



Innovate

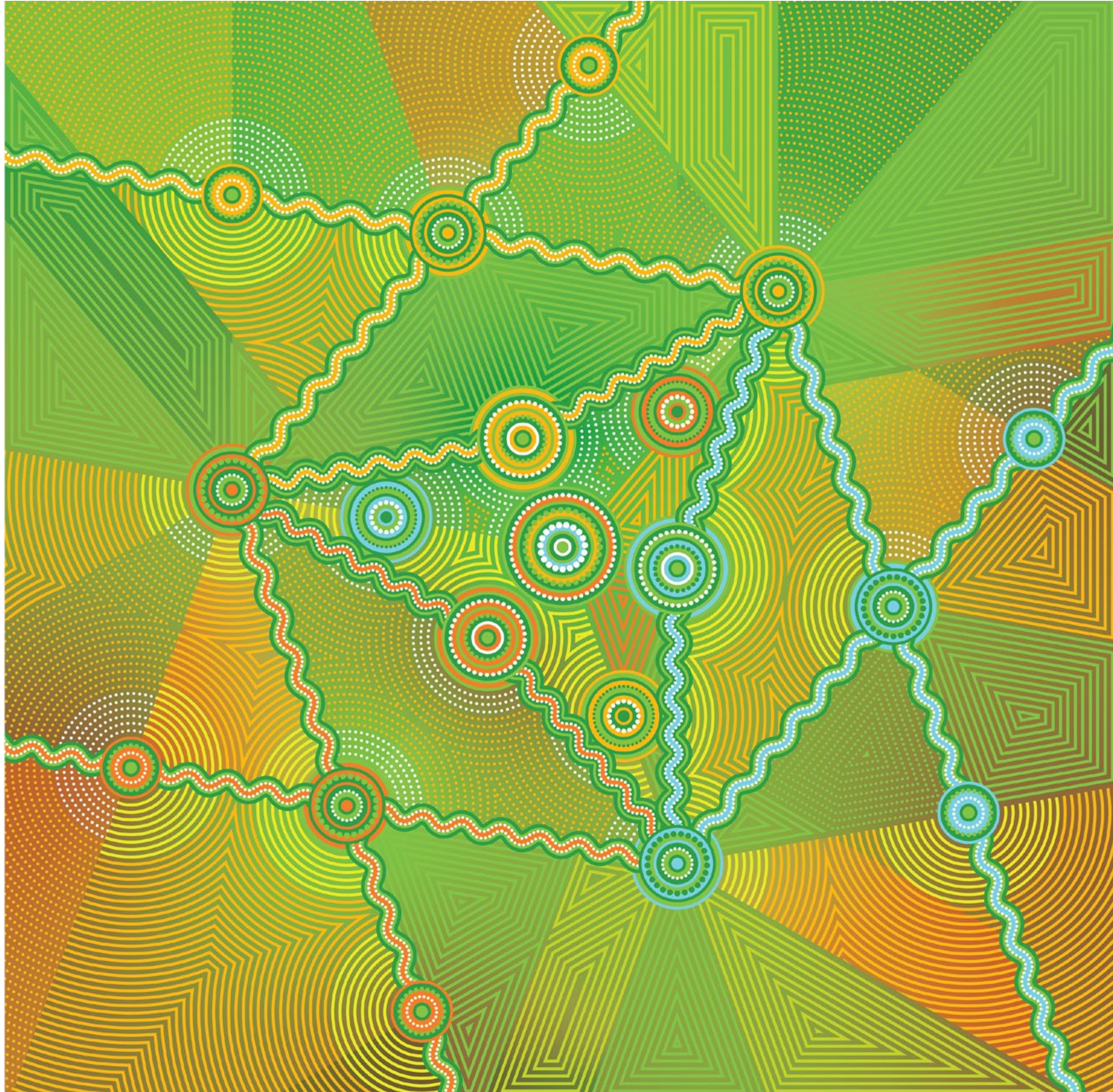
Reconciliation Action Plan

Progress Report 2024



RECONCILIATION
ACTION PLAN

INNOVATE



Our Artwork Story

This original artwork design was created by Marcus Lee, a proud Aboriginal descendant of the Karajarri people in Western Australia.

