

HEALING COUNTRY

LIBERTY INDUSTRIAL ABORIGINAL ENGAGEMENT PLAN

INTEGRATED CAPABILITY
RESPONSIBLE DECOMMISSIONING
CLOSURE & ASSET LIABILITY
CONSULTING RISK MANAGEMENT
ENGINEERED SOLUTIONS
3D SIMULATION & MODELING
LIBERTY DISMANTLING
ASSET RECOVERY SYNCHRONISED
SAFETY DECONSTRUCTION
RESOURCE RECOVERY CYCLING
INDUSTRIAL EXCELLENCE
DELIVERY HIGH REACH
SUSTAINABLE DEMOLITION
MECHANISMS & INDUCED
COLLAPSE SPECIALISED
CONTRACTING DECONTAMINATION
& INDUSTRIAL CLOSURE
REMEDIATION ENVIRONMENTAL
STEWARDS RISK MITIGATION
GROUND & WASTE TREATMENT
WASTE MANAGEMENT & DISPOSAL
INTERNATIONALLY ACCREDITED



**In the spirit of reconciliation Liberty Industrial acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.
These are the lands we work to heal and the people we listen, reflect and share with.
We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.**

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Healing Country: Our First Nation Engagement Framework

Liberty Industrial is an award-winning industrial deconstruction and remediation contractor. We responsibly dismantle & remove infrastructure and associated structures using methods aligned with the circular economy, recycling and repurposing materials, carefully managing and removing hazardous materials, waste and biohazards, then remediating and rehabilitating the lands. Our business is fundamentally sustainable, clearing the path for a sustainable future by returning land and water to its natural state. This is our way of healing the land.

We recognise and place great importance on First Nation Cultural Heritage, understanding the profound significance of specific places and objects that represent a deep cultural connection to their history and country – for the people.

This is why we call our First Nation Engagement Framework “Healing Country”. By healing the land and water we are brought closer to understanding the connection First Nation people have to their country and with that understanding we work towards meaningful engagement with First Nation people.



Knowledge of the land and what it was before development is in the hands of the First Nation people, whose connection to the country and local creation stories draw on memories spanning more than 60,000 years. Creation stories provide important information about culture, values, people, animals and the environment, and are passed down from generation to generation through storytelling. These stories of the past paint the picture of the future.

We recognise that a once thriving culture and country has been damaged through ignorance, abuse and cruelty over many generations. Liberty Industrial believes that all individuals, projects, companies, regulatory bodies and governments have a responsibility to recognise these wrongdoings and their impact on First Nation people and their country.

Our approach to Healing Country is reflective of our company culture and brings to life our values of People, Mutual Value, Sustainability, Excellence, Innovation and Safety. Healing Country is about building respectful relationships that harness the knowledge and experience of both local Traditional Owners and Liberty Industrial employees to prepare and rehabilitate land. Healing Country builds upon our Corporate Social Responsibility (CSR) framework which not only focuses on the environment, it has at its heart a strong desire to support community growth and economic strength, promote education and employment, and support sustainable wellbeing and respect.



Liberty Industrial's Healing Country framework is uniquely tailored to suit the distinct requirements of each community and our project. As part of our vision we have developed fundamental CSR pillars and key actions which are guided by five principles:

By incorporating these fundamental principles, Liberty Industrial aims to advance sustainable outcomes that contribute to safe and healthy communities beyond the life of the project.



Objectives

Liberty Industrial recognises and places great importance on First Nation Cultural Heritage, understanding the profound significance of specific places and objects that represent a deep cultural connection to their history and land.

THE OBJECTIVES OF THE HEALING COUNTRY FIRST NATION ENGAGEMENT PLAN FOR OUR PROJECTS ARE AS FOLLOWS:

- Consulting early and regularly with local First Nation community members, agencies, and businesses to foster a mutual understanding of interests and aspirations for both parties.
- Employing First Nation people throughout the lifecycle of our projects, dependent on the phase and scope of the specific project;
- Forging partnerships with agencies specialising in First Nation recruitment and future mentoring support.
- Strengthening the cultural capability of our people leaders and team members, as well as the cultural safety of Liberty Industrial for Aboriginal employees.
- Achieving 3% number of subcontractors and a total project spend of 1.75% of value of subcontracts with local and First Nation businesses and suppliers across the scope of our projects, in alignment with the Commonwealth Indigenous Procurement Policy.
- Complying with relevant legislation and raising awareness among all staff regarding the procedures in place.
- Minimising and avoiding any disturbance to First Nation sites, whether known or unknown.
- Collaborating closely with the client and interested stakeholders to safeguard and maintain cultural heritage across our projects, as required.

