



NOV 2020-NOV 2021

RECONCILIATION ACTION PLAN



ACKNOWLEDGING COUNTRY

Decmil acknowledges the Traditional Custodians on whose lands we live and work. We recognise and respect their continuing connection to land, waters and community. We pay respect to all Aboriginal and Torres Strait Islander peoples throughout Australia, and to their Elders past, present and emerging. The term 'Aboriginal and Torres Strait Islander peoples' has been used in this Reconciliation Action Plan (RAP) after consultation with local Traditional Owners.

TERMS USED

Throughout our RAP, we have respectfully used the inclusive term Aboriginal and Torres Strait Islander peoples. Any similar term used due to quotes or extracts should be considered interchangeable.

For the purpose of this RAP, we refer to the term Aboriginal and Torres Strait Islander peoples of Australia. However, this term does not reflect the rich diversity of Aboriginal and Torres Strait Islander peoples and Decmil acknowledges that many individuals and families prefer to be known by their language groups or other cultural names.

Aboriginal and Torres Strait Islander peoples are respectfully advised that this publication may contain the words, names, images and/or descriptions of peoples who have passed away.





OUR RAP ARTIST

Louise Numina, a proud Kaytetye woman from the Northern Territory comes from a long line of Aboriginal desert painters and is one of the six women who form the Numina Sisters. Louise started painting in 1981 after being taught by renowned artists Gloria and Kathleen Petyerre.

In 1995, Louise studied Fine Arts at Nungalinga College and her work has been exhibited and collected across Australia for over a decade. As a skill also passed down from her elders, Louise has focused on sharing the Bush Medicine Dreaming stories and knowledge which is held by women from the Peytre, Mambitji and Numina families.

Knowing, carrying and reinforcing these stories gives respect for Country and ancestors, taking responsibility to keep stories and traditional practices alive. As a traditional practice, women would typically hunt for various foods together and share these duties with each other.

This artwork represents the unity between people working together to achieve a common goal. The colours depicted showcase our regions and values, entwined with each other, working in harmony and complimenting each other in every way.

The message is simple; as a team, we can achieve great things.







THE FIRST STEP TO RECONCILIATION IS UNDERSTANDING

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A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Decmil Group Limited to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Decmil Group Limited joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Decmil Group Limited to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Decmil Group Limited, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

KAREN MUNDINE
Chief Executive Officer
Reconciliation Australia





MESSAGE FROM DICKIE DIQUE

Forty years ago the foundations of our business were laid, setting a range of actions into motion from growth and diversification through to innovative solutions and new ways of doing business. Over this time, we have continued to shape the company and define what it means to work with and for Decmil, and this moment is no exception.

As Decmil has grown, so has our commitment to Aboriginal and Torres Strait Islander peoples and I am proud to present our first Reconciliation Action Plan (RAP). This Reflect RAP will establish the foundations for our future commitments and initiatives, ensuring sustainable outcomes and providing tangible opportunities.

We have a long history of supporting our local communities to foster and develop meaningful relationships and our RAP builds upon this, focusing on enhancing Aboriginal and Torres Strait Islander peoples participation and leveraging on our existing policies and plans.

I am aware that the leaders across our business have to drive the success of our RAP, but I believe this success relies on the combined efforts of all employees, being united on a journey of understanding, sharing and growing.

For us, we aim to provide a work culture that fosters inclusion, respect and equality for all people. We embrace diversity and understand the significant positive influence that Aboriginal and Torres Strait Islander peoples have in our teams and in our communities. We recognise the need for reconciliation and that we can influence positive changes within our industry to enhance future opportunities for Aboriginal and Torres Strait Islander peoples.

This is a pivotal step in our journey towards reconciliation across the country and highlights the platform we have as a unified group to make significant change.

I look forward to working with our employees and our stakeholders in achieving these actions and supporting positive change for Aboriginal and Torres Strait Islander peoples.

DICKIE DIQUE

Managing Director & CEO



OUR BUSINESS

For over 40 years we have been delivering integrated construction and engineering solutions across the construction, resources, infrastructure, and energy sectors.

Decmil is a public company listed on the Australian Stock Exchange (ASX code DCG). Since our establishment in 1978, we have remained an Australian owned business focused on providing full cycle construction and engineering project delivery. Today, we have offices across Western Australia, Queensland and Victoria.

