

Rozelle Interchange  
WestConnex

JOHN  
HOLLAND

CPB  
CONTRACTORS



# The Rozelle Interchange Project

## Embracing Aboriginal Participation in Construction





## Acknowledgment of Country

The Rozelle Interchange acknowledges the Gadigal and Wangal people of the Eora Nation, as the Traditional Custodians of the land where the Rozelle Interchange Project is located. We pay our respects to their Elders past, present and emerging, and recognise their continued connections to the land, sea and community.

This document was developed in consultation with John Holland's Social Inclusion Manager. While the collective term 'Aboriginal and Torres Strait Islander' is used herein to refer to the many diverse nations and communities of Aboriginal and Torres Strait Islander peoples across Australia, the Project recognises and respects the varied collective terminology favoured by individual community groups.

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# Introduction

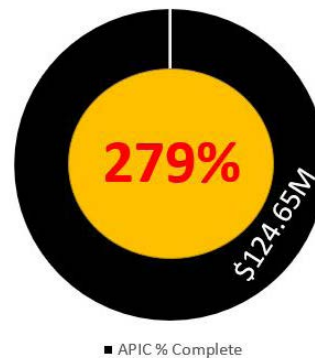
## Our Project

The Rozelle Interchange Project (the 'Project') is a \$4.6 billion NSW State Significant Infrastructure Project based in Sydney, Australia. The contract to deliver the Project was awarded by Transport for New South Wales (TfNSW) to a joint venture between John Holland and CPB Contractors (JHCPB) in December 2018.

An Aboriginal Participation in Construction (APIC) qualifying business is one that has been evaluated and certified by an appropriate Aboriginal and Torres Strait Islander organisation, such as:

- NSW Indigenous Chamber of Commerce
- First Australians Chamber of Commerce and Industry
- Supply Nation

\$44.7M APIC Target vs Progress - April 2023



## APIC Program

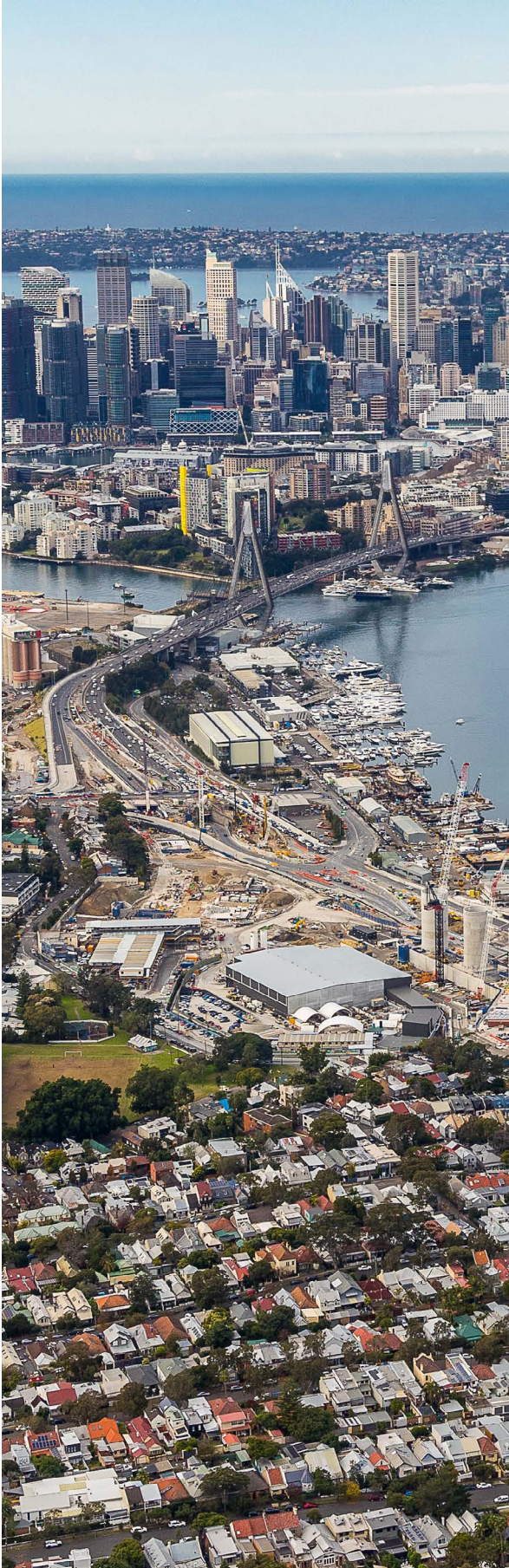
The Rozelle Interchange APIC Program (the 'Program') was established in compliance with the NSW Government APIC Policy and in fulfilment of a Project Deed requirement to commit 1.5% of qualifying Project spend towards Aboriginal and Torres Strait Islander individuals and/or businesses.

## The Rozelle Interchange Project has met the APIC commitment value almost 3 times over.

The Project saw the APIC Program as an opportunity to support jobs and skills growth across a diverse and inclusive workforce, and to offer Aboriginal and Torres Strait Islander communities equitable opportunities in the economic stimulus provided by construction activity. The APIC Program was embraced by the Project delivery team as an opportunity to establish a new industry benchmark for Aboriginal and Torres Strait Islander engagement.

In 2019, following a series of collaborative workshops between JHCPB and TfNSW, and detailed analysis of the anticipated Project spend, the value of the Project's APIC commitment was set as \$34 million and later increased to \$44.7 million following award of the Western Harbour Tunnel Southern Tunnel - Southern Tunnel Works package.





The Project has met and exceeded this target and has now celebrated the achievement of more than \$124 million in APIC spend – over 279% of the original commitment. The Project has created long-term economic opportunities through targeted employment of Aboriginal and Torres Strait Islander workers, apprentices and trainees, and procurement of Aboriginal and Torres Strait Islander services and products. The Project has been recognised for driving industry-leading levels of social inclusion.

This document provides an overview of the many APIC initiatives implemented during the Project's delivery that enabled it to meet and exceed the APIC target. It has been designed as a knowledge share tool and guide to assist future projects in establishing their own successful social inclusion programs.

This document has been prepared in line with the Project's SWTC Deed cl 9.15(b)(iii):

*when 90% of Opening Completion is reached and as a condition precedent to Opening Completion, provide to the Principal's Representative an Aboriginal Participation Report which explains how the Project Aboriginal Plan has been implemented and what outcomes have been achieved (Aboriginal Participation Report).*

# APIC Program Objectives

The objectives of the APIC program included:

- Fostering and embedding respect for Australia's Aboriginal and Torres Strait Islander cultures and communities by creating a culturally safe work environment.
- Engaging with Aboriginal and Torres Strait Islander stakeholders in ways that are inclusive, respectful, fair and culturally appropriate, including through acknowledging the traditional custodians of the land, respecting their spiritual beliefs, cultural heritage, kinship systems, governance and leadership structures.
- Maximising equitable opportunities that create economic independence and social development for Aboriginal and Torres Strait Islander Peoples and their communities, including:
  - providing employment to Aboriginal and Torres Strait Islander people directly with us or through our subcontractors,
  - training and upskilling Aboriginal and Torres Strait Islander people to advance their careers,
  - identifying opportunities to engage Aboriginal and Torres Strait Islander businesses in our supply chain and
  - developing meaningful and mutually beneficial engagements with Aboriginal and Torres Strait Islander communities close to our projects.
- Enriching our workforce through the inclusion, understanding and appreciation of Aboriginal and Torres Strait Islander culture and connection with Aboriginal and Torres Strait Islander communities, including through:
  - Cultural awareness training,
  - Supplier diversity training and
  - Participating in cultural days of significance such as National Reconciliation Week and NAIDOC Week.

# Aboriginal Participation Plan

At the outset of the Project, JHCPB developed an Aboriginal Participation Plan (APP) in line with the New South Wales Government's APIC Policy. The Plan set out a framework for the Project's approach to achieving its APIC commitments. This Plan is a continually evolving document as the Project has added to, and refined, its APIC Program.



# Overview

## A snapshot of Rozelle Interchange's APIC achievements

- A new benchmark for performance in Aboriginal and Torres Strait Islander engagement was set, directing over \$124 million of project spend towards eligible APIC individuals and businesses
- Exceeded contractual APIC commitment spend >279%
- 4.32% of project personnel, and 5.03% of direct JHCPB employees, identify as Aboriginal or Torres Strait Islander (3.8% of Australians currently identify as Aboriginal or Torres Strait Islander – ABS 2022)
- Winner of the 2022 John Holland Community and Social Impact Award for APIC Program achievements
- Shortlisted finalist for the Infrastructure Sustainability Council's (ISC) 2022 Annual Awards for APIC program achievements
- Presented the Project's APIC program to an audience of several hundred NSW public service employees at the NSW Construction Leadership Forum in December 2021
- Engaged 25 Aboriginal owned businesses on the project
- Employed 566 Aboriginal or Torres Strait Islanders including 31 who were unemployed for greater than 26 weeks prior to commencing employment on the Project
- More than 60 native indigenous bush foods included in the future Rozelle Parklands.



# Education and Training

At the outset of the Project, education and training was delivered to staff and subcontractors to introduce the APIC Program and further develop the level of cultural awareness across the Project. These steps were critical to the Program's ultimate success by ensuring Project staff understood the purpose of the APIC Program.

## Unconscious Bias and Cultural Awareness Training

In 2019, JHCPB staff participated in Cultural Awareness Training delivered by John Holland's Aboriginal Engagement Advisor. This interactive and thought-provoking training helped eliminate preconceptions about who is - and what it means to be - indigenous.

Unconscious bias training was delivered to over 120 JHCPB staff in 2021 across a wide cross-section of teams and roles.

Additional cultural awareness training was delivered to JHCPB employees in 2022 to further educate the project team and create a workplace that is free from inequities and encourages everyone to contribute to a culture that is inclusive and respectful.



## APIC Commercial Awareness Training

The Project's ambitious APIC Program and \$44.7 million target were novel concepts to many of the early commercial staff engaged on the Project, most of whom had never before worked on a Project with an APIC target. Tailored APIC commercial training was rolled out to 56 commercial and administrative staff in 2020, and was designed to familiarise attendees with the APIC systems and governance structures

in place on the Project (see Systems and Governance section below). Since then, regular APIC training has been delivered to ensure all commercial team members are aware of the Project's APIC Program commitments and the systems utilised to deliver on the promise of the Program.



## Project Induction and Onboarding

The Project has inducted over 19,000 people to date. On their first day on the Project at their Project induction, every participant learned about the APIC Program and the Project's commitment to

Aboriginal participation.

In addition, the Project Welcome Pack for new joiners includes a section on our APIC Commitment and a link to the APIC portal.

## Subcontractor Education

A Subcontractor Forum was held in November 2019 to introduce subcontractors to the Program and help them understand how they could contribute to achieving the Project's APIC objectives. 26 subcontractors were in attendance and gained insight into APIC eligibility and

reporting requirements. John Holland's Aboriginal Engagement Advisor facilitated the session and continued to engage with subcontractors each month to answer queries before submission of their monthly reporting data.

## Aboriginal Business Suppliers Pocket Guide

In May 2020 the Project issued a CPB Contractors Aboriginal Business Suppliers pocket guide to the Commercial Team. This was a tool for the Project teams to access information about reputable Aboriginal

businesses, encouraging engagement of these businesses per the teams' procurement schedules and packages of work.



