## Craces Craces Program

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### Working at Taylor

#### 25 years | 500+ projects | 250+ team members

Taylor is a dynamic construction and property delivery partner connecting people and spaces. Established in 1994, Taylor design, construct and develop diverse projects for all sectors. We service our clients across the five core divisions of construction, refurbishment & live environments, industrial, regional and property.

#### **Better Together**

What makes us truly different, and what's ultimately driven our success, is our unwavering commitment to our key values. They are at our core and are fundamental to the way we do business. They govern who we are, how we act and operate, and most importantly, how we consistently deliver excellence for our clients. That's the Taylor way.

Our people are the key to our success. Taylor has built a culture of focused and passionate people who, together, collaborate to deliver quality outcomes for our clients and partners.

The success and growth of the business has been possible due to the talented industry professionals who choose to work with us. The business continues to pursue and secure construction and property opportunities of increasing size, scale, and complexity, ranging from \$10 million to \$160 million in value. It is a fundamental requirement that we attract and develop the best talent in the industry. The long-term future of our business rests on the shoulders of the young leaders we are developing and shaping though the Taylor Cadet Program and on through the Taylor Graduate Program.

The information contained in this Guide should provide you with the essential information needed to participate in the Cadet Program.



2

### Our Principles

Taylor is proud to be recognised as a trusted advisor and delivery partner of choice, our Principles guide our people, our policy decisions, and everything we do. They are fundamental to our culture, and what has made us truly stand out in the eyes of our people, clients, and partners. Our Principles not only drive our decisions but are responsible for our unique culture.



### Taylor Cadet Program

The Taylor Cadet Program aims to develop the future leaders of Taylor by providing employment opportunity and professional development experiences that support and complement a related course of external tertiary study. Cadetships are supportive pathways to a career at Taylor. As a Cadet you will receive ongoing training, guidance and support from workplace mentors.

#### **Approved Course of Study**

It is a condition of employment that employees participating in the Taylor Cadet Program are continuously enrolled in an approved course of study at an Australian University. Approved courses will typically be at Bachelor level, as a minimum, and in one of the following construction related disciplines:

- Bachelor of Construction Management
- Bachelor of Construction Management and Economics
- Bachelor of Engineering (Civil / Structural /
- Mechatronics)
- Bachelor of Architecture

Your course of study will be approved upon employment. Any changes in an approved course of study, institution, study pattern (including acceleration or delayed studies), deferment, withdrawal or leave of absence are to be approved by the People Relations Manager.

All course fees and costs associated with your approved course of study are the responsibility of the Cadet.

#### **University Attendance**

To enable Cadets to undertake their approved course of study, the Company permits Cadets to attend to their studies one (1) full day per week (Monday to Friday) during the university teaching semester.

Cadets are to select a course of study that requires only one (1) full day per week absence from the workplace. Any requests for flexibility outside of this must be approved by the People Relations Manager

The Cadet remuneration offering covers 5 days a week (Monday to Friday). Participants of the Cadet Program are able to attend to their studies 1 full day per week during university semesters with no impact to salary. Cadets are required to work all weekdays during university break.

#### **Study Leave**

To assist Cadets to prepare for examinations and assessments, Cadets are permitted one (1) day study leave per subject. Study leave days are to be scheduled in advance by application to your manager through the Taylor Leave System. Study leave does not accumulate, it will be forfeited if not taken each semester.

Any additional leave required to complete your studies is to be taken as annual leave.

#### **Examination Leave**

Cadets are granted exam leave for each subject. This leave is for the day of the exam. Application for Exam Leave should be made through the Taylor Leave System to your manager upon receipt of your exam timetable.



Taylor Cadets 2021

#### **University Results**

Dedication to tertiary studies as well as to employment is an essential combination in meeting the objectives of the Taylor Cadet Program.

University results are to be provided to Human Resources following the completion of each semester of study. Annual salary progression is contingent on Cadets receiving satisfactory academic results for their approved course of study. Excellent academic performance is encouraged and will be celebrated.

Poor academic performance (including course/subject failure) may lead to Cadets not meeting the requirements of the Taylor Cadet Program, which may lead to termination of employment.

#### **Work Location & Travel**

Cadets are required to be flexible and travel to a variety of Taylor project sites and offices in Greater Sydney. Where suitable and agreed, a Cadet may also have an opportunity to work at project sites in regional areas of NSW.

