

REFLECT

Reconciliation Action Plan

January 2019 - December 2019





CARLY DODD ARTIST

Carly's Aboriginal cultural background is of the Ngarrindjeri, Kurna and Narrunga people.

Carly's artistic journey started when she was inspired by her family to explore her cultural heritage through art.

She was taught the traditional techniques of Aboriginal art by Max Mansell and traditional weaving through Aunty Ellen Trevorrow (Ngarrindjeri Elder).

Carly continues her artistic journey through exploring a more contemporary approach combining painting and weaving.

In 2018, Carly was named NAIDOC SA Young Person of the Year at the age of 19.

The Sarah logo was incorporated into artwork by pinning the points to where the Sarah Logo lines cross over, the circular patterns represent our many teams of experts in Construction.

ACKNOWLEDGEMENT OF COUNTRY

Sarah Constructions
acknowledge and pay respect
to the Kaurua people who are
the Traditional custodians
of the land on which
we are located.

We extend that respect to all
Aboriginal and
Torres Strait Islander Nations
who have contributed
and continue to contribute to
our national identity.

We pay respects to Elders;
past, present and future.

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FOREWORD BY THE CEO

I AM IMMENSELY PROUD THAT WE,
SARAH CONSTRUCTIONS, HAVE COMMENCED
OUR RECONCILIATION JOURNEY.

Developing this Reconciliation Action Plan (RAP) is an important step for our business. One of our core values, woven into the foundation of how we do business, is to put People First. Aligned with this value, we look forward to gaining a better understanding of Australia's first people, our Aboriginal and Torres Strait Islander cultures.

To build meaningful, enduring and truly supportive engagement with the Aboriginal and Torres Strait Islander community, Sarah Constructions will use the RAP framework to define our vision for reconciliation.

As a construction company, we share a strong connection to place. We look forward to further developing this connection, by incorporating local Aboriginal and Torres Strait Islander knowledge across the many locations where we deliver projects.

By publishing this RAP we state our commitment towards the Australian government's Closing the Gap strategy to support Aboriginal and Torres Strait Islander communities. Our RAP actions will focus on demonstrating respect, developing relationships and increasing employment and procurement from Aboriginal and Torres Strait Islander individuals and businesses.



Adrian Esplin

Chief Executive Officer,
Sarah Constructions





OUR BUSINESS



EXCELLENCE IN CONSTRUCTION REQUIRES COLLABORATION AND DEMANDS THE FINEST PEOPLE WORKING TOGETHER, TO ACHIEVE THE VERY BEST OUTCOMES.

Sarah Constructions has a long, proud history of quietly going about our work, focussing on our customers, head down, sleeves rolled up. The company has been an integral part of the Building and Construction industry in South Australia since 1961.

Our project teams undertake construction projects across multiple industry sectors. The diversity and depth of our business structure enables us to construct large and complex projects as well as be nimble enough to react to the demands of fast track fitout and alterations projects.

We are committed to forging long term relationships with our clients, subcontractors and consultants to enable us to deliver excellent construction outcomes. We don't try to be all things to all people which means we choose projects where we can focus and deliver on our promises. We recognise our most precious asset is our reputation, so we always deliver the goods.

We employ over 150 people in South Australia. Our personnel provide specialised construction management in a range of sectors including Education, Aged Care, Retail, Health, Recreational, Office & Commercial, Industrial, Residential and now with a target towards Defence.

We actively encourage engagement and participation of local industry in our business.

Sarah Constructions maintains an active Diversity and Inclusion Policy to ensure the organisation has an inclusive culture which makes best use of the available talent within the organisation and considers diversity during recruitment.

A voluntary survey of all staff conducted in September 2018 indicated that at that time Sarah Construction had 1 staff member who identified as Aboriginal.

Our growing awareness of the Closing the Gap strategy, the narrative around Constitutional review and reform and the proactive policies of the Australian Government around increasing participation of Aboriginal and Torres Strait Islander individuals and businesses has motivated us to focus specifically on the Aboriginal and Torres Strait Islander representation across our business.

