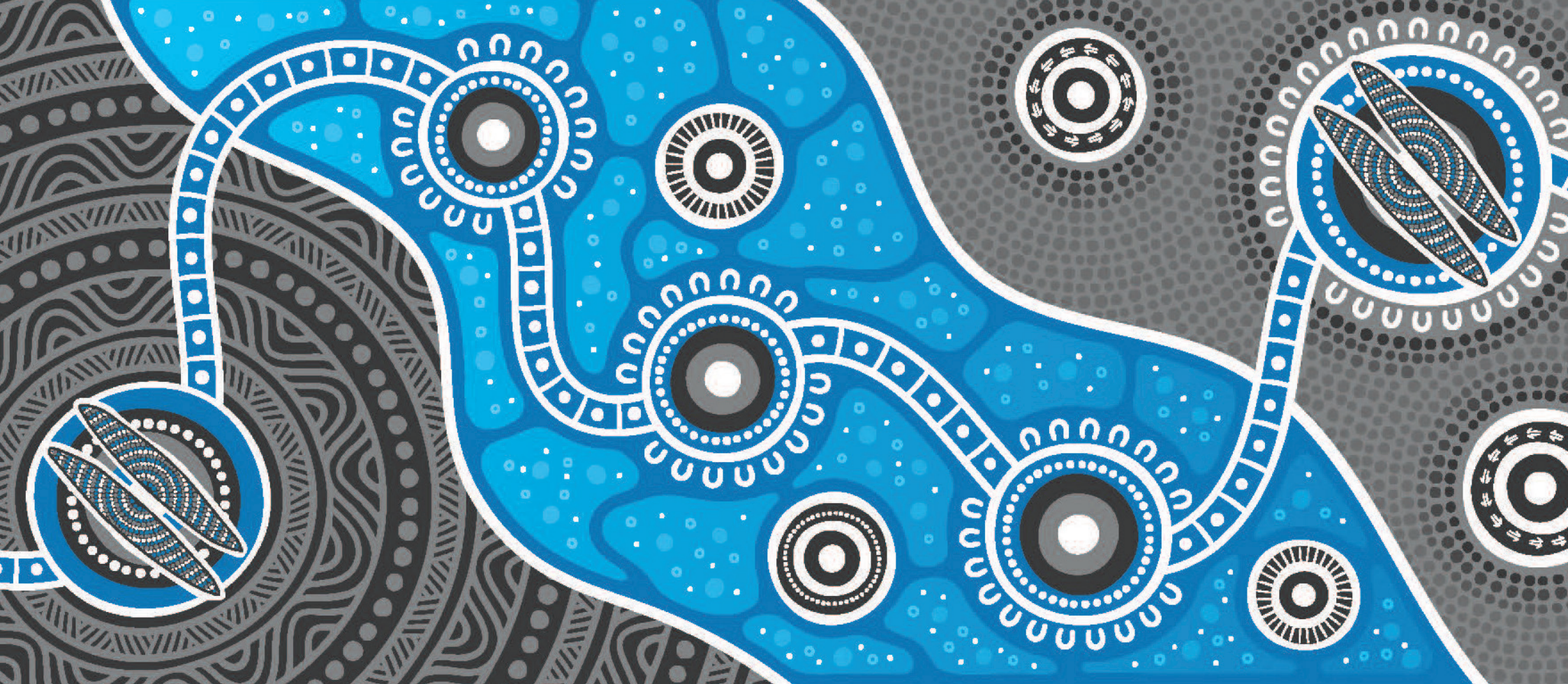




INNOVATE RECONCILIATION ACTION PLAN

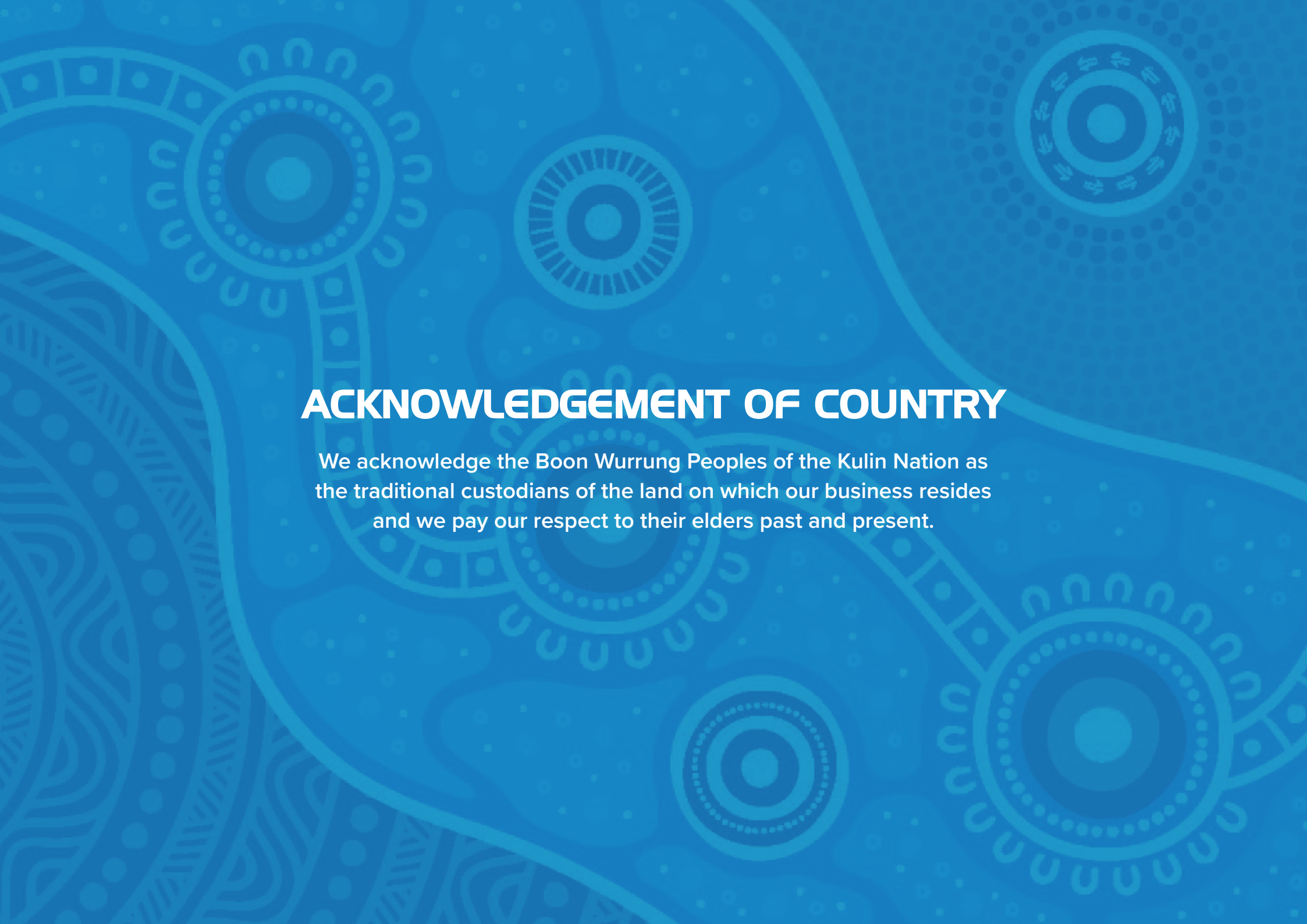
FEBRUARY 2025 – FEBRUARY 2027

DELCON GROUP



RECONCILIATION
ACTION PLAN

INNOVATE



ACKNOWLEDGEMENT OF COUNTRY

