



Fulton Hogan Australia  
**RECONCILIATION  
ACTION PLAN**

**Innovate**  
July 2022 – June 2024





## FOREWORD

**Graeme Johnson,**  
**Fulton Hogan Australia Chief Executive Officer**

At Fulton Hogan our purpose is creating, connecting, and caring for communities.

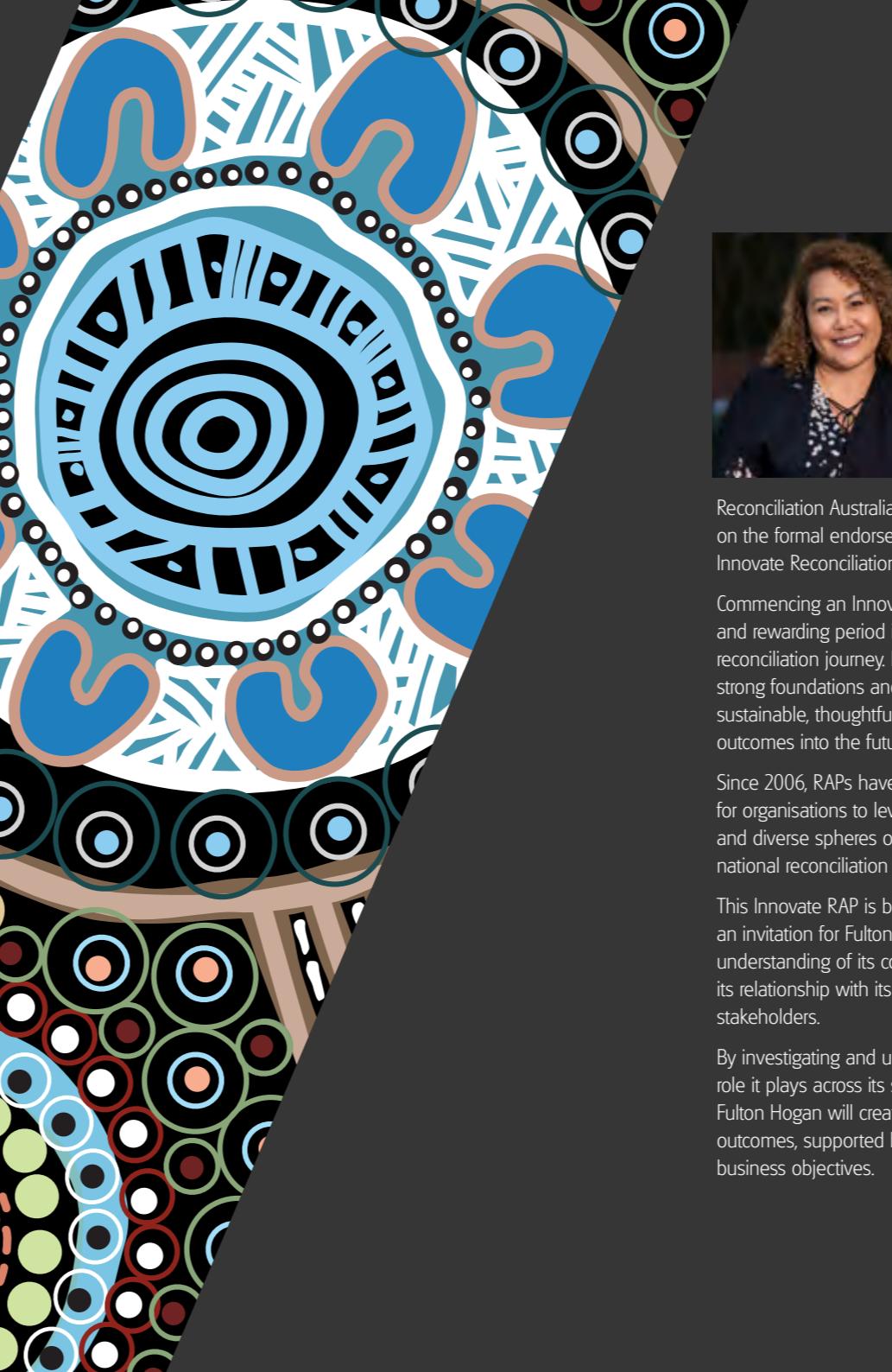
Our large geographic footprint and the strong sense of pride and ownership within our regional businesses and project sites means that we are locals, and seek to give back to the communities we live and work in. We believe we have a part to play in building equity between Aboriginal and Torres Strait Islander peoples and other Australians, and seek to take an active part in the reconciliation process.

We've taken what we've learnt from our Reflect Reconciliation Action Plan (RAP) and with our Innovate RAP, we will build on our vision for reconciliation – active, genuine and respectful engagement with Aboriginal and Torres Strait Islander communities and peoples in all regions to provide social and economic equality. Although we are proud of the steps we have taken, we know there is still much more to do.

As an infrastructure company that operates Australia-wide, we have a responsibility to lead a positive and sustainable legacy of improved infrastructure, respect for country, improved community relationships and increased employment and business opportunities for Aboriginal and Torres Strait Islander peoples in the good work that we do.

**Our REAL values; Respect, Energy and Effort, Attitude and Leadership form the basis of our commitment to reconciliation.**

- **Respect** – for Aboriginal and Torres Strait Islander cultures and communities and recognition as the Traditional Custodians of our land
- **Energy and Effort** – for reconciliation and engagement being everyone's responsibility
- **Attitude** – a genuine commitment to cultural awareness of our people and working together with Aboriginal and Torres Strait Islander communities and peoples to enhance opportunity and social equity
- **Leadership** – strong leadership across the organisation to doing the right thing and playing our part in reconciliation.



## STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

**Karen Mundine,**  
**Chief Executive Officer | Reconciliation Australia**

Reconciliation Australia commends Fulton Hogan 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 Fulton Hogan 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, Fulton Hogan will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

Implementing an Innovate RAP signals Fulton Hogan's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and plot 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 Fulton Hogan on your Innovate RAP and look forward to following your ongoing reconciliation journey.



## ACKNOWLEDGEMENT OF COUNTRY

Fulton Hogan acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land on which we work and live. We pay our respects to Traditional Custodians and Elders past, present and emerging across all nations and communities across the country. Our Innovate Reconciliation Action Plan is a commitment to our organisational support of reconciliation.



## ARTWORK AND STORY

**'Walking hand in hand'** was created by Aboriginal artist Luke Penrith for our Innovate Reconciliation Action Plan (RAP). It depicts a journey - coming together, acknowledging peoples' differences, celebrating our shared values and getting to know each other respectfully. Once that is achieved we can walk hand in hand on a journey together, all playing our part in reconciliation.

Major elements of the artwork include the three large circles. The green and red circle depicts building relationships, displaying our Fulton Hogan values by acknowledging Country and the Traditional Custodians of the land in which we live and work, providing opportunities for Aboriginal peoples and businesses and giving back to the community to create long lasting benefits. The blue and white circle represents partnerships, it symbolises people sitting around the campfire with everyone having a voice, truth telling and building trust. The earth coloured circle is collaboration. Once the respect and trust is visible that's when real collaboration happens.

The two boomerangs towards the top represent standing side by side together, with the lines and dots symbolising the journey. The lands, waterways and seas across Australia where Fulton Hogan works are also depicted in the artwork.



## ABOUT THE ARTIST

Luke Penrith is a modern contemporary Aboriginal Artist living in Bungle NSW, Wiradjuri Country. His ancestry is connected through the Wiradjuri, Wotjobaluk, the Yuin and the Gumbaynggir Nation.

"My bloodlines run deep through the rivers, the mountains, the coastline and the plains. I am a father of five children and play an active role in their education and cultural development. Cultural and heritage frameworks are paramount to my family." Luke Penrith

Luke is the owner of Luke Penrith Arts & Designs and was previously a Director of an Aboriginal civil construction business and has worked with Fulton Hogan through both organisations in recent years.

## OUR VISION FOR RECONCILIATION

Fulton Hogan's vision for reconciliation is for active, genuine and respectful engagement with Aboriginal and Torres Strait Islander communities and peoples in all regions to support social and economic equality through employment and procurement in our infrastructure projects and operations. Our vision for reconciliation builds upon our community foundations of "Creating, connecting, and caring for communities" and will make us a successful and enduring infrastructure company.

We will use our REAL values (Respect, Energy & Effort, Attitude and Leadership) to drive Aboriginal and Torres Strait Islander cultural awareness and education within our organisation and industry. We will strive to lead a positive and sustainable legacy of improved infrastructure, respect for Country, improved community relationships and increased employment and business opportunities for Aboriginal and Torres Strait Islander peoples in the good work that we do.





## OUR BUSINESS

Fulton Hogan delivers high-quality infrastructure to improve the lives of people in Australia and New Zealand every day. Our 8,000+ strong team across both Australia and New Zealand works in every kind of weather creating, connecting, and caring for communities. After nearly 90 years in business, we believe that resilient infrastructure will help tackle the challenges of a changing world, and we invest and innovate to play our part.

The success of Fulton Hogan can be attributed to the strong values established by our founders, Jules Fulton and Bob Hogan. We continue to base our decision making on our REAL values – respect, energy and effort, attitude and leadership. Our culture embraces individual differences and we reap the rewards this brings, in terms of positive business and people outcomes.

From the 1980s, when the company first entered the Australian market through to today, Fulton Hogan has continued to grow and prosper. The dynamic nature of our business in Australia is reflected in our organisational structure with three key business streams – Infrastructure Services, Construction and Utilities – all operating within the one Fulton Hogan, where everyone contributes to our purpose of 'creating, connecting, and caring for communities.'

Today Fulton Hogan operates from 50 locations across Australia, and many more client and project sites. We have been responsible for delivering some of Australia's largest and most complex infrastructure projects across the roads, airports, rail, defence, telecommunications, water, utilities, ports, infrastructure maintenance and energy sectors.

Having such a large geographic footprint has enabled Fulton Hogan to offer employment and business opportunities, either directly and indirectly, to Aboriginal and Torres Strait Islander communities across the country. Currently Australia-wide, Fulton Hogan employ approximately 3763 staff with 98 (2.6%) who identify as Aboriginal and/or Torres Strait Islander people.

Fulton Hogan has always had strong instincts to 'do the right thing' for the long term – it's a good part of the reason we are approaching our tenth decade as a sustainable and ongoing entity, and in April 2021 we formally adopted a refreshed sustainability framework of People, Planet and Prosperity, brought to life through Partnerships.

Our people and communities are at the heart of everything we do. As leading employers, skilled workers, and good citizens, we need to ensure what we do benefits everyone and builds resilient communities. We provide opportunities for people of all walks of life, and in places where quality jobs and rewarding work options can be limited. We are local and seek to give back to the communities we live and work in.

Our sphere of influence for reconciliation includes all of our employees and also a broad range of external stakeholders including sub-contractors, preferred suppliers, our clients, our peers in the construction and infrastructure industry, and the communities in which we operate. In alignment with our community purpose, we have a track record of collaborating with external stakeholders and networking groups and will continue this as part of our reconciliation journey.

Respect, Energy and Effort, Attitude and Leadership encapsulate what Fulton Hogan stands for and will form the basis of our commitment to reconciliation.

