

LOCAL AND INDIGENOUS EMPLOYMENT ENGAGEMENT AND TRAINING PLAN

DRAFT

Approvals and Reviews

Local & Indigenous Employment Engagement and Training Plan

Project	CopperString 2.0
Client	CuString Pty Ltd
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Revision History

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1. Introduction

The purpose of the CopperString 2.0 project is to connect the North-West Minerals Province (NWMP) of Queensland to the National Electricity Grid. This will not only allow existing loads in the Mt Isa and Cloncurry areas to be fed from the National Electricity Market NEM, but also provide access to new mining loads and opportunity for connection of renewable generation.

1.1 Project Scope

The CopperString 2.0 Project (the Project) is an extra high voltage transmission system intended to connect the North-West Power System (NWPS) near Cloncurry and Mount Isa to the Powerlink network and National Electricity Market (NEM) at Woodstock. Figure 1 below provides an overview of the Project.

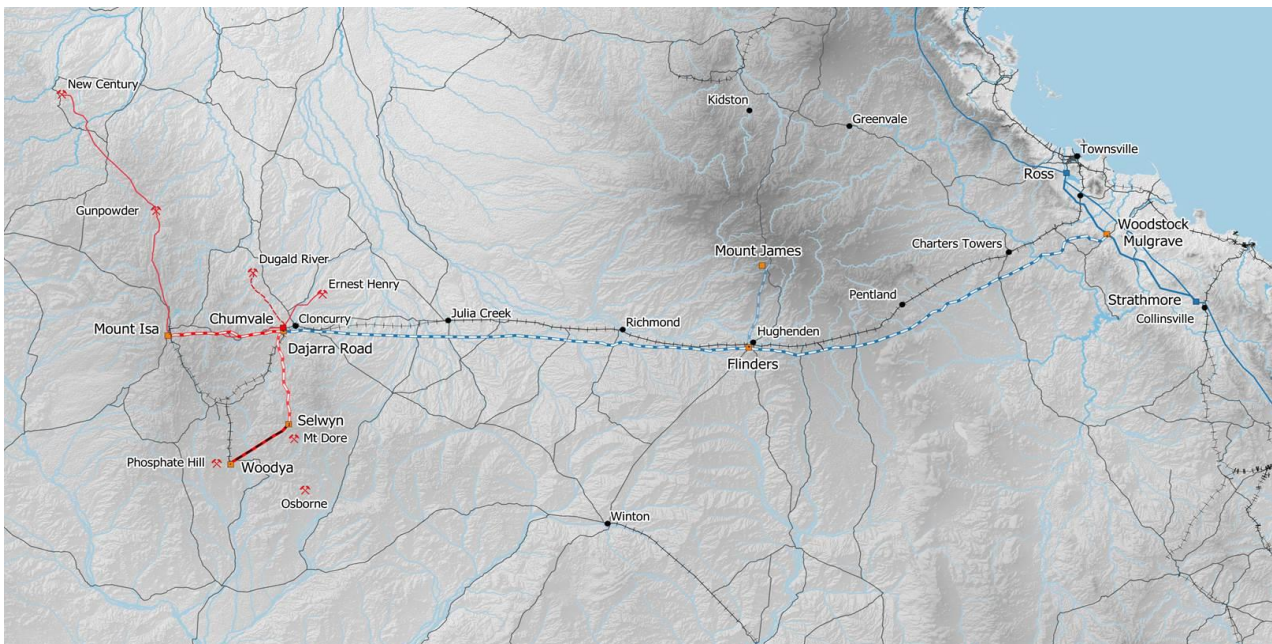


Figure 1: CopperString 2.0 Project - Proposed Transmission Line

CopperString 2.0 will connect into the existing Powerlink 275kV lines at Mulgrave (77 kms south of Townsville) and extend some 1100km to Mt Isa via Hughenden and Cloncurry.