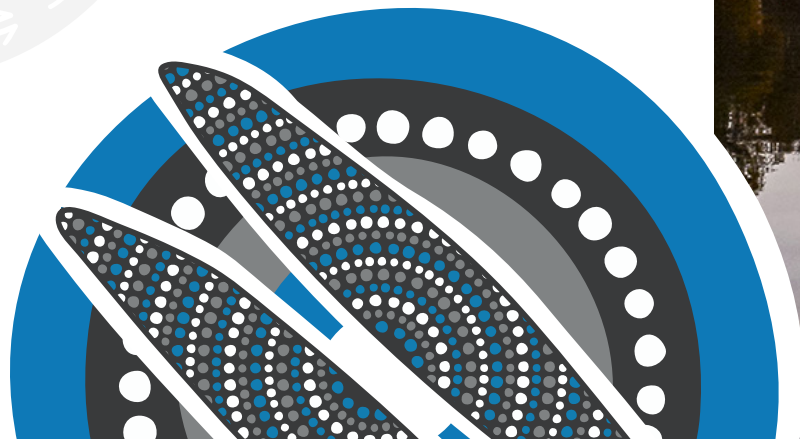
We acknowledge the Boon Wurrung Peoples of the Kulin Nation as the traditional custodians of the land on which our business resides and we pay our respect to their elders past and present.

