



# Supplier Quality Assurance Manual

June 2025

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INTERNATIONAL

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**NORSTA Maritime Pty Ltd**  
ABN: 80 648 390 130

**Registered Office:**  
84-88 Cook St  
Portsmith QLD 4870



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## 1. Purpose

- 1.1.1 Welcome to the NORSTA Maritime (NORSTA) Supplier Quality Assurance Manual (SQAM). NORSTA focuses on managing and coordinating local small-to-medium enterprises (SMEs) and approved suppliers that supports the delivery of our multi-year Maritime Sustainment Program for multiple classes of Commonwealth vessels.
- 1.1.2 This document sets out the principles, expectations and processes that underpin NORSTA's relationships with its approved suppliers and supports consistent, high-quality outcomes across all sustainment activities.
- 1.1.3 Sustained maritime readiness depends on collaboration with suppliers that share a commitment to:
- Values alignment: integrity, transparency and respect in every transaction;
  - Ethical conduct: compliance with legislation and the NORSTA Supplier Code of Conduct;
  - Social and environmental responsibility: safe workplaces, reduced environmental impact and positive community engagement; and
  - Continuous improvement: innovation, lean practices and measurable quality gains.
- 1.1.4 The SQAM provides guidance on:
- Quality standards and compliance obligations.
  - Operational procedures from supplier qualification, working within the sustainment environment through to performance monitoring and continuous improvement.
  - Available support and contact information.
- 1.1.5 By following these requirements, suppliers help build a resilient, capable and regionally empowered maritime sustainment ecosystem that delivers value for all stakeholders. NORSTA looks forward to working collaboratively with its supplier community to achieve excellence together.

## 2. Scope

- 2.1.1 This manual applies to the procurement of goods and services under NORSTA's contracts with suppliers, including purchase order requirements and associated terms and conditions.
- 2.1.2 For this manual, wherever the term 'supplier' is used, it can be taken to include (where applicable) contractor, subcontractor and sub-tier supplier.
- 2.1.3 Some requirements in this manual are incorporated by reference into contracts with suppliers. To the extent of any inconsistency between information in this manual or the terms and conditions of any purchase order or other agreement with the supplier, the purchase order/agreement takes precedence.
- 2.1.4 Supplier feedback**
- 2.1.5 NORSTA is committed to fostering strong, collaborative relationship with all suppliers in our network. We welcome and encourage feedback concerning this document. Any suggestions, including adding additional information or improvements should be e-mailed to [mpne.procurement@norsta.com.au](mailto:mpne.procurement@norsta.com.au).

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### 3. Our Quality Policy

- 3.1.1 A fundamental element of any quality system is the systematic understanding, monitoring and continual improvement of key processes. Suppliers are expected to actively pursue continual improvement initiatives that enhance process quality, improve delivery performance and increase overall efficiency and effectiveness.
- 3.1.2 As an ISO-certified organisation, NORSTA maintains an obligation to verify that all business partners engaged in collaborative work meet quality standards. NORSTA expects its supply base to maintain a Quality Management System that complies with ISO 9001 at a minimum, or as otherwise specified in the relevant purchase order or contract.
- 3.1.3 We understand that not all suppliers hold or have the ability to obtain an ISO accreditation; all suppliers will be assessed on a case-by-case basis on their governance effectiveness. Our management team is committed to assisting suppliers to continually improve their quality standards.

### 4. Responsibilities

#### 4.1.1 Management Leadership and Commitment

- 4.1.2 NORSTA's leadership are accountable for embedding values-based behaviour into the organisation's Quality Management and Governance frameworks by modelling the behaviours outlined in our Charter. These values-driven behaviours go beyond compliance and commercial outcomes, promoting ethical decision-making, continuous improvement and a culture of accountability. Through leadership commitment, the organisation fosters a stable, values-aligned workforce where governance, quality and performance expectations are clearly understood and consistently met across all operations.

