



CONSOLIDATED POWER PROJECTS

# Indigenous Inclusion Framework

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INDIGENOUS INCLUSION FRAMEWORK

Consolidated Power Projects Australia Pty Ltd

Quality Information

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Approver	Position	Signature	Date
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Consolidated Power Projects Australia Pty Ltd in Australia is certified to the latest version of ISO9001, ISO14001, AS/NZS4801 and OHSAS 18001. CPP is also accredited to OHS Accreditation Scheme via the Office of the Federal Safety Commission since November 2018.





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## CONSOLIDATED POWER PROJECTS INDIGENOUS INCLUSION FRAMEWORK

### 1 Our business

Consolidated Power Projects Australia Pty Ltd (**CPP**) is a specialised provider of full turnkey high voltage solutions for the power utility, industrial and resource, rail, and renewable energy sectors.

CPP is a trusted partner in delivering Australia's largest renewable and power transmission utility projects, and will continue to deliver successful, large-scale projects including battery energy storage systems, wind farms, balance of plant and high voltage transmission networks.

### 2 Definitions

**Client** means CPP's customers.

**First Nations Businesses** means a business that is at least 51 per cent Aboriginal and/or Torres Strait Islander-owned and is recognised as an Aboriginal business through an appropriate organisation, such as Supply Nation or the relevant states Indigenous Chamber of Commerce (**ICC**).

**IIC** means the Indigenous Inclusion Committee.

**IIF** means Indigenous Inclusion Framework (this document).

**Indigenous** means Aboriginal and Torres Strait Islander people (or **First Nations**).

**Indigenous businesses** mean a business that is at least 51 per cent Aboriginal and/or Torres Strait Islander-owned and is recognised as an Aboriginal business through an appropriate organisation, such as Supply Nation or the relevant States Indigenous Chamber of Commerce (**ICC**).

**Local** means Australia.

**QSA** means Quanta Services Australia, CPP's parent company.

**QSI** means Quanta Services Incorporated.

**RAP** means Reconciliation Action Plan.

**RFx Event** means a sourcing activity in the form of a Request for Quotation or Request for Tender.

**Vendor** means a third-party subcontractor (provision of services or works) or supplier (supplies goods or equipment), as engaged under contractual terms and conditions with CPP.

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### 3 Our Reflect Reconciliation Action Plan

In May 2021, CPP developed and implemented a Reflect Reconciliation Action Plan (**RAP**), led by CPP's previous President, Dave Evans.

This original RAP allowed CPP to:

- Foster relationships and build further understanding and awareness of Indigenous cultures so to better reflect our community and service our stakeholders and customers; and
- Embed framework and governance to exhibit our commitment to being an equal opportunity employer and having a diverse workforce and by doing so, CPP has been able to better engage with the communities in which we operate and continue to be an employer of choice.

To assist with the evolution of our RAP and identify areas of ongoing improvements, CPP established a RAP Working Committee with several active participants from Senior Leadership, People & Culture, Procurement, and the broader employee base.

### 4 Our new Indigenous Inclusion Framework

#### 4.1 Introduction

CPP is a rapidly expanding business, with an increasing number of projects across all eastern states of Australia, including the ACT and South Australia and as the renewable energy industry is marked by increasing diversity and complex social dynamics, the need for effective reconciliation strategies has never been more pressing.

#### 4.2 Purpose

The purpose of this Indigenous Inclusions Framework (**IIF**) is to supersede CPP's previous Reflect RAP with an updated, strategic framework and represents a transformative approach to addressing beneficial Indigenous engagements, fostering genuine, lasting relationships amongst communities and building future associations characterised by mutual respect and understanding.

This IIF aims to create more inclusive and dynamic processes by addressing the following criteria:

- An effective governance structure for our Indigenous Inclusion Committee (**IIC**), and CPP business wide;
- Identifying, communicating and improving meaningful relationships with Indigenous personnel, stakeholders, consultants and Vendors ([section 5](#));
- Endorsing cultural, heritage, protocols, awareness, and respect ([section 6](#));
- Promoting and evolving diversity through internal policies and procedures for Indigenous personnel employment and empowerment ([section 7](#));
- Current or future strategies for improved social outcomes and strategic initiatives ([section 9](#)); and
- Other key criteria as outlined in this IIF.

#### 4.3 Indigenous Inclusion Committee

CPP has an IIC, previously the RAP Working Committee, consisting of various internal stakeholders from multiple business units across CPP.

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This diverse IIC ensures a vast array of observations, input, and participation and is led by CPP's Procurement Manager.