By understanding these objectives, Liberty Industrial aims to not only meet project goals but also build meaningful and respectful relationships with the community, honouring their cultural heritage and values throughout our project's lifecycle.



Approach

Liberty Industrial's approach recognises the importance of establishing respectful and enduring relationships with local and First Nation communities for the success of our business, especially in situations where First Nation communities are in close proximity to upcoming project sites governed by native title or special land use agreements.

This approach consists of 5 elements that reflect the culture and leadership capability within our organisation and is underpinned by our evolving awareness and understanding of First Nation culture:

- Engage early
- Elder to Leader engagement
- Listen, reflect and share
- Engage with meaning

Essential to engaging with meaning is to recognise and respect the diversity that exists within the broader First Nation community. While common interests may be present, what is applicable in one community may not necessarily apply in another. Through mutual respect and understanding, we aim to co-create a positive and inclusive environment that benefits all parties involved and are tailored to the specific requirements of the local community.

“WE HAVE SPENT OVER \$6MILLION DOLLARS WITH FIRST NATION SUPPLIERS AND 4% OF OUR EMPLOYEES IDENTIFY AS ABORIGINAL OR TORRES STRAIT ISLANDER”

A culturally sensitive work environment, calls for all employees to undergo Cultural Awareness Training. Our developing training strategy is tailored to the specific audience, taking into account their level of involvement and influence in the management and engagement of our local and First Nation workforce.



The primary objective of this training is to educate non-First Nation employees about the history of First Nation people in Australia and to raise awareness of the diversity that exists within the local and First Nation community, thereby emphasising the differing needs of First Nation employees and partners. We do this by:

- Providing insights into the historical impact and enduring effects of past policies on First Nation communities.
- Demonstrating how to foster cooperation and build stronger working relationships between local and First Nation people, family groups, and representatives of Liberty Industrial.
- Stepping through a comprehensive overview of Liberty Industrial's Healing Country First Nation Engagement Framework.
- Garnering support from key individuals within Liberty Industrial to endorse and uphold our commitments under the Healing Country First Nation Engagement Framework.
- Identifying local Traditional Owners.
- Understanding the nuances of the local culture.

- Recognising significant sites within the locality.
- Learning of Aboriginal Heritage Management procedures and its application within the context of specific project footprint

This training plays a crucial role in ensuring that our workforce is well-informed, culturally sensitive, and fully aligned with our commitment to meaningful and inclusive engagement with First Nation communities.

Healthy and productive relationships evolve with time and as some projects may take years to complete, we recognise that regular connection maintains the communication channels open, continues to build trust, ensures engagement activities are relevant and meaningful and provides the opportunity to adjust overall objectives.

When we engage, we engage regularly as part of an overall plan laid out at the appropriate time. The plan includes actions, targets, key performance indicators and regular check-in points established in consultation with First Nation Elders. The dialogue is ongoing however the underpinning framework provides structure to the conversations to ensure progress continues and alignment is maintained.



Employment Opportunities

As Liberty Industrial develops client project proposals, scope of works and supporting functions, we identify the roles necessary for the successful delivery of the projects. As part of our engagement we raise awareness of upcoming vacancies with the community enabling the appropriate roles to be filled by local people. We are committed to running workshops to ensure potential candidates fully understand the requirements and expectations of the roles and the training and development they will receive.

We aim to create a robust local First Nation talent pool through community networks, employee referrals, and utilising local recruitment centres.

These channels aid Liberty Industrial to identify potential local and First Nation employees who possess the skills and interest in working with us, with careful consideration given to the following criteria:

- Ensuring that applicants meet appropriate literacy and numeracy standards.
- Giving preference to candidates with previous work experience or a history of employment.

- Prioritising applicants who have participated in work readiness initiatives recently.
- Considering applicants who have recently completed their secondary education.
- Ensuring applicants can meet minimum standards for drug and alcohol screening and fitness for work requirements.

At the appropriate time, to encourage a diverse pool of applicants, job advertisements include language that encourages candidates from culturally diverse backgrounds, including Aboriginal and Torres Strait Islander people, to apply for positions. We consult with our clients to determine which roles may become redundant as a result of closure operations, to find local people with transferrable skills whom Liberty Industrial can employ on projects. Our jobs are permanent and full time providing long term employment and financial security for employees who perform well and seek a long-term career with Liberty Industrial.



