

Our Mission Statement

"DELIVERING SOLUTIONS THAT WORK"

Our mission is to exceed our client's expectations with outstanding customer service, practical relevant solutions and enhanced added value. We take pride in delivering to our customers solutions that work and integrating our experienced people into our customers' business.



Our Vision Statement

Our Vision is to be recognised as the preferred and most sought-after construction and consulting company of choice to our clients and employees, a company that our employees are proud to work for by offering them great opportunities, and a company that our customers want to work with, seeing us as integral to their success. We will anticipate their needs and deliver on every commitment we make. We will meet the challenges of execution, safety, budget and schedule to set us apart from our competition.

John Fiori Director Balmoral Management Group Pty Ltd



Our Core Values and Principles

- Achieving and maintaining Zero Harm
- Showing Integrity, Respect and Honesty at all times
- Enhancing employee, client and stakeholder relations
- Delivering to specified and client requirements
- Getting it right the first time every time
- Meeting and exceeding schedule
- Achieving and exceeding budget
- Adding value in everything we do

John Fiori Director Balmoral Management Group Pty Ltd



Our Policies

- Safety Management Policy
- Employee, Stakeholder and Community Relations Policy
- Environmental Management Policy
- Quality Management Policy
- Fitness for Work Policy
- Diversity Policy
- Sustainability Policy
- Injury Management Policy
- Employee and Industrial Relations Policy
- Equal opportunity and Discrimination Policy
- Workplace Harassment, Bullying, Victimisation and Aggression Policy
- Media Policy
- Social Media Policy
- Innovation Policy
- Risk Management Policy
- Fatigue Management Policy



Safety Management Policy

BMG is committed to working to Zero Harm by:

- Upholding and instilling the conviction that the only acceptable target for injury rates is zero
- Leading safety by example and that everyone is responsible for Zero Harm.
- Placing the safety of our employees, subcontractors, customers, and the public above all else
- Assisting our employees in reaching their personal health goals by facilitating wellbeing programs and empowering them to intervene where they feel is unsafe
- Encouraging our employees to speak up about any safety concerns
- Involving our employees in identifying and understanding the risks our employees are exposed to
- Ensuring that health and safety management principles are included in all planning activities
- Providing ongoing education and training to all our employees in safe methods of work
- Building safety into our designs and processes
- Developing safety systems that comply with and, where possible, exceed the most stringent standards
- Supporting injured employees with return to work programs and the provision of suitable duties
- Understanding and implementing hazard identification and risk assessment practices
- Consulting with our employees and other parties and provide enough resources and support to improve decision-making in health and safety
- Ensuring incidents are promptly investigated and causes are corrected and prevented from recurring
- Complying with the safety standard AS/NZS 4801:2001
- Ensuring that providers of labour and contract services are appropriately qualified and competent

John Fiori Director Balmoral Management Group Pty Ltd



Employee, Stakeholder and Community Relations Policy

BMG and its employees will always operate in a safe working environment. All employees are encouraged to strive for self-improvement, be self-aware and maintain their own health and safety and those around them. BMG will offer competitive and innovative materials and services to clients and stakeholders and contribute and interact where possible with local communities.

BMG will always;

- Deal fairly with our employees, clients, subcontractors, suppliers and stakeholders with honesty, dignity, fairness and respect
- Require from all our employee's honesty, integrity, fairness and respect in dealings with our clients and other stakeholders
- Be true to our word with anyone we deal with
- Deliver on commitments and promises
- Take responsibility for our actions
- Strive to resolve differences without the need to resort to litigation
- Develop and maintain long term proactive relationships
- · Build and progress the business from lessons learnt
- Avoid any actions which could damage our reputation
- Establish outcomes that benefit communities
- Support our employees to participate in community activities and volunteer activities
- Operate in accordance with the principles of social, environmental and economic sustainability
- Ensure our operations respect local traditions and cultures, specially of the indigenous people
- Keep any affected stakeholders informed of the progress of our projects and operations with a "no surprises" approach in our communications
- Offer work and training opportunities to local communities wherever possible
- Be aware of our clients' appreciation for social, environmental and economic sustainability
- Engage in dialogue to maximise value for money and sharing added value in an equitable way for mutual benefit

