



Contractor Management Procedure

AMG-WHS-AMG-MPR-201

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Document Control

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1.0	Safety Compliance and Risk Manager	Chief Financial Officer	127/03/2023	15/04/2025

Purpose

The purpose of this standard is to describe Aeria Management Group's (AMG) minimum mandatory requirements for the effective management of contractors in the workplace.

Scope

These standards apply where AMG employees:

- have the capacity to influence or control work activities and operations at AMG's asset sites; and
- do not have the capacity to influence or have management control of the work activities or operations, in which case the requirements of this standard principally apply to the tenants, their contractors, Principal Contractors and/or other persons who do have the capacity to influence or control the work activities and operations at a Site.

Other Persons who have the capacity to influence or control work activities or operations at a Site are responsible for assuring themselves that work activities and other operations are carried out in accordance with applicable laws and the minimum requirements documented in this standard.

Where an AMG representative does not have the capacity to influence or hold management control of the work activities or operations at a worksite, AMG must assure themselves other safe systems of work comply with this standard.

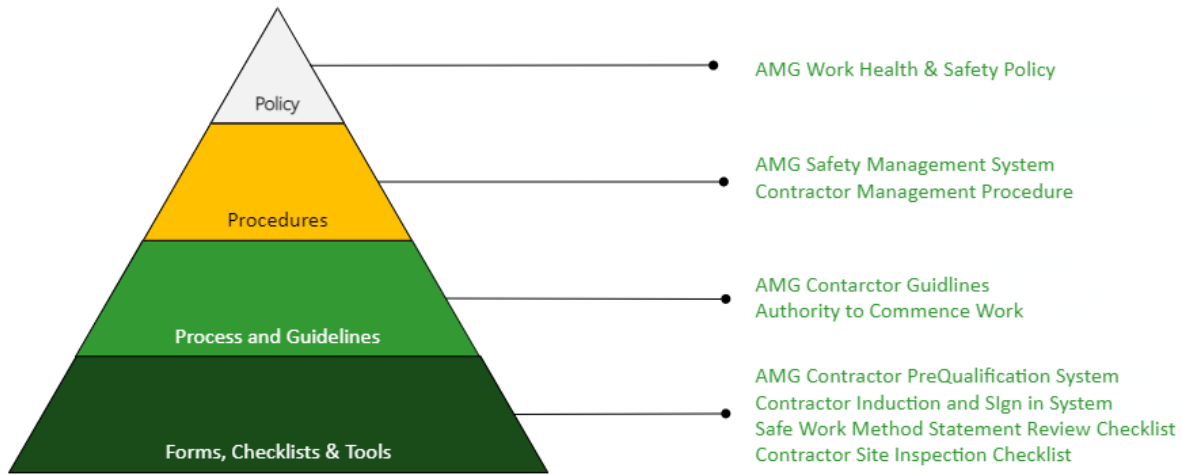
As part of AMG's assurance processes, the AMG representative that is accountable for the delivery of work must assure themselves so far as is reasonably practicable, that work activities and operations are appropriately planned and managed.

This standard applies to:

- Contracted Maintenance Services (not supply),
- Contractors engaged, or have cause to be engaged, by AMG to undertake work on land, buildings, offices, or other AMG managed and controlled workplaces,
- Contractors engaged by tenants for works in areas or on/near AMG assets or within a workplace managed and controlled by AMG, or where works have the potential to impact AMG assets, AMG tenants, or Airport Operations or involved high risk construction works.

This standard does not override, supersede, or substitute any requirements of the Airport Building Control.

