



# Reconciliation Action Plan

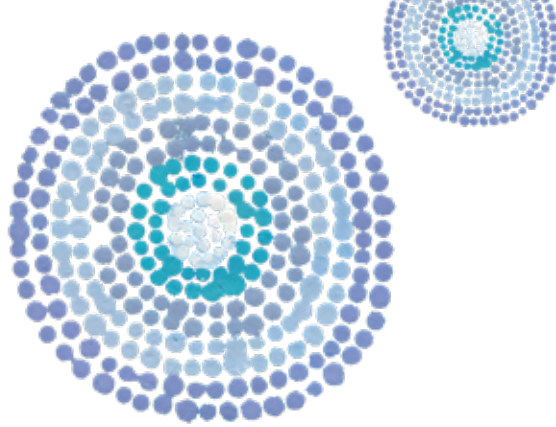
## INNOVATE



July 2023 – June 2025







# The Artwork



## 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 Innovate Reconciliation Action Plan (RAP) after consultation with local Traditional Owners.

## Terms Used

Throughout our Reconciliation Action Plan (RAP), we have respectfully used the inclusive 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.

## About Woodina

**Decmil commissioned Shane Wallace, known as Woodinda, to create our people and place story through his art.**

Shane is a man of the Djirbalngan people and was born in Cairns, Far North Queensland. He is from the Jirrbal clan and Ravenshoe. He was given the traditional name of Woodinda at a young age, with his name meaning the great hunter of the Djirbalngan people.

Woodinda is one of the few artists in Australia that are painting the traditional stories of the Rainforest Aboriginal people. His father, Woodinda Snr (Joe Wallace Snr) was a very talented artist in his time. Woodinda won his first art award at the age of 10 years old. In 1993 he was first introduced to acrylic painting, and since then he has expressed himself on canvas and paper using this medium.

Woodinda says that the cultural heritage that his grandmother has passed down to him has given him a rich and strong sense of closeness to each piece that he paints. Over the years his style has constantly evolved as he’s explored his artistic imagination by the traditional lifestyle that his ancestors once were governed by.

It has been a great privilege to work with Woodinda, with his artwork embracing the storytelling of Decmil’s foundations, our people and our land, and our journey along the way as we work towards achieving our reconciliation vision.



## About our RAP Artwork

This artwork is a collaboration of Australia’s land, animals, people and Decmil’s history. It highlights Decmil’s contribution through the projects that we have delivered over the past 40 years. It tells the story of our foundations, with our journey starting in the Pilbara region of Western Australia where Decmil was established in 1979, through to our office locations today and the construction projects that we have delivered across the Infrastructure, Energy and Resources sectors.

In Aboriginal artwork, songlines represent the Aboriginal walking routes that crossed the country, linking important sites and locations. In this artwork, the songlines join three large concentric circles together, representing Decmil’s three offices – our Perth office established in 2007, our Brisbane office established in 2011 and our Melbourne office established in 2016.

The other concentric circles represent places where people come together, with the dots connecting them representing the journey that our people take from their home to their workplace to deliver projects and back home again. The circles represent meeting places, our worksites and offices, where we come together with each other, our clients and the community to bring projects to life.

The artwork depicts five animals, with each animal representing one of the Decmil values; Integrity, Performance, Collaboration, Sustainability and Solutions. The blue tyre tracks that run through all the animals represent Decmil and are symbolic of people and the community coming together with the goal being to deliver projects.

Depicted in the animals are the sectors that we work in and the projects that we have delivered which include roads, bridges, rail, wind turbines, and buildings.

When viewed in its entirety, this artwork tells the story of Decmil, our people and our land, and our journey along the way as we work towards achieving our reconciliation vision.



# A Message From our CEO

Decmil's vision is to be the market leader in project delivery, achieving sustainable growth through the quality of our people and the strength of our relationships. Through this Innovate Reconciliation Action Plan (RAP), we are committed to ensuring that we achieve our reconciliation vision of building long-term relationships with Aboriginal and Torres Strait Islander communities and businesses, making a lasting and positive difference in their lives.

The launch of our first Reflect RAP in 2020 laid the foundation for our future commitments and initiatives and demonstrated our long-term commitment to take action to strengthen the relationships between Aboriginal and Torres Strait Islander peoples and Decmil. Since then, we have focused on building a work culture that fosters inclusion, respect and equality for all people. We have continued to develop strong relationships with the communities in which we operate and have significantly improved the diversity of our supply chain.

While much has been achieved over the past two years, there is still work to be done and our Innovate RAP is Decmil's next step in our journey.

Our Innovate RAP is founded on four key focus areas which we have strategically identified to achieve our reconciliation vision. These key focus areas are underpinned by the values of respect, creating opportunities, building positive relationships within our sphere of influence, and ensuring accountability through strong governance. This is supported and aligned with our own organisational values of integrity, solutions, collaboration, sustainability and performance.

Decmil's Innovate RAP for 2023-2025 outlines our roadmap for implementing lasting change. It includes commitment to action on a number of fronts, including developing greater cultural awareness and cultural inclusivity, increasing the number of Aboriginal and Torres Strait Islander employees within our business, increasing engagement and opportunities for Aboriginal and Torres Strait Islander businesses in our supply chain and engaging with local communities to make a real difference in the areas in which we operate.

