B. TASMANIAN INDUSTRY PARTICIPATION PLAN (TIPP)

Tasmanian Industry Participation Plan

IS-789: Kings Meadows Community Health Centre Redevelopment

The Tasmanian Government is committed to maximising opportunities for local suppliers to compete for and win Government contracts. For applicable procurements, the preferred supplier is required to prepare a Tasmanian Industry Participation Plan (TIPP) prior to contract award:

- 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	IS-789
Procurement/Project title	Kings Meadows Community Health Centre Redevelopment
Name of Responsible Agency/Entity	Department of Health

Supplier details

Name of supplier	SHAPE AUSTRALIA PTY LIMITED
Contact details for supplier	Tom Sparkes – General Manager SHAPE Australia – Tasmania 0418502733

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

SHAPE Tasmania currently employs 19 Tasmanian Local employees, with further local employment anticipated in the next few months. Operating from our Hobart office located at 11 Morrison St Hobart- in the iconic Flour Mill Building. Our local team has supported our Tasmania operations revenue of circa $20million to date, which aligns our Tasmanian operations proportionally to a medium size business.

SHAPE primarily employees permanent, full-time employees. In the exceptions where market demands exceed the branches resources, the leadership team will pursue additional employment solutions for full time permanent Tasmanian employees to rectify its resource capacity.

Each project is unique in its documentation, scope and programme, and for this project SHAPE estimate the project outcomes to be:

• Tasmanian jobs to be supported by this procurement activity = **48 No of workers required (on average / week)**
• Labour hours to be worked by Tasmanian-based employees = **29092 (approximately)**
• Tasmanian jobs created by the proposed contract = **8 (approximately)**

SHAPE's branch configuration is designed to strategically match the experience, scale, and capability of a national builder with the dynamic, friendly, and community-driven impact of our local teams on the ground. It's incredibly important to us that we build with local context through local relationships to provide a better outcome for our clients and the Tasmanian community.
SHAPE is a nationwide, ASX-listed fit-out and construction services business with a team of more than 700 people working across all capital cities and a number of large regional centres.

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

SHAPE will be subcontracting all trade materials and labour to Tasmanian based commercial trade SME's. The following is a list of preferred contractors for the Kings Meadows Community Health Centre Redevelopment (Stage 1) project:

Trade	Subcontractor	Approx Value	Location
Demolition	Demolition Solutions Tasmania	$56,000.00	Hobart
Civil/Earthworks	Digga Excavations	$526,000.00	Launceston
Concrete	Creative Concrete	$655,000.00	Launceston
Masonry	Barratt Masonry	$180,000.00	Hobart
Structural Steel	Crisp Brothers	$67,600.00	Launceston
Roofing	Skyline Roofing	$138,933.00	Launceston
Windows/Glazing	GP Glass	$194,550.00	Devonport
Carpentry	AXJ Carpentry	$277,000.00	Launceston
Doors & Hardware	Access Hardware	$88,000.00	Launceston
Floor Finishes	Choices Flooring Launceston	$131,000.00	Launceston
Plaster	Plastering Solutions	$290,000.00	Launceston
Joinery	Launceston Kitchen Centre	$88,000.00	Launceston
Painting	Breens Painting	$62,000.00	Launceston
Electrical	ILUME	$871,908.00	Launceston
Hydraulics	Cooke and Dowsett	$1,300,000.00	Hobart
Mechanical	Degree C	$821,000.00	Launceston

Opportunity for Tasmanian SME* involvement

With over 18 months of project delivery experience in Tasmania, SHAPE's locally based team has developed strong knowledge of the regional subcontractor market, available resources, and supplier capabilities. These insights enable us to collaborate effectively with trades and structure packages that enhance local employment and engagement — including breaking down trade packages to allow smaller subcontractors to participate in larger projects.

SHAPE operates in alignment with project design documentation, specifications, and scopes of work, which guide our engagement with local industry. During the pre-construction phase, our team partners with the design team to identify opportunities, assess impacts, and maximise participation from Tasmanian trades and suppliers.

Local businesses are always given the opportunity to tender, as they typically offer shorter lead times, strong compliance with Australian Standards, and promote local employment. Compared to interstate or international providers, local industry generally presents a lower risk profile and is therefore preferred when all other factors are equal.