Below shows the document hierarchy and where the document sits within the AMG Management System:



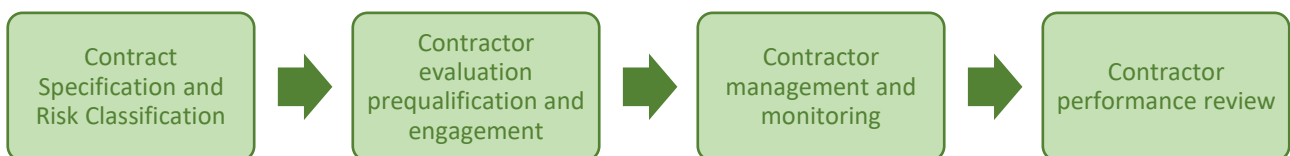
Risk Management

AMG captures its identified risks, critical controls and manages these risks within AMG’s risk register. A control identified to effectively control AMG’s risks associated with high-risk construction works is through the prequalification, engagement, and effective management of contractors to undertake work at AMG managed locations.

AMG assures itself through the validation that contractors:

- Have established safe systems of work,
- Are suitably qualified/competent to deliver the scope of works,
- Have completed the AMG contractor induction, and have preapproval to commence works aligned to AMG’s WHS requirements and risk appetite,
- Are from time to time, monitored to ensure that work is undertaken in accordance with the contract, AMG’s WHS requirements and Contractor Management Systems.

The contractor management process has 4 pillars supporting the engagement, this process:



WHS Contract Specification

The first stage is critical to scope and define contract needs to support effectiveness of the contractor evaluation and engagement process.

Contract specification must address:

- Type of services or scope of works required,

- Standard contractor health and safety legislative requirements, such as systems to capture or to provide evidence of:
 - Safety Work Method Statements (SWMS),
 - Competencies, qualifications and/or high-risk work licencing,
 - Health and Safety Management Plans,
 - Subcontractor Management Processes
- Induction requirements,
- Contractor performance indicators and reporting requirements,
- Incident/near miss/hazard containment, escalation and investigation needs, and
- Insurance requirements.

AMG will include the WHS contract specifications as part of procurement tender packages.

Contract Risk Classification

The AMG Representative engaging the contractor must undertake a risk assessment to identify the level of risk exposure through the delivery of the engagement. Further information is available in the AMG Risk Assessment Procedure and contained in the table below.

Contractor Risk Category	Typical Scope of Works	AMG's Minimum WHS Requirements
1 – Offsite Services	<ul style="list-style-type: none"> • Office-based services • Light deliveries/ Couriers • Legal/ Consultants 	<ul style="list-style-type: none"> • AMG Minimum Insurance requirements <p>Other Additional WHS Requirements may be detailed within the WHS Contract Specification</p> <p>WHS pre-qualification not required.</p>
2 – Low-Risk Onsite Services	<ul style="list-style-type: none"> • Low-risk site/ field works. • Inspection/ Auditing • Surveying • Cleaning (indoor, no heights) • Minor open space tasks grounds maintenance 	<ul style="list-style-type: none"> • Insurance requirements • Induction assurance process • Vaccination requirements (where legislated). • Competency, qualification and/or licence expectations for any high-risk construction works, or where required by relevant WHS legislation. • Communication and coordination requirements. • Incident and hazard reporting requirements. <p>Other Additional WHS Requirements may be detailed within the WHS Contract Specification</p> <p>WHS pre-qualification not required.</p>

<p>3 – High-Risk Onsite Services</p>	<ul style="list-style-type: none"> • Construction Work • Maintenance Work • Site Investigation Work • Operation of powered mobile plant • Operation of a heavy vehicle • Events • Permit controlled work (e.g., working at height, confined space, hot work) <ul style="list-style-type: none"> • Security • Any work defined under WHS legislation as ‘high risk construction work’. • Airside works 	<ul style="list-style-type: none"> • Insurance requirements. • Induction assurance process. • Vaccination requirements (where legislated). • Competency, qualification and/or licence expectations for any high-risk construction works, or where required by relevant WHS legislation. • Communication and coordination requirements. • Incident and Hazard reporting requirements. • WHS performance reporting requirements. • Safe system of work documentation: <ul style="list-style-type: none"> ○ Safe Work Method Statement (SWMS) and/or Job Safety Analysis (JSA). ○ Plant risk assessment (PRA). ○ Hazardous Chemical risk assessment and SDS. ○ Emergency Response Plan. • Chain of Responsibility and Heavy Vehicle National Law compliance assurance process. <p>Other Additional WHS Requirements may be detailed within the WHS Contract Specification</p> <p>WHS pre-qualification MANDATORY.</p>
<p>4 - Principal Contractor</p>	<ul style="list-style-type: none"> • Appointed Principal Service Provider • High Risk Construction work exceeding \$250k 	<ul style="list-style-type: none"> • Project Risk Assessment. • WHS&E Management Plan. • Emergency Response Plan. • Environmental Management Plan. • PC Induction Process. • Competency Management Process. • Drug and Alcohol Management Plan. • Fatigue Management Plan. • Incident Investigation Process including AMG escalation process. • Subcontractor management and assurance processes. <p>Other Additional WHS Requirements may be detailed within the WHS Contract Specification</p> <p>WHS pre-qualification MANDATORY.</p>