At Decmil we believe that our people are our difference. Our employees are the strength of our business and the reason for our ongoing success. We aim to attract, recruit and develop the right people whose beliefs and values align with ours.

As an Australian business, we have over 500 employees nation-wide. We are also proud employers of Aboriginal and Torres Strait Islander peoples. At the time of publication, Decmil has 3 Aboriginal and Torres Strait Islander employees and 39 Aboriginal and Torres Strait Islander subcontractors across the business.

Our national experience combined with our local knowledge offers expertise and a deep understanding of our client's needs and expectations on every project we deliver. Regardless of the project size, scope or location, we are renowned for working collaboratively with our clients, achieving innovative and cost-effective solutions and delivering successful projects on time and on budget.

We are experienced in delivering complex projects, particularly those in remote and challenging locations. We have worked across various industries including government, commercial and industrial and have delivered projects across a range of sectors including Transport, Mining Infrastructure, Non-Process Infrastructure; Building; Defence & Detention; Oil & Gas; Fuel Infrastructure; Health & Education; Wind, Solar & Battery; Accommodation; Structural, Mechanical & Piping; Electrical, Instrumentation & Controls; and Maintenance.

For further information about Decmil, please refer to [decmil.com](https://www.decmil.com)



**RESTRICTED
HERITAGE AREA**

**NO ENTRY WITHOUT
PERMISSION FROM
AREA SUPERVISOR**





OUR JOURNEY

Whilst this Reflect RAP is Decmil's first formal commitment to reconciliation, we have a history of working with and being committed to Aboriginal and Torres Strait Islander peoples and community engagement throughout our business.

In previous years, our focus has been around Aboriginal and Torres Strait Islander employment targets, conducting cultural awareness training for our management team and engaging Aboriginal and Torres Strait Islander owned businesses within our supply chain.

Decmil is focused on maintaining and building significant internal competencies in Aboriginal and Torres Strait Islander engagement. Our internal capability can identify opportunities and solutions for our projects that may include learning and development, organisational structural design, performance management and remuneration and benefits.

On past projects we have maintained an average of 5% Aboriginal and Torres Strait Islander employment participation within our various Project Teams.

We have achieved these employment participation outcomes through the following Programs:

- Plumbing Apprenticeships;
- Certificate II and III in Construction traineeships;
- Certificate III in Business Administration traineeships;
- Participation in the Clontarf Foundation's school leavers program offering in 2010 traineeships in estimating and information technology; and
- Aligning with local and Client Aboriginal and Torres Strait Islander representatives to establish opportunities for Aboriginal and Torres Strait Islander businesses to participate on our projects.

We are extremely proud to have participated in BHPBIO ADP Indigenous Traineeships at Port Haven, with three Aboriginal and Torres Strait Islander Pingku Traineeships successfully completed. Two of the Aboriginal and Torres Strait Islander Trainees completed a Certificate II in Construction and the other Trainee completed a Certificate III in Business Administration.

Our history of working with Woodside at Pluto LNG Project has facilitated past opportunities to work with Foster Wheeler WorleyParsons, Woodside and the local community to successfully engage work ready candidates for participation on our scopes of work. Our enviable record of maintaining 7% Aboriginal and Torres Strait Islander participation across this Project involved employing a total number of 22 Aboriginal and Torres Strait Islander employees throughout the three key contracts.

SUPPLY NATION

Decmil is proud to be a long-standing member of Supply Nation, Australia's leading database of certified Aboriginal and Torres Strait Islander businesses.

Our membership with Supply Nation embodies our commitment to diversity both in our workforce and procurement process and allows us to unlock the potential of engaging Aboriginal and Torres Strait Islander enterprises in our supply chain.

We continue to work with Supply Nation to increase the number of certified and registered Aboriginal and Torres Strait Islander businesses within our supply chain.

Whilst we have existing relationships with Aboriginal and Torres Strait Islander businesses and suppliers and have achieved excellent outcomes to date with Aboriginal and Torres Strait Islander employment, we are now ready to implement our RAP. Our Reflect RAP will guide us in ensuring we continue to build upon and grow on our contributions to Reconciliation throughout Australia.