Cadets are required to hold a current driver's licence and may be required to drive a company vehicle.

#### **Hours of Work**

Core hours for Cadets are typically worked between the hours of 7:00am to 5:00pm, Monday to Friday.

The construction industry works a regular 6-day week, however it is not a requirement for cadets to work regular Saturdays. Cadets may work a Saturday from time to time and any requirement to work a Saturday will be agreed between the Cadet and their manager.

Cadets working a Saturday will be paid extra for those hours worked, in addition to their base salary, at the applicable standard hourly rate.

#### 1. UTS BEA Site Tour at Bowden Brae, Normanhurst

2. Wildlife Retreat at Taronga Zoo

#### **Cadet Peer Group**

A Cadet Peer Group provides Cadets with the opportunity for professional and social interaction with fellow Cadets. The Cadet Peer Group is 'self-managed' and supported by Management. Cadet Peer Group meetings provide a regular forum for Cadets to meet together and exchange experiences.

Team building and professional development activities and presentations will also be organised by the company throughout the year. The Cadet Peer Group is an important professional development opportunity.

#### Peer to Peer Support & Mentoring

A peer support team member is available for Cadets through onboarding, this is a Taylor team member who has been through the same cadet program as you and understands the challenges you may face when starting out. We want our cadets to have a positive early experience, maintain a confident attitude, and feel comfortable in their role. Your peer support team member will help to guide you through the first few weeks or months on the job.

Further down the track the opportunity exists for you to participate in professional mentorship with Senior managers, and members of the Senior Leadership Team. This opportunity is invaluable, few corporate initiatives reach as many areas of employee growth and fulfillment as mentoring. A mentor will help you grow personally and professionally in ways that can be exceedingly difficult without such guidance.



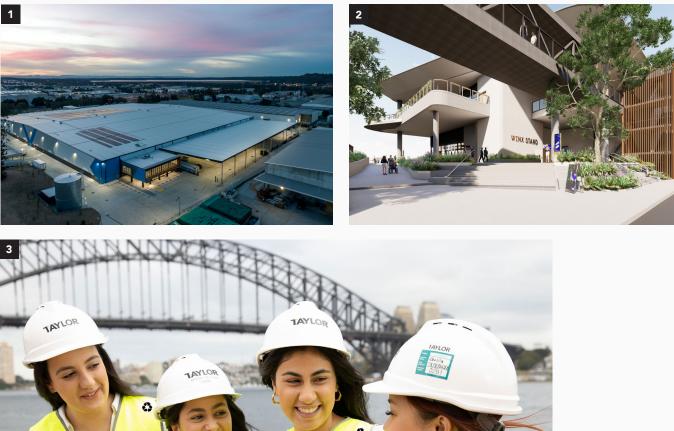


#### **Taylor Women in Construction**

Taylor Cadets, both women and men, will have the opportunity to engage in the Taylor Women in Construction program (TWIC). This internal HR initiative promotes training and events to bring greater awareness to diversity and inclusion in the workplace. TWIC aims to connect women at Taylor with; each other, colleagues, clients, partners, and external industry stakeholders.

At Taylor, fostering greater awareness and understanding of the challenges and opportunities facing women in construction is vitally important. We understand that diversity of experience, backgrounds, orientations, and perspectives drive innovation to deliver better business outcomes for everyone. TWIC is proudly co-created by women and men at Taylor to promote the representation of women in the property and construction sector.

