

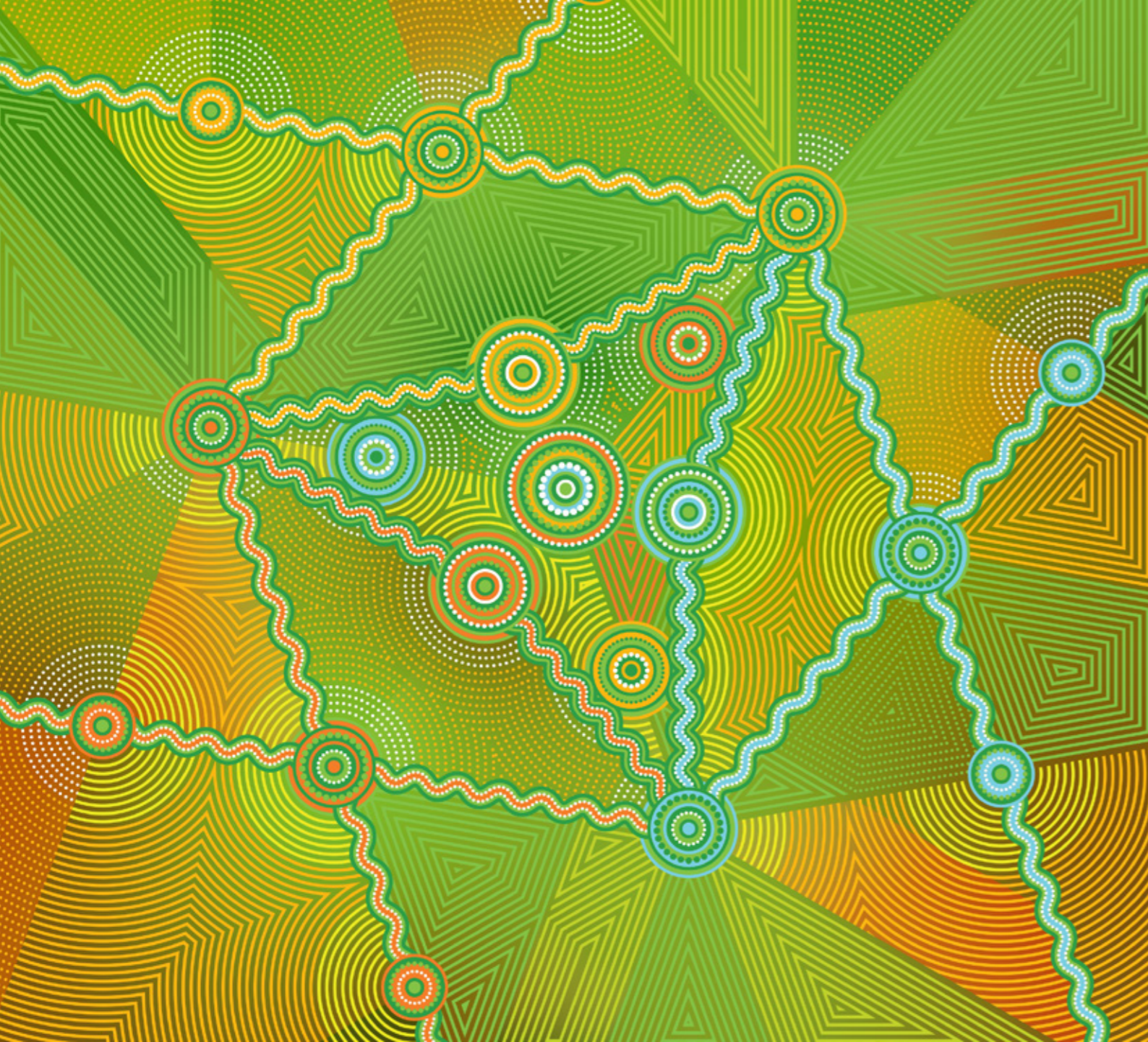


McConnell Dowell

Reflect Reconciliation Action Plan

October 2020 - September 2021





Artwork Story

This artwork design concept depicts a bird's eye view of the Australian landscape, in recognition of Aboriginal and Torres Strait Islander continuous connection to land, waters and culture.

