

INNOVATE RECONCILIATION ACTION PLAN

JULY 2022 – JULY 2024



The background is a solid blue color with intricate, lighter blue Aboriginal dot patterns. These patterns include several large, circular motifs that resemble gears or stylized eyes, each with concentric circles and radiating lines. The overall design is symmetrical and traditional.

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.

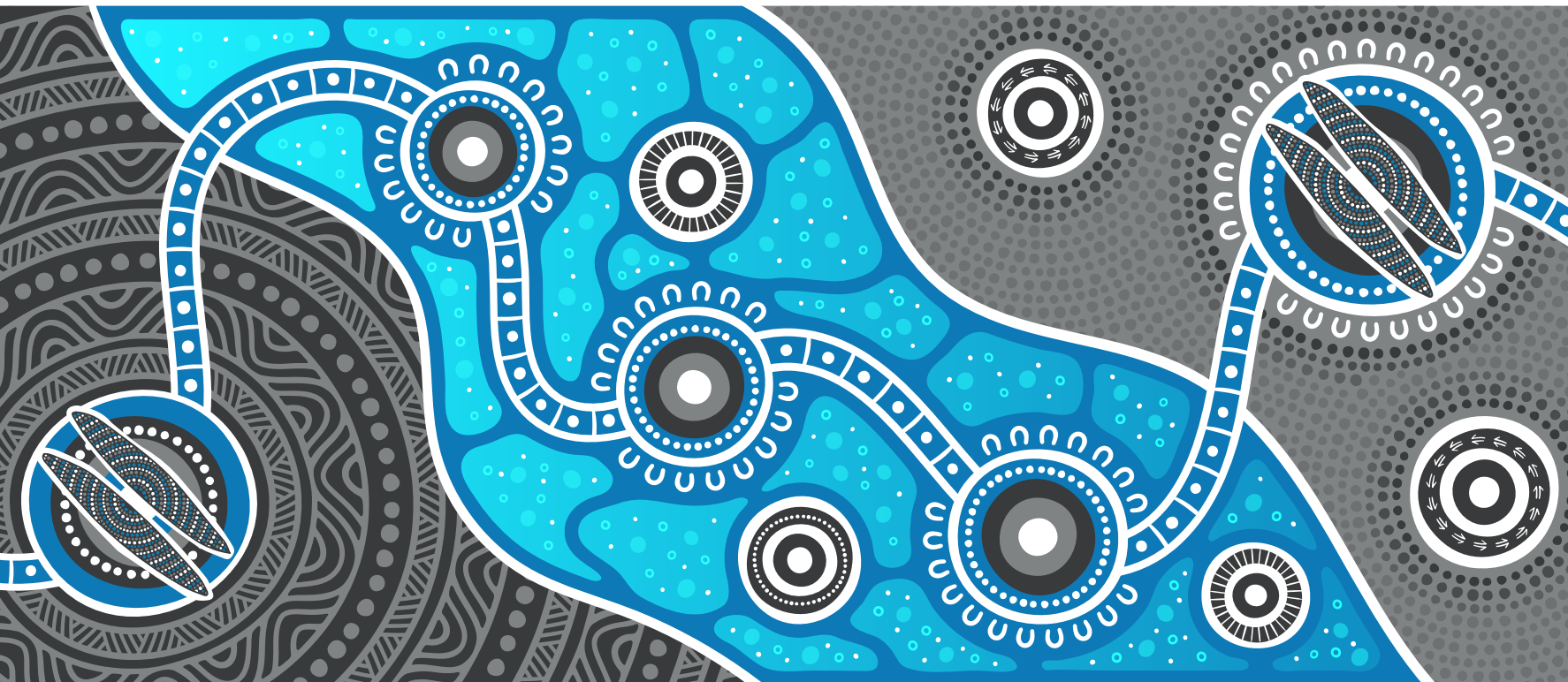
OUR VISION FOR RECONCILIATION

Our vision for reconciliation is an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and other 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 want to work with our local Aboriginal and Torres Strait Islander peoples to extend our current values of integrity, honesty, and collaboration.



OUR JOURNEY TO RECONCILIATION



The artwork (above) by Ngarrindjeri artist Jordan Lovegrove shows Delcon's journey from inception in 2005 when the Director purchased a single excavator until today with now over 100 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.

OUR BUSINESS

Established in 2006, Delcon Group is a locally owned and operated civil construction company living in and working in the communities we service.

