

# INNOVATE Reconciliation Action Plan



April 2026 – April 2028

## Acknowledgement of Country

In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

---

# Our Vision for Reconciliation

FDC's vision for reconciliation is to create a future where Aboriginal and Torres Strait Islander peoples are respected partners, with equitable access to opportunity, influence and voice across our projects, supply chain and communities.

We are committed to embedding cultural respect, collaboration and economic empowerment into everything we do, honouring the traditions, histories and knowledge of First Nations peoples, and delivering tangible, enduring outcomes that strengthen communities, businesses and generations to come.

# Statement from CEO of Reconciliation Australia

## Reconciliation Australia commends FDC Building 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. FDC Building 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 FDC Building will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

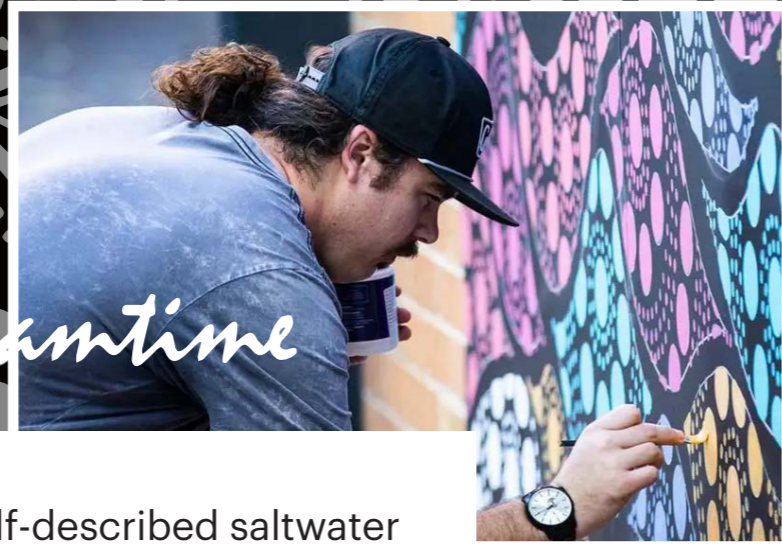
Gaining experience and reflecting on pertinent learnings will ensure the sustainability of FDC Building future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## 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.

# Managing Director's Statement

Our second Innovate Reconciliation Action Plan marks an important step forward in FDC's reconciliation journey. It builds on the progress, learnings and relationships developed through our previous RAPs, while strengthening our commitment to meaningful and lasting change.

Our people-first approach influences how we build partnerships, engage with communities and advance reconciliation across our organisation. Since our first Innovate RAP we have made encouraging progress, particularly through growing partnerships with First Nations businesses across our supply chain. These partnerships continue to create meaningful economic opportunities while strengthening the diversity and capability of the communities we work alongside.

This RAP also strengthens our focus on cultural learning, respectful engagement with First Nations stakeholders and celebrating important moments such as National Reconciliation Week and NAIDOC Week across our teams. By deepening understanding across our workforce and embedding cultural protocols into everyday practice, we aim to ensure reconciliation is reflected in the way we work.

Importantly, this RAP strengthens our governance and accountability. Through clearer reporting, strong leadership engagement and an active RAP Working Group, we will ensure our commitments remain transparent, measurable and embedded across the company.

I would like to thank the many people across FDC who have contributed their time and expertise to the development of this RAP, including our RAP Working Group, senior leadership team and our people. I also acknowledge the First Nations partners and stakeholders who continue to guide and support our journey.

We thank Reconciliation Australia for their leadership and support, and we look forward to continuing to listen, learn and build meaningful partnerships as we progress our reconciliation journey.



**Russell Grady**  
FDC Managing Director



Cleanaway, Smoking Ceremony, Dharug Country (Glendenning), New South Wales.



# Our Business

We've been creating spaces and building relationships for more than 35 years. Starting in 1990 primarily as a technologies business, we've grown into a trusted Australian company delivering construction, fitout and refurbishment projects across government, commercial, education, health, community and not-for-profit sectors. Our reputation for reliability, integrity and quality is built on long-term partnerships and a commitment to making a positive impact.

Today, we employ over 680 people nationwide, including seven Aboriginal and Torres Strait Island team members. With offices in Sydney, Brisbane, Adelaide, Melbourne and Canberra, our influence extends across our workforce, partners and communities. Supported by our Directors, Executives, RAP Working Group, project teams, subcontractors and corporate functions, we collaborate closely with clients, contractors, Aboriginal and Torres Strait Islander suppliers, industry partners, community organisations and peak bodies.