Table 4.1 – Contract Risk Classification

Minimum WHS Requirements for the relevant contractor risk category will be documented in all tender/pre-engagement, contract, and engagement documentation. AMG’s systems have been designed to ensure contractors undertake works within the contractor risk category they are assigned

during the AMG pre-qualification system.

Where inconsistent ratings occur between works that the contractor is engaged to complete, the higher risk classification shall be used. For example, a surveyor may be engaged for multiple tasks at Bankstown Airport. At the time of engagement, it is unclear if works will occur within a building or in an area deemed high risk. The assessed rating will be High Risk Onsite Services - Level 3 contractor risk category requiring the associated minimum requirements are addressed prior to works commencing.

Contractor Evaluation and Engagement

Following the contract specification and classification stage, and based on the type of engagement, AMG will review documentation provided to assure itself the contractor can demonstrate the required safe systems of work.

This process will utilise AMG Safety Management Plan Checklist - AMG-WHS-AMG-CKL-003, or the AMG SWMS Review Checklist - AMG-WHS-AMG-CKL-002. The AMG Representative with support sought from AMG roles such as Safety will undertake these reviews to validate suitability. This may also be undertaken collaboratively involving the contractor's representative to support continual improvement.

The evaluation process shall include an evaluation of the Business Risk Profile against the proposed scope of works. Where further clarification is required during the pre-qualification process, a request for information (RFI) will be raised and must be addressed by the contractor prior to engagement.

Following contractor evaluation, the formal engagement process can commence. As part of this process, the contractor will be provided with contract terms and conditions, including the WHS specification documented in section 3 of this document.

Contractor Management

7.1 Attendance and Site Sign In/Out

Contractors attending locations under management control of AMG are required to sign in on arrival and sign out prior to departure from all sites. This includes contractors engaged by AMG, their employees, and subcontractors. Sign in/out is to be completed using the current AMG location access system. The process is defined during the contractor induction. Any AMG engaged contractor who has not completed all pre-qualification requirements, including the AMG Contractor Induction, will be restricted from accessing the location.

Visitors to AMG locations or those required to attend site for a meeting are also required to utilise the sign in/out process. Whilst a site induction may not be required, extra controls for visitors may require being escorted by an AMG representative or an inducted contractor representative.

7.2 AMG Contractor Inductions

As part of AMG's sign in/sign out system also provides access to AMG's contractor induction. Contractors engaged by AMG's tenants must also complete the AMG Contractor Induction to provide awareness of AMG's expectations and WHS processes.

AMG Contractor inductions may be valid for up to twelve (12) months, at which point the contractor is required to be re-inducted. The system may request attendees to undertake re-inductions to support implementation of changes, controls, or improvements to AMG's site requirements.

7.3 Contractor Project and Principal Contractor Inductions

For construction sites and projects undertaken in open space that is controlled by a Contractor or Principal Contractor, a site-specific induction must be delivered aligned to the Project Safety Management Plan. As well as providing contractors and visitors awareness of AMG's WHS and site access requirements, contractors must deliver an induction at the project site for all contractors, sub-contractors, and visitors on arrival to site, and prior to the commencement of work.

