



HUMAN RESOURCES MANAGEMENT

Standard

Business Management Systems (BMS) Group

Document No.: CRP-STD-00645

Document Version Control

Note: Most recent change to this document is highlighted in grey.

Rev. No.	Rev. Date	Details of Revision	Approved By
27	01/12/2022	Inclusion of personal data content in Section 3.2.	Steve Thomas
26	08/09/2021	Addition of Section 9.6.5 Family and Domestic Violence Leave.	Steve Thomas
25	07/04/2021	Modification to position titles in Sections 8.5, 9.3 and 9.6.5.	Laureen Constable
24	11/12/2018	Additional dot point added to Definitions “Bespoke or tailored training programs (determined by BMD)”.	Steve Thomas
23	19/11/2018	Amendments to Sections 3.2,3.2.1, 3.2.2, 4, 4.1, 5.1, 5.4.1, 6, 8, 8.2, 8.2.1, 8.2.2, 8.2.3, 8.2.4, 8.3, 8.4, 8.4.1, 8.4.2, 8.4.3, 8.5,8.6, 8.7, 9.2, 9.5, 9.6.1, 9.6.3 and 9.6.7.	Steve Thomas
22	18/12/2017	Amendment to Section 6 regarding Training.	Steve Thomas
21	18/10/2016	Inclusion of Section 2.1 Determining Employment Type (Contractor or Employee).	Steve Thomas
20	23/05/2016	Inclusion of Section 7.3 Flexible Working Arrangements.	Steve Thomas
19	02/04/2015	Inclusion of Doc Control Record table and changes to document permissions.	Steve Thomas
18	16/03/2015	Inclusion of Section 11 Freedom of Association Policy.	Steve Thomas
17	27/08/2014	Inclusion of Section 6.2.5 Memberships.	Steve Thomas
16	22/07/2014	Content edits to Section 7.3.4 Compassionate Leave.	Steve Thomas
15	19/06/2014	Content edits to Section 6.2.3.	Steve Thomas
14	23/05/2014	Content amendment: addition of the note in Section 8.3.	Steve Thomas
13	30/01/2014	Content amendment to Section 8.3 Redundancy, Retrenchment and Re-Employment; and Section 6.2.3 Education Expenses.	Steve Thomas
12	28/01/2014	Amendments to Staff Accounts (Section 3.5), including the approvals and payment details of these accounts.	Steve Thomas
11	17/01/2014	Content amendment to Section 3.5 Staff Accounts.	Steve Thomas
10	10/12/2013	Content amendments added “Living Away from Home Allowance Fringe Benefit Tax Deductions” into Section 3.4.1 (Living Away from Home Allowance): added Section 8.5 (Fringe Benefit Tax Declarations): and, added all the FBT forms to Section 12 “Associated Documents”.	Steve Thomas
9	15/11/2013	Content amendments addition of section 3.5 Staff Accounts and 3.5.1 Payment Terms.	Steve Thomas
8	23/10/2013	Minor content amendment to Section 6.2.1 Education Expenses.	Steve Thomas
7	23/08/2013	Corrected wording in Section 4.2 Staff Transfers.	Steve Thomas
6	02/07/2013	Amendment to the wording of Section 6.2.1 Education Expenses.	Steve Thomas
5	16/04/2013	Additional documents and hyperlinks added.	Steve Thomas
4	08/02/2013	Changes to Electronic Timesheets and Application for Leave.	Steve Thomas
3	19/12/2012	Additional paragraph to page 6. Formatting and hyperlinks updated.	Steve Thomas
2	18/09/2012	Minor content amendments.	Steve Thomas
1	12/09/2012	Inclusion into the BMS.	Steve Thomas

Human Resources Management

Business Management System Group (BMS) Standard

Document No.: CRP-STD-00645

Table of Contents

1.	Purpose.....	5
2.	Scope.....	5
3.	Recruitment.....	5
3.1	Determining Employment Type (Contractor or Employee).....	5
3.2	Onboarding	6
3.3	Relocation of Staff.....	7
4.	Removalist Companies	7
4.1	Flights and Accommodation.....	8
5.	Hours of Work and Pay Arrangements	8
5.1	Work Week.....	8
5.2	Lunch Breaks	8
5.3	Pay Day.....	8
5.4	Activation of Allowances	8
6.	Promotions and Transfers	9
6.1	Promotions	9
6.2	Staff Transfers.....	9
7.	Performance Reviews.....	10
8.	Professional Training and Development.....	10
8.1	Operational and Compliance Training	10
8.1	Professional Development	11
8.2	Responsibilities	12
8.3	Eligibility	13
8.4	Memberships.....	13
8.5	Booking Training	14
8.6	Completion of Study.....	14
9.	General Human Resources	15
9.1	Complaints Procedure.....	15
9.2	Holding a Second Job	15
9.3	Flexible Working Arrangements.....	16
9.4	Parental Leave Policy	16
9.5	Taking Leave.....	16
10.	Disciplinary Procedures and Termination.....	21
10.1	Disciplinary Procedures	21
10.2	Termination within the Probationary Period	21
10.3	Redundancy, Retrenchment and Re-employment.....	21
10.4	Resignation	21

10.5	Fringe Benefit Tax Declarations.....	22
11.	Staff Referrals Program	22
12.	Graduate Initiative.....	22
13.	Freedom of Association	22
14.	Disclaimer	23
15.	Definitions	23
16.	Associated Documents	24
Appendix A: Higher Education.....		26

1. Purpose

The purpose of this Group standard is to provide clarity around the key Human Resource (HR) functions that exist within the Business. This standard outlines the processes, key documents and forms used for recruitment, onboarding, inductions, payroll, staff transfers and promotions, performance reviews and training, general HR, discipline processes and termination.

