

# INNOVATE

## Reconciliation Action Plan

January 2025 - January 2027



RECONCILIATION  
ACTION PLAN

INNOVATE



Building Great  
Relationships.



## YITPI YARTAPUULTIKU CULTURAL CENTRE SITE VISIT



From left to right:

Josef Hawke, Sarah Constructions Site Supervisor and Aboriginal Engagement Officer, a proud Wangkangurru and Adnyamathanha man; Her Excellency, the Honourable Frances Adamson, Governor of South Australia; Mr Rod Bunten, Husband of the Governor of South Australia.

## 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.

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

We acknowledge the Kurna people as the Traditional Owners of the land on which we live and work and we respect their people and culture - past, present and future.

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# FOREWORD BY THE CEO

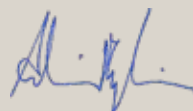
OUR VISION FOR RECONCILIATION IS A FUTURE WHERE RESPECTFUL RELATIONSHIPS ARE CEMENTED INTO OUR NATION, CREATING LASTING AND THRIVING OPPORTUNITIES FOR ALL FIRST NATIONS PEOPLES ACROSS BUSINESSES AND COMMUNITIES. THROUGH OUR PROJECTS AND OPERATIONS, WE ARE COMMITTED TO FOSTERING UNITY AND ENSURING THAT OUR EFFORTS CONTRIBUTE TO A MORE CONNECTED, INCLUSIVE, AND EMPOWERED NATION.

As we embark on our second 'Innovate' RAP, our vision for reconciliation remains clear; we continue our journey toward unity, toward a nation where the unique histories, cultures, and traditions of First Nations peoples are recognised and valued, and we come together through building trust and developing genuine respectful relationships.

We acknowledge that as a business, we play an important role in bridging the gap. At the heart of our approach is collaboration and finding solutions together. Our RAP deliverables provide the framework to foster stronger relationships between First Nations peoples, our people, our operations and our wider network. Our focus will be on increasing First Nations peoples suppliers and subcontractors in the Sarah prequalification system and to help those businesses deliver work packages successfully, create employment opportunities, enhance our cultural learning, continue to review our policy and procedures, whilst utilising our sphere of influence with our stakeholders to drive reconciliation outcomes.

We pledge to honour our engagements with First Nations peoples, and to learn from every interaction. We plan to prioritise open dialogue and continuous learning to ensure that our initiatives are aligned with the aspirations and needs of these communities. We aim to create opportunities that empower First Nations peoples, enhance their economic participation, and promote their cultural preservation.

Our reconciliation action plan is a genuine commitment to inclusivity, respect, and shared success. We are proud of the strides we have made so far, and we are steadfast in our pursuit of a future where a reconciliation action plan is no longer needed, where respect and collaboration together, is simply standard practice.



**Adrian Esplin**  
Chief Executive Officer  
Sarah Constructions



Adrian Esplin and Mickey O'Brien -  
Senior Aboriginal Kurna and Narrunga Man



# MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Sarah Constructions (Sarah) 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. Sarah 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 Sarah will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Sarah 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 Sarah 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, Sarah will ensure shared and cooperative success in the long-term.

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

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia







# OUR BUSINESS

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

Sarah Constructions is a proud South Australian company and we have been delivering high quality building projects since 1961. Our head office is built on the traditional lands of the Kurna (Adelaide) people at 49 Glen Osmond Road, Eastwood.

At any one time, our personnel can be found on up to 30 project sites, delivering infrastructure to support the health, education, community, recreation, retail, aged care, commercial and industrial sectors across metropolitan and regional SA.

Our culture is built on the core values of people, collaboration, honour and solutions, and an inclusive and flexible workplace environment makes Sarah Constructions the employer of choice for more than 195 personnel, including five staff who identify as Aboriginal people and one staff member who identifies as a Torres Strait Islander people.

