

RECONCILIATION ACTION PLAN

July 2017 – December 2018



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BMD recognise Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land and we pay our respects to elders past, present and future.



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ANGELA MARR-GROGAN

ARTIST

"I'm a Birrbay, Dhanghatti and Warrimay woman who has a love of country, art and all things creative. As an Aboriginal woman and artist, I am extremely passionate about celebrating and promoting my culture through art and language. I am also inspired and driven by the depth of Aboriginal culture and my place within it. Sharing my stories and expressing my connection to my people and country through art is a spiritual and rewarding experience for me."

Title

'Wakulda' meaning 'As One' in Gathang Language

Symbolism

'Wakulda' represents a collaborative approach 'as one' in reconciliation through community consultation, creating partnerships and respecting country.

The inner circles represent the BMD Group and community, with the outer circular rounds representing organisations and working partnerships. The circles and line work also are symbolic of country and making connections.

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Artwork title 'Wakulda'
by Birrbay Artist Angela
Marr-Grogan © 2017
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OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to create a diverse and inclusive workforce that is respectful of differences, recognising that reconciliation forms part of our past and future. The BMD Group (BMD) aspires to create a culture that values and utilises the contributions of people from different backgrounds. Through a genuine and honest commitment to deliver positive outcomes with Aboriginal and Torres Strait Islander peoples, we see our ability to drive opportunity. By empowering Aboriginal and Torres Strait Islander communities, BMD makes a commitment to provide long-term career opportunities and leave lasting legacies in the communities in which we operate.



OUR MISSION

Our mission is to sustain and grow our business by aligning with customer expectations, valuing and developing our people, and maintaining a culture consistent with our traditions.

OUR VALUES

Family: We are proud of our family company heritage. This heritage means we value each individual, we respect and encourage diversity and we create and promote a sense of belonging.

Empowering: We empower our people to develop the self-belief that will enable them to realise their potential. The resulting flexibility, initiative and responsiveness sustain our business growth and success.

Determined: We persist despite the obstacles. We celebrate effort as well as achievement and we are tenacious in our pursuit of the objective.

Collaborative: We work as a team in the belief that collaborative achievement results in creative relationships of long-term mutual benefit. Our no-blame culture focuses on finding what works best, sharing success and enjoying the experience.

Striving to do better: We aspire to be the best at what we do through fresh thinking, hard work, continual learning and a shared sense of purpose. We take great pride in our achievements.

BMD's commitment is to:

- Engage with Aboriginal and Torres Strait Islander organisations and peoples early to form a relationship based on mutual respect, where cultural concerns, project concerns and local Indigenous opportunities can be discussed, understood and agreed upon.
- Increase diversity in our business by providing employment, training and graduate opportunities for Aboriginal and Torres Strait Islander peoples.
- Enrich our workforce by filtering knowledge of traditional culture into the BMD culture, thereby raising awareness, understanding and recognition of Aboriginal and Torres Strait Islander cultures.
- Impress upon our key relationships to compliment BMD's journey, by aligning similar efforts towards Indigenous engagement, procurement and employment.
- Make positive contributions by working closely with Aboriginal and Torres Strait Islander communities, to deliver mutually beneficial outcomes.
- Respect Aboriginal and Torres Strait Islander protocols to acknowledge Traditional Custodians through a 'Welcome to Country' or 'Acknowledgment of Country' at significant meetings and events.

We see our strengths in the quality of our people and our genuine relationships with clients, partners and communities.

We see our success linked to our ability to deliver certainty through consistent performance.

We see our future shaped by all that has made us successful in the past.

A MESSAGE FROM OUR GROUP BOARD CHAIRMAN AND MANAGING DIRECTOR



supporting the employment of Aboriginal and Torres Strait Islander peoples. BMD's commitment to reconciliation is vital to a better future for all Australians.

Over the past decade, BMD has worked in partnership with various Traditional Custodians to promote employment, training and development of Aboriginal and Torres Strait Islander peoples. BMD has also seen mutual benefit in engaging with the local Traditional Custodian groups, giving them first opportunity to participate in the delivery of our works, all the while protecting cultural sensitivities. BMD proudly acknowledges the contribution that our Aboriginal and Torres Strait Islander employees, subcontractors and suppliers make to our work and industry.

For me, having established BMD in 1979, it gives me enormous satisfaction with this great achievement to see the launch of our formal commitment to reconciliation with this Reconciliation Action Plan.

In developing this Reconciliation Action Plan, we are formalising and improving upon our existing commitment to integrating reconciliation of Aboriginal and Torres Strait Islander peoples into our values, purpose and business strategy. This will further enable us to contribute to the shaping of Australia's future.

This plan informs our employees, clients, subcontractors and partners of how we will raise awareness and respect of Aboriginal and Torres Strait Islander cultures, providing lasting legacies to communities, and

BMD was built upon, and is characterised by, our relationship based approach to business which is still strongly evident today and reflected by our long-term relationships with clients, subcontractors, suppliers and individuals within the communities in which we operate.

This dedication generates a loyalty that is evidenced through the solid growth of BMD's resource base, the high calibre of staff and number of long serving employees within the

organisation. What makes BMD different is our value system, unique culture and general commitment to all staff and the community.

With extensive experience working in regional and remote areas, and within Aboriginal and Torres Strait Islander communities, our policies, plans, initiatives and training programs reflect our commitment to equal opportunity. We are proud of our diverse workforce and their contribution to our business.

This plan formally documents our commitment within our sphere of influence, to contribute to reconciliation in Australia and our journey to create social change and economic opportunities for Aboriginal and Torres Strait Islander peoples, and will help us make a positive contribution to the communities in which we work.

As we continue on this journey, we see our sustainability in the future shaped by all that has made us successful in the past.

A handwritten signature in black ink, appearing to read "Mick Power AM".

Mick Power AM
Group Board Chairman
and Managing Director

A MESSAGE FROM OUR GROUP EXECUTIVE DIRECTOR – OPERATIONS



I am proud to launch BMD's first Reconciliation Action Plan which marks an important milestone for our business as we continue on our journey towards reconciliation.