By diligently and continually curating this talent pool Liberty Industrial streamlines the hiring process and actively engages with suitable candidates from the local First Nation community.

This initiative reinforces our commitment to providing employment opportunities to those who meet the required criteria and are well-prepared for successful careers within our organisation.

However, Liberty Industrial acknowledges that while employing First Nation individuals does have its challenges, the true challenge lies in retaining them once employed. To address this challenge, we have in place appropriate support structures that encourage First Nation individuals to perform their roles effectively and with genuine interest. Our commitment is to provide the necessary resources and guidance to ensure their success, thereby cultivating a workforce that is both diverse and fulfilled. Through these dedicated efforts, we foster a workplace culture that values and invests in the professional growth and well-being of all team members, contributing to the long-term success of both our employees and our projects.



ACTIVITIES THAT FORM THE FOUNDATION OF OUR RETENTION STRATEGIES ENCOMPASS:

- Establishment of culturally appropriate recruitment and onboarding systems to ensure that the process is sensitive to the cultural needs and values of First Nation individuals
 - Ensuring policies, systems and processes allow for addressing cultural practices and norms
 - Providing appropriate training to management, supervisors, and people and culture business partners to effectively manage in a culturally sensitive manner, fostering an inclusive and respectful work environment
 - Addressing cultural diversity in the workplace and actively eliminating harassment and prejudice to create a safe and welcoming atmosphere for all employees
 - Ensuring that all non-First Nation employees participate in Cultural Awareness Training and, when relevant, Heritage Management training to promote understanding and respect within the workforce
 - Garnering support and involvement from the entire workforce in embracing and fulfilling our commitments under our Healing Country First Nation Engagement Framework
 - Recognising achievements and celebrating successes, both at the individual and company level, to foster a positive and motivating workplace culture
 - Advising First Nation employees of available learning and development opportunities to encourage continuous growth and skill enhancement.
- By implementing these activities, Liberty Industrial aims to create a workplace that nurtures the well-being, growth, and professional development of all employees, with particular attention to supporting and retaining First Nation individuals. This approach aligns with our commitment to fostering an inclusive and supportive work environment, where diversity is celebrated and every team member is valued for their unique contributions.



Traineeships

Liberty Industrial has adopted an employment readiness and trainee program that empowers First Nation and local people to unlock the growth potential of their community and local economy. The program delivers Resources and Infrastructure Industry nationally recognised qualifications delivered through TAFE in partnership with The Pivot Institute.

The program is adaptable and caters to a wide range of skills and experience from those who have never worked on site or a project to seasoned, skilled workers. Participants gain invaluable skills and knowledge, enabling their meaningful participation in site closure and rehabilitation activities and leaving them with transferable skills to other industries and for future jobs.

An individual's ability to engage in the labour market is influenced by their level of education. The program is designed to provide a stepping stone to employment through block sessions aligned to Resources and Infrastructure Industry Certificate levels I to III.

The most successful training initiatives tend to be on-the-job programs which combine an element of formal training and on-site mentoring. Liberty Industrial engages an agreed number of trainees and supports them through their formal Certificate I to III training and assess and verify their competency on the job. In addition they will receive further in-house training to develop additional skills to operate heavy plant equipment and oxy-cut.

Traineeships are one of the ways we leave a sustainability legacy that goes beyond the project sites to providing sustainable capacity-building opportunities for the local communities we work in.



CASE STUDY: TRAINEESHIP AT ARGYLE DIAMOND MINE CLOSURE

Liberty Industrial has developed a comprehensive training and capacity building program to improve the availability of competent and suitably qualified people at our Argyle Diamond Mine Closure Project, located in the remote East Kimberley region of Western Australia.

Traineeships, like those offered at the Argyle Diamond Mine Closure project, combine training and paid employment leading to a nationally recognised qualification. Most trainees will move directly to full-time employment within Liberty Industrial, while others may progress to an Apprenticeship program.

We believe it is our privilege to provide career opportunities to the First Nation youth of the Kimberley and to further develop their skills within our unique Industry.

As part of a working partnership with our client, we are delivering the project with just over 15% of the workforce identified from the local First Nation communities. The project also involves extensive Cultural Awareness and Diversity Training for all project team members delivered by respected Miriwoong and Gija Traditional Owners.



