



100% Australian Family Owned

SERVICES TO THE MINING INDUSTRY

**Labour Hire | Recruitment |
Traffic Management | Training**



Introduction

Lack Group has a well-established track record of partnering with our clients to successfully deliver our services across the Construction, Infrastructure, Mining, Government, and Private sectors.

Our vision is to be our client's number one provider (supplier of choice) in the provision of our services and we are dedicated to providing our clients with complete, practical and flexible solutions to enhance their productivity and operational performance

Through our strategic partnership approach, our unique service platform and support structure this individualised approach enables us to be entrenched in the systems, ideals, planning and our client's ways of working. We create and deliver tailored solutions to add real value to their businesses.

Mining Intent

Our company's national growth strategy is to focus on potential opportunities for increasing our business service offerings, market territory and expand our service regions.

Mining has been identified for some time as an important milestone in this progression, which would involve detailed planning and focus on our transitional and stabilisation plans.

In the early days we provided minor supplementary personnel and recruitment services to Mining or Gas companies predominately based in Queensland. The supply requirement was mainly centred around operators and boilermakers.

The Global Financial Crisis (GFC) and the downturn in mining expansion projects resulted in extremely limited opportunities to gain any real traction and being relatively inexperienced in volume supply, we placed the mining expansion program on hold.

This coincided with a boom in the construction industry and predominately around Sydney, and we focused our efforts on delivery these opportunities and furthering our long-term relationships with long term roads, maintenance and energy clients.

The Company has a reputation for developing cost effective and reliable relationships with its clients and experienced strong financial success during this period, and we are now in the position to commence the execution of our strategy to focus on supply to the Mining industry.

Traffic Management

Lack Group is a registered Traffic Management company having successfully partnered with a broad range of clients including small utility and horticulture services; major road maintenance service providers; large corporate construction projects; and with several Tier 1 clients on some of Australia's largest infrastructure projects.

Our Traffic Management services and solutions include:

- Design and implementation of traffic management plans, traffic guidance schemes, traffic control plans and road occupancy licences & permit applications;
- Supply and installation of fixed and temporary advance warning signage;
- Incident response services;
- Event management; and
- Supply of traffic control personnel, devices, equipment and vehicles.



