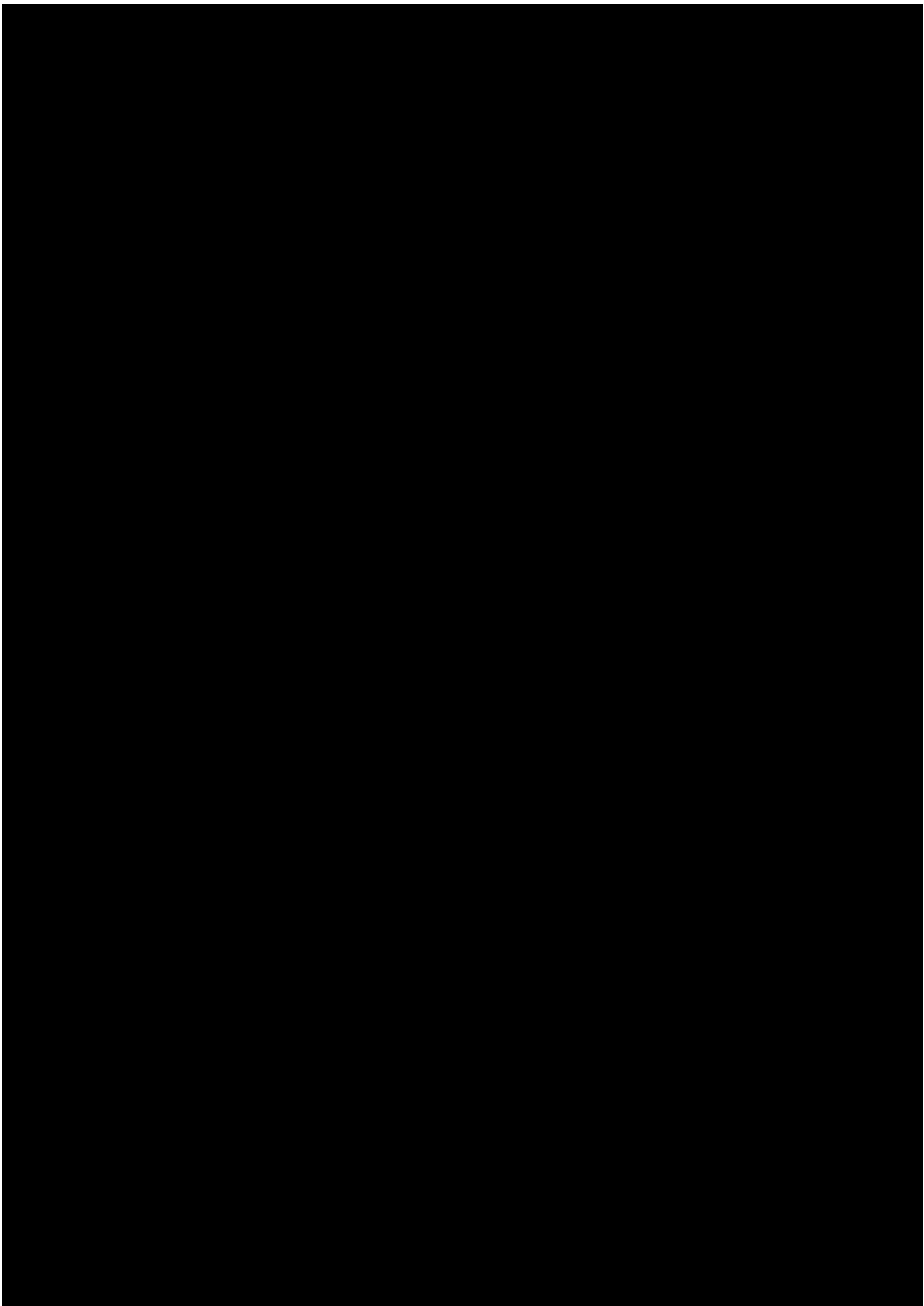
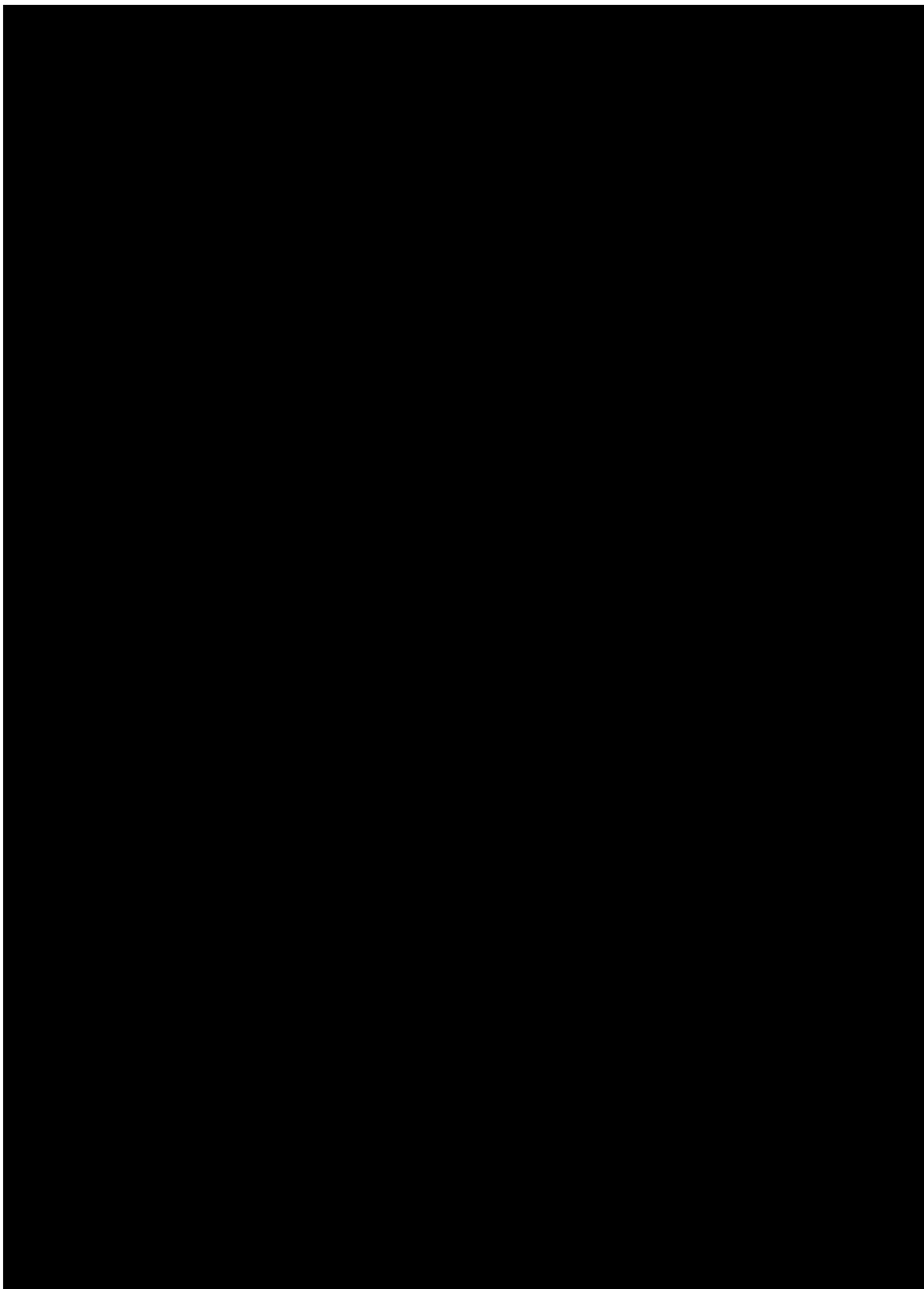


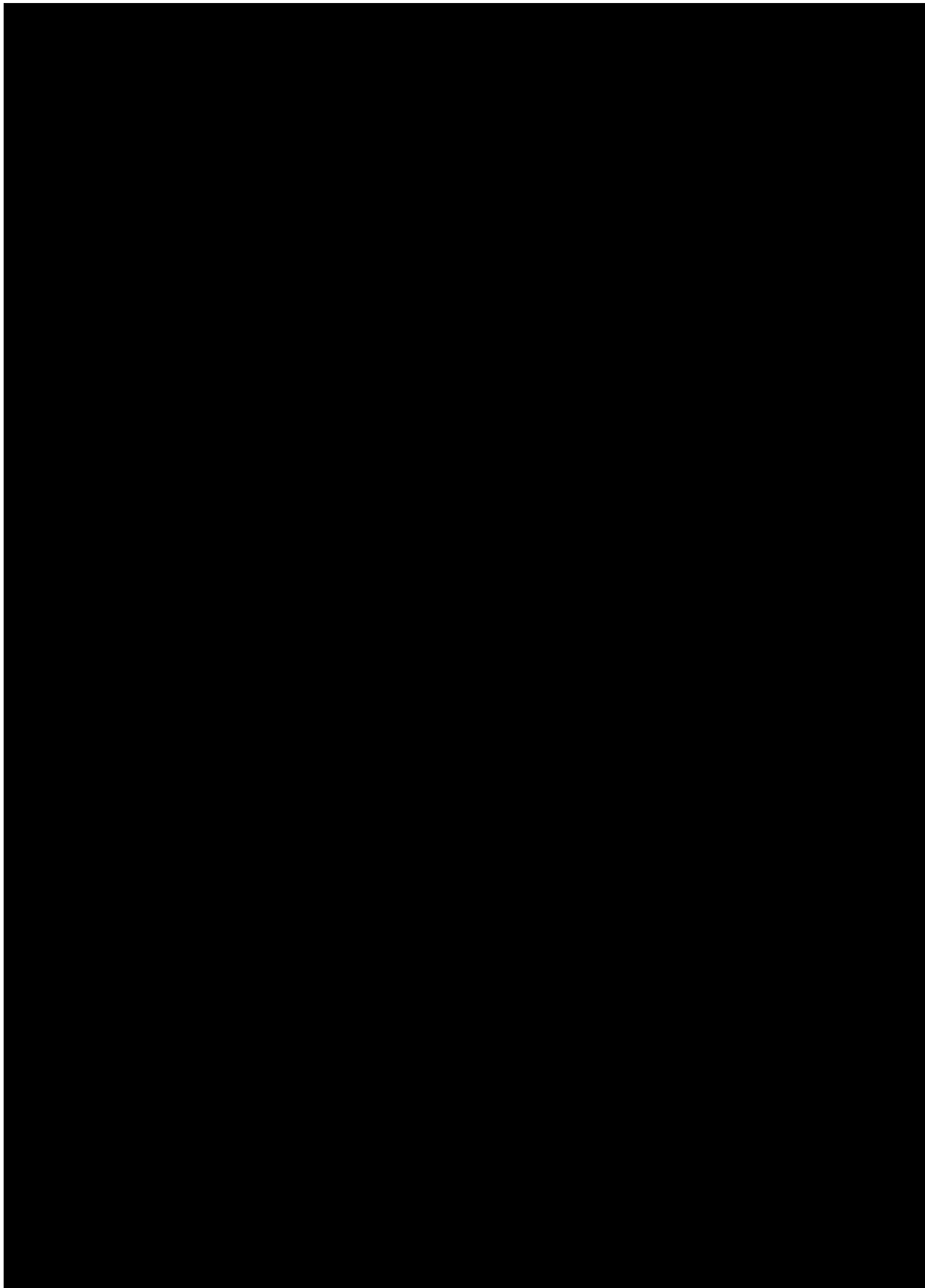
**EXHIBIT K**

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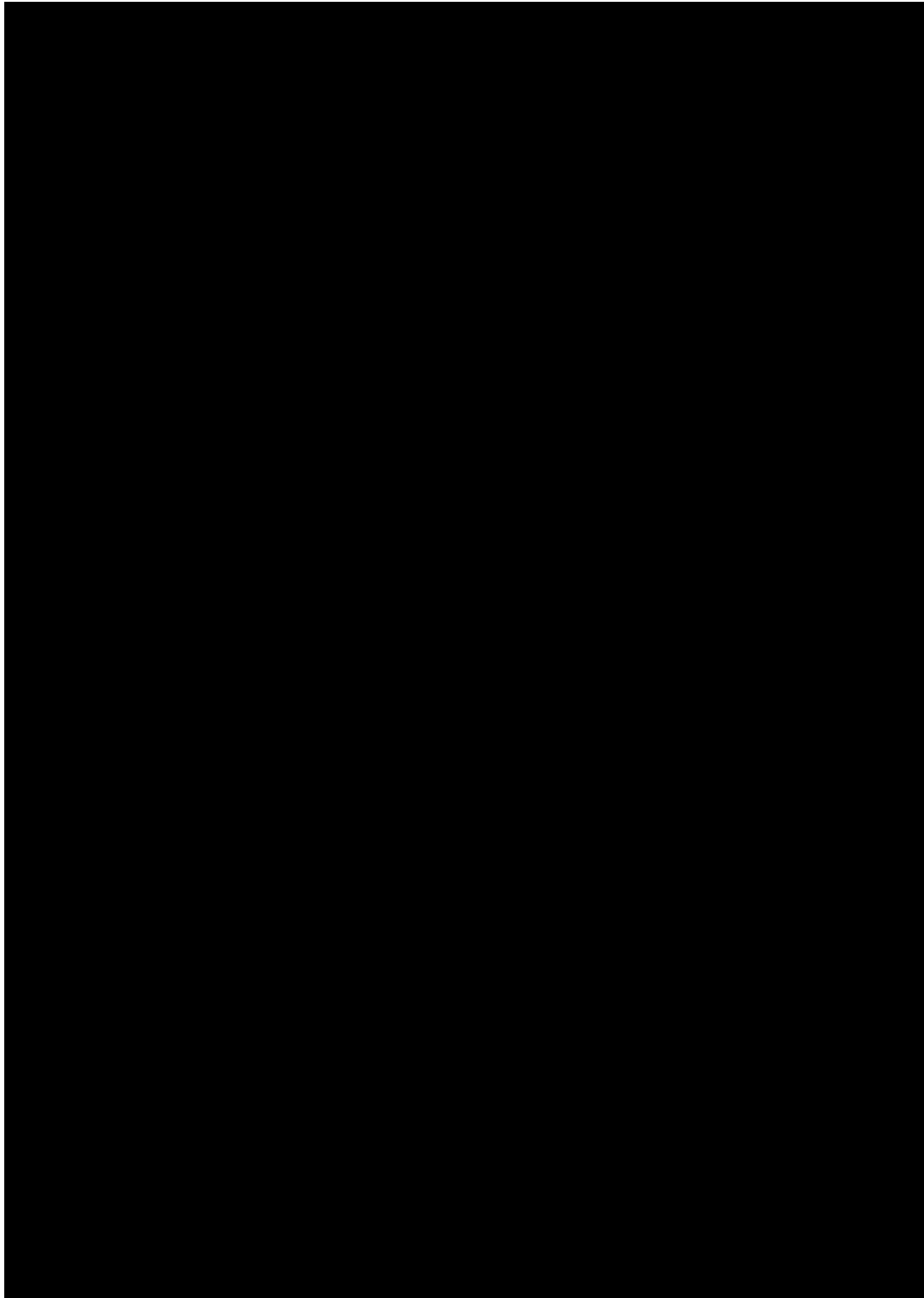
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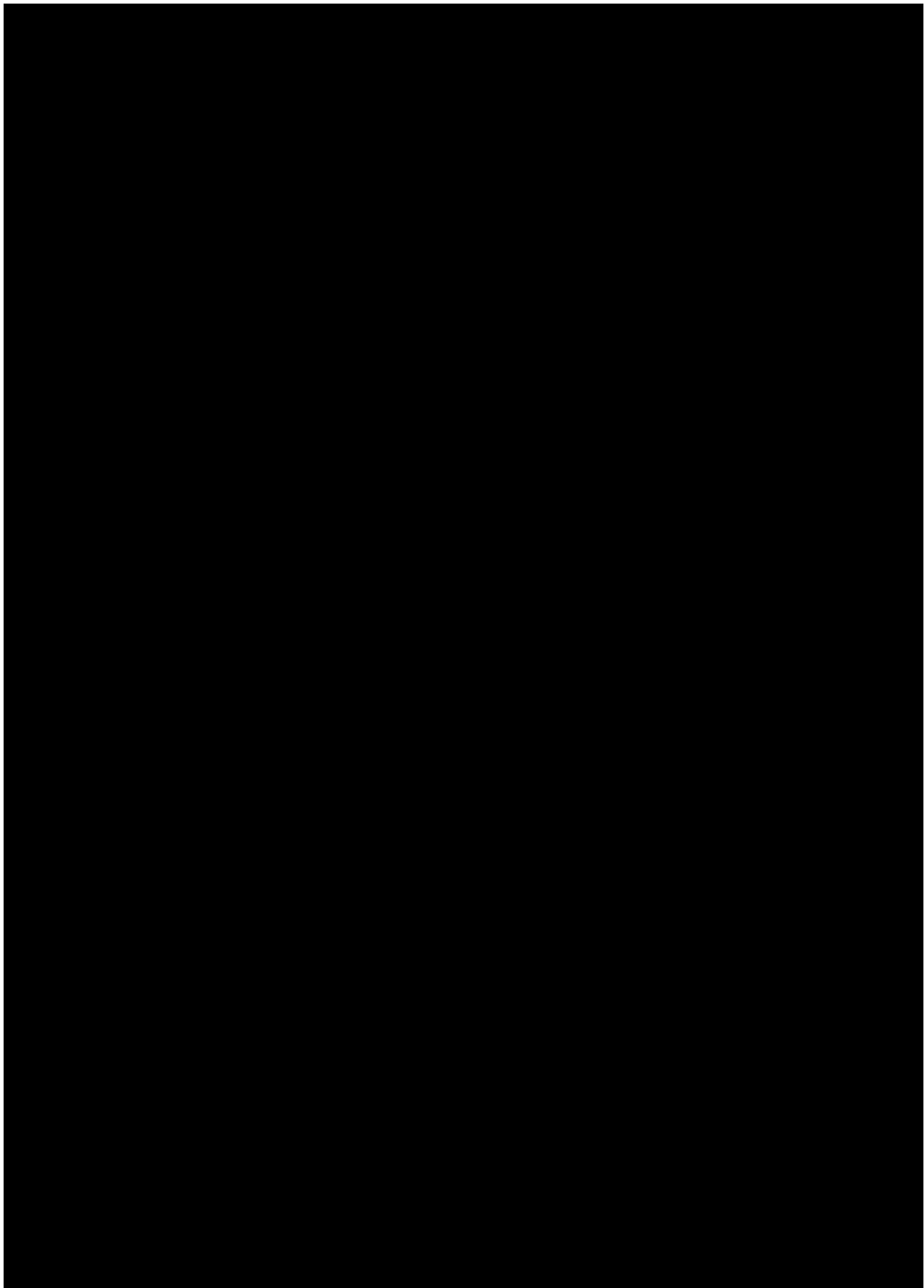


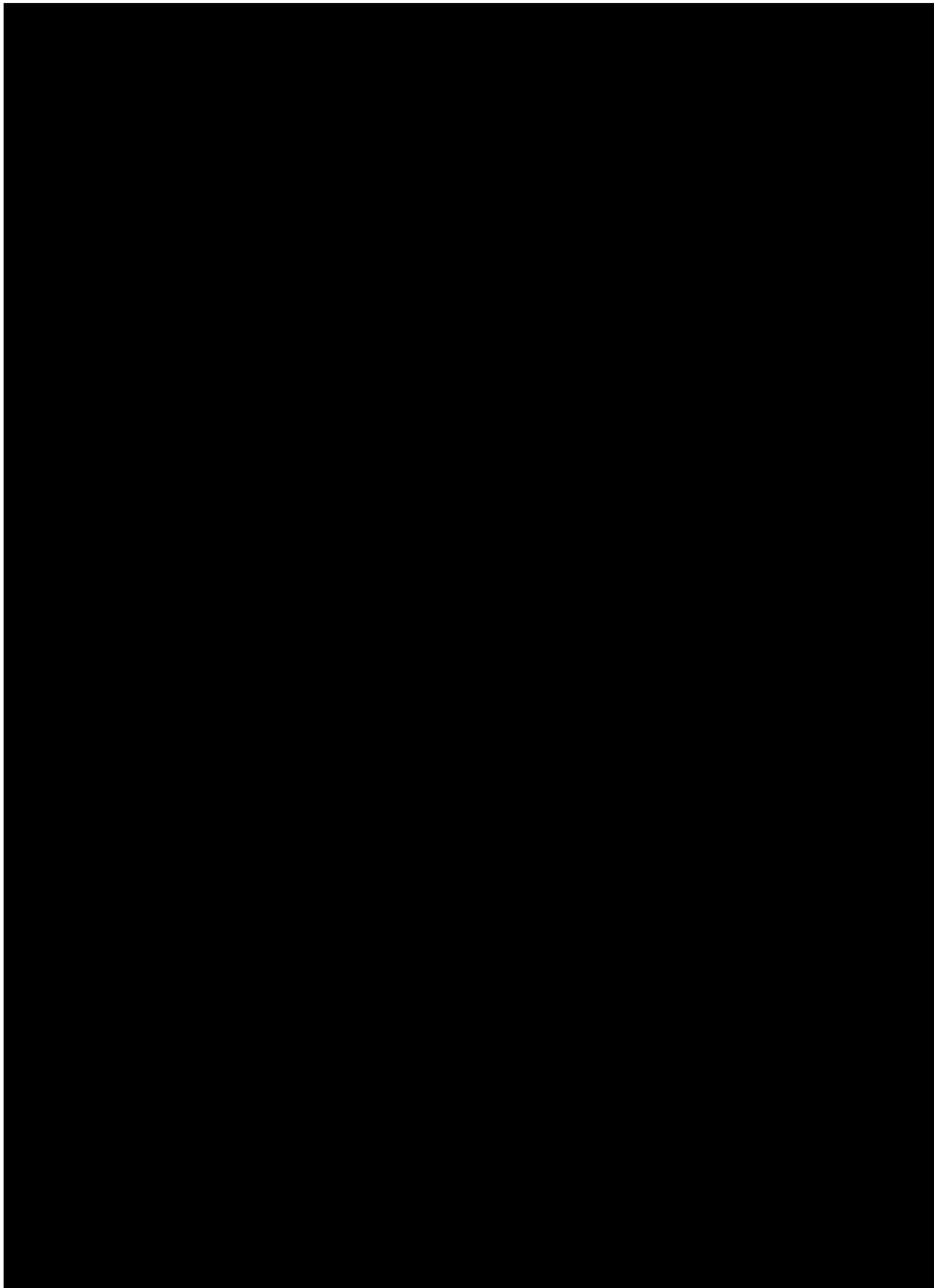


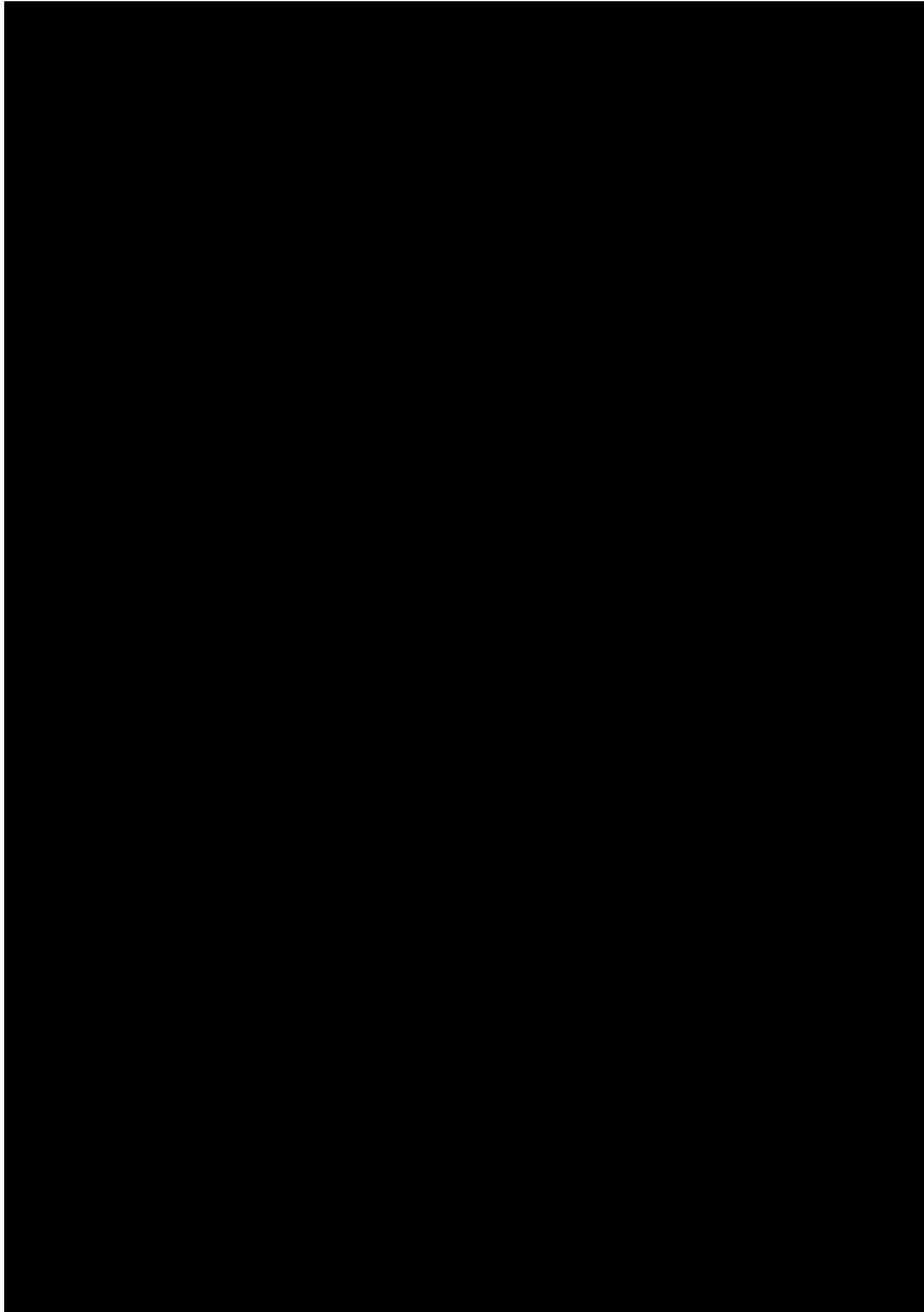


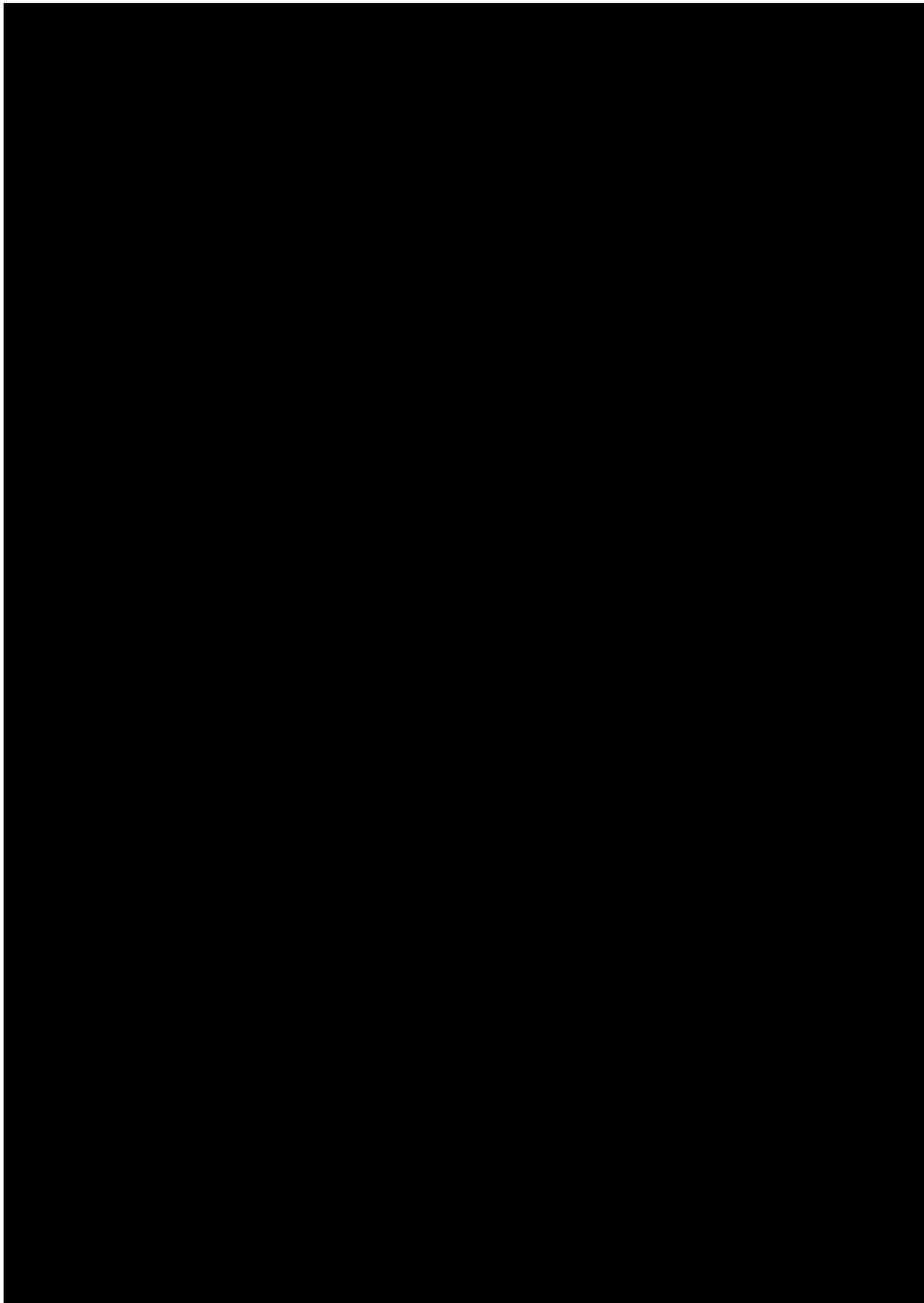


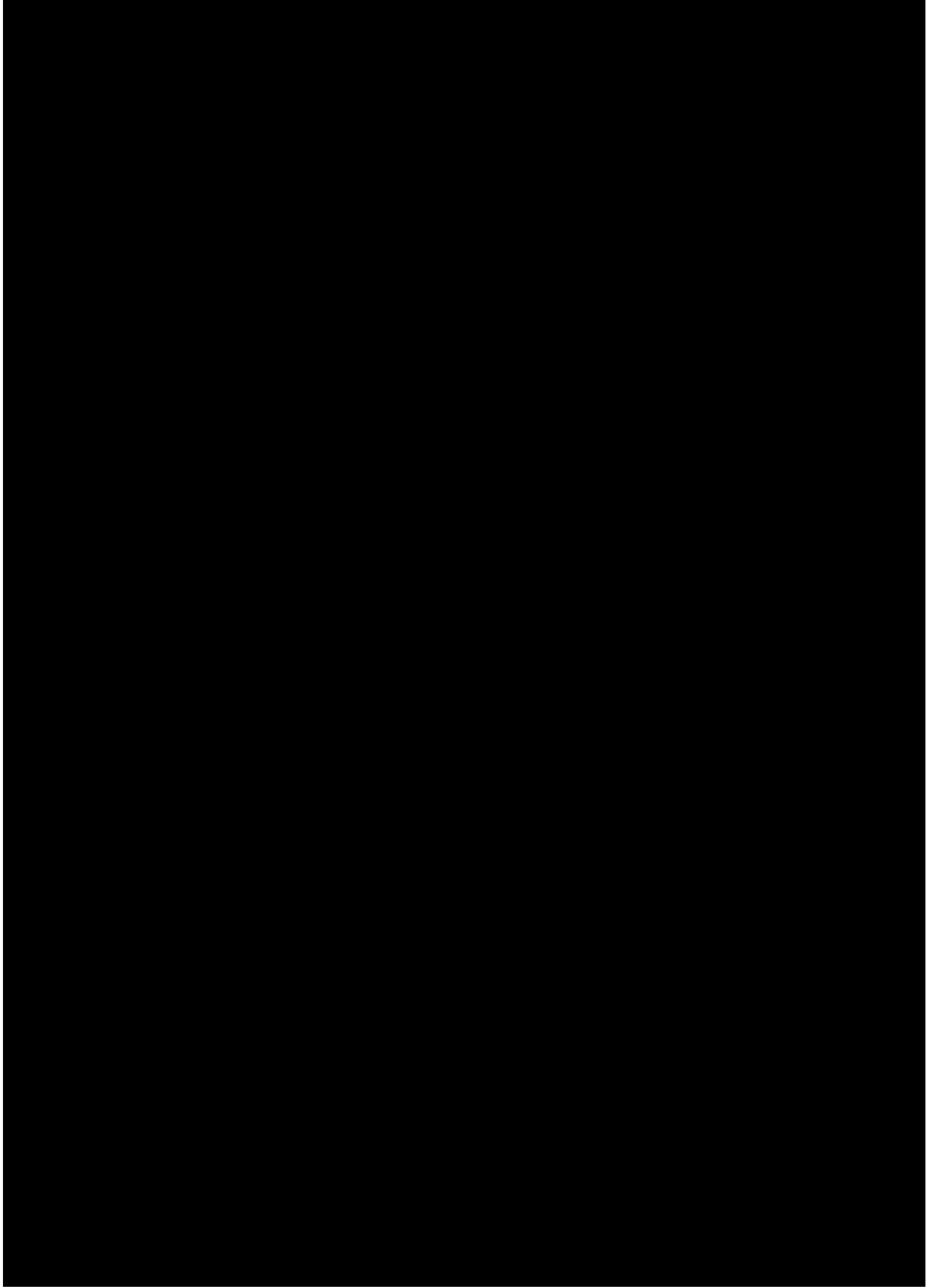


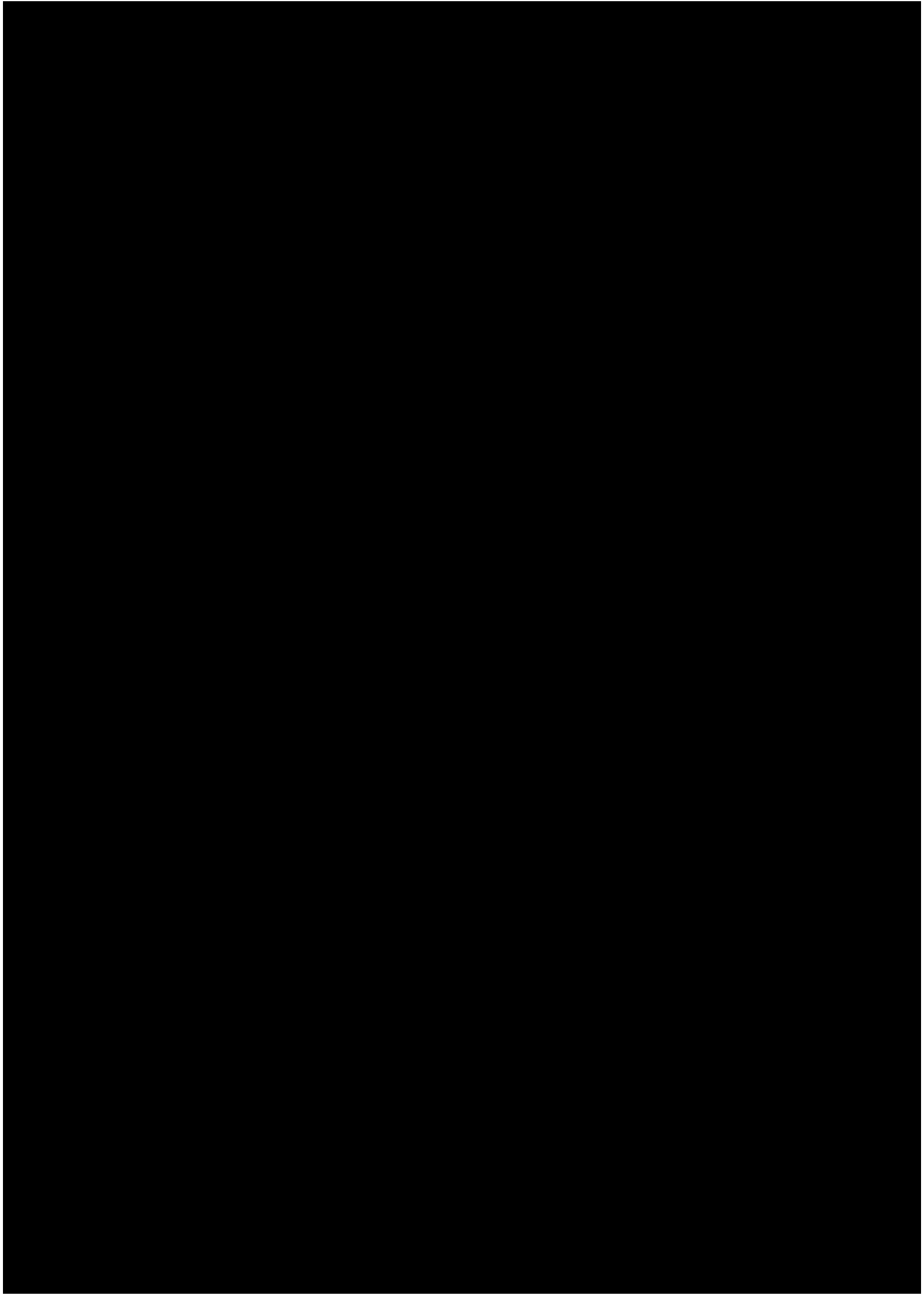


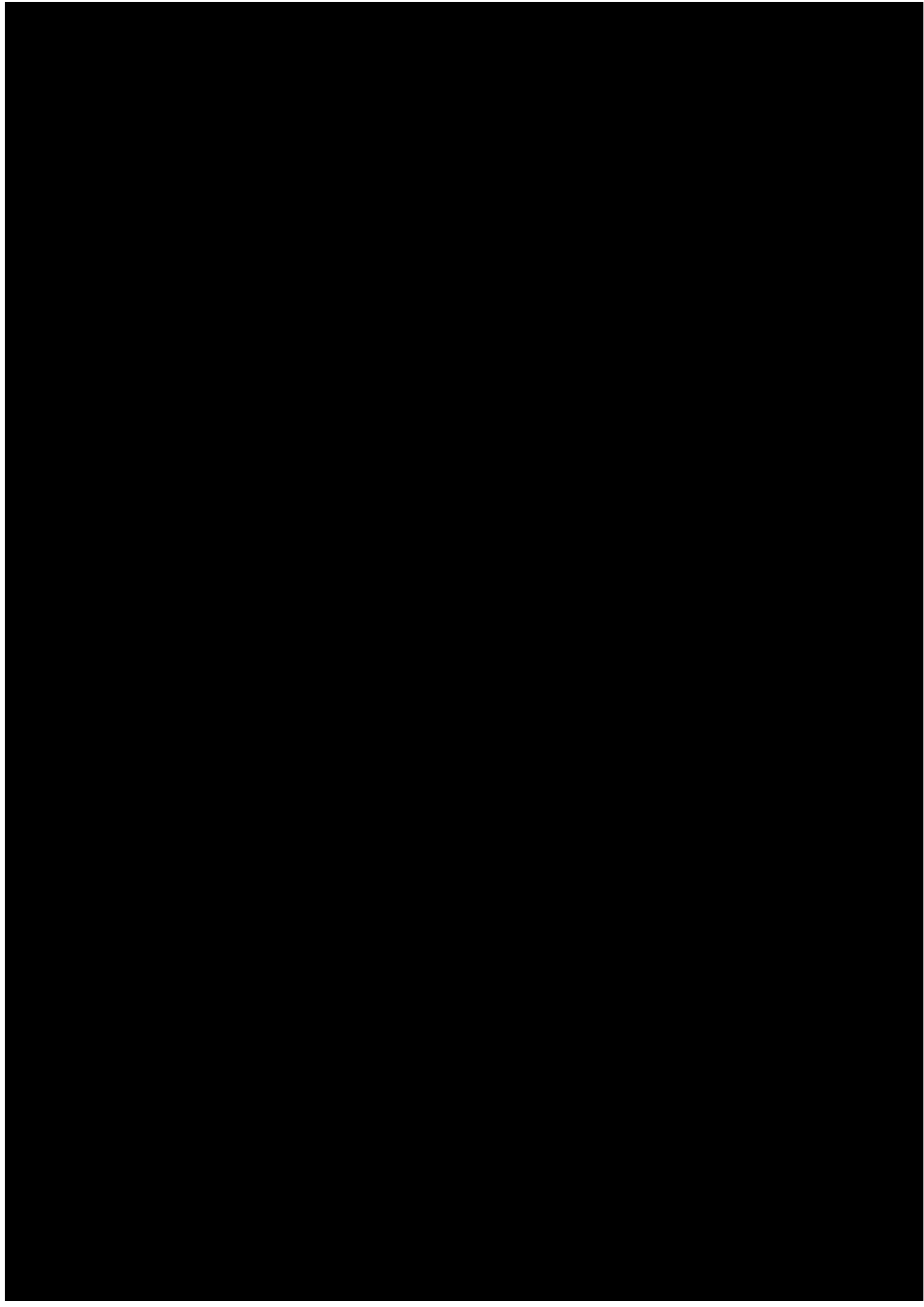












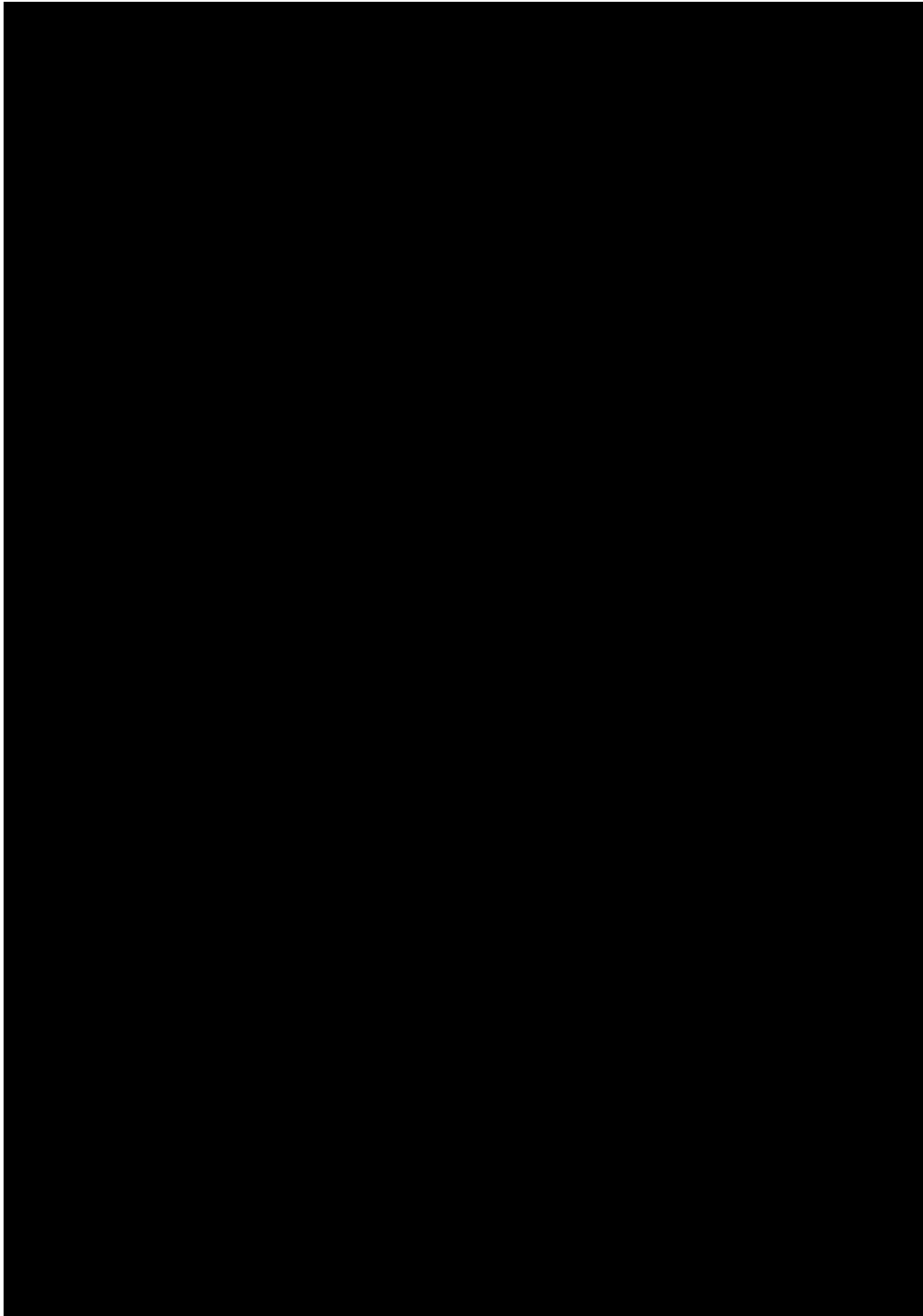


The first part of the document discusses the importance of maintaining accurate records in a business setting. It highlights how proper record-keeping can help in decision-making, legal compliance, and financial management. The text emphasizes that records should be organized, up-to-date, and easily accessible to relevant personnel.

Next, the document addresses the challenges of data management in the digital age. It notes that while digital storage offers convenience and scalability, it also introduces risks such as data loss, security breaches, and information overload. The author suggests implementing robust backup strategies, access controls, and regular data audits to mitigate these risks.

The third section focuses on the role of technology in streamlining record-keeping processes. It explores various software solutions and automation tools that can reduce manual errors and save time. The text encourages businesses to invest in reliable technology and provide training to employees to ensure they can effectively utilize these tools.

Finally, the document concludes by stressing the long-term value of a well-maintained record system. It states that consistent record-keeping not only supports current operations but also provides a historical perspective that can be invaluable for strategic planning and growth. The author encourages a proactive approach to record management, viewing it as a key component of overall business success.



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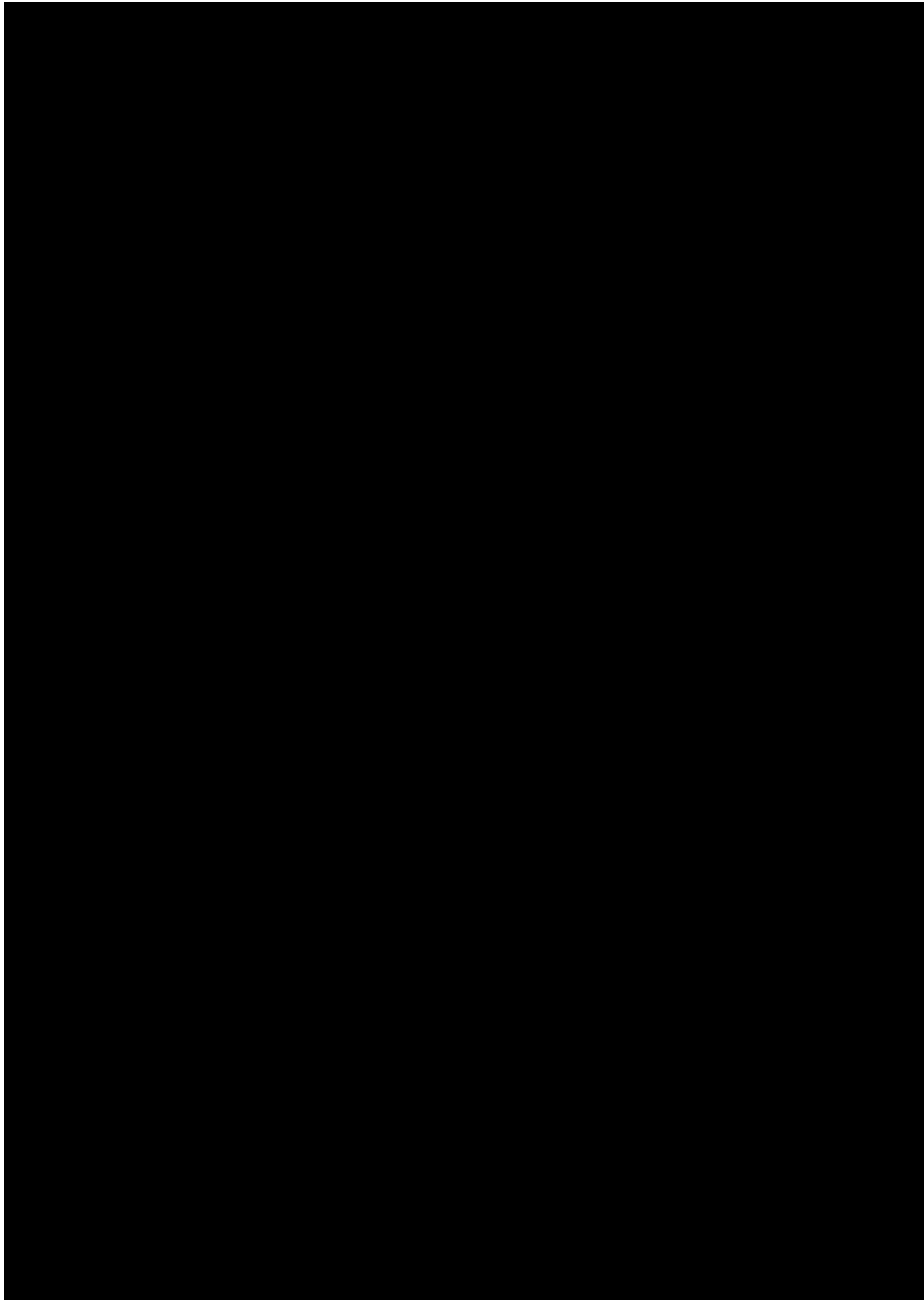
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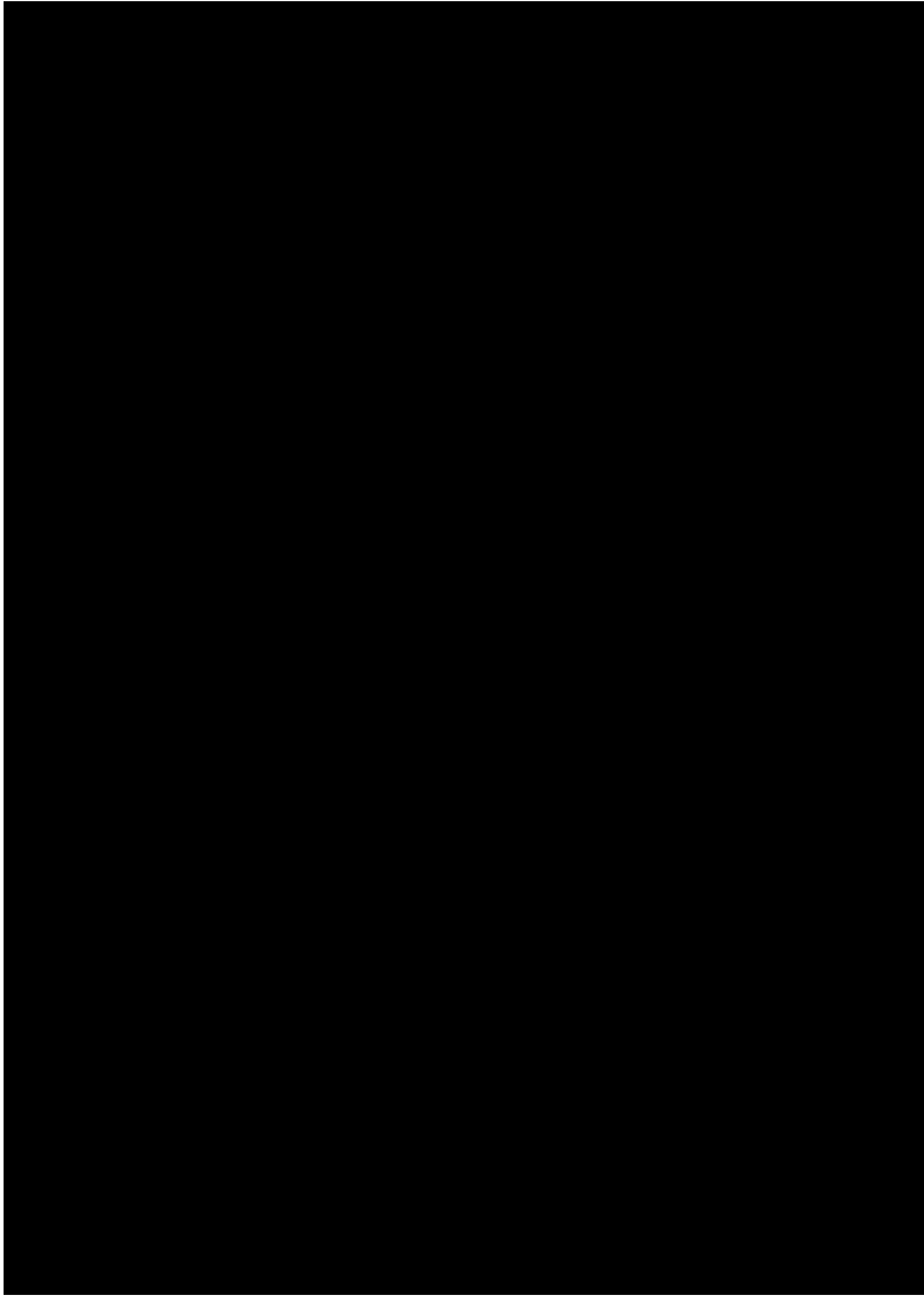
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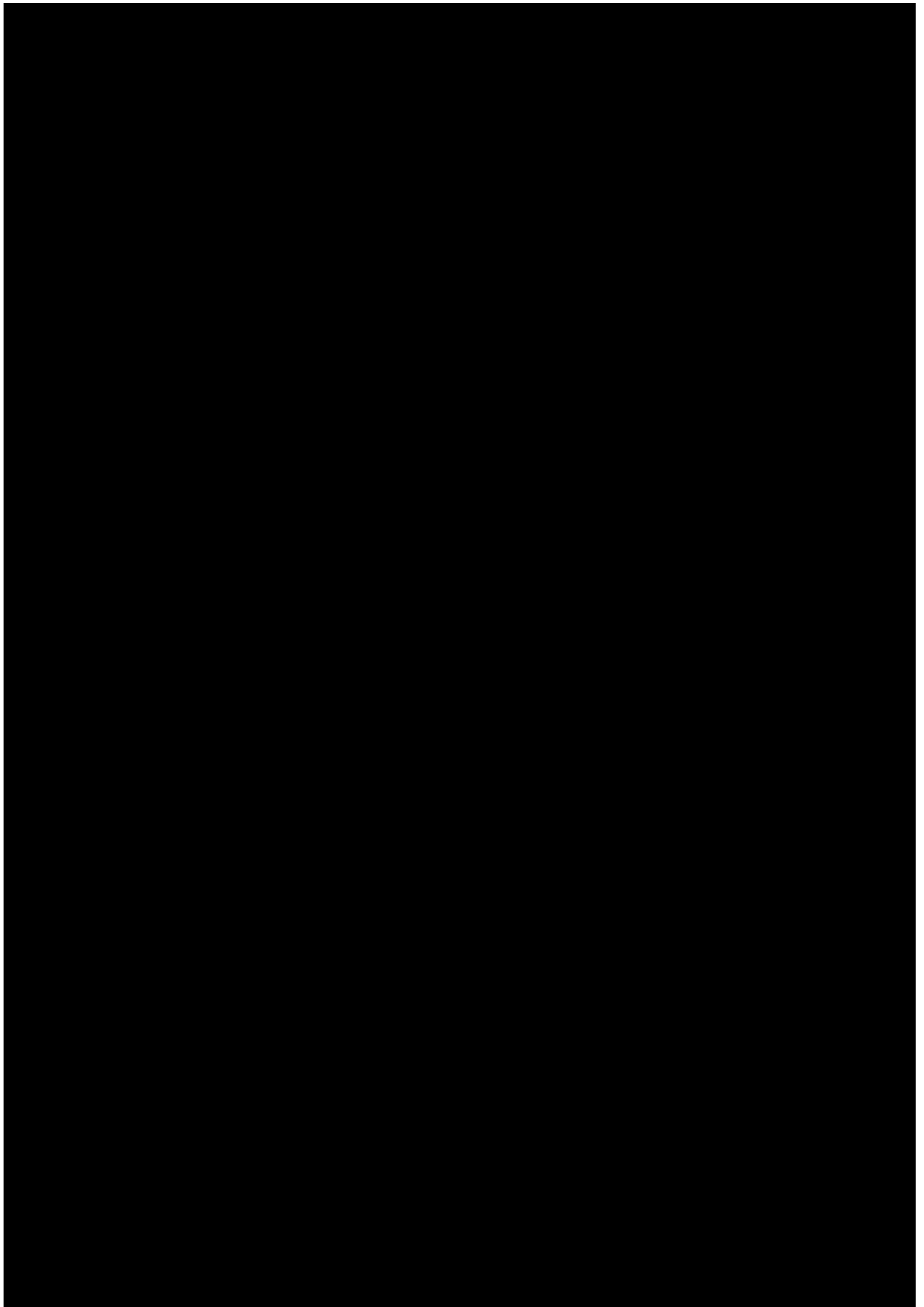
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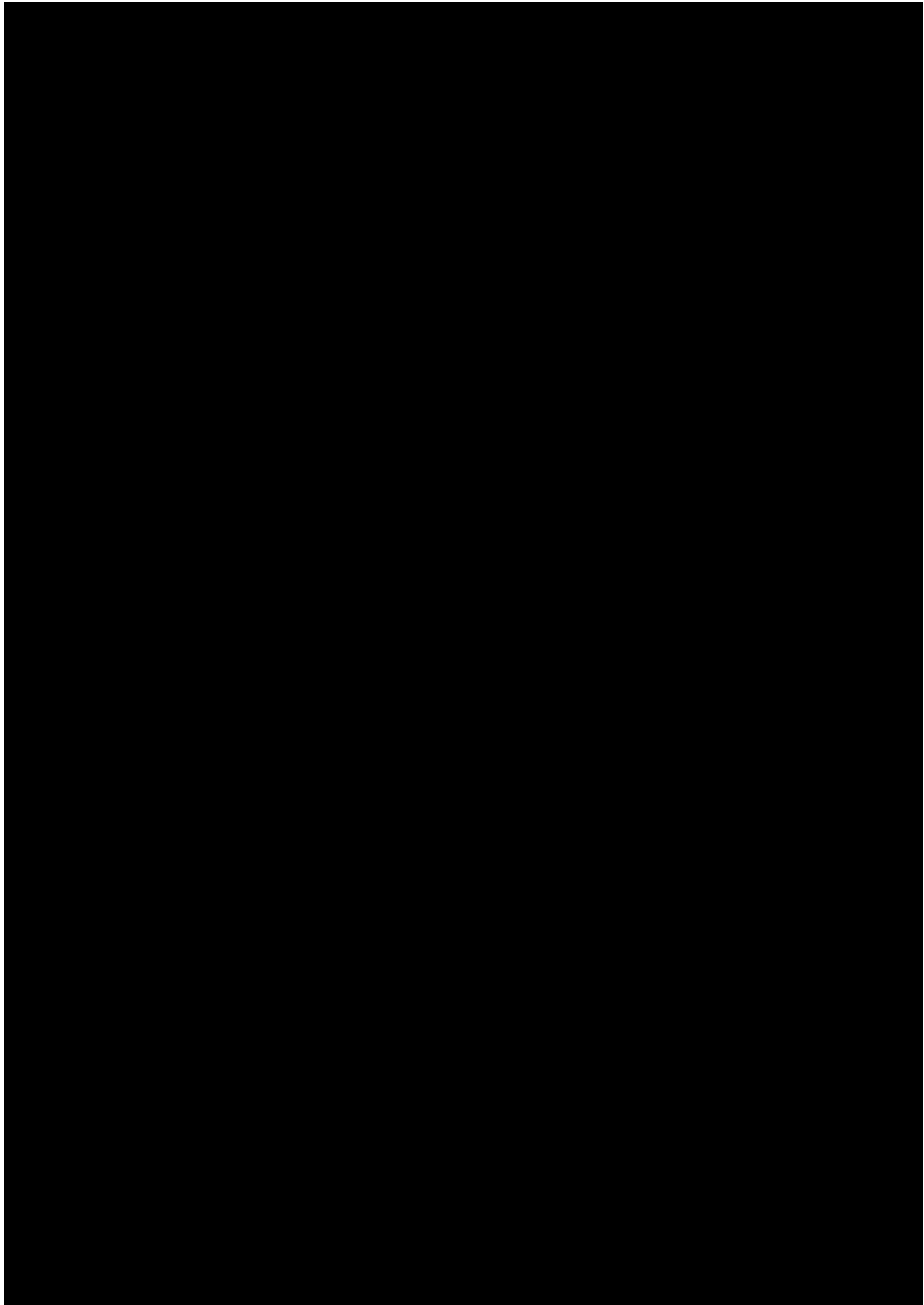
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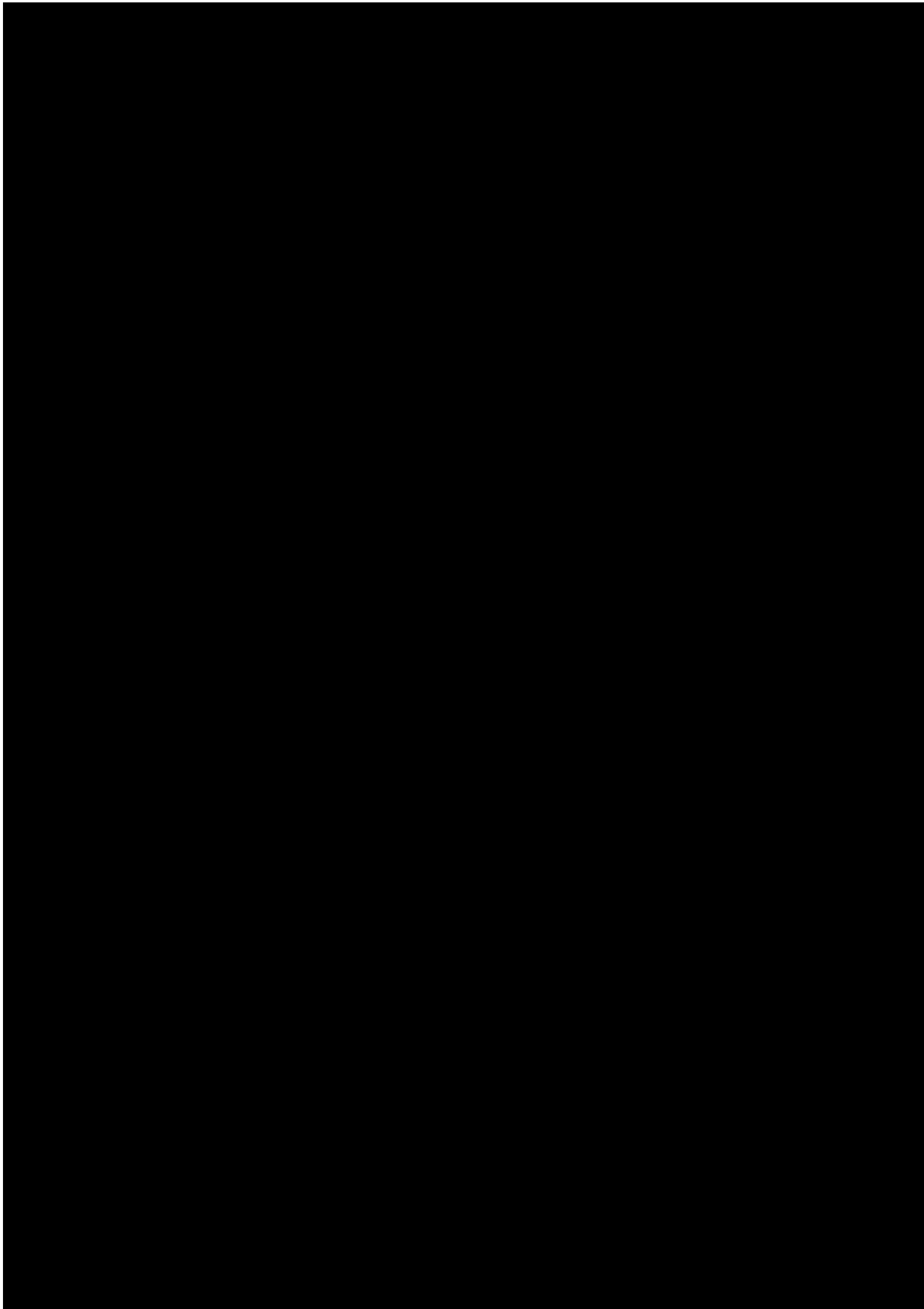
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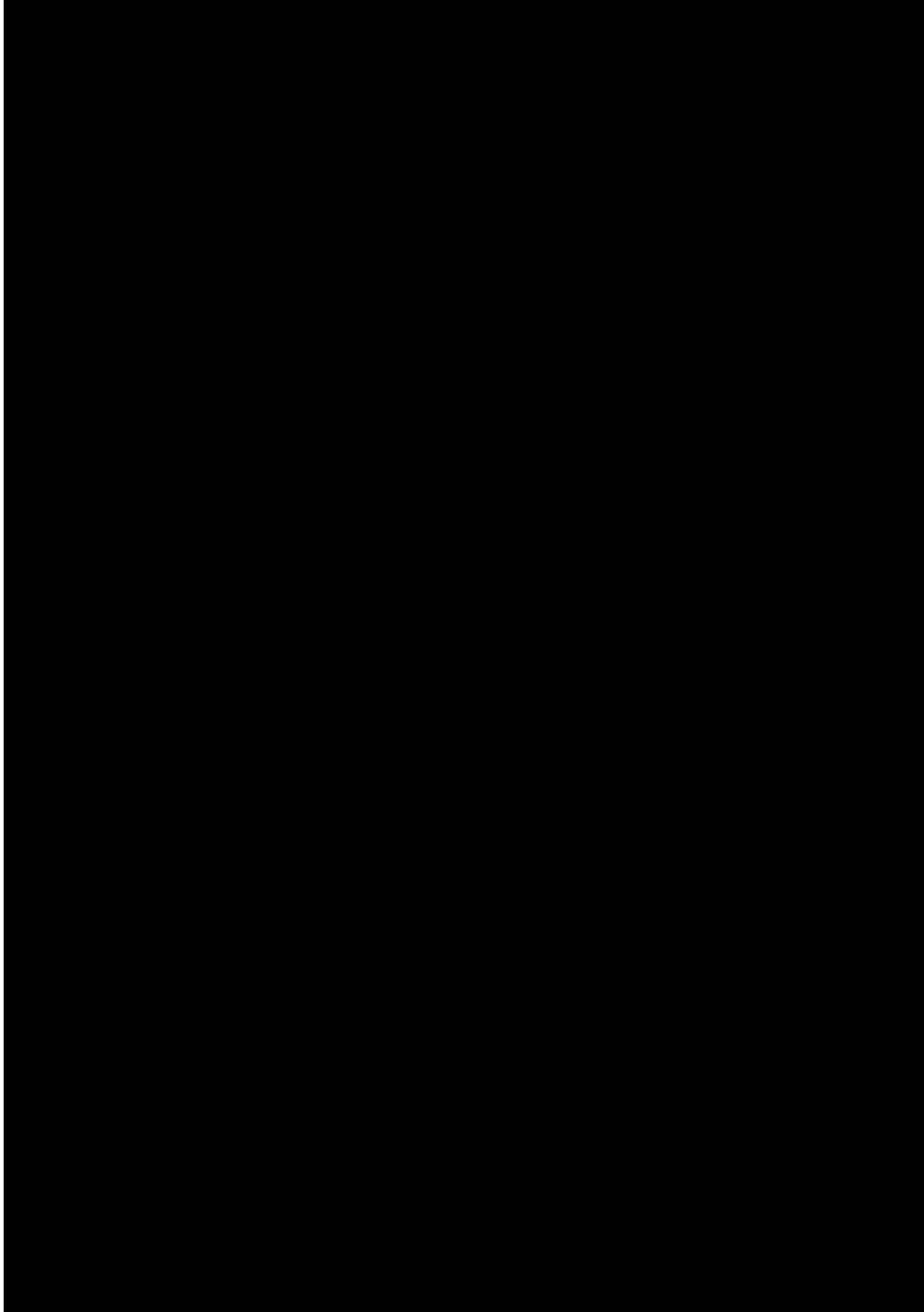








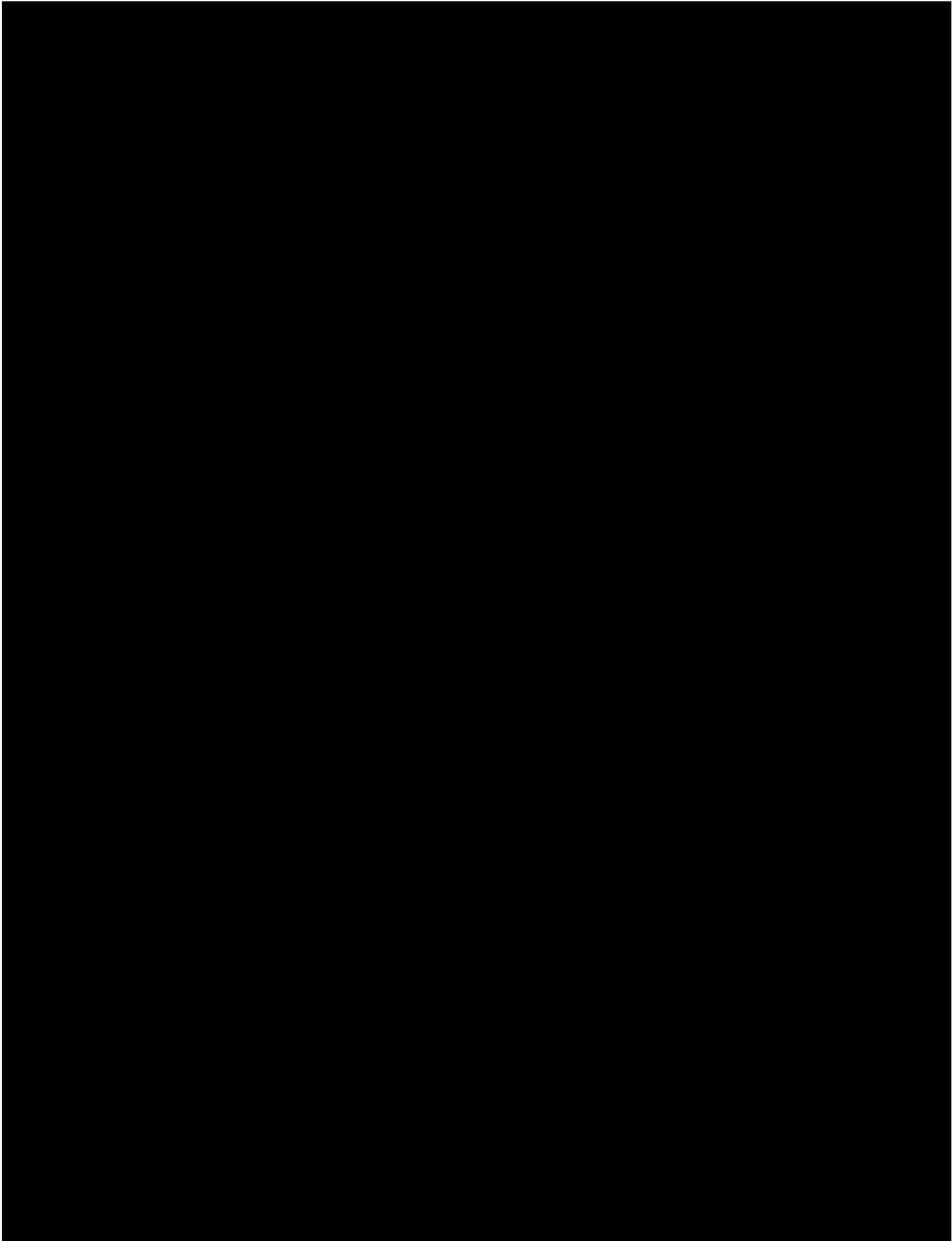


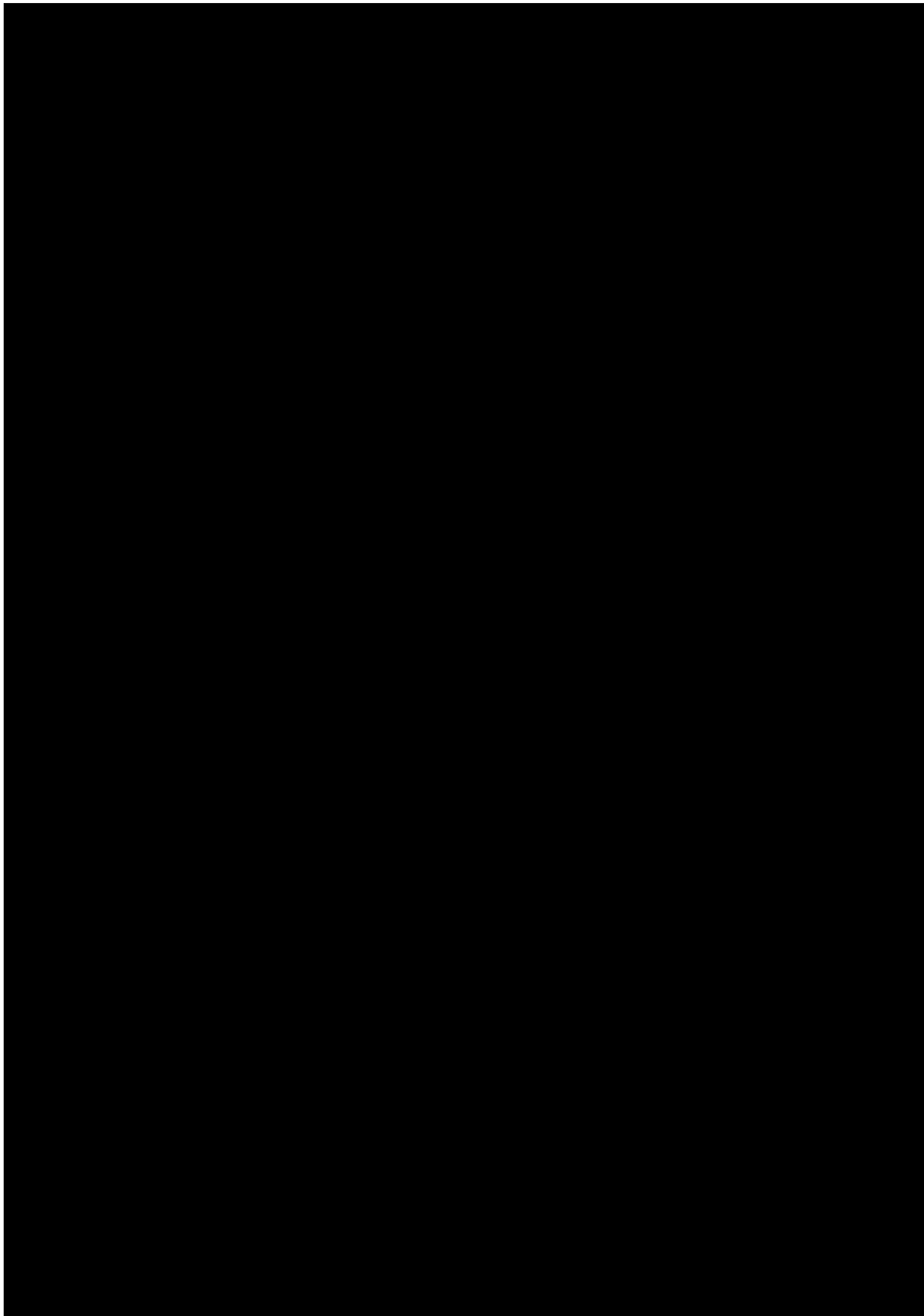


**ANNEXURE A**



**ANNEXURE B**





**EXHIBIT L**  
**WestConnex AIP Plan**



Transport  
Roads & Maritime  
Services

# Australian Industry Participation Plan

## WestConnex – M4-M5 Link Rozelle Interchange and Iron Cove Link

**Location:** Sydney NSW

**Proponent:** Roads and Maritime Services ABN 76 236 371 088

December 2018

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## Objective

The key objective of the *Australian Jobs Act 2013* is to ensure Australian entities have full, fair and reasonable opportunity to bid for the supply of key goods or services for the project and, if applicable, the initial operations of the facility.