SHAPE's supply chain is a vital extension of our capabilities, and we strive to reflect our positive culture through our operations and team conduct. Our strongest impact on the Tasmanian economy comes from our relationships with local subcontractors and suppliers. To ensure "Perfect Delivery" and a great customer experience, our team actively engages with local industry, managing a supplier database that is predominantly composed of local, state, and national businesses.

During the trade tendering process, SHAPE places strong emphasis on engaging the Tasmanian supply chain. Our team continuously identifies capable and competitive local businesses to supply goods and services. To support this, SHAPE has developed and distributes a Request for Prequalification (RFPQ) and a Supplier Information Guide titled *WHSEQ Requirements for Subcontractors and Other Service Providers*, which outlines our expectations regarding environment, health, safety, quality, procurement, and corporate responsibility. We are also committed to working with regional advocacy groups to identify available local resources and maximise procurement opportunities within Tasmania.

Case Study: Department of Health Project – Hobart

On a recent TasGov project for the Department of Health in Hobart, SHAPE actively engaged with local SMEs and resources, delivering significant benefits to both the project and the community. This approach supported project objectives and strengthened our partnership with the Department of Health. Key outcomes included:

- Over 90% of trades employed were Tasmanian-based.
- Local contractors were engaged for hydraulics, furniture/workstations, appliances, mechanical, signage, fire, electrical, slab scanning, concrete cutting, bin hire, site signage, tiling, cleaning, door installation, carpeting, and painting — all sourced from the Hobart area.
- Materials and services were procured locally from Drillcut Hobart and nearby hardware stores.
- Local cafés provided catering for meetings and daily staff purchases via project coffee accounts.

- A Tasman Peninsula-based transport company was engaged for material deliveries.
- A Tasmanian-based waste management contractor handled all waste removal.

This project exemplifies SHAPE's commitment to supporting the Tasmanian economy through meaningful local engagement and procurement.

SHAPE's Local Tasmanian based team, is supported by the executive team, corporate services, along with the SHAPE National Sporting Peer Review Team which has been assigned for this important project for **Kings Meadows Community Health Centre Redevelopment (Stage 1) project** which will foster travel from the mainland regularly, generating local revenue through our visiting personnel by way of:

- Flights and Accommodation; flying into Hobart and booking accommodation.
- Hiring vehicles at the local airport for easy transportation during the visits.
- Spending at local supermarkets close to the Hotels for their breakfasts and lunches as shown on map.
- Dining out regularly at local eateries such as those shown on the map within a 5km radius.
- Our employees supporting their health and wellbeing during their stay by visiting local leisure centres and gym facilities.
- Entertainment, with our people frequenting local pubs during Friday catchups.
- Organising SHAPE team events at local eateries and cafés, further supporting local hospitality businesses and fostering community engagement with community groups such as; Kings Meadows Community Men's Shed, Life Without Barriers Kings Meadows, 4th Launceston Scouts, OneCare or Launceston Benevolent Society

Refer to our Map on the following page - Supporting Local

Supporting Local Plan

[redacted]

Our local management team actively encourages staff to give opportunities to emerging subcontractors and suppliers, helping to foster the growth and establishment of local SMEs and creating skilled pathways for young Tasmanians. To identify and engage with sub-contractors or other Tasmanian SMEs for the project, SHAPE will leverage its existing network of trusted local suppliers and sub-contractors. We will also publicise sub-contracting and supply opportunities through industry-specific online channels, and social media channels to reach a wider audience. Additionally, we will host and attend local business and industry networking events to connect with prospective sub-contractors and suppliers.

Fostering Growth of Local SMEs and Emerging Trades

SHAPE have been working with local subcontractors to provide them every possible opportunity to out their best foot forward for this project. A project of this scale is well within many of their capacity, however the tender submission requirements can sometimes be daunting on a project of this type. We have made time to have regular touch down points and have been there to help in every way possible, without

disadvantaging any other trade tenderer. At the same time we have also been connecting dots between some of the smaller and mid-sized trades that may have felt a project of this scale is out of their reach, exploring ways to package scope that opens access to them in a manner that is comfortable for them and advantageous for the project. Community engagement through public forums will further inform local businesses about upcoming opportunities and gather further expressions of interest.

Training, Mentorship, and Inclusive Employment Pathways

SHAPE is deeply committed to providing pathways and practical learning opportunities for young Tasmanians. We will collaborate with local high schools to incorporate project-based learning experiences and offer on-the-job training to help students gain real-world exposure to the construction industry.