In mid-2021, Liberty Industrial offered full-time Traineeships to a number of enthusiastic First Nation locals. They are currently completing their site-based Demolition Traineeships with a focus on plant and equipment operation and Health, Safety, Environment and Quality (HSEQ). When asked about their favourite part of working as a member of the demolition team at the Argyle Diamond Mine Site, one trainee shared:

“WE ARE A TRUSTED PART OF THE PROJECT TEAM. WE WERE GIVEN THE RESPONSIBILITY TO PROTECT THE BOAB TREES AND BOREHOLES ACROSS THE DEMOLITION SITE... NOT EVERY DAY IS THE SAME. WE CAN DO A RANGE OF DIFFERENT TASKS BETWEEN EACH WEEK (OR EVEN EACH DAY)!”

With ambitions to become mobile plant equipment operators, their experience using the equipment started by jumping into the state-of-the-art Volvo Simulator to complete the virtual modules. Over two years they have progressed to competently operate Telehandlers and Excavators. They also received oxy-cutting training and have developed their skills on the job oxy-cutting in the scrap yard. In addition, they have received their Non-Friable Asbestos ticket and are now working on the Argyle pipeline removal works.

Trainees are mentored through the standard practices of the mining and construction industries such as pre-task hazard assessments such as JSEA's, SWP's, Take 5's, SWMS's & Permits. We teach them how to manage their exposure to and interaction across different work fronts, radio communications and develop their understanding of heavy vehicle protocols. As with all work sites, culture is of utmost importance and trainee development starts with safety culture and respectful culture, setting standards for behaviour, communication and leadership.



Local and First Nation Procurement

At Liberty Industrial, our commitment is to facilitate full, fair, and equitable access to our project procurement opportunities for local and First Nation businesses. Central to this commitment is our priority to identify subcontracting and supplier opportunities and actively seek expressions of interest from local and First Nation businesses that possess the capability and capacity to deliver the required services and/or products.

Through transparent and inclusive procurement practices, we aim to strengthen local and First Nation businesses, providing them with a level playing field to compete and participate in our projects' supply chains. Through meaningful partnerships and collaborations, we strive to enhance economic growth within the local and First Nation communities, thereby contributing to sustainable development and shared prosperity. Our dedication to local and First Nation procurement reflects our core values of people, sustainability, and mutual value for the communities in which we operate.

Actions to strengthen and uplift local Traditional Owner businesses, enhancing their access to procurement opportunities and promoting meaningful engagement within our projects include:

- Conducting information sessions and individual meetings with local Traditional Owner businesses to provide guidance and assistance.
- Implementing specific marketing and promotional activities tailored to elevate the visibility and opportunities for local traditional owner businesses.
- Establishing a collaborative working relationship to actively seek and promote contracting opportunities on their behalf.
- Ensuring that local traditional owner businesses have a comprehensive understanding of the registration, pre-qualification, and Liberty Industrial procurement procedures.



In the project preparation phase, the project management team is provided with a list of suppliers for the known products and services that will need to be procured to successfully deliver the project. After engaging with the local Traditional Owner businesses, the list is compiled by the Procurement team who not only provide our national suppliers, they source local suppliers utilising local community chamber of commerce and industry, local Traditional Owner directory and contacts, the Supply Nation database, and other state or national business directories.

This approach enables Liberty Industrial to build lasting partnerships with local and First Nation businesses, while simultaneously making a positive impact on community and individual's economic development and growth. Our commitment to diversity, inclusivity, and community strength underscores every aspect of our procurement practices, aligning with our broader goals of responsible and sustainable project delivery



Partnerships

When our leaders engage early with the local Traditional Owners to listen, reflect and share we deliver unique solutions to support local community economic prosperity beyond the life of the project. Joint Venture partnerships provide mutually beneficial services with financial backing that build capability through training, mentoring and knowledge sharing. Then when we complete the project, we leave a legacy of capable local First Nation people who have a viable business to manage into the future.

CASE STUDY: HIRE AGREEMENT WITH GUMATJ TRADITIONAL OWNERS CORPORATION

The Gove Refinery Closure Project is Liberty Industrial's largest demolition project located at the Rio Tinto Alumina Refinery on the Gove Peninsula in Arnhem Land ... Gumatj Country.

Prior to winning the project, with the support of Rio Tinto the Liberty Industrial Directors, Simon Gill and Clinton Dick met with the Gumatj Corporation CEO, Klaus Helm to uncover opportunities to work together. These initial discussions centred on listening to develop an understanding of where the Corporation was heading when the refinery and mine is gone and the land is handed back to the Gumatj people. In the past many business ideas had come and gone with little coming to fruition.

