

FDC Reconciliation Action Plan

JANUARY 2020 – JANUARY 2021



Smoking Ceremony & Dance Presentation, Albury, 2019, at the commencement of FDC's charity ride for Royal Far West



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Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome FDC Group to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, FDC joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures

reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides FDC a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, FDC will lay the foundations for future RAPs and reconciliation initiatives.

We wish FDC well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to

embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend FDC on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

About Reflect RAP

The Reconciliation Action Plan (RAP) program facilitates the opportunity for organisations to realise their vision for reconciliation. There are four types of RAP, each providing a framework for businesses to plan, implement and report on their commitments to reconciliation using the three core pillars of relationships, respect and opportunities.

The four types of RAP include Reflect, Innovate, Stretch and Elevate. Each type of RAP is designed to suit an organisation at different stages of its reconciliation journey.

FDC have selected to create the Reflect RAP, and is committed to completing the set actions and initiatives outlined in our RAP roadmap over the next 12 months.

This Reflect RAP will drive FDC to focus on building relationships both internally and

externally, and raise awareness with our stakeholders and people to ensure there is shared understanding and ownership of the RAP throughout our business.

Development of our future RAPs will involve consultation with staff across our organisation including Aboriginal and Torres Strait Islander staff and or stakeholders to achieve our vision or reconciliation.