BMD has extensive experience working with Traditional Custodians, fostering positive working relationships during earthworks to appropriately manage cultural heritage sensitivities, as well as community involvement and investment in Indigenous engagement and training to leave a positive legacy.

Indigenous engagement on our projects remains a priority for BMD, releasing an early Indigenous Engagement Strategy in 2016 which outlines our commitment to respect Traditional Custodians, and formalises our intention to develop long-term sustainable relationships based on mutual respect and trust. BMD's commitment is to respect the Traditional Custodians of the lands impacted by our projects, providing them the first opportunity to participate in the delivery of our works and simultaneously protecting cultural traditions and heritage.

BMD's commitment to our employees is demonstrated through a range of practical, forward thinking and focused initiatives. We support and encourage employees to further their development through apprenticeships and traineeships. Many individuals have received industry and state awards as recognition for their successes in training and development including a collection of Indigenous awards.

In this plan we have outlined a number of strategies to not only grow our Indigenous workforce, but to build strong relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and other Australians. It sets our aspirational plans to drive greater equality by pursuing sustainable opportunities. This is applicable to developing closer relationships not only between our employees, but the entirety of our diverse workforce. We understand this is imperative to providing the best possible work environment for our people and in turn outcomes for the communities in which we work.

At BMD, we understand that through a genuine and honest commitment to delivering positive outcomes for Aboriginal and Torres Strait Islander peoples through our business activities, we have the ability to drive opportunity.



Scott Power
Group Executive Director
– Operations

A MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia congratulates BMD on the endorsement of its first Reconciliation Action Plan (RAP), which will build the foundations for the relationships, respect and opportunities essential to reconciliation.

This Reflect RAP will assist BMD to develop a solid RAP governance model and build the business case for future commitments to cultural learning, practicing cultural protocols, and promoting Aboriginal and Torres Strait Islander employment.

In its first RAP, BMD has demonstrated a keen commitment to the development and maintenance of relationships with Aboriginal and Torres Strait Islander organisations and peoples through its commitment to celebrate and promote community events such as National Reconciliation Week (NRW).

Commitment to showing respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures are demonstrated in BMD's RAP through its actionable goal to deliver a cultural awareness program to staff with specified training sessions.

BMD's dedication to providing opportunities and employment pathways for Aboriginal and Torres Strait Islander peoples is communicated through its commitment to establish and implement a mentoring program for its Aboriginal and Torres Strait Islander workforce.

On behalf of Reconciliation Australia, I commend BMD on its inaugural RAP and look forward to following its reconciliation journey

A handwritten signature in black ink, appearing to read "Justin Mohamed".

Justin Mohamed
Chief Executive Officer
Reconciliation Australia

OUR BUSINESS

BMD is a national group of companies engaged in engineering design, construction and land development for clients and partners in the urban development, transport infrastructure and resources and energy sectors. BMD has the resources and experience to deliver projects ranging in size from \$1 million to over \$1 billion.

The company has grown from a small Queensland family business of three people to become one of Australia's largest privately-owned construction, consulting and urban development organisations with 16 permanent offices across the country. BMD's expansion into new capabilities and the Group's broader geographic footprint has positioned us as a major player in the national construction, landscaping and property industries.

Since 1979, BMD has employed a relationship based business model founded on certainty, collaboration and performance. This approach was instilled through many successes in the early years of the business and has stood the test of time, remaining BMD's strongest competitive advantage.

BMD is proud of our ability to build long-term client relationships and secure repeat business,

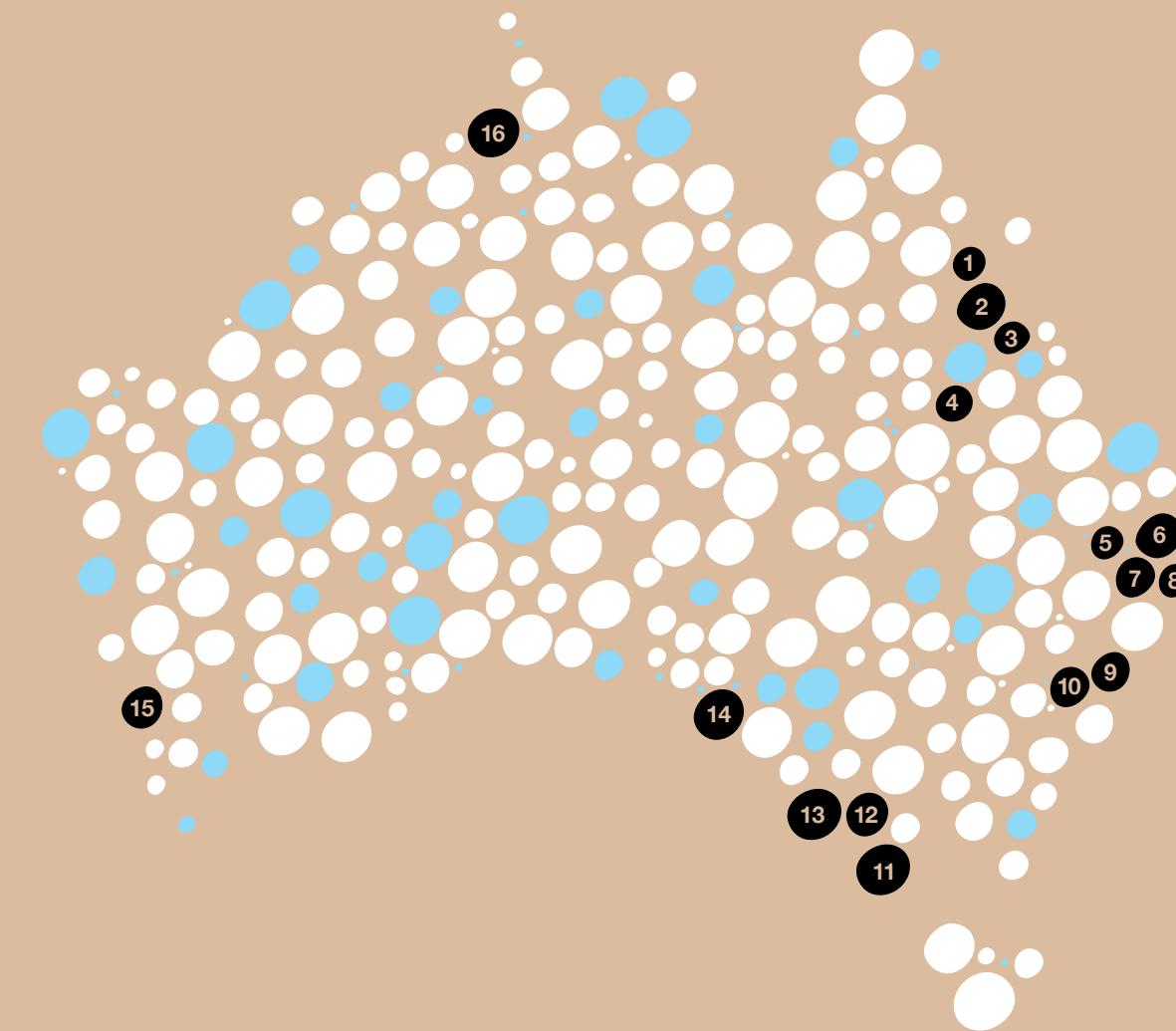
which has been the foundation of our success since inception. Our strategy is simple: value our people, collaborate with our partners and continue to deliver exceptional projects with sustainable outcomes through expertise and knowledge sharing.