We are proud to be delivering the Yitpi Yartapuultiku (Soul of Port Adelaide) Cultural Destination project in partnership with the City of Port Adelaide Enfield and its First Nation Advisors. This project will provide a culturally safe place for First Nations and non-Indigenous people to gather, learn, experience and be immersed in Aboriginal culture fostering a deep connection to Country. On this project all personnel and subcontractors were immersed in a Kurna Cultural Site Induction Video, developed in partnership with a number of Kurna Elders.

More widely, all Sarah's sites are supported by Diversity, Equity and Inclusion (or DEI) Champions – personnel who have been trained to identify behaviours that do not support inclusivity or well-being.

Our environmental sustainability strategy is closely linked to support our RAP targets.

As a leader in the state's construction industry, we recognise and embrace our responsibility to provide opportunities for First Nations subcontractors, suppliers and organisations. When delivering our regional projects we place a high priority on engaging and building capacity within local subcontractors and suppliers, including First Nations-owned enterprises.

A key aspect of this commitment is our RAP Innovate journey, which focuses on enhancing awareness among our staff, subcontractors, and suppliers about the immense value of collaborating with Aboriginal and Torres Strait Islander businesses within the construction industry. Through targeted educational initiatives, we aim to empower our project teams and influence our industry partners, fostering a culture of respect and inclusion.

As part of our standard practices, Sarah Constructions ensures that a minimum of 1.5% of the total project value is allocated to First Nations enterprises for projects exceeding \$20 million. This commitment reflects our dedication to promoting inclusion and actively supporting the growth and success of Aboriginal and Torres Strait Islander businesses.





Recent community initiatives have included supporting Operation Flinders who's program builds optimism, belonging, hope and social and emotional wellbeing through a focus on Resilience, Purpose and Connection. This program not only impacts the youth directly involved but also contributes to the wider community by empowering young people to become more positive, hopeful, and connected individuals.

Sarah Construction's long-term relationships with our clients, subcontractors, suppliers and the community are testament to our vision of growing a safe, inclusive, diverse and vibrant local construction industry.

*Sarah is a proud industry partners of the following organisations:*





# OUR RAP

## OUR 2020-2024 INNOVATE RAP 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 2024. A further 19 have recently undertaken Kurna Language training.

**Supporting Aboriginal Business:** Contracts worth \$9.3m were awarded by our business to Aboriginal and Torres Strait Islander businesses between 2019 and 2024. We have engaged with over 790 business's to date.

**Projects Supporting Students:** \$44k+ was invested by Sarah in programs supporting Aboriginal and Torres Strait Islander students and youth over the course of 2019-2024 RAP.

**Employment:** Our business employed five people identifying as Aboriginal and Torres Strait Islander peoples as of 30 November 2024. This number continues to grown each year. Through our project delivery we have created employment for over 1024 Aboriginal and Torres Strait Islander peoples.

### 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 Nation 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 Nation 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.



# 2020-2024 DELIVERABLES

## OUR 2020 -2024 INNOVATE RECONCILIATION ACTION PLAN PERFORMANCE

### Relationships

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

- Established a partnership with Tauondi Aboriginal College, creating an Aboriginal Employee Support Program.
- Supply chain continues to strengthen.

Progress: Achieved

### Respect

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

- Explored online cultural training platforms with a targeted launch in early 2025.

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.
- Sustained our percentage of Aboriginal and Torres Strait Islander staff.

Progress: Achieved

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

- JV with Property Council of Australia - Reconciliation Breakfast.
- Supported Reconciliation SA Breakfast.
- Hosted Reconciliation lunch at Yitpi Yartapuultiku Cultural Centre.

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.
- Enhanced Cultural respect through a custom made Kurna cultural induction video for the Yitpi Yartapuultiku Cultural Centre Project Delivery.

Progress: Achieved

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

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

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 how to engage First Nation Business's into your tendering processes.

Progress: Achieved

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

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

Progress: Achieved

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

- Supported Warriappendi student to participate in Operation Flinders program.
- Current delivering the Fregon Anangu School with continual community engagement and local employment.

