

# SUPPLIER

H A N D B O O K



**DECEMBER 2024**

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# INTRODUCTION

**Lynda Stern**  
General Manager, Group Supply Chain

## Welcome to Ventia's Supplier Handbook

As the General Manager for the Group Supply Chain function at Ventia, I am delighted to introduce our first Supplier Handbook. This resource is designed to support our current Suppliers and Subcontractors (collectively, Suppliers), as well as those businesses that may provide goods and services to Ventia in the future.

At Ventia, we believe that strong, collaborative relationships with our Suppliers and Subcontractors are essential to our mutual success. Our new five-pronged supply chain strategy, which will run over the next five years, is aligned with Ventia's commitment to redefining service excellence. This ensures that we work together effectively and sustainably, benefiting all parties involved.

**Leadership Enhancement:** By upgrading critical leadership and key team positions, we ensure that our supply chain is driven by innovation and efficiency. This creates a more dynamic and responsive environment for our suppliers, fostering growth and collaboration.

**Focused Reallocation:** Our strategic reallocation of budget towards enablement and category management optimizes our supply chain structure and processes. This means more streamlined operations and clearer communication channels for our suppliers, enhancing your ability to meet our needs effectively.

**Cost Efficiency Acceleration:** By taking an enterprise-wide approach to third-party spending, we maximize value through collective purchasing power. This drives significant savings, enhances risk management, and optimizes resources. The resulting savings are reinvested to strengthen supplier relationships, promote innovation, and create long-term stability for our partners.

**Technology Integration:** By implementing advanced technology solutions, we enhance stakeholder experiences and streamline interactions with our supply chain. This reduces risk, prevents overspending, and simplifies processes for our suppliers, making it easier to do business with us.

**Strategic Leveraging:** We optimize our enterprise capabilities to improve our strategic partner and supplier relationships. This reduces administrative tasks and enhances efficiency, allowing our suppliers to focus on delivering high-quality goods and services.

No matter what goods or services you provide, we want you to see Ventia as a collaborative partner, not just a customer. We are committed to fostering an environment where our suppliers can thrive alongside us, contributing to mutual success.

We hope this Handbook provides valuable insights into how Ventia approaches its supply chain activities and helps you navigate our processes more effectively.

Thank you for your partnership and commitment to excellence.

**Lynda Stern**  
General Manager, Group Supply Chain

## About Ventia

Ventia is a leading essential infrastructure services provider that makes infrastructure work for communities across Australia and New Zealand. We are an Australian Securities Exchange (ASX) top 200 company, with a secondary listing on New Zealand's Exchange (NZX).

We specialise in the long-term operation, maintenance and management of critical public and private assets and infrastructure across a broad range of industry segments including defence and social infrastructure, infrastructure services, telecommunications and transport.

We have a proud and diverse heritage and a track record of delivering tailored outcomes for our clients and the communities in which we operate. Ventia was created in 2015 following the merger of Leighton Contractors Services division, Thiess Services and Visionstream. In 2020 Ventia grew to combine more than 50 years of industry knowledge and experience with the acquisition of Broadspectrum.

Today we have a large and diverse workforce of more than 35,000 people operating in over 400 sites across Australia and New Zealand, delivering an extensive range of services for our clients and communities.



# SAFETY IS OUR LICENCE TO OPERATE



- 01/ LIFTING OPERATIONS**  
Never work or travel under a suspended load



- 02/ WORKING AROUND & OPERATING MOBILE PLANT**  
Never enter an exclusion zone; operate plant within defined safety limits



- 03/ WORKING AT HEIGHT**  
Protect yourself against a fall and prevent dropped objects



- 04/ WORKING NEAR TRAFFIC**  
Keep yourself and others out of the line of fire



- 05/ WORKING NEAR LIVE SERVICES**  
Treat all services as live and maintain a safe approach distance



- 06/ EXCAVATIONS**  
Only enter an excavation if it is safe to do so



- 07/ HAZARDOUS ENERGIES**  
Verify isolation and zero energy before work begins



- 08/ CONFINED SPACES**  
Obtain authorisation before entering a confined space



- 09/ HAZARDOUS SUBSTANCES**  
Wear designated PPE when working with hazardous substances



- 10/ DRIVING & REMOTE TRAVEL**  
Follow local road laws and Journey Management Plan

*“As an organisation, it is essential that we do not compromise on compliance with our Critical Risk Protocols. Nothing is more important than the safety of our people.”*

**Dean Banks**  
Group Chief Executive Officer

**Putting safety and health above all else is our priority. While all hazards and risks should be carefully considered before starting any task, some tasks are especially dangerous.**

We have identified the top 10 high risk activities that, if not effectively understood and controlled, could result in serious injury. We call these “Critical Risks”, and we have a set of protocols in place to help us manage these safety risks across our business.