OUR VISION FOR RECONCILIATION

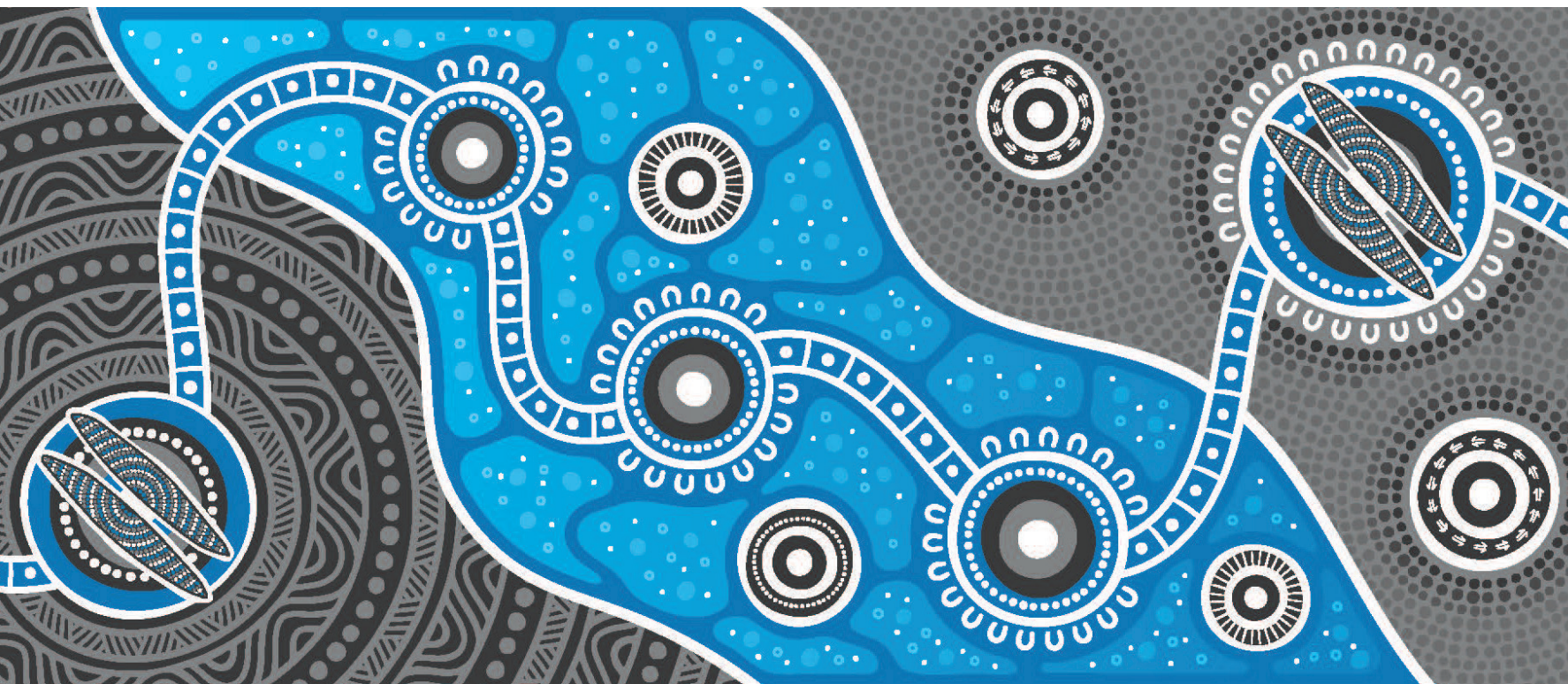
Our vision for reconciliation is an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, and a national culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

In the context of our organisation, this represents equal subcontract and supplier opportunities, equal employment opportunities, and equal growth, training, and development opportunities for Aboriginal and Torres Strait Islander peoples. Furthermore, we will continue to work with our local Aboriginal and Torres Strait Islander peoples to extend our current values of integrity and collaboration.

Delcon Group will achieve reconciliation when our business and our employees accept our nation's history and agree and commit that the wrongs of the past will never be repeated, value Aboriginal and Torres Strait Islander histories, cultures and rights, support all dimensions of reconciliation, recognise and respect individual and collective rights and cultures of Aboriginal and Torres Strait Islander peoples, and value and normalise positive two-way relationships between Aboriginal and Torres Strait Islander and non-Indigenous employees throughout the business.



OUR JOURNEY TO RECONCILIATION



The artwork (above) by Ngarrindjeri artist Jordan Lovegrove shows Delcon's journey from inception in 2006 when the Director purchased a single excavator until today with now over 155 employees, and their commitment to establishing and maintaining relationships.

The large meeting places on the pathway represents Delcon, starting from the bottom left of the page with the beginning of our journey. The meeting places gradually grow with more people surrounding them – showing the growth of Delcon. These meeting places are on a pathway which represents the journey. The white meeting places show Delcon's relationships with clients and partners along the way. The patterned background shows the different country and communities Delcon work with and on.



About the artist

Jordan Lovegrove is a Ngarrindjeri man who has been creating Aboriginal Artwork for the past 11 years. Jordan's mob (Ngarrindjeri) is from the Riverland area of South Australia around the Coorong, lower Murray River – Murray Bridge, Raukkan. A creative at heart, Jordan also works as a Graphic Designer, creating a range of brands, artwork, RAPs and digital media for a variety of clients from all over Australia.

TIMELINE

MAY 2020

Employment of the first Aboriginal and Torres Strait Islander Peoples/Person to Delcon Group.

AUGUST 2022

Introduction of cultural awareness training for all team members across our office and onsite.

OCTOBER 2023



Creation of 'Banburra' a partnership between Delcon and Leon Egan (Founding Director); indigenous owned and operated Civil Construction business focused on fostering meaningful employment opportunities and far-reaching career pathways for Aboriginal and Torres Strait Islander Peoples/Person.

NOVEMBER 2023



Finalist for Corporate Partner Excellence Award at the Kinaway Business Awards.

JULY 2022



Introduction of Delcon's first Innovate Reconciliation Action Plan.