To build long-term capability, SHAPE will implement training programs for local subcontractors focused on modern construction techniques, safety standards, and project management. Experienced SHAPE project managers will mentor local subcontractors, providing ongoing guidance and support. We will also host workshops and seminars on sustainable building practices, emerging technologies, and efficient delivery methods.

Through these initiatives, SHAPE aims to source components effectively from Tasmanian SMEs, engage local sub-contractors comprehensively, and facilitate the transfer of valuable skills, thus contributing to the growth and development of the local construction industry.
Additionally, to provide opportunity for skill development of people with barriers to employment, we will ensure that all trades and suppliers, to the Kings Meadows Community Health Centre Redevelopment (Stage 1) Project a set engagement target (% to be negotiated with project team).

Broader social and economic opportunities

SHAPE has a longstanding commitment to the Tasmania region, having successfully operated in Hobart for several years. Our dedication to the area is evident through the successful delivery of significant projects such as; the Department of Health office fit-out at 25 Argyle Street Hobart, ABS & DISR Refurbishment at 200 Collins Street, Hobart and the current new build and refurbishment of Albert Hall in Launceston.

We invest heavily in the professional and personal growth of our employees through a variety of programs:

- SHAPE Cadet Program
- 'Achieve' Leadership Development Program
- Tailored training based on our leadership framework
- Mentorship and Coaching Programs
- SHAPE Business School, offering over 50 specialised training courses
- Regular discussions of career goals to encourage accountability an d progression
- Diversity & Inclusion Committee advocating for DEI throughout the business

- Coverage of industry professional memberships including; a NAWIC Tasmania major partnership, MBA

We also invest in local apprenticeships and graduates, believing that a diverse workforce enhances performance, drives innovation, and attracts top talent. This inclusivity extends to our project workforce. During tendering and negotiation, SHAPE assesses subcontractor and supplier capabilities to influence the social mix of the workforce. Participation metrics — such as representation of women, trainees/apprentices, and Indigenous Australians — will be tracked via site inductions, attendance registers, and site diaries.

Tasmanian Team Development and Career Progression
SHAPE is proud to support the growth and development of our team members through structured training, mentorship, and real project experience. Our commitment to nurturing local talent is reflected in the career journeys of several team members:

- **Jonathon Rees** began his career in the industry over 20 years ago and with SHAPE 3 years ago as a Project Manager, he now leads our Tasmanian operations as Regional Manager, demonstrating the long-term career pathways available within the business.
- **Matthew Cataldo,** a construction professional with over 20 years' experience and a carpentry background, has been with SHAPE for more than eight years. Recently promoted from Senior Project Manager to Construction Manager, now overseeing all Tasmanian projects.
- **Bridget Roberts** joined SHAPE as a Project Coordinator in our Hobart office 18 months ago. With dedicated one-on-one training, mentoring, and involvement across multiple projects, Bridget has recently been promoted to Project Engineer.
- **Idhika Sahi,** who joined SHAPE just six months ago as a Junior Project Coordinator, brings an architectural background and is quickly learning from the team while building her career in construction.

We are also actively expanding our team and currently recruiting for new roles, including a potential Cadet position, which will offer emerging professionals the opportunity to gain hands-on experience and explore all facets of the construction industry. A key element of our commitment to local talent is the SHAPE Cadet Program, a tailored entry-level initiative offering University of Tasmania and TasTAFE graduates exposure to all facets of the construction industry, helping them discover their passion and build meaningful careers.
These examples highlight SHAPE's ongoing investment in people and our belief that empowering individuals through opportunity and support leads to stronger project outcomes and a more vibrant local industry.

SHAPE's Community Presence

SHAPE is committed to fostering strong relationships with the communities in which we operate. At the commencement of each project, we arrange an information session with all stakeholders to present the project's specifications and discuss potential impacts on adjoining tenants, businesses, and the broader community.

This session serves as a platform to:

- Share key project details and timelines
- Address potential disruptions such as traffic changes or access limitations
- Discuss impacts on neighbouring properties and users
- Explore opportunities for positive community contributions

By engaging early and transparently, SHAPE aims to build trust, gain community buy-in, and ensure that concerns and suggestions are considered throughout the project lifecycle. This collaborative approach helps create a supportive environment that contributes to the successful delivery of the project.