The Critical Risk Protocols (CRPs) establish the essential requirements and behaviours for managing these 10 critical safety risks on Ventia’s projects. They are to be applied by our workforce, including our employees, contractors and subcontractors.

The Critical Risk Protocols are comprised of three essential elements - Critical Controls, Mandatory Safety Rules and Safe Work Fundamentals.

## Critical Risk Protocols

- **Critical Controls**
- **Mandatory Safety Rules**
- **Safe Work Fundamentals**

## Critical Controls

Specific controls must be in place or present whenever any work is undertaken involving a critical risk. Critical Controls are crucial to prevent or mitigate the consequence of an event. The presence and effectiveness of a Critical Control significantly decreases a risk.

## Mandatory Safety Rules

Each of our ten critical risks have associated Mandatory Safety Rules, which explain the behaviours that Ventia expects of every employee and contractor. These are simple life-saving actions that individuals must follow at all times.

## Safe Work Fundamentals

In order to work safely, a number of fundamental safety planning activities must be undertaken before starting any task which involves a critical risk. These fundamental activities ensure that work is appropriately planned and that workers are fit, competent and experienced in the task and the nature of risks involved.

Find out more about our Critical Risk Protocols here  
<https://connect.ventia.com/safety/>





# Ventia. For when it's essential.

## Purpose

The Ventia Supplier Handbook is meant as a one-stop shop for all the information you, as a supplier, need to be able to do business seamlessly and productively with Ventia.

Whether you currently supply goods or services to Ventia or are seeking to become a Supplier, this Handbook will support your business as you provide goods and/or services to Ventia, and what we expect of our business partners (our suppliers and subcontractors). This Handbook also gives you information about Ventia's Code of Conduct and policies, encompassing safety and sustainability, as well as development initiatives for both our suppliers and employees.

Ventia seeks to build capability and strong relationships with our Suppliers to deliver best value for all involved. A strong Supplier base assists Ventia in maximising the benefits delivered to our business units and, ultimately, to our clients. By working with our Suppliers in a fair and ethical way, we can focus on providing a quality service to our clients, in a safe and sustainable way.

Ventia acknowledges that as our Procurement function and processes evolve across our business, so too will the way in which Suppliers work with us. It is a journey of continuous improvement that results in growth, development, and benefits for Ventia and our Suppliers.



# OUR **PROCUREMENT PRINCIPLES**

**At Ventia, all sourcing, buying, and contracting is underpinned by our Procurement Policy, and is aligned with other key policy documents and standards which guide us.**

For more information on our Procurement Principles, please review our Procurement Policy at <https://www.ventia.com/generic-page/our-policies>.



We are a diverse business and understand that there are several entry points for suppliers and subcontractors who wish to do business with us. We are striving towards a seamless process as we grow along with our partners and contribute to our customers and communities we work with. Please speak to your Ventia representative or reach out to us via the CONTACT US section on Page 15 for any clarifications you may need.





# HOW WE CREATE VALUE

## INPUTS

### Environmental Capital

The renewable and non-renewable environmental resources we use.



### Human and intellectual capital

Our employees and subcontractors, knowledge, systems and policies.



### Manufactured capital

Our physical assets, offices and technology.



### Social and relationship capital

Our relationships and collaboration with all stakeholders.



### Financial capital

Our financial resources available for deployment.



## VALUE CREATION

We create value through the services we provide



### Sectors



Defence & Social Infrastructure



Infrastructure Services



Telecommunications



Transport

## OUTPUTS



### Resilient and healthy environment

Committed to setting science based targets including net-zero. Resource efficiency and climate resilience.



### Thriving people

An engaged, capable and highperforming workforce that operates in a safe, diverse and inclusive environment.



### Local and diverse supply chain

We create value through the development of a local and diverse supply chain. We advance sustainable and ethical procurement.



### Stronger clients and flourishing communities

Our whole-of-Ventia offering and knowledge provides innovative and effective solutions to our clients and communities.



### Sustainable financial growth

We aim to deliver sustainable financial growth for our shareholders.

