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INDUSTRY **WHITE PAPER**

REDUCING CONTRACTOR RISK

WITH SITE360

CONTRACTOR PRE-QUALIFICATION: THE FOUNDATION OF RISK CONTROL

A practical framework for reducing contractor risk through structured pre-qualification, risk intelligence, and controlled site access.

www.site360.io

Executive Summary

Organisations that rely on external contractors to deliver services across safety-critical, regulated and operationally complex environments face significant and measurable risk. These risks – from workplace injuries and regulatory enforcement to service disruption and reputational harm – often stem from inconsistent onboarding, weak evidence collection, and limited real-time verification of people and documentation.

Site360 responds to this challenge with a technology-first, process-driven pre-qualification and contractor governance platform. By combining a rules-based Risk Intelligence framework with structured service-to-control mapping, real time check-in verification, automated renewals, and auditable workflows, Site360 ensures contractor fitness-for-work is assessed, recorded and re-checked before, during and after each site engagement. The platform is proven at enterprise scale (deployed across thousands of stores and processing tens of thousands of daily interactions), and built on secure, cloud-native architecture to meet modern data and audit requirements.

This white paper details the contractor risk problem, explains how rigorous pre-qualification reduces exposure, describes Site360's technical and operational approach, and sets out measurable outcomes and governance controls that boards, regulators and executives require.

The contractor risk landscape – why this matters now

Outsourcing and flexible labour models deliver specialist skills and cost advantages, but they also amplify exposure across multiple vectors:

- Safety risk: contractors account for a disproportionate share of workplace incidents in multi-site operations where oversight varies.
- Regulatory risk: inconsistent evidence of licences, insurances and systems creates regulatory and contractual non-compliance.
- Operational risk: poor alignment between the tasks requested and contractor capability causes rework, delays and cost leakage.
- Data & security risk: uncontrolled access and weak identity verification increase the chance of data breaches or unauthorised access.
- Reputational & financial risk: a single high-profile contractor failure can lead to enforcement, litigation and brand damage.

These problems are not theoretical – they are predictable where organisations rely on manual checklists, shared drives for certificates, or one-off, site-by-site approval decisions. Common failure patterns include inconsistent vetting across sites, over-reliance on self-attestation, documents stored with no expiry governance, and manual onboarding that scales poorly. Without a systemised, auditable approach, boards and regulators are rightly sceptical of asserted compliance.



Why Pre-Qualification must be evidence-based and dynamic

Traditional pre-qualification treats all contractors as equivalent. A modern approach must instead:

- 1. Assess capability against the service not just the business.** Risk is a function of what is being done, where it is done, and how often.
- 2. Collect verifiable evidence** (licences, insurances, safety management systems, workforce competence) and link it to renewal workflows.
- 3. Make decisions repeatable and defensible via automated rules**, scoring and transparent rationale.
- 4. Re-verify continuously** – not only at onboarding but at every check-in, and whenever evidence changes.
- 5. Integrate with site workflows** (work authorities, permit-to-work screens, exclusion zones) so risk control travels with the work..

Site360 embodies these principles: pre-qualification is not a one-time form, it is a living, evidence-driven lifecycle that starts before a contractor arrives and continues through check-out and post-work review.

The Site360 Approach -

Components and capabilities

1. Risk-first architecture: Site360 Risk Intelligence

At the heart of Site360 is the Risk Intelligence system – an adaptive, rules-based decision engine that assigns risk profiles and dynamically tailors evidence requirements.

Key behaviours:

- **Service-driven rules:** assessment requirements are selected based on the service(s) a contractor will perform (electrical, cleaning, refrigeration, IT, etc.), the inherent risk of those services, and the operating environment.
- **Contextual thresholds:** the system adjusts score thresholds according to organisational risk appetite, critical site attributes, and contractor history.
- **Targeted evidence collection:** the Risk Intelligence asks for only those documents relevant to assessed risk, reducing friction for low-risk providers while ensuring depth where required.
- **Transparent decisioning:** every approval, condition or rejection is recorded with the rationale and the scoring that produced it – producing defensible audit trails.

