



INNOVATE

Reconciliation Action Plan

November 2022 - November 2024



Artwork //
TRAVELLING
by Saltwater Dreamtime

Contents



Our Vision for Reconciliation
p | 2



Statement from CEO of
Reconciliation Australia
p | 3



Managing Directors Statement
p | 5



Our Business
p | 7



Our RAP
p | 9

Our Vision for Reconciliation

Building a united future

At FDC, we are committed to leaving a legacy we can all be proud of. We imagine a future where all Australians are united by our shared past, present and future. Where our team, our partners and our clients can celebrate our diversity but stand united by one national culture. Where our project teams seek out Aboriginal and Torres Strait Islander supply chain partnerships because it makes our projects and our outcomes better. And where we actively promote the participation and career development of Aboriginal and Torres Strait Islander peoples within our business because it makes FDC, and our society, more sustainable. **This is our vision for reconciliation.**



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends FDC on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for FDC to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, FDC will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships*, *respect*, and *opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. FDC is part of a strong network of more than 2,200 corporate, government,

and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals FDC's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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



Karen Mundine

Chief Executive Officer
Reconciliation Australia



Managing Directors Statement

Our Innovate RAP is an important step forward in the creation of a community that's actively working together towards a more reconciled Australia. It is an opportunity to reflect on what has changed since we launched our first Reflect RAP in 2019 as well as the journey that still awaits us.

Over this time, it has been pleasing to see our procurement spend with Supply Nation registered businesses has increased more than 5 fold, reaching \$8.75m this financial year (FY2022), compared with \$4m in FY2021, \$3.1m in FY2020 and \$1.6m in 2019. These are significant steps forward in ensuring we are delivering on our RAP vision by actively seeking out supply chain partnerships with Aboriginal and Torres Strait Islander businesses.

However, there is still more to do. We will soon be launching a nationwide e-learning program to drive stronger awareness and engagement with Australia's first cultures, and we will continue to celebrate NAIDOC Week across our teams, business regions and communities.



We will continue to engage with and assist Aboriginal and Torres Strait Islander community groups or charities that we can contribute to in time, supplies, donations or building infrastructure with a particular focus on those in isolated or regional communities across Australia.

I would like to thank the many staff across FDC who have devoted their time and expertise in developing and championing this RAP, including the RAP Working Group, our COO and National Marketing Team and ESG Managers. I am also very grateful to our other stakeholders who have contributed their advice and support. I warmly thank reconciliation Australia for their guidance and support in the development of this RAP and welcome their continued leadership in advancing reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous people in Australia.



Ben Cottle
FDC Managing Director



Our Business

We've been building relationships, making places, and creating spaces for over 30 years. Our beginnings are humble, starting in 1990 as a computer room fitout business. We've come a long way with our offering now extending into construction, refurbishment, and mechanical services with offices in Sydney, Melbourne, Perth, Brisbane, Adelaide, and Canberra.

As a leading building business, we have the opportunity and responsibility to create the right balance of social, environmental, and sustainably economic conditions for our communities, clients and partners now and into the future.

We employ more than 500 people across Australia, 6 of whom identify as Aboriginal and/or Torres Strait Islander Australians. We will continue to focus on employment and other opportunities, for First Nations people throughout our business and connections.

We currently have over 140 active projects across Australia, and we procure services and products from more than 5,000 active suppliers. Since FY19, we have directly spent more than \$18 million with 57 different First Nations suppliers, all of which are Supply Nation registered or certified.

As a business, we value our people and relationships above all else. Each project we undertake, we approach personally, with expertise and excellence. It's what sets us apart and it's the difference 'made personal' makes.



Saltwater Dreamtime

Zac Bennett-Brook is a self-described saltwater man and Torres Strait Islander artist who grew up on Dharawal Country. He's also known as Saltwater Dreamtime – the talented artist behind the artwork throughout this RAP.