## OUTCOMES

- Carbon emissions reduction
- Renewable energy
- Waste diversion from landfill
- Consumption of materials
- Environmental management
- Client solutions

- # of employees
- Safety outcomes (e.g. TRIFR/SIFR)
- Women in senior leadership
- Female participation
- Indigenous participation
- Employee turnover
- Net hires

- Indigenous enterprise partners
- Social and disability enterprise partners
- Indigenous suppliers
- SME engagement
- Supplier diversity
- Human rights and modern slavery

- Client renewal rate
- Work in hand
- Innovation and technology
- Local employment
- Social value
- Community engagement (grants, sponsorships, projects)

- Operating Cash Flow
- Conversation
- NPATA
- EBITDA
- Dividends
- ESG performance
- Cybersecurity



# OUR PERFORMANCE

## Continued bid success underpins future growth

Work in Hand \$17.2 billion as at 30 June and renewal rate of 93%



## Sector Performance (HY24)

Revenue from our D&SI business grew by 12.7% year-on-year primarily due to an increase in minor capital works assigned through our Defence Base Services contract and increased scope of the Defence Maintenance Contract.

Our Infrastructure Services business experienced slightly subdued revenue this half, decreasing by 0.4% year-on-year, due to spending reductions from key clients in our Resources and Industrial businesses. However, this was partially offset by stronger volumes of work in our Energy, Water and Renewables business.

Our Telecommunications business continued its impressive performance with increased revenue of 19.5% on HY23 driven by strong performance from core carrier works and defence and space work. NBN build volumes continued to accelerate across the half from N2P ODM work, as well as an acceleration of more build work from the SKAO project in Western Australia.

Our Transport business increased its revenue by 6.5% year-on-year supported by contracts with Transurban Queensland, the West Gate Tunnel Project and Western Distributor Smart Motorway.



# GUIDELINES FOR OUR SUPPLIERS



**We focus on building partnerships that last, steeped in mutual understanding and meaningful engagement, and creating sustained opportunities that create value to support long-term growth for a diverse range of suppliers. To work with us seamlessly and productively, we have some guidelines for our suppliers.**

## Safety and Health Above All Else

Ventia advocates for positive safety and sustainability outcomes, empowers our people to support their safety and health, and provides practical frameworks, systems, and resources so that we may work with a compliant, contracted workforce to achieve our Safety, Health, Environment and Quality (SHEQ) goals.

## Code of Conduct

Ventia follows policies to ensure a uniform Code of Conduct, Modern Slavery Policy, and Sustainability policy. These impact all Ventia employees, suppliers, subcontractors, and Business Partners – and as such, everyone who interacts with Ventia is expected to be aware of and follow these policies.

## Sustainability & Human Rights

Ventia will conduct periodic due diligence of its Supply Chain including with respect to potential areas of risk for modern slavery and human rights. Ventia will also assess new Suppliers for potential areas of risk for Modern Slavery during onboarding.

## Minority Suppliers

Ventia takes its role as a corporate citizen seriously. Ventia creates value through the development of a local and diverse supply chain as we advance sustainable and ethical procurement. We help drive improved social outcomes by creating opportunities for all minority groups including indigenous people, social enterprises, women-owned and local Suppliers and Subcontractors to work with us.

## Use Our Systems

Ventia uses a variety of systems to simplify how our suppliers to do business with us. When working with us, you may be asked to use one or more of these systems depending on the different parts of our business that you supply to. If you have questions, please speak to your Ventia representative.

## Purchase Orders / Work Orders

Before you commence work, a Purchase Order or a Work Order is needed. If you do not have one, please reach out to your Ventia representative.

## Innovation and Collaboration

At Ventia, we believe that innovation thrives through strong partnerships with our suppliers. We encourage our suppliers to share their ideas and technologies, as this enhances the quality of the goods and services we provide together while also accelerating our ability to meet customer needs.

Together, we can explore new technologies, processes, and efficiencies that benefit both parties. Our commitment to innovation is a shared journey, and we invite our suppliers to join us in pushing the boundaries of what's possible in our industry.

## VISIT US

We are continuously updating our Suppliers page to make it better for you



# OUR CODE OF CONDUCT SETS A CLEAR AND CONSISTENT STANDARD OF BEHAVIOUR THAT IS EXPECTED FROM ALL OUR PEOPLE, INCLUDING EMPLOYEES OF OUR SUBSIDIARIES, JOINT VENTURES, CONTRACTORS AND SUPPLIERS.