2. Scope

This document encompasses all BMD Group subsidiaries including BMD Constructions, BMD Urban, Empower, JMac Constructions, Urbex and Joint Ventures (JVs) where no other procedures or processes are specified. For ease of reference, the term 'BMD' is used throughout this document to reference the BMD Group and its subsidiaries

3. Recruitment

At BMD our goal is to recruit and retain the best available person for each vacancy that exists within the business. The policies and procedures for recruitment and selection at BMD are established to ensure that our recruitment process clearly provides guidelines on how to attract, recruit and retain motivated and committed personnel that share BMD's values and culture and work in accordance with the company's organisational goals and objectives. Before commencing the recruitment process, the hiring manager should review the Group's [Recruitment Policy](#) which provides clarity around the steps that must be followed during the recruitment process.

3.1 Determining Employment Type (Contractor or Employee)

Individuals who are supplying labour via ABN and Pty. Ltd. companies are subject to an Employee vs. Contractor assessment.

The following table explains how the nature and manner in which work is performed will indicate whether a worker is an Employee or a Contractor.

Feature	Employment Relationship	Independent Contractor Relationship
Level of Control	BMD exercises, or has the right to exercise, control over the manner in which the worker's work is performed, e.g., place of work, hours of work, etc. <i>Note: If the work being performed involves a high degree of skill and expertise, the absence of control over the way in which the work is performed is not a strong indicator that a worker is an independent contractor.</i>	The worker does not work under supervision and has flexible working hours.
Public Image	The worker is presented to the world-at-large as a Representative of BMD and would otherwise be considered as an employee by external parties.	The worker has a separate place of work.

Feature	Employment Relationship	Independent Contractor Relationship
	The worker may be required to wear the BMD uniform or has a business card bearing the business logo, etc.	The worker advertises his or her services to the world-at-large. The worker creates goodwill or saleable assets in the course of his or her work. The work of the worker involves a highly specialised profession, trade or distinct calling on the part of the person engaged. The worker spends a significant portion of their remuneration on business expenses.
Employment Relationship	BMD has the right to suspend or dismiss the worker.	The worker performs work for others or has a genuine and practical entitlement to do so. The worker can contract out some of the services without seeking BMD's permission.
Tax	BMD deducts Pay As You Go (PAYG) income tax instalments from remuneration paid to the worker.	The worker makes their own PAYG instalments unless a voluntary arrangement with BMD is in place.
Pay	The worker is remunerated by periodic wages or salary or other consistent payments.	BMD only remunerate the worker with reference to the completion of tasks as outlined in the initial quote for service. Defect works are completed in line with the initial quote for service.
Equipment	BMD supplies the worker's tools and equipment.	The worker provides and maintains significant tools or equipment and worker's investment in capital equipment is substantial. A substantial degree of skill or training is required to use or operate that equipment. Note: This excludes computers, phones, and tool of trade vehicles.

3.2 Onboarding

Once an employee has accepted BMD's offer of employment (as per the steps in the [Recruitment Policy](#) and [Freedom of Association Policy](#)), the hiring manager is then responsible for coordinating a range of onboarding activities in preparation for the employees first day or work. For Enterprise Bargaining Agreement (EBA) personnel, the [Enterprise Bargaining Agreement Recruitment Flyer Process](#) flowchart must be followed. Further, the hiring manager shall abide by the points listed in [clause 11](#) of this document, under the heading: Freedom of Association.

It is the employee's responsibility to ensure that they have uploaded a signed copy of their employment agreement into the electronic onboarding system prior to commencing employment. Employees should be aware that failure to fully complete the electronic onboarding process will result in delay of payment for that pay period.

Employee personal data can only be stored within the secure HR system, there must be no personal data stored, copied, scanned, or shared anywhere else. If validation of any employee data is required, individuals must submit a written request to the HR team (hr@bmd.com.au) for confirmation (i.e., currency of drivers' licence, white card, etc.), however, copies of this data will not be provided.

3.2.1 Asset Coordination

During the recruitment process the offer of employment may include, however is not limited to, company vehicles, phones and computers or other assets that are required to fulfil the responsibilities of the role. These items will be outlined on the [New Employee Details Form](#) which is sent out by HR. However, the hiring manager should follow up these items at least one (1) week prior to the employees start date:

- Company Vehicles and Fuel Cards – liaise with the Fleet department regarding the delivery of company vehicles. All company vehicles will be issued in accordance with the Group's Motor Vehicle Policies which are [Tool of Trade](#), [Package Vehicles](#) and [Company Vehicle Accident Policy](#).
- Company Credit Cards and Purchase Cards – liaise with the Treasury Department.
- Information Technology (IT) Requirements – liaise with the Help Desk helpdesk@bmd.com.au.

3.2.2 Confirming Start Date

HR will confirm the start date of the employee and will notify relevant stakeholders via the [New Employee Details Form](#) to ensure access to systems/intranet is available. Should the new employee communicate any changes to their start date with the hiring manager directly, they must notify HR of the changes.

3.3 Relocation of Staff

Due to business and/or operational requirements, BMD may be required to relocate staff from interstate or overseas to fill an existing vacancy within the Group. The hiring manager, in conjunction with HR will have identified this need during the recruitment process and will undertake the following steps to carry-out the relocation (upon formal acceptance of BMD's offer of employment) and in accordance with the [Relocation Policy](#).

4. Removalist Companies

The hiring manager should refer the employee to the Senior Human Resources Advisor who will arrange for two (2) quotes to be obtained from BMD's relocation providers; Wridgeway's and Allied Pickford's. However, BMD may request a third quote to ensure that a competitive price is being obtained in some circumstances. Where an employee is relocating overseas a minimum of three (3) quotes will always be required. Final approval will be granted by the Senior Human Resources Advisor who will notify the successful removalist, and removal dates will be arranged with the employee. It is important to note that BMD will only cover the costs associated with 'reasonable' relocation of standard household items. Furthermore, the employee will be subject to the 'reimbursement' clause outlined in the relocation costs agreement, which is entered into prior to the selection of the relocation provider.

4.1 Flights and Accommodation

As part of the relocation process, BMD may agree to cover the cost of flights as well as provide short term temporary accommodation. At the hiring manager's request, HR will make these arrangements in conjunction with Complete Business Travel (CBT) and forward the travel itinerary to the employee via email. BMD will only pay for economy airfares and standard accommodation as nominated by CBT. Expenses for flights and accommodation will also be subject to the 'reimbursement' clause outlined in the relocation costs agreement.