The AIP plan is to assist RMS achieve this objective on the Rozelle Interchange project.

## Part A – Project Details

### A.1 Project Proponent Details

<b>Business Name of Designated Project Proponent</b>	Roads and Maritime Services
<b>ABN of Designated Project Proponent</b>	76 236 371 088
<b>ACN of Designated Project Proponent</b>	Not Applicable
<b>Project Contact Person</b>	[REDACTED]
<b>Project Contact Phone Number</b>	0427 724 077
<b>Project Contact E-mail Address</b>	[REDACTED]@rms.nsw.gov.au
<b>Project Postal Address</b>	Locked Bag 928, North Sydney NSW 2060
<b>Project Proponent/s Type</b> (eg single company, joint venture, PPP)	Roads and Maritime Services (NSW State Government Agency)
<b>Project Proponent/s Corporate Structure</b> (e.g. public, private)	Public

### A.2 Project Details

#### Project name

WestConnex – M4-M5 Link Rozelle Interchange and Iron Cove Link

#### Project location

Sydney NSW

#### Total estimated project value

\$2.4b



## Project type

Mine or quarry	<input type="checkbox"/>	Land transport facility	<input checked="" type="checkbox"/>
Wharf or other port facility	<input type="checkbox"/>	Petroleum facility	<input type="checkbox"/>
Electricity facility	<input type="checkbox"/>	Factory	<input type="checkbox"/>
Airport	<input type="checkbox"/>	Passenger Terminal	<input type="checkbox"/>
Water supply facility	<input type="checkbox"/>	Sewage or wastewater facility	<input type="checkbox"/>
Telecommunications network	<input type="checkbox"/>	Other Productive Facility, please specify:	<input type="checkbox"/>

## Brief description of the project

WestConnex is part of the Government's long term, integrated transport and land use planning solution. It involves widening and extending the M4 Motorway, duplicating M5 East and joining them together in a continuous, free-flowing motorway.

The M4-M5 Link Rozelle Interchange and Iron Cove Link (**Rozelle Interchange**) will complete the WestConnex network creating a link for the three other WestConnex stages and to the Anzac Bridge and Iron Cove Bridge (refer Project Map below). It will include

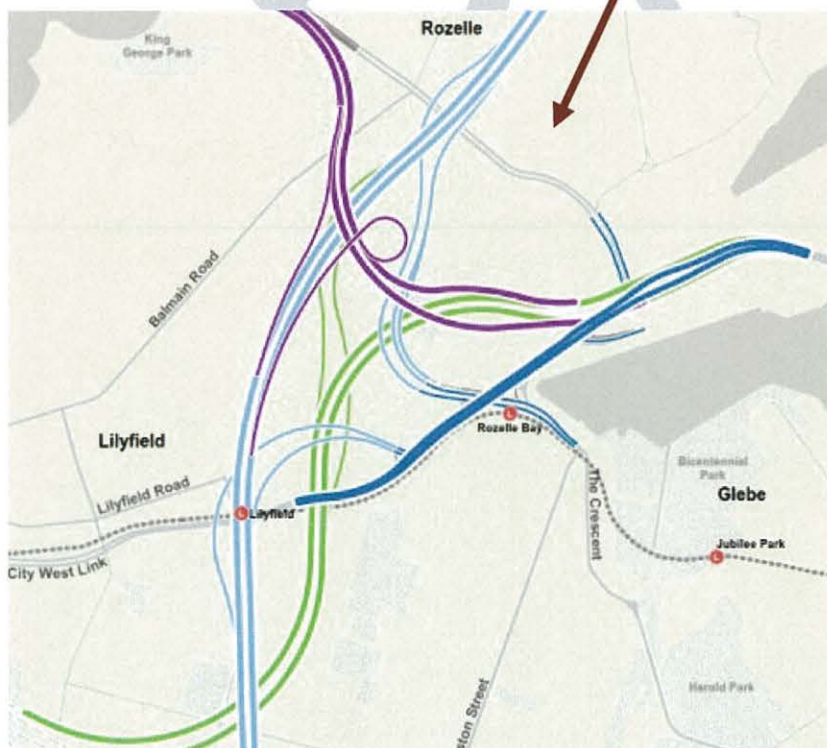
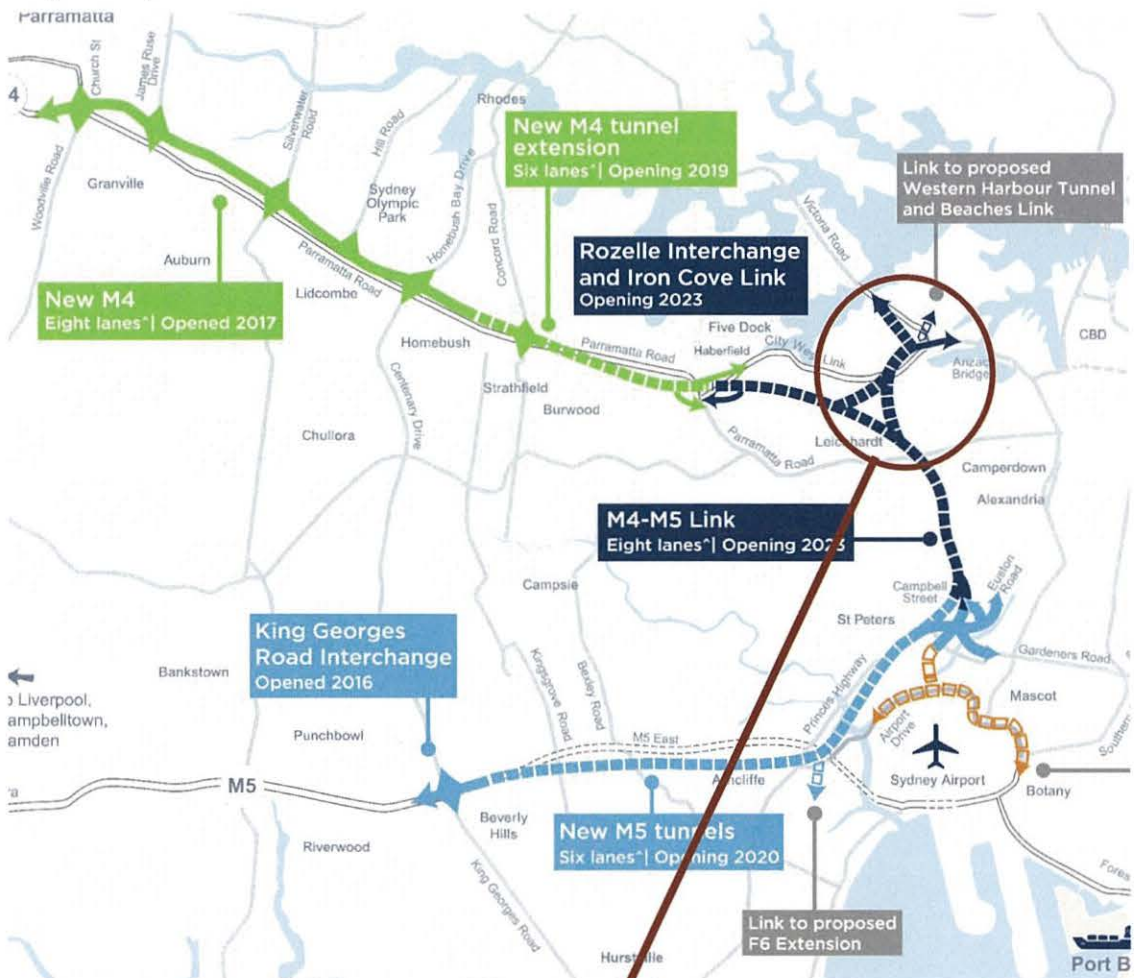
- Underground connections to the Iron Cove Link and the proposed Western Harbour Tunnel and Beaches Link;
- Surface connections to City West Link, The Crescent and Anzac Bridge via entry and exit ramps and tunnel portals located primarily within the Rozelle Rail Yards;
- An underground twin-tunnel from Victoria Road, east of the Iron Cove Bridge, to Anzac Bridge and the New M5/St Peters interchange (the Iron Cove Link);
- A new up-to-10 hectare park at the former Rozelle Rail yards site;
- Green Link between Bicentennial Park and Easton Park;
- New open green spaces for locals;
- More community space; and
- Better Cycling links.

Key Project Features and current status of the projects are shown at: [westconnex.com.au](http://westconnex.com.au) and are summarised below:

- *The M4-M5 Link project received planning approval in April 2018*
- *The Rozelle Interchange and Iron Cove Link Design and Construct contract tender was closed September 2018*
- *The Rozelle Interchange and Iron Cove Link Design and Construct contract aims to be awarded December 2018*
- *Construction is expected to commence early-mid 2019*
- *Open to traffic is expected in 2023*

The head contractors for detailed design and construction are procurement entities under this AIP. Roads and Maritime is both project proponent and procurement entity.

### Project map



**Is this project an upgrade of an existing facility?**

*If this project involves the establishment of a new facility complete Parts A, B and C of this AIP plan. If the project involves the upgrade of an existing facility complete Parts A and B only.*

No

**Estimated date of completion**

*If this project involves the establishment of a new facility please provide an estimated date of completion of the establishment of the facility.*

2023

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### A.3 AIP plan authorised person declaration

I, Camilla Drover, being an authorised person for the project proponent, declare that:

The information contained in Parts A and B of this AIP plan together with any statement attached is true, accurate and complete to the best of my knowledge.

#### I understand that:

1. The activities outlined in Part B ('the Project') will be implemented to meet the key objectives of the *Australian Jobs Act 2013*.
2. Once an AIP plan for the Project is approved by the Australian Industry Participation Authority ('AIP Authority'), it comes into force and is binding on all project proponents while it remains in force (see s.21 and s.24).
3. The AIP Authority may ask me (or my nominated contact listed in the AIP plan) to clarify any information in this AIP plan about the Project, or provide further information or documentation in order to verify the information already supplied. If we do not provide the information or documentation required, or if the information or documentation that is provided is insufficient or unsuitable for the purpose of the Project, then the AIP plan may not be approved.
4. The AIP Authority collects information on behalf of the Commonwealth of Australia to monitor the performance of its policies. I may be contacted at a future date by the AIP Authority and asked to participate in this process (although I am not required to do so).
5. The AIP Authority will collect and use information on behalf of the Commonwealth about the company and its operations for the purposes of:
  - a. meeting the objectives of the *Australian Jobs Act 2013*; and
  - b. program evaluation and monitoring, policy evaluation and development; and research and analysis; and
  - c. as may be otherwise authorised by law.
6. The AIP Authority and its staff will collect and use the personal information I have supplied in connection with the Project and the AIP plan for purposes of meeting the objectives of the *Australian Jobs Act 2013*, including assessing, implementing and monitoring the AIP plan and the Project.
7. Giving false or misleading information is a serious offence.

#### I consent to:

8. A summary of this AIP plan being published on [www.industry.gov.au/aip](http://www.industry.gov.au/aip) with a link to our company website.
9. The use of the company's confidential information for the purposes outlined at paragraph 5 above.
10. The use of personal information outlined at paragraph 6 above.

<b>Signature:</b>	
<b>Position:</b>	Executive Director, Motorways Roads and Maritime Services
<b>Date:</b>	

## Part B – Project Phase

The key objective of this Part B of the AIP plan is that Australian entities should have full, fair and reasonable opportunity to bid for the supply of key goods or services for the project.

### B.1 Contact Details

#### 1. Provide the details of the project proponent's contact officer.

RMS Contact officer name	TBC
RMS Contact officer phone number	TBC
RMS Contact officer e-mail address	TBC

Note: the names of procurement contact officers for head contractors will be provided by head contractors on their websites, as their procurement contact officers are appointed.

#### 2. Provide the contact details for the person responsible for implementing Part B of this AIP plan.

Name:	██████████
Title:	Project Director, Rozelle Interchange
Contact phone number:	[Insert] 0427 724 077
Contact e-mail address	██████████@rms.nsw.gov.au

#### 3. Detail how you will ensure procurement entities will appoint a procurement contact officer for project opportunities and promote their contact details.

Roads and Maritime is both project proponent and procurement entity.

Contractors awarded the Rozelle Interchange and Iron Cove Link package of work as indicated in A2, under 'indicative procurement milestones' are also procurement entities.

The nominated Roads and Maritime procurement officer is listed in B.1.

This information is provided at :

For Roads and Maritime:

<http://www.rms.nsw.gov.au/projects/index.html> and

<https://tenders.nsw.gov.au/>

Roads and Maritime requires procurement entities to appoint a procurement contact officer and promote their contact details on their website.

Procurement entity details are to be provided at the commencement of the contract and RMS will forward these details to the Australian Industry Participation Authority as part of the compliance reporting requirements of this plan.



## B.2 Opportunities to supply goods and services

1. Provide an indicative list of opportunities likely to arise in the project, and whether opportunities are expected for Australian and non-Australian entities.

Expected opportunities	Opportunities for Australian entities	Opportunities for non-Australian entities
<b>Goods</b>		
Concrete	Yes	No
Building/construction aggregates	Yes	No
Steel reinforcement	Yes	Yes
Pre-cast concrete units	Yes	No
Building material	Yes	No
Major plant and equipment	Yes	Yes
Minor plant (wet/dry hire)	Yes	No
Gas oil/fuel	Yes	No
<b>Services</b>		
Traffic control	Yes	No
Demolition	Yes	No
Service location and relocation	Yes	No
Major civil works	Yes	Yes <sup>1</sup>
Minor civil works and groundworks	Yes	No
Major building works	Yes	Yes <sup>2</sup>
Minor building works	Yes	No
Environmental management and monitoring	Yes	No
Landscaping	Yes	No

2. Provide a short statement that explains the reason for each item which is not expected to be sourced from an Australian entity.

Not applicable – Australian firms can tender for all work

Note for some specialist equipment and machinery this will be sourced by our contractors from non-Australian entities

<sup>1</sup> While major civil works could be supplied by a non-Australian entity (an organisation without an ABN or ACN), it is most likely a non-Australian entity would partner with an Australian entity in a joint venture arrangement in order to supply these services.

<sup>2</sup> While major building works could be supplied by a non-Australian entity (an organisation without an ABN or ACN), it is most likely a non-Australian entity would partner with an Australian entity in a joint venture arrangement in order to supply these services.

**3. Describe how you will ensure all procurement entities will obtain and maintain a current understanding of the broad capability and capacity of Australian entities to supply the key goods and services required to carry out this project?**

Based on extensive experience procuring roads for NSW, all items are expected to be ordered and supplied by Australian entities except where, due to extremely high levels of infrastructure activity in NSW, some items may need to be supplied by non-Australian entities where local suppliers are unable to meet demand.

Roads and Maritime will continue to actively engage with industry across the road construction, design, operation, maintenance, tolling and financing disciplines. For major procurement packages, Roads and Maritime conducts industry briefings and market soundings prior to the procurement of any major packages of works.

Roads and Maritime will also draw on the collective knowledge of the Principle contractor project teams and joint venture partners relating to relevant skills available in the Australian market.

At least one contracting entity tendering on major Roads and Maritime contracts must be prequalified to each of the applicable National Prequalification Scheme categories (road, bridge, financial). This also includes nomination of subcontractors in key goods supply services (e.g. asphalt paving, concrete paving, steel fabrication) to applicable prequalified categories (refer to RMS website <http://www.rms.nsw.gov.au/business-industry/partners-suppliers/tenders-contracts/prequalification-scheme.html>)

Roads and Maritime will work with the Principal Contractor to ensure that goods and services suppliers are able to make contract and/or register for potential work opportunities

**4. Detail how you will ensure procurement entities will require Australian or international standards for key goods and services for the project.**

**What form of standards for key goods or services will be used for this project? Do Australian entities have the ability to meet these standards?**

Roads and Maritime uses a number of its own design guides and various technical directions to specify various design requirements in the Scope of Works and Technical Criteria for D&C contracts. It also applies well-established design and construction specifications it as developed over time. Specifications are generally reference to the applicable Australian Standards or equivalent International Standards.

These specifications are regularly used on NSW transport projects and are well-known in the design and construction industries, including major supply chains. The full list of standards can be downloaded from the Roads and Maritime website:

<http://www.rms.nsw.gov.au/business-industry/partners-suppliers/index.html>

Based on 85 years of continuous delivery of major roads, Roads and Maritime has detailed evidence of the ability of Australian suppliers to meet these standards.

**If the project does not utilise an Australian standard, or an international standard, provide an explanation why these standards are not used, and the impact this will have on the ability of Australian entities to participate.**

NA – please refer to above.



### B.3 Publication of Opportunities

This criterion should detail where you will publish information on the project and the contact details for interested Australian entities to contact you regarding opportunities.

#### 1. Provide the web address of the project proponent and/or project.

[www.westconnex.com.au/projects/m4-m5-link-rozelle-interchange](http://www.westconnex.com.au/projects/m4-m5-link-rozelle-interchange)

#### 2. Provide the web address where project opportunities will be published.

Roads and Maritime will publish opportunities here: <http://www.rms.nsw.gov.au/projects/index.html>

Note that there is a link on the above Roads and Maritime site to the "Tenders NSW" site indicated below: <https://tenders.nsw.gov.au/>. In addition each Contractor will also publish information on their websites and to report to Roads and of upcoming opportunities.

#### 3. Describe how you will ensure that your procurement entities will maintain a publicly accessible website which details:

- requirements potential bidders must satisfy in order to bid to supply key goods or services for the project (e.g. pre-qualification requirements);
- standards for key goods or services for the project (if standards are neither Australian nor international standards an explanation will need to be included); and
- the contact details for a procurement contact officer for Australian entities to approach with enquiries.

In addition, provide the web address of the publically accessible website for each procurement entity (where known).

Roads and Maritime's tender/ROI documents are made available to all potential suppliers at the same time, either through the 'Tenders NSW' site or directly to suitably prequalified Contractors. The Roads and Maritime site provides links to Tenders NSW at :

<http://www.rms.nsw.gov.au/business-industry/partners-suppliers/tenders-contracts/e-tendering.html>

The Tenders NSW website is managed by :

NSW Procurement - eBusiness Solutions  
Department of Finance, Services and Innovation

**Address:** 2-24 Rawson Place Sydney NSW 2000

**Email:** [nswbuy@finance.nsw.gov.au](mailto:nswbuy@finance.nsw.gov.au)

**Phone:** 1800 NSW BUY (1800 679 289) (International +61 2 9372 8333)

Roads and Maritime manages its own website and lists a forward pipeline of projects at :

<http://www.rms.nsw.gov.au/projects/majorprojects2020/index.html>

Roads and Maritime has a major projects indicating future opportunities at the 'industry hub' at :

<http://www.rms.nsw.gov.au/business-industry/major-projects/index.html>

Roads and Maritime prequalification requirements are at:

<http://www.rms.nsw.gov.au/business-industry/partners-suppliers/tenders-contracts/prequalification-scheme.html>

Roads and Maritime will publish details of project opportunities on its website, including prequalification requirements, standards for the project and the contact details of its procurement contact officer. Prospective tenderers can register on the NSW e-Tender website to receive regular email alerts of Tenders within their area of interest (e.g. road construction) or agency of interest (e.g. NSW Roads and Maritime Service).



## B.4 Communicating and Providing Opportunities

1. Describe the activities that you intend to undertake to conduct awareness programmes about opportunities for Australian entities to supply key goods or services for this project. A minimum of four actions should be provided.

Action 1	Industry engagement session and market sounding (formal and/or individual sessions with contractors and chaired by Roads and Maritime representatives). These are formal one on one or group sessions with contractors.
Action 2	<p>Roads and Maritime's Design &amp; Construct (D&amp;C) contracts are procured in two stages namely the Registration of Interest Stage (ROI), which results in a shortlist of applicants to be invited to submit tenders, and the Request for Tenders Stage (RFT), which results in a selection of Preferred Tenderer/Contractor, from the shortlisted ROI applicants.</p> <p>Contract award notices for all Roads and Maritime's work over \$150,000 are listed at <a href="https://tenders.nsw.gov.au/rms/?event=public.CN.search">https://tenders.nsw.gov.au/rms/?event=public.CN.search</a> and</p> <p><a href="http://www.rms.nsw.gov.au/business-industry/partners-suppliers/tenders-contracts/contracts-awarded/index.html">http://www.rms.nsw.gov.au/business-industry/partners-suppliers/tenders-contracts/contracts-awarded/index.html</a></p> <p>These results are published in accordance with the Government Information and Public Access Act (GIPA) (2009).</p> <p>The results include name and address of the head contractor (procurement entity) which enables sub-contractors to contact the procurement entity directly.</p> <p>Roads and Maritime requires procurement entities to ensure capable Australian companies have fair and reasonable opportunity to bid for work packages through a publicly accessible website.</p>
Action 3	RMS maintains a project website for all its projects. Roads and Maritime requires procurement entities to provide regular updates including details of potential tender packages.
Action 4	<p>To enable industry to consider its suitability for future opportunities Roads and Maritime provides a 'forward work plan' at:</p> <p><a href="http://www.rms.nsw.gov.au/about/corporate-publications/forward-work-plan.html">http://www.rms.nsw.gov.au/about/corporate-publications/forward-work-plan.html</a></p> <p>This plan is dissected by two main work categories: design and construction as well as project value categories of up to \$50 million, \$50-\$150 million, \$150-\$500 million and over \$500 million.</p> <p>The forward work plan extends five years out from the current date and also includes proposed delivery type – Design and Construct or Construct Only where known.</p> <p>Roads and Maritime also briefs and presents to industry at various professional and industry forums.</p> <p>For example, Roads and Maritime actively engages with Roads Australia and provides future work details for Roads Australia to publish as part of its future pipeline of work on the Roads Australia website at :</p> <p><a href="http://www.roads.org.au/Pipeline">http://www.roads.org.au/Pipeline</a></p>



**2. Describe how you will train procurement entities to ensure procurement entities achieve your AIP plan obligations.**

Roads and Maritime has a *Procurement Manual* endorsed by the Chief Executive and accredited by NSW Procurement. Under this Manual, all construction related procurement activities must comply with the Roads and Maritime *Engineering Contracts Manual* (ECM), managed by the Technical & Project Services division.

All staff who have a role in the development, procurement and/or delivery of infrastructure projects in Roads and Maritime are required to undertake ECM training. They are also required to attend a 2-day *Building Commercial Acumen* training course run by the same division of Roads and Maritime.

When changes are made to the way Roads and Maritime procures and manages contracts and/or the Roads and Maritime's standard (model) documents used to procure infrastructure contracts, Roads and Maritime communicates the changes across Roads and Maritime by issuing an *Infrastructure Contract Note* (ICN). Each ICN describes the changed process, provides background to reasons for the change and provides guidance as to how to implement the new process. These ICNs are published on the Roads and Maritime internal website accessible by all RMS staff.

The ECM s then updated to reflect the changes. Changes to model documents and the introduction of new requirements into Roads and Maritime's contractual arrangements are also discussed in regular internal networking sessions arranged for Roads and Maritime's management staff.

For this Project, Roads and Maritime staff will be made aware of the obligation under the AIP Plan as part of their induction.

The Principle Contractor engaged for the Project will be required via a contractual obligation to:

- take reasonable steps towards allowing Australian entities to have full, fair and reasonable opportunities to bid for the supply of good and services; and
- cooperate in relation to our compliance with the Australian Jobs Act

**3. Describe how you will ensure that procurement entities will publish pre-qualification requirements at a reasonable time prior to approaching the market and include the requirements that potential bidders must satisfy in order to bid for key goods or services, in connection with carrying out this project.**

Contract information, including a description of the tender with prequalification requirements, is published as part of the Tender advertisement on NSW e-tender at [www.tenders.nsw.gov.au](http://www.tenders.nsw.gov.au). Prequalification requirements are informed to the market via industry engagement sessions or email alters in advance of Tenders being release to the market.

**4. Detail how you will ensure that procurement entities will provide equal timeframes to Australian entities in relation to responding to requests for bids to supply key goods or services.**

Roads and Maritime's tender/ROI documents are made available to all potential suppliers at the same time, either through the 'Tenders NSW' site or directly to suitably prequalified Contractors. RMS tender processes strictly require that all Tenderers are treated the same and given the same opportunities. Roads and Maritime requires procurement entities to make tender opportunities available to all potential suppliers at the same time.



## B.5 Facilitating Future Opportunities

### 1. Describe how you, or any other project proponent, will encourage capability development for Australian entities.

- a. Roads and Maritime currently provides and will continue to provide training for industry, including small to medium enterprises across a range of activities including traffic management, concrete works, safety in design, contract management etc. Notification of this training is at :

<http://www.rms.nsw.gov.au/business-industry/partners-suppliers/index.html>

This training assists Australian entities to develop capability and capacity to supply key goods and services to the global supply chain.

- b. Roads and Maritime also supports attendance at webinars and live events hosted by Austroads, at :

<http://www.austroads.com.au/event>

Roads and Maritime currently participates and will continue to participate in the National Prequalification Scheme for Civil Construction enabling companies to gain mutual prequalification across all states of Australia. Refer:

<https://www.onlinepublications.austroads.com.au/items/AP-R371-10>

- c. Roads and Maritime requires all projects provide and implement a Trainee and Apprenticeships plan to reach targets set by the NSW Department of Finance, Service and Industry.

### 2. Describe how you, or any other project proponent, will encourage the integration of Australian entities into global supply chains.

Roads and Maritime allows and will continue to allow joint venture arrangements for tenderers (including between Australian and Overseas companies) enabling Australian companies to develop capability and gain exposure to overseas companies.

In addition Roads and Maritime is an active member of Austroads, the peak body in Australian and New Zealand for roads research and collaboration. Austroads fosters international collaboration by engaging with and supporting international road organisations. Austroads is a member of the World Road association which is primarily interested in issues of road infrastructure planning, design, construction, maintenance and operation. Austroads provides SMEs access to events, publications, webinars and research papers.

Refer: <http://www.austroads.com.au/about-austroads/international-collaboration>

Roads and Maritime encourages and will continue to encourage suppliers to access Austroads' resources.

### 3. Describe how you will ensure that feedback, including on any relevant training, skills, capability and capacity development, will be provided by procurement entities to Australian entities unsuccessful in their bid to supply key goods and services to the project.

All tenderers have the opportunity to meet with Roads and Maritime for a formal debrief following tender evaluation and announcement. This requirement is clearly articulated in the Engineering Contracts Manual that sets out Roads and Maritime's procurement processes. The purpose of the feedback is to encourage improved performance in future tenders.

## B.6 Implementation Resources

### B.6 What records and/or evidence do you intend to maintain in order to prove compliance with Part B of this AIP plan?

Roads and Maritime has established a dedicated procurement and transaction advisory team for the development and delivery of each major contract package to market. This team will ensure records are kept including:

- Induction records
- Documents and fully auditable Roads and Maritime procurement processes
- Applicable records (e.g. industry engagement records) are disclosed to industry where appropriate
- Email advice to industry
- Professional and industry briefing presentations
- Website records
- Contracts/deed with Principal contractors
- Audit report in relation to Contractors compliance

#### 1. What procedures/resources will you utilise to ensure the necessary specified steps are achieved in order to comply with Part B of this AIP plan?

Roads and Maritime uses Objective and Teambinder for records management

Hard copies of relevant approved documents are also available (e.g. signed tender release information, industry engagement briefing documents, where applicable)

Roads and Maritime has established a dedicated procurement and transaction management team for the development and delivery of the main contract to market.

Auditing Compliance will be a function of Roads and Maritime's internal audit function led by [REDACTED], Director Audit and Assurance.

#### 2. What specified steps, beyond the provision of training, will you undertake to ensure each procurement entity achieves the objectives required under Part B of this AIP plan?

Roads and Maritime have included a requirement in tender and contract documents to ensure that Roads and Maritime's Contractors implement the Roads and Maritime's Certified AIP Plan

There is a dedicated Project Delivery Team who will be responsible for contract management including monitoring and reporting on contractor compliance

**EXHIBIT M**

**Not used**

## EXHIBIT N

### Stage 3 Integration Site Agreed Condition Specification

1. Any references to Site Area ID in this Exhibit means a Site Area ID as identified in the Site Access Schedule.
2. If, at the time of the relevant Handover Date, any Item or Element not listed in this exhibit has extended into or has been installed at, in or adjacent to the location or area by previous contractors for any reason whatsoever including for convenience and practicality and regardless of whether they were originally intended as temporary or permanent works, then the Contractor must either:

use-as-is, refurbish, modify or augment any Item or Element as necessary and to adopt the Item or Element for incorporation into the Project Works, in which case the Item or Element must satisfy all requirements of this deed for Project Works; or

- (a) (b) remove and make-good any Item or Element if it is unsuitable for adoption as Project Works or surplus to requirements, and replace with Project Works as required to comply with this deed,

and in either case, the Contractor must preserve, protect and avoid disruption to any Items or Elements that are necessary for the safe and efficient operation of the Main Tunnel and the WestConnex Program of Works.

3. In this Exhibit, the "Reference Documents" for each Item or Element refer to the Reference Documents identified in the column headed "Reference Documents" for that Item or Element. Where no Reference Documents are specified, the requirement is that the relevant Item or Element is available to the Contractor.
4. Where a Reference Document is identified for any particular Item or Element, a Stage 3 Integration Site Defect will only apply to the extent that the defect is in that Item or Element. Any defects or deficiencies in assets that are included in the Reference Document, but are not listed in this exhibit, will not constitute a Stage 3 Integration Site Defect.

Item	Location / area	Relevant Site Area ID	Item ID	Item / Element and agreed condition	Reference Documents
1	Main Tunnel Stubs Substratum	A, B, C, D	A	<p>Tunnels – tunnels to the extent identified as works to be undertaken by the Main Tunnel Works Contractor (however described) generally as shown in the Reference Document and:</p> <ul style="list-style-type: none"> <li>• excavated and supported to the extent in plan generally defined by the relevant Site Area ID;</li> <li>• excavated to the extent that bench and floor excavation and wall trimming may not be complete;</li> <li>• supported with permanent rockbolts (and shotcrete as required) to the crown and shoulders of the tunnels for the purposes of providing permanent ground support for global tunnel stability only and not for preventing water ingress or covering or maintaining durability of the substrate or for any other purpose; and</li> <li>• so that any rock or shotcrete in the crown and shoulders of the tunnels does not, in the case of any tunnels for Carriageways, protrude into the C-Line.</li> </ul>	<p>Main Tunnel Works Scope of Works and Technical Criterial – Appendix B.30 (Enabling Works), Attachment B.30-1 (Reference Drawings), Figure 2 (Enabling Works for Rozelle Interchange Works – Typical Detail, Rozelle Stub), Type A (Typical Detail – Tunnel Stub Fitout)</p>

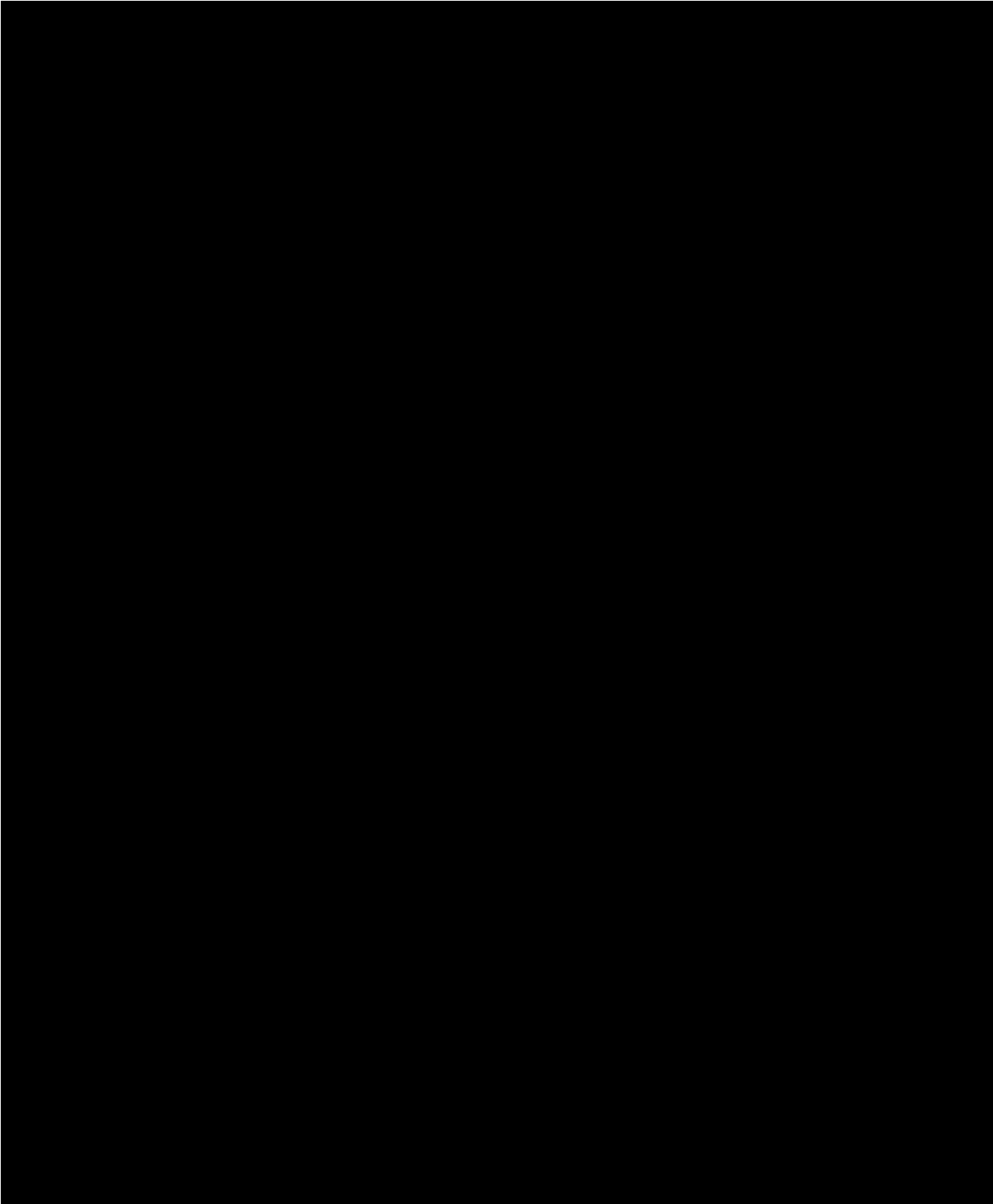
**EXHIBIT O**

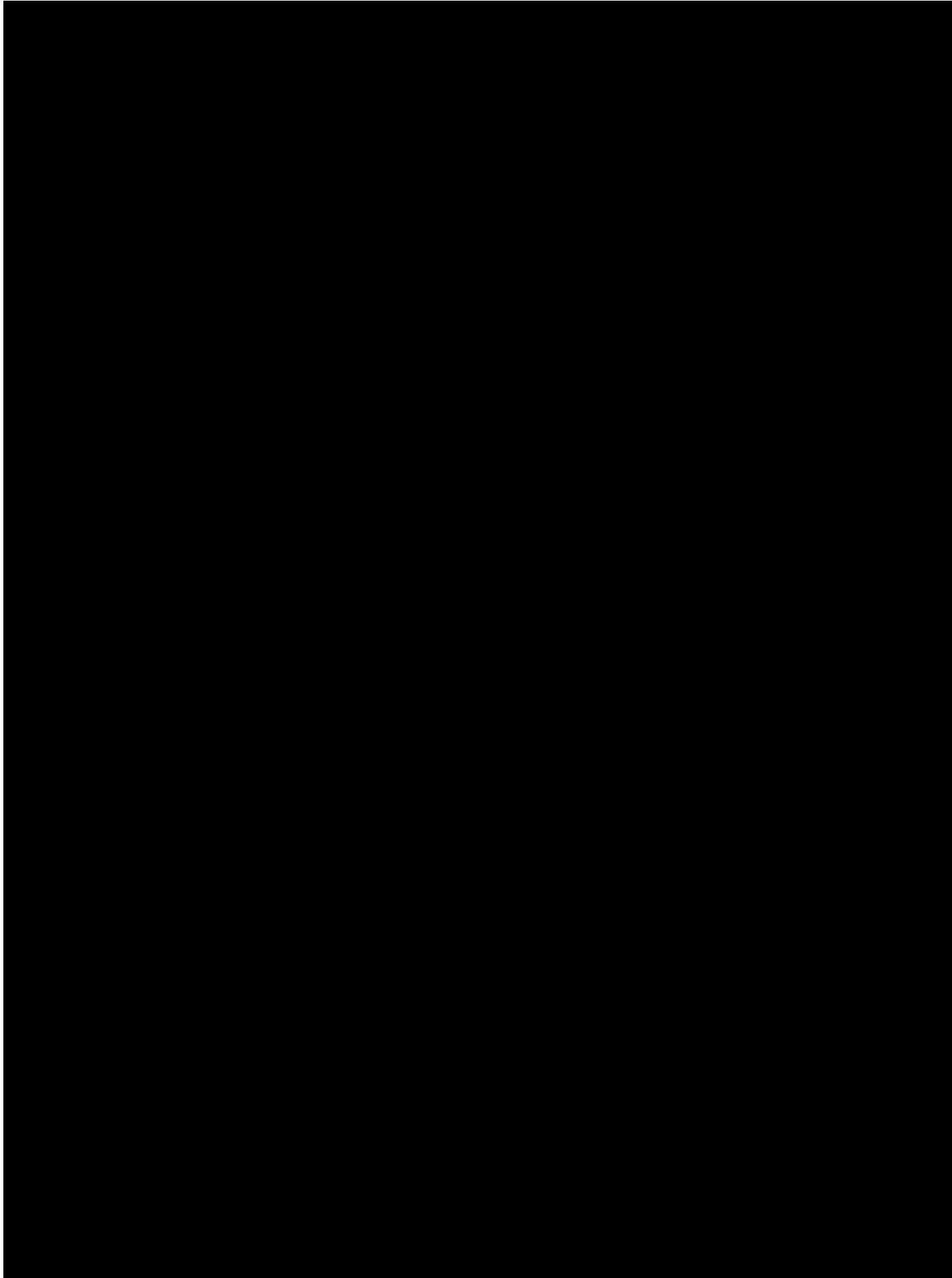
**Collateral Warranty Deeds**

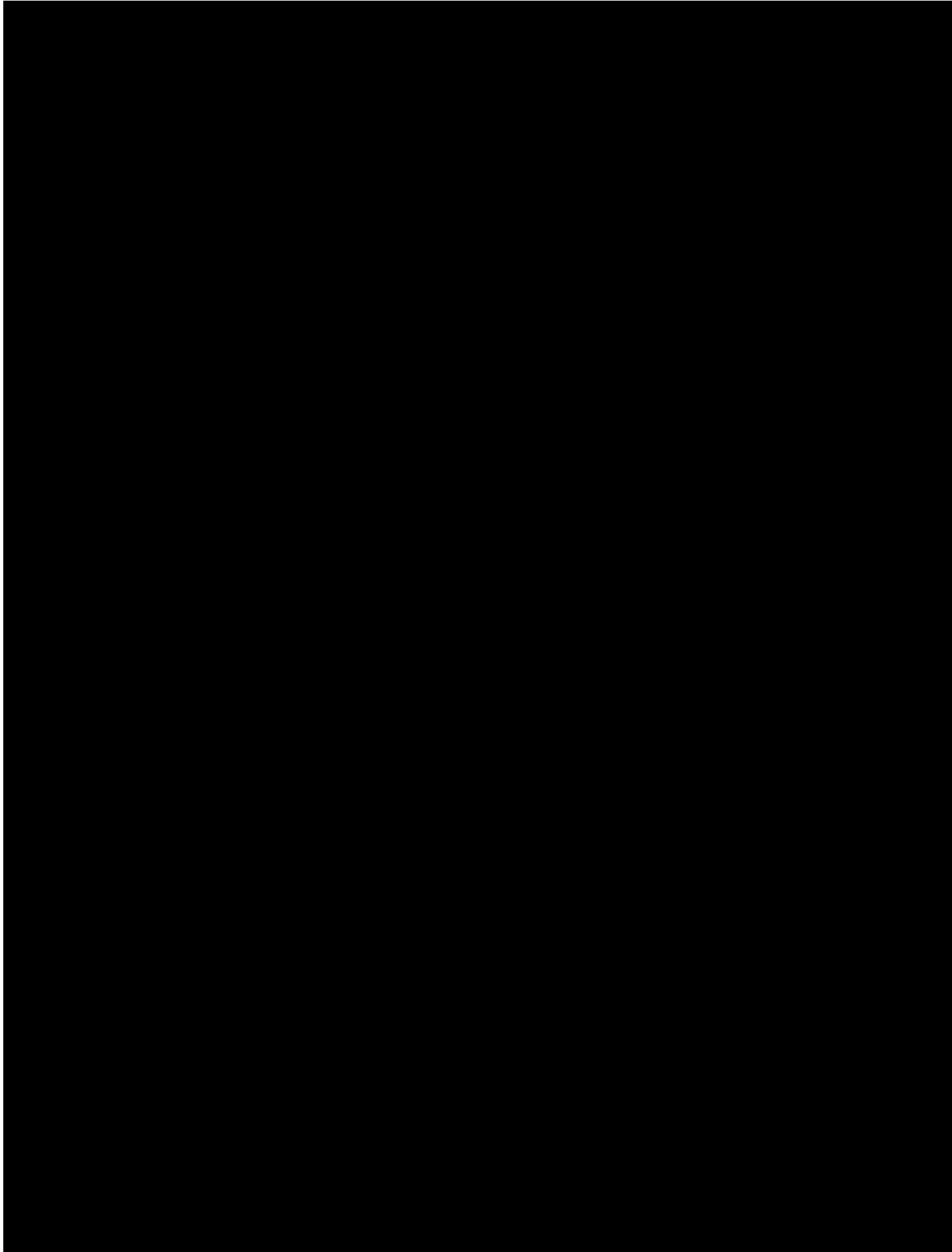
(Clause 17A.2)