Progress: Achieved

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

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

Progress: Achieved



# WHO IS RESPONSIBLE FOR OUR RAP?

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Our Procurement Manager, Rob Vukoje has been selected as Sarah's RAP Champion. With extensive experience in the construction industry and expertise in procurement, Rob is well positioned to lead our committee. As we advance through our Innovate journey, his guidance will play a pivotal role in driving our reconciliation goals and fostering meaningful outcomes.

To ensure continuous innovation and inclusivity, we have made changes to the Sarah RAP Working Group. These changes aim to bring fresh perspectives and ideas, fostering an environment where our staff can actively participate in this significant journey of reconciliation and cultural education. By doing so, we are committed to advancing our engagement with Aboriginal and Torres Strait Islander communities and businesses, contributing to a more inclusive and diverse construction industry.

Sarah is proud to be an industry partner with a variety of organisations and continues to support the Australia Day Council of SA through their annual Mourning in the Morning event. This meaningful gathering provides an opportunity for Sarah staff and the wider community to honor and pay respects to First Nations Peoples, deepening cultural understanding and respect.







**Terry Tsapaliaris**  
General Manager - Operations

**Rob Vukoje**  
Procurement Manager

**Jeremy Elvin**  
HSE Advisor

**Andrew Harous**  
Senior Estimator

**Evan Kellaris**  
Construction  
Delivery Manager

**SARAH**  
**RAP**  
**WORKING GROUP**

**Luke Ferme**  
Construction Manager/  
Sector Lead - Defence

**Josef Hawke**  
Site Supervisor

**Lily Esposito**  
HR Coordinator

**Bel Green**  
Marketing Manager

**Adrian Chenoweth**  
Site Supervisor



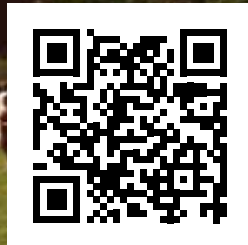
National Reconciliation Week 2024  
Yitpi Yartapuultiku Cultural Centre  
Smoking Ceremony





# CASE STUDY

## YITPI YARTAPUULTIKU CULTURAL SITE INDUCTION



Yitpi  
Yartapuultiku

Yitpi Yartapuultiku, 'Soul of Port Adelaide' in Kaurna language, is set to become a beacon of cultural unity and collaboration in Port Adelaide.

A place for Aboriginal and non-aboriginal people to learn, experience and be immersed in Aboriginal culture. A culturally safe place to gather. A place to practice, share, celebrate and record culture past, present and emerging. A place to connect to country and culture.

In order to establish this connection from the outset, Sarah implemented a cultural induction video which forms part of our formal project induction process that is shown to every person who enters site gates .

Scan the QR code to view.





## RELATIONSHIPS

At Sarah, our culture is the cornerstone of our success. We firmly believe that maintaining our values, particularly our commitment to "Honouring our Word," which is essential to building strong relationships through mutual trust. Our reconciliation journey underscores the significance of nurturing and expanding relationships and in line with our values.

As we endeavor to forge connections with Aboriginal and Torres Strait Islander peoples, we recognise the profound impact it has on our business culture.

It enhances our awareness and consciousness, empowering us to make better decisions and lead with integrity. We deeply respect the strength and importance of Aboriginal and Torres Strait Islander cultures, understanding that they enrich our collective identity.

At Sarah, our culture isn't just a part of our business—it's the essence of who we are. We take immense pride in upholding our values and fostering an environment where meaningful relationships are at the heart of everything we do.

## OUR VALUES

Our values define who we are as a business;  
they are not just words, we live and breathe them every day.



**People** first: our team,  
our clients,  
our contractors

We believe  
**collaboration**  
drives success



We don't see problems,  
we see **solutions**

We **honour**  
our word



## ACTION 1

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

DELIVERABLE	TIME LINE	RESPONSIBILITY
1.1	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Feb 25, Jun 25 Lead: SE/GM Support: CM/SS/ CDM/HSE/PM
1.2	Maintain a two-way partnership with Tauondi Aboriginal College.	Jan 25 HR/TM

## ACTION 2

Build relationships through celebrating National Reconciliation Week (NRW).