John Fiori Director Balmoral Management Group Pty Ltd



Environmental Management Policy

BMG will manage its impact on the environment in a responsible and oral manner by;

- Effective waste reduction and use of environmentally safe products wherever possible
- Meeting our environmental obligations in accordance with Environmental Acts and Legislation and relevant legal and other requirements, including Local Government and contractual requirements and other requirements placed upon the organisation, or to which the organisation subscribes
- Complying with legislation protecting any site, place, structure or material of cultural heritage significance
- Complying with the international standard AS/NZS ISO 14001
- Establishing and maintaining objectives and targets with the aim of reducing negative environmental impacts and achieving continual improvement
- Having a positive environmental impact by embracing the use of sustainable resources and improved waste, recycling, energy and water elimination, reduction and savings measures and initiatives
- Ensuring that transport and mobility initiatives are encouraged and implemented
- Ensuring that environmental management principles are included in all planning activities
- Ensuring incidents are promptly investigated and causes are corrected and prevented from recurring

John Fiori Director Balmoral Management Group Pty Ltd



Quality Management Policy

BMG is committed to quality by:

- Getting it right the first time every time
- Establishing and agreeing with clients on expectations and standards
- Providing clients with products and services that meet their requirements and levels of satisfaction every time
- Providing effective quality training for all our employees
- Insisting upon defect prevention and process improvement at all times as part of every job through effective teamwork and measurement
- Encouraging quality performance based on employee involvement, pride in workmanship and commitment to quality
- Complying with client specifications and relevant statutory requirements
- Defining roles and responsibilities for our employees
- Complying with ISO 9001
- Making available all operating instructions and directions to ensure product consistency
- Ensuring that purchased equipment and materials meet required standards and do not compromise on specified quality
- Monitoring, inspecting, measuring and reporting the effectiveness of our quality management goals and system.
- Selecting and training of our employees to maintain required standards
- Improving our business through business plans, goal setting and performance measurement
- Accepting only conforming products and services from our suppliers and subcontractors
- Establishing measurable objectives to ensure continual improvement in the management of Quality

John Fiori Director Balmoral Management Group Pty Ltd



BMG is committed to creating a safe and healthy work environment for our workers. Our objective is to minimise the risk of fit for work factors to our employees, contractors and the community. It is the responsibility of each of our workers to ensure they are fit for work in accordance with their respective duty of care. The purpose of this Policy is to provide effective principles for the management of fitness for work risks and applies to all BMG employees.

All employees must understand, observe and ensure a safe workplace and safe systems of work, including a capable and competent workforce. It is the responsibility of BMG to ensure training and education to all personnel working with BMG. It is the responsibility of BMG workers to comply with this policy.

"Fitness for Work" means that an individual is in a physical, mental and emotional state that enables them to perform their assigned duties effectively and in a manner that does not increase the risk to themselves and others. It is the responsibility of the worker to manage personal factors which impact on their ability to perform the required work, unimpaired and to the full extent of their capability.

The fitness for work framework shall address the following factors in relation to fit for work:

- Pre-employment medical assessment
- Fatigue Management
- Drugs and Alcohol
- Workplace Ergonomics
- Employee assistance program
- Injury rehabilitation and return to work
- Healthy lifestyle initiatives
- Stress management and resilience

BMG will aid through preventative, educational and rehabilitative measures to overcome health challenges that could impair workers ability to maintain a status of fit for work. BMG will ensure that workers that present with fit for work issues are dealt with in an effective, fair and constructive manner. This policy promotes a responsible healthy lifestyle with our workers for minimising the risk associated with the activity BMG.

A worker's fitness for work will be determined by the Site Manager/supervisor or the individual. This shall be done either through observation with confirmation or through recognised and approved methods of testing and will:

- Provide a workplace and systems of work that does not adversely impact on workers' health;
- Utilise a range of strategies to monitor worker fit for work, manage continuous improvement and operate in accordance with relevant legislation and codes of practice;
- Promote a responsible and healthy lifestyle for workers of BMG; and,
- Ensure that all workers are aware and comply with this policy.

John Fiori Director Balmoral Management Group Pty Ltd



At the heart of our business is a values-based culture. We foster a culture of diversity and inclusion in which all employees contribute creative ideas, seek challenges, and have the opportunity to grow. Our diverse and inclusive workforce positions the company to grow, enhances our presence in diverse markets, and helps us build enduring relationships with each other, industry partners, and our clients. We seek to maintain the highest ethical standards in the industry.