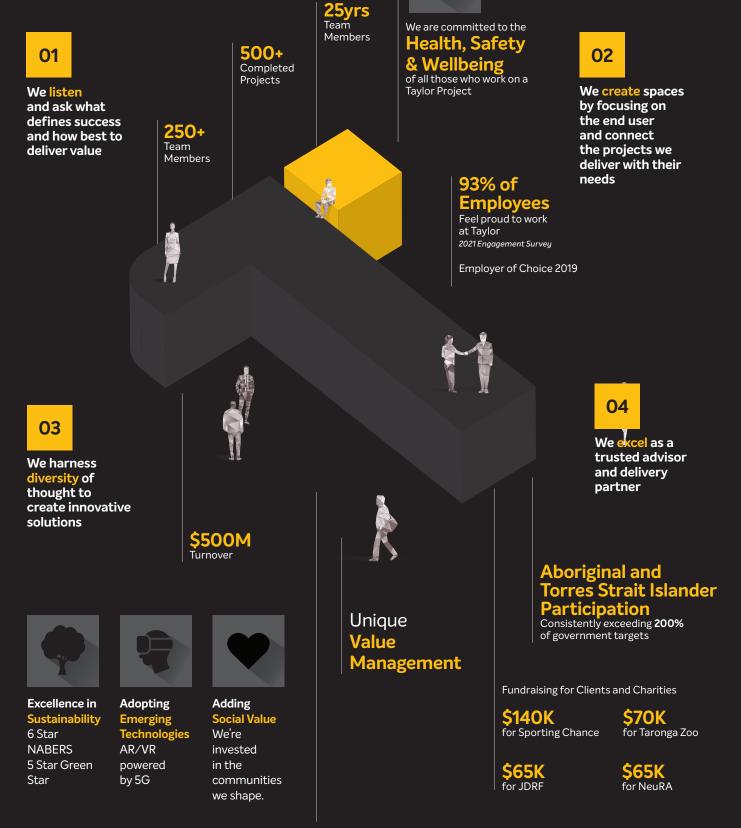
Should you wish to apply for a cadetship at Taylor please visit our website <u>here</u> for the specific dates of our next Cadet intake. Applications due in October and April each year.





- 1. Building 2 Industrial Facility, Wetherill Park
- 2. Winx Stand, Royal Randwick Racecourse
- 3. Celebrating International Women's Day 2021

# Dynamic Partners



### People Build Businesses From Cadet to Career



#### Adam Vassallo Project Manager 13 years at Taylor

Adam was awarded the prestigious 2020 National AIB, Professional Excellence Award in Building & Construction for his outstanding leadership on the Wildlife Retreat at Taronga. The Taylor Cadet Program gave me diverse opportunities to work in different divisions and projects across industry sectors such as Education, Hospitality, Public Buildings and Performance Spaces. It prepared me for many challenging, rewarding, and iconic projects I've been involved in over the years, most recently the delivery of the Wildlife Retreat at Taronga and currently the Concert Hall Renewal at the Sydney Opera House. Taylor continually empowers and supports me to push my career in the direction I want.

Over the years, the team has grown exponentially. It has been great to see other Taylor team members like myself grow within the business after starting in the Cadet Program.



#### Maureece Xuereb Development Manager

11 years at Taylor

Maureece has worked closely with architect, William Smart, from Smart Design Studio in the up-and-coming boutique apartment development in Bondi, Twenty Hall. Since starting at Taylor as part of the Cadet Program in 2010, I have diversified my industry experience across multiple roles in the business from Site-based roles and Estimating, through to Design Management and most recently Property where I have been honing my skills as a Development Manager for the past few years. Much of my professional growth can be attributed to the diversity that the Taylor Cadet Program offered me when I was just starting out.

The Program structure has continued to evolve to provide a variety of career path options for Graduate Cadets to professionally work toward and achieve their career goals. To this day I use the knowledge, skills, and valuable experience I developed during my time in the Program and am grateful for the opportunities it gave me.



#### **Oliver Riorden** Senior Contract Administrator

7 years at Taylor

Oliver is a member of the Australian Institute of Building (MAIB) and is a NSW AIB Committee Member. Two of my close colleagues completed their Cadetships in the same period I did. Together we have all moved through similar roles at Taylor and I've built both professional and personal relationships with them which I envisage will last for my entire working career.

The Taylor Cadet Program was a pathway that allowed me to learn and develop real on the job skills required under the guidance and mentorship of other industry professionals, some of the best in their field. It is easy to join a company and complete a simple task repetitively, it's another thing to be mentored, challenged, and appreciated when you succeed, or encouraged when you fail. I've felt extremely fulfilled working with some incredible people over the years at Taylor and through the Program.



#### Mathew Murray Project Manager 5 years at Taylor

Mathew was part of the delivery team for the Taronga Institute of Science & Learning, the first Zoo in Australia to receive a 6 Star Green Star & As Built design. During the Taylor Cadet Program I was offered many opportunities across a wide range of areas within Taylor. As a young person in the industry, I found this extremely exciting as it allowed me to learn so much about different business sectors, processes, roles, and responsibilities. Looking back this was so important because it allowed me to identify the areas I was most interested in and, with the support of my mentor, I was guided towards my chosen career path to be a Project Manager.