Most project engagements with local First Nation people start with the offer of employment. However throughout the discussions it became apparent that direct employment was not a preferred option. The safety of the Gumatj people came first, and given the inherent risk associated with demolition work along with potential exposure to unfamiliar hazards, direct employment was deemed unviable.



As discussions progressed over a number of meetings, the idea arose for the Gumatj Corporation to provide plant & equipment on a dry hire basis on the project. There was a need for water trucks, dump trucks and smaller excavators and this equipment would be of use to the Gumatj Corporation in other current and future projects.

After refining the details, within weeks of the Gove Refinery Closure Project commencing an equipment hire deal was struck with the Gumatj Corporation. Liberty sourced all equipment and final quotes from suppliers, mobilised the equipment to site and performs the maintenance, service and repair in accordance with OEM standards. And in the future, when the hire period expires, the Gumatj Corporation will own the equipment and Liberty Industrial will deliver the equipment to the Gumatj workshop in the nearby Gove township along with complete equipment maintenance records.

What makes this engagement a success is the agreement established up front that aligns to the Liberty Industrial Healing Country approach:

- All long-term hire equipment and labour hire opportunities are offered to the Gumatj Corporation who have the first right of refusal
- We listen to the First Nation people and decisions made by the Gumatj Corporation are respected and final
- Leader to leader engagement
- Connection is in person and informal.



Supplier Multiplier: Major Subcontractors

Inclusive procurement practices provide opportunities to diverse businesses that in turn provide greater representation, employment and economic advancement for First Nation people, women and minority communities. The spend with diverse businesses is spent again on payroll, goods and services, and with other Tier 2 suppliers in their supply chains. This amalgamated spending creates a multiplier effect in the local economy through additional purchases made by suppliers and their employees. This helps the communities where they live and work, continue to grow and prosper, hence the Supplier Multiplier.

As a crucial component of our subcontracting arrangements, Liberty Industrial ensures that its major subcontractors involved in our projects are fully aware of our commitment to local and First Nation economic prosperity. We encourage and support subcontractors to actively participate in employment, procurement and community initiatives specifically designed to create opportunities and prosperity for local and First Nation individuals.

Subcontractors are required to demonstrate their dedication to this commitment by formulating their own comprehensive First Nation engagement plan that is reviewed, tracked and reported as part of the project. This plan encompasses an Opportunities Register that requires:

- Identification of positions, traineeships, etc within their workforce that will be specifically targeted for local and First Nation employees, including recruitment strategies.
- Identification of procurement opportunities within the local community.
- Likely social investments they commit to delivering.

By adhering to these guidelines, subcontractors participate in the multiplier effect, developing an inclusive and diverse workforce that embraces the valuable contributions of local and First Nation individuals, aligning with Liberty Industrial's vision for meaningful engagement with the community. Through collaborative efforts with our subcontractors, we aim to create a positive and lasting impact on the local and First Nation landscape, promoting economic growth and enhancing the project's overall success.



Measuring and Evaluation

At Liberty Industrial, we are firmly dedicated to conducting annual evaluations of our Healing Country First Nation Engagement Framework to ensure continuous progress, transparency, and comprehensive data collection. Through regular assessments, we aim to measure the effectiveness of our engagement strategies and initiatives with the First Nation community. Key Measurement indicators include but not limited to:

COMMUNITY GROWTH AND RELATIONSHIPS

- Quantitative: number of steer committee engagements per year
- Qualitative: cohesion of relationship

ECONOMIC STRENGTH AND FINANCIAL PROSPERITY

- Quantitative: the dollar amount invested into community organisations and programs including significant calendar dates.
- Qualitative: spread of investments across diverse community organisations and programs

EDUCATION PROMOTION AND GOVERNANCE

- Quantitative: completion rate of cultural awareness program internally, enrolment in education pathways and retention
- Qualitative: genuine engagement and recording of project stories of success

SUSTAINABLE WELLBEING AND RESPECT

- Quantitative: the number of engagements with stakeholders across the project footprint
- Qualitative: feedback to measure of the integrity of company branding and recording of project stories of success

The data collected through these evaluations helps us to refine our approach, strengthen our partnerships, and continuously enhance our engagement practices with First Nation communities. We recognise the significance of being proactive and adaptive to the evolving needs and aspirations of the community we serve.



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