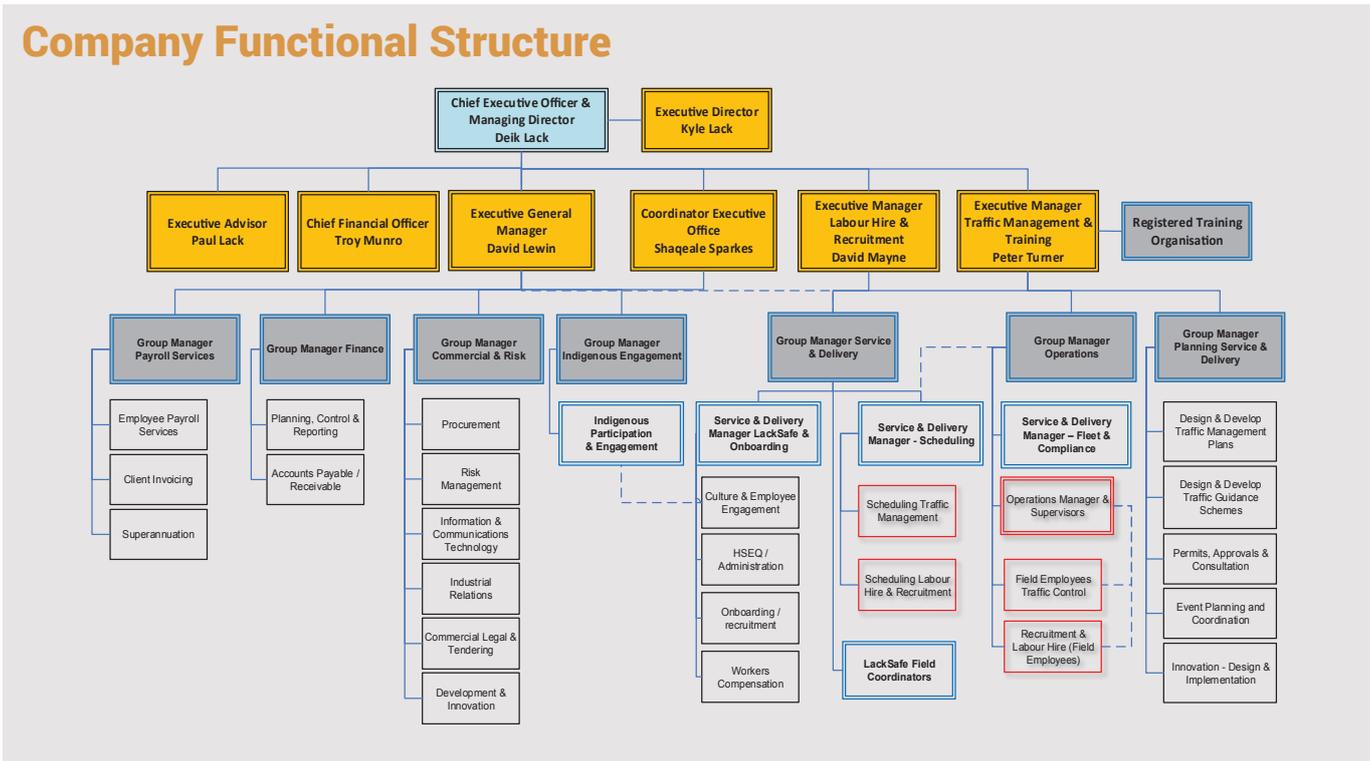
Recruitment & Labour Hire

We have a reputation that sets the standard in quality, expertise and reliability for delivering recruitment and labour hire solutions. Our quality permanent and temporary personnel solutions capture a wide range of role disciplines and skills classifications to deliver against our client's requirements.

With robust and scalable service delivery methodologies, we ensure that we can assist you in meeting your workforce objectives in a timely and efficient manner.