# Cultural Awareness

The Project recognises the importance of celebrating and understanding the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples. The Project aims to develop the cultural understanding of all our employees.

## Annual Recognition Events – Reconciliation and NAIDOC Week

### 2019

#### RECONCILIATION WEEK

In observation of Reconciliation Week 2019 the Project welcomed Uncle Allen Madden, Gadigal Elder, who presented a Welcome to Country and Cultural Awareness session to the project team. Uncle Allen is a well-respected cultural representative for the Metropolitan Local Aboriginal Land Council. The event was catered by Koori Kulcha an Aboriginal and Torres Strait Islander catering company who respect the traditional lores of their Ancestors ensuring environmentally friendly harvesting by the Aboriginal and Torres Strait Islander seasons and taking only what's required.



Reconciliation Week Morning Tea, 27 May 2019

#### NAIDOC WEEK

To celebrate NAIDOC Week in 2019, the Project broadcast the film Occupation: Native each day in the Rhodes lunch room. Occupation: Native won the 2018 ATOM award for the best Aboriginal and Torres Strait Islander video.

**“The Aboriginal story is often buried deep beneath the accepted 250-year Australian historical narrative. It’s not that the Australian story is wrong, it’s just that it’s a wee bit one-sided. Aboriginal filmmaker Trisha Morton-Thomas, bites back at Australian history in this inspired satire.”**

– Review of Occupation: Native,  
Ronin Films



## 2020

### RECONCILIATION WEEK

The Project launched its Aboriginal Participation in Construction Intranet Page, which provides information about how the Project supports Aboriginal and Torres Strait Islander individuals and businesses. With on-site events restricted due to COVID-19, a virtual event was hosted to showcase John Holland's Reconciliation Action Plan.

The Project further celebrated Aboriginal and Torres Strait Islander artwork and culture by distributing PPE neck gaiters featuring John Holland and CPB Contractors' RAP artwork. These neck gaiters were part of a site-wide safety initiative to provide sun protection to our frontline workers.



**Rozelle Interchange Project**

Home | Network Drive | APIC | ASMs | COVID-19 Information | Finance | Health & Safety | Innovation/Sustainability | Procurement | Project Controls | Quality | Traffic | Women in Construction | Recycle Bin | Edit

Published 06/12/2022 | Not following | Share

### Aboriginal Participation in Construction (APIC)

The project acknowledges the Traditional Custodians of the land, the Gadigal and Wangal peoples of the Eora nation. We pay our respects to their Elders past, present and emerging. The area through which the Project traverses has been home to the Gadigal and Wangal peoples for thousands of years, and they maintain an ongoing connection to country.

#### Latest News and APIC Updates

<https://johnholland.sharepoint.com/sites/ric/comm/d/Forms/AllItems.aspx?Id=/sites/ric/comm/d/One%20Pagers/Rename%20d/APIC%20Achievements%20.pdf&viewid=524dba93-5233-4c01-998b-5900248f0d24&parent=/sites/ric/comm/d/One%20Pagers/Rename>

**APIC Achievements .pdf**  
johnholland.sharepoint.com

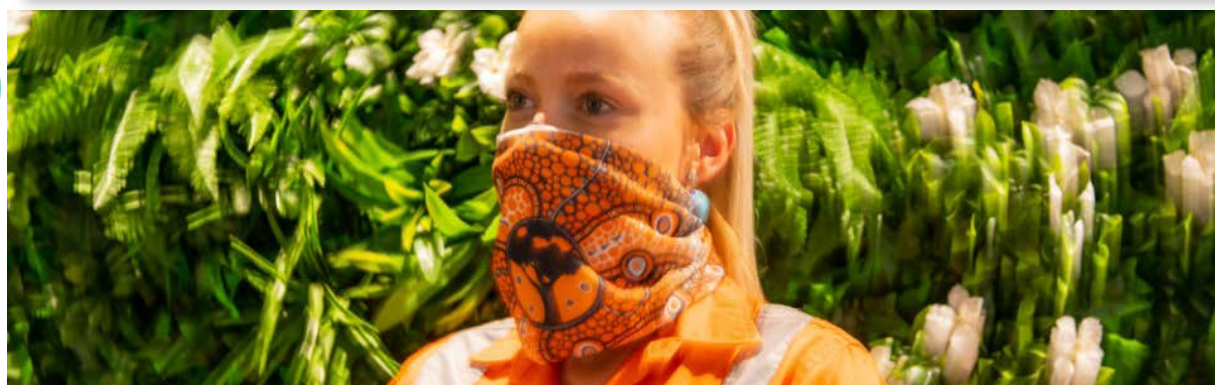
**RECONCILIATION TAKES ACTION 2021**

**A message from the Project Director | National Reconciliation Week**  
johnholland.sharepoint.com

National Reconciliation Week (NRW) 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. The dates for NRW are the same as...

**Special edition PPE to celebrate NAIDOC Week**  
johnholland.sharepoint.com

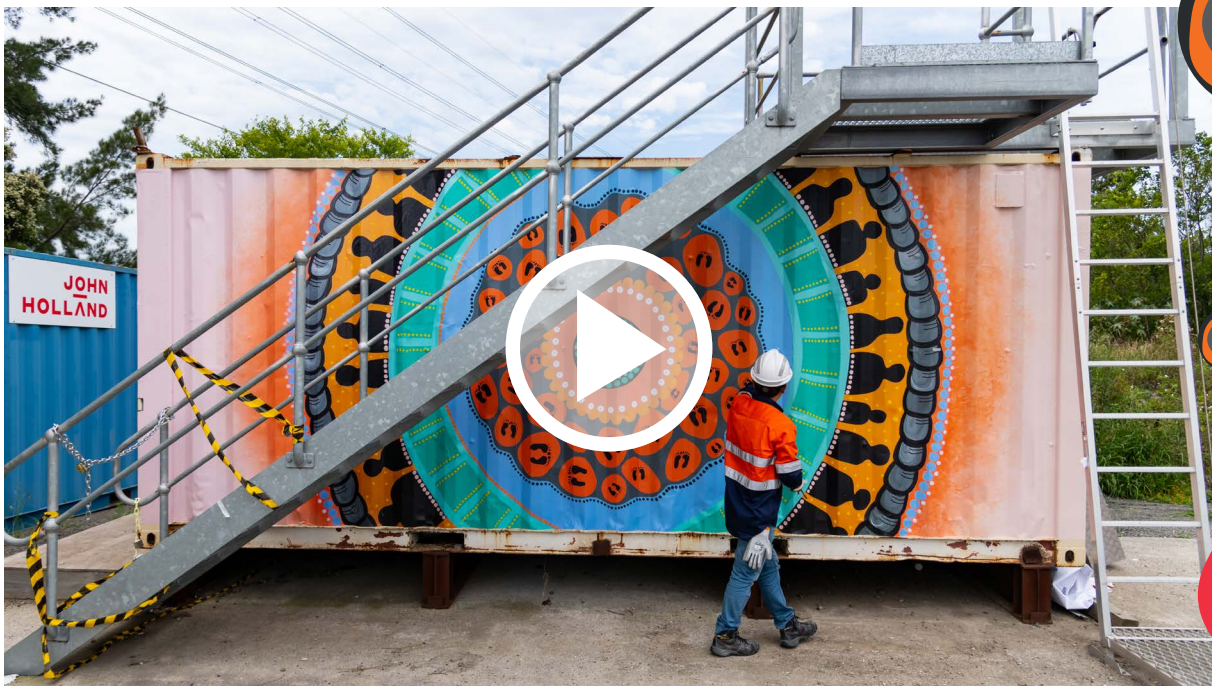
To celebrate NAIDOC Week, the Project is providing staff with special edition PPE shirts detailed with Indigenous artwork designed by Luke Penith of the Wiradjuri, Yuin, Gumbaynggirr & Wotjobaluk Nations. About the artwork The artwork on the shirts...





## NAIDOC WEEK

The Project commissioned Aboriginal artist Danielle Mate to create a work of art for the Project. Local Aboriginal and Torres Strait Islander business, Spirit Digital, made a high-resolution digital copy of the artwork to make a large-scale decal of the design, which was installed on the Working from Heights Structure at the Project's Training Academy in Homebush.



“The unique artwork captures the importance of the Training Academy and represents the Project’s entry point where people gather, learn and connect for the first time before beginning work on the Project.

The central circles traditionally represent a meeting place. A place where our people gather, yarn, share story and learn. The circles in the centre of the artwork represent the training site. The place where community, people, groups gather to learn and up-skill.

The larger circles around the centre with footprints are the different people from the South Western community who have made their mark in this place as part of the 30,000 people who have been through the Training Academy. The people further out are ones that are yet to engage in the training. People are an integral part of this story and the bigger picture.

Surrounding the people is a ladder and rope, referencing the specific Working at Heights and Ropes training.”

– Artwork Statement, **Danielle Mate**





## 2021

### RECONCILIATION WEEK

With on-site events limited due to COVID-19, the Project broadcast a John Holland panel discussion led by proud Yorta Yorta woman Seona James from Indigenous Cultural Connections. Seona spoke about how everyone can play a part in the journey towards reconciliation and become an ally to Aboriginal and Torres Strait Islander peoples.

### NAIDOC WEEK

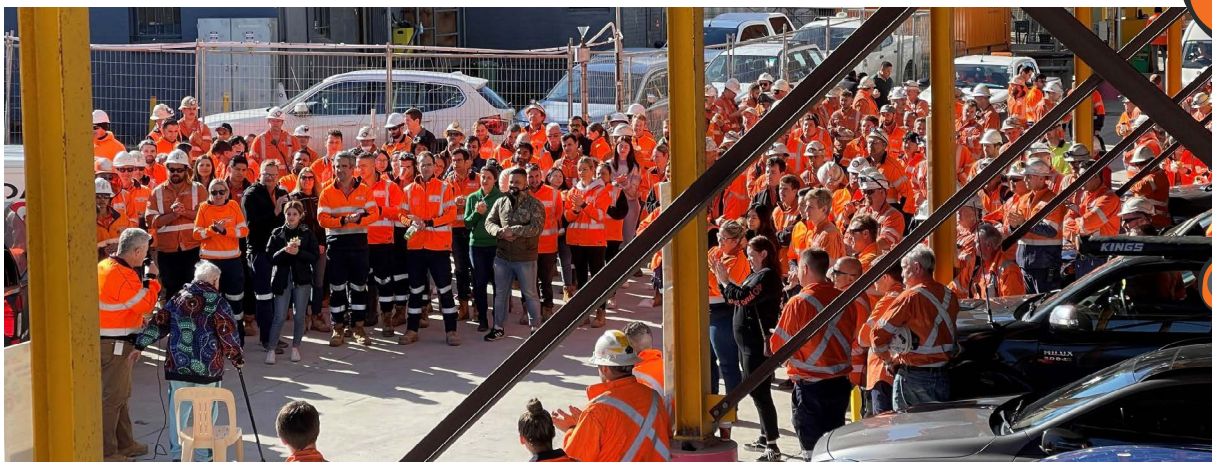
The Project engaged Luke Penrith of the Wiradjuri, Yuin, Gumbaynggirr & Wotjobaluk Nations, to design PPE shirts detailed with Aboriginal artwork. These shirts were issued to Project personnel in conjunction with cultural awareness training. The totems on the shirt define peoples' roles and responsibilities. They are a reminder of the personal responsibility we each hold to take care of our own safety and the safety of others while working on a construction site.