Through these connections, we create opportunities, strengthen relationships and drive meaningful outcomes for First Nations peoples and businesses. Our reach allows us to embed cultural respect, equity and inclusion across every project and partnership we undertake.

We value people and relationships above all else. Every project we deliver is approached personally, with expertise and excellence — because that's the difference Made Personal™ makes.

# Our Reconciliation Journey

Throughout our first Innovate RAP, we have been on a journey of learning, collaboration and meaningful engagement with First Nations peoples and businesses. We have worked to increase awareness across our staff, leaders, suppliers, and clients about the value and impact of genuine First Nations engagement. Our Cultural Awareness and Learning programs have grown, sparking curiosity, understanding, and conversations that extend beyond the workplace.

Our First Nations cultural awareness training has been delivered via the eLearning platform provided by Corporate Culcha, a Supply Nation Certified business specialising in “Indigenous Engagement, Training and Workforce Development”. This training is progressively rolled out across FDC staff and projects and to date has been undertaken (fully or partially) by 166 staff members, Directors, Senior Leaders and selected subcontractors.

We have built strong and lasting relationships with First Nations organisations, including the KARI Group, AJA Solutions, Corporate Culcha and other Supply Nation registered and certified suppliers, creating opportunities for shared growth and stronger business connections. Engaging First Nations advisers and suppliers on our projects has supported sustainable economic participation and improved outcomes for Indigenous-owned businesses and employees across the country.

Beyond the workplace, we have proudly supported initiatives that open doors for young First Nations people. From regional youth programs to cultural and sporting events, our efforts have helped provide mentorship, experiences and

opportunities that inspire confidence and possibility. Our Waradas First Nations Netball Team sponsorship has provided athletes with the support to showcase their talent, cultural pride and leadership, reinforcing the importance of pathways for emerging First Nations leaders.

Economic participation has been a central focus of our reconciliation journey. Since 2018, we have partnered with more than 90 Indigenous suppliers, investing over \$60 million with Supply Nation registered and certified Aboriginal and Torres Strait Islander businesses. Many of these relationships are long-term, reflecting our commitment to trust, consistency and collaboration.

Our partnership with AWM Amaroo is proof that when you put reconciliation into practice it can create real world results. Just ask AWM’s Founder and Director, Anthony Scotts, who has worked alongside FDC’s leaders for 30 years, collaborating on thousands of projects since AWM began as a Sydney furniture manufacturer and became a trusted delivery partner. That connection evolved naturally in 2020 when AWM expanded to create its Indigenous arm, AWM Amaroo.



AWM Amaroo team.

Established by Executive Director, Daniel Manson, a descendant of the Arabana people, alongside AWM’s Anthony Scotts and Ric Lewarne, AWM Amaroo was founded with a clear vision to not only deliver beautiful workspaces, but to open up meaningful opportunities for Aboriginal people and communities.

As Anthony Scotts, Founder and Director of AWM, reflects:

*“Working with FDC just worked very well from day one. Their teams don’t just see us as a supplier — they see us as partners. That trust allows us to invest back into apprenticeships, youth programs, and community initiatives, creating opportunities for Aboriginal people and communities in meaningful ways.”*

This partnership has reinforced several key learnings for us: sustained, trust-based engagement drives impact; collaboration beyond transactional work enables Indigenous businesses to grow and deliver community benefits; and embedding reconciliation in everyday operations creates tangible, lasting outcomes for First Nations peoples.

While we have made significant progress, our reflections have highlighted areas for further work. Expanding Aboriginal and Torres Strait Islander employment, retention, and professional development particularly in leadership and management roles remains a priority. Increasing internal engagement in reconciliation initiatives, including participation in National Reconciliation Week events and other cultural programs, will strengthen awareness and embed cultural respect across our workforce.

As our reconciliation journey matures and our learnings increase, we recognise that a key challenge for us is creating a more rigorous governance, reporting and accountability structure for our First Nations actions and initiatives. To address this, our second Innovate RAP aims to provide an improved governance structure with more active involvement from our First Nations partners and employees.

We recognise the need to further embed First Nations voices into governance and decision-making structures. Strengthening internal and external advisory mechanisms will ensure

that First Nations perspectives are systematically considered in strategic decisions, helping us drive more inclusive and impactful outcomes.