5. Hours of Work and Pay Arrangements

BMD will maintain hours for its employees in accordance with federal and state awards, production needs, and the maintenance of an efficient and effective schedule of work. The following is a guideline of the basic elements.

5.1 Work Week

The official work week for all employees at BMD begins at 8.00am on Monday and ends at 5.00pm the following Friday. The hours worked by site-based employees will be determined by the Site Supervisor or Project Manager and may include reasonable overtime as required by the project, including weekend work.

5.2 Lunch Breaks

Each employee's lunch break will be established by his or her supervisor. Each employee must be provided the opportunity to take a full 30 minutes of uninterrupted time (and no more than 60 minutes) for his/her lunch break.

5.3 Pay Day

The official pay week for wage employees of BMD begins Monday, 12:01am and ends 12:00am midnight the following Sunday. Weekly employee's wages will be paid directly into the nominated bank account on the Wednesday evening following the end of the pay week. The official pay period for salaried employees begins on the 1st of the month and ends on the last day of the calendar month. Salaries are paid directly into the nominated bank account on the 15th of each month.

All employees are required to complete a daily Electronic Timesheet by 1pm the following workday and 10am on Mondays.

5.4 Activation of Allowances

Some employees may be eligible to receive a range of different allowances depending on the location and project they are working on.

5.4.1 Living Away from Home Allowance

For payment of Living Away From Home Allowance (LAFHA) the supervisor is required to complete the [Request for Payment of Living Away from Home \(LAFHA\)](#) and [FBT Form 4 - Living Away From Home Declaration - Maintain a Home](#). It is essential that both forms are completed and signed by the employee's manager with a

termination date for LAFHA nominated on the form. If the termination date is not included, the form will be invalid, and no LAFHA will be paid.

All employees employed under an Enterprise Bargaining Agreement (EBA) will be required to complete a [Letter of Assignment](#) prior to the commencement of work and in accordance with the [Recruitment Policy](#).

To help minimise the taxation impacts to BMD and the employee, a LAFHA tax declaration form ([FBT Form 4 - Living Away From Home Declaration - Maintain a Home](#)) is required to be completed by any employee who receives LAFHA, in addition to their standard remuneration. The LAFHA tax form must be completed and returned to FBT@bmd.com.au before receipt of the final LAFHA payment.

5.4.2 Site Allowance

For payment of site allowance, the supervisor is required to complete the [Position Change and Salary Amendment Notification](#) form. This form is used for position and salary changes as well as activation of site allowances. The supervisor should be aware that payroll will not activate any allowances, until the Position Change and Salary Amendment form has been completed and sent to payroll@bmd.com.au.

Note: Site allowances should only be activated once the employee has commenced at site or has commenced working on an official project roster.

6. Promotions and Transfers

It is BMD's policy to select the best qualified person for every position, and promote whenever possible, from among present qualified employees.

6.1 Promotions

When nominating an employee for a promotion, the supervisor or immediate manager must complete a detailed analysis of the employee's current role and the role the employee is being nominated for to determine if further training or development is required. For general support roles within the group, it will be the supervisor's responsibility to demonstrate in writing why the employee should be promoted to the new position.

For the change to be made, the supervisor is required to complete the [Position Change and Salary Amendment Notification](#) form and send to the Human Resources Manager for approval.

When nominating engineering and field staff for promotions, the supervisor or manager should access the appropriate [Skills Assessment and Recommendation](#) documentation relevant to the role and complete the form detailing all supporting information.

6.2 Staff Transfers

Staff may be required to transfer interstate or between business units due to work requirements. Once a transfer has been approved, the 'sending' manager should complete the [Employee Transfer – Relocation Checklist](#) and send it to HR who will notify the relevant parties. The 'sending' manager is required to complete all associated forms that are relevant to the particular transfer; (i.e., if the employee is going to be receiving LAFHA, the LAFHA form and declaration should be completed and sent to Payroll).

If BMD are assisting with the relocation process, Section 3.3 will apply. Existing staff will also be subject to reimbursement of relocation expenses where BMD are paying relocation expenses on behalf of the employee. Refer to the [Relocation Policy](#) for further details.

7. Performance Reviews

BMD will conduct annual written performance reviews for each employee's performance. Performance reviews will be based on the overall performance in relation to the employees' job responsibilities, BMD values and behaviours, conduct and record of attendance. The [Performance Review](#) template is to be used by management and staff during the performance review process.

Employee's performances will also be evaluated on an ongoing basis to identify and highlight opportunities for further training and development and to address areas for improvement. Managers and supervisors should address issues as they arise and not wait for the next reporting period.

All performance reviews are to be sent to the HR Department. HR, in conjunction with the relevant manager, will document and coordinate the delivery of the agreed outcomes from each individuals' performance review. A copy of the performance review will be placed on the individuals HR file for future reference.

8. Professional Training and Development

BMD currently supports training initiatives across the various business units, utilising several different arrangements. In consultation with the employee, managers will determine what training employees require to fulfil their role with the company and continue their professional development. Training and development for the whole of BMD is split into two categories:

8.1 Operational and Compliance Training

BMD offer internal training for BMD's processes, procedures and the Business Management System (BMS). Compliance and/or upskilling training will be undertaken to ensure employees are appropriately qualified to comply with and maintain BMD's legislative obligations.

This category of training includes:

- Plant and machine licences / units of competency
- Renewable competencies such as: First Aid, Confined Space, Working at Heights, Traffic Management and Traffic Control
- Rail track safety accreditations (SARC)
- Safe work procedure courses (white card, asbestos awareness, fire warden etc.)
- Other compliance training that is a requirement of an employee's role.

Please refer to the [HSEQ Training and Competency Management](#) standard for further information.

Furthermore, it is the responsibility of the manager to ensure the student has been allocated time to attend training and that any relevant records (e.g. certificates) are returned to compliancetraining@bmd.com.au.

As operational and Compliance training is a requirement for an employee to successfully fulfil their role, these courses are fully funded by the company with no reimbursement requirements applicable.