JANUARY 2024



Engagement of Jordan Lovegrove to create and design Banburra artwork, which depicts the partnership between Banburra and Delcon Group.

MARCH 2024



Banburra's launch celebration with Welcome to country and smoking ceremony led by Elder Aunty Joy Murphy from Wurundjeri/Woiwurrung Country.

It strongly represents and symbolizes a meeting place featuring the 2 different coloured digging sticks to acknowledge the business partnership connection.

NOVEMBER 2024



Finalist for Corporate Innovation in Indigenous Partnership Award at the Kinaway Business Awards.

FEBRUARY 2025

Delcon's second Innovate Reconciliation Action Plan is endorsed.

MAY 2024



The Long Walk and Dreamtime at the 'G' - attended by Delcon staff and families.

AUGUST 2024



Exhibitor at Kinaway trade show "Deadly in Melbourne" Kinaway Chamber of Commerce trade show.

OCTOBER 2024



Department of Education, Koorie Careers Day - Exhibition by Banburra and guest panellist Leon Egan.

MARCH 2025



Banburra turns 1.



OUR BUSINESS

Our core business is civil construction (Delcon Civil Pty Ltd and Banburra Pty Ltd) and heavy haulage (Delcon Haulage Pty Ltd)

In the civil side of the business, we have developed a range of civil construction and engineering capabilities in diverse industry sectors, such as pipeline construction, sewer and water reticulation, water and wastewater infrastructure, road construction and reconstruction, construction and project management and major drainage installation throughout Victoria.

On the haulage side of the business, we deliver quality transport solutions. Specifically, we offer heavy haulage and tilt tray services for earthmoving equipment, machinery, shipping containers, trucks, vehicles, farming equipment and a wide range of other earthmoving attachments and plant throughout Victoria, New South Wales, Queensland, and South Australia.

Our sphere of influence includes individuals such as our own staff, organisations such as our subcontractors and suppliers, our clients which include tier one construction companies, Melbourne Water, Major Road Projects Victoria, Level Crossing Removal Authority, Rail Projects Victoria, our immediate community where we are operating, which includes local neighbours, councils, businesses, childcares, kindergartens, schools, universities, and society in general which includes media organisations, government, civil associations, and public and private charities.

Our organisation employs approximately 155 individuals through Delcon Civil, Delcon Haulage and Banburra Pty Ltd, ten of whom identify as Aboriginal and Torres Strait Islander people.

Our organisation has its main head office in Carrum Downs, Victoria. Each civil construction site will have its own satellite office that is temporary in nature and remains in place for the duration of the civil construction project.



OUR RAP

Our organisation is developing our Innovate RAP because we want our employees to understand, value and respect the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples. The plan will assist our organisation to build relationships, respect, and opportunities together with Aboriginal and Torres Strait Islander peoples.

The champions for our RAP internally are led by our Wellness and SEQ Manager, along with our Operations Manager, Social Impact Manager, People and Cultural Manager, Indigenous Workplace Relationship Manager, Wellness and SEQ Advisor, Procurement Lead, supported by the 'Reconciliation Action Plan Working Group' comprising all the champions previously mentioned, and an Engineer, Civil Construction Worker x 2. First Nations representation on our RAP Working Group includes Jie Smith (Banburra Pty Ltd) and Tim Peters (Delcon Civil Pty Ltd).

Since our first Innovate RAP was developed and achieved, Delcon Group have had significant learnings and significant changes across all aspects of the businesses (being Delcon Civil Pty Ltd, Delcon Haulage Pty Ltd and Banburra Pty Ltd). The key learnings have been, and continue to be, the understanding for non-Indigenous staff that Aboriginal and Torres Strait Islander communities maintain a special connection to and responsibility for Country/Place. Though it was somewhat understood prior to implementing the Innovate RAP, the cultural awareness training, creation of our First Nations business and employment of Aboriginal and Torres Strait Islander staff has led to Delcon Group staff gaining a better understanding of the holistic belief systems of Aboriginal and Torres Strait Islander peoples, specifically the spiritual and intellectual connection Aboriginal and Torres Strait Islander peoples have to the land, sea, sky, and waterways. The significant changes spread across all businesses and include a holistic change in the way policies and procedures are written, reviewed and rolled-out, communication and consultation methods, including being conscious that our outputs may negatively affect Aboriginal

and Torres Strait Islander staff, and including Aboriginal and Torres Strait Islander perspectives in all higher-level management meetings where real tangible change can be made across all businesses.

Delcon Group has also established Banburra Pty Ltd, a proudly First Nations owned and operated civil construction company. Banburra's dedication lies in fostering meaningful employment opportunities and career pathways for Aboriginal and Torres Strait Islander Peoples. Simultaneously, Banburra actively contributes to the well-being of First Nations communities, embodying its commitment to social responsibility. Together with Banburra, Delcon Group will assist in career pathway exposure via on site construction project visits with the Eddy Betts Foundation (EBF), will implement an internal mentoring program for our current Aboriginal and Torres Strait Islander peoples workforce and will meet with Victorian TAFE's and Universities to understand if we can contribute to the indigenous research development programmes.



