



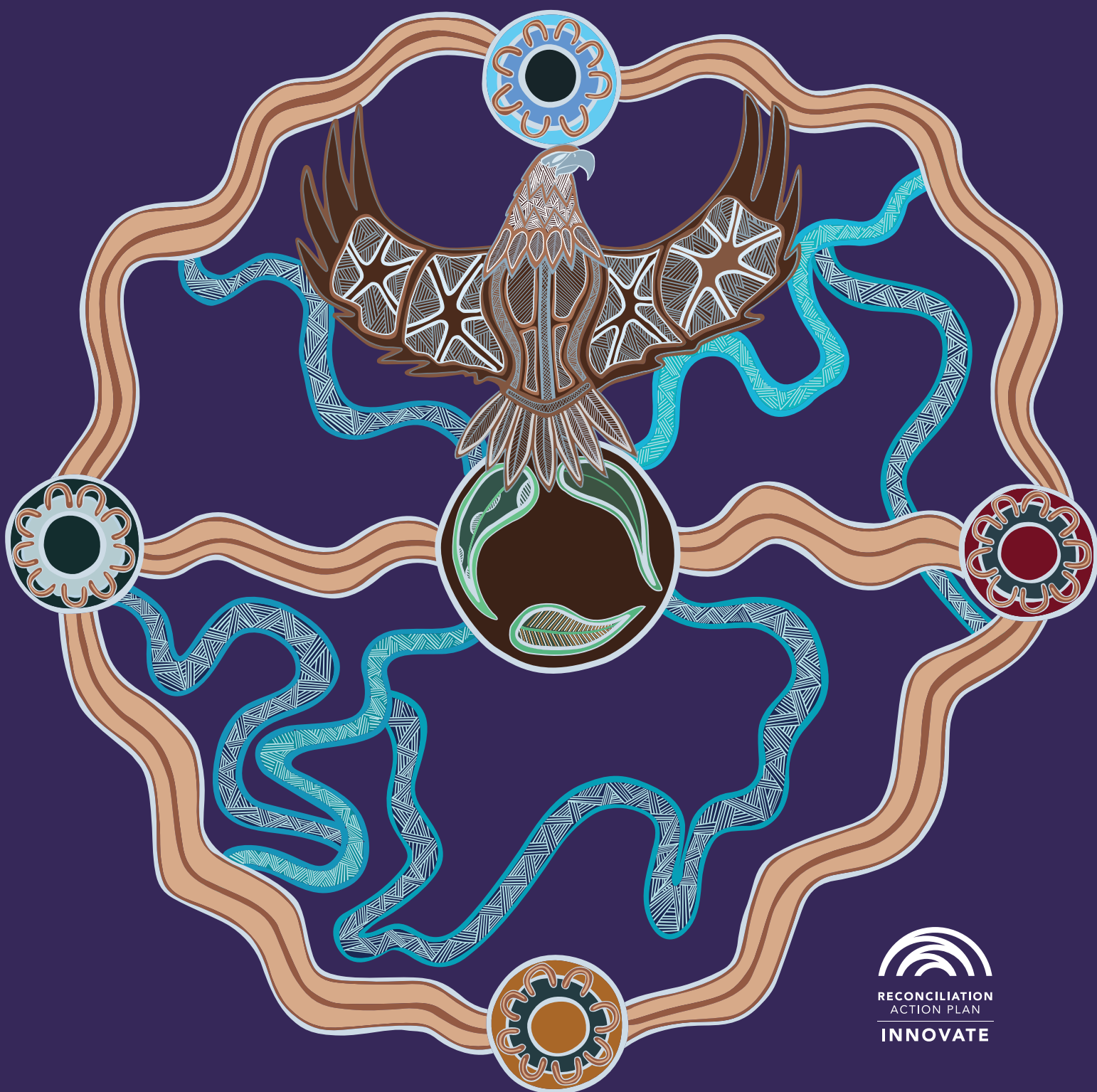
BARPA

Minicon

Innovate

Reconciliation Action Plan

July 2022 - July 2024



RECONCILIATION
ACTION PLAN

INNOVATE



“Creating a RAP is the first step in reconciliation and making a real impact on indigenous communities. What will make me even prouder is when we carry out our objectives within the RAP by building and getting indigenous businesses involved, upskilling our people and sharing our culture and practices.”

Alex Kerr

Wurundjeri Traditional Owner
and Barpa Site Supervisor

About the Artist

Proud Wurundjeri Traditional Owners and brothers Ashley Firebrace and Alex Kerr, who is also a Site Supervisor at Barpa, created an artwork to represent the start of Icon’s reconciliation journey.