For further information about Fulton Hogan's values please refer to [www.fultonhogan.com/our-story/our-values-and-behaviours/](http://www.fultonhogan.com/our-story/our-values-and-behaviours/)





## OUR RAP



Our Innovate RAP is a demonstration of Fulton Hogan's strong continuous commitment to reconciliation. Fulton Hogan acknowledges that many Aboriginal and Torres Strait Islander peoples have and continue to endure significant hardship and inequality. Our reconciliation journey strives for equity between Aboriginal and Torres Strait Islander peoples and other Australians by providing opportunities for positive outcomes for education, employment, business and community engagement.

At Fulton Hogan our purpose is "creating, connecting, and caring for communities" and as Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of the land, we recognise that Aboriginal and Torres Strait Islander communities are an essential part of our community. We believe that our diverse range of infrastructure services and our empowered regional model provides a strong opportunity for genuine engagement with Aboriginal and Torres Strait Islander peoples and communities.

Our Innovate RAP will focus on internal and external strategies and activities to achieve our reconciliation commitments. We will continue to develop and provide cultural awareness support for our employees and to demonstrate respect for the rich cultures of Aboriginal and Torres Strait Islander peoples in our operations. We will continue to support our business partners, clients, suppliers and community stakeholders in their reconciliation and engagement strategies. This Reconciliation Action Plan outlines our commitment.

Our commitment to reconciliation comes from our Board, our Group Executive and our Australian Chief Executive Officers who have all been instrumental in driving our reconciliation journey which forms a key element of our overall sustainability strategy. Fulton Hogan has had a long track record of active Aboriginal and Torres Strait Islander engagement and we formally established our RAP Working Group in 2018. Our RAP Working Group is championed by our Fulton Hogan Australia CEO, Graeme Johnson, along with our business stream CEOs.

Our RAP Working Group consists of a diverse geographical group of Aboriginal and Torres Strait Islander people and non-Indigenous Fulton Hogan employees. Each member of the working group has brought a diverse set of skills from both an operational and management perspective and also across a range of key functions including Human Resources, Sustainability, Commercial and Administration.

- Andrew Craig (Workforce Participation & Training Manager and Co-Chair of RAP Working Group) (Gāmaiti)
- Rhon Dobbs (National Procurement Manager and Co-Chair of RAP Working Group)
- Jesse Pigram (Aboriginal Participation Coordinator) (Yawuru and Bardi)
- Clannig Beary Cogill (HR Administrator) (Quandamooka)
- Shannon Flugge (Maintenance Engineer) (Noongar)
- Roy Bracken (General Manager - EHSQ - Infrastructure Services)
- Richard Cowley (Project Contracts Manager)
- Steve Hall (General Manager - Utilities NSW/ACT)
- Kely Lappin (National Communications Manager)
- Sarah Marshall (General Manager - People, Safety and Sustainability - Construction)
- Nicolle Zwemer (Training Manager)
- Andrew Macrae (General Manager - Eastern Region Construction)
- Lisa Brown (National Senior People Advisor)



We would also like to acknowledge the former RAP Working Group members that have made a strong contribution to our Reflect RAP actions and the early stages of our Innovate RAP.

As part of the development of our Innovate RAP we have consulted with a number of trusted external advisors from Aboriginal and Torres Strait Islander communities as an informal advisory group.

- Luke Penrith - Luke Penrith Art & Design, Business Owner/Artist
- Mathew Cornwell - Ngurra Advisory, Managing Director



“ I’m really proud that Fulton Hogan is showcasing my artwork. It has the ability to start a conversation about what country you’re working on, who the Traditional Owners and being able to start making those connections to the local community. I look forward to seeing Fulton Hogan’s projects across the country and seeing my deadly artwork across your publications. ”

Luke Penrith

“ As an Aboriginal owned and controlled business, it has been inspiring to see the level of commitment coming from the team at Fulton Hogan to provide a range of employment and procurement opportunities for our people through their projects. These opportunities directly contribute to the economic prosperity of Aboriginal communities which is an integral pillar of the reconciliation movement. We look forward to seeing the range of successes that will be achieved through their Innovate RAP. ”

Mathew Cornwell.

During our Reflect RAP in 2019/20 Fulton Hogan met its key objectives and activities. During the Reflect RAP period and in the subsequent period leading up to the endorsement of our Innovate RAP we have had many highlights including:

- We have maintained a consistent level of Aboriginal and Torres Strait Islander peoples employment between 2.2 to 2.8%.
- Over these past two financial years we engaged with 75 First Nations businesses with a cumulative spend of \$50M.
- We integrated an online Cultural awareness training program for 750 employees as part of our online training platform.
- We have commenced a long term partnership with the Clontarf Foundation to support education and employment outcomes for Aboriginal and Torres Strait Islander youth.
- Successful Reflect RAP launch events were held in all states across Australia with over 500 people in attendance including clients, suppliers, employees and Traditional Owners and community representatives.
- We have seen a significant increase in community engagement and cultural acknowledgement across the business and projects.
- Continued membership of Supply Nation, including representation on their Leadership Roundtable, and new memberships with Kinaway, Yarpa Business Hub and NSW Indigenous Chamber of Commerce.

Whilst we have had some great progress, there are a number of observations and learnings from our Reflect RAP period and a recognition that we are still in the early stages of our formal reconciliation journey. A positive key observation was that the communications and launch of our Reflect RAP generated a strong wave of engagement and support from our employees. The commitments within the RAP and the ceremonial stature of the RAP program was seen as a major positive initiative by many of our people and stakeholders.

#### One of the learnings from the Reflect RAP period was in relation to how to best harness our diverse business structure, regional empowerment and highly operational focus to continue to roll out detailed plans and activities. Our structure presents challenges in communicating and to roll out initiatives across hundreds of managers and thousands of employees. Despite this we have achieved much progress since the establishment of our Reflect RAP. In our Innovate RAP we will continue to develop our communications and the depth and breadth of our engagement with our employees and will establish regional working groups to help cascade our strategies and plans across all regional operations.