SHAPE'S Community Engagement and Collaborative Learning Initiatives

We understand the importance of involving students in construction projects and actively encourage collaborative learning opportunities within our projects. SHAPE is committed to building strong relationships with students and creating pathways into the construction industry.

In collaboration with ARTAS and Department of Health Tasmania (and always with prior approval and authority) we propose to incorporate the following Potential Collaborative Learning initiatives within the project delivery;

- Ensuring that our subcontractors comply with the Training and Workforce Development Act 2013 and the requirements of the Tasmanian Traineeship and Apprenticeship Committee requirements and are engaging the appropriate numbers of apprentices and trainees.

- Collaborative learning programs which may involve; inviting selected High School groups as nominated by Department of Health Tasmania, the opportunity to attend a site tour, an undertake information session with the project team (appropriate safety measures are implemented and enforced, ensuring the safety of all concerned) and participation in relevant Careers seminars at the school.

- SHAPE will look to facilitate work experience by a High School student with our trades and prevocational training for persons with a barrier (which will address the locals with barriers to employment and cadet's objective).

- SHAPE will continually look to facilitate the training of people with barriers to employment on many projects that are able to be involved in our projects to obtain their White Card or similar Safety related training which will enable the up-skilling objectives to be met.

- Active engagement with the wider King Meadows community regarding our sustainability practices.

- Regular communication with industry bodies such as TAS NAWIC, the Master Builders Association, the Property Council of Australia, DIA Tasmania to engage with students and encourage learning opportunities as a pathway in to the construction industry in Tasmania.

SHAPE's Charity & Volunteer Work in Tasmania

- Team Blood Donation Drives: SHAPE Tasmania employees regularly organise and participate in blood donation drives for Tasmania's *Red Cross Lifeblood*, recognising the critical need for blood in supporting medical treatments and saving lives.

- This year, the entire Hobart SHAPE team volunteered at *Variety Tasmania's Children's Charity* Book Fair & Gala, supporting one of the organisation's key fundraising events.

- The SHAPE Tassie team is proudly supporting and volunteering with *Tassie Mums*, a not-for-profit dedicated to providing essential items to babies and children in need.

- Lauren Stagoll, our Launceston-based Project Coordinator, played a key role in establishing a fitness and well-being centre dedicated to veterans and first responders. She actively engaged with local, state, and federal government bodies, as well as local businesses, to secure support and commitment for the project. Her efforts were instrumental in bringing this important community initiative to life.

- Jonathan Rees, Tasmanian Regional Manager, ran a 45km leg of *Matt's Marathon Mission* across Tasmania to support bowel cancer prevention. He also participated in the Brisbane Marathon with the SHAPE national team, raising funds for *Make-A-Wish Australia*.

- Bridget Roberts, Project Engineer and proud Tasmanian local, volunteered with *Variety Tasmania* at the Children's Charity Book Fair & Gala, supporting children facing illness, disadvantage, or disability. This year, the entire Hobart SHAPE team volunteered at the major Book Fair fundraiser.

- Idhika Sahi, Project Coordinator, has volunteered at *Party in the Paddock* in Tasmania, offering counselling and support to festival attendees. She also mentors youth through *The Future Leader / Generational Leaders* program and has volunteered in Nepal on sustainable housing and agricultural projects. Idhika is passionate about supporting Tasmanian ocean conservation efforts.

- Peta-Marie Matschoss, Business Development Manager volunteers at the *National Trust of Tasmania's Runnymede House* annual Spring Fair Market Day raising money for the historic preservation of a Tasmanian heritage listed homestead.

These initiatives reflect SHAPE's values and our teams compassion, community, and purpose-driven actions. We are proud of our team's dedication to giving back and supporting causes that matter to Tasmania and beyond.

Women in SHAPE

At SHAPE, we're proud of our long-standing commitment to gender diversity and inclusion. In 2011, we launched the Women at SHAPE program to address the low representation of women in the construction industry. At that time, women made up just 19% of our workforce, with only 12% in production roles.

In **Tasmania**, women now make up **39% of our team**, holding key roles in **management, project management, project coordination, and engineering**.