This artwork depicts a bird's eye view of the Australian landscape, in recognition of Aboriginal and Torres Strait Islander continuous connection to land, waters and culture. The central circular ring formation represents the start of McConnell Dowell's commitment to their reconciliation journey our 'stake in the ground'.

The three surrounding circular rings symbolise People, Community and Connection. These three rings also represent the three pillars that guide our reconciliation journey: Relationships, Respect and Opportunities. The nine surrounding circular rings form a framework that portray McConnell Dowell's specialist capabilities. The six outer circular formations depict Aboriginal and Torres Strait Islander communities that are connected by journey pathways representing inclusiveness and diversity within McConnell Dowell. These journey pathways also express the commitment of McConnell Dowell to developing strong, trusting and respectful relationships.

A Message from the CEO of Reconciliation Australia

Reconciliation Australia commends McConnell Dowell 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 McConnell Dowell 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, McConnell Dowell 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. McConnell Dowell 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 McConnell Dowell'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 McConnell Dowell on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia





A Message from McConnell Dowell's Managing Director

McConnell Dowell's history of collaboration with First Peoples' communities around Australia spans more than 50 years, but the journey hasn't ended yet.

We talk a lot about the concept of "Creating Better Together", but it can be easy to lose sight of what this means in a greater sense to our employees, customers, client partners and the communities in which we operate.

For me, "Creating Better Together" means driving genuine, positive and lasting change in everything we do. In the context of our RAP, it's about being insightful about the way we operate and engage, and making an effort to contribute meaningfully to the journey toward reconciliation with Aboriginal and Torres Strait Islander peoples.

McConnell Dowell's reconciliation journey has made great strides since we launched the initial 'Reflect' phase in November 2020. It kicked off what has proven

to be a significant and valuable learning curve for everyone. Our second phase, 'Innovate' has been just as rewarding and educational, as we work through the pillars of Relationships, Respect, Opportunities and Governance in the hope of creating a sustainable and meaningful path towards reconciliation

I'm proud to see the progress we have made and I feel confident that we are on the right track as a company. I'm excited to be a part of this collective effort as we continue on this significant journey together.

Mario Russo
Managing Director McConnell Dowell Australia

A Message from Built Environs' Managing Director

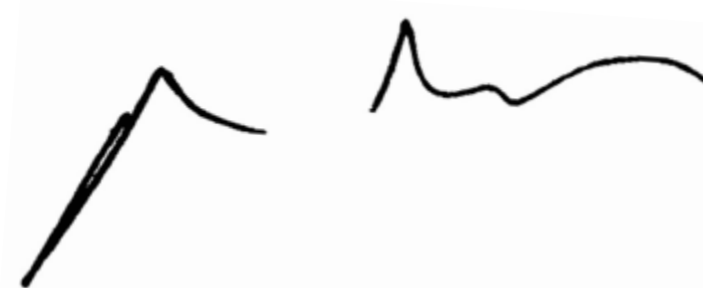
Built Environs has a proud 35-year history of designing and constructing significant buildings across Australia and more recently, in New Zealand. We believe in relationships not transactions, developing trusted partnerships with our customers, consultants, subcontractors and suppliers that are built on honesty and integrity - one of our core values.

The RAP artwork embraces people, unity and connection. If we are going to take some real positive steps towards reconciliation together, we need to focus on those three themes.

