

# GROUP POLICY

MANUAL





## FOREWORD

As a leading construction, mining and services company, Thiess is committed to maintaining best practice standards across our operations.

This Group Policy Manual provides an overview of our objectives, principles, policies and procedures, which are pivotal to our company's ongoing success.

The manual also outlines the structure and key aspects of the Thiess Management System (TMS), which allows us to effectively share knowledge and harness innovation in client services, project management and business processes across our workforce.

In an organisation as dynamic and diverse as ours it is essential that it is managed in a consistent and systematic way. These resources provide the framework that supports the manner in which we conduct our business. They set the foundation for our approach to delivering excellence in our projects and business units and for maintaining quality outcomes in our day-to-day activities.

A handwritten signature in black ink, appearing to read 'Bruce Munro'.

**B A Munro**  
**MANAGING DIRECTOR**

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## OUR COMMITMENT

### OUR THIESS

The Our ThieSS statement defines ThieSS' purpose and values. It reflects what the company is today, what we value and where we are going.

We aim to be the leading construction, mining and services contractor, across Australia and select international markets, delivering sustainable and profitable growth through innovation, working with our employees and in partnership with our clients and stakeholders.

We do this by focusing on people, sustainability, innovation, acting with integrity and performing as one team.

These policies are the foundation of how we operate and set the framework for our approach to delivering excellence in our projects and business units.

#### » CODE OF ETHICS

Set the expectations, standards and ethical practices that underpin all our dealings

#### » HEALTH AND SAFETY

Our objective: everyone safe everyday

#### » ENVIRONMENTAL

Our objective: smaller footprint, bigger future

#### » COMMUNITY AND STAKEHOLDER MANAGEMENT

Our objective: proactive and genuine engagement

#### » TRADE PRACTICES

As a leading service provider, we will comply with competition and consumer legislation at all times

#### » RISK

Our objective: eliminate risks and maximise opportunities

#### » DIVERSITY

Our objective: strength in diversity

#### » QUALITY

Our objective: quality outcomes without compromise

#### » INJURY MANAGEMENT

Injury management practices facilitate and expedite the recovery process and help employees return to work as soon as possible

# OUR THIESS

## PURPOSE

**TO BE THE LEADING CONSTRUCTION, MINING, AND SERVICES CONTRACTING PARTNER ACROSS AUSTRALIA AND SELECT INTERNATIONAL MARKETS, DELIVERING SUSTAINABLE AND PROFITABLE GROWTH THROUGH INNOVATION, WORKING WITH OUR EMPLOYEES AND IN PARTNERSHIP WITH OUR CLIENTS AND STAKEHOLDERS**

## WE VALUE:

### ■ PEOPLE

We care for, respect and invest in our people and the communities in which we operate. The safety and wellbeing of everyone is foremost in everything we do.

### ■ PERFORMANCE

We achieve exceptional outcomes through a disciplined, professional and accountable approach. Our commitment to always deliver sets us apart. We reward and celebrate success.

### ■ INTEGRITY

We act with honesty, integrity and fairness and are open and transparent in all our dealings. We do what we say we will do.

### ■ INNOVATION

We empower our people to challenge the status quo and actively seek new ideas and better ways to mitigate or eliminate risks, deliver optimum outcomes and create value.

### ■ SUSTAINABILITY

We deliver sustainable outcomes for the long term that align with the needs and aspirations of our people, clients, partners, communities and the natural environment.

### ■ ONE TEAM

We recognise, support and harness the diverse talents of our people and partners. Through our integrated and collaborative approach we offer greater value, certainty, and performance to our clients and stakeholders.



A handwritten signature in black ink, appearing to read "B A Munro".