#### There are many examples of success stories of our activities

during this period which have shown increased engagement

with and support for community, respect for culture and

increased opportunities for employees and First Nations

businesses. We outline a few of these examples in Case

Studies in this Innovate RAP.

This Innovate RAP has been approved and endorsed by our Fulton Hogan Australia CEO, Graeme Johnson, along with our business stream CEOs, Peter Curl (CEO Infrastructure Services), Lee Revell (CEO Utilities) and Brett Smiley (CEO Construction).



We have included five case studies to demonstrate our good work and progress of reconciliation. These have a focus on the three key areas of Respect, Relationships and Opportunity.



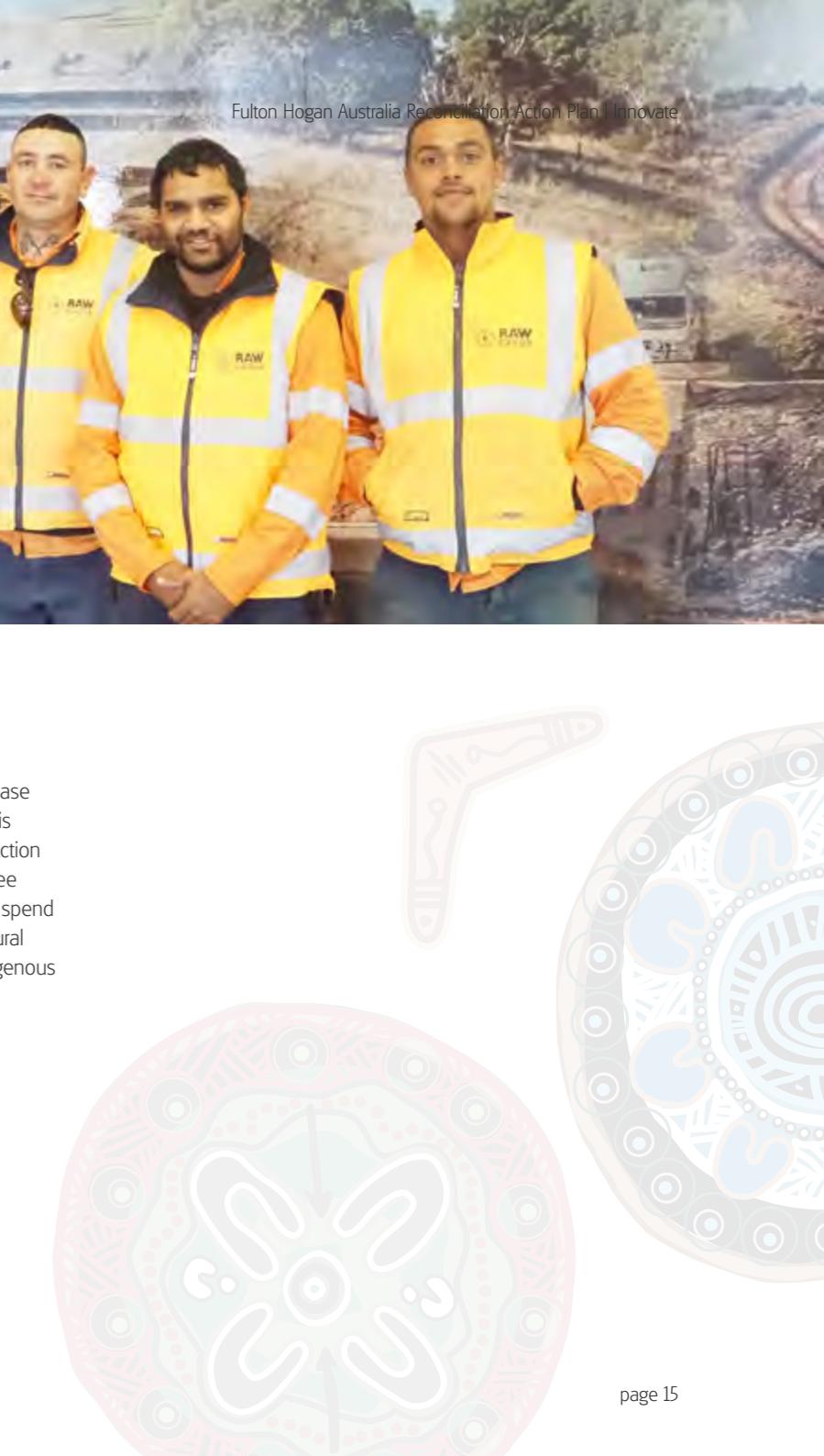
## 1. COMMUNICATION BUSINESS APPRENTICES

Fulton Hogan are committed to supporting social and economic equality through employment and procurement for communities and peoples in all regions where we operate – including Aboriginal and Torres Strait Islander communities.

"Engaging with local Aboriginal and Torres Strait Islander community and providing opportunities for skilled training and development experiences is a priority for us," says Lee Revell, CEO Fulton Hogan Utilities.

Working with Aboriginal Business Enterprise, RAWsa, the Utilities business recently welcomed eight new Aboriginal apprentices as part of our NBN Co. works. In collaboration with the Civil Construction Federation SA (CCF SA) our new team members are undertaking Certificate III & IV in Civil over the next three years, while gaining exposure to a range of civil construction projects in our Communications business.

"This initiative is just one example of the significant increase in First Nations engagement across Fulton Hogan which is helping us to meet the objectives of our Reconciliation Action Plan (RAP)" says Lee. "This includes growing our employee numbers of Aboriginal and Torres Strait Islander peoples, spend with First Nations businesses and strengthening the cultural acknowledgment and awareness amongst our non-Indigenous workforce."





## 2. NEWELL HIGHWAY

Located just a stone's throw away from the Queensland border in the remote north-western parts of New South Wales (NSW), the Newell Highway Upgrade – Mungle Back Creek to Boggabilla team delivered a 28-kilometre upgrade of the nationally significant freight route which connects Queensland to Victoria through inland NSW.