BMD's approach to business is firmly underpinned by a philosophy to 'support the local communities in which we operate'—a philosophy that was well established long before local industry participation initiatives were formally introduced. Building on this founding philosophy, BMD approaches each project individually, actively identifying opportunities for local community engagement, participation and sustainable employment opportunities through labour hire and subcontractors, which provide beneficial outcomes for the project team, client and local community alike.

Our mission is to professionally manage our suppliers and subcontractors to achieve the best possible outcomes for our clients, including aiding in the development of the local industry. BMD sees it as our responsibility to impress upon our current and future client, subcontractor and supplier relationships, the benefits of Indigenous engagement and employment opportunities.

Currently, BMD employs 1,700 people of which 1.5% are of Aboriginal and Torres Strait Islander descent. Our Aboriginal and Torres Strait Islander employees work in various positions from trade roles as labourers and foremen to undergraduate engineers. In addition, BMD proactively engages the local communities in which we operate to complete our project teams with a large portion of our contribution to Aboriginal and Torres Strait Islander participation demonstrative in our subcontractors, suppliers, labour hire and community engagement on projects.

In our journey to improve upon our existing Aboriginal and Torres Strait Islander relationships and opportunities, BMD will prioritise the implementation of a systematic approach which enables us to capture a true representation of our Indigenous workforce. This is a primary focus of our inaugural Reconciliation Action Plan, as capturing information and reporting is a significant tool in understanding our position within the communities and sectors we operate. With projects spanning regional and remote areas of Australia, we see it as our responsibility to make a difference.



- 1 Cairns
- 2 Townsville
- 3 Mackay
- 4 Emerald

- 5 Toowoomba
- 6 Port of Brisbane
- 7 Manly
- 8 Gold Coast

- 9 Sydney
- 10 Canberra
- 11 Seaford
- 12 Melbourne

- 13 Geelong
- 14 Adelaide
- 15 Perth
- 16 Darwin



THE BMD GROUP

BMD is a national group of companies engaged in engineering design, construction and land development for clients and partners in the urban development, transport infrastructure and resources and energy sectors.



BMD Constructions offers civil construction services for major infrastructure projects throughout Australia. Expertise, experience and resources are applied across the industry sectors of transport, water, rail, port, resources and energy. The company engages in projects ranging in value from \$1 million to in excess of \$1 billion as a principal contractor and in joint venture with other major contractor and design partners.



BMD Industrial, a division of BMD Constructions, is managed by a group of highly experienced industry executives who assemble professional project teams to deliver structural, mechanical, piping and electrical solutions for a diverse range of clients and industries.



BMD Urban is a specialist civil and building contractor to the urban development industry. The company draws on significant industry experience and utilises management systems, delivery methodologies and a relationship based approach that is specifically tailored to the needs of this industry. Integrated services can be offered in partnership with Empower Engineers & Project Managers, JMac Constructions and Urbex to achieve seamless and cost effective project delivery.



Empower Engineers & Project Managers (Empower) provides superior civil, structural and geotechnical engineering design and project management services. Empower's experience includes residential, commercial and industrial developments, infrastructure, resource and energy projects across metropolitan, regional and remote areas. Key services include planning and feasibility studies, road infrastructure design, flood studies, land development and services design, water quality and stormwater management, structural engineering and shoring, and foundation design.



JMac Constructions (JMac) specialises in all aspects of landscape construction including residential, commercial, industrial, public infrastructure, environmental rehabilitation and long-term care and maintenance. From street scapes, boardwalks, public structures, buildings, stone entry statements, playgrounds and parklands, JMac has the ability to successfully construct and create unique landscapes of all shapes and forms.



Urbex is an innovator in residential and commercial development, undertaking wholly owned projects and joint ventures in developments of varying scale and size. Harnessing leading talent in project structuring, planning, management, delivery and marketing, Urbex delivers excellence in the creation of new communities to meet the lifestyle needs of Australians today and into the future.





OUR RECONCILIATION ACTION PLAN

In 2015, BMD established a Reconciliation Action Plan Working Group (RAPWG) to build upon our journey and formally commit to workforce diversity and reconciliation. The working group is made up of a team of 10 employees, which includes three Aboriginal and Torres Strait Islander representatives. During the inaugural year of the RAPWG, BMD realised that the organisation needed to commit a full-time resource to effectively manage and drive a successful program. This commitment led to the creation of a National Indigenous Program Manager, a role designed to promote Indigenous reconciliation, engagement and legacy.