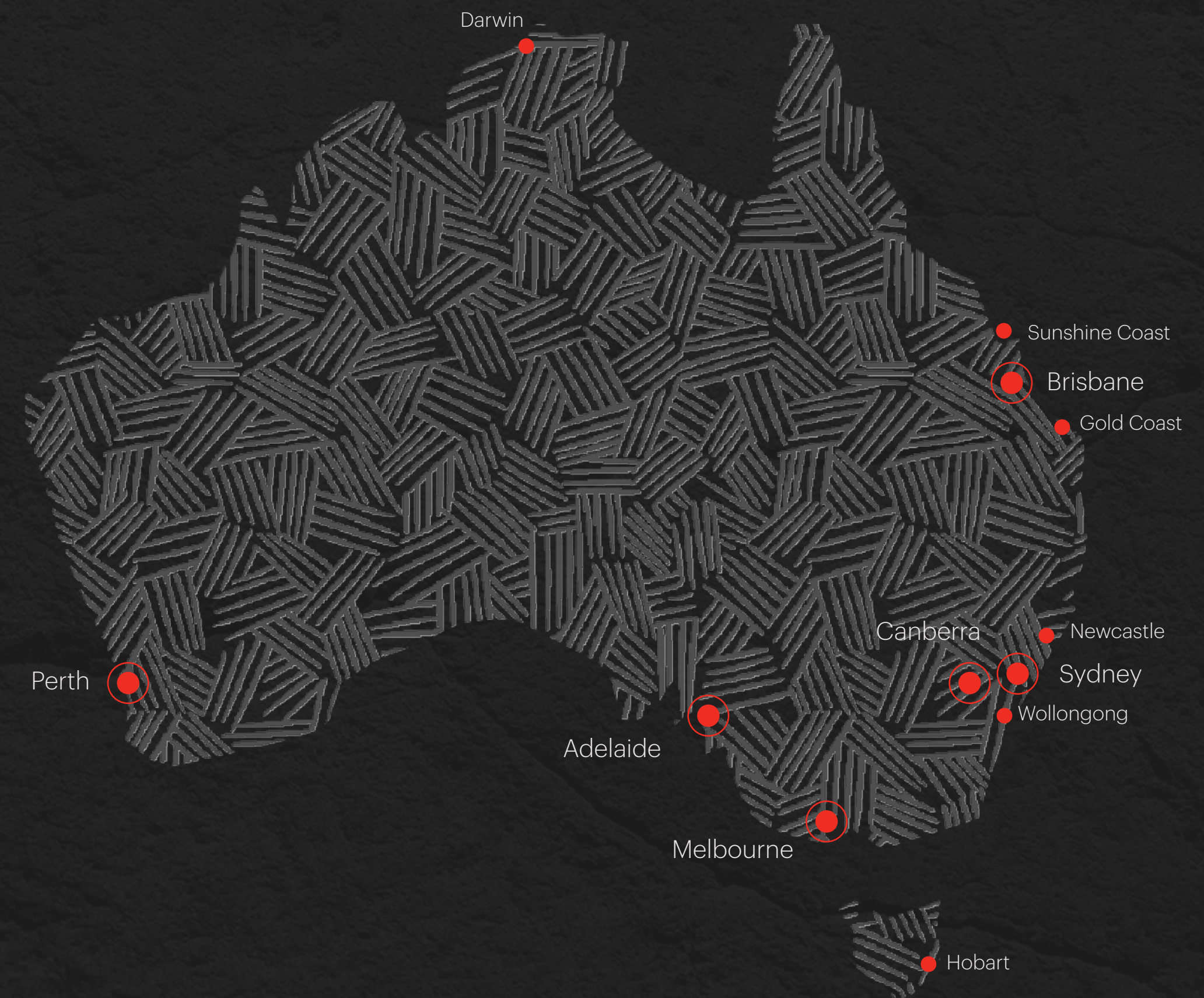
About FDC

Independently owned and operated, FDC have been delivering best in class construction, fitout, refurbishment and building services for 30 years.

The FDC Group, founded by Ben Cottle in 1990, is an Australian business success story with an annual revenue of over \$1B and over \$10M contributed to charity and social responsibility causes to date.

FDC Group employ circa 600 people nationally and engage tens of thousands of subcontractors each year. It is currently unknown how many Aboriginal and or Torres Strait Islander people FDC employ or engage with nationally.

Our office locations include Sydney, Melbourne, Canberra, Perth, Adelaide and Brisbane. Operations also extend to regional areas surrounding these office locations.



Developing our RAP

FDC are committed to a reconciled, just and equitable Australia. We recognise the role we play in turning our reconciliation intentions into clear actions and will leverage our network of over 600 staff, our nationwide geographical footprint and our business partners to achieve our outcomes.

As a proud member of Supply Nation we actively research Aboriginal and or Torres Strait Islander suppliers for all client projects. We have been an active member in a variety of Indigenous programs, cadetships and charities including the annual Royal Far West Ride, Clontarf Foundation, Moree Council, South Sydney Rabbitohs, Aboriginal Employment Strategy, and the JIME Program.

Our partner business, FDC nyamba is a proudly 51% Indigenous owned company, creating genuine long-term opportunities for Indigenous Australians and Indigenous supply chain in the areas of construction, fit out and refurbishment. FDC nyamba is committed to closing the gap between Indigenous and Australian owned enterprise and offers genuine career, social and commercial opportunities to Indigenous people.

Through our RAP program, we will raise Indigenous cultural awareness and educate our staff on disparities that exist within Australia, we will provide opportunities for Aboriginal and or Torres Strait islander people through employment and further supplier opportunities and celebrate key dates of cultural significance – NRW and NAIDOC week.

RAP - Action Implementation Map



Relationships

Action	Deliverable	Responsibility	Timeline
ESTABLISH AND STRENGTHEN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL AND OR TORRES STRAIT ISLANDER STAKEHOLDERS AND ORGANISATIONS.	<ul style="list-style-type: none">Identify Aboriginal and/or Torres Strait Islander stakeholders and organisations within our local area or sphere of influence that we could approach to assist us in our understanding of the potential activities of our future RAPs.	Business Communications Manager	28 February 2020
	<ul style="list-style-type: none">Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Business Communications Manager	31 March 2020
CELEBRATE NATIONAL RECONCILIATION WEEK (NRW).	<ul style="list-style-type: none">Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Senior Marketing Manager	31 March 2020
	<ul style="list-style-type: none">RAP Working Group members to participate in an external NRW event.	Senior Marketing Manager & Events Manager	27 May – 3 June 2020
	<ul style="list-style-type: none">Encourage and support senior leaders to participate in at least one external event to recognise and celebrate NRW.	Senior Marketing Manager & Events Manager	27 May – 3 June 2020
RAISE INTERNAL AWARENESS OF THE RAP	<ul style="list-style-type: none">Develop a RAP communications plan.	Business Communications Manager	28 February 2020
	<ul style="list-style-type: none">Communicate our commitment to reconciliation to all staff.	Business Communications Manager & Chief Operating Officer	30 September 2020
	<ul style="list-style-type: none">Present on our RAP commitments to all relevant areas of the business to ensure they have an understanding of how their area can contribute to our RAP.	Business Communications Manager & Chief Operating Officer	30 September 2020
PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE	<ul style="list-style-type: none">Identify external stakeholders that our organisation can engage with on our reconciliation journey.Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Sales Director	31 March 2020
PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES	<ul style="list-style-type: none">Research best practice and policies in areas of race relations and anti-discrimination.Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Business Communications Manager & Chief Operating Officer	31 March 2020