Ashley and Alex are both proud Wurundjeri Men, who share a deep connection with their culture and the land. Ashley is a talented artist whose artwork encapsulates his journey throughout life, he also maintains sacred sites around the state whilst being a part of the history research team at the Wurundjeri land council. Alex and Ashley collaborated with Icon’s Reconciliation Action Plan committee to creatively bring Icon’s story to life. Being a part of the business Alex was already familiar with the company’s vision for reconciliation and shares this through the colours and shapes incorporated in the artwork.

About the Artwork

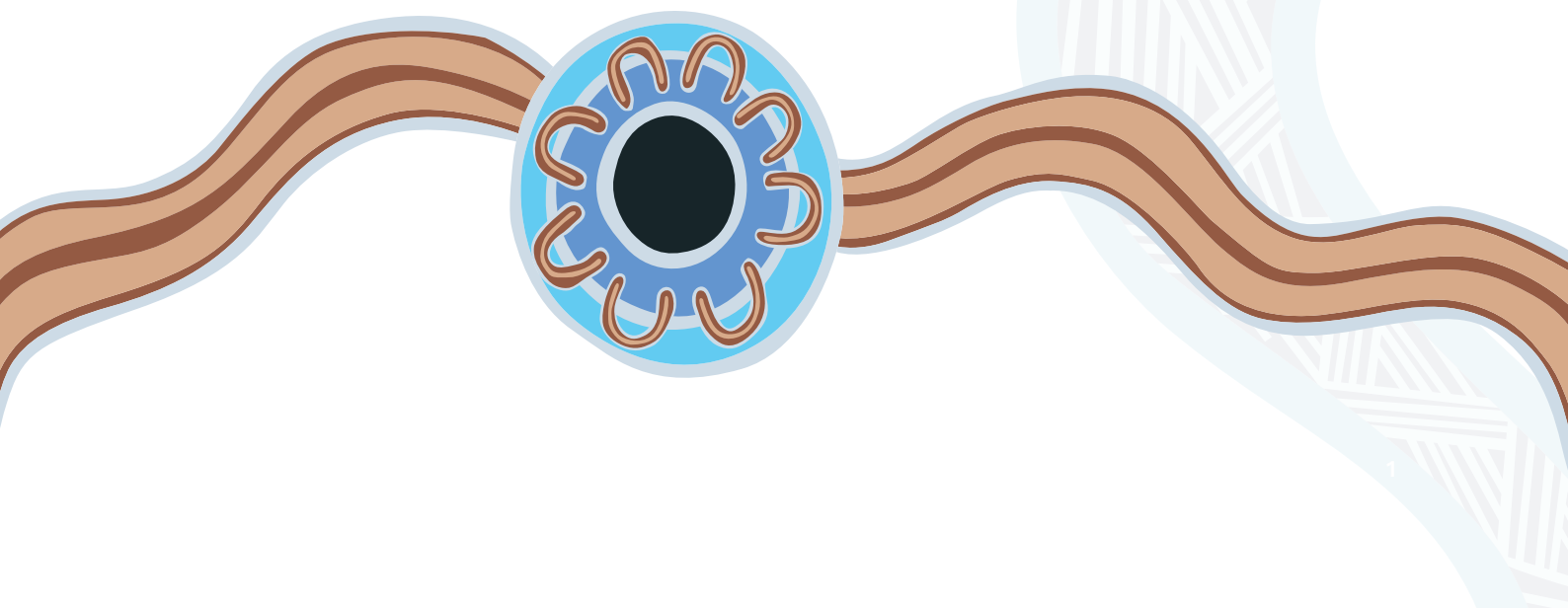
Alex and Ashley’s design was based around the four companies involved in the Icon Group; Icon, Minicon, Kajima and Barpa, and representing them in a way that shows reconciliation and connecting with each other as one. All four meeting places carefully connect with each other and lead to the centre circle of the artwork.

The gum represents the traditional owners of Melbourne – Wurundjeri as they are also known as the manna-gum People. The light and dark blue rivers throughout the painting represent the Yarra River flowing through to our Head Office and surrounding projects. The show piece is the eagle, our creator Bunjil, in the top middle of the painting looking over us and keeping our employees safe whilst we conduct our business on Wurundjeri Land. Each colour chosen for this painting represents our businesses now, with some earthy secondary tones selected to compliment the vibrant colours within the artwork.

Icon proudly acknowledges the Traditional Custodians of the country we work on and pays our respects to the peoples, their cultures and their Elders past, present and future.

