Tasmanian Industry Participation Plan

Contract 4100 – Consultant Services Panel for Transport and Civil Infrastructure

The Tasmanian Government is committed to maximising opportunities for local suppliers to compete for and win Government contracts. Suppliers/proponents are requested to prepare a Tasmanian Industry Participation Plan (TIPP):

- for all procurements with a value exceeding $5 million;
- for nominated procurements (at the discretion of the procuring Government entity) greater than $2 million and up to (and including) $5 million; and
- for private sector projects valued at over $5 million that receive support, including in-kind support, valued at or greater than $500 000 from the Government.

Procurement/Project details

Procurement/Project ID	Contract 4100
Procurement/Project title	Consultant Services Panel for Transport and Civil Infrastructure
Name of Responsible Agency/Entity	Department of State Growth

Supplier details

Name of supplier	Pitt & Sherry (Operations) Pty Ltd
Contact details for supplier	Ross Mannering Po Box 94 Hobart Tas 7001 stategrowth@pittsh.com.au

Are you a Tasmanian SME*? Do you employ Tasmanians?

pitt&sherry is a private consulting firm employing 304 permanent employees across Australia, with 144 of these based in Tasmania. We are an employee-owned firm, with a total of 52 shareholders, with 29 shareholders (or 56%) being residents of Tasmania. Our workforce has a diverse and deep range of knowledge, skills, experience, and cultural backgrounds that helps us deliver contemporary and fit for purpose outcomes to the Department of State Growth and the Tasmanian community. 33% of our workforce are females, and we are

committed to fostering a culture of diversity and inclusion as a key part to our business strategy.

We work together to deliver professional services across most sectors of the State's economy, covering all geographical regions of Tasmania, including its cities, towns, and smaller settlements. Recent projects we have undertaken that demonstrate our Tasmanian geographic reach includes road safety improvements to the Lyell Highway between Queenstown and Strahan, ongoing asset management support to the Port Arthur Historic Site and establishment of new water supply reservoirs at Rosebery, Coles Bay, Triabunna and Tunbridge.

At pitt&sherry, we are dedicated to driving the economic development of Tasmania through our comprehensive range of services and long-standing presence in the region. Having started in Devonport and now in its 61st year with established offices in Hobart, Launceston, and Devonport, pitt&sherry is part of Tasmania's DNA. Our diverse expertise spans across engineering, environmental and stakeholder consulting as well as project management, enabling us to support various sectors of the State's economy. We make important contributions to the transport, building, construction, mining, forestry, manufacturing, aquaculture, food processing, irrigation, water and sewerage, land development, community infrastructure, tourism, energy, health, and education sectors; primarily through our professional services, project management and asset management, and also through our policy, strategic and statutory planning and building surveying services.

Over the years, we have established a stable and reliable presence in Tasmania, which has fostered trust and collaboration with our employees, local communities and businesses. Our commitment to growth is evident in our continuous investment in our people, ensuring they continue to have the skills and knowledge to deliver innovative and sustainable solutions. By focusing on both the immediate and long-term needs of Tasmania, we have successfully contributed to numerous projects that have had a positive economic impact, from infrastructure development to environmental conservation initiatives including the New Bridgewater Bridge and South East Traffic Solution projects. Our dedication to excellence and community engagement positions us as a key partner in the ongoing growth and prosperity of Tasmania.

How many Tasmanian jobs will be supported by this procurement activity?

pitt&sherry employs 144 permanent employees across our Hobart, Launceston and Devonport offices. Of this workforce, 55 staff are based in Launceston and Devonport, providing significant economic benefit to these areas outside of the capital city. pitt&sherry’s involvement in Contract 4100 would support retention of these Tasmanian employee numbers.

Of pitt&sherry’s current Tasmanian based employee numbers, approximately 60 have been involved in the delivery of services associated with Contract 3100 and we would expect this level of involvement to increase under Contract 4100 based on the infrastructure investment forecasts outlined in the tender documents.

pitt&sherry's employee and owner presence in Tasmania will see multiplier effects on income and Gross State Product (GSP) remain within the State to the greatest possible extent. This direct impact, or 'spend' has beneficial flow-on economic impacts on Tasmania's economy. The turnover of any business indirectly supports positive economic impacts such as employment and growth with our contribution currently being approximately $18.6M/year through operational expenditure on employee remuneration, $5.4M on local subconsultants and subcontractors and $1.0 on operating expenditure.