OUR VISION FOR RECONCILIATION

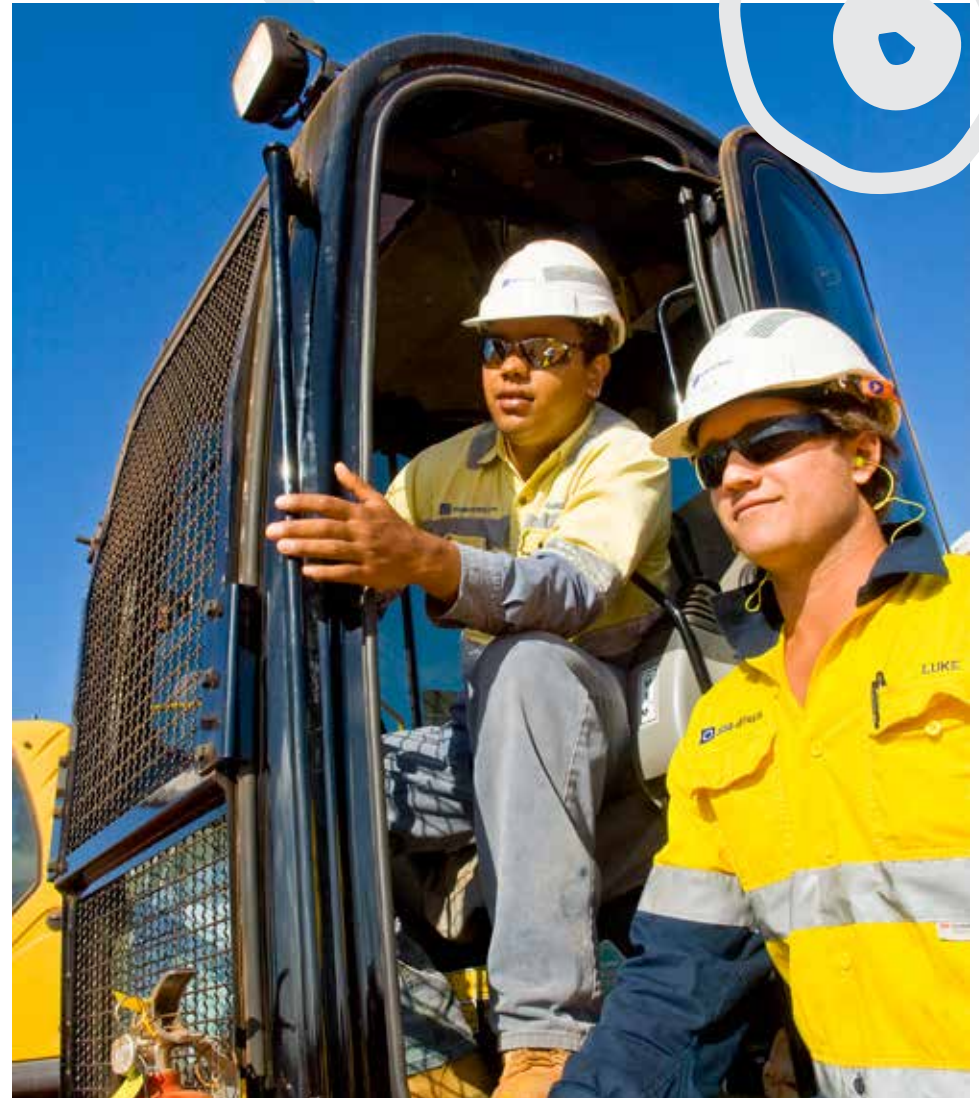
Decmil acknowledges the past and its impact on Aboriginal and Torres Strait Islander peoples. It is intended for our Reflect RAP to play a role in addressing current employment and business engagement inequities for Aboriginal and Torres Strait Islander peoples in our Industry sector.

Decmil is committed to driving reconciliation by providing an environment where Aboriginal and Torres Strait Islander peoples are given the opportunity to access relevant training and support to fulfil their individual employment goals.

Our objective is to build positive long-term relationships with Aboriginal and Torres Strait Islander communities and businesses. Our intention is to make a lasting and positive difference in the lives of Aboriginal and Torres Strait Islander peoples.