## 2022

### RECONCILIATION WEEK

The Project delivered Cultural Awareness Training to its employees, and as a reward for attendance, issued gift cards to a local store in Balmain, [Bits of Australia](#). This store is a verified member of [The Indigenous Art Code](#), meaning all goods are ethically sourced, authentic and directly benefit the Aboriginal and Torres Strait Islander makers, artists and their communities.



### NAIDOC WEEK

The Project welcomed local Elder Euphemia Bostock, founding Member of Boomalli Aboriginal Artists Co-operative and proud Bundjalung-Munajali woman. It was a privilege to come together and share in Euphemia's wisdom, strength, and learn from her as we continue to strive to be better allies to Aboriginal and Torres Strait Islander communities.

Additionally, the Project implemented a return-and-earn initiative, with 5c refunds donated to Aboriginal and Torres Strait Islander charity, Bungarribee Connection.



## 2023

### RECONCILIATION WEEK

In 2023, with the Project approaching opening completion, our focus shifted to sharing knowledge of our successes and learnings from our Aboriginal and Torres Strait Islander engagement initiatives. This Reconciliation Week, we prepared and issued this Pack to acknowledge the work achieved in the APIC space, and help other Projects implement their own Aboriginal and Torres Strait Islander engagement programs.

In addition, the Project launched bucket hats featuring a blend of John Holland and CPB Contractors' RAP art designs.



NATIONAL RECONCILIATION WEEK 2023

27 MAY — 3 JUNE

**BE A VOICE FOR GENERATIONS**

NRW.RECONCILIATION.ORG.AU

#NRW2023



## Learning from Elders



Through our Reconciliation Week and NAIDOC Week activities over the years, the Project took the opportunity to seek learning from elders in the Aboriginal community. With sessions delivered by Uncle Allen Madden, Gadigal Elder; Seona James, proud Yorta Yorta woman; and Elder Euphemia Bostock, proud Bundjalung-Munajali woman, staff were able to hear from a range of backgrounds and perspectives.



## Personal Protective Equipment (PPE)

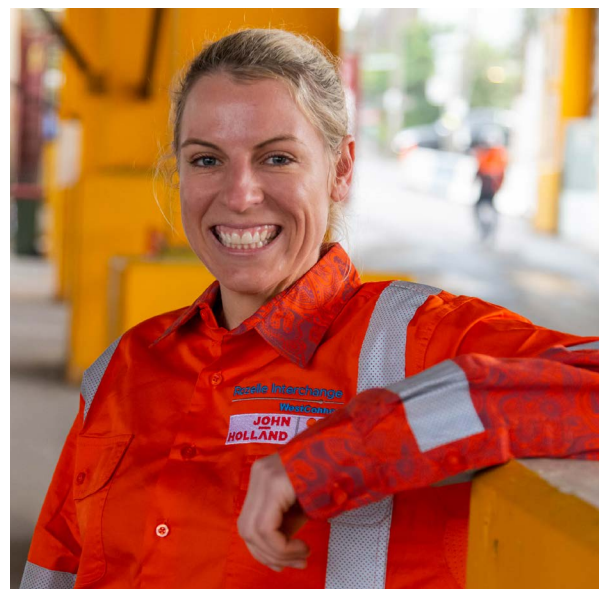
Visibility can help create conversations and showcase support for Aboriginal Participation in Construction. The Project commissioned PPE shirts with collar and sleeve artwork designed by Aboriginal artist, Luke Penrith.

In addition, the Project's standard-issue PPE shirts are sourced through Nogard Australia, an Aboriginal supply business.

The Project also distributed neck gaiters featuring Aboriginal artwork from John Holland and CPB Contractors' Reconciliation Action Plans as part of a sun protection campaign.

**"The totems on the shirt define peoples' roles and responsibilities. They are a reminder of the personal responsibility we each hold to take care of our own safety and the safety of others while working on a construction site."**

– Artwork Statement, **Luke Penrith**



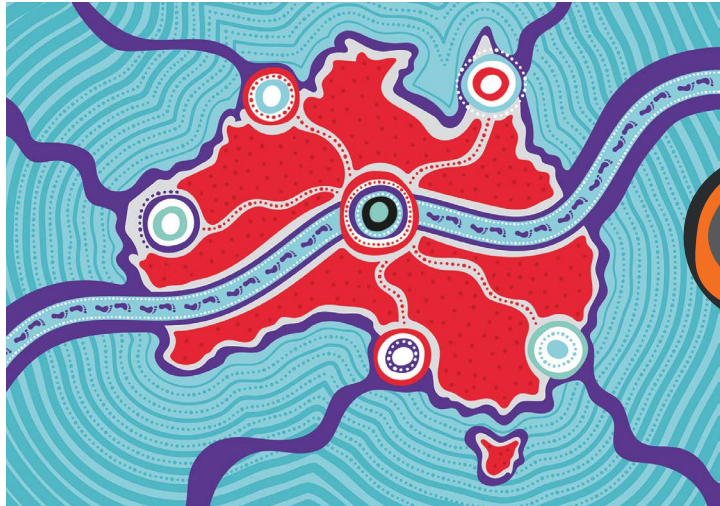


## Aboriginal and Torres Strait Islander Art

John Holland and CPB Contractors' Reconciliation Action Plan artworks are used across the Project.

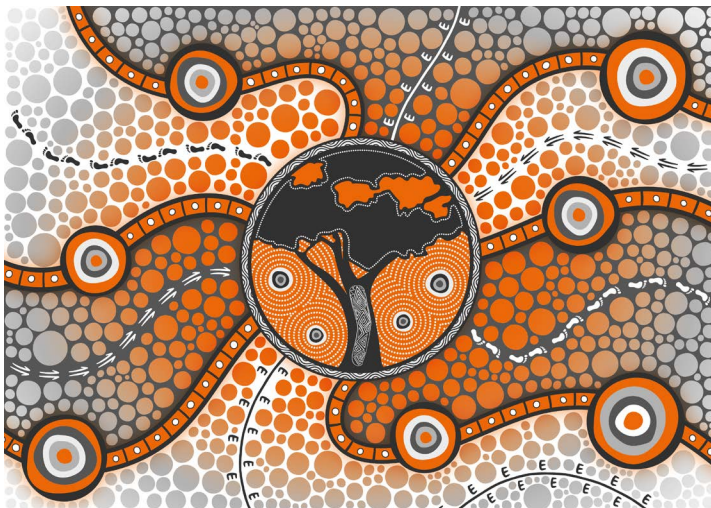
### JOHN HOLLAND RAP ARTWORK

The artwork by Jordan Lovegrove, Ngarrindjeri, of Dreamtime Creative, shows John Holland driving positive change throughout Indigenous Australia. John Holland, represented by the large central meeting place, is reaching out to different communities to build relationships in an effort to empower and transform lives, shown by the pathways leading out to the other meeting places. The pathways with the footprints show John Holland's journey from where we began looking towards the future.



Artwork by Jordan Lovegrove, Ngarrindjeri, of Dreamtime Creative.

John Holland acknowledges the Traditional Custodians of the land on which we work and live and recognise their continuing connection to land, sea and water. We pay respect to Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander Peoples.



Artwork by Jordan Lovegrove, Ngarrindjeri, of Dreamtime Creative.

### CPB CONTRACTORS RAP ARTWORK

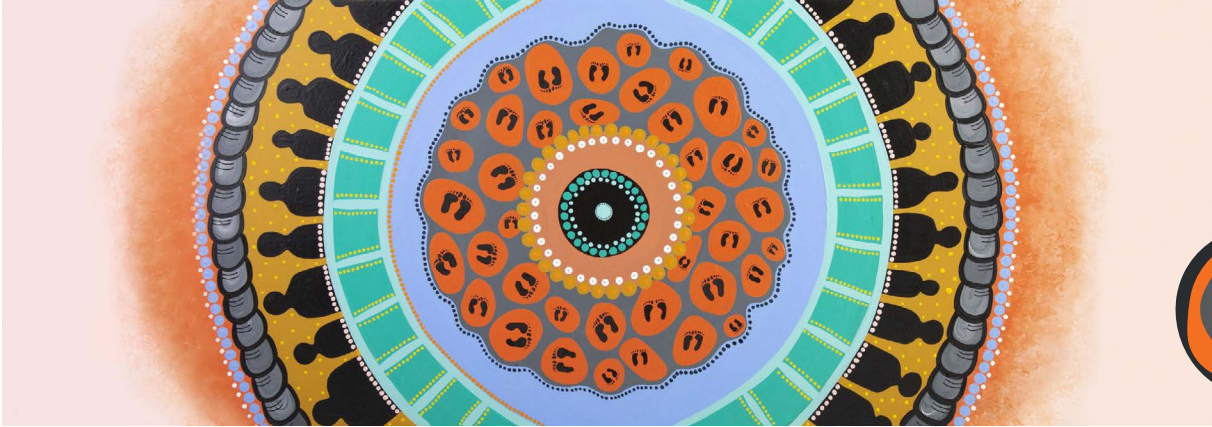
The artwork shows the relationship between CPB Contractors and its partners, clients and communities, creating meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander peoples. The large tree with the carved patterning represents CPB Contractors, The company's principles – Integrity, Accountability, Innovation and Delivery – are shown by the four meeting places under the tree branches. The large patterned circle around the tree represents safety, which underpins everything CPB Contractors does. The meeting places with paths reaching out depict CPB Contractors' partners and clients. The dot patterns throughout are the different communities and people the company connects with to help drive economic growth and provide vital long-term infrastructure.

The large patterned circle around the tree represents safety, which underpins everything CPB Contractors does. The meeting places with paths reaching out depict CPB Contractors' partners and clients. The dot patterns throughout are the different communities and people the company connects with to help drive economic growth and provide vital long-term infrastructure.



## TRAINING ACADEMY ARTWORK

Artwork by Danielle Mate, Murrawarri. Find out more about this artwork on page 12.