DELIVERABLE	TIME LINE	RESPONSIBILITY
2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and our sphere of influence.	May 25, 26 MM
2.2	RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 25, 26 Lead: MM Support: PM/CM/SE/ HSE/CDM/SS
2.3	Create opportunities for staff and senior leaders to encourage and support them in participating in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 25, 26 MM
2.4	Organise at least one NRW event each year with an Industry Partner.	27 May - 3 Jun 25, 26 Lead: MM Support: SE/CM/ GM/HSE/CDM/SS
2.5	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 25, 26 MM

## ACTION 3

Promote reconciliation through our sphere of influence.

DELIVERABLE	TIME LINE	RESPONSIBILITY
3.1	Develop and implement a staff engagement strategy through toolbox meetings on site to raise awareness of reconciliation across our workforce.	May 25, 26 HR
3.2	Communicate our commitment to reconciliation publicly through Social Media channels.	27 May - 3 June 25, 26 MM
3.3	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Mar, Aug 25, 26 Lead: PM Support: CM/GM/ HSE/CDM/SE/SS
3.4	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Mar, Jun 25,26 Lead: PM/GM Support: CM/CDM/ SE/SS/HSE

## ACTION 4

Promote positive race relations through anti-discrimination strategies.

DELIVERABLE	TIME LINE	RESPONSIBILITY
4.1	Continuously improve our HR Policies and procedures in conjunction with First Nations Elders/advisors and our staff members to further understand the representation from different cultural groups for a diverse cultural lens.	Oct 25, 26 HR
4.2	Review and communicate our anti-discrimination policy with employees.	Feb 26 HR
4.3	Educate senior leaders on the effects of racism, promote and display anti-racism through commitment statement.	Mar 26 HR

\*PM - Procurement Manager \*GM - General Manager \*SS - Site Supervisor \*HR - HR Coordinator \*CDM - Construction Delivery Manager  
\*SE - Senior Estimator \*CM - Construction Manager \*SS - Site Supervisor \*HSE - HSE Advisor \*TM - Training Manager \*MM - Marketing Manager





# RESPECT

As a company, we prioritise seizing business opportunities to honour and respect the Aboriginal and Torres Strait Islander Nations. We deeply value the rich cultures rooted in reverence for the land and elders. Recognising the significance of our country's heritage, we actively raise awareness and acknowledge the importance of Aboriginal and/ or Torres Strait Islander histories.

Aligned with our commitment to our Reconciliation Action Plan (RAP), we recognise that fostering meaningful relationships with Aboriginal and Torres Strait Islander communities is integral to our success. We understand that this requires more than passive acknowledgment — it necessitates active engagement.

By asking questions, seeking knowledge, and consulting with First Nations representatives, we aim to broaden our perspective and deepen our understanding of Aboriginal and/ or Torres Strait Islander matters.

In our industry, where stakeholder satisfaction is paramount, our RAP journey mirrors our dedication to delivering successful outcomes. Cultivating authentic connections with First Nations individuals and businesses is not only a corporate responsibility but also a strategic imperative. By integrating these principles into our business approach, we affirm our commitment to reconciliation and contribute to a more inclusive and sustainable future.