As we commence our journey, our priority will be to cultivate more meaningful relationships with Aboriginal and Torres Strait Islander peoples. To ensure our success we will:

- Build cultural awareness and cultural competency understanding within our people.
- Deliver positive community and commercial solutions through our engagement with Aboriginal and Torres Strait Islander businesses.
- Communicate our key deliverables within this RAP to our stakeholders and have 'buy-in' from all levels of Decmil for the successful delivery of our commitments.
- Make a difference through sponsorships, donations and community- centred initiatives.
- Use Aboriginal and Torres Strait Islander expertise and knowledge to help guide us through our commitments and increase our organisational cultural capability so it is meaningful and continues to have a positive impact for Aboriginal and Torres Strait Islander peoples and communities.





BUILDING A
SUCCESSFUL &
INCLUSIVE FUTURE
FOR ALL PEOPLE

OUR RECONCILIATION ACTION PLAN

We have developed a Reflect RAP, because we are ready to take our commitment to the next level and our intent is to concentrate on developing and implementing programs within Decmil to increase Aboriginal and Torres Strait Islander cultural learning and awareness for our staff and subcontractors; and employment and supplier diversity across our organisation. We will build on our previous policy focus areas, to progress the three elements of Relationships, Respect and Opportunities which will underpin Decmil's approach to Reconciliation. These three elements are also closely related to the Decmil Values:

OUR VALUES

Our values reflect the way we conduct ourselves on a day-to-day basis. Decmil has built a team unified by these values and promoting our culture which empowers every employee. Our values are:

INTEGRITY

We do what we say and ensure that our actions instil trust and show respect for others. For us, it acts as the foundation for positive relationships and sets us apart in the way we do business.

- We value differences.
- We are self-aware.
- We follow through.

SOLUTIONS

We know there is a way to achieve a positive outcome and not to stop until we find it. Our capabilities are enhanced by empowering our teams in supporting new ways of thinking and valuing the diversity of thought.

- We have a 'can do' attitude.
- We create new ways of doing things.
- We show tenacity in every situation.

COLLABORATION

We support each other to reach our goals and value effective partnerships with both colleagues and Clients. In every scenario, we seek out opportunities to collaborate. It is our belief that we are better as one, moving together towards common goals and sharing our experiences to improve outcomes.

- We communicate effectively.
- We engage frequently.
- We share knowledge.

SUSTAINABILITY

Providing value to our employees and shareholders through sustainable business choices is paramount to our success. In tandem, we care about the world around us and consider the impact of our actions.


- We consider all opportunities and risks.
- We take positive actions to benefit our communities.
- We are forward thinking.

PERFORMANCE

We strive for excellence and deliver results while accepting accountability and aiming to exceed expectations. It is a commitment that we will deliver our best, and approach challenges with grit and a will to succeed.

- We are resourceful.
- We always plan and align.
- We seek feedback to remain agile.





This Reflect RAP is developed to make a positive difference to Aboriginal and Torres Strait Islander peoples in the areas of employment and economic development, and to enhance cultural understanding and acceptance within our workforce and industry.

The actions within our Reflect RAP have been approved and endorsed by Dickie Dique, our Chief Executive Officer and Managing Director, and will be implemented across all Decmil Australian Operations.





OUR RAP WORKING COMMITTEE

The first step in our RAP Journey will involve the formation of our Decmil RAP Working Committee.

Our RAP Working Committee is an important component of the governance arrangements for our Reflect RAP. This Committee will represent a cross-section of the workforce, including senior leaders and personnel from various regions across Australia. On behalf of Decmil they will collaboratively drive, coordinate and track our RAP commitments. This will include actively guiding the implementation of our RAP and monitoring the progress and delivery of our RAP objectives and actions.

Overseen by our Chief Commercial Officer and RAP Champion, the Committee will actively engage with our staff across our organisation, inclusive of our Aboriginal and Torres Strait Islander employees, as well as other key stakeholders external to our business. A collaborative approach will ensure the Committee considers multiple perspectives and represents the diversity of our organisation and our communities.

Our RAP Working Committee will drive cultural awareness and recognition across the organisation and will be instrumental in ensuring the success of our first RAP.