8.1 Professional Development

The Group supports continuous development of our employee's skills, in-line with BMD's objectives. This encompasses internal professional development training, as well as courses offered by external providers. BMD will cover the upfront cost of all professional development training including [higher education](#) courses. However, in the instance of higher education courses, the reimbursement clause will be applicable.

Managers are authorised to send employees to special training programs if the cost is within the Business Units' or projects' budget and the Manager has established spending authority from their direct senior manager. Many of these training programs will occur as an agreed outcome from the performance review process in which case the Manager and HR will work together to source the most suitable training outcome for the employee.

Some training will occur on the job and BMD will absorb all of the expenses associated with the training. If an employee is required to attend an offsite training session as part of their professional development or for competency-based training, the employee will be compensated for the time involved in the training.

Please refer to [Appendix A: Higher Education](#) for further details on courses.

8.1.1 Traineeships / Apprenticeships

All apprenticeships and/or traineeships are fully funded by BMD and delivered nationally, via preferred supplied agreements with Registered Training Organisations (RTO's). BMD offer a range of traineeships/apprenticeships including however not limited to:

- Certificate III Civil Construction (Pipe Laying, Road Construction and Maintenance, Bridge Construction and Maintenance and General Construction streams)
- Certificate III Landscape Construction
- Certificate IV Civil Construction Supervision
- Diploma of Civil Construction Management
- Diploma of Project Management.

8.1.2 TAFE/ Vocational Education and Training (VET)

All TAFE/VET courses will be assessed on a case-by-case basis with the employee, their Manager, and the HR department. This encompasses courses that result in an increased skill set for an employee's current role and/or aid in career progression.

8.1.3 Short Courses

A range of short courses are available to assist in expanding an employee's current skills and increase efficiency in their role. Various short courses may also be discussed during performance reviews, to assist in employee's career progression.

8.1.4 Higher Education

BMD encourages employees to undertake further study in areas such as:

- Civil Engineering
- Accounting
- Law

- Business Administration.

Several employees have completed Master's Degrees, both nationally and internationally. Please refer to [Appendix A: Higher Education](#) for further details on courses.

8.2 Responsibilities

Manager Responsibilities

- It is the responsibility of the employee's direct manager to ensure that the External Course is relevant to an employee's job role and career pathway at BMD
- Ensure the cost of the program is approved by a manager holding the appropriate level of authority and that written approval is received from HR
- Ensure the employee is aware of the [BMD Professional Development Policy](#) and the requirement to obtain prior manager approval for referencing and using company material during the course
- Monitor course progress and ensure any appropriate records are forwarded to HR
- Acknowledge the achievement of the employee upon successful completion.

Employee Responsibilities

- It is an expectation that the employee attends all scheduled course sessions and completes all coursework and assessments to a satisfactory level
- Additional coursework outside scheduled classes, including assignments, research or exam study must be undertaken in the employee's own time
- If company material is used, referenced, or submitted as part of course work, prior approval from the employee's manager must be obtained
- For Higher Education courses, employees must complete the [Application for Higher Education](#) and send a completed copy to HR (hr@bmd.com.au)
- Submit any attendance records, course completion certificates, or qualifications to HR (hr@bmd.com.au)
- Adhere to the [BMD Professional Development Policy](#) as per [Section 12](#).

HR Responsibilities

- Discuss with employees and their manager training options to address the employee's individual professional development requirements and provide information and guidance as required
- Discuss with the employee the conditions around reimbursing any out-of-pocket expenses associated with attending the agreed course, e.g., textbooks, travel, etc
- Issue a higher education reimbursement agreement for any employee completing an approved higher education course prior to enrolment
- Record and update employee personnel files with completion of courses and qualifications
- Has final approval on all company sponsored professional development training.

8.3 Eligibility

8.3.1 Employee

An employee must have completed their probationary period to be eligible to:

- Enrol in any external course with a cost in excess of \$500 (after any applicable funding).

High education costs assistance is available to full time permanent employees and is available to permanent part-time employees on a pro-rata basis. However, this category of training is not available to casual employees.

8.3.2 Eligible Course

Company sponsored professional development training will be delivered via BMD approved vendors, ensuring the use of appropriately accredited education institutions, such as TAFE, Universities and Registered Training Providers (RTO). Courses must further provide the employee with a technical, intellectual, or cultural undertaking that will improve the employee's competence in the workplace.

Selection of approved institutions is managed by the Human Resources department.

8.3.3 Education Expenses

BMD will cover the cost of tuition fees for approved courses and reimburse the cost of any textbooks or associated materials for eligible employees. These costs are allocated to the respective business unit the employee works for. In the event of the training being a [higher education](#) course, the reimbursement clause is applicable and an employee will need to complete an [Application for Higher Education](#) and submit to HR for approval. BMD will not reimburse any fees or costs for study retrospectively, without prior approval.

Funding of training materials and/or approved memberships will be administered via the petty cash reimbursement process, detailed in the [Delegation of Authority](#).

8.4 Memberships

During the course of employment, employees may become members of institutes or obtain professional memberships and associations that require the employee to pay an annual subscription fee.

BMD will only reimburse subscription fees that relate to a professional membership that is deemed compulsory (by BMD) for the employee to maintain and fulfil their role with BMD.

Employees may acquire a range of managerial and leadership related associations throughout their careers. Whilst these associations are considered valuable, they relate to the employees' individual skills and professional career development, therefore would not be reimbursable.

The type of subscriptions fees that would be reimbursable would be those that if the employee did not maintain, the employee would be unable to practice in their chosen profession. In these cases, the employee should seek approval from their General Manager and seek reimbursement via a [Petty Cash Expense Reimbursement Form](#).

Examples of common memberships are outlined below:

Engineers Australia (EA): Generally, not a requirement for Construction engineers. However, BMD supports engineers in their journey to chartered status, via the Engineers Australia program. Chartered Membership certifies that you practice in a competent, independent, and ethical manner; and indicates you are a leader in your field. BMD will cover the cost of the annual Engineers Australia membership fees for any engineers undertaking the chartered process or maintaining chartered status that actively contribute to EA and/or mentor and support our BMD engineering employees. Design Engineers should seek approval from their General Manager if Registered Professional Engineer of Queensland (RPEQ) or similar is required to fulfil their role.