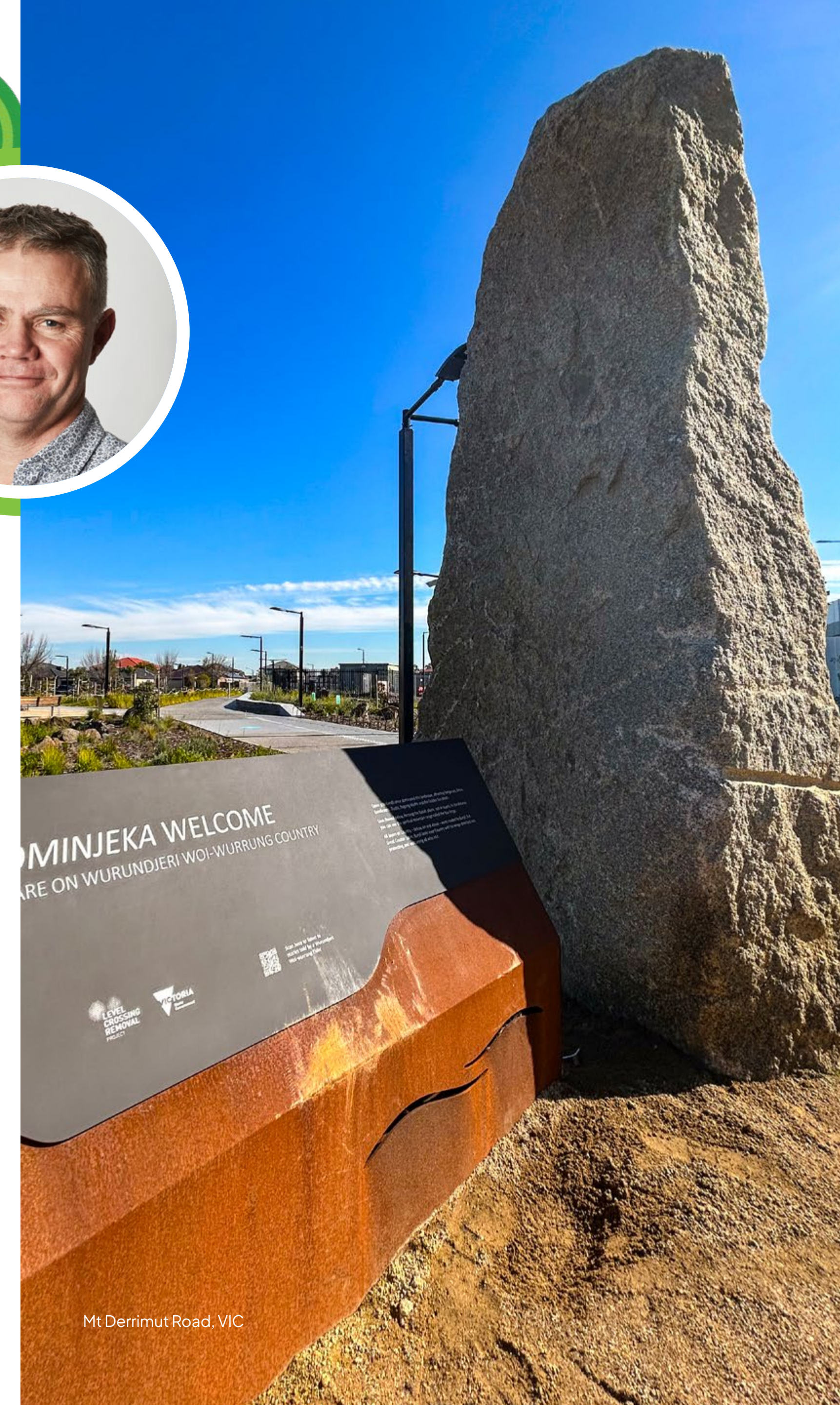
The success of this RAP relies on everyone in this business getting behind it, being open, and embracing this journey we are on together. That is why we are so proud to be putting our energy behind this journey with McConnell Dowell Australia.

Moving beyond Reflect and into Innovate will result in us learning, changing and embracing the pillars of reconciliation in our business.

This RAP will help us embrace our past and move forward with greater purpose into the future.