Additionally, this direct impact or 'spend' has beneficial flow-on economic impacts on Tasmania's economy. The turnover of any business indirectly supports positive economic impacts such as employment and economic growth. The location of these indirect impacts is complicated to track. However, they are greatest within the state economy that first receives the spending of the business and its employees and suppliers. Accordingly, much of the indirect impact of pitt&sherry's business will flow into the Tasmanian economy. Likewise, pitt&sherry's employee and owner presence in Tasmania will see the multiplier effects on income and Gross State Product remain within the State to the greatest possible extent.

In contrast, potential Department of State Growth spending on 'out of State' suppliers would result in much of the direct and indirect economic impact which is generated by that activity leaking interstate, or overseas in the case of multi-nationals. This will be the case even for suppliers who maintain a Tasmanian office as a relatively small component of a large national workforce and where company ownership is essentially concentrated outside of Tasmania.

Provide an estimate of the number of labour hours worked by Tasmanian-based employees versus other employees.

Over the five year duration of Contract 3100 approximately 325,000 labour hours were worked by Tasmanian-based employees. Based on the infrastructure investment forecast outlined in the tender documents we would expect the total Tasmanian based hours worked under Contract 4100 to be in the order of 195,000 hours over three years or 325,000 hours over five years noting that the Department's expected Capital Infrastructure spend over the next five years is expected to be similar to 2024/2025.

Would any new Tasmanian jobs be created by the proposed contract - how many?

pitt&sherry has a growth strategy for Tasmania over the next five years, which aims to grow our already significant sized Tasmanian based workforce by 15%. This growth, which would be supported by the continuation of our work with the Department of State Growth, would result in an additional 22 Tasmanian employees joining pitt&sherry and contributing to the Tasmanian economy.

If you are not a Tasmanian SME, will you be setting up a local Tasmanian office and employing local staff?

pitt&sherry already have three established offices across Hobart, Launceston and Devonport which collectively employ 144 employees. A key part of pitt&sherry's

delivery model is to employee local staff, and in particular to employ staff in locations close to the client's office and close to where on the ground works are required. Accordingly, pitt&sherry's involvement in Contract 4100 would not only sustain the 144 currently employed Tasmanian based staff, but could also be expected to facilitate the employment of a further 22 Tasmanian based employees as outlined above.

Where are the goods or services to be used in the contract sourced from?

Does your business provide all the goods and services identified in your submission?

pitt&sherry will provide the majority of the services that will be procured under Contract 4100 using employees based in Tasmania. As outlined above, this will maximise the benefit to the Tasmanian economy of pitt&sherry's involvement in Contract 4100. Of the services that will be procured under Contract 4100, pitt&sherry has identified the following specialist services that will need to be procured from subcontractors:

• Topographic and cadastral survey

• Specialist flora and fauna surveys

• Specialist Aboriginal and historic heritage assessments

• Intelligent Traffic System design

These services will be sourced locally wherever possible inline with our Purchasing and Procurement Policy.

If not, will the goods or services identified in your submission be provided by or sourced from Tasmanian SMEs? If possible, provide a list.

Of the services that we will source from outside our organisation, all of them will be sourced from organisations that have a local presence and employ Tasmanians wherever possible. The key organisations we expect to procure these services from are as follows:

• Topographic and cadastral survey – Veris, PDA

• Specialist flora and fauna surveys – North Barker Ecosystem Services (NBES)

• Specialist Aboriginal and historic heritage assessments – Cultural Heritage Management Australia (CHMA)

• Intelligent Traffic System design – Frontline Electrical and Sage Automation.

PDA, NBES, CHMA and Frontline are local Tasmanian businesses and Veris has a significant local presence.

Provide an estimate of the value of locally sourced goods and services versus imported.