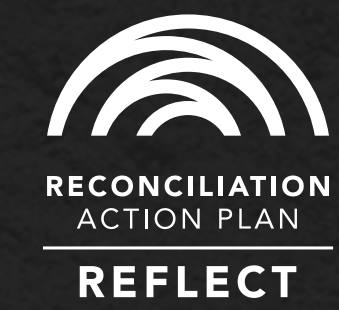
RAP - Action Implementation Map



Respect

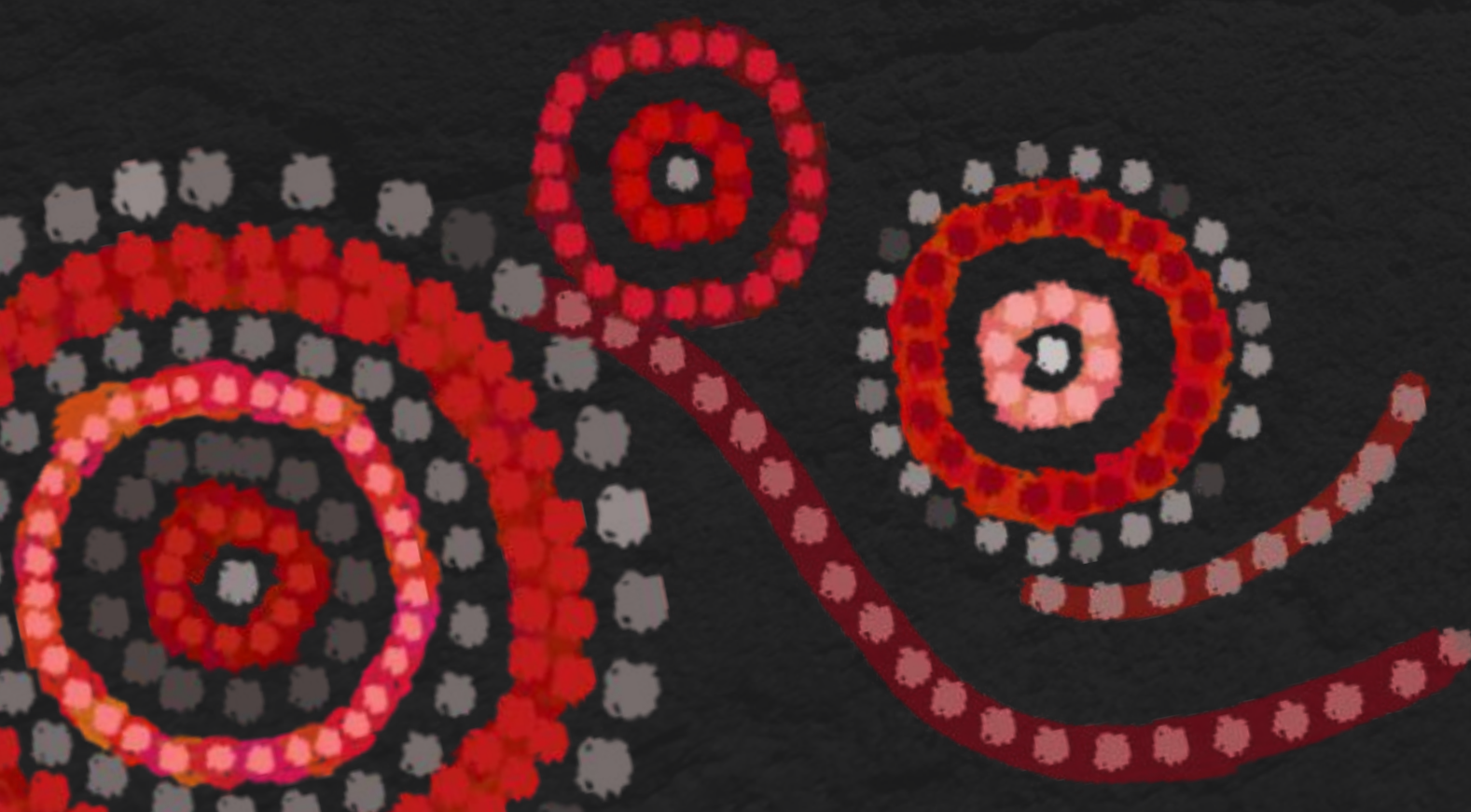
Action	Deliverable	Responsibility	Timeline
INCREASE UNDERSTANDING, VALUE AND RECOGNITION THROUGH CULTURAL LEARNING.	<ul style="list-style-type: none">Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Senior Marketing Manager	28 February 2020
	<ul style="list-style-type: none">Conduct a review of cultural learning needs within our organisation.	Senior Marketing Manager	31 March 2020
RAISE INTERNAL UNDERSTANDING OF CULTURAL PROTOCOLS.	<ul style="list-style-type: none">Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Business Communications Manager	28 February 2020
	<ul style="list-style-type: none">Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Business Communications Manager	28 February 2020
CELEBRATE NAIDOC WEEK.	<ul style="list-style-type: none">Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Senior Marketing Manager	12 July 2020
	<ul style="list-style-type: none">Introduce our staff to NAIDOC Week by promoting external events in our local area.	Senior Marketing Manager	12 July 2020
	<ul style="list-style-type: none">RAP Working Group to participate in an external NAIDOC Week event.	Senior Marketing Manager	12 July 2020