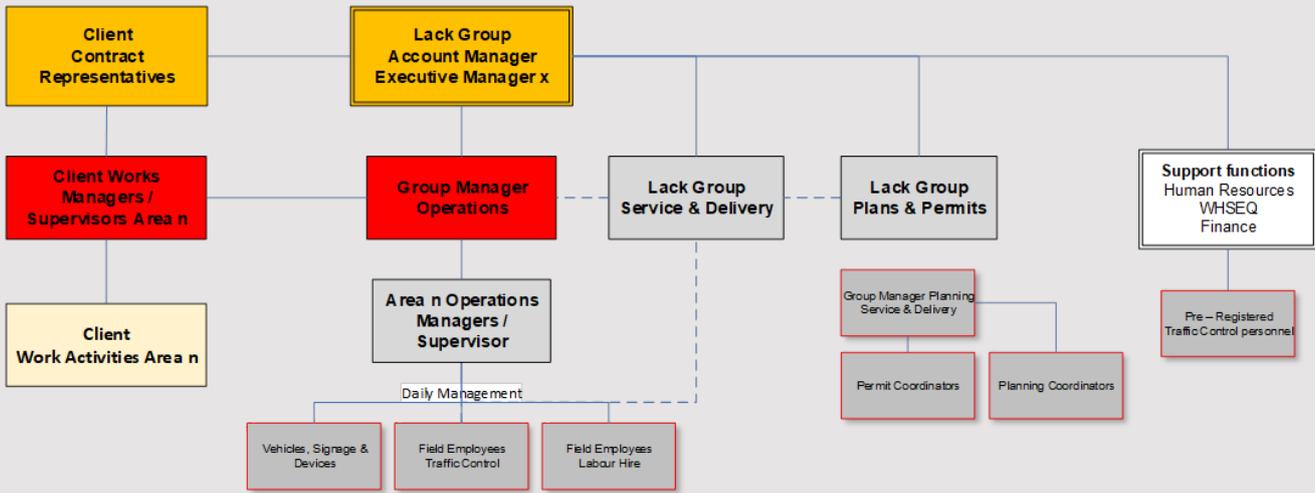
Role Types

- General Management, Maintenance, Production & Technical Superintendents, Technical Contracts Manager, Project Management, Quality Management, WHS Management, Environmental Management, Technical Executive, Technical Director, Human Resource Management, Administration, Risk Manager, Environmental Planners.
- Geologists, Metallurgists, Surveyors, Purchasing & Procurement (Technical), Estimators, Quantity Surveyors, Planners & Schedulers, Technical Writers, Technical Trainer, Technical Contracts, Technical Logistics., Safety Engineers, Environmental Engineer, WHS Advisors, Environmental Advisors.
- Mechanical Fitters, Maintenance Fitters, Electrical Fitters, Electricians, Instrumentation Fitters, Welders Coded, Boiler Makers, Serviceperson/Mechanic, Diesel Fitters, Carpenters, Shop Fitters, Concreters, Riggers & Scaffolders, Tunnellers, Track & Rail Workers.
- Roller Driver, Water Cart, Excavators, Dump Truck, Mobile Plant, Fixed Plant, Crane Operators, Dragline Operators, Mine Workers. Labourers, T/A's, Safety Observers, Traffic Controllers, Production Workers, Process Workers, Field Assistants, Foreman/Supervisors.



Delivery Structure

Example Delivery Structure is illustrated below showing key relationship functionality.



What is our approach?

Business Partnership Approach, your business is our business!

We aim to be entrenched in the systems, ideals, planning and our client's ways of working. (Best for project methodology/framework).

Our proven performance, knowledge and expertise authenticates our ability and effectiveness in achieving the needs of large and small-scale solutions.

We are an operational company where our employees are career / delivery focused being rewarded on salary and not driven by incentives, commissions or bonus regimes.

There is no boundary of limitations set with our agility to move and align to client requirements being underpinned by the structure of our organisation and ease of access to the decision makers. We are there when our clients need us.

Account Manager (Executive Manager)

The Executive Managers are relationship based and will ensure the alignment of a project support structure, both operationally and administratively ensuring the effectiveness and alignment for functional efficiency.

Lack Group intend to engage and establish a partnership approach with your project team and the wider organisation to ensure adequate resourcing levels and suitability of supply is achieved for supplementary labour requirements.

The Executive Managers have end to end authority and responsibility to ensure delivery against your project's requirements.

Account / Project Responsibilities

It is the responsibility of all Lack Group employees to apply the requirements of the Integrated Management System and the defined customer quality assurance requirements for the delivery of all work related to this contract.

Contract responsibilities will be assigned and disseminated for project deliverables which shall include; On-Time Management, Cost Management, Quality, Work Health & Safety and Environmental Management, Supplier and Subcontractor Relations Industrial Relations, Communications and Reporting on Performance.

Operations

100% Australian based our support platform operates 24 hours per day 7 days per week, which consists of centralised operations functionality supported by the regional (area assigned) offices. The purpose is to concentrate around “a centre of excellence” whereas the outputs for our client are consistently provided to meet expectations and requirements, with local on-ground support.

People

Our permanent and supplementary personnel solutions capture a wide range of role disciplines and skills classifications to deliver against our client’s requirements. We have robust and scalable service delivery methodologies which ensure that we can assist our clients in meeting their workforce objectives in a timely and efficient manner.

We have implemented rigid screening processes which enhances our ability to attract and retain quality employees.

Starting from our base pool of pre-registered candidates in preparation to mobilise any substantial requirements on successful award of works, our workforce planning is based upon a simple process of identifying the demand and supply requirements in the form of a gap analysis or workforce schedule, then to develop and implement a strategy and set of actions to meet the agreed schedule.

A vital component of our workforce planning is early engagement; enabling us to tailor a structured mobilisation plan, and ongoing resource scheduling / planning.

Enterprise Resource Management System – Manstat

Lack Group utilise a software program “ManStat” for Workforce Management, integrating Human Resources, Client Relationship Management, resource management (allocations / rostering / equipment), billing and payroll functions.

Manstat simplifies the task of managing and controlling staff, reducing risk by removing the reliance on any one individual’s knowledge base and introducing management by exception.

Registered Training Organisation - Competency and Training

Skilled and suitably qualified employees are a necessary condition for the success of our businesses.

The foundation for this is created by consistent qualification of all employees and executives.

As a component of our strategic plan we are establishing a Registered Training Organisation (RTO). The intended purpose is to invest and equip our people with the qualification and competencies to ensure our clients have the best possible resources to meet their skills classifications.

Once established will intend to offer this service to our clients and eventually offer external training as a revenue stream.





Diversity, Engagement and Inclusion

We are an organisation that truly leads from the top in respect of diversity and engagement.