Michael Clemenger
Built Environs Managing Director





A Message from the RAP Chair

As I reflect on my time leading the RAP Working Group, what stands out to me is how much the Working Group has been able to achieve in just the first half of our inaugural Innovate RAP.

Strong outcomes start with self-reflection and challenging the way we do things, and this can only be achieved by meaningful engagement with colleagues, clients, sub-contractors and suppliers. Rather than grand statements, I believe that this grass roots collective approach and effort towards Reconciliation can only make our company and industry stronger.

There is still plenty of work to do, but I'm encouraged by our progress to date, and the potential to achieve greater outcomes. I'd also like to thank and acknowledge those in our project and regional teams for your contribution on the path to Reconciliation. I'd particularly like to thank my fellow RAP Working Group members for their time, effort and commitment.

Without you and your passion to make meaningful changes across the board, our company and industry would be a poorer place.

The Working Group reflects the best that McConnell Dowell and Built Environs represent; an endeavour to make positive change in Construction and to further Aboriginal and Torres Strait Islander participation in our industry and beyond. To Build a Better Life.

Michael Caswell
RAP Working Group Chair

Our Vision for Reconciliation

Interim Status Report



Narre Warren-Cranbourne Road Project, VIC





Relationships

Action	Deliverable	Due Date	Status	Progress Made
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 2023	Partially complete	<p>We are proud of our meaningful and respectful engagement with First Nations stakeholders and organisations for each project we deliver across various lands and waterways across Australia. Our process is governed by the legal process of Cultural Heritage Management Plan approvals prior to starting works. However, we actively seek opportunities to go 'beyond compliance' and celebrate First Nations culture on our projects in partnership with First Nations stakeholders and organisations (as can be seen in Ovingham rail level crossing removal South Australia, Waurin Ponds Duplication in Victoria and Deer Park Railway Station in Victoria).</p> <p>Our learnings are incorporated into our drafted 'engagement guidelines' and will support the engagement plan.</p> <p>We have chosen to seek further consultation on guiding principles and therefore consider this partially complete.</p>
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2023	Partially complete	As per above, a draft document has been circulated internally for review. Next step is for a review by a First Nations employee or representative.
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 & 2025	Completed for 2024	National Reconciliation Week resources have been shared each year of the Innovate phase of the RAP, with communication accompanied by internal events and speakers.
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024	Completed for 2024	In 2024, the RAP Working Group and other McConnell Dowell staff attended a breakfast hosted by the Richmond Football Club on 31 May 2024.
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024 & 2025	Completed	Written communications have been sent each National Reconciliation Week, highlighting the opportunities for staff to engage with events in their local area encouraging McConnell Dowell staff to educate themselves around the event the important path to Reconciliation.
	Organise at least one NRW event each year.	27 May - 3 June 2024	Completed	In 2023 and 2024 Evolve Communities have hosted a national online event that aims to educate staff on Reconciliation and what it means to Aboriginal and Torres Strait Islander people.
	Register all our NRW events on Reconciliation Australia's NRW website.	June 2023, May 2024, May 2025	Completed for 2024	McConnell Dowell and Built Environs scheduled a number of events each National Reconciliation Week around Australia to promote and inform staff about Reconciliation and our RAP. A number of which were registered events with Reconciliation Australia.



