







Intract AustraliaClosing the Gap





Introduction to Intract Australia

In 2010, the vision came to life and Intract was launched as a business unit of McMahon Services. Today, Intract Australia is a standalone 51% Indigenous owned, managed and controlled enterprise. The civil contracting and general building organisation has bases in Darwin, Alice Springs, Adelaide, operating throughout Australia. Since its inception, Intract has provided training and employment for over 150 Indigenous people across

workforce.

Intract has delivered on its mission to provide long-term

Australia, proudly boasting a majority Indigenous

employment and instil confidence into local Indigenous communities through the provision of stable jobs, skills training, mentoring and support.

Achieving great success so far, Intract has completed a diverse range of projects throughout Australia. From rebuilding Aboriginal Wellbeing Centres across South Australia's Native Title lands, securing and delivering two four-and-a-half-year contracts for the NT Government Housing Maintenance and Tenancy Management Services in remote Western Arnhem Land at Maningrida and Gunbalanya, to constructing Drill Leases at the Santos Mereenie Oil & Gas Fields, the Intract team has been hard at work, proving our strength within the industry.

Intract Australia is a standalone 51% Indigenous owned, managed and controlled enterprise.

Supported by founding partners McMahon Services, Intract Australia has had the benefit of guidance and direction by a leading construction services provider. In it's 25 year history, McMahon Services has developed a strong track record in working with Indigenous Australians all over the country. Working throughout Indigenous communities has given them a deep insight into the character and culture of Australia's Indigenous people; highlighting the existing gap between their desire for professional training and education and the opportunities actually available to them.

It was out of these experiences that the vision for Intract was born. McMahon Services were determined to create a framework for the education and training of Indigenous Australians, which would in turn generate career pathways leading towards long-term, meaningful employment.

The Intract Australia business was developed to help Indigenous people 'Walk a New Path' and that's exactly what we have achieved. Our simple business model of 'train on the job – stay on the job' is proving to be a great success. We now look forward to the next chapter of Intract and new opportunities for future growth.



Leadership

Intract is led by some of Australia's most inspired Aboriginal people who are driven by lifelong ambitions to make a difference. Intract's leaders are focused on helping Indigenous people around Australia in achieving their goals for sustainable employment to provide for their immediate and extended families and ultimately the greater community.

With complementary skillsets, combined 40 years' experience and demonstrated track record of delivering 'real' outcomes for Indigenous people, Intract's management in John Briggs and Michael Rotumah are a critical part of Intract's success.

Adding the likes of AFL superstar and successful businessman Andrew McLeod as board member and shareholder and AFL legend Michael Long as Intract's Indigenous ambassador into the mix, the company is in good hands.

John Briggs

John is a proud Aboriginal and identifies with the Yorta Yorta People from Cummrugunja (Our home), which is part of the Barmah Forest on the Victoria, New South Wales border on the Murray River. John has devoted a large portion of his working life sharing his experiences and working with Aboriginal people in his local community and across all states and territories of Australia.

For over 15 years, John worked in the mines in Western Australia, nine of those years with Rio Tinto and six years as a supervisor trainer with ATAL (Aboriginal Training and Liaison). John was responsible for heritage clearance, Native Title Land Use Agreements, education and training. This group worked well beyond the boundaries of the leases that the mine occupied, including all road, rail, power and water infrastructure along with exploration and rehabilitation. During his time with ATAL, John was passionate about training local people to be "Mine Ready" including; operating dozers, graders, trucks and loaders, along with gaining heavy vehicle licenses.

In 2010 John was approached to establish Intract Indigenous Contractors and was appointed as General Manager prior to its launch. John brings passion, extensive industry experience and a true understanding of the Aboriginal culture to Intract, playing an instrumental role in supporting and mentoring the Intract team and greater McMahon Services group.

John is also heavily involved with the following Indigenous organisations:

SANTS / Board Member Director - South Australian Native Title Services

AEMEE / Board Member Director - Aboriginal Enterprise in Mining, Exploration and Energy Ltd

EWB / Aboriginal Advisory Committee Engineers Without Borders



Michael Rotumah

Michael is a well-respected Minaga / Iwaidja man and Traditional Owner of Wauk (Murgenella) and Croker Island in Western Arnhem Land. A former Australian Football League draftee and player with the Brisbane Bears (1991 -1992), Michael's career was cut short due to injuries and he entered the Australian Public Service in 1995.