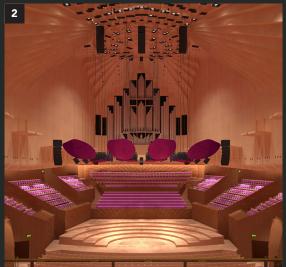
The Program's organised site visits were a great way to learn and get exposure to more of the industry. I also thoroughly enjoyed engaging with other Cadets on a regular basis. Sometimes it can feel daunting being one of the youngest people on a construction site, so this was a good way to bond with other people my age. Some of the friends I made during the Program have become valued connections throughout my career.

#### **Current Cadets**

<b>Christina Succar</b> Cadet	I started my experience within the construction industry in late 2020 where I have been undertaking Taylor's Cadet Program. This has been a rewarding experience for me as a new starter within the industry as I continue to learn and grow through my current position. The Program has supported my learning because I am able to gain firsthand insights through experience onsite and within the office. One of the best parts of my job is the versatility, every day brings its new challenges which has developed my problem-solving skills and communication within a team. Building connections has been the highlight for me as every day I gain a better perspective, adapting these valuable lessons as steppingstones for my future growth.
<b>Peter-Louie Boutros</b> Cadet	The Taylor Cadet Program has been incredibly fruitful and enriching to my career progression. Being exposed to a variety of different construction methods and projects has enhanced my knowledge. More importantly being part of a highly talented and experienced team has motivated me to set my goals and work hard to achieve them. From the moment I started the Program in October 2020 I have been encouraged to ask questions and build my understanding in all aspects of the construction lifecycle on and off the site. This has provided me with the opportunity to learn and develop myself as a young professional in the rapidly growing and evolving construction industry.
<b>Cecilia Tran</b> Cadet	The Taylor Cadet Program has provided me with a very hands-on learning experience while also allowing flexibility for my studies. Being onsite on a regular basis, I can observe and learn from the day-to-day developments occurring onsite as well as collaborate within a multidisciplinary project team. Since commencing the Program in March 2020 I have been on three projects. Each team has been very helpful in my development in the construction industry, answering all my questions and guiding me through new processes. There are a wide range of roles to shuffle through in the Program from estimating and design to contract administration and site engineering. This has exposed me to the many different options and career paths that are available and given me a more holistic view of how a construction project runs.
<b>Scott Chapman</b> Cadet	Building knowledge, meeting other Cadets at different stages in their professional journey, gaining exposure to an interesting array of projects and always having access to friendly support are just some of my favourite features of the Taylor Cadet Program. I began my journey at Taylor in January 2021 where I have been able to continually apply the skills I have learnt through university into practical, real-life scenarios with the support and mentoring of industry leaders. The Program is flexible with university and has enabled me to discover a range of new skills beyond the site environment such as exposure to Estimating and various business sectors involved in project start-up and delivery. I'm excited to keep expanding my knowledge and understanding through the Taylor Cadet Program and look forward to what my future with Taylor holds for me.

### Iconic Sydney





1. Wildlife Retreat at Taronga Zoo

2. Sydney Opera House Western Renewal

 Boomerang Towers, Sydney Olympic Park
 Taronga Institute

4. Taronga Institute of Science and Learning





### Cadet Training Model Flow Diagram

Program Duration	Tier 1 Modules	Tier 2 Key Learning Areas	Tier 3 Learning Activities
The duration for Cadet Program typically operates for a period of 3-4 years. The duration of the Program is largely dependent on the Cadet themselves and how quickly they achieve the learning outcomes.	There are nine (9) modules that cover the core areas of the business.	For each module, there are Key Learning Areas (KLA) that are identified.	For each KLA, it is broken down to further "Learning Activities". 3.02.01 Preliminaries forecasting incl. understanding fixed & time related costs and relationship with
Project 1	<ul> <li>2. Site Administration</li> <li>3. Contract Administration</li> </ul>	3.03 Subcontractor & Supplier Management 3.04 Head Contract Management	Construction Program. 3.02.02 Trade forecasting incl. understanding Trade Reserves, Trade Contingency 3.02.03 Cashflow forecasting 3.02.04 Risks & Opportunities for the
Project 2	<ul> <li>4. WHS &amp; Environment</li> <li>5. Structure, Services, Finishes &amp; Facades</li> <li>6. Site Planning, Programming, QA</li> <li>7. Design &amp; Project</li> </ul>	3.05 Project Control Group Report & Stakeholder Management	Project
Project 3	Coordination 8. Project Handover 9. Defects & Maintenance		

