EMPLOYMENT / TRAINING OPPORTUNITIES FOR ABORIGINAL & TORRES STRAIT ISLANDER PEOPLES

Training opportunities for Aboriginal and Torres Strait Islander peoples are detailed as part of our Aboriginal Participation Plan and summarised below:

- Work with Charles Sturt University, University of Wollongong, and Career Trackers to identify one Graduate and one Undergraduate who identify as Aboriginal or Torres Strait Islander.
- Offer three scholarships in Entrepreneur and Business Skills for local Aboriginal community, to grow capability for small business owners.
- Create 15 identified positions as 'Caring for Country' conservation and ecosystem management traineeships, to equip Aboriginal people with the skills and knowledge required to maintain Transgrid's assets, whilst sharing their knowledge of managing the local environment. These opportunities will bring local Aboriginal workers onto the Project to conduct revegetation and rehabilitation works in accordance with the Draft Vegetation Clearing and Management Memorandum.
- Beyond the build, we will support the creation of local Recognised Aboriginal Businesses along the corridor to engage these workers to maintain the easement as part of the ongoing operational maintenance of the assets. To ensure these businesses are set up for success, we will support five potential business owners to undertake Certificate IV in Entrepreneurship and New Business.
- Deliver a pre-employment program for 12 new entrant ATSI workers, using APM Employment Services, the specialist Workforce Australia employment service provider in Wagga Wagga servicing the ATSI client base to recruit the cohort, and Work with Health and Safety Advisory Service (HSAS) to deliver their well-established indigenous pre-employment program (PEP). All successful PEP graduates will be guaranteed employment on the Project and given the opportunity to continue into a Civil Construction Traineeship

APPENDICES



APPENDICES

APPENDIX A – NAITONAL TRAINING MATRIX

HumeLink East



APPENDIX A – National Training Matrix

The W&WDP is governed by ACCCIONA's National Training Matrix : [64d30c1a30755-NationalTrainingMatrixJune2023.xlsx \(sharepoint.com\)](#)

The broadsheet is extensive and the screen capture below is an example only.

ACCIONA COMPETENCY MANAGEMENT SYSTEM BUSINESS RULES						
A	B	C	D	E	F	G
ACCIONA COMPETENCY MANAGEMENT SYSTEM BUSINESS RULES						
CATEGORY	COMPETENCY Lucidity	ATTACHMENT TYPE 3D Safety	COMPETENCY REQUIREMENTS	UPLOAD REQUIREMENTS	EXAMPLE	SUPPORTING LINKS / DOCUMENTS
Drivers Licence	<ul style="list-style-type: none"> CAI - Drivers Licence - Class C CAI - Drivers Licence - Class LR CAI - Drivers Licence - Class MR CAI - Drivers Licence - Class HR CAI - Drivers Licence - Class HC CAI - Drivers Licence - Class MC 	<ul style="list-style-type: none"> Drivers Licence AU Drivers Licence NZ Drivers Licence International 	<ul style="list-style-type: none"> Date of Birth - to match the workers DOB in the Competency Management System Licence Number Expiry date Required licence class must be displayed Must be issued by state authority Must be current Must be in colour Scanned document to be clearly legible Must upload front and back (3DSafety) 	<p>Issue Date: Not required</p> <p>Expiry Date: As listed on the licence</p>	Example of acceptable documents	Austroads
	<ul style="list-style-type: none"> CAI - CPCCOHS1001 - Prepare to Work Safely in Construction Industry 	<ul style="list-style-type: none"> CPCCWHS1001 - Prepare to Work Safely in Construction Industry 	<ul style="list-style-type: none"> RTO Name, National Provider Code / RTO Number & NRT Logo to be displayed on document Name on certificate to match the name in Competency Management System If shortened name is used then check that the D.O.B matches. Completion date or issue date must be displayed Unit of competency listed on certificate to match the nominated unit within the Competency Management System Name and / or signature of issuer 	<p>Issue date: As per the certificate issue date</p> <p>Expiry date: 60 days from date of issue</p>	Example of acceptable documents	
Construction Induction	<ul style="list-style-type: none"> CAI - Construction Induction - NSW CAI - Construction Induction - ACT CAI - Construction Induction - NT CAI - Construction Induction - QLD CAI - Construction Induction - SA 	<ul style="list-style-type: none"> Construction Induction 	<ul style="list-style-type: none"> Name on evidence to match the person registered in the Competency Management System If shortened name is used then check that the D.O.B matches. Date of Birth (DOB) on card must match worker's details in the Competency Management System <p>Accepted form/s of evidence:</p> <ul style="list-style-type: none"> OHS/WHS Construction Induction card issued by the relevant / matching state authority: To be issued by the relevant / matching state authority: Workcover / Safework / Worksafe A confirmation letter or form that shows evidence of having 	<p>Issue date: As reflected on the card or letter</p> <p>Expiry Date: Only required for replacement card order evidence. If no expiry is detailed on the document, input a 4 week expiry</p>	Example of acceptable documents	Safe Work Australia