These insights will help guide us through this RAP, ensuring that we continue to learn, grow, and deliver meaningful, sustainable outcomes for Aboriginal and Torres Strait Islander peoples, communities, and businesses.

By building on our achievements, working through our learnings and remaining accountable to our Vision, we will continue to create opportunities, partnerships, and outcomes that support Aboriginal and Torres Strait Islander peoples, businesses, and communities, delivering tangible, long-term impact as a trusted and values-driven organisation.

# Our RAP

We are developing this second Innovate RAP to build on the progress we have made through our Reflect and first Innovate RAPs. This RAP formalises our commitment to embedding reconciliation across our operations, culture, and partnerships, creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples, businesses, and communities.

We developed this RAP through a collaborative process involving internal consultation across business divisions, input from our senior leadership, and engagement with Aboriginal and Torres Strait Islander stakeholders. Our RAP Working Group (RWG) has guided the development, implementation, and reporting of the RAP, drawing on lessons from previous RAPs, staff survey insights, and feedback from First Nations partners.

We are committed to capturing and tracking key metrics to measure and demonstrate the outcomes of our RAP actions transparently and effectively over time.

## Leadership and Governance

### RWG Chair & RAP Champion:

- ESG Manager

### Executive Sponsor:

- Group Director

### RWG Members:

- Group Director
- National Lead, Community Partnerships
- Project Director
- Project Manager
- Contracts Administrator
- National HSEQ Manager
- HSEQ Manager
- Cadet

### First Nations representation on RWG:

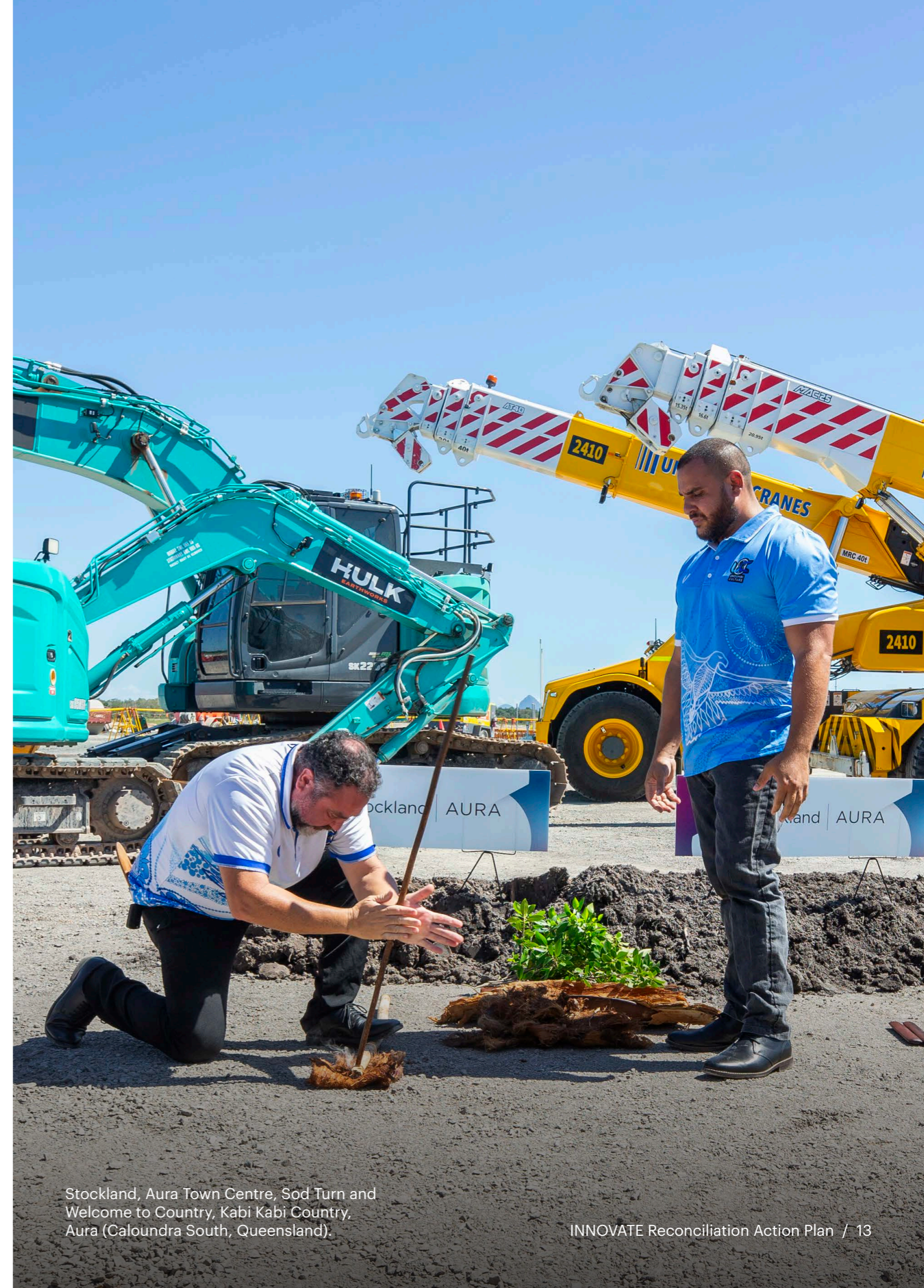
The FDC RAP Working Group comprises a cross section of FDC employees and a representative from one of our First Nations partner organisations. At a minimum, this working group will be represented by at least one FDC employee who identifies as Aboriginal and/or Torres Strait Islander.