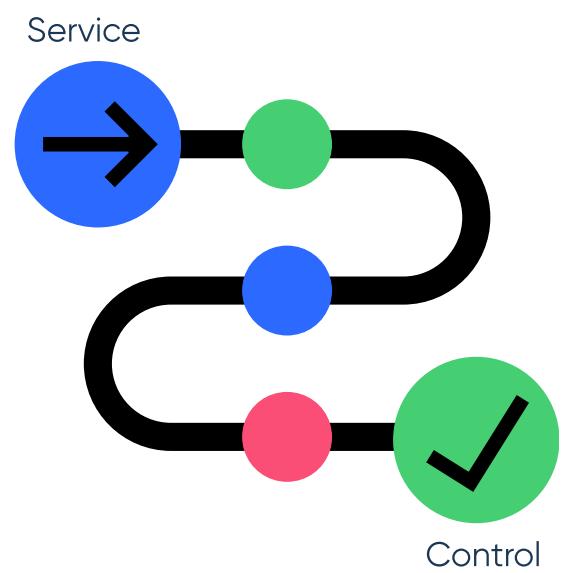
This dynamic approach prevents the under-assessment of high-risk providers and eliminates unnecessary burden on low-risk suppliers, accelerating onboarding without diluting governance.

2. Service to Control mapping

Not every contractor is the same. Site360 requires organisations to catalogue services and map each to:

- inherent risk categories
- mandatory licences, insurances and competencies
- required controls (PPE, exclusion zones, supervision)
- reassessment cadence (configurable to time periods of 3 / 6 / 9 / 12 / 24 months)

When a contractor selects services during onboarding, Site360 automatically generates the appropriate assessment pathway. This ensures proportionate controls – high-risk services trigger deeper assessment and shorter re-validation cycles; low-risk services follow a streamlined path. The result is both accuracy and scale: one consistent governance model across thousands of sites.



3. Contractor onboarding and evidence management

Site360's onboarding workflow is designed to remove common failure points:

- **Company profile + Safety Management System (SMS):** contractors submit a documented SMS for review; Site360's team of expert auditors or the client's own internal safety teams, can review and endorse the SMS before any worker is attached.
- **Document capture & expiry governance:** licences, insurances and certifications are captured as structured evidence with automated expiry reminders that increase in frequency closer to expiration dates. Documents are re-checked at every site check-in to prevent expired credentials from allowing access.
- **Worker profiles & linking:** individual workers are attached to their company profiles; each worker uploads trade licences, induction evidence and identity attributes (photo, ID). For higher risk classifications, biometric verification via Microsoft Azure facial matching is available to confirm identity at scale.

4. Real-time verification and secure site access

Effective contractor pre-qualification only delivers value when it directly governs who is permitted to access a site. Site360 closes the gap between approval and access by enforcing pre-qualification outcomes at the point of site entry.

Only contractors and workers who have successfully completed Site360's pre-qualification process – including verification of licences, insurances, inductions, and required third-party checks – are eligible to check into sites. This creates a controlled, closed ecosystem where site access is not discretionary, but system-enforced.



Site360 replaces vulnerable and brittle QR or code-based check-in methods with patented geo-location verification. Secure site zones and automatic checkout perimeters ensure that presence on site is accurately recorded and tamper-resistant, providing a defensible record of who was on site, when, and under what authority. This linkage between pre-qualification and physical access is critical for incident investigations, regulator enquiries, and time-based work authorisations.

At the point of check-in, Site360 **re-validates the contractor's pre-qualification status in real time**, confirming:

- Licence and insurance currency
- Completion and currency of general and site-specific inductions
- Required third-party clearances (e.g. working with children, background checks)

If any pre-qualification attribute has lapsed or no longer meets the defined risk threshold, access is automatically restricted. Site teams are notified immediately, and the contractor can be:

- **blocked** from site entry
- **conditionally approved** with documented controls
- **directed into a remediation** workflow to restore compliance

By enforcing pre-qualification controls at every site entry, Site360 ensures that only approved, compliant, and fit-for-purpose contractors are ever present on site. The result is a secure, governed environment where risk controls defined at onboarding are continuously upheld in operation – not assumed.

5. Digital work authorities & permit-to-work integration

Site360 extends pre-qualification to the operational phase with digital work authorities that capture:

- reason for visit and planned tasks
- selection of high-risk tasks which triggers permit-to-work questionnaires and mandatory PPE confirmations, prior to work commencing
- PRE/POST split for work orders so sites can approve work pre-start and confirm satisfactory completion post-work
- automated messages to site teams when high-risk tasks are scheduled or in progress

Each digital work authority creates an immutable, auditable record linking the verified contractor, pre-qualification checks, and time-stamped activity logs, supporting safety, cost validation, and forensic review. Site360 processes tens of thousands of pre-qualified contractor work orders monthly in production deployments.

6. Data, reporting and integration

Data is stored and surfaced in a structured repository for real-time visibility and historical analysis:

- **Dashboards:** live site-level and enterprise-level dashboards enable safety, operations and procurement teams to track compliance, contractor performance and trends.
- **Reporting & analytics:** Site360 integrates with Microsoft Power BI and supports API exports to ERPs and HR systems (e.g., SAP SuccessFactors), enabling consolidated reporting and executive scorecards on contractor risk and compliance metrics.
- **Event and evidence retention:** check-in logs, induction completions, pre-qualification records, work authorities, and incident reports are stored with audit trails and controlled retention periods to support investigations and regulator inquiries.