Michael forged 18 years' of project and program management experience in delivering national housing and infrastructure projects in Western Australia and the Northern Territory for the Australian Government with the Aboriginal & Torres Strait Islander Commission (ATSIC) and subsequently with the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

Michael oversaw the delivery of key ATSIC National Programs such as the Housing Infrastructure Priority Projects, Remote Areas Essential Services Program and the National Aboriginal Health Strategy that targeted environmental health issues through the construction of housing, upgrading of power, water, sewage and drainage systems in remote Indigenous communities.

Michael also spent three years as a Australian Government Director on the Board of the Territory Alliance consortium for the ten year \$1.7billion Northern Territory National Partnership Agreement on Remote Indigenous Housing. Michael was directly involved in program managing six works packages that consisted of 518 new houses, over 700 refurbishments and construction of new subdivision infrastructure across the Maningrida, Gunbalanya, Tiwi Islands, Groote Eylandt communities and 18 Alice Springs Town Camps.

In 2013, three years on from the launch of Intract Indigenous Contractors, Michael was approached to expand and lead the business in the Northern Territory as a 51% Indigenous owned, managed and controlled company.

Michael brings an extensive knowledge of Australian and Northern Territory Government policies, processes and expectations, and looks forward to new and exciting opportunities for Intract to be a part of delivering social and economic development outcomes to Close the Gap on Indigenous Disadvantage across Australia.

Michael has a large network across Australia and is involved with the following organisations:

Member of the Australian Institute of Company Directors (MAICD)

Member of the WSP/Parsons Brinckerhoff Reconciliation Action Plan Aboriginal and Torres Strait Islander Advisory Committee

Andrew McLeod

Andrew McLeod is a proud descendant of Wardaman, Wagadagam and Scottish / Australian heritage. Shareholder and board member of Intract Australia, Andrew is a former Australian rules footballer for the Adelaide Football Club. He is the games record holder for Adelaide, having played 340 games. McLeod is considered one of the greatest Indigenous footballers of all time, one of the greatest of the modern era and is often considered by many as the greatest player of the Adelaide Football Club.

McLeod won two premierships for the Adelaide Football Club in 1997 and 1998. He was also awarded the Norm Smith Medal for best on ground in both Grand Finals. Post football career, Andrew is still involved with the Adelaide Football Club and has developed the clubs Indigenous Programs, creating a strategy that engages students from year 8 through to employment. The programs Andrew runs provide a number of different elements of an educational program with a holistic approach to learning.

Andrew has strong connections with the Northern Territory Football Club 'NT Thunder' as a past player and has played a role in mentoring of the Indigenous youth throughout remote Indigenous communities across Australia.

Our Partnership Closing the Gap Together

Early Beginnings

McMahon Services has a long history of working in and around Indigenous communities for well over 20 years and have always been committed to contributing to the social, economic and environmental well-being of Indigenous communities across Australia.

In 2010, Intract Indigenous Contractors was established under a partnership model between the Aboriginal Foundation of South Australia and McMahon Services.

This demonstrated McMahon Services' commitment and support of the Council of Australian Government's efforts to Close the Gap on Indigenous Disadvantage. Our vision was to form a business that would not only open doors for Indigenous training and development, but deliver stable and long-term employment for Indigenous people in contracting services across the mining, civil, and construction industries.



"We are determined to create a framework for the education and training of Indigenous Australians, which in turn generates career pathways leading towards long-term, meaningful employment."

David McMahon

Director – Intract Australia & McMahon Services



"I am very passionate about the upskilling and employment of Indigenous Australians and won't fail on this topic. I just don't accept the concept of drive in drive out contractors in Indigenous communities."

Andrew McMahon

Director – Intract Australia & McMahon Services



Minister Launches Intract

In August 2010, McMahon Services and the Aboriginal Foundation of South Australia proudly unveiled the Intract business to more than 100 guests at McMahon Services' Dry Creek headquarters.