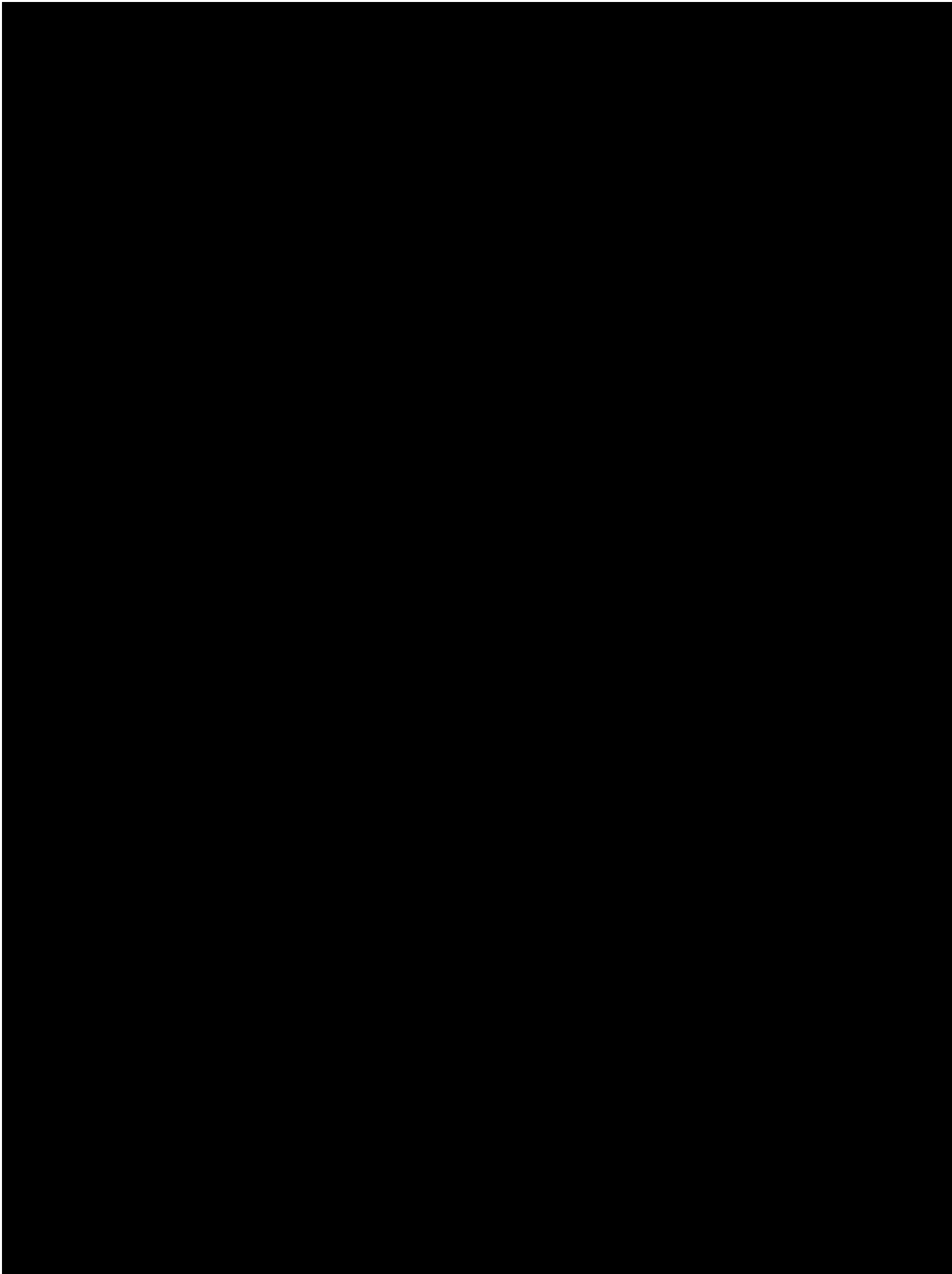
**PART A – Collateral Warranty Deed**

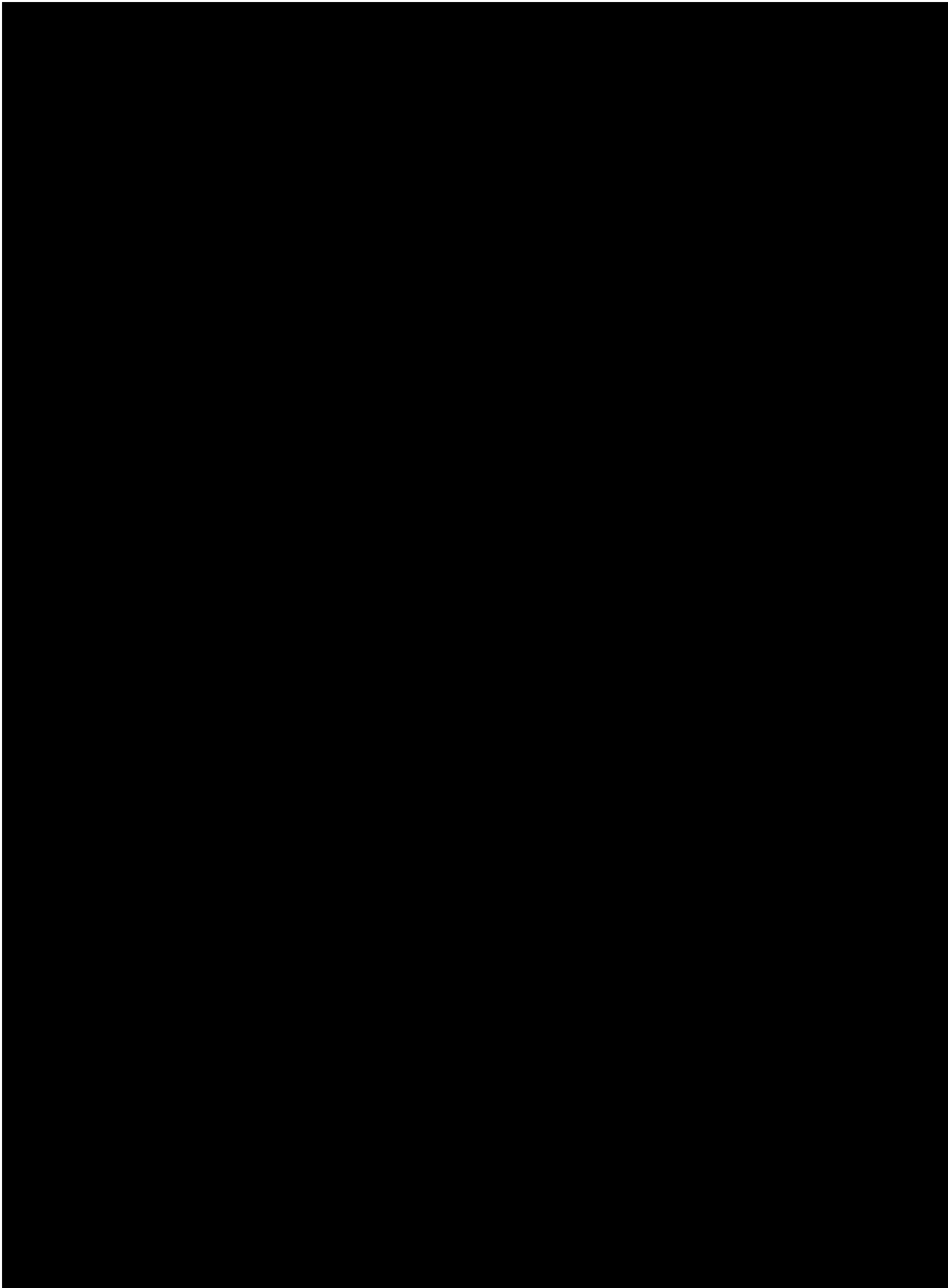


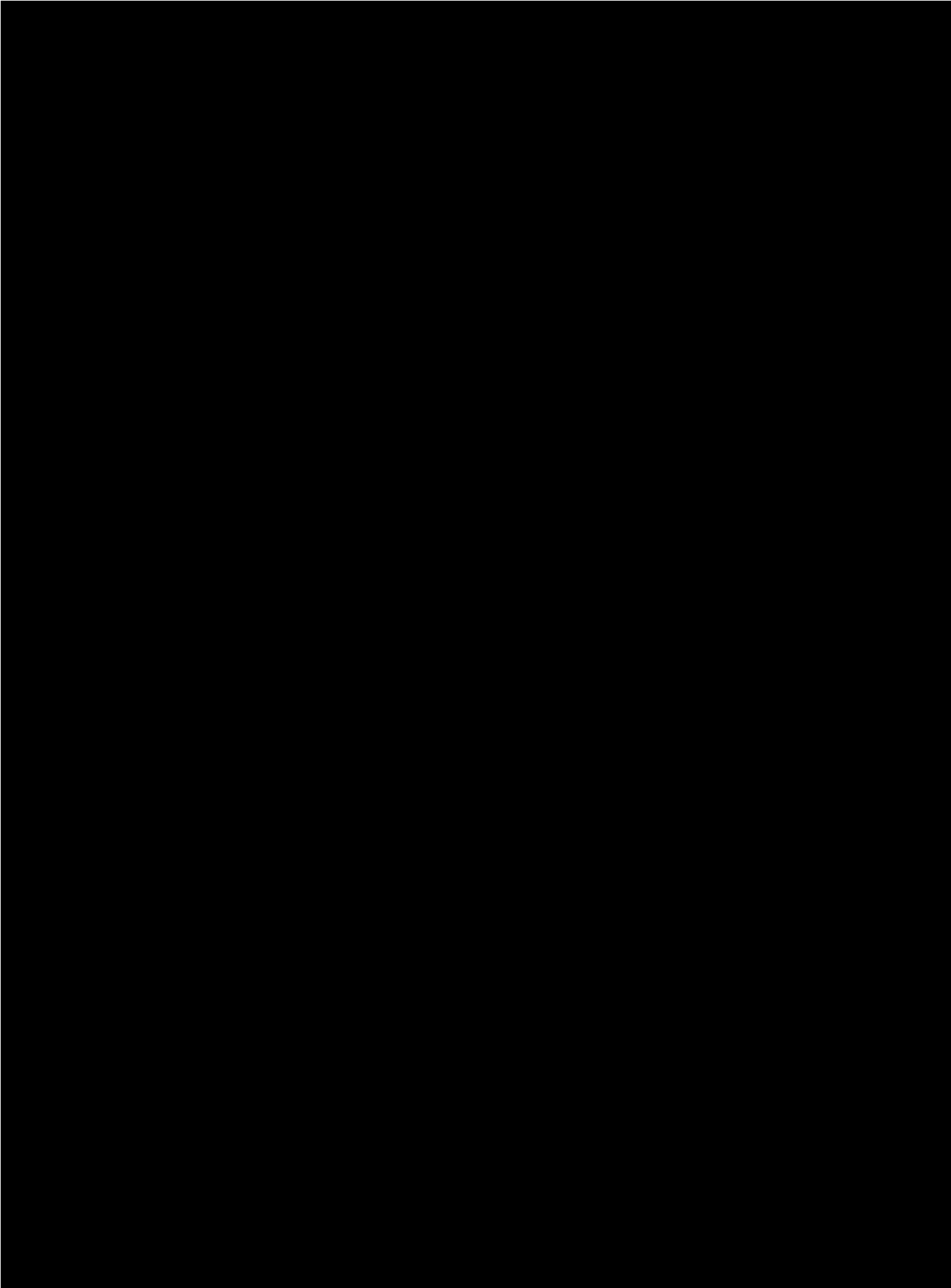


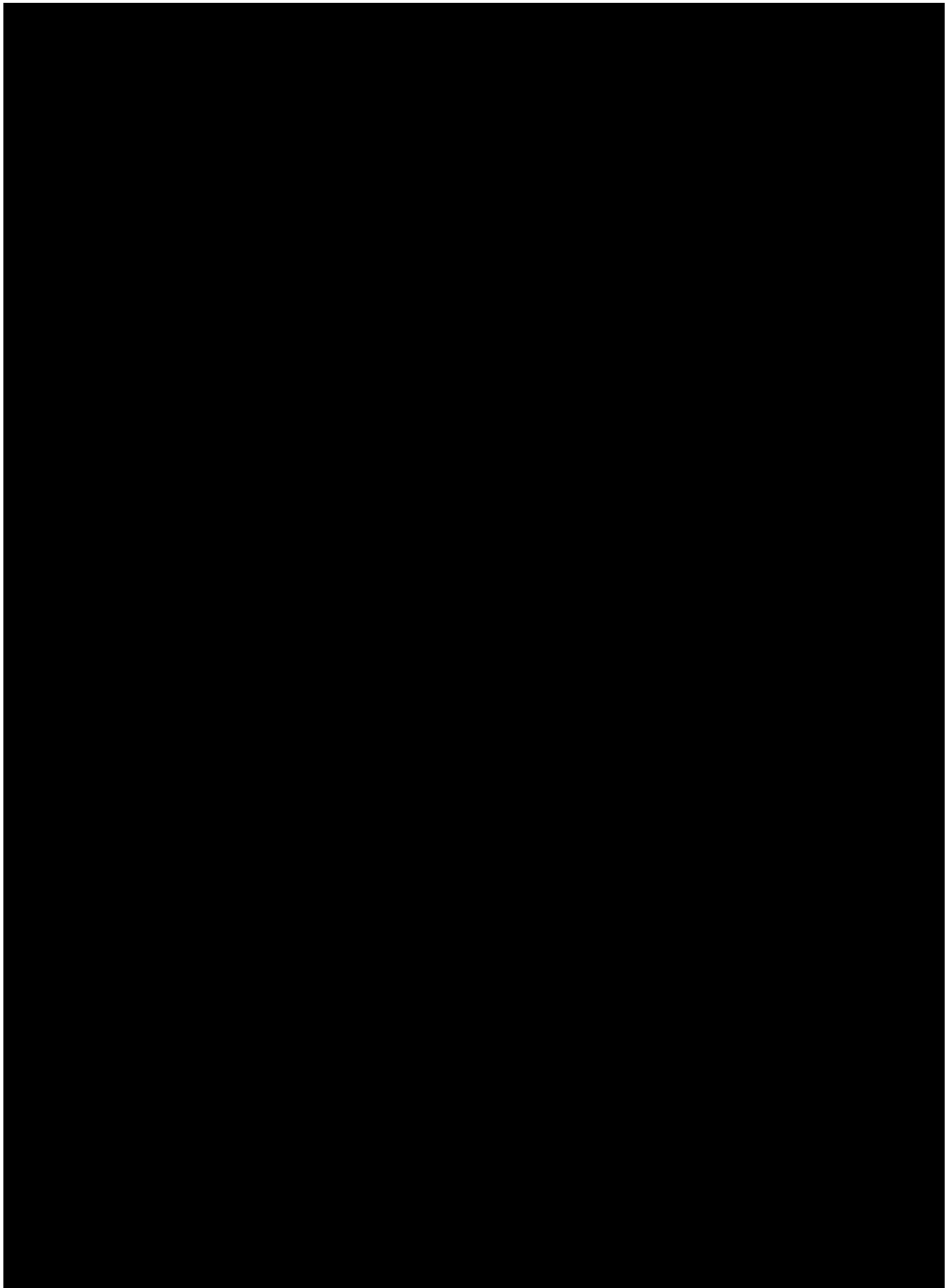


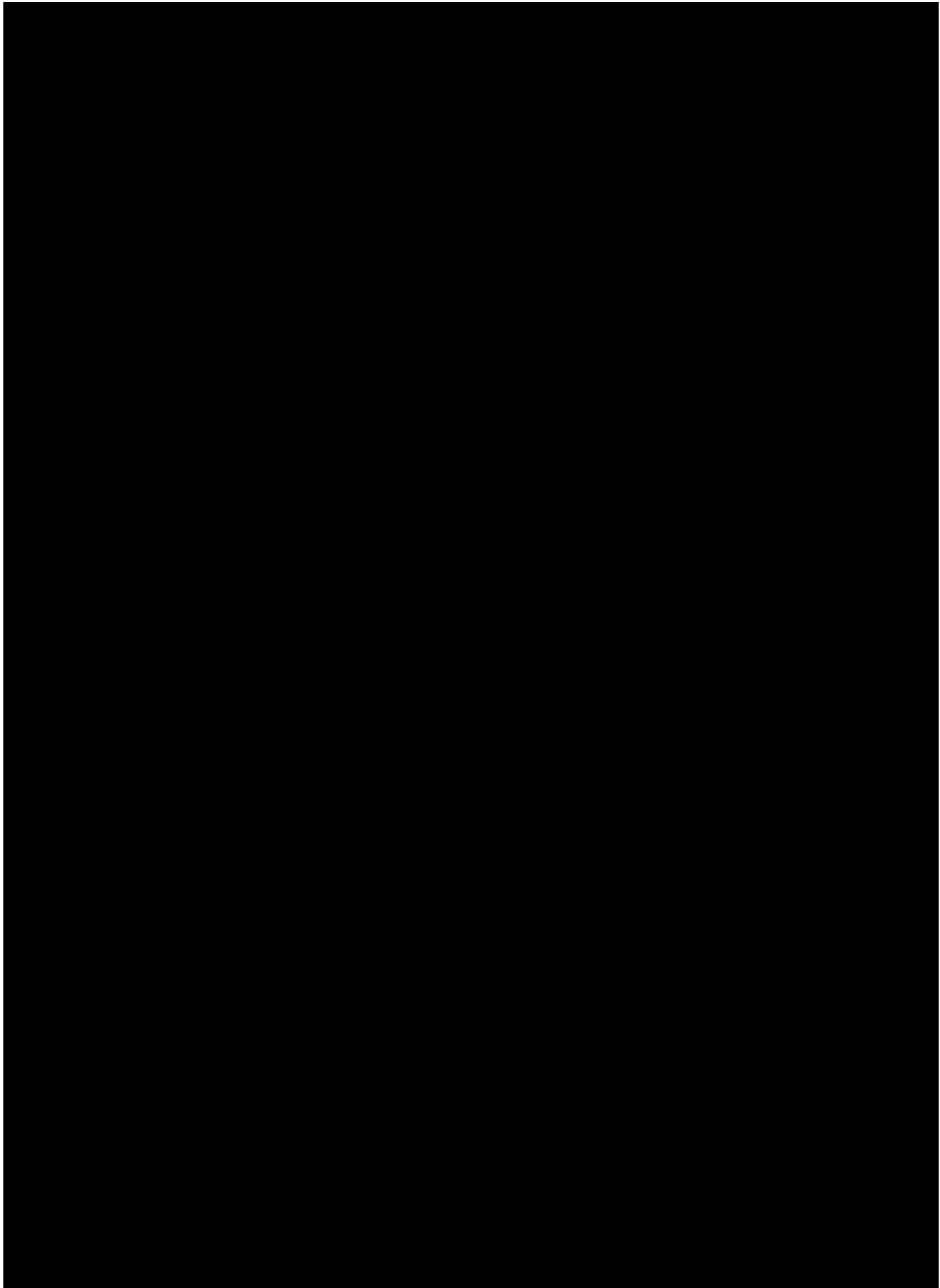




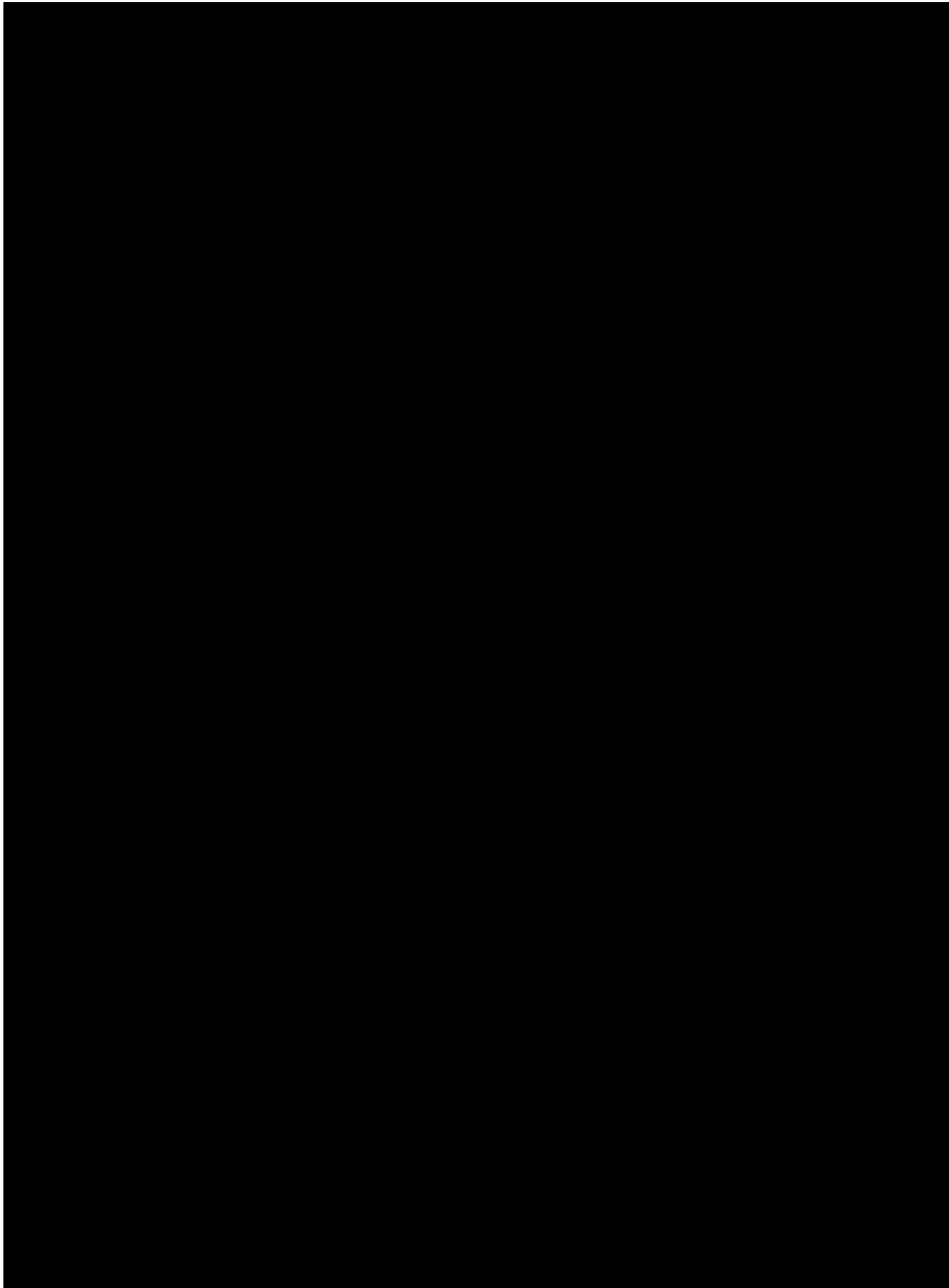


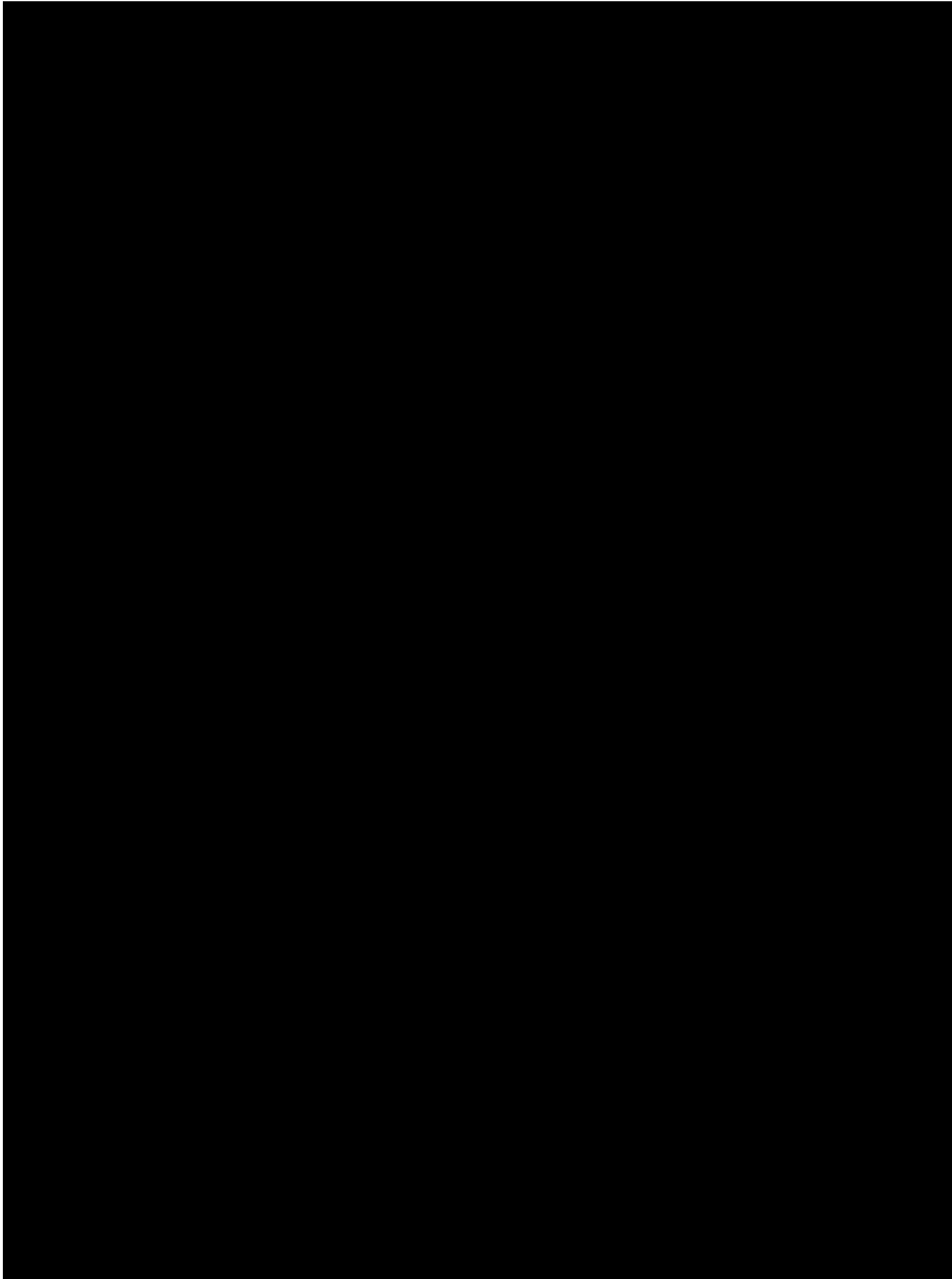


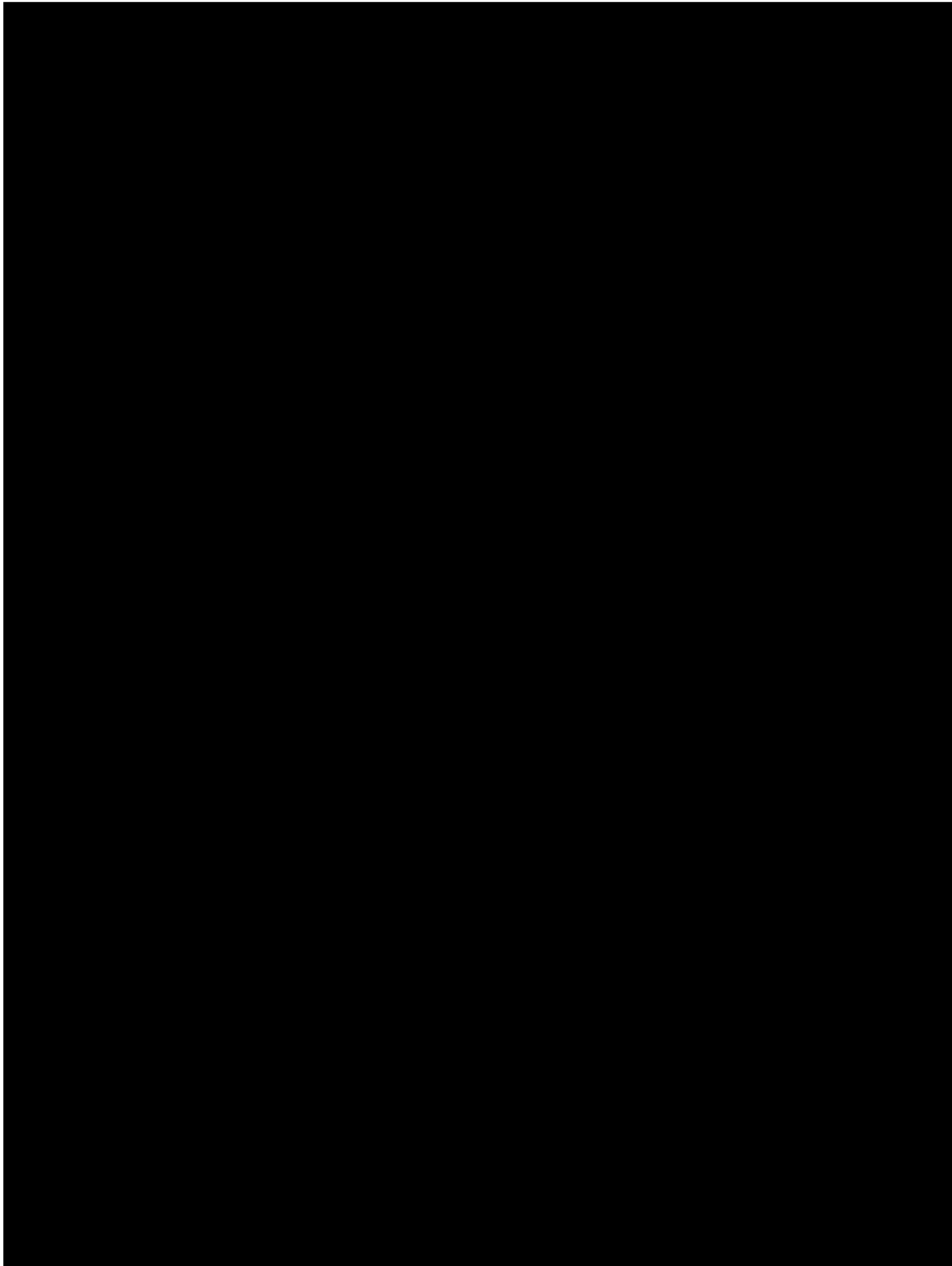


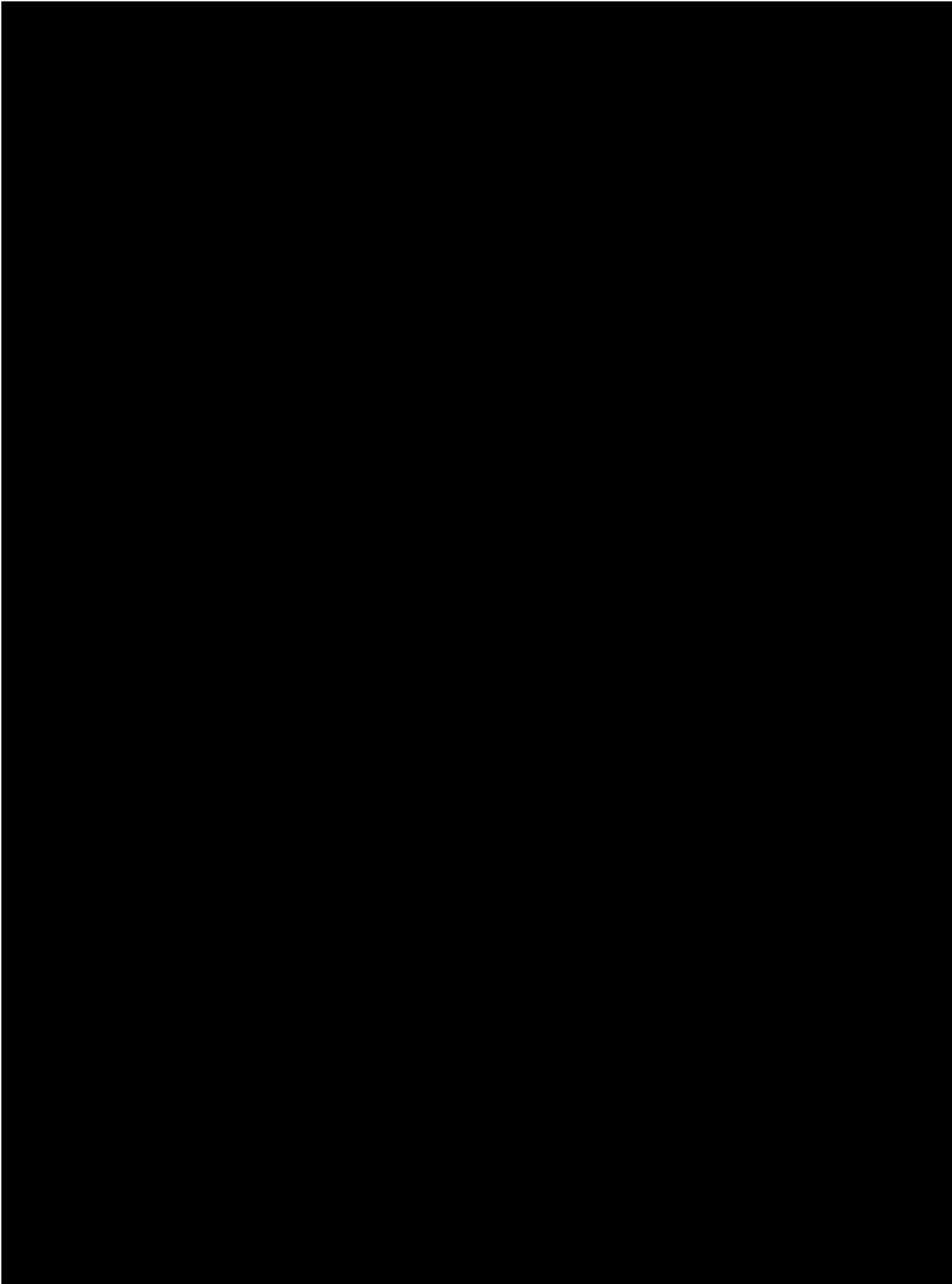


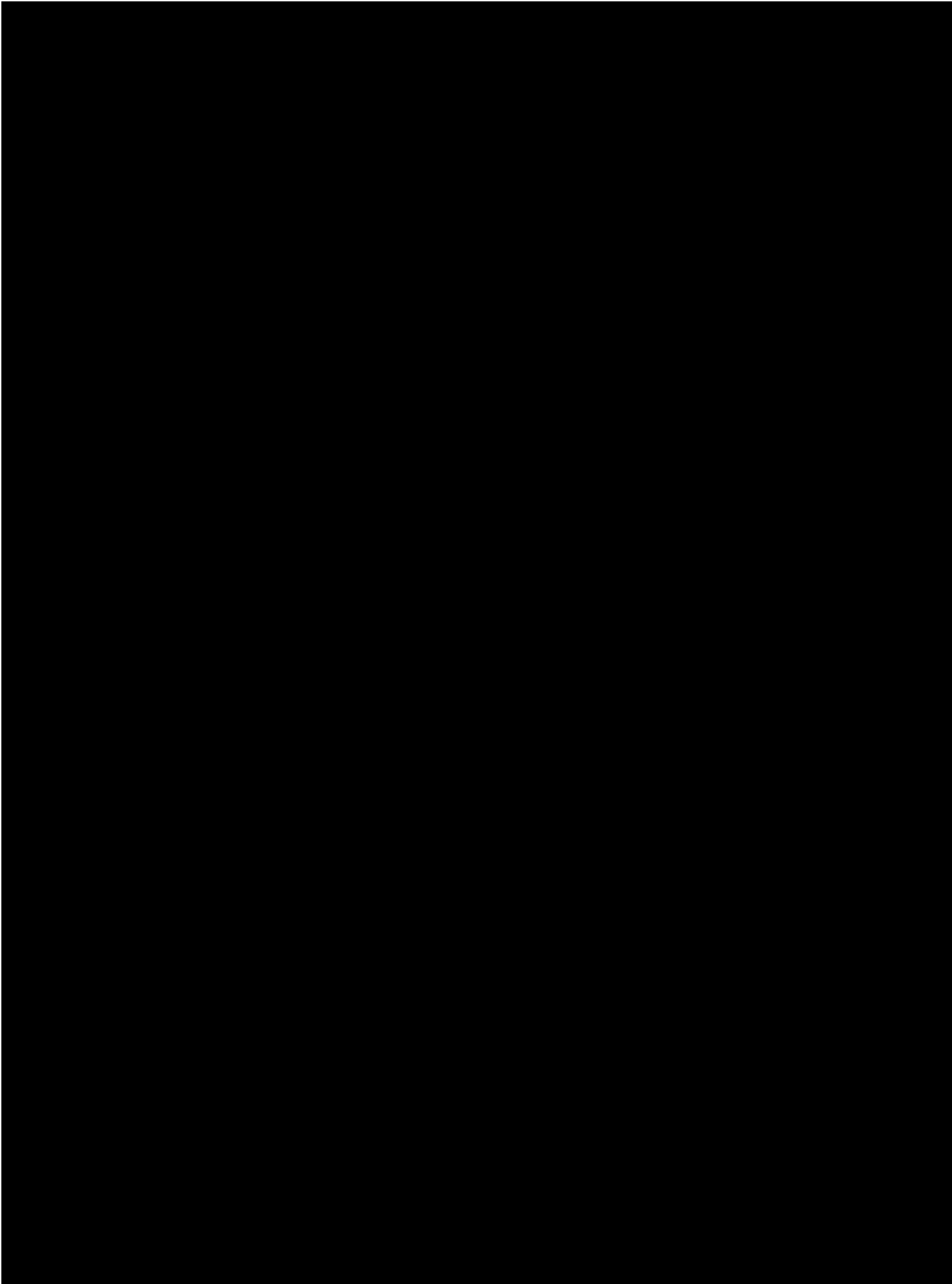


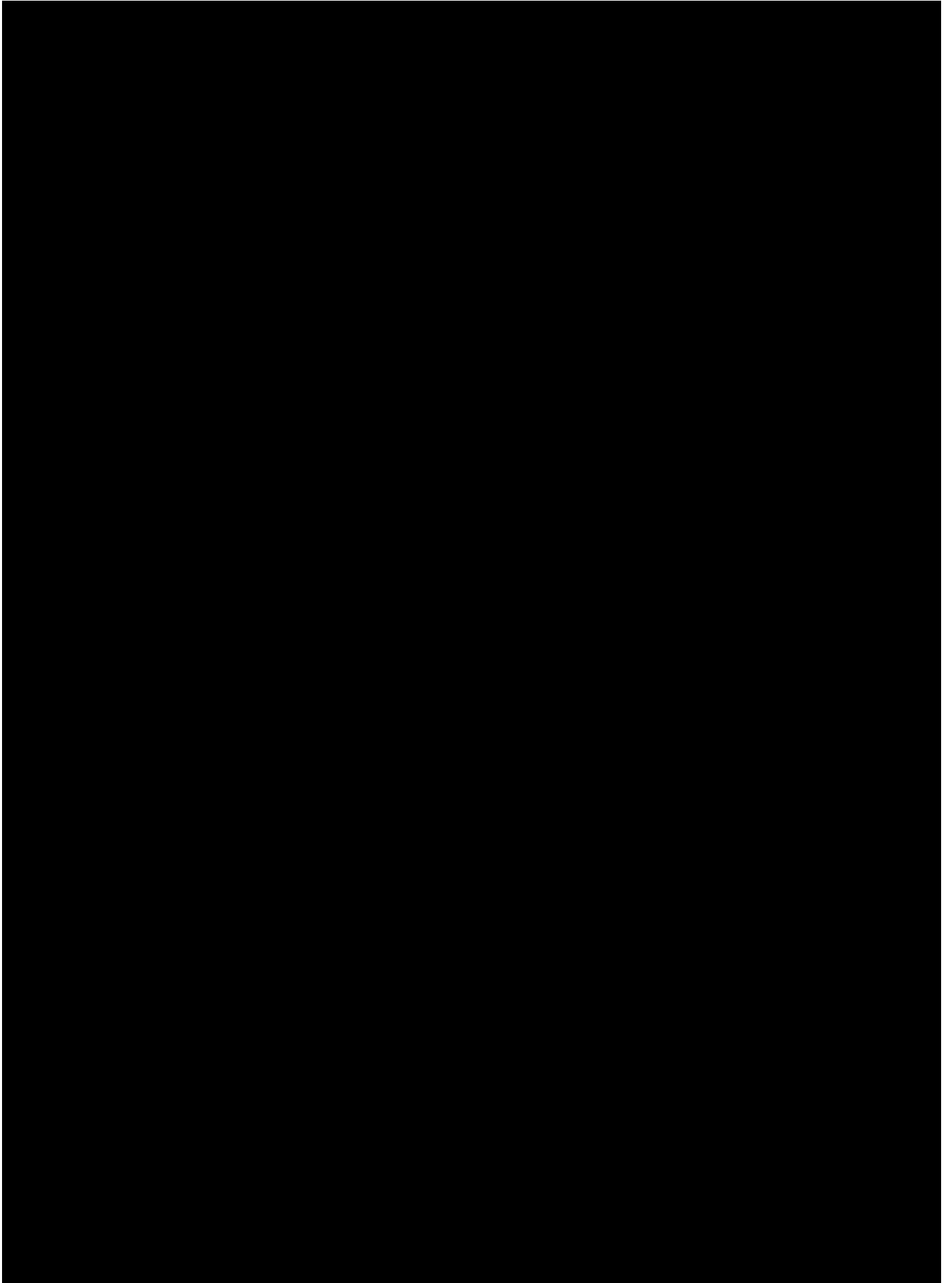


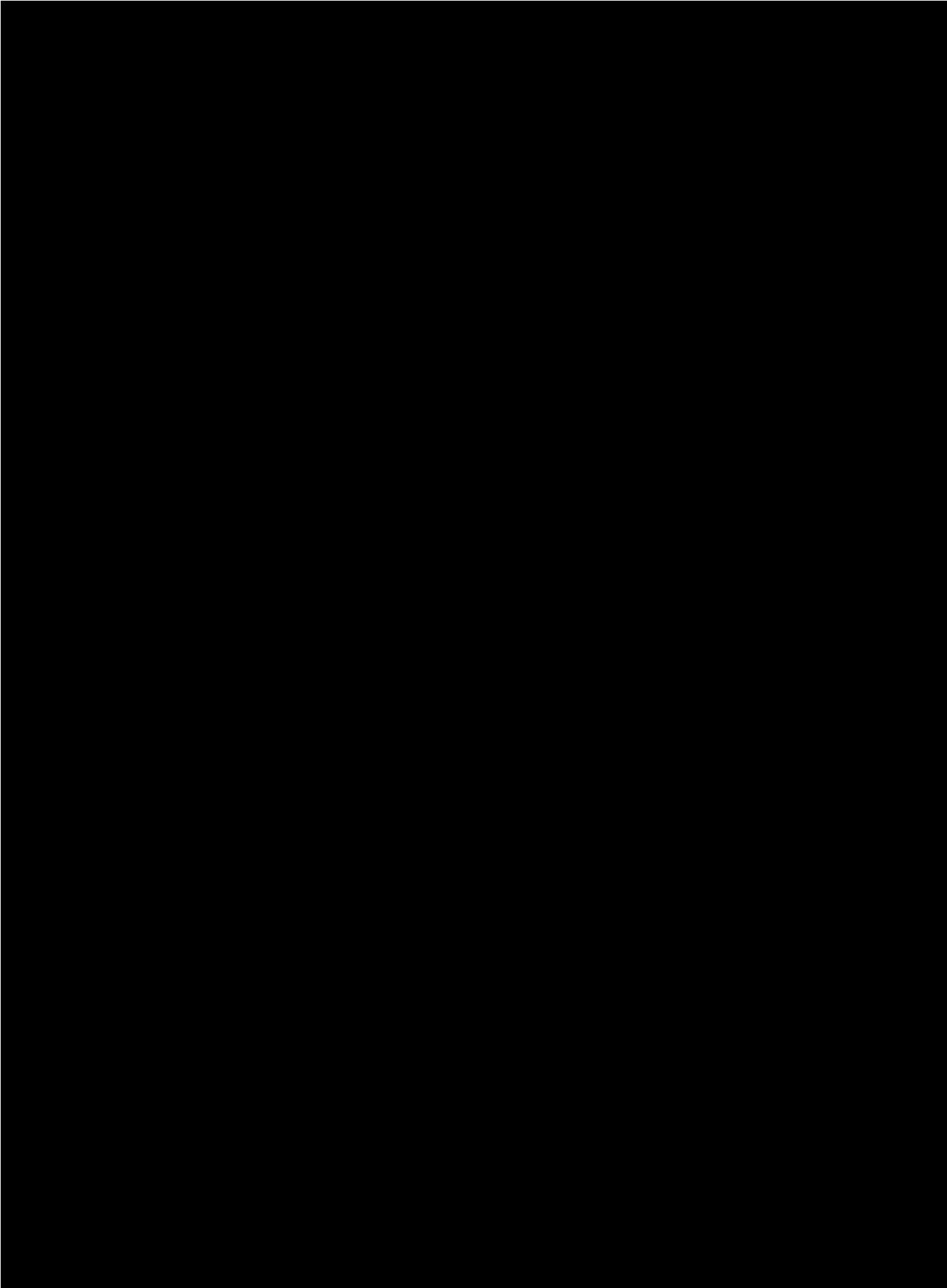


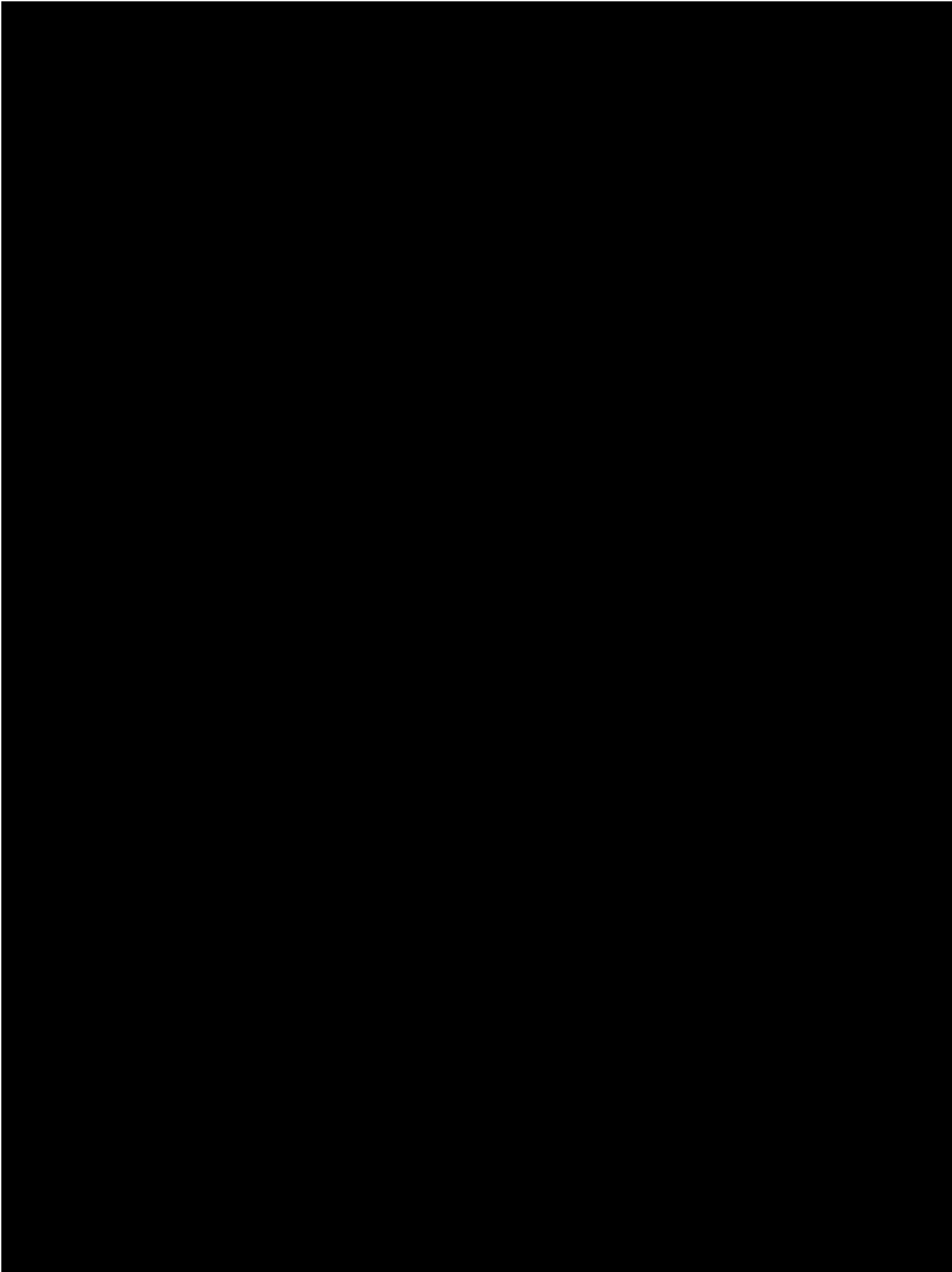




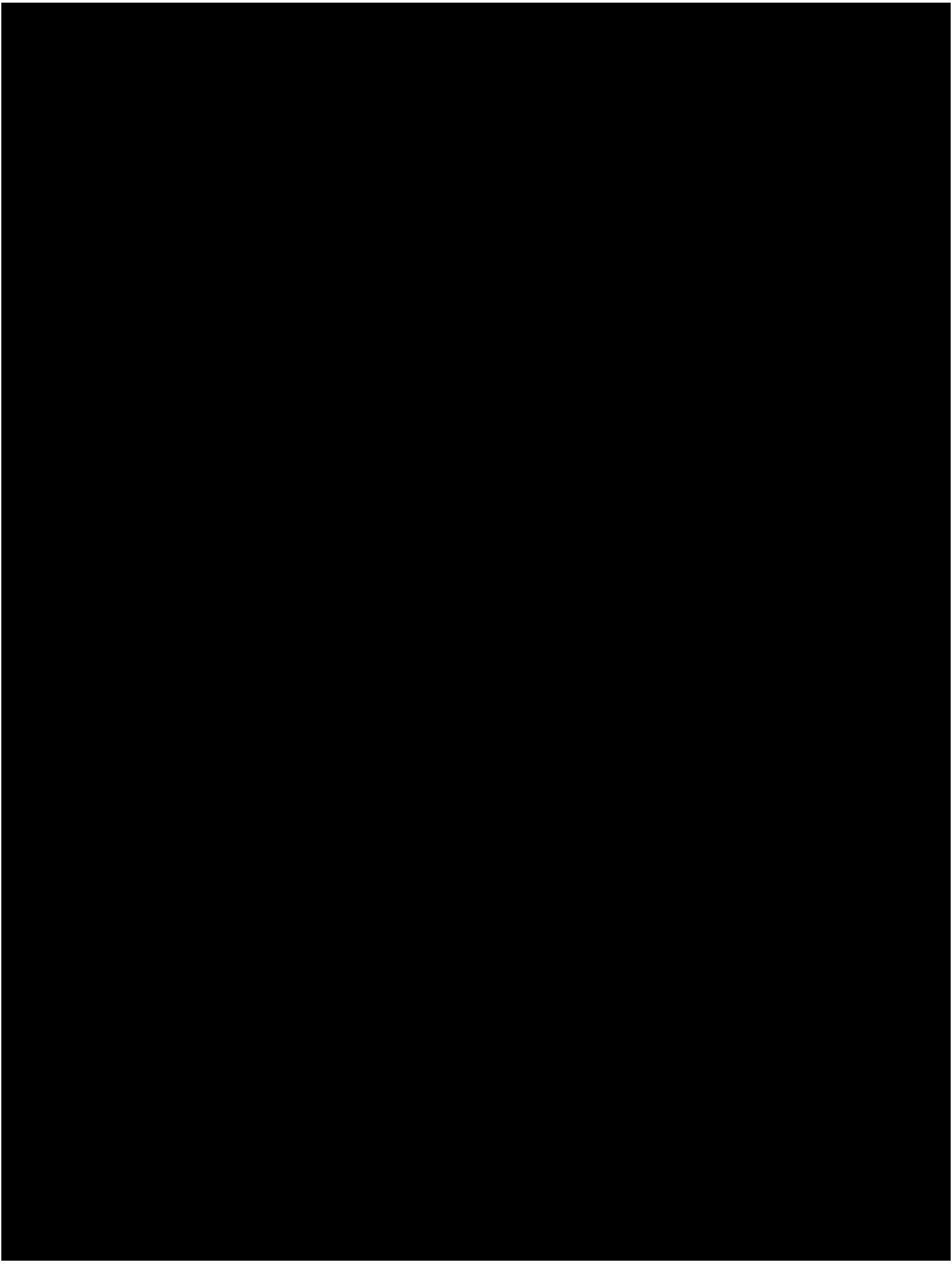


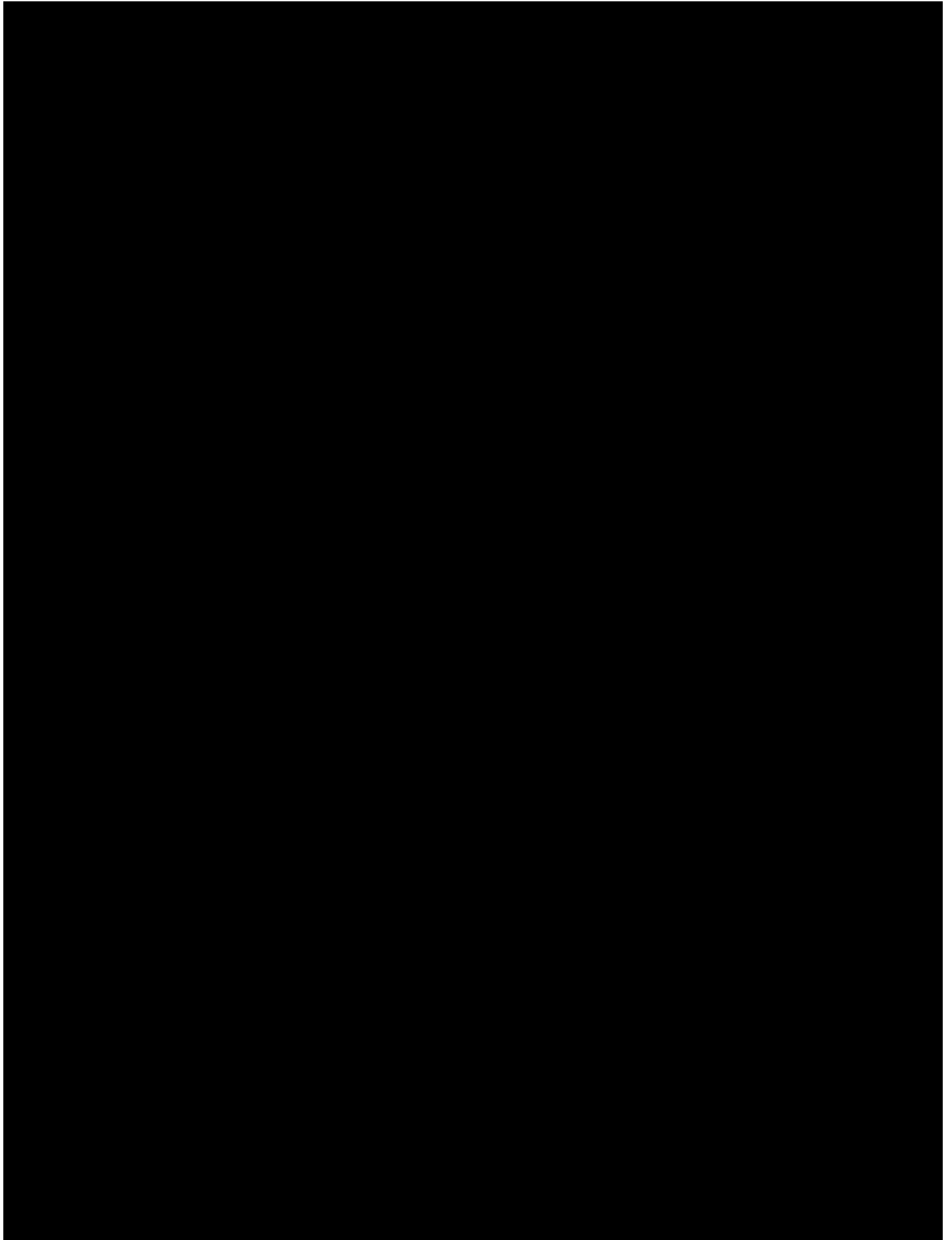


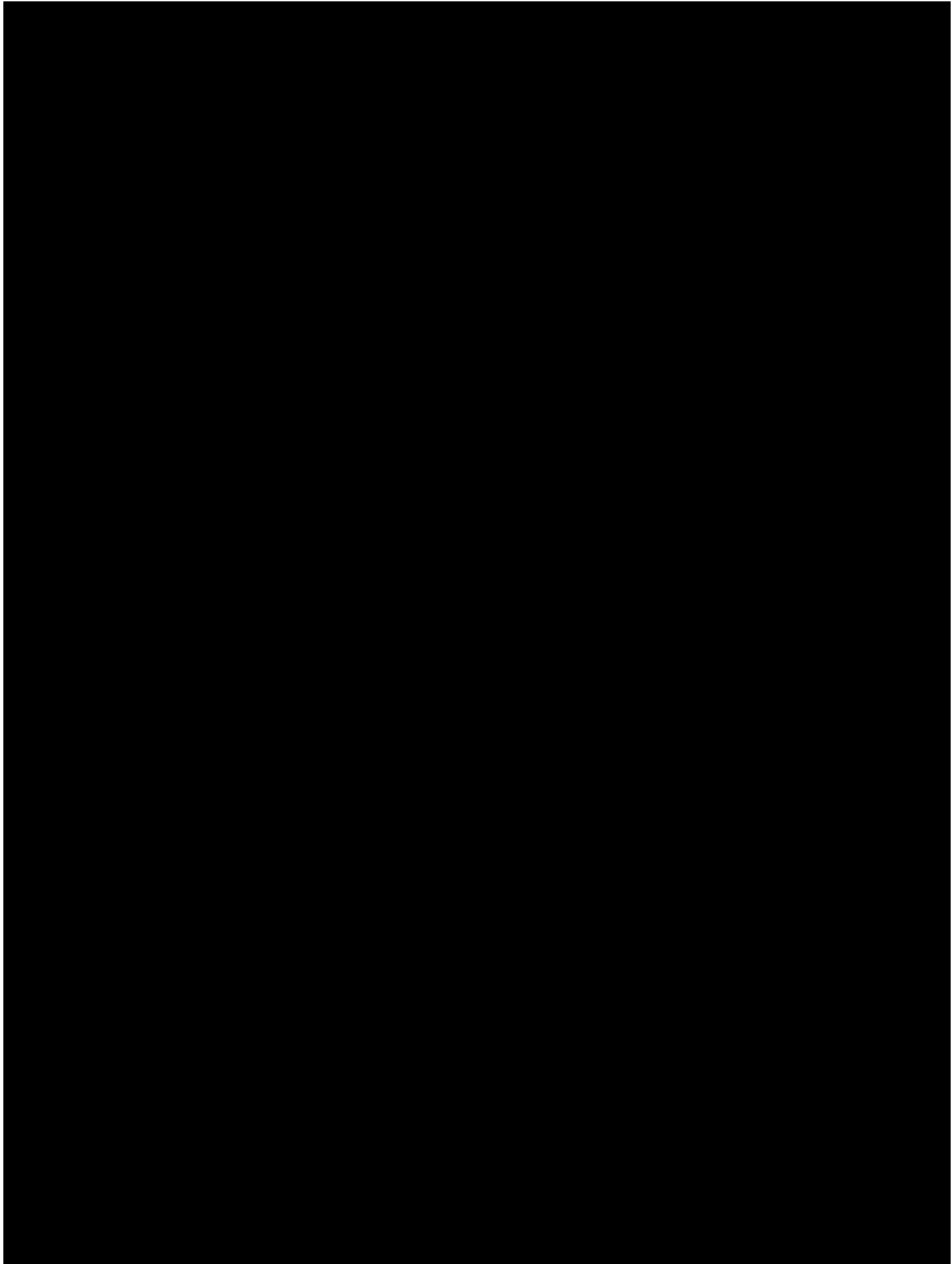


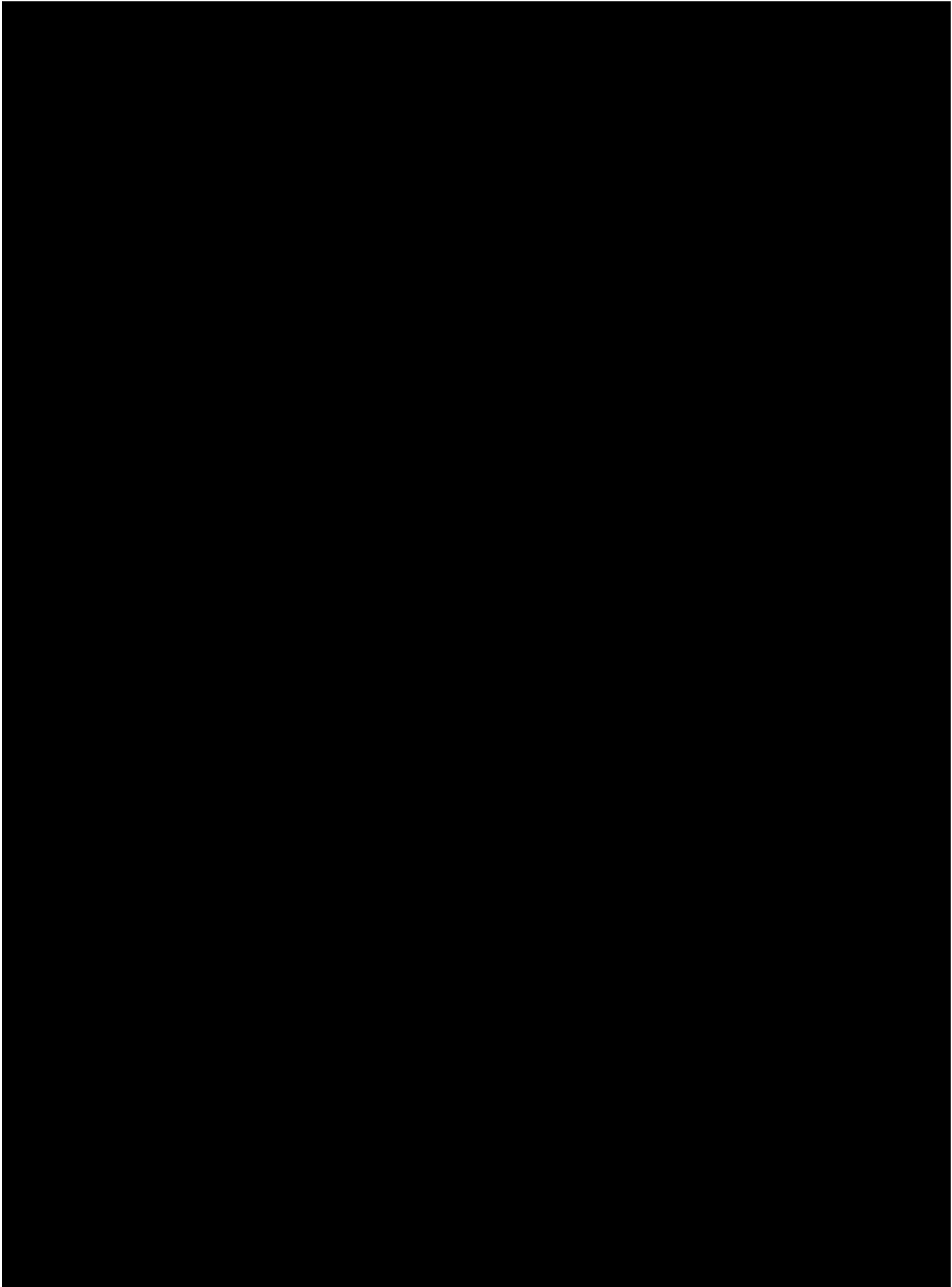


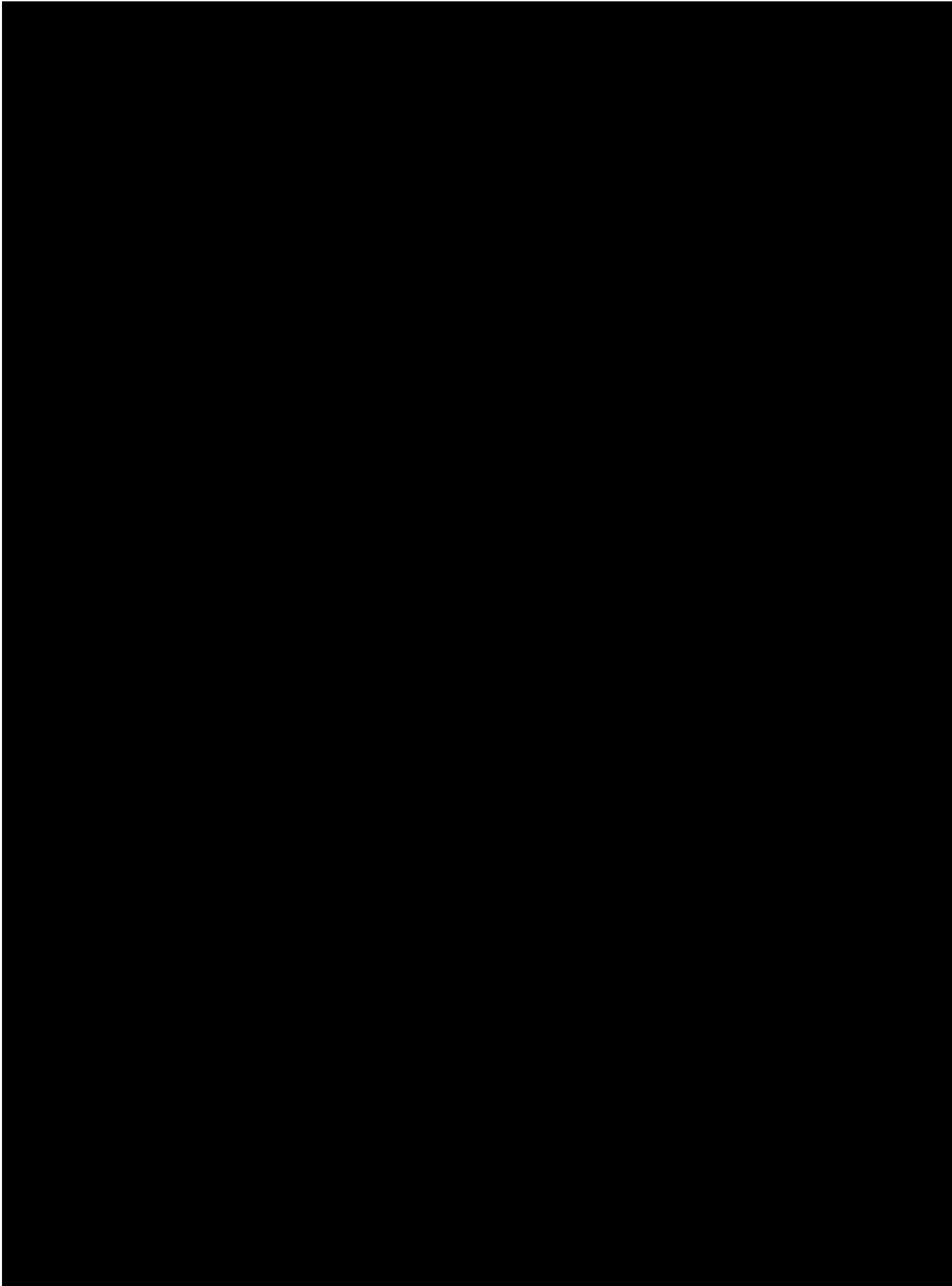


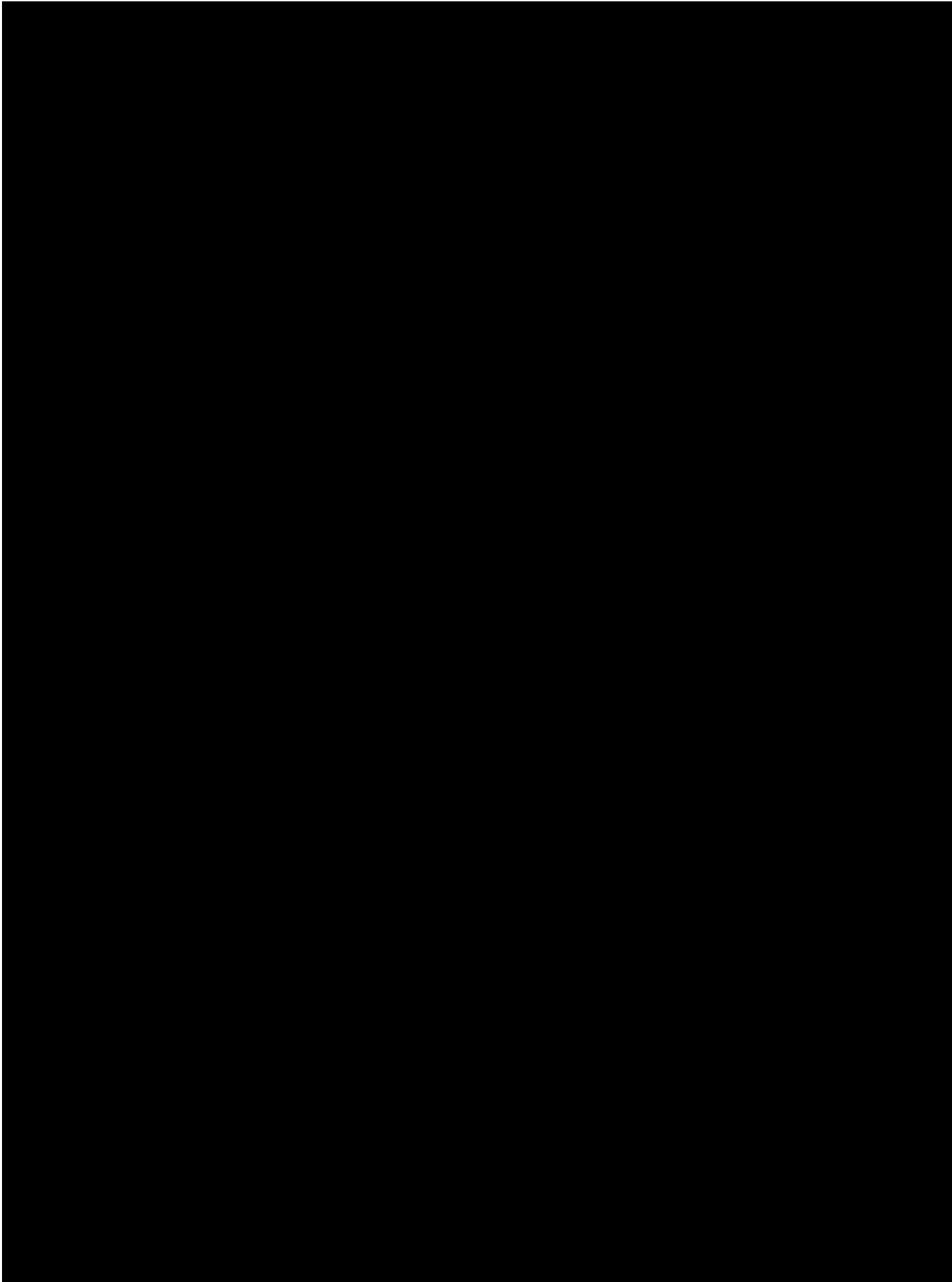


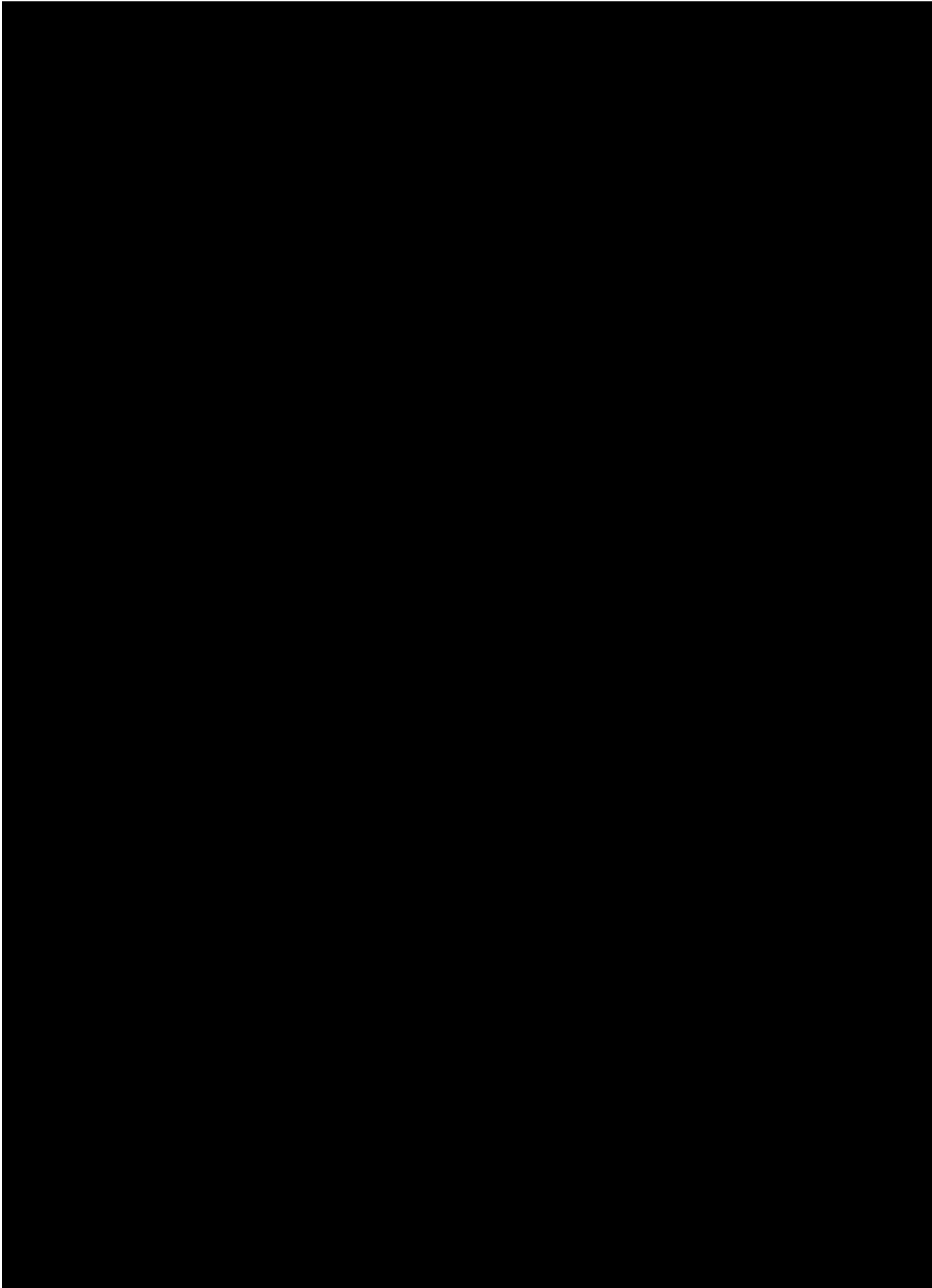


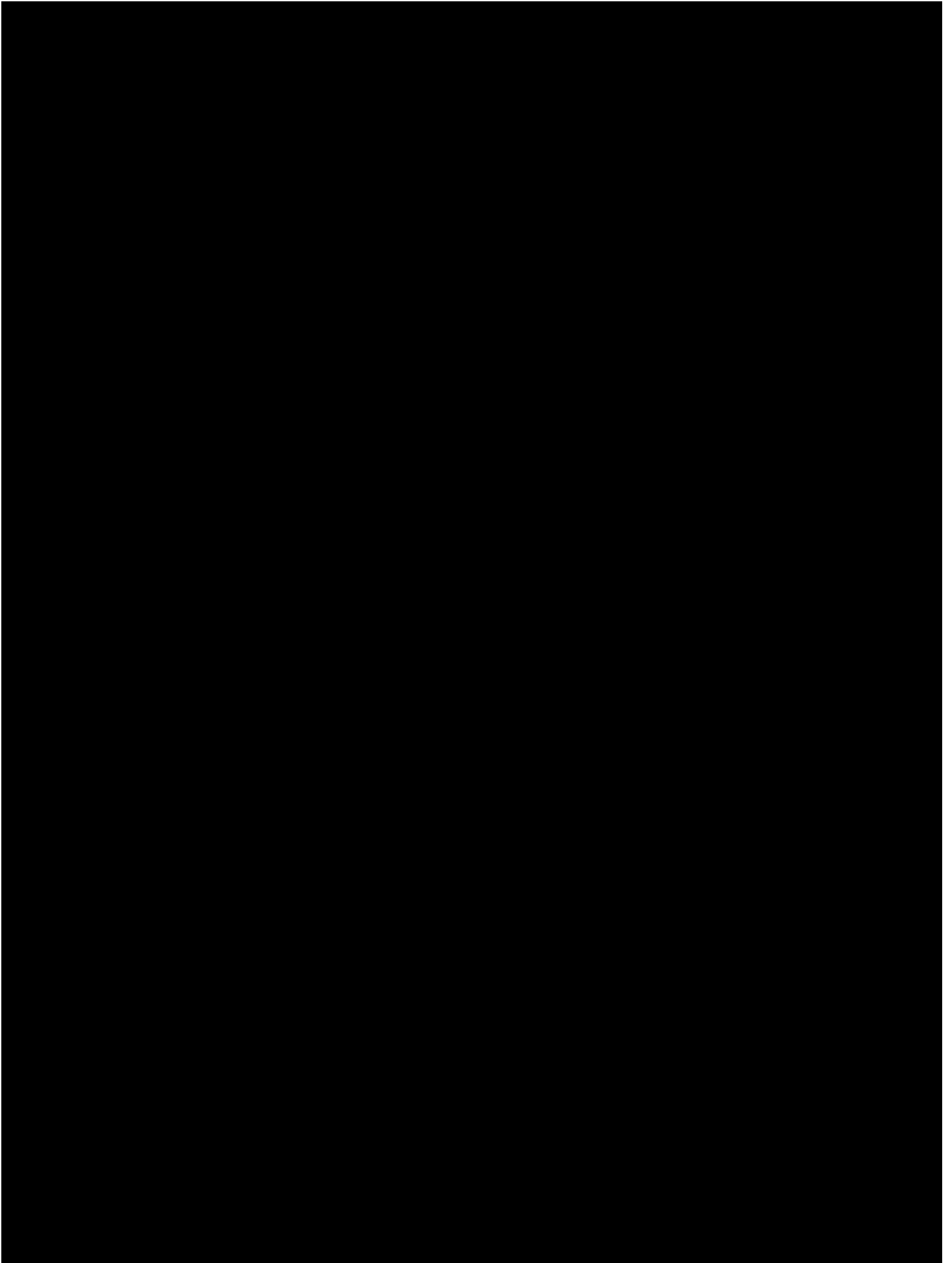