Having First Nations representation is essential to ensure culturally informed guidance and decision-making and this recruitment reflects our commitment to genuine collaboration and embedding First Nations voices in RAP governance.

### Key RAP accomplishments:

- Developed and implemented a stakeholder engagement plan with Aboriginal and Torres Strait Islander organisations.
- Strengthened internal cultural awareness through the ESG Strategic Framework and Corporate Culcha programs.
- Communicated reconciliation commitments publicly via social media and internal channels.
- Supported staff and senior leaders to participate in National Reconciliation Week and other cultural initiatives.
- Reviewed and strengthened HR and anti-discrimination policies, consulting with First Nations advisors.

While we do not currently have an external Aboriginal and Torres Strait Islander Advisory Group, we actively consult First Nations stakeholders, including KARI Group and AJA Solutions to ensure our practices and outcomes are culturally informed. This second Innovate RAP continues to embed reconciliation in our governance, cultural awareness, and economic participation, while tracking measurable metrics to deliver meaningful outcomes for Aboriginal and Torres Strait Islander peoples, businesses, and communities.



Stockland, Aura Town Centre, Sod Turn and Welcome to Country, Kabi Kabi Country, Aura (Caloundra South, Queensland).

# Relationships



We recognise the responsibility we have to listen, learn and work in genuine partnership to ensure First Nations voices help shape the places and communities we help create. By strengthening engagement, participating in National Reconciliation Week and promoting reconciliation across our networks, we aim to deepen understanding and shared responsibility across our industry. Through inclusive dialogue, cultural learning and a commitment to addressing discrimination, we will continue to build trust and contribute to more respectful, inclusive and connected communities.



2025 NSW Waradas netball team.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	July 2026	ESG Manager
	<ul style="list-style-type: none"> <li>Establish a feedback loop to ensure ongoing input from Aboriginal and Torres Strait Islander stakeholders, including mechanisms for reporting back on how their advice and contributions influence decisions.</li> </ul>	July 2026	ESG Manager
	<ul style="list-style-type: none"> <li>Review and update FDC's engagement plan each year to ensure meaningful collaboration with Aboriginal and Torres Strait Islander stakeholders and organisations, including identifying priority partners, setting engagement objectives, and tracking outcomes.</li> </ul>	August annually 2026, 2027	ESG Manager
2. Strengthen relationships and engagement through National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Establish a feedback loop after NRW, inviting staff and stakeholders to reflect on learnings and suggest improvements for future celebrations.</li> </ul>	30 June annually 2026, 2027	National Lead, Community Partnerships
	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	April, annually 2026, 2027	National Lead, Community Partnerships
	<ul style="list-style-type: none"> <li>Track participation and engagement levels, and report outcomes to the RAP Working Group to demonstrate impact and inform future planning.</li> </ul>	30 June annually 2026, 2027	National Lead, Community Partnerships
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	May annually 2026, 2027	National Lead, Community Partnerships
	<ul style="list-style-type: none"> <li>Organise at least one internal NRW event annually, co-designed with Aboriginal and Torres Strait Islander stakeholders, ensuring it includes cultural protocols, storytelling, and opportunities for dialogue.</li> </ul>	May annually 2026, 2027	National Lead, Community Partnerships
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	May annually 2026, 2027	National Lead, Community Partnerships
	<ul style="list-style-type: none"> <li>Review and refine the staff engagement program that goes beyond awareness, incorporating interactive learning, cultural experiences, and participation in reconciliation initiatives to build meaningful understanding across the workforce.</li> </ul>	August 2027	National Lead, Community Partnerships, ESG Manager
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly and consistently, including via social media, stakeholder communications, and events, highlighting tangible outcomes and progress.</li> </ul>	May annually 2026, 2027	National Lead, Community Partnerships
	<ul style="list-style-type: none"> <li>Continue to work with/expand upon the relationships with external stakeholders, including partners, suppliers, and networks, to embed reconciliation principles into broader practices and policies.</li> </ul>	September annually 2026, 2027	National Lead, Community Partnerships, ESG Manager
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Continue to collaborate with the KARI Foundation to develop innovative approaches to advance reconciliation through procurement opportunities and events.</li> </ul>	April 2026 – April 2028	National Lead, Community Partnerships
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	August annually 2026, 2027	ESG Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	August 2026	ESG Manager
	<ul style="list-style-type: none"> <li>Introduce a confidential reporting mechanism for discrimination incidents.</li> </ul>	August 2026	ESG Manager
	<ul style="list-style-type: none"> <li>Review, update and communicate an anti-discrimination policy for our organisation.</li> </ul>	August annually 2026, 2027	ESG Manager
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism biannually.</li> </ul>	May 2026	National Lead, Community Partnerships, ESG Manager