Our projects are Director-led and underpinned by a true commitment to upholding the highest levels of safety for our workers and the public. We are dedicated to reinvesting back into our company and the community for the continuous growth and improvement of our people and products.

As a proudly 100% Australian owned and operated business, we bring a fresh approach to the design and delivery of civil and water infrastructure projects in Victoria. The majority of our work is delivered for Tier-1 clients who choose Delcon Group for our proven resources and self-performance capabilities. This is reinforced by robust risk management systems and strategies to ensure delivery certainty. We have in-house resources available to immediately mobilise on a project and hit the ground running.

Since our inception, Delcon Group has had a strong social conscience and we have demonstrated corporate social responsibility through our charitable, community and philanthropic involvement. A natural extension of this core business value has been the implementation of our social procurement and inclusion strategy, which aims to not only meet but exceed the activity requirements set out by the Victorian Social Procurement Framework Guidelines and our clients. We have extensive and trusted relationships with local suppliers and we maximise local content and employment on our projects.

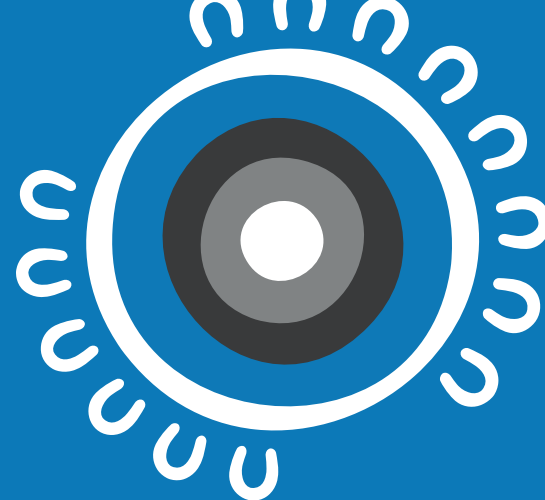


OUR RAP

Our organisation is developing a 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 will be our Safety Manager, Business Manager, Safety Coordinator and People & Culture Administrator, supported by the 'Reconciliation Working Group' comprising of Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples.

The Reconciliation Working Group includes staff from across our business as well as external representation from the Bunurong Land Council Aboriginal Corporation and Elder (Aunty Di).



STATEMENT FROM THE CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Delcon 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 Delcon 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, Delcon 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.

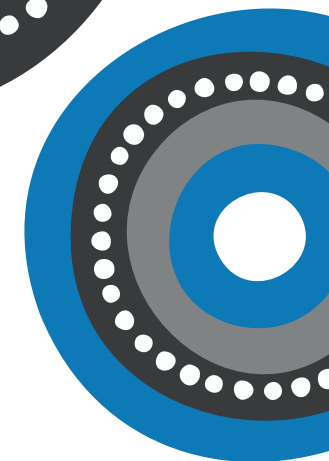
With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Delcon is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Delcon'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 Delcon on your 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, led by our General Manager and comprising Aboriginal and/or Torres Strait Islander and non-Indigenous employees, oversee the delivery of reconciliation related activities across the Delcon Group business.



Paul Stefani
General Manager

"I want to broaden my understanding of the oldest continuous culture on the planet, so Australians grow up in equitable environments that nurture the Aboriginal community's potential and culture."



Simone Hamill
SHEQ 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."



Marie Osborne
People & Culture Administrator

"Equality and equity is something I have had ingrained in me from a young age. I want to make every place an environment where everyone feels valued and included. I'm passionate about learning, understanding and celebrating people's different and diverse backgrounds, and if I can help in closing the gap and building relationships, of course I want to be a part of it."



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."



Elise Bell
Business 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."



Susan Northover
Safety Coordinator

"Reconciliation to me means showing respect to our First Nations people by gaining an understanding of their cultures, learning from their stories, good and bad, acknowledging the wrong done in the past and recognising everyone is entitled to an equal opportunity for education, healthcare and everyday requirements regardless of race and background."



Kris Sharma
Project Engineer

"What RAP means to me is to have an opportunity to actively contribute to Reconciliation, learn more about Indigenous cultures, challenge existing biases and promote inclusivity for Indigenous and non-Indigenous Australians. It also fosters my personal growth and allows for more meaningful contributions for change."