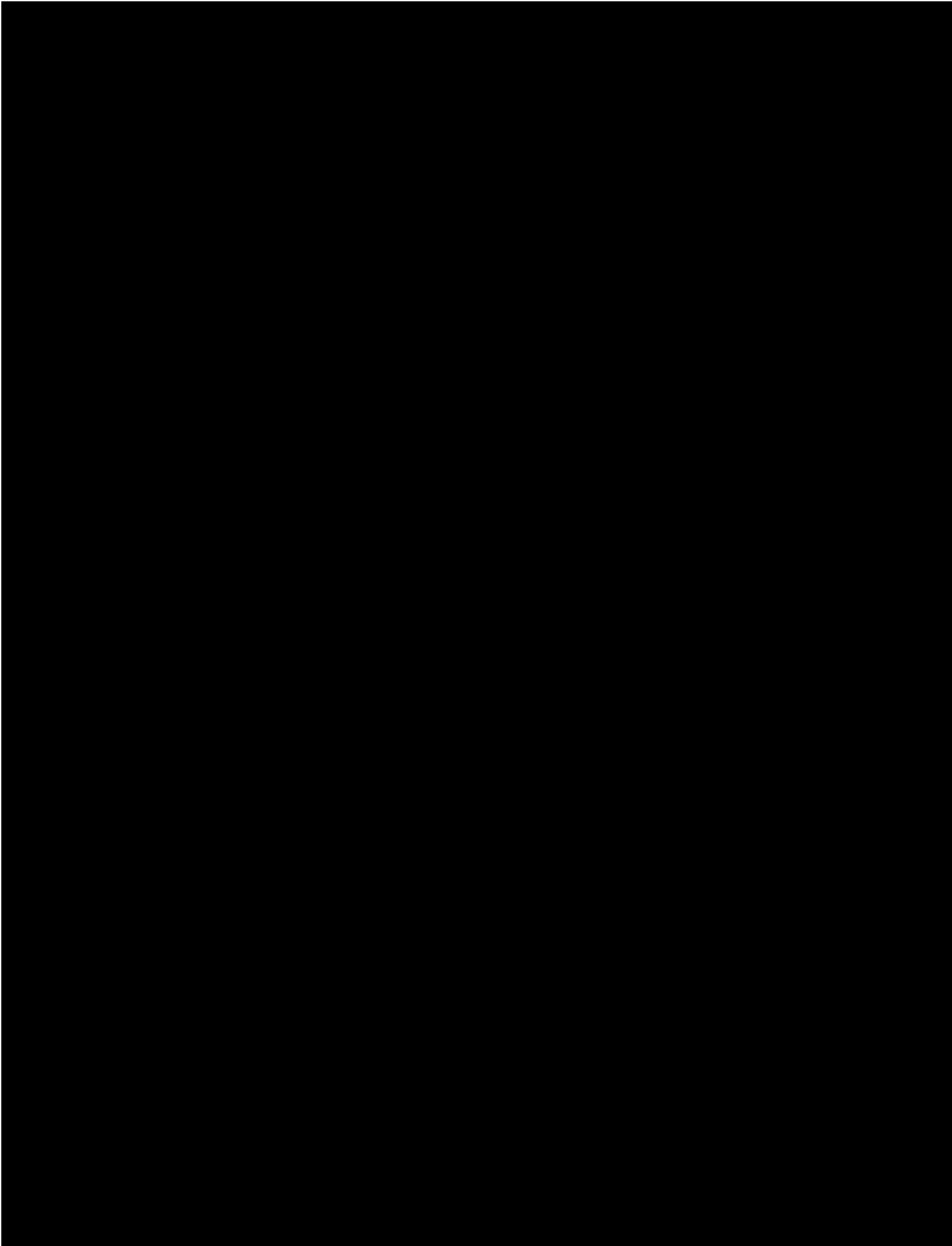


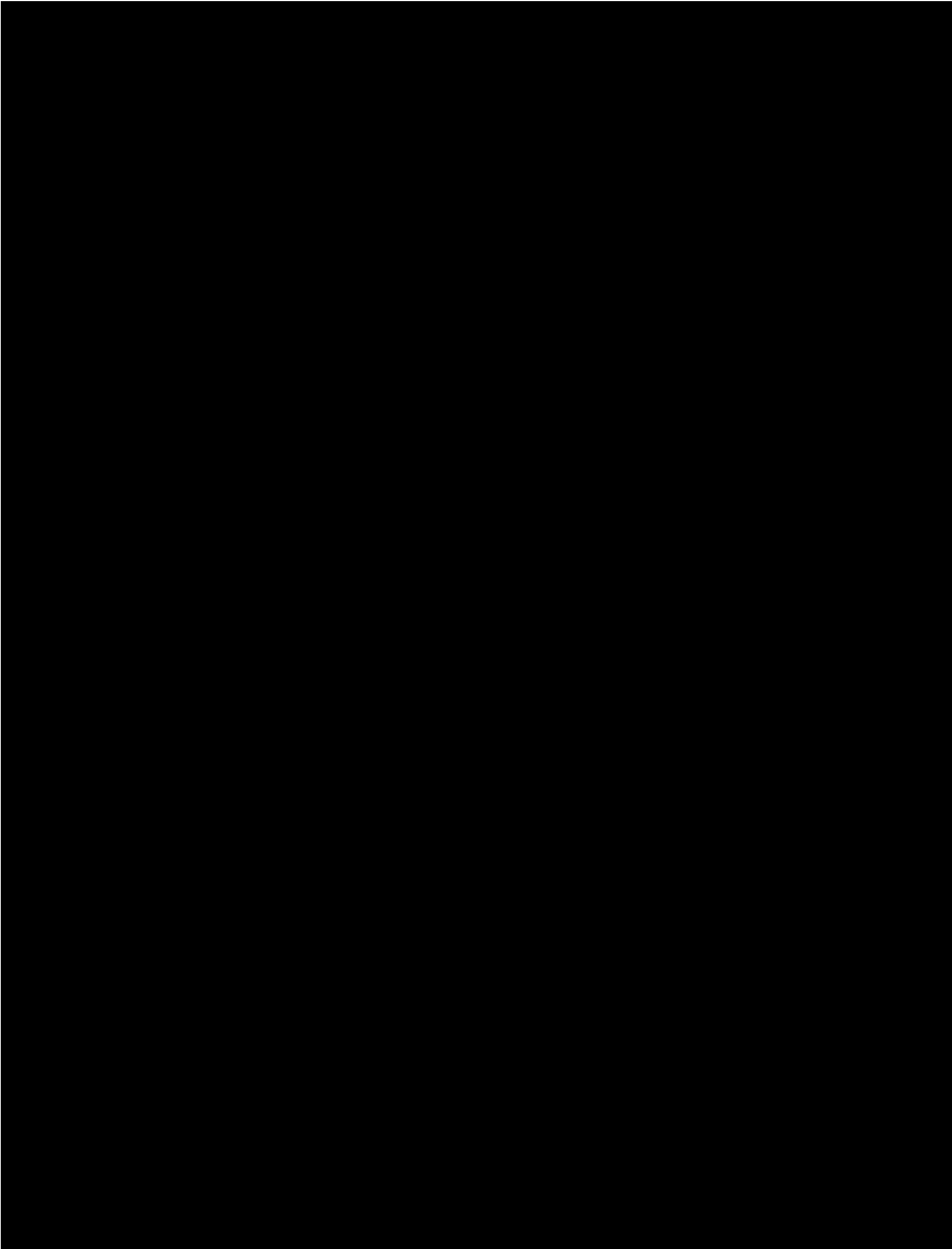


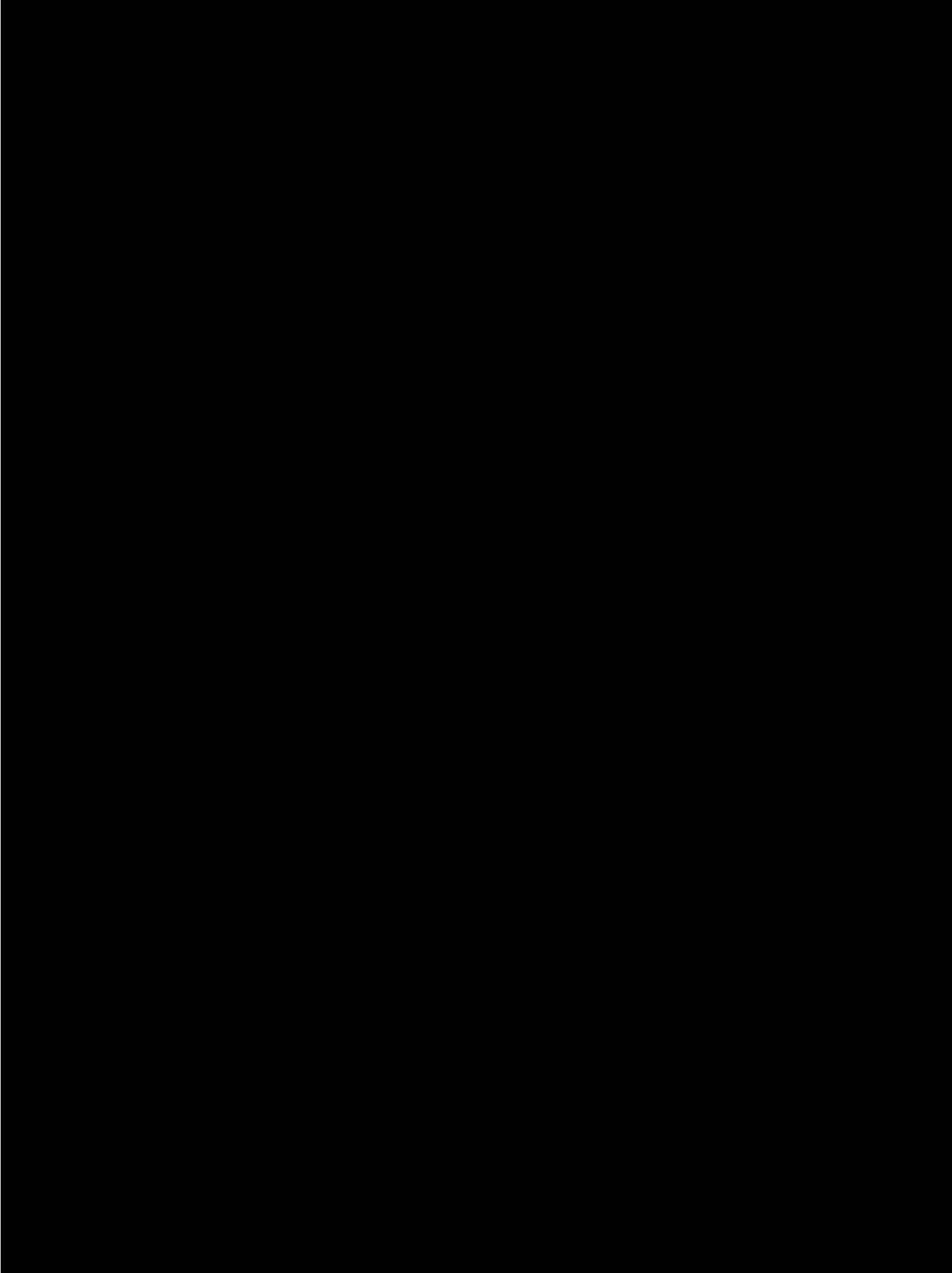


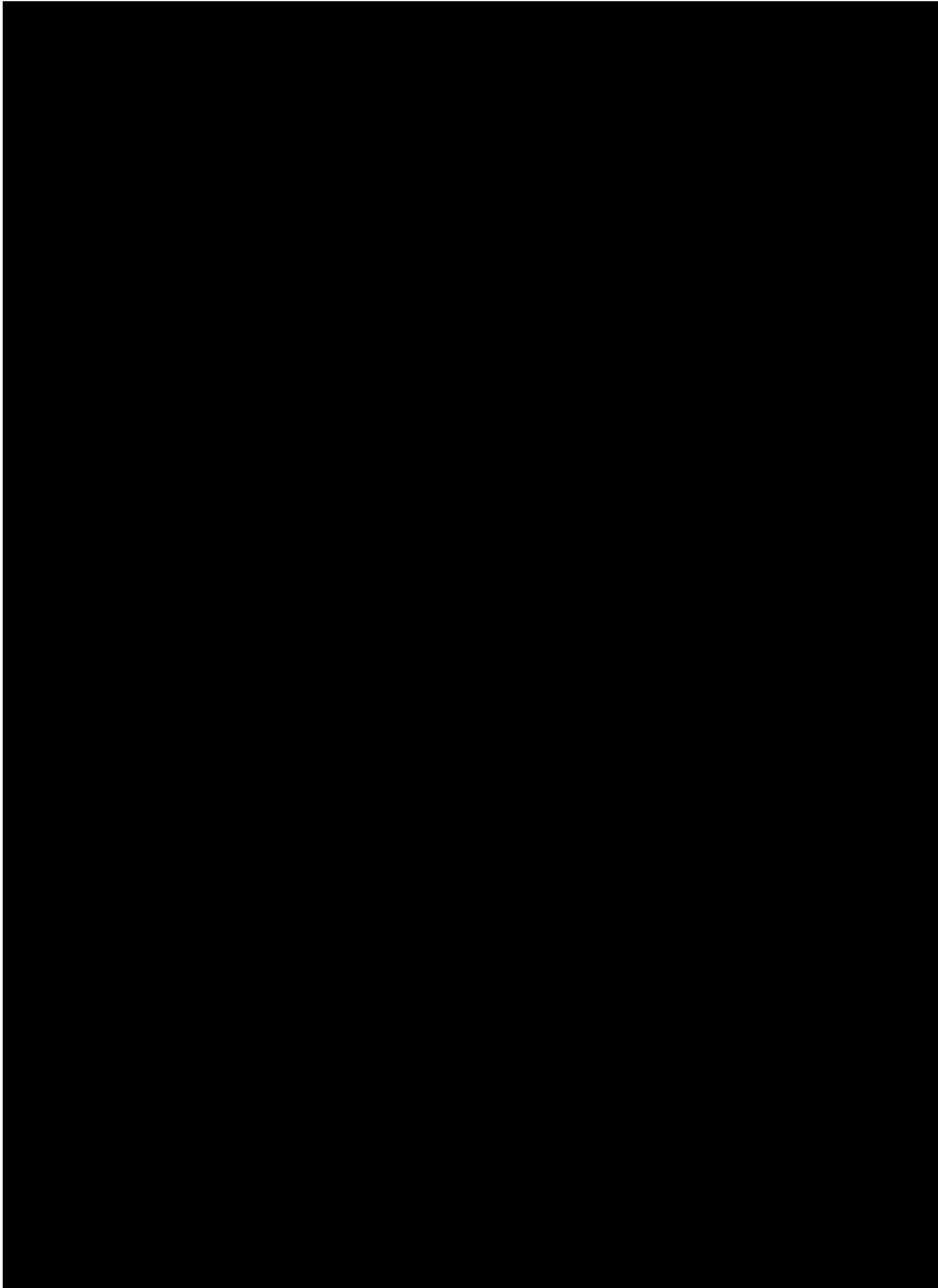


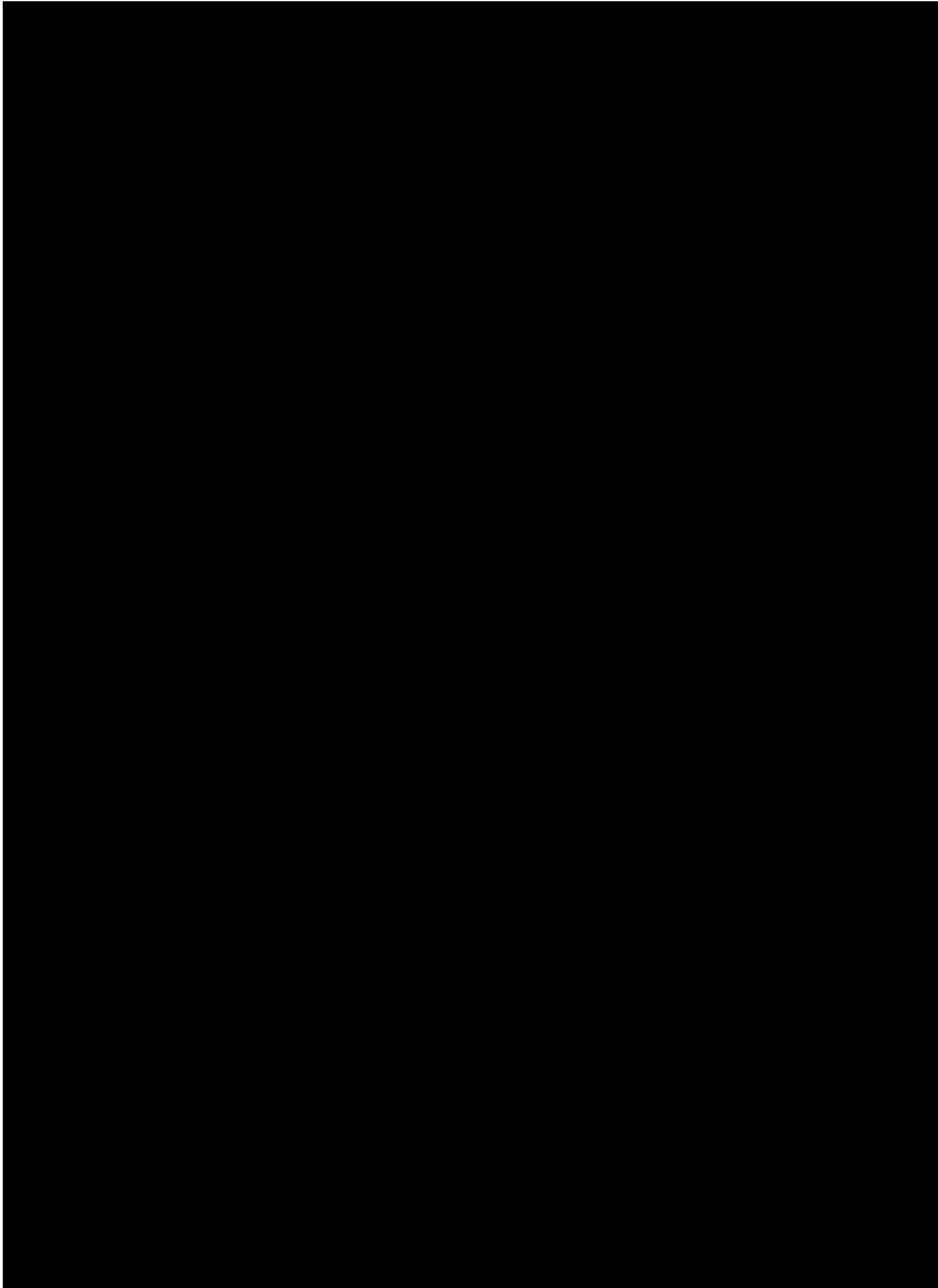


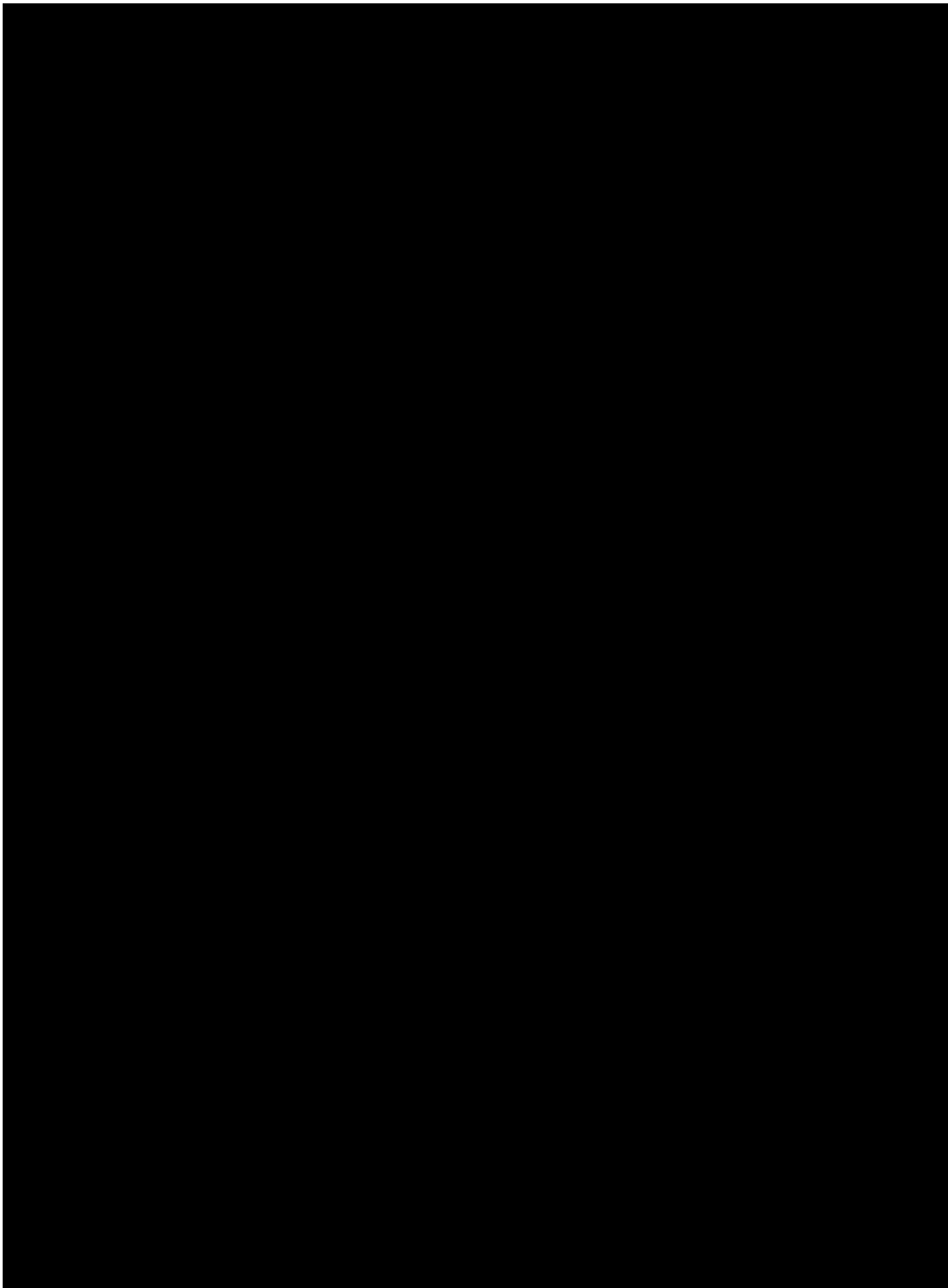


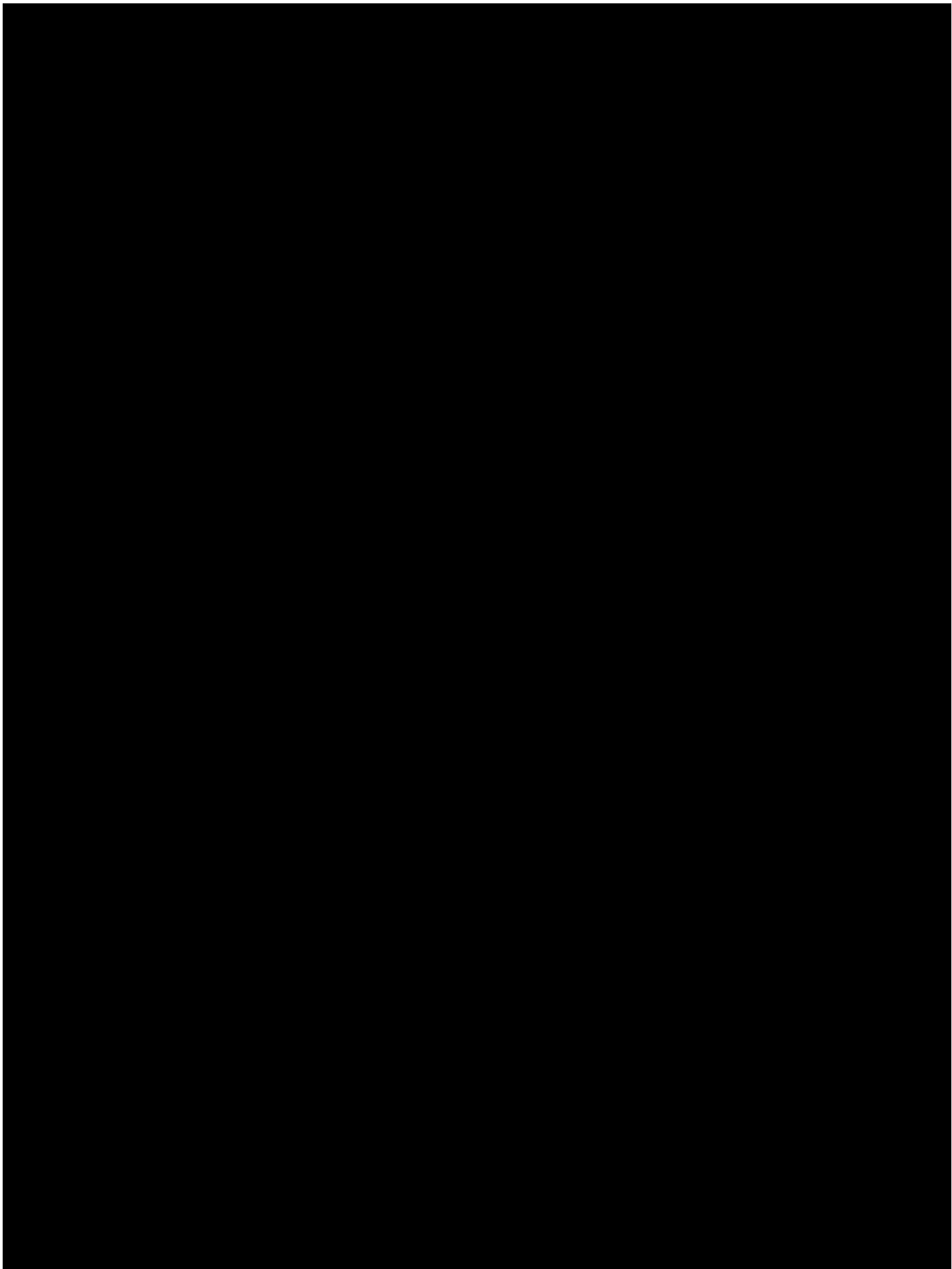


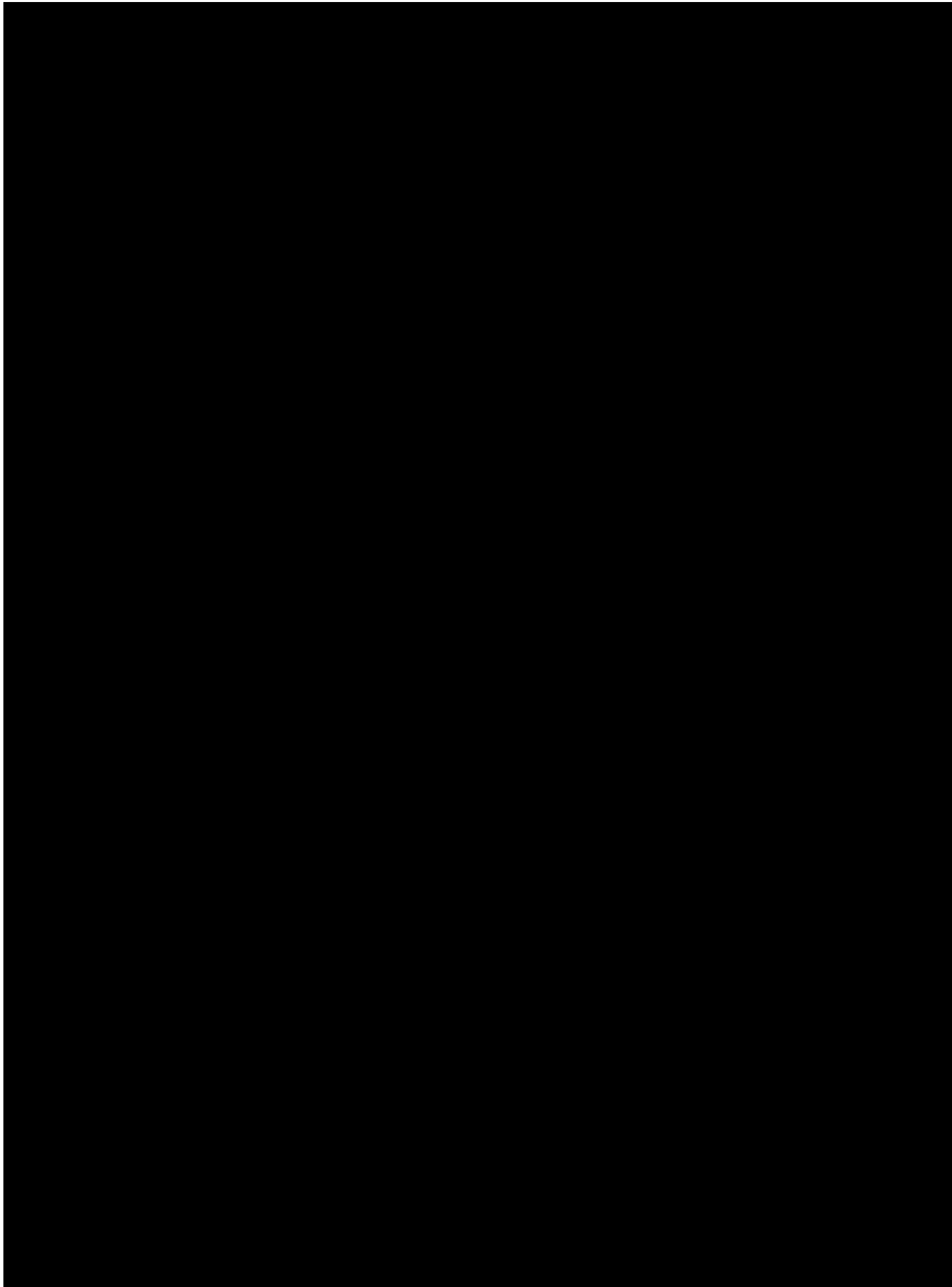




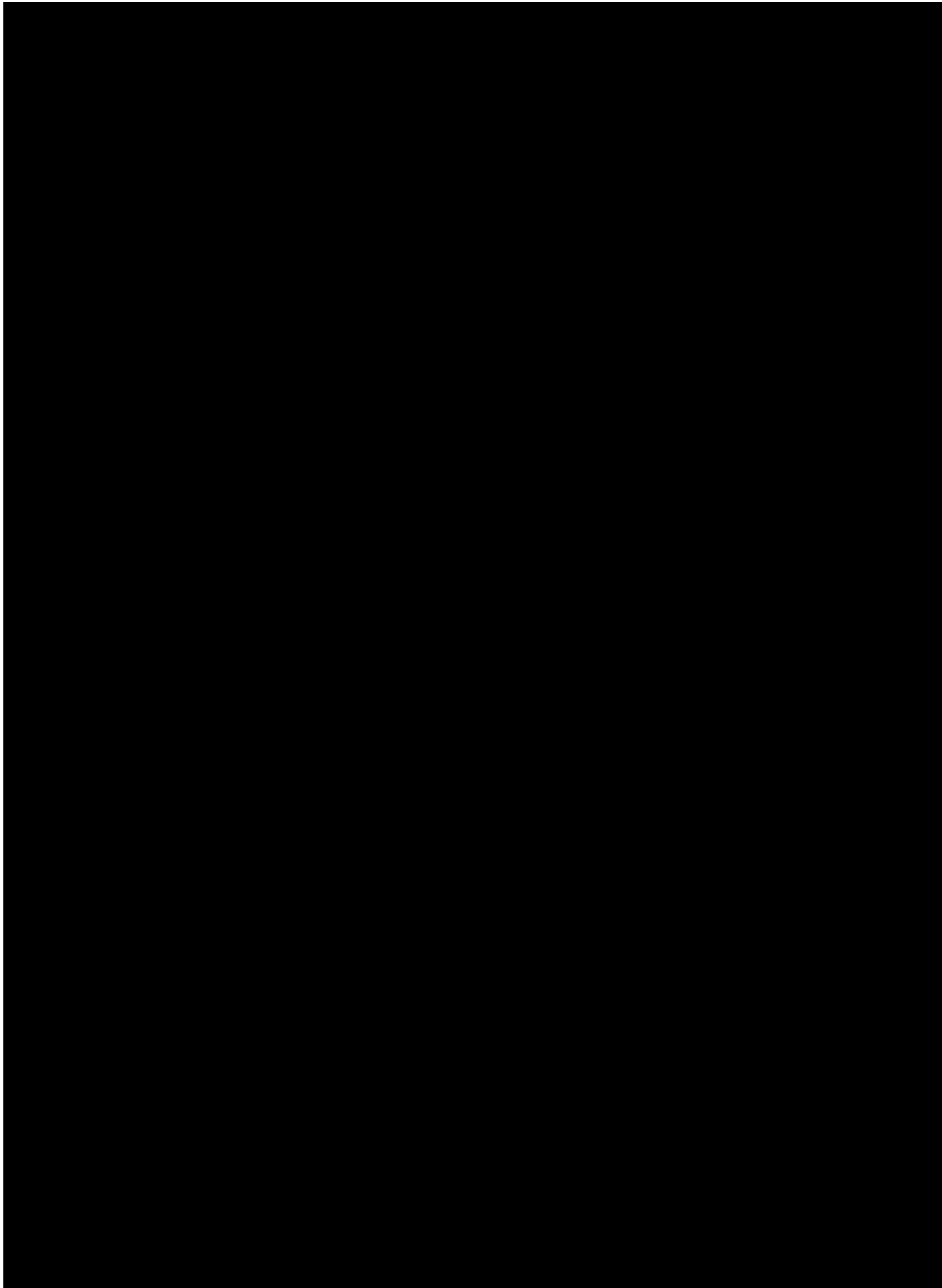


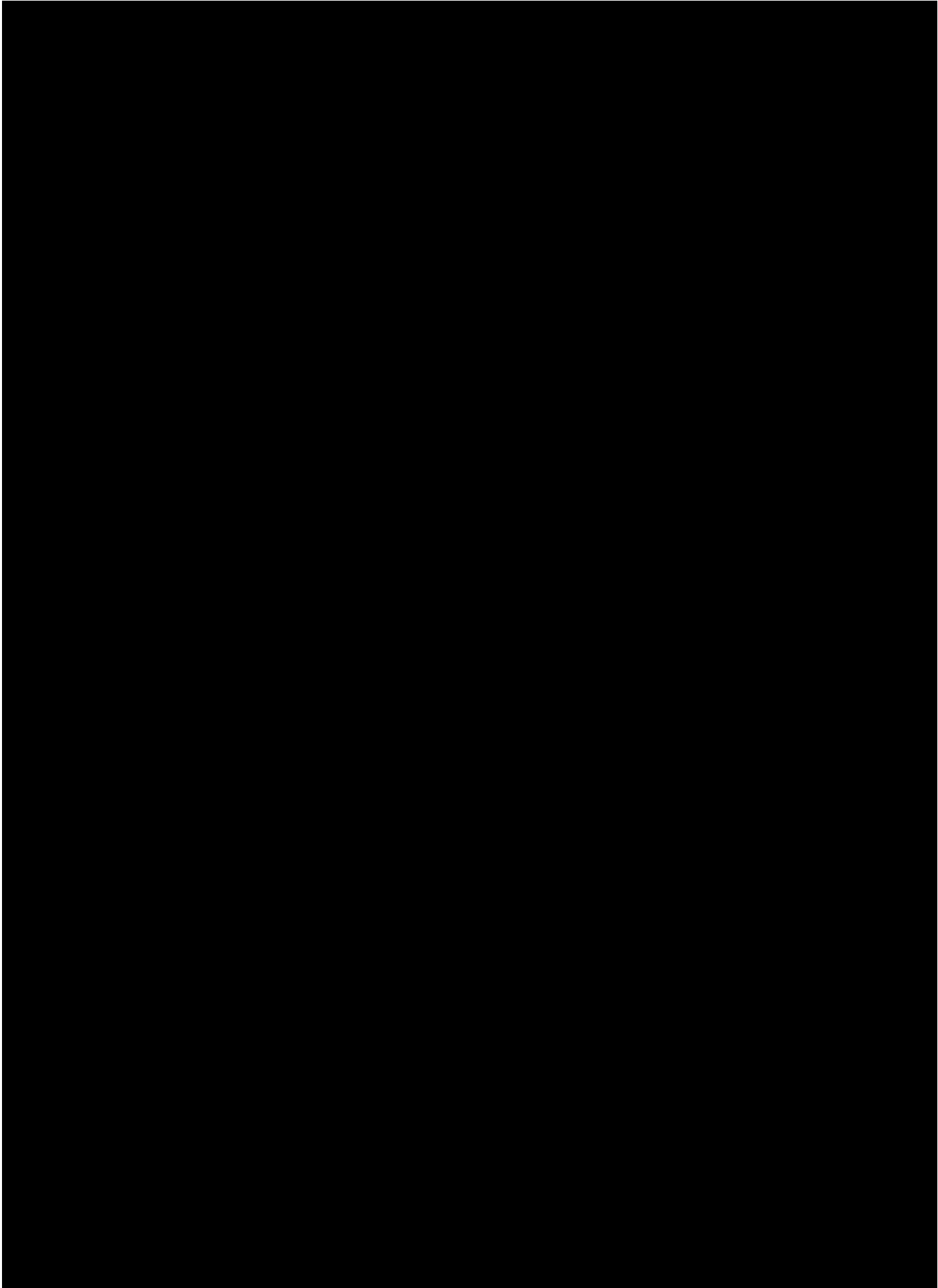


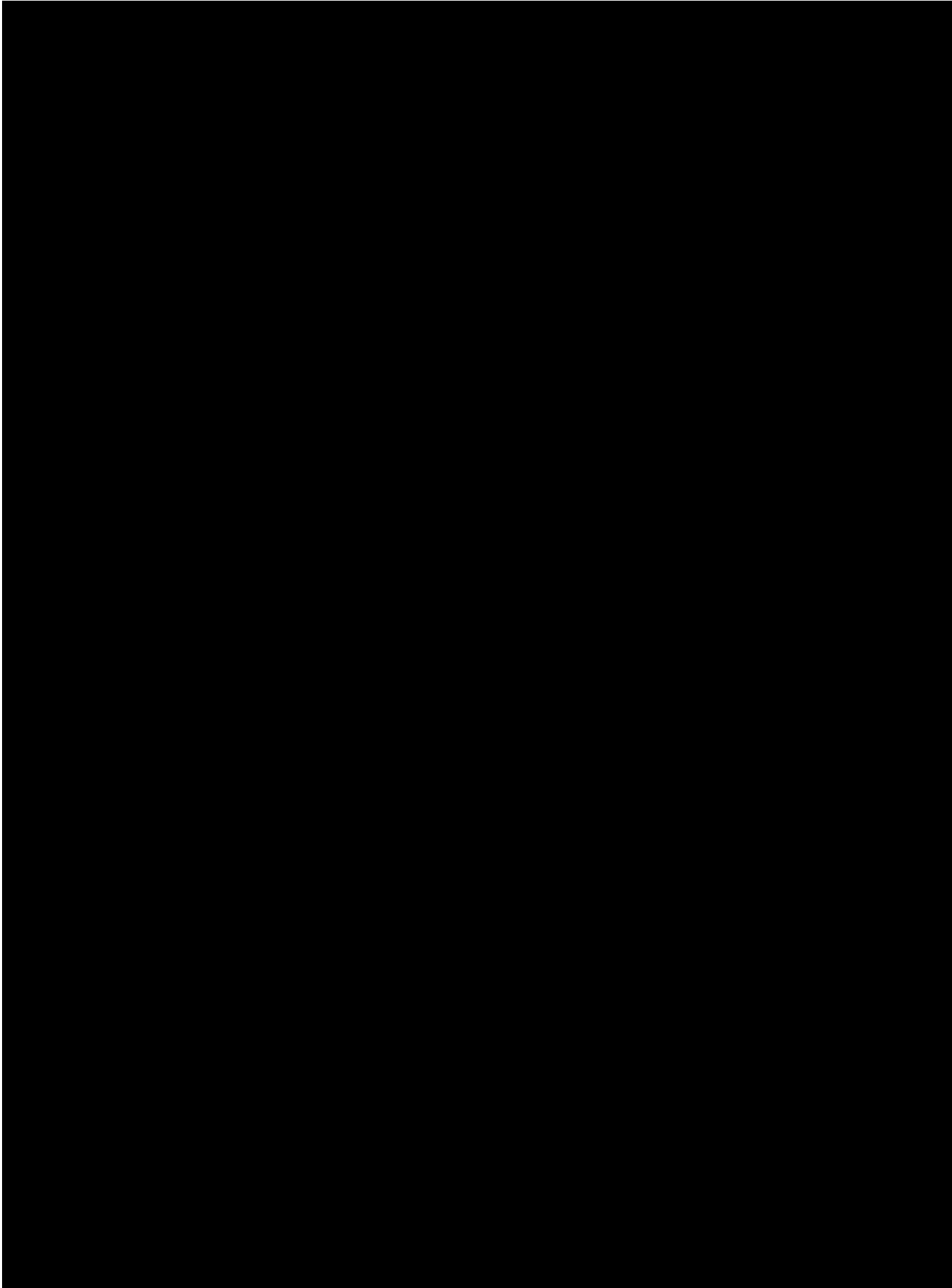


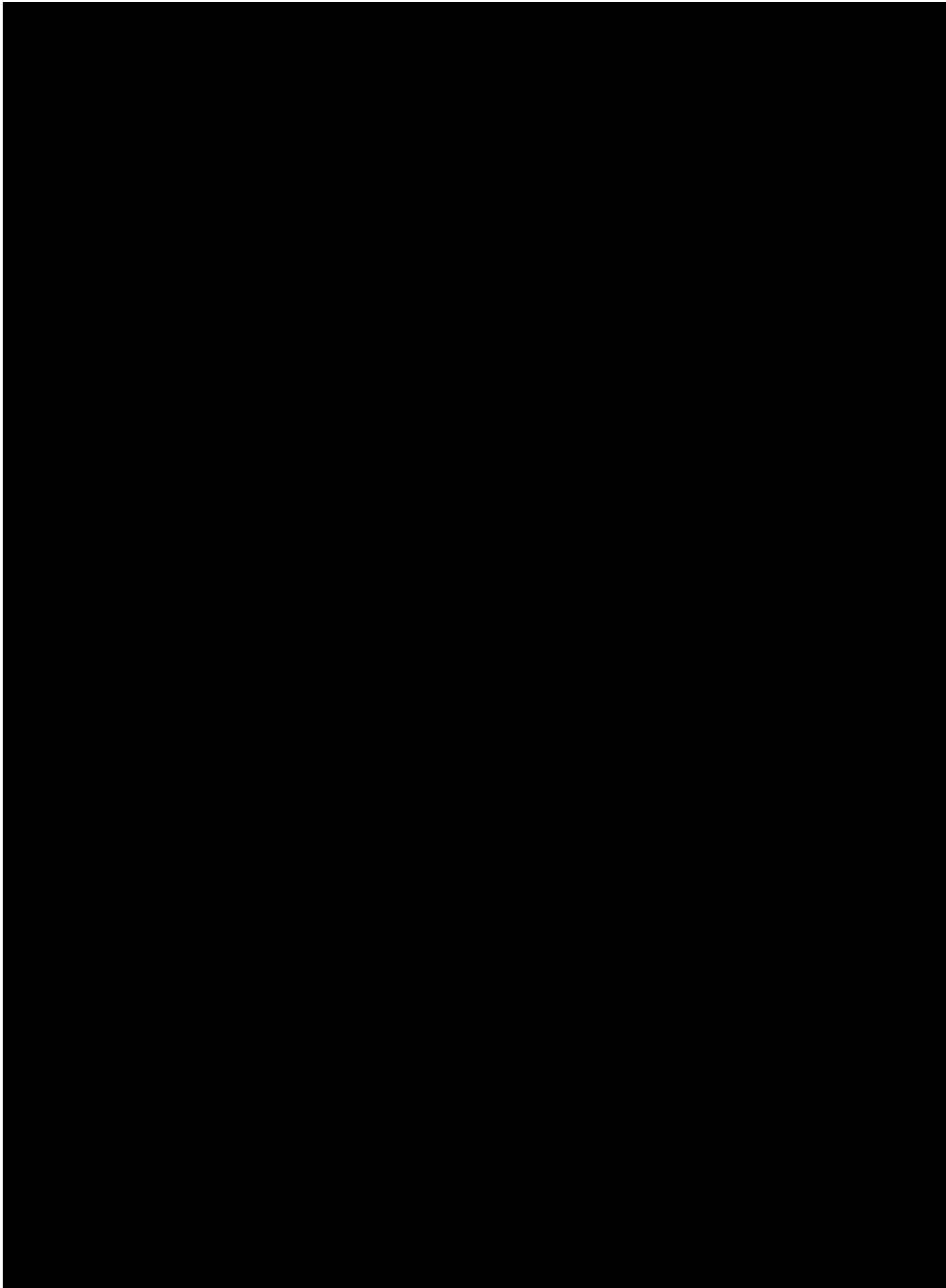


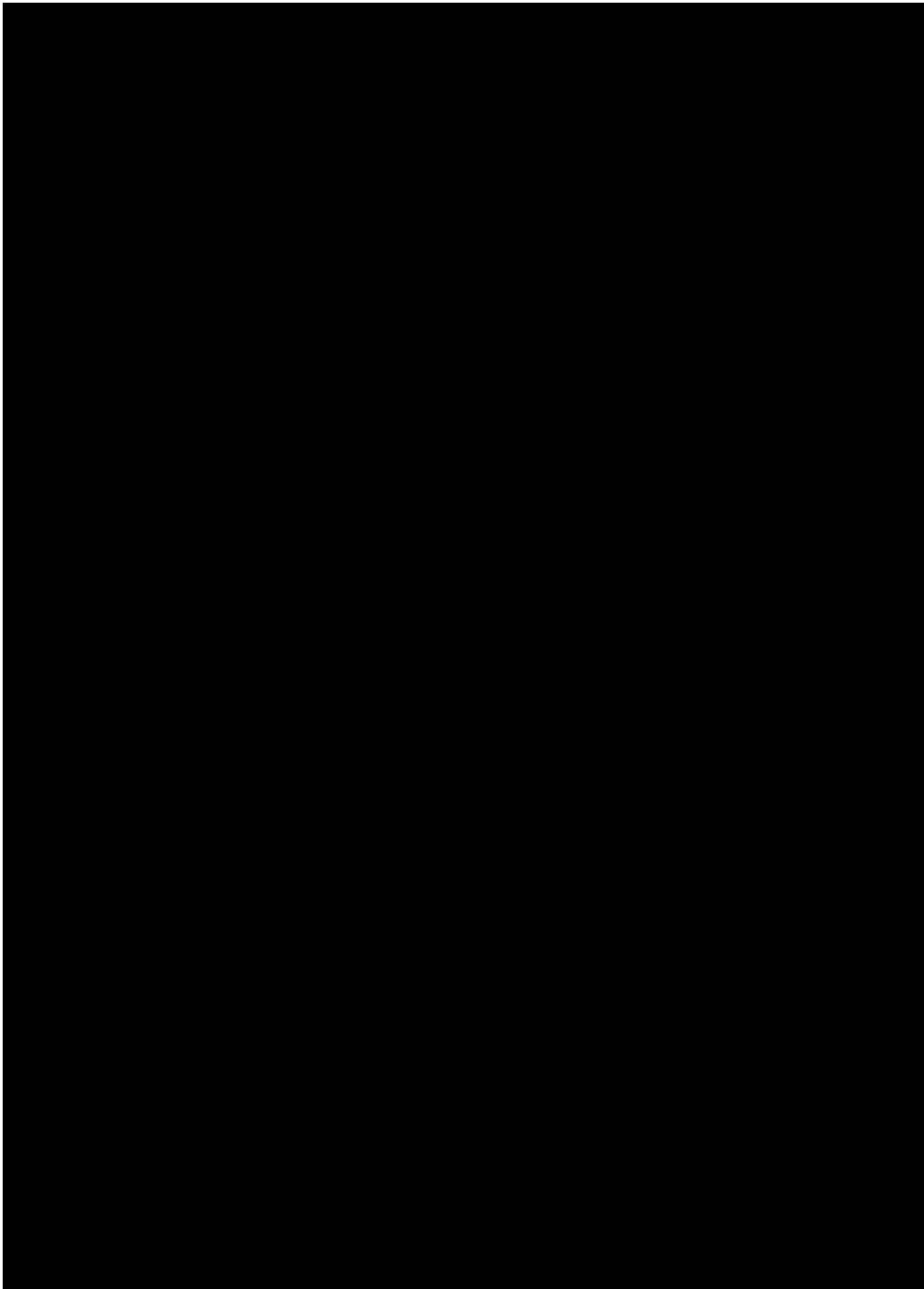


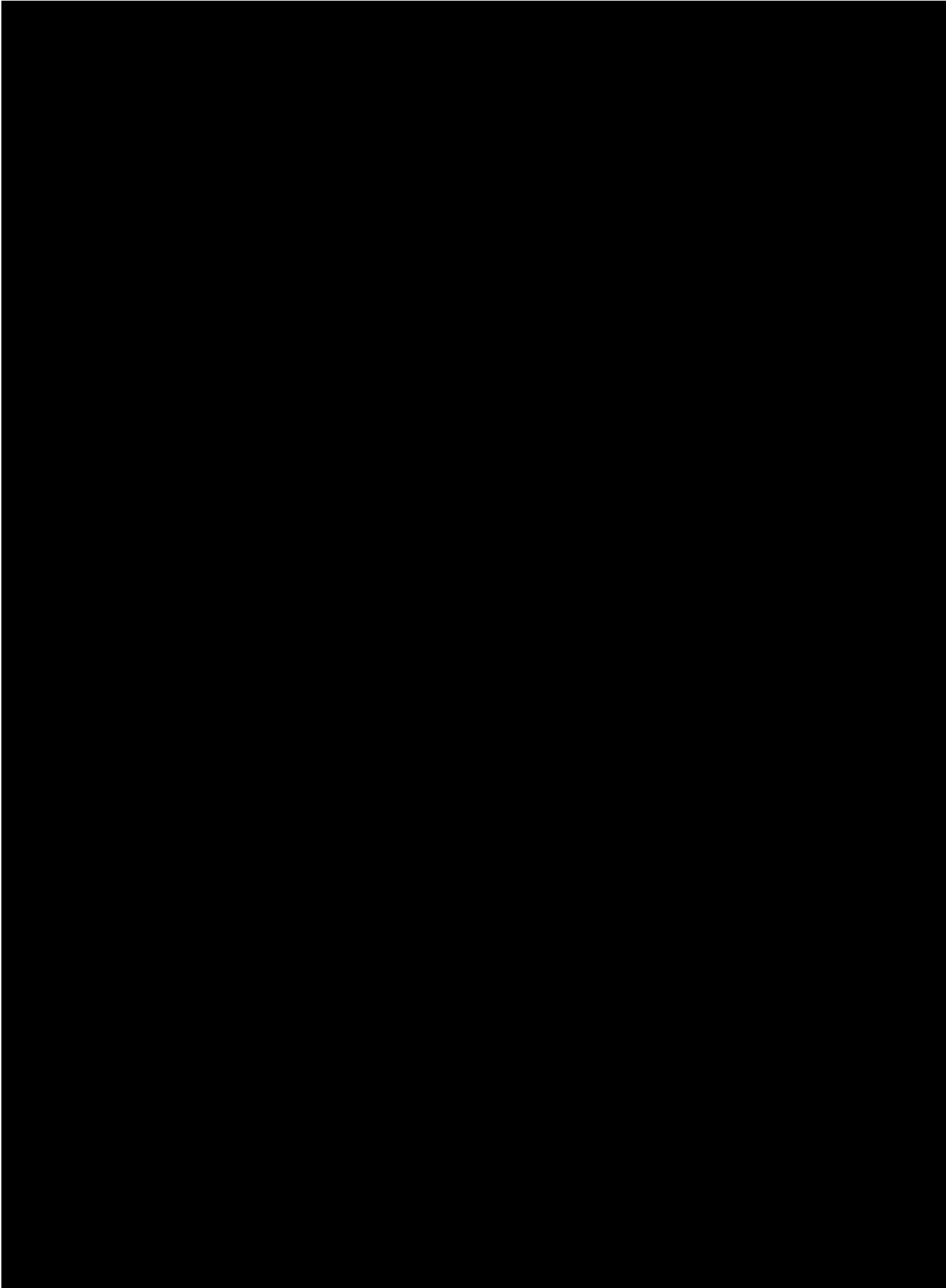


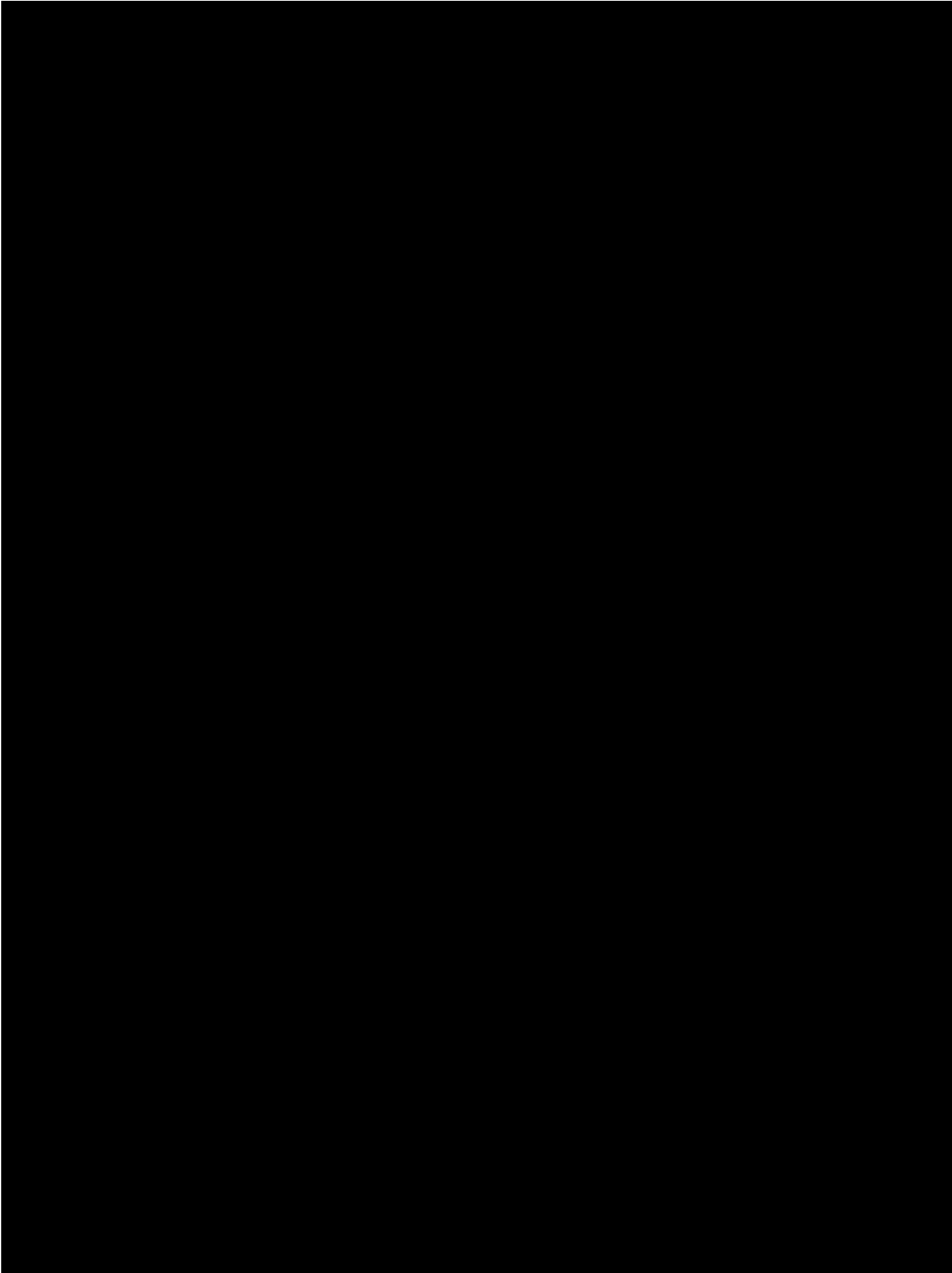


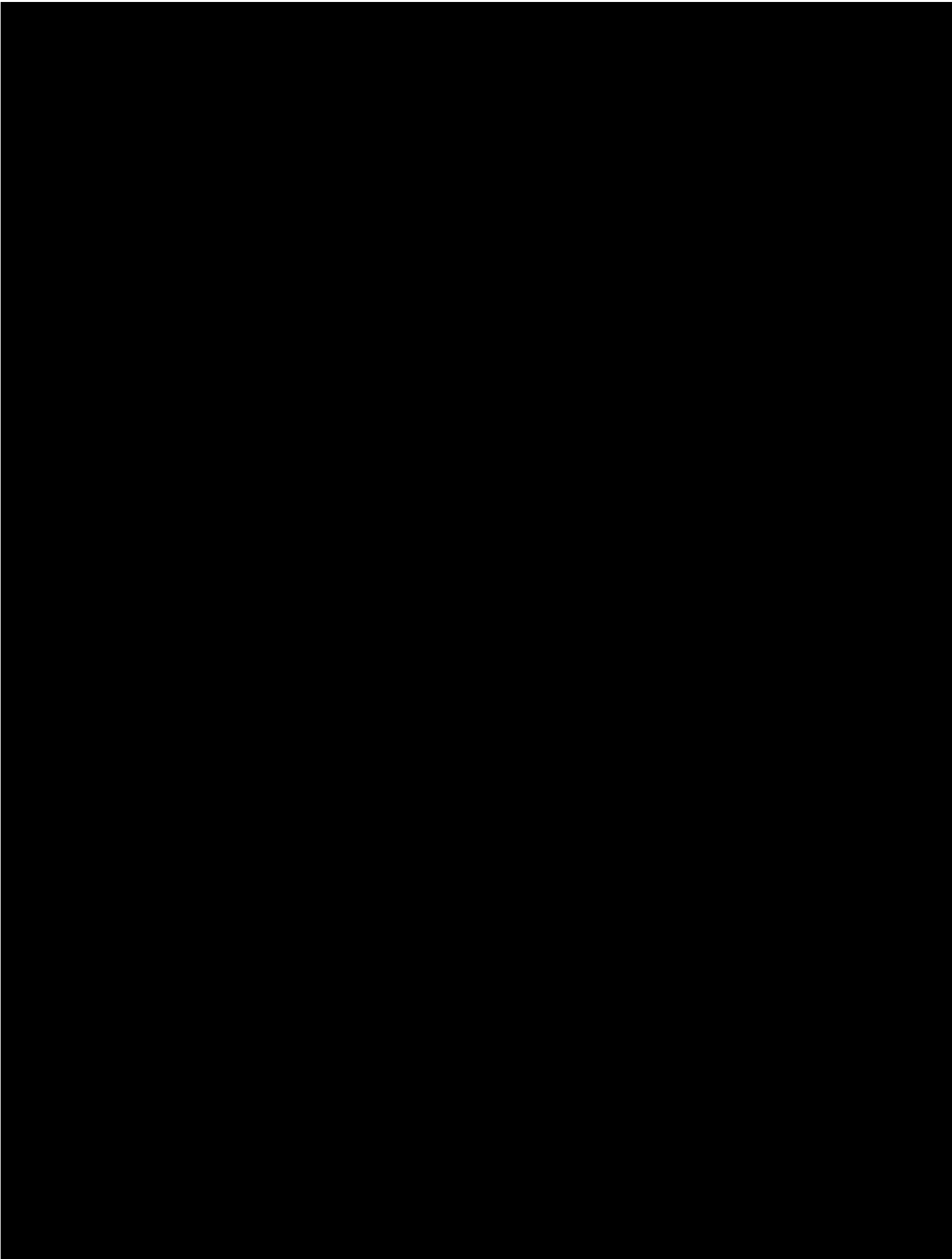




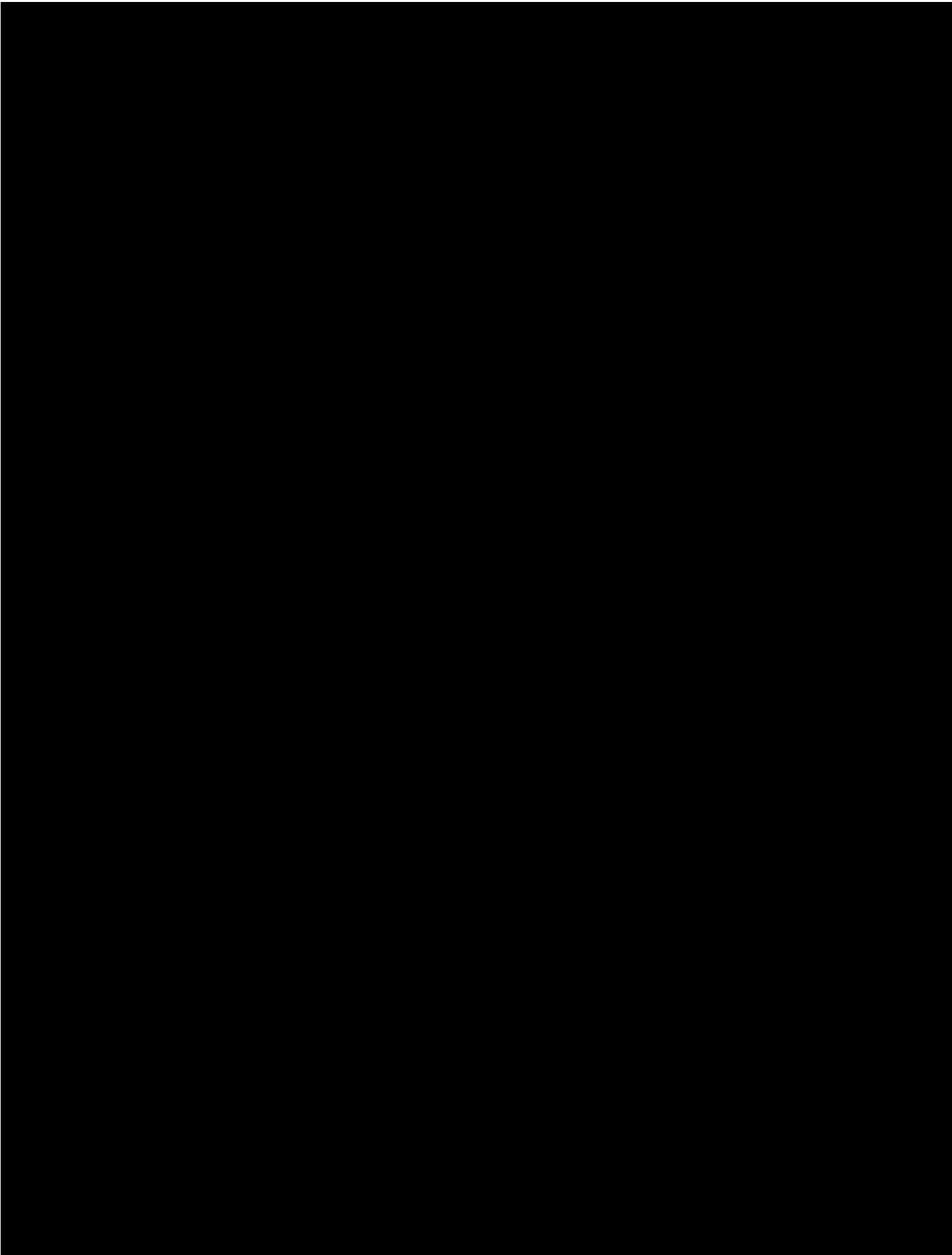


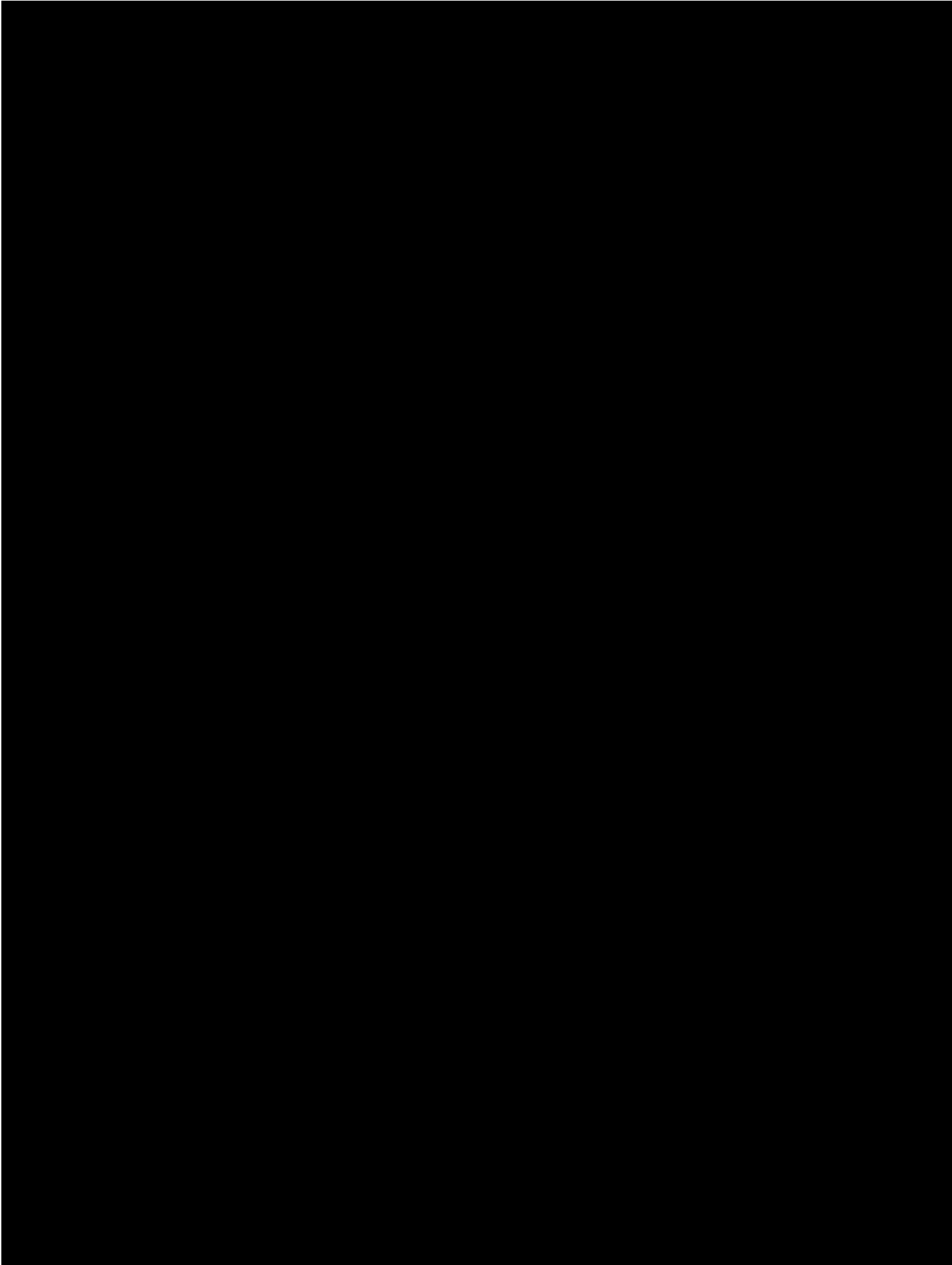


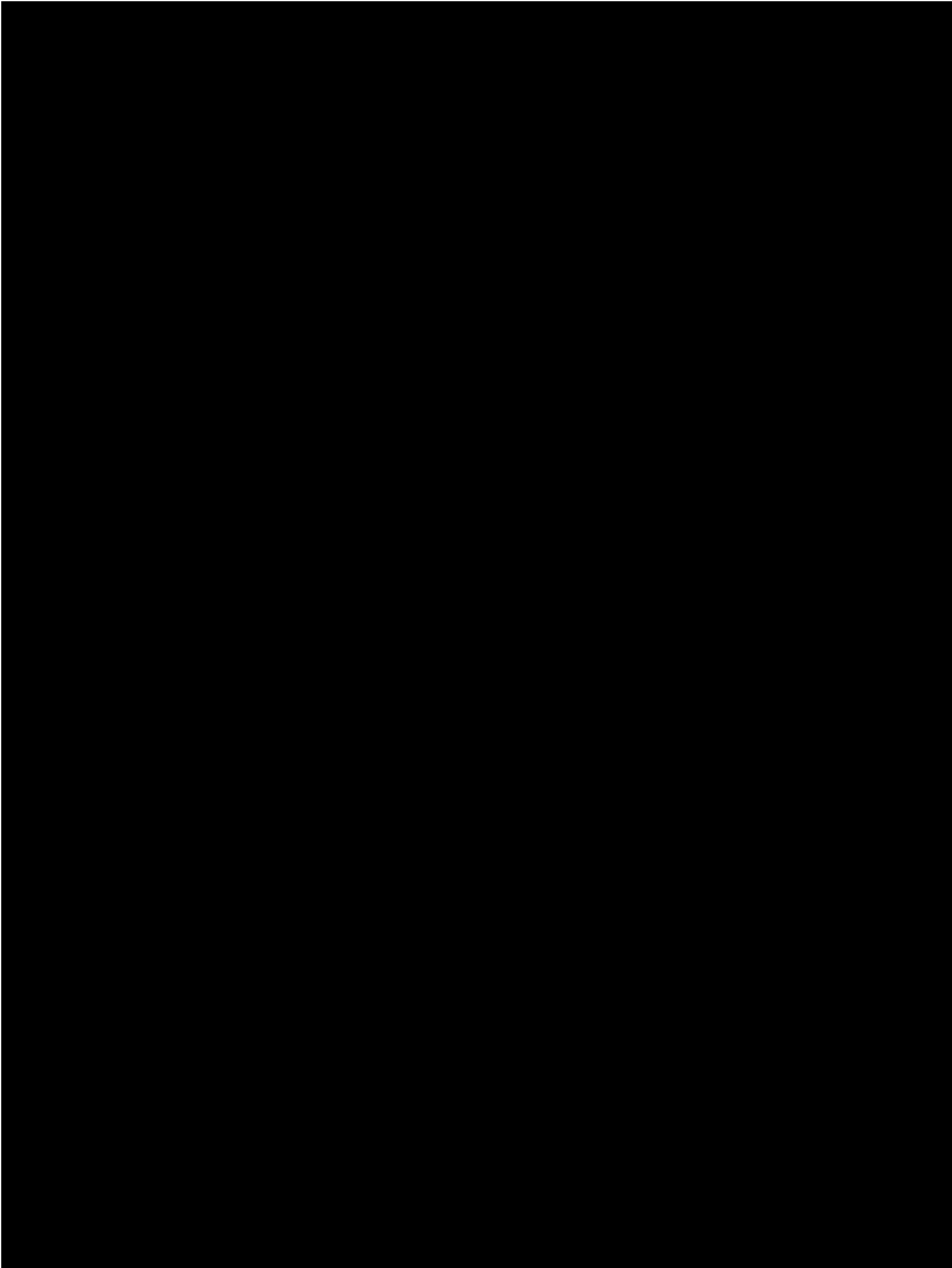


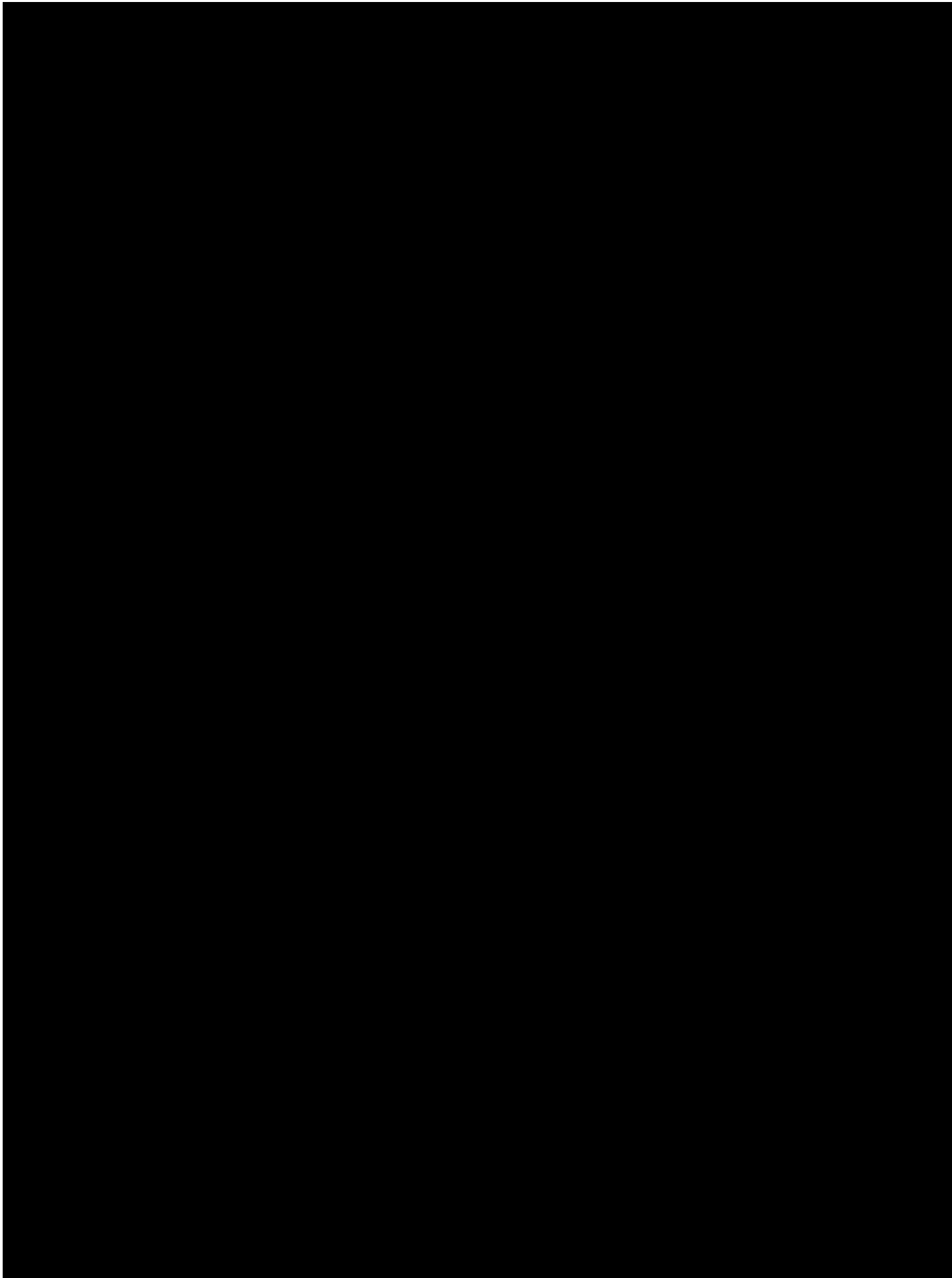


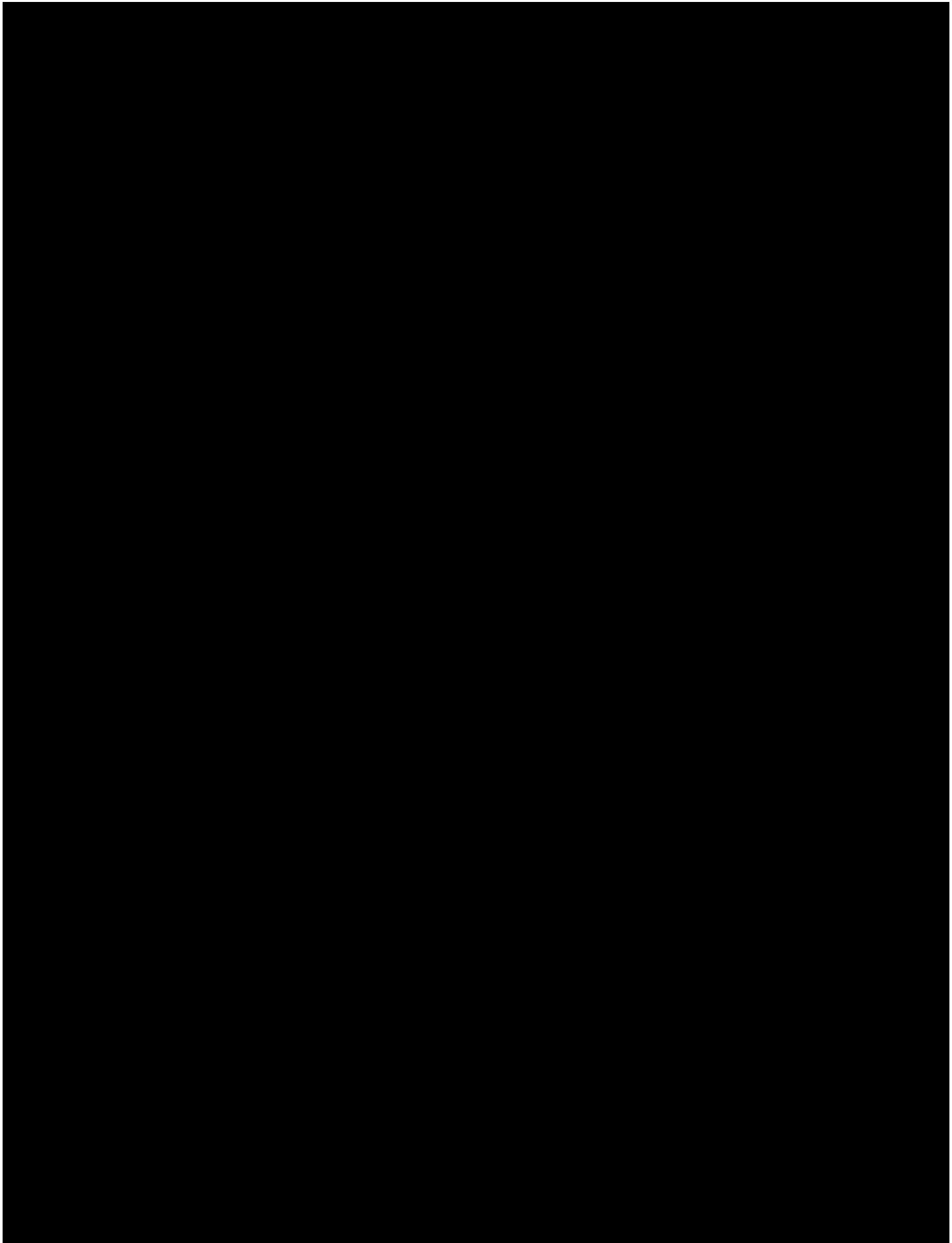