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Message from the CEO

We are proud to present our first Innovate Reconciliation Action Plan (RAP) for the Icon Group as we move forward towards achieving our organisation's vision for reconciliation. At Icon, we recognise that we have the opportunity and the obligation to play a more active role in Australia's reconciliation efforts.

For our reconciliation journey to progress, we looked back at what has been achieved during the implementation of our Reflect RAP, a plan that was developed under Cockram before the merger with Icon and then widely embraced across the newly formed entity.

Under the direction of our Reflect RAP and support of our working group, we fostered new and strengthened existing relationships with Aboriginal and Torres Strait Islander stakeholders by elevating cultural awareness through employee training and stronger Acknowledgement to Country; formally celebrating events like National Reconciliation Week and NAIDOC; and introducing more formal procurement strategies.

We also established our vision for reconciliation. A vision to create a positive and inclusive culture whereby all future and current Aboriginal and Torres Strait Islander peoples are proudly themselves.

Moving forward, our Innovate RAP formalises an ongoing commitment to reconciliation under the Icon Group where we will work towards gaining a deeper understanding of our sphere of influence and establishing the best approach to advance reconciliation.



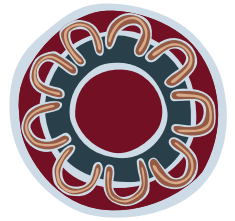
To celebrate publishing our Innovate RAP, we engaged proud Wurundjeri Traditional Owners and brothers Ashley Firebrace and Alex Kerr, who is also a Construction Services Site Supervisor at Barpa, to create an artwork.

Every line, dot and colour in the artwork carries a greater meaning. I was most drawn to the centrepiece that connects with four meeting places representing Icon, Minicon, Barpa and Kajima's journeys coming together to form what is now known as the Icon Group.

On behalf of Icon Group, we would like to thank Reconciliation Australia, our other external partners and the appointed advisory committee for their support and guidance on this important journey.

We encourage our people and business partners to get involved and work with us to deliver on our commitment to make a thought-driven difference in partnership with Indigenous communities.

Evan Byrne
CEO
Icon Group



Message from Reconciliation Australia

Reconciliation Australia commends Icon on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP). Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. This Innovate RAP is both an opportunity and an invitation for Icon to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Icon will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.



With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Icon is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Icon's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Icon on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Vision

Our vision for reconciliation at Icon is to create a positive and inclusive culture whereby all future and current Aboriginal and Torres Strait Islander peoples are proudly themselves. All Icon employees to recognise and appreciate the histories and cultures of local First Nations peoples for the betterment of the communities we operate within.

Race Relations

People see evidence of cultural acknowledgement and inclusive harmonious professional relationships. They see and learn from Aboriginal and Torres Strait Islander employees. Company leadership recognises that the business can be more proactive and diligent to positively educate and acknowledge the Aboriginal and Torres Strait Islander employees and community and takes responsible actions taken to harness this intent.

Equality & Equity

New and existing Aboriginal and Torres Strait Islander staff are proud to identify and they are welcomed by the company. All staff experience a nationally consistent approach to increasing Aboriginal and Torres Strait Islander engagement and building capacity in people and companies. New Icon staff have the opportunity to experience working with Barpa (Icon's joint venture in an Indigenous construction company), and Aboriginal and Torres Strait Islander staff who are also able to contribute to and benefit from working directly with Icon.

Institutional Integrity

New and existing Aboriginal and Torres Strait Islander peoples feel respected by Icon. Icon creates a culture that ensures Aboriginal and Torres Strait Islander peoples are comfortable in dealing with the company, as well as feeling accepted, motivated and supported.

Unity & Historical Acceptance

Icon staff celebrate and acknowledge Aboriginal and Torres Strait Islander cultural dates of significance, they have learnt about histories and cultures, and they actively work towards supporting self-determined outcomes and truth telling.

Our Business

Icon is a multidisciplinary construction services company with expertise in General Contracting, Construction Management, Project Management, Engineering, Procurement and Construction Management (EPCM), Design Management and Design & Construct and Project Controls across a broad range of building sectors: Apartments, Commercial / Retail, Education, Government, Health / Retirement Living, Industrial, Infrastructure, Laboratories / Research & Development, Pharmaceutical, Resources, Sports & Leisure and Technology.

Our sphere of influence is:





In 2019 Cockram Construction and Icon Co merged to create Icon, a company of 780 employees, 3% (22 employees) currently Aboriginal and/or Torres Strait Islander people.