## VICTORIA ROAD UNDERPASS

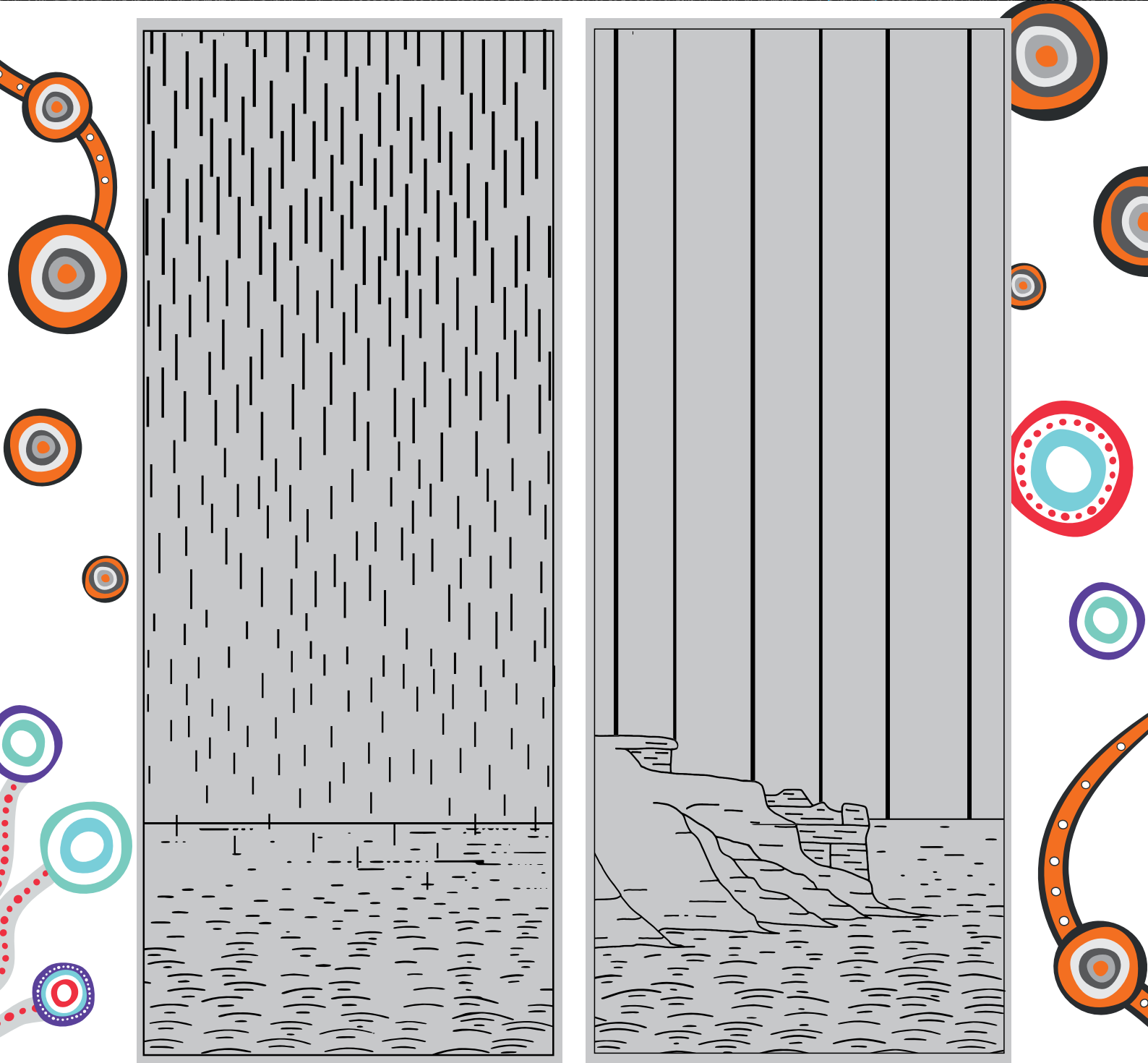
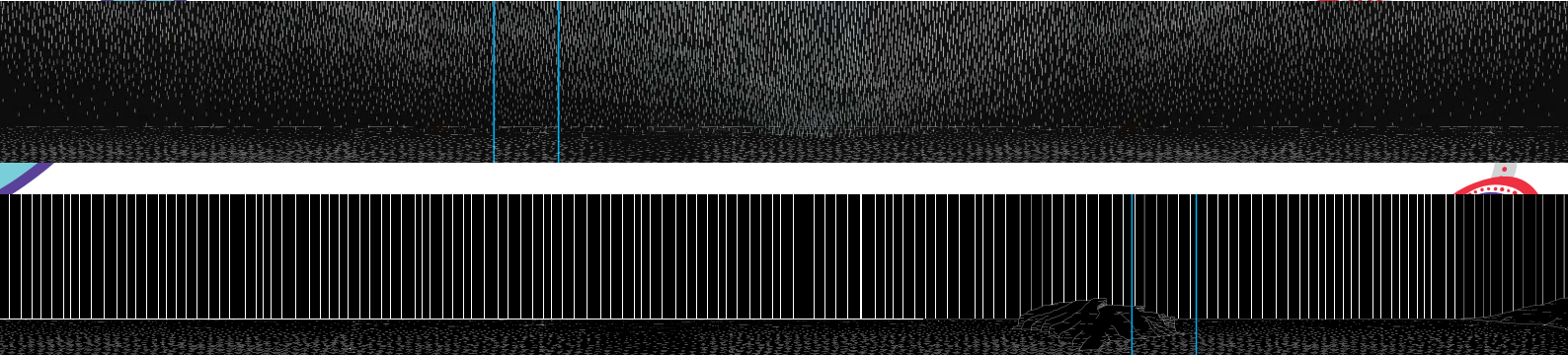
Artworks by Shane Smithers, Burraberongal/Darug

These two pieces of art, *Rain* and *Glebe Island*, will be added as feature walls in the Victoria Road underpass walkway as part of the final parklands.



Artist impression only. The final design may differ from that shown in this image.





# Systems and Governance

## Procurement

The Project is committed to offering APIC businesses equitable opportunities to participate in the economic activity associated with the Project. While some APIC businesses are well-established in the industry, others are relatively new and may not have the resourcing or experience to be competitive in a tender process.

To overcome this entrenched disadvantage faced by some APIC businesses, the Project introduced a novel procurement process:

- During the Approval to Tender process (Form 1 below), the Project implemented a process where the Contracts team was required to include an Aboriginal and Torres Strait Islander subcontractor or supplier as one of the tenderers in every package issued to tender. If this was unable to be achieved, a justification was required to be submitted to the Project Director.

### PROPOSED TENDER LIST

The proposed tenderer list below has been compiled using the relevant Site team's previous experience with subcontractors/ suppliers who are capable of carrying out the above scope of works.

No	Proposed Tenderer	Contact		Contact Number	Email	Indigenous Participation Contractor	Nominated by *
		First Name	Last Name				
1	[insert]	[insert]	[insert]	[insert]	[insert]	[Yes/No]	[insert]
2	[insert]	[insert]	[insert]	[insert]	[insert]	[Yes/No]	[insert]
3	[insert]	[insert]	[insert]	[insert]	[insert]	[Yes/No]	[insert]

\* Only Project Managers, Procurement Manager, Construction Managers, Commercial Director, Design & Construct Director and Project Director to nominate.

Reason for no Indigenous Participation Contractors nominated in the tender list

[Provide details as to why no Indigenous Participation Contractors have been selected (if applicable). If Indigenous Participation Contractors are included, mark as "Indigenous Participation Contractors identified and included"]

This initiative drove accountability for the Contracts team to engage with Indigenous businesses. Every effort was made to ensure that the Construction and Pre-Contracts teams had the necessary and accurate information to identify Aboriginal and Torres Strait Islander businesses with potential opportunities (e.g. via Supply Nation).

- During the tender assessment process (Form 4 below), the Project considered a multitude of factors including cost and non-cost considerations. Aboriginal and Torres Strait Islander participation was given a weighting in the Form 4 assessment process, to ensure this factor was given due consideration when awarding a contract.

		Rank		1		2		3	
		Comparison to lowest price		100%		52%		82%	
Lowest Price Ranking Percentage		Cost Weighting		75%		68.73%		64.73%	
Non-Cost Criteria and Functional Support Information (Package Commercial Lead)		Legend: 0 = Not Submitted 1 - 4 = Below required standard 5 = Meets required standard 6 - 9 = Above required standard	Assessment score (0-9)	Comments (Basis for Assessment)	Assessment score (0-9)	Comments (Basis for Assessment)	Assessment score (0-9)	Comments (Basis for Assessment)	Non Cost Weighting
Package Name		Health and Safety	5		3		0		30%
Package No.		Environmental Management and Sustainability	7		5		0		25%
Package Technical lead		Quality	6		5		0		10%
Package Commercial lead		Indigenous Participation (if not certified or 5 if certified)	0		0		0		15%
Indicative budget for the package (or Form 1 budget if applicable)		Programme	8		6		8		10%
Anticipated start date		Previous Experience and Reputation	8		7		6		10%
Do they supply their own fuel (diesel/petrol)?		Non-Cost Weighting	25%		12%		4%		
Is this a Supply or Works Contract?									
Are there any free issued materials?									
		Total Weighting	80%		80%		4%		
		Overall Ranking	1		2		3		



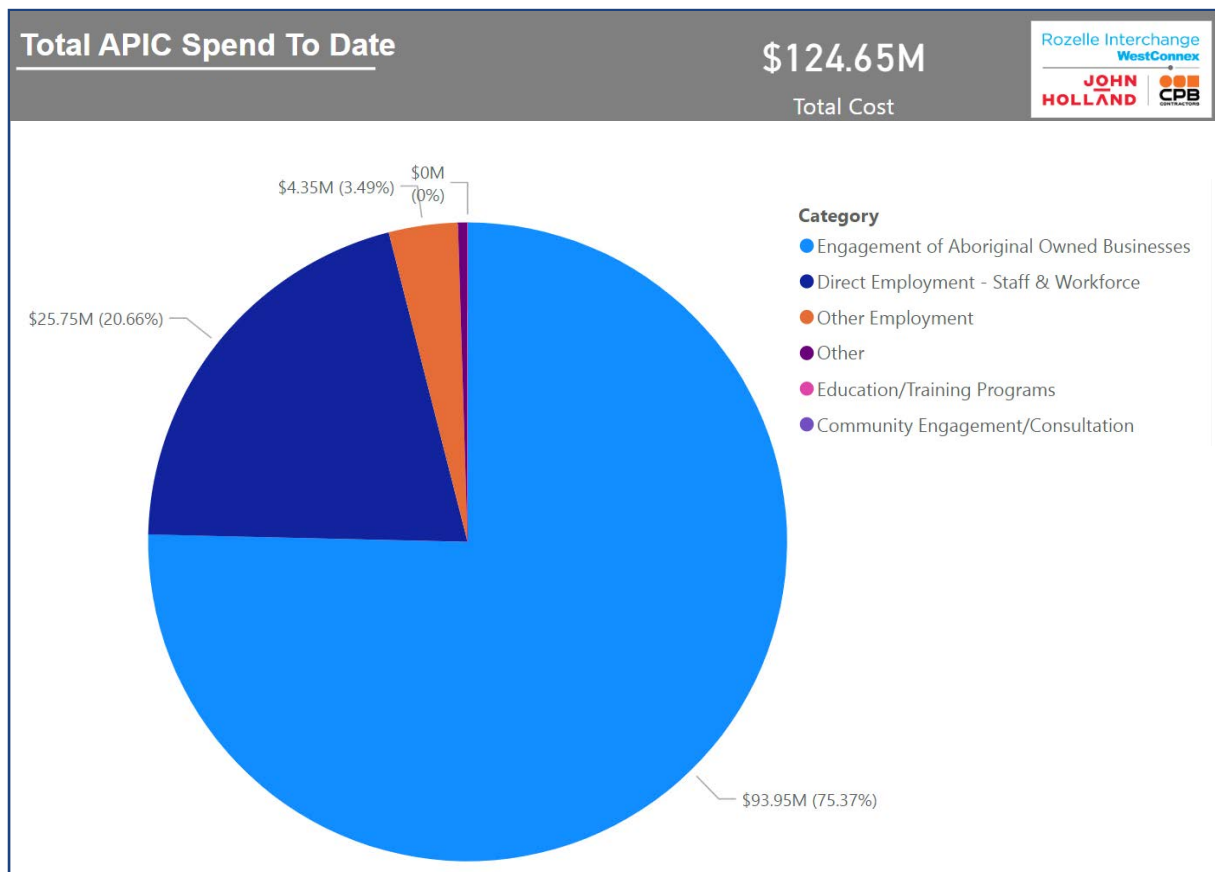
- When Aboriginal and Torres Strait Islander businesses were selected as the successful tenderer, the Commercial team notified the Project's APIC Advisor. This kick-started the engagement process and a positive working relationship between the Aboriginal and Torres Strait Islander business and JHCPB's APIC Advisor, who was available to assist in onboarding processes and capacity-building within smaller businesses.