In the last three years pitt&sherry's spend on Tasmanian based subconsultants and suppliers associated with the delivery of Department of State Growth projects procured under Contract 3100 was approximately $5.4M. Our overall spend was $7.5M. Based on the forecast infrastructure spend outlined in the tender documents we would expect the spend under Contract 4100 on Tasmanian based subconsultants and suppliers to be approximately $3.9M over three years or $6.5M over five years.

Outline how your submission will incorporate local products, services and capabilities.

As mentioned above, pitt&sherry will provide the majority of the services expected to be required through the delivery of Contract 4100 using Tasmanian based employees, subcontractors and subconsultants. The use of Tasmanian based employees, subcontractors and subconsultants will be a particular focus as these service suppliers all have experience in providing these services for the Department of State Growth using Tasmanian based employees, ensuring capability continuity and growth directly benefits the Tasmanian economy.

Opportunity for Tasmanian SME* involvement

Will you source components of your offer from other Tasmanian SMEs or sub-contractors? If possible, provide details.

As outlined above, the key areas where we expect to engage subcontractors are in the following areas:

• Topographic and cadastral survey

• Specialist flora and fauna surveys

• Specialist Aboriginal and historic heritage assessments

• Intelligent Traffic System design

The topographic and cadastral survey, specialist flora and fauna surveys and Aboriginal and historic heritage assessment services will all be procured from Tasmanian businesses. For Intelligent Traffic System design a portion of these services will be sourced from Frontline Electrical who are a Tasmanian business. A small component of the Intelligent Traffic System design services will be procured from Sage who are not a Tasmanian business. This is due to the specialist nature of these services. Due to the increasing demand for Intelligent Traffic System design on transport infrastructure projects, pitt&sherry would be

seeking to bring these services inhouse using Tasmanian based employees over the duration of Contract 4100.

How will you identify and engage with Tasmanian sub-contractors or other Tasmanian SMEs to deliver the contract? Will you use existing supply chains or advertise sub-contracting or supply opportunities? Will you liaise with local industry groups?

Where the engagement of subcontractors other than those Tasmanian based suppliers already nominated is required, we will wherever possible seek to utilise existing supply chains which we have established through our involvement in Contract 2220 and Contract 3100. This approach aligns with our Purchasing and Procurement Policy which forms part of our third party accredited Information Management System (IMS). We will also utilise our extensive local network and liaise with local industry groups where needed. Through pitt&sherry's delivery of Contract 2220 and 3100 we have developed strong relationships with locally based service providers which we will endeavour to continue to support should we be successful in securing a role on the Contract 4100 panel.

How will you ensure that Tasmanian SMEs are not disadvantaged when competing with other suppliers to provide goods or services to be used as a part of this contract?

As outlined above, pitt&sherry will seek to utilise locally based suppliers wherever possible in line with our Purchasing and Procurement Policy. Compliance with these requirements will be checked as part of our internal project audit process, ensuring that this commitment is actioned. Compliance will be demonstrated to the Department through the quality processes associated with Contract 4100.

Are there opportunities to transfer skills to a Tasmanian SME or sub-contractor?

Over the duration of Contract 3100 pitt&sherry has played a significant role in assisting Tasmanian SMEs to access Department of State Growth project work and therefore gain skills and knowledge associated with the Department's needs. Tasmanian SMEs and locally based subcontractors we have supported under Contract 3100 include:

- Veris
- Ecomarine Consulting
- Elgin Associates Pty Ltd
- DC Plant Hire & Maintenance
- North Barker Ecosystem Services
- University of Tasmania
- Stornoway Maintenance Pty Ltd

- Utility Detection & Mapping Pty Ltd
- Rare Earth CMT Laboratories Pty Ltd
- Qual Tech
- KMR Drilling
- Peacock Darcey and Anderson (PDA) Pty Ltd
- Concrete Sawing & Drilling Tas
- CHMA Pty Ltd
- BYA Architects
- Latitude Heritage Pty Ltd
- Susan Small Landscape Architects
- 2xf Advice Pty Ltd
- Aquate Pty Ltd
- Paneltec Pty Ltd
- Channel Mooring Maintenance
- Wildseed Tasmania
- Archer’s Underground
- DCS Civil Tas Pty Ltd
- Spidertech
- Tasmanian Drilling Services
- Hardings Hot Mix Pty Ltd
- NME Services
- Hazell Bros Group
- Austral Tasmania
- Helicopter Resources Pty Ltd
- C5 Pro Solutions
- Williams Earthmoving Pty Ltd
- Radian Surveying Pty Ltd