Jie Smith
Civil Construction Worker

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



Timothy Peters
Plant Operator

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



INITIATIVES & PARTNERSHIPS

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 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.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2024	Simone Hamill
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	Elise Bell & Marie Osborne
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2023	Simone Hamill
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2023	All
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2023	Elise Bell
	Organise at least one NRW event each year.	27 May – 3 June, 2023	Marie Osborne & Kris Sharma
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023	Susan Northover
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	September 2023	Simone Hamill
	Communicate our commitment to reconciliation publicly.	October 2022	Marie Osborne & Elise Bell
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2023	Elise Bell & Paul Stefani
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	September 2023	Elise Bell & Marie Osborne
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2024	Marie Osborne & Sara Kowarzik
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	February 2024	Sara Kowarzik
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2024	Sara Kowarzik & Marie Osborne
	Educate senior leaders on the effects of racism.	October 2022	Simone Hamill & Elise Bell
	Create and circulate a hub containing resources on anti-discrimination reading material, videos, movies, and research.	November 2023	Elise Bell & Marie Osborne



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.	Conduct a review of cultural learning needs within our organisation.	May 2024	Simone Hamill
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	May 2024	Simone Hamill
	Develop, implement, and communicate a cultural learning strategy for our staff.	May 2024	Sara Kowarzik & Marie Osborne
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2023	Sara Kowarzik & Marie Osborne
	Include Aboriginal and Torres Strait Islander peoples in next Delcon BBQ & Company Update session; Aboriginal and Torres Strait Islander peoples will be invited to communicate their story to increase understanding and respect.	March 2023	Sara Kowarzik
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	Simone Hamill & Susan Northover
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2023	Sara Kowarzik
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2023	Simone Hamill
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2022	Marie Osborne
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022 and 2023	All
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023	Sara Kowarzik & Marie Osborne
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023	Simone Hamill
8. Demonstrate visual signs of respect for Aboriginal and Torres Strait Islander cultures, histories and protocols throughout Delcon workspaces.	Consult with Traditional Owners about utilising local language on our office meeting rooms.	January 2024	Simone Hamill & Elise Bell
	Investigate commissioning local Aboriginal and Torres Strait Islanders people's artwork and have this printed and placed on new vehicles, trucks and machinery.	January 2024	Marie Osborne
	Encourage staff to include an Acknowledgement of Country on their e-mail signature.	May 2022	Elise Bell



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 First Nations 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 and be recognised as a company that prides itself on employing and retaining a diverse workforce.

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
- Scholarships, internships, undergraduate/graduate, work placements and apprenticeship opportunities

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2022	Elise Bell
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	September 2022	Sara Kowarzik
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	September 2022	Sara Kowarzik
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2022	Sara Kowarzik & Marie Osborne
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2022	Sara Kowarzik
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	October 2022	Sara Kowarzik
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2024	Elise Bell & Marie Osborne
	Investigate Supply Nation membership.	July 2022	Elise Bell
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2024	Elise Bell
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2024	Elise Bell
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2024	Paul Stefani
11. Build career development opportunities for Aboriginal and Torres Strait Islander students.	Provide vacation student position/s for Aboriginal and Torres Strait Islander peoples.	June 2023	Marie Osborne & Sara Kowarzik
	Formally advertise for vacation student position/s for Aboriginal and Torres Strait Islander peoples with affiliated Universities and other entities.	June 2023	Marie Osborne & Sara Kowarzik
	Seek student feedback on their experience with Delcon for future improvement of the initiative.	August 2023	Marie Osborne & Sara Kowarzik



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. 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.	February 2023	Jiembra Smith & Timothy Peters
	Establish and apply a Terms of Reference for the RWG.	October 2022	Jiembra Smith & Timothy Peters
	Meet at least four times per year to drive and monitor RAP implementation.	October 2022, January 2023, April 2023, July 2023	All
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2022	Kris Sharma
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2022	Elise Bell
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2023	Susan Northover
	Appoint and maintain an internal RAP Champion from senior management.	November 2022	Paul Stefani
	Review RAP timelines with senior management in annual management review meeting.	October 2022, April 2023	Simone Hamill
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	July 2022 and March 2024	Susan Northover
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August 2023	Simone Hamill
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	July 2023	Simone Hamill & Marie Osborne
	Report RAP progress to all staff and senior leaders quarterly.	January 2023, April 2023	Simone Hamill
	Publically report our RAP achievements, challenges, and learnings, annually.	October 2023	Marie Osborne
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2023	Simone Hamill
	Provide a traffic light report on the progression of our deliverables to Reconciliation Australia to assist with the development of our next RAP.	April 2023	Susan Northover
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2024	Simone Hamill / Susan Northover





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