Australian Institute of Company Directors (AICD): Not reimbursable (unless requested by BMD and the Graduate Diploma is successfully completed).

Australian Institute of Project Management (MAIPM): Not reimbursable (unless requested by BMD).

Law Society and Legal Practicing Certificate: Reimbursable pending Chief Financial Officer (CFO) approval.

Institute of Chartered Accountants and Certified Practicing Accountants: Reimbursable pending CFO approval.

Memberships relating to Quality, Safety, Environment and Auditing: Some of these memberships may be reimbursable pending specific business / project requirements (approval required by the General Manager, Systems and the General Manager).

Memberships to clubs and associations that are not professional associations shall be paid for by the employee, unless approved by the Group Director - Chief Executive Officer.

8.5 Booking Training

8.5.1 Professional Development Training

All requests for training should be sent to HR – hr@bmd.com.au. HR will then provide the manager with a list of preferred training providers within the region. HR will coordinate the booking and payment of the course and will ensure the employee has all the relevant information prior to the commencement of training.

It is vital that the approved booking process is adhered to, as preferred supplier relationships, and agreed pricing structures exist in many regions which assist's in reducing BMD's overall training costs.

8.5.2 Compliance Training:

Complete a [Compliance Training Request Form](#) and email the completed application form to compliancetraining@bmd.com.au.

Any queries and requirements to provide copies of certificates upon receipt can be directed to the Business Systems Team.

8.6 Completion of Study

Upon completion of professional development training, employees must advise their Manager and submit a copy of their qualification to HR, so it can be added to their training file.

9. General Human Resources

The following functions and protocols are available for all BMD employees. Employees are welcome to contact the HR department to further discuss any HR related matters.

9.1 Complaints Procedure

A clear and open channel for the expression of employee suggestions and complaints is a fundamental principle of sound employee relations; therefore, each employee is encouraged to talk with their supervisor about any problem, complaint or suggestion that might arise, concerning their work. The following details the procedure to follow in such circumstances:

1. The employee raises their issue or suggestion with their immediate supervisor and the supervisor is given the opportunity to act on the suggestion or to settle any complaint within an agreed timeframe. In any circumstances where the employee does not feel able to discuss the matter with their immediate supervisor, the Human Resources Manager is available for consultation.
2. If the employee is not fully satisfied with their supervisor's decision or outcome, they are at liberty to consult with the department head. If the complaint is beyond the scope of the immediate supervisor's jurisdiction, they should recommend that the employee discusses it with the next level of management who is in a position to answer the question.

When an issue is elevated beyond the immediate supervisor, the complaint is to be produced in writing detailing the facts of the case. This will assure those to whom the case is appealed, that they are considering the same problem that was initially presented to the immediate supervisor.

3. If the employee's complaint or suggestion is still not settled to the employee's satisfaction, the employee should take their complaint to the Human Resources Department for a hearing.

Note: Speedy handling of complaints and suggestions is a vital part of any procedure. When a complaint or suggestion is presented, quick attention and action in attaining the right answer, followed by prompt communication with the employee, will greatly enhance the success of the process.

9.2 Holding a Second Job

Any employee who engages in additional employment outside BMD in any phase of the industry, either with another employer or through self-employment, may be dismissed. BMD cannot accept divided loyalty. If an employee must accept outside employment in a business unrelated to the industry, in order to supplement their income, this work must not interfere with overtime demands of their regular job or diminish their capacity to fulfil their regular duties or carry-out their moral obligation to BMD.

This requirement also relates to involvement in activities which are designed to supplement an employee's income without requiring direct employment of the employee, e.g., owning or having an interest in Plant or developing Real Estate. An employee should discuss such involvement and receive approval for their involvement in such activities from the Group Executive Director - People and Process.

9.3 Flexible Working Arrangements

BMD endeavours to assist its employees to achieve their personal, family and relationship goals by facilitating flexibility in employment and working arrangements to achieve the optimum balance between work and personal responsibilities.

Flexible work arrangements are about an employee and an employer making changes to when, where and how a person will work to better meet individual and business needs.

The availability of these arrangements, and the process in which they will be managed, are detailed in the [Flexible Work Arrangements Procedure](#).

9.4 Parental Leave Policy

BMD has a [Parental Leave Policy](#) that provides flexibility and benefits that make BMD a great place to work. By providing this support for our employees with growing families, BMD hopes to enable greater workforce participation, as well as attraction and retention of our women at BMD.

The new Parental Leave Policy includes:

- Paid Parental Leave for primary carers (not including government-funded parental leave) – 18 weeks full pay or 36 weeks half pay maternity leave (allowing for up to 52 weeks leave in total including unpaid leave)
- Paid Parental Leave at full salary for secondary carer – 1 week. In addition to the primary carer, BMD also recognises the important role those secondary carers provide to families.

Please see [Parental Leave Policy](#) for full policy provisions.

To apply for the parental leave, you will need to complete the [Application for Parental Leave](#) form.

9.5 Taking Leave

All leave requests must be submitted through the [Leave Request](#) system and authorised by the appropriate Manager. Approval for annual leave will be based upon the production needs of the individuals' department.

9.5.1 Annual Leave

The employee is entitled to annual leave which accrues, pro-rata, to a total of 20 working days for each completed 52 weeks of continuous full-time employment. Annual Leave (where possible) is to be entered into the Leave Request system prior to the leave being taken.

9.5.2 Long Service Leave

The employee's entitlement to long service leave is as prescribed by law from time to time and shall be taken subject to the agreement of BMD, which will not be unreasonably withheld subject to operational requirements.

9.5.3 Personal Leave (sick and carers leave)

The employee is entitled to personal leave which accrues, pro-rata, to a total of 10 days for each completed 52 weeks of continuous full-time employment. Once the employee has used up their accrued entitlement of personal leave and remains incapacitated due to illness or injury, the employee will automatically be treated as being on leave without pay.

Personal Leave is to be entered into the Leave Request system the next working day following the leave. Employees are required to provide a medical certificate or statutory declaration for any personal leave of more than two consecutive days or: where such leave is taken on a Monday or Friday; any day immediately preceding or following a public holiday; or where the Supervisor requests the same due to an identified pattern of personal leave.