• TasSpan Pty Ltd

• G R Webb Consulting

• ERA Planning Pty Ltd

• ADG Laboratories

• Entura

• BridgePro Engineering Pty Ltd

• Iclimb Tree Solutions

•Elite Protective Services

• Equality Building

• Philip Jackson Arborist

• Nu-Jet

• LMRS Pty Ltd

Should pitt&sherry be appointed to Contract 4100 we would expect to support a similarly broad range of locally based subcontractors which would enhance knowledge and skills development resulting in Tasmanian economic benefit over the life of the contract. pitt&sherry's use of local subcontractors will assist with retention of knowledge within Tasmania providing long term economic benefit.

Broader social and economic opportunities

Are there any other benefits that your organisation or this specific contract will provide to the Tasmanian economy?

Last year pitt&sherry spent approximately $1.1M on cleaning services, vehicle maintenance, security and rent associated with operation of our Hobart, Launceston and Devonport offices. All of this expenditure went to Tasmanian based businesses, supporting the Tasmanian economy. Should pitt&sherry be appointed to Contract 4100 we would expect to continue this annual spend, which would result in $3.5M of expenditure over three years or $6.0M over five years based on CPI of 3%.

How will this contract lead to new skills or expertise being developed within Tasmania?

At pitt&sherry, we are committed to investing in the skills and expertise of our workforce in Tasmania through a comprehensive program for the immediate and the long-term. Our employee developmental approach supports early career development through to senior professionals. It is supported by talent and

succession planning, and mobility solutions for an agile workforce to meet our goals.

We make a substantial financial commitment to the development of knowledge and skills in Tasmania through our scholarship, internship, vacation employment, and work experience programs. Our Tasmania dedicated programs include:

• The Tasmanian Leaders Program (TLP) and the I-Lead Industry Leadership Enterprise and Development Program offered through Tasmanian Leaders. Tasmanian Leaders is a leadership development organisation that helps develop leaders to support greater economic, social and environmental wellbeing for Tasmania. Tasmanian Leaders is supported by the Tasmanian Government through the Department of State Growth, and since its inception we have sponsored the TLP and supported >15 of our people to complete both programs. These programs are fundamental to our annual talent and succession planning processes, enabling us to develop future Tasmanian leaders.

• An annual scholarship offered to University of Tasmania students studying either engineering or sciences. These scholarships including financial support for the remainder of their students, 12 weeks paid vocational employment and the opportunity for full time employment on graduation. Since commencement of the scholarship program nine undergraduates have participated in the program and gone onto become graduate employees within our Tasmanian business.

• We are a full partner of the PRIMED program, where the overarching goal is to provide employment to every engineering student. This represents an innovative collaboration between the University of Tasmania's School of Engineering and the engineering industry.

• Our IGNITE program brings together fifty Year 9 and 10 female students in Tasmania to learn from engineers, scientists and leads in STEM. We appreciate the importance of the role we play in promoting STEM as an exciting field of study and employment for our children.

pitt&sherry is committed to providing opportunities for the best young minds in Tasmania to develop their careers by working on challenging projects that accelerate their learning. Our approach to learning and development is designed so our workforce remains highly skilled and capable of meeting the needs of changing conditions and the unique requirements of Tasmania.

pitt&sherry's national initiatives also include embarking on a First Nations scholarship and other social responsibility initiatives linked to our Reflect RAP (endorsed by Reconciliation Australia in November 2024). The First Nations scholarship will provide financial support, workplace experience and an opportunity for employment for a First Nations tertiary student completing a degree in the fields of engineering, earth sciences or any of our enabling services (including accounting, legal, marketing, communications, safety and people and culture). In addition, we will also be offering traineeships for First Nations people looking for employment in our enabling services.