Contractor and Principal Contractor inductions should highlight the relevant risk and controls specific to that site and detail:

- Hours of operation,
- Site access, parking, and delivery protocols,
- AMG's authority to commence work process, and permit system, and works that must utilise this system,
- Emergency evacuation procedures, including emergency exits and emergency assembly points,
- Aviation restrictions (e.g., height restrictions or airside permits)
- Traffic management plan including vehicles, heavy vehicles, pedestrians, and plant segregation protocols,
- Contact details for critical roles including Site Project Managers, key AMG's team members, first aid officers, emergency management roles, and how this will escalate to AMG leaders that must be notified,
- Where required a Hazardous Materials Register, Asbestos Management Plan, Confined Space Register, and/or Hazardous Chemicals Register; and
- Other specific site, inductions, requirements that may apply including AMG's embedded HV Network.

7.4 Review of Contractor Documentation

Prior to work commencing, an AMG representative must assure themselves that relevant WHS documentation is accessible and current. Health and safety documentation to be validated, includes:

- Sample Safe Work Method Statements (SWMS) or Job Safety Analysis (JSA).
- Competency Register of roles on site (Registers of high-risk licences, competencies, or qualifications, General Construction Induction Training (for construction work) For high-risk construction work.

SWMSs are a legislative requirement, needing to be site and task specific. A system to capture review and understanding must be developed including sign-off by those undertaking the task, to confirm understanding.

The responsible AMG representative must document the review of a sample of the contractor SWMS using the AMG SWMS Review Checklist AMG-WHS-AMG-CKL-002 and may be supported by an AMG Health and Safety representative.

7.5 Contractor Monitoring

Contractor monitoring requirements will be determined for each contract arrangement. There is no requirement to undertake a 100% review of all works undertaken, however a sample of works will be reviewed using the AMG Contractor Site Inspection Checklist (###-###-##). The scope, nature and frequency of the monitoring will vary depending on:

- the contractor’s previous safety performance,
- location and type of works,
- risk profile of task considering:
 - complexity of tasks,
 - airside compliance requirements (Aviation Worksite Safety Officer (WSO)),
 - interaction with other parties, e.g., members of the public, roads; and
 - duration or timing of works including night activities.

Contractor monitoring and use of the checklist, provides AMG with documented assurance that contractors comply with this standard, in accordance with applicable contract and legislative requirements, as well as validate contractors manage and control risks as that have been identified.

Other types of monitoring activities may be undertaken, such as:

- ad-hoc and/or unplanned safety conversations,
- workplace inspections,
- project and/or contract specific forums/meetings; and
- internal or third-party audits.

The following table provides an overview of AMG’s contractor monitoring activities:

Type of Contractor	Example Monitoring Activities	Example Verification Methods
AMG engaged Contractor delivering: <ul style="list-style-type: none"> • Consulting (no physical work) • Auditing (no physical work) • Training (no physical work) • Administrative services 	<ul style="list-style-type: none"> • Not required. 	<ul style="list-style-type: none"> • Sign in/out register.

<p>AMG engaged Contractor delivering:</p> <ul style="list-style-type: none"> • Auditing (site attendance or physical work required) • Catering • Maintenance • Inspection and testing • Cleaning • Security • Surveying • Construction 	<ul style="list-style-type: none"> • *Formal inspections • Informal observations • Contract/project review meetings • Safety KPI reporting. 	<ul style="list-style-type: none"> • Sign in/out register. • *Contractor Site Inspection Checklist AMG-WHS-AMG-CKL-001 • Emails • Meeting minutes • Performance reports
<p>AMG engaged Principal Contractor</p>	<ul style="list-style-type: none"> • *Formal Principal Contractor review • Informal observations • Contract/project review meetings • Safety KPI reporting 	<ul style="list-style-type: none"> • Sign in/out register. • **Project Safety Management Plan Checklist AMG-WHS-AMG-CKL-003 • Emails • Meeting minutes
<p>Tenant engaged Contractor (including Principal Contractor)</p>	<ul style="list-style-type: none"> • Informal observations • Site inspections • Project meetings 	<ul style="list-style-type: none"> • Sign in/out register. • Emails • Meeting minutes • *Contractor Site Inspection Checklist AMG-WHS-AMG-CKL-001

