



KAEFER

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**ENERGY & MINING
PREMIER'S AWARDS**

KAEFER SCAFFOLD TRAINEESHIP

Providing a Platform for a More Diverse Workforce



Section A - Elevator Pitch

In early-2020, KAEFER Integrated Services (KAEFER) was engaged by BHP to provide site-wide scaffolding and rope access services at the Olympic Dam Mine.

In the early stages of the contract, KAEFER initiated a scaffold traineeship program. This was modelled on the United Kingdom's Scaffold Apprenticeship to provide trainees with a comprehensive development pathway.

The program was targeted at local Roxby Downs residents, with the aim of introducing young people from diverse backgrounds to the Resources industry.

To support a more diverse workforce, KAEFER also introduced initiatives such as return to work programs complemented by job sharing, flexible work arrangements and additional maternity leave allowances.

The scaffold traineeship program has seen sustained success since its implementation, with **8** female scaffolders acquiring their intermediate scaffold qualification, **3** of these attaining their advanced qualification and a further **2** currently in progress, in what is traditionally a male-dominated occupation.



Section B - Criteria 1: Demonstrated Outcomes

KAEFER is committed to advancing inclusion and wellbeing in the workplace. We have several corporate programs in place aimed at maximising diversity, including female representation targets as well as our Reconciliation Action Plan (at “Innovate” stage) to drive First Nations employee and business engagement. Aligned with our organisational commitments, KAEFER agreed several key performance indicators (KPIs) with BHP to drive maximisation of local content and gender diversity on the contract.

The Scaffold Traineeship Program was pioneered by KAEFER’s Olympic Dam Contract Manager, Scott Salmon. The program is a 36-month scaffold traineeship modelled on the United Kingdom’s Scaffold Apprenticeship, where participants progress from basic through to advanced scaffolding qualification. The program includes comprehensive practical and theoretical elements under a mentorship arrangement, thoroughly preparing participants for a career in scaffolding.

Scaffolding is an occupation traditionally dominated by males, with females accounting for just **1%** participation in 2021 (source: *Australian Federal Government Jobs and Skills – Australia’s Labour Market Insights*).

While this is a significant discrepancy, it also presented the potential to create significant employment opportunities for local people from diverse backgrounds who may not have otherwise considered a career in Scaffolding or the Resources sector. As a result, KAEFER decided to target the traineeship program towards females as well as those from diverse backgrounds.

Scott and the Olympic Dam team recognised that we would need to implement flexible arrangements for the scaffolding role to attract and retain female employees. To this end, KAEFER adopted several initiatives including flexible work arrangements, alternative work duties, additional maternity leave allowances and a robust return to work program.

In late-2020, KAEFER embarked on a recruitment drive for scaffold trainees, targeted at women living in Roxby Downs. This led to an initial intake of **5** female trainees, who commenced the program in January 2021. A second intake of **5** female trainees began their traineeships in April 2022.

Demonstrated Outcomes

To date, the Scaffold Traineeship Program has achieved the following:

- > **8** female trainees who have progressed to Intermediate Scaffolders.
- > **3** female trainees who have completed the program and gained their national accreditation as Advanced Scaffolders.
- > **2** Indigenous trainees who progressed to Intermediate Scaffolders.
- > **2** female trainees currently completing the program.
- > Contributed to increasing female participation on the Olympic Dam Access contract to **18%**.



Case Study

Parewai Thomas

Parewai Thomas was one of the first trainees to join the program, having previously been employed in a Sentry position at Olympic Dam. Since joining KAEFER, Parewai has proven to be a valuable member of the team, showing huge growth in her professional and personal development. She has demonstrated strong analytical skills as well as technical skills in scoping scaffold jobs. Under the guidance of her traineeship supervisor and with the support of her peers, Parewai successfully completed the program in September 2022. Having progressed to an Advanced Scaffer, Parewai continues to be an integral part of the OD Access Services team.

Section B – Criteria 2: Demonstrated Application

As previously referenced, scaffolding has traditionally been an occupation with significantly low levels of female participation – **as little as 1% based on 2021 labour market figures**. In the early stages of the Olympic Dam Access Services contract, KAEFER identified our targeted in-house traineeship program as a key opportunity to increase female participation (in line with our corporate and contract commitments for increasing female representation).

Scaffold qualifications in Australia are attained through short training programs (5 days for Basic, 4 days for Intermediate and Advanced). KAEFER's Olympic Dam traineeship however opts for a 36-month program modelled on the United Kingdom's Scaffold Apprenticeship, partly inspired by Contract Manager, Scott Salmon's own experience. Commenting on the benefits of the program, Scott remarks: "KAEFER's in-depth traineeship allows participants to be guided by an experienced mentor in a site-based setting while working towards attaining formal scaffold qualifications."