Over the next two years, we will implement our RAP commitments as we strive to influence positive changes within our industry to enhance future opportunities for Aboriginal and Torres Strait Islander peoples.

Through this Innovate RAP, Decmil is proud to play a role in our shared journey as we walk the pathway towards reconciliation together.

**Rod Heale**  
Chief Executive Officer



## PERFORMANCE >

The rainbow serpent is representative of strength, creativity and continuity. The rainbow serpent's winding form and brilliant colours depicts its tremendous power that shape the contemporary world. This represents the diversity of our people, and how we unite in our common vision of achieving excellence together.

# A Message from Reconciliation Australia

Reconciliation Australia commends Decmil Group Limited 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 Decmil Group Limited 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, Decmil Group Limited 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. Decmil Group Limited is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Decmil Group Limited'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 Decmil Group Limited on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia





# Our Vision for Reconciliation

In support of reconciliation, Decmil aims to meaningfully contribute to building a successful and inclusive future for all people of Australia.

We recognise the significant contribution that Decmil and the construction industry can make to achieving national reconciliation in our country, and we aim to increase Aboriginal and Torres Strait Islander employment and participation within our industry.

Our vision is to create a workplace that is culturally rich and embraces diversity, acknowledging and celebrating the proud heritage of Aboriginal and Torres Strait Islander peoples. Within our company we will raise awareness of the Aboriginal and Torres Strait Islander peoples, cultures and histories and will engage with local communities and Traditional Owners and Elders to develop culturally appropriate programs that are best suited to local circumstances.

As a company we will recognise and celebrate those who are going above and beyond their core business responsibilities

to foster reconciliation and pave the way for a better future. As part of our annual Excellence Awards, the Decmil Reconciliation Award will recognise and celebrate an individual's or team's commitment towards advancing reconciliation.

Across our projects, we are committed to maximising Aboriginal and Torres Strait Islander participation in the delivery of our projects. Our aim is to create employment and career pathways, develop sustainable business opportunities and increase engagement with Aboriginal and Torres Strait Islander Australians.

We believe that together we can combine our efforts to achieve great things, making a positive change on our pathway to reconciliation.

## INTEGRITY >

The goanna is proud, loyal and exceptionally strong, representing leadership and kinship. The goanna is known for teaching people how to live and act on the land, guiding people to recapture and nurture their pride. Similarly, Decmil's foundations are built on long-term positive relationships that are underpinned by integrity, respect and trust. We are self aware, we follow through and do what we say.

# Our Reconciliation Journey

For over 40 years, Decmil has been contributing to building Australia's future through the delivery of major projects across the infrastructure, resources, energy and construction sectors, particularly in regional and remote locations throughout Australia.

During this time, we have developed and implemented a number of policies and project specific Aboriginal Engagement Plans to raise awareness and understanding, develop stronger relationships and provide better opportunities for the Aboriginal and Torres Strait Islander cultures and communities in the areas within which we operate.

Decmil is proud to be a 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.

Decmil is now a member of Kinaway Chamber of Commerce in Victoria. Kinaway represents all Victorian Aboriginal and Torres Strait Islander business owners.

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

Although the Covid-19 pandemic interrupted a lot of our planned activities over the past two years, we continued

to focus on meeting our commitments and managed to implement various events and activities to raise cultural competency across our business.

Over the past two years Decmil has implemented various workshops and cultural awareness training for corporate and project site staff. Welcome to Country and Smoking Ceremonies were held across many of our project sites.

National Reconciliation Week workshops and toolbox sessions were held across our business to instill a greater understanding of Reconciliation Day and appreciation of Aboriginal and Torres Strait Islander cultures. Decmil hosted a table at the Reconciliation WA Breakfast, and at the Long Lunch in Victoria.

NAIDOC week activities took place across the business, including sponsorship of the 2021 Madalah Ball in Western Australia, and sponsorship of Gidarjil Development Corporation for the 2021 Cultural Connections Immersion Festival in Queensland.

Across our projects we have successfully subcontracted works and services to Aboriginal and Torres Strait Islander businesses, and we have met or exceeded all required Aboriginal engagement targets on our projects.

Our journey has laid the foundations for the development of our Innovate RAP, which strengthens our commitment to creating meaningful relationships, enhancing respect and promoting sustainable opportunities for Aboriginal and Torres Strait Islander communities and organisations.

Under the guidance of our RAP Working Group, who will drive our RAP forward, and with the support of Decmil's Executive Leadership Team, it is now time to drive our Innovate RAP forward and affect positive change.





# Albany Ring Road Project

The Albany Ring Road will provide a freight route of 11.5 km around the City of Albany for the transport of grain, fertilizer, woodchips and other goods to the Port of Albany.

## Traineeships for Aboriginal personnel

The Albany Ring Road Project has commenced Cert II Traineeships in Civil Construction for Aboriginal personnel. On 11 October 2021, the project welcomed on board local Aboriginal trainees who have signed up to undertake the Cert II in Civil Construction training. The program will continue for approximately 12 months.