Federal Minister for Indigenous Employment and Economic Development, Mark Arbib, was among the esteemed guests.

"I like to see organisations like Intract developing and growing because I know it's so important to the work we are doing as a country and a Government in terms of Indigenous employment and economic development," Senator Arbib said.

"Indigenous enterprise actually empowers Indigenous people. It allows Indigenous communities to make their own decisions about their own future."

"When we have in place Indigenous businesses, they employ Indigenous people. That's why the work you are doing here through Intract (and McMahon Services) is so important to what we're doing as a country."





Intract Australia – Indigenous Enterprise

Five years on from the launch of Intract Indigenous Contractors and the vision to make meaningful employment a reality for Indigenous workers, the Intract business model has expanded Nationally. As a new business, Intract Australia Pty Ltd is 51% Indigenous owned, managed and controlled, with McMahon Services holding the remaining shares. The 51% Indigenous Directors and Shareholders actively manage and run the business operations on a day to day basis.

Our business model provides the three tiers of Government and Private Sector comfort that Indigenous people are being trained under nationally accredited work health, quality, environmental and safety systems, as well as being provided extensive mentoring and skills transfer by highly skilled McMahon Services personnel when required while employed in "real jobs" with Intract Australia.

With just under 50 employees and a current Indigenous Full Time Employment (FTE) of 85%, McMahon Services shares and supports Intract Australia's vision to be a leader in providing Indigenous employment, aiming to be an employer of choice for Indigenous people across Australia in the mining, civil, and construction industries. To support these employment outcomes, McMahon Services has invested over \$6 million in earthmoving equipment for Intract to deliver on numerous contracts.



Strategic Indigenous Housing and Infrastructre Program

In partnership with Sitzler and Laing O'Rourke, McMahon Services joined the Territory Alliance to help make a difference to Indigenous communities throughout the Northern Territory, working on the Federal Government's Strategic Indigenous Housing and Infrastructure Program (SIHIP).

SIHIP was designed to bridge the gap between Indigenous disadvantage across the Territory, by providing quality housing and opportunities for economic independence. The Territory Alliance also helped to deliver social and economic benefits to local Indigenous people as well as the wider Northern Territory community.

The Territory Alliance was awarded a lion's share of the project, delivering:

- 518 new houses and six new subdivisions;
- 314 rebuilds;
- · 442 refurbishments;
- Installation of new power, water, roads and street lighting; and
- Extensive civil works in Alice Springs retrofitting 18 town camps with new connections and realigned roads.

At the project's peak, the Territory Alliance employed more than 750 workers across the sites, and approximately 30% were local Indigenous workers who were given the opportunity to undertake accredited training. The Territory Alliance shared a strong commitment to the training and employment of Indigenous people with the overall aim of creating a sustainable workforce to manage the on-going maintenance of the housing.

The Territory Alliance also subcontracted to 918 services and suppliers, with 769 from the Northern Territory, and of these companies 52 were Indigenous owned.





Maintenance & General

- Land / mine rehabilitation
- Revegetation / vegetation control
- Hydroseeding
- Haulage water, gravel and general
- Well site maintenance
- Fencing and grid maintenance / fence installation
- Erosion repair
- Signage installation
- Plumbing first and second fix
- Carpentry first and second fix
- Demolition
- Asbestos removal

Plant & Labour Hire

- Wet hire skilled operators
- Dry hire large range of heavy machinery

Plant and Equipment

Intract utilises McMahon Services' extensive fleet of company owned plant and equipment in addition to its selfowned and operated fleet. With access to over \$70 million of plant and equipment, Intract have the resources to undertake a broad range of civil construction works.