**B A MUNRO**  
MANAGING DIRECTOR  
THIESS PTY LTD  
SEPTEMBER 2011

# CODE OF ETHICS

**OUR PRINCIPLES GUIDE OUR CONDUCT AND SET THE EXPECTATIONS, STANDARDS AND ETHICAL PRACTICES THAT UNDERPIN ALL OUR DEALINGS**

## WE WILL:

- Act with honesty, integrity and fairness in all areas of our business dealings
- Support workplace diversity, respect the values of others, and not tolerate racial discrimination, workplace harassment or bullying, or sexual misconduct
- Accept responsibility and accountability for our actions
- Follow company policies and procedures at all times
- Behave in a manner aligned with our values in everything we do
- Use Thiess' assets only for company purposes
- Comply with all applicable laws, regulations and statutory obligations in the countries in which we operate
- Ensure that the privacy of our people and stakeholders is observed and respected
- Avoid action or activity that gives rise to a conflict of interest, is illegal, or involves the acceptance or giving of improper inducements in order to secure business
- Encourage employees to speak against, and to report, unethical behaviour, supported by the "Thiess Ethics Line" as an independent and anonymous complaints line for our people



A handwritten signature in black ink that reads "Bruce Munro".

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# HEALTH & SAFETY

## POLICY

**SAFE PROJECTS ARE SUCCESSFUL PROJECTS**

**ALL INJURIES ARE PREVENTABLE AND  
SERIOUS INJURIES ARE UNACCEPTABLE**

**OUR OBJECTIVE: everyone safe everyday**

**TO ACHIEVE THIS OBJECTIVE, WE FOLLOW CORE PRINCIPLES:**

**STRONG LEADERSHIP:**

- Highly visible and positive role models
- Proactive prevention of High Potential Incidents
- Empowerment of employees to lead on safety
- Proactive elimination or engineering out of health and safety risks and hazards
- Passion for the wellbeing of our employees
- Recognition and reward of safe performance

**SYSTEMS:**

- Systems that are consistent, effective and represent best-practice
- Training in systems underpins our understanding
- Risk management practices are embedded in all process, procedures and the way we manage our work
- Compliance with all relevant legislative, statutory and other requirements is mandatory

**EVERYONE'S COMMITMENT:**

- Commitment to safe work practices
- Positive behaviours that drive a safe culture
- Share lessons learnt and continually improve
- Actively participate and be willing to give feedback and "speak up" on safety

**CONTINUOUS IMPROVEMENT:**

- Systematic and disciplined audit schedule
- Transparent reporting of all incidents, High Potentials and hazards
- Thorough and timely investigation of incidents with corrective actions implemented to prevent recurrence
- Leading and lagging performance indicators with regular benchmarking and reporting



*Bruce Munro*

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SEPTEMBER 2011

# ENVIRONMENTAL POLICY

**ENVIRONMENTALLY SUSTAINABLE PROJECTS ARE  
SUCCESSFUL PROJECTS**

**WE ARE DRIVING A CULTURE THAT GOES  
'BEYOND COMPLIANCE'**

**OUR OBJECTIVE: smaller footprint bigger future**

**TO ACHIEVE THIS OBJECTIVE, WE ADHERE TO THE FOLLOWING CORE PRINCIPLES:**

**STRONG LEADERSHIP:**

- Pursue sustainable environmental outcomes
- Do what we say we will do
- Ensure transparent reporting
- Empower employees to lead on environmental initiatives
- Deliver projects with future generations in mind

**BEST-PRACTICE SYSTEMS:**

- Maintain systems that deliver good governance
- Maintain environmental management systems certifiable to ISO 14001
- Comply with all relevant legislation and statutory requirements
- Ensure our people are trained in the use of our systems
- Monitor, measure and publicly report our environmental performance

**EVERYONE'S COMMITMENT:**

- Commit to environmentally responsible practices
- Understand environmental obligations
- Prevent or minimise pollution
- Prioritise efficient use of resources
- Identify and proactively manage potential environmental risks
- Deliver positive environmental outcomes that add value to our projects