### Cadet Program Modules

1.	Estimating
1.01	Quantity Measures & Take Off
1.02	Tender Submissions / Construction Programs / Construction Methodologies
2.	Site Establishment & Project Administration
2.01	Project Establishment
2.02	Document Control
2.03	General Administrative Duties
3.	Contract Administration
3.01	Trade Letting & Procurement
3.02	Subcontractors, Agreements and Purchaser Orders
3.03	Monthly Cost Report & Forecasting
3.04	Subcontractor & Supplier Management
3.05	Head Contract Management
3.06	Project Control Group (PCG) Report & Stakeholder Management
4.	Workplace Health & Safety + Environment
4.01	Company WHS & Environmental Procedures and Systems
4.02	Risk Management
4.03	Site Safety Walks and Inspections
4.04	Induction Presentation
4.05	Site Safety Communication
5.	Structure & Services, Finishes & Facade
5.01	Structure Works
5.02	Services Works
5.03	Finishes Works
5.04	Façade Works

Image Reference: Parramatta West Public School

6.	Site Planning, Programming and Quality Assurance
6.01	Logistics Planning
6.02	Programming
6.03	Trade Coordination Meetings & Site Diaries
6.04	Quality Control & Inspection Test Plans (ITPs)
7.	Design & Project Coordination
7.01	Design Coordination Between Consultants and Services Trades
7.02	Authority and Major Infrastructure Items Including Water, Sewer and Power
7.03	Ongoing Design Coordination Through Lifespan of Project
7.04	Coordination of Authority and Consultant Inspections & Communication
8.	Project Handover & Certification, Finalisation
8.01	Occupation Certificate (OC) and Head Contract Project Completion (PC) Obligations
8.02	Final PCA, Authorities, Consultant Inspections Plus Commissioning of Services
8.03	Owner & Building Maintenance Manuals
8.04	Handover Preparation
9.	Defects & Maintenance
9.01	Defects Identification
9.02	Defect Management



# Graduate Program

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### Taylor Graduate Program

Your time in the Cadet Program will give you a broad overview of all aspects of Construction related roles. Upon successful competition of the Taylor Cadet Program, you will be offered a Graduate Position at Taylor and enter the Taylor Graduate Program to focus on your chosen career path.

The Taylor Graduate Program is a transitional program that usually runs for a duration of 1-2 years and aims to help our Cadets realise their ambitions for their chosen career pathway. The program allows our Cadet that extra time to focus on the skills required for their chosen pathway along to a position as an autonomous professional.

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### **Graduate Roles**

#### **Graduate Contract Administrator**

The Contract Administration discipline within Taylor is a project-based role where an individual will play an important part in the day-to-day financial control of the project. The role involves interactions with all stakeholders from clients to subcontractors and includes all aspects of financial control, contracts management and financial reporting. As a commercial team member, you will liaise with all members of the project to ensure the budgets, cost allocations and forecasts are accurately maintained and substantiated. This career pathway may lead you onto senior commercial roles such as Contract Manager, Commercial Manager or Project Manager.

#### **Graduate Site Engineer**

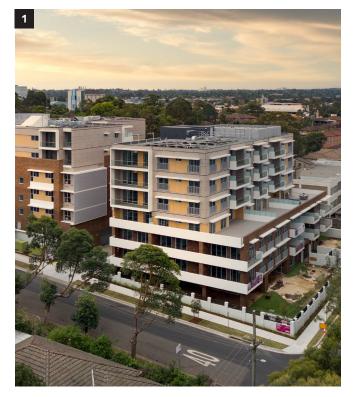
The engineering discipline within Taylor is a site-based role where an individual will play an integral part in the day-today operations of the site. This includes active participation in WHS Compliance, planning, design/issue resolution, contractor interaction, programming, and quality assurance. The role operates as a link between the Project and Site Management Teams and the experiences gained will provide multiple career options through to Project Manager and beyond.

#### **Graduate Estimator**

Construction cost estimating is a foundational principle in forecasting the cost of construction for a particular project. Estimating determines a project's feasibility, scope of work, budget, construction methodology, design as well as material, supplier and subcontractor selection. Expert estimating will prevent the business from financial loss and offer our valued clients value for their money. A career in Estimating will give an individual a unique insight into market and industry trends.

#### **Graduate Design Coordinator**

The design manager manages and controls the process of design and documentation on a project. Guiding the design team to provide documentation within the project's requirements to meet targets and milestones for approvals, procurement, construction, commissioning, and handover activities. The role will see you based both in head office and on site for periods of time. You will have an important role at the early stages of a project and be a major face of the business when dealing with clients and consultants.