Sarah Constructions' head office is built on the traditional lands of the Kurna (Adelaide) people on Glen Osmond Road, South Australia. We have and continue to undertake works for key clients on occasions outside of South Australia in Tasmania and Darwin.



WHAT IS THE 'RAP' PROGRAM?



A FRAMEWORK FOR ORGANISATIONS TO REALISE THEIR VISION FOR RECONCILIATION AND SUPPORT THE NATIONAL RECONCILIATION MOVEMENT.

This framework provides the direction for the Sarah Constructions reconciliation journey. 2019 is our year to 'Reflect'. As time goes on we will continue to expand our knowledge and understanding, and in doing so take meaningful steps towards reconciliation through creating opportunities for - and building great relationships with - Aboriginal and Torres Strait Islander peoples.

REFLECT

Scoping
Reconciliation

A Reflect RAP prepares an organisation for reconciliation initiatives, allowing the organisation to develop relationships with Aboriginal and Torres Strait Islander peoples and decide on its vision for reconciliation.

INNOVATE

Implementing
Reconciliation

An Innovate RAP outlines actions that work towards achieving an organisation's vision for reconciliation, with a focus on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation.

STRETCH

Embedding
Reconciliation

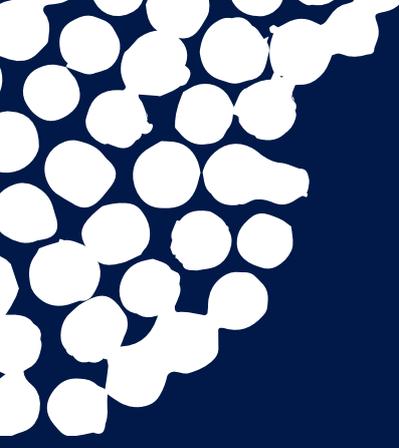
A Stretch RAP is for organisations that have developed strategies, and established a strong approach towards advancing reconciliation. This RAP is focused on implementing longer-term strategies, and working towards defined measurable targets and goals.

ELEVATE

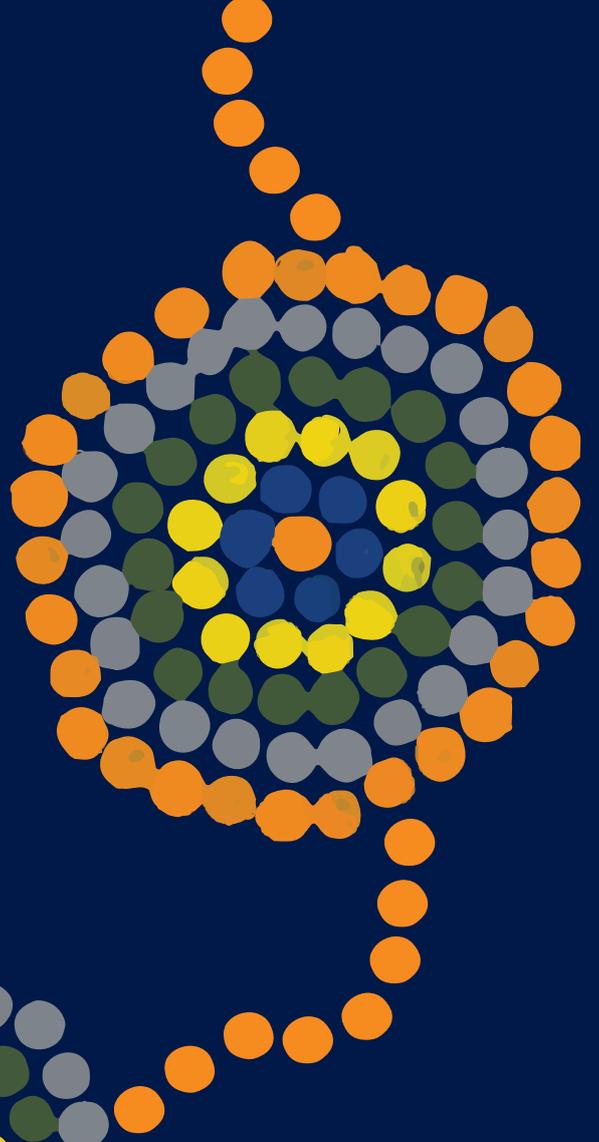
Leadership in
Reconciliation

An Elevate RAP is for organisations that have a proven track record of embedding effective RAP initiatives in their organisation and are ready to take on a leadership position to advance National Reconciliation.