Icon operates in every state and territory in Australia; we also have operations in Asia and New Zealand. We are partners in an Indigenous construction business, Barpa Construction Services, which also operates in every state and territory in Australia.

In Australia, we have 9 offices: Perth, Darwin, Brisbane, Canberra, Sydney, Melbourne, Geelong, Townsville and Cairns. In addition to this, at any one time we will have no less than 70 construction project sites in both urban and rural locations.

Our RAP

Following the Cockram/Icon merger, Cockram's Reflect RAP was implemented throughout Icon via numerous facilitated workshops across the business and ongoing communication and publication of initiatives via the intranet. Moving forward, this Innovate RAP formalises our ongoing commitment to reconciliation under Icon.

Icon recognises that a diverse workforce benefits our business, employees and the broader community. This RAP strives to reduce the imbalances that exist in employment and education in our sector, which will in turn, improve health and wellbeing, life expectancy and reduce the rates of incarceration in Aboriginal

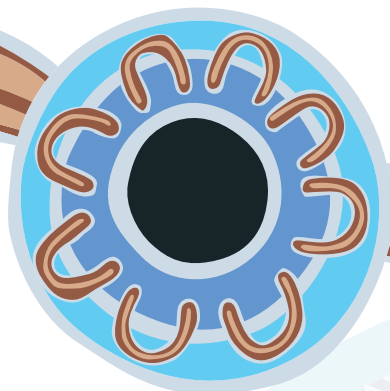
and Torres Strait Islander communities (reference; national agreement on Closing the Gap July 2020).

Currently, our RAP Working Group includes representatives from both of the merged businesses and Barpa. Our RAP has the full support of our Executive and Senior Managers and will be specifically championed by Evan Byrne, CEO, Mike Read, Executive Director and Sarah McDonald, Group HR Manager and our RAP Working Group which comprises Employee and Executive representatives from both Aboriginal and Torres Strait Islander peoples (30%) and non-Indigenous peoples (70%).



RAP Working Group

Coane Nobbs	<i>Construction Manager, Barpa</i> A proud Marri Ammu man of Rak-Tjindi (Daly River) Northern Territory
Jeremy Clark	<i>New Business Manager, Barpa</i> A proud Tjap/Peek Whurrong man of South West Victoria
Michael Read	<i>Executive Director, Barpa and Icon</i> ACT, NSW and WA
Luke Young	<i>Director, Icon</i> QLD and NT
Sarah McDonald	<i>Group HR Manager</i>
Brooke Lancaster	<i>Senior HR Business Partner, Barpa and Icon</i> ACT, NSW and WA
Jacinta Wilkie	<i>HR Business Partner, QLD</i>
Evan Byrne	<i>CEO</i>
Nicole Donnison	<i>Social Sustainability Manager, Icon</i>
Jordan Falla	<i>Indigenous Coordinator, Barpa</i> A proud Noongar/Wongi Man of Western Australia



Barpa Meeting Place

Our business consults with Barpa's majority partner, the Federation of Victorian Traditional Owner Corporations (FVTOC), and Barpa employees; we also engage with the local Traditional Owners of the lands on which we work.

Icon also connects with other Aboriginal and Torres Strait Islander peoples' businesses and organisations that link with Traditional Owner businesses, such as NSW Indigenous Chamber of Commerce, the Northern Territory Indigenous Business Directory, Kinaway Chamber of Commerce, Victoria, and the South East Queensland Aboriginal and Torres Strait Islander Chamber of Commerce.



Indigenous Australian Construction Company

In partnership with the Federation of Victorian Traditional Owner Corporations (FVTOC), Icon (formerly Cockram) is the minority shareholder in Barpa Construction Services - Icon provides construction and business management expertise and additional staff to support the business's growth and development.

Barpa now has 78 employees, 23% of whom are First Australians, and an annual turnover of approximately \$100M.

Barpa's success has increased First Nations employment and training opportunities within Barpa and Icon. It also provides opportunities for other First Nations-owned businesses through a multi-pronged and layered approach to the use of First Nations subcontractors and suppliers, within the business and for sub-contracting and procurement on Barpa and Icon projects.

The company's dividends flow back to FVTOC to support initiatives that improve the health, wellbeing and prosperity of First Nations Australians, for example:

- Resourcing of a CEO and secretariat.
- Funding an Aboriginal Youth Cultural Strengthening Pilot Project.
- Successfully lobbying the Victorian State government to specifically allocate funds to support the Treaty process.
- Implementation of Caring for Country initiatives such as The Victorian Traditional Owner Cultural Fire Strategy, Victorian Rural Drainage Strategy and Native Foods & Botanicals Industry Development.
- Reinvestment of resources to grow other Australian Aboriginal and Torres Strait Islander businesses, for example On Country Heritage and Consulting, Koori HR.