Dozers

Scrapers

Loaders

Rollers

Graders

Dump Trucks

Water Trucks

Service Trucks

Prime Movers

Trailers

Intract Hire

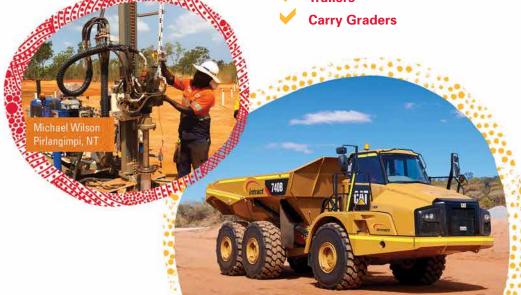


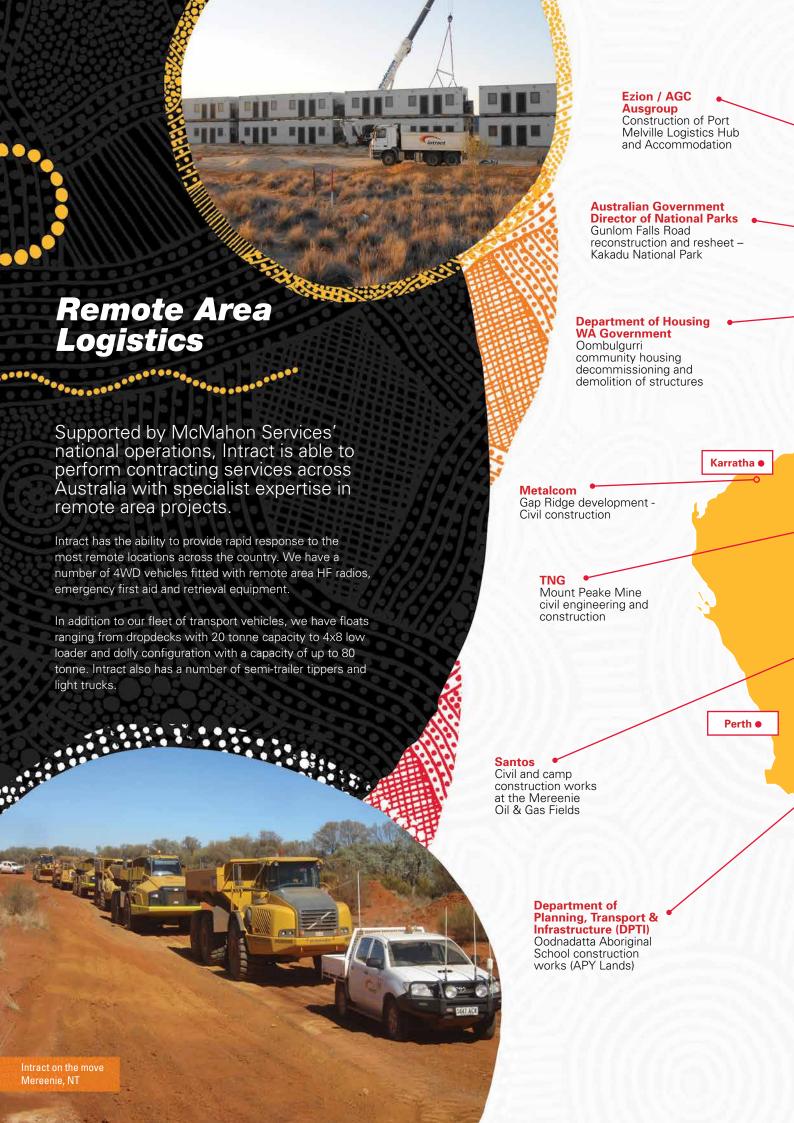
Specialist remote area rental solutions.

Intract Hire provides remote area rental solutions for the mining and civil construction industries across Australia.

Driven by our dedicated Indigenous labour force, Intract Hire covers both 'wet' and 'dry' plant and equipment hire, including operators and fuel, and modular accommodation including portable lunchrooms, sleeping quarters, kitchen facilities and ablution blocks, along with all associated plumbing, and electrical work.

- Wet & Dry Hire
- Remote Area Mobilisation
- Modern Fleet of Specialised Plant & Equipment
- Highly Trained Indigenous Operators
- Competitive Prices
- Mine Site Ready









Northern Territory Government Department of Housing

Provision of Housing Maintenance Coordination Services and Tenancy Management Services

Maningrida and Gunbalanya, NT

Intract Australia has been contracted by the Northern Territory Government Department of Housing to provide Housing Maintenance Co-ordination Services and Tenancy Management Services in the remote Indigenous communities of Maningrida and Gunbalanya for a period of 55 months, commencing in February 2014.