**It is the compass that guides us to work safely and behave ethically with every work decision, task and interaction.**

- |     |   |   |     |  |  |
|-----|---|---|-----|--|--|
| 1.  |    | Maintaining a safe and healthy workplace                | 11. |    | Complying with insider trading laws                            |
| 2.  |    | Embracing the environment and sustainability            | 12. |    | Using company assets and technology responsibly                |
| 3.  |    | Compliance with laws and regulations                    | 13. |    | Maintaining complete, accurate and timely business records     |
| 4.  |    | Condemning bribery and corruption                       | 14. |   | Respecting and protecting privacy and confidential information |
| 5.  |   | Exercising care with gifts, discounts and hospitality   | 15. |  | Promoting workplace equality and diversity                     |
| 6.  |  | Avoiding conflicts of interest                          | 16. |  | Preventing bullying and harassment                             |
| 7.  |  | Working with reputable business partners                | 17. |  | Encouraging community and Indigenous relations                 |
| 8.  |  | Responsible political dialogue and government relations | 18. |  | Respecting and upholding human rights in business              |
| 9.  |  | Complying with international trade controls             | 19. |  | Responsible sponsorships and charitable donations              |
| 10. |  | Competing fairly and ethically                          |     |  |  |

**Remember, if you're unsure of any decision, ask yourself:**



## IS IT RIGHT?

**Should you become aware of actions or behaviour that may breach the Code, you should speak to your Supervisor or Leader, Ventia's Group Compliance Officer, Group General Counsel or Ventia's Independent Whistleblower Service.**







# OUR WHISTLEBLOWER POLICY

**Ventia's Whistleblower Protection Policy applies to Ventia employees and to subcontractors (and their employees) who provide goods or services to Ventia.**

Ventia is committed to promoting a culture of compliance, honesty and ethical behaviour. Consistent with the Code of Conduct and our value of Integrity, Ventia encourages the reporting of business concerns in an environment where Ventia will ensure whistleblowers are free from victimisation.

A Whistleblower may make a report directly to KPMG Faircall by using the dedicated Ventia Whistleblower free call number, by email or in writing using the numbers or addresses set out below.

Australia: 1800 500 965

New Zealand: 0800 100 526

Email: FairCall@kpmg.com.au

Web: [www.kpmgfaircall.kpmg.com.au/ventia](http://www.kpmgfaircall.kpmg.com.au/ventia)

**A whistleblower may also make a report to the Group Compliance Officer:**

Phone number: 612 9413 0210

Email: [compliance@ventia.com.au](mailto:compliance@ventia.com.au)

For more information on our approach to Whistleblower Protection, please review our Whistleblower Protection Policy at

[https://www.ventia.com/content/dam/ventia/common/documents/Whistleblower\\_Protection\\_Policy.pdf](https://www.ventia.com/content/dam/ventia/common/documents/Whistleblower_Protection_Policy.pdf).





# MAKING INFRASTRUCTURE WORK FOR OUR COMMUNITIES **SUSTAINABLY**

**At Ventia, we're passionate about making infrastructure work for our communities. We strive to do that in a sustainable way.**

We recognise that every decision and action we take is an opportunity to make a positive impact on the people and world around us.

We've embedded sustainability into our vision, our business strategy, our risk management, and our culture.

## CREATING A LASTING LEGACY FOR PEOPLE AND THE PLANET



### Our Commitment



### Emissions Reduction

**Ventia committed to reducing our emissions and have set validated science based targets:**

- Absolute reduction of scope 1 and 2 emissions by 42% by 2030 from a 2021 baseline (these are our direct emissions)
- Reduce Scope 3 purchased goods and services emission intensity by 52% by 2030 from a 2021 baseline (these are our indirect, supply chain emissions)
- Net Zero Scope 1, 2 and 3 by 2050

**We are asking our suppliers to support and collaborate with us including through:**

- Providing low emissions products and services
- Pursuing initiatives to reduce emissions
- Sharing emissions data, relevant to the scope of work
- Using resources wisely to reduce materials and waste where feasible





# COMMITMENT TO **SOCIAL VALUE**

## **Sustainable Procurement**

Sustainable procurement is our process of sourcing goods and services in a way that achieves value for money while considering the environmental, social, and economic impacts across the supply chain. This approach ensures that procurement decisions contribute positively to the long-term well-being of communities, support ethical and responsible business practices, and minimize harm to the environment.

Ventia's approach to sustainable procurement is rooted in creating long-term value for customers, communities, and the environment.