Relationships

Action	Deliverable	Due Date	Status	Progress Made
Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	June 2023 & May 2024	Completed	McConnell Dowell has engaged nationally with staff through the work of the RAP Working Group by promoting significant dates, such as Reconciliation Week, NAIDOC Week but also at local project levels through engagement of local Registered Aboriginal Parties and Traditional Owners to help staff and communities connect through events and integrated design principles that promote local story telling. Cultural awareness training is available and promoted to all staff via a combination of the Company’s online learning portal and in person cultural learning programs at employee forums and on projects.
	Communicate our commitment to reconciliation publically.	June 2023	Completed	McConnell Dowell and Built Environs have published our Innovate Reconciliation Action Plan through our websites, LinkedIn and also in responses to clients. The Interim Progress Report will also be available publicly on the Company website. Our offices also carry artwork and statements setting out the Company’s commitment to Reconciliation.
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2023	Completed	McConnell Dowell works with its clients to engage with Registered Aboriginal Parties and Traditional Owners to ensure we are mindful and respectful of Country and First Nation’s history. On a number of projects the Company has integrated design elements that tell local stories and local history. The Karrarendi Yerta (bridge) Bridge in Ovingham features several integrated stories through sculpures, murals and images on perforated screens that line the bridge. The screen images display the progress of Colonisation, Survival and then Reconciliation for the Kaurna people. By integrating stories of Country and Community into our designs communities engage with the journey to reconciliation by learning local stories, from colonisation to reconciliation. This is core to our values and “Providing a Better Life”.
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	June 2023	Completed	Our project Cultural Heritage Management Plan require approvals to before works can start on Country. These management plans ensure a level of governance and legal process for our projects that protects local community approvals and reinforces the respect of Country and its importance in Reconciliation.

Relationships

Action	Deliverable	Due Date	Status	Progress Made
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 2023	Completed	A review has been completed with recommendations and amendments made.
	Develop, implement and communicate an anti-discrimination policy for our organisation.	November 2023	Partially complete	The Company is reviewing our anti-discrimination policy both in the context of the work of the Reconciliation Action Plan and other non-RAP groups and employee cohorts.
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	August 2023	Partially complete	The policy will be reviewed by staff and/or advisors upon completion of the review.
	Educate senior leaders on the effects of racism.	October 2023	Completed	The Senior Leaders of McConnell Dowell and Built Environs have completed formal training around Reconciliation including the importance of truth and the effects of racism.



Smoking ceremony at Narre Warren-Cranbourne Road Project, VIC



Action	Deliverable	Due Date	Status	Progress Made
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.	July 2023	Completed	The review was complete as part of the development and roll out of training on Reconciliation and the effects of racism.
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August 2023	Partially complete	A draft cultural learning strategy has been developed that can be implemented at project and regional level. Next steps are to have that reviewed by an advisor or Traditional Owner.
	Develop, implement and communicate a cultural learning strategy for our staff.	November 2023	Partially complete	The draft learning strategy has been developed and will require implementation and communication with the business units once the review has been completed.
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	24 July 2024	Completed	Cultural awareness training has been made mandatory for the Built Environs' Senior Leadership Team and the McConnell Dowell Australian Leadership Team. This training is also available to all Australian staff in both business units. Each National Reconciliation Week, Evolve Communities have run online learning sessions which have also been available to all staff in both business units.
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.	24 June 2024	Completed	All regional offices have been provided with documentation and information in meeting rooms that sets out the differences and importance of both Acknowledgement and Country and Welcome to Country. Information has also been included in the Company's presentation templates to ensure people understand the significance of each and when each one is appropriate.
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	24 June 2024	Completed	The Company has developed, communicated and published an initial document setting out the cultural protocols, including Welcome to Country and Acknowledgement of Country which has been supplemented by guidance notes in meeting rooms and common areas to support appropriate recognition.
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	24 June 2024	Completed	At each project launch, it is Company standard to have a smoking ceremony and a Welcome to Country, conducted by a Traditional Owner or Custodian. We have also had Traditional Owners or Custodians provide a Welcome to Country at each of our Project Manager Forums and other important gatherings of staff. Our RAP Innovate Launch included a Welcome to Country by Uncle Colin Hunter.
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	24 June 2024	Completed	The Company has introduced an Acknowledgment of Country to the standard agenda of all significant meetings. This has been included in templates and on signs in meeting rooms to ensure awareness of its significance.