The Office of Major Transport Infrastructure Delivery

and Department of Training and Workforce Development created an Infrastructure Skill Set to aid transition of entry level workers into the industry. Decmil has teamed up with SkillHire as the RTO to facilitate the training. The Albany Ring Road project team has been working closely with SkillHire to bring the traineeship program to a successful start.

The trainees are currently working on rotation through various onsite activities, including surveying, drainage preparation and earthworks and will be onsite until the end of the year. Training consists of both classroom and

practical components with successful candidates having the opportunity to progress to Cert III in Civil Construction.

One of our project's trainees, Barry Roberts, has already achieved great success by winning the Skill Hire Trainee of the Year award for 2021.

Skills Hire also awarded Decmil with the Safety Award Host Employer for the year.

## Engagement with Aboriginal subcontractors

Since project commencement in October 2019, Decmil has subcontracted \$2.8 million worth of works to Aboriginal businesses including landscape design, FRP works, plant hire, miscellaneous supplies, consulting services and labour supply.

In Dec 2020, Decmil awarded GRC Indigenous Construction with a series of work packages to construct drainage headwall structures on the Albany Ring Road Project. The contract value was \$1.4 million with 12 months of work on the project overall. Works included the construction of sub and super structure works along with MSE and precast installation for both abutments and the bridge deck.

GRC Indigenous Construction is a majority Aboriginal- owned contracting business delivering concrete construction and electrical packages to the Resource, Infrastructure and Energy Sectors

The project has been a great success to date, and has laid the foundation for our presence, and that of our subcontractors, in the southwest region for future years ahead.

In October 2021, Decmil participated in the Meet the Buyer and Supplier Forum in Perth at the RAC Arena. The Forum was hosted by Main Roads WA and the Public Transport Authority with the purpose of providing business networking opportunities for Aboriginal businesses and contractors.

During the Forum Decmil met with a number of Aboriginal businesses and contractors operating in the road and rail sector. This provided a great introduction to potential subcontractors and suppliers who were encouraged to register as part of our Supply Chain.



*Barry Roberts, an Aboriginal trainee working for Decmil on the Albany Ring Road project, was awarded the Skill Hire Trainee of the Year award for 2021.*



*Decmil awarded GRC Indigenous Construction with \$1.4 million worth of work packages to construct drainage headwall structures on the Albany Ring Road Project.*

## Building cultural understanding and awareness

As part of NAIDOC week celebrations in 2021, the Albany Ring Road project invited local Aboriginal Noongar Elder Lester Coyne to address the project team, together with the project's Aboriginal Participation Coordinator, Christine Coyne.

Together, Lester and Christine addressed the 2021 NAIDOC theme 'Heal Country', speaking passionately about healing the outstanding injustices which still impact many Aboriginal people. Lester shared stories from his youth and imparted some thought-provoking information and anecdotes on a future vision of Aboriginal self-determination, how this could influence and heal social issues within his own culture; and benefit mainstream Australia. Lester's address was followed up by a Q & A session and BBQ lunch which was enjoyed by all Decmil and Main Roads Albany Ring Road Project staff and workforce.



## SUSTAINABILITY >

Although the echidna is a slow and steady animal it remains alert and attuned to its surroundings. Its spines heighten its awareness to the environment. Similarly, we are aware of our impact on the environment, and seek to find sustainable choices to minimise our impact to the community and land on which we work. Together we share the belief in respect for the world and the legacy of our actions.





# Mordialloc Project

The Mordialloc Freeway was opened to the public on Sunday the 21 November, four weeks ahead of schedule. The 9km long Mordialloc Freeway connects the Mornington Peninsula Freeway in Aspendale Gardens to the Dingley Bypass in Dingley Village, improving connectivity in Melbourne’s southeast.

Decmil, in a Joint Venture with McConnell Dowell, and in partnership with Major Roads Projects Victoria, delivered exceptional outcomes for the Mordialloc Project, with many economic and social benefits provided for the broader community. Many initiatives were explored and implemented, from creating jobs for people in disadvantaged segments

of the community to supporting local and Aboriginal businesses. All state requirements for the Mordialloc Freeway were exceeded.

## Aboriginal Employment Pathways

Goal Indigenous Services were engaged on the Project to assist with Aboriginal employment on the Project. Goal assisted with coordinating and facilitating quality training and work ready candidates for employment on the Project.

The Project employed two full time Goal Apprentices studying Certificate III Civil Construction (Plant) at Holmesglen TAFE.

The Project placed an Apprentice through the VTEC program who is undertaking Cert III in Civil Construction and Administrator undertaking a Cert III in Business Administration.



Adam Magennis from the Boon Wurrung Language group facilitated a Cultural Understanding session.

## Building cultural understanding and awareness

The project engaged and embraced the three Traditional Owner Groups aligned to the Mordialloc Freeway Project.

A Smoking Ceremony and Welcome to Country was conducted by representatives of Boon Wurrung, Bunarong and Wurundjeri Traditional Owners.