## ACTION 5

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

DELIVERABLE	TIME LINE	RESPONSIBILITY
5.1 Conduct a review of cultural learning needs within our organisation and embed a learning system that will become a part of our onboard and essential learning environment.	Feb 25, 26	HR/TM
5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Mar 25	HR/TM
5.3 Review the effectiveness of our cultural learning strategy for our staff and update as required.	Jun 25	Lead: HR/TM Support: SE/CM
5.4 Provide opportunities for RAP Working Group members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.	Yearly June + Nov 25, 26	HR/TM
5.5 Provide graphical Cultural knowledge to staff highlighted through desktop screensavers.	Apr, Sept 25,26	Lead: HR/MM Support: SE/CM

## ACTION 6

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

DELIVERABLE	TIME LINE	RESPONSIBILITY
6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Feb 25	SS/CDM
6.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Feb 25	SS/HSE
6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, Sarah Report, Industry events and project launches.	Nov 26	PM/GM
6.4 Continue to improve an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jan 26	Lead: PM/HR Support: CM/HSE/ CDM/GM/SS



## ACTION 7

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

DELIVERABLE	TIME LINE	RESPONSIBILITY
7.1 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 25, 26	Lead: HR/MM Support: CM/HSE/CDM/GM/SS
7.2 Facilitate staff participation in NAIDOC Week events by removing barriers through updated HR policies and procedures.	Feb 25, 26	Lead: HR Support: CM/HSE/CDM/GM/SS/PM
7.3 Promote and encourage participation in external NAIDOC events to all staff.	First week in July 25, 26	MM
7.4 Continue to support the Australia Day Council of SA with their Mourning in the Morning event held annually, providing the continued opportunity for Sarah Staff and the wider community to pay respects to First Nations Peoples.	June 25, 26	MM
7.5 Investigate the possibility to include NRW and NAIDOC week events into our Staff Volunteer Day options.	Nov 25	HR
7.6 Share our learnings from NRW and NAIDOC experiences with the wider company through formal communication channels.	Jun/Jul 25, 26	Lead: MM Support: CM/HSE/CDM/GM/SS/HR
7.7 Review policies to include NRW and NAIDOC week events as part of our Staff Volunteer Day options.	Nov 25	HR

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Kurna Learning Circle  
University of Adelaide.





# OPPORTUNITIES



Underpinned by our core values, Sarah Constructions has thrived due to the strong relationships we've cultivated with our employees, clients, and contractors. We prioritise creating opportunities for growth and success, ensuring that our people, clients, and contractors can make a positive impact within the community. In alignment with our values, we are committed to extending these opportunities to Aboriginal and Torres Strait Islander peoples, organisations, and communities.

We actively seek to understand and eliminate barriers that hinder engagement, and we are dedicated to adapting our practices, processes, and policies to maximise opportunities for these communities to engage with us. Additionally, we strive to contribute to Aboriginal and Torres Strait Islander communities as often as possible, reinforcing our commitment to inclusivity and support.

## ACTION 8

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

DELIVERABLE		TIME LINE	RESPONSIBILITY
8.1	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jul 25, 26	HR
8.2	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Jun 25, 26	HR/SS
8.3	Review the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and update as required.	Nov 25, 26	HR
8.4	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jun 25, 26	HR
8.5	Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Feb 25, 26	HR





## ACTION 9

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

DELIVERABLE	TIME LINE	RESPONSIBILITY
9.1 Review and strengthen our Aboriginal and Torres Strait Islander procurement strategy.	May 25, 26	SE/PM
9.2 Identify room for growth with existing Aboriginal and Torres Strait Island suppliers.	Sep 25, 26	SE/CM/PM
9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 25, 26	SE/PM
9.4 Procurement practices will be reviewed continually to ensure barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses are removed.	Mar 25, 26	SE/PM
9.5 We will look to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Aug 25, 26	SE/CDM/PM
9.6 All projects over \$20M to include 1.5% Aboriginal and/or Torres Strait Islander business engagement as Business As Usual (BAU).	Nov 26	SE/GM

## ACTION 10

Explore ways to support First Nations peoples career pathways in the Construction Industry through inspiring participation and working with educational institutions.