## Reporting

APIC reporting was undertaken on a monthly basis and tracked in a PowerBI dashboard. This regular data capture and live reporting ensured all parties involved

in meeting our APIC commitments were aware of the Project's progress to date.

Below is an example of the APIC reporting dashboard.



Over the course of the Project we have engaged with our subcontractors and streamlined the reporting process to remove excel spreadsheets and facilitate subcontractor data capture. Subcontractors report APIC spend data directly via 3D Safety, making this process simple and efficient for all parties.

Diversity data for the Project's many subcontractors (including Aboriginal and Torres Strait Islander employee numbers) are captured directly through 3DSafety when workers are onboarded in the induction process.

JHCPB JV / Reports / Diversity Spend Summary Report Give us feedback

### Diversity Spend Company Summary

**FILTER BY:**

Project: Rozelle Interchange

Choose Year: 2023

Choose Month: Mar

**FILTER RESULTS** [Clear Filters](#)

**COMPANIES**

Company	Spend	APIC Supplier Spend	Worker Extras	Sub Total
	\$0.00	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$8,500.00	\$8,500.00
	\$112,083.46	\$0.00	\$0.00	\$112,083.46
	\$0.00	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00	\$0.00
	\$204.63	\$0.00	\$204.63	\$409.26
	\$0.00	\$0.00	\$0.00	\$0.00
	\$290.00	\$0.00	\$346.00	\$636.00
	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$112,578.09</b>	<b>\$0.00</b>	<b>\$9,050.63</b>	<b>\$121,628.72</b>

**SEND REMINDERS**

3D Safety automated report of APIC Spend

- **Spend:** Monthly wages of Aboriginal and Torres Strait Islander peoples as per their percentage worked on the Rozelle Interchange Project.
- **APIC Supplier Spend:** Monthly spend on Aboriginal and Torres Strait Islander suppliers and subcontractors e.g. PPE, stationery, cleaning services, security, printing, signage, plant hire, merchandise etc.
- **Worker Extras:** Other expenditure directly incurred in the employment of Aboriginal and Torres Strait Islander peoples e.g. training, medicals, ICT charges etc.

Additional information that contributes to APIC spend is collated from:

- Project Pack Web (PPW), John Holland's accounting system which confirms total spend per month for APIC businesses
- SuccessFactors (John Holland) and Preceda (CPB Contractors), the parent companies' payroll systems which track labour costs of JHCPB-identified Aboriginal and Torres Strait Islander peoples.
- Information from all sources is collated into TfNSW Aboriginal Participation in Construction report and submitted to TfNSW each month.



## Audits

The Project participates in audits to ensure the veracity of APIC Program reporting and to confirm that the Program is meeting its objectives. This has included an independent audit undertaken by Curijo, an Aboriginal and Torres Strait Islander consultancy, in 2022.

- “JHCPB’s robust procurement processes... ensure Aboriginal business have full, fair, and reasonable access to subcontracting opportunities” (Curijo Auditor, 2022)
- “There is a demonstrated commitment to Aboriginal people and their communities” (Curijo Auditor, 2022)

**“Overall, the approach implemented by JHCPB to Aboriginal participation with this project is an excellent example that could be applied for similarly large construction projects in the future. This includes a committed and positive approach to employment directly or through subcontractors, training, and upskilling.”**

– Curijo Auditor, 2022

An internal audit was also undertaken by John Holland’s Indigenous Engagement Advisor in July 2020.

## Dedicated APIC Advisor

A JHCPB staff member from the Human Resources Team was assigned the responsibility to track and report progress against the APIC Program commitments. This HR subject matter expert was a valuable resource to assist in fielding enquiries, driving the APIC Program, onboarding subcontractors and participating in audits.

Patricia Waites, and later Jelena Soric were the Project’s centralised HR Advisors

accountable for APIC. Patricia Waites was also a member of the John Holland Reconciliation Action Plan Committee. This Committee is responsible for Aboriginal and Torres Strait Islander inclusion across the John Holland national business. Having a centralised Project APIC Advisor with a direct link into the parent companies facilitated knowledge share to and from the Project.

**“I am nominating both Tony Dieu & Trish Waites for not accepting the status quo and for paying attention to documentation received from a subcontractor in relation to our ability to rely on our spend with them as counting towards our APIC spend. Tony reviewed their provided documentation, and then looked at both the NSWICC and NSW APIC sites to verify their claims. This was questioned and submitted to Trish for verification. Although initially supported, multiple subsequent requests for clarification later, their position was amended and the Subcontractor found to be non-Aboriginal owned, therefore ineligible to count towards the project APIC spend. By persisting the project was saved potential embarrassment from relying on evidence provided to count spend towards our APIC spend and the entire commercial team (and JH & CPB Managers) benefited by learning what acceptable certification is required.”**

– Bradley Schapiro, Senior Commercial Manager  
**Reward & Recognition nomination for Trish Waites (HR Advisor)  
and Tony Dieu (Contracts Administrator)**

## Management Accountability

The Project developed the Accountability Statement Matrix (ASM), a form of position description that outlines an individuals' role-specific objectives and deliverables. Commercial Managers and Project Managers are explicitly held accountable to achieve APIC outcomes; their ASMs require them to 'Actively seek out opportunities to meet APIC obligations' and 'Identify opportunities and work with the commercial team to contribute to Aboriginal Participation in Construction'. Performance review scores (and by extension any annual bonuses) are linked in part to performance against ASM accountabilities.

Project and Commercial Managers were answerable directly to the Project Director to achieve their portion of the APIC commitments.

**"After recent conversations on the project's APIC spend, Mary has identified a signage supplier in the area that is Supply Nation accredited and has identified some signage scope that the supplier can provide. Mary continues to seek value for money during the procurement of items while increasing the project's APIC spend, setting a good example to her peers"**

– Mark McSorley, Commercial Manager  
**Reward & Recognition nomination for Mary Dinh (Site Engineer)**

### Accountability Statement Matrix – Commercial Manager

This ASM outlines the objectives and deliverables for your role in line with the Project values.

**Purpose:** Promote, encourage and assist senior management and project teams in implementing effective commercial (contractual and financial) practices

**Key Customers:** Senior Commercial Manager, Project Manager, Forecasting Lead, F&A Lead, HSEQ Leads

**Key Stakeholders:** Client, Subcontractors, Suppliers, Commercial Leads and Other Project Managers

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CONTRACTORS

E = Excelling & innovating to find new and better ways  
D = Delivering as expected  
N = Not achieved to the expected standard  
N/A = Not applicable

#### INNOVATE

Constantly look to challenge and improve so we work smarter, not harder.

##### Cost & Commercial

- Challenge the procurement schedule and identify high risk packages/measures to mitigate letting constraints, timings, workload peaks and budget pressures
- Limit risk by maintaining the optimum packaging strategy and Form of Contract (i.e. award of Lum Sum packages wherever possible)
- Identify procurement opportunities and savings and report to the Senior Commercial Manager as required
- Actively seek opportunities to meet APIC obligations (PMS)
- Engage with and challenge the construction team as necessary when developing scope of works

Please tick

E D N N/A

### Accountability Statement Matrix – Project Manager

This ASM outlines the objectives and deliverables for your role in line with the Project values.

**Purpose:** Lead the successful delivery of your Project area in accordance with design requirements, time & cost constraints, commercial, HR/IR, safety, quality, and environment and community targets. Achieve or exceed project financial targets, identifying and mitigating issues as they arise and capitalising on opportunities.

**Key Customers:** Construction Directors, Design Managers, Safety Director, SLT

**Key Stakeholders:** Subcontractors/Suppliers, Client, IC, Commercial Manager, Design Consultants, Regulatory Bodies, Safety Managers

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E = Excelling & innovating to find new and better ways  
D = Delivering as expected  
N = Not achieved to the expected standard  
N/A = Not applicable

#### DELIVER

A relentless focus on achieving our targets and doing what we say we are going to do.

##### Cost / Commercial

- Understand and educate the wider team on contractual rights and obligations under head contract, subcontracts and relevant interface agreements
- Identify and report any claim and variation opportunities to commercial team
- Uphold the correct implementation of commercial procedures, control of purchase orders, subcontracts and suppliers
- Identify opportunities and work with commercial team to contribute to Aboriginal Participation in Construction
- Comprehensive and accurate subcontract scopes of work result in avoidable variations

Please tick

E D N N/A



# Targeted Employment

The Project committed to engaging Aboriginal and Torres Strait Islander workers and collaborated with various Aboriginal and Torres Strait Islander recruitment and labour hire organisations including Aboriginal Employment Strategy (AES), Yalagan Group, Goanna Services and CareerTrackers.

**To date, 4.35% of project personnel, and 5.03% of direct JHCPB employees, identify as Aboriginal or Torres Strait Islander (compared to 3.8% of the Australian population overall).<sup>1</sup>**

## Work Readiness Program

The Project created a Work Readiness Program, designed to provide participants with training, mentoring and employment support prior to placement on the Project. The Project engaged Aboriginal and Torres Strait Islander work placement provider, Goanna Services, to recruit and provide mentoring to assist participants through the program. The mentor provides a link between trainees, families, employers, supervisors, and third-party support agencies, to assist participants in their transition from training to employment.

The three-week program featured several training activities that provided a pathway to a formal qualification (Certificate II/III in Civil Construction) and aims to improve employment opportunities in the Greater Western Sydney region. The program addresses projected skills shortages and construction industry growth. Upon successful completion of the program, 12 participants were offered a full-time job opportunity on the Project, which provides invaluable experience learning and working alongside the Project teams.

**“Thanks to John Holland and CPB Contractors for the opportunity to work together. The Rozelle Interchange Project has some very caring and capable leaders sincerely committed to our philosophy of ‘Driving Change and Constructing Champions’, which is a breath of fresh air”**

– Goanna Services

## Testimonials from participants:

**“I GOT MY QUALIFICATIONS AND IT ALLOWED ME TO PROGRESS”**

**“THIS WAS FINALLY A CHANCE TO EARN A GOOD INCOME”**

**“I’VE BEEN ABLE TO LEARN DIFFERENT ASPECTS OF TUNNELLING, GETTING MORE TRAINING AND WORKPLACE SKILLS”**

<sup>1</sup> Australian Bureau of Statistics 2021, *Estimates of Aboriginal and Torres Strait Islander Australians*, ABS, viewed 14 April 2023 < <https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/estimates-aboriginal-and-torres-strait-islander-australians/jun-2021> >



## Aboriginal and Torres Strait Islander Recruitment

In November 2019, members of the Project's HR team participated in an Aboriginal Business Networking Forum. Through this forum, the Project connected with Yalagan Group, which provides recruiting and mentoring services for Aboriginal and Torres Strait Islander employees. The Project has since partnered with Yalagan to source and hire a number of Aboriginal and Torres Strait Islander project administrators.

The Project has also partnered with Aboriginal Employment Strategy (AES) to engage Aboriginal and Torres Strait Islander project administrators on the project.

The Project has engaged 72 Aboriginal and Torres Strait Islander persons who were unemployed immediately prior to joining the Rozelle Interchange Project. Of these, 31 were long-term unemployed (greater than 26 weeks).