7. Security, privacy and platform resilience

Site360 is built as a cloud-native solution on Microsoft Azure with industry-standard security controls: TLS encryption in transit, role-based access control, multi-factor authentication and ISO-aligned data handling.

Infrastructure components (web app firewall, load balancing, blob storage, application insights) support resilience, monitoring and disaster recovery. For deployments requiring regional data residency, Site360 supports country-level storage options and GDPR-aligned practices.

Implementation – practical steps to operationalise pre-qualification

Rolling out a robust pre-qualification program is as much about governance and stakeholder alignment as it is about technology. A practical, phased path is:



1. Define services & risk:

Catalogue the universe of contractor services and assign inherent risk levels and required controls. (This is the single highest-leverage step.)



2. Configure Risk Intelligence rules:

Map service types to evidence requirements, thresholds and re-validation cadences.



3. Pilot on a controlled site:

Start with a representative sample of sites and a subset of contractor categories (e.g., HVAC, electrical, cleaning). Collect metrics on onboarding time, failure reasons, and conditional approvals.



4. Operationalise check-in verification:

Enable real time checks at the pilot sites and integrate digital work authority workflows for high-risk tasks.



5. Scale & integrate:

Expand across the business network, integrate with HR/ERP systems, and deliver executive dashboards.



6. Continuous improvement:

Use incident and performance data to recalibrate rules, update service mappings, and shorten review cycles where performance justifies it.

Site360's **workflows** and **APIs** are designed to support this phased model and to scale with enterprises already handling hundreds of sites and tens of thousands of weekly check-ins.



Measurable outcomes & recommended KPIs

Organisations that adopt a systematised, evidence-based pre-qualification program can expect measurable improvements. Typical outcomes and KPIs to track include:



- **Reduction in contractor-related incidents** (TRIFR or LTIFR attributable to contractors)
- **Time to onboard** (mean days from first contact to approved status) – should fall as automation replaces manual review
- **Document currency rate** (percentage of contractors with current licences/insurances at check-in)
- **Percentage of work orders with full digital completion** – increases forensic traceability and cost validation
- **Regulatory findings** – reduction in audit non-conformances related to contractor governance
- **Operational cost savings** – Site360 customers report expense reductions in work order reconciliation and administration; one platform source cites up to a 30% reduction in related expenses.

Use the above KPIs to create an executive dashboard and link them to contractual KPIs in supplier agreements.

Governance, auditability and legal defensibility

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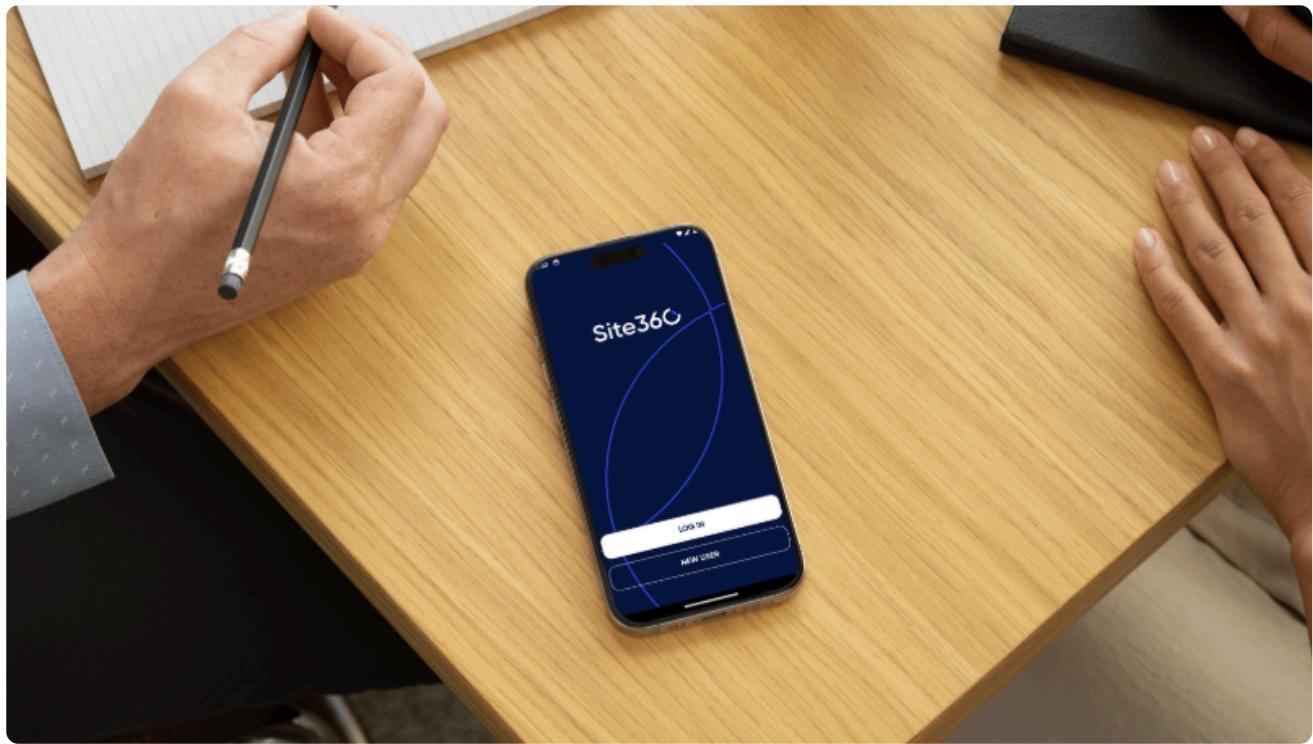
- **Providing immutable audit trails** for every decision, condition and document review.
- **Making decision logic transparent** – the Risk Wizard records the rule set and the scoring that generated approvals or conditions.
- **Aligning to standards** – evidence capture for WHS, licences, insurance and safety management systems supports compliance to WHS legislation, ISO 45001 frameworks and regulator expectations.