Since launching the program, we've integrated diversity and inclusion goals into our corporate strategy and tied them to senior leadership KPIs. This strategic focus has led to meaningful progress:

Project Management: 39% female representation

Site Management: 4%

National & State Leadership: 14%

Board Level: 33%

We remain committed to increasing female representation at all levels of SHAPE.
In Tasmania, we partner with the **National Association of Women in Construction (NAWIC)**, and actively participate with their networking events and information sessions including hosting **NAWIC Site tours and information sessions, Stakeholder Round Table discussions** and the **Awards for Excellence event**. These events provide valuable opportunities to celebrate achievements, foster mentorship and leadership, create alignments with women in the construction industry and inspire more women to pursue careers in construction.

Local innovative solutions

SHAPE's corporate and operational process include a number of innovations which have local procurement and social impacts.

Local Economic Benefit Through Supplier Engagement in Tasmania

At SHAPE Tasmania, we are committed to fostering strong, trusted relationships within our local supply chains to deliver meaningful economic benefits to the region. Our approach is collaborative and inclusive, with a focus on supporting smaller Tasmanian businesses and helping them thrive.
We've been working closely with local SMEs to:

- **Build capacity** and help them understand the processes and requirements of large-scale government projects.
- **Adjust payment terms** to offer more flexible arrangements that support smaller businesses.
- **Assess resources and capabilities** to identify opportunities for participation.
- **Break down trade packages** to enable broader involvement from local suppliers.

Through this engagement, our supply chain is inducted into the SHAPE "way of working," guided by our robust management systems and collaborative culture. This ensures alignment with SHAPE's high standards while empowering local businesses to contribute meaningfully to our projects.

Our goal is to create a sustainable and inclusive supply network that not only meets project needs but also strengthens the Tasmanian economy.

By setting these benchmarks and demonstrating collaborative practices on our projects, we encourage our supply chain to align with our approach and support them in growing their businesses. This creates long-term employment opportunities within Tasmania and builds positive, trusted relationships with our subcontractors and SHAPE, ensuring our supply chain partners have the capability and capacity to collaborate with SHAPE in delivering exceptional projects for our clients and the local community.

This approach also enhances our supply chain's ability to foster personal growth, skill development, improve remuneration outcomes, enhance financial sustainability, and maximize local Tasmanian workforce participation.

Environmental, Social and Governance in SHAPE

SHAPE demonstrates responsible environmental, social and governance (ESG) performance through its Financial Strategic Plan, which brings together SHAPE's core values, inclusive of current sustainability and social impacts. SHAPE's certified ISO14001 management system is supported by policies, such as our;

Environmental Policy, Flexible Working Policy, Grievance Policy, Whistleblower Protection Policy, Securities Trading Policy, Trades Practices Policy, Industrial Relations Policy, Indigenous Procurement Policy, Modern Slavery Policy, Fair Pay Policy, Sustainability Policy, Anti-Bribery and Corruption Policy, Diversity and Inclusion Policy, Code of Conduct Policy, Parental Leave Policy, Harassment and Bullying Policy, Work Health and Safety Policy and Anti-Discrimination and Equal Employment Opportunity Policy.

Furthermore, SHAPE is finalising it's ESG Strategy, inclusive of a double materiality assessment, a risk assessment to identify both opportunities and risks related to the environment, an action plan for a reliable supply chain, inclusive ESG & EHSQ alignments, managing process to retain Climate Active Certification, inclusive of our Offset procurement requiring co-benefits and alignment to UN SDG's, and achieve ASRS Climate Reporting requirements.

SHAPE's targets are outlined within our Financial Strategic Plan, with our operational performance measured by our Balance scorecard. SHAPE's current FY25 objectives include;

- To be the place where everyone wants to work, through building and maintaining a "constructive" culture, with high levels of employee engagement.
- Create an inclusive environment, where people from diverse backgrounds can be themselves and feel a sense of belonging.
- Be brilliant at the basics of EHSQ risk management.
- Develop and implement initiatives to reduce our carbon footprint and maintain our Climate Active certification.
- Implement environmental sustainability initiatives targeting energy and/or waste at project level.
- Provide opportunities for our people to give back to the community.

SHAPE's performance is governed by the senior leadership team, the Group Executive, our board, and is also publicly disclosed.
Key metrics, with ESG impacts, are;

- SHAPE's commitment to obtain and maintain Climate Active Certification for its operations
- Project Level Environmental Sustainability action plans, which include:
    - The use of Green Energy / Project Energy Consumption – Carbon Offsetting
    - Landfill Diversion – Waste Management
    - Alternate product selection.
    - Re-use – Circular Economy
    - Incorporation of at least two (2) socially focused business in the provision of supply or services.