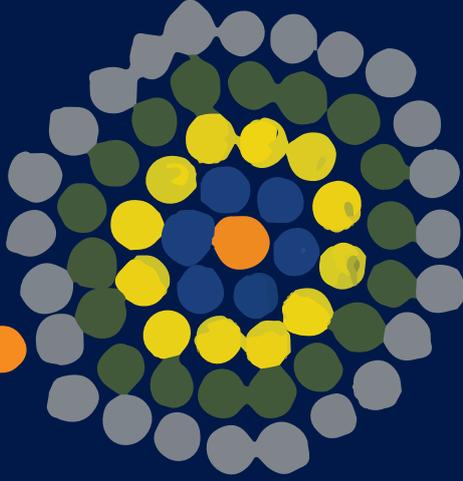




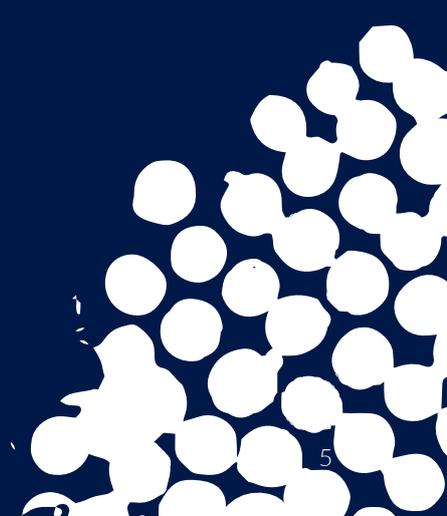
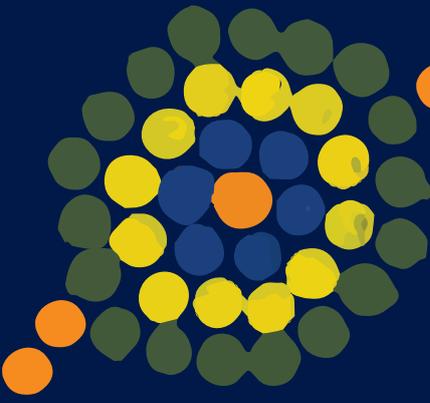
2024 - ELEVATE



2022 - STRETCH



2020 - INNOVATE





OUR RAP

WE ARE COMMITTED TO CONTRIBUTING TO RECONCILIATION AS A CORE PART OF OUR BUSINESS.

Sarah Constructions has a commercial need to establish a RAP to enable us to tender for State Defence projects. However, we are also committed to contributing to reconciliation as part of our core business.

We acknowledge the need for local businesses to educate their staff, suppliers and contractors of the importance of the engagement of Aboriginal and Torres Strait Islander businesses to the construction industry. This education process will form part of our RAP as we inform our own project personnel and seek to influence industry partners within our sphere of influence.

WHAT IS OUR RECONCILIATION JOURNEY TO DATE?

Our RAP journey began in July 2018 with a number of meetings held with the Industry Advocate, DITC (Defence Industry Training Centre) as well as attending the Indigenous Business Trade Fair Series in South Australia held by "Supply Nation". We have also engaged with 'Indigenous Defence Industry Capability' who run numerous networking opportunities such as the Defence Supply Chain, Strengthening Indigenous Engagement.

We engaged with Garth Dodd – Executive Officer – Council for the Elders of South Australia to connect with the Kurna people and to seek recommendation on local Kurna artists. We spoke with and engaged with Carly Dodd, who recently was awarded the NAIDOC SA Young Person of the Year in 2018. Carly's artwork connects her to her Ngarrindjeri, Kurna and Narungga heritage.