9.5.4 Compassionate Leave

In the event of life-threatening illness, injury or death of an employee's immediate family member or household member, leave will be given for up to a maximum of two working days, without loss of regular pay during the period beginning with the day of death and up to and including the day following the funeral.

Additional leave, without pay, will be granted whenever such additional time is reasonably required. Employees may also serve as pallbearers when requested without loss of pay on the day of the funeral for the time necessary to perform this function.

9.5.5 Family and Domestic Violence Leave

BMD understands that family and domestic violence is a workplace and community concern and that we can make a difference in supporting our employees who are experiencing family and domestic violence.

Family and domestic violence takes many forms but is defined in the Fair Work Act as violent, threatening, or other abusive behaviour by an employee's close relative that:

- seeks to coerce or control the employee
- causes them harm or fear.

A close relative is an employee's:

- spouse or former spouse
- de facto partner or former de facto partner
- child
- parent
- grandparent
- grandchild
- sibling
- an employee's current or former spouse or de facto partner's child, parent, grandparent, grandchild, or sibling
- a person related to the employee according to Aboriginal or Torres Strait Islander kinship rules.

Leave Entitlements

BMD acknowledges that there will be occasions where an employee experiencing family and domestic violence will need time during their ordinary hours of work to do something to address the impact of that violence including:

- making arrangements for their safety or the safety of a close relative, such as a dependent child (including relocation or childcare)
- attending urgent court hearings

- accessing related services (including police services, legal services, counselling).

In these circumstances employees (including casual and part-time employees) are entitled to five days of unpaid family and domestic violence leave each 12-month period. This leave:

- doesn't accumulate from year to year if it isn't used
- is available in full for new employees
- renews in full at the start of each 12-month period of employment; and
- can be taken as a single continuous period or separate periods of one or more days.

When taking this leave, please be conscious of the following notice and evidence requirements:

- Notice:
 - Must be given to BMD as soon as practicable (which may be a time after the leave has started)
 - Must advise BMD of the period, or expected period, of the leave.
- Evidence:
 - May be required by BMD
 - Must be such that it would satisfy a reasonable person that:
 - You are experiencing family and domestic violence
 - You require leave for a purpose described above
 - It is impractical for you to achieve that purpose outside of your ordinary hours of work.

In addition to unpaid family and domestic violence leave, employees can access their paid leave entitlements in accordance with BMD's other relevant leave policies. In particular, employees are able to access paid or unpaid sick or carer's leave:

- to recover from personal illness or injury
- to provide care or support to an immediate family member or household member recovering from personal illness or injury
- for unexpected emergencies affecting an immediate family member or household member.

Confidentiality

BMD understands that an employee's experience of family and domestic violence is sensitive.

BMD will take all reasonably practical steps to keep information about an employee's situation confidential, including information concerning any notice or evidence given by an employee for the purposes of taking leave.

Flexible Working Arrangements

BMD endeavours to support employees through their personal, family and relationship circumstances by facilitating flexibility in employment and working arrangements to achieve the optimum balance.

Employees who are experiencing family and domestic violence or who are caring for a household member or immediate family member who is experiencing family and domestic violence are entitled to request flexible working arrangements to support their needs.

Flexible work is designed in partnership with, and approval by, an employee's manager. More information about eligibility and requests for flexible working arrangements can be found in the [Flexible Working Arrangements](#) procedure.

Safety in the Workplace

BMD is committed to each of our employees' health and safety in the workplace.

We understand that family and domestic violence can extend to the workplace, including inappropriate work visits, repeated, and upsetting phone calls/emails/texts, and technology assisted abuse including the use of smart phones, social media, and apps to threaten, isolate, abuse, track, or stalk.

Discuss with your manager or a HR representative safety measure which can reasonably and practicably be implemented to ensure your safety while at work.

BMD also offers an Employee Assistance Program which provides employees with support and assistance with their continued personal wellbeing. This program is available to all employees at all times. Please advise HR if you wish to access this program and arrangements will be made for the provider to be in contact.

You can also access nation-wide assistance from the following:

1800RESPECT

1800RESPECT is Australia's national sexual assault, domestic and family violence support service. The service provides information, referrals, and counselling to all Australians 24 hours a day, every day of the year.

Contact:

- 1800 737 732
- <https://www.1800respect.org.au/>

Safe Steps Family Violence Response Centre

The safe steps crisis response phone line connects women (this includes anyone who identifies as female or transfeminine) and their children with specialist support workers who can help them explore their options, develop a safety plan and access supports that allow them to live safe from family violence. safe steps phone support workers also provide information and assistance to individuals concerned someone they know is experiencing family violence.

Contact:

- 1800 015 188 (24 hours)
- <https://www.safesteps.org.au>

MensLine Australia

MensLine Australia is a telephone and online counselling service for men with family and relationship concerns.

Contact:

- 1300 78 99 78
- <https://mensline.org.au>

Men's Referral Service

The Men's Referral Service is a men's family violence telephone counselling, information and referral service operating across Australia run by No to Violence and is the central point of contact for men taking responsibility for their violent behaviour. They also provide support and referrals for women and men seeking information on behalf of their male partners, friends or family members, and workers in a range of agencies seeking assistance for their clients who are men.

Contact:

- 1300 766 491
 - (NSW & TAS Open 24/7; ACT, NT, QLD, SA, VIC & WA Weekdays 8am-9pm, Weekends 9am-5pm)
- <https://www.ntv.org.au>

9.5.6 Employment of Relatives

No relative of any employee will be hired into subordinate roles to an existing employee. Exceptions of this policy may only be applied at the discretion of the Group Executive Director - People and Process.

9.5.7 Jury Duty

If you are called for jury service, please inform your supervisor immediately. BMD encourages employees to carry-out their responsibilities as citizens in this regard. Your supervisor will inform you about how your pay will be handled. An employee called for jury duty should report to work during his or her scheduled working hours before and after such duty for assignment and be available to work. Time spent on jury duty shall not be considered as time worked for the purpose of calculating overtime.