The IIC performs a key role in promoting and advocating CPP's IIF and will meet quarterly to discuss the following:

- Project engagement metrics and status updates;
- Knowledge sharing and project engagement feedback;
- Developing standardised project action plans and timelines;
- Coordinate and facilitate any activities and initiatives outlined in this IIF;
- Address operational challenges and recommend improvements;
- Upcoming Indigenous cultural events or dates for recognition;
- Workshopping prospects for project site ceremonies, Indigenous community engagement methodologies and cultural workshops;
- Recently identified and/or prequalified Indigenous businesses commensurate with CPP's supply, service and works provisions;
- Share Indigenous Vendor engagement successes, potentially creating opportunities for national framework agreements for uniform services or supply;
- Discussions pertaining to any amendments to relevant laws, regulations and standards relating to Indigenous rights;
- Monitor the implementation and impact of the IIF and progress that we are making in support of Indigenous reconciliation; and
- Ongoing improvements to CPP's Indigenous Inclusion Framework.

Further to the IIC activities, Procurement actively participates in Supply Nation Trade Shows, annually, and other similar events, that may arise to network and gain a better understanding of Indigenous cultures, employment, and Indigenous Vendor partnerships.

### 4.4 Governance

CPP will:

- Ensure compliance with relevant laws, regulations and standards relating to Indigenous rights;
- Consult with CPP Legal Counsel and project specific Indigenous stakeholders to ensure that business practices respect Indigenous land rights, intellectual property and cultural heritage;
- Conduct continuous reviews of CPP's cultural learning needs and evolve appropriate training packages to suit;
- Establish mechanisms for ongoing project monitoring, evaluation, and reporting on agreed merit criteria;
- Include Indigenous Vendors during RFx Events and evaluation ensuring transparency, accountability and shared learning ([section 8](#)); and
- Standardise and implement project specific reporting metrics.

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### 4.5 Reporting

CPP conducting the following reporting:

- Project reporting, in a template agreed and timings agreed with our Client;
- Review of Indigenous Vendors engaged; and
- Any other reporting metrics as required by CPP, the Client or dictated by relevant legislation.

## 5 Meaningful engagements

### 5.1 Professional partnerships

CPP has partnered with a highly experienced Indigenous Community Engagement consulting partner, Gondwana Consulting (**Gondwana**), who have existing relationships with other QSA Operating Units, and where required, lead Indigenous stakeholder and community engagements on CPP projects.

CPP's consulting partners are comprised of Indigenous and non-indigenous professionals with experience and understanding of working in the community and the renewable energy sectors.

CPP's Indigenous Community Engagement consulting partners have:

- Comprehensive proven capabilities;
- Worked closely with other QSA Operating Units on previous projects to engage and lead communications with local Indigenous stakeholders; and
- Build strong, mutually beneficial relationships with local Indigenous communities, businesses, and stakeholders across various communities in Australia.

### 5.2 Cultural partnerships

CPP is committed to establishing and maintaining mutually beneficial relationships with Indigenous stakeholders, organisations and Vendors.

To achieve this, and on a project-by-project basis and throughout the project term, CPP may, upon request:

- Identify Indigenous stakeholders, organisations and Vendors within the local area or sphere of influence;
- Engage with Indigenous communities from the early stages of CPP's project planning to identify their priorities, concerns, and foster genuine partnerships based on mutual respect and trust;
- Facilitate transparent communication through ongoing dialogue and engagement with appropriate stakeholders to conduct project site specific Indigenous, cultural and heritage awareness modules delivered as a part of the project site inductions;
- Support any Client implemented formal protocols for community engagement;
- Incorporate Indigenous perspectives and knowledge into our project planning, design, and implementation processes, as appropriate;
- Support partnerships with indigenous organisations, Vendors, and leaders to boost community development initiatives promoting social outcomes; and
- Seek input and feedback from Indigenous stakeholders when developing corporate or project specific social responsibility programs and/or procedures.

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### 6 Indigenous culture, heritage, protocols, awareness and respect

CPP acknowledges the benefits of increased understanding, value, respect and recognition of Indigenous cultures, histories, knowledge, and rights through cultural learning.

CPP encourages cultural acknowledgement and appreciation including creating an inclusive environment by fostering a culturally sensitive attitude and approach in all employees and promoting diversity in the workplace ([section 7](#)).

In addition to the above, CPP:

- Understands and demonstrates respect to project specific and operational area localised Indigenous cultures and protocols;
- Invites Indigenous community members to project sites to increase knowledge of the traditional landowners, environmental and cultural ceremonies and heritage history;
- Builds ongoing relationships and respect for Indigenous cultures and histories by celebrating NAIDOC week and National Reconciliation Week by:
  - Partnering with CPP's Indigenous engagement consultants to assist with the development, communication and management of cultural occasions, by emphasizing the diverse cultures, languages, and histories of Indigenous peoples in Australia; and
  - Circulating resources and reconciliation material within the CPP business.

