Tasmanian Industry Participation Plan

IS-860: Professional Services Panel 2026-2029

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) outlining the broader economic and social benefits to the Tasmanian economy and wider community of being awarded a contract:

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

Procurement/Project details

Procurement/Project ID	**IS-860**
Procurement/Project title	Professional Services Panel 2026-2029: - Project Management Services; and / or - Contract Superintendent and Contract Administration Services
Name of Responsible Agency/Entity	Department of Health (Infrastructure Services)

Supplier/recipient details

Name of supplier/recipient	**GHD Pty Ltd (GHD)**
Contact details of supplier	Brian Daws 2 Salamanca Square, Hobart Tasmania 7000 brian.daws@ghd.com

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

GHD is a Tasmanian business, based on Treasury's Buy Local Policy[1]. We employ 200+ people across Tasmania.

We are committed to continuously developing local capability to deliver the Tasmanian Government's future pipeline. For this panel, we have selected **100% locally based** key personnel from across Tasmania and where possible, services will be provided by these local employees. Our continued work on Tasmanian projects enables GHD to sustain local jobs and creates additional employment opportunities to meet Tasmania's ambitions.

Below are details of GHD's local presence and history as a leading local employer providing advisory and infrastructure consultancy services.

GHD in Tasmania

Our history in Tasmania dates back to 1937, when we opened our Hobart office, the second GHD office in Australia. Since then, we have opened offices in Launceston (1948), Burnie (2008), and Queenstown (2024). This reflects our commitment to local expertise, regional employment, and on the ground project delivery.

GHD has operated continuously in Tasmania for over 90 years, becoming a major local employer and one of the state's largest integrated professional services firms.

Our history means that we have a deep understanding of the Tasmanian context.

Tasmanian businesses benefit from our broad and deep local expertise, which is strengthened by our ability to draw on the experience of GHD's national and international technical subject matter experts (SMEs) and industry-leading specialists, innovators and problem-solvers. We also collaborate with leading local subconsultants when required to create best-for-project teams tailored to our client's needs.

We are deeply invested in Tasmania's success and prosperity. As local business owners and residents, we are personally invested in achieving excellent economic and social outcomes for the state. GHD is wholly employee owned. In Tasmania, 28% of our employees are shareholders. In addition to our direct economic benefits to Tasmania via our shareholders and employees, being employee-owned increases efficiency, fosters a high performance culture, and promotes long-term value creation.

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[1] Department of Treasury and Finance, Buy Local Policy defines *"A Tasmanian business is a business operating in Tasmania that has a permanent office or presence in Tasmania and which employs Tasmanian workers."*

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

To make sure our team is predominantly Tasmanian, our Tasmanian offices have multidisciplinary teams providing expertise across all major infrastructure with highly experienced project managers, local environment, stakeholder engagement, commercial advisory, planning, civil, structural, and geotechnical engineering professionals. GHD has the in house capability to meet all the requirements of the services required for this contract.

GHD's local presence and stability means that we support projects from business case development to detailed design and construction and asset repurposing with a consistent, focused team. GHD's commitment to supporting Tasmania's infrastructure and broader economic development, is demonstrated by the growth in our Tasmanian workforce. Since 2020, our workforce has expanded from 144 to 200 employees, with 31 new hires in the past year alone. Our workforce in Tasmania comprises 41.5% female employees, confirming our commitment as an equal opportunity employer.

We are committed to providing the Department of Health with local expertise, regional employment and on-the ground project delivery. However, if workload demands require or a project calls for specialised experience, we can draw on resources from other regions nationally.

Opportunity for Tasmanian SME involvement

GHD has existing processes to ensure that local SMEs are not disadvantaged when competing with other suppliers in the provision of goods and services to be used as part of this contract:

- Use 'Buy Local Policy' prompts in internal processes when forming partnerships, engaging subconsultants, and suppliers.
- Where appropriate, unpack procurements into smaller components so that local SMEs can compete and be engaged more effectively.
- Develop design specifications and solutions that are inherently constructible for local conditions, supply chain, and subcontractor market.