At Woodstock, Powerlink will provide a 275kV switching station (Mulgrave) that will cut into the existing double circuit 275kV lines between Ross and Strathmore. The Mulgrave switching station will be located adjacent to the CopperString 2.0 275/330kV substation (Woodstock).

A double circuit 330kV line (approximately 330km) will then run west to the Hughenden area where a new 330kV switching station (Flinders) will provide reactive power support for the system and a connection point for the Mount James substation approximately 80km North. The Mount James substation services the renewable generation area around Kennedy enabling zone development.

The 330kV double circuit line (approximately 400kms) will then extend to Cloncurry where a new 330/220kV substation (Dajarra Rd) will be constructed. This substation will again provide reactive power support to the system as well as allow connection at 220kV to the following:

- The existing Energy Queensland 220kV system at Cloncurry;
- A new 220kV southern spur to Mount Dore and Woodya; and
- A new 220kV line connecting Mt Isa.

The new 220kV line to Mt Isa (approximately 100kms) will complete the connection to the NWMP where a new 220/132kV substation (Mt Isa) will provide connection to the existing system.

The southern spur will consist of a new 220kV line (approximately 110kms) to a new 220/132kV substation (Selwyn). A further double circuit 132kV will run from Selwyn and connect in to Woodya (50kms). Woodya is a new 132kV switching substation servicing the Phosphate Hill area and other local loads.

Selwyn 220/132kV substation will provide 132kV feeds for loads in the Mt Dore area.

Refer to drawing 3200-0643-DP1-DWG-001 "CopperString 2.0 Overall System Single Line Diagram Initial Arrangement" for further details.

1.2 Purpose

The purpose of this Indigenous Participation Plan is to ensure all Indigenous workforce and respective businesses are aware of and able to demonstrate commitment and delivery in their tenders for the Project.

1.3 Context

UGLCPB JV acknowledges the traditional custodians of the land where the project is being delivered and will respect their traditional and spiritual beliefs, cultural heritage, kinship systems and governance and leadership structure. We aim to support reconciliation by creating shared value with Indigenous communities through the creation of business, training and employment opportunities for Indigenous People.

In the context of Project CuString, UGLCPB JV is committed to:

- Providing employment opportunities for Indigenous people directly with UGLCPB JV and indirectly through our subcontractors
- Creating a work environment and culture that best supports the growth of Aboriginal and Torres Strait Islander people and Indigenous businesses
- Training and upskilling Indigenous people to support career advancement
- Identifying opportunities to engage Indigenous enterprises in our supply chain
- Building relationships – to build authentic, long-term relationships with Aboriginal and Torres Strait Islander people and communities to support positive outcomes, based on meaningful and mutually beneficial engagement with Indigenous communities close to our projects
- Fostering respect – to create a supportive environment built on mutual respect for every member of UGLCPB JV's team and for the people who work with us
- Tracking progress and reporting – to develop and deliver an action-oriented, evidence-based plan that strengthens UGLCPB JV's strategic approach to supporting Aboriginal and Torres Strait Islander people.

2. Project Commitment

2.1 Indigenous Engagement – Policy Statement

UGLCPB JV has a strong track record in maximising Indigenous participation within its business units and across all our projects. We have proven and detailed local engagement strategies driven by the CIMIC Group Diversity and Social Inclusion Policy, as well as in reference to the CPB Contractors Indigenous and Social Inclusion Policy and Statement (refer attachments).

In collaboration with training providers, employment support organisations, government partnerships and traditional owner groups our project teams develop and deliver initiatives consistent with client's Indigenous participation expectations.

UGLCPB JV has developed protocols and adheres to the following principles:

- Acknowledging the traditional custodians of the land

- Engaging with Indigenous communities and businesses in ways that are inclusive, respectful, fair and culturally appropriate
- Enriching our workforce through the inclusion, understanding and appreciation of indigenous culture
- Developing a greater understanding of indigenous culture across all projects
- Ensuring inclusivity of our indigenous workforce on projects
- Respecting Indigenous cultural heritage.