The provision of Housing Maintenance Co-ordination Services is delivered in accordance with the Residential Tenancies Act, the Remote Public Housing Management Framework, the National Partnership Agreement on Remote Indigenous Housing and other legislation, as well as Territory Housing policy and procedures relevant to the provision of the Services.

Intract Australia has established offices in both Maningrida and Gunbalanya, employing five full-time Housing Maintenance Officers to provide a first carrying out necessary minor general repairs and maintenance to over 500 public and government employee houses.

intract

ER HOURS PHONE

00 377 388

Samson Wilson

HOUSING REPAIRS & MAINTENANCE OFFICE

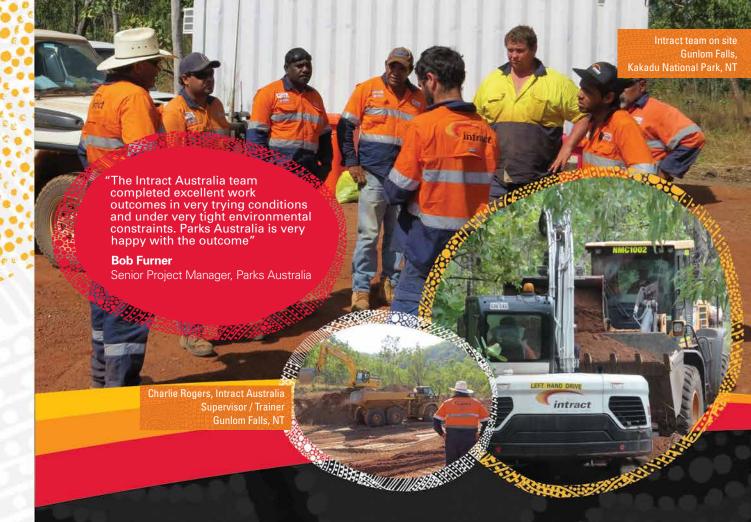
OFFICE HOURS MONDAY - FRIDAY 8.00 AM - 4.30 PM

Maningrida, NT

Intract Australia is exceeding its Indigenous employment targets for the delivery of Housing Maintenance Co-ordination Services and Tenancy Management Services.

response for housing maintenance services including





Australian Government Director National Parks Jim Jim Falls & Twin Falls 4WD Access Track Upgrades

Kakadu National Park, NT

Providing early access after the wet season to two popular waterfalls in the Kakadu National Park was the first and second project for Intract Australia as a standalone organisation. The four-week project involved upgrading the 4WD track leading to Jim Jim Falls and Twin Falls.

The team overcame challenging environmental conditions in the World Heritage listed national park, including living onsite together in a modified 20-foot shipping container for the four-week duration of the project. While only one kilometre of the Jim Jim 4WD track and one kilometre of the Twin Falls 4WD track needed upgrading, including boxing out and filling with 150mm trap rock to provide better traction – distance and tough terrain made it slow moving work.

Some parts of the access tracks were only wide enough for a 4WD ute, and the 10km stretch from the rock pit to the outer limits of the project site was a two hour round trip for trucks and loaders.

Despite the challenges, the team successfully delivered the project and were commended by Parks Australia for their hard work. Overall these two projects had achieved over 70% Indigenous employment.

Australian Government Director National Parks Gunlom Falls Drainage and Pavement Repairs

Kakadu National Park, NT

Following the success of the Jim Jim and Twin Falls 4WD Access Road upgrade, Intract Australia were contracted to undertake the Gunlom Falls drainage and pavement repair works. The remote gravel road required significant reconstruction works and resheeting of 10km to improve road access for tourism in the world heritage listed Kakadu National Park. The team lead by our experienced Indigenous Project Supervisor and Trainer, enabled Intract to reach an extraordinary 90% Indigenous employment target that also exceeded client expectations. The detailed civil works included the following:

- Clean-out and reform existing cut off drains;
- Clean-out and reform existing floodway inlets and outlets:
- Supply and deliver 18,200 tonne imported fill and road base gravel from Shoal Bay quarry (350km) to mix and stockpile at nominated area;
- Haul, Install and compact fill material to wash out areas to re-establish original road sub-grade level;
- Haul, Install and compact gravel road base complete (200mm compacted thickness).