We understand that the efficient engagement of local suppliers and subcontractors is critical. We also need to ensure that subcontractors can deliver the services required and are operating safely.

To simplify this process, GHD has an established Vendor Register. Subcontractors on our Vendor Register are assessed as potential contractors on their HSE capability prior to engagement. We also undertake a job-specific

assessment prior to the commencement of work on-site and regularly monitor HSE performance throughout the job.

Currently, we have over 35 local providers listed on our Vendor Register. We conduct annual auditing of all external suppliers, with a periodic review every six months. In working with our subcontractors, we also:

- Establish standard contract terms and conditions.
- Provide for information transfer to external suppliers.
- Undertake pre-work review, inspections and compliance audits for HSE.
- Undertake post-completion review.

GHD connects our local team with global expertise, transferring knowledge and experience to benefit our local employees and partners.

Our national and international knowledge base will bring innovation to Department of Health projects.

For example, when GHD's technical leads visit Tasmania, we identify opportunities to transfer knowledge and skills. This includes our 'lunch and learn' sessions on key innovations and challenges across our expertise, along with facilitating client conversations to transfer knowledge and insights, thereby maximising opportunities to build the capability within Tasmania. For this contract, we would further enhance the involvement of our full experience, yielding both direct project benefits and knowledge transfer to Tasmanians inside and outside our business through lunch and learns and on the job mentoring.

Broader social and economic opportunities

At GHD we deliberately and actively source goods and services from local suppliers who are proud to be a locally owned and run business employing Tasmanians. We support local Tasmanian businesses in our selection of accommodation, rental companies, and eating venues.

In developing our offer, we have sought to maximise how we incorporate local services, capabilities and products.

Our experience and local knowledge enable us to partner with other local suppliers to provide the right blend of experience and skills that achieves great project outcomes. This means we leverage the deep local knowledge and experience of our team and specialist sub-consultants and suppliers with a best-for-project focus. During the project we will be utilising local Tasmanian companies directly through **vehicle hire, food and/or accommodation, goods and services**. This means **100% of the services for this contract will be sourced from local providers.**

Additionally, when services require office supply services, GHD actively identifies opportunities to increase spend with social benefit suppliers, inclusive of Indigenous owned businesses and social enterprises. The following suppliers are used by GHD:

- Our primary provider for employee first aid training is St John's Ambulance, a certified Social Enterprise.
- Our main catering supplier is Hamlet Café, a registered charity supporting underrepresented Tasmanians to re-enter the workforce and community.
- Our supplier of choice for larger catering requirements is palawa kipli, Tasmania's first Indigenous-owned catering business.

We have strong connections to local suppliers. We deliberately and actively source products, services, and capabilities from local suppliers who are proud to be locally owned and run businesses employing Tasmanians.

Our operations across Tasmania result in roughly $3.75 million per annum flowing back to local Tasmanian businesses. Annually, we support over 40 external service providers, 77% of whom are local Tasmanian providers.

Last year, more than 180 interstate GHD employees travelled to Tasmania for work for our Tasmanian clients. These people stayed more than 300 days in local accommodation (including associated meals and ancillary spending) and used hire cars for 120 days. On top of this, intrastate travel by GHD's Tasmanian personnel involved more than 200 nights in local accommodation and 180 days of car hire. In total, this is estimated to be worth more than $320,000 in contributions to the local economy.

GHD has actively and positively participated and contributed to Tasmania's communities and economies for over 90 years, including the provision of vital infrastructure. We work locally to provide the best integrated architecture, planning, stakeholder engagement, energy, environment and engineering outcomes, across our state. GHD has several programs aimed at developing skills and experience in Tasmania, including our graduate program and alternative career pathways.

We provide the GHD Scholarship in Civil Engineering to support students in their academic pursuits, particularly those from underrepresented backgrounds. These scholarships offer financial aid and opportunities for paid work experience, helping to build a diverse and skilled workforce.

Contract IS-860 presents a significant opportunity to provide hands-on experience and career pathways for young professionals as well as build broader local industry capacity.