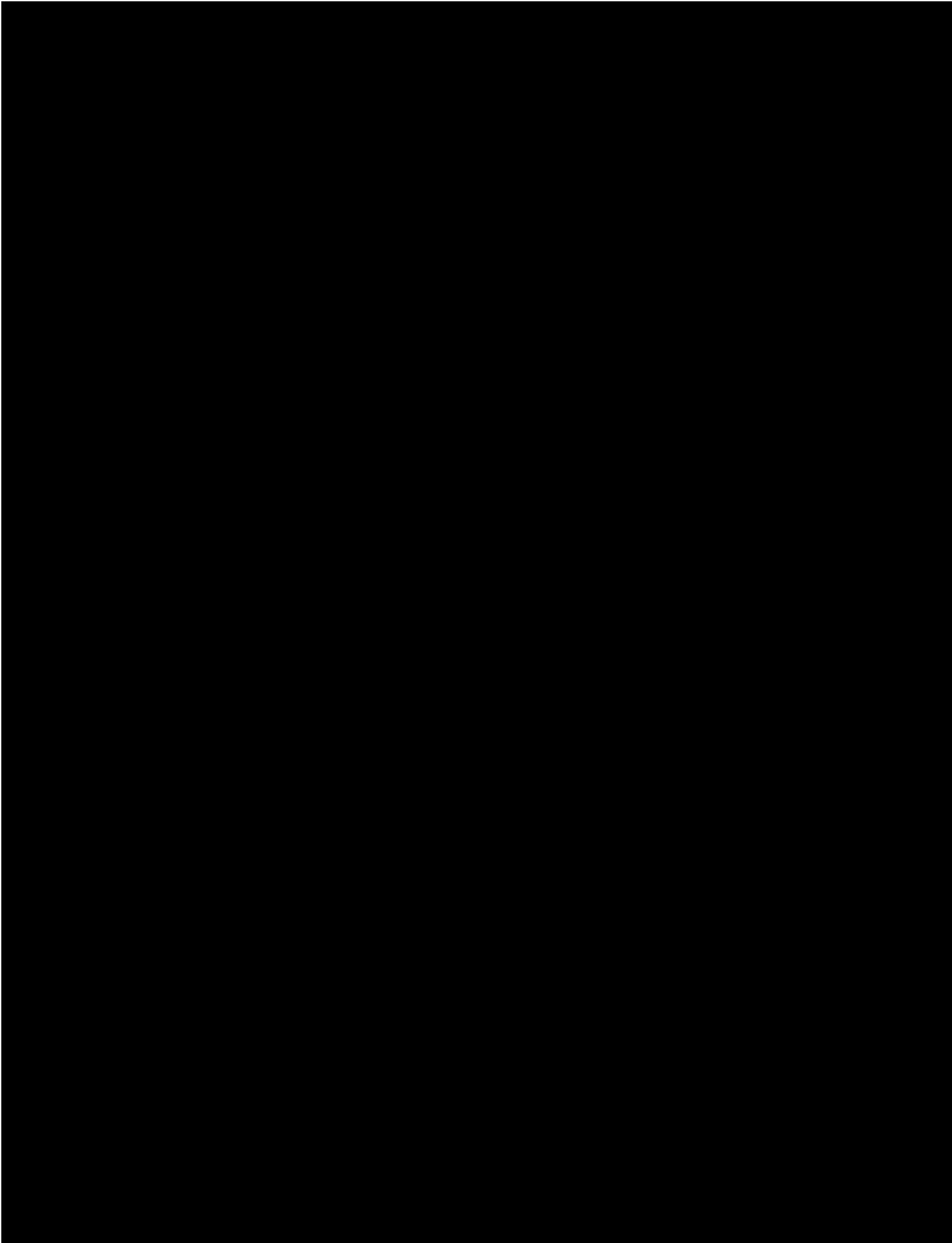


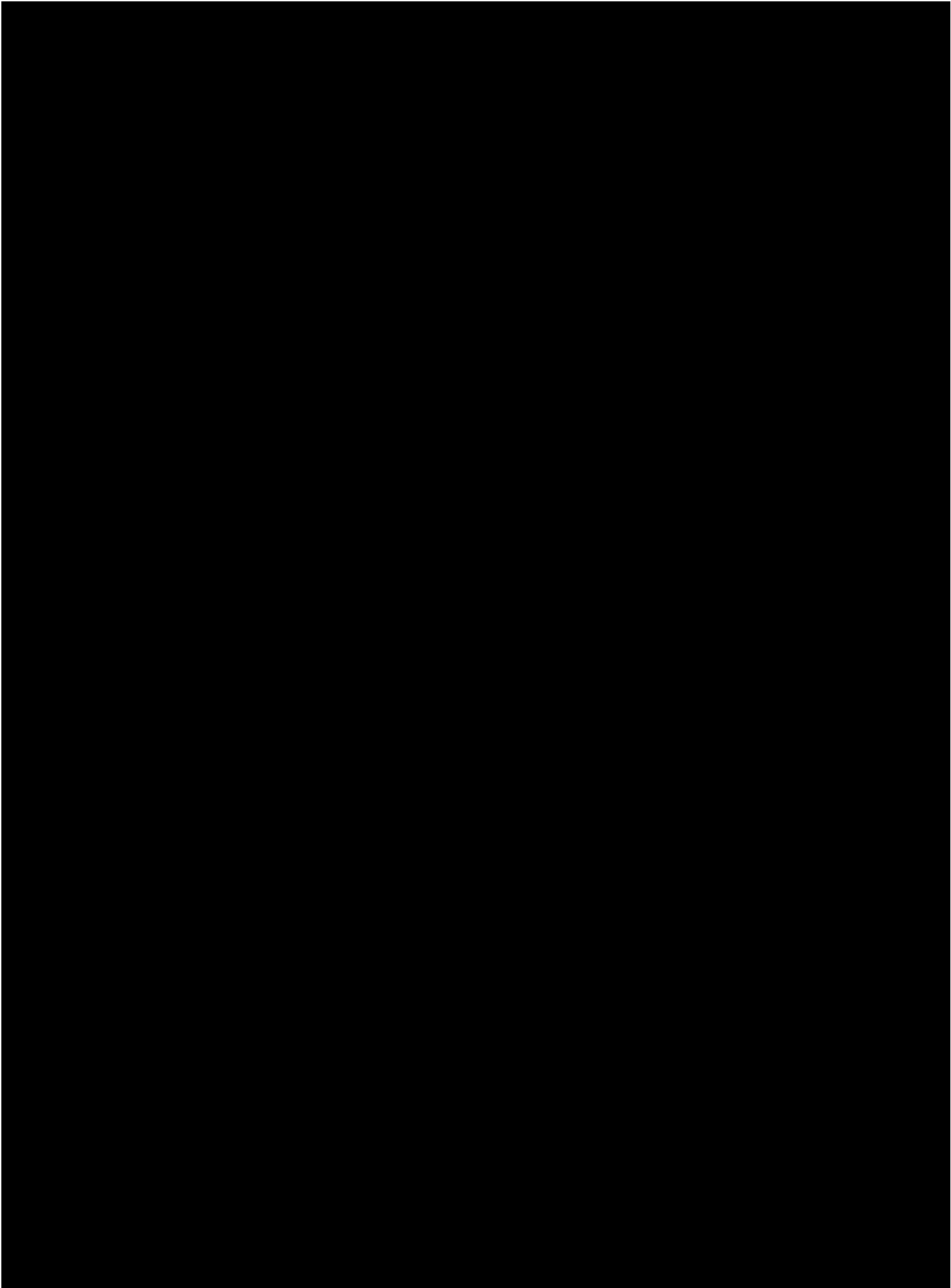


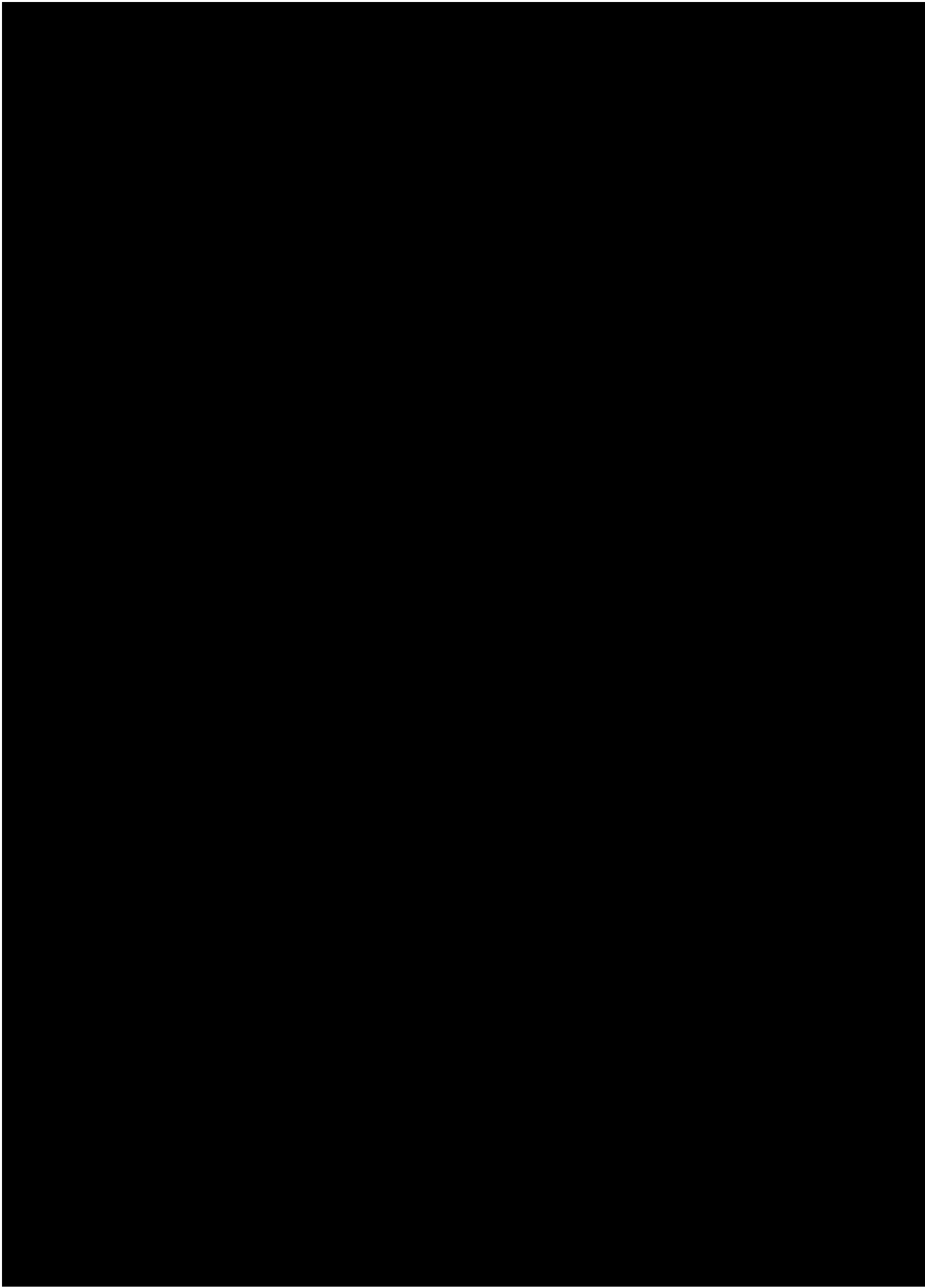




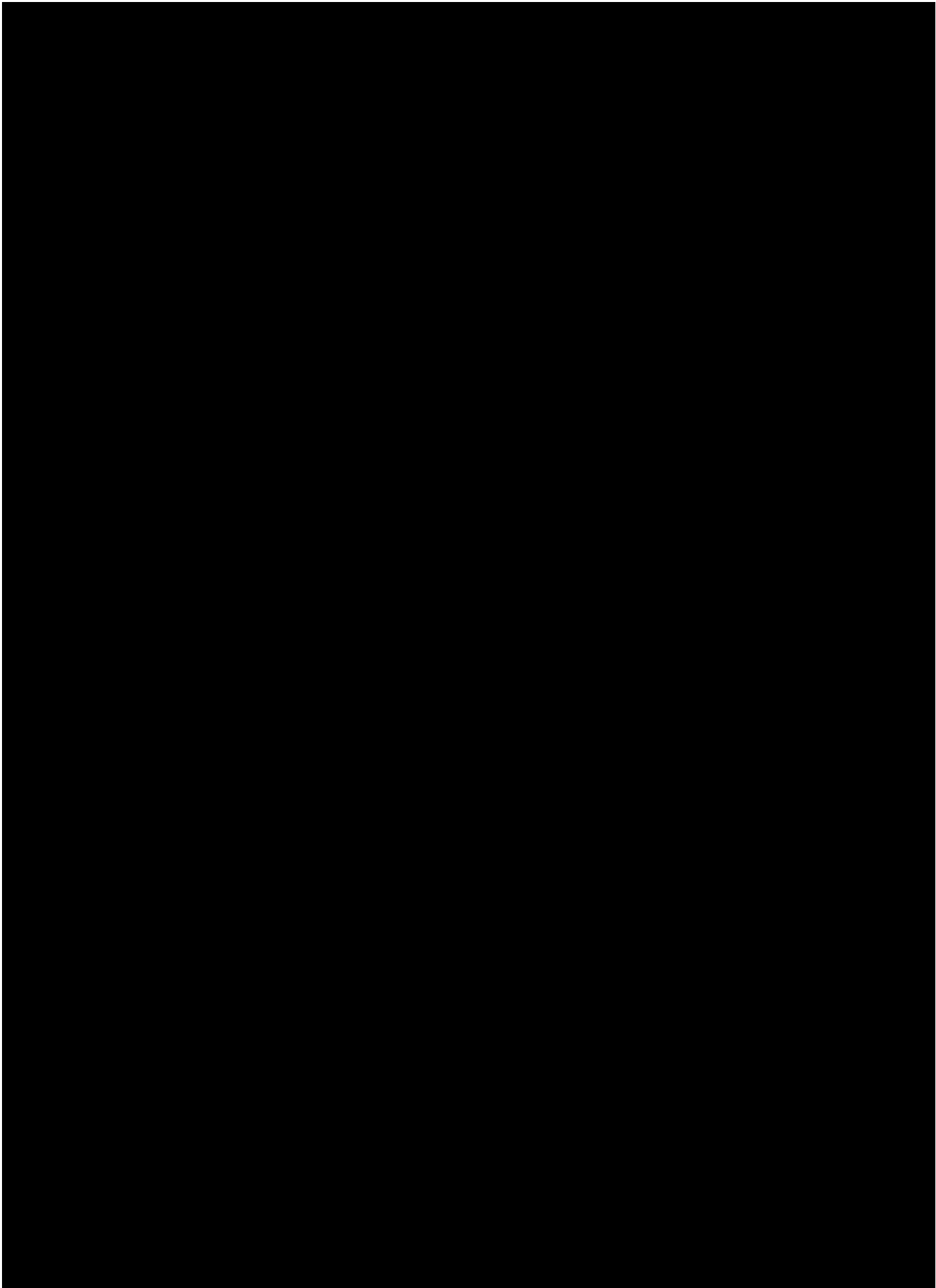


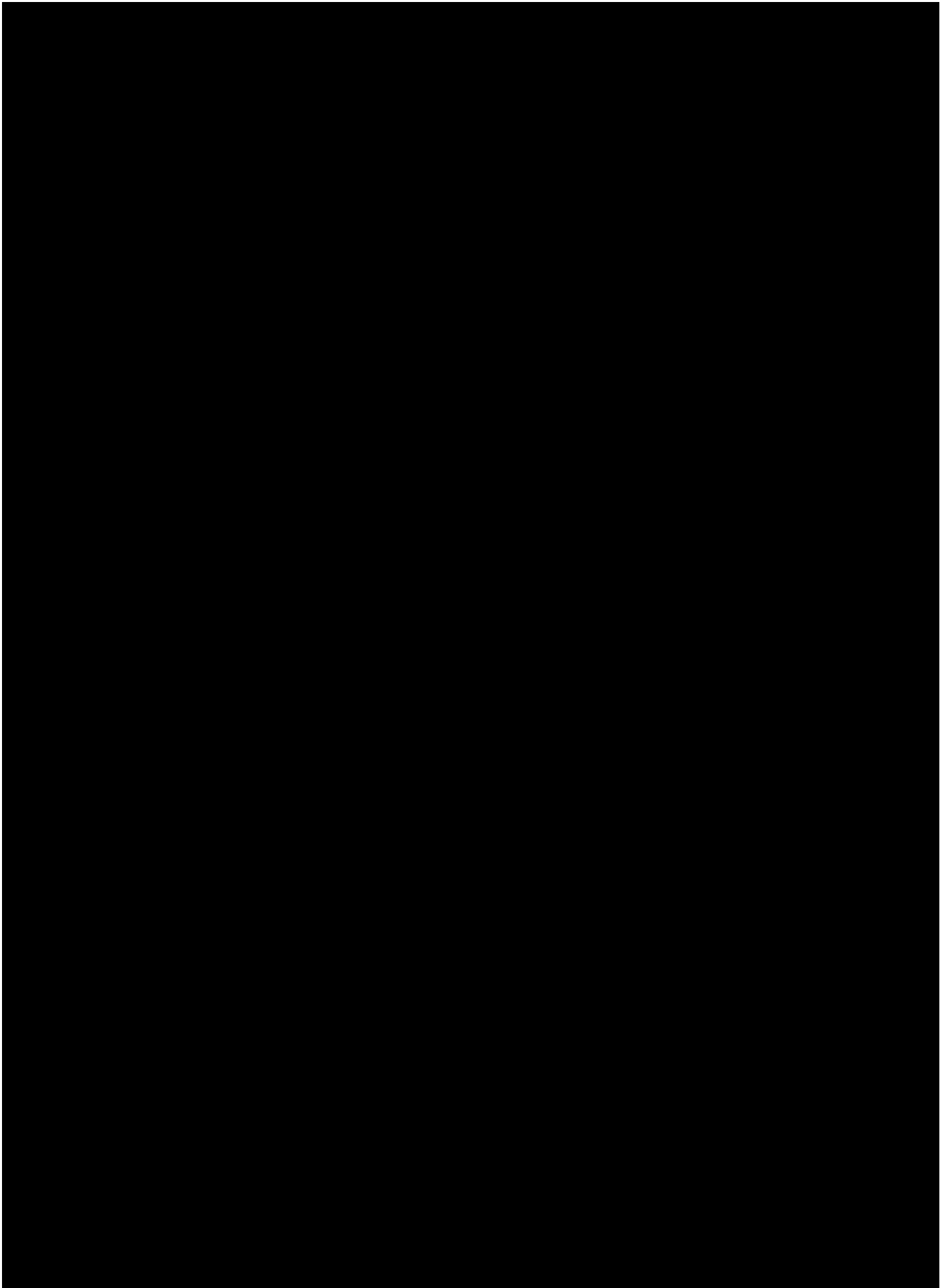


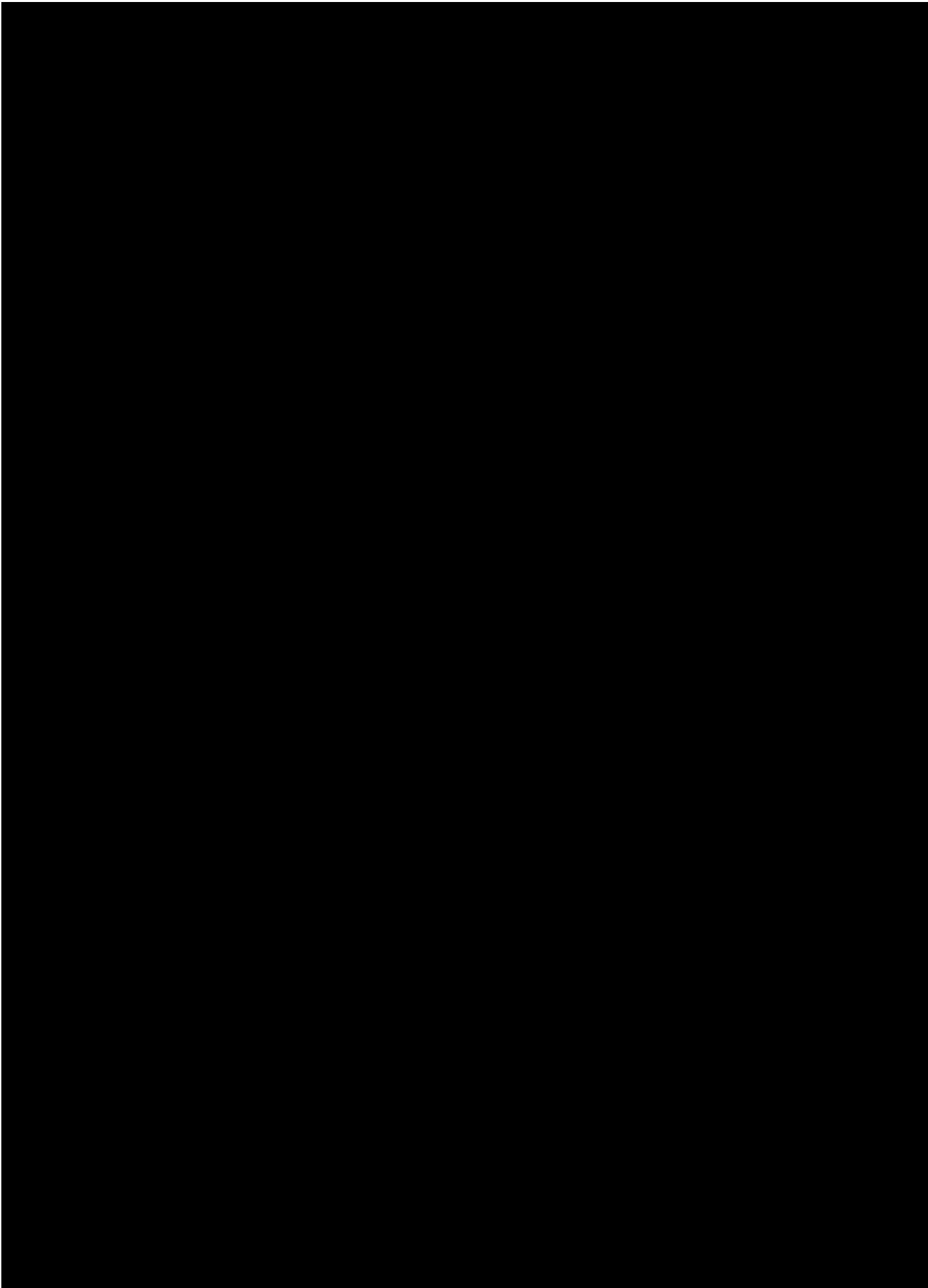


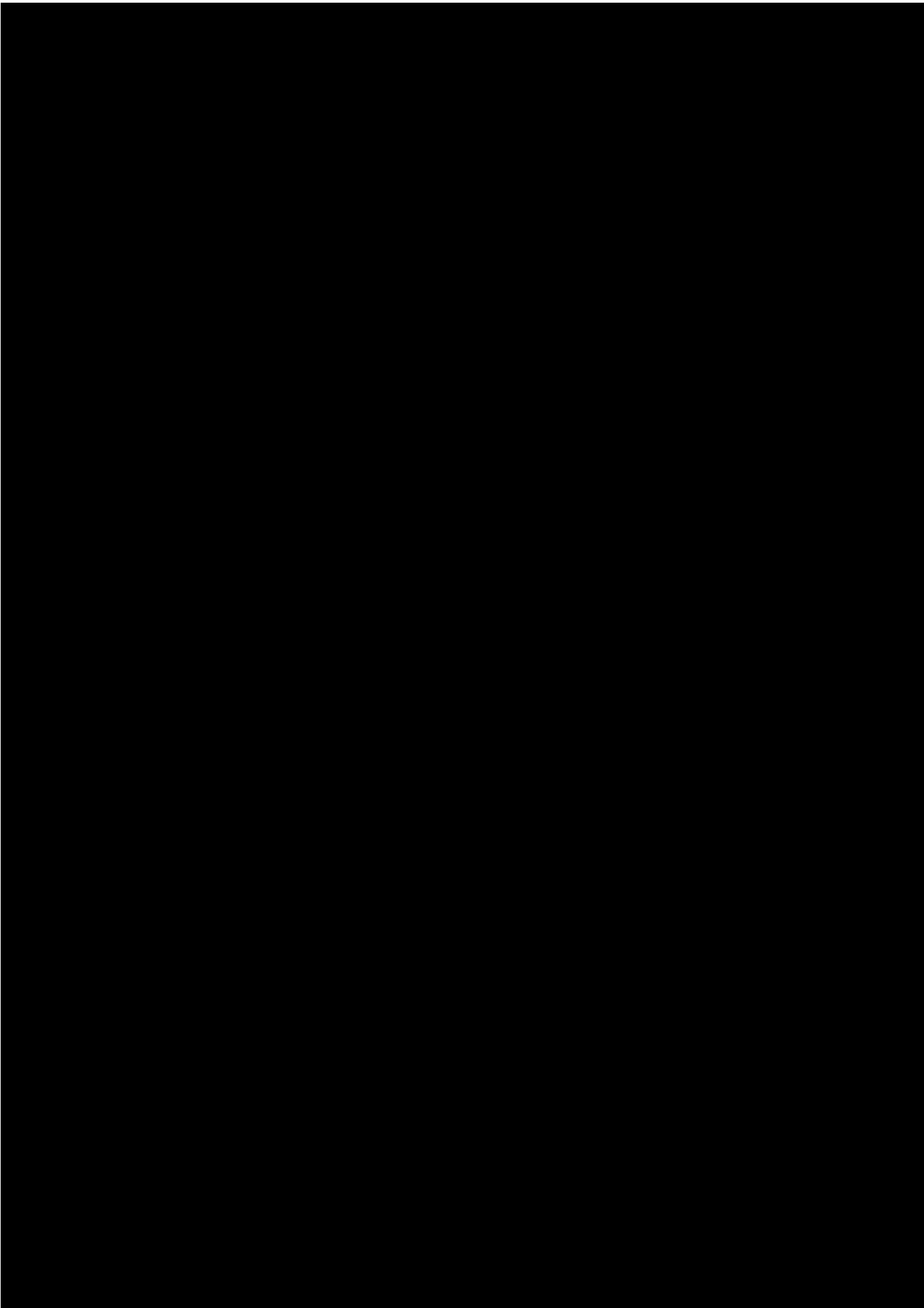


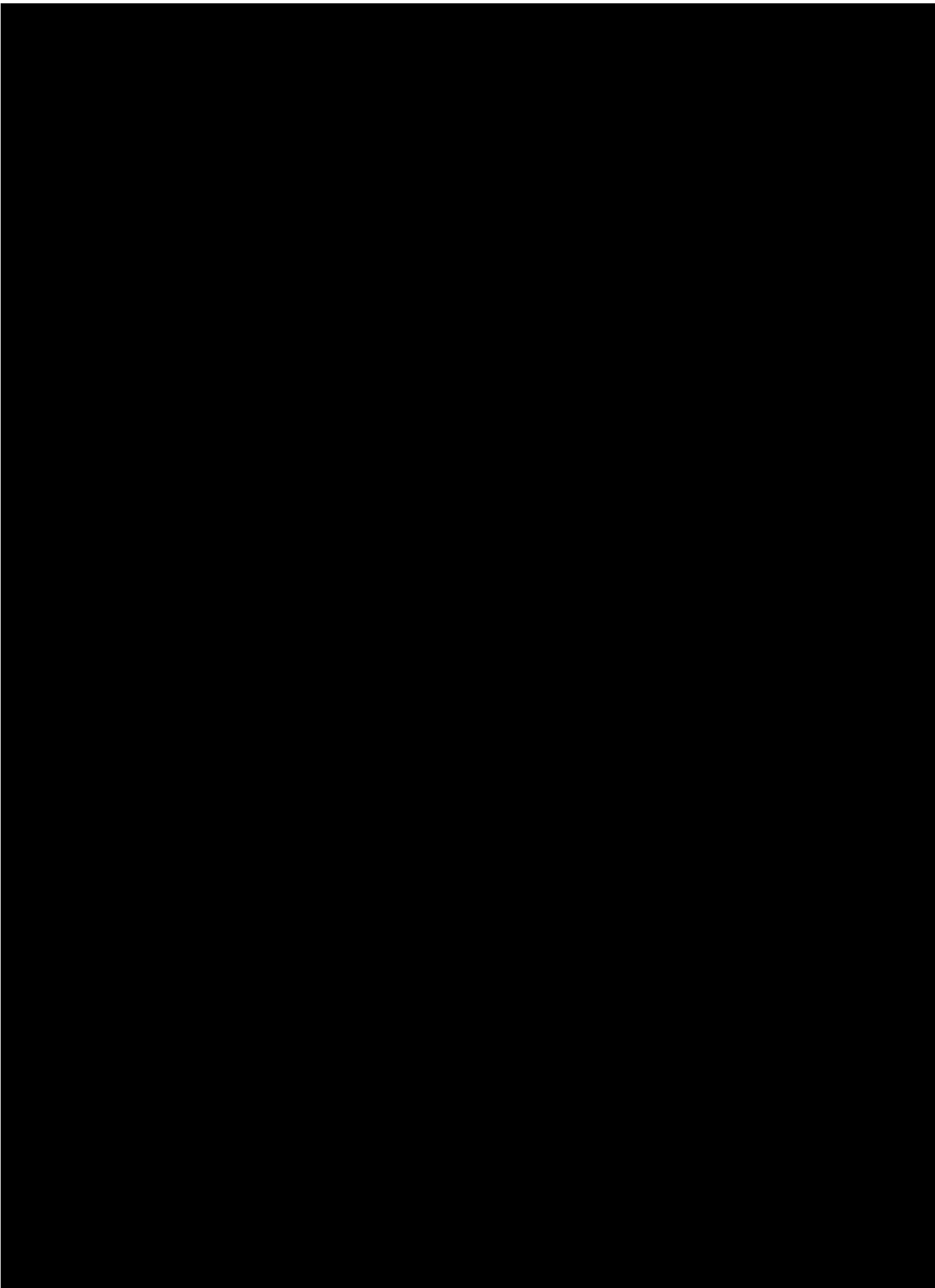


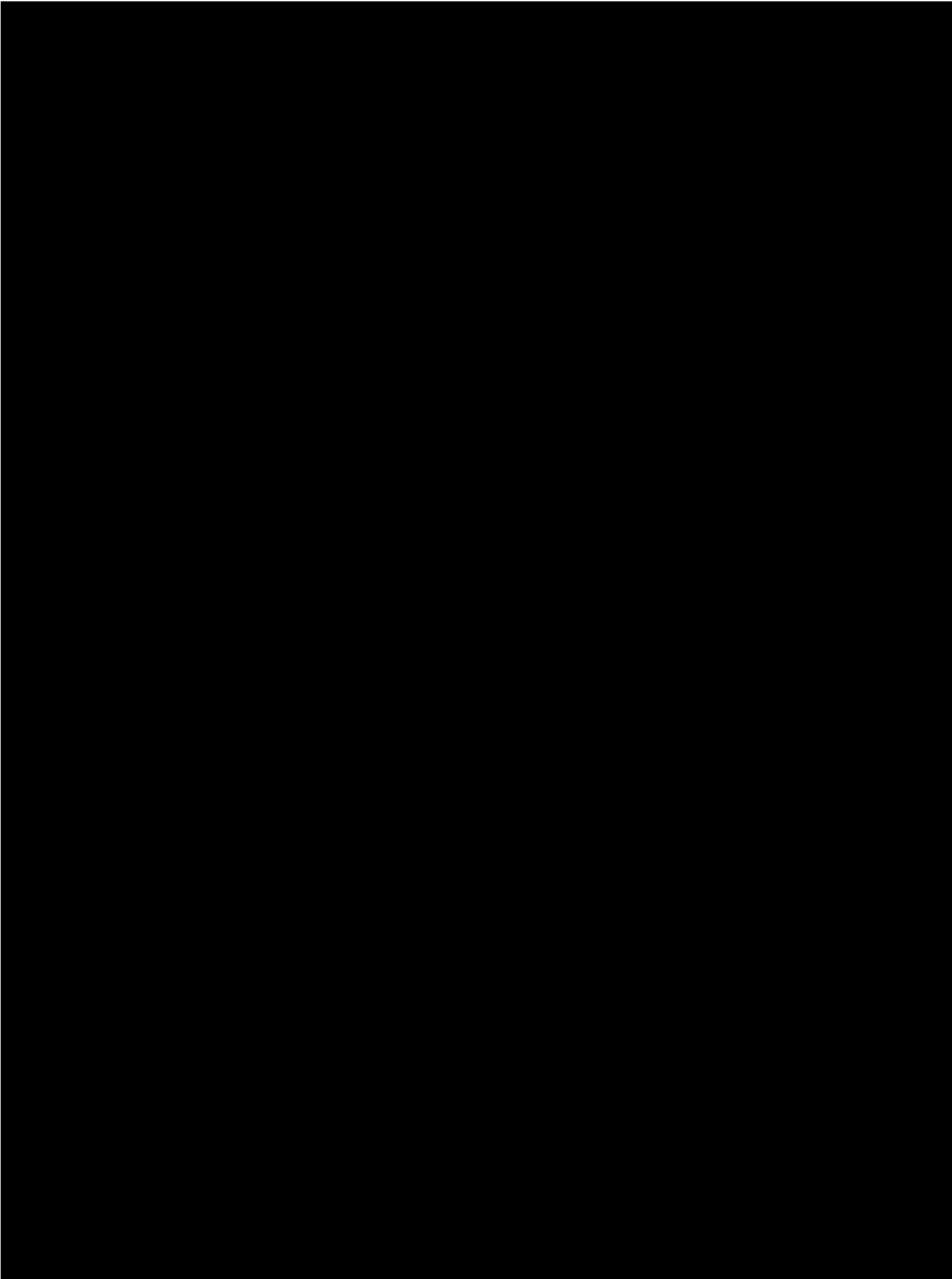


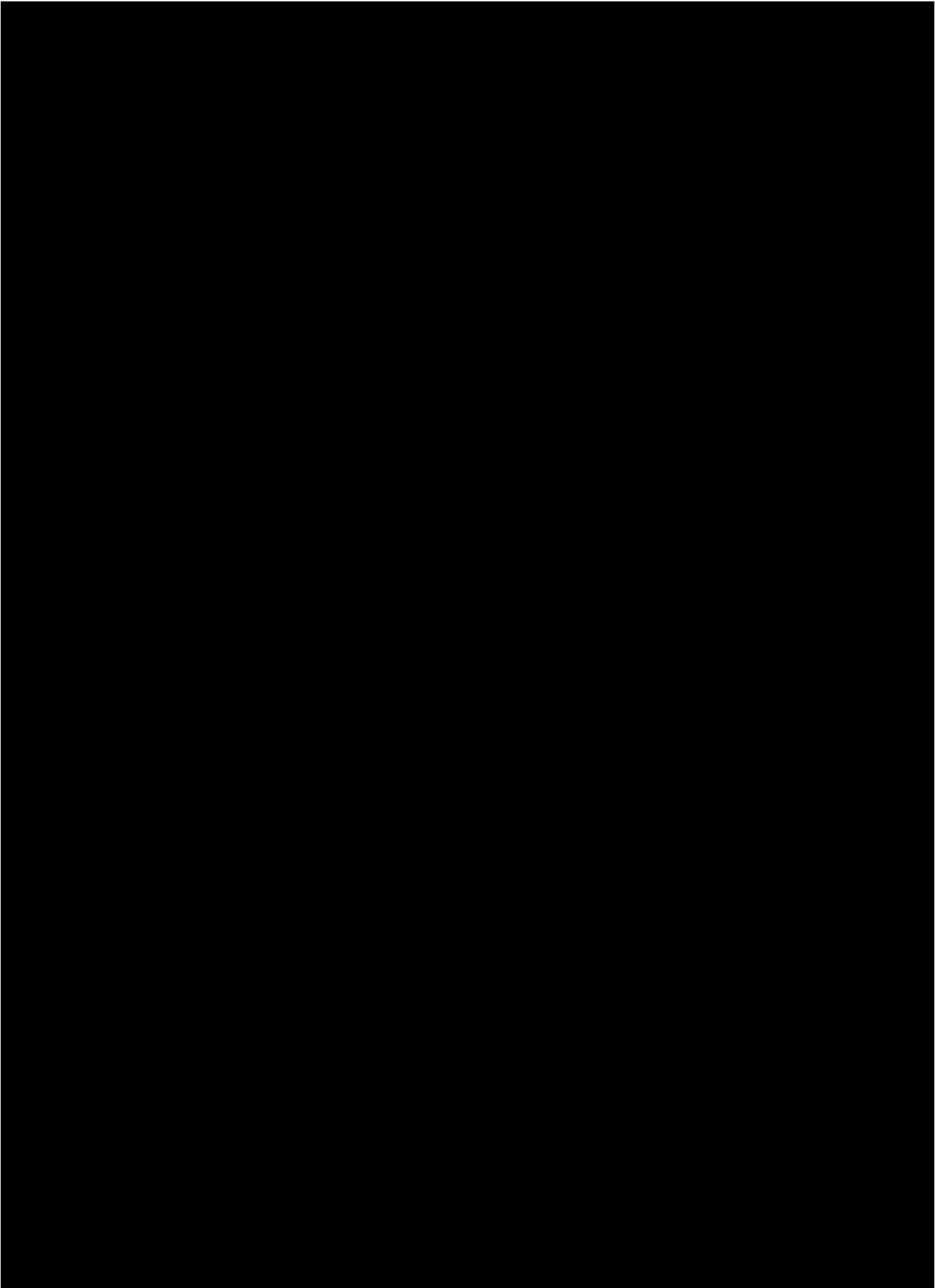


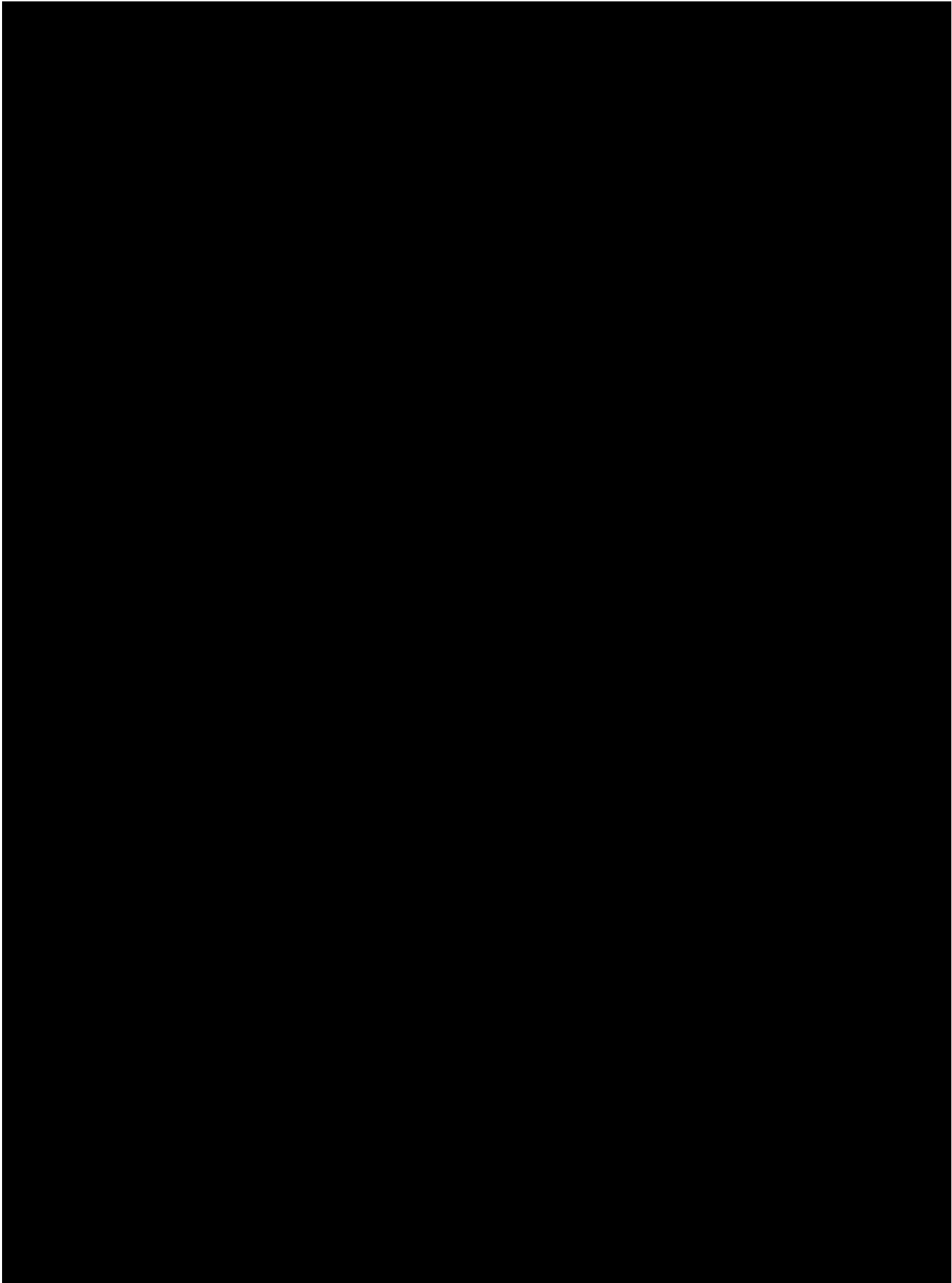




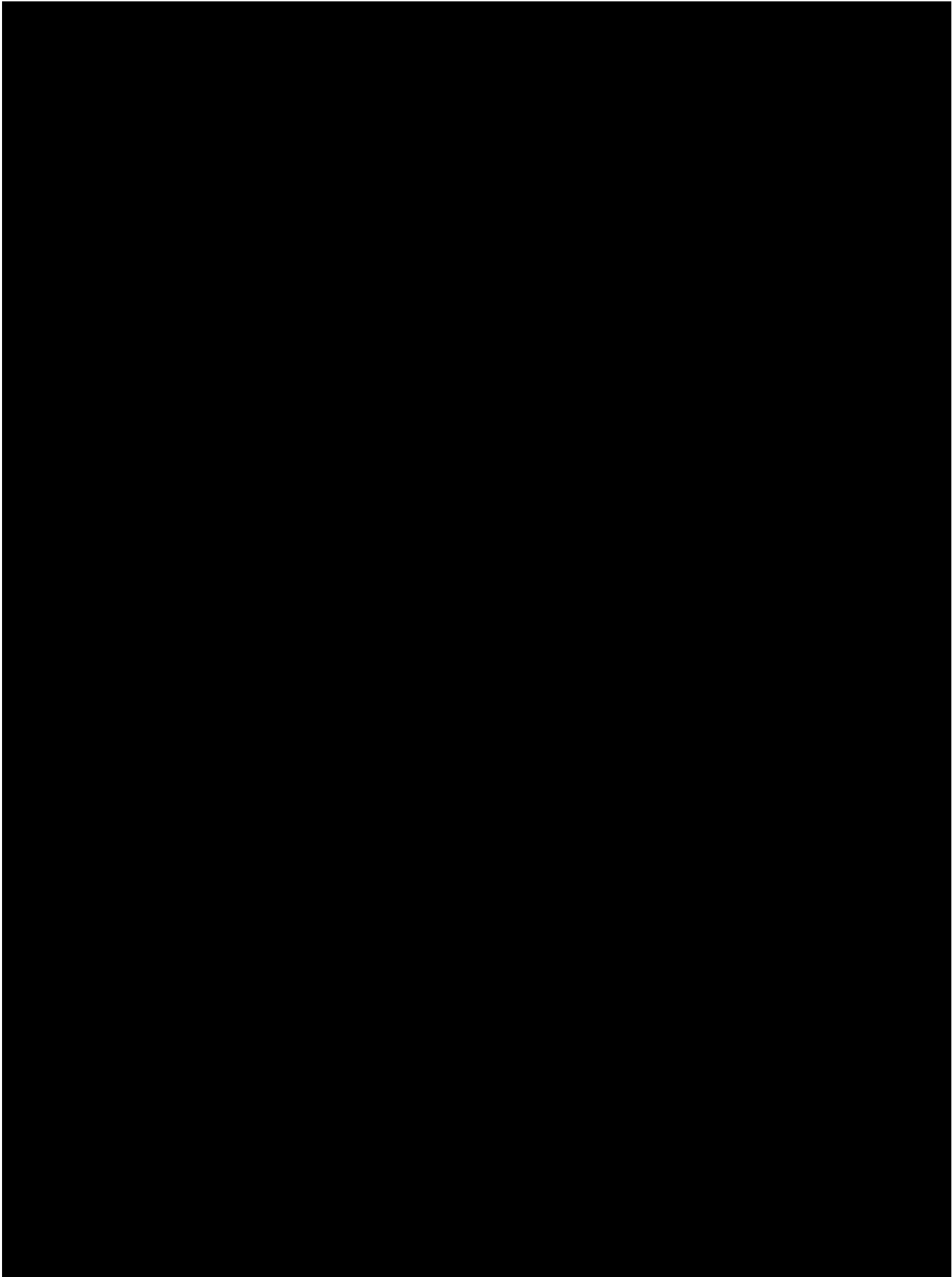


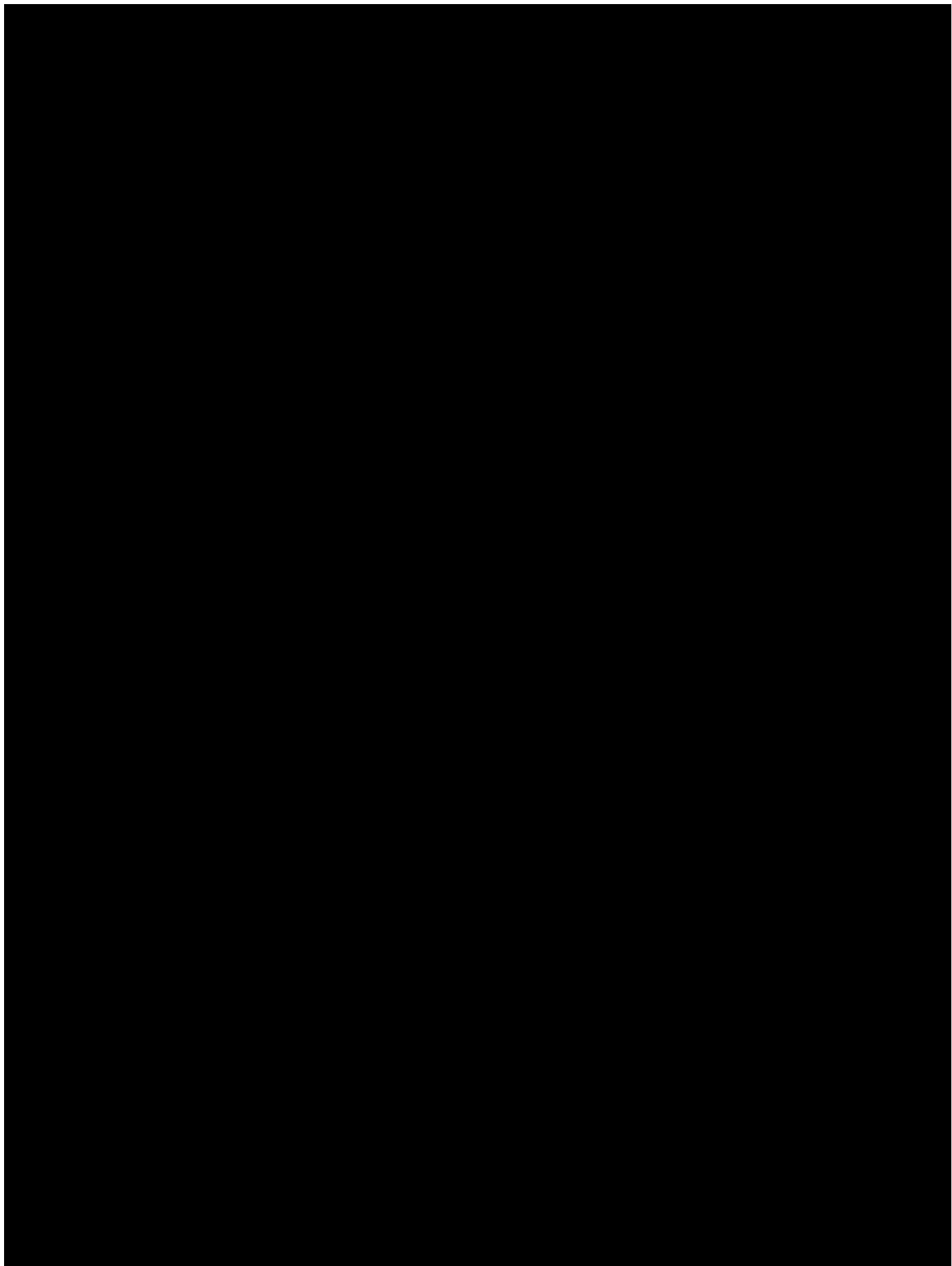


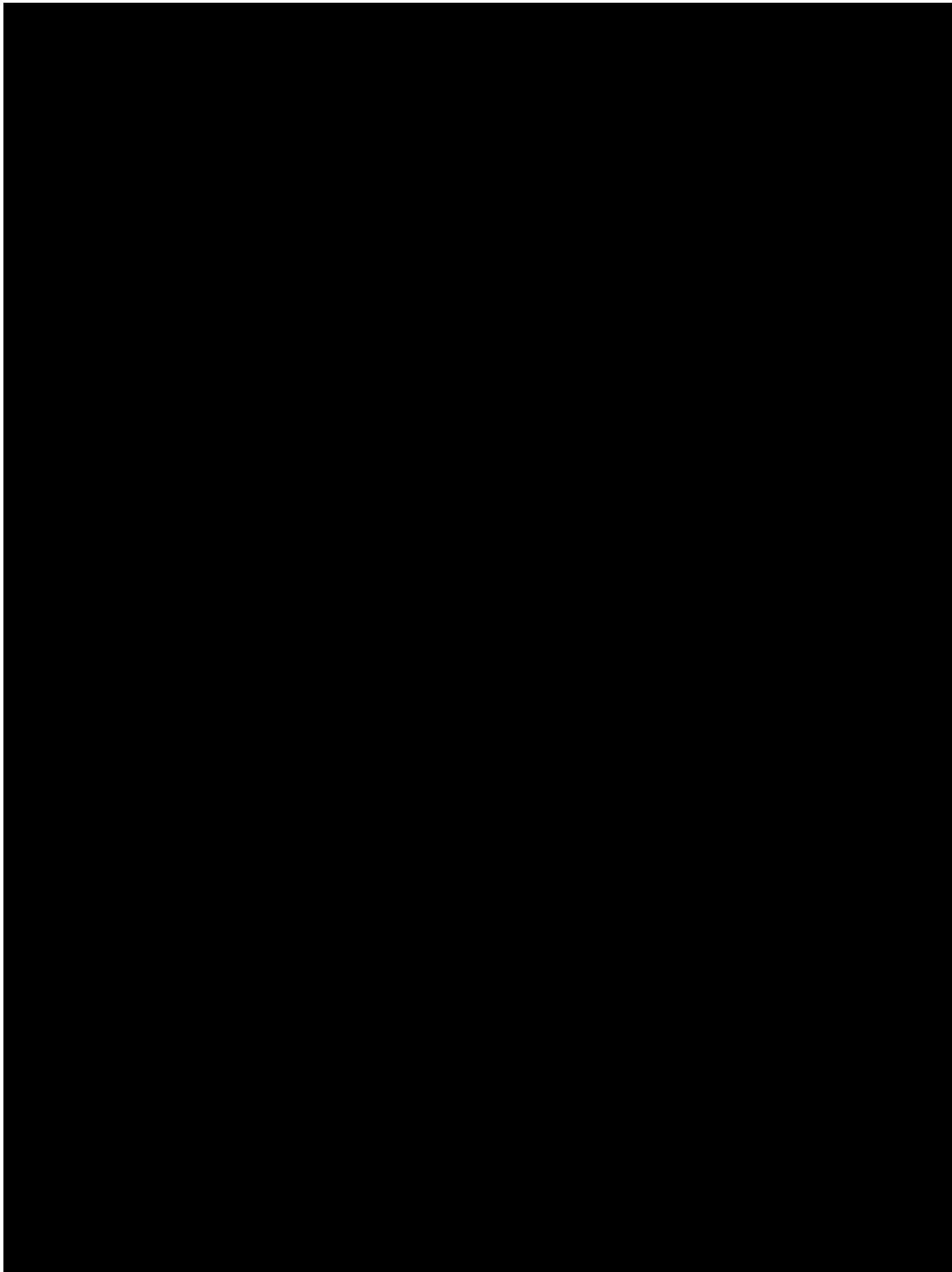


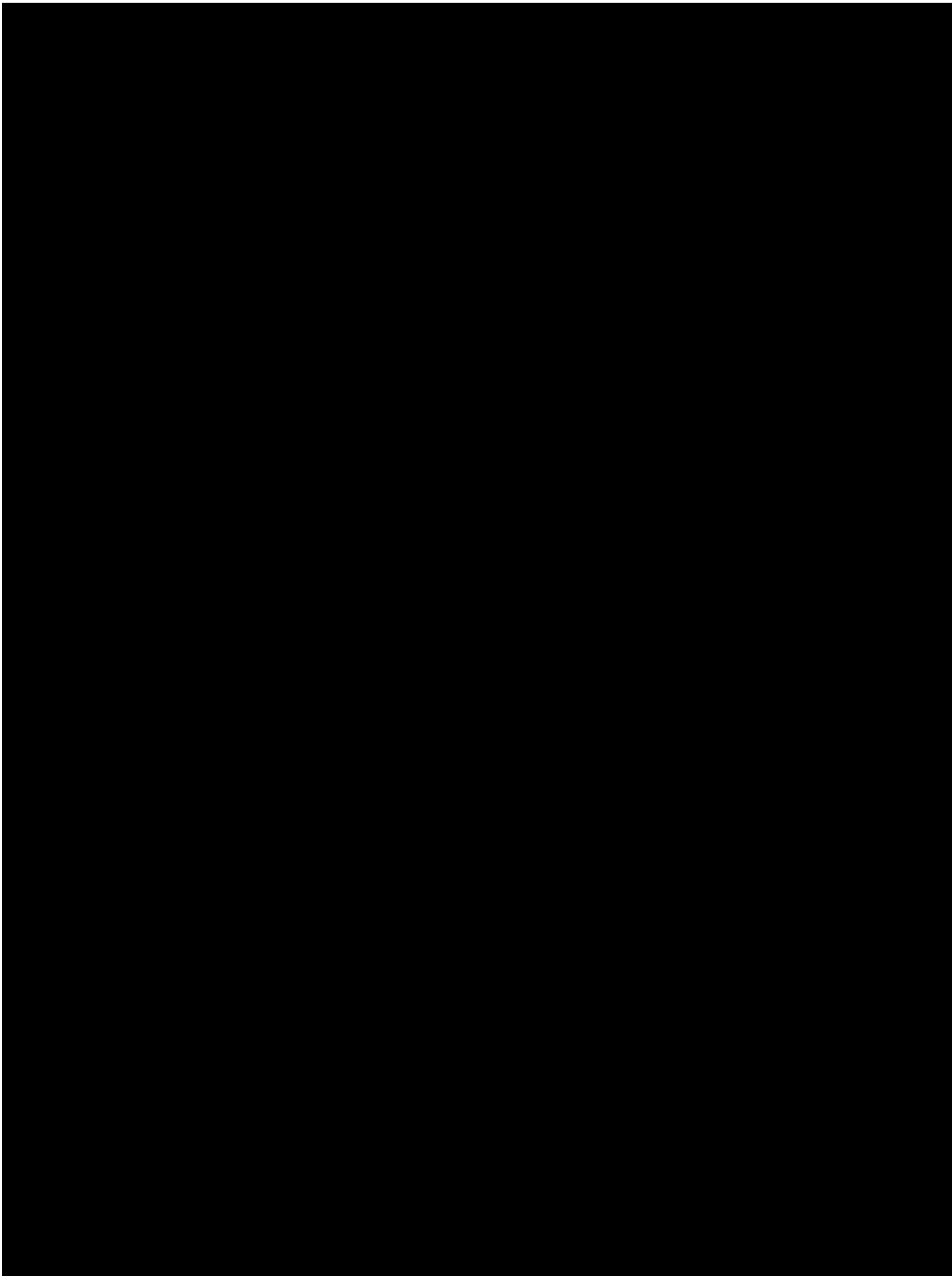


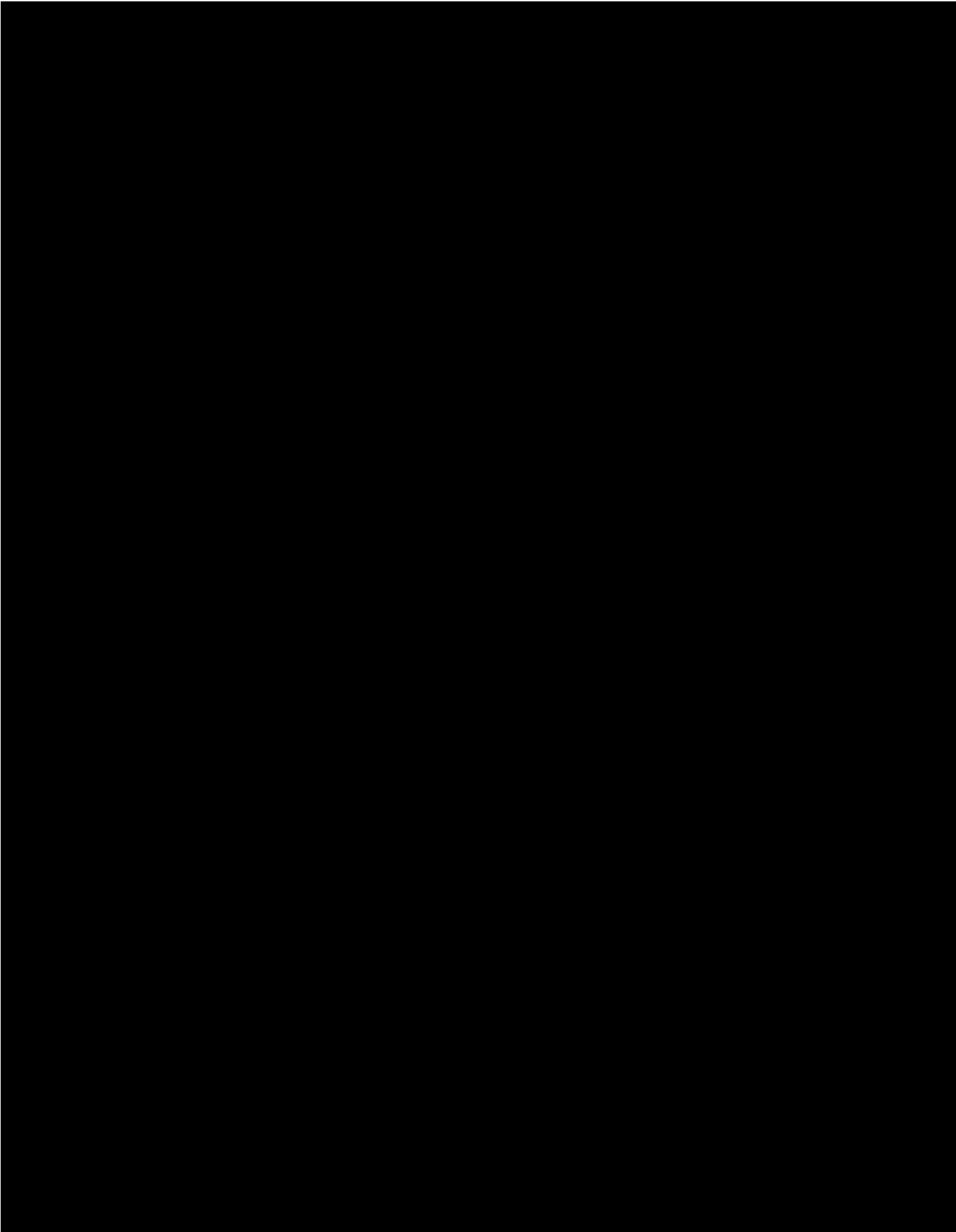


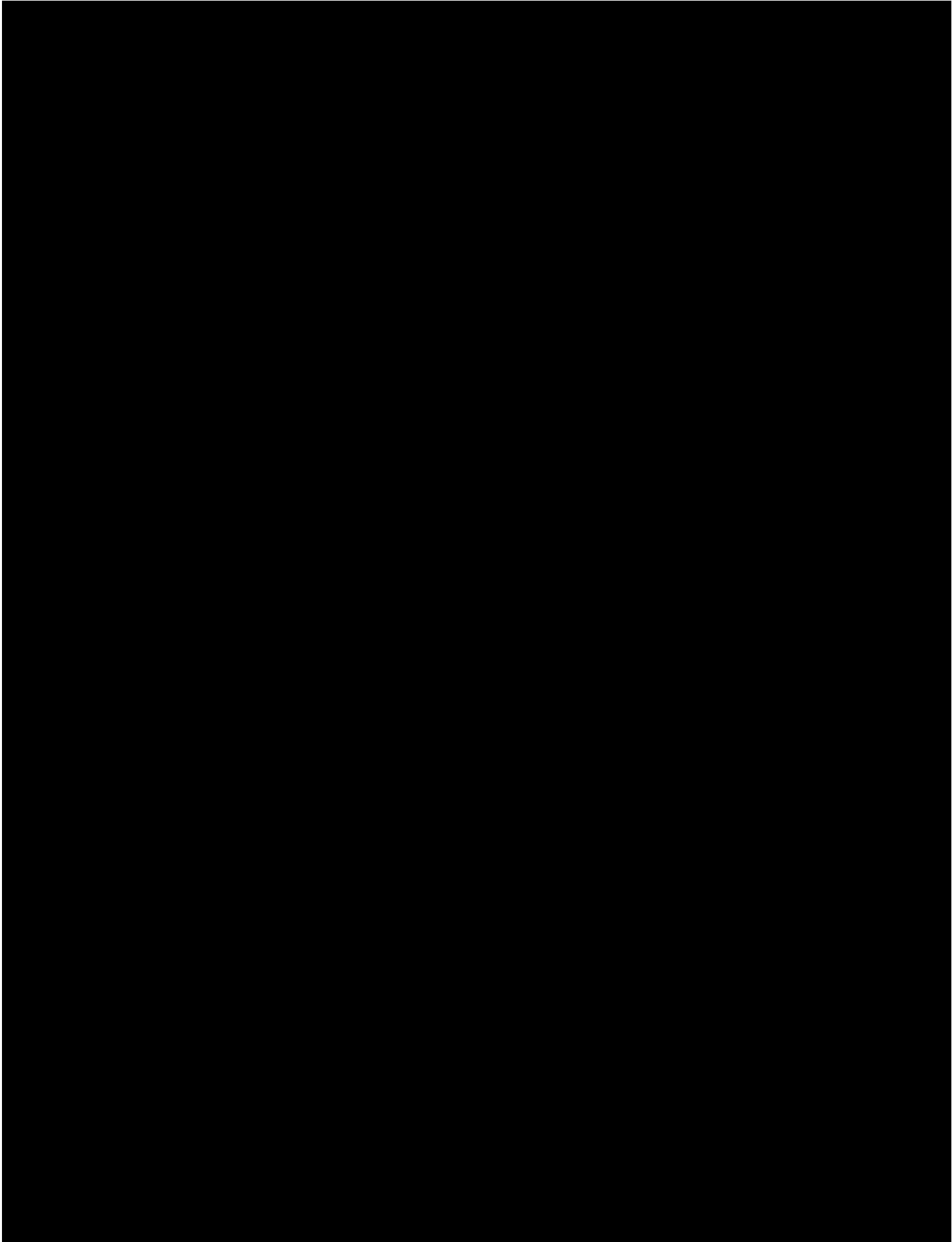


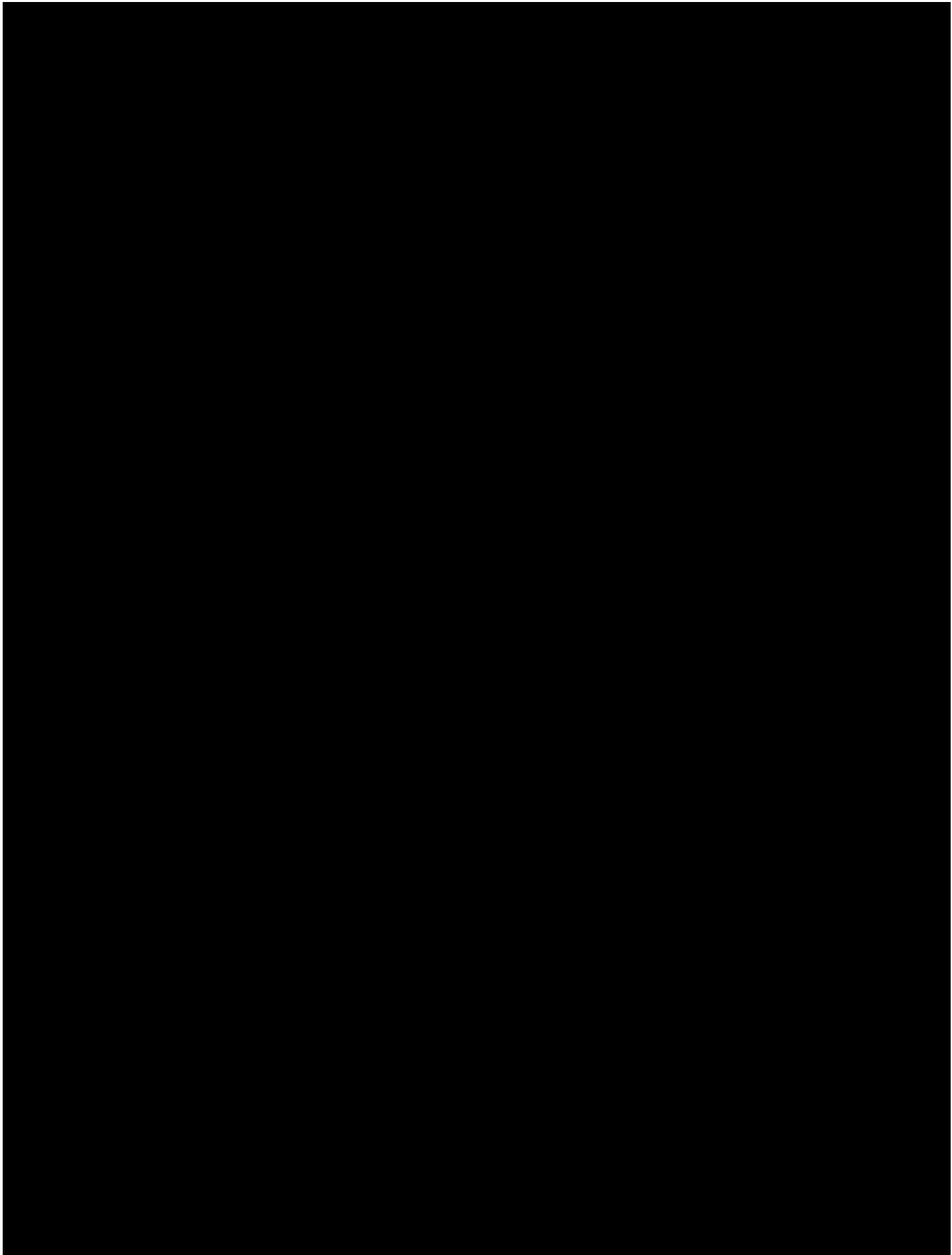


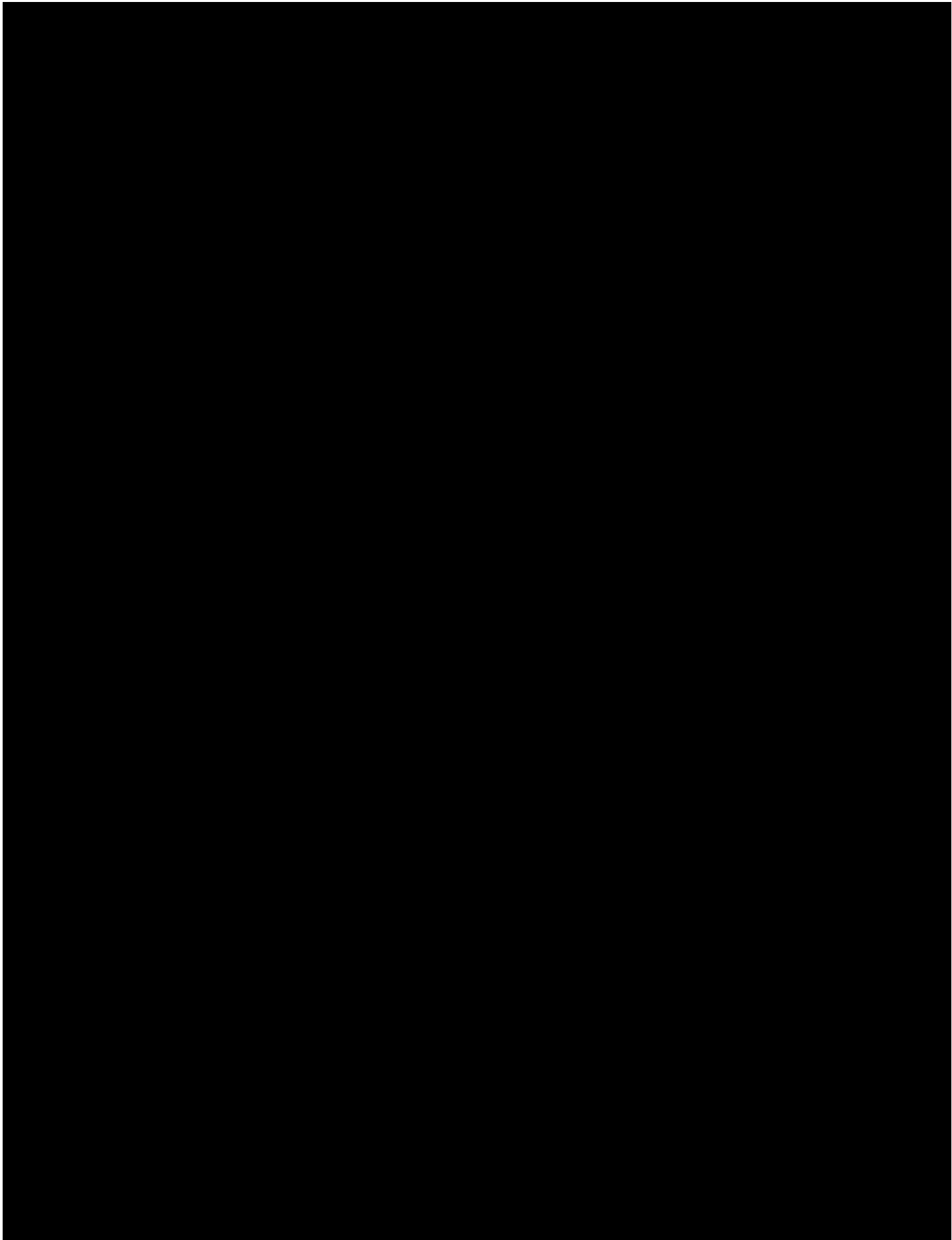




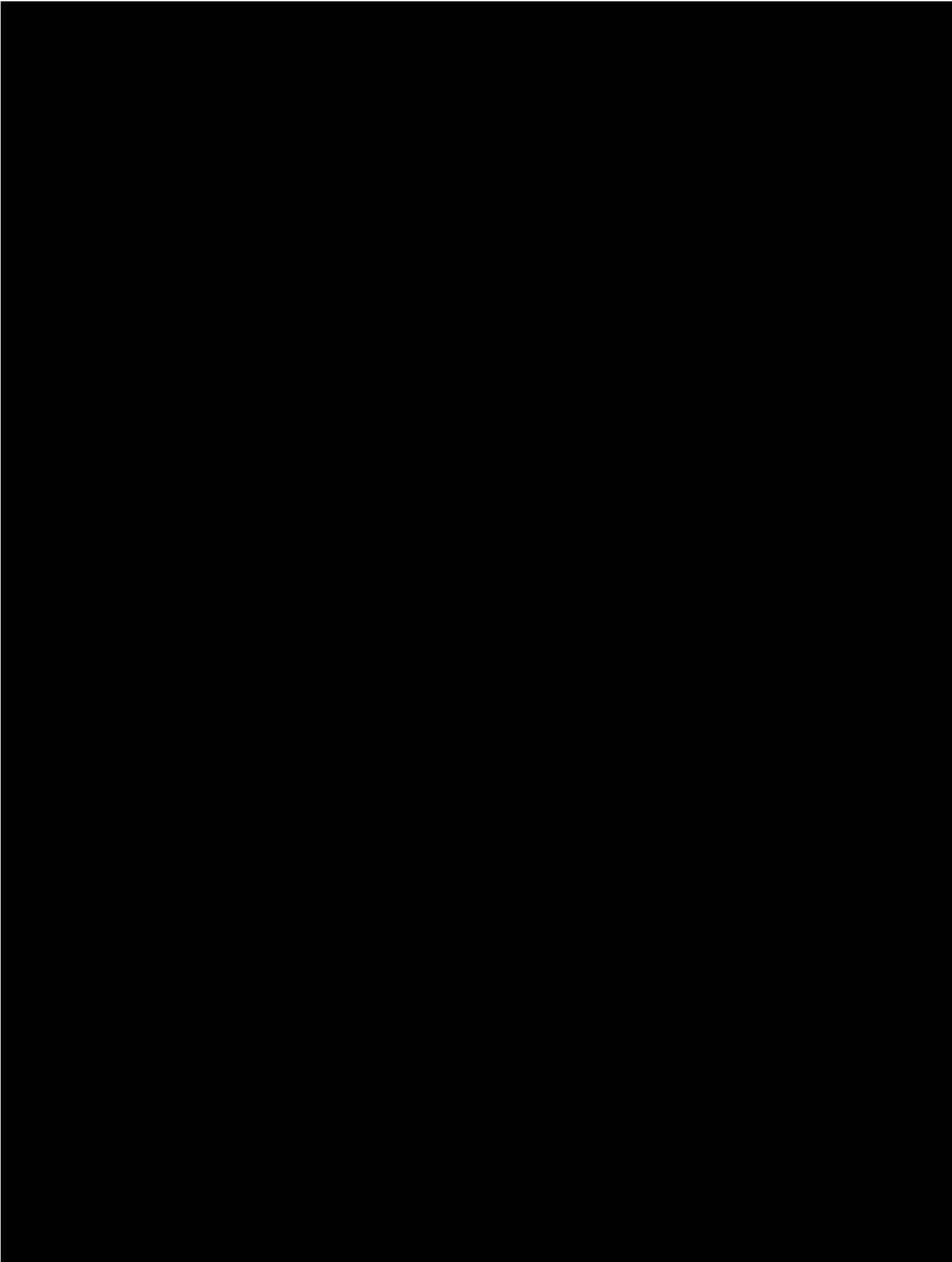


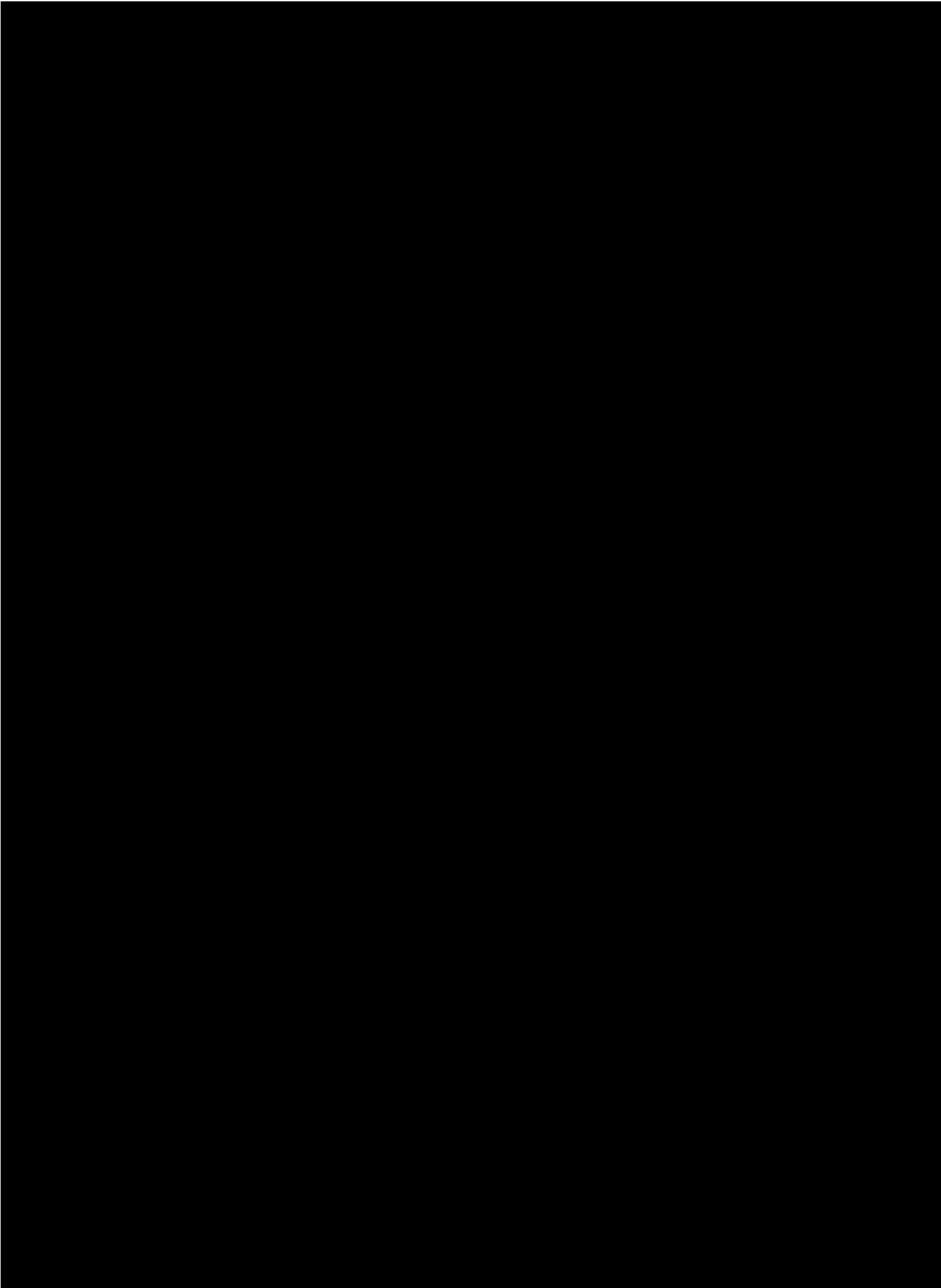


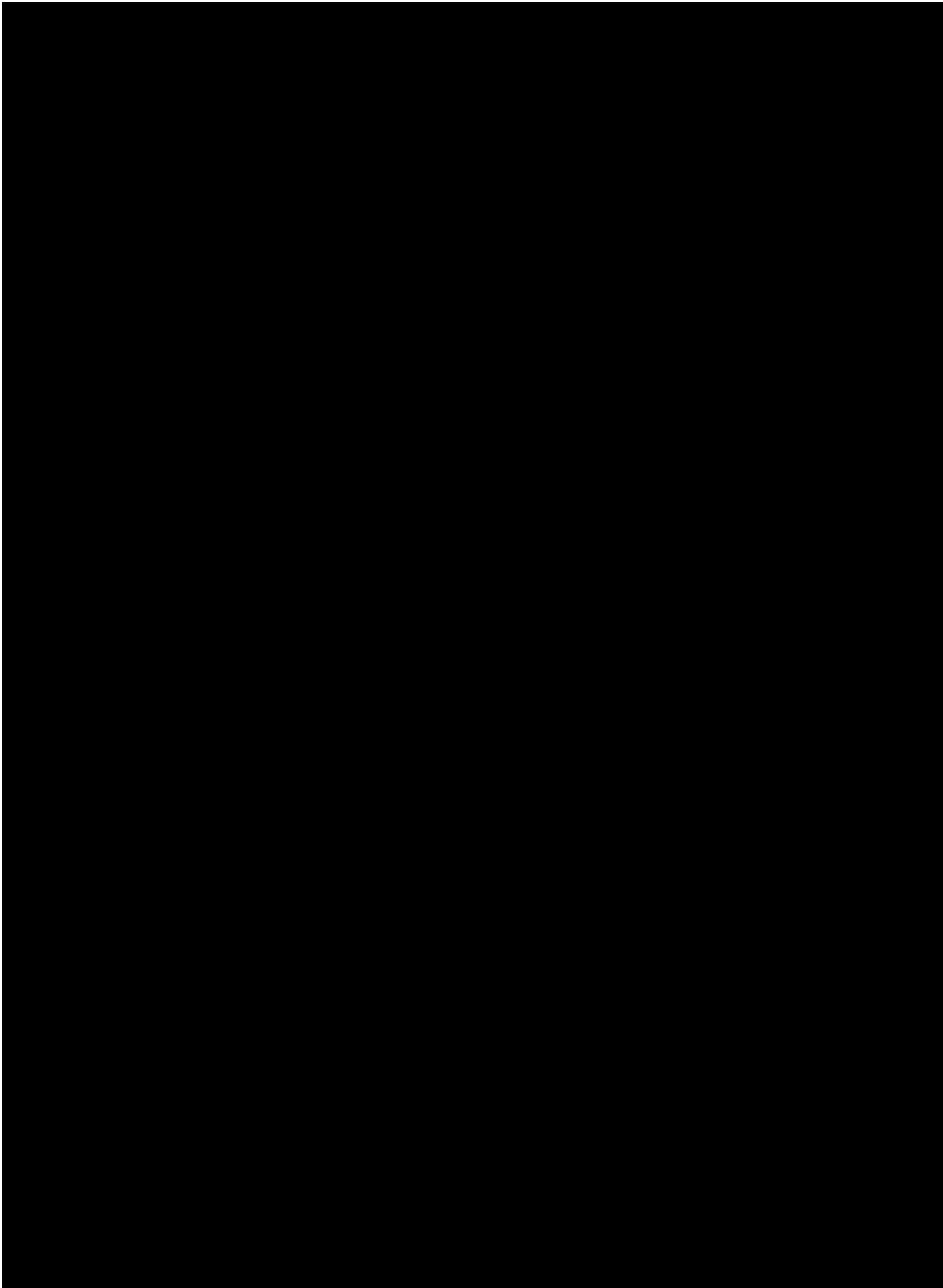