Mereenie Oil & Gas Fields

LOCATION Northern Territory

CLIENT Santos

Civil and road construction works.

Complete civil works package at the Mereenie Oil & Gas Fields in the remote Northern Territory.

Works included the construction of Drillsite Leases on a variety of terrains and upgrade of road networks for easy access to the site.

McMahon Services were also on site, preparing and constructing new living quarters for Santos personnel. Intract joined the team to help remove the existing single accommodation blocks and disconnect existing services, before replacing with two-storey, ensuited accommodation blocks, along with all trade services.

Cook Dump Remediation & Sewer Pond

LOCATION Cook, South Australia

CLIENT Genesee & Wyoming Australia

Remediation of the Cook Dump site and sewer pond.

Works included the disposal of 35,000 tonnes of rubbish into existing dump, removal of existing liner, remediation of areas impacted by water, installation of a new liner, reinstatement of earth bank, compacted and shaped to match existing bank.

Intract was also awarded additional work to reinstate the existing tank base in preparation for a new fuel farm, wich included installation of fence posts and gates.

Wongkumarra Men,

Port Melville Logistics Hub

LOCATION Melville Island, Northern Territory

CLIENT Ezion Holdings / AGC Ausgroup

Design and construction of 150 man accommodation village and ancillary infrastructure in addition to the civil and concreting works associated with the Bulk Fuel Facility.





Short-term

We provide training to local people so they can have employment during the project's lifecycle.

Long-term

When the project is finalised, we actively seek opportunities to leave a legacy for ongoing work.

Recruitment

Intract not only maintains a core labour force, but also engages local Indigenous people from the surrounding homelands where they work. Intract partners with employment pathway providers to source additional funding and suitable trainees, along with Indigenous community groups and key stakeholders in the area.

Over the past five years, Intract has provided employment to over 150 Indigenous workers from local Indigenous communities across Australia under various municipal service and construction contracts.

Intract Australia works closely with employment service providers such as RJCP, VTEC and JobActive to establish employment pathways for Indigenous people

Training

To support our commitment to training and development, the Intract Indigenous Employment Program was initially established through Australian Government funding from the Department of Education, Employment and Workplace Relations (DEEWR), where our inaugural trainees completed Certificate III in Civil Construction (RII30909).

All Intract employees are given the opportunity to complete the following accredited courses:

- Certificate II in Civil Construction (RII20709)
- Certificate III in Civil Construction (RII30909)
- Certificate III in Business (BSB30112)
- Certificate I in Information Technology (ICA10105)
- Asbestos Awareness Course (NAT10314)
- Class B Non-Friable Asbestos
- Senior First Aid / Remote Area First Aid
- 4WD Training Remote

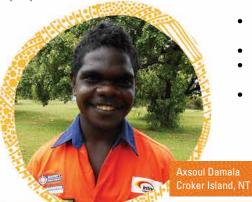
Beyond the Employment Program

Beyond the initial recruitment and induction phase, trainees are supported with ongoing training and development to build on their skills and professional capabilities towards nationally accredited courses. Our highly trained senior personnel provide mentoring to trainees, offering on site support and aiding in skill development.

Where possible, Intract also uses local facilitators in Indigenous communities to assist with preparing trainees for work. This includes organising medicals, facilitating inductions and providing an easily accessible contact point for the company in the community to answer questions and provide other assistance as required.

Our employees who have excelled and expressed a desire to work in management, the following courses are also encouraged by senior management as part of our professional development and employment strategy:

- Certificate IV in Civil Supervision (RII40709)
- Certificate IV in OHS (BSB41407)
- Certificate IV in Training and Assessment (TAE40110)



A winning formula

Intract Indigenous Contractors was named the 2013 Training Program of the Year by the Civil Contractors Federation. Commenting on the award, the judging panel said,

"The unique nature of Intract as a contracting entity adds significant value for stakeholders at every step of the process. From the regional communities that benefit from employment and skills enhancement through to the clients who see advantage from engaging a culturally relevant workforce, Intract has been a positive force within the industry at a time when good news has been scarce. McMahon Services should be commended for their efforts with Intract."