The central circular ring formation represents the start of McConnell Dowell's commitment to their reconciliation journey which is symbolised by the 'stake in the ground'.

The three surrounding circular rings symbolise People, Community and Connection reflecting McConnell Dowell's commitment to reconciliation. These three rings also relate to the three governing pillars of reconciliation: Relationships, Respect and Opportunities.

The nine surrounding circular rings form a hexagonal framework that represent McConnell Dowell's specialist capabilities.

The six outer circular formations depict Aboriginal and Torres Strait Islander communities that are connected by journey pathways representing inclusiveness and diversity within McConnell Dowell.

These journey pathways also express the commitment of McConnell Dowell to developing strong, trusting and respectful relationships.

This original artwork design was created by Marcus Lee, a proud Aboriginal descendant of the Karajarri people in WA.

A Message From Our Managing Director



Every successful construction project begins with a clear plan, a great team and a stake in the ground - a mark that says, "this is where we start".

This Reflect Reconciliation Action Plan is our stake in the ground - the start of McConnell Dowell's formal reconciliation journey.

We are proud of our 60-year history of working with and within Indigenous communities, and we recognise that we need to do more, in a very deliberate, planned and structured way.

This RAP formalises our commitment to building strong, respectful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples. We strive to harness Indigenous Australians' unique life experiences, skills and perspectives, and work together to make us a more creative, progressive and sustainable company and country.

The plans and programs we have set ourselves in this RAP are ambitious and achievable, meaningful and measurable. They will establish a strong foundation of understanding and awareness and set us on a course of growth through knowledge, empowerment, diversity and inclusion.

As an engineering construction company, our purpose is "Providing a better life". We do this through the infrastructure we deliver and the jobs and business opportunities we provide.

Our purpose has no bounds and is blind to race, gender, colour or creed. It is who we are and what we do. We are proud to advance our purpose through this RAP - our stake in the ground.

Jim Frith

Managing Director Australia
McConnell Dowell

Our Business

McConnell Dowell is an award-winning construction company whose purpose is to provide a better life. We do this by constructing safe, smart, efficient infrastructure and by providing opportunities for people to work with and for us. Our expertise has grown steadily to span building, civil, electrical, fabrication, marine, mechanical, pipelines, rail, tunnel and underground construction. Our values are Safety and Care, Honesty and Integrity, Customer Focus, Performance Excellence and Working Together.

McConnell Dowell in Australia is part of the larger McConnell Dowell Corporation which has over 3,500 employees and professional engineering and construction teams spread across Australia, Asia and New Zealand.

McConnell Dowell is headquartered in Melbourne, with offices in Brisbane, Adelaide, Sydney and Perth and employs 450 people directly and many hundred indirectly across its projects. Of these 450 employees across the country, two identify as Aboriginal and one identifies as Torres Strait Islander.





Our RAP

As a diversified construction company, we acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Reconciliation Australia's RAP framework provides organisations with a structured approach to advance reconciliation. McConnell Dowell is commencing its reconciliation journey by committing to this Reflect RAP. This is a commitment to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples for the benefit of all Australians.

Our value *Working Together* speaks to the heart of developing a RAP. We respect and cooperate with each other and leverage our rich knowledge and diversity, which includes that of Aboriginal and Torres Strait Islander peoples. We believe in equal opportunity and champion an inclusive workplace culture.

McConnell Dowell through undertaking this Reflect RAP will seek to increase our cultural awareness amongst our staff and improve the knowledge and observance of Aboriginal and Torres Strait Islander cultures, protocols and dates of significance.

This will ensure we create a solid foundation for our future RAPs to be meaningful, mutually beneficial and sustainable.

Our RAP Working Group (RWG) is made up of employees from across the country working together to develop and implement the rap. The members come from a variety of backgrounds and functions including project supervision, business development, human resources and marketing.