UGLCPB JV further recognises the tenure of the Project which allows opportunity to engage with the community in preparation for mobilisation. UGLCPB JV is supportive of creating jobs in the local area and offering employment opportunities to the local community.

The key Diversity and Inclusion areas of focus on the CopperString Transmission Line will be:

- Increase Indigenous employment and use of Indigenous suppliers and manufactures in our supply chain
- Invest in local employment to ensure the future workforce is reflective of the country in which we operate
- Cultivate an inclusive workplace of fairness and equity which fosters the unique skills and talent of our people.

Refer to **Appendix A** for CIMIC Diversity and Social Inclusion Policy and Procedure.

2.2 Reconciliation Action Plan

UGLCPB JV partners each have an individual Reconciliation Action Plan (RAP) which reaffirms each Company's commitment to enriching and empowering the lives of Aboriginal and Torres Strait Islander people and building greater understanding and respect for culture. The RAP allows CPB and UGL to develop their unique approach to reconciliation, helping them to drive reconciliation through business activities, services and programs, and develop mutually beneficial relationships with Indigenous stakeholders.

The common objectives of each are:

- Embed and expand partnerships with organisations that promote opportunity for Aboriginal and Torres Strait Islander peoples
- Actively promote awareness of Aboriginal and Torres Strait Islander cultures in our businesses
- Embed procurement processes that proactively engage Aboriginal and Torres Strait Islander businesses
- Create employment opportunities in our workplace for Aboriginal and Torres Strait Islander peoples (including traineeships, apprenticeships, and internship opportunities).

Refer to **Appendix B** for UGL's RAP Plan and **Appendix C** for CPB's RAP Plan.

2.3 Project Business Spend and Employment Targets

UGLCPB JV has a business spend target of 2% of the project's total revenue and an employment target of 4% of Indigenous employment, in line with the RAP targets of the JV partners.

On this Project, UGLCPB JV will propose a stretch target of 3% towards facilitating Indigenous business participation and a direct and indirect (subcontractors) employment target of 4% of the total workforce.

The project targeted spend comprises direct expenditure, including:

- Identify and award potential work packages for the engagement of Indigenous-owned enterprises;
- Education of Indigenous employees including vocational skills and training;
- Indigenous cultural awareness program for project employees and subcontractors; and
- Mentoring for Indigenous employees and community liaison.

Case Study – creating employment opportunities at Taillem Bend

In South Australia, throughout 2018, UGL's Taillem Bend \$163 million Solar Project maintained 14% of employees who self-identify as Aboriginal or Torres Strait Islander and around 50% of the 250-person construction team were local workers. In sourcing employees for this project, UGL engaged early with representatives of the Ngarrindjeri Regional Authority and other community organisations to ensure the active participation and inclusion of local Indigenous people in our recruitment process. Through continuous engagement and collaboration with these organisations, we received referrals that enabled us to employ **five times the number of Aboriginal people mandated in our contract** – from entry level labourers to qualified electricians and mechanics.

UGL are mindful that the Ngarrindjeri People are the traditional owners of the land which we were operating on. Therefore, before mobilising to site, and as part Vena Energy requirements, representatives from Ngarrindjeri People were invited, including the Ngopamuldi Aboriginal Corporation and the Regional Authority, to discuss their expectations around Aboriginal participation in the project and working on country. With their assistance, we implemented appropriate local protocols for Indigenous management and employment and discovery protocols for any Aboriginal artefacts found during the site works.

This work enabled us to conduct cultural awareness training as part of the general induction process for everyone working on the project. As a result of all these initiatives, the onsite culture was highly inclusive, with everyone participating in a NAIDOC Week celebration hosted by our Indigenous employees.

Our collaborative and respectful approach has helped us to achieve our target of employing no less than 10% of Indigenous employees throughout the whole construction phase.



