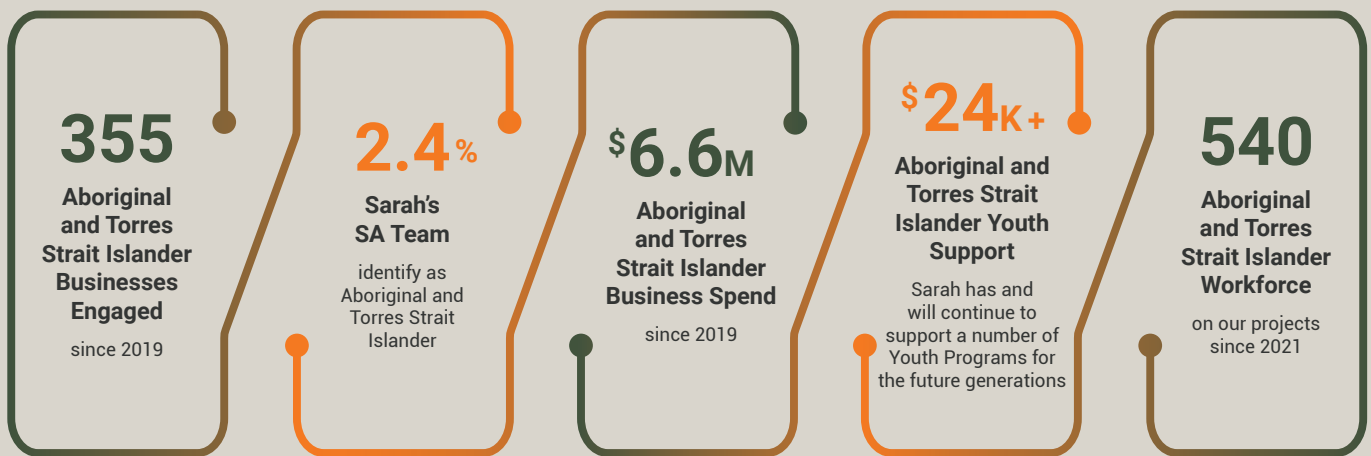


## Key Highlights and Learnings.

### Outcomes from our 2020 – 2022 Reconciliation Action Plan.

Our 2020–2022 Reconciliation Action Plan was based on three pillars: relationships, respect and opportunities.



### Key Highlights

**Cultural competency training:** 87 employees attended and completed cultural competency training between 2019 and 2022. A further 19 have recently undertaken Kurna Language training.

**Supporting Aboriginal business:** Contracts worth \$6.6M were awarded by our business to Aboriginal and Torres Strait Islander businesses between 2019 and 2022. We have engaged in over 355 business to date.

**Projects supporting students:** \$24k+ was invested by Sarah in programs supporting Aboriginal and Torres Strait Islander students and youth over the course of 2019–2022 RAP.

**Employment:** Our business employed 5 people identifying as Aboriginal and Torres Strait Islander peoples as of 31 March 2023. This number continues to grow each year. Through our project delivery we have created employment for over 540 Aboriginal and Torres Strait Islander people.

### Lessons Learnt

**Career pathways:** creating space and opportunities for Aboriginal and Torres Strait Islander people to develop their skills and capabilities in building and construction brings forth better outcomes. We do this through internal Indigenous mentorships, passing on lessons learnt, fostering authentic connections and allies. Working with trusted partners in Aboriginal and Torres Strait Islander communities is increasingly important to make education and vocational pathways accessible and available to Aboriginal and Torres Strait Islander peoples.

**Sustainability:** the construction industry is cyclical by nature and investments supporting Aboriginal and Torres Strait Islander peoples in areas including employment and contracting should be as sustainable as possible.

**Relationships:** recruiting and retention of First Australian peoples is proven best through word-of-mouth. Taking an authentic approach in our pursuit to provide development opportunities to build First Nation peoples capabilities is backed by connection and strong relationships with First peoples communities and Elders.

**Embedded commitments:** Embedding our commitment towards creating opportunities for our First Nation peoples into the core of our business through company policies, systems and processes allows effective change and performance.

**Internal governance:** Regular reflection on our achievements and what could be done better. Improved communication to internal and external stakeholders on progress and data, to hold our people and committee accountable.

# Deliverables

## Our 2020 –2022 Reconciliation Action Plan Innovate Performance.

### Relationships

**Action:** Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

- Specific projects have an engagement and employment target.
- Supply chain continues to strengthen.

#### Progress: Achieved

**Action:** Build relationships through celebrating National Reconciliation Week.

- Guided Kaurna Cultural Walks with Michael O'Brien.
- Kardi Wapa Making with Michael O'Brien
- JV with Property Council of Australia - Reconciliation Breakfast.

#### Progress: Achieved

**Action:** Promote Reconciliation through our sphere of influence

- Social Media and internal communications.
- Partnership with Property Council of Australia - Reconciliation Breakfast with a key deliverable to the audience being - starring your own RAP.

#### Progress: Achieved

**Action:** Promote positive race relations through anti-discrimination strategies

- HR Policies aligned with anti-discrimination.
- Provide RAP leadership to industry.

#### Progress: Achieved

### Respect

**Action:** Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

- Increase in percentage of staff that have participated in cultural training.
- Explore and implement further cultural training.

#### Progress: Achieved

**Action:** Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols.

- Cultural Heritage Management Plans exist where required and reviewed annually.
- Acknowledgment to Country has been integrated into our daily business.
- Welcome to Country at our Annual Sarah Report.

#### Progress: Achieved

**Action:** Build respect by celebrating NAIDOC week:

- Promote and create opportunities for staff to attend NAIDOC Week events.
- HR Policies updated to prevent barriers for staff to participate.

#### Progress: Achieved

### Opportunity

**Action:** Improve employment outcomes by increased Aboriginal and Torres Strait Islander recruitment, retention and professional development.

- Recruitment and professional development strategy established.
- Increased percentage of Aboriginal and Torres Strait Islander staff.

#### Progress: Achieved

**Action:** Increase supplier diversity to support improved economic and social outcomes.

- Developed and implemented a procurement strategy.
- Continued commercial relationships.

#### Progress: Achieved

**Action:** Investigate opportunities to support students.

- Support the Ingkarni Wardli Technologies Program 2022 through the University of Adelaide.
- Created a Certificate II in Construction certified course at Murray Bridge High School.

#### Progress: Achieved