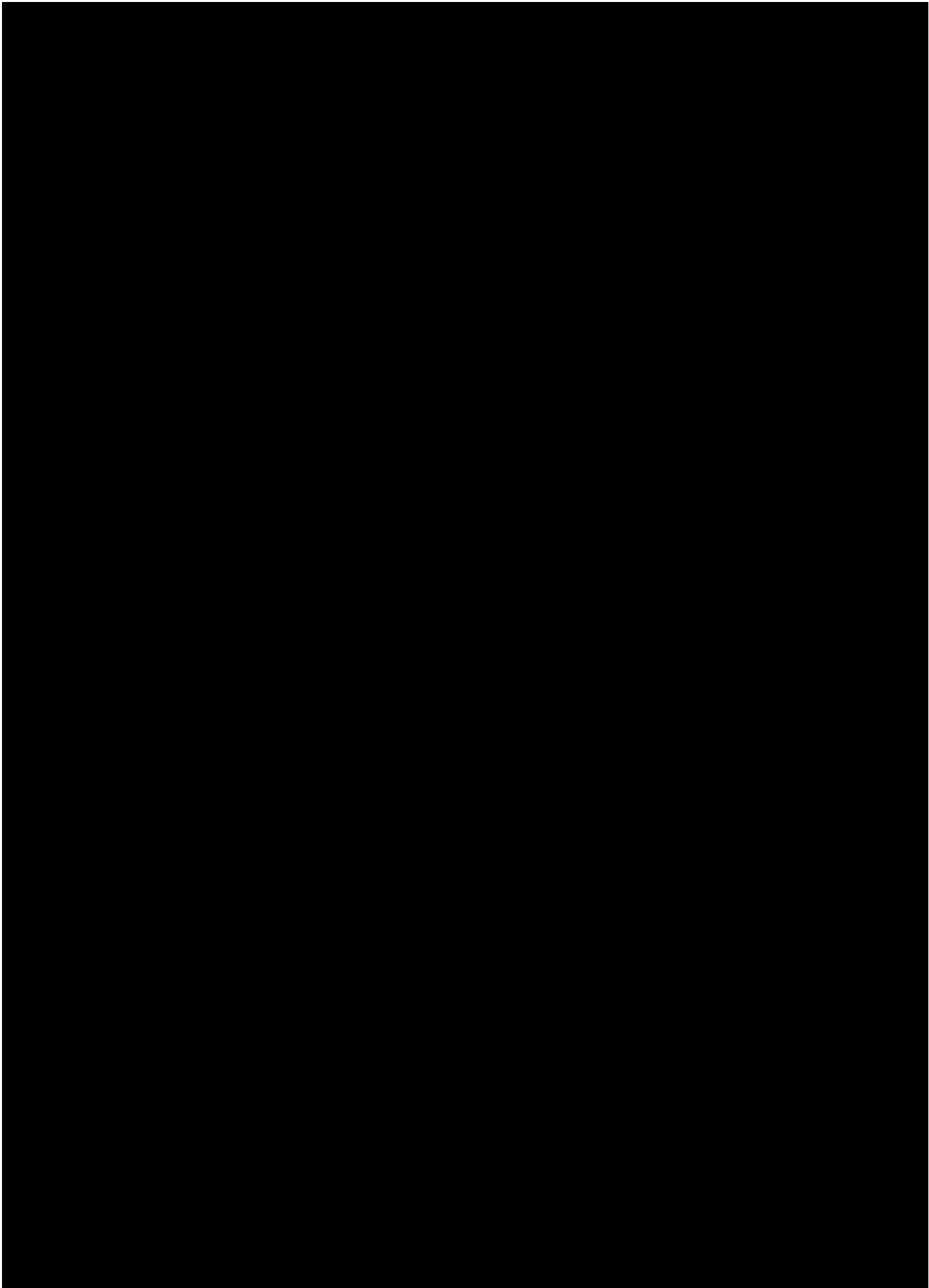


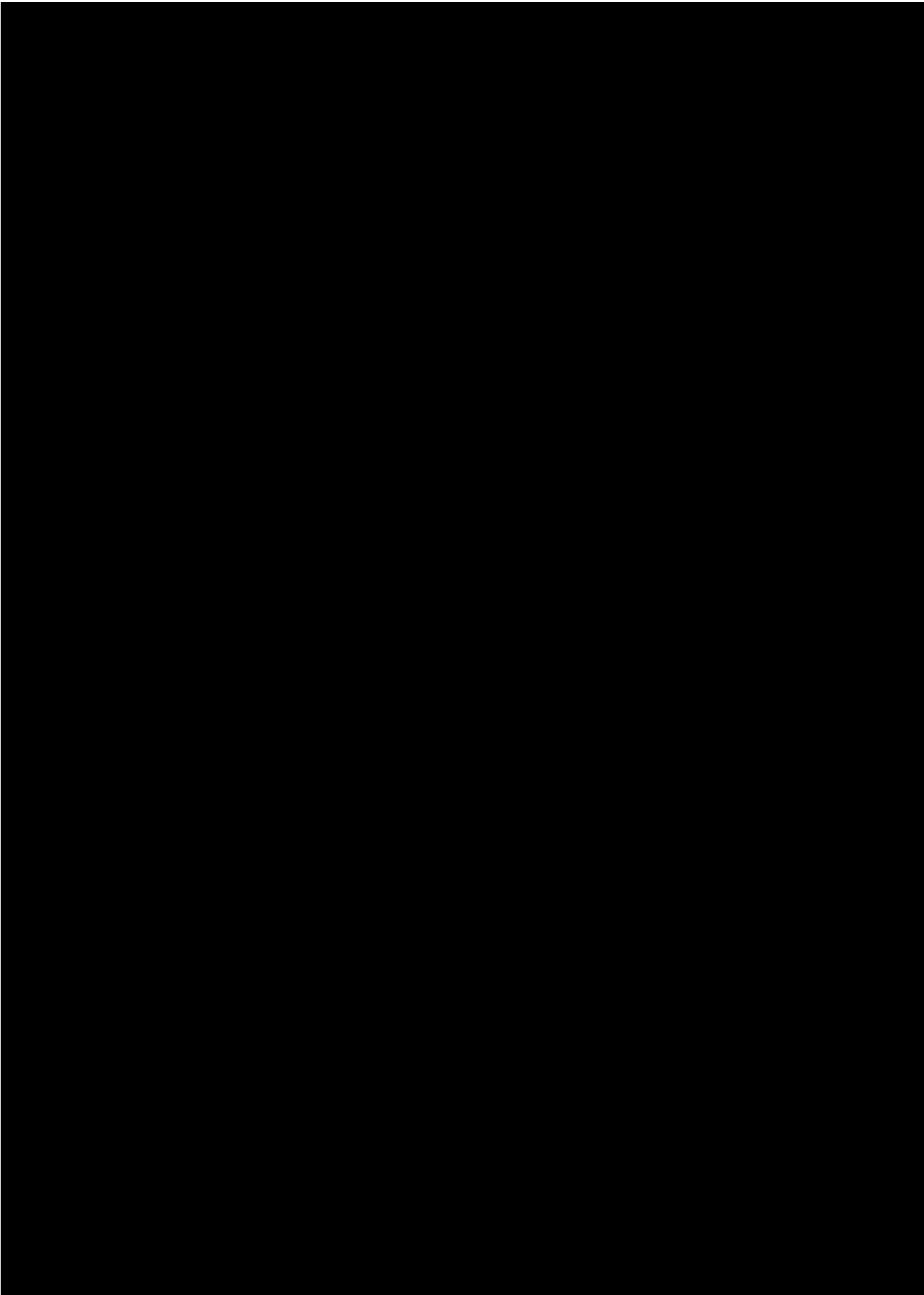


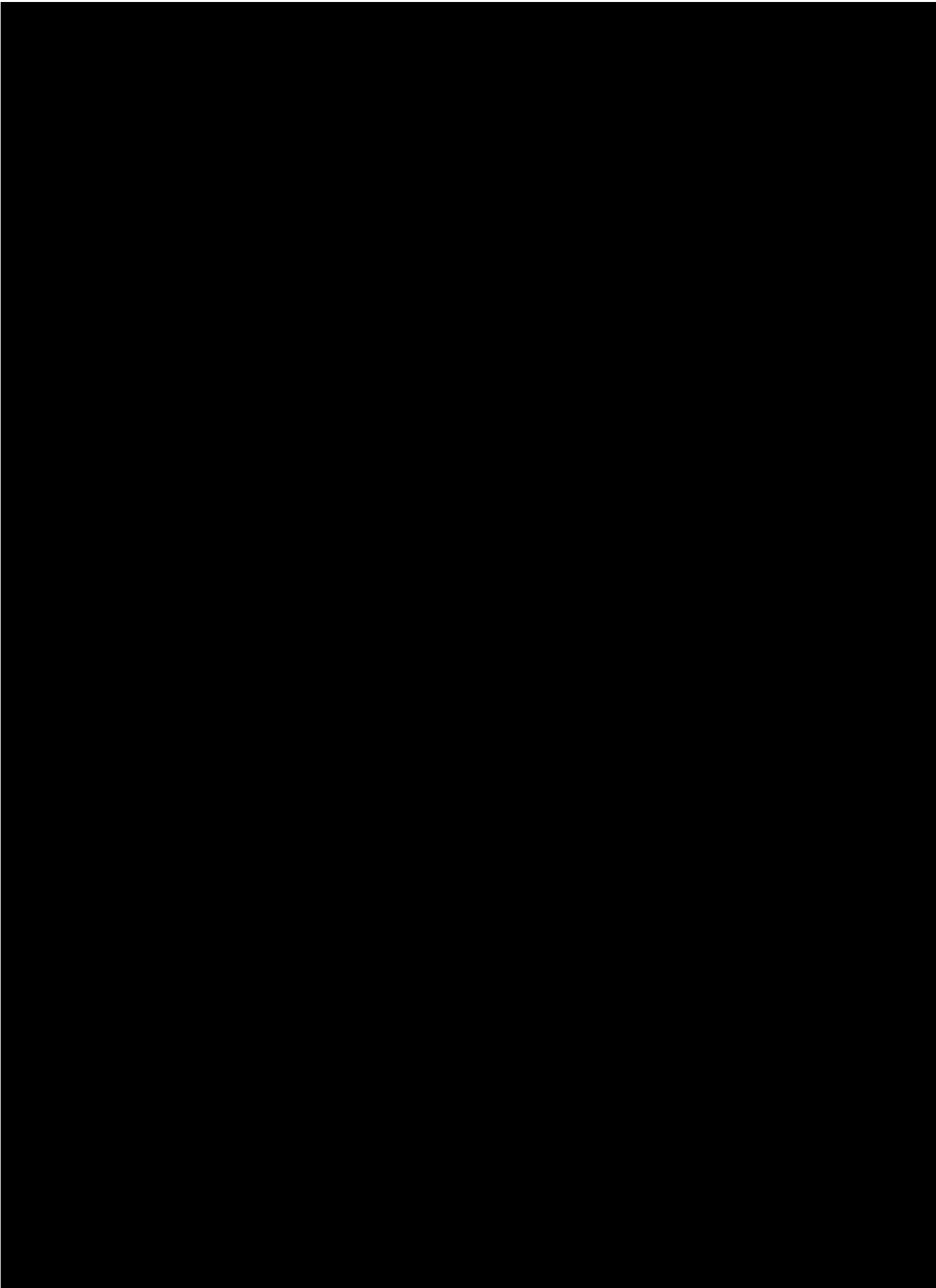


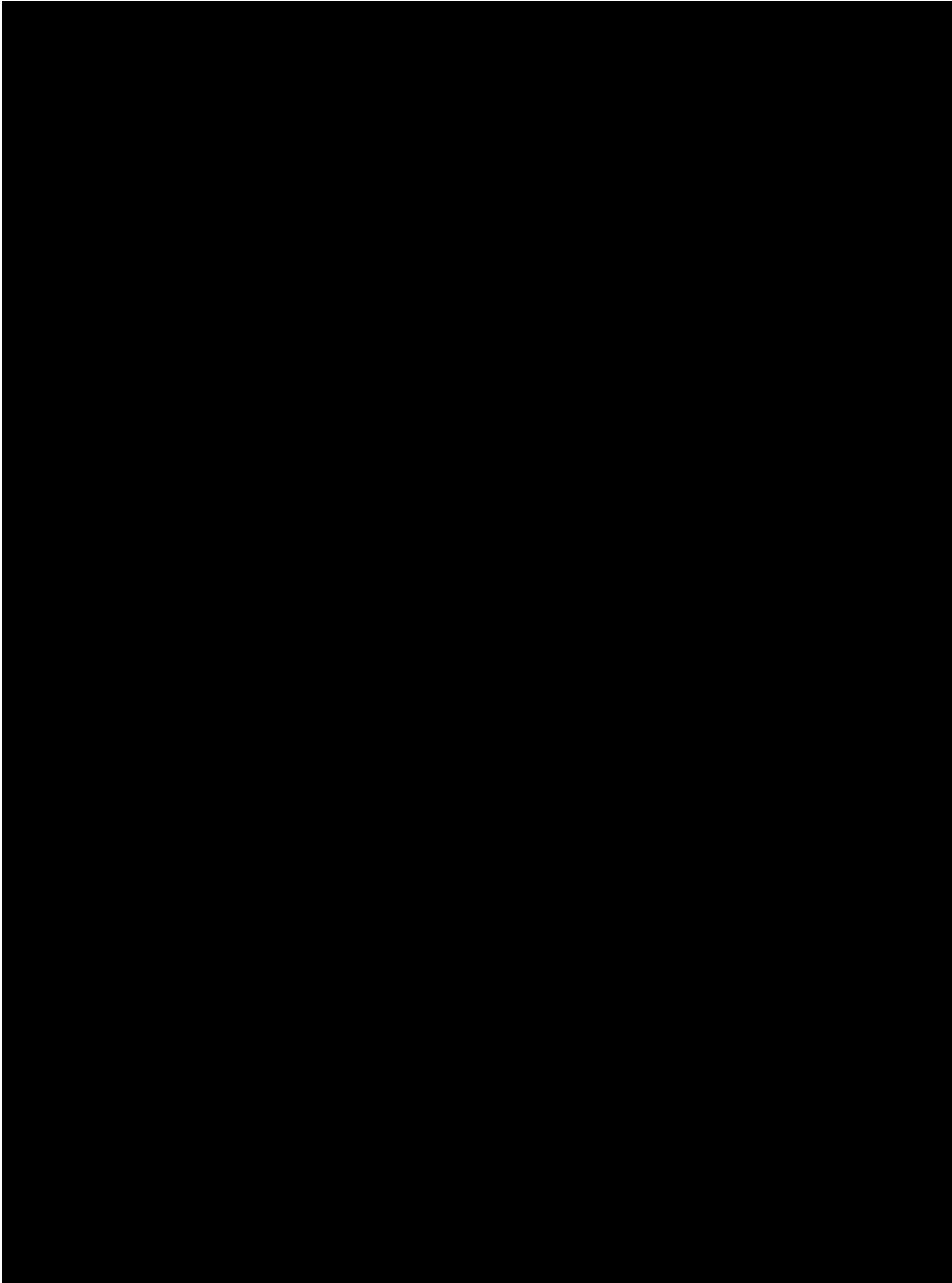


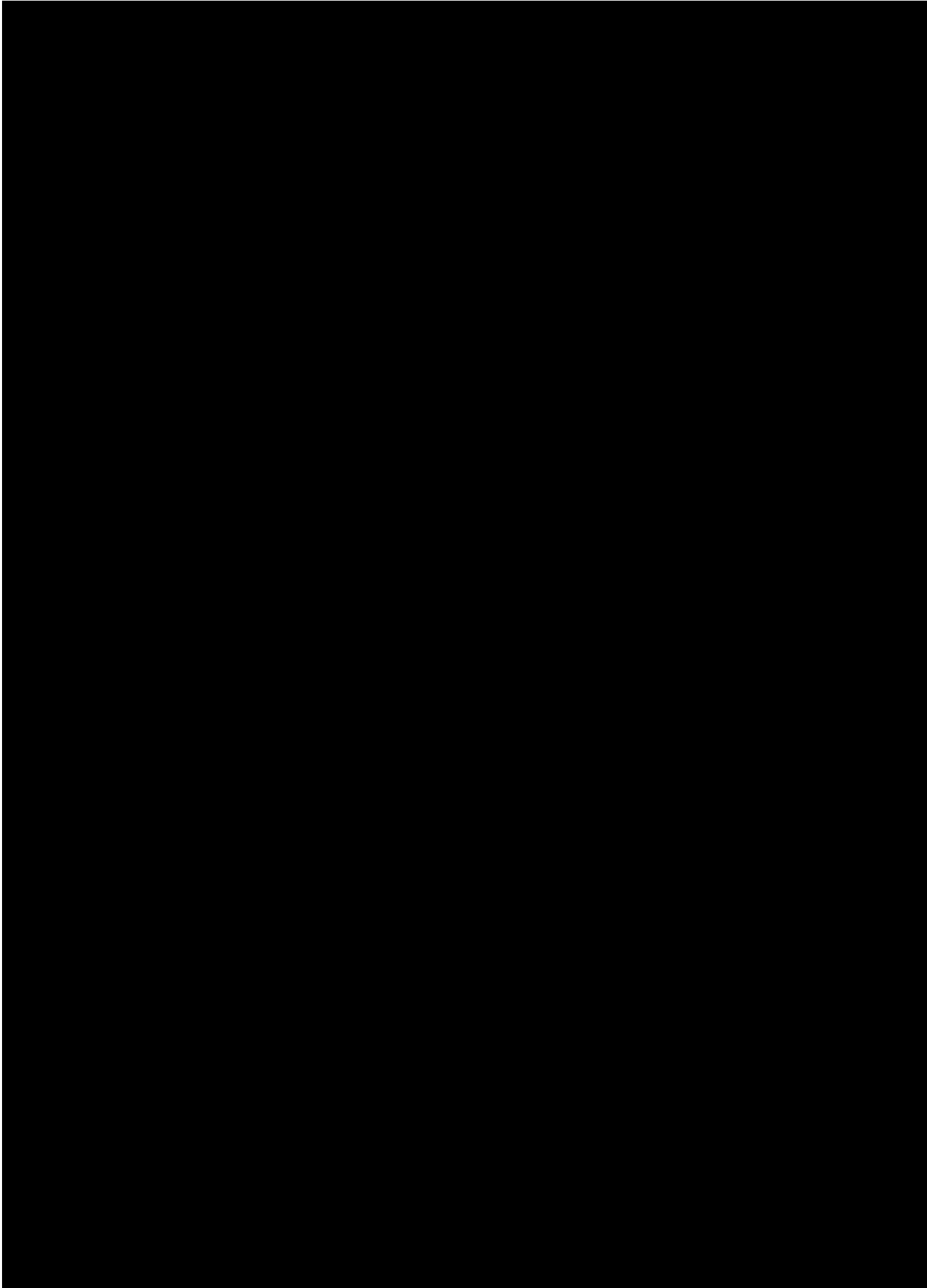




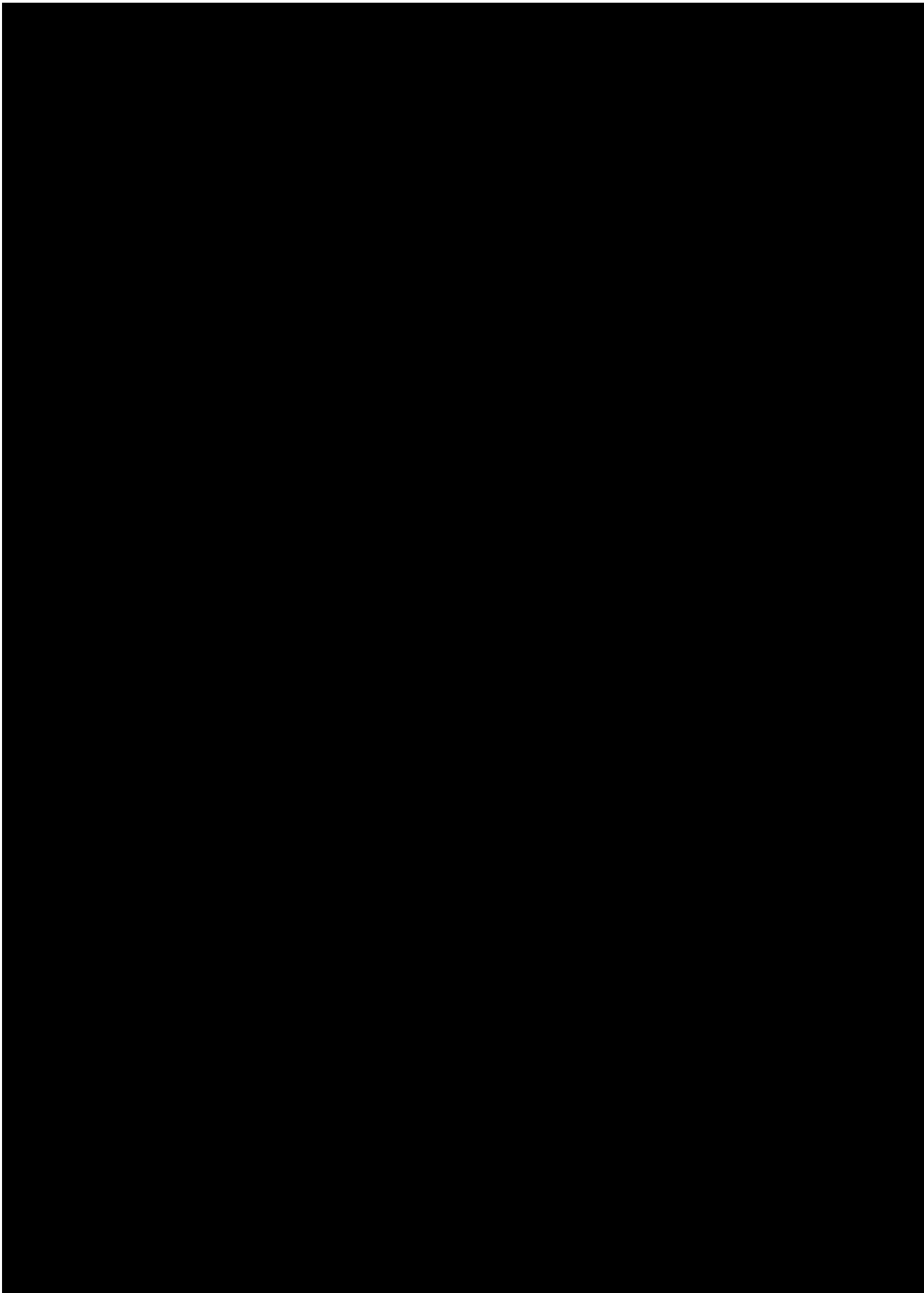


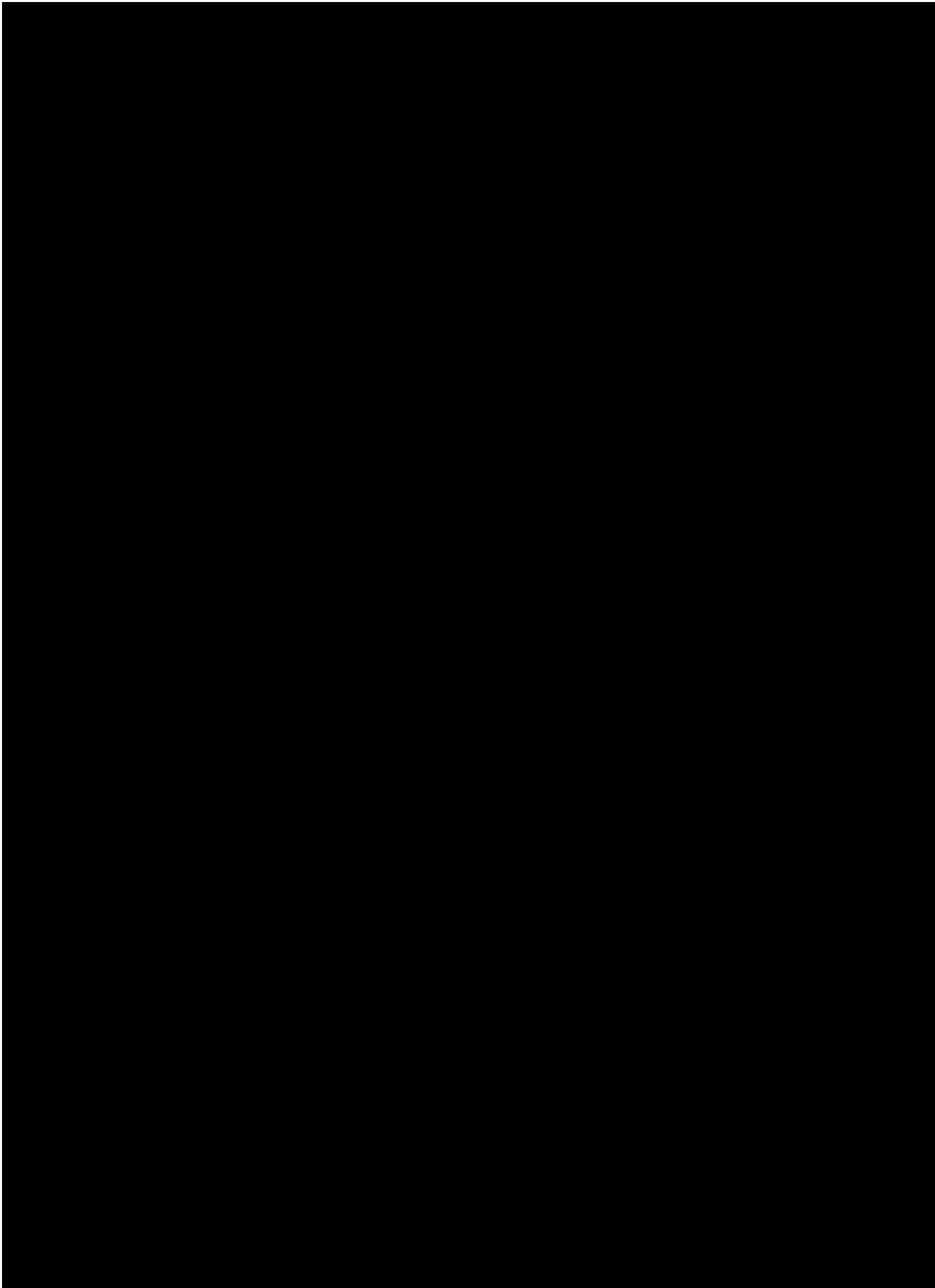


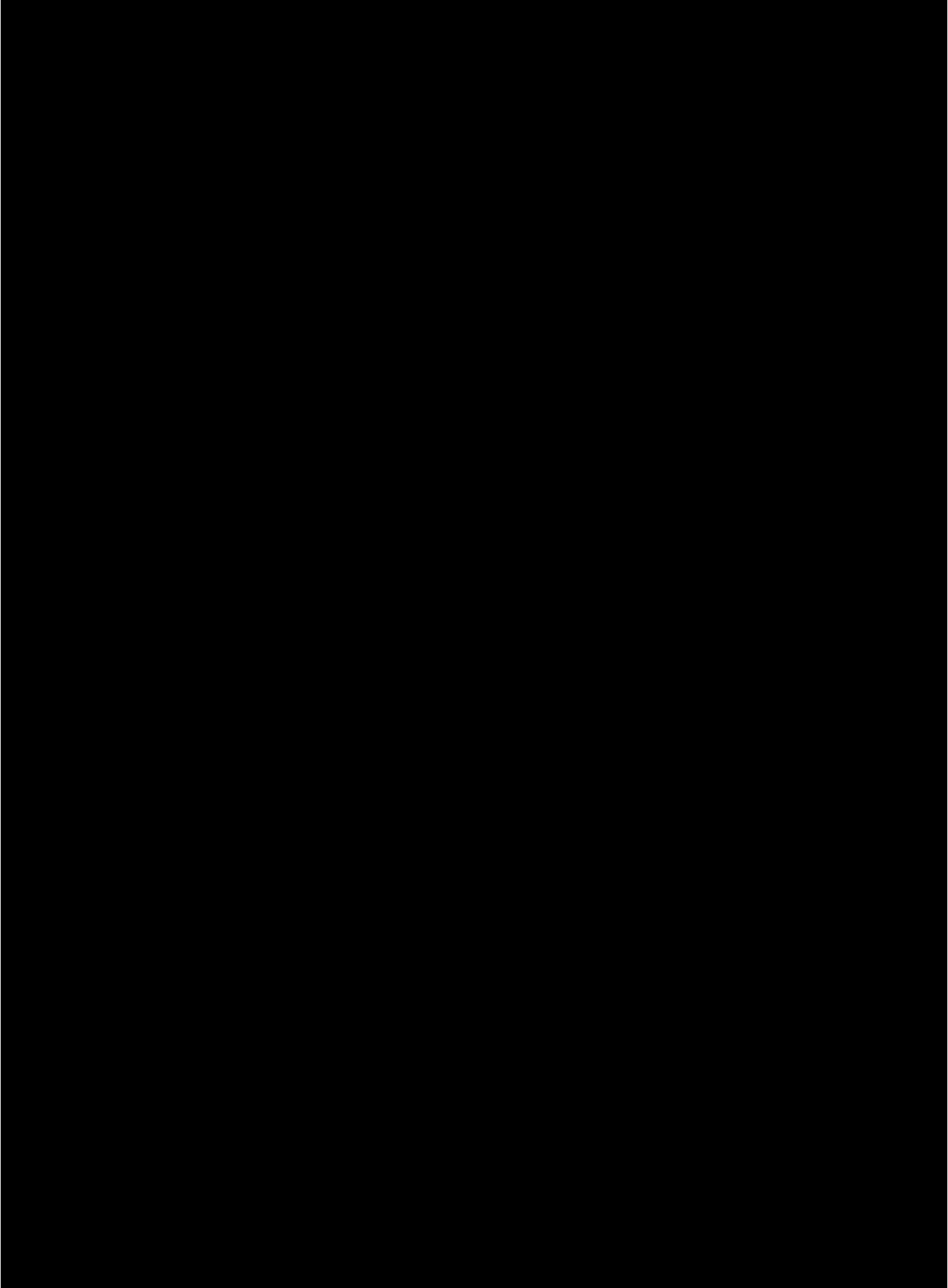


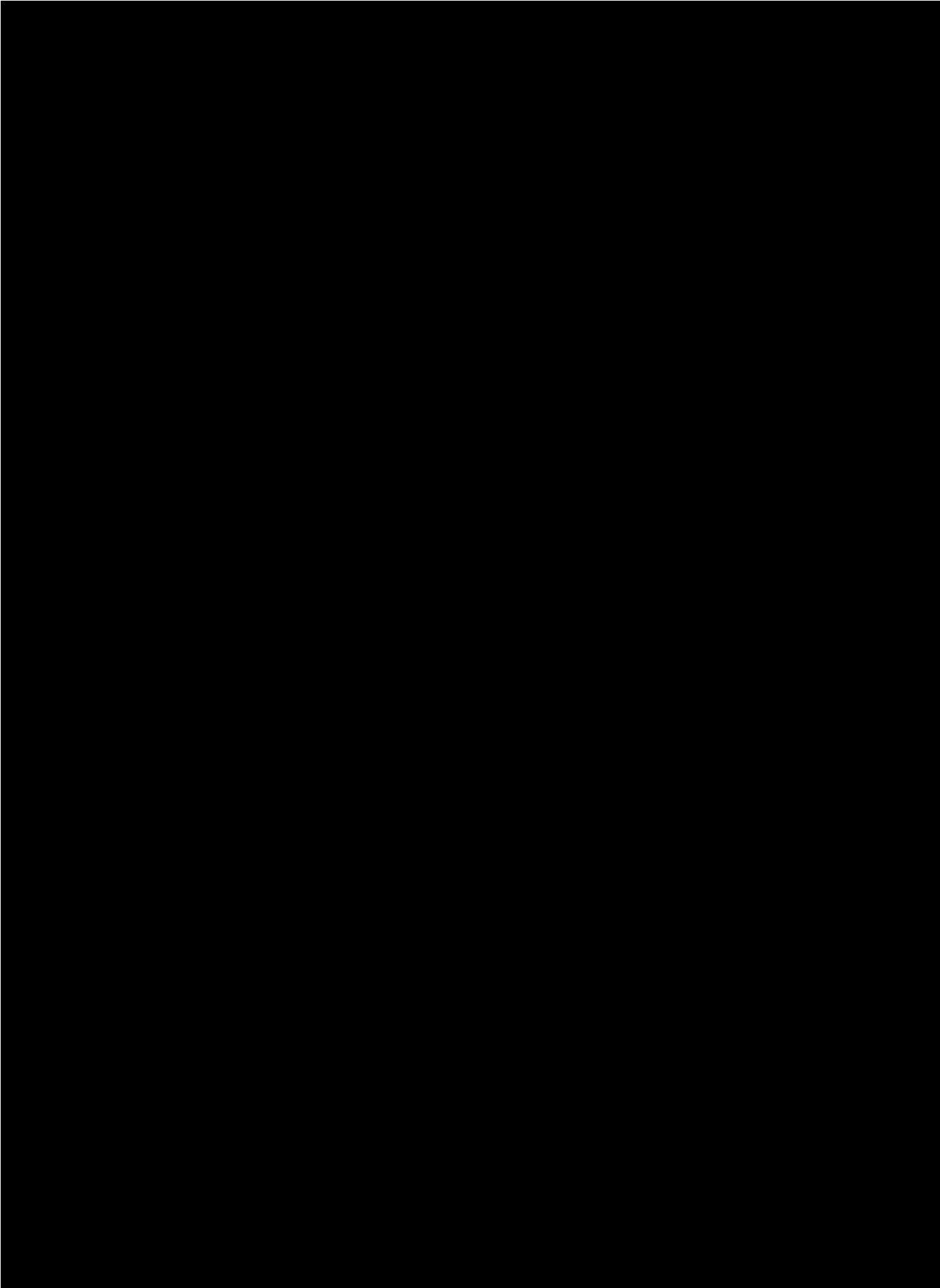


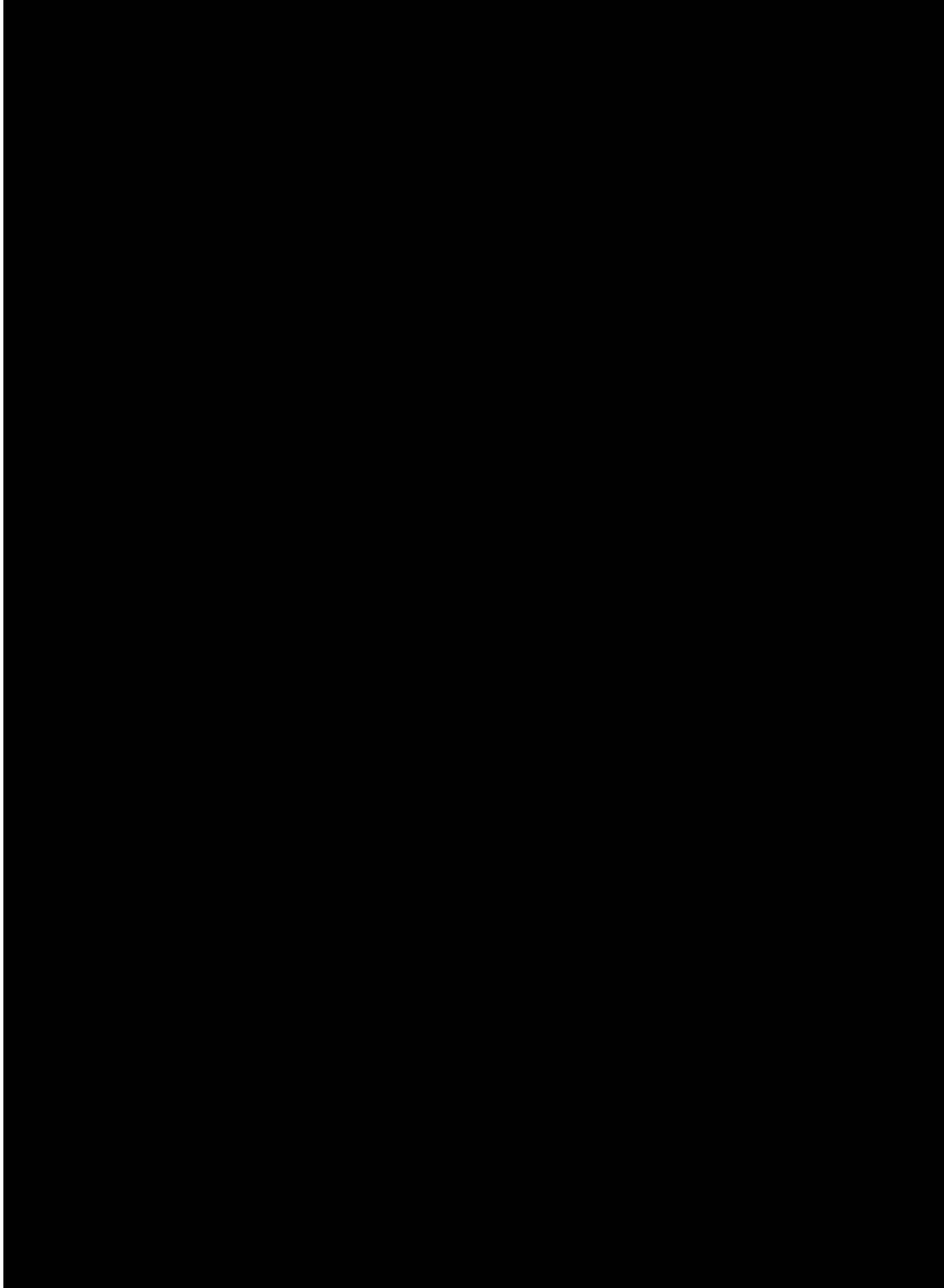


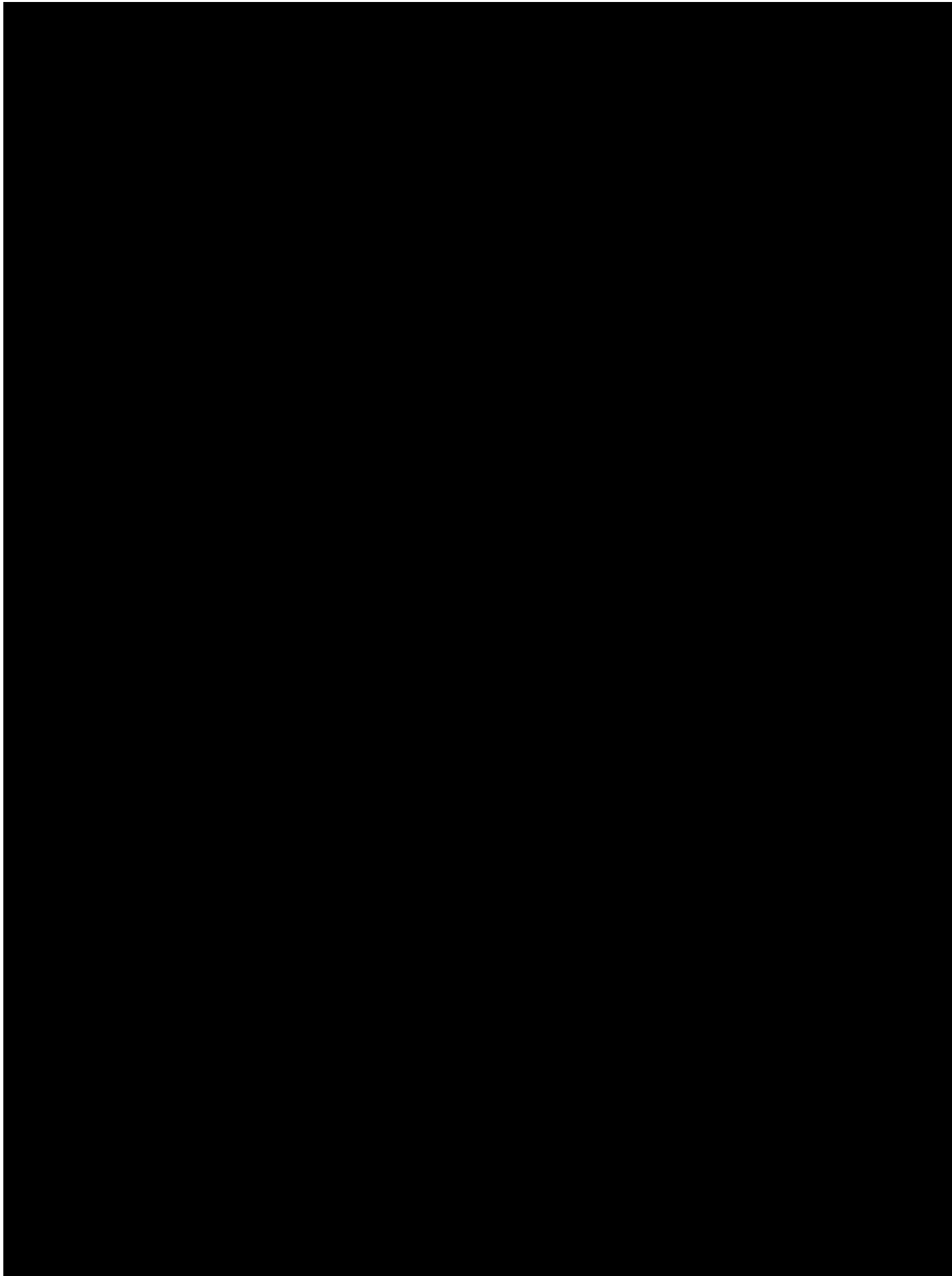


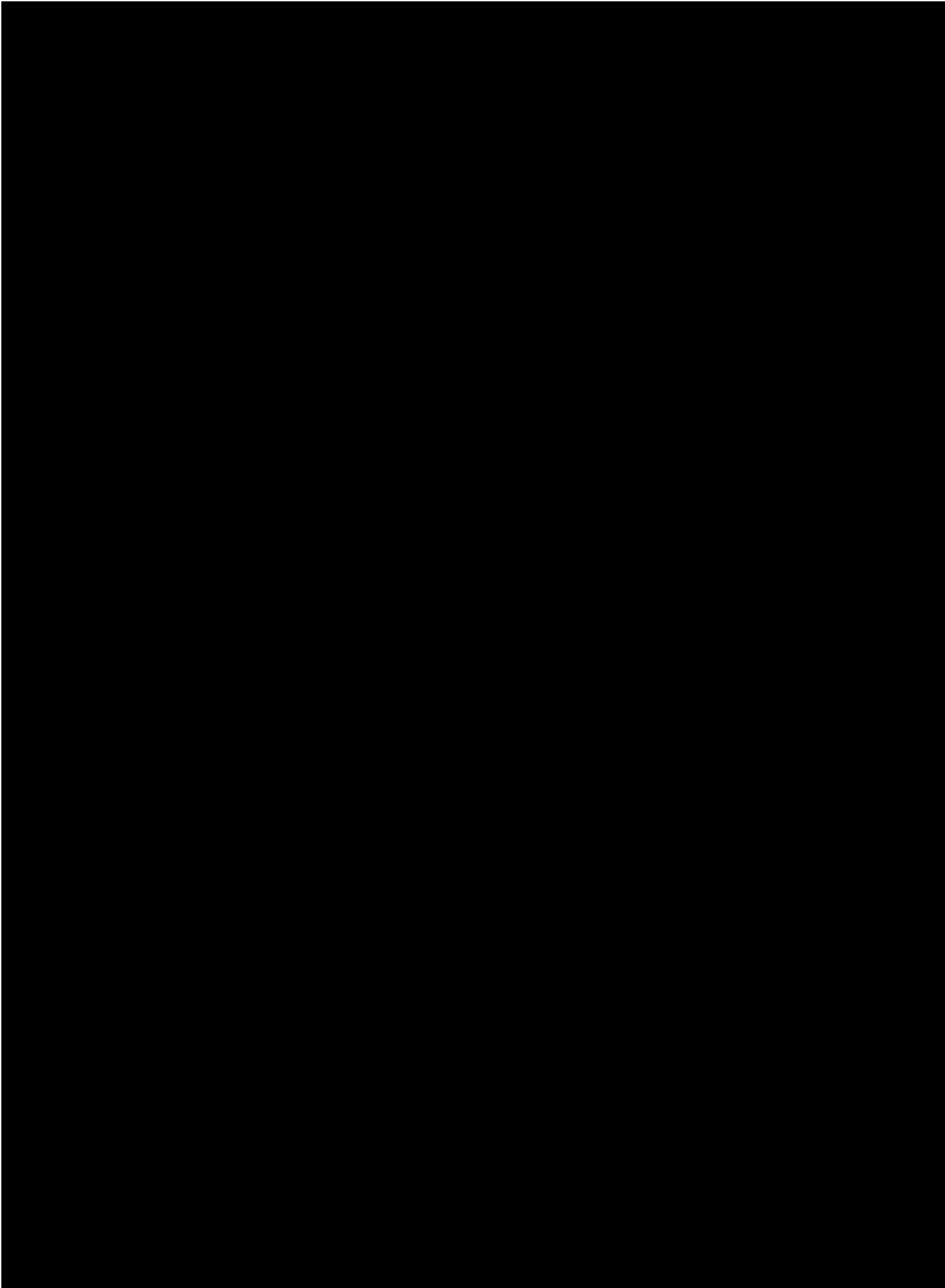


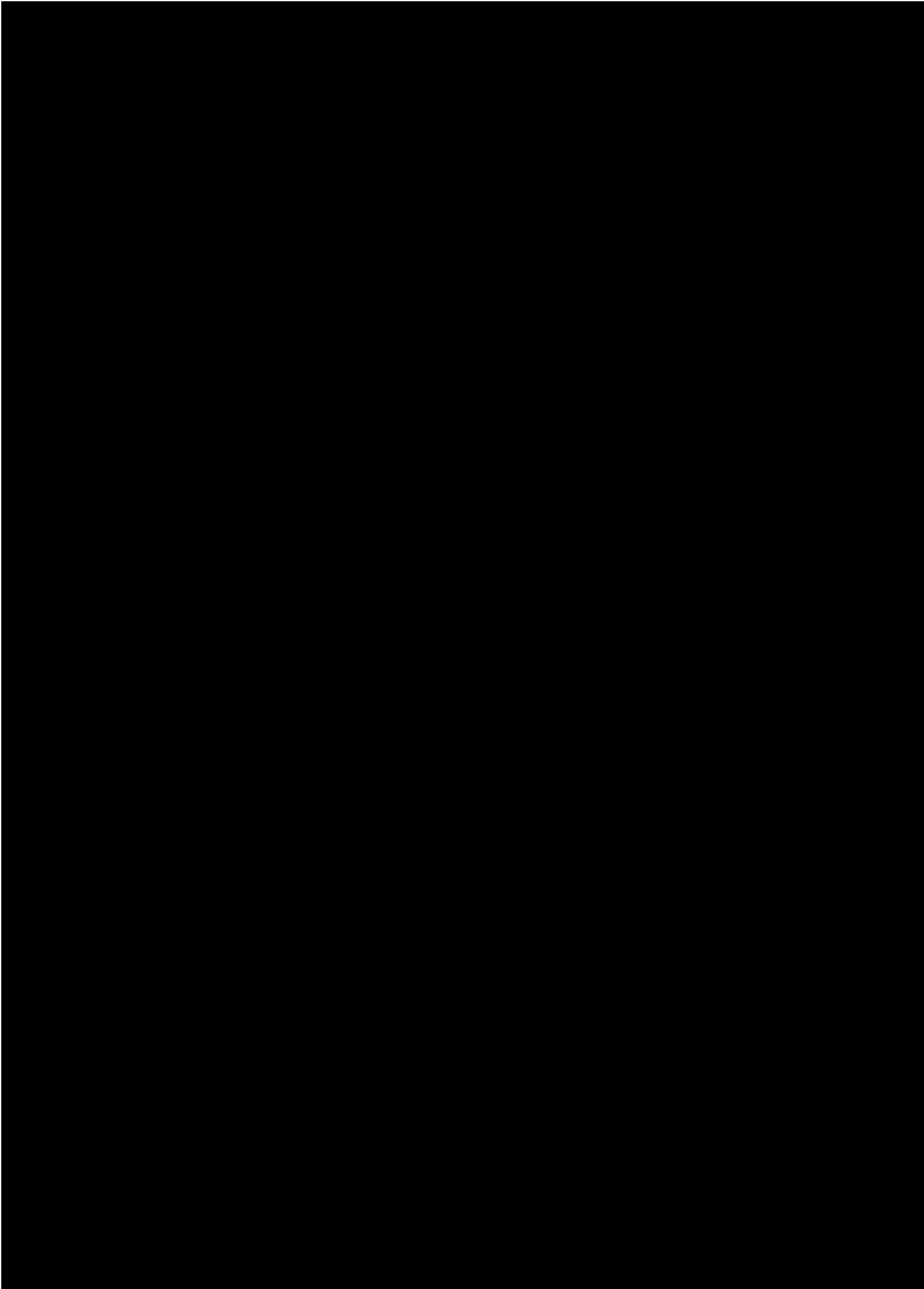




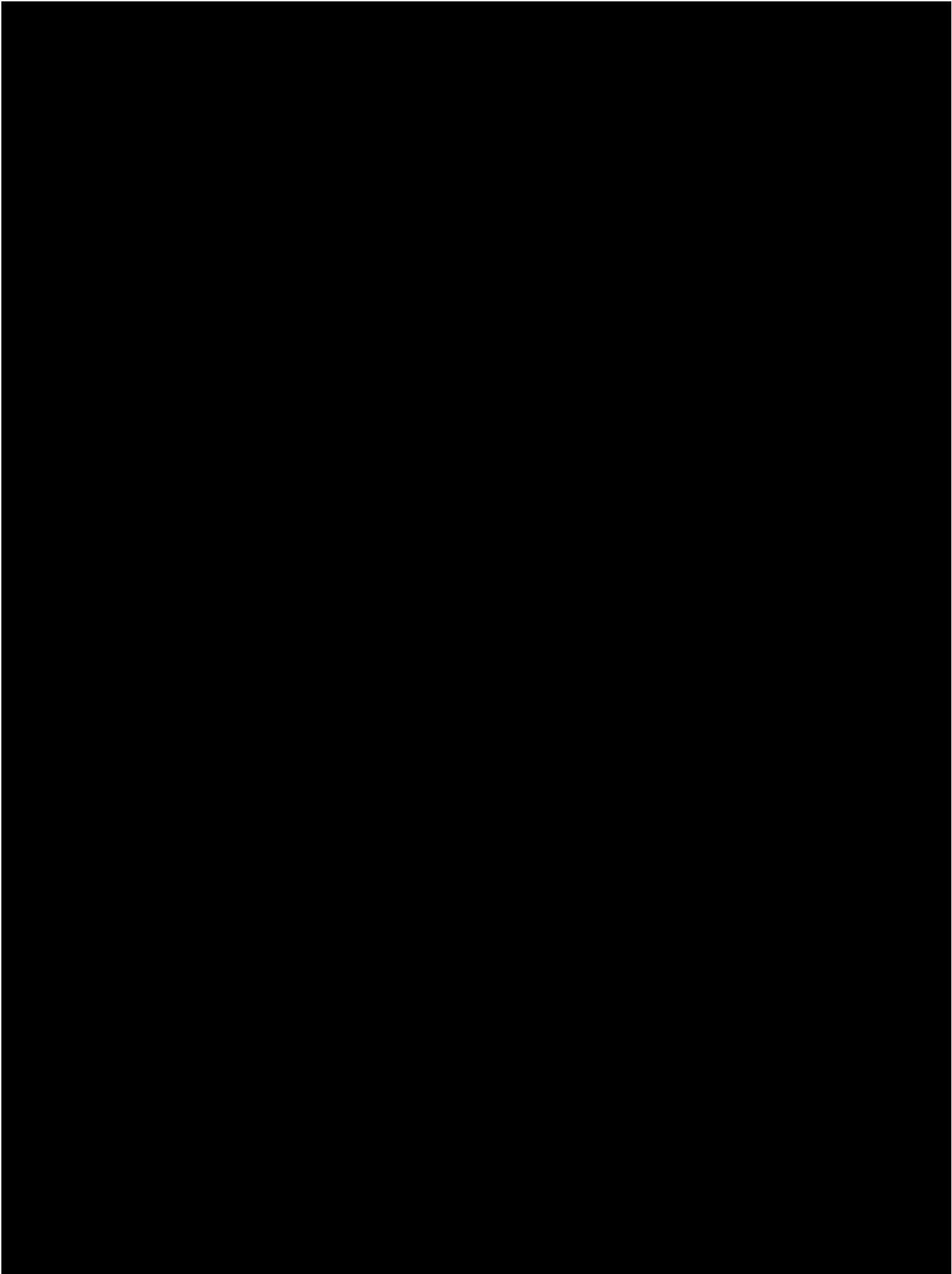


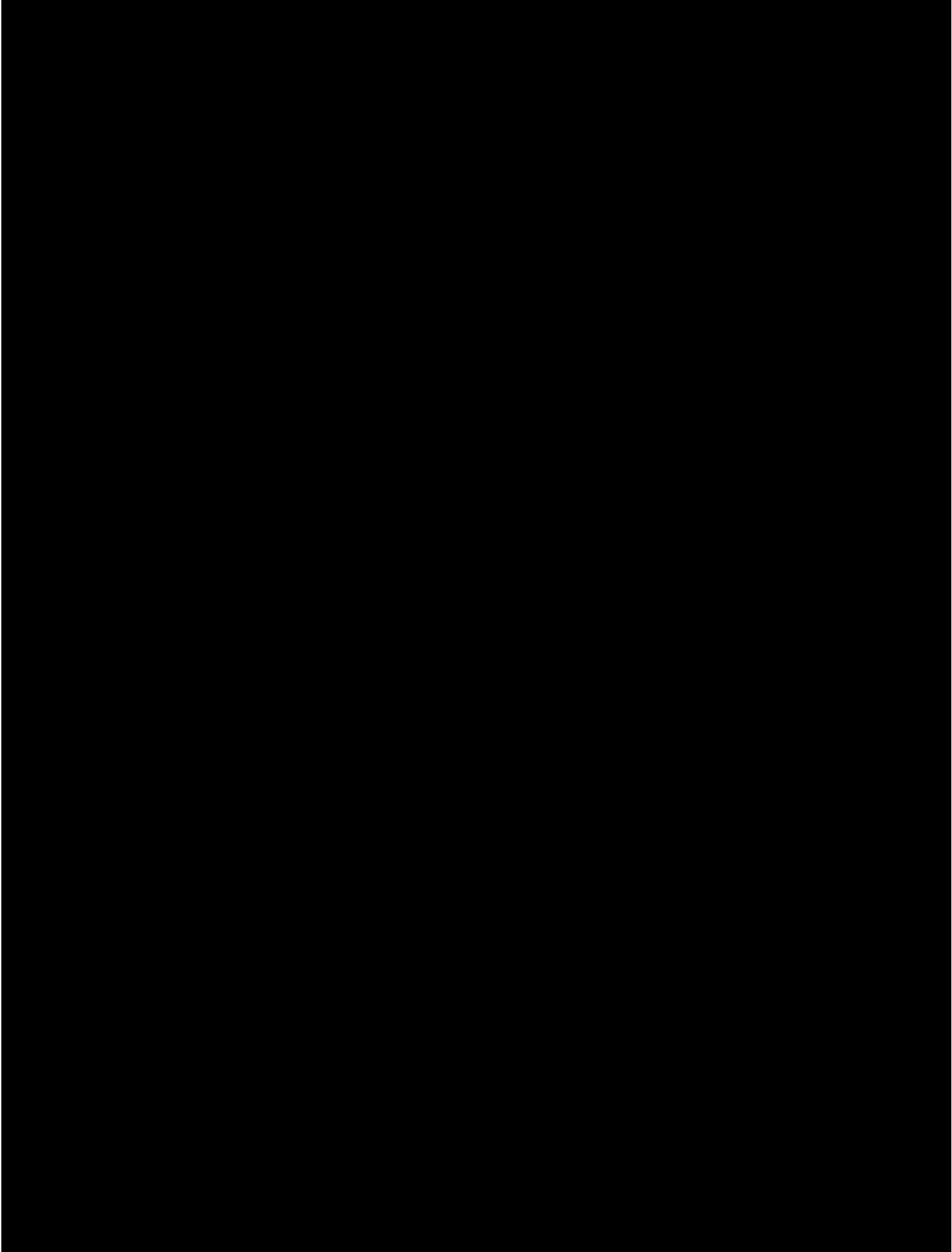


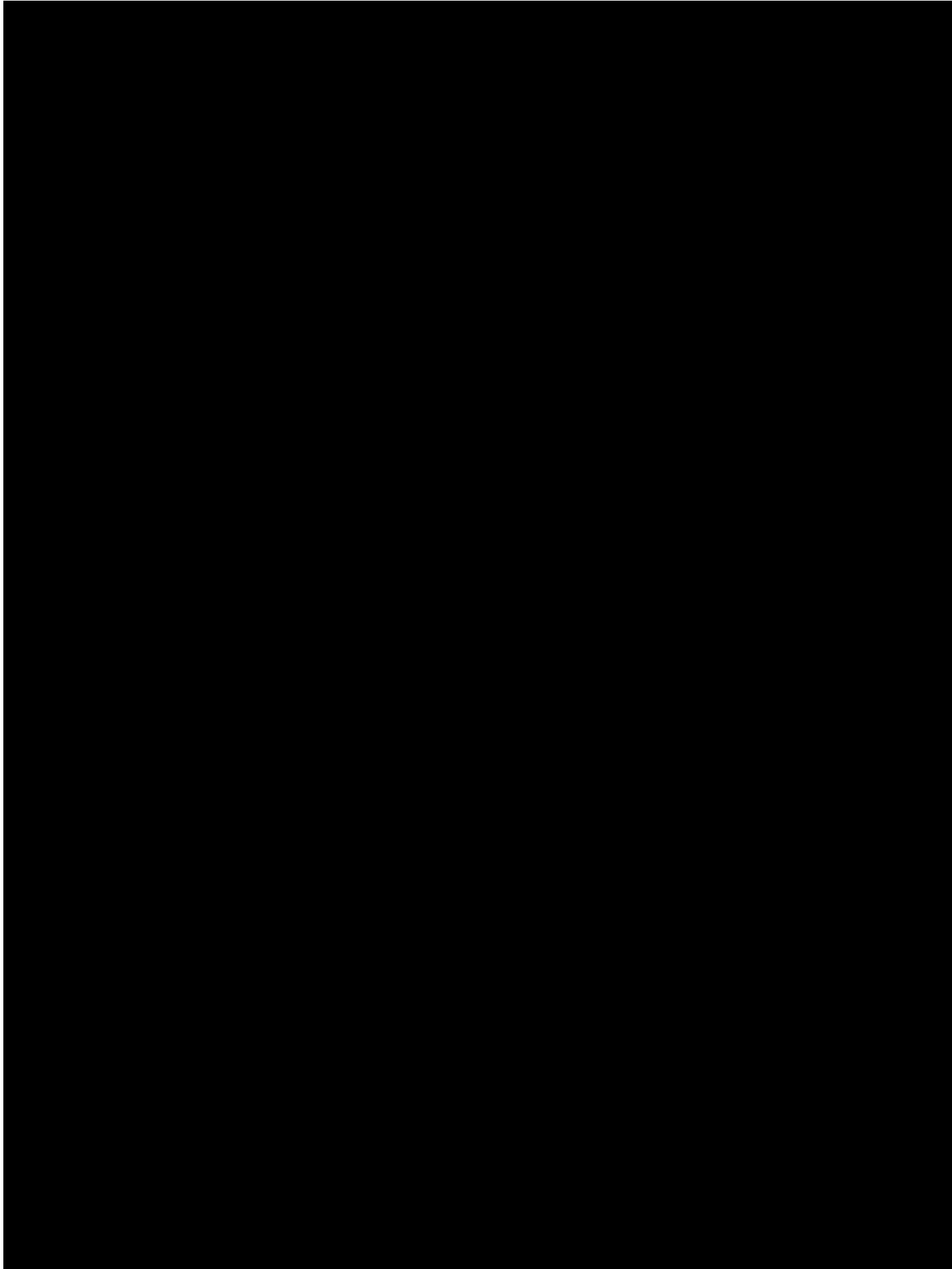


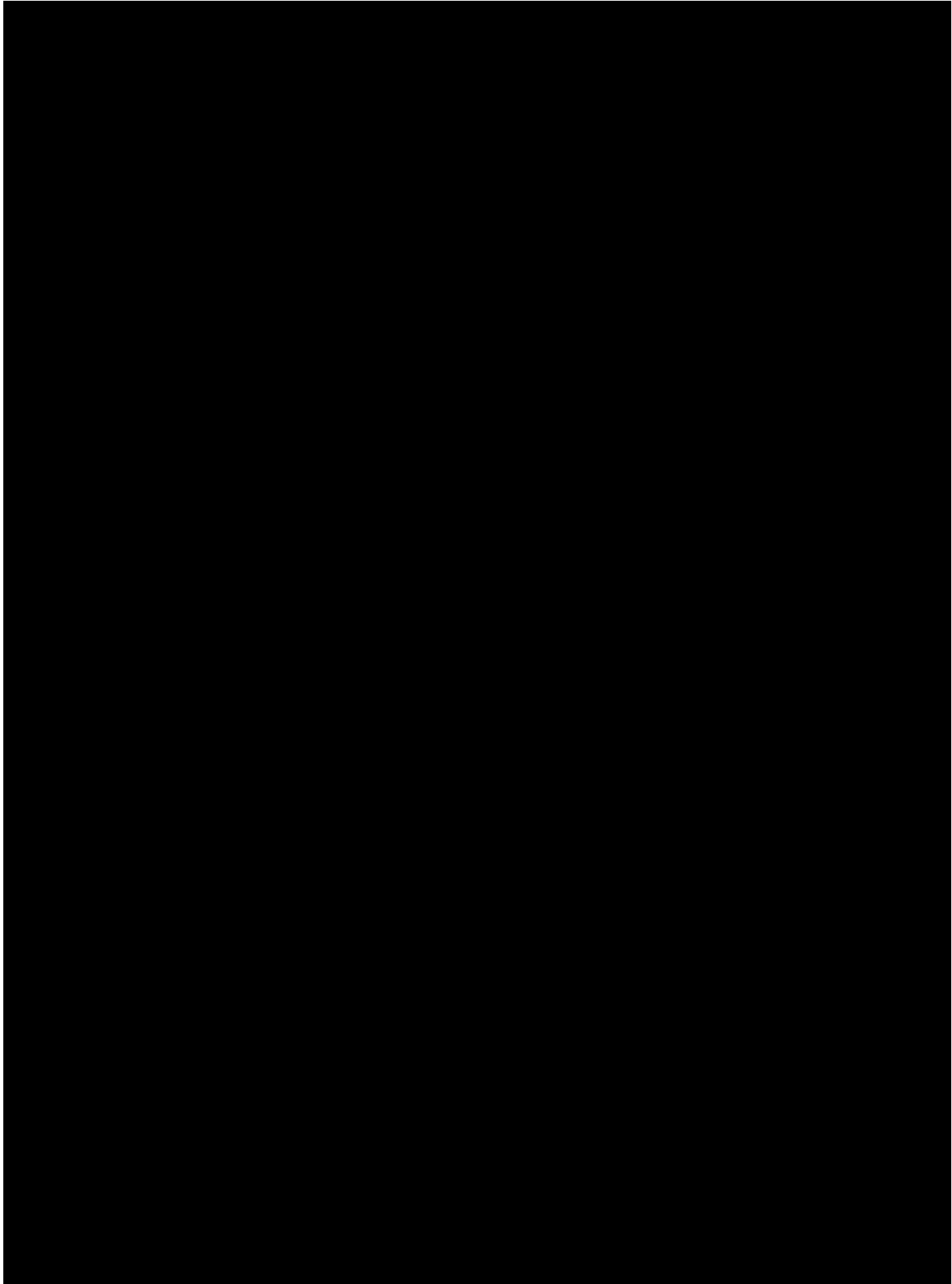


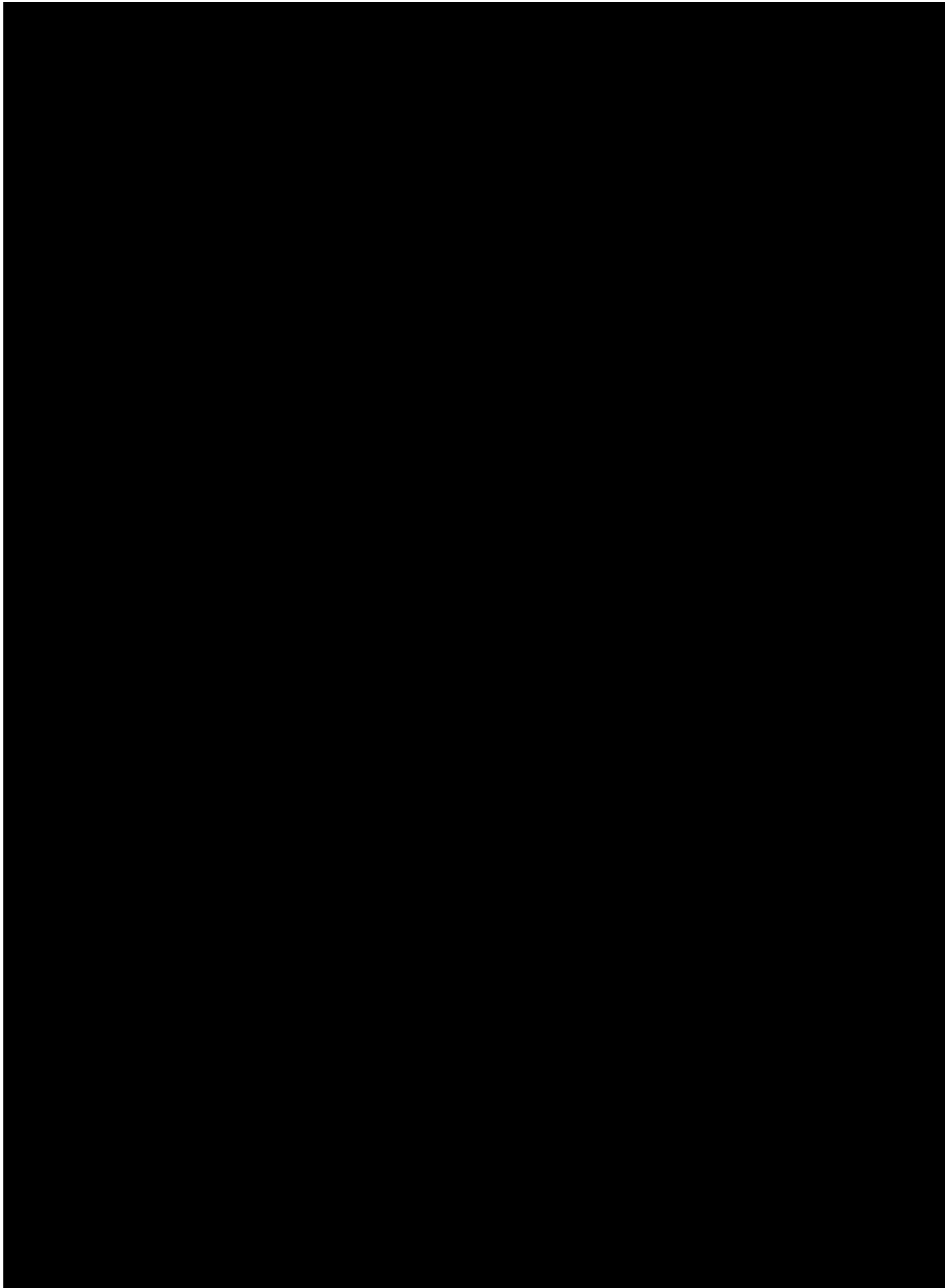


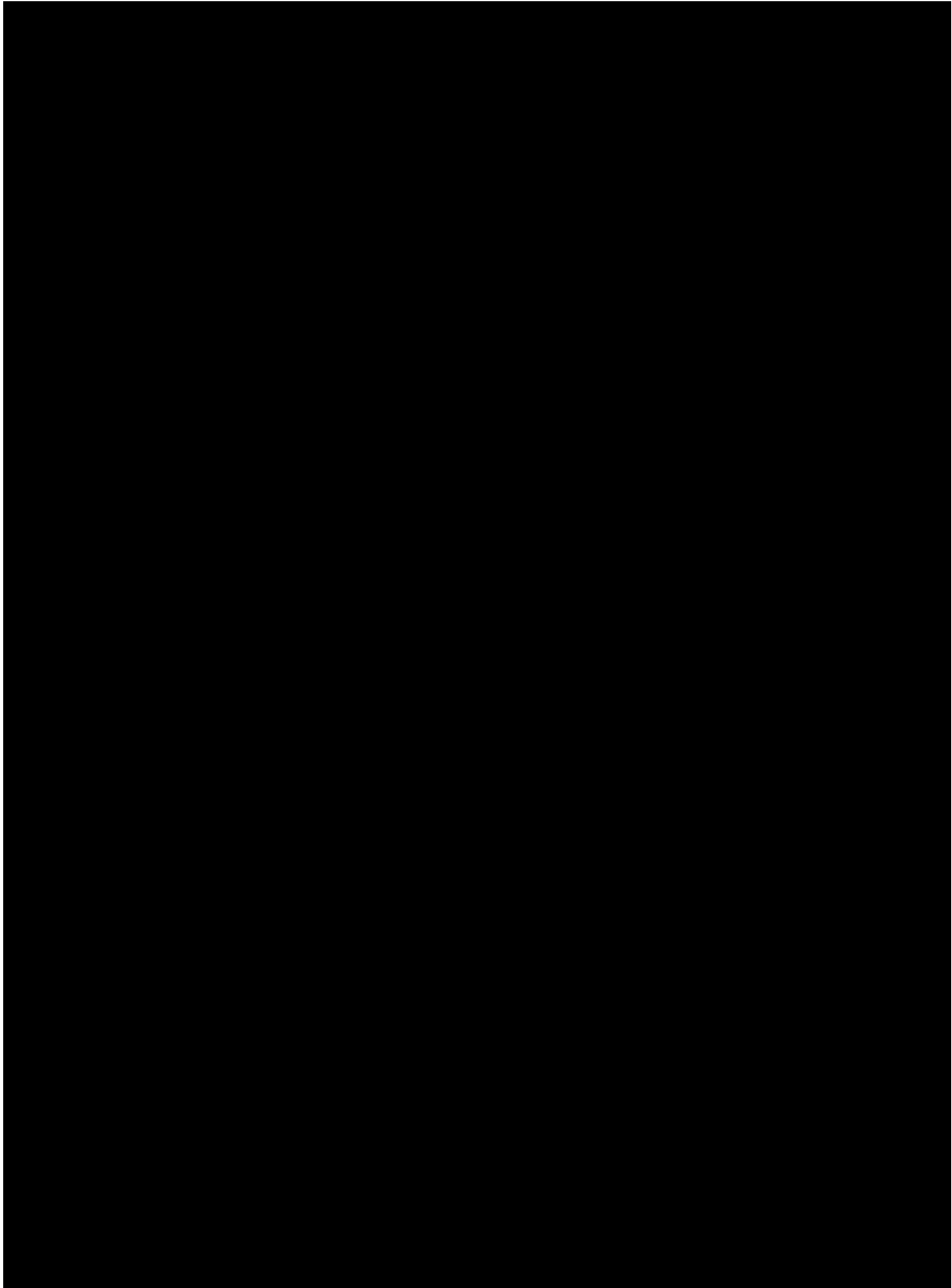


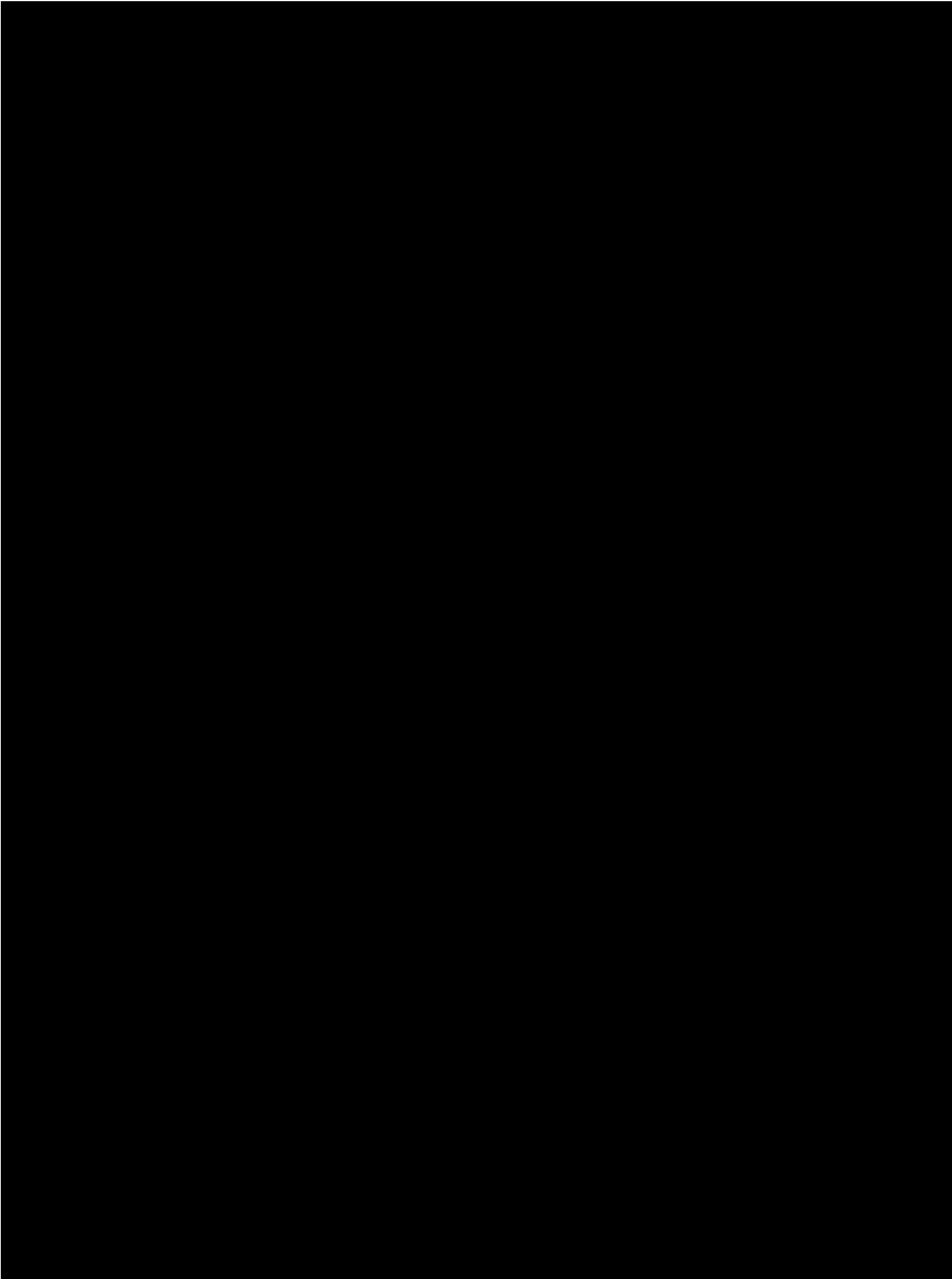


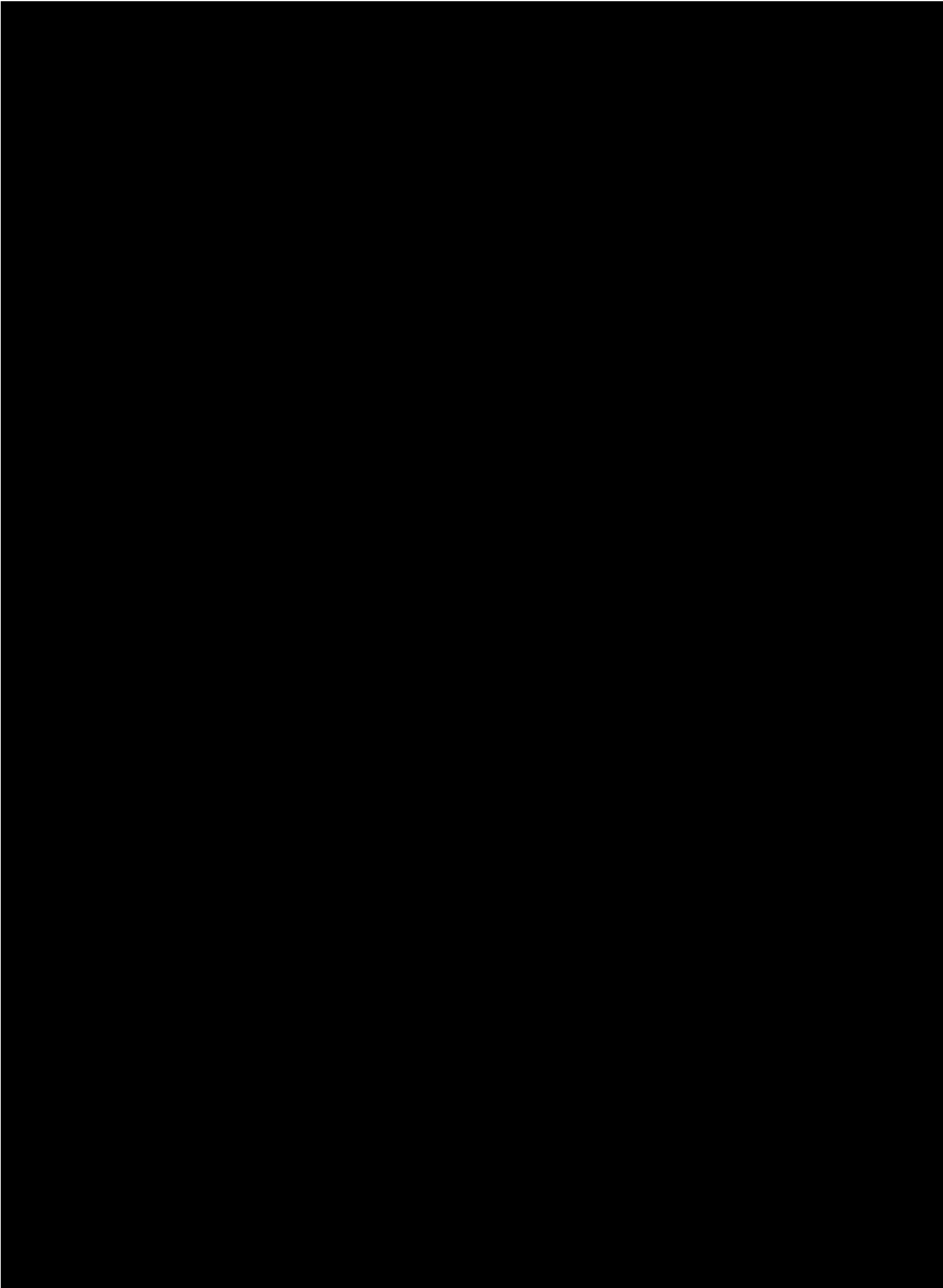




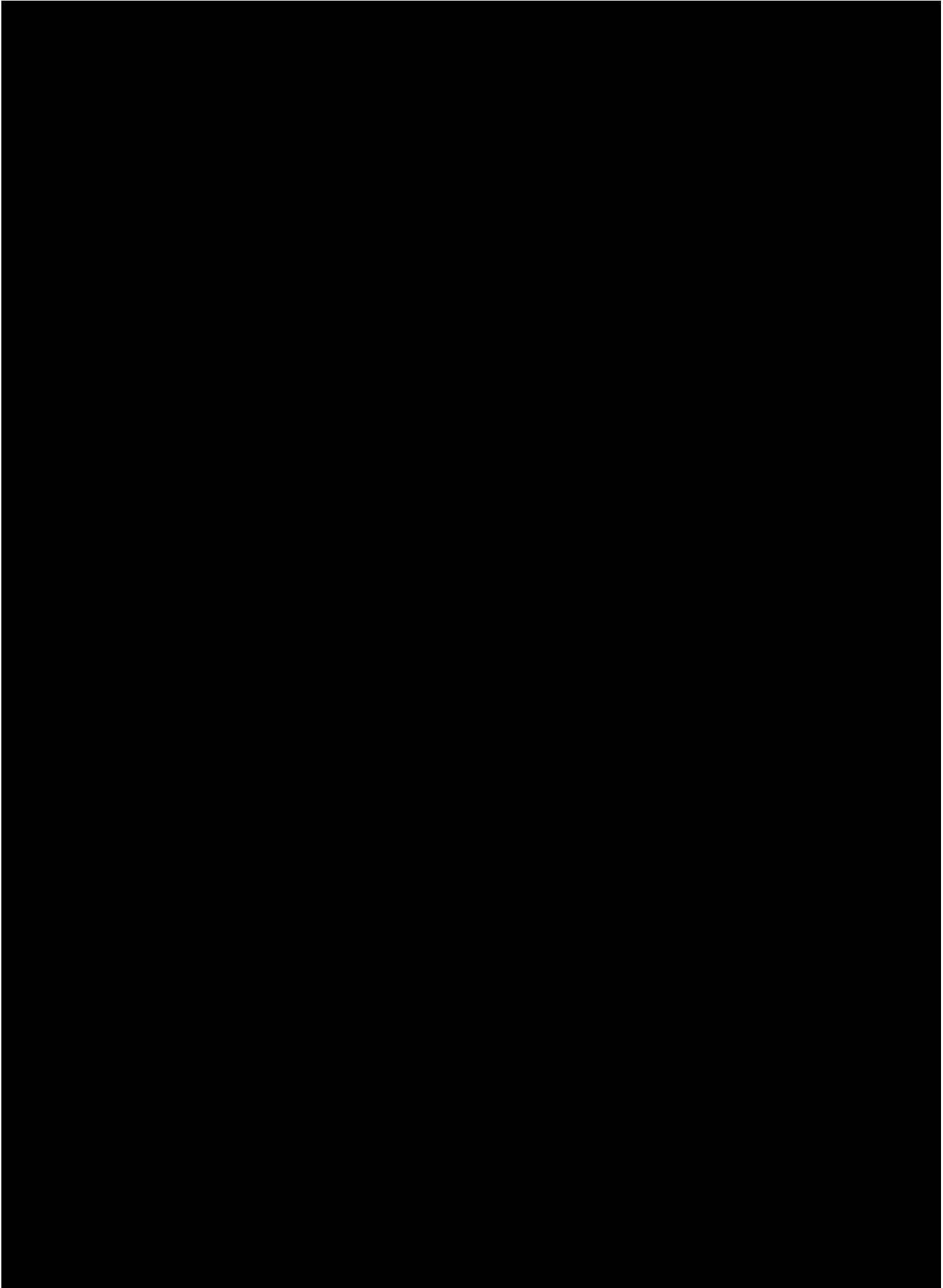