Through this dedication to cultural awareness and respect, CPP endeavours to forge a path of mutual understanding, collaboration, and reconciliation as we navigate the intersection of our projects and Indigenous stewardship of the land.

CPP will continue to:

- Evolve our understanding of the local Indigenous landowners or custodians of the land within CPP's project areas;
- Acknowledge and respect the cultural heritage, traditional knowledge and connection to land of Indigenous communities in which we work;
- Respect and obey protocols for respectful treatment of culturally sensitive areas and artifacts during design and construction phases; and
- Foster respect for Indigenous knowledge system and traditional ecological practices related to our projects.

### 7 Working at CPP

#### 7.1 Diversity and inclusion

CPP is committed to promoting employment for all people.

CPP proactively supports diversity and quality in the workplace and our vision is to continuously realise the value that the experience, skills, knowledge, and strengths of a diverse and inclusive workforce provides for the successful delivery of CPP's projects.

This is promoted through CPPs' all-encompassing [Diversity and Inclusion Policy](#) (Annexure A) which advocates:

- Dedication to the fair and respectful treatment of all workers;
- Bringing equity and diversity to our business;



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- Pursuit of the best person for employment and promotion irrespective of gender, race, religion, ethnicity or sexual orientation;
- Commitment to continual improvement to employment practices to ensure flexibility in accommodating the changing needs of our workers; and
- Maintaining industry best practices in association with CPP's core values of teamwork, integrity, innovation, and sustainability.

To achieve these principles, we:

- Promote the need for a safe and healthy work environment;
- Communicate our [Diversity and Inclusion Policy](#) (Annexure A) and related procedures to all employees and relevant stakeholders;
- Ensure decisions regarding recruitment, development, promotion, and remuneration are based on merit and without regards to gender, race, religion, age, ethnicity, or sexual orientation;
- Embrace responsibility and accountability; and
- Utilise local communities and services, where practicable.

CPP promotes positive relations through annual Diversity in the Workplace training.

### 7.2 Indigenous employment

At CPP, we recognise the benefits that employment can bring to Indigenous Australians, both for the individual, their family and their communities.

We actively look for Indigenous employment opportunities, directly and via Indigenous organisations, communities, and educational institutions to find the best suited candidates for our roles.

CPP conducts regular surveys to gather feedback from all employees on their experiences and suggestions for workplace improvements which includes:

- Incorporating Indigenous perspectives into CPP's diversity and inclusion initiatives;
- Reviewed and revised policies to ensure they are inclusive and respectful of Indigenous customs and traditions;
- Provide flexibility to accommodate cultural practices and observances; and
- Foster leadership opportunities for Indigenous employees through mentorship programs, leadership development initiatives, and succession planning.

### 7.3 Cultural education

In addition to diversity training, CPP implores the importance of Indigenous cultural education by:

- Promoting education and knowledge sharing initiatives that centre around Indigenous perspectives, histories, and contributions;
- Providing resources such as literature, website links and guest speakers to increase understanding and appreciation of Indigenous cultures;
- Offering cultural awareness and competency training to all employees to promote understanding and sensitivity towards Indigenous colleagues; and
- Encouraging open dialogue and communication channels for discussing issues related to Indigenous inclusion.

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### 8 Indigenous business engagements

Building strategic Indigenous Vendor relationships is essential for CPP to successfully foster meaningful and sustainable partnerships that benefit both parties and contribute to broader reconciliation goals.

To achieve this CPP Procurement practices genuine engagement and respect for Indigenous Vendors through the procurement process.

This involves actively seeking out Indigenous owned businesses, ensuring fair and transparent subcontracting practices, and providing support to help these Indigenous Vendors navigate the complexities of doing business with CPP.

#### 8.1 Ethical and fair engagements

CPP is committed to:

- Providing fair, ethical, and transparent relationships with third-party Indigenous Vendors;
- Mandating ethical business conduct by establishing a strong ethical culture, appropriate internal and external QSI Code of Conduct (**Code of Conduct**) compliance, and whistleblower mechanisms to prevent unethical behaviour or corruption;
- Ensuring our Code of Conduct applies to all Vendors and aligns with CPP's Vendor evaluation processes, a systematic assessment of each Vendor's capabilities, qualifications and compliance with relevant standards, legislation, and other mandatory CPP prerequisites; and
- Establishing clear criteria and procedures for Vendor evaluation so CPP can mitigate risks, ensure compliance, and enhance the overall quality and reliability of our supply chain.

CPP ensures all RFx Events are reflective of competitive, honest, integral, ethical and fair values by ensuring that documentation is easily accessible to all nominated and participating Vendors, no internal conflicts of interest have occurred, and the responses are evaluated with impartiality.