Zac has been painting since year 12, when he discovered a love for telling personal stories and sharing culture through his work. Today he's an award-winning artist, sharing his work over many different canvases, from murals and surf boards to clothing and footy boots. He loves finding new ways to share his culture and using these unusual vessels for art to start a

conversation – about not just his culture but also his unique perspective on it. "Art is for everyone. Finding new ways to share it makes it more accessible, and I can show people a piece of the oldest living culture in the world," Zac explains. "I hope to invite people to have positive conversations about my culture through my work. And I feel I have a unique viewpoint to share – I'm a modern Torres Strait Islander man who was born off Country. I love sharing that with people and visually expressing how I feel and what's in my heart." He's forever inspired by his saltwater Torres Strait Islander heritage and the Dharawal Country he

lives on – where the mountains meet the sea, surrounded by rock faces, the bush and sweeping blue oceans. Zac explains this is the reason for the many soft, rounded shapes in his work, which mimic the gentle lines of nature's organic forms.

The work Zac created for us is called Travelling, and it represents the many connections, relationships, and communities in the FDC family. It's based on what he describes as a "travelling pattern," representing the links between people and the physical and personal journeys we go on as we learn and grow.



Our RAP



We launched our inaugural Reflect RAP in 2019 as our first formal step on our reconciliation journey. Our RAP commitments focused on strengthening our relationships to better understand and engage Aboriginal and Torres Strait Islander peoples, promote respect for Aboriginal and Torres Strait Islander cultures and create opportunities to work more collaboratively with Aboriginal and Torres Strait Islander communities. The commitments were made with a view to engage the FDC team, our clients and partners across Australia. These areas underpin our approach to reconciliation and are consistent with our other ESG strategies and objectives.

We are proud of the progress we have made on our reconciliation journey. Here are some highlights:

- Established a RAP Working Group with a diverse and geographically spread team including Aboriginal and Torres Strait Islander representation.
- Celebrated National Reconciliation Week and NAIDOC Week, nationally and publicly.
- Researched best practice and reviewed and revised FDC's Indigenous Participation Policies, Plans and practices, as well as our Code of Conduct and Ethics and other social policies, to align with our zero-tolerance approach to discriminatory and anti-social behaviour.
- We Identify and Acknowledge the Traditional Place Names and Custodians of the lands and waters within our business's operational area and communicated this to our teams, partners, and clients via our relevant Project Management Plans.
- Activated Acknowledgement of Country and Welcome to Country protocols across our project sites and included these protocols across numerous project events.

FDC's RAP Working Group (RWG) was established in 2019. The RWG is considered the governing body of the RAP and is ultimately responsible for the development, implementation, communication and reporting of the RAP. The RWG includes a diverse range of First Nations and non-Indigenous members of our staff and senior management from across the business and represents all areas of management and business streams and meets quarterly. Currently 2 members of the RWG identify as First Nations people. The RWG is intended to reach as much of our business as possible and rotate membership to ensure we continue to broaden our corporate depth of knowledge as much as possible. Our RWG is currently represented by the following positions and they hold specific responsibility for the delivery of our RAP actions, as well as taking into consideration our other ESG responsibilities and initiatives.



- | | |
|---|------------------------------|
| • RWG Chair, ESG Manager and RAP Champion | • Director – Client Services |
| • Executive Committee sponsor – Chief Operating Officer | • Project Director |
| • Management Accountant | • Project Manager |
| • Contracts Administrator | • Cadet |
| • National Marketing Manager | • National HSEQ Manager |
| | • HSEQ Manager |



In line with our vision to make a valuable contribution to our communities and our country, this RAP will help shape thriving communities that value, respect and celebrate Australia's First Peoples.

Eden Canoes



Eden Canoes Project.

Resting in the deep south of the NSW coastline is the town of Eden. This sunny little town has a population of just 3,151 people and is home to the Eden Canoe Initiative – an Aboriginal and Torres Strait Islander youth program, where participants work alongside local Aboriginal and Torres Strait Islander leaders and other instructors towards a goal: to build a boat. Throughout this two-week program, co-ordinated by the Eden Community Access Centre, Eden Canoes provides Aboriginal and Torres Strait Islander youth with a place to be themselves and learn more about their culture and the enduring tradition of canoe building. In 2021, our cadet Ethan McDonald was invited to help in this program and share his boat building

knowledge with participants. Throughout the program, young people were guided by mentors and volunteers like Ethan and were given opportunities to connect with Aboriginal and Torres Strait Islander artists, dancers, and Elders. And two weeks later – after a lot of teamwork, elbow grease and learning – six kids had worked to build three canoes, each gliding up the river, buoyant and ready to explore.