Adam Magennis from the Boon Wurrung Language group facilitated the first session of the project’s Cultural Understanding program which comprised four scheduled sessions as part of the Cultural Understanding journey.

Based in Mornington, Adam shared the history of Mordialloc and its surrounding wetlands, the cultural significance of the project site and provided the project team with an overview of how to engage with Aboriginal people, businesses and communities.

Signs acknowledging the Traditional Owners of the land and waterways which surrounded the project were installed at each project entry point. These signs were visible to the general public and represented the respect that the McConnel Dowell Decmil Joint Venture has for the land and waterways.

During NAIDOC Week 2020 the McConnel Dowell Western Program Alliance was engaged to facilitate events throughout the week, with the main session titled “You Can Ask That”. This session included a panel of Aboriginal and Torres Strait Islander professionals from

various backgrounds. The format was a light-hearted, safe environment to ask questions about Aboriginal and Torres Strait Islander cultures and to learn more about their histories.



In respectful acknowledgement, signs acknowledging the Traditional Owners of the land and waterways which surrounded the project were installed at each project entry point.

## Aboriginal business engagement

Aboriginal business spend on the Mordialloc Freeway project totalled \$4.3 million, and included engagement with:

- Yarra Contracting, who was awarded the \$3.5m shared user path package
- CCS sourced, supplied and fitted water tanks at a number of sites throughout the project
- Kinaway provided a vending machine program that supports local Indigenous Chamber
- Heart 2 Heart supplied first aid products to site, in particular COVID-19 safe materials. They also provided snake bite management training
- Geared Up Culcha provided PPE, safety clothing and safety boots
- Cooee Café provided catering for various events on the project
- Indigi Print designed and produced magnetic Vehicle Identification plates, plant decals and vehicle inspection books for the project
- Little Rocket provided Traditional Owners Acknowledgement signage
- Waddi Springs supplied all drinking water to the project
- Kulbardi delivered office fit out for all project offices, and supply of office supplies.



## COLLABORATION >

The Brolga is a regal, long-legged crane that is known for its beautiful courtship dances, which the birds perform individually, in pairs and in groups. These waterbirds are often seen congregating in large social flocks. Similarly, we seek and value partnerships with all stakeholders as we encourage each other to listen and collaborate. Building valued partnerships is key to our reconciliation journey as we get to know more about the local wisdom and knowledge around us.

# Our Business Our Values



For over 40 years, Decmil has been successfully delivering integrated construction and engineering solutions across Australia.

We have supported and constructed some of Australia’s major complex and multi-disciplinary projects across the infrastructure, resources, energy and construction sectors.

Decmil has offices located in Perth, Brisbane and Melbourne as well as projects based in regional and remote Australia including the Pilbara Region, the Great Southern region, and Far North Queensland.

At the heart of what we do is our people. We believe that a diverse, inclusive and flexible workforce is the key to successfully delivering projects for our clients and the communities in which we operate.

We currently employ around 340 people across our company, including 7 who identify as Aboriginal and/or Torres Strait Islander peoples.

We are committed to effective and respectful stakeholder engagement. Our sphere of influence includes our supply chain and our construction delivery partners who are key to achieving our RAP goals. In our supply chain we create influence through our relationships and purchasing decisions and we work closely with our subcontractors and others to meet our RAP goals.

We are committed to achieving our vision of being the market leader in project delivery, achieving sustainable growth through the quality of our people and the strength of our relationships.

We continue to actively grow and deepen our engagement with Aboriginal and Torres Strait Islander peoples as part of our Innovate RAP.

## Our Values and Guiding Principles

Our Core Values and Guiding Principles define why we do what we do, how we do it, and a shared promise to our clients and all stakeholders.

### INTEGRITY

We do what we say and ensure that our actions instill 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. development pathways for them.

### SOLUTIONS

We know there is a way to achieve a positive outcome and don’t 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

### COLLABORATION

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

### 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.

### 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.

# Our RAP Working Group (RWG)

Decmil’s RAP Working Group (RWG) was established in 2020 and was revised in 2023 to ensure that it represents a cross-section of our workforce, including senior leaders and personnel from various regions across Australia. Our RWG is responsible for overseeing the effective and timely implementation of our RAP.

The RWG is led by our RAP Champion, Bryn Vaughan, who oversees our RWG and is responsible for ensuring that all key targets are met.

Our RAP is championed internally by Decmil’s Executive Leadership Team, who will support driving our RAP forward and affecting positive change.

We are especially pleased to have external Aboriginal Engagement Advisor, Vanessa Martins, on our RWG. Vanessa brings integral Aboriginal perspectives to our RWG’s activities and direction.

Our RWG collaboratively helps inform, guide, coordinate, and inform our Reconciliation Action Plan journey. This includes overseeing the implementation of our RAP and monitoring the progress and delivery of our RAP commitments.