Barpa Career Pathways

Zane Connors

24 - Cadet

Zane is a Yorta Yorta and Wiradjuri man. He grew up in Shepparton and moved to Melbourne with his mother and two sisters when he was 14. Zane was lucky enough to attend Scotch College through its Indigenous Scholarship Program. “That’s where I started to build my Indigenous identity and knew Mum could only give me so much being from European decent. Scotch College opened up the opportunity to discover and learn my culture,” he says. Zane draws inspiration from the Aboriginal guest speakers who came to the school, including Michael Long and Cyril Rioli, as well as trips to Melbourne Museum’s Bunjilaka Aboriginal Cultural Centre and the NGV. After completing Year 12, Zane studied business at RMIT but deferred and moved back to Shepparton and worked for Moretto Building Pty Ltd for a year as a builder’s labourer and developed a passion for building.

“My ultimate goal is to not let down my younger self down, to keep striving forward.”

Zane has been studying his Bachelor of Design Degree at the University of Melbourne and started with Barpa as an Undergraduate Building Coordinator back in 2018. “It’s a step in the right direction providing myself with full time work experience, preparing myself for the work force,” he says. Zane is grateful to Barpa for giving him a head start in the industry. Zane has moved to the Icon business in QLD where he will continue with his cadetship.

Justin Nuttall

37 - HSE Coordinator

Justin grew up in Beenleigh, Queensland, an area with a rich Indigenous history. His family, like so many others, was affected by 20th century assimilation policies and his grandfather became part of the Stolen Generations. After several years in a variety of construction roles, he began thinking about his career options when he was asked to be a safety representative. “I had to do a safety rep’s course and I started to notice how important that was on job sites. It opened my eyes to how a lot of workers don’t care about safety and a lot of employers are rushing to get the job done.”

“Barpa has given me the opportunity to chase my dream of being a safety manager.”

Two years later, Justin joined Barpa and has since successfully completed a Certificate IV of Work Health and Safety and as well as a Diploma of Work Health and Safety. He is now a safety advisor in our Queensland business. In the meantime, Justin has also become more involved with his local Indigenous community, joining the board of Beenleigh Housing and Development Company 3 years ago (a not-for-profit organisation). “It’s a community-driven organisation that operates without any government assistance. We are trying to get a block of land, so that we can build more houses for the community.”



Coane Nobbs

36 - Construction Manager

Coane has strong family ties to Daly River and the Marri Ammu language group. His great-grandmother was a member of the Stolen Generations and was removed from her family in Daly River and relocated to Darwin where Coane was born and having moved to Sydney and Norfolk Island he returned to Darwin and completed a Bachelor of Design (Architecture) at Charles Darwin University. “I wanted to be an architect, and the plan was to do my master’s degree, but I thought I’d take a year off and get some industry experience first.”

Coane moved back to Sydney and worked with NSW Public Works, commencing in their graduate program, and remained with them for 7 years. Wanting to move back to Darwin, “I was exploring opportunities in Darwin and saw an advertisement for a contract administrator with Barpa. I’d had a lot of experience in risk management and strategic high-level project management, but not much on the building and contracting side of things, and this position at Barpa gave me the opportunity to work on my weaknesses.” He was also keen to work for an Indigenous company having had a positive experience with NSW Public Works promoting Indigenous participation in the workforce. “I really enjoyed that aspect of the job. That’s dear to my heart. While I’m ambitious, I also want to be a role model for other Indigenous people as well.” Coane says Barpa’s presence is growing in Darwin, after a succession of successful projects - he now sees Barpa as truly established in the local market, having shed the “outsider” connotation.

“It’s also great that an Indigenous company can compete with non-Indigenous companies on that same platform, particularly in Darwin.”

Coane says Barpa stands out for its willingness to train and support Indigenous workers to make the transition from the physical side of construction to the management side. “I did labouring back in the day, and moving to management when you’re labouring, and particularly when you’re Indigenous, seems like a far-distant vision; you don’t even think it’s a possibility,” he says. “So, for Barpa to not limit itself to tertiary qualified individuals, but to provide opportunities for people to upskill and train, and to provide mentorship, that is a great thing.”