Our working group meets to discuss and consider the issues that affect reconciliation and what can be done by BMD to make a positive contribution. BMD's focus is on building relationships and gaining a greater understanding of Aboriginal and Torres Strait Islander cultures, to diversify our workforce.

Having already been proactive in the engagement, employment and overall betterment of Aboriginal and Torres Strait Islander communities, organisations and peoples on a project basis, BMD acknowledges there is more to be done.

This plan allows BMD to develop and implement plans to drive greater equality through the pursuance of sustainable opportunities.

With this document, BMD launches our commitment to pursuing the first of four Reconciliation Action Plan milestones. BMD looks forward to expanding the horizons, capabilities, relationships and opportunities in the communities we work in. The journey provides BMD with the opportunity to seek out organisations that reflect our drive for honest, mutually beneficial and respectful partnerships.

BMD takes responsibility for our role in promoting cultural change. This Reflect Reconciliation Action Plan is an extension of what BMD has already accomplished, with regards to Indigenous engagement. We pride ourselves on our culture, people and reputation in the communities in which we operate, with this document providing clear and realistic targets for all BMD employees to contribute towards our approach to reconciliation. It is through these actions that BMD aims to contribute meaningfully to 'closing the gap' and increasing targets, particularly in the area of Indigenous employment and training initiatives.



OUR COMMUNITY INVOLVEMENT

Partnering with communities has been at the core of BMD's business operations since inception. We are proud to work in diverse environments and take our responsibility seriously.

Every project, no matter how large or small, is an opportunity to contribute to the communities in which we operate, including aiding in the development of the local industry. BMD approaches each project individually, actively identifying opportunities for local community engagement and participation that will provide beneficial outcomes for the project team, client and local community alike.

We work in partnership with Indigenous and non-Indigenous organisations who embody our values to achieve long lasting benefits in areas including health and wellbeing, arts and culture, job creation, environment, and social and community development.

Our continued focus is on equal opportunities and increasing our commitment to Indigenous engagement across the Group, to create a diverse workforce that is respectful of differences and recognises the unique contribution all employees bring to the business.

Our partners have included:

- Clontarf Foundation
- Former Origin Greats
- Supply Nation
- Quandamooka Festival
- The Darwin Buffaloes Football Club.



Every project, no matter how large or small, is an opportunity to contribute to the communities in which we operate.



Quandamooka Festival's inaugural Winnam Kunjiel at the Wynnum Wading Pool, Queensland.



CELEBRATING RECONCILIATION

NAIDOC Week

Throughout July 2016, BMD celebrated the history, culture and achievements of Aboriginal and Torres Strait Islander peoples across the country as part of NAIDOC Week through our internal newsletter entitled Rap Up, internal events and staff participation in local community events.

In Victoria, the Victoria International Container Terminal project site learnt more about NAIDOC including Traditional Custodians and their history with an event attended by a local elder and an Indigenous dance performer. Uncle Larry Walsh, a local Aboriginal cultural leader, joined the celebration, providing a 'Welcome to Country' and story about his ancient oral traditions. Uncle Larry shared a number of stories from his own experiences and the experiences of his people to educate BMD employees about the Traditional Custodians of the land on which the Victorian team work. This was followed by a dance performance by Suri, a well-known performer in the Melbourne theatre, television and dance circuits.

Suri's performance encompassed the 'coming together of the spirit', which is a local saying springing from his hometown of Broome.

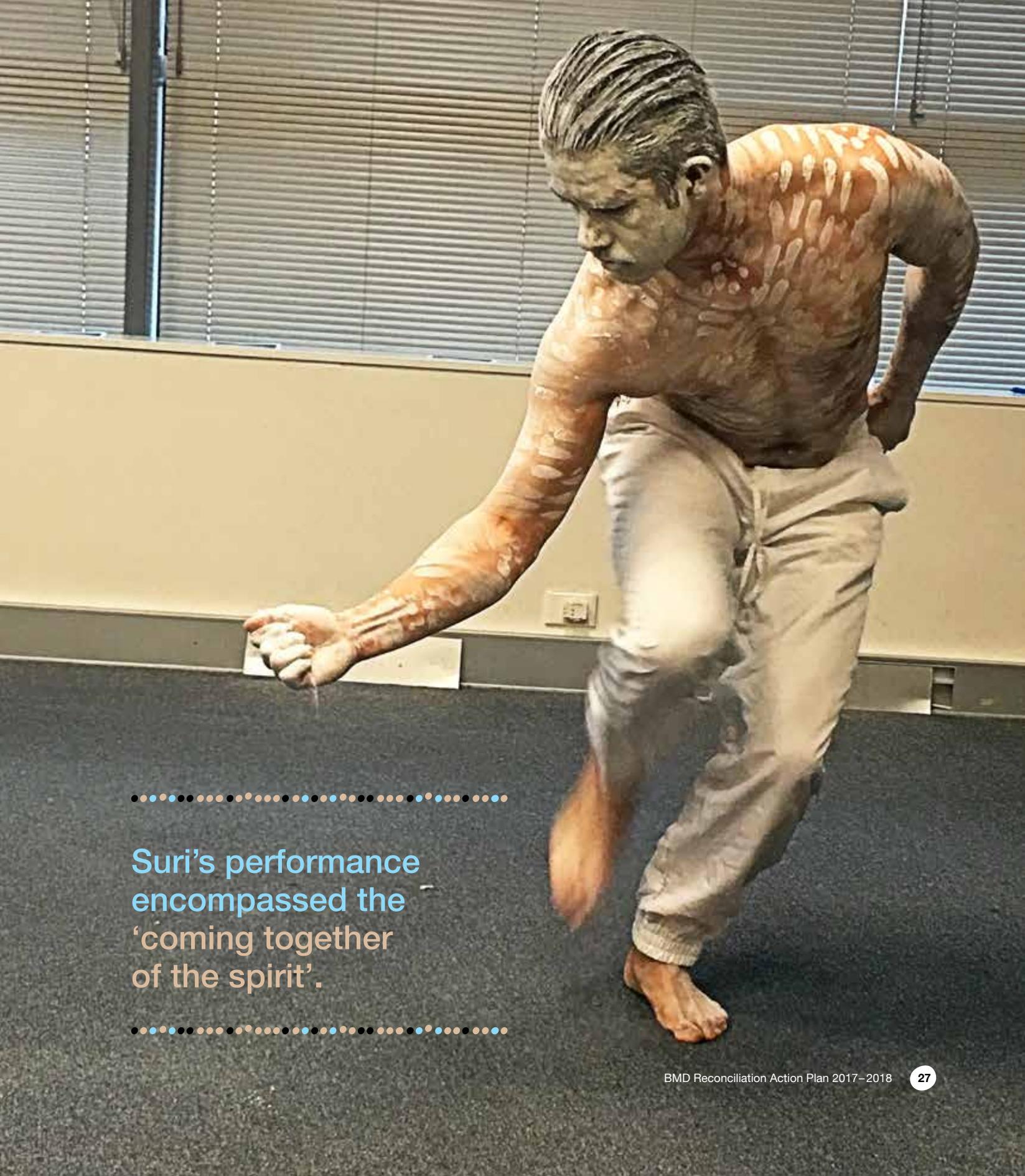
By celebrating traditional events such as NAIDOC Week, BMD provides our workforce with an education to our commitment in delivering positive outcomes within local communities.