WE CAN ENHANCE
THE SUCCESS OF
OUR RECONCILIATION
JOURNEY, **TOGETHER**



RELATIONSHIPS

Decmil will form long term authentic, respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples and their communities.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
1. Raise awareness of our RAP to promote reconciliation (internal).	Chief Commercial Officer	NOV 2020	Conduct a formal RAP launch at Decmil Perth office during 2020 NAIDOC Celebrations
	RAP Working Committee Chair	DEC 2020	Develop a communication strategy to raise awareness of our RAP deliverables.
	People and Culture Manager	NOV 2020	Include a segment in the Decmil corporate and site inductions on our RAP and our commitment to Aboriginal and Torres Strait Islander engagement and participation.
2. Raise awareness of our RAP to promote reconciliation (external).	Chief Commercial Officer	NOV 2020	Publish and promote our RAP online and provide information on our progress to all stakeholders through internal and external channels.
	Chief Commercial Officer	NOV 2020	Continue to meet with other like-minded organisations to share information, initiatives and progress in order to evolve and strengthen our RAP approach.
3. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Chief Commercial Officer	JAN 2021	Establish relationships with relevant Aboriginal and Torres Strait Islander communities, organisations, local representatives and stakeholders across our operational sphere of influence that can be supported and included in our RAP activities focused on either improving and supporting education, training, business engagement and communities.
	Group Manager – Sustainability and Quality	MAR 2021	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander peoples, stakeholders and organisations.
4. Build relationships through celebrating National Reconciliation Week (NRW)	RAP Working Committee Chair	MAY 2021	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our workforce nationally and encourage our Project Teams and Offices to host a NRW event to promote Reconciliation
	RAP Working Committee Chair	27 MAY – 3 JUN 2021	RAP Working Committee members to participate in an external NRW event.
	RAP Working Committee Chair	27 MAY – 3 JUN 2021	Encourage and support our employees to participate in at least one external event to recognise and celebrate NRW.
5. Promote positive race relations through anti-discrimination strategies.	People and Culture Manager	JUN 2021	Research best practice and policies in areas of race relations and anti-discrimination.
	People and Culture Manager	MAR 2021	Conduct a review of policies and procedures to identify existing anti-discrimination provisions, and future needs.



RESPECT

Decmil respects the diversity of Aboriginal and Torres Strait Islander peoples and value their important contribution to this Nation. We acknowledge local customs and the cultural practices of Aboriginal and Torres Strait Islander peoples and their communities. We recognise the local customary needs of Aboriginal and Torres Strait Islander peoples and the significant importance of preserving their cultures and customs.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	People and Culture Manager	MAR 2021	Conduct a review of cultural learning needs within our organisation.
	People and Culture Manager	JUN 2021	Develop and implement a cultural awareness training strategy for employees which defines cultural learning needs of employees in all areas of Decmil and considers various ways cultural learning can be provided.
	People and Culture Manager	JUN 2021	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by respectfully observing cultural protocols.	RAP Working Committee Chair	MAR 2021	Utilise available apps to assist staff develop an understanding of who are the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.
	RAP Working Committee Chair	JUN 2021	Increase staff's understanding of the purpose and significance behind cultural protocols, including encouraging them to actively deliver an Acknowledgement of Country during meetings and presentations. Encourage arranging a Welcome to Country by Traditional Owners for formal events.
	RAP Working Committee Chair	NOV 2020	Ensure an Acknowledgement of Country or Welcome to Country is delivered at the beginning of all significant events across the business. Identify and engage local Traditional Owner Groups / Elders if a Welcome to Country is required.
	RAP Working Committee Chair	NOV 2020	Commission Aboriginal and Torres Strait Islander artwork for the RAP and feature this in the Perth office.
8. Build respect for Aboriginal and Torres Strait Islander peoples cultures and histories by celebrating NAIDOC week.	RAP Working Committee Chair	NOV 2020, JUL 2021	Raise awareness and share information amongst staff about the meaning of NAIDOC Week. Display NAIDOC materials in all offices and projects where possible.
	RAP Working Committee Chair	NOV 2020, JUL 2021	Introduce staff to NAIDOC week by promoting external events in our local area.
	RAP Working Committee Chair	NOV 2020, JUL 2021	RAP Working Committee to participate in an external NAIDOC Week event.
	RAP Working Committee Chair	NOV 2020, JUL 2021	Encourage our Project Teams and Offices to host a NAIDOC morning tea event.