9.5.8 Petty Cash

From time-to-time employees may incur minor out of pocket expenses during the course of their duties. These expenses can be reimbursed via petty cash upon approval by the employees Manager. Petty cash should not be used for payment of suppliers of services or materials.

Petty cash claims should be lodged via the [Zeno Expense](#) portal, in accordance with the [Purchase Card and Petty Cash Policy](#).

Reimbursement of expense claims through petty cash requires a valid tax invoice/receipt. Where a valid tax invoice/receipt is not provided, the reimbursement will not be made.

9.5.9 Other Benefits

BMD employees may also be eligible to access a range of other benefits.

- Access to discounted private health plans and the Employee Assistance Program (EAP) – find out more at [The BMD Way](#).
- Company Corporate Uniforms are available upon completion of the six (6) month probation period. Please refer to the [BMD Uniform Allocation Manual](#) for further details.

10. Disciplinary Procedures and Termination

10.1 Disciplinary Procedures

From time-to-time managers may be required to initiate disciplinary action against employees who display conduct and performance that is not aligned to BMD's expectations. In order for BMD to have consistent and fair discipline procedures, the following guidelines have been adopted. With the exception of unacceptable conduct which may cause for more serious disciplinary action or for immediate dismissal; any employee whose employment is terminated will have gone through the following steps. Before commencing the disciplinary process, Managers should familiarise themselves with the [Disciplinary Guidelines](#).

Note: *The appropriate warning letters will be issued by HR upon request.*

10.2 Termination within the Probationary Period

All employees will be engaged on a probationary basis for a period of six (6) months upon commencing with the company. Either party (BMD or the employee) can elect to terminate the employment contract during the probationary period without providing any reasons for termination. In this instance either party will be required to provide one (1) weeks' notice. Managers or supervisors who wish to terminate an employee within the probationary period should contact the HR department before the termination is made official. Upon termination, the manager or supervisor should complete the [Termination Checklist](#) and send it to payroll@bmd.com.au.

10.3 Redundancy, Retrenchment and Re-employment

In some unfortunate circumstances, economic and business conditions may force businesses within the BMD Group to reduce or cut back parts of their workforce. When this happens, each job will be carefully reviewed along with the employee's records. Because qualifications, past performance, and length of service of each employee will be the controlling factors, experienced personnel will have the best chance of avoiding a retrenchment.

If the circumstances require re-employment at a later date, they will be based upon service needs and positions to be filled will be re-advertised when needed. Those considered for re-employment will be the most suitable for the position.

Note: *The appropriate letters will be issued by HR upon request for salaried workers. Managers should contact the relevant Payroll Officer with regards to EBA workers.*

10.4 Resignation

Occasionally, personal affairs result in an employee's decision to change jobs. In such cases, employees are expected to give their supervisor as much notice as possible. Advanced notice will allow BMD time to adjust working schedules and secure a replacement. Employees should refer to their contract of employment to ascertain the period of notice that they are required to provide to the organisation. A copy of an employee's resignation letter should be emailed to the relevant General Manager and the Human Resources Manager as soon as possible.

10.5 Fringe Benefit Tax Declarations

Due to taxation legislation, any employee who ceases employment after receiving a fringe benefit is required to complete the relevant declarations and return it to FBT@bmd.com.au. Managers are responsible for ensuring that such documentation is completed and returned, prior to the employee's final day of work.

Examples of Fringe Benefits include:

- [E-toll, Fuel Card, Phones, Internet or Membership usage \(Form 1\)](#)
- [Company Car \(not utes\) Declaration \(Form 2\)](#)
- [Company Ute Declaration \(Form 3\)](#)
- [Living Away from Home allowance – Maintain a Home \(Form 4\)](#)

11. Staff Referrals Program

In addition to using job ads and recruitment agencies to recruit qualified, dedicated, and motivated staff, BMD has developed a program in which existing staff can recommend potential candidates. In return, if someone you recommend is employed within 12 months and makes it past their six (6) month probation period, you will receive between \$500 and \$2,000 extra in your pay. Employees should visit the [Staff Referrals](#) website for more information.

12. Graduate Initiative

As BMD continues to expand across all sectors of its operations, maintaining a highly skilled workforce has never been more important. Graduate staff are a crucial part of our future growth and BMD is committed to ensuring that the graduate staff of today have long and successful careers within the company.

BMD graduates commence with the company as actual employees, allowing them the freedom to embark upon a professional career straight away rather than being confined to a rigid program for their first few years within the industry. BMD is also mindful that many graduates have not had the opportunity to hear the entire story of BMD's unique culture, values, opportunities and how they can benefit from a long-term career with BMD.

The Graduate Initiative was developed to be an annual event which will run as a two (2) day program in Brisbane in the first quarter of each calendar year. Graduates will have the opportunity to gain an in-depth perspective on BMD's history, values and get to know some of our senior managers such as Mick Power AM – Group Board Chairman.

13. Freedom of Association

As per the [Freedom of Association Policy](#), workers shall not be discriminated against or victimised on the grounds of membership, or non-membership, of an industrial organisation by abiding by the following practices throughout Australia in regards to Freedom of Association:

- BMD shall ensure no person is forced to pay a fee, however described, to an industrial organisation if they are not a member
- BMD will not provide the names of new staff, job applicants, contractors, or subcontractors to unions other than as required by law or the relevant enterprise agreement applying to the works

- BMD will not permit 'no ticket, no start' signage; 'show card' days; or any other practice which implies that union membership is anything other than a matter for individual choice, including employers unlawfully encouraging or discouraging employees to join a union
- BMD will not allow employee representatives, shop stewards or other union officers to undertake or administer site induction processes. BMD shall ensure that site management oversee or are involved in site induction processes
- BMD will not discriminate against, or disadvantage elected employee representatives
- BMD will not use or oblige an employee to complete a form or identify their union status. Further, BMD will not require that subcontractors identify the union status of their employees or subcontractors
- BMD will not refuse to employ or terminate an employee because of their union status
- BMD will not refuse a reasonable request from a workplace delegate to represent employees in relation to grievances and disputes or discussions
- BMD will not permit the imposition, or attempted imposition, of a requirement for any contractor, subcontractor, or employer to employ a non-working shop steward or delegate, or to hire an individual nominated by a union unless there is a requirement to the contrary in the relevant enterprise agreement applying to the works
- BMD will not require the display of union or related logos, mottos or other indicia on company property or supplied property, clothing, or equipment
- BMD shall not enter into, participate in, or facilitate arrangements or practices designed to avoid its own legal obligations, or the legal obligations of others. This includes arrangements or practices that undermine freedom of association.