**CONTINUOUS IMPROVEMENT:**

- Recognise and share lessons learnt
- Set ourselves challenging targets to reduce our impact on the environment
- Implement innovative solutions that reduce our environmental footprint
- Engage with our clients and other stakeholders to produce mutually beneficial and sustainable outcomes



*B A Munro*

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SEPTEMBER 2011

# COMMUNITY & STAKEHOLDER MANAGEMENT POLICY

POSITIVE COMMUNITY RELATIONS SUPPORTS  
SUCCESSFUL PROJECT OUTCOMES

OUR OBJECTIVE: **proactive and genuine engagement**

TO ACHIEVE THIS OBJECTIVE, WE ADHERE TO THE FOLLOWING CORE PRINCIPLES:

#### HONESTY:

- Approach all engagement with the genuine intent to involve communities in a positive manner and improve understanding of projects
- Communicate the nature of our work openly and transparently
- Seek opportunities for community input
- Establish clear expectations about how much disruption communities should expect

#### EFFECTIVE COMMUNICATION:

- Match communication programs to the communication needs of communities and key stakeholders
- Develop timely, relevant and clear communication
- Create collaborative and two-way communication programs

#### ACCESSIBILITY AND VISIBILITY:

- Engage communities and stakeholders proactively
- Create opportunities for face-to-face engagement
- Plan activities to ensure maximum opportunity for community participation
- Encourage two-way communication

#### BEST-PRACTICE SYSTEMS:

- Share lessons and continually improve our community and stakeholder management plan
- Seek opportunities to support and invest in the communities in which we operate
- Review and revise policy and procedures in line with best-practice community engagement and evolving systems, media channels and communication standards



*Bruce Munro*

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SEPTEMBER 2011

# TRADE PRACTICES POLICY

**WE RECOGNISE AND RESPECT THE IMPORTANCE  
OF COMPETITION AND CONSUMER LEGISLATION  
AND ITS GOAL OF PREVENTING ANTI-COMPETITIVE  
BEHAVIOUR AND SAFEGUARDING CONSUMERS**

**AS A LEADING SERVICE PROVIDER, WE WILL COMPLY  
WITH THIS LEGISLATION AT ALL TIMES**

**IN FULFILLING OUR OBLIGATIONS, WE WILL:**

- Comply at all times with competition and consumer legislation and regulations
- Report any activity that may contravene such legislation
- Maintain and monitor our competition and consumer compliance system
- Review and revise our Competition and Consumer Act Policy and procedures periodically to maintain their relevance and currency
- Communicate this Competition and Consumer Act Policy and associated procedures to employees and stakeholders to ensure they are aware of their responsibilities in relation to competition and consumer compliance



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# RISK

## POLICY

**RISK MANAGEMENT DELIVERS GREATER CERTAINTY  
WHILE SAFEGUARDING OUR PEOPLE AND PROJECTS**

**OUR OBJECTIVE: eliminate risks and maximise opportunities**

**TO ACHIEVE THIS OBJECTIVE, WE ADHERE TO THE FOLLOWING CORE PRINCIPLES:**

**PROACTIVE LEADERSHIP:**

- Demonstrate highly visible and positive role models
- Drive a culture of risk appreciation to eliminate or mitigate risks
- Integrate risk management in all elements of planning, design, construction, commissioning, and operations
- Delegate responsibilities and ensure employees understand requirements
- Empower employees to identify, register and mitigate risks
- Encourage and recognise outstanding risk management and innovation

**OPPORTUNITY AND INNOVATION:**

- Identify and maximise opportunities and potential innovations
- Apply multi-criteria analysis to identify opportunities and management strategies that demonstrate lowest risk, best value and enhanced sustainability
- Share lessons and continuously improve risk and opportunities acumen

**EVERYONE'S COMMITMENT:**

- Apply risk management in all daily activities
- Identify, register and proactively mitigate risks and potential impacts
- Follow procedures to manage risks
- Give feedback on risk management processes