National Reconciliation Week

In May 2016, BMD acknowledged National Reconciliation Week (NRW) through a series of internal events across the country. These events recognised the respectful relationship between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples across our business and the communities in which we live and work.

- The Northern Territory office and all surrounding sites attended a toolbox breakfast with over 150 people in attendance. The breakfast involved presentations from the RAPWG and the Clontarf Foundation.

- The Townsville office participated in NRW with a BBQ lunch and an engaging discussion relating to their projects and ensuring they always engage and respect the Traditional Custodians of the land on which we work.
- The team in Brisbane celebrated with a 'Welcome to Country' provided by Shannon Ruska, Director of Nurukul Yuggera Yugimbir Nugi, who provided a story on the history of the Quandamooka people, followed by a BBQ lunch.
- The Bringelly project site hosted the BMD Group Board providing a BBQ lunch where Scott Power, Group Executive Director – Operations, provided an 'Acknowledgement of Country' to recognise the Traditional Custodians.
- The Melbourne office participated in NRW with a morning tea, watching a Reconciliation Australia video, and sharing stories about cultural experiences onsite.



Suri's performance encompassed the 'coming together of the spirit'.

QUEENSLAND RECONCILIATION AWARDS



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BMD was honoured to be recognised as a finalist at the highly contested Queensland Reconciliation Awards, held in Cairns during National Reconciliation Week, 27 May–3 June 2017.
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This recognition by the Premier of Queensland, Annastacia Palaszczuk, acknowledges the positive steps BMD is taking towards reconciliation, through our efforts to improve Indigenous employment opportunities and relationships within the communities in which we operate.

With BMD's story beginning in Queensland in 1979, and with an approach to business that is firmly underpinned by a philosophy to 'support the local communities in which we operate', this recognition is testament to the journey BMD has already embarked upon. With a proven history on remote and regional projects, BMD has proactively moved towards a more holistic approach to Indigenous engagement and participation in our workforce.



It is through this longstanding commitment to the local community, engaging with Traditional Custodian groups, employing local people on projects, and supporting local community groups resulted in the decision to formally embed this approach throughout the company, as BMD's priority to make a difference.

The recognition at these awards, and the development of this Reconciliation Action Plan demonstrates BMD's commitment to further drive equality and diversity in our workforce.

RELATIONSHIPS



BMD is committed to building stronger relationships with Aboriginal and Torres Strait Islander peoples in the communities in which we operate. We will continue to enrich the way we work through the ongoing engagement of Aboriginal and Torres Strait Islander peoples with relationships built on mutual respect, proactive communication and trust. This not only forms part of our corporate and social obligations as a leader in the construction industry, but supports our passion for making a real difference. We strive to continue to create a culture that connects Aboriginal and Torres Strait Islander peoples and other Australians.

Reference	Action	Deliverable	Timeline	Responsibility
REL-1	RAPWG supports the development, implementation and ongoing progression of the Reconciliation Action Plan.	RAPWG oversees the development, endorsement and launch of Reconciliation Action Plan commitments. Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAPWG, as well as other employees from across the country in various disciplines to ensure resources are adequate to achieve actions outlined.	July 2017 April 2018	National Indigenous Program Manager, RAPWG
REL-2	Establish and maintain mutually beneficial relationships with the local Traditional Custodian groups where BMD offices are located.	RAPWG will meet at least four times per year to monitor and report on Reconciliation Action Plan implementation.	August 2017, November 2017, February 2018, May 2018, August 2018, November 2018	National Indigenous Program Manager, Business Development Managers, General Managers
REL-3	Improve BMD's business systems for national reporting.	Update business systems and procedures ensuring project teams can record, identify and report on Indigenous relationships, engagement, employment and training.	December 2017	National Indigenous Program Manager, Business Systems Manager, RAPWG