In 2024 we launched the Accelerated Leadership Program designed to cultivate the next generation of leaders within pitt&sherry from a diverse background. The program supports one Tasmanian future leader out of two this year. This initiative provides a unique opportunity to develop leadership skills and gain valuable experience. The program offers a range of opportunities such as tailored mentorship, executive and board exposure, professional development via Consult Australia's Future Leader Program or Tasmanian Leadership Program and the AICD's Foundations of Directorship course.

In addition, we are proud of our many localised Tasmanian initiatives including Our "Up the Hills for Peter" initiative which brings people into the State, boosting the economy and raising money for a legacy piece and the wider economy, aligning with our operating principles of 'being big enough to deliver, small enough to care'. We also engage in pro bono work for various events around the State and lecture at the University of Tasmania, supporting education from grassroots through the entire lifecycle.

Will trainees or apprentices be appointed? If yes, how many and in which profession?

As part of our early careers approach, over the past five years we have supported nine undergraduates with scholarships to support their study, with a total of 15 UTAS graduates joining our offices in Launceston, Hobart and Devonport over the last 5 years. Should we be successful in securing a position on the Contract 4100 panel contract for Categories A, B & C we would expect this level of support of trainees to continue at similar levels.

pitt&sherry's involvement in Contract 4100 would directly assist the Tasmanian Government to deliver its Tasmanian Skills Plan which was published in November 2024. pitt&sherry's road and bridge design capability combined with our civil and structural drafting expertise is highly reliant on accessing Tasmanian based employees that have undergone Vocational Education and Training (VET). pitt&sherry's commitment to employing Tasmanians to work on projects for the Department of State Growth would see pitt&sherry support the provision of VET courses within Tasmania which will ultimately result in the training and retention of young people in Tasmania.

Describe any opportunities for pathways to employment for disadvantaged Tasmanians that your organisation would provide as a result of this contract.

At pitt&sherry reconciliation is about forging deep, respectful relationships that nurture a culture of value and respect for all. As a professional services firm, we recognise that reconciliation is integral to our mission as we strive towards contributing to positive social outcomes in Tasmania. In late 2024 Reconciliation Australia endorsed our Reflect RAP, and in early 2025 we became an active member of Reconciliation Tasmania.

As a large employer in the state, we understand the important role we play in offering employment opportunities for First Nations people, including the opportunity for learning and development. As described previously, our

reconciliation program includes offering a First Nations scholarship and other social responsibility initiatives. The First Nations scholarship will provide financial support, workplace experience and an opportunity for employment for a First Nations tertiary student, and in addition we will also be offering traineeships for First Nations people looking for employment in our enabling services.

In addition to direct employment opportunities, our RAP commitment includes engaging with Tasmanian First Nations service providers to support our Hobart, Launceston and Devonport offices. Furthermore, our growing relationships with multiple First Nations organisations is leading to opportunities to support delivery on our client's projects across the state, leading to further indirect employment opportunities.

Describe any support for the Tasmanian community, for example through formal support, sponsorship, volunteering or in-kind support that your organisation would provide as a result of this contract?

pitt&sherry recognise the importance of actively contributing to the broader Tasmanian community and encourage our staff to participate in Local and National Industry, and Community Boards and Associations. A selection of our recent past and current representation is detailed below:

• Department of Treasury & Finance - Central Procurement Board member – set up to increase local content (ministerial advisory function)

• Champion – Tasmanian Leaders Program

• Board Member – StudentWorks

• Australian Water Association, Tasmanian Branch Committee Member

• Member of UTas School of Engineering External Advisory Council

• Local Chamber of Commerce membership

• Australian Institute of Building surveyors committee roles

• Board Member – Tasmanian Minerals, Manufacturing & Energy Council (TMEC)
Australian Water Association, Tasmanian Branch Committee Member

• Assisting with supervision of post graduate student projects at the University of Tasmania

• Consult Australia, Tasmanian Committee Chair

• Engineers Australia, Tasmanian Division Committee Member

• Young Engineers Australia, Tasmanian Committee Chair

• Australian Temporary Works Association, Committee Member

• Staff representation on numerous Primary, Secondary & Tertiary Boards/Institutions as well as various sporting, community & recreational associations