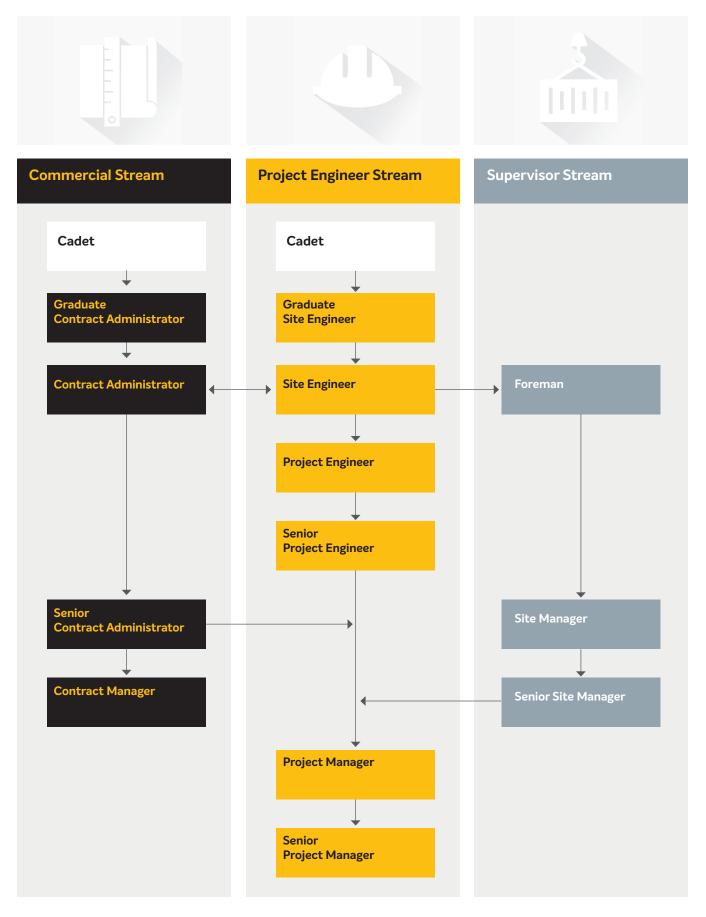




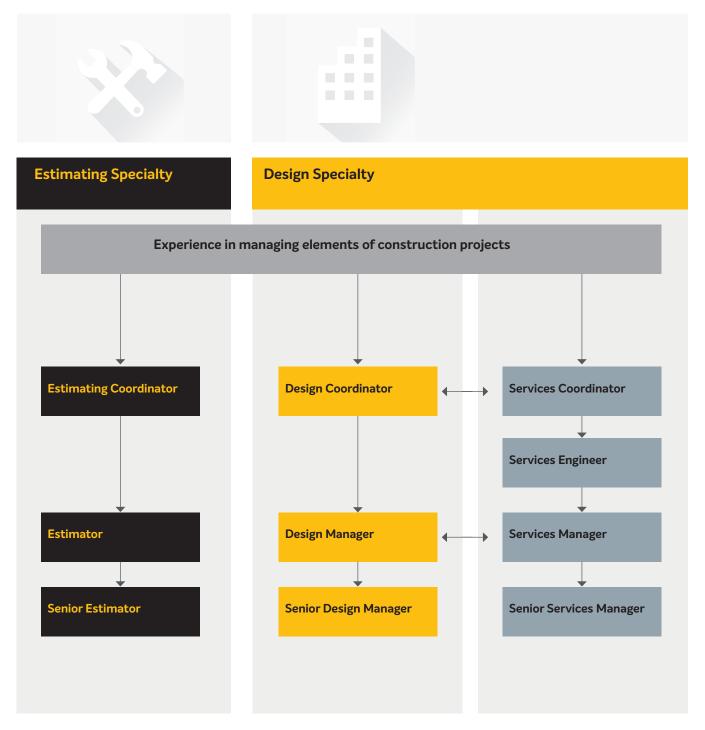
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### **Career Path**



### **Career Path**



### Thank you

**Taylor Construction Group Pty Ltd** ABN 25 067 428 344

Level 13, 157 Walker Street North Sydney NSW 2060

Telephone: 02 8736 9000 Fax: 02 8736 9090 Website: taylorau.com.au