Our results are best achieved from teams made up of individuals with different backgrounds, skills and passions in our offices and on our project sites. Inclusion is leveraging these differences to build a foundation for personal and professional growth. A culture of innovation encourages and seeks new ideas and experiences, values and engages everyone.

BMG's diversity is not only reflected in its people and what we do, but also by its long history, the businesses we manage and the communities in which we operate.

Reconciliation

BMG's vision for reconciliation focuses on partnerships that help the company learn from the past in order to plan a future where equality thrives.

As a company, we are committed to playing a large part, both as an organisation and group of individuals, in addressing the disadvantage and inequity experienced by Aboriginal and Torres Strait Islander peoples through the way we do business and initiatives such as employment and training opportunities. It is BMG's desire to understand and value Aboriginal and Torres Strait Islander cultures along with respecting the different values and beliefs. BMG's values and corporate vision – to be 'the best people to work with' – positions the company to come together and work in partnership with Aboriginal and Torres Strait Islander peoples.

John Fiori Director Balmoral Management Group Pty Ltd



BMG is committed to promoting a culture of sustainability, managing our operations in a manner that minimises our environmental and social impacts and enabling the integration of sustainability principles and practices into everything we do.

In order to achieve this commitment BMG will:

- focus on integrating sustainability initiatives throughout the business;
- be ethically responsible in managing the projects we construct, the materials we procure and the people we employ;
- set sustainable objectives and targets applicable to our projects prior to commencement and facilities on a yearly basis;
- engage with local communities to achieve shared and lasting outcomes;
- support our workforce in being diverse, engaged, motivated and
- competent together working towards the sustainable success of our business;
- facilitate the sharing of ideas, knowledge and innovation, internally and externally, that create financial savings and benefit to society and the environment in which we operate;
- implement risk and hazard management principles to maintain the health and safety of our people, the surrounding community and the environment; and
- drive to deliver sustainable profitable growth while satisfying our social, legal and contractual obligations.

John Fiori Director Balmoral Management Group Pty Ltd



Injury Management Policy

BMG is committed to assisting workers who suffer a work-related injury or illness to return to work as soon as medically appropriate and will adhere to the requirements of the relevant workers compensation and injury management legislation in the jurisdictions in which we operate.

BMG is committed to the task of planning, implementing and maintaining an effective injury management program to:

- ensure the occupational rehabilitation process is commenced, including a return to work program, as soon as possible after the occurrence of an injury or illness in a manner consistent with medical judgement and in accordance with the requirements of the relevant Workers' Compensation Act;
- expediently treat and rehabilitate to minimise disruption to people's wellbeing and operations;
- provide appropriate duties to injured workers, where practicable, as an integral part of the rehabilitation process;
- consult with employees to ensure our rehabilitation programs operate effectively;
- ensure participation in a rehabilitation program will not prejudice an incapacitated employee; and
- maintain confidentiality of worker information during the return to work and rehabilitation process.

Management supports the injury management process and recognises success relies on the active participation and cooperation of the injured worker. Workers are required to support and cooperate with their rehabilitation program. Whenever possible, suitable duties will be arranged internally having regard for the injured worker's medical restrictions.

John Fiori Director Balmoral Management Group Pty Ltd



Employee and Industrial Relations Policy

BMG is committed to creating a workplace environment where our employees, and persons who work on behalf of BMG, can excel.

To embed and support our vision and values, BMG works to foster an environment that engenders transparency, honesty, fairness and respect amongst our employees and the clients we serve. We strive to create, develop and lead highly motivated teams and individuals.