Each of our state operations has developed and implemented a Social Impact Action Plan for the financial year. This plan outlines how each branch will connect with and support their community, detailing quarterly activities and targeted social impact values.

These plans are broken down into quarterly targets, and each quarter's balanced scorecard will report year-to-date performance against these targets. Key examples of our engagement include our commitment to local organisations such as Cancer Council Tasmania, Matt's Marathon Mission, and HAMLET Café.

Key Examples of Tasmanian Social Impact;

- Launceston Men's Shed - donate materials $10,000
- Matts Marathon Mission - $1500
- Variety Club Children's Charity – Team volunteer event
- Ronald McDonald house – In contact for second half of FY24/25
- Salvation Army - $2,000
- Red Cross Blood Donation - $1000
- HAMLET Café - $500
- Lifeline Bookfair - $1,000
- Point to Pinnacle - $1,000
- Great Cycle Challenge - $2,000

Innovative Technology Solutions to Minimise Emissions.
Though digitisation of process and procedures via the following technology tools SHAPE significantly reduce the use of paper-based communications and document management, and its associated carbon emissions.

Process – "Procore"

- All project drawings and specifications, to be distributed and managed electronically.
- All submittals, observations, RFI's and variation records to be electronic, to minimise the emissions associated with managing a paper-based solution.

Process – Sign On Site

- All on site induction and site attendance records to be electronic, to minimise the emissions associated with managing a paper-based solution.

Process – SHAPE Minimum Standards (SMS) App

- Raise awareness of hazards among subcontractors, reduce incidents and paper-based documents, through the SMS app publicly available for free download from the Google Play store for Android phones and from the

SHAPE website for all other devices, to help improve the culture of safety in our industry by making safety information instantly available at the fingertips of contractors anytime, anywhere.

Project communication and updates

- We'll provide frequent project updates via email (depending on your preference). Our people will also provide online access to the project progress, with photos uploaded daily, programme and other progress stats – to keep all stakeholders in the loop.

Interactive Progress Viewer

- To help our clients visualise progress on our façade replacement projects, we've integrated architectural elevations and BIM models with detailed inspection data from our project management system (Procore). It's an interactive and intuitive tool that visually explores site progress in real-time.

SHAPE-BOT

The SHAPE-Bot is an app developed by SHAPE for Microsoft Teams. As an AI-driven virtual assistant, the SHAPE-Bot is cleverly designed to understand commands and action queries, allowing our mobile workforce to access information and services instantly no matter where we are. This ranges from assigning/removing staff from projects; accessing relevant forms and procedures; to viewing the status of a subcontract.

The use of Green Energy / Project Energy Consumption – Carbon Offsetting

The project team can establish if the building / facility / location at which the project is located is supplied by a Green Energy provider – if Green Energy is available, the project team can with the commercial support of our client, elect to procure the Green Power.

If Green Power is not available, the project team can measure the total energy consumption over the life of the project via existing meters or through provision of a meter via the project temporary construction power arrangements and report on the total consumption; and/or undertake carbon offsetting for the electricity consumed during the project with the commercial support of our client.

Team-Building

Our team will initiate a subcontractor team-building activity to maximise collaboration and project alignment before starting on site. This fun activity, arranged by our project team with key stakeholders, is based on the Human Synergistics Simulation. It is designed to enhance team building, leadership development, and organizational effectiveness while aligning the team with the project objectives and KPIs.

The activity involves bringing together our project team and subcontractors to identify common objectives, strategies, and make decisions with the best project outcomes in mind.

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Visual Email Updates

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Completed and endorsed	**Tom Sparkes, General Manager ACT/TAS** [redacted] 08/10/2025

Completed and endorsed (Contractor)	**Tom Sparkes, General Manager ACT/TAS** ..... (Name and position – print) SHAPE Australia Pty Ltd ..... (Supplier name) [redacted] ..... (Signature) 17 11 2025<br...../...../..... (Date)
Completed and endorsed (Departmental Delegate)	Andrew Hargrave Deputy Secretary Infrastructure ..... (Name and position – print) [redacted] (Signature) 11/12/2025 (Date)