Reference	Action	Deliverable	Timeline	Responsibility	Reference	Action	Deliverable	Timeline	Responsibility
REL-4	Demonstrate respect for Aboriginal and Torres Strait Islander peoples by continuing to seek and engage with communities to build and maintain relationships.	Increase early engagement with Traditional Custodian groups as a means to show respect and to provide opportunity which results in:	December 2018	National Indigenous Program Manager, Business Development Managers, General Managers, Estimating Managers, Project Managers, Safety Managers, Human Resources Manager	REL-6	Impress upon our key relationships the benefits of engaging, employing and procuring Indigenous solutions within their organisations.	Have significant discussions with key partners, subcontractors and suppliers, and demonstrate the outcomes through marketed opportunities or documented results.	July 2018	Group Board Chairman and Managing Director, Group Executive Director – Operations, National Indigenous Program Manager, General Managers, Business Development Managers, Corporate Communications Manager
		<ul style="list-style-type: none"> • increased Indigenous network • increased Indigenous project opportunities offered • increased culture and heritage awareness • an increase in recorded Indigenous involvement on projects. 							
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander peoples, communities and organisations.	July 2018						
REL-5	Establish key relationships with Indigenous consultants to form mutually beneficial relationships.	Continue to identify and action initiatives to strengthen relationships with local communities through give back initiatives.	July 2018		REL-7	Promote respectful and mutually beneficial relationships with Indigenous groups, organisations and people within BMD, through exposure to cultural awareness, and cultural expos within BMD's own workforce culture.	Celebrate and support NRW by providing opportunities to build relationships between our Aboriginal and Torres Strait Islander employees and other employees.	27 May – 3 June 2018	National Indigenous Program Manager, RAPWG, General Managers
							Organise at least one internal NRW toolbox talk in each state or territory BMD operates, as an opportunity to educate employees on the greater meaning of NRW.	27 May – 3 June 2018	
							Continue to encourage staff to support local community events to celebrate Aboriginal and Torres Strait Islander history, culture and achievements, and to recognise the contributions that Indigenous Australians have made, and continue to make to Australian society.	27 May – 3 June 2018	

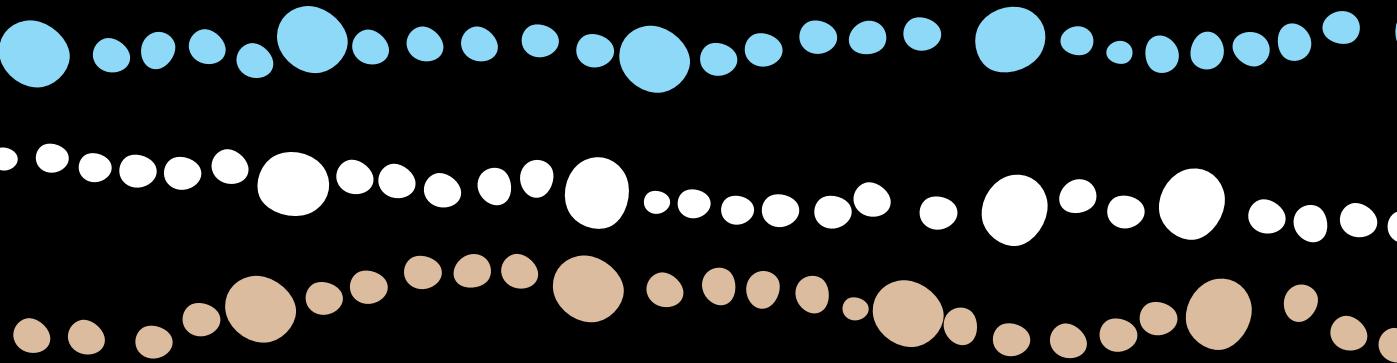
Reference	Action	Deliverable	Timeline	Responsibility
REL-8	Raise internal awareness of the Reconciliation Action Plan's significance, actions and responsibilities.	Develop and implement a communication strategy to communicate internal Reconciliation Action Plan directives, initiatives, benefits and achievements to all employees.	July 2017	National Indigenous Program Manager, RAPWG, General Managers
		Launch and celebrate the Reconciliation Action Plan through a series of internal communications or events.	July 2017	
		Promote the Reconciliation Action Plan to new starters at the induction stage ensuring awareness and mutual understanding of BMD's cultural commitments.	July 2017	
REL-9	Raise external awareness of the Reconciliation Action Plan.	Promote reconciliation through ongoing active engagement with stakeholders.	July 2018	National Indigenous Program Manager, Corporate Communications Manager, RAPWG
		Implement external awareness campaign to promote the release of the Reconciliation Action Plan.	July 2017	
REL-10	Engage and build relationships with Indigenous supply groups.	Continue to identify and engage relevant Indigenous organisations, including Supply Nation, to assist in procurement from Aboriginal and Torres Strait Islander businesses.	December 2018	National Indigenous Program Manager, RAPWG, Procurement Managers, Estimating Managers
		Cultivate relationships to identify suitable and relevant certified and registered businesses to meet BMD's needs.	July 2017	



RESPECT



BMD acknowledges and respects Aboriginal and Torres Strait Islander peoples' heritage, traditions and connection to the land. We aim to develop the cultural understanding of our employees, and become an employer of choice. We intend on doing this by providing opportunities to develop increased respect and demonstrate this value to our business.



Reference	Action	Deliverable	Timeline	Responsibility
RES-1	Assess current policies to facilitate a culturally inclusive work environment for all employees.	Investigate and develop or amend existing policies and procedures to ensure employees are aware of BMD's commitment to be a culturally respectful and inclusive workplace.	December 2017	National Indigenous Program Manager, RAPWG, Human Resources Manager, General Managers
	Conduct a review of cultural awareness training needs within our organisation. Deliver cultural awareness programs to executive management, office and site staff, nationally via specified training sessions.	Conduct a review of cultural awareness training needs within our organisation. Deliver cultural awareness programs to executive management, office and site staff, nationally via specified training sessions.	December 2017	
RES-2	Promote and participate in NAIDOC Week.	Establish an internal marketing and communication campaign that encourages participation in internal or external events.	July 2017 and 2018	National Indigenous Program Manager, RAPWG, General Managers, Corporate Communications Manager
		Continue to raise awareness and share information to office staff, site staff and current subcontractors and suppliers, on the greater meaning of NAIDOC Week.	July 2017 and 2018	
		Establish an internal NAIDOC Committee, with support of management, to oversee and coordinate one NAIDOC Week event in the capital city of each state or territory that BMD has an office.	July 2017 and 2018	
		Ensure our RAPWG participates in an external NAIDOC Week event.	July 2017 and 2018	
		Ensure NAIDOC Week events/activities are promoted in the employee 'Power Press' publication, 'Connections' magazine and 'RAP Up' newsletter.	July 2017 and 2018	