To achieve this commitment BMG will:

- recruit appropriately competent employees who share BMG's vision and values;
- promote ethical, lawful and professional conduct with each other, our clients the community and other stakeholders through leadership and training;
- comply with freedom of association provisions, including ensuring our employees' right to choose whether to join a union is respected and that no worker is subject to any form of discrimination as a result of their status as a union member or otherwise;
- comply with the legislative requirements that govern industrial relations;
- foster relationships with industry bodies and our clients in order to access the necessary support, both on and off site, to assist in employee and industrial relations management;
- provide our employees with clear accountabilities, responsibilities, deliverables and necessary support to achieve the required outcomes;
- engage our workforce through proactive and effective consultation and communication;
- address matters arising as a result of an employee grievance or difficulty respectfully and in accordance with BMG's procedures;
- operate within a competency-based training framework to ensure our workforce have the required skills and competencies to successfully undertake their role;
- engage subcontractors aligned with BMG's employee relations philosophies and values; and
- promote gender equity by ensuring that all employees have the opportunity to succeed in their role, differences are valued, and our processes are free of gender bias.

John Fiori Director Balmoral Management Group Pty Ltd



Equal Opportunity and Discrimination Policy

BMG is committed to equal opportunity in employment and providing a working environment free from unlawful discrimination.

In order to achieve this commitment BMG will:

- create a working environment free from offensive material or material likely to offend and workplace where all employees are treated with dignity, courtesy and respect;
- implement training and awareness raising strategies to ensure all employees know their rights and responsibilities;
- provide an effective process to handle employee complaints;
- treat all complaints in a sensitive, fair, timely and confidential manner;
- encourage the reporting of behaviours which breach this Policy;
- promote appropriate standards of conduct at all times;
- recruit employees based on genuine merit and suitability for the position without bias or prejudice;
- base internal promotions on performance, skills, experience and ability; and
- ensure the principles of equal opportunity are observed and consistently applied.

It is the responsibility of all employees to ensure they do not unlawfully discriminate against employees or other people in the workplace. Employees must be aware that non-compliance with this Policy may result in disciplinary action, which may include dismissal, as well as being

subject to possible action under Federal or State equal opportunity laws. An employee who has a complaint or concern about unlawful discrimination should contact their Line Manager or Human Resources to have the matter resolved.

John Fiori Director Balmoral Management Group Pty Ltd



Workplace Harassment, Bullying, Victimisation & Aggression Policy

BMG is committed to ensuring a working environment free from bullying, harassment, aggression and victimisation.

BMG will not tolerate:

- Workplace Bullying is when a person or a group of people repeatedly behave unreasonably towards a worker or a group of workers at work, examples include aggressive or intimidating conduct, belittling or humiliating comments and teasing, practical jokes.
- Workplace Harassment is any unwelcome behaviour associated with unlawful discrimination which offends, intimidates, degrades or humiliates, irrespective of intent. Unlawful harassment can be direct or indirect on the grounds of sex, marital status or pregnancy, family responsibility or family status, sexual orientation, race, religious or political conviction, impairment, age or, in certain cases gender history. Unlawful harassment can be of a verbal, non-verbal or physical nature.
- Workplace Aggression is an action or incident which may physically or psychologically harm another person. Aggressive behaviour is present in situations where workers and other people are threatened, verbally abused, attacked or physically assaulted at work.
- Workplace Victimisation is where a person subjects, or threatens to subject, another person to disadvantage on the grounds that the person victimised has made, or proposes to make, a complaint or take other action under Equal Opportunity legislation.

In order to achieve this commitment BMG will:

- educate employees about acceptable behaviour at work;
- promptly, effectively and confidentially address complaints;
- actively encourage appropriate behaviour by those in positions of authority, that is, supervisors and managers; and
- provide appropriate and effective processes, structures and resources to prevent and address issues of harassment, bullying, victimisation and aggression.

It is the responsibility of all employees to ensure they do not bully, harass, victimise or behave aggressively towards another employee or other people in the workplace. Employees must be aware that noncompliance with the policy will result in disciplinary action, which may include dismissal, as well as being subject to possible action under Federal or State equal opportunity laws.

Employees, who believe they are being subjected to workplace bullying, harassment, aggression or victimisation, should contact their Line Manager or Human Resources.

John Fiori Director Balmoral Management Group Pty Ltd



Media Policy

The Media Policy encourages and supports accurate, constructive and strategic media coverage of BMG and the work of its employees while outlining the protocols in place to guide and protect BMG's reputation and brand. It aims to provide guidance and protection to employees to help them avoid being misrepresented in the media.

For the purpose of this policy, media refers to the communication of company or personal information via news outlets such as radio, television and print.

For electronic and online media, see the Social Media Policy.