DELIVERABLE	TIME LINE	RESPONSIBILITY
10.1 <b>Support Education Institutions in their First Nations Elevation Programs</b> We will seek to connect with a greater variety of educational institutions and realise their current programs to ascertain how we can expand our support towards bridging gaps with the progression of Aboriginal and Torres Strait Islander students from Primary, Secondary to University through to employment.	Mar 25 Aug 26	HR/PM/GM
10.2 Continue to explore opportunities to support First Nations University students through to employment.	Sep 25, 26	HR/PM/GM
10.3 <b>Promote Opportunities within the Constructions Industry</b> We will respectfully support and communicate the employment journey of First Nations individuals within the construction industry, ensuring that their story is shared voluntarily and in alignment with their wishes. This will be done with their consent and in a manner that honors their preferences, fostering understanding and inspiration among our staff and the broader community.	Jul 25 Mar 26	HR/SS/PM





# GOVERNANCE

## ACTION 11

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

DELIVERABLE		TIME LINE	RESPONSIBILITY
11.1	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Nov 26	Lead: MM Support: CM/CDM/ SE/SS/HSE
11.2	Establish and apply a Terms of Reference for the RWG.	Nov 26	Lead: MM Support: CM/CDM/ SE/SS/HSE
11.3	Meet at least four times per year to drive and monitor RAP implementation.	Feb, Apr, May, Jul, Sep, Nov 25, 26	Lead: MM Support: CM/CDM/ SE/SS/HSE

## ACTION 12

Provide appropriate support for effective implementation of RAP commitments.

DELIVERABLE		TIME LINE	RESPONSIBILITY
12.1	Define and monitor resource needs for RAP implementation.	Apr 25, 26	GM
12.2	Engage our senior leaders and other staff in the delivery of RAP commitments through Board Reporting and internal communications to all staff.	Apr, Aug, Nov 25, 26	GM/PM
12.3	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Apr 25, 26	GM/PM
12.4	Appoint and maintain an internal RAP Champion from senior management.	Jan 25	GM

## ACTION 13

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

DELIVERABLE		TIME LINE	RESPONSIBILITY
13.1	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.	Jun 25, 26	MM
13.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1st Aug 25, 26	MM
13.3	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30th Sep 25, 26	MM
13.4	Report RAP progress to all staff and senior leaders quarterly.	Mar, Jun, Sep, Dec 25, 26	GM/PM/MM
13.5	Publicly report our RAP achievements, challenges and learnings, annually.	Oct 25, 26	GM/PM/MM
13.6	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 26	MM
13.7	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Oct 26	MM



## ACTION 14

Continue our reconciliation journey by developing our next RAP.

DELIVERABLE	TIME LINE	RESPONSIBILITY
14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Aug 26	MM

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## CASE STUDY

Tauondi Aboriginal College, now in its 50th year, has been an essential part of Aboriginal adult education in South Australia since its foundation by the Aboriginal community in 1973.

Tauondi Aboriginal College are working with Sarah to continually develop a comprehensive Cultural Employment Support Program designed specifically for Aboriginal/Torres Strait Islander employees of Sarah. This program seeks to establish an external platform where employees have a culturally safe and supportive environment to help balance “western world” expectations and their respective cultural needs and expectations.

*The ultimate goal is to support Aboriginal/ Torres Strait Islander peoples and their employment to achieve overall job satisfaction and productivity.*