Our RAP Working Group was established in early August 2018 where we seek to solidify our commitment to our Reconciliation journey and develop long lasting and successful relationships with Aboriginal and Torres Strait Islander businesses to grow future employees and leaders for the company.

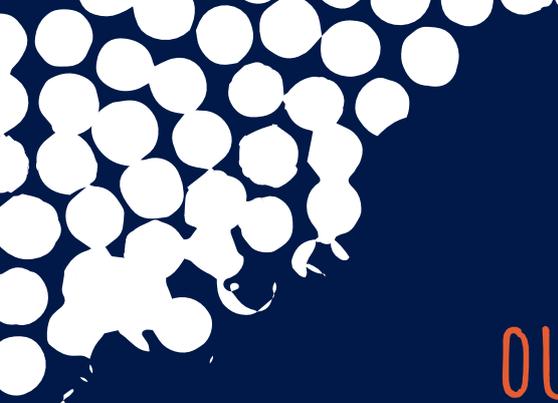
As part of our Reflect journey we will ensure that local Aboriginal representatives are invited to be part of our ongoing RAP Working Group to provide guidance and advice as we engage in the nominated RAP activities.

Andrea Harms, CEO of Corporate Connect was engaged to guide us through the stages of the Reflect process.

Members of our RAP Working Group include:

- General Manager, Anthony Carbone
- Operations Manager, Terry Tsapaliaris
- Construction Manager, Richard Hough
- People & Culture Manager, Laura Sarich
- P&C Business Partner, Stefan Popovic
- Senior Estimator, Marek Mikucki
- Marketing & Office Manager, Belinda Wood

This leadership group will ensure that our RAP goals are met and monitored throughout the four stages of our company RAP.



OUR PARTNERSHIPS/ CURRENT ACTIVITIES

AT SARAH, WE ARE PROACTIVE, COLLABORATIVE AND
ALWAYS DELIVER ON OUR WORD.

A number of our staff indicated that they are involved in some local activities with Aboriginal friends and colleagues that support local Aboriginal community events and support services. We intend to explore these connections, support their strengthening and potentially align these relationships with our organisational RAP activities.

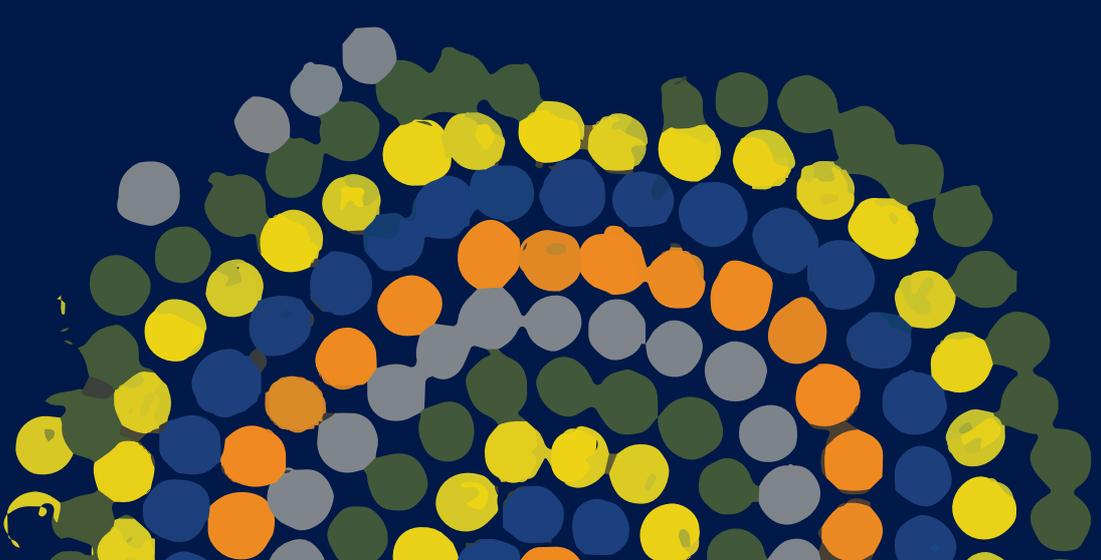
Our team is currently working towards engaging with Port Adelaide Football Club and their Aboriginal Program involving youth outreach and Aboriginal community support to develop ideas for mutual support.