**TRANSPARENCY AND STRICT COMPLIANCE:**

- Report all risks
- Use systems that are consistent, effective and represent best-practice
- Comply with all relevant legislation and ISO standards
- Maintain open communication with regulators, stakeholders, local communities and employees
- Complete all required training
- Embed risk and opportunity management practices in all processes
- Complete regular and systematic audit schedules



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# DIVERSITY

## POLICY

**DIVERSITY PROMOTES INNOVATION, CREATIVITY,  
FLEXIBILITY, PRODUCTIVITY AND COMPETITIVENESS**

**OUR OBJECTIVE:** *strength in diversity*

**TO ACHIEVE THIS OBJECTIVE, WE COMMIT TO THE FOLLOWING CORE PRINCIPLES:**

- Develop a talented and diverse workforce that represents the wide range of cultures in our community
- Understand and value the different skills, backgrounds and talents of our employees
- Engage the breadth of skills in our team to the mutual benefit of the company, our clients, our stakeholders and our people
- Create a supportive and understanding workplace environment in which all individuals feel welcome, respected and heard, and where they can realise their full potential regardless of their background, age, gender or ethnicity
- Remove barriers to achieve a genuinely diverse and talented workforce
- Establish and meet targets for greater diversity
- Create proactive initiatives to support and encourage employment opportunities for Indigenous people and women
- Design systems that actively encourage the feedback of our people regarding their experiences within our diverse workforce
- Provide specific training to those responsible for recruitment, selection, training, grievance, disciplinary or dismissal procedures regarding this policy
- Ensure all employees are aware of the company's commitment to diversity and understand their own responsibilities towards enabling a diverse workforce



A handwritten signature in blue ink, appearing to read "Bruce Munro".

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# QUALITY

## POLICY

**SMART AND ROBUST PRACTICES DELIVER COST-EFFICIENT  
PROJECTS ON TIME, EVERY TIME**

**TO CONTINUALLY ACHIEVE INDUSTRY BEST-PRACTICE WE MUST  
LEARN FROM OUR EXPERIENCES AND CONTINUE  
TO REFINE OUR SYSTEMS**

**OUR OBJECTIVE: *quality outcomes* without compromise**

**TO ACHIEVE THIS OBJECTIVE, WE ADHERE TO THE FOLLOWING CORE PRINCIPLES:**

**STRONG LEADERSHIP:**

- Maintain management accountability for achieving quality outcomes
- Communicate our Quality Policy and procedures to all employees and appropriate stakeholders
- Ensure all employees understand and take ownership for quality and service standards

**BEST-PRACTICE SYSTEMS:**

- Ensure the Thies Management System meets ISO 9001 requirements and is integrated into all business activities
- Review and improve the effectiveness of the Thies Management System on a continual basis
- Review and revise our Quality Policy and procedures periodically to maintain their relevance

**GREATEST VALUE-ADDING:**

- Provide products and services that meet or exceed the standards prescribed in relevant agreements, contracts, codes and statutory obligations
- Identify, monitor and respond to client needs, expectations and levels of satisfaction

**CONTINUOUS IMPROVEMENT:**

- Set high standard quality targets
- Continuously review and refine our systems, processes and methods
- Ensure our systems are flexible and encourage new ideas, technologies and innovations



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SEPTEMBER 2011

# INJURY MANAGEMENT POLICY

## WORKPLACE BASED INJURY MANAGEMENT PRACTICES FACILITATE AND EXPEDITE THE RECOVERY PROCESS AND HELP EMPLOYEES RETURN TO WORK AS SOON AS POSSIBLE

### EFFECTIVE INJURY MANAGEMENT INCLUDES:

- Providing timely and quality services and return to work plans
- Maintaining injured or ill employees at work in appropriate and productive activities
- Enabling the earliest possible return to work for employees
- Maximising independent functioning for employees if return to work is precluded