Table 7.5.1

**Required – frequency is dependent on the risk profile of the contracted works as per section 4 of this procedure.*

*** To be undertaken prior to commencement of work*

7.6 Monitoring Tools, Data Capture, and Trending

As detailed in the table above, the following tools will be used to capture assurance activities undertaken as part of monitoring contractors, principal contractors or contractors engaged by tenants:

- AMG Contractor Site Inspection Checklist - AMG-WHS-AMG-CKL-002
- AMG Safety Management Plan Checklist AMG-WHS-AMG-CKL-003

These tools can be found in the AMG Health and Safety Platform and on the Contractor Portal on the Aeria Management Group website.

Monitoring of contractor performance will be provided monthly to AMG Leaders and team members, as well as to the contractors involved in the review. Depersonalised information can be provided to a contractor to allow them to benchmark performance against other AMG engaged contractors.

Trends will form part of monthly AMG reporting supporting indication of AMG's contractor safety performance.

7.7 Contractor Incidents and Near Misses

Where a contractor event has occurred with an actual or potentially high-risk outcome or consequence, the relevant Contractor or AMG representative will ensure that:

- Works are stopped, and site quarantined preventing escalation or injury to anyone in the immediate area.
- Any failure identified is immediately contained at the time of the incident to prevent further harm or escalation,
- Where the severity requires, and investigation is completed, or
- Effective corrective action is implemented to prevent reoccurrence and this control is then entered into the Health and Safety Platform.

Works should not be allowed to recommence until an AMG Representative has assured themselves the contractor can continue working safely and in accordance with applicable contract/statutory requirements. An increase in frequency of contractor monitoring should be considered to assure controls are in place and effective to reduce risk.

Emergency Works

If emergency works are required, every attempt will be made to engage a contractor who has been prequalified and inducted into AMG Safety Management System.

There may be events where emergency rectification may not be able to follow the prequalification process, including events where:

- There is an immediate requirement for the works to occur,
- There is an imminent risk to the health or safety of workers or members of the public,
- Prequalified contractors are not available to undertake the works,
- The risk of a delayed response is not appropriate, and
- Time does not permit the prequalification process to be completed.

In these circumstances, an appropriately competent contractor may be inducted using the onsite sign in tool. An AMG representative must review:

- The contractor's WHS documentation to confirm that safe systems of work applicable to the scope are in place, in accordance with Section 4 of this procedure,
- Copies of current certificate of currency for insurances, registrations, and relevant high-risk licences
- Building Sign in has occurred prior to commencing work.

The AMG representative will then seek approval from their direct Line Manager to commence

emergency works.

Principal Contractors

Principal Contractors are required to be appointed for certain construction projects, as required under WHS legislation where High-Risk Construction Work is undertaken at a value exceeding \$250k. This may include a significant refurbishment, upgrade, demolition or building fit out scope.

Where a Principal Contractor is appointed, this role and the responsibilities and obligations will be clearly defined within contract documentation, as well as any overlap in Safety Management System requirements. The Principal Contractor will establish, implement, and maintain safe systems of work aligned to AMG's minimum requirements and also relevant WHS Legislation including:

- Process for site specific Induction,
- Securing and preventing access to those not inducted to the site,
- Competency Register for those undertaking high risk work or require training, high risk work licences etc including sub-contractors engaged,
- Project Safety Management Plan,
- SWMS for all High-Risk Construction Tasks, and
- Signage of a Principal Contractor displayed in a prominent location and entry to the worksite. It must be clearly visible from outside the workplace, where the construction project is being undertaken and display:
 - Principal contractor's name and telephone contact numbers (including an after-hours telephone number), and
 - Location of the site office if used for the project, and

Review and endorsement of the Principal Contractors Safety Management Plan will be captured using AMG Safety Management Plan Checklist AMG-WHS-AMG-CKL-003.