Despite the remoteness of the site, and the high unemployment rate in the small rural village of Boggabilla, the project team went above and beyond in creating new pathways for inclusion in the workforce through its Aboriginal and Torres Strait Islander engagement and employment programs.

Over the course of the project, up to 115 staff and contractors – including many local First Nations people – were employed, leading to opportunities for training and employment throughout the region.

Nearly 50 people in the workforce identified as Aboriginal and/or Torres Strait Islander people, representing nearly 20% of the total project hours worked. In comparison, most construction projects of a similar size struggle to reach more than 6% Aboriginal and Torres Strait Islander team members.

"In today's world, construction projects are more than just descending on a town to build a road, bridge, airstrip or dam. It is important that we employ local workers and buy locally to support regional communities, particularly as they stare down challenges like drought and now the economic downturn associated with the COVID-19 pandemic," say Project Manager, Brooke Emmett.

"Carl is a respected local First Nations leader and was instrumental in leading field workshops and educational talks on culture to help our project team understand the local Aboriginal history and cultural differences, says Brooke.

Under Brooke's leadership, the team looked for innovative ways to engage local First Nations workers and provide upskilling to those keen on joining the project; this included rolling out a school-based traineeships for two female First Nations Year 11 students, in addition to supporting community events such as, NAIDOC Day celebrations at Boggabilla Central School and Toomelah Public School, North Star Show Jumping Event, and Goondiwindi Kindergarten.

To support greater cultural understanding within the team, Brooke initiated cross-cultural awareness for non-Indigenous staff through community connections to enhance greater inclusion and acceptance within the team. Cultural Heritage Advisor, Carl McKay, joined the project team and there was regular engagement with Local Land Services, including site visits by the Travelling Stock Reserve Ranger and representatives of Moree Plains Shire Council and Goondiwindi Regional Council.

The Clontarf Foundation is a not-for-profit organisation that exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men, and by doing so equips them to participate more meaningfully in society to achieve their full potential.

Currently, 9000 students are participating in the Clontarf Foundation program, across 122 academies and in many locations where Fulton Hogan sites co-exist.

This presents an exciting opportunity for Fulton Hogan to support Aboriginal and Torres Strait Islander communities through the delivery of tangible achievements in education and employment.

## 3. CLONTARF FOUNDATION

In late November 2020, as part of Fulton Hogan's reconciliation journey, a new Australia-wide partnership with the Clontarf Foundation was announced.

The Clontarf Foundation is a not-for-profit organisation that exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men, and by doing so equips them to participate more meaningfully in society to achieve their full potential.

"Everyone at Fulton Hogan has been great so far, and I would encourage my friends to work with them too if the opportunity comes up," says Lane.

The future is bright for Lane, who recently picked up the Clontarf Spirit Award at his school's annual Clontarf awards. Lane has recognition for his positive attitude, resilience, maturity and commitment to balancing his studies and work responsibilities. Lane credits his time at the Clontarf Academy as a contributing factor to his recent academic and professional success.

"The Clontarf Academy has taught me the discipline I need to be committed to my job," says Lane.

Lane will continue to complete his senior studies alongside his work experience and he hopes to build a longer-term career with Fulton Hogan.



## 4. MAGGIE DALEY

As a leading employer, Fulton Hogan works hard to provide opportunities for people of all walks of life, and in places where quality jobs and rewarding work options can be limited. This is evident in the case of Maggie Daley.

As a proud Gamilaraay woman, Maggie spent the first six years of her life growing up on Gamilaraay country around Moree in northern New South Wales (NSW), until she moved to Yamba-Yaegl country; this is where Maggie predominately lived for her teenage years.

Growing up Maggie spent a lot of her time with her Father and Brother hunting, fishing and yabbing on the river banks of the Gwydir and McIntyre rivers. This love for the outdoors eventually drove her to consider a career in the construction industry.

Having joined Fulton Hogan in 2015, Maggie's career has flourished since her arrival over seven years ago. Initially employed as a Storeperson on the Foxground and Berry bypass on the South Coast of NSW, Maggie has consistently taken on more responsibilities over the course of each new construction project.

Maggie is currently a Foreperson leading a team on the Sydney Roads Asset Performance (SRAP) Project for the Transport of NSW. This promotion follows her previous success leading several different construction teams in the delivery of major transport infrastructure projects across NSW, including the Northern Beaches B-Line Project and Albion Park Rail bypass.

Maggie credits Fulton Hogan's strong culture of continuous learning and development as a reason for her career progression and personal growth.

"The company has consistently offered me training and development opportunities throughout my career with them. As a result of this, I've managed to upskill by gaining various construction tickets and become more confident in my role and as a leader."

"Fulton Hogan seems to focus on developing a person as a whole, not just a targeted or specific area. Ultimately that is the key to success for the business and the individual," says Maggie.



## 5. NOWRA BRIDGE

The Nowra Bridge Project, currently being delivered by Fulton Hogan on the South Coast of New South Wales (NSW), will have a long-term positive impact on the entire NSW region, with particular meaning and benefits for the local Aboriginal community.

A key cultural element of the project was the recently completed Aboriginal mural in the Community Display Centre that came about through Fulton Hogan's partnership with South Coast Medical Service Aboriginal Corporation and NSW Justice.

"We are excited to see the legacy this project will leave for people in the Nowra community and are proud of the part we will play in bringing it to life."

"Our project team has enormous respect for the local community and the country in which we work. This commitment to the community is reflected through initiatives like this mural, and is more than 13 percent of the Nowra Bridge Project workforce coming from an Aboriginal background," says Con.