STATEMENT FROM THE CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Delcon Group on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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. Delcon Group continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types - Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Delcon Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Delcon Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

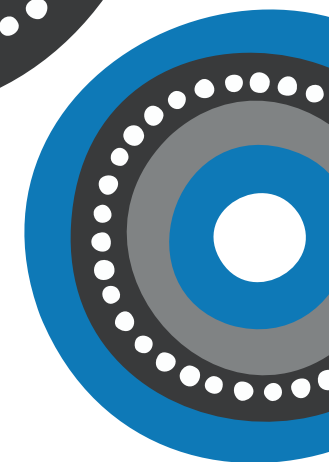
The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Delcon Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Delcon Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Delcon Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Delcon Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





A message from our Managing Director

“We have developed our RAP because we want our organisation and our employees to understand, value, and respect the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples. We are in a position where we can make a meaningful difference as a business and create significant positive impact for the broader community.”

– **David Harry**

OUR RAP COMMITTEE

Our RAP committee was established to drive and oversee the implementation of current and future Delcon Group Reconciliation Action Plans (RAPs). The committee comprises of Aboriginal and/or Torres Strait Islander and non-Indigenous employees, oversee the delivery of reconciliation related activities across the Delcon Group business.



Leon Egan
Indigenous Relationship Manager

"Reconciliation to me is one of the most important movements that we have in our country.

I am honoured to lead an Indigenous business that lives the journey of reconciliation every single day by having Indigenous & non-Indigenous staff walking and working side by side.

I know that Banburra & Delcon Group will continue to lead the way together with strong lived allyship commitment everyday

We are living the best form of Reconciliation that I know of."



Jack Merrin
Operations Manager

"Reconciliation to me means restoring peace and understanding by acknowledging past wrongs, seeking forgiveness and working towards healing and renewed relationships."



Jessica Grant
Wellness & SEQ Advisor

"To me, reconciliation means truth, respect, and action. It's about acknowledging past injustices, listening, and working together for a fair and inclusive future.

Real change happens when we honour diverse voices and commit to unity and progress."



Elise Bell
Social Impact Manager

"I am extremely proud to be involved in the launch of our first Reconciliation Action Plan (RAP).

We are in a position where we can open the conversation about our past and place ourselves in a position where we can make a positive difference moving forward."



Timothy Peters
Plant Operator

"Reconciliation is important to me to help with uncovering a lost history."



Sara Kowarzik
People & Culture Manager

"Being a child of immigrants who came to Australia seeking refuge and a better life for their families, it was a shock learning how the Indigenous people were treated and stripped of their refuge in their own home.

It makes being a part of Delcon's RAP committee very rewarding, knowing we can help make a difference and move towards reconciliation in a meaningful way."



Adham Chazbek
Project Engineer

"Reconciliation, to me is about Indigenous and non-Indigenous people working together, building trust, and getting the job done, side by side."



Michaela Girolami
Senior Office Administrator

"Reconciliation, to me, is learning about the histories and cultures of Aboriginal and Torres Strait Islander peoples, and educating ourselves to create a positive impact for the future.

Applying this understanding to drive positive changes in attitudes, outcomes, and to generate opportunities for future generations and acknowledging the past."



Jie Smith
Civil Construction Worker

"Reconciliation to me means coming together and celebrating our culture and history."



Simone Hamill
Wellness & SEQ Manager

"To me, reconciliation means being open to and a part of continuing education to understand Aboriginal and Torres Strait Islander histories and cultures, and then using this information to positively change thinking and outputs and create opportunities for Aboriginal and Torres Strait Islander peoples."



Alexander Bolonis
Procurement Lead

"To me, reconciliation means educating ourselves and finding opportunities to make a positive change for the future."



BANBURRA

means: **"to dig"**

Originating from the Bangerang language of the Murray River Region

Banburra is an emerging Indigenous-owned and operated construction company based in Victoria, proudly working in strategic partnership with Delcon Group. Established with a clear purpose, Banburra is committed to creating meaningful employment opportunities and sustainable career pathways for Aboriginal and Torres Strait Islander peoples.

The company offers a range of civil construction and maintenance services, including earthworks, pavement construction, stormwater and utility infrastructure, and site establishment. With a strong focus on collaboration, Banburra works closely with clients and partners to deliver streamlined, high-quality construction outcomes. The team brings a proactive, solutions-driven approach to every project, underpinned by an unwavering commitment to safety—both physical and cultural—and the wellbeing of their people and the broader community.

Banburra aspires to be a highly respected and authentic Aboriginal business, driven by a vision to ignite hope, enable generational change, and build lasting career pathways that strengthen the communities in which they live and work,



INITIATIVES

Company Indigenous Cultural Heritage Training

We believe providing all staff members with the right education is a vital component of our journey together towards reconciliation.