### TO SUPPORT BEST-PRACTICE INJURY MANAGEMENT, WE WILL:

- Provide a safe and healthy work environment and, in the event of injury or illness, proactively apply workplace based injury management in accordance with medical advice
- Cooperate with our employees and their treating providers
- Ensure appropriate suitable duties are made available to injured or ill employees to facilitate their safe and early return to work, with those duties to be medically approved and be time limited
- Ensure all our employees are aware that, in the event of injury or illness, they, and their supervisors, will be consulted to develop their return to work plan for a structured, timely and safe return
- Comply with legislative obligations with respect to injury management including confidentiality and privacy of information
- Review this policy and accompanying procedures on an ongoing basis to ensure we continue to meet legislative requirements and the needs of all stakeholders

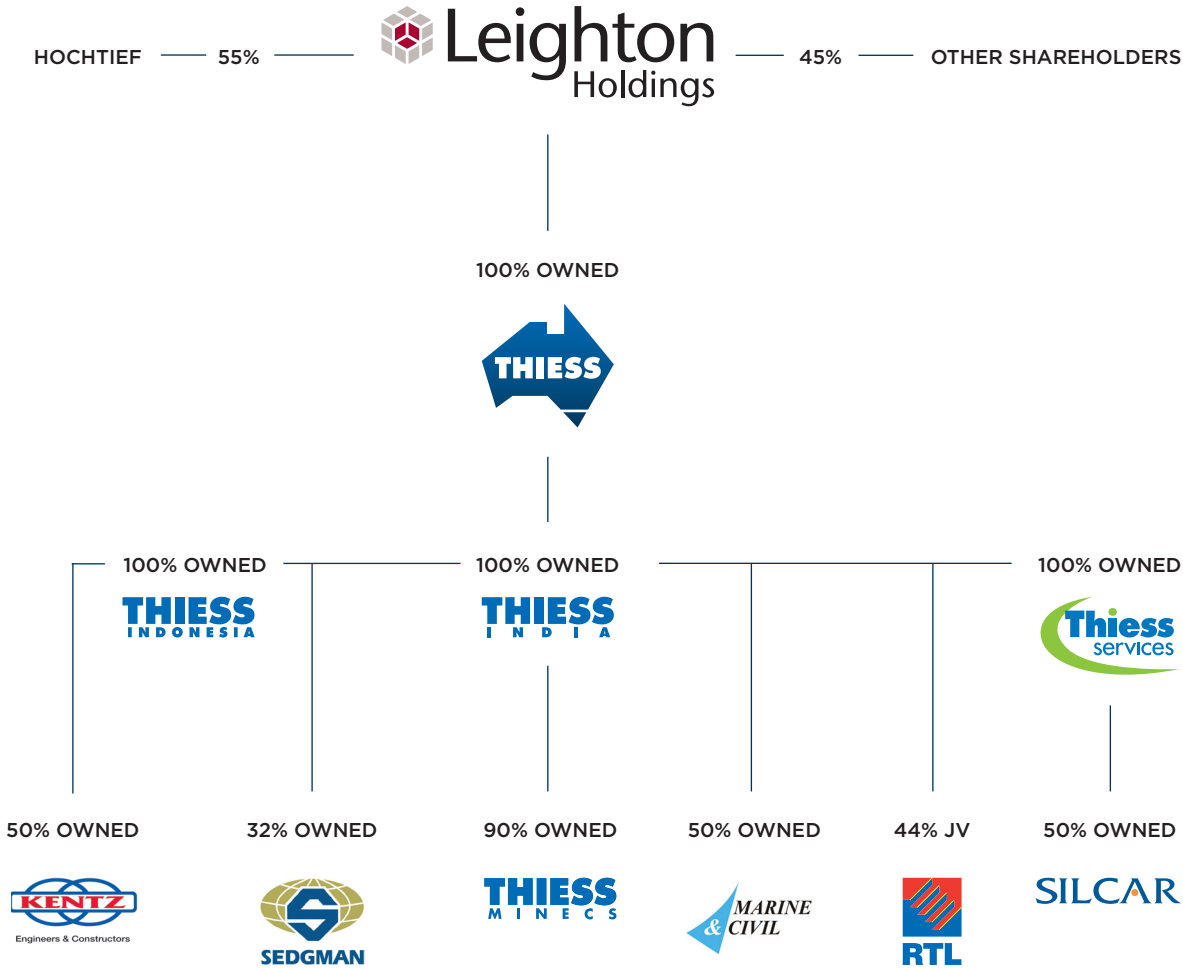


*Bruce Munro*

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THIESS PTY LTD  
SEPTEMBER 2011