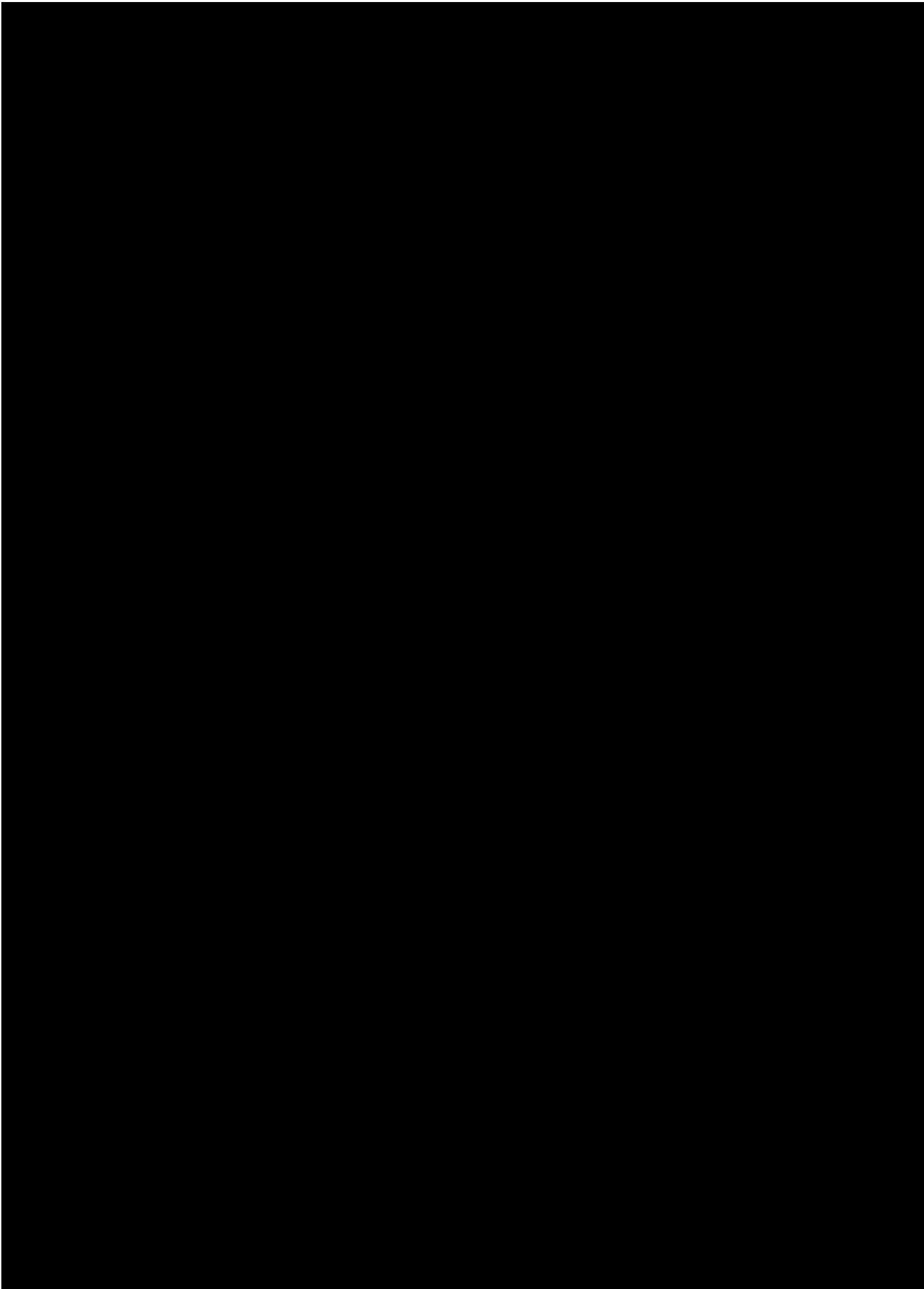


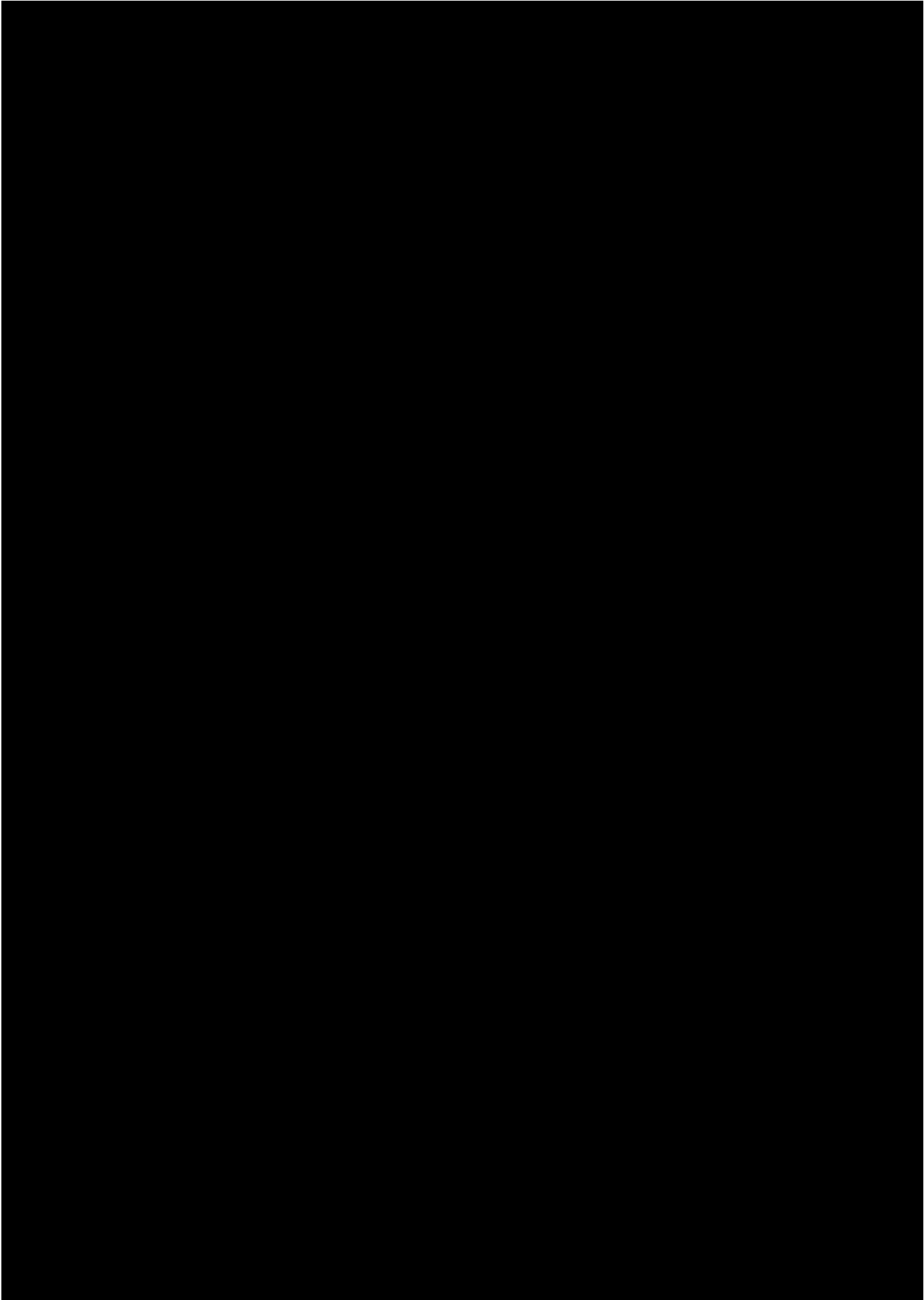


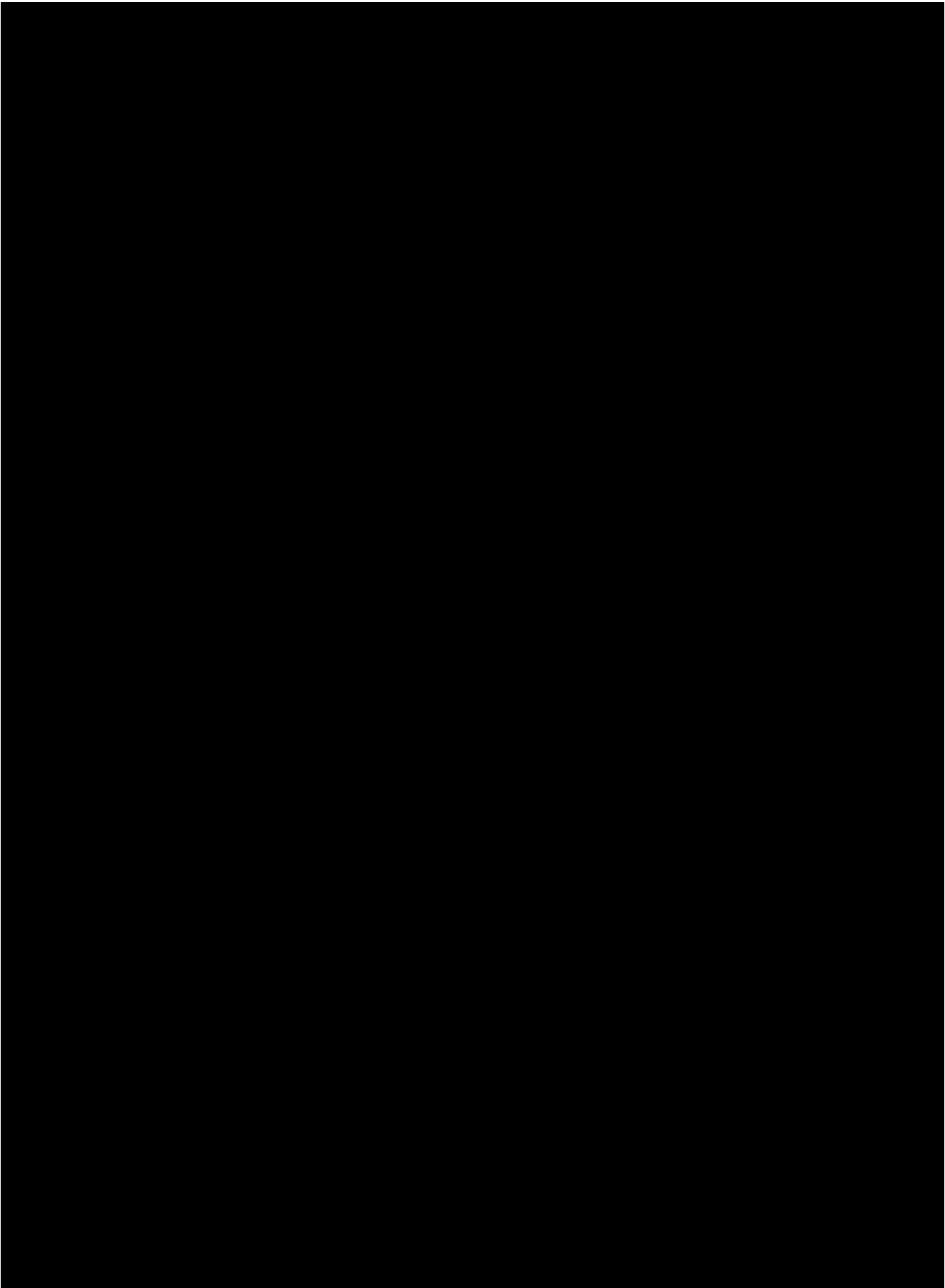


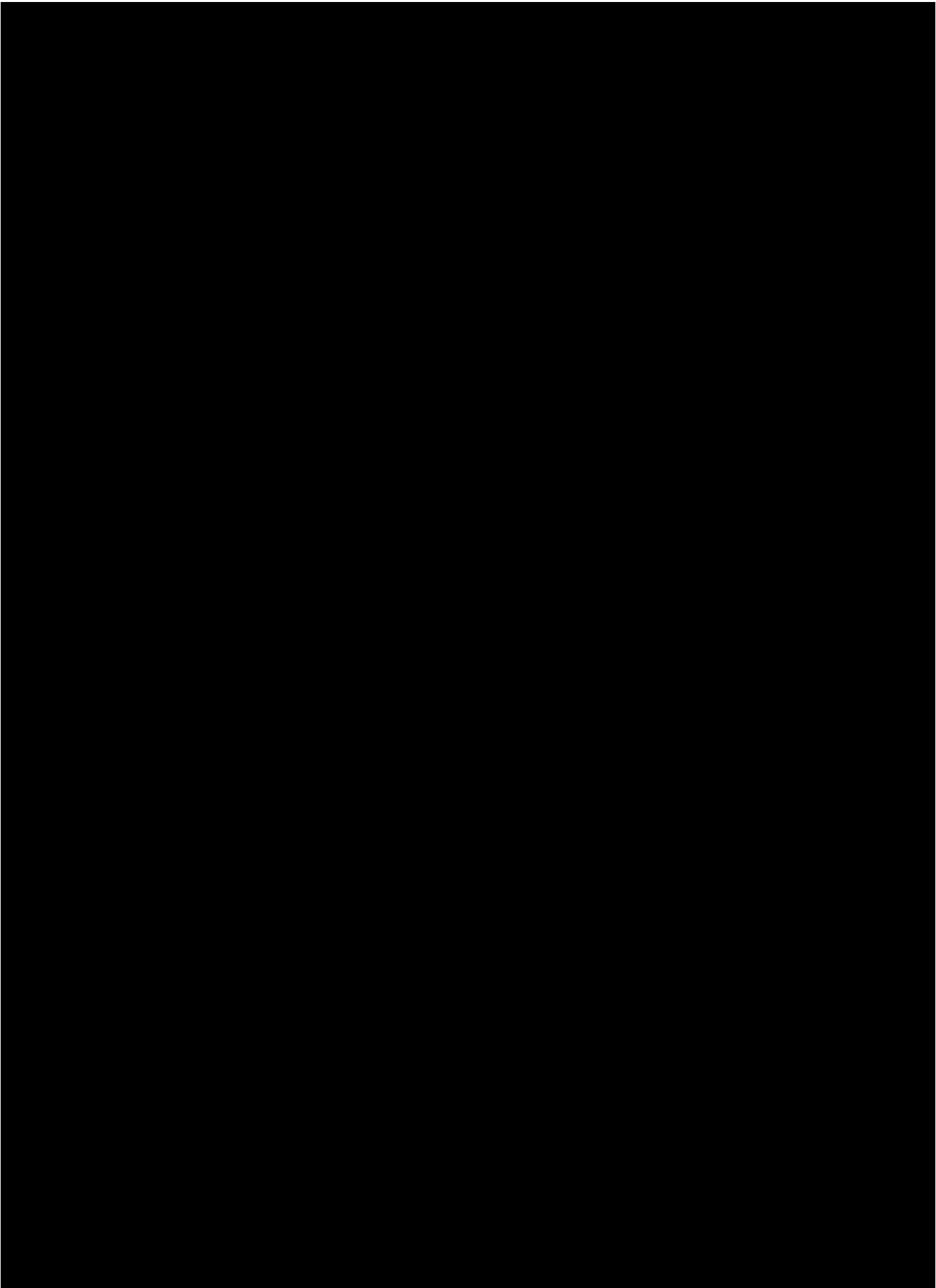


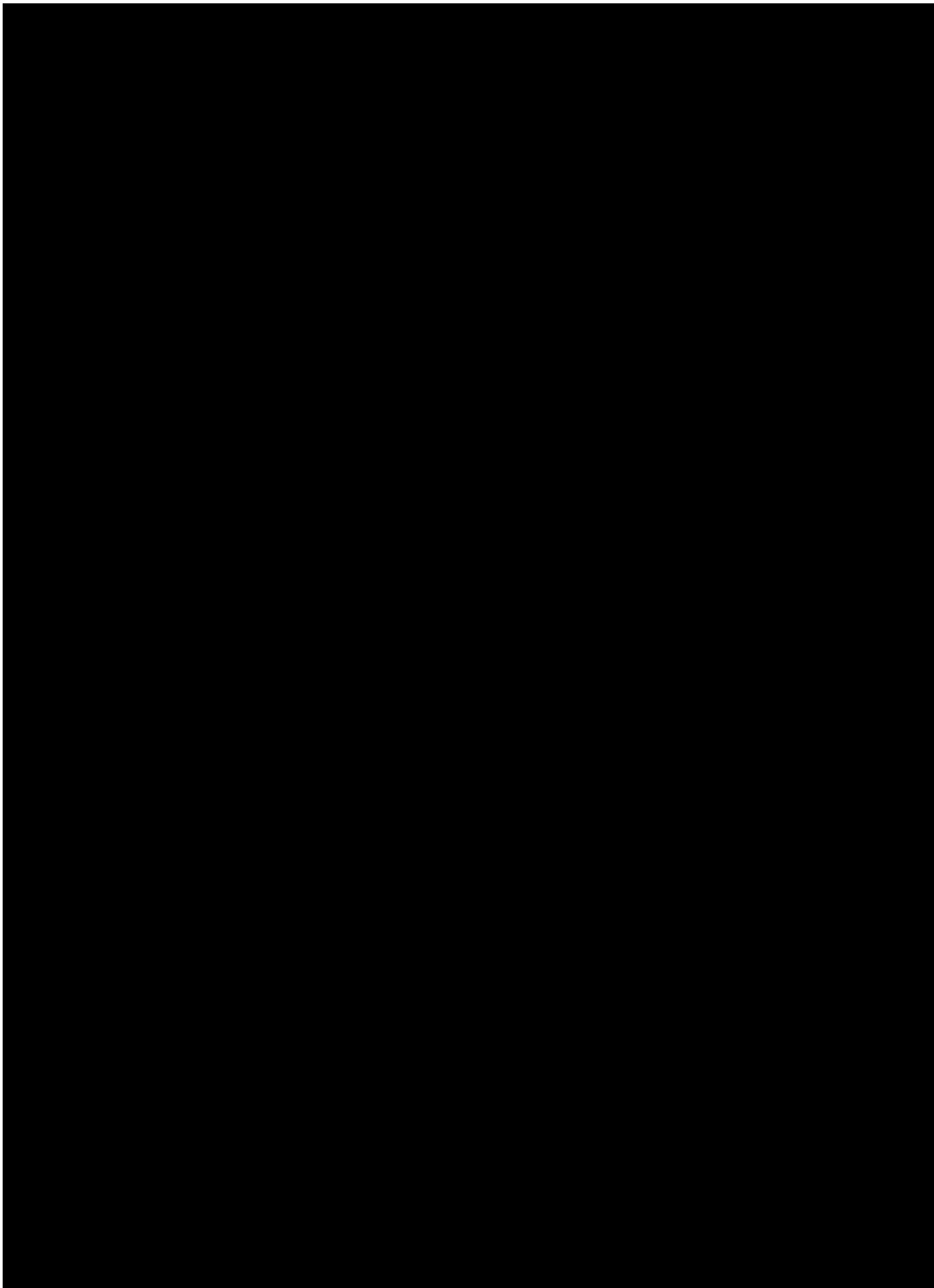


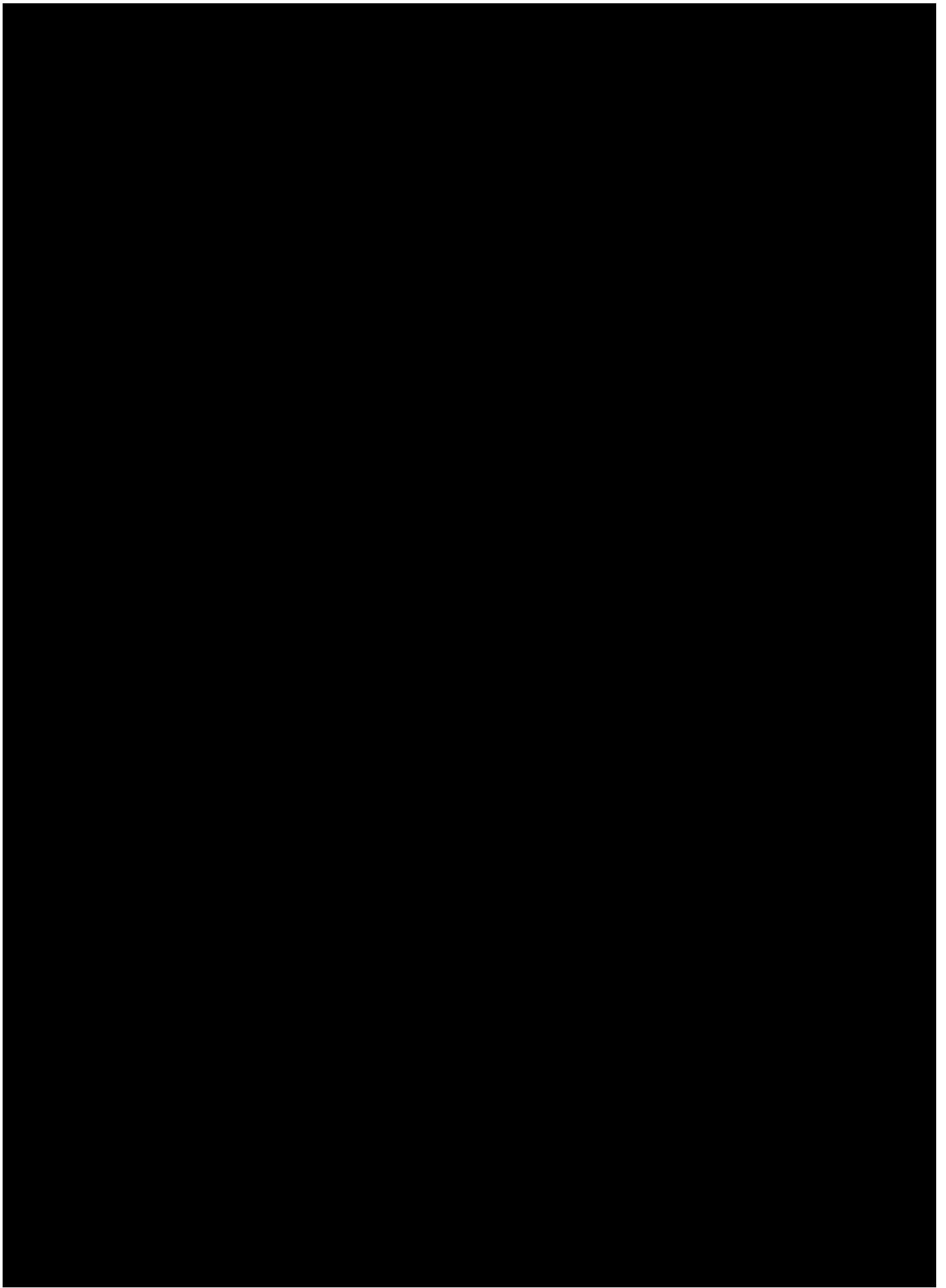


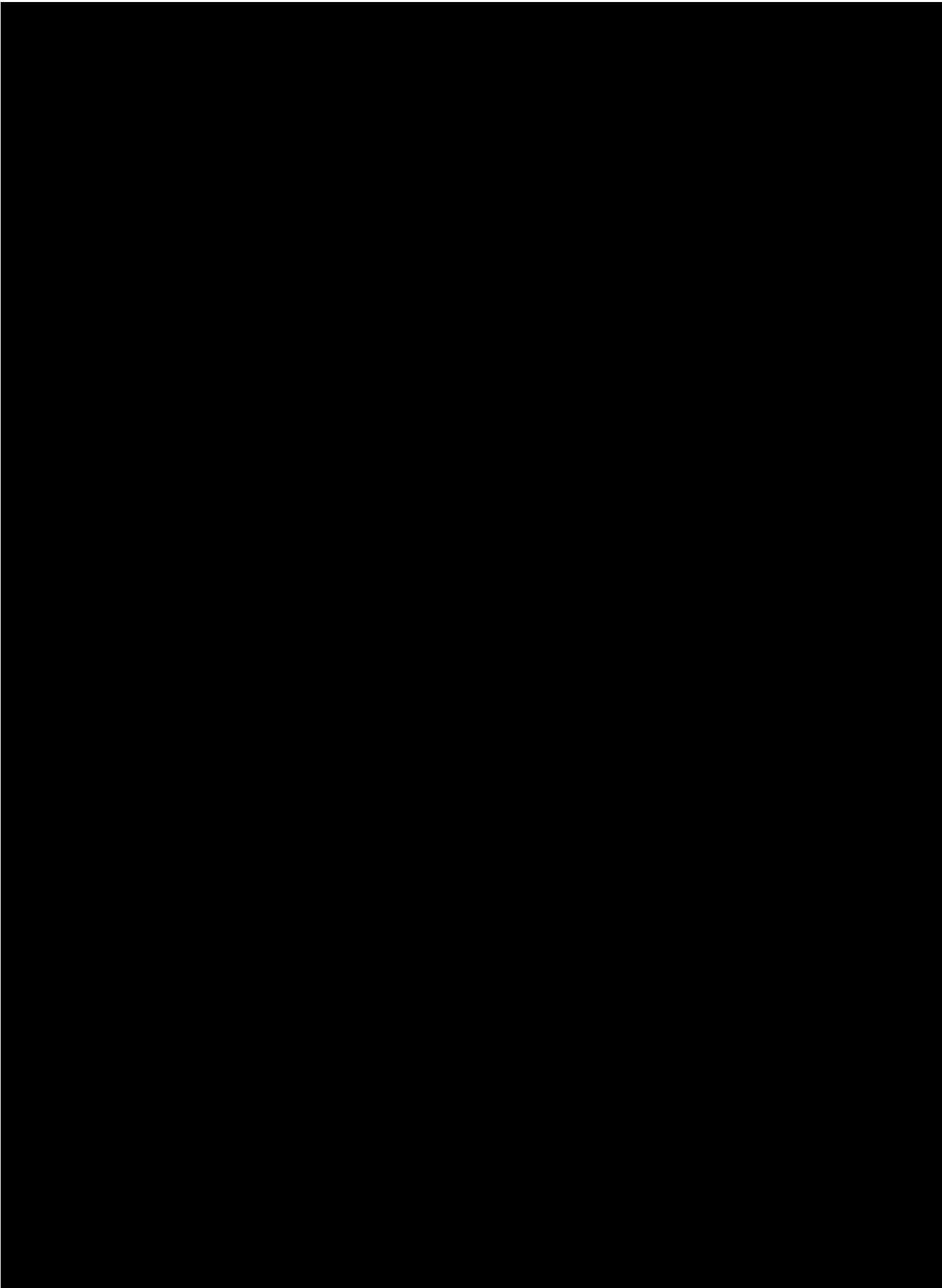




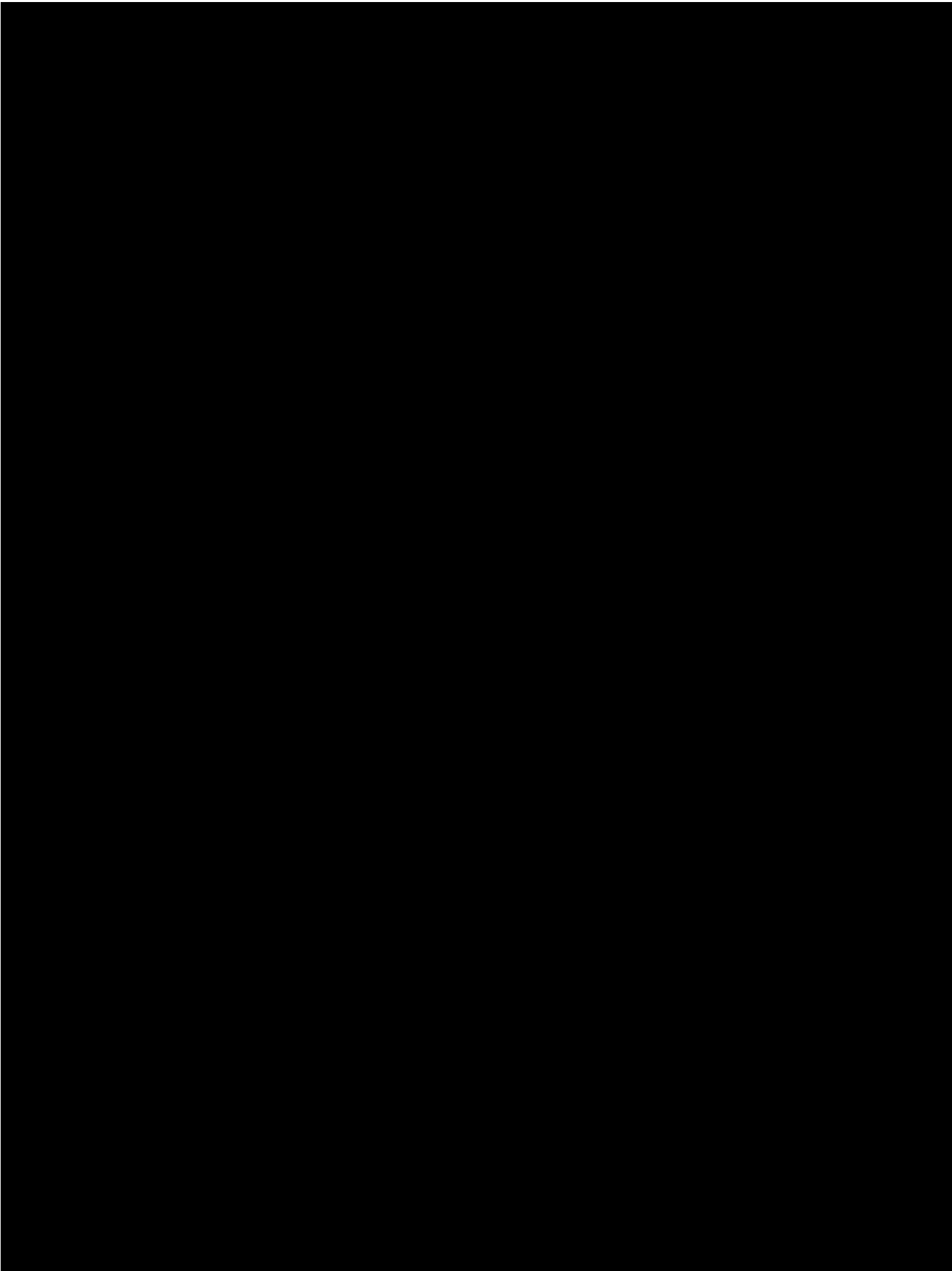


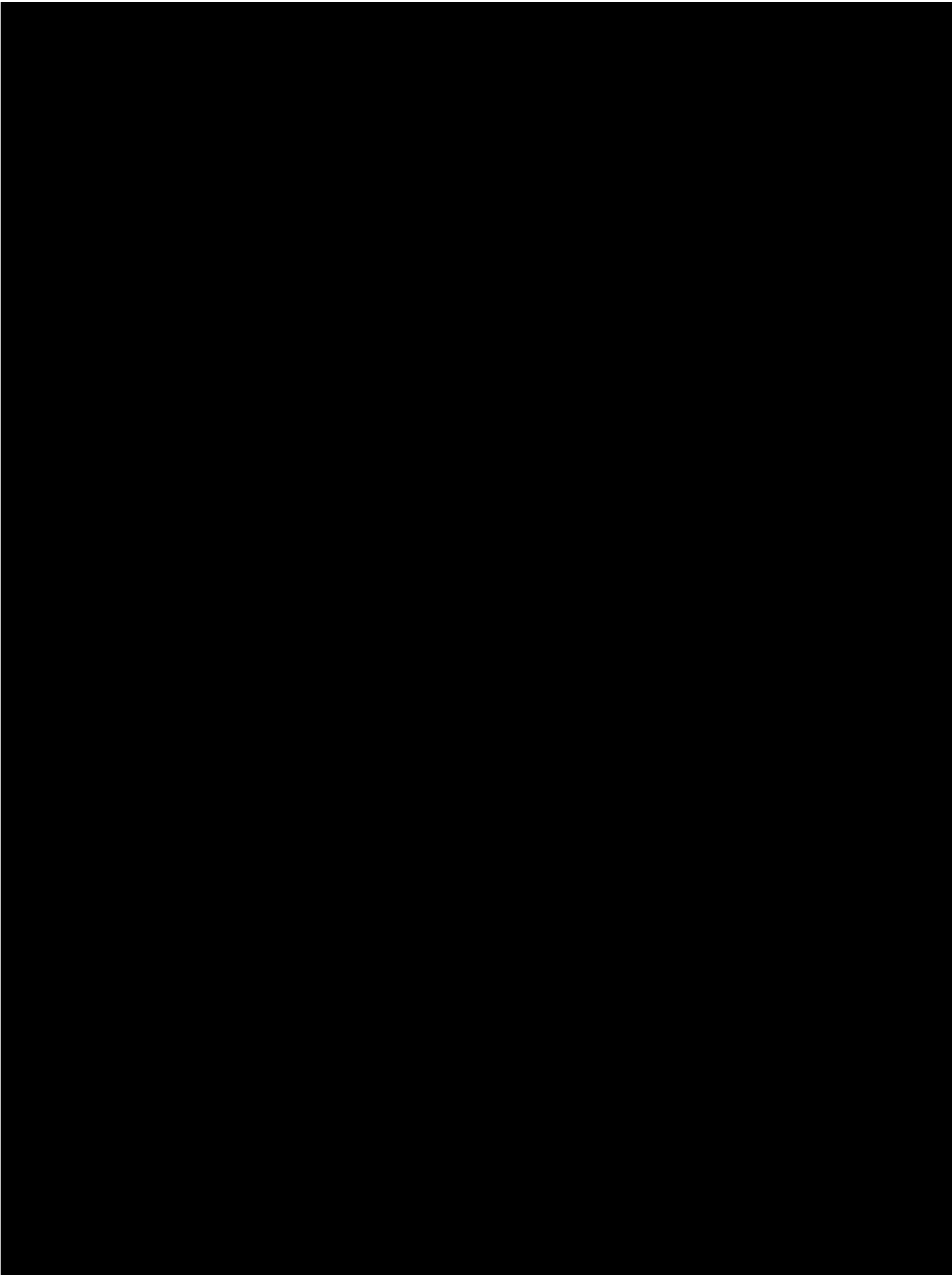


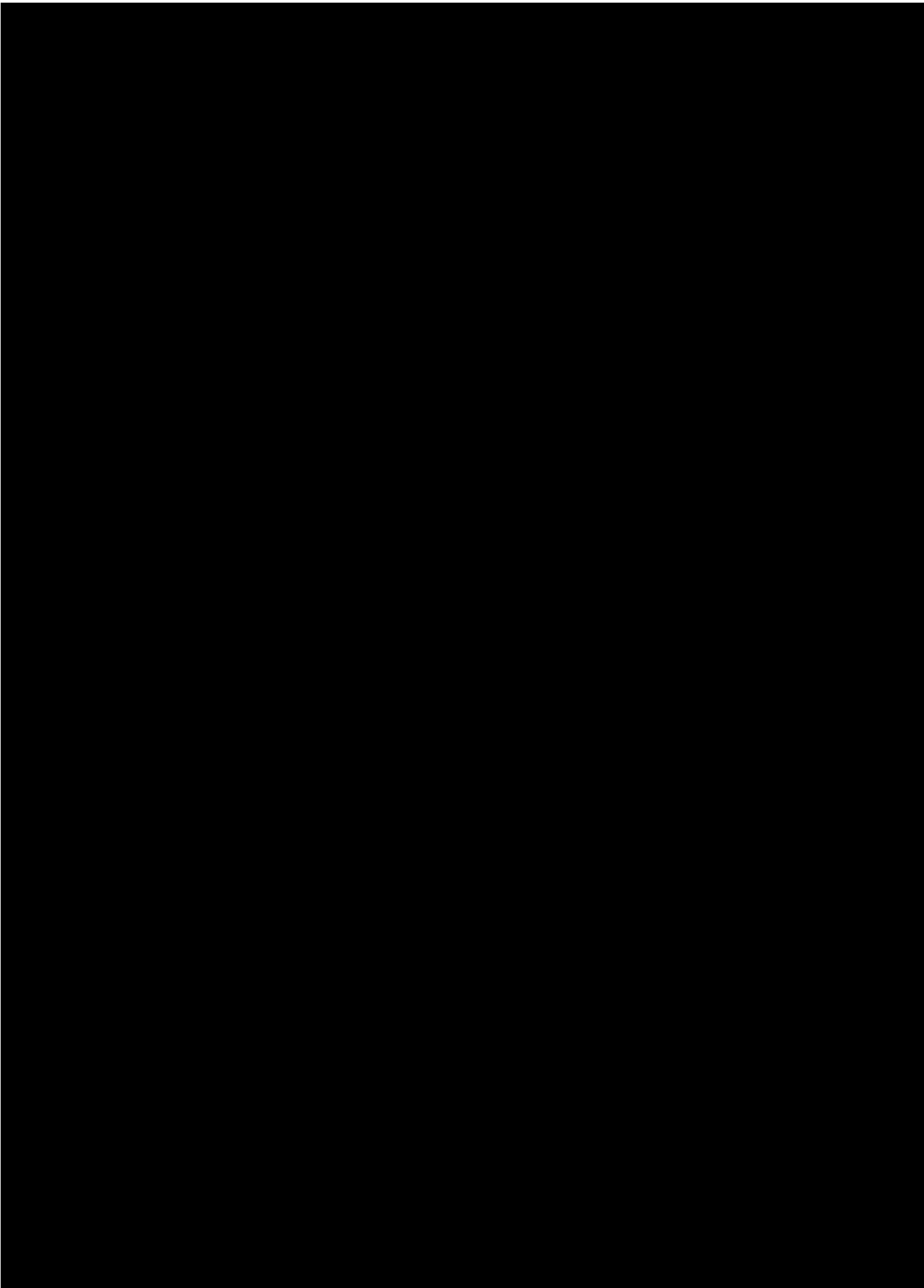


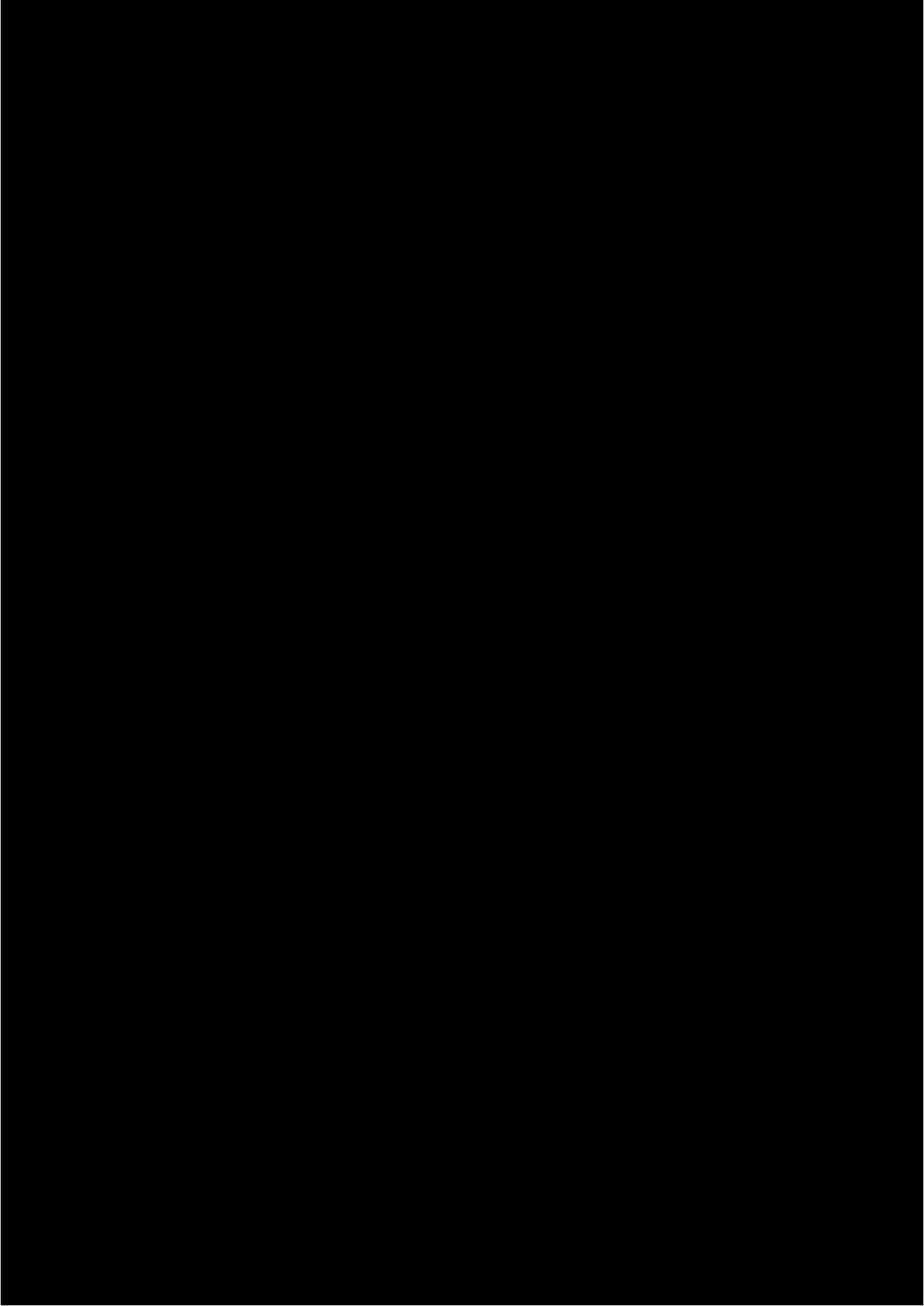


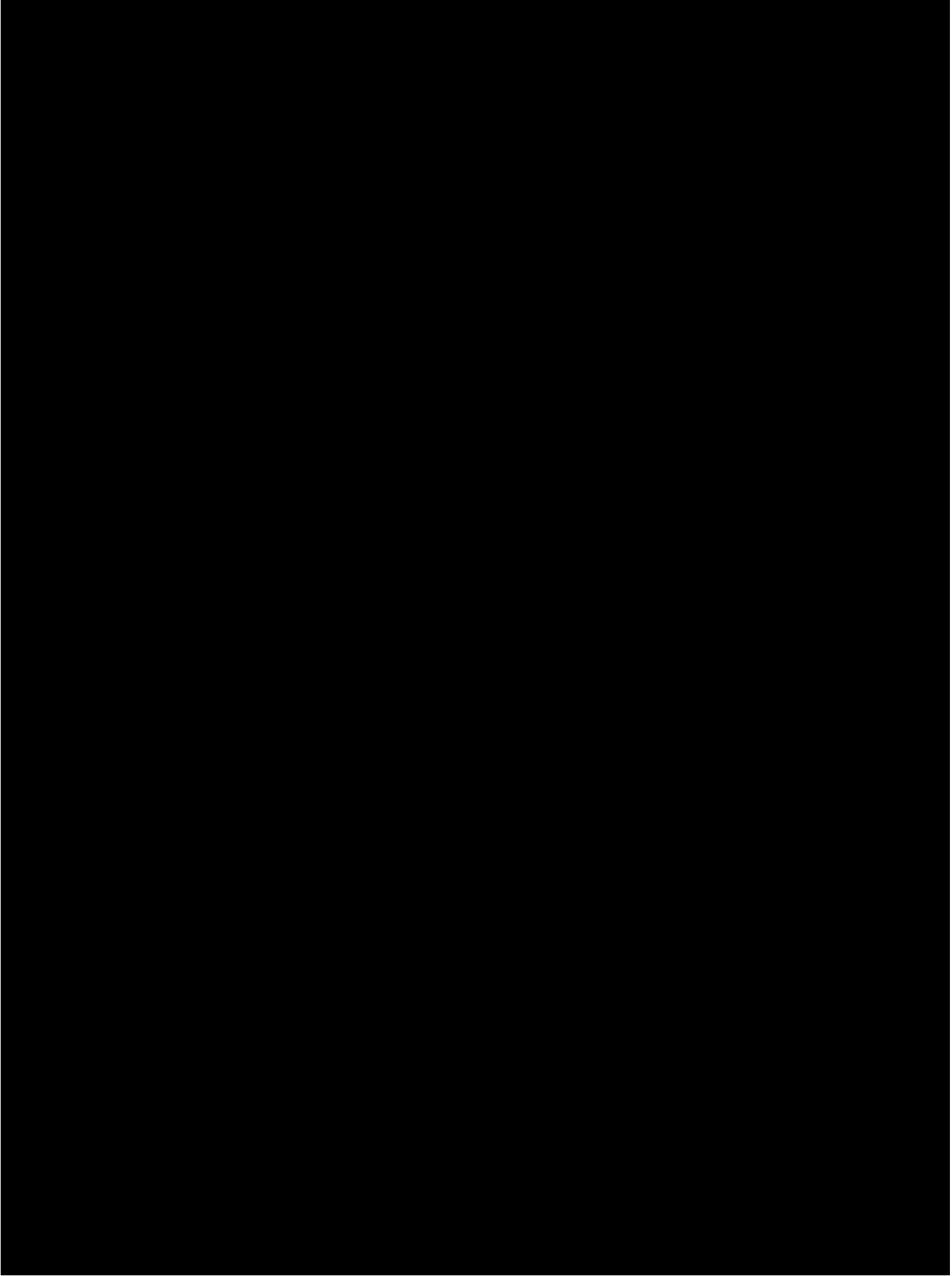


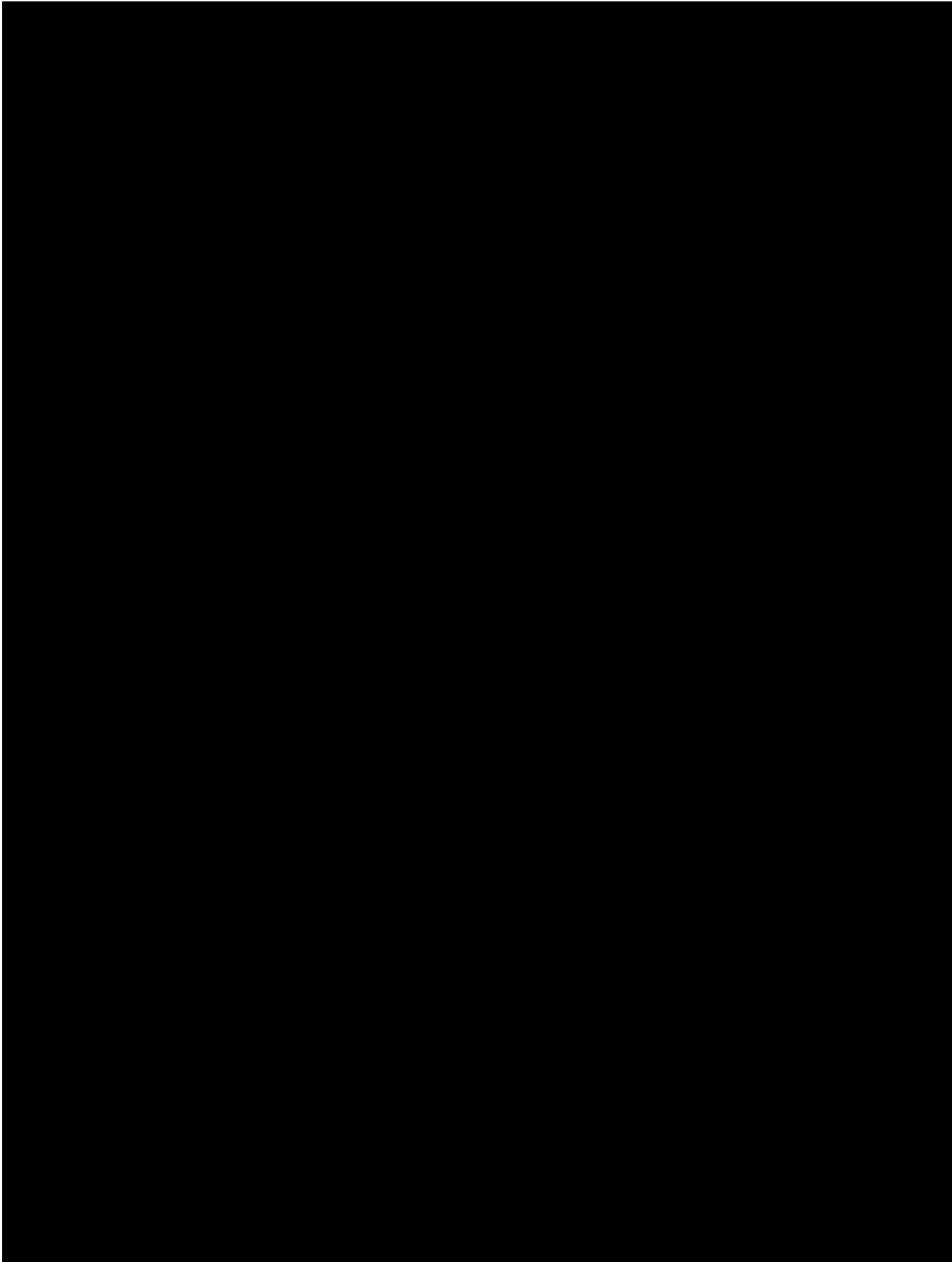


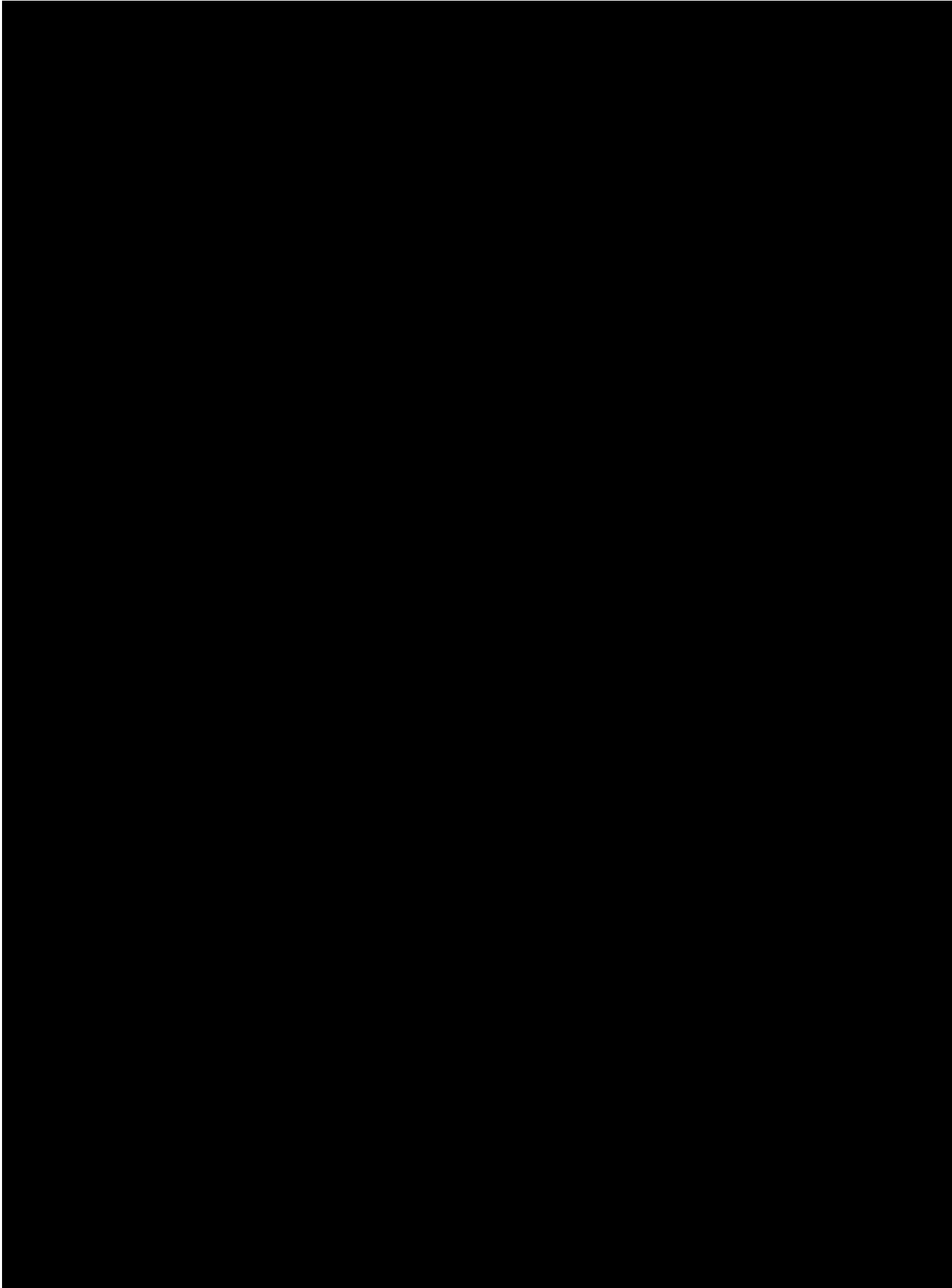


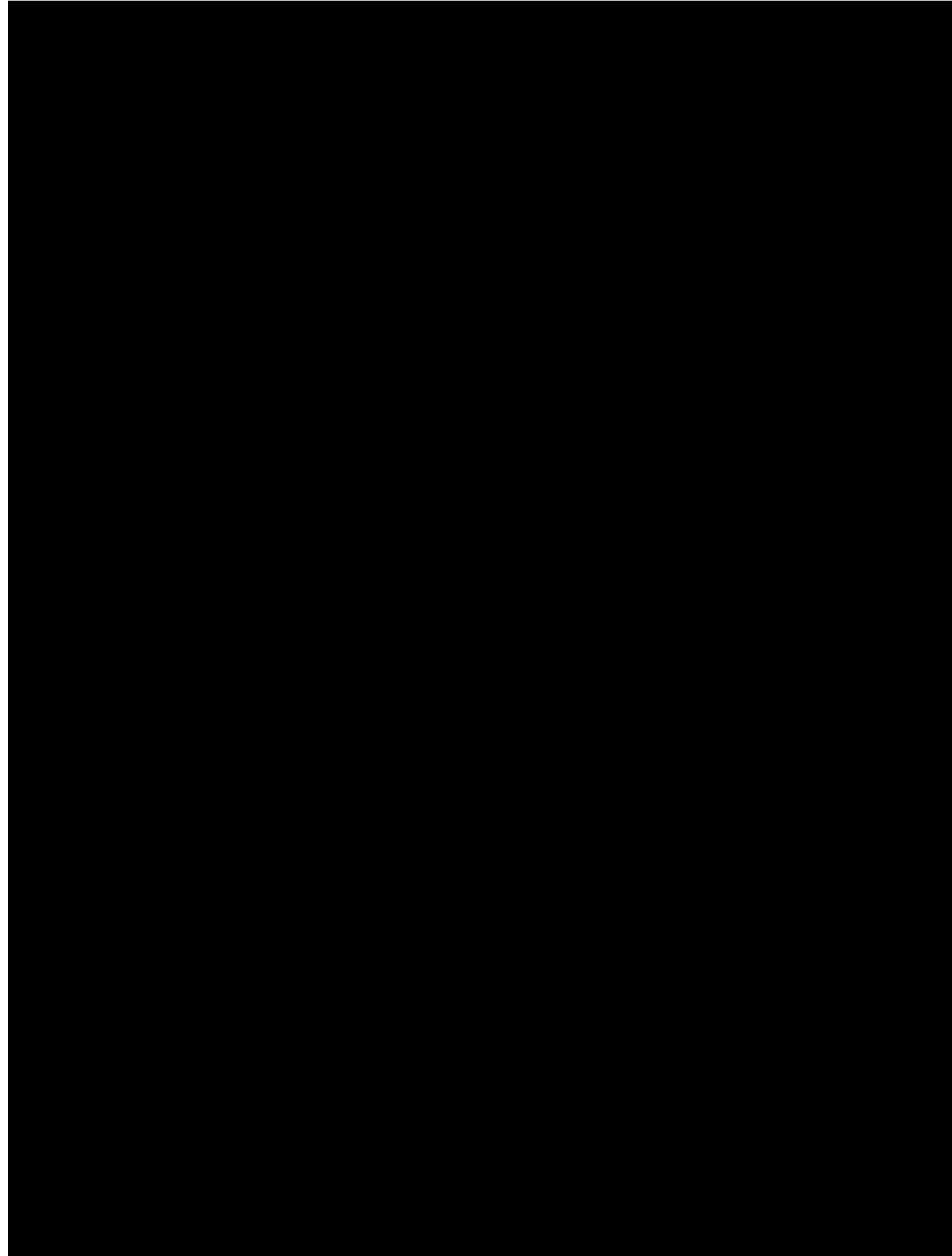




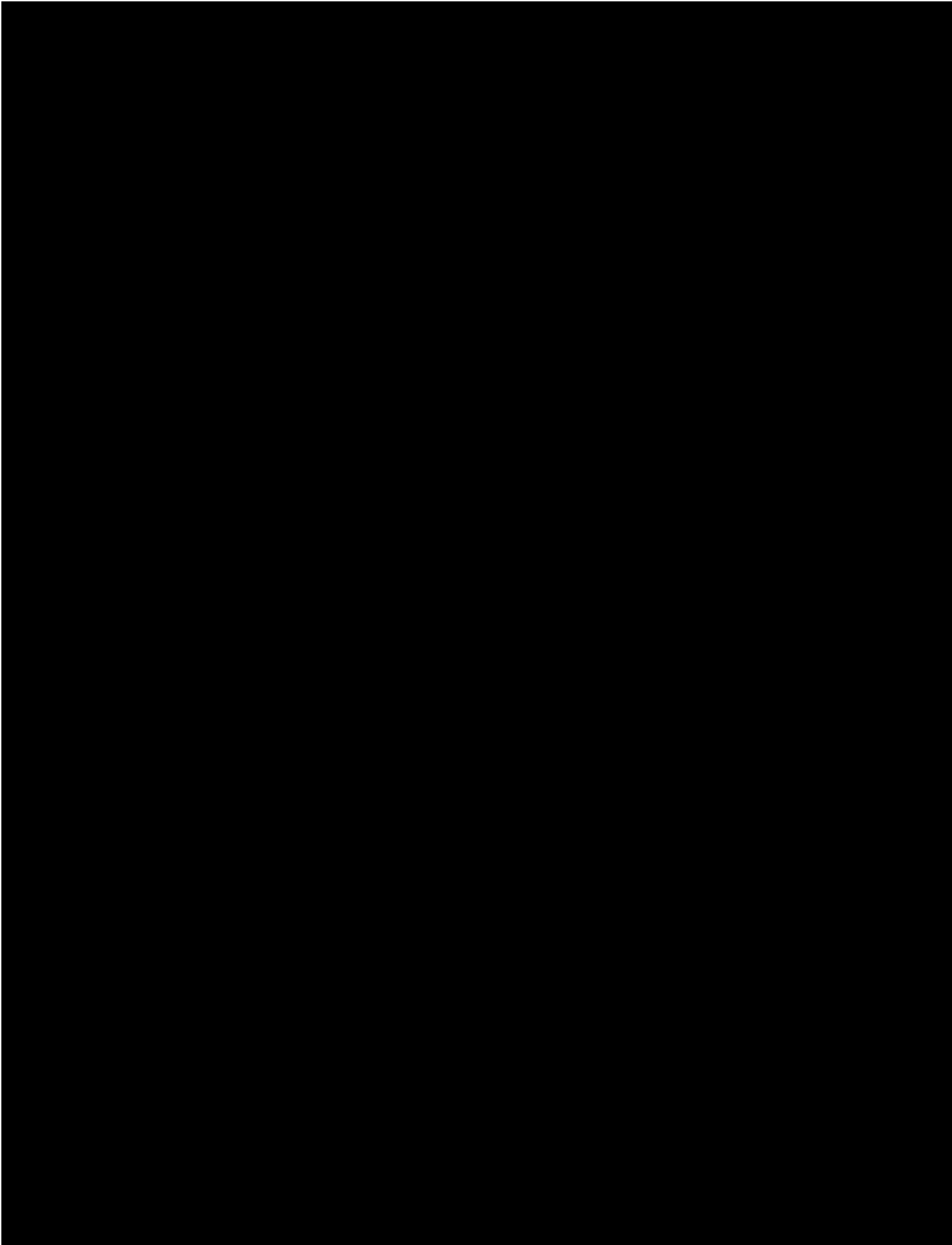


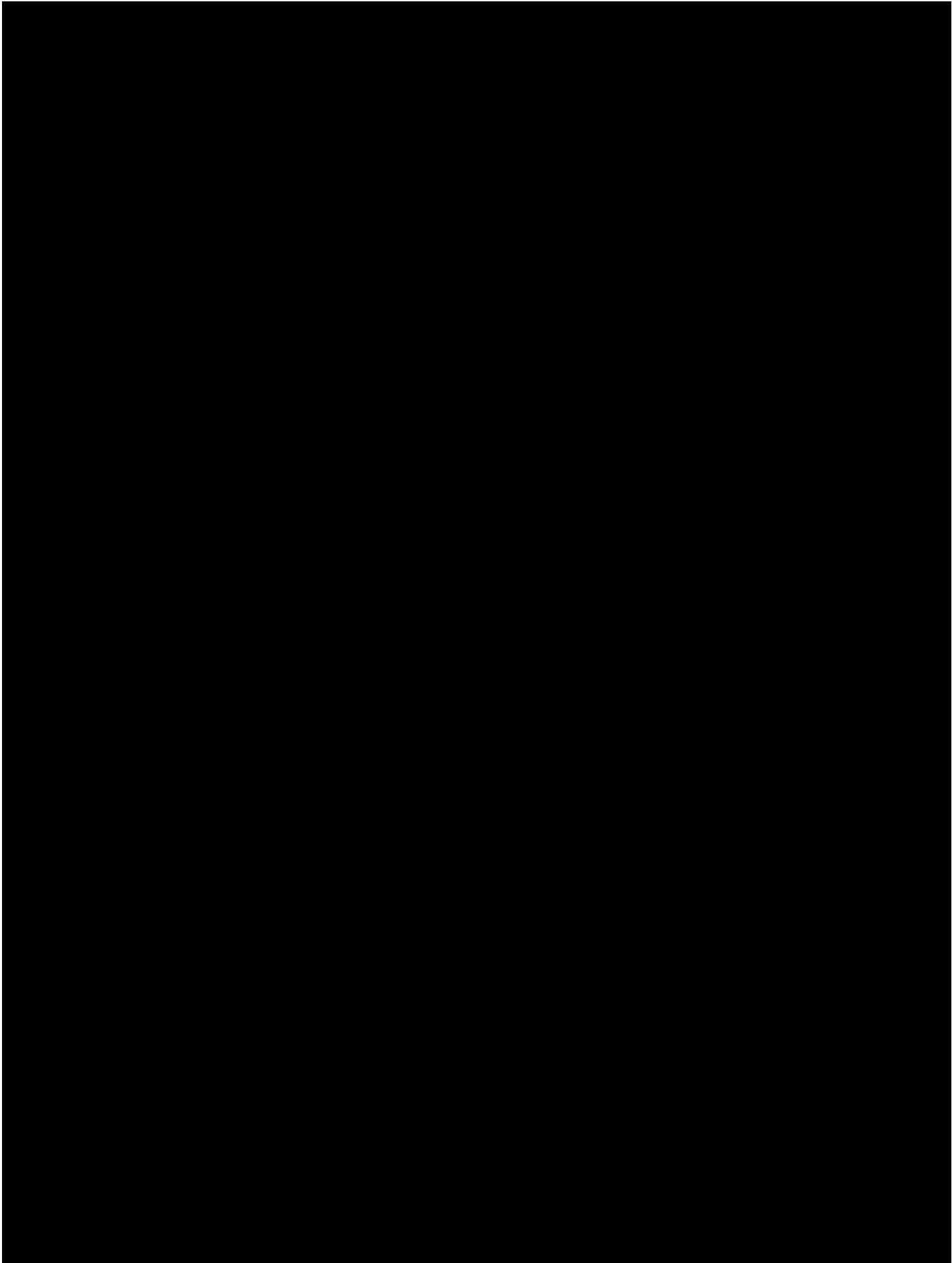


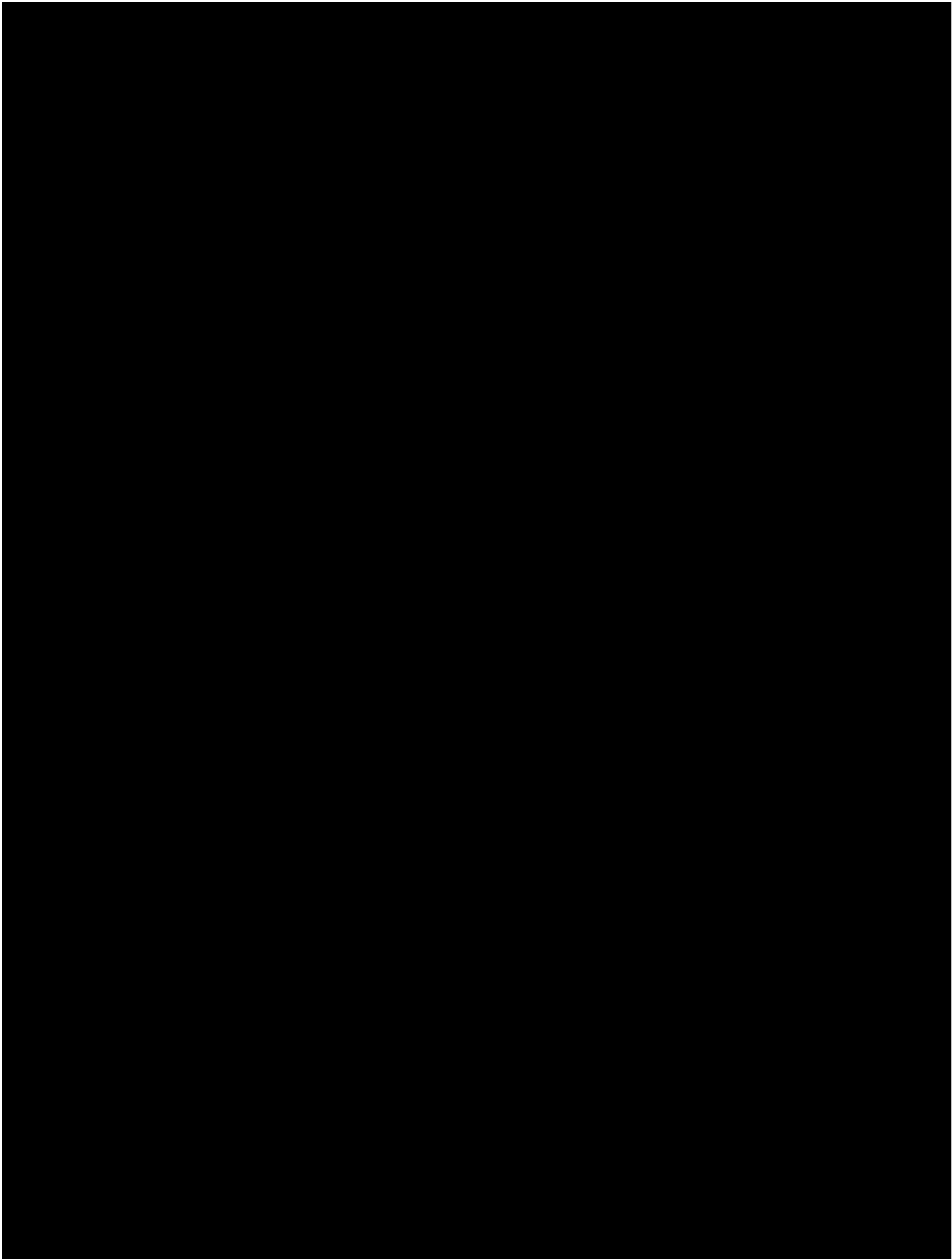


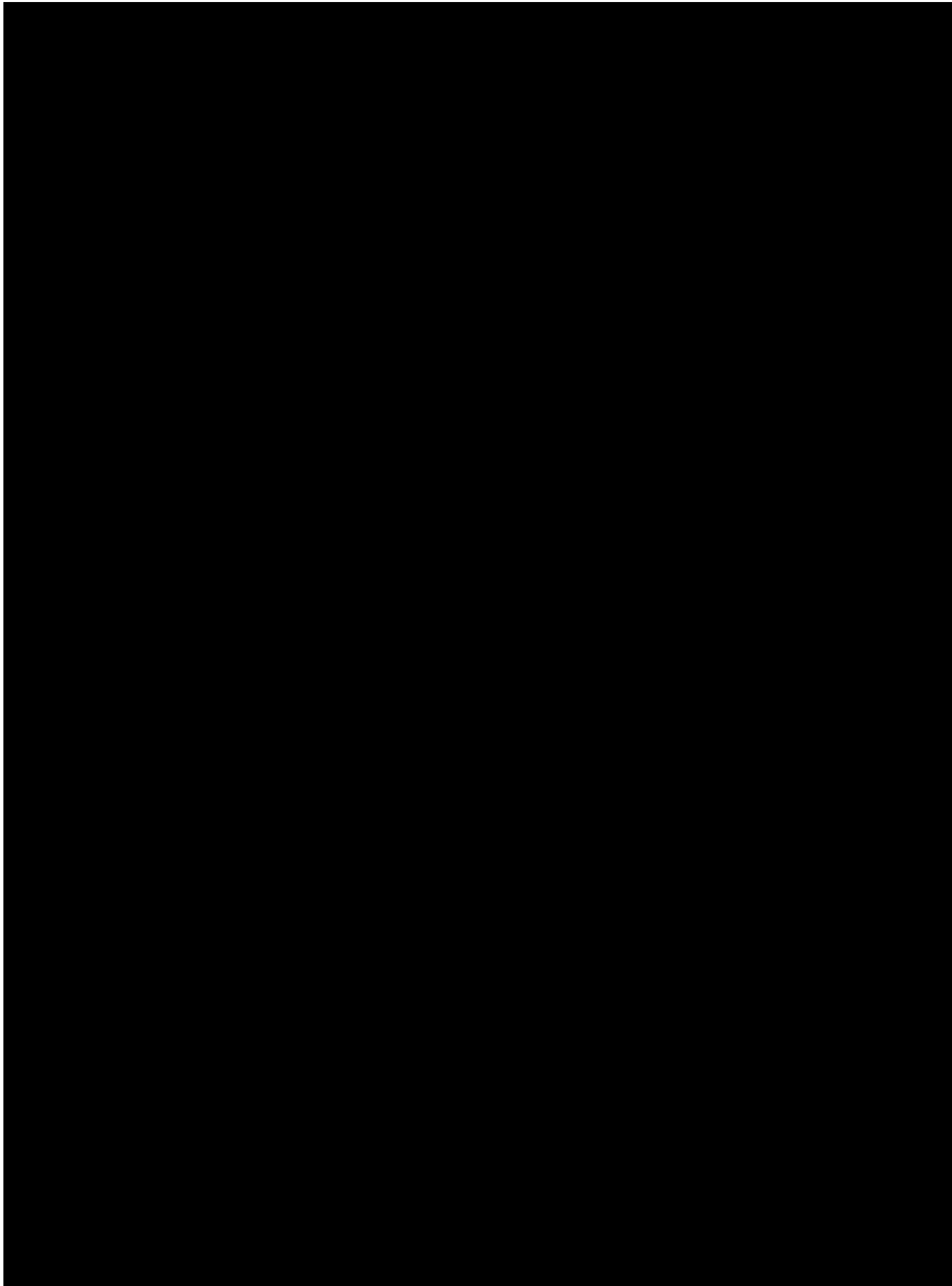


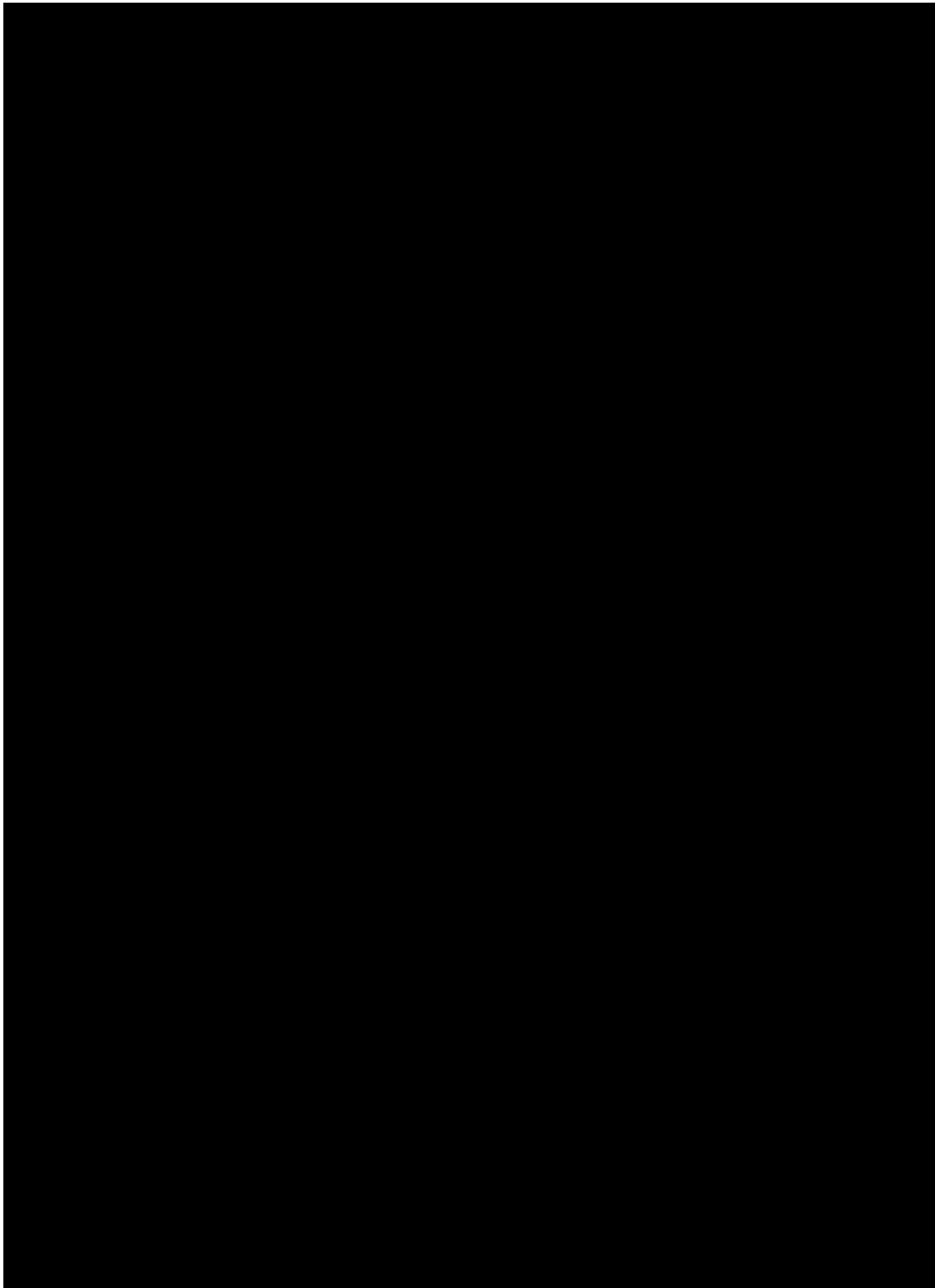


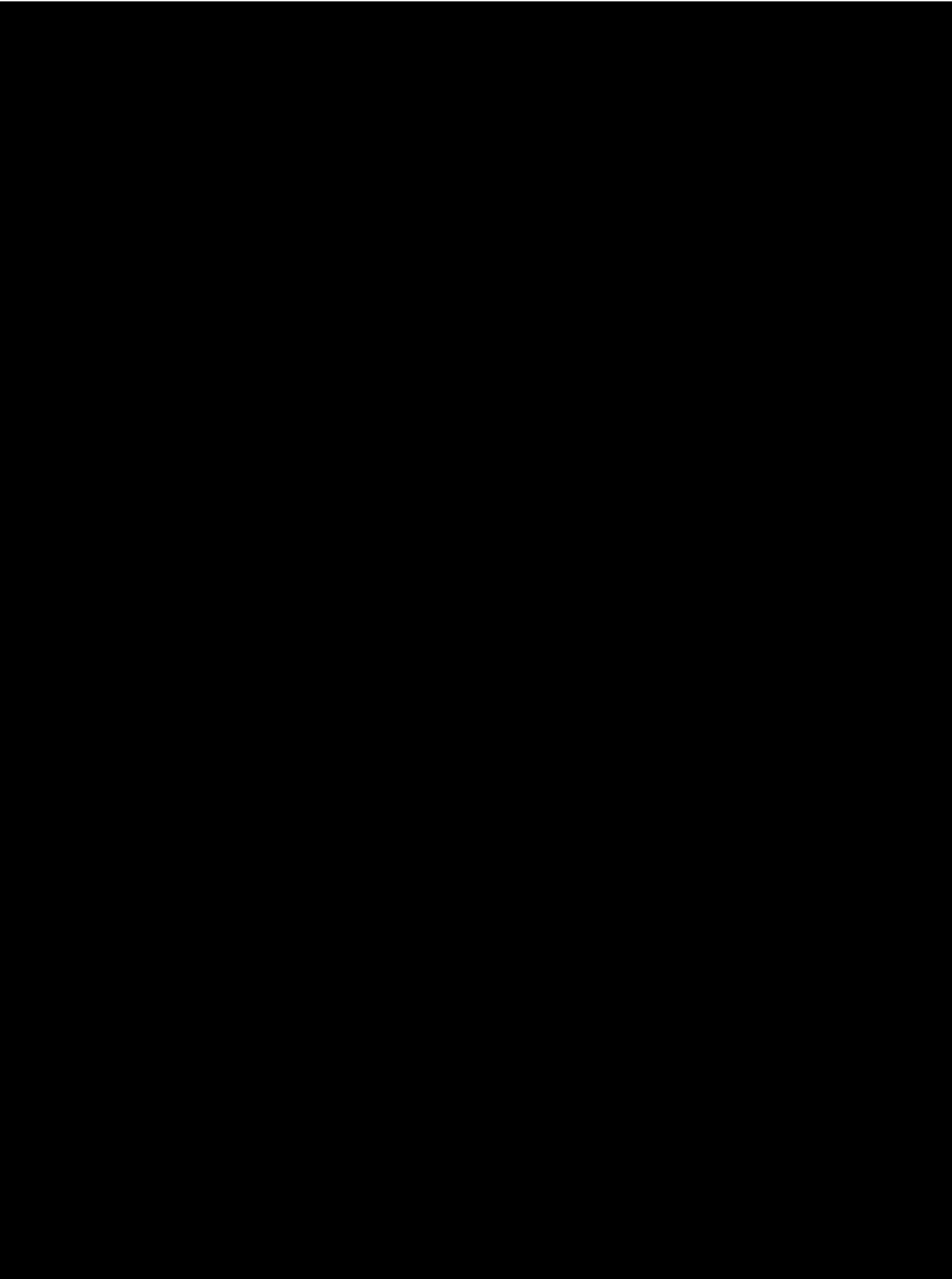