# Youth Engagement

The youth are the future leaders of our business and industry, and it is important to us that our future is diverse.

The Project regularly participates in youth engagement initiatives to inspire both Aboriginal and Torres Strait Islander and Non-Indigenous High School Students to consider career pathways in the construction industry. The Project works with students in Vocational Education Pathways to employment opportunities through traineeships and work experience placements. By developing their industry understanding and capacity they are better equipped to find meaningful employment once they enter the job market.

The Project has championed learning and development opportunities for young Aboriginal and Torres Strait Islander students. From creating excursion opportunities for Aboriginal and Torres Strait Islander school children, to targeting graduate recruitment of Aboriginal students and delivering programs to train on the job, the Project Team is focused on welcoming more Aboriginal and Torres Strait Islander peoples into the construction industry.

## CareerTrackers Indigenous Program

CareerTrackers supports pre-professional Aboriginal and Torres Strait Islander university students and links them with employers to participate in paid, multi-year internships. CareerTrackers are a national non-profit with the goal of creating pathways and support systems for Aboriginal and Torres Strait Islander young adults to attend and graduate from university.

### CAREER SPOTLIGHT

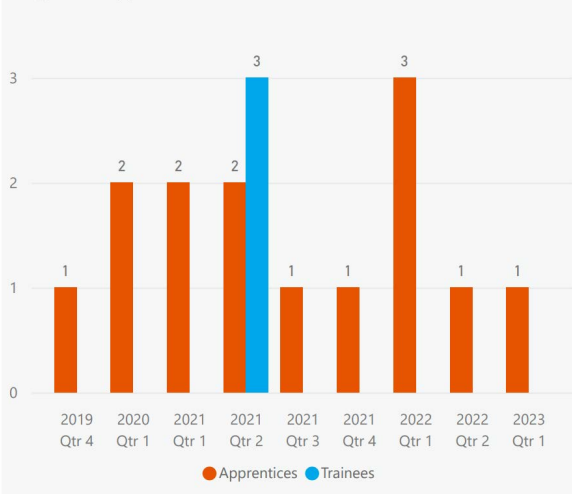
In 2019, the Project welcomed its first CareerTracker intern as a casual undergraduate engineer intern in the Design team. Since then, he has remained on the Project and rotated across a variety of roles in the Mechanical and Electrical discipline, progressing to a permanent Graduate Engineer role and now Site Engineer.



The Project hosted CPB CareerTrackers in February 2022 for a site tour with Sharon Gray, Group Manager Indigenous and Social Inclusion.

## Apprentices and Trainees

Indigenous - Apprentices / Trainees Inducted



One of the Project's most impactful youth engagement programs is its Apprentice and Traineeship Programs, which include school and non school-based streams. To date, **17 Aboriginal and Torres Strait Islander apprentices and trainees have been inducted on the Project**, offering an exceptional learning opportunity and sustainable employment opportunities in the workforce.

## Education Scholarship

The Project supported a local charity based in the Rozelle/Balmain peninsula, the Harding Miller Education Foundation. This charity supports underprivileged, high-achieving high school girls through the provision of four-year education scholarships. In collaboration with Project personnel, the project's Independent Certifier and subcontractors, the project was able to support 11 scholarships and raised over \$100,000 for the very effective and worthwhile program.

In 2023, the Project sponsored a Aboriginal and Torres Strait Islander student through the charity. The \$20,000 scholarship received by Mya goes towards providing study support, access to a laptop to complete school work, mentorship, school supplies and more.

### Scholarship Recipient Introduction

**MYA** Year 9  
**Rozelle Interchange**

Mya is a First Nations student who attends [redacted]. The highest qualification in her family is a diploma. She lives in [redacted] a metropolitan suburb in NSW with her mother and older sister. She would like to attend university when she finishes school and is interested in pursuing a career in as an author or graphic designer.

#### Principal Quote

Mya has accumulated 20 positive referrals from her teachers this year, indicating how diligent and responsible she has been. She is also a self-motivated learner, which she demonstrated during learning from home in 2021 when she received 60 positive referrals. Mya would benefit from the scholarship to help reach her goal of completing her HSC and continue to higher education which I have no doubt she can achieve.

#### Mya's 2023 Goals

- Excel in maths.
- To do well in my year 9 and 10 electives.
- To achieve great things in English.

#### Why Mya received the Scholarship

Mya has great potential and a strong natural talent in English and the humanities. She has earned her position in the gifted and talented program at her school. This scholarship will provide her with an opportunity to round out her academic achievements with mathematics tutoring. Mya is a First Nations girl whose single parent family survive on a very low income and subsequently are not able to equip her with the educational resources and technology required to meet her potential.

Any questions? Please contact Cathy Johnstone on 1300 103 896 or [cathy.johnstone@hardingmiller.org.au](mailto:cathy.johnstone@hardingmiller.org.au)



## Site Tours



The Rozelle Interchange Project played host to the Indigenous Australian Engineering School (IAES) for a site tour in 2019. The IAES is a program that helps Indigenous Australian high school students complete high school, study engineering at university and become professional engineers.

John Holland, WSP and Arcadis are sponsors of the IAES and the 2019 site tour enabled 25 students from the school to visit Sydney for an introduction to the program. The students were from various locations across the country and many of them had never been to Sydney before, making their visit to our site a wonderful opportunity to see how metropolitan infrastructure is created.

The students began their visit to site with an explanation of the Project's design by Arcadis/WSP JV Design Manager Lynette Curry. People, Environment and Stakeholder Director John Crane then gave the students an overview of construction on the Project and explained the roles of the machinery used on site.

To see the Project for themselves, students walked to Tunnel Site B where they were given the opportunity to view the tunnel site in action. Students were also taken to Victoria Road Bridge to overlook the Rozelle Rail Yards site.

# Knowledge Share

The Project's APIC engagement is industry-leading; no other NSW major infrastructure project has integrated APIC throughout so many of its project disciplines nor achieved such a monumental APIC target. The Project's successful Aboriginal and Torres Strait Islander engagement has greatly enhanced the reputation of the client and parent companies, John Holland and CPB Contractors, setting a new benchmark for performance in Aboriginal and Torres Strait Islander engagement for future construction projects.

The Rozelle Interchange is a pioneer in this space, and has shared knowledge of its successful APIC program across numerous platforms and stakeholders, internally and externally.

## Forum Presentations

The Project's achievements have led to numerous engagements to present on APIC:

- **NSW Construction Leadership Forum** In December 2021, JHCPB was invited to present at the NSW Construction Leadership Forum to a wide cross-section of over 200 NSW project-based government staff, sharing the knowledge and lessons learned on how this incredible milestone was reached. Attendees subsequently sought out one-on-one meetings with JHCPB to gain further insights into our APIC program, including DPE Water.
- **John Holland Social Procurement Roadshow** JHCPB presented at the John Holland Social Procurement Roadshow in 2021 and April 2023.
- **TfNSW Sustainability Knowledge Share** In July 2022, the Project's Sustainability team presented on the Project's APIC Program at the TfNSW Roads Projects Sustainability Knowledge Share. Attendees included Sustainability advisors and consultants from TfNSW, Sydney Gateway, the Rozelle Interchange Project, WSP and the M12 Project.

- **Cross-collaboration with other projects** APIC Advisor, Patricia Waites, regularly met with other projects to share knowledge of the Project's APIC program and enable them to succeed in their own Aboriginal and Torres Strait Islander engagement programs.
- **WestConnex Knowledge Share** JHCPB participated in quarterly knowledge share forums between Transurban, TfNSW, WestConnex M4-M8 Link and the Rozelle Interchange Project. The achievement of APIC objectives was one of numerous topics discussed in these forums.





## Videos

Bradley Schapiro, Senior Commercial Manager with JHCPB, featured in a John Holland video in April 2023 to discuss social and APIC procurement on the Rozelle Interchange. This video was broadcast throughout the John Holland network, reaching an audience of up to 4,000 staff.

**“Incredible work Patricia Waites and the Rozelle Interchange team. Showing us all what’s possible. Congratulations!”**

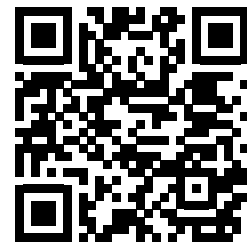
– Stevie Cole, Group Manager, Social Impact, **John Holland**

**“Congratulations to all involved. This not only displays a commitment to project targets but a genuine commitment to contributing to significant economic, social and cultural changes for Aboriginal and Torres Strait Islander people in our community. Well done.”**

– Georgina Weinberg, Group Manager, Training, **John Holland**



The Project produced a number of APIC video updates to share the progress of the Project in achieving our APIC commitment. These are shared with the parent companies, reaching several thousand employees across the construction industry.



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Project Milestone  
**\$110 million spend**



## Intranet

The Project created an APIC portal on the Rozelle Interchange Project Intranet with information on Project APIC initiatives, news articles and other resources. The portal is accessible to all John Holland and CPB employees on the Rozelle Interchange Project.

**Rozelle Interchange Project**

Home | Network Drive | **APiC** | ASMs | COVID-19 Information | Finance | Health & Safety | Innovation/Sustainability | Procurement | Project Controls | Quality | Traffic | Women in Construction | Recycle Bin | Link

**Aboriginal Participation in Construction (APiC)**

The project acknowledges the Traditional Custodians of the land, the Gadigal and Wangal peoples of the Eora nation. We pay our respects to their Elders past, present and emerging. The area through which the Project traverses has been home to the Gadigal and Wangal peoples for thousands of years, and they maintain an ongoing connection to country.

**Latest News and APiC Updates**

<https://johnholland.sharepoint.com/sites/ric/comm/d/Forms/AllItems.aspx?id=/sites/ric/comm/d/One%20Pages/Rename%20APiC%20Achievements%20.pdf&viewid=524dba03-5233-4d01-998d-5900348fad24&parent=/sites/ric/comm/d/One%20Pages/Rename>

**APiC Achievements .pdf**  
johnholland.sharepoint.com

**A message from the Project Director | National Reconciliation Week**  
johnholland.sharepoint.com

**Special edition PPE to celebrate NAIDOC Week**  
johnholland.sharepoint.com

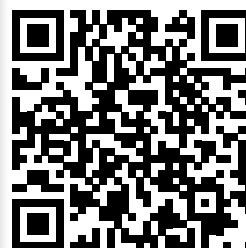
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**KEY INITIATIVES**  
**ABORIGINAL PARTICIPATION IN CONSTRUCTION**

2023 <b>Our APiC Achievements</b>	2021 <b>Rozelle Interchange Work Readiness Program</b>	2021 <b>Rozelle Interchange Project Factsheet</b>
2021 <b>Our APiC Achievements</b>	2020 <b>Indigenous Business Case Studies: Goanna Services</b>	2020 <b>Indigenous Business Case Studies: Integrity Health &amp; Safety</b>
2020 <b>Indigenous Business</b>	2020 <b>Indigenous Business</b>	

Additionally, a series of one-page information documents have been produced to give bite-sized summaries of some of our APIC achievements. These documents are hosted on the external Rozelle Interchange website making it accessible to all employees and subcontractors and representatives from the parent companies.





## Awards

In recognition of our commitment to Aboriginal engagement, the Project has won or been shortlisted in various award categories.