<b>OUR MISSION</b>	
<b>Delivering excellence in vessel maintenance in our region</b>	
<b>OUR VISION</b>	
<b>The trusted regional enterprise delivering seaworthy ships</b>	
BEHAVIOUR	DEFINITION
<b>Collaborative</b>	As an integrated team, we recognise that we deliver greater value working together and supporting one another
<b>Professional</b>	We are competent, ethical, trustworthy, transparent and empathetic in our dealings with others and actively seek opportunities to deliver improved outcomes
<b>Pragmatic</b>	We solve problems in a sensible and practical way through making real world decisions based on the best available technical advice
<b>Empowered &amp; Decisive</b>	We empower our people to innovate and make timely decisions at the right level, fostering talent through trusting our people and implementing a shared vision
<b>Just &amp; Learning Culture</b>	We celebrate successes and learn from challenges while remaining personally and collectively accountable to deliver excellence in everything we do
<b>Agile &amp; Resilient</b>	We deliver outcomes by remaining flexible, agile, resilient and respectful

Figure 1: NORSTA Charter

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#### 4.1.3 Quality, Governance and Risk and Supply Chain Function

4.1.4 The Quality, Governance and Risk and Supply Chain functions are to ensure that the SQAM is communicated to suppliers during the onboarding phase and periodically reviewed and reinforced throughout the supplier relationship.

#### 4.1.5 Security Function

4.1.6 All suppliers engaging with NORSTA or supplying goods and services must ensure that all contractual security obligations are met. Suppliers who are also members of the Defence Industry Security Program (DISP) must additionally ensure they meet all obligations to both the Commonwealth and their own organisation.

## 5. Supply Chain Management

### 5.1 Supplier Qualification

5.1.1 The purpose of the Supplier Qualification process is to ensure that suppliers engaged by NORSTA meet defined quality, safety, environmental and governance standards prior to engagement and during their ongoing relationship with NORSTA. Supplier Qualification supports:

- a. Assurance of compliance with ISO 9001, ISO 14001 and ISO 45001 requirements or at an acceptable level against NORSTA's risk profile;
- b. Risk mitigation across NORSTA's sustainment and project delivery environment;
- c. The ability to deliver Commonwealth requirements consistently and safely;
- d. Protection of NORSTA's reputation and the Commonwealth's interests; and
- e. Continuous improvement across the supply base.

5.1.2 This process applies to all suppliers.

### 5.2 Qualification Principles

5.2.1 The following principles underpin NORSTA's approach to Supplier Qualification:

- a. Suppliers are pre-qualified before work commencement.
- b. Qualification is risk-based and aligned to supplier category and capability.
- c. Only onboarded and qualified suppliers are used on NORSTA contracts. Non-qualified suppliers may not be engaged without Supply Chain Manager approval.
- d. Supplier qualification is re-validated periodically or when a significant change occurs.

### 5.3 Qualification Process Overview

5.3.1 Table 1 (linked) outlines the structured process NORSTA employs to systematically qualify suppliers, ensuring alignment with business objectives and compliance with governance standards.

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Table 1: Qualification Process Overview

Action	Owner	Output	Process Objective	Key Criteria
Identify Supplier Need	NORSTA Project Manager / Supply Chain Manager	Supplier identified /shortlist	Ensure supplier need is clearly defined	Business case; Strategic alignment
Issue New Supplier Application Pack	NORSTA Supply Chain	New Supplier Application Pack issued	Initiate formal qualification process	Document completeness
Complete and Return Qualification Pack	Supplier	Completed qualification pack	Provide required information and certifications	Accuracy; Timeliness
Review and Assess Supplier Submission	NORSTA Supply Chain	Supplier Quality Assurance Checklist	Evaluate compliance to standards and requirements	Compliance to governance standards
Conduct Site Assurance Audit (if required)	NORSTA Project Manager / Supply Chain Manager	Site audit findings	Verify on-site practices and capability	QMS effectiveness; Safety culture
Make Qualification Decision	NORSTA Supply Chain Manager	Qualification decision (Approved / Rejected)	Formal decision on supplier status	Risk level; Assessment results; Business fit
Update Approved Supplier List (ASL)	NORSTA Supply Chain	Approved Supplier List updated	Maintain accurate and current ASL	Data accuracy; Governance record