# OUR GROUP ORGANISATION CHART

Thiess is a wholly owned subsidiary of Leighton Holding Limited (LHL), and operates as an independent business entity within the Leighton Group. It has a strong and distinct culture and its own corporate identity.



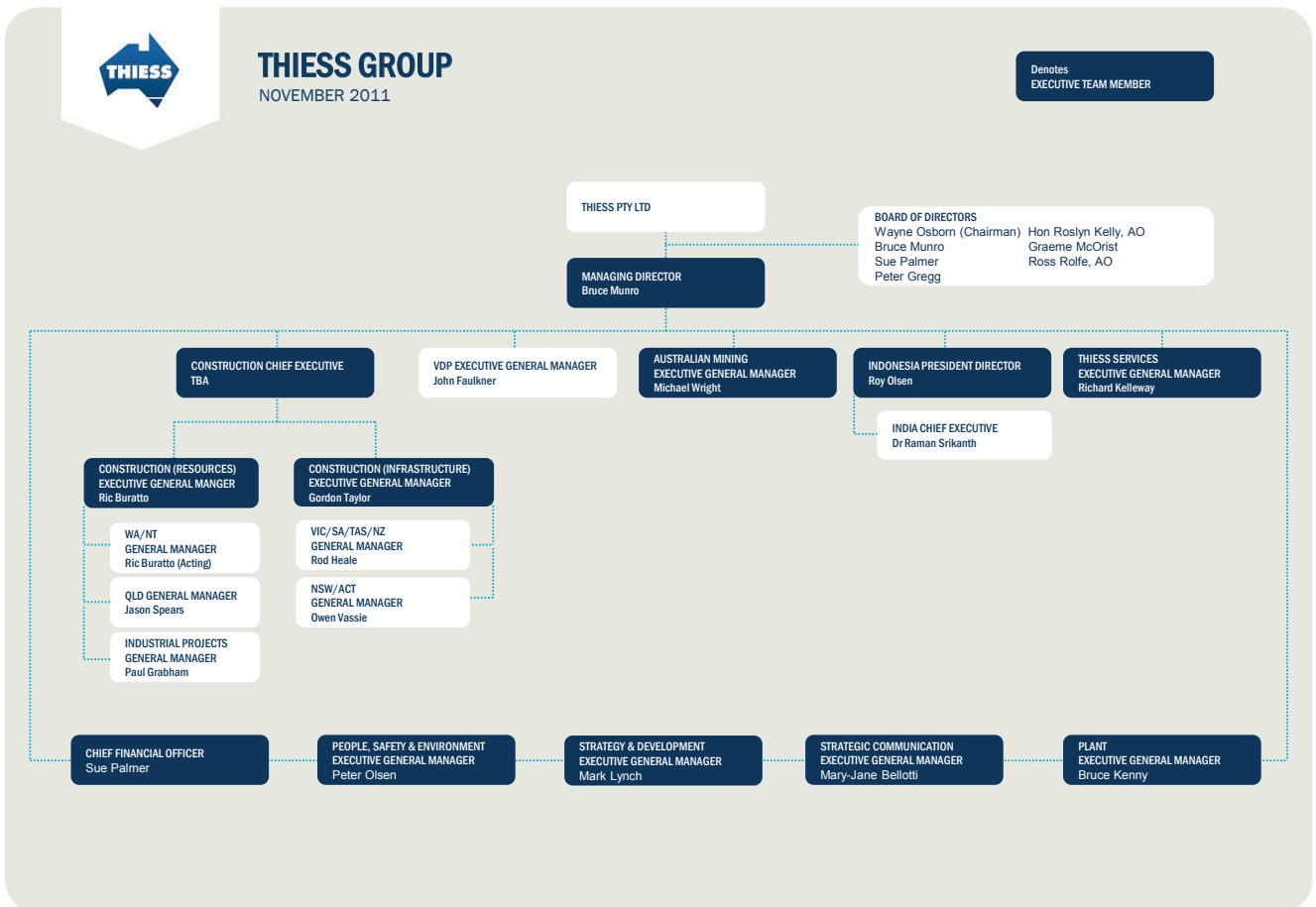
## OUR DELEGATION

The Managing Director has the prime responsibility for the Company performance and management. The Thiess Board monitors this performance as well as the implementation of appropriate company policies and ensuring all statutory obligations are met. The role of the Board is complementary to LHL line management authority levels and controls for project procurement, performance reviews, financial limits and investment approvals.