BMG's official spokespeople are directors only. No other employees are permitted to speak with the media without prior approval from the directors.

In regard specifically to media; employees, contractors, consultants and visitors will:

- ensure all enquiries from the media are referred to the Directors in the first instance;
- not speak on behalf of BMG or to any media on any occasion. All media responses will be coordinated through the Directors;
- ensure no media outlet is given access to a BMG site for a photo or filming without approval from the Directors;
- act and respond in a professional manner to media enquiries; and
- not provide personal or contact details of employees, clients, spokespeople or board members to any media outlet without consent from the Directors.

Employees must be aware that non-compliance with this Policy will result in disciplinary action, which may include dismissal as well as being subject to possible action under Federal or State legislation.

John Fiori Director Balmoral Management Group Pty Ltd



BMG recognises that employees may wish to use social media in their personal life. However, employees should recognise the potential for damage to be caused (either directly or indirectly) to BMG in certain circumstances.

Accordingly, employees should comply with this policy to ensure any risk of such damage is minimised.

This policy has been developed to provide employees with an understanding of BMG's expectations when they engage in conversations or interactions using social media for official, professional and personal use. This policy does not intend to discourage nor unduly limit your personal expression or online activities.

An employee must:

- only disclose and discuss publicly available information;
- act with the best intentions and remember anything posted about BMG can potentially harm the company; and
- use a disclaimer when discussing BMG or BMG-related matters i.e. "The postings on this site are my own and do not represent the position, strategy or opinions of BMG and its brands."

An employee must not:

- post material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, constitutes a contempt of court, breaches a court suppression order or is otherwise unlawful;
- post material that is, or might be construed as, threatening, harassing bullying or discriminatory towards another employee or contractor of BMG;
- imply they are authorised to speak as a representative of BMG, nor give
- the impression the views they express are those of BMG;
- use the BMG logo on any personal social media outlets unless approved by the Directors;
- use or disclose any confidential information obtained in your capacity as an
- employee of BMG;
- post any information or comments that may damage BMG's reputation, commercial interests or bring BMG into disrepute; or
- make any comment or post any material that might otherwise cause damage to the company's reputation or bring it into disrepute.

Employees must be aware that non-compliance with this policy will result in disciplinary action, which may include dismissal, as well as being subject to possible action under Federal or State legislation.

John Fiori Director Balmoral Management Group Pty Ltd Balmoral Management Group Pty Ltd



Innovation Policy

The BMG Innovation Policy is based on the following principles of conduct:

- Promote research, development and innovation, focusing on efficiency aimed at the ongoing optimisation of BMG's business operations, reduction of costs, and decrease in environmental impact, and the development of new processes and services to satisfy the needs of the customers.
- Place BMG at the forefront of new technologies and disruptive business models, by practising a "culture of innovation" that pervades the entire organisation and creates motivating work environments that favour and reward the generation of ideas and innovative practices by professionals, accepting risk and recognising creative contributions.
- Create innovations fostering sustainable growth and efficient management of resources and contributing to the social and economic development of the surroundings in which BMG does business.
- Wherever possible, incorporate innovation into all training within BMG by means of courses and specific programmes to develop skills relating to creativity.
- Implement an innovation management system that includes the establishment of annual targets and goals as part of an ongoing improvement process.
- Identify opportunities and challenges for BMG and detect the need for innovation in processes or services to allow it to act in advance of technological changes in the market.
- Circulate internally the knowledge gained, so that all professionals are familiar with the best practices applicable to them.
- Protect results of the innovation process, ethically managing intellectual and industrial property, which shall in every case entail respect for the intellectual and industrial property of third parties.
- Support innovations that provide added value for users and boost the satisfaction of shareholders, customers, employees, and other stakeholders.
- Establish and agree with clients on expectations and standards
- Providing clients with products and services that meet their requirements and levels of satisfaction every time
- always Insist upon defect prevention and process improvement as part of every job through effective teamwork and measurement
- Encourage quality performance based on employee involvement, pride in workmanship and commitment to quality
- Comply with client specifications and relevant statutory requirements
- Ensure that purchased equipment and materials meet required standards and do not compromise on specified quality
- Monitor, inspect, measure and report the effectiveness of our quality management goals and system.
- Train our employees to maintain required standards
- Improve our business through business plans, goal setting and performance measurement
- · Accept only conforming products and services from our suppliers and subcontractors
- Establish measurable objectives to ensure continual improvement in the management of Quality

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Risk Management Policy

BMG is committed to achieving best practice in the management of all risks that threaten to adversely impact BMG, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of strategic, operational and line management responsibilities and be integrated into the strategic and business planning processes. In respect of a special risk responsibility may be assigned to a nominated BMG officer or committee as needed.