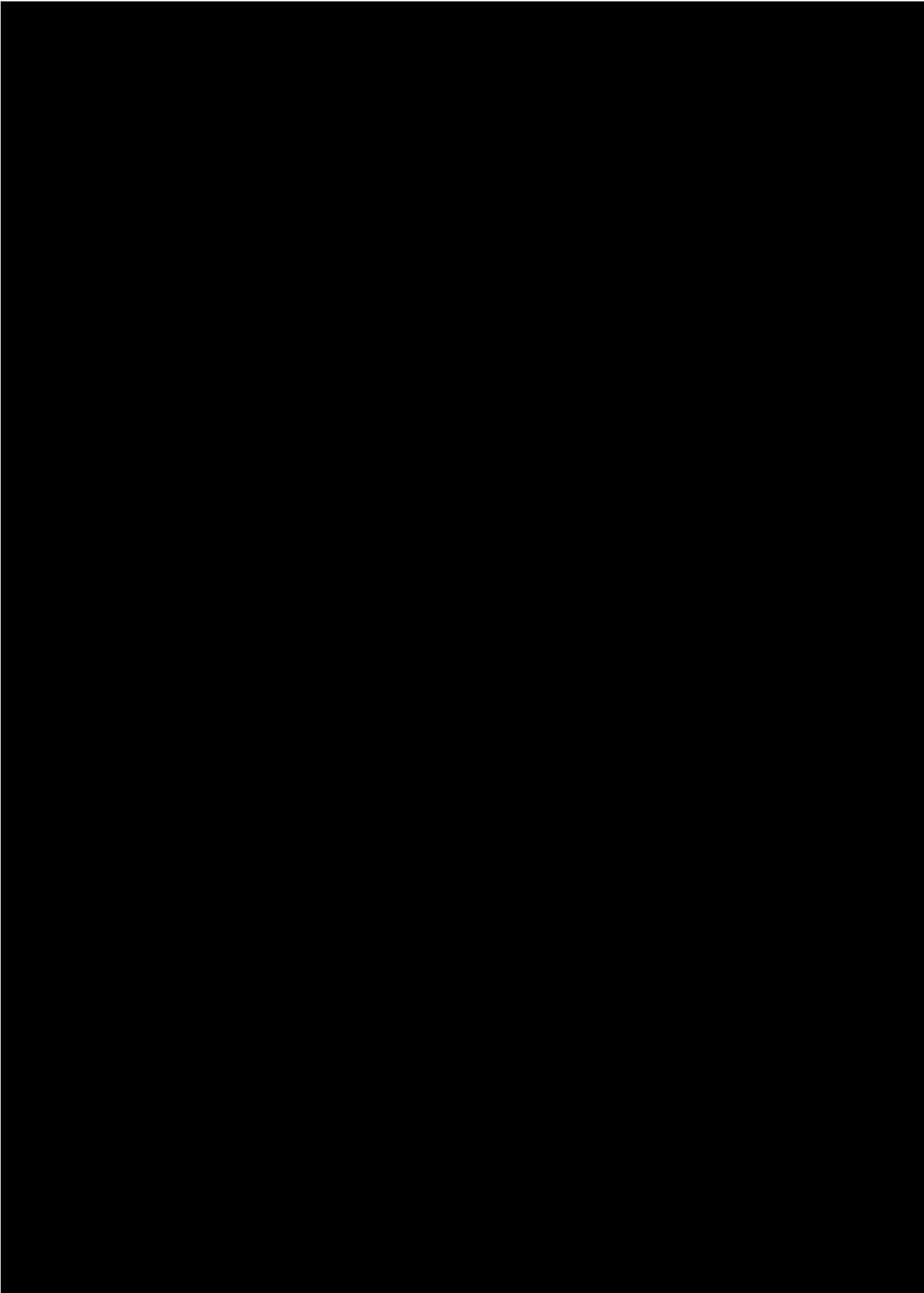


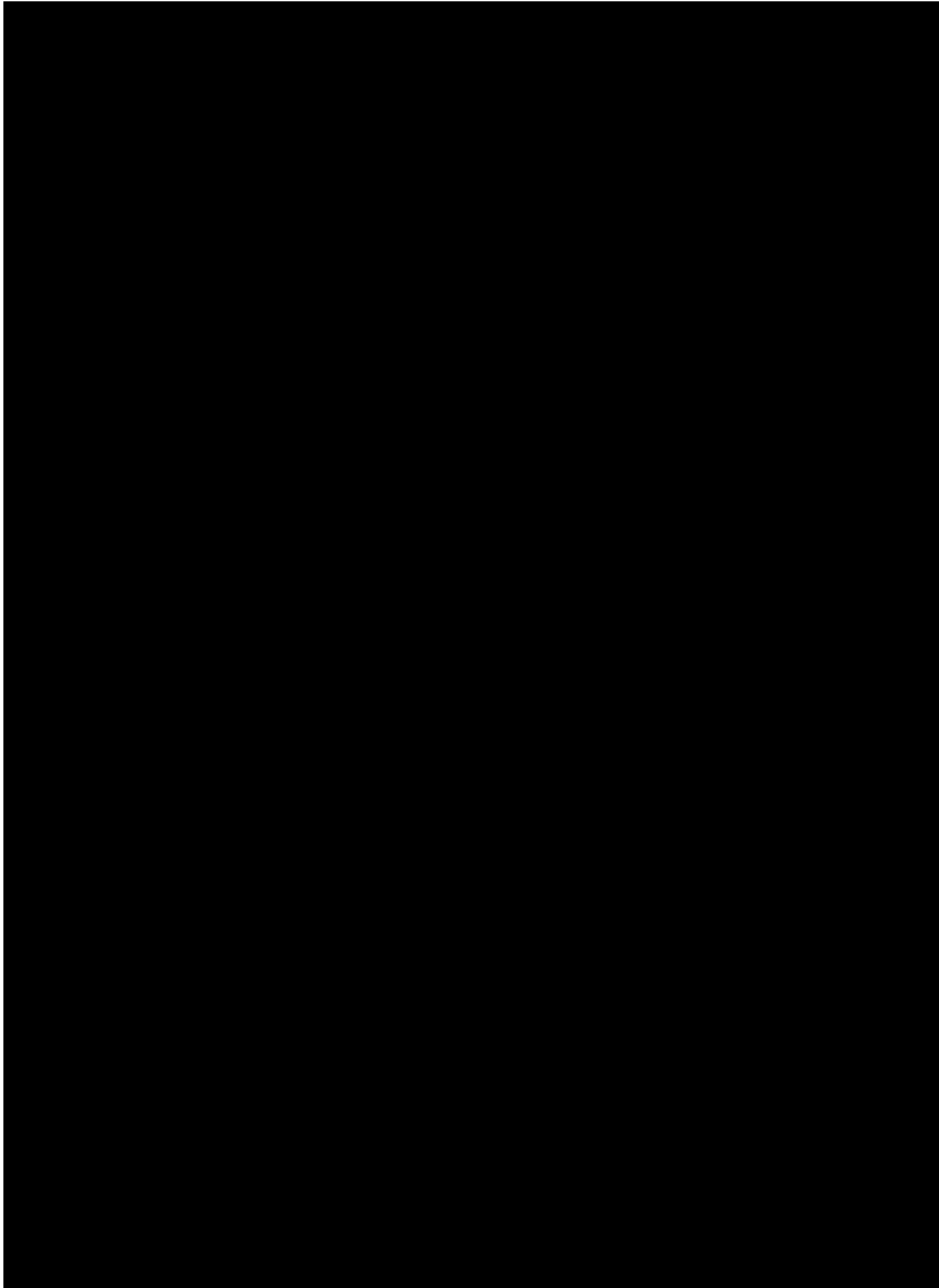




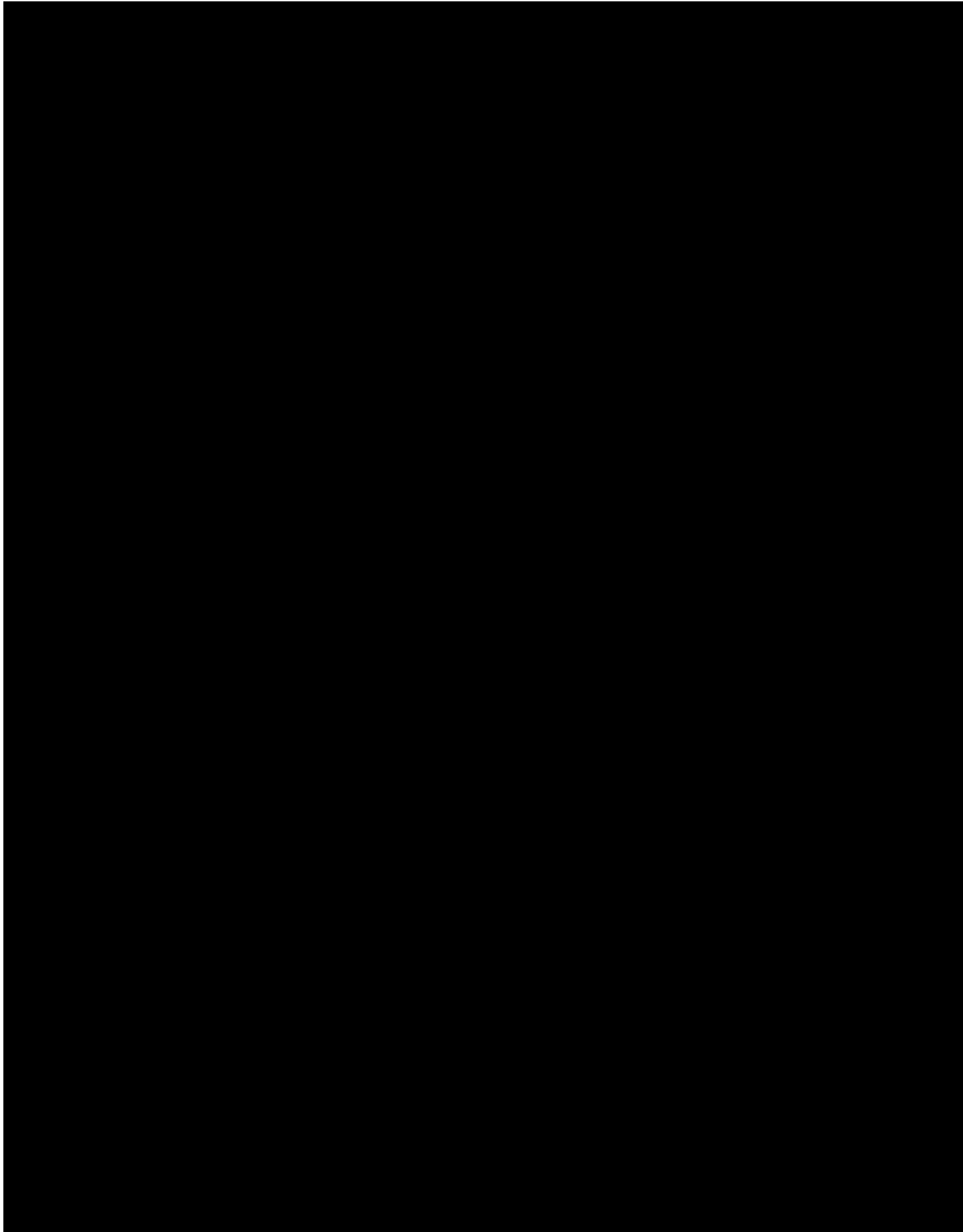


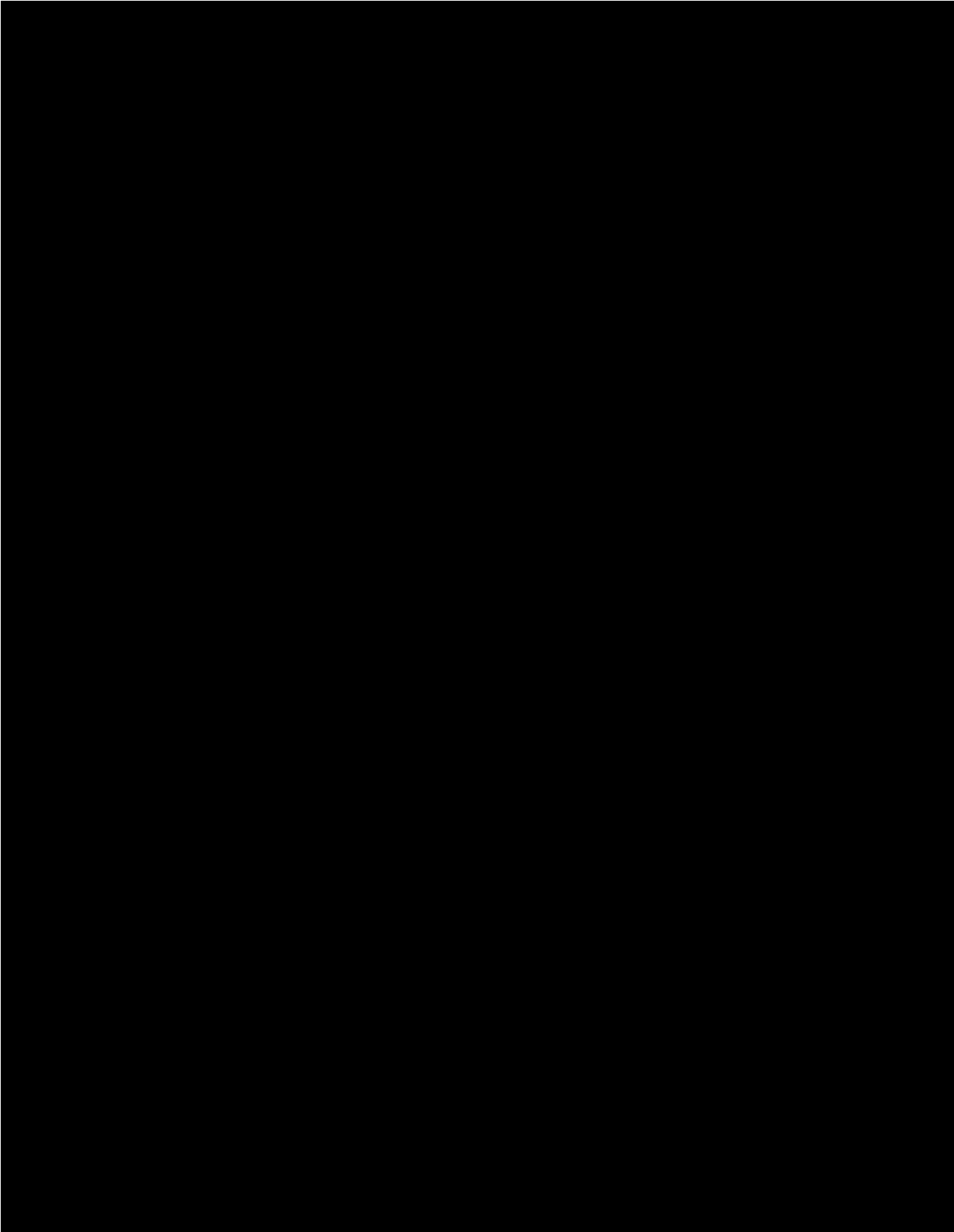


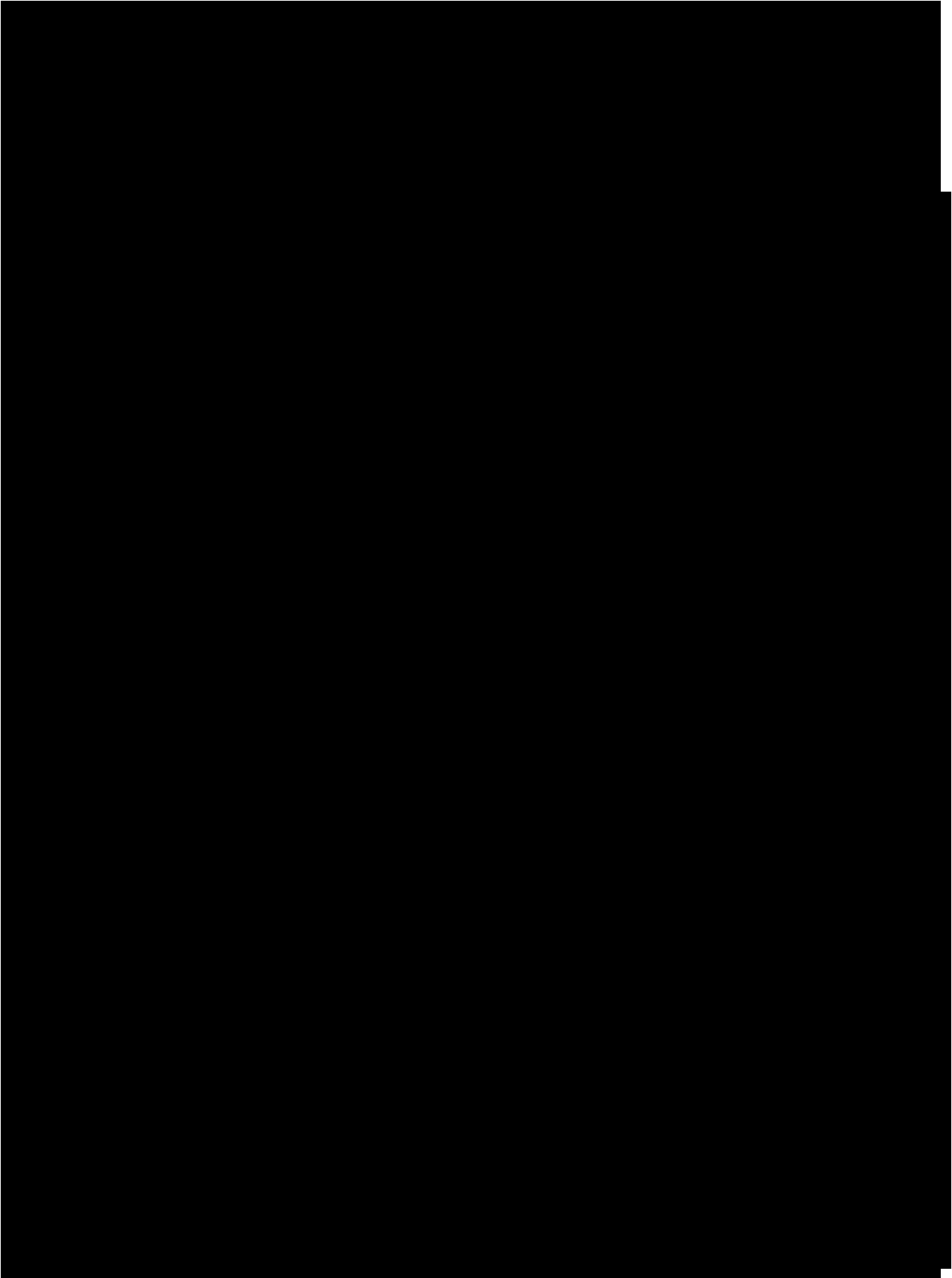


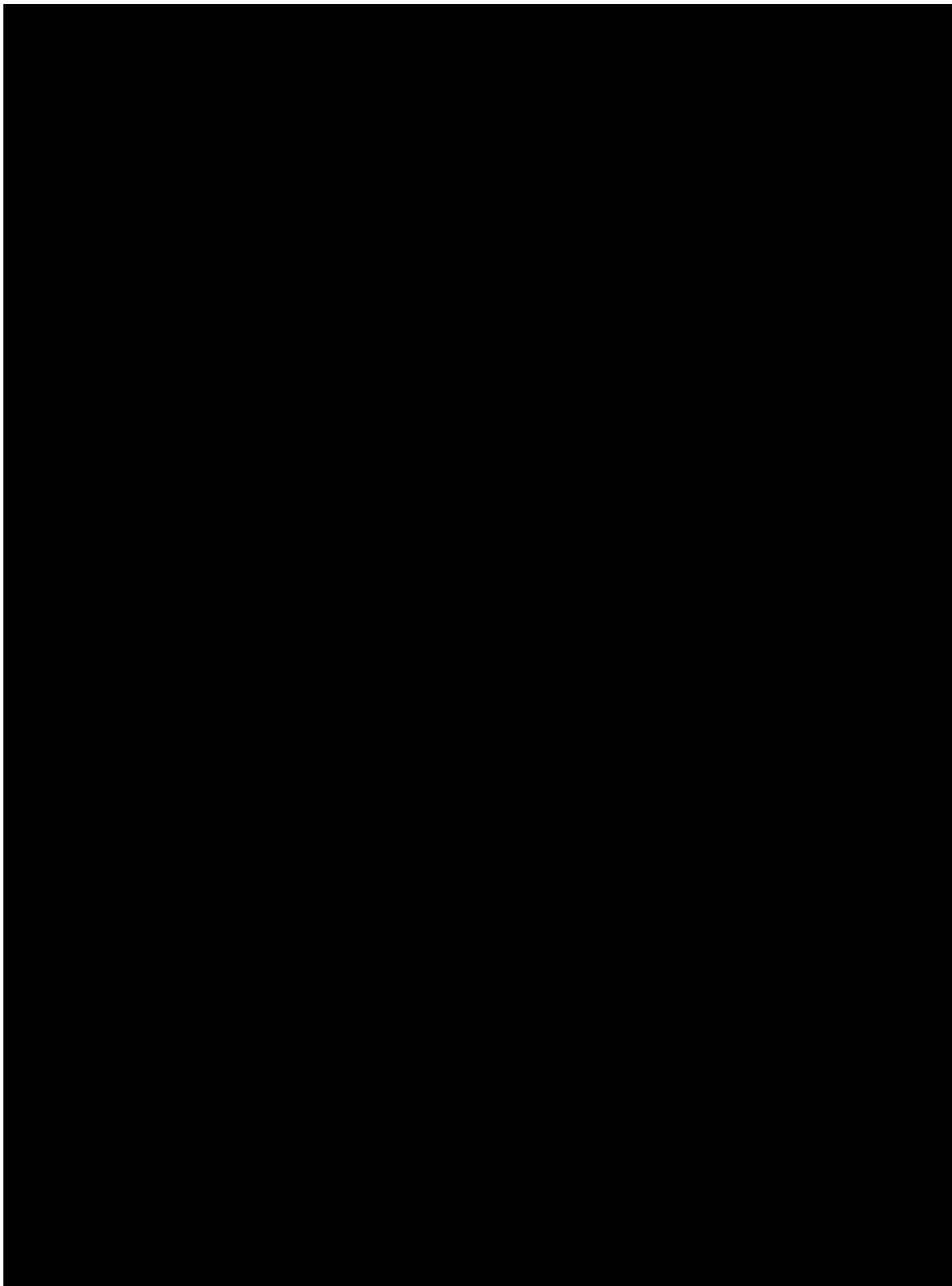


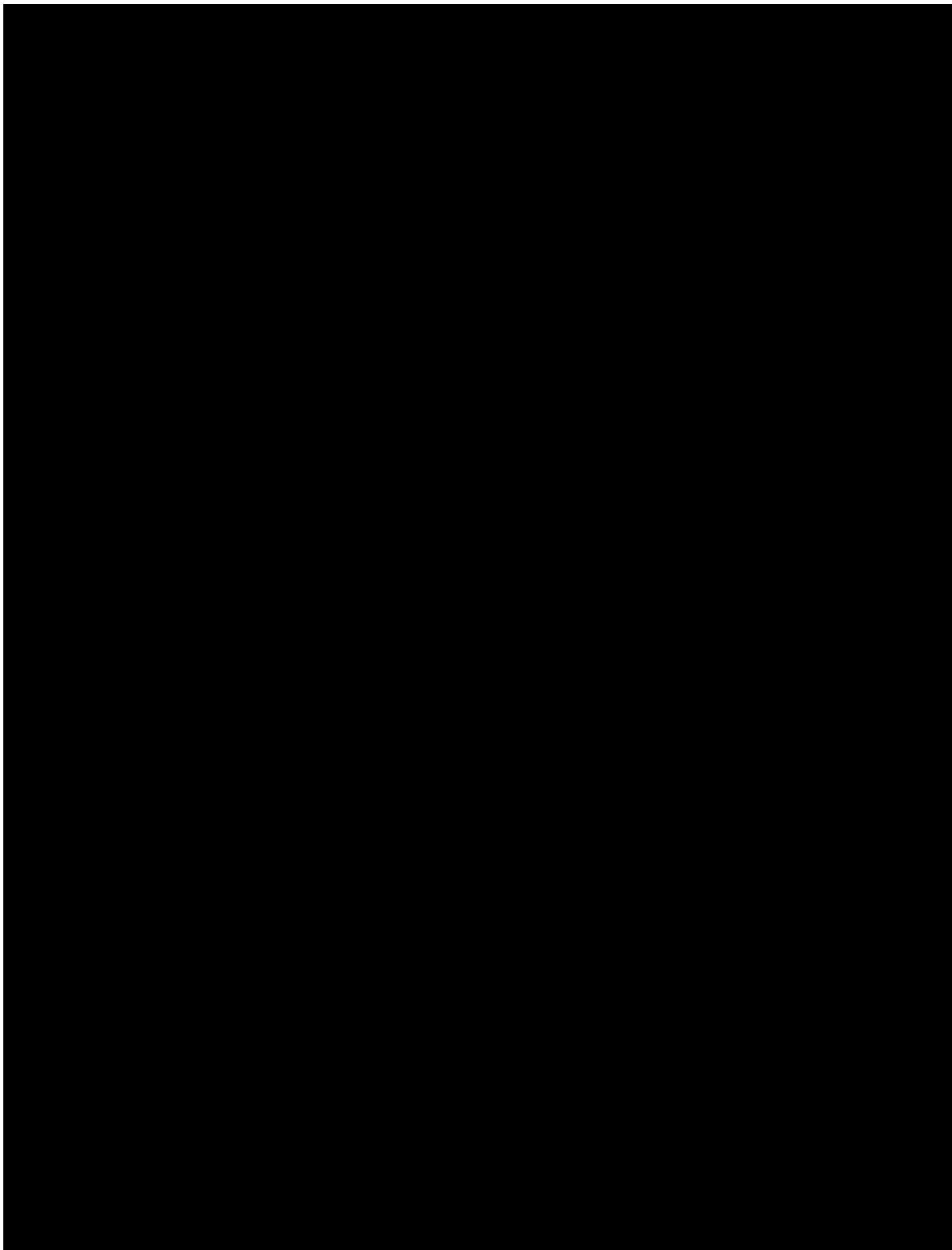


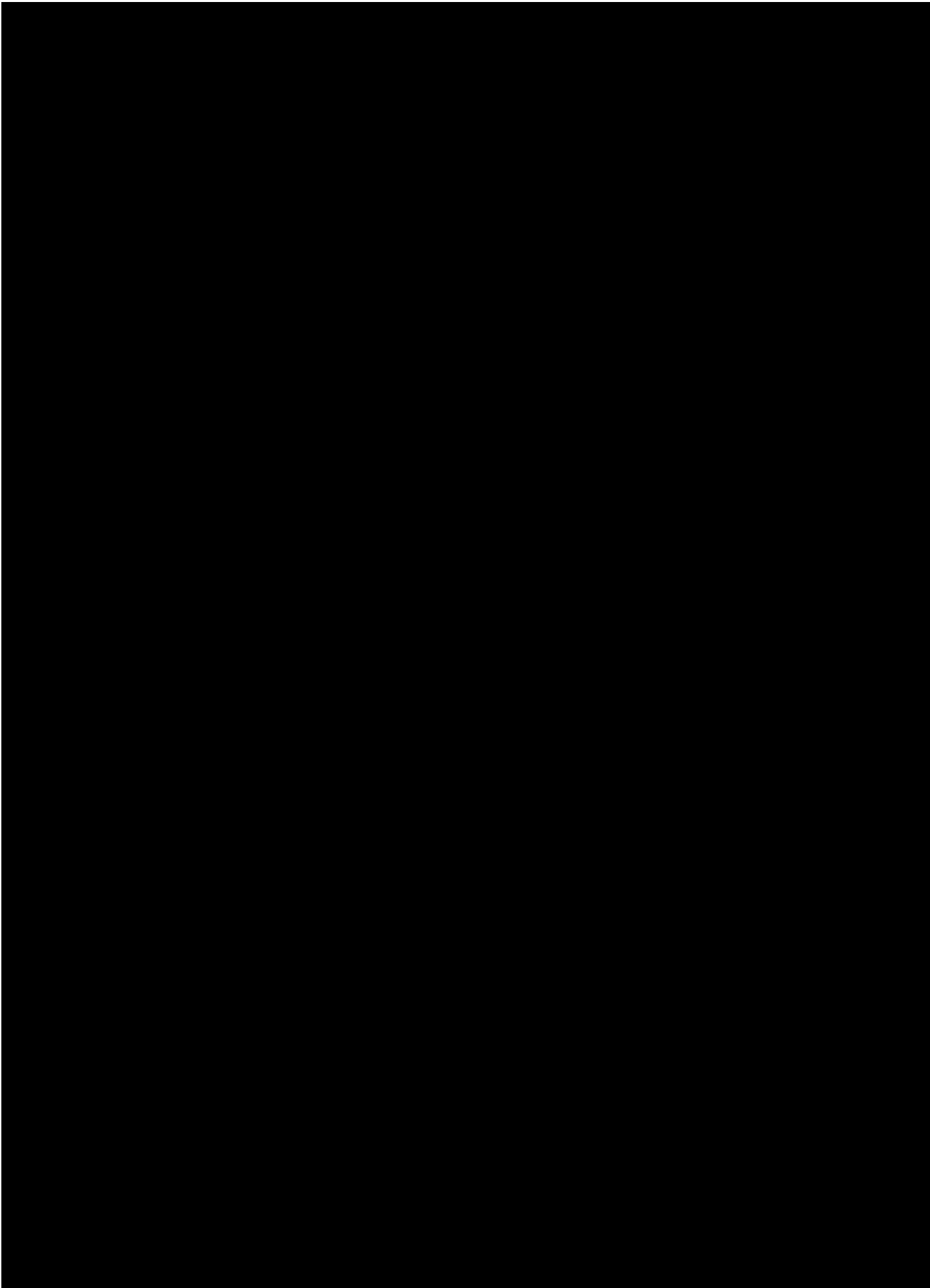


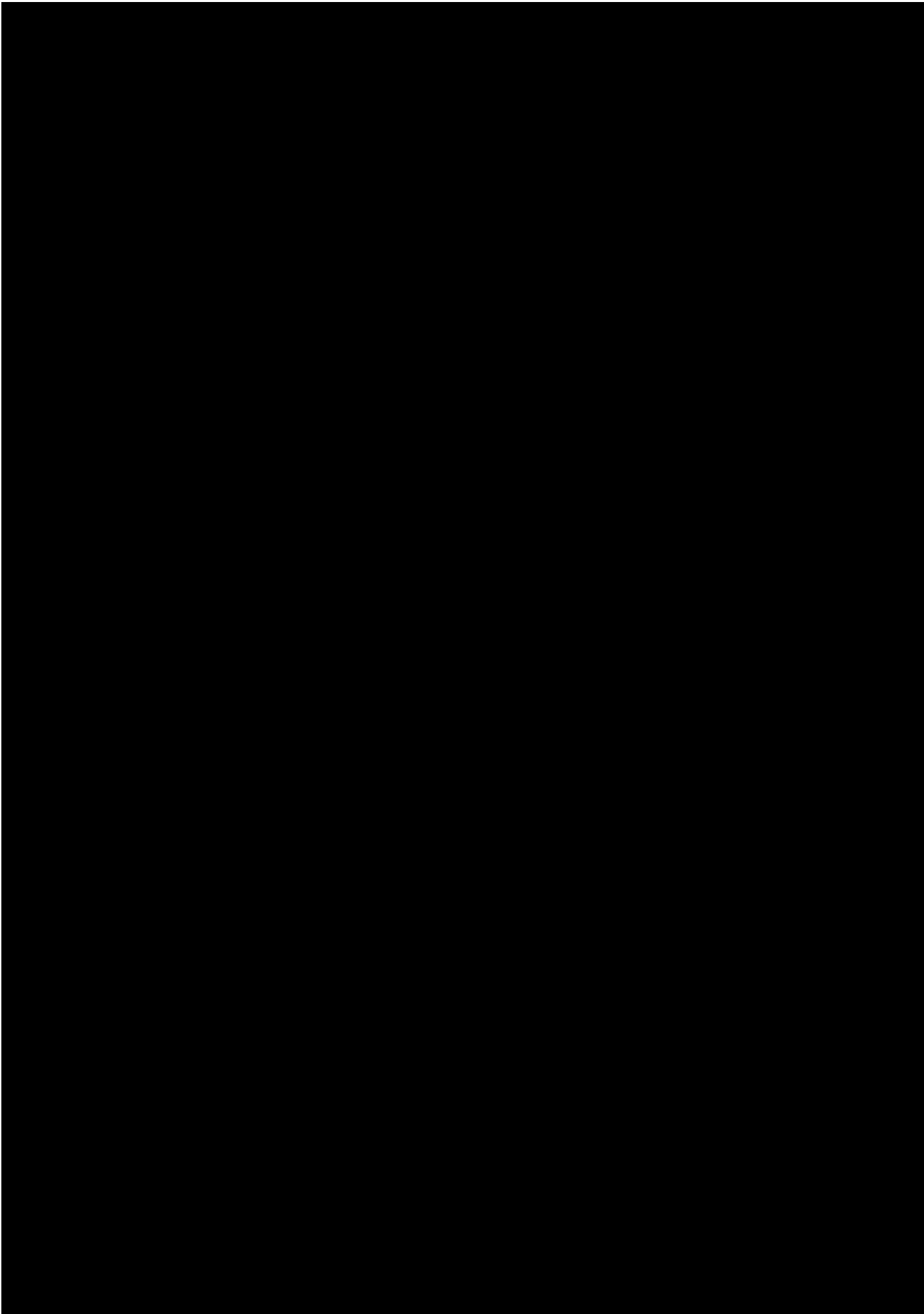


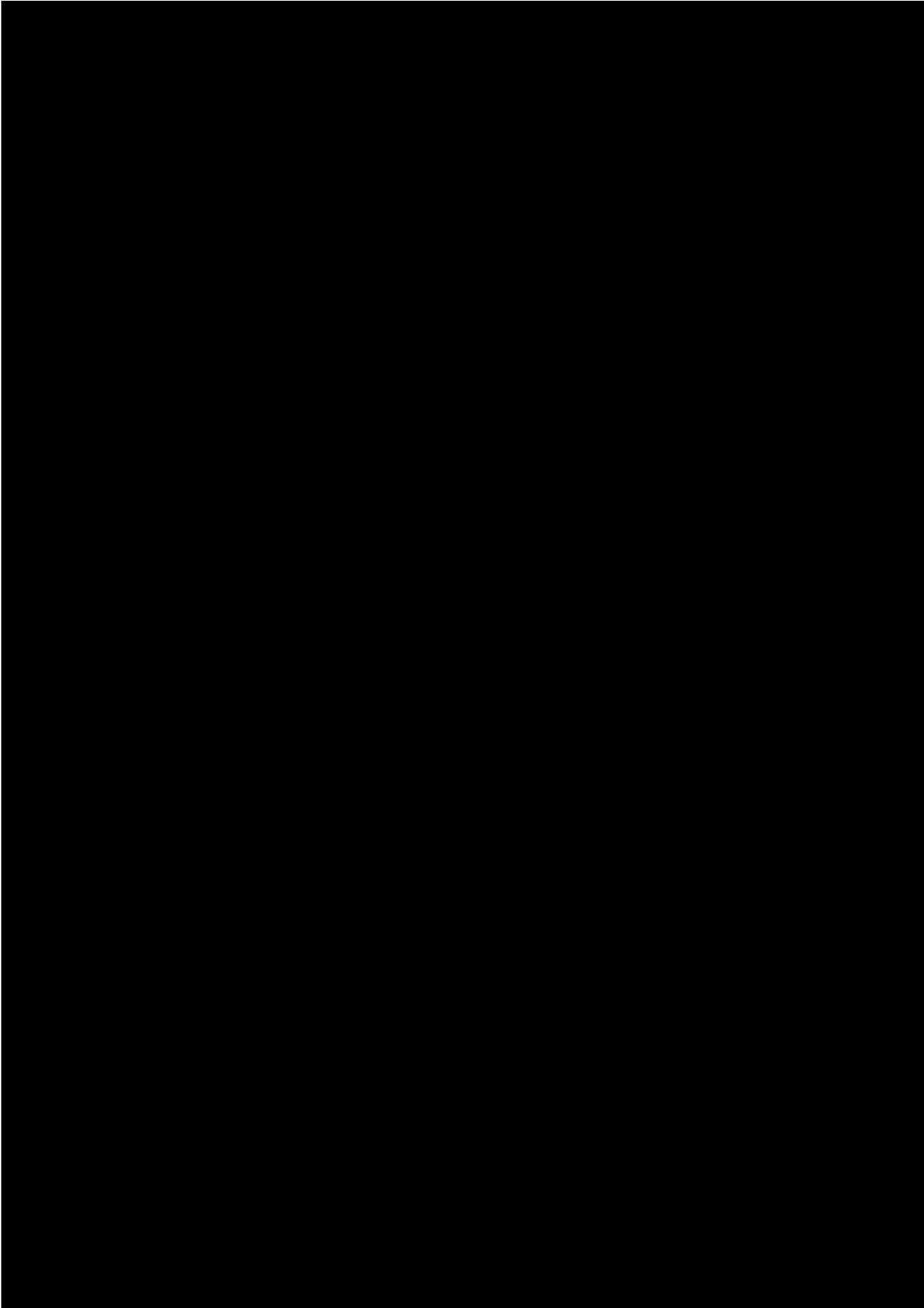




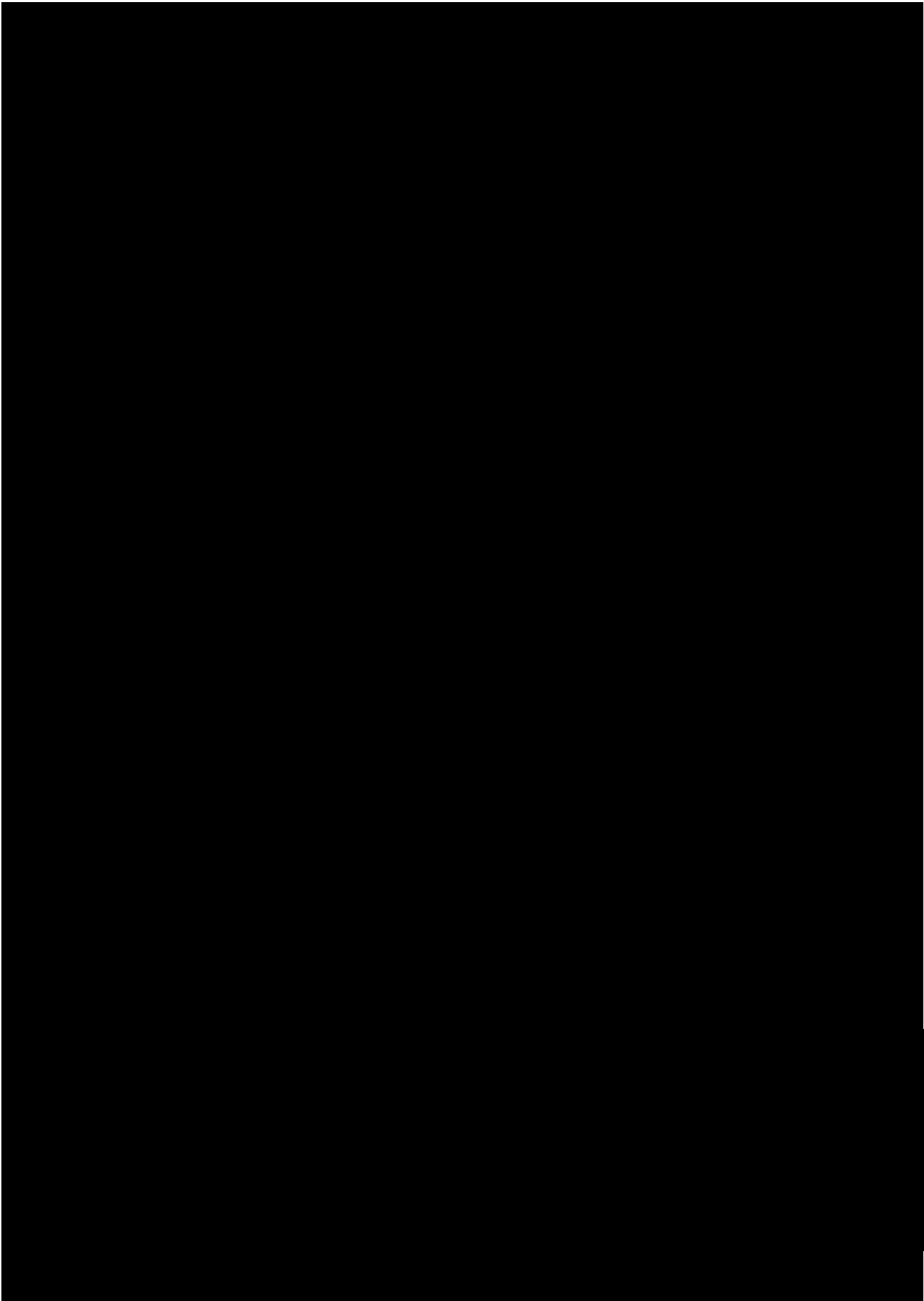


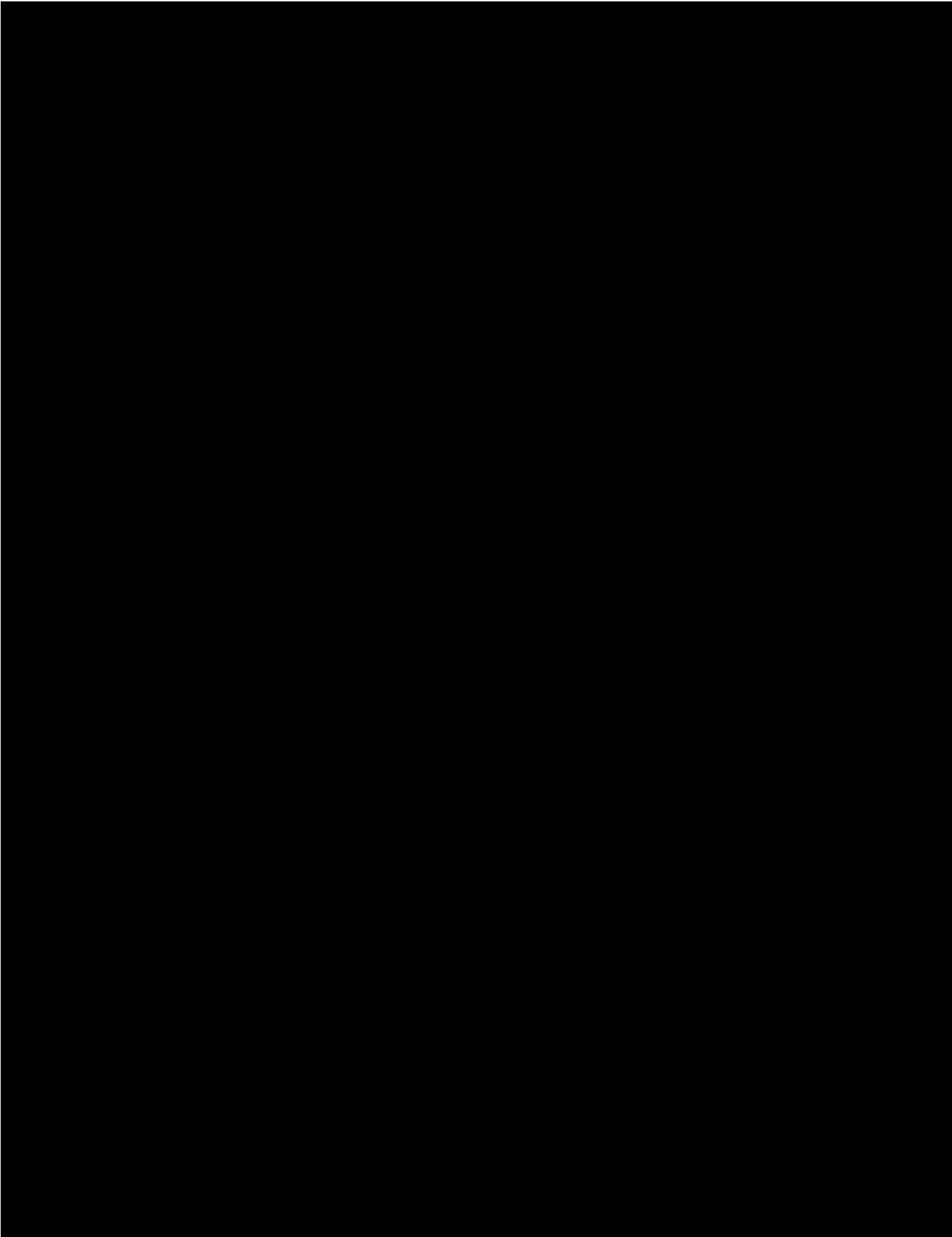


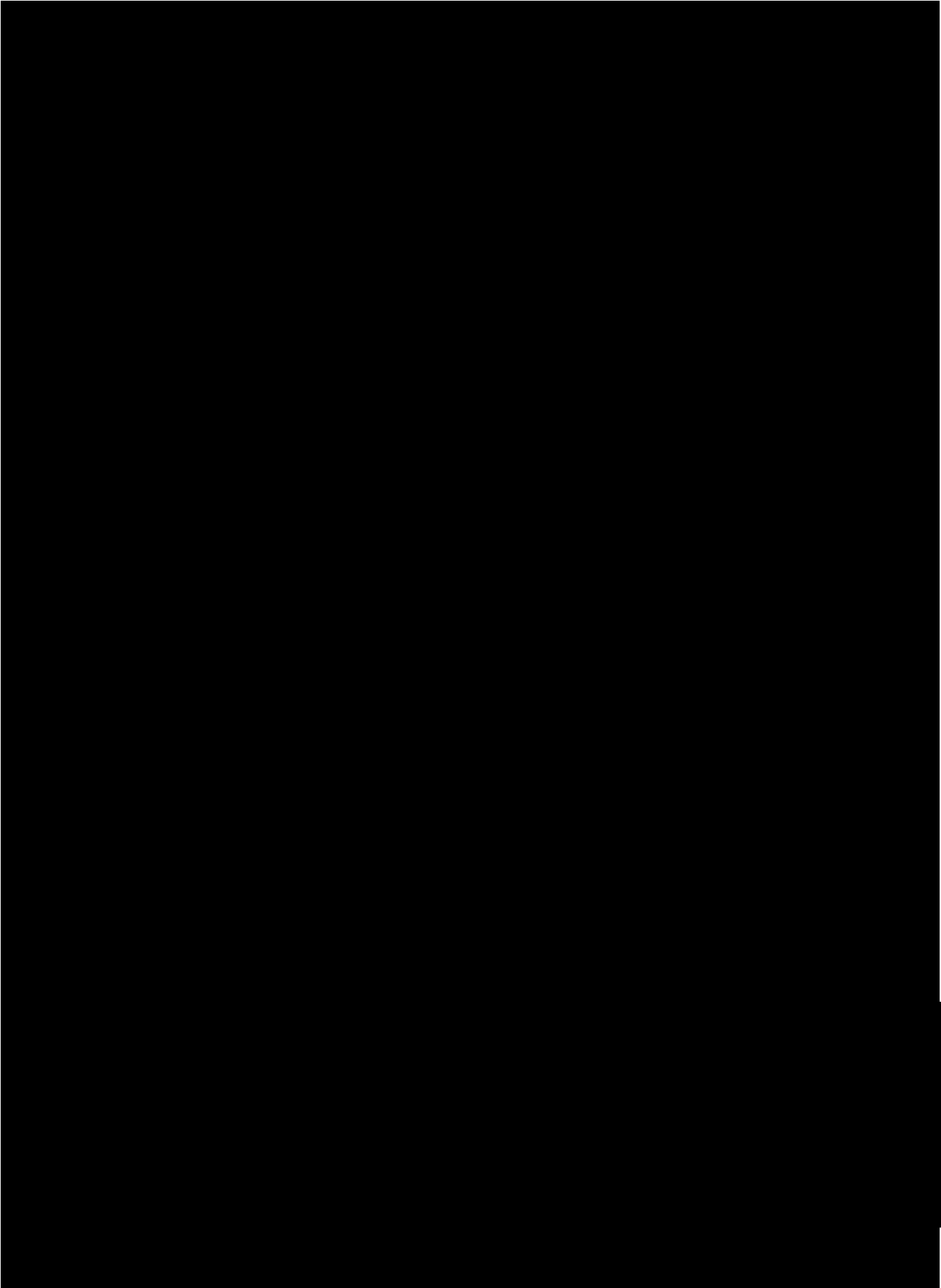


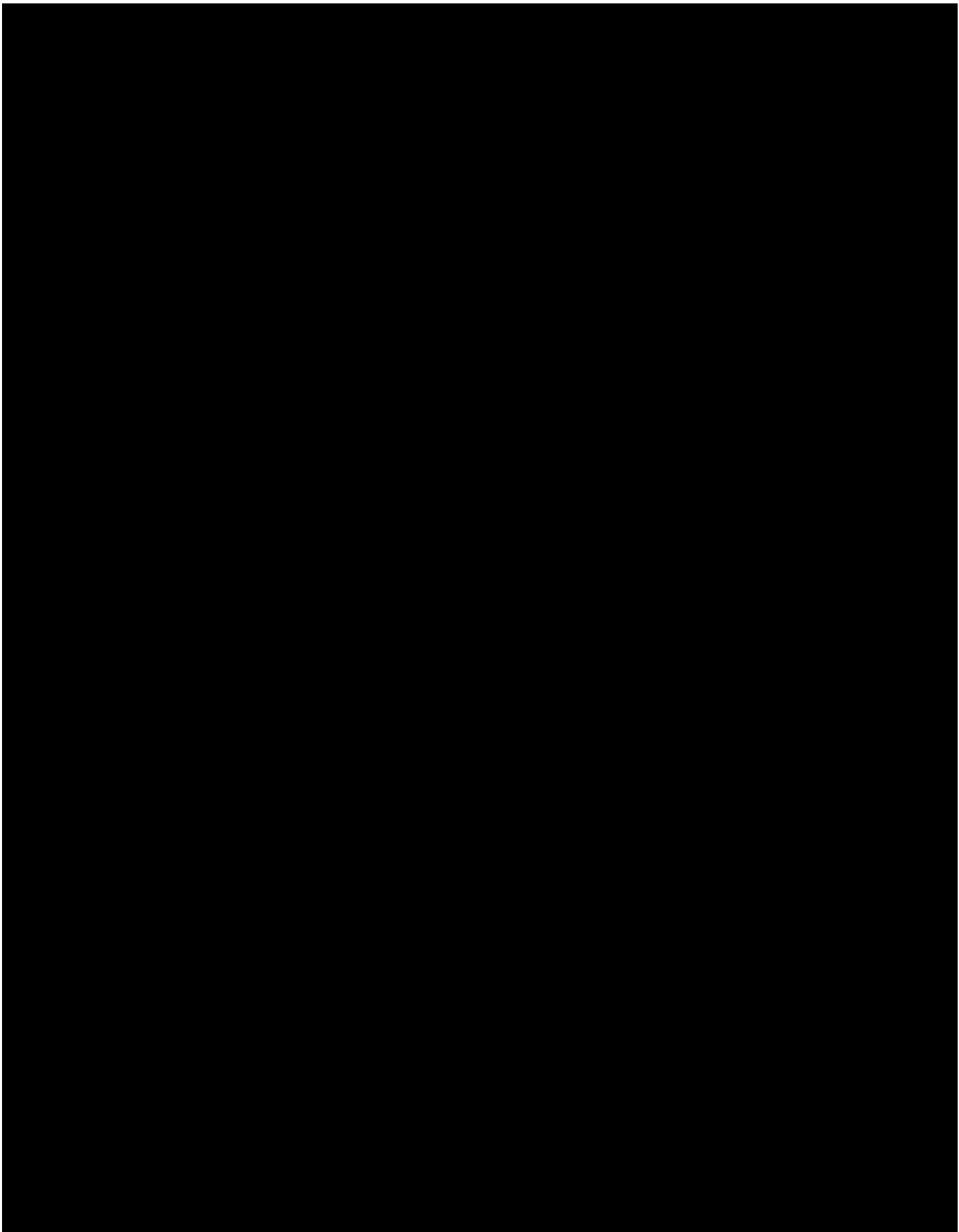


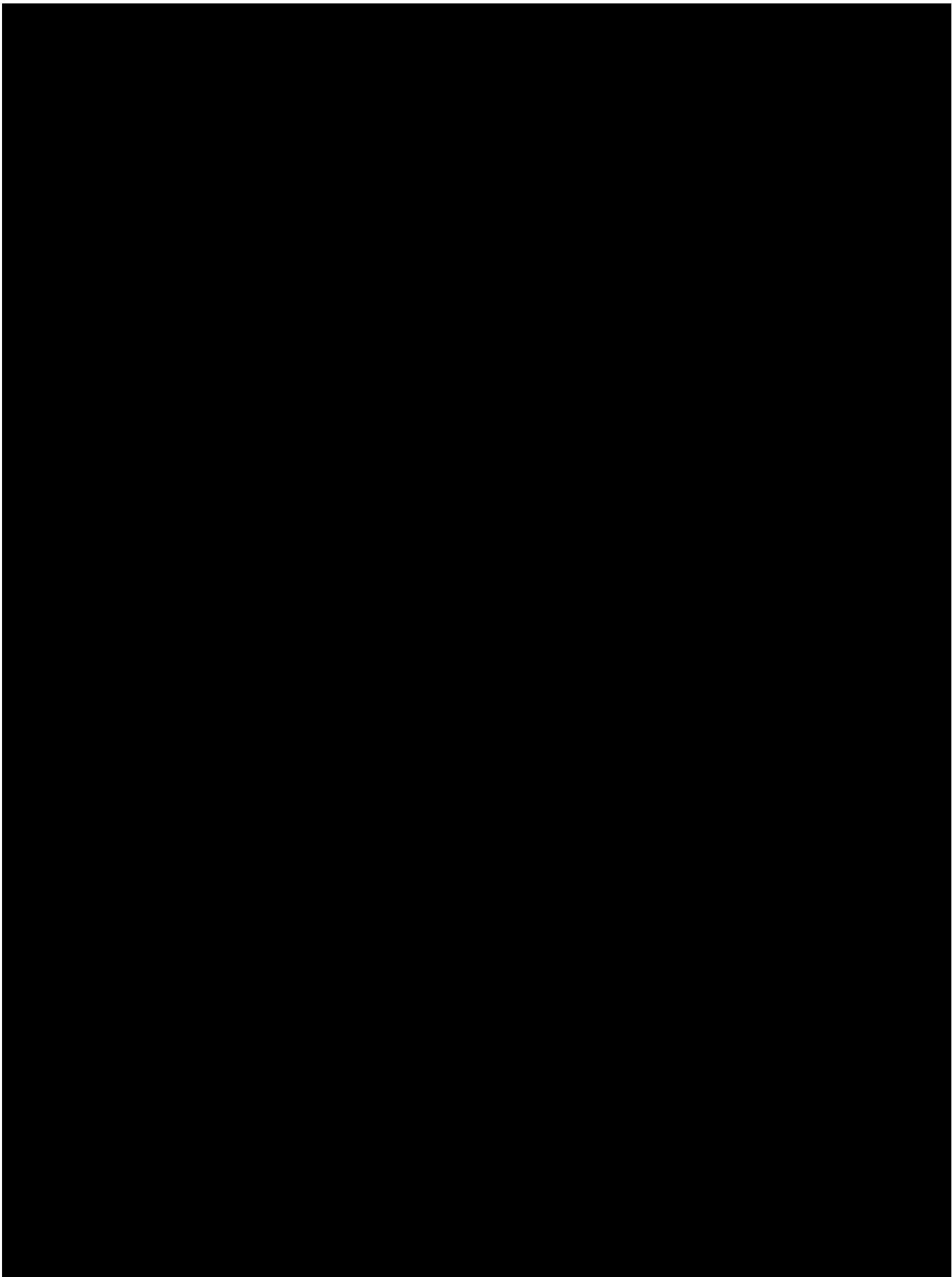


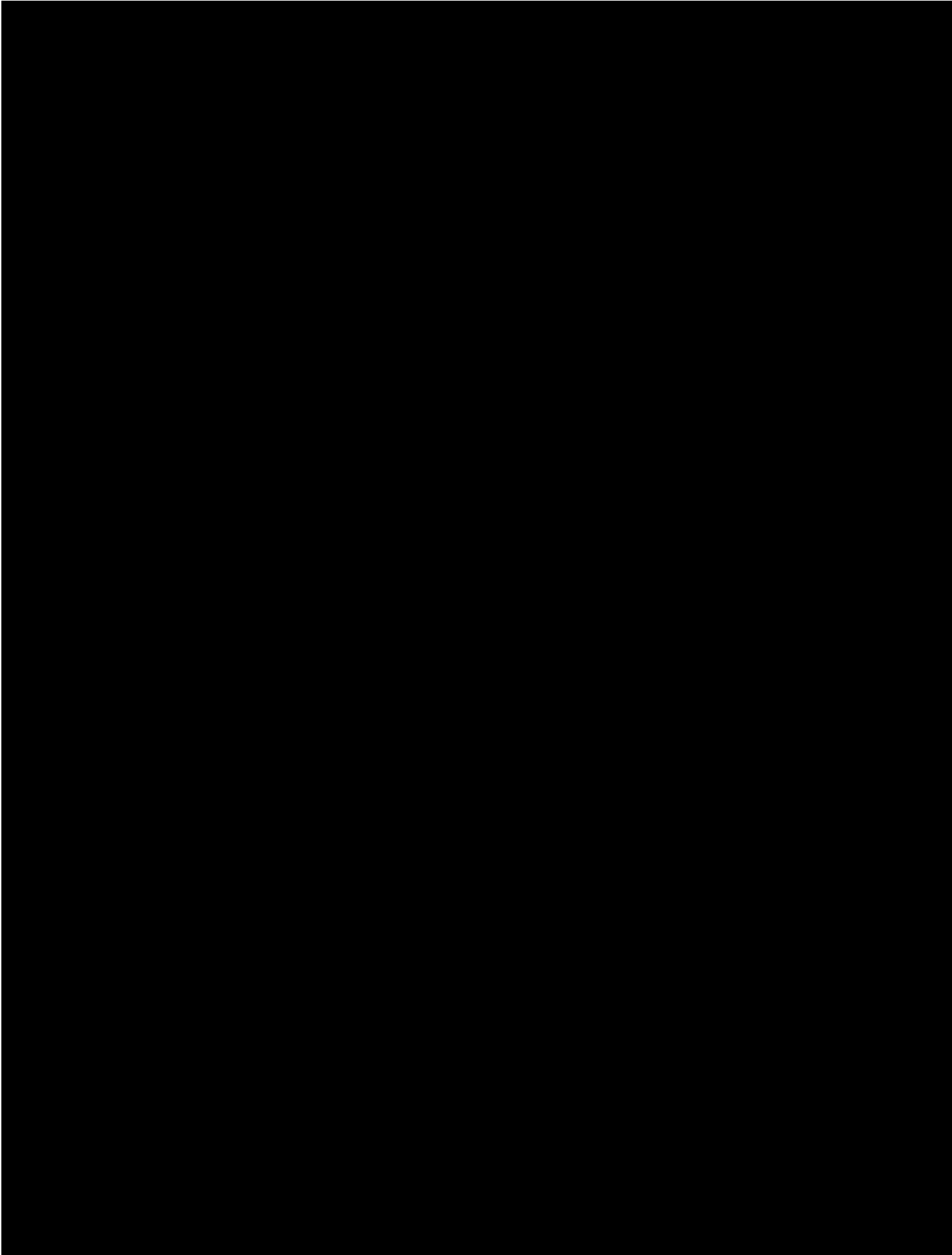












**PART B – [REDACTED]**







































































































































































































