Our workforce demographic consists of employees from many aspects of the community. We encourage all potential candidates, who are qualified to perform the job requirements to apply for opportunities we offer, and from time to time target individual sectors.

Currently we are focusing on three key initiatives

- Encouraging women in construction to apply for non-traditional roles;
- Aboriginal & Torres Strait Islander engagement strategy; and
- Young and new entrant mentoring program.

Performance

Opportunities for Aboriginal people	
Purchasing from Aboriginal businesses	Lack Group is a register Aboriginal business with Supply Nation Our purchases are mainly vehicles, signage and devices; ITC PPE and general office supplies. We have not identified any suppliers relevant to the quantity of our supply that are at least 50% Aboriginal owned.
Employment of Aboriginal and/or Torres Strait Islander people	20.69% of FTE Workforce Maxima our key partner in a national network
Women's equality and safety	
Women in non-traditional trades/professions	37.67% of FTE Workforce
Adoption of family violence	Our Enterprise Agreements and Employment Contracts have provisions for Domestic and Family Violence Leave and various support services. This is available to all employees.
Diversity & Inclusion	
Young people (under 25) employed	13.28% of FTE Workforce
People with a disability	1.2% of FTE Workforce Maxima our key partner in a national network
Purchasing from Australian Disability Enterprises	Our purchases are mainly vehicles, signage and devices; ITC PPE and general office supplies. We have not identified any Australian Disability Enterprises that can provide our requirements.
People from culturally and linguistically diverse backgrounds	18.6% of FTE Workforce
Total number of long-term unemployed people	6.8% of FTE Workforce

Women in Non-Traditional Roles – Construction

Our Founder, Diane Lack built Lack Group from the initial dream to the Company that it is today. Diane's legacy - taking on the challenge of being a female CEO and Director in a non-traditional landscape, had been in the construction industry for around 21 years.

Our talent attraction program encourages women to apply for non-traditional roles in the construction industry by promoting the opportunities for women, and the information and support that they need. We have noticed a significant increase in the percentage ratio of women to men. We are proud that across the Lack Group women occupy in excess of 30% of our total workforce.

Aboriginal and Torres Strait Islander Engagement Strategy

Lack Group acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Lack Group is a proud Registered Supplier with Supply Nation, Australia's first Indigenous supplier diversity council dedicated to growing the work opportunities available and by facilitating connections between Indigenous businesses and our members' procurement departments across Australia.



We are committed to improving employment opportunities for Aboriginal and Torres Strait Islander people as detailed in our Aboriginal and Torres Strait Islander Engagement Strategy.

This strategy is underpinned by four principles:

Partnerships | Community Participation | Capacity Building | Sustainability.

Maxima Business Partnership

Maxima is a not-for-profit specialist in helping employers create diverse workforces that improve business results.

Maxima continues to be a key partner in a national network of Vocational Training and Education Centres (VTECs) and has built a reputation as an employer of choice.

Opportunities for Aboriginal People

Lack Group intend to build our relationships with Aboriginal and Torres Strait Islander people, organisations and communities, and educate our staff to better understand the importance of these relationship. We have recently agreed to arrangements with Maxima, with the vision to be a National Partnership Program.

Maxima is passionate about helping Aboriginal and Torres Strait Islander people learn new skills and secure rewarding jobs, and our partnership with Maxim creates an avenue for entry into the construction industry.

Maxima has a large network of industry contacts and work with community to identify and develop quality candidates in order to support them into meaningful employment.

Opportunities for people with disability

We are committed to inclusion and appreciate the percentage Australians that have some form of disability and our partnership with Maxima extends to the being our disability employment provider.

Maxima is a not-for-profit specialist in helping employers create diverse workforces that improve business results.

Maxima is one of the country's fast-growing Federal Government's Disability Employment Services (DES) providers and consistently enjoy a five-star performance rating from the Federal Government.

Young and Inexperienced

For young and inexperienced workers in the construction industry, we have implemented a planned and managed transitional system.

The key components are based on a mentoring (buddy) assignment and a work readiness support platform. The intention is similar to a young worker toolkit which is aimed at encouraging actions that build the capabilities of young workers to be safe and productive at work, rather than just relying on them to speak up or ask the right questions.

On initial assignments a LackSafe Field Coordinator is assigned to provide advice, direction and support to our new employee, until the Coordinator is satisfied that they are competent to undertake the assigned tasks and activities.



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