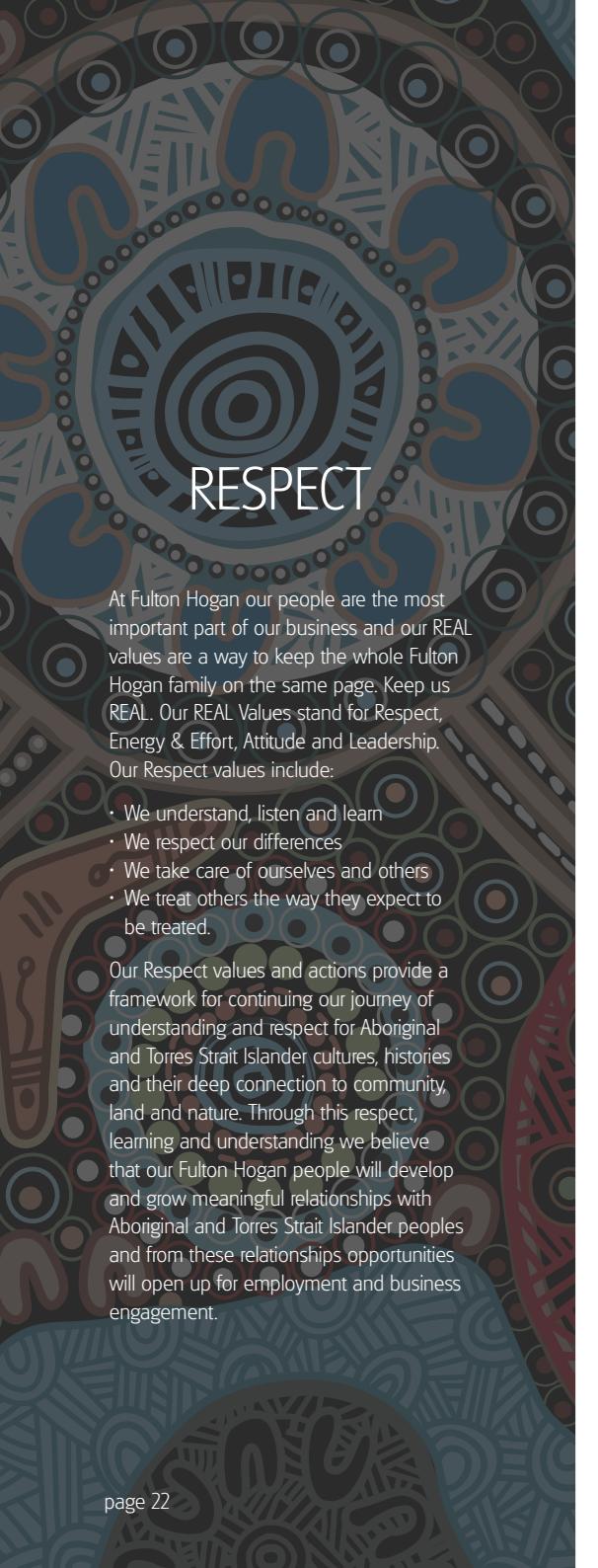


## RELATIONSHIPS

Fulton Hogan's vision and purpose incorporates a strong focus of "Creating, connecting with, and caring for communities." We acknowledge the importance of building strong and enduring relationships with Aboriginal and Torres Strait Islander Traditional Owners and Communities as a key strategy of maintaining a sustainable and enduring business. It is these relationships that will open the doors to opportunities for education, employment, business and community engagement with Aboriginal and Torres Strait Islander peoples and strive for social and economic equality. Our people and communities are at the heart of everything we do. As leading employers, skilled workers, and good citizens, we need to ensure what we do benefits everyone and builds resilient communities.