OUR RAP WORKING GROUP COMPRISES:
<b>Bryn Vaughan (RAP Champion)</b> , Group HSES Manager
<b>Cathlin Southern (RAP Chair)</b> , Group Manager Marketing & Communications
<b>Vanessa Martin</b> , Aboriginal Engagement Advisor
<b>Clayton Smith</b> , Operations Manager
<b>Rob Crumpen</b> , Project Superintendent
<b>Dharsh Krishnan</b> , Environmental and Sustainability Manager
<b>Lauren Melsom</b> , People and Culture Coordinator

## SOLUTIONS >

The kangaroo represents unending stamina and strength, always moving forward whilst jumping large distances to get to its destination. This represents Decmil’s people who are innovative and creative in the way that they approach tasks, both big and small. We are relentless in pursuing positive outcomes as we create new ways to find solutions.







# RAP 2022-2024

## Four Key Focus Areas

Our RAP is founded on four key focus areas which we have strategically selected to achieve our reconciliation vision. These key focus areas are underpinned by the values of respect, creating opportunities, building positive relationships within our sphere of influence, and ensuring accountability through strong governance. This is aligned with and supported by Decmil's values of integrity, solutions, collaboration, sustainability and performance.

Our key focus areas are:

1

**CREATING EMPLOYMENT OPPORTUNITIES.**

Recruiting and employing Aboriginal and Torres Strait Islander peoples and creating career development pathways for them.

2

**INCREASING CULTURAL COMPETENCY.**

Creating a culturally inclusive and safe workplace for all that fosters shared respect, shared meaning and shared knowledge of Aboriginal and Torres Strait Islander culture.

3

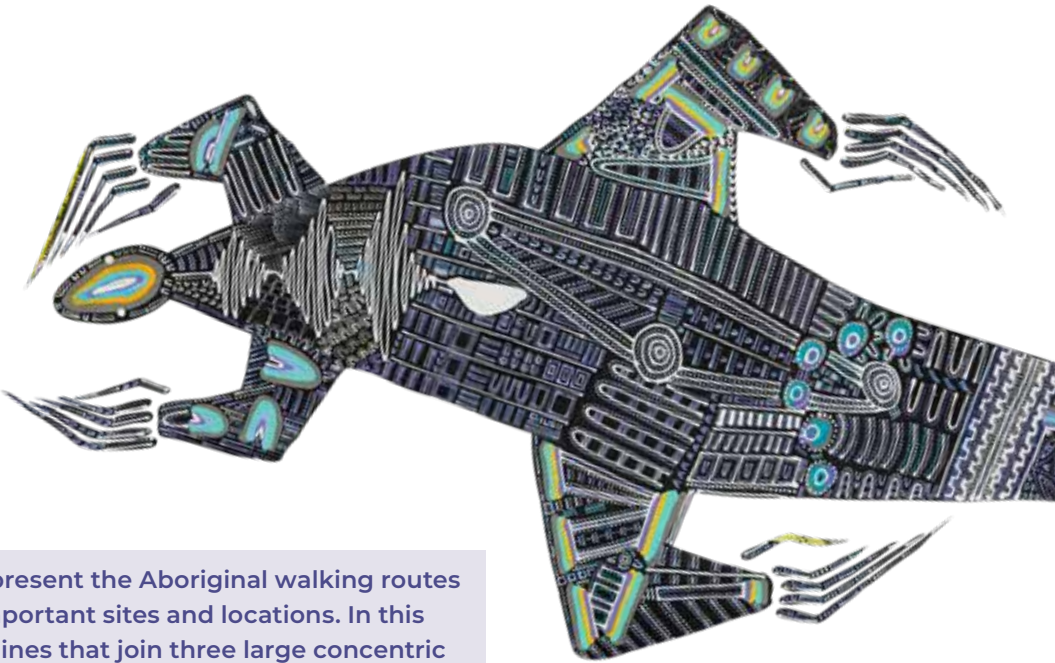
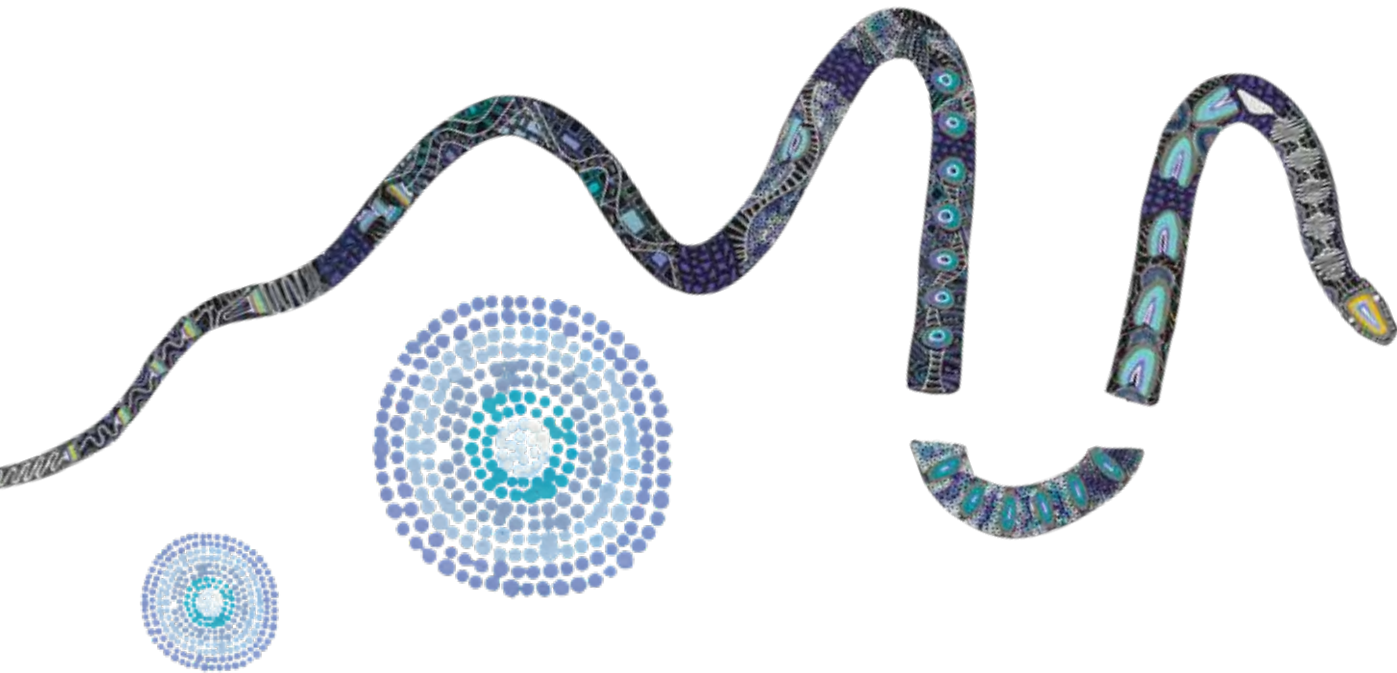
**EXPANDING SUPPLIER DIVERSITY.**