Company Charter

Our Vision

 Provide secure long-term economic independence for Indigenous people and their communities

Our Mission

- Provide effective and culturally aware employment and training within the construction industry
- Excel in customer service and project delivery
- Establish Intract as an employer of choice within Australia's construction industry
- Be respected within Indigenous communities, as a known industry leader in the delivery of quality employment and training opportunities

Our Commitment

- Provide a work environment which is culturally appropriate
- Respect the culture and values of Indigenous people
- Ensure confidentially when requested
- Be transparent and open in all decision-making with our partners, clients, staff and the broader community
- Maximise the use of local Indigenous goods and services
- Provide quality leadership and direction in training and daily activities
- Promote a fair, safe and successful workplace

John Briggs, Anthony Francisco, Samson Wilson, Rhonda Manbawan Gunbalanya, NT

Intract Indigenous Policy

Intract respects the traditions and cultures of Indigenous people, and recognises the unique relationship that Indigenous people have to the land and sea. Intract believes that due consideration of Indigenous concerns and a joint management approach forms an important part of successful operations.

Our Principles

- Build trust and respect
- Respect human and property rights, and sites of cultural, historical or religious significance

- A clear and concise approach to negotiations with landholders
- Behave in a manner that meets and respects cultural customs and practices
- Strive to deliver greater opportunities for commercial enterprise, employment and career development
- Monitor Indigenous affairs and policies
- Provide cultural awareness training to ensure employees recognise the potential impacts of their activities





Through the involvement of local Indigenous people, Intract enables communities to take part in activities on their traditional lands. Intract's vision is to provide a range of training, employment and community relations programs using the company's operations as a platform to assist Indigenous people in further developing their own communities.

Our goals and programs have been developed in consultation with Indigenous people and focus on job skills training, business development, education, crosscultural development and the preservation of Aboriginal culture and heritage.



Giving Back

Intract proudly contributes a percentage of our turnover from projects completed in South Australia only to The Aboriginal Foundation of South Australia.





NT Thunder Partnership

Intract Australia, together with McMahon Services are the proud long-term Premier Partners of the Northern Territory Football Club – 'NT Thunder', a relationship that began in 2012. Our sponsorship contributes to the club's vision to improve education, employment, training, health, leadership and wellbeing in Indigenous communities, a vision that we also share. We are also very pleased that our contribution supports the economic, social and environmental well-being of Indigenous communities with over 60% Indigenous participation achieved with players from right across the Northern Territory.



Go the Gumatj Cavaliers!

Intract Indigenous Contractors proudly sponsored Indigenous rugby team, the Gumatj Cavaliers, at the "Hottest 7s in the World" Tournament, which took place in Darwin in 2014. The Gumatj Cavaliers, led by AFL legend, Intract Australia board member and shareholder, Andrew McLeod, faced world-class sides from across Australia, New Zealand, Fiji, Singapore, Hong Kong, Japan and South Africa. The Gumatj Cavaliers made it all the way to the "Croc Final", narrowly missing out on a tournament win to Hong Kong.





Clinton Gaykamangu Designer of the NT Thunder

Indigenous Round Jumper

Intract provides exceptional quality services, a strong safety culture and commitment to the preservation and protection of the environment. All projects are carried out under third party accreditation management systems, resulting in the highest standards of project management and delivery.

Intract Australia works under McMahon Services third party national accreditations to AS/NZS ISO 9001:2008 (Quality Assurance), AS/NZS ISO 14001:2004 (Environmental Management) and AS/NZS 4801:2001 (Occupational health and safety).

Intract Australia are proud become one of the first majority Indigenous owned and operated businesses in Australia to achieve Federal Safety Accreditation.





Third party accredited to AS/NZS ISO Standards

Intract Australia Indigenous Contractors

Darwin

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Gunbalanya

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National Office Locations

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Sydney

www.intract.com.au













Northern Territory