The cultural awareness training serves as a collective opportunity for our entire organization to enhance our understanding, initiate conversations about our history, and position ourselves to actively contribute to positive cultural transformation in the future. We have collaborated with Leon Egan, Director of Bundy Gillang Indigenous Consulting, to facilitate these sessions, and we eagerly anticipate deepening our knowledge and insights through Leon and his team's guidance.



Kinaway

We are member of the Victorian Aboriginal Chamber of Commerce, Kinaway, who are the leading Victorian organisation dedicated to supporting Aboriginal and Torres Strait Islander business owners. Kinaway works closely with businesses to provide support, advocacy, networking and partnership opportunities for their members.

Since becoming a member of Kinaway, we have quickly capitalised on the relationship, achieving substantial benefits in a short span.

By actively engaging with Aboriginal and Torres Strait Island businesses, we not only create opportunities for them to thrive but also foster a more inclusive and equitable business environment. We are excited to embark on this ongoing journey with the invaluable support of Kinaway.



Aboriginal and Torres Strait Islander Employment, Retention and Development Strategy

Our Aboriginal and Torres Strait Islander Employment, Retention and Development Strategy provides a foundation for creating and implementing culturally appropriate and respectful outcomes for Aboriginal and Torres Strait Islander employees. We aim to attract, retain, and develop increasing numbers of Indigenous employees in Delcon Group creating comprehensive career pathways whilst providing culturally appropriate support, enabling them to succeed professionally. Our strategy focuses on delivery and achievement of outcomes across three key areas:

ATTRACT

Delcon Group are committed to increasing employment opportunities for Aboriginal and Torres Strait Islander people and providing culturally appropriate recruitment in order to become an employer of choice for Indigenous communities.

RETAIN

Having a culturally aware and culturally safe workplace is fundamental to the wellbeing of all Aboriginal and Torres Strait Islander people working at Delcon Civil. We recognise the importance of acknowledging the rich heritage of Aboriginal and Torres Strait Islander people and we are dedicated to building this capability within our workforce.

DEVELOP

We acknowledge that employing Aboriginal and Torres Strait Islander people is only part of our commitment covered within this strategy. Ensuring we provide clear and meaningful career progression and development is vital in retaining key employees and being an employer of choice for Aboriginal and Torres Strait Islander people.



RELATIONSHIPS

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to our organisation and its core business activities because we want to build strong relationships and enhanced respect between non-Indigenous and Aboriginal and Torres Strait Islander peoples. We want to join other Australian businesses to stamp out the racism Aboriginal and Torres Strait Islander peoples face all too often. The benefits to Delcon Group for fostering relationships with Aboriginal and Torres Strait Islander peoples is an enhancement of our understanding of history and current accepted language, methodologies, and inclusion practices, including recruitment and engaging Aboriginal and Torres Strait Islander peoples to complete works on our civil construction projects.

FOCUS AREA

The key strategic direction of our organisation that Relationships align to is 'making tangible social change', which is one part of our social procurement strategy.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Establish quarterly meetings with local Aboriginal and Torres Strait Islander stakeholders and organisations, including Kinaway and Supply Nation, to review guiding engagement principles and Delcon Group engagement strategy.	January 2025, April 2025, July 2025, October 2025, January 2026, April 2026, July 2026, October 2026.	Social Impact Manager & Procurement Lead
	Review organisations and partner with one to support both internal and external health care efforts at any life stage (mobile health clinic designed to meet both Aboriginal and Torres Strait Islander peoples and non-Indigenous staff health care needs, including delivering ear and eye health programs, chronic disease management programs, targeted action to tackle smoking and tobacco use).	February, 2025.	Wellness and SEQ Manager & Wellness and SEQ Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials and Delcon Group NRW event to our staff via the Chekrite Cloud Based Platform.	May, 2025 & 2026	Wellness and SEQ Manager & Wellness and SEQ Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May, 2025 & 2026	Wellness and SEQ Manager & Wellness and SEQ Advisor
	Register all our NRW events on Reconciliation Australia's NRW website.	May, 2025 & 2026	Wellness and SEQ Manager & Wellness and SEQ Advisor
	Review and partner with an Aboriginal and Torres Strait Islander organisation who is holding a National Reconciliation Week event.	March, 2025 & 2026	RAP Committee
	Communicate our commitment to reconciliation and participation in National Reconciliation Week via social media platforms, calling for fellow subcontractors and clients to hold their own event to celebrate National Reconciliation Week.	March, 2025 & 2026	Operations Manager