# Respect



Respect is fundamental to reconciliation and to the way we work at FDC. We are committed to increasing understanding and recognition of First Nations cultures, histories and knowledge across our organisation. Through cultural learning, meaningful engagement with NAIDOC Week and the consistent use of cultural protocols, we aim to embed respect into everyday practice. By creating opportunities for our people to learn, listen and connect, we will strengthen cultural awareness and ensure the places and communities we help build reflect greater respect, inclusion and understanding.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Evaluate effectiveness of current cultural learning program.	October 2026	ESG Manager
	• Gather feedback from staff across levels and roles.	October 2026	ESG Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December biannually	ESG Manager
	• Use findings to refresh and enhance the cultural learning strategy every two years.	March 2027	ESG Manager
	• Expand cultural learning opportunities to include immersive experiences.	March 2027	ESG Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by embedding cultural protocols into everyday practice.	• Track and report staff participation in cultural learning annually.	September annually 2026, 2027	ESG Manager
	• Ensure cultural protocol guidance is embedded into induction, event planning, and leadership toolkits.	May 2026	National Lead, Community Partnerships
	• Develop implement and communicate a cultural protocol document.	July 2026	National Lead, Community Partnerships
	• Provide training and resources to staff on how to confidently deliver an Acknowledgement of Country.	July 2026	National Lead, Community Partnerships
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	April 2026 – April 2028	National Lead, Community Partnerships
	• Display Acknowledgement of Country plaques or signage in offices and on digital platforms.	July 2026	National Lead, Community Partnerships
	• Consult Traditional Owners and Custodians to ensure protocols remain respectful and current biannually.	July 2026	National Lead, Community Partnerships
	• Maintain use of cultural protocols across significant project launches, external partnerships, and community-facing activities.	July 2026	National Lead, Community Partnerships
	• Host internal NAIDOC Week events in partnership with Aboriginal and Torres Strait Islander speakers, artists, or community groups.	July annually 2026, 2027	National Lead, Community Partnerships, ESG Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July annually	RWG Chair
7. Deepen engagement with NAIDOC Week and cultural celebrations.	• Ensure HR policies and procedures to support attendance at NAIDOC week are shared with staff.	May annually	ESG Manager
	• Provide staff with paid cultural leave or dedicated volunteering time to attend NAIDOC Week events.	July 2027	Group Director
	• Collaborate with other organisations to jointly support or sponsor NAIDOC Week initiatives.	May 2026, 2027	National Lead, Community Partnerships
	• Develop an annual communications campaign highlighting the NAIDOC theme and original and Aboriginal Torres Strait Islander voices.	July annually 2026, 2027	National Lead, Community Partnerships

# Opportunities



Opportunities are central to advancing reconciliation and creating meaningful economic participation for First Nations peoples. We are committed to strengthening employment pathways, supporting career development and increasing engagement with First Nations businesses across our supply chain. By building partnerships, removing barriers and creating targeted opportunities within our workforce and procurement practices, we aim to support long-term participation and shared success.