If required, there may be a risk management committee on a specific-needs basis to determine and communicate policy, objectives, procedures and guidelines and to direct and monitor implementation, practice and performance throughout BMG.

Performance will be measured by:

- Implementation and documentation or risk management,
- Identification of risks and treatment in accordance with procedures and guidelines,
- Mitigation and control of any losses,
- Reduction in the costs of risks, and;
- Achievement of best practice.

Every BMG employee will have a role in risk management vigilance, identification, its treatment and shall be invited and encouraged to participate in that process.

Objectives:

- To ensure risk management is adopted throughout BMG as a prudent management practice.
- To ensure that all employees are made aware of the need to manage risk and to promote a culture of participation in that process.
- To protect BMG from adverse incidents, to reduce its exposure to loss and to mitigate and control loss should it occur.
- To ensure the ongoing unimpeded capacity of BMG to fulfil its mission, perform its key functions, meet its objectives and serve its customers.
- To reduce the costs of risk to BMG and;
- To adhere to International Risk Management Standards ISO 31000.

John Fiori Director Balmoral Management Group Pty Ltd



Fatigue Management Policy

The purpose of this policy is to establish requirements for managing fatigue and reducing the risk of fatiguerelated injuries and incidents in the workplace. This policy applies to all workers and they have a responsibility to ensure fatigue does not impact the safety, health and well-being of themselves and others. BMG is committed to providing and maintaining safe systems of work for all workers with the following objectives:

- Ensure adequate opportunity is available for employees, contractors and visitors to gain enough rest before commencing work, through appropriate working time arrangement;
- Monitor and control working hours, including overtime, to provide time arrangements that do not require excessive periods of wakefulness;
- Use risk management processes to implement control strategies to address fatigue related risks within the workplace in consultation with the employees;
- Provide training and education for workers to gain an understanding of fatigue management;
- Develop a culture of shared responsibility for fatigue management;
- Implement an appropriate employee assistance program to assist in managing fatigue;
- Promote a healthy lifestyle, both at work and at home;
- To review and ensure that the elements of this policy are effectively implemented.

BMG's operations are sometimes undertaken outside ordinary working hours and certain activities often involve shift work, extended hours and on-call arrangements. These working arrangements may contribute to fatigue if not managed appropriately. Fatigue can be caused by both work and non-work-related factors. Non-work factors include family responsibilities, social activities and health issues. Work factors include shift work and working extended hours. Fatigue can cause reduced concentration, impaired coordination, compromised judgement and slower reaction times, which ultimately increase the risk of incidents and injuries.

BMG Directors, Managers and Supervisors are responsible for:

- Identifying, developing and implementing a fatigue management plan with control strategies to address fatigue-related risks within the workplace in consultation with the employees;
- Applying risk management in consultation with staff in accordance with the fatigue risk management
- Developing a culture of shared responsibility for fatigue management
- Providing opportunities for workers to obtain adequate rest from work.
- Monitoring workloads, work patterns, rostering arrangements, overtime practices and recovery times to ensure workers are not placed at risk from fatigue.
- Consulting with workers when introducing shift work or new rostering systems.
- Providing information, instruction and training about risks to health, safety or welfare of workers involved with shift work, extended hours and on-call arrangements.
- Ensuring workers performing shift work are properly supervised and that tasks are undertaken safely.

BMG Workers are responsible for:

- Participating in risk management processes.
- Using time off from work to recuperate to be fit and able for the next shift.
- Participating in education and training to gain an understanding of fatigue.
- Avoiding behaviours and practices that contribute to fatigue and which could place themselves and others at risk; for example, secondary employment or not using time off work to recuperate.
- Recognizing signs of fatigue that could place the health, safety and well-being of themselves or others at risk and reporting this to their manager or supervisor.

John Fiori Director Balmoral Management Group Pty Ltd