- Winner – 2022 John Holland Community and Social Impact Award
- Shortlisted finalist – Infrastructure Sustainability Council's 2022 Annual Awards for Excellence in Social Outcomes

**“[The Project’s] investment in APIC goes beyond required budget spend... and demonstrates commitment to the initiatives and success of the engagement process and use of aboriginal companies, creation of job opportunities, training and ongoing employment.”**

– 2022 Judge Panel Feedback  
**Annual ISC Award Excellence in Social Outcomes Category**

## John Holland Reconciliation Action Plan Committee participation



Our HR/APIC Advisor, Patricia Waites, was selected as a member of the John Holland Reconciliation Action Plan (RAP) Working Group Committee. The Committee is responsible for John Holland’s RAP implementation business wide. Meeting on a bi-monthly basis over 18 months, Trish supported the RAP Working Group’s Governance Sub-Committee to develop a reporting tool to track performance against John Holland’s RAP commitments. Trish made a significant contribution in creating and assisting implementation of a new data reporting tool for the Committee.



# Legacy

## Urban Design

“The project footprint falls within the boundaries of the Darug (also spelt Dhaŕ-rook, Dharrook, Dhaŕook, Dharruk and Dharug) linguistic group, which is known to have stretched from the Hawkesbury River in the north to Appin in the south, and west from the east coast across the Cumberland Plain into the Blue Mountains.”

– Rozelle Interchange Project Environmental Impact Statement, **Chapter 21**

The Rozelle Interchange Project will leave a parkland of up to 10 hectares to be enjoyed by the community for years to come.

In recognition of the Aboriginal communities that have inhabited the land on and near Rozelle, the Project’s design team has ensured Aboriginal heritage will be closely integrated into this parkland to celebrate the rich culture of Aboriginal and Torres Strait Islander communities.



- An artwork designed by Shane Smithers of the Dharug, Dharawal and Gandangara peoples will be installed under the Victoria Road Bridge to celebrate Aboriginal culture and enhance awareness of Aboriginal art styles and the dreamtime.
- The parklands will offer learning opportunities to local school groups and community members through integration of a yarning circle and inclusion of 60+ types of native indigenous bush foods. This will also create future social engagement and employment opportunities for local Aboriginal and Torres Strait Islander representatives.

“The [Rozelle Interchange] corridor traverses a number of different landscapes, which include sandstone scarps, river flats and estuaries. These provided a variety of environments that were benefited from by the Aboriginal inhabitants of this region for at least the past 9,000 years.”

– Rozelle Interchange Urban Design and Landscape Plan, **Chapter 3**



“The Project has consulted with Inner West Council and the local indigenous community to develop opportunities for connection to country. Key themes that have been explored through the design process include:

- The seasonality of the indigenous landscape which generally recognised six seasons throughout the calendar year, triggered by changes in weather, flora and fauna patterns.
- The re-establishment of pre-European landscape communities that would have once existed in the area, including native plant selection and the celebration of native species of indigenous significance.
- The significance of the Rozelle Rail Yards which would have been a highly productive estuary, and as a source of food and ochre
- The working history of the Rozelle Rail Yards and its influence on early employment of indigenous communities that enabled Aboriginal migration back into the city.
- The creation of opportunities to support social engagement, ceremony, ritual and dance through the implementation of community gathering areas such as yarning circles, fire pits and bora rings
- The integration of indigenous public art into the built fabric of the Project, and
- The potential use of indigenous place names for major project elements such as the parklands and pedestrian bridges (subject to further consultation with Inner West Council).”

– Rozelle Interchange Urban Design and Landscape Plan, **Chapter 3**

- Aboriginal and Torres Strait Islander heritage signage will educate the community on the pre-settlement history of the area.
- Interpretative signage woven into and amongst the parkland landscape, with content developed in collaboration with the Local Aboriginal Land Council members to reflect the varied history of the area and its inhabitants.
- The parkland design was inspired by the six seasons of the Aboriginal and Torres Strait Islander calendar year.

Development of the final parkland design was informed by consultation with, and support from, numerous respected Aboriginal and Torres Strait Islander community representatives and experts, including:

- The Metropolitan Local Aboriginal Land Council
- Aboriginal and Torres Strait Islander representatives from Inner West Council. In 2019, a parkland consultation session held with Inner West Council attended by design personnel from JHCPB, TfNSW and Hassell included a presentation of Aboriginal stories of the area and local history of the site.
- Aboriginal and Torres Strait Islander design firm, Djinjama, which authored content for, and designed, the Project’s Aboriginal and Torres Strait Islander signage. Djinjama sought and received further input from notable local Aboriginal and Torres Strait Islander people and academics as well as the local Aboriginal Land Councils.

# Business Case Studies

A key purpose of the APIC Program is to utilise our purchasing power and strategic procurement initiatives to ensure positive engagement and participation of Aboriginal and Torres Strait Islander Peoples, including certified subcontractors and suppliers who deliver genuine social benefits.

Aboriginal and Torres Strait Islander businesses ranging from electrical equipment supply, cranes, first aid and

alcohol and other drug (AOD) testing, to PPE supply, printing services, general labour and many more have all been engaged on the Project and seen the direct benefits of the APIC program. This economic stimulus has been critical to supporting Aboriginal and Torres Strait Islander businesses especially throughout the COVID-19 pandemic.

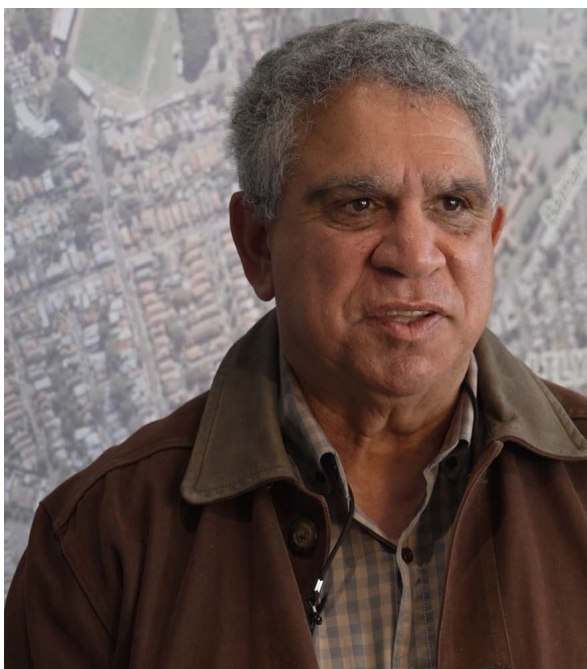
An APIC qualified business is one that is recognised by an appropriate organisation, such as:

- Supply Nation
- NSW Indigenous Chamber of Commerce
- An organisation representing Aboriginal businesses based in another state or territory that is a member of a First Australians Chamber of Commerce and Industry

(Aboriginal participation in Construction (APIC) Policy 2018 (NSW))

It must be explicitly owned 50 per cent or more by Aboriginal and/or Torres Strait Islander people, community, partnership interests and/or trusts.<sup>1</sup>

<sup>1</sup> Indigenous Procurement Policy (IPP) 2019 section 1.6



**“Our relationship supplying [the Project] with print & design services over the last few years has allowed our business to not only survive through COVID, but thrive. Enabling us to grow our team, employing a print apprentice and an Indigenous junior design team member, and expand into a larger premises.”**

– Glen Ella, General Manager  
**Spirit Group**



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PACIFIC  
FACILITY  
SERVICES



AUAV

**BORGER**  
CRANES



ARA  
INDIGENOUS  
SERVICES



INCEPTION  
STRATEGIES



GWS

spirit  
creative agency



CULTURALCHOICE  
SCHOOL, GOVERNMENT AND CORPORATE STATIONERY AND OFFICE SUPPLIES

Integrity  
Health + Safety



Luke Penrith  
Arts & Designs  
INDYAMARRA MALIYAN



Metropolitan Local  
Aboriginal Land Council



Brolton  
Group

GO NNA  
SERVICES



PacificGroup

Scaffolding & Hoarding



Djinjama

KOORI KULCHA EXPERIENCE



Fresh Start  
Australia

The Rozelle Interchange Project was fortunate enough to have a large number of Aboriginal and Torres Strait Islander businesses support the delivery of the Project. Read about how some of these businesses provided crucial services in a selection of case studies below.

#### ARA INDIGENOUS SERVICES

[ARA Indigenous Services](#) offers a diverse range of industrial services through the ARA Group pan across the commercial, government, educational, corporate, multi-site, office (major high-rise structures) and retail industries. ARA have been involved in delivering the installation of fire, deluge and MVAC for the Mechanical and Electrical Team.

#### ALPHA APPAREL

[Alpha Apparel](#) specialises in corporate apparel, workwear, branded merchandise and personal protective equipment from high visibility apparel to footwear, hard hats, and everything in between. The company began supplying the John Holland Group and the Next Rail Project with work wear in 2019 and have continued to work closely on the Rozelle Interchange Project to supply branded corporate shirts and warm winter corporate jackets.

#### AUSTRALIAN INDIGENOUS ELECTRICAL WHOLESALERS

[Australian Indigenous Electrical Wholesalers](#) specialises in electrical and industrial supplies. This Aboriginal and Torres Strait Islander business has been engaged on the Project since the very beginning supplying electrical, data, white goods, and industrial components.

#### CULTURAL CHOICE OFFICE SUPPLIES

Specialising in stationery and office supplies, [Cultural Choice Office Supplies](#) have provided our offices with stationery.

“As an Indigenous person and indigenous business, we are extremely proud to play a significant part in the Project throughout the project we have been able to create many opportunities for our community to come in and learn with some of the best of the business their craft in the tunnelling and infrastructure industry. It’s important for indigenous business to play a big role in key projects so we can be part of the economic development that comes of the back off projects like this.”

– Rohan Tobler Williams  
**ARA Indigenous Services**

#### BORGER CRANES

[Borger Cranes](#) are a familiar sight to most of you around Sydney and the Project. Borger provide machinery, operators, and riggers to some of Australia’s largest construction projects including the Rozelle Interchange. Most recently Borger Crane supplied Cranes for girder lifts across the Project.

#### GOANNA SERVICES

[Goanna Services](#) is a multi-disciplined Aboriginal contractor servicing the construction, mining, and industrial services sectors. The Project recently engaged Goanna Services to recruit and provide mentoring to the participants undertaking the Aboriginal and Torres Strait Islander Pre-Employment Program (IPEP), also known as the Work Readiness Program (WRP) prior to securing a full-time paid traineeship on the Project.

#### YAMARI OCHRE SIGNS PTY LTD

[Yamari](#) specialises in the provision of total signage solutions as well as uniforms and PPE. The business has supplied custom cycle way signs.



## GWS ENGINEERING & CONSTRUCTION

[GWS](#) is a certified member of Supply Nation and recognised as an Assured Aboriginal Business of the NSW Indigenous Chamber of Commerce. Specialising in fabrication, structural, architectural & stainless steel, coring & concrete cutting, glazing, blasting and painting, GWS has also been involved in the design and survey works on the Project. GWS has worked with the Rozelle Interchange team since late 2020.

## INTEGRITY HEALTH AND SAFETY

[Integrity Health & Safety](#) (IHS) is a Supply Nation certified Indigenous-owned supplier of Workplace Health and Safety products and services. IHS has worked with the Rozelle Interchange Project to provide first aid kits and training, defibrillators, environmentally friendly cleaning products, flu vaccinations, COVID-19 safety supplies.