Reference	Action	Deliverable	Timeline	Responsibility
RES-3	Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols.	Capture baseline data on the level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements within BMD.	July 2018	National Indigenous Program Manager, RAPWG, Human Resources Manager, Business Systems Manager
		Formulate and deliver an internal awareness campaign to inform all office staff, site staff and engaged subcontractors of BMD's commitment to cultural awareness, respect and tolerances.	December 2017	
		Develop and implement a plan to raise awareness and understanding of the meaning and significance behind 'Acknowledgement of Country' and 'Welcome to Country' protocols (including any local cultural protocols).	July 2018	
		Establish and make available key local Aboriginal and Torres Strait Islander contacts to perform key Indigenous cultural protocols at events such as a 'Welcome to Country'.	December 2018	
		Continue to invite elders as VIPs, to provide 'Welcome to Country' for all significant internal and external events. Or, provide an 'Acknowledgement of Country' at the commencement of all functions, in the event an elder cannot be booked for a 'Welcome to Country'.	July 2018	
		Update current office and site induction protocols to ensure that cultural awareness, discrimination, Indigenous Engagement Strategy and Reconciliation Action Plan pursuits are presented and reinforced.	July 2017	

Reference	Action	Deliverable	Timeline	Responsibility
RES-4		Improve on early project engagement and cultural awareness protocols on project sites.	March 2018	National Indigenous Program Manager, General Managers, Business Systems Manager, Environmental Managers
		Review current BMD cultural heritage site protocols and improve upon or add protocols (where needed) that respectfully promote the consultation and management of cultural sites of significance.	March 2018	
		Incorporate early engagement protocols that further improve upon the respect of the local Aboriginal and Torres Strait Islander cultural and environmental concerns.	June 2018	
		Develop a cultural heritage and environmental database that captures knowledge gained from previous projects to benefit future interactions with the same Aboriginal and Torres Strait Islander groups going forward.	March 2018	
		Continue to embed cultural heritage management plans with site specific inductions and toolbox talks providing local input.	March 2018	

OPPORTUNITIES



BMD aims to create a supportive environment to inspire Aboriginal and Torres Strait Islander peoples to build long-term careers with us through the development of effective employment and retention strategies. We will continue to create mutually-beneficial opportunities for Aboriginal and Torres Strait Islander businesses and leave lasting legacies in the communities in which we operate.

As BMD sees our strengths in the quality of our people and our genuine relationships with clients, partners and communities, and also sees our success linked to our ability to deliver certainty through consistent performance, BMD will look to leverage these aspects of our business to then drive opportunity for Aboriginal and Torres Strait Islander organisations in the communities in which we work.

Reference	Action	Deliverable	Timeline	Responsibility
OPP-1	Promote and implement BMD's Indigenous Engagement Strategy, with an emphasis on attraction and recruitment, career development and retention.	Review recruitment processes to ensure that Aboriginal and Torres Strait Islander candidates are encouraged to apply.	March 2018	Human Resources Manager, National Indigenous Program Manager, Corporate Communications Manager, General Managers
		Review recruitment processes to ensure culturally appropriate aspects including support and guidance are available throughout the interview and onboarding process.	June 2018	
		Develop a report to consult and record on Aboriginal and Torres Strait Islander employment and training within the organisation and on a project by project basis.	December 2018	
		In greenfield environments, where possible, offer project information sessions in partnership with the local Indigenous group elders that educate the local community on what the project is, and what types of jobs can be offered to the local Aboriginal and Torres Strait Islander workforce. In addition, provide the opportunity for local workforce to present themselves and their CVs for consideration.	December 2018	
		Establish a mentoring program for our Aboriginal and Torres Strait Islander workforce to further develop leadership skills or to voice work related concerns or advice on career path opportunities.	December 2018	
		Engage and implement employment and retention strategies focusing on career development for office and labour Aboriginal and Torres Strait Islander employees.	December 2018	

Reference	Action	Deliverable	Timeline	Responsibility
OPP-2	<p>Continue to support Aboriginal and Torres Strait Islander peoples to enter the industry through:</p> <ul style="list-style-type: none"> • permanent hire • labour hire • joint venture partners • graduate program • partnering organisations • suppliers • recruitment. 	<p>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation and on our project sites.</p> <p>Build and maintain relationships, nationally with universities, and training institutions to develop pathways for students studying relevant fields.</p> <p>Engage established relationships, through labour hire companies and organisations such as Supply Nation, to assist BMD in pursuit of increasing opportunity for Aboriginal and Torres Strait Islander participation.</p> <p>Continue to engage with current BMD Aboriginal and Torres Strait Islander employees on progress of our employment, training and retention strategies.</p>	September 2017 March 2018 December 2018 August 2018	Human Resources Manager, Project Managers, General Managers, National Indigenous Program Manager

Reference	Action	Deliverable	Timeline	Responsibility
OPP-3	<p>Investigate opportunities to increase subcontractor and supplier diversity.</p> <p>Develop a business case for Aboriginal and Torres Strait Islander supplier diversity including an update to the existing procurement policies.</p> <p>Identify and promote Aboriginal and Torres Strait Islander organisations that are already established in BMD's subcontractor and supplier database.</p> <p>As corporate members of Supply Nation, utilise the subcontractor and supplier database, and Supply Nation resources to identify new businesses to engage for opportunities.</p> <p>Align BMD offices with Aboriginal and Torres Strait Islander certified (51%) or registered (50%) labour hire and training businesses.</p>	<p>Develop an internal information campaign on the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.</p> <p>Develop a business case for Aboriginal and Torres Strait Islander supplier diversity including an update to the existing procurement policies.</p> <p>Identify and promote Aboriginal and Torres Strait Islander organisations that are already established in BMD's subcontractor and supplier database.</p> <p>As corporate members of Supply Nation, utilise the subcontractor and supplier database, and Supply Nation resources to identify new businesses to engage for opportunities.</p> <p>Align BMD offices with Aboriginal and Torres Strait Islander certified (51%) or registered (50%) labour hire and training businesses.</p>	August 2017 August 2018 August 2017 August 2017 August 2018	National Indigenous Program Manager, Purchasing Manager, Estimating Managers