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly via the revised Delcon Group website, social media platforms and in every staff email via a link to our RAP.	February, 2025	Operations Manager
	Review and update a staff engagement strategy to raise awareness of reconciliation across our workforce.	February, 2025	People & Culture Manager
	Explore opportunities via our subcontractor and supplier contracts to drive reconciliation outcomes (place a requirement in contracts for the organisation to work with Delcon Group to complete cultural awareness training, work with them to improve their staff engagement strategies)	February, 2025	Operations Manager & Procurement Lead
	Collaborate with a company/s such as Melbourne Water, BMD, John Holland, McConnell Dowell, and other like-minded organisations to develop innovative approaches to advance reconciliation.	February, 2025	Operations Manager & Social Impact Manager
	Participation in presentation about Delcon Group and specific reconciliation opportunities within our business at independent schools expo	October, 2025	Indigenous Workplace Relationship Manager & Social Impact Manager
	'Acknowledge the Country' Delcon Group is working on through our social media accounts, providing education links for our followers to take the time to find out which country they are on and why an acknowledgement of country is important.	April, 2025	Wellness and SEQ Manager & Wellness and SEQ Advisor
4. Promote positive race relations through anti-discrimination strategies.	Establish yearly learning requirements (via Chekrite) to educate employees about Delcon Group's approach to anti-discrimination and positive race relations.	February, 2025	Wellness and SEQ Manager & Wellness and SEQ Advisor
	In consultation with Aboriginal and Torres Strait Islander stakeholders, conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs, and update accordingly and disseminate (e.g., review and update an anti-discrimination policy for Delcon Group).	January, 2025	People and Culture Manager & Wellness and SEQ Manager
	Generate and issue a yearly toolbox talk to all staff, centred around Delcon Group's commitment and expectation that all staff will not discriminate and will not tolerate racial discrimination.	January, 2025	Wellness and SEQ Manager & Wellness and SEQ Advisor
	Educate senior leaders on the effects of racism.	July 2025	Wellness and SEQ Manager & Wellness and SEQ Advisor



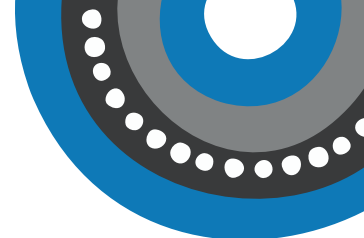
RESPECT

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories, and rights are important to our organisation and its core business activities because we know that a lack of historical acceptance is a major barrier to reconciliation and a major driver of racism. Without a shared understanding of the impact of past policies on Aboriginal and Torres Strait Islander peoples, we cannot progress reconciliation and we will not reach our full potential as an organisation and as a nation. The benefits of fostering a respect for Aboriginal and Torres Strait Islander peoples in our workplace includes the increased confidence of our staff engaging with Aboriginal and Torres Strait Islander peoples, increased confidence of our staff to have conversations with and ask questions of Aboriginal and Torres Strait Islander peoples without fear of using inappropriate language, and a general sense of pride amongst our staff understanding more about the cultures, identities and stories of Aboriginal and Torres Strait Islander peoples.

FOCUS AREA

The key strategic direction of our organisation that Respect aligns to is creating and upholding a workplace culture that understands, values, and respects the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples, which is one part of our social procurement strategy.





Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning..	Review training opportunities (outside of cultural awareness workshops) for RAP Committee members and Executive Leadership Committee to participate in formal and structured cultural learning.	March, 2025	People and Culture Manager
	Establish yearly learning requirements (via Chekrite) to increase staff's understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	January, 2025	Indigenous Workplace Relationship Manager & Wellness and SEQ Manager & Wellness and SEQ Advisor
	Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2025	People and Culture Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2025	People and Culture Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols..	Re-communicate the purpose and significance behind cultural protocols to all staff, including Acknowledgement of Country and Welcome to Country protocols.	December, 2025	Wellness and SEQ Manager & Wellness and SEQ Advisor
	Review yearly social and event calendar and determine which significant events Delcon Group could invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol.	March, 2025 & 2026	Indigenous Workplace Relationship Manager & Social Impact Manager
	Meet with local Aboriginal and Torres Strait Islander leaders and Elders and ask for their input in naming Delcon Group Head Office meeting rooms with significant titles pertaining to the local area.	April, 2025	Indigenous Workplace Relationship Manager & Social Impact Manager
	Create and roll out a yearly toolbox talk about caring for Country, including respect for cultural protocols.	January, 2026	Wellness and SEQ Manager & Wellness and SEQ Advisor
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Research, select and confirm a NAIDOC Week event in June each year, and promote the event to all staff.	June 2025 & 2026	RAP Committee
	Issue toolbox talk to all staff outlining Aboriginal and Torres Strait Islander cultures and histories surrounding NAIDOC week (via Chekrite Platform).	July 2025 & 2026	Wellness and SEQ Advisor
	Social media post outlining Delcon Group's commitment to NAIDOC week, including how we are building respect for the Aboriginal and Torres Strait Islander cultures and histories celebrated during the week.	July 2025 & 2026	Wellness and SEQ Manager & Wellness and SEQ Advisor



OPPORTUNITIES

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to our organisation and its core business activities because they provide tangible outcomes across employment, education, and support for Aboriginal and Torres Strait Islander business. We want to be an employer of choice for Aboriginal and Torres Strait Islander peoples, be recognised as a company that provides opportunities for all Aboriginal and Torres Strait Islander generations employed by Delcon Group and be recognised as a company that prides itself on employing and retaining a diverse workforce.

Partner with AFL Players Association and participate in annual transition camp (for exiting players) and educate on and/or provide opportunities within the construction sector for Indigenous Aboriginal and Torres Strait Islander peoples players.