## OUR STRUCTURE

The company devolves accountability to the Business Units and to the respective Business Unit General Managers who are responsible for the activities, operations and the performance of the Business Unit.

Business Unit managers are responsible for the performance of their respective Business Units in accordance with the targets and objectives set out in the Business Plan.



# OUR SYSTEM

Thiess has established the Thiess Management System (TMS) to effectively and efficiently manage the conduct of our business, while continuing to encourage innovation.

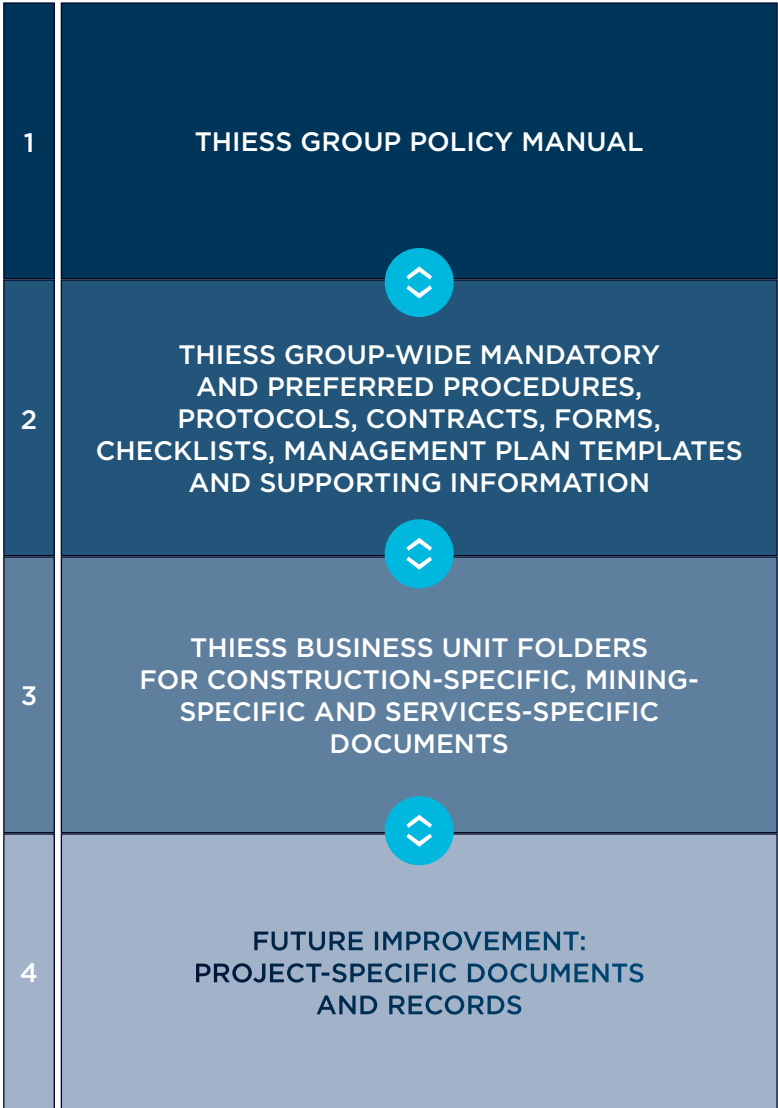
The TMS contains the policies, procedures and supporting information for managing our business and delivering all aspects of a project.