Reflect RAP

Key Achievements

- Cultural Awareness Training delivered to all employees, included as mandatory training for all new employees as part of their company induction program.
- NRW and NAIDOC Week - formal inclusion in company's annual calendar; ongoing practice of using these events to engage with local Traditional Owners, raise awareness and educate employees and clients.
- Development of formal Aboriginal and Torres Strait Islander peoples' Procurement Strategy.
- Acknowledgement of Country signage at entrance to all sites and offices.
- Aboriginal and Torres Strait Islander Flags and Aboriginal Australia Nations maps in all State/Territory business offices.
- Aboriginal and Torres Strait Islander peoples Traineeship – partnered with AFL Sportsready to establish 12 month paid work placement program for Certificate III Business Administration student.





In parallel with Icon’s RAP initiatives, Barpa outcomes include:

- Dividends paid to FVTOC for communities’ development.
- Appointment of first Aboriginal and Torres Strait Islander Senior Project Manager (internal promotion).
- HR Policies recognising cultural and community needs for Aboriginal and Torres Strait Islander employees.
- Aboriginal and Torres Strait Islander person Building Cadet undertaking Diploma of Building & Construction- reduced full time work commitment to accommodate study, family and community commitments while completing diploma.
- Djarmbi Mentoring Program – established for every Barpa employee to support individual professional and personal development requirements.
- Partnering with universities to provide scholarships to financially support and employ Indigenous students.

Key Challenges

- Maintaining momentum in an extensively changing business. RAP commitments and activities were maintained across the merger period, however as 50% of the team had no previous experience with reconciliation actions the process of business engagement and ongoing commitment had to be reinitiated at the same time as the key stakeholders were immersed in merger priorities while maintaining business operations.
- Traineeship – difficulty sourcing candidates; no peer network available within the business.
- Employees – Icon's RAP committed to targets in addition to those set for employment of Traditional Owners into the Barpa business, so we were effectively competing for the same small pool of candidates.
- Recruitment, engagement and support of new employees required a different skillset from non- Indigenous employment practices.
- Workforce planning and mobility of staff continues to be a challenge as projects come to an end and maintaining a secure pipeline of work across all regions is challenging and extremely competitive.

Key Learnings

- Engagement and retention; Indigenous Liaison officer required; not one-size fits all.
- Raising both internal and external awareness requires ongoing effort and novel approaches.





Relationships



Icon takes a consultative and participative approach with clients, consultants and contractors as we believe that relationships built on the principles of partnership are the most sustainable. Applying this approach to our relationships with First Nations Australians will ensure that we can achieve our RAP objectives, mutually benefitting both our business and First Nations communities.

Focus area: Trust and respect define our relationships

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Aug 2022	Group HR Manager (GM HR)
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Aug 2022	GM HR
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2023, 2024	HR Business Partner
	RAP Working Group members to participate in an external NRW event	27 May - 3 June, 2023, 2024	Division Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May - 3 June, 2023, 2024	GM HR
	Organise at least one NRW event each year in each Division's head office	27 May - 3 June, 2023, 2024	Executive Assistance (EA) /Office Manager
	Register all our NRW events on Reconciliation Australia's NRW website	May 2023, May 2024	EA/Office Manager

Focus area: Trust and respect define our relationships

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	Host lunch and learn sessions to educate staff on the aims of the Uluru Statement from the Heart	February 2023	GM HR
	All new employees inducted with cultural awareness modules within first month of appointment – modules include understanding of country, language and Acknowledgement / Welcome to Country and smoking ceremony	August 2022	GM HR
	Communicate our commitment to reconciliation publicly through a RAP Micro site including: <ul style="list-style-type: none"> Publishing our RAP on our website Reconciliation statement in email signature blocks Induction and training materials Events and activities Reporting on impact 	September 2022	CEO
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	September 2022	Division Director
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	September 2022	GM HR



Focus area: Trust and respect define our relationships

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	December 2022	GM HR
	Review, update and communicate the company's anti-discrimination policy	December 2022	GM HR
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	December 2022	GM HR
	Educate senior leaders on the effects of racism	December 2022	GM HR
	Host a screening of the Final Quarter for staff and facilitate a discussion following the film utilising the associated resources	June 2023	GM HR
	Educate new employees on their role in creating a positive and inclusive culture without discrimination	August 2022	GM HR



Respect



We will build mutual respect by consulting with the communities in which we work to understand the impact of our presence and exploring how we can work together. Further, we will continue to engage with Traditional Owners to provide education that increases our staff's understanding of Australia's First Nations cultures that benefits our organisation and First Nations people.