Today, electricians Walter Jackson (L) and Clayton Kartinyeri (R) are working at Taillem Bend, about one hour east of Adelaide, South Australia. Image #Pre-SocialDistancingRequirements.

Walter and Clayton are both of Ngarrindjeri descent and their traditional lands include the area where the solar farm is located.

3. Responsibilities Overview

3.1 RAP Roles/Responsibilities

UGLCPB JV is committed to making positive contributions for Indigenous people, businesses and communities. To support this endeavour, we have engaged industry experts skilled in Indigenous engagement, employment and training of Indigenous people, working with Indigenous communities across Australia and local industry to achieve mutually beneficial outcomes. These industry experts bring their extensive networks and relationships with government, external organisations, local Indigenous community and relevant key stakeholders to leverage off and build on improving UGLCPB JV's proven track record in Indigenous engagement and participation in construction projects across Australia.

UGLCPB JV will have dedicated resources to support the project meeting the business, employment, training and community engagement and participation targets.

The key personnel roles and responsibilities for the management of Indigenous engagement and participation on the project includes:

Table 3: Key Personnel Roles

To be provided once all roles and names are known.

Name and Position	Description

3.2 Project Mentors

The project will be supported with both a male and a female mentor role.

In coordination with the Indigenous and Social Inclusion Manager and the Communications and Stakeholder Relations Manager, these mentor roles will lead the engagement to build and maintain strong working relationships with Indigenous Traditional Owners, community Elders, members and organisations. The main role of these mentors will be to liaise and undertake regular mentor visits with Indigenous employees, their families, their projects supervisors and other external agencies and when required; provide referral for appropriate support services to Indigenous employees needing specialised advice such as counselling, justice matters, health and fitness for work and training pathways.

In addition to mentoring; these roles will also be required to liaise sensitively and effectively with Indigenous communities across all locations Projects operations.

In collaboration with the Senior Training Advisor, the mentor roles will assist with the attraction and retention of eligible Indigenous applicants for apprenticeships, traineeships and work ready programs and to liaise with key Indigenous communities and key external stakeholders to identify new innovative initiatives for pathways and opportunities for local Indigenous people seeking employment on the Project.

4. Indigenous Participation Target

The project targeted spend will comprise direct expenditure, including:

- Identification and award potential work packages for the engagement of Indigenous-owned enterprises

- Education of Indigenous employees including vocational skills and training
- Indigenous cultural awareness program for project employees and subcontractors
- Mentoring for Indigenous employees and community liaison.

4.1 Eligible Spend for Indigenous Participation on Project

To meet the mandatory minimum requirements at the contract-based level, UGLCPB JV will focus its efforts on the types of eligible spend for business, workforce deployment and education/training.

5.1.1 Indigenous Employment

- Indigenous employees
- Indigenous mentors
- Indigenous apprentices and trainees
- Engagement of Indigenous labour hire businesses.

Engagement of Indigenous owned businesses to provide related goods and services to the project, such as:

- Raw materials and plant
- Subcontracting services including both Installation and removal scopes of work which may incorporate the 'supply of' items installed
- Cleaning and maintenance services
- On-site food and beverage services
- Professional services such as design consultancy, insurance, work health and safety, cultural awareness training and Indigenous cultural heritage assessments.

5.1.2 Indigenous Education/Training Development

- Training of Indigenous employees
- Development and delivery of Indigenous education programs and courses
- Engagement of Indigenous training and labour hire businesses.

5.1.3 Indigenous Engagement/Consultation

- Engagement of Indigenous organisations or Indigenous industry bodies to support the identification and engagement of Indigenous employees or Indigenous owned businesses.

5. Opportunities for Local Communities

UGLCPB JV recognise the tenure of the Project which allows opportunity for longer term engagement of the community. UGLCPB JV is supportive of creating jobs in the local area and offering employment opportunities to the local community.