## 5.4 Supplier Code of Conduct

- 5.4.1 The NORSTA Supplier Code of Conduct (Annex A) sets the ethical foundation that underpins this SQAM. It articulates our core values and translates them into clear behavioural expectations for all personnel working on NORSTA contracts. By aligning operational requirements with these principles, the Code ensures that commercial dealings and day-to-day interactions all meet the high standards demanded by our Commonwealth client and our wider stakeholder community.
- 5.4.2 Suppliers are required to review and abide by the Code in full before commencing work. Compliance will be monitored alongside quality and HSE performance; breaches may trigger corrective action up to and including, removal from NORSTA's approved supplier list. Adhering to the Code not only safeguards our collective reputation, it also fosters a culture of trust and collaboration that is essential to the success of every sustainment project.

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## 5.5 Supplier Insurances

- 5.5.1 NORSTA requires all suppliers to maintain appropriate and adequate insurance coverage as a condition of engagement. These insurance requirements are essential to mitigate commercial, operational and legal risks and to ensure continuity of quality service delivery.
- 5.5.2 Suppliers must provide evidence of current insurance coverage as part of the qualification and onboarding process and maintain valid insurance for the duration of their supply chain relationship with NORSTA. NORSTA expects an approved supplier to be able to provide evidence of appropriate and adequate insurance to the NORSTA Supply Chain Team upon written request.
- 5.5.3 For further information on NORSTA's insurance requirements, suppliers should contact the NORSTA Supply Chain Manager directly via [rmpne.procurement@norsta.com.au](mailto:rmpne.procurement@norsta.com.au).

## 5.6 Supplier Monitoring and Audits

- 5.6.1 NORSTA is committed to verifying that all suppliers engaged in collaborative work uphold necessary quality standards. Suppliers may be selected for assurance activities from time to time. NORSTA ensures suppliers are informed well in advance of any scheduled audit activities.

### 5.6.2 Audit Activities and Approach

- 5.6.3 Periodically, NORSTA's Quality Assurance team will undertake comprehensive audits of supplier processes which directly influence the quality, safety or compliance of services provided.
- 5.6.4 NORSTA audits are conducted in a collaborative and transparent manner, aiming to foster trust and mutual understanding. The focus of NORSTA Quality Assurance Audits is on continual improvement of the services and the collaboration between the parties.

### 5.6.5 Improvement and Corrective Actions

- 5.6.6 Suppliers identified as needing improvement will receive clear guidance and support from NORSTA to address any gaps discovered during audits. Suppliers are expected to proactively engage in further discussion on the findings with an aim to improve and timely implement any agreed corrective actions, as appropriate.

### 5.6.7 Advance Notification and Agenda

- 5.6.8 Suppliers will receive reasonable advance notice of scheduled audits, including a detailed agenda provided by NORSTA's Quality Assurance team outlining specific audit focus areas. Guidance and assistance will be available throughout the audit preparation process to ensure the process is mutually beneficial.

### 5.6.9 Audit Triggers

- 5.6.10 Audits may be initiated based on several factors outlined in the table below:

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Table 2: Supplier Audit Triggers

Process	Key Requirements
New Supplier Evaluation or Re-qualification	<ul style="list-style-type: none"> <li>Assessment of a new supplier or periodic evaluation of an existing supplier.</li> </ul>
Periodic Audit	<ul style="list-style-type: none"> <li>Regularly scheduled audits based on NORSTA's quality assurance calendar.</li> </ul>
Poor Performance	<ul style="list-style-type: none"> <li>Persistent failure to meet agreed quality or service standards.</li> </ul>
Post-Incident Audit	<ul style="list-style-type: none"> <li>Conducted after significant incidents (such as safety) or compliance breaches (such as confidentiality or Code of Conduct).</li> </ul>

### 5.6.11 Audits and Performance Evaluation

5.6.12 NORSTA may periodically review supplier activities through audits to support ongoing compliance, quality assurance and safety. Supplier performance assessments play a valuable role in this process, offering insights that foster continuous improvement and strengthen our collaborative relationship.