Sarah Constructions work with Maxima to engage local Aboriginal labour for our projects where possible.

We also continue to widen our connection with Aboriginal businesses through our tender process. To date we have received tender pricing from Shorscaff (a local Aboriginal owned business) on past and current tenders.

As part of our Reflect RAP journey we will be establishing a subcontractor onboarding committee to ensure that we provide practical support to new Aboriginal business into our system and provide them the ability to tender on commercial projects.

Sarah Constructions also engage TQCSI to monitor and audit our ISO Management System. TQCSI are our accreditation certifiers and are a Supply Nation certified Aboriginal owned business.





RELATIONSHIPS

ACTION	DELIVERABLE	TIME LINE	RESPONSIBILITY
1. Establish a RAP Working Group	<ul style="list-style-type: none"> Form a RAP Working Group that is operational to support the development and monitor the implementation of our RAP, comprising two local Aboriginal representatives and decision-making staff from across our organisation. 	January 2019 (meeting quarterly)	Marketing & Office Manager
2. Build internal and external relationships	<ul style="list-style-type: none"> Develop a list of local Aboriginal (Kaurua) representative groups and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey. 	February 2019	Operations Manager
	<ul style="list-style-type: none"> Develop a list of local (SA) industry aligned organisations that we could approach to connect with on our reconciliation journey. 	February 2019	Senior Estimator
3. Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Encourage our staff to attend a NRW event. 	27 May- 3 June 2019	Construction Manager / P&C Manager
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff using our internal communication system. 	April 2019	Construction Manager / P&C Manager
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. 	27 May - 3 June 2019	P&C Business Partner / Construction Manager
4. Raise internal awareness of our RAP	<ul style="list-style-type: none"> Develop a plan to raise awareness amongst all staff (including management) across the organisation about our RAP commitments. 	February 2019	Marketing & Office Manager/ P&C Business Partner
	<ul style="list-style-type: none"> Develop a strategy to engage and inform key internal stakeholders of their responsibilities within our RAP. 	February 2019	Marketing & Office Manager/ P&C Business Partner
	<ul style="list-style-type: none"> Implement the Plan with all personnel, including senior management in the activities. 	March 2019	Marketing & Office Manager
5. Initiate partnerships to build ongoing relationships and collaboration in RAP activities	<ul style="list-style-type: none"> Explore sponsorship for one of the outreach programs in the Port Adelaide Football Club that supports relationships between Aboriginal and non Aboriginal sports players. 	May 2019	Marketing & Office Manager
	<ul style="list-style-type: none"> Participate in the cultural awareness sessions delivered by Port Adelaide Aboriginal football players. 	May 2019	Marketing & Office Manager