14. Disclaimer

This standard has been prepared as a guide to the HR processes, policies, benefits, and general information that exist to assist staff during their employment. However, neither this standard nor any other BMD communication or practice creates an employment contract.

The organisation reserves the right to make changes in content or application of its policies as it deems appropriate and these changes may be implemented even if they have not been communicated, reprinted or substituted in the standard.

It is also understood that nothing in this standard or any other policy or communication changes the fact that employment is for an indefinite period, unless terminated at any time by the employee or the organisation.

15. Definitions

External Courses	An External Course is categorised as: • Job related vocational programs (e.g., Certificate II / III / IV or Diploma) • Short course for specific skills / knowledge development
-------------------------	---

	• Professional / personal development • Traineeships / Apprenticeships • Higher education (Bachelor's Degree, Master's Degree) • An External Course is paid upfront by BMD.
Study Leave	Each eligible employee is allowed one (1) day of study leave per unit, capped at eight (8) per year.
Higher Education	• Courses that are offered by universities, which include: University Degrees or professional qualification (i.e., Bachelor's Degrees, Graduate Diplomas and Master's Degrees) • Higher education courses are paid upfront by BMD. • Bespoke or tailored training programs (determined by BMD)
Internal Course	• Graduate Program • Fortitude (invitation via General Managers) • Systems training • Internal Mentoring Program • Self-orientation Program • BMD Online Training (BOLT).

16. Associated Documents

-  [Application for Higher Education](#)
-  [Application for Parental Leave](#)
-  [BMD Professional Development Policy](#)
-  [BMD Uniform Allocation Manual](#)
-  [Company Vehicle Accident Policy](#)
-  [Compliance Training Request Form](#)
-  [Delegation of Authority](#)
-  [Disciplinary Guidelines](#)
-  [Employee Transfer – Relocation Checklist](#)
-  [Enterprise Bargaining Agreement Recruitment Flyer Process](#)
-  [Equity Policy](#)
-  [FBT Form 1 - Expense Payment Declaration](#)
-  [FBT Form 2 - Company Car Declaration NOT UTES](#)
-  [FBT Form 3 - Ute Declaration](#)
-  [FBT Form 4 - Living Away from Home Declaration – Maintain a Home](#)
-  [Flexible Work Arrangements](#)
-  [Flexible Work Arrangements Request Form](#)
-  [Freedom of Association Policy](#)
-  [Graduate Initiative](#)

-  [HSEQ Training and Competency Management Standard](#)
-  [Leave Request](#)
-  [Letter of Assignment](#)
-  [New Employee Details Form](#)
-  [Package Vehicles](#)
-  [Parental Leave Policy](#)
-  [Performance Review Template](#)
-  [Petty Cash Expense Reimbursement](#)
-  [Position Change and Salary Amendment Notification](#)
-  [Position Descriptions](#)
-  [Recruitment Policy](#)
-  [Relocation Policy](#)
-  [Request for Payment of LAFHA](#)
-  [Skills Assessment and Recommendation](#)
-  [Termination Checklist](#)
-  [Tool of Trade](#)
-  [Working from Home - Workplace Health and Safety Risk Assessment](#)

Appendix A: Higher Education

Overview

BMD recognises the value of offering professional development training opportunities to all employees. As such, both internal and external professional development training are provided by BMD to all employees in the interests of diversifying employee skill sets. Furthermore, BMD provide financial assistance to staff undertaking higher education courses, via the study assistance program, or upon agreement between the employee and BMD. Coinciding with this study assistance program, study leave is provided to employees to facilitate attendance at agreed courses.

Higher Education Application Process

Employees wishing to undertake a company sponsored tertiary qualification course, must discuss the course curriculum with their manager. To confirm if it is relevant to their position and in line with BMD's objectives. The [Application for Higher Education](#) must then be completed and submitted to HR for consideration. HR will review the application in conjunction with the General Manager of the respective business unit, to ensure it will provide a mutually beneficial outcome.

If the application is approved, the employee will be required to sign the higher education reimbursement agreement that is issued by HR. The agreement, outlines BMD's expectations, the agreed financial assistance and terms.

Study Leave

A permanent employee who has passed their qualifying period is entitled to study leave to attend BMD endorsed training courses.

BMD supports employees to undertake higher education study and therefore offers study leave to assist with enable attendance at exams.

An employee is entitled to one (1) day of study leave per exam, up to a maximum of eight (8) per year. Study leave cannot be accrued and cannot be used for anything other than attendance of an exam. Study leave will be paid as ordinary time.

Agreements between Company and Employee

Termination of Higher Education Agreement

If an employee is terminated for any reason other than genuine redundancy or by mutual agreement, prior to completion of the tertiary qualification, they will be required to reimburse BMD the portion of training costs paid by BMD, up to the date of termination inclusive of any cancellation fees.

BMD may terminate a higher education agreement based on the following points:

- Termination of employment
- Resignation of employment
- Unsatisfactory work performance
- Breach of BMD policies and procedures
- Deferring for more than one semester unless approved via HR

- The employee repeatedly fails course units
- The employee changes courses without notifying or seeking approval from BMD.

Reimbursement of Training

The reimbursement of training clause outlined below, is applicable to higher education courses.

If an employee resigns within the commitment period, they will be required to repay the cost of the education fees to BMD as outlined below:

- (i) 100% of all education fees if an employee resigns and leaves within the first two (2) years*
- (ii) 50% of all education fees if an employee resigns and leaves between two (2) and three (3) years*
- (iii) 25% of all education fees if an employee resigns and leaves between three (3) and five (5) years*
- (iv) Nil if an employee resigns and leaves after the expiry of five (5) years.*