GHD has internal programs and supports external programs aimed at developing skills and experience in Tasmania:

- **GHD Programs:** GHD has several programs designed to provide students and professionals with development opportunities, largely through experience and knowledge transfer, including the GHD Scholarship in Civil Engineering, GHD's Graduate Program, GHD's Intern Program, and global specialists transferring knowledge and experience to benefit our local employees and partners.
- **Connection to local industry groups:** In Tasmania, we contributed $47,000 to industry events, thought leadership and other sponsorships in 2023-24, and are active in committee involvement and presenting papers at industry events. Several of our team members have also been recognised through industry awards and fellowships.
- **Partnerships with education providers:** We foster partnerships with education providers to strengthen the Tasmanian workforce pipeline through real-world experience, including the University of Tasmania's PRIMED program and the TAFE to Industry Career Pathway.
- **Professional accreditation:** GHD encourages and supports our people to attain professional accreditation status in their relevant discipline.

GHD recognises the benefit of a diverse workforce and the contribution that different perspectives and experiences can provide to project delivery. We also recognise that many people need support in participating in the workforce, including those disadvantaged due to their background or other circumstances.

We actively support diverse career entry and re-entry programs and Indigenous capacity building initiatives, including:

- **Career Relaunch Program:** GHD developed a Career Relaunch Program to encourage and welcome professionals back into the workforce after a career break.
- **Career Trackers:** This program facilitates internship positions for Aboriginal and Torres Strait Islander students with the goal of ongoing employment in our graduate program.
- **CareerSeekers:** CareerSeekers helps create employment opportunities for refugees and asylum seekers for university students and mid-career professionals with qualifications and experience, who face obstacles when it comes to restarting their careers.
- **Reconciliation Action Plan:** GHD's RAP is a public commitment to reconciliation and includes strategies to work with our people and external partners. We utilise specific opportunities in our business for employment and STEM career pathways, and partnerships that bring Indigenous businesses into our supply chain, including Supply Nation.

We aim to create lasting benefits for the community through our work and the initiatives we support. GHD in the Community (GITC) provides a framework for us to give back to the community through volunteering, pro-bono services and fundraising. Our support of local community initiatives includes events, sponsorships, volunteering, and partnering with local suppliers.

Local innovative solutions

GHD has a proven ability to adapt, evolve and grow through periods of significant change. Through collaboration between local, interstate, and international team members, we provide opportunities for Tasmanians to bring innovative solutions to the Department of Health, along with our other clients in Tasmania. The opportunity to work with the Department of Health reflects our deep commitment to preserving and enhancing places of cultural significance while delivering infrastructure that supports long-term sustainability.

We are dedicated to supporting the Department of Health to deliver future health infrastructure projects. The pace of change in Tasmania's communities continues to accelerate, and our ability to connect global expertise with local insight means we are well-positioned to futureproof essential services while respecting the cultural and environmental context of the area.

Examples of our innovative solutions benefitting the broader Tasmanian community and economy include:

- **New Ventures:** New Ventures is our Tasmanian innovation seed fund aiming to develop our great ideas into new opportunities, working with clients and other industry partners through collaboration and co-creation to the benefit of the broader Tasmanian community and economy.
- **Future Communities:** Future Communities is our initiatives integrating GHD's contribution to thriving, people-focused places and spaces.
- **Future Energy:** Future Energy is our client need driven consulting services leading the energy transition.

Future of Water: Future of Water is our initiatives supporting new and creative solutions to help our clients and communities prepare for what's next in water resource management.

Completed and endorsed	**Brian Daws**
	Project Director
Supplier	.....
	(Name and position – print)
	GHD Pty Ltd
	.....
	(Supplier name)
	[redacted] .....
	...31...../.....07...../..2026.....
	(Date)
Completed and endorsed	Dale Webster
	Secretary, Department of Health
Principal	.....
	(Principal's Delegate name and position)
	[redacted] .....
	..24...../..08...../.2026...
	(Date)

*A Tasmanian business is a business operating in Tasmania that has a permanent office or presence in Tasmania and which employs Tasmanian workers. A Tasmanian SME is a Tasmanian business employing fewer than 200 people.