The program includes a number of training modules, with participants assessed against practical and theoretical components as they progress. Scott continues: "KAEFER's Scaffold Traineeship goes above and beyond standard scaffolding qualifications, ensuring successful participants are thoroughly equipped for a career in scaffolding."

KAEFER's customised program has also enabled us to implement flexible arrangements tailored to individuals' requirements. This has included:

- > Job sharing, alternative work duties and flexible work arrangements.
- > Maternity leave allowances in addition to standard regulations – KAEFER offers an additional 8 weeks, bringing total coverage to 26 weeks.
- > Robust return to work program – KAEFER is currently participating in the Federal Government Department of Education, Skills & Employment's Career Revive Program. The national program supports employers in attracting and retaining women returning to work after a career break. The program involves expert consultation, with business processes and culture benchmarked and an action plan put in place to ensure industry best practices are implemented.

KAEFER believes the customised mentoring approach of the Traineeship, combined with flexible arrangements, have been key to the program's success in attracting, developing and retaining high numbers of female scaffolders.

Future Outcomes

We believe this model can be replicated successfully in other locations and it has already inspired other regions of KAEFER's national operations. In April 2022 a 12-week Scaffold Cadetship program was launched at our Naval Base Facility, with much of the training content adopted from the Olympic Dam Traineeship. A similar cadetship program was also completed at our Gladstone Facility in mid-2020. Both locations saw high levels of female participation (**4** trainees at Naval Base and **2** trainees at Gladstone).



Scaffold Cadetship at KAEFER's Naval Base Facility



Case Study

Victoria Catanzariti

Victoria Catanzariti joined the Olympic Dam Traineeship program after previously being employed in an office role in Adelaide. In 2022, Victoria fell pregnant while completing her traineeship. After completing a risk assessment, the business decided scaffolding duties would be too risky for Victoria during her pregnancy and facilitated a shift to an administrative role, where she worked until going on maternity leave in December 2022. KAEFER supported Victoria throughout her maternity leave and return to work, recently re-commencing her traineeship.

Section B - Criteria 3: Ongoing Commitment

Identifying Challenges

KAEFER recognises the need to continue to maximise female participation in our work as well as the wider industries we operate in. Embracing this commitment, KAEFER agreed key performance indicators (KPIs) with BHP to drive maximisation of local content and gender diversity on the contract. This presented a challenge to our Access Services team in attracting females to traditionally male-dominated roles.

Separately, the onset of the COVID-19 global pandemic presented further challenges for the Resources sector in South Australia, significantly impacting both operators and contractors in terms of constrained supply chains and reduced workforce availability from interstate.

These combined challenges reiterated the need for a locally-focused people strategy. With limited availability of interstate workers and an imperative to maximise female representation on site, KAEFER's contract team recognised we would need to create a tailored program. The Scaffold Traineeship (and associated recruitment campaigns) were designed to create a work environment that is more accessible to people from diverse backgrounds. KAEFER saw this approach as providing benefits across multiple factors:

- > Service Execution - Developing a high-performing team on-site through upskilling.
- > Community - Creating employment opportunities for local Roxby Downs people.
- > Social - Fostering an inclusive working culture on site.

Organisational Commitment

KAEFER put in place several measures to ensure accountability and success of the program, including:

- > Contract Leadership - KAEFER's Contract Manager, Scott Salmon, has led the implementation of the program. Scott's technical and local knowledge have been instrumental in the program's success. Scott has over 25 years' experience in management and supervisory roles, which includes over 10 years' experience working at Olympic Dam and in Roxby Downs.

- > Dedicated Recruitment & Mobilisation Team - KAEFER has a team of recruitment and mobilisation specialists in place dedicated to our Olympic Dam operations. This team is responsible for attracting local personnel as well as ensuring a smooth onboarding and mobilisation process for applicants.
- > Mentoring approach - each trainee is assigned a mentor as part of the program, facilitating one-on-one coaching as participants progress through the program.
- > Flexible arrangements to cater for a diverse workforce - job sharing, alternative work duties, additional maternity leave and return to work programs.

Demonstrated Outcomes

The success of the program can be seen through its impressive completion rate – all **8** trainees who commenced the program have attained their intermediate scaffolder qualification (another **2** currently in progress), with **3** further progressing to their advanced qualification.

The traineeship has also inspired success across our national operations, with workshop-based Scaffold Cadetship programs conducted at our Naval Base Facility in Western Australia (pictured below) and Gladstone Facility in Queensland. These Cadetships were also targeted at introducing people from diverse backgrounds to scaffolding. Leveraging similar training content and the mentoring approach of the Olympic Dam Traineeship, both Cadetship Programs saw high levels of female participation.





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