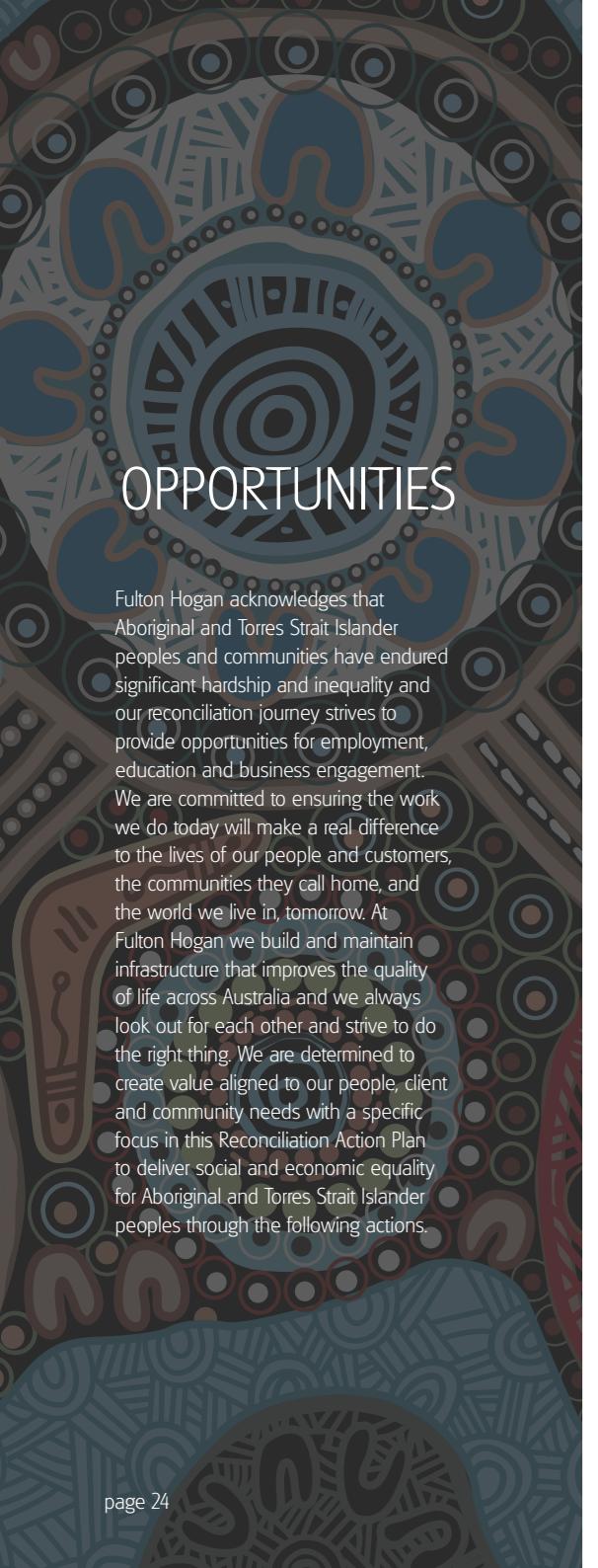
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, including formalising engagement plans with community in our Participation Plans for major projects and our fixed operating sites.	September 2022	Co-Chairs RAP Working Group
	Support capability of our regional managers to successfully engage with Aboriginal and Torres Strait Islander community members.	November 2022	Co-Chairs RAP Working Group
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement in the communities in which we operate.	December 2022	Co-Chairs RAP Working Group with Regional GMs
	Maintain, support and formally review our partnership annually with Clontarf Foundation.	November 2022, November 2023	National Communications Manager
	Maintain the network of Fulton Hogan regional champions for our Clontarf partnership and active community engagement and formally review annually.	November 2022, November 2023	National Communications Manager
	Establish an Aboriginal and Torres Strait Islander Advisory Group for ongoing relationship development and consultation and feedback on reconciliation actions.	September & November 2022, February & August 2023 & 2024	Co-Chairs RAP Working Group
2. Build relationships through celebrating National Reconciliation Week (NRW).	Build NRW planning and activities into our corporate calendar and engage with regional management teams to support regional participation.	July 2022 & 2023	National Communications Manager
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	July 2022 & 2023	National Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023 & 2024	Co-Chairs RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023 & 2024	Co-Chairs RAP Working Group
	Organise at least one NRW event each year in all Fulton Hogan regions.	27 May- 3 June, 2023 & 2024	Co-Chairs RAP Working Group with Regional GMs
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 & May 2024	National Communications Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation by developing an internal communications plan for all employees.	July 2022 & 2023	National Communications Manager
	Communicate our commitment to reconciliation publicly including;	Review July 2022 and 2023	National Communications Manager
	<ul style="list-style-type: none"><li>• an update to our website content to share our RAP status</li><li>• regular updates on our LinkedIn page to share appropriate stories and case studies.</li><li>• Active engagement in Supply Nation events.</li></ul>		
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including supporting clients and collaborating with key suppliers.	Quarterly June, September, December & March 2022, 2023 2024	Co-Chairs RAP Working Group
	Develop quarterly review process and schedule of planned stakeholder collaboration sessions.	Quarterly June, September, December & March 2022, 2023, 2024	Co-Chairs RAP Working Group
4. Promote positive race relations through anti-discrimination strategies.	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Quarterly June, September, December & March 2022, 2023, 2024	Co-Chairs RAP Working Group
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	Head of HR/People
	Review, update, and communicate Fulton Hogan's anti-discrimination policy for our organisation.	October 2022	Head of HR/People
	Engage with Aboriginal and Torres Strait Islander employees and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2022	Head of HR/People
	Educate senior leaders on the effects of racism and unconscious bias.	October 2022	Head of HR/People



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation. Consult our Aboriginal and Torres Strait Islander employees and advisors on the development and implementation of a cultural learning strategy. Develop, implement and communicate a cultural learning strategy for our employees and build into Fulton Hogan's training program and platform. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning and build into annual employee development plans.	September 2022 September 2022 March 2023 July 2022 & 2023	Head of HR/People Head of HR/People Head of HR/People Head of HR/People with RAP Working Group
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Develop, implement and communicate a Cultural Protocol document, including protocols for Welcome to Country and Acknowledgement of Country. Develop and include details of our Reconciliation Action Plan and include an Acknowledgement of Country into the Fulton Hogan Blue Blood program, Engineers Development Program and Induction material. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: <ul style="list-style-type: none"><li>• Building into engagement/participation plans for all new major project kick offs</li><li>• To recognise NRW and NAIDOC week or other culturally significant events</li><li>• At one of our Board Meetings held in Australia.</li></ul>	July 2022 July 2022 July 2022 Review quarterly September, December, March & June 2022, 2023, 2024.	Co-Chairs RAP Working Group Co-Chairs RAP Working Group Head of HR/People Co-Chairs RAP Working Group
	Provide guidance in our Cultural Protocol document for the inclusion of an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including: <ul style="list-style-type: none"><li>• RAP Working Group meetings</li><li>• Australian based Board meetings, and</li><li>• Other senior leadership meetings.</li></ul>	July 2022	Co-Chairs RAP Working Group
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Build NAIDOC week planning and activities into our corporate calendar and engage with regional management teams to support regional participation. RAP Working Group to participate in an external NAIDOC Week event. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week and communicate to managers annually. Promote and encourage participation in external NAIDOC events to all staff. Regional main offices to hold one NAIDOC week event each year and all other locations and project sites encouraged to host an event each year.	First week in July, 2022 and 2023 First week in July, 2022 and 2023 June, 2023 and 2024 First week in July, 2022 and 2023	National Communications Manager Co-Chairs RAP Working Group Head of HR/People Co-Chairs RAP Working Group with Regional GM
8. Build opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultural practises	Review HR policies to support of cultural leave entitlements/policy for Aboriginal and Torres Strait Islander staff including leave for sorry business, ceremonial and cultural obligations, and other significant cultural learning and events including NRW and NAIDOC week events. Engage and consult with our Aboriginal and Torres Strait Islander employees and Advisory Group to assist in the development of recommendations for cultural leave. Develop cultural leave policy recommendations for formal management review.	March 2023 March 2023 July 2023	Head of HR/People Head of HR/People Head of HR/People