Increasing engagement with Aboriginal and Torres Strait Islander owned businesses and increasing the diversity of our supply chain to provide them with more opportunities to participate in the economy.

4

**LOCAL COMMUNITY ENGAGEMENT.**

Engaging with Aboriginal and Torres Strait Islander peoples and communities to create a long-lasting legacy that meaningfully contributes to the local communities in which we operate.

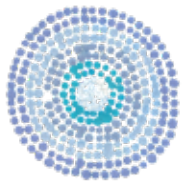


In Aboriginal artwork, songlines represent the Aboriginal walking routes that crossed the country, linking important sites and locations. In this artwork, the goanna contains songlines that join three large concentric circles together, representing Decmil's three offices – our Perth office established in 2007, our Brisbane office established in 2011 and our Melbourne office established in 2016.





# Relationships



Decmil's vision is to build positive long-term relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses, making a lasting and positive difference in each other's lives.

Collaboration is one of our key values, and we encourage each other to listen and collaborate. We seek and value meaningful engagement and authentic relationships with all Aboriginal and Torres Strait Islander peoples.

**Together, we're the difference.**

We want to learn from Aboriginal and Torres Strait Islander peoples, with their expertise and knowledge guiding us through our commitments and increasing our organisational cultural capability.

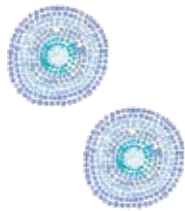
ACTION		DELIVERABLES	TIMELINE	RESPONSIBILITY
1.	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Jan 2024	RAP Champion
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2023	Environment & Sustainability Manager
2.	Build mutually beneficial relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 May 2025	Group Manager - Marketing & Communications
		RAP Working Group members to participate in an external NRW event.	May, Jun 2024 May, Jun 2025	RAP Champion
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Apr 2024 Apr 2025	Group Manager - Marketing & Communications
		Register all our NRW events on Reconciliation Australia's NRW website.	Aug 2024 Aug 2025	Group Manager - Marketing & Communications
		Annually review all HR policies and procedures to ensure there are no barriers to employees participating in NRW.	Feb 2024 Feb 2025	Group Manager People & Culture
		Organise at least one NRW event in each regional office, with at least 50% of projects undertaking an event on site.	May 2024 May 2025	Group Manager - Marketing & Communications