RESPECT

ACTION	DELIVERABLE	TIME LINE	RESPONSIBILITY
1. Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> - Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievement. 	January 2019	Marketing and Office Manager
	<ul style="list-style-type: none"> - Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation and how it impacts positively on our organisation. 	February 2019	Marketing and Office Manager
	<ul style="list-style-type: none"> - Conduct a review of cultural awareness training needs within our organisation based on the survey outcomes and ideas on how to address and deliver potential training. 	February 2019	P&C Business Partner
2. Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> - Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal peoples and communities in SA where we're based. 	June 2019	P&C Business Partner
	<ul style="list-style-type: none"> - Introduce our staff to NAIDOC Week by promoting community events in our local area through our internal intranet and staff gatherings. 	June 2019	P&C Business Partner
	<ul style="list-style-type: none"> - Ensure our Working Group participates in an external NAIDOC Week event and seek information from local Councils that have a RAP. 	July 2019	Construction Manager
3. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> - Explore who the Traditional Owners are of the lands and waters in our local region. 	27 May- 3 June 2019	Construction Manager / P&C Manager
	<ul style="list-style-type: none"> - Research and develop a list of local Traditional Owners of the lands and waters within our organisations' sphere of influence. 	April 2019	Construction Manager / P&C Manager
	<ul style="list-style-type: none"> - Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols). 	27 May - 3rd June 2019	P&C Business Partner / Construction Manager
	<ul style="list-style-type: none"> - Develop an email footer to be used by all personnel. 	April 2019	Marketing & Office Manager
	<ul style="list-style-type: none"> - Invite a guest speaker who is a traditional custodian to speak to our staff about local cultural protocols. 	August 2019	Marketing & Office Manager
4. Exhibit Aboriginal local art and country acknowledgement	<ul style="list-style-type: none"> - Hang the painting commissioned for our RAP by the local SA Aboriginal artist in our reception area with details of the artist and the meanings in the image. 	February 2019	Marketing & Office Manager
	<ul style="list-style-type: none"> - Explore the placement of a plaque indicating that our office is on Kaurna land. 	May 2019	P&C Business Partner



OPPORTUNITIES

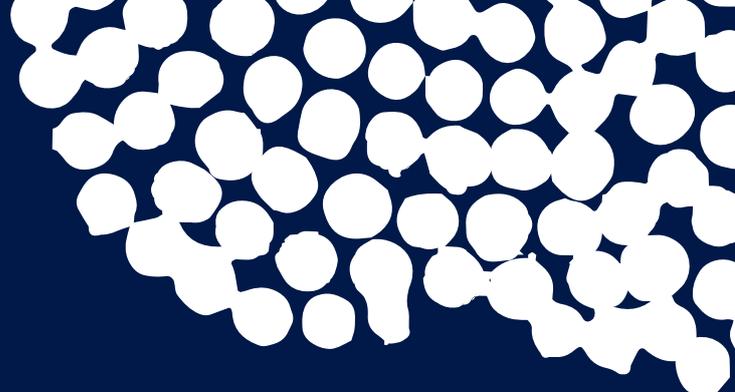
ACTION	DELIVERABLE	TIME LINE	RESPONSIBILITY
1. Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> – Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	August 2019	Marketing and Office Manager
	<ul style="list-style-type: none"> – Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities. 	April 2019	P&C Manager
	<ul style="list-style-type: none"> – Invite current Aboriginal subcontractors with whom we work to contribute their advice to inform our developing Aboriginal and Torres Strait Islander employment strategy. 	May 2019	P&C Manager
2. Investigate Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> – Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. 	February 2019	Senior Estimator
	<ul style="list-style-type: none"> – Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	February 2019	Senior Estimator
	<ul style="list-style-type: none"> – Explore a series of proactive pre-tender actions that will enable more local Aboriginal businesses to win work from us, including a personal engagement process with Aboriginal business owners, providing professional development for Bid Contender, issuing tenders to targeted local Aboriginal businesses. 	September 2019	Senior Estimator



TRACKING AND PROGRESS



ACTION	DELIVERABLE	TIME LINE	RESPONSIBILITY
1. Build support for the RAP	– Define resource needs for RAP development and implementation.	March 2019	General Manager / Marketing & Office Manager
	– Define systems and capability needs to track, measure and report on RAP activities.	August 2019	General Manager / Marketing & Office Manager
	– Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2019	Marketing & Office Manager
2. Review and Refresh RAP	– Review and refresh RAP based on learnings, challenges and achievements.	October 2019	RAP Working Group
	– Submit draft Innovate RAP to Reconciliation Australia for formal review and endorsement.	December 2019	Marketing & Office Manager



CONTACT

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Personnel or organisations interested in speaking with Sarah regarding our Reconciliation journey should contact Belinda Wood; we are always looking for new ways to learn, collaborate and educate as part of this process.