RAP - Action Implementation Map



Opportunities

Action	Deliverable	Responsibility	Timeline
IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION AND PROFESSIONAL DEVELOPMENT.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Chief Operating Officer	28 February 2020
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Chief Operating Officer	28 February 2020
INCREASE SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Sales Director	28 February 2020
	• Maintain Supply Nation membership.	Sales Director	30 September 2020
	• Investigate Supply Nation certification for FDC nyamba.		



RAP - Action Implementation Map



Governance

Action	Deliverable	Responsibility	Timeline
ESTABLISH AND MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP.	<ul style="list-style-type: none">Form a RWG to govern RAP implementation.	Business Communications Manager	28 February 2020
	<ul style="list-style-type: none">Draft a Terms of Reference for the RAP Working Group.	Business Communications Manager	28 February 2020
	<ul style="list-style-type: none">Establish Aboriginal and Torres Strait Islander representation on the RWG.	Business Communications Manager	28 February 2020
PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS.	<ul style="list-style-type: none">Define resource needs for RAP implementation.	Business Communications Manager	28 February 2020
	<ul style="list-style-type: none">Engage senior leaders in the delivery of RAP commitments.	Senior Marketing Manager & Chief Operations Officer	28 February 2020
	<ul style="list-style-type: none">Define appropriate systems and capability to track, measure and report on RAP commitments.	Business Communications Manager	28 February 2020
BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY.	<ul style="list-style-type: none">Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Senior Marketing Manager	30 September 2020
CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP.	<ul style="list-style-type: none">Register via Reconciliation Australia's website to begin developing our next RAP.	Senior Marketing Manager	30 September 2020



RAP - Case Study

Zac Bennett-Brook AWARD WINNING INDIGENOUS ARTIST

Some of Westmead precinct's finest artwork provides inspiration in the most unexpected places.

Three giant pots carrying lilly-pillies now offer an explosion of colour on the north-western end of the loading docks behind Westmead Hospital. Award-winning Indigenous artist Zac Bennett-Brook employed graffiti art to "show Indigenous artwork all about travel and connecting people," he says.

FDC who have completed a number of key fitouts around Westmead Hospital supported Zac's venture in line with Westmead Redevelopment's refurbishment program. FDC project manager Leonard Micalizzi said it was important to involve Aboriginal and Torres Strait Islander people in the construction works and across the redevelopment and he aims to continue this into the future.





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