TRACKING PROGRESS



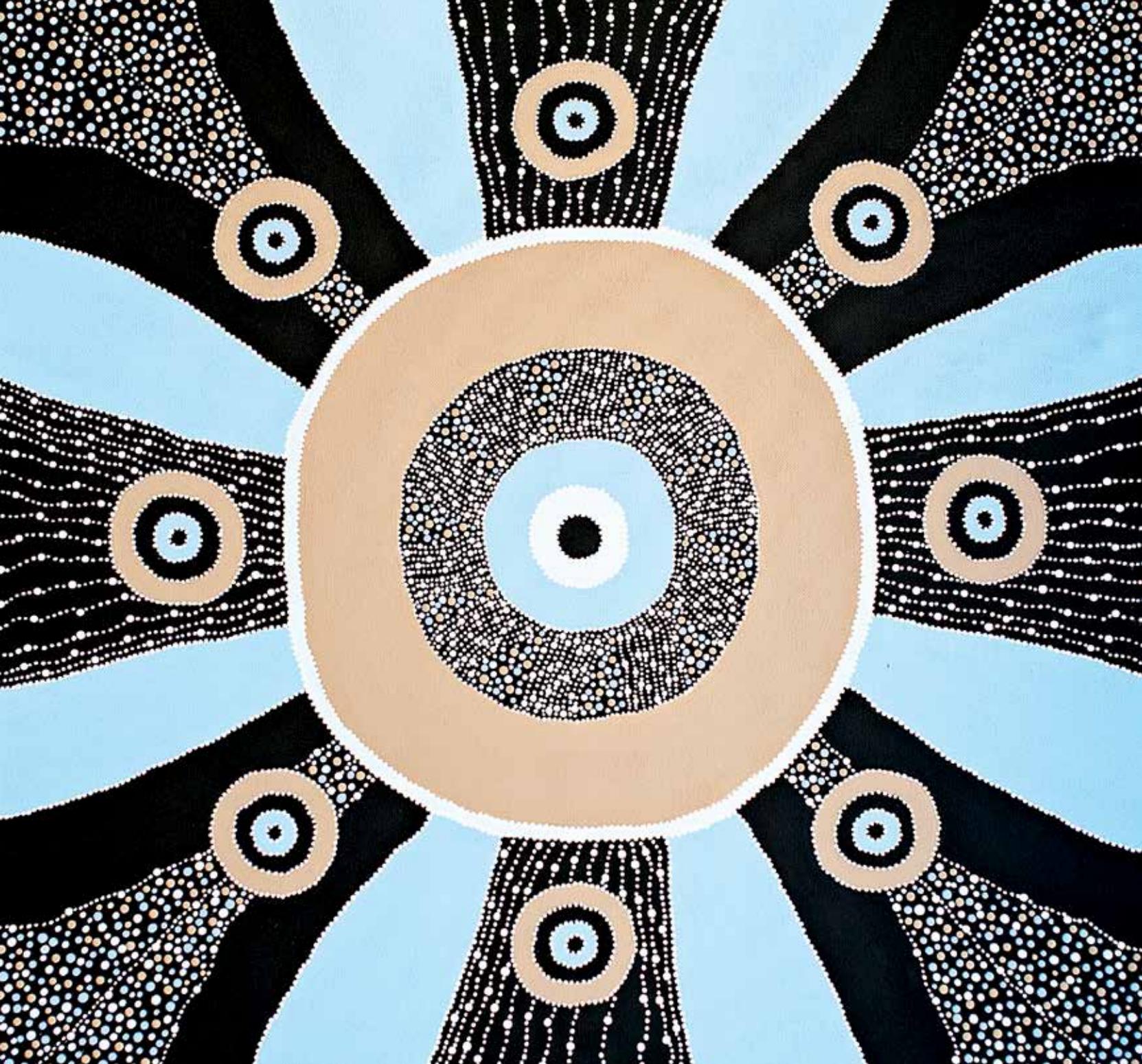
BMD is committed to achieving sustainable outcomes from our Reconciliation Action Plan and recognise tracking progress and performance against actions is critical to achieving change.

Reference	Action	Deliverable	Timeline	Responsibility
TP-1	Build support for the Reconciliation Action Plan.	Monitor progress of current Reconciliation Action Plan responsibilities and reporting.	September and December 2017, March, June and September 2018	National Indigenous Program Manager, RAPWG
		Drive progress of current Reconciliation Action Plan goals.	September 2018	
		Provide guidance on current Reconciliation Action Plan direction, implementation and progress.	September 2018	
		Define resources needs for ongoing Reconciliation Action Plan development and implementation.	September 2018	
TP-2	Report progress against the Reconciliation Action Plan targets.	Develop internal reporting mechanisms and systems to review, track, measure and report on Reconciliation Action Plan activities.	September 2017	National Indigenous Program Manager, RAPWG
		Consistently liaise with Reconciliation Australia on progress of Reconciliation Action Plan.	September and December 2017 and March, June and September 2018	
		Review and refresh Reconciliation Action Plan based on learnings, challenges and achievements.	September and December 2017 and March, June and September 2018	

Reference	Action	Deliverable	Timeline	Responsibility
TP-3	Ensure executive leaders monitor actions, responsibilities and timelines of the Reconciliation Action Plan.	Continuously report to the BMD Group Board of Directors on outcomes achieved against Reconciliation Action Plan objectives.	September, December 2017 and March, June and September 2018	National Indigenous Program Manager
TP-4	Report achievements, challenges and learnings to Reconciliation Australia.	Complete the annual Reconciliation Action Plan impact measurement questionnaire and submit to Reconciliation Australia.	September 2018	National Indigenous Program Manager, RAPWG
TP-5	Review, update and refresh BMD's Reconciliation Action Plan.	Continue to liaise with Reconciliation Australia to develop additional Reconciliation Action Plans based on learnings, challenges and achievements. Commence process of reviewing the success of the Reflect Reconciliation Action Plan and investigate development of an updated Reconciliation Action Plan. Submit to Reconciliation Australia three months prior to the Reconciliation Action Plan expiry date.	September 2018 June 2018	National Indigenous Program Manager, RAPWG



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CONTACT DETAILS

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