“It was great to watch the kids paddle in the same place and in similar boats that their ancestors would have used. I’ll never forget the experience,”
said Ethan.





Relationships

We will provide leadership and inspiration to the wider community on reconciliation between all Australians by building strong, meaningful, and sustainable relationships based on trust and collaboration that are inclusive of Aboriginal and Torres Strait Islander communities, cultures, histories, and peoples. Our policies and actions will reflect our commitment to understand and engage with Aboriginal and Torres Strait Islander communities to gain insights that will help us build better places for everyone.

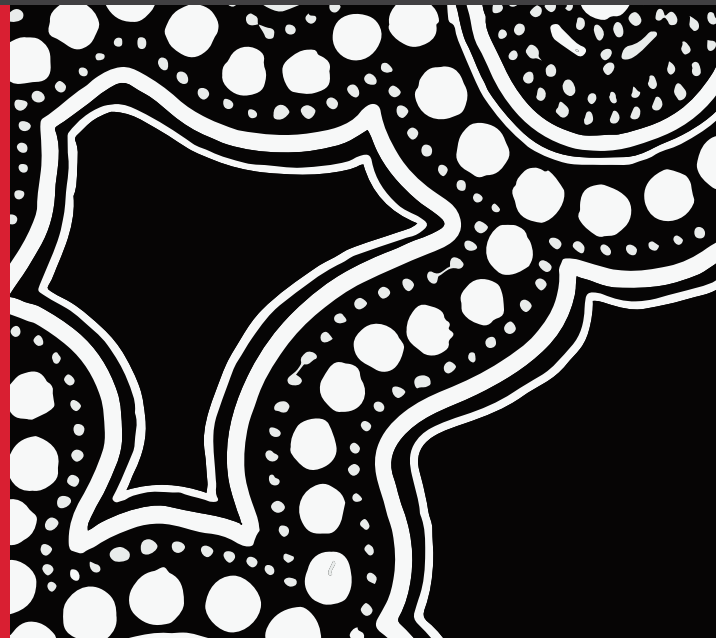


Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2024	ESG Manager
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2024	ESG Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	National Marketing Manager
	• RAP Working Group members to participate in an external NRW event.	May, June, 2023, 2024	National Marketing Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, June, 2023, 2024	National Marketing Manager
	• Organise at least one NRW event each year.	May 2023, 2024	National Marketing Manager
	• Register all our NRW events on Reconciliation Australia's NRW Website	May 2023, 2024	National Marketing Manager
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2023	Chief Operating Officer
	• Communicate our commitment to reconciliation publicly.	July 2023, 2024	Chief Executive Officer
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2024	Director – Client Services
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024	ESG Manager
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2024	ESG Manager
	• Develop, implement, and communicate an anti-discrimination policy for our organisation.	March 2023	ESG Manager
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2023	ESG Manager
	• Educate senior leaders on the effects of racism.	March 2023	Chief Operating Officer



Respect

To deliver a genuinely impactful Reconciliation Action Plan, we will demonstrate our deep respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, and land. Through our actions we will ensure that our vision for reconciliation is strengthened and our people and our stakeholders learn about, honour, and embrace the richness of Aboriginal and Torres Strait Islander cultures and their place and contributions in our country today.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	June 2024	Chief Operating Officer
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2024	Chief Operating Officer
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2024	Chief Operating Officer
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2024	Chief Operating Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	National Marketing Manager
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2024	National Marketing Manager
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March, 2023, 2024	National Marketing Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2024	National Marketing Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	July, 2023, 2024	Chief Operating Officer
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June, 2023, 2024	Chief Operating Officer
	• Promote and encourage participation in external NAIDOC events to all staff.	July, 2023, 2024	Chief Operating Officer



Opportunities

We will work collaboratively with Aboriginal and Torres Strait Islander peoples and communities to identity more opportunities to enhance economic and social outcomes for First Nations peoples through procurement, talent development and employment. We will aim to foster a strong business culture that promotes diversity in people and thinking, and one that becomes an Employer of Choice for First Nations People.