5.1 Acknowledgement of Traditional Owners and Custodians

UGLCPB JV acknowledges all traditional owners and custodians of the lands where our projects are located and pay our respects to their Elders past, present and emerging and acknowledges other traditional owners and custodians that we are privileged to engage with on the Project.

5.2 Early Engagement Consultations

UGLCPB JV recognises the Project will connect numerous Indigenous people, communities and nations over a large geographical area and has prioritised early engagement consultations as critical for successful outcomes for the Project.

The consultations will be led by a project presentation overview that describes our engagement approach, required targets and receiving guidance from the local Indigenous community groups/organisations and employment and training providers the best approach in moving forward to align our intentions with community expectation and aspirations.

The key issues we will manage include:

- Identification of stakeholders
- Recognition of Traditional Owners, learning who can speak for Country
- Being culturally competent and understanding the complex family relationships
- Ensuring we have an appropriate introduction and permission to enter communities
- Understanding sorry business and community protocols on contact during this time
- Building relationships, trust and respect.

Early engagement consultations will commence with the relevant traditional owners, custodians and all other traditional groups for discussion on community partnership initiatives, aspirations of the different traditional owner groups, concerns and challenges to identify programs to support the group.

These consultations will be extended to include other traditional owner nations with the grid line of the Project. These Traditional owner nations will also include:

- Birriah People
- Jangga People
- Yirendali People
- Wanamara People
- Mitakoodi People
- Kalkadoon People
- Yalluna People.

Early engagement consultations with the following Indigenous entities will inform part of the Indigenous participation plan and applied as the key tool that will guide our strategies in achieving Indigenous participation targets.

UGLCPB JV will adopt a strategic approach, which in consultation with Indigenous local communities, may include the early development and communication of employment positions and job descriptions to key stakeholders including local Indigenous employment agencies, Local Indigenous Corporates, Local Land Councils or Traditional Owners.

All relevant community organisations, interests and enterprises will be encouraged to tender for the provision of goods and services on the project, in particular local Indigenous subcontractors and suppliers.

UGLCPB JV and its subcontractors are committed to providing sustainable and ongoing career development of Aboriginal and Torres Strait Islanders through by providing upskilling opportunities if available, throughout the construction phase of the project. Where possible we will also utilise services of local training providers for employees requiring a ticket to specifically fulfil their role.

6. Subcontractor's Indigenous Participation Requirements

Both CPB Contractors and UGL have a corporate commitment to maximising Indigenous participation within their business units and project operations that is guided by the CIMIC Diversity and Social Inclusion Policy.

In an effort to maximise Indigenous participation on the CopperString Project; the JV will ensure subcontractors are aware of our commitment and allow them the opportunity to contribute to our efforts.

The JV will ensure that subcontractors comply with all aspects of this strategy and will review the subcontractors plan for the employment and training of Indigenous people on the project.

6.1 Subcontractor Indigenous Participation Plans

Subcontractors with significant value will be required to complete and submit the Subcontractors Indigenous Participation Plan to demonstrate their commitment in contributing to UGLCPB JV Contractors' efforts to maximise Indigenous participation on the Project.

6.2 Subcontractor Support

To support the commitments of the subcontractor, UGLCPB JV will provide the necessary and correct information relevant to the Indigenous business capacity and capabilities and provision of employment and training opportunities to ensure successful engagement and outcomes in project delivery.

UGLCPB JV will assist subcontractors to meet their obligations by providing proactive engagement and connections to appropriate suppliers, subcontractors, providers and training resources, as well advice and support based on our previous project Indigenous participation experience.

UGLCPB JV has strong partnerships with a number of employment services which specialise in the recruitment of and support of, Indigenous people. The JV will utilise these and make these partnerships available to subcontractors to help them in developing their own partnerships and to recruit locally from key Indigenous communities within the area of the Project.

6.3 Cultural Awareness Training

UGLCPB JV will along with its own staff ensure subcontractors are involved in an interactive Cultural Awareness and Heritage training. The JV will also utilise a number of resources available in the form of