We prioritise partnerships with ethical suppliers, support local businesses, and actively seek opportunities to drive positive outcomes such as workforce diversity, Indigenous participation, and reduced environmental footprints.

## **Supplier Diversity**

Supplier diversity is the proactive inclusion of businesses owned by underrepresented groups—such as Indigenous enterprises, women-owned businesses, social enterprises, and small-to-medium enterprises (SMEs)—into the supply chain. For Ventia, supplier diversity strengthens our ability to deliver value by fostering innovation, resilience, and collaboration within our operations.

Engaging with diverse suppliers not only reflects our commitment to Fairness, Inclusion, and Respect (FIR) but also drives positive social and economic outcomes, enhances local community connections, and aligns with client and stakeholder expectations for sustainable and inclusive business practices.

By actively engaging with underrepresented businesses—such as Indigenous-owned enterprises, women-owned businesses, social enterprises, and small-to-medium enterprises (SMEs)—Ventia creates pathways for these suppliers to thrive and contribute to economic growth.

Through inclusive procurement practices, Ventia ensures that diverse suppliers can access opportunities, removing barriers and promoting equity in competitive markets. These practices not only reflect the principles of fairness and respect but also enrich Ventia's supply chain with innovation, resilience, and local community benefits.

## **Our Partnerships**

Ventia is a corporate member of Supply Nation, Kinaway Chamber of Commerce, and Social Traders in Australia; as well as the Ākina Foundation and Amotai in New Zealand to support and promote Indigenous businesses and suppliers.

These affiliations reflect Ventia's broader goals of sustainability and social impact in its operations.





# CASE STUDIES



## Creating sustainable economic opportunities

Ventia Wajarri Enterprises Joint Venture: Ventia's joint venture with Wajarri Enterprises Limited (WEL) focuses on Indigenous economic empowerment and sustainable growth in Western Australia's central west.

Through this partnership, WEL plays a key role in managing contracts such as the Square Kilometre Array Observatory (SKAO) project. Unlike traditional subcontracting, the JV awards contracts directly, creating community-centered, long-term outcomes. Gary Bradford, Ventia's GM of Living Services and JV board member, emphasises local employment, training, and sourcing from local suppliers to benefit WEL's goals. With over half the camp's workforce of Wajarri Yamaji heritage, the partnership builds skills and regional capacity.

The JV moves beyond conventional Indigenous engagement by integrating WEL into core operations, stemming from a 2023 Geraldton community workshop, and aims for shared prosperity. A target of spending 20% of the project budget on local businesses and co-designed branding incorporating Wajarri Yamaji language highlights cultural respect and unity, serving as a model for meaningful collaboration. This collaboration exemplifies meaningful engagement, creating sustainable economic opportunities and honouring Wajarri Yamaji heritage in Western Australia.

## Driving Change Through Social Procurement

The partnership between Transurban, Ventia, and Muru Mittigar is transforming social procurement by creating meaningful employment pathways for Aboriginal and Torres Strait Islander people. Participants gained hands-on experience on Sydney's Hills M2 Motorway while working toward a Certificate III in Parks and Gardens.

This innovative collaboration pushed boundaries: Muru Mittigar expanded into labor-hire services, while Transurban and Ventia adopted training-focused approaches aligned with their Reconciliation Action Plans. The initiative generated over \$800,000 in social value, but its real impact lies in individual success stories—such as apprentices achieving financial independence and stability.

Recognized for its excellence, the program highlights how social procurement delivers both economic and social benefits. It's a call to action for businesses to embrace inclusive practices, proving that success is not just about profits but putting people and purpose first.





# REFERENCE DOCUMENTS

**Use these links to access reference documents and policies, which support both Ventia and our Business Partners.**

Further information is also available at <https://www.ventia.com/generic-page/our-policies>.

## Policy (click for more information)

[Procurement Policy](#)

[Code of Conduct](#)

[Sustainability Policy](#)

[Modern Slavery Policy](#)

[Whistleblower Protection Policy](#)

[Health and Safety Policy](#)

[Environment Policy](#)

# CONTACT US

If you are an existing supplier with Ventia, please speak to your Ventia representative.

If you are a new supplier and wish to register your EOI to work with us, please enter your details in the [Supplier Expression of Interest form](#).

For all other queries, please go to <https://www.ventia.com/contact>.

## Get in touch

AU: 1300 VENTIA (836 842)

NZ: 0508 VENTIA (836 842)

## Shared services

(Accounts Payable, Accounts Receivables)

AU: 1300 662 819

NZ: 0800 266 417