FOCUS AREA

The key strategic direction of our organisation that Opportunities align to is providing Aboriginal and Torres Strait Islander peoples with options of:

- Continued employment, including the development of skills and knowledge in civil construction and/or heavy haulage
- Delcon Civil and Delcon Haulage purchasing goods and services from accredited First Nations businesses
- Delcon Civil, Delcon Haulage and Banburra purchasing goods and services from accredited Aboriginal and Torres Strait Islander businesses.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Establish quarterly forums with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. Take learnings from these forums and present findings to the Executive Leadership Committee for review and consequential implementation into Delcon Group.	April, 2025	People and Culture Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July, 2025	People and Culture Manager
	Review current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April, 2025	People and Culture Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	April, 2025	People and Culture Manager
	Promotion of STEM career paths in engineering and construction via Koorie careers Expo and independent school's expo	August, 2025	Indigenous Workplace Relationship Manager & Social Impact Manager
	Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders on recruitment websites such as ATSI Jobs, Koori Mail, Indig Careers, Workforce Australia, I Work Job Site and Indigenous Jobs Match.	November, 2025 & 2026	People and Culture Manager



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
	Meet with Aboriginal and Torres Strait Islander organisations established to support internship programs and understand if an internship is viable for Delcon Group.	December, 2025 & 2026	People and Culture Manager
9. Build career pathways for Aboriginal and Torres Strait Islander people to participate in the construction sector	Explore career opportunities within Delcon Group for new Aboriginal and Torres Strait Islander entrants to the Construction Industry via the Eddy Betts Foundation (EBF)	February, 2026	Indigenous Workplace Relationship Manager & Social Impact Manager
	Implement internal mentoring program for our current Aboriginal and Torres Strait Islander workforce.	December, 2025	Indigenous Workplace Relationship Manager
10. Promote positive race relations through anti-discrimination strategies.	Review our Aboriginal and Torres Strait Islander procurement strategy and supply contracts, and re-communicate opportunities for procurement of goods and services and contract works from Aboriginal and Torres Strait Islander businesses to staff (https://supplynation.org.au/)	June, 2025	Marie Osborne & Sara Kowarzik
	Table procurement practices quarterly at our construction management meetings to understand and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December, 2025	Social Impact Manager & Operations Manager
	Research (and procure if viable) internal company gifts from businesses owned and run by Aboriginal and Torres Strait Islander Peoples. (https://indigiearth.com.au/ , https://kinyalerrk.com.au/collections/candles-and-diffusers , https://sobah.com.au/)	December, 2025 & 2026	Social Impact Manager & Procurement Lead
	Retrieve the Kinaway Aboriginal and Torres Strait Islander business list quarterly and disseminate to Delcon Group.	January 2025, April 2025, July 2025, October 2025, January 2026, April 2026, July 2026, October 2026	Social Impact Manager & Procurement Lead



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
11. 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 send out an email to staff encouraging them to join the RAP Committee.	July 2025 & June 2026	Operations Manager
	Create a RAP Committee Charter (Terms of Reference) to ensure all members understand what the key values, deliverables and outputs of the committee are.	February, 2025	Wellness and SEQ Manager & Wellness and SEQ Advisor
	Send out meeting invites for the next 2 years so that dates are locked into RAP Committee calendars. Meetings to be held at least 4 times per year.	January, 2025	Wellness and SEQ Manager & Wellness and SEQ Advisor
12. Provide appropriate support for effective implementation of RAP commitments.	Review current RAP Committee position description and update with key deliverables for the 2025-2027 Innovate RAP.	February, 2025	Wellness and SEQ Manager & People and Culture Manager
	Review current resources required for RAP implementation and ascertain if more or less resources are required.	October, 2025	Wellness and SEQ Manager
	Review current systems to track, measure and report on RAP commitments.	October, 2025	Wellness and SEQ Manager
	Review internal RAP Champion from senior management and ascertain if champion is the best person for the role.	October, 2025	Wellness and SEQ Manager
	Re-educate teams about RAP Committee commitments, and outline time commitments in advance (providing calendar invites) of when fellow team members will be involved in meetings etc. and unavailable them them/the wider Delcon Group team.	July, 2025 & 2026	Wellness and SEQ Manager & Wellness and SEQ Advisor



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	June annually	Wellness and SEQ Manager & Wellness and SEQ Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Wellness and SEQ Manager & Wellness and SEQ Advisor
	Report RAP progress to all staff and senior leaders six monthly via internal newsletter from Jack Merrin (for all staff) and then face to face delivery from RAP Committee at staff update sessions.	March 2025 September 2025, March 2026	Operations Manager
	Publicly report our RAP achievements, challenges and learnings, annually via the Delcon Group website.	May, 2025 & 2026	Operations Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April, 2026	Wellness and SEQ Manager & Wellness and SEQ Advisor
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January, 2027	Wellness and SEQ Manager & Wellness and SEQ Advisor
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June, 2026	Wellness and SEQ Manager & Wellness and SEQ Advisor



CONTACT DETAILS

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