Partnerships and Current Activities

As a demonstration of our commitment to the reconciliation process, we have undertaken three Welcome to Country ceremonies this year. At our annual leadership summit held in Healesville Victoria, we were welcomed to the Healesville region by Traditional Owner Mark Thomson of the Yorta Yorta and Woiwurrug/ Wurundjeri people. This was the first Welcome to Country and Smoking Ceremony for many of the staff in attendance and it was a great success in imparting knowledge of Wurundjeri culture and providing historical context of the region.





Relationships

Our business is built on relationships - people coming together, forming teams and each contributing their own diverse wisdom, knowledge and experience. This diversity is fundamental to our success, and we are committed to developing strong, trusting and respectful relationships with Aboriginal and Torres Strait Islander peoples for our shared benefit.

Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Develop a list of key Aboriginal and Torres Strait Islander peoples, communities and organisations within our local areas or sphere of influence that we could approach to connect with on our reconciliation journey.	Jan 2021	RAP Working Group (RWG)
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jan 2021	RWG Chair
2 Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials amongst our staff.	May 2021	Strategy and Marketing Manager
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2021	RWG Chair
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2021	RWG Chair
3 Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	May 2021	GM HR
	• Develop an external stakeholder engagement plan of RAP organisations and other like-minded organisations we can connect with on our reconciliation journey.	May 2021	RWG Chair
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2021	RWG Chair
4 Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	March 2021	GM HR
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2021	GM HR

Construction can result in significant change to the natural environment and the quality, integrity and legacy of our work is enhanced by our understanding and respect for Aboriginal and Torres Strait Islander culture and their connection with the land and waters on which we build.

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2021	RWG Chair
	• Conduct a review of cultural learning needs within our organisation, including options for cultural awareness training for the senior leadership team.	February 2021	HR Advisor
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters where our state offices are located.	December 2020	HR Advisor
	• Amend our existing sign-on screens at our project sites to incorporate Acknowledgment of Country for each location.	December 2020	IT Operations Manager
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2020	RWG Chair
	• Create a company protocol which informs the process for Welcome to Country Ceremonies and Acknowledgement of Country activities and when they are to occur.	December 2020	RWG Chair
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	May 2021	Strategy and Marketing Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	May 2021	Strategy and Marketing Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2021	RWG Chair

Our purpose is to provide a better life and we do that through the projects that we build and the equal opportunity we provide for all, including Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case to employ an Inclusion & Diversity coordinator tasked specifically with improving Indigenous employment outcomes for the business.	August 2021	HR Advisor
	• Develop a business case for broader Aboriginal and Torres Strait Islander employment within our organisation.	August 2021	HR Advisor
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2021	GM HR
	• Develop a mentoring program for Aboriginal and Torres Strait Islander project staff.	March 2021	Civil Supervisor
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	January 2021	Procurement Manager
	• Investigate Supply Nation membership.	March 2021	Procurement Manager
	• Explore opportunities for partnerships through the Indigenous Defence & Infrastructure Consortium (iDiC)	March 2021	Procurement Manager

Governance

The successful implementation and execution of this RAP is a crucial first step in our formal reconciliation journey. We will hold ourselves accountable for achieving the plans, actions, deliverables and milestones we have set ourselves, through strong governance, dedicated leadership, and continuous assessment of our progress.

Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain the RWG to govern RAP implementation.	October 2020	RWG Chair
	• Draft a Terms of Reference for the RWG.	October 2020	RWG Chair
	• Maintain Aboriginal and or Torres Strait Islander representation on the RWG.	October 2020	RWG Chair
11 Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	October 2020	GM HR
	• Engage senior leaders in the delivery of RAP commitments.	October 2020	Operations Manager
	• Appoint and maintain an internal RAP Champion from senior management.	October 2020	GM HR
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2020	RWG Chair
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Report RAP progress to all staff and senior leaders quarterly.	Quarterly	GM HR
	• Publicly report our RAP achievements, challenges and learnings, annually.	Annually	RWG Chair
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	HR Advisor
13 Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	September 2021	RWG Chair

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