Stockland, Aura Town Centre, Sod Turn and Welcome to Country, Kabi Kabi Country, Aura (Caloundra South, Queensland).

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Track and report on Aboriginal and Torres Strait Islander employment outcomes, sharing progress internally and externally to demonstrate accountability.	October 2026	Group Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2026	Group Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2026	Group Director
	Establish pathways and partnerships with Aboriginal and Torres Strait Islander organisations, training providers and schools to support recruitment and career development.	May 2027	Group Director
	Create targeted professional development opportunities, including leadership, mentoring and secondment programs for Aboriginal and Torres Strait Islander staff.	October 2027	Group Director
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May 2027	Group Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2026	Group Director
	Review HR and recruitment procedures and policies biannually to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2026	Group Director
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and further embed our Aboriginal and Torres Strait Islander procurement strategy.	February 2027	ESG Manager
	Continue Supply Nation membership.	June annually 2026, 2027	ESG Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2027	ESG Manager
	Develop case studies and success stories to further promote the benefits of procuring Aboriginal and Torres Strait Islander businesses.	May annually 2026, 2027	National Lead, Community Partnerships
10. Create a pipeline of opportunities for First Nations businesses within our projects.	Spend a minimum of \$10 million annually with Aboriginal and Torres Strait businesses, with an aspirational target of \$20M spend at the expiry of this RAP.	June annually 2026, 2027	ESG Manager
	Identify procurement categories across projects where First Nations suppliers can participate.	June 2026	ESG Manager
	Work with project teams to proactively include First Nations suppliers in tender processes.	April 2026 – April 2028	ESG Manager
	Develop at least 12 additional commercial relationships with Aboriginal and/or Torres Strait Islander businesses annually, with an aspirational target of an additional 24 at the expiry of this RAP.	June annually 2026, 2027	ESG Manager

# Governance



Through an active RAP Working Group and transparent reporting, we will strengthen oversight and responsibility for delivering our RAP commitments. By prioritising ongoing evaluation and detailed reporting, we will continue to learn, improve and build momentum on our reconciliation journey.



Message stick presented to the Traditional Owner Group, representing FDC's commitment to strong relationships.

Action	Deliverable	Timeline	Responsibility
11. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Provide cultural capability training and ongoing development for RWG members.	September annually 2026, 2027	RAP Chair
	• Rotate or refresh RWG membership to maintain energy, continuity and innovation.	April annually 2026, 2027	ESG Manager
	• Establish clear reporting pathways between RWG, senior leadership, and staff to embed RAP accountability across the organisation.	April 2026	ESG Manager
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	April 2026 – April 2028	RAP Chair
	• Establish and apply a Terms of Reference for the RWG.	May 2026	RAP Chair
	• Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2026, 2027	RAP Chair
12. Enhance organisational support for RAP delivery.	• Embed RAP responsibilities into staff performance objectives where relevant.	October 2027	Group Director
	• Report regularly to the senior leadership on RAP progress, challenges and opportunities.	March annually 2026, 2027	RAP Chair
	• Develop an internal and external communications plan to keep all staff and stakeholders engaged with RAP actions and outcomes.	April annually 2026, 2027	National Lead, Community Partnerships
	• Celebrate and publicly acknowledge RAP milestones to strengthen accountability and visibility.	May annually	National Lead, Community Partnerships
	• Define resource needs and dedicated budget for RAP implementation.	May 2026	ESG Manager
	• Maintain appropriate systems to track, measure and report on RAP commitments.	April 2026, 2027	ESG Manager
	• Maintain an internal RAP Champion from senior management.	April 2026, 2027	ESG Manager
	• 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 2026, 2027	ESG Manager
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September annually 2026, 2027	National Lead, Community Partnerships
	• Report RAP progress to all staff annually.	April annually 2026, 2027	National Lead, Community Partnerships, ESG Manager
	• Publicly report our RAP achievements, challenges and learnings, annually.	October 2027	National Lead, Community Partnerships
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026, 2028	RAP Chair
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2028	National Lead, Community Partnerships
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	September 2027	National Lead, Community Partnerships, ESG Manager



## Contact Details

---

Name	Pat Trotter
Position	ESG Manager and Reconciliation Working Group Chair
Phone	(02) 8117 5000
Email	<a href="mailto:patt@fdcbuilding.com.au">patt@fdcbuilding.com.au</a>