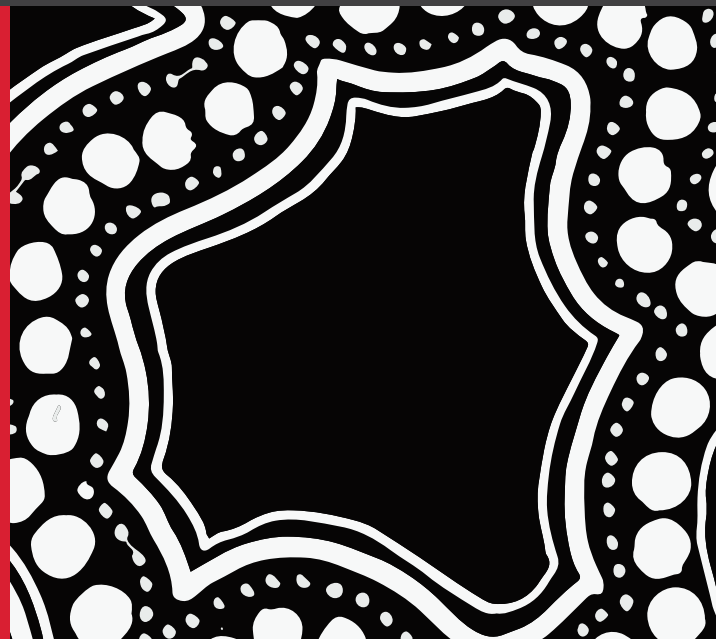


Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2024	Chief Operating Officer
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2024	Chief Operating Officer
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2024	Chief Operating Officer
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2024	Chief Operating Officer
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2024	Chief Operating Officer
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2023	ESG Manager
	• Investigate Supply Nation membership.	June 2023	ESG Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2023	ESG Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023	ESG Manager
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2023	ESG Manager



Governance

We will measure and report on the reach of our RAP activities annually, celebrate our achievements, share our learnings and identify new opportunities on our journey towards reconciliation.



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective Reconciliation Working Group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2023, 2024	Reconciliation Working Group Chair
	• Establish and apply a Terms of Reference for the RWG.	December 2022	Reconciliation Working Group Chair
	• Meet at least four times per year to drive and monitor RAP implementation.	November 2022, February, May, August, November, 2023, 2024	Reconciliation Working Group Chair
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	December 2022	Reconciliation Working Group Chair
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2023	Reconciliation Working Group Chair
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2023	Reconciliation Working Group Chair
	• Maintain an internal RAP Champion from senior management.	March 2023	Reconciliation Working Group Chair



Governance

We will measure and report on the reach of our RAP activities annually, celebrate our achievements, share our learnings and identify new opportunities on our journey towards reconciliation.



Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none">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.	June annually	ESG Manager
	<ul style="list-style-type: none">Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	ESG Manager
	<ul style="list-style-type: none">Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	ESG Manager
	<ul style="list-style-type: none">Report RAP progress to all staff and senior leaders quarterly.	November 2022, February, May, August, November, 2023, 2024	Reconciliation Working Group Chair
	<ul style="list-style-type: none">Publicly report our RAP achievements, challenges and learnings, annually.	April 2023, 2024	Reconciliation Working Group Chair
	<ul style="list-style-type: none">Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2023	Reconciliation Working Group Chair
	<ul style="list-style-type: none">Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2022	National Marketing Manager
13. 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.	April 2024	National Marketing Manager and ESG Manager



RECONCILIATION
ACTION PLAN

INNOVATE



RAP Contact Details

Name	Pat Trotter
Position	ESG Manager and Reconciliation Working Group Chair
Email	patt@fdcbuilding.com.au