The purpose of CPP's Vendor evaluation process includes optimizing Vendor selection, minimising procurement risks, fosters strategic partnerships and promote best for business outcomes.

All RFx Event documentation is issued to all Vendors via the same medium, at the same time and addressed in the same manner (i.e., clarifications and addendums to events will be issued to all potential respondents).

Indigenous Vendor submissions to CPP's RFx Events are evaluated in the same manner and with the same level of consideration, as any other participating respondents.

#### 8.2 Indigenous Vendor engagement methodologies

CPP Procurement is continuously investigating more effective and proactive ways of engaging with Indigenous Vendors.

However, on a project-by-project basis, and upon request, CPP Procurement can:

- Develop bespoke Indigenous Engagement Plans, or contribute to project specific social and sustainable procurement plans, that outline the following key criteria:
  - Indigenous participation targets and scopes for inclusion;
  - Indigenous economic participation:
    - Vendor identification through the assessment of Supply Nation, Black Business Finder, the project location's relevant state Indigenous Chamber of Commerce,

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etc. and the engagement of relevant industry proponent for Indigenous Vendor recommendations;

- Indigenous stakeholder engagement approach;
- Indigenous employment plans, education and training; and
- Any other criteria as required.

### 8.3 Ongoing support

CPP is committed to endorsing future economic and employment opportunities with Indigenous Vendors by:

- Utilisation of localised Indigenous businesses (commensurate with project locations); and
- Promoting successful partnerships within CPP.

### 8.4 Strategic Vendor partnerships

To deepen understanding and collaboration, CPP will continue to propose partnerships with successful Indigenous Vendors to form uniform and business wide, mutually agreeable framework agreements for ongoing utilisation by CPP.

## 9 Improvements and initiatives

### 9.1 Improved social outcomes

CPP understands the importance of endorsing and promoting improved social outcomes for Indigenous people, personnel and Vendors by supporting:

- Capacity building initiatives within Indigenous communities to enhance their participation in renewable energy projects;
- Investments into regional / remote communities lacking adequate infrastructure for support facilities to enhance resilience and ensure the ongoing safety and well-being of residents; and
- Negotiations for fair and equitable benefit sharing arrangements that provide direct economic benefits to localised communities and businesses, such as revenue sharing, royalties or equity ownership in renewable energy projects.

### 9.2 Strategic initiatives

CPP is committed to forging and building mutually beneficial relationships with Indigenous Vendors, as identified throughout the project teams as successfully performing services, works or supply of goods.

A Procurement managed register of current and emerging relationships with established Indigenous Vendors is available on CPP's intranet (the Volt) and an extract can be made available on request.

## **10 Responsibilities**

CPP Procurement is the owner of this document and is responsible for:

- Leading the IIC;
- Providing input and feedback to the relevant internal key stakeholders; and
- Updates and improvements to the IIF.

CPP's IIC provides input and suggested strategies for future improvements.

The CPP business supports, endorses and communicates the IIF.

## **11 Related Documents**

Diversity and Inclusion Policy ([Appendix A](#))

[Quanta Services Incorporated \(QSI\) Code of Conduct](#)



Appendix A

DIVERSITY & INCLUSION POLICY

*Consolidated Power Projects Australia Pty Ltd (CPP) is committed to providing an inclusive workplace that is free from discrimination, bullying and harassment. CPP is committed to ensuring that all employees have equal access to employment opportunities within the workplace.*

Our Vision

Our vision is to realise the value that the experience, skills, knowledge and strengths a diverse and inclusive workforce can deliver for our business. These benefits help us to build strong and lasting relationships with our colleagues and customers, and also support an innovative culture that makes better decisions for our business.

Our Principles

- ❖ We are dedicated to the fair and respectful treatment of all workers.
- ❖ We actively pursue the best person for employment and promotion irrespective of race, religion, ethnicity, gender or sexual orientation.
- ❖ To maintain industry best practice in association with CPP’s core values of teamwork, integrity, innovation, and sustainability.
- ❖ To be intentional about bringing equity and diversity to our business.
- ❖ We are committed to continually improving employment practices to ensure flexibility in accommodating the changing needs of our workers.

To achieve these principles, we ...

- ❖ Promote the need for a safe and healthy work environment.
- ❖ Communicate the CPP Diversity and Inclusion Policy and related procedures to all workers and relevant stakeholders.
- ❖ Ensure decisions regarding recruitment, development, promotion and remuneration are based on merit and without regard to race, religion, age, ethnicity, gender or sexual orientation
- ❖ Embrace responsibility and accountability.
- ❖ Utilise local communities and services where practicable.

COMMITMENT

I am committed to ensuring that this policy is communicated, understood, accepted and successfully implemented.

President

Wallie van Hoving

Signature



Date

March 2024