9.1 Principal Contractor Induction Requirements

The Principal Contractor will be inducted as per Section 7.3 of this procedure. The Principal Contractor must establish a means for monitoring access to their work area, including sign in/out processes for all workers, including contractors and visitors to the site as well as AMG employees.

9.2 Principal Contractor Monitoring

After review of the Project Safety Management Plan, AMG team members will undertake monitoring to assure themselves controls are in place as documented within the contract. This will be based on the risk profile of the work being undertaken to ensure that they are meeting contract and any applicable SMA's WHS minimum requirements.

Principal Contractor monitoring activities will be undertaken using the AMG Contractor Site Inspection Checklist AMG-WHS-AMG-CKL-001. The intention of the Checklist is to confirm that the Principal Contractor has arrangements in place to meet their contract and WHS obligations, pertaining to:

- WHS Management Plans,
- AMG's specific requirements,
- SWMSs,

- Induction and competency requirements including plant registration,
- Project High Risk Critical Controls are in place,
- Incident reporting,
- Sub-contractor management, and
- Site hazard identification and control.

The Project Contract will document the type and frequency of monitoring AMG will undertake to validate the Principal Contractors safe system of work. The AMG Representative must contact the Principal Contractor representative to establish appropriate timing for monitoring activities.

Any opportunities for improvement must be discussed onsite, with appropriate and timely containment to be actioned by the Principal Contractor and documented in the AMG Contractor Site Inspection Checklist AMG-WHS-AMG-CKL-001. Further follow-up may be required, and the process detailed within the Project Contract will be utilised and its alignment Section 6.7 of this procedure.

Contractors engaged by Tenants

Tenants have management and control over contractors they directly engage to undertake works on their tenancy. The tenant has responsibility for assuring contractors are suitable trained, qualified and have safe systems of work to undertake works commissioned or carried out on behalf of that tenant, including alteration, renovation, repair, or maintenance work in or around the tenancy. This also includes construction work or a construction project.

Tenants are required to notify AMG of proposed works to their tenancy. The tenant must provide this notice at least seven days prior to commencement of activities. This requirement is communicated to tenants via the Tenant Handbook.

Any work that is required to be undertaken on the base building, or on/near AMG infrastructure, falls under the management and control of AMG. Only an approved contractor can undertake this work and must comply with section 6 of this standard.

Works that impact or affect the base building, other tenancies, property boundaries or create excessive dust or noise, requires use of the Approval to Commence Work process. The tenant and their contractor must take reasonable steps to ensure that appropriate measures are implemented to minimise risk, impact on other tenancies or the public.

10.1 Tenant Contractor Inductions

Where tenant contractor works are deemed to impact on the base building, other tenancies, property boundaries or create excessive dust or noise, these contractors are required to complete an induction and sign in/out, in accordance with Sections 6.1 and 6.2 respectively.

Where the tenant has engaged a Principal Contractor, the tenant must ensure that the Principal Contractor is inducted as per Section 6.1 of this procedure. This is in addition to any tenancy specific induction deemed by the tenant to be necessary to ensure the contractor can undertake the works safely. It is the responsibility of the Principal Contractor to establish an appropriate induction program for the works and induct any Principal Contractor employees, subcontractors and/or visitors to the construction site.

Any work that is required to be undertaken on the base building, or on AMG infrastructure, falls under the management and control of AMG. Only an approved contractor can undertake these works and must comply with section 6 of this standard.

10.2 Monitoring Tenant Contractors

Where tenant contractor works impact on the base building, other tenancies, property boundaries or create excessive dust or noise, Property Managers are to ensure that the tenant contractor is monitored in respect to those works. The extent of monitoring activities will be dependent on the level of risk to the facility and its occupants, and will include checking that controls have been implemented to ensure that:

- Excessive noise and dust are adequately controlled,
- The public, other tenants and team members are not at risk,
- The base building is adequately protected, and
- AMG's safe systems of work, including approval to commence work and permit requirements, are complied with.

Improvement opportunities identified with the tenant contractors will be managed in accordance with the relevant tenancy rental agreement.