## 6. Maintenance in Sustainment

6.1.1 Effective scheduling and maintenance coordination are critical to keeping NORSTA's sustainment program on time, on budget and fully compliant with Defence requirements. The framework below sets out the points that govern a supplier's on-site activities from first arrival through to final documentation and hand-over. Following these control points protects personnel, safeguards assets and speeds up invoice processing. Table 4 (linked) is a summary of the steps and requirements:

Table 3: Maintenance Assurance Requirements

Area	Action	Key Requirements
Arrival, Check-in and Permits	Sign in, induction and permit briefing	<ul style="list-style-type: none"> <li>Electronically sign in and hang your NORSTA Induction Card on the site safety access board.</li> <li>Report to the site hut for: <ul style="list-style-type: none"> <li>Waterfront Supervisor: confirm scope, timeline and points of contact.</li> <li>Permit Controller: review your SWMS/JSA and issue any required permits: Hot Works, Confined Spaces, Working at Heights or RADHAZ isolations.</li> <li>Isolations Officer will oversee lock-out/tag-out and "Test for Dead" procedures.</li> </ul> </li> </ul>

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Site Location and Hours	Confirm vessel location and working windows	<ul style="list-style-type: none"> <li>Vessel location and working hours will be advised on contract commencement.</li> <li>Working hours outside the nominated timeframes must be submitted and approved by the NORSTA Planned Maintenance Manager, including seeking Commonwealth approval where necessary.</li> <li>Always carry your NORSTA Induction Card (except when hung on the site safety access board); failure to present it means no access.</li> <li>At HMAS Cairns, you must also obtain and visibly display a Defence Common Access Card (DCAC).</li> </ul>
Parts and Material Staging	Collect Defence-supplied items (if required)	<ul style="list-style-type: none"> <li>Parts are staged at the RMP-NE Regional Staging Facility (Shed 20/4-16 Tingira St, Portsmouth).</li> <li>To arrange pick-up: Call the NORSTA Logistics Officer by phone no later than the day before your arrival and quote your job ticket and expected arrival time.</li> <li>If you find incorrect or missing items, immediately raise a Problem Identification Report (PIR) to rectify before work begins.</li> </ul>
Objective Quality Evidence	Submit OQE package	<ul style="list-style-type: none"> <li>OQE timing: Email within 48 hrs of task completion. If you anticipate delays, notify the Senior Maintenance Assurance Advisor or Planned Maintenance Manager before departure.</li> <li>OQE content: Photographs of completed work and evidence of key inspection/hold point action. OQE content may include, but is not limited to test reports, certificates, gauge readings or other measurable data.</li> <li>OQE recording: Clear reference to each line item in the job ticket.</li> <li>OQE Submission: Email OQE and invoice to your Planned Maintenance Manager (or Unplanned Expeditionary Maintenance Manager) and NORSTA Accounts to expedite payment.</li> </ul>
Problem Identification Report	Report and resolve defects	<ul style="list-style-type: none"> <li>Alert the Waterfront Supervisor immediately if you discover defects, discrepancies or potential "growth".</li> </ul>

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- 6.1.2 NORSTA Support Personnel details (names, phone and email) are provided at contract commencement. For further information, suppliers should contact the NORSTA Planned Maintenance Manager directly via [mpne.maintenance@norsta.com.au](mailto:mpne.maintenance@norsta.com.au).

## 7. Health, Safety and Environment

- 7.1.1 NORSTA and its suppliers must work together to protect people, assets and the environment. Failure to meet these requirements may lead to contract suspension or removal from the approved supplier list. These requirements are summarised in the table below, organised by key Health, Safety and Environment (HSE) areas and their respective obligations:

**Table 4: Health, Safety and Environmental Compliance Summary**

Area	Key Requirements
Legal and Standards	<ul style="list-style-type: none"> <li>Comply with Work Health and Safety Act 2011 and regulations.</li> <li>Adhere to all relevant environmental legislation.</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>Complete risk assessments before work begins.</li> <li>Submit SWMS or JSAs as required.</li> <li>Proactively identify and control hazards.</li> </ul>
Site Safety and Access	<ul style="list-style-type: none"> <li>All personnel to complete site induction.</li> <li>Obtain permits for high-risk tasks (hot work, confined spaces, heights).</li> <li>Wear specified PPE at all times.</li> <li>Know emergency plans and muster points.</li> </ul>
Training and Competency	<ul style="list-style-type: none"> <li>Ensure personnel hold relevant licences, qualifications and training.</li> <li>Provide ongoing up-skilling and refresher courses.</li> <li>Provide support for NORSTA's requested audit of training, qualification and certification records, as appropriate.</li> </ul>
Incident Management	<ul style="list-style-type: none"> <li>Report all incidents, near misses or environmental events immediately.</li> <li>Participate in investigations and root-cause analysis.</li> <li>Implement corrective/preventive actions.</li> </ul>
Equipment and Materials	<ul style="list-style-type: none"> <li>Use tools, machinery and materials that meet Australian Standards.</li> <li>Inspect, maintain and test and tag as required.</li> <li>Remove any defective or non-compliant items immediately.</li> </ul>
Environmental Responsibility	<ul style="list-style-type: none"> <li>Minimise, recycle and dispose of waste responsibly.</li> <li>Prevent spills and manage hazardous substances.</li> <li>Reduce energy, water and fuel use; favour low-emission equipment.</li> </ul>
Audits and Continuous Improvement	<ul style="list-style-type: none"> <li>Participate in periodic HSE audits and inspections.</li> <li>Correct non-conformances without delay.</li> <li>Seek ongoing HSE learning and best-practice adoption.</li> </ul>

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- 7.1.2 For further information on NORSTA's HSE requirements or to discuss site-specific safety expectations, suppliers should contact the HSE directly via [rmpne.hse@norsta.com.au](mailto:rmpne.hse@norsta.com.au).

## 8. Financial

- 8.1.1 Accurate invoicing and purchase-order (PO) processes are essential to NORSTA's financial controls and timely payments. Suppliers must meet the following requirements:

**Table 5: Financial Assurance Documentation**

Process	Key Requirements
Tax invoices	<ul style="list-style-type: none"> <li>• PDF format (combine invoice/timesheet into a single file)</li> <li>• Include: vessel name; PO number and line; WO number and description; bank-account details.</li> <li>• Email to both <a href="mailto:accounts@norsta.com.au">accounts@norsta.com.au</a> and <a href="mailto:rmpne.maintenance@norsta.com.au">rmpne.maintenance@norsta.com.au</a></li> <li>• If due date falls on a weekend or public holiday, it shifts to the previous business day.</li> <li>• All invoices are paid in accordance with agreed trading terms along with the associated PO.</li> </ul>
Purchase orders	<ul style="list-style-type: none"> <li>• A PO along with a job ticket must be issued before work starts (authorises work, aligns with budget).</li> <li>• Serve as the legal payment agreement: no PO, no guaranteed payment.</li> </ul>

- 8.1.2 For further information on NORSTA's financial requirements, suppliers should contact NORSTA Accounts directly via [accounts@norsta.com.au](mailto:accounts@norsta.com.au).

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**Annex A.****SUPPLIER CODE OF CONDUCT****Policy purpose and application**

NORSTA Maritime Pty Ltd (NORSTA) is committed to fostering a culture of compliance, ethical behaviour and good corporate governance.

Our diverse network of suppliers is integral to the success of our business and we are committed to collaborating with suppliers who share our commitment to operating in a responsible, safe, resilient and sustainable manner.

This Supplier Code of Conduct (Code) sets out the behaviours and business practices we expect of our suppliers and complements the contractual arrangements we have in place. We expect that our suppliers communicate and, to the extent possible, apply these principles of the Code to their business.

**Our Due Diligence**

NORSTA conducts a pre-qualification process to ensure suppliers meet our required standards.

For the purposes of assurance and continuous improvement, we may assess supplier compliance with this Code by requesting relevant information, including but not limited to questionnaires, audits and other supporting documentation.

We may cease or choose not work with suppliers who do not comply with the requirements of the Code.