ACTION		DELIVERABLES	TIMELINE	RESPONSIBILITY
3.	Promote reconciliation and our RAP within the industry	Implement strategies to engage our staff in reconciliation.	Feb 2024	RAP Champion
		Build a Reconciliation section on Decmil's intranet to internally communicate our RAP commitment.	Nov 2023	Group Manager - Marketing & Communications
		Communicate our RAP commitment externally through our website and social media.	Mar 2024	Group Manager - Marketing & Communications
		Present our Reconciliation Action Plan on the Reconciliation Australia website.	Jul 2023	Group Manager - Marketing & Communications
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Dec 2023	RAP Champion
		Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Dec 2024	RAP Champion
		Create an annual calendar of events including initiatives which celebrate Aboriginal and Torres Strait Islander Peoples and cultures.	Feb 2024	Group Manager - Marketing & Communications
		Develop an internal reward and recognition program for staff who are actively advancing reconciliation across our business. (Reconciliation Excellence Award).	Nov 2024	Group Manager People & Culture
		Develop and promote a 'Statement of Commitment to Aboriginal and Torres Strait Islander peoples and communities' which will be endorsed and distributed by Decmil CEO to all employees and subcontractors.	Nov 2023	RAP Champion
		Ensure biannual feedback to projects on progression against RAP commitments.	Dec 2023 Jun, Dec 2024 Jun 2025	Operations Manager
4.	Promote positive race relations through anti-discrimination strategies.	Continue to promote Decmil's commitment through internal processes (onboarding, Induction, Intranet, Website) and at a project level.	Feb 2024 Feb 2025	Group Manager People & Culture
		DECNET review – include in onboarding and specific progress.		
		Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb 2024 Feb 2025	Group Manager People & Culture
		Review and communicate to staff our Anti Bullying, Harassment and Discrimination Policy for our organisation.	Dec 2023	Group Manager People & Culture
		Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Feb 2024 Feb 2025	Group Manager People & Culture
		Ensure senior leaders and managers are aware and equipped to manage race relation issues.	Jul 2023	Group Manager People & Culture





# Respect



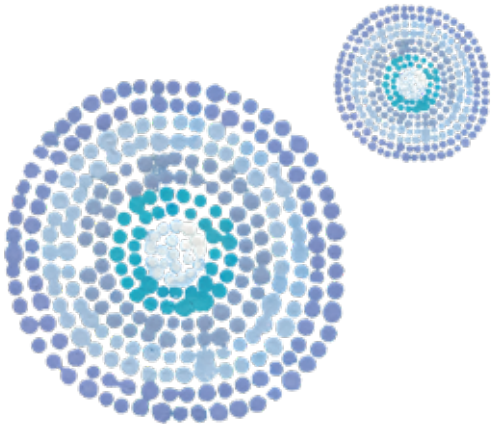
Respect, equal opportunity, diversity and inclusion are all key to Decmil’s values and guiding principles and underpin everything that we do at Decmil. Our value of Integrity guides us to do the right thing and show respect for others and the communities in which we live and work.

We want to build respectful relationships with Aboriginal and Torres Strait Islander peoples and believe that both knowledge and respect for their cultures, heritage, histories, and rights are important to our company and achieving our RAP goals and objectives.

Together, we journey on the path towards reconciliation.

ACTION		DELIVERABLES	TIMELINE	RESPONSIBILITY
5.	<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	Dec 2024	Lead: Group Manager People & Culture Support: Organisational Development Manager
		Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Aug 2023	Lead: Group Manager People & Culture Support: Organisational Development Manager
		Develop, implement and communicate a cultural learning strategy for our staff.	Dec 2023	Group Manager People & Culture
		Provide opportunities for RAP Working Group members, managers and other key leadership staff to participate in formal and structured cultural learning.	Jan 2024	Environment & Sustainability Manager
		Implement targeted Cultural Competency Training for Executive Directors, Senior Leaders and line managers.	Jan 2024	Group Manager People & Culture
6.	<b>Educate and implement processes relating to Cultural Hertiage and site specific works.</b>	Develop and implement targeted cultural heritage training / on country experience for relevant project personnel.	Jan 2024	Environment & Sustainability Manager
		Investigate the use of cultural heritage consultants specific to major project sites as required.	Jan 2024	Environment & Sustainability Manager

ACTION		DELIVERABLES	TIMELINE	
7.	<b>Demonstrate and continue to build respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Annually review and increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jul 2024 Jul 2025	Environment & Sustainability Manager
		Develop an Aboriginal and Torres Strait Islander Respectful Language Guide to be published and promoted on Decmil’s intranet and incorporated into cultural awareness training.	Jul 2024	Group Manager - Marketing & Communications
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Feb 2024 Feb 2025	Group Manager - Marketing & Communications
		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings (i.e. annual review).	Oct 2024 Oct 2025	Chief Executive Officer
		Include an Acknowledgement of Country into our PowerPoint presentations and email signature.	Oct 2023	Group Manager - Marketing & Communications
8.	<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2024 Jul 2025	Chief Executive Officer
		Annually review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Feb 2024 Feb 2025	Group Manager People & Culture
		Promote and encourage participation in external NAIDOC events to all staff.	Jun 2023 Jun 2024	Group Manager People & Culture
		Organise at least one NAIDOC event in each regional office, with at least 50% of projects undertaking additional events.	Jul 2023 Jul 2024	RAP Champion





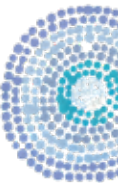
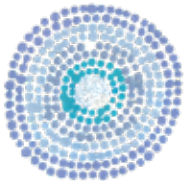


# Opportunities

Decmil recognise our role in ensuring that Aboriginal and Torres Strait Islander peoples, communities and businesses can participate equally in all opportunities. We are committed to reducing barriers to accessibility for Aboriginal and Torres Strait Islander peoples and creating opportunities for economic development including employment, training and enabling career pathways in the construction industry.

Through building stronger relationships with the Aboriginal and Torres Strait Islander business communities, we want to enable equal participation in a range of opportunities, developing trusted partnerships and increasing supplier diversity.