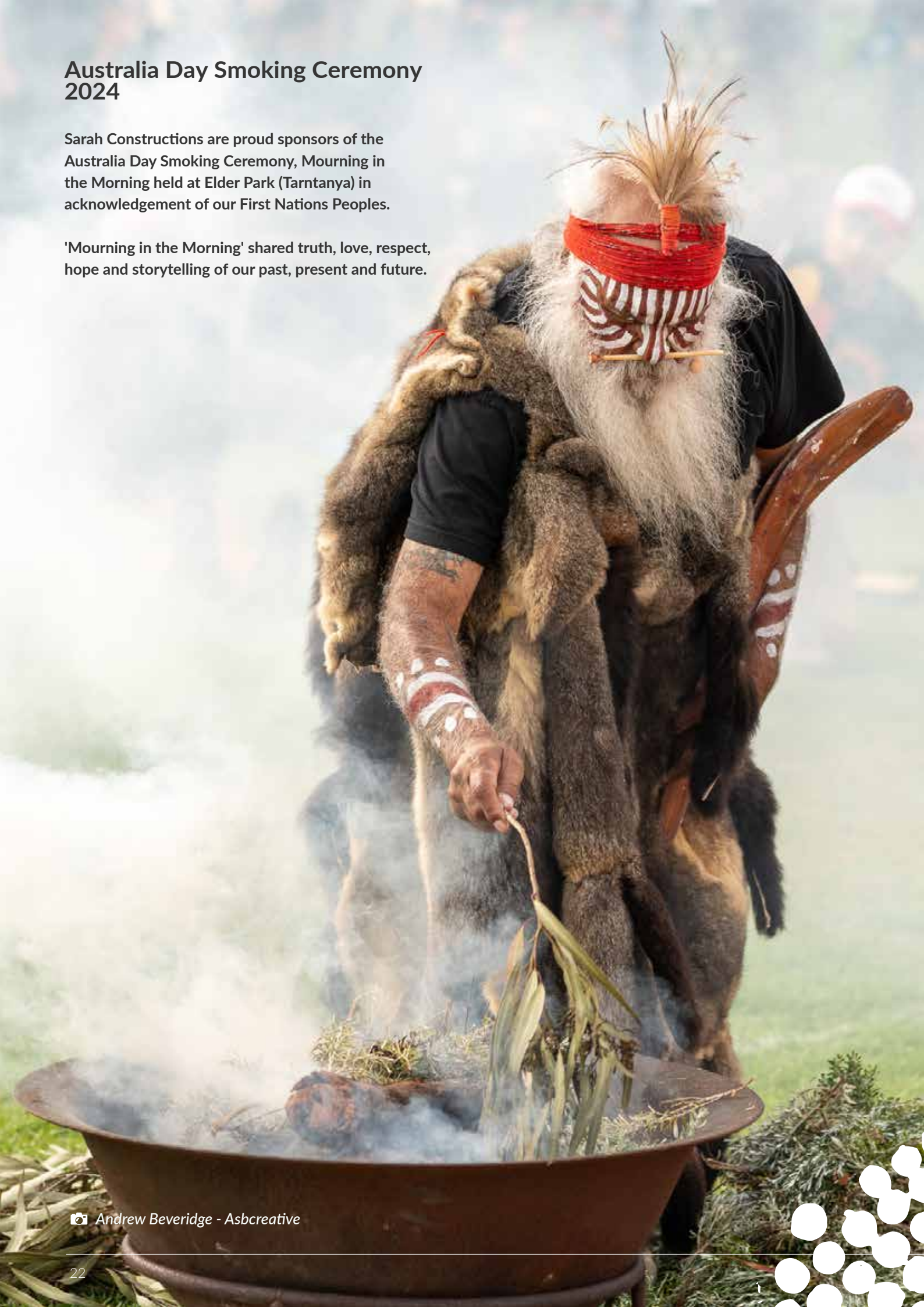
In tandem with this, Tauondi aims to support Sarah in the continuance of a culturally safe and inclusive workplace environment. We will look to provide feedback on all levels of the organisation, imparting necessary skills and cultural understanding among non-Aboriginal staff, including their leadership team, to build upon the already existing respectful interactions and inclusivity.



## Australia Day Smoking Ceremony 2024

Sarah Constructions are proud sponsors of the Australia Day Smoking Ceremony, Mourning in the Morning held at Elder Park (Tarntanya) in acknowledgement of our First Nations Peoples.

'Mourning in the Morning' shared truth, love, respect, hope and storytelling of our past, present and future.





# CONTACT

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Personnel or organisations interested in speaking with Sarah regarding our Reconciliation Journey are encouraged to contact Rob Vukoje. We are always looking for new ways to learn, collaborate and educate as part of our journey.