Action	Deliverable	Due Date	Status	Progress Made
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	June 2023 & 2024	Completed	RAP Working Group members participated in events in recognition of NAIDOC Week.
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023 & 2024	Completed	A review was completed in 2023 and 2024 ahead of NAIDOC week in both years. No barriers exist to participating in NAIDOC week and staff are encouraged to seek out and participate in events in their local community.
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	24 June 2023	Completed	The Company has introduced an Acknowledgment of Country to the standard agenda of all significant meetings. This has been included in templates and on signs in meeting rooms to ensure awareness of its significance.
Increase community understanding of local Aboriginal and Torres Strait Islander cultures and histories, through the public artwork, urban design, project design of key projects in Australia.	Develop a MCD AUS BU guideline for engagement and procurement of First Nations art, story telling and design for use on our construction projects.	August 2023	Partially complete	A document is in draft.
	Identify appropriate opportunities on projects in Australia during Innovate to potentially deliver local story telling initiatives consistent with the guideline.	August 2023	Partially complete	<p>The Company has taken the opportunity on several projects to include local story telling through integrated art works or integrated design elements.</p> <p>For example, Western Program Alliance's Mount Derrimut Road Station has an integrated design that is based on stories of the Wurundjeri Woi-wurrung people and recognises Bunjil The Great Creator Spirit who usually takes on the form of a wedge-tailed eagle and is the creator of all layers of Country. The detail of the design can be found on Victoria's Big Build site explaining in further detail the design and the importance of stories to the Wurundjeri Woi-wurrung Traditional Owners.</p> <p>Also integrated into the design is a scannable QR code that transports you to Country. Aunty Julieanne tells the story of the Wurundjeri Woi-wurrung connection to country; the landscape, the waterways, and the preserved Golden Sun Moth habitat which are holistically woven into the project. This is presented as partially complete as the Company continues to look nationally at further opportunities to incorporate local storytelling and implement the national guidelines.</p>
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander on the potential development of these opportunities. Use these conversations to explore broader partnership opportunities on the project.	September 2023	Completed	Several Traditional Owners have been consulted on integrating local stories into design elements of our projects. As an example, Western Program Alliance has integrated Bunjil wings into the design of Mount Derrimut Station concourse, and is also considering the integration of virtual artwork via the introduction of barcodes that will lead to an interactive tour of Wurundjeri stories.
	Respectfully promote these projects/local stories/art works within the local community to raise awareness and understanding.	September 2023	Completed	Aboriginal artworks and design elements have been promoted via our Community and Stakeholder teams on projects, allowing local communities to understand the cultural significance of these works and to engage with the First Nation's history of the area.



Opportunities

Action	Deliverable	Due Date	Status	Progress Made
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.	June 2023	Partially Complete	First Nation’s employment with McConnel Dowell and Built Environs requires an approach that takes into consideration how our projects are delivered. While the Company actively strives to improve opportunities for direct employment, the approach also considers the nature of projects which sees our workforce fluctuate during delivery. To offset this fluctuation, the Company engages with several Aboriginal owned and operated sub-contractors that specialise in providing employment for Aboriginal and Torres Strait Islanders. Our approach improves the long-term employment opportunities for Aboriginal and Torres Strait Islanders as it reduces the reliance on one contractor to provide ongoing employment and flattens out the operational peaks and troughs of construction.
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2023	Partially Complete	While the Company has increased First Nations representation on our projects and through our supply chain our recruitment, retention and professional development practices are continuing to evolve; therefore this is considered partially complete at the time of our interim progress reporting.
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2024	Partially Complete	The development of a recruitment and retention strategy has commenced. The strategy will incorporate learnings and advice from First Nations employees. The lived experience of our people will be a key factor in ensuring success.
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2023	Completed	A review has been done of our job vacancies and advertising to consider any unconscious bias and inherent barriers to employment for Aboriginal and Torres Strait Islanders.
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2023	Completed	A review of our procedures was completed in 2023. The development of our recruitment and retention strategy will incorporate policy review and ongoing reflection to ensure we continue to put inclusivity at the centre of our employment practices.
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	November 2023	Partially Complete	This is considered partially complete as our Aboriginal and Torres Strait Islander employment numbers have fluctuated over the course of the Innovate RAP reporting period.



