

Welcome to the BFBB Summit 2026

Resetting Standards for Culture and Inclusion in the Plumbing and Fire Protection Industry

The *Building Futures, Breaking Barriers (BFBB)* project began in April 2025. By the close of this Summit you will see what's been achieved, what the road ahead looks like and the practical solutions we are developing for employers to bring about a respectful, inclusive and future-focused industry.

MC: Shelley Ware is distinguished media personality known for her role NITV-SBS AFL/VFL program, *Marngrook*. Beyond her television career, Shelley is an educator recognised as a finalist for the NAIDOC Education Award in 2024. An experienced panel facilitator, *BFBB* welcomes Shelley's contribution to the Summit.



Agenda

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| • Welcome to country | Uncle Mark Brown |
| • Welcome to Summit 2026 | Shelley Ware |
| • Federal Government Acknowledgement and Endorsement | Minister Andrew Giles MP,
Minister for Skills and Training |
| • Five-year roadmap for reform | Earl Setches, Secretary of the PPTEU
Kristen Reid, Lawyer, PPTEU |
| • What BFBB will deliver | Tania Clarke, BFBB Project Director |
| • What the research tells us | Shayne La Combre, CEO PICAC |
| • Panel discussion: Company Pilots | MC Shelley Ware plus representatives from
six companies committed to testing the
Plumbing Industry Cultural Inclusion Maturity
Model (PICIMM). <i>Details on page 3.</i> |

Networking lunch from 12-1pm

BFBB Project Partners



Building Futures, Breaking Barriers for Women in the Plumbing Industry is
funded by the Australian Government's Building Women's Careers Program | 2026

Building on Our Strengths



What Building Futures, Breaking Barriers research tells us about inclusion in the plumbing and fire protection industry.

The BFBB research led by Dr Valerie Francis from Constructing Equity brought together voices from all corners of the industry, featuring insights from nearly 100 individuals using a combination of 8 focus groups and 48 in-depth interviews. Included were CEOs, plumbers, apprentices, trainers, union officials, and HR and operations personnel from businesses big and small, as well as plumbing and fire protection organizations.

This groundbreaking study unveiled the core strengths that have shaped a thriving industry. By tackling the barriers that have held us back, we can look forward to a more productive, innovative and successful future.

Three Barriers Holding the Industry Back

Our independent research found that low participation is not just about attracting more women into the pipeline. Three interconnected conditions shape everyday experiences at work – and these need to change for everyone to succeed.

1

Informality runs the show

Day-to-day decisions about learning, support, and behaviour are made on the spot and are not guided by consistent standards. What happens on site depends heavily on 'who's in charge', which means some workers benefit, and others miss out.

2

One behaviour standard for everyone

There is an unwritten template for how workers should act - built around physical toughness, direct communication, and a high tolerance for banter - even if the banter isn't well intentioned. Those who don't naturally fit this mould have to work harder to belong, regardless of how good they are in the job.

3

Belonging is unequal – only some must 'earn it'

For many workers, belonging is assumed from day one. Others - like women or men who don't fit the typical behaviour standard- have to constantly adapt and prove themselves, which makes it tougher to succeed.

**These three conditions work together and reinforce each other.
Addressing one alone is not enough.**

From Research to Real Change

Two workstreams. One industry commitment. All working together as we develop tools and training programs for all employers and workers.

National Education & Training Program

Delivered by The Men's Project

Shifts behaviour across the whole workforce - so informal culture stops excluding people.

Senior Leaders

Modelling Respect & Equality

Workers & Apprentices

Everyday Leaders

Trainers & Educators

Train-the-Trainer

National Employer Framework

Developed by Constructing Equity

Gives every employer a clear roadmap- so inclusion is structured, not left to chance.

Cultural Maturity Assessment using the PICIMM

Benchmark which level you are on now

12-Month Action Plans

Concrete goals, tracked progress to move up the levels in the PICIMM

Role-Based Toolkits

Practical resources for all employers for every role

This is how we address the system, not just the symptoms.

The Panellists



Dr Valerie Francis,
Constructing Equity



Aaron Clarke,
AG Coombs



Brooke Andradi,
Leemark



Chadd Cooke,
Cooke & Dowsett



Rachel Yarrow,
Yarrow Plumbing



Cat McCarthy,
McCarthy Plumbing
Group



Jason Wagg,
Axis Services Group



Shelley Ware,
MC

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The Research is Clear. The Direction is Set. Now We Build.



Building Futures, Breaking Barriers is an industry-led, government-backed commitment to change.

Our research - conducted with and for the plumbing and fire protection industry - gives us the evidence base to build tools and resources designed specifically for our industry that will actually work.

Complete

Deep research
across the industry

In Progress

Developing the PICIMM
with 6 companies.
Piloting and delivering
the National Education
Programs.

Coming

National Framework launch
Practical implementation
tools & resources
for industry

Welcome to BFBB Founding Supporters

The Project Partners welcome our Founding BFBB Supporters who are joining us in fostering positive change.

Together, we create an Industry where respect and inclusion are standard.



Share your feedback

Thank you for joining us at the BFBB Summit and we hope you gained valuable insights.

Your feedback, as part of this industry-led initiative, is crucial.
Scan the QR code and help shape our collective future.



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