## OPPORTUNITIES

Fulton Hogan acknowledges that Aboriginal and Torres Strait Islander peoples and communities have endured significant hardship and inequality and our reconciliation journey strives to provide opportunities for employment, education and business engagement. We are committed to ensuring the work we do today will make a real difference to the lives of our people and customers, the communities they call home, and the world we live in, tomorrow. At Fulton Hogan we build and maintain infrastructure that improves the quality of life across Australia and we always look out for each other and strive to do the right thing. We are determined to create value aligned to our people, client and community needs with a specific focus in this Reconciliation Action Plan to deliver social and economic equality for Aboriginal and Torres Strait Islander peoples through the following actions.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review and update our Diversity and Inclusion strategies and business plans to support employment outcomes for Aboriginal and Torres Strait Islander peoples. Conduct a survey campaign to provide a culturally safe opportunity for all employees to self-identify as Aboriginal and Torres Strait Islander people in Fulton Hogan's HR system for future targeted engagement. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. Develop plan and engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, including <ul style="list-style-type: none"><li>Ensuring all Aboriginal and Torres Strait Islander employees have formal annual development plans, and</li><li>Ongoing development of targeted traineeship and apprenticeship opportunities.</li></ul> Develop a strategy to increase Aboriginal and Torres Strait Islander placements in our annual graduate recruitment program. Establish process for recruitment of Aboriginal and Torres Strait Islander employees, including: <ul style="list-style-type: none"><li>Establish arrangements for advertising job vacancies and/or engage with approved Aboriginal and Torres Strait Islander recruitment businesses to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li><li>Review job roles where we can apply for a Fair Work exemption to recruit for Aboriginal and Torres Strait Islander identified positions.</li></ul> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace and update in all management system process maps and procedures. Increase the percentage of Aboriginal and Torres Strait Islander direct employees in our workforce with a national target of 3% by end of Financial Year 2022/23 and 3.5% by end of Financial Year 2023/24. Develop state and territory based targets with Regional General Managers for each year to achieve overall national targets.	September 2022 & September 2023 September 2022 September 2022 & 2023 October 2022 & 2023 October 2022 & 2023 April 2023 & 2024 September 2022 September 2022 June 2023 and 2024.	Head of HR/People Head of HR/People
10. 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, including the development of an appropriate Tier 2 engagement strategy. Continue active engagement with Supply Nation and ongoing membership and contribution to Leadership Roundtable (subject to ongoing invitation). Each State apply for membership with regional Indigenous Chambers of Commerce and other business memberships. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff, including classification of these businesses in procurement systems and quarterly updates of supplier lists on the RAP intranet page. Develop and publish case studies of Fulton Hogan engagement with Aboriginal and Torres Strait Islander businesses on the RAP intranet page and other internal communication channels to highlight our social impact and to provide examples to encourage employees to identify future supplier engagement opportunities. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses and update in all management system process maps and procedures. Educate regional procurement, commercial and pre-contract teams on Aboriginal and Torres Strait Islander businesses and supply chain opportunities. Each regional procurement teams to attend at least one Indigenous First Nations business events and trade shows in their local communities. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses and increase our engagement through the establishment of targets for FY22/23 and FY23/24 at all business stream and regional levels.	September 2022 August 2022 & 2023 September 2022 Review quarterly September, December, March & June 2022 - 2024 Review quarterly September, December, March & June 2022 - 2024 July 2022 & 2023 July 2022 & 2023 Annual review June 2023 & 2024 July 2022 & 2023	National Procurement Manager National Procurement Manager Regional GMs National Procurement Manager National Communications Manager National Procurement Manager Co-Chairs RAP Working Group Co-Chairs RAP Working Group with Regional GMs National Procurement Manager with Regional GMs



Action	Deliverable	Timeline	Responsibility
11. 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.	Review quarterly March, June, September & December 2022, 2023, 2024	Co-Chairs RAP Working Group
	Establish and apply a Terms of Reference for the RWG.	September 2022	Co-Chairs RAP Working Group
	Meet at least four times per year to drive and monitor RAP implementation, status of actions and develop RWG communications to employees and stakeholders.	Review quarterly March, June, September & December 2022, 2023, 2024	Co-Chairs RAP Working Group
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for the RAP Working Group and the RAP implementation and ongoing management, including the engagement with the following functional and regional groups: <ul style="list-style-type: none"><li>National HR/People working groups</li><li>Communications &amp; Partnerships groups</li><li>Commercial &amp; Procurement groups</li><li>Cross business regional groups in all states and territories</li></ul> Engage our senior leaders and other staff in the delivery of RAP commitments and include KPIs for our Senior Leadership Team (SLT) members.	Annual review July 2022 & 2023	Co-Chairs RAP Working Group
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Review quarterly March, June, September & December 2022, 2023, 2024	Co-Chairs RAP Working Group
	Maintain internal RAP Champion from the CEOs of our Australian business streams.	Annual review July 2022 & 2023	Co-Chairs RAP Working Group



Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence. Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	June 2023, 2024 (and annually)	Co-Chairs RAP Working Group
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	1 August 2022, 2023 (and annually)	Co-Chairs RAP Working Group
	Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	30 September 2022 & 2023 (and annually)	Co-Chairs RAP Working Group
	Report RAP progress to all staff and senior leaders quarterly.	Review quarterly September, December, March & June 2022 - 2024	National Communications Manager
	Publicly report our RAP achievements, challenges and learnings, annually on our website.	June 2023 & 2024	National Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Co-Chairs RAP Working Group
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2024	Co-Chairs RAP Working Group

#### Contact details for public enquiries

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