## NOGARD AUSTRALIA

With over 3,500 products [Nogard Australia](#) is the country's largest Indigenous owned, Supply Nation certified, industrial and safety product wholesale business. Having sourced, tried, and tested products from all over the world, Nogard Australia provides the industry with quality, hard wearing goods whilst helping businesses to achieve their Aboriginal and Torres Strait Islander sourcing targets. The business is committed to making a difference and have engaged with the community by supporting the ATOM Community Engagement Fund, a fund that supports three major Australian causes – The Go Foundation, National Breast Cancer Foundation and Prostate Cancer Foundation of Australia.

## YALAGAN GROUP PTY LTD

[Yalagan Group](#) provides recruitment of project personnel, individual training, and group training sessions. The business has helped the Project source and hire project personnel.

## MURU SURVEY

Specialising in surveying, [Muru](#) has provided engineering surveying in both civil & tunnel works on the project. They have been with Rozelle Interchange Project since the start with preliminary works, locating the existing services and helping set up all the sites. Now, their works include monitoring of the surface above the tunnels, backend works, working with the utilities team and they have people working with the teams at the Rozelle Rail Yards and Iron Cove Link.

## SPIRIT GROUP

[Spirit Group](#) is a full service creative agency offering graphic design, printing, merchandise, mailing campaigns, media planning and buying services.

Spirit is our preferred supplier for our printing jobs due to their efficiency, quick turn around, competitive pricing and provide us with excellent customer service. The large majority of all the signs and posters you see around the Project have been printed by Spirit including the Aboriginal artwork scarf/ face masks as well as performing our larger letterbox drops to the community.

**“The impact has been sensational in terms of the growth of the business... to have an organisation like John Holland on board really has an influence with our company. We are putting on new people especially Indigenous people to ensure the business grows.”**

– Glen Ella, General Manager  
**Spirit Group**

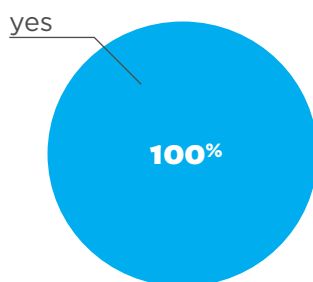
# Feedback

We are continually striving to enhance the APIC Program, and have sought feedback from our stakeholders on our APIC Program. Two surveys have been undertaken to date to capture feedback.

## APIC Commercial Survey

In March 2023, the Project sought feedback from Commercial Managers, Project Managers and Leaders on the project via a survey that captured their views regarding Aboriginal and Torres Strait Islander Subcontractor and Supplier performance on the Rozelle Interchange. The results of the survey were overwhelmingly positive, indicating that APIC businesses are high-performing operators. These learnings were shared with Parent Company Procurement and HR Teams to ensure these businesses would have an opportunity to tender for future work with John Holland and CPB Contractors.

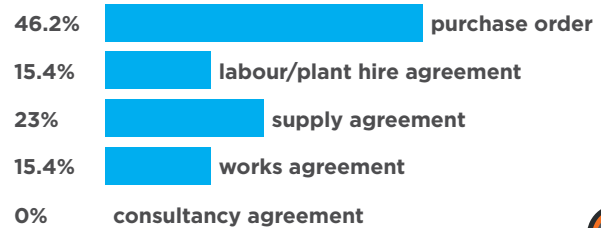
### Would you recommend the supplier for future tenders/projects?



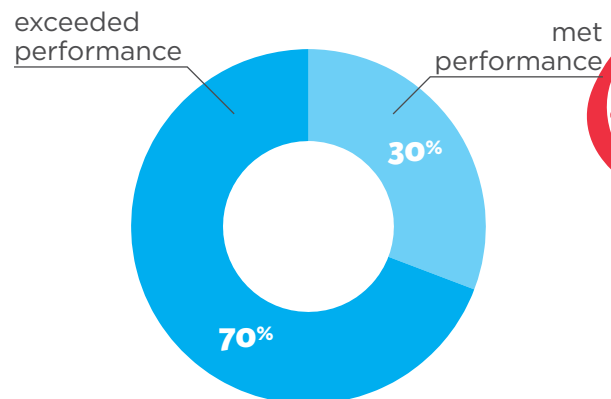
**"Koori Kulcha are an excellent catering company who respect the traditional Lores of their Ancestors ensuring environmentally friendly harvesting by the indigenous seasons and taking only what's required."**

- Renee Barker, **HR Manager**

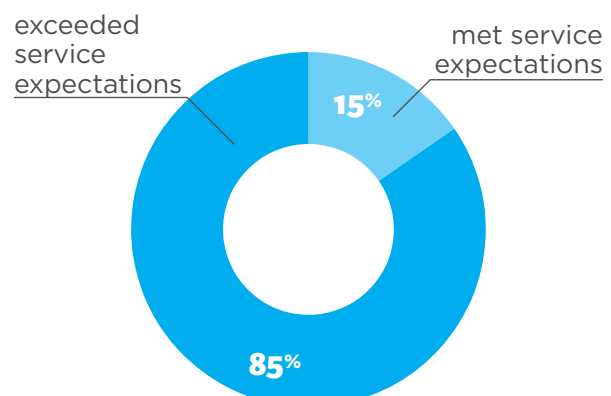
### What type of contract was the supplier engaged on?



### How did the supplier perform per their scope of works?



### Rate the level of service received from the supplier management team





## Staff Engagement Survey

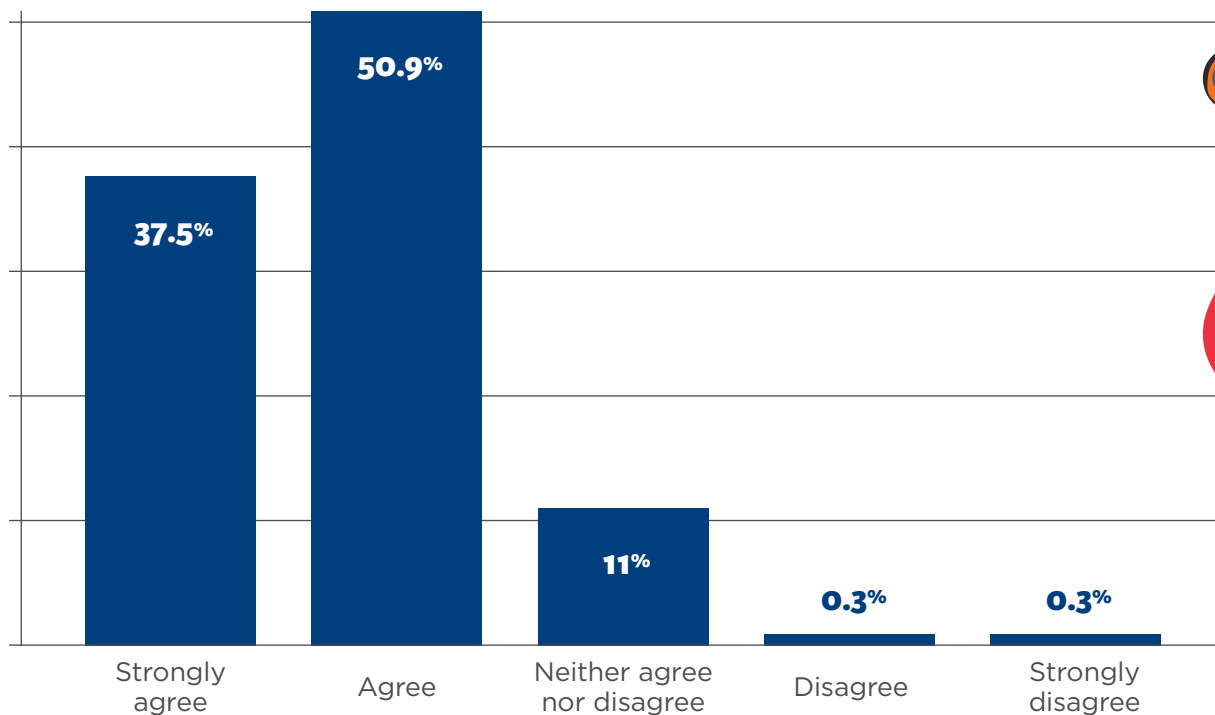
In 2022, the Project asked its employees “Are the project’s social responsibility initiatives important to you? E.g. charitable initiatives, Aboriginal Participation in Construction, Career Seekers etc?”

The results suggested the program has been successful from a cultural integration perspective with overwhelmingly positive results reflecting the vast majority of employees finding these initiatives to be important to them.

**“The Project’s performance in the APIC space is industry leading”**

– Anonymous  
**2022 Engagement Survey**

### Are the Project’s social responsibility initiatives important to you?



## Next Steps

As the Rozelle Interchange Project approaches opening completion, we are looking forward to continuing to work with our Aboriginal and Torres Strait Islander delivery partners and employees.

We will continue to implement our APIC initiatives, including recognising NAIDOC Week and Reconciliation Week 2023. As a celebration of Aboriginal and Torres Strait Islander culture and art, and to thank our Project employees for their commitment to the APIC Program over the Project's duration, we will issue bucket hats featuring Aboriginal artwork from both John Holland and CPB Contractors' Reconciliation Action Plans.

Our final commitment in the APIC space is to continue our knowledge share of Aboriginal engagement, helping others drive beneficial outcomes and reconciliation for Aboriginal and Torres Strait Islander communities across the nation.





# Get Involved

Together, we can make a difference. Creating sustainable change requires an industry-wide effort.

JHCPB is incredibly proud to have delivered beneficial social outcomes and left a positive legacy in the community through support and training for Aboriginal and Torres Strait Islander businesses and individuals.

The Project has set a new benchmark for APIC commitments and has prompted discussions amongst government departments on whether APIC targets can now be utilised in other industries. We see the benefits of our achievements as four-fold:

1. Aboriginal and Torres Strait Islander workers have accessed meaningful and sustainable employment opportunities.
2. Aboriginal and Torres Strait Islander businesses have directly benefited from the Project's APIC strategy and investment, enabling business expansion and capacity building.
3. The Project and wider construction industry have benefitted from Aboriginal and Torres Strait Islander participation creating a more diverse and inclusive workforce, contributing to positive workplace cultures and driving successful Project outcomes.
4. The local community has benefitted, with the celebration of Aboriginal and Torres Strait Islander culture and identity during construction and operations (with Aboriginal heritage closely integrated into the future Rozelle parklands) providing an enriching community experience through the sharing of knowledge about Aboriginal culture and pre-European settlement history.

The Project hopes this information pack provides a useful framework for future projects. There is a shortlist of individuals who were heavily involved in establishing and driving the Rozelle Interchange APIC Framework, and who you can turn to for advice or feedback across each parent

company.

## CONTACTS WITHIN PARENT COMPANIES

### JOHN HOLLAND

**Bradley Schapiro**

Senior Commercial Manager

**Patricia Waites**

Senior People Advisor

**Stephen Antonopoulos**

Communications and  
Engagement Manager

### CPB

**Renee Barker**

Human Resources Manager

**Rebecca Britt**

Training and Development Manager



Rozelle Interchange  
WestConnex

JOHN  
HOLLAND

CPB  
CONTRACTORS

These APIC initiatives were made possible thanks to the immense effort from all teams across the entire project.

The Rozelle Interchange Project would like to extend a thank you to everyone involved in being part of the journey, and to the Aboriginal and Torres Strait Islander businesses and individuals who have helped support the delivery of the Rozelle Interchange.