Local innovative solutions

Does your submission involve adding value to imported goods or services through local development or innovation?

pitt&sherry is an industry leader in transport infrastructure design and is highly focussed on adopting innovation to improve the skills and efficiency of our Tasmanian based employees. A recent example of this is the utilisation of Bentley OpenRoads and LumenRT to develop fly through 3D visualisations and photomontages to support stakeholder and community engagement activities. One of pitt&sherry's senior road design technicians who is based in our Hobart office utilised resources from Bentley to develop visualisations and photomontages for the Midway Point Causeway Duplication project. This was the first time that these new software platforms had been used for this purpose in Tasmania. Having now learnt to use these skills, our senior road design technician is now teaching our other Tasmanian based design technicians how to use this technology.

During the delivery of Contract 3100 pitt&sherry purchased a Pangani drill rig to support our geotechnical investigation capability. Having purchased this highly sophisticated drill rig from Italy, pitt&sherry has trained its Tasmanian based engineering geologists in its use and is utilising it on Tasmanian based infrastructure projects. Through this process, pitt&sherry has decreased the spend on interstate drilling operators, providing additional benefits to the Tasmanian economy.

Is your organisation developing strategies to provide goods or services to the Tasmanian economy that have historically been imported from interstate or overseas?

As mentioned extensively throughout this Economic and Social Benefits Statement, pitt&sherry has three offices in Tasmania and employs 144 permanent Tasmanian employees. Should pitt&sherry be successful in securing a position on the Contract 4100 panel, we would expect to sustain this existing Tasmanian employee base as well as grow our Tasmanian based employee numbers, continuing our significant contribution to the Tasmanian economy.

Should pitt&sherry not be successful in securing a position on the Contract 4100 panel, many of these Tasmanian based employees would be redundant and the delivery of their workload likely replaced with either interstate or international resources from non-Tasmanian based businesses as there are there are no other Tasmanian based businesses that have the size and diversity of skills that

pitt&shery offers. The detrimental effect this would have on the Tasmanian economy both from a financial and skills capacity perspective would be significant and cannot be overstated.

pitt&sherry has demonstrated employee stability with minimal disruption to our workforce despite changing external labour market requirements. Our voluntary national annual rolling attrition rate is 15.7%, and in Tasmania, we have a voluntary rolling annual attrition rate of 12.5%. We have maintained a strong balance of gender diversity, ensuring a gender-balanced workforce and successfully retain our top talent. pitt&sherry's involvement in Contract 4100 combined with our focus on employee retention would ensure that the benefits that pitt&sherry currently provides to the Tasmanian economy and broader community would be maintained.

Does your organisation offer any innovative solutions that might benefit the broader Tasmanian community and economy? Provide details.

A key innovation of pitt&sherry's offer is our ability to provide coverage of all the areas of expertise required by the Department under Contract 4100 predominantly using Tasmanian based employees. This offering is unique and the multiplier effects for the Tasmanian economy based on this business model is significant. Many of the other consultants that will submit a tender for Contract 4100 will be reliant on a significant number of resources that are not Tasmanian based resulting in minimal contribution to the Tasmanian economy both financially and from a knowledge and skills capacity perspective.

Examples of the unique skills that pitt&sherry has inhouse using Tasmanian based employees includes:

• Geotechnical investigations and design

• Stakeholder and community engagement

• Bridge strengthening design

• Deflectograph testing and pavement rehabilitation design

• Visualisation and animation development for infrastructure projects; and

• Mesoscopic traffic modelling using AIMSUN software.

pitt&sherry's involvement in Contract 4100 would see these unique skills retained within Tasmania enabling the Tasmanian Government to utilise them efficiently with flow on benefits to the Tasmanian economy.

Completed and endorsed	Ross Mannering - General Manage Transport Tasmania ..... (Name and position – print) Pitt & Sherry (Operations) Pty. Ltd ..... (Supplier name) ..... (Signature) 20...../08...../2025 (Date)

*A Tasmanian SME is a Tasmanian business employing less than 200 people