Authority to Commence Work

An Authority to Commence Work (ATCW) is required for all work commissioned and/or under the management and control of AMG. An ATCW is an approval to commence and undertake a scope of work provided that certain hazards are controlled so far as is reasonably practical to reduce injury, illness, impacts of disruption or reputational damage.

Principal Contractors and tenant contractors are required to implement their own risk management practices to manage risk to their employees or subcontractors. PCs are required to have systems in place to ensure they provide a safe place of work and meet AMG's HSE minimum requirements.

Where works impact on the base building or where the contractor requires roof access, use of AMG's Approve to commence work will identify which permit to work templates are required:

- Confined Space Entry,
- Crane Management,

- Excavation Ground Disturbance,
- Fire Impairment,
- Hot Works,
- Isolation Permit,
- Roof Access, or
- Work at Heights.

AMG Contractor Guidelines and the Authority to Commence Work process provides detailed information on the process and Permit to Work approval.

Any works to be conducted airside, must have approval from the AMG Aviation Team.

Contractor Performance Reporting

AMG contract documents requires, Principal Contractors provide AMG with performance data monthly (varied due to scope, duration or another trigger detailed in contract). Reporting must be specific to the scope of work and exposure hours of the contract, as using companywide safety information does not allow project-based safety performance insights.

The AMG Representative / Project Manager will monitor the contractor's WHS performance against agreed WHS requirements and expectations. In consultation with the contractor, the AMG representative will engage to identify trends, areas of strong performance and areas for improvement including increased risk, non-conformance or trends requiring corrective action.

Reporting information should include lead and lag indicators such as:

- Exposure hours
- Number of WHS incident or near miss reports,
- Number of hazard reports lodged,
- Number of senior management site visits (Project Managers and above),
- Number of audits and inspections undertaken,
- Outstanding corrective actions as a percentage of all items on the register,
- Number of fatigue related events identified,
- Drug and Alcohol testing results including, number of tests taken (Alcohol or Drug), number negatives/non-negatives, positive results (per contractor/subcontractor).

Depending on the size, nature and scope of work, additional reporting metrics and frequencies may be required.

Contract Completion and Contractor Review

The review stage will cover the mobilisation, completion and demobilisation of works including plant, equipment, materials, and personnel from a nominated work area at the completion of a contract. This step requires review of the safety performance of the contractor at the completion of their scope of works, as well as capture relevant information and data that can be used to measure safety performance and inform future works contract reviews.

13.1 Contractor Demobilisation

The relevant AMG Representative / Project Manager will review scope and safety related methodology and validate how the contractor will safely demobilise from site. This includes:

- Removal of rubbish and general housekeeping,
- Interaction with other work activities,
- Impact to other services including roads, and
- Satisfactory completion of work and handover.

13.2 Post Contract Evaluation

Contractors assessed as high-risk or Principal Contractor (Risk Level 3 or 4 table 4.1 in this procedure) are subject to post contract performance reviews using the Contractor WHS Performance Evaluation Checklist AMG-WHS-AMG-CKL- 004.

The evaluation is to be conducted within 30 days of contract completion and include a representative from the contractor where appropriate. This checklist will document the evaluation and provide a formal record of:

- Contractor's WHS performance during the project including KPIs and statistical trends, including leading indicators such as safety conversations, hazard reporting and actions proactively identified,
- Findings of the contractor's project inspections and the status of any performance opportunities identified,
- Any lessons learnt and opportunities to vary future scope methodologies or learnings to share with wider AMG and its contractors,
- Evaluation of interactions between AMG and the contractor, addressing communication, escalation, support, and collaboration; and
- Assessment of performance over the scope of works, and recommendation to continue use of the contractor.

Training and Education

AMG provides access to an online contractor management training module educating AMG team members that engage and manage contractors. This module highlights roles and accountabilities identified in this procedure, WHS and Contractual requirements, induction requirements, and clarification of the interaction between AMG, Contractors, Principal Contractors, and Contractors engaged by Tenants. The module also provides high level guidance on when the authority to commence work (ATCW) and permit to work (PTW) processes are applicable. A further module is dedicated to the application of these two processes.

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