Opportunities

Action	Deliverable	Due Date	Status	Progress Made
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.	January 2024	Completed	The Company has implemented a Social Procurement framework that guides Company decisions on ensuring sustainable and socially responsible procurement that includes procurement from Aboriginal and Torres Strait Islander suppliers.
	Investigate Supply Nation membership.	August 2023	Completed	Supply Nation membership has been considered and the Company will become a member in FY25.
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2024	Completed	Our centralised procurement team provide governance and guidance on procurement from Aboriginal and Torres Strait Islander suppliers. Early engagement on tenders and during delivery, supported by our Social Procurement framework ensure staff understand these opportunities and suppliers.
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023	Completed	The Social Procurement framework is supported by an approved supplier list of Aboriginal and Torres Strait Islander suppliers. This list is provided to projects to raise awareness and to ensure not only consistent procurement practice on consistent terms and conditions but also to remove any unconscious bias preventing consideration of these suppliers.
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2023	Completed	McConnell Dowell and Built Environs have an established list of preferred Aboriginal and Torres Strait Islander suppliers with standardised terms and conditions that ensure equal treatment with non-First Nations suppliers.



Governance

Action	Deliverable	Due Date	Status	Progress Made
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2023	Partially Complete	Over the course of the Innovate phase, the RWG has had several Aboriginal and Torres Strait Islander representatives. This is considered partially complete as it continues to be a requirement for the balance of Innovate.
	Establish and apply a Terms of Reference for the RWG.	August 2023	Completed	The RWG set out terms of reference at the commencement of the Innovate phase. For completeness, this is being reviewed at the time of interim reporting to ensure it continues to be fit for purpose.
	Meet at least four times per year to drive and monitor RAP implementation.	March, July, September, December	Completed	The RWG meets regularly and at a greater frequency than quarterly.
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2023	Completed	Resource needs were established at the commencement of the Innovate phase. This continues to be monitored and as a result greater budget was set aside for the RAP in FY25.
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2023	Completed	The RAP has two executive sponsors in Mario Russo, Managing Director McConnell Dowell Australia and Michael Clemenger, Managing Director Built Environs. The RWG is comprised of senior members of the McConnell Dowell Australia and Built Environs business units and reports into the Company's Diversity and Inclusion Steering Committee. Senior leaders have also been involved in delivery of events and updates for significant dates.
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2023	Completed	The RWG maintains a register that tracks progress against the actions set out in the RAP Innovate phase.
	Appoint and maintain an internal RAP Champion from senior management.	July 2023	Completed	The RAP has two executive sponsors in Mario Russo, Managing Director McConnell Dowell Australia and Michael Clemenger, Managing Director Built Environs. The RWG is chaired by Michael Caswell, General Manager Human Resources for McConnell Dowell Australia. Sasha Loiterton, General Manager Human Resources for Built Environs has been a member of the RWG for the duration of the Innovate phase.



Action	Deliverable	Due Date	Status	Progress Made
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023 & 2024	Completed	Surveys completed in September 2023 and August 2024.
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly - March, July, October, December 2023 & 2024	Partially complete	Quarterly Business Unit updates are a live stream presentation that all staff are invited to join. The agenda has included an update on the RAP status. This is partially complete at the time of the interim report and will continue to be reported to staff over the remaining Innovate phase.
	Publically report our RAP achievements, challenges and learnings, annually.	November 2023 & 2024	Partially complete	Completed partially via the Progress Report for 2024.
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Completed	McConnel Dowell and Built Environs participated in Reconciliation Australia's biennial Workplace RAP Barometer.
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	Pending	At the time of reporting McConnel Dowell and Built Environs are focussed on the completion of our inaugural RAP Innovate but is committed to investigate another RAP. The Company plans to do this in the second half of the current Innovate so as to better consider challenges and incorporate learnings.

September 2024