The system is designed around the functional areas of the business and each area is managed by Executive team champions.

- » A process of regular and ongoing review by Thiess Subject Matter Experts (SMEs) ensures the TMS is continually improved and remains relevant to the Company's expanding operations
- » Workflow review processes ensure ongoing corrective action and improvements are handled efficiently, and by the appropriate person

The TMS is the mechanism by which the Corporate values, Our Thiess statement, and policies are implemented throughout the organisation.

## TMS STRUCTURE



## 1. GROUP POLICY MANUAL

This manual contains the Our Thiess statement and the Thiess Policies which define our core values and outline how Thiess manages and conducts its business.

The Group Policy Manual (this document) includes:

- » Our commitment
- » Our values statement and policies
- » Our Group organisational chart
- » Our structure
- » Our delegation
- » Our system, and
- » Our compliance

## 2. PROCEDURAL AREAS

The Procedural Areas hold our procedures and supporting documents for managing our Business and delivering projects.

There are sixteen (16) Procedural Areas:

- » Commercial
- » Communications
- » Design management
- » Environment
- » Finance and administration
- » Health and safety
- » Human resources
- » ICT and business systems
- » Legal and contracts
- » Manage the project
- » Plant
- » Procurement
- » Quality systems
- » Risk and opportunity
- » Safe work systems and CSWs
- » Tendering

The contents include:

- » Policies
- » Procedures
- » Protocols
- » Supporting documents such as forms, checklists, library examples, etc.
- » Management plan templates

## 3. BUSINESS UNIT FOLDERS

The Business Unit (BU) folders may be used as the repository for BU specific documents, including useful material from individual projects as examples of best practice. They will be based on the Company's structure of:

- » Construction
- » Mining
- » Services

## 4. PROJECT FOLDERS

The Project folders are an additional future enhancement, to allow project-specific documents and records to be stored in this area.

## OUR COMPLIANCE

The TMS meets relevant Australian, New Zealand and International Standards, including:

- » AS/NZS ISO 9001 Quality management systems
- » AS/NZS ISO 14001 Environmental management systems
- » AS/NZS 4801 Occupational health and safety management systems
- » AS/NZS ISO 31000 Risk management

TMS compliance with these respective standards is reflected in a compliance grid available from the TMS.

Our operations are audited and accredited according to these standards. The TMS also complies with the LHL guidelines as issued and updated from time to time.

The Project Controls group undertakes regular overall compliance reviews of our TMS practices, through Project Reviews and Tender Practice Reviews.

## CONTROLLED / UNCONTROLLED COPIES

The original copy of this document will be the only controlled copy and will be retained by the TMS Group in Project Controls.

## MANUAL REVIEW

The Policy Manual will be reviewed annually to determine its relevance to the TMS, based on Business Unit and Corporate management reviews. If deemed appropriate, the Manual will be amended and reissued.

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This document does not normally form part of any contract and is not intended to imply any representation or warranty. The Company reserves the right to amend its procedures and representatives from time to time in order to comply with the individual contract requirements.

## REVISION STATUS

Previous revisions are noted in the TMS.

Edition	Date	Approved by
TM-SYS-PO-001 Group Policy Manual 2011-04	Apr 2011	D Argent
TM-SYS-PO-001 Group Policy Manual 2011-08	Aug 2011	S Palmer
TM-SYS-PO-001 Group Policy Manual 2011-11	Nov 2011	S Palmer



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## SERVICES

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