Focus area: Icon's commitment to benefiting the communities in which we work and live.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation	August 2022	GM HR
	Include First Nations culture awareness training in all employees' induction programs	August 2022	GM HR
	Develop virtual refresher cultural awareness training for business	August 2022	GM HR
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy	February 2023	GM HR
	Develop, implement and communicate a cultural learning strategy for our staff	November 2022	GM HR
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	November 2022	GM HR

Focus area: Icon's commitment to benefiting the communities in which we work and live.

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols	August 2022	GM HR
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	September 2022	GM HR
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	August, November 2022 March, May, August 2023 March, May 2024	EA/Office Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	Dec 2022	Division Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event	July 2022, 2023	Barpa BD Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week event	July 2022, June 2023	GM HR
	Promote and encourage participation in external NAIDOC events to all staff	July 2022, 2023	HR Business Partner
	Fly the Aboriginal and Torres Strait Flags on Icon Tower Cranes during NAIDOC week	July 2022, 2023	EA/Office Manager
Provide a culturally safe and welcoming workplace for Aboriginal and Torres Strait Islander employees	Include Aboriginal and Torres Strait Islander dates of significance in company working calendars	July 2022, 2023	EA/Office Manager
	Include information about upcoming Aboriginal and Torres Strait Islander dates of significance in internal communications	July 2022	BD / EA
	Incorporate 'learning sessions' in agendas of celebrations for Aboriginal and Torres Strait Islander dates of significance	July 2022	HR Business Partner





Opportunities

We understand that having a RAP in place will benefit our business and is equally good for the economy. Our RAP actions will make a significant contribution towards our key business development areas including compliance, supplier diversity, customers' changed procurement preferences, staff engagement and cultural awareness and more broadly Aboriginal and Torres Strait Islander communities.

Focus area: Alignment of strategic initiatives.

Action	Deliverable	Timeline	Responsibility
Improve employment and education outcomes for Aboriginal and Torres Strait Islander peoples	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	December 2022	GM HR
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including retention and professional development	December 2022	GM HR Indigenous Coordinator
	Advertise all job vacancies in Aboriginal and Torres Strait Islander media. Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'	December 2022	GM HR
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace	December 2022	GM HR
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce	July 2023	GM HR / Division Director
	Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development	December 2022	Indigenous Coordinator
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	June 2023	GM HR Indigenous Coordinator
	Recruit Aboriginal and Torres Strait Islander peoples on the existing cadet and graduate program and site supervisor trainee program (e.g. traineeships or internships)	December 2022	GM HR

Focus area: Alignment of strategic initiatives.

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop the mentoring program by engaging with experienced industry professionals specifically for Aboriginal and Torres Strait Islander employees to provide relevant and practical support, coaching and advice to advance employees into management positions	June 2023	Division Director
	Create a Diploma Building/ Construction scholarship for Aboriginal and Torres Strait Islander students	June 2023	Division Director
	Appoint an Indigenous Liaison Officer to assist with enhancing our participation and development of Aboriginal and Torres Strait Islander employees	July 2022	Division Director
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	July 2022	Division Director
	Investigate Supply Nation membership	July 2022	BD
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses, to all staff.	July 2022	Division Director
	Review current procurement practises with existing Aboriginal and Torres Strait Islander businesses and aim to enhance relationship, remove barriers through better consultation and extend procurement strategy across the entire business if not already	October 2022	Operations Manager
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business	October 2022	Division Director
	Investigate opportunities to partner with state based Indigenous Chamber of Commerce's or equivalents	October 2022	Division Director
	Investigate opportunities to increase pro bono activities and target 1 initiative across each state to strengthen relationship	October 2022	Division Director