**Health and Safety**

NORSTA is committed to protecting the health and wellbeing of our people. Our most important measure of success is that every person who works with us remains safe and healthy at the end of each day.

We expect our suppliers to:

- comply with applicable health and safety laws, regulations and contract requirements;
- provide a safe working environment through proactive management and controls to minimise health and safety risks; and
- provide training to ensure their people have the skills required to work safely.

**Environment**

NORSTA is committed to the environmentally responsible management of our facilities and activities. We seek to minimise our impact to the environment and expect the same behaviour from our suppliers. We welcome innovative ideas to do things better.

We expect our suppliers to:

- comply with applicable environmental laws, regulations and contract requirements;
- seek ways to minimise any adverse environmental impact across their operations including in relation to biodiversity, waste, water and emissions;
- take a proactive approach to managing environmental risks; and
- promote a culture of environmental awareness and responsibility.

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## Human Rights

NORSTA is committed to upholding the fundamental human rights of our employees, the communities in which we operate, those within our supply chains and other stakeholders impacted by our business. We expect our suppliers to:

- comply with applicable laws, regulations and contract requirements;
- promote a diverse, inclusive and safe workplace where people can undertake their duties free from unlawful discrimination and harassment;
- ensure fair remuneration and safe working conditions for all workers;
- respect freedom of association and collective bargaining, including a workers' right to lawfully and peacefully form or join a trade union of their choosing; and
- prohibit the use forced and compulsory labour by complying with the *Modern Slavery Act 2018*.

## Community

NORSTA is committed to delivering a lasting, positive contribution to the regions where we operate. We expect our suppliers to act responsibly in their local communities. We value suppliers who:

- promote local job creation;
- promote local procurement;
- demonstrate they seek to actively recruit, train and employ Indigenous and disabled personnel; and
- demonstrate they seek to purchase from local Australian suppliers, disability enterprises and indigenous businesses.

## Transparency, Integrity and Accountability

NORSTA is committed to fostering a culture of compliance and responsible business practices. Our commitment to ethical conduct is unwavering. We adopt a zero-tolerance approach to corruption and bribery, ensuring full compliance with legal and regulatory standards. We expect our suppliers to:

- comply with applicable laws, regulations and contract requirements;
- perform all business dealings honestly, transparently and fairly;
- ensure zero tolerance and not engage in business practices involving bribery, corruption or facilitation payments;
- disclose any real or perceived conflict of interest and obtain NORSTA's consent before proceeding;
- not offer or accept any gift/entertainment with the intent of, or perception of, obtaining improper advantage or influence for the supplier, NORSTA or its employees, or any third party;
- not source goods or services on behalf of NORSTA from any country, entity or persons subject to international trade sanctions;
- proactively report any concerns to NORSTA in a timely manner; and
- conduct their business in line with fair competition.

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## Privacy, Data Protection and Confidentiality

NORSTA is committed to upholding privacy and safeguarding data by ensuring all information is managed lawfully and appropriately. We expect our suppliers to:

- comply with applicable laws, regulations and contract requirements;
- treat NORSTA data/information as confidential and use only for purposes of the contract;
- apply adequate data/information privacy and security to protect NORSTA data from unauthorised access, use and disclosure; and
- notify NORSTA immediately if the supplier becomes aware of a data/information breach.

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## Media Contact

No engagement with the media about NORSTA or its activities should be undertaken unless agreed in advance through a review and approval process. You must always ensure that any communication about NORSTA, NORSTA's clients or our work together, including but not limited to: marketing materials, press releases, photos, social media posts or media interviews, is formally approved by NORSTA prior to publication.

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## Reporting and Notification

NORSTA encourages suppliers to report concerns or deviations relating to the Code including any illegal, unethical or improper conduct. Suppliers can raise matters or conduct of concern with the NORSTA Quality, Governance, and Risk Manager.

In general, the following steps will be undertaken:

- The issue will be escalated to senior management for investigation.
- Following the investigation and its review, an appropriate response and course of action will be determined in consultation with the supplier.

Where the non-compliance poses significant risk, external assistance and/or referral to relevant authorities may be considered.

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