- **Supporting delegated approvals** – role-based workflows allow central safety teams to retain oversight while local site teams manage day-to-day operations.

In incident investigations, the ability to show what was checked, when it was checked, and the rationale behind access decisions materially reduces legal exposure and speeds response.

Example (anonymised): how pre-qualification stopped a failure-chain

A large multi-site retailer using Site360 configured electrical maintenance as a high-risk service requiring proof of current licences, an endorsed SMS and a site-specific induction. During a routine check-in, Site360 flagged an expired contractor electrical licence and automatically blocked access pending remediation. The site raised a conditional approval and arranged supervision from a qualified subcontractor. This single automated control eliminated the risk of unauthorised live electrical work and prevented a potential safety incident and regulatory exposure



Roadmap considerations & advanced capabilities

To support evolving risk scenarios, Site360 is extending capabilities such as offline mode for disconnected site operations, a lone worker monitoring module, digital locks for secure access and biometric options to strengthen identity assurance. These features progressively reduce residual risk where connectivity, lone work or physical access control are dominant risk drivers.

Recommendations – getting the maximum risk reduction



1. Start with services mapping.

Well-defined service to control mappings dramatically increase the accuracy of assessments.



2. Enforce real-time checks at every site entry.

Re-validation at check-in prevents stale documents becoming an exposure.



3. Treat identity as fundamental.

Use biometric verification where risk and workforce composition justify it (e.g., high turnover, migrant workforces).



4. Use data to close the loop.

Feed incident, near-miss and performance data back into the Risk Wizard to tighten controls where failure is observed.



5. Align contracts & procurement.

Ensure supplier contracts require submission of evidence into the pre-qualification system as a condition for work.

Conclusion

Contractor risk is not an inevitable cost of doing business – it is a systems problem solvable with a combination of policy, process and modern technology. Site360 embeds risk intelligence at the start of the contractor lifecycle and maintains it throughout the engagement, producing safer operations, demonstrable compliance and measurable cost efficiencies. For organisations operating large, distributed estates the ability to move from ad-hoc approvals to a repeatable, auditable pre-qualification lifecycle is a material control that protects people, contracts and brand.

About Site360

Site360 is a cloud-native contractor and site management platform designed to help organisations proactively manage contractor risk, compliance and performance across multi-site estates. The platform is deployed across thousands of stores and processes large volumes of weekly check-ins and work orders, supporting tailored inductions, real-time verification, digital work authorities and enterprise reporting. Site360 is hosted on Microsoft Azure and built with security, scale and auditability in mind.

Appendix

– technical & operational notes



Scale

Deployed across thousands of stores; weekly visitor check-ins in the 125,000–140,000 range; over 50,000 work orders processed per month in production estates.



Identity

Biometric face matching via Microsoft Azure available for higher-risk classifications.



Platform

Cloud-native on Azure, microservices design, RBAC, TLS encryption, WAF and monitoring via Application Insights. Data residency and GDPR-aligned storage options supported.



Languages

Platform available in 15 languages to support multilingual workforces.



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