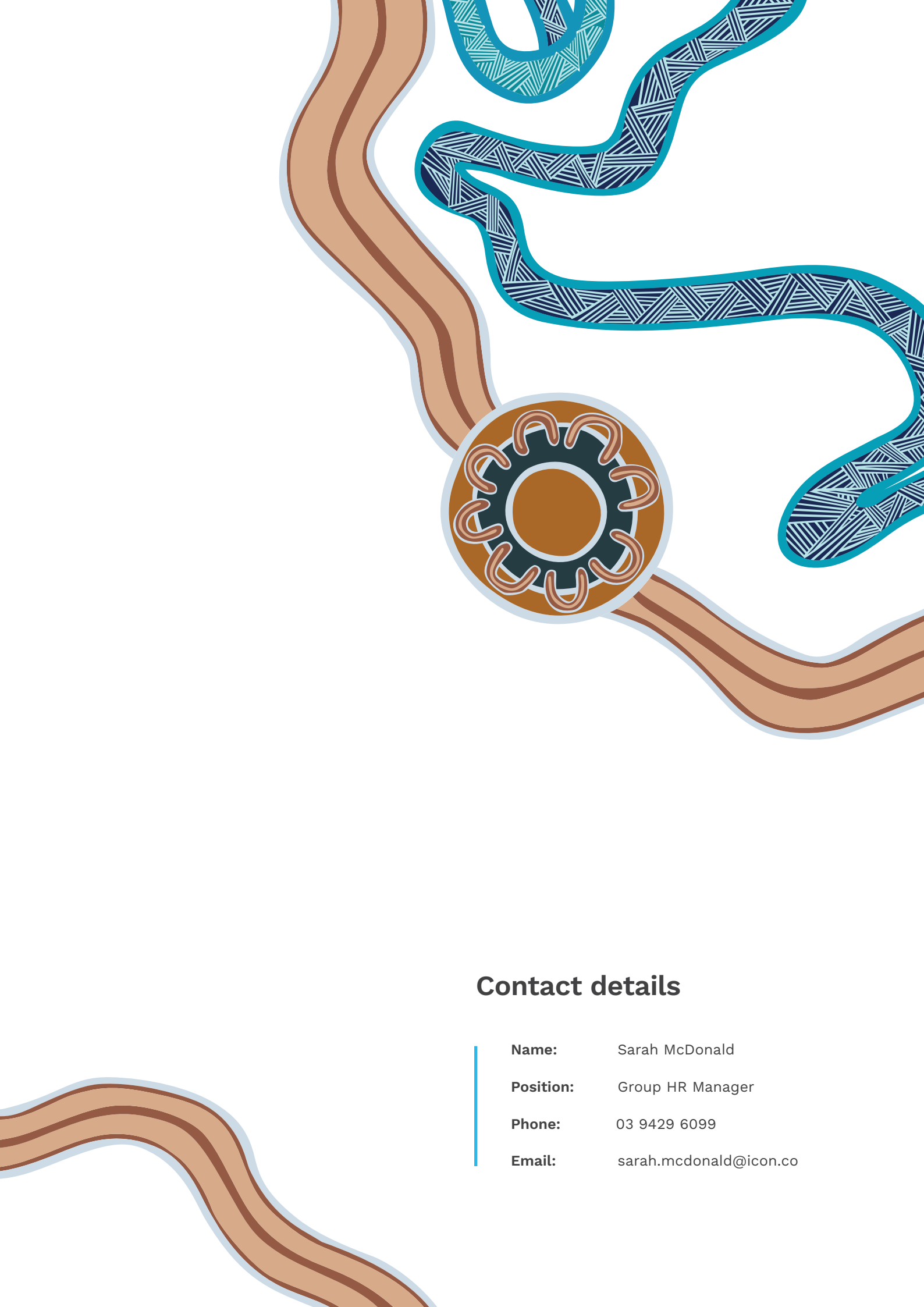


Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RWG and develop a succession strategy	November 2022	GM HR
	Establish and apply a Terms of Reference for the RWG	November 2022	GM HR
	RWG meets at least four times per year to drive and monitor RAP implementation	August, October 2022, March, May, August, October 2023	GM HR
Provide appropriate support for effective implementation of RAP commitments	Define and confirm resource needs for RAP implementation	November 2022	GM HR, HR BP
	Maintain RAP champions* in each Division run by a senior management in each division (external to RWG)	November 2022	GM HR, HR BP
	<i>*The RAP champions are responsible for embedding the day to day initiatives of the RAP</i>		
	Engage our senior leaders and other staff in the delivery of RAP commitments - Executive team to endorse Divisional RAP initiatives annually	March 2022 March 2024	GM HR, HR BP
	Define and maintain appropriate systems to track, measure and report on RAP commitments	December 2022	GM HR, HR BP

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to ensure that our primary and secondary contact are up-to-date to ensure we are receiving important correspondence	June 2023 and annually	GM HR
	Track and measure impact of the RAP actions	August, October 2022 March, May, August, October 2023 March, May 2024	GM HR
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire	August 2023 and annually	GM HR
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2023 and annually	GM HR
	Report RAP progress to all staff and senior leaders quarterly via Division meetings and intranet	August, October 2022 March, May, August, October 2023 March, May 2024	GM HR
	Publicly report our RAP achievements, challenges and learnings, annually via company website and RAP measurement report	May 2023 May 2024	National Marketing Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	April 2024	GM HR
Continue our reconciliation journey by developing our next RAP	Register and liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	Jan 2024	GM HR





Contact details

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BARPA

Minicon