OPPORTUNITIES

Decmil is committed to providing long-term, sustainable employment, training and education and business opportunities for Aboriginal and Torres Strait Islander peoples and their communities.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	General Manager	DEC 2020	Develop an Aboriginal and Torres Strait Islander Employment Participation Target that is applicable to our business and various Projects.
	People and Culture Manager	NOV 2020	Investigate advertising targeted vacancies in Aboriginal and Torres Strait Islander media services and networks.
	People and Culture Manager	MAR 2021	Review and update of internal procedures and policies to remove any barriers to the advancement of Aboriginal and Torres Strait Islander employees.
	People and Culture Manager	MAR 2021	Support and promote Aboriginal and Torres Strait Islander apprenticeship and traineeship opportunities.
	People and Culture Manager	JUN 2021	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.
	Group Manager – Commercial and Risk	JAN 2020	Develop strategic relationships with Aboriginal and Torres Strait Islander labour suppliers and keep an updated list for each region to use to address our Aboriginal and Torres Strait Islander Employment Participation Targets.
10. Ensure that Decmil's recruitment processes are culturally appropriate.	People and Culture Manager	JUN 2021	All managers and those within senior roles who have Aboriginal and Torres Strait Islander employees reporting to them to be provided with training and support in working with Aboriginal and Torres Strait Islander employees where required.
	People and Culture Manager	JUN 2021	Gather and maintain information and data on current Aboriginal and Torres Strait Islander employees to inform future employment opportunities on other Projects
11. Understand and improve Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Group Manager – Commercial and Risk	MAR 2021	Incorporate Aboriginal and Torres Strait Islander business engagement into existing our procurement processes.
	Group Manager – Commercial and Risk	JAN 2021	Assist Aboriginal and Torres Strait Islander suppliers to improve capability by providing feedback and guidance when unsuccessful in tendering for work.
	Group Manager – Pre Contracts	JAN 2021	Engage with Aboriginal and Torres Strait Islander suppliers and industry bodies to understand capacity, capability and challenges for possible engagement.
	People and Culture Manager	NOV 2020	Maintain Supply Nation Membership
	People and Culture Manager	NOV 2020	Provide training to key internal stakeholders on using the Aboriginal and Torres Strait Islander Business Directories to maximise engagement.
	Group Manager – Sustainability and Quality	JUN 2021	Establish reporting processes to improve the capture of data relating to Aboriginal and Torres Strait Islander business engagement and participation.
	Group Manager – Sustainability and Quality	JUN 2021	Establish reporting processes to improve the capture of data relating to Aboriginal and Torres Strait Islander owned business spend.
	Group Manager – Sustainability and Quality	JUN 2021	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.



GOVERNANCE & REPORTING

Decmil will track and report progress against the actions and deliverables in this RAP.
We aim to report to the Decmil Executive Leadership Team and our Board.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
12. Develop and maintain a RAP Working Committee to drive governance of the RAP.	Chief Commercial Officer	NOV 2020	Establish a RAP Working Committee to support the implementation of the RAP, comprising Aboriginal and Torres Strait Islander peoples and senior employees from across our business.
	Group Manager – Sustainability and Quality	NOV 2020	Develop the Terms of Reference for our RAP Working Committee.
	Chief Commercial Officer	DEC 2020, APR, AUG NOV 2021	The RAP Working Committee will meet quarterly to track and report progress against the actions and deliverables in our RAP.
13. Provide appropriate support for effective implementation of RAP commitments	Chief Commercial Officer	NOV 2020	Define resource needs for the implementation of our RAP.
	Chief Commercial Officer	NOV 2020	Engage senior leaders and internal stakeholders in the delivery of RAP commitments.
	Group Manager – Sustainability and Quality	NOV 2020	Define appropriate systems and capability to track, measure and report on RAP commitments.
14. Report RAP achievements, challenges and learnings internally and externally	RAP Working Committee Chair	30 SEP 2021	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.
	Chief Commercial Officer	OCT 2021	RAP Report to be completed and communicated to the Executive Leadership Team, Board and Reconciliation Australia.
15. Report RAP achievements, challenges and learnings internally and externally	Group Manager – Sustainability and Quality	JUL 2021	Register via Reconciliation Australia's website to begin developing our next RAP.
	Group Manager – Sustainability and Quality	JUL 2021	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.
	RAP Working Committee Chair	AUG 2021	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.

OUR JOURNEY
BEGINS...



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