Together, we can build a better future for all.



ACTION		DELIVERABLES	TIMELINE	RESPONSIBILITY
9.	<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jun 2024	Lead: Group Manager People & Culture Support: Regional P&C Manager
		Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Feb 2024 Feb 2025	Lead: Group Manager People & Culture Support: Regional P&C Manager
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jun 2024	Lead: Group Manager People & Culture Support: Recruitment Advisor
		Annually review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Feb 2024 Feb 2025	Group Manager People & Culture
		Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce and consult across the business to establish regional and project-specific targets.	Jun 2024	Lead: Group Manager People & Culture Support: Regional P&C Manager
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Jun 2024	Lead: Group Manager People & Culture Support: Regional P&C Manager
		Develop and implement Aboriginal and Torres Strait Islander support and mentoring initiatives including formal and informal mentoring, buddy programs and networking events.	Mar 2024	Group Manager People & Culture
		Develop, implement and promote a Corporate Employment Strategy and Partnership to identify Aboriginal and Torres Strait Islander candidates for senior positions promoting sustainable employment outcomes.	Jun 2024	Group Manager People & Culture

ACTION		DELIVERABLES	TIMELINE	RESPONSIBILITY
10.	<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Sep 2024	Executive General Manager
		Investigate Supply Nation's JumpStart program.	Jul 2024 Jul 2025	Environment & Sustainability Manager
		Utilise the Platinum Partnership with Kinaway to continue to engage with Aboriginal and Torres Strait Islander Businesses.	Jul 2024 Jul 2025	Environment & Sustainability Manager
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Mar 2024	Group Manager -Marketing & Communications
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2024	Executive General Manager
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Nov 2023	Executive General Manager
		Commit to achieving a minimum 2% spend of supply chain, procurement with Aboriginal and Torres Strait Islander businesses.	Nov 2024 Nov 2025	RAP Champion
		Establish a central internal database to understand the current Aboriginal and Torres Strait Islander businesses engaged through our supply chain	Dec 2023	Environment & Sustainability Manager
		Promote and audit Pre-contracts utilisation of the database to request Aboriginal and Torres Strait Islander companies to tender on future opportunities	Mar 2024 Mar 2025	Executive GeneralManager
		Analyse and review obstacles and challenges in meeting annual minimum spend with Aboriginal and Torres Strait Islander businesses.	Dec 2024	Executive General Manager
		Increase the engagement of Aboriginal and Torres Strait Islander Subcontractors on projects by internally promoting Decmil's list of Aboriginal and Torres Strait Islander Subcontractors and facilitating sessions to discuss successes and shared learnings to support subcontractors for further success.	Sep 2024	Executive General Manager





# Governance & Reporting

ACTION		DELIVERABLES	TIMELINE	RESPONSIBILITY
11.	Maintain an effective RAP Working Committee (RWC) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group (RWG).	Oct, Jan, Apr, Jul 2024 Oct, Jan, Apr, Jul 2025	RAP Champion
		Establish and apply a Terms of Reference for the RWG.	Feb 2024	Environment & Sustainability Manager
		Meet at least four times per year to drive and monitor RAP implementation.	Oct, Jan, Apr, Jul 2024 Oct, Jan, Apr, Jul 2025	RAP Champion
12.	Provide appropriate support for effective implementation of RAP commitments.	Allocate resource needs for RAP implementation.	Nov 2023	RAP Champion
		Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	Dec 2023	RAP Champion
		Continue to maintain systems to track, measure and report on RAP commitments.	Oct, Jan, Apr, Jul 2024 Oct, Jan, Apr, Jul 2025	RAP Chair
		Maintain an internal RAP Champion from senior management.	Review Jul 2024	Chief Executive Officer
13.	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally..	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 Sep 2023, 2024 and annually	RAP Chair
		Report RAP progress to all staff and to the Executive Leadership Team quarterly.	Oct, Jan, Apr, Jul 2024 Oct, Jan, Apr, Jul 2025	RAP Champion
		Publicly report our RAP achievements, challenges and learnings, annually.	Jul 2024 Jul 2025	Group Manager - Marketing & Communications
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Mar 2024	Lead: Group Manager People & Culture Support: Regional P&C Manager
		Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Jun 2023 Jun 2024 and annually	RAP Chair
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug 2023 Aug 2024 and annually	RAP Chair
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Nov 2025	RAP Chair

ACTION		DELIVERABLES	TIMELINE	RESPONSIBILITY
14.	Continue our reconciliation journey by developing our next RAP.	Register to begin developing a new RAP with Reconciliation Australia.	May 2025	RAP Champion

## About Decmil

Decmil has been delivering integrated construction and engineering solutions across the infrastructure, resources, energy and construction sectors for over 40 years.

**Together, we're the difference.**

**Together, we're Decmil.**

For more information please visit [www.decmil.com](http://www.decmil.com)

For enquiries about Decmil's Reconciliation Action Plan please contact our RAP Chair, Cathlin Southern on 0401 284 705 or [cathlin.southern@decmil.com.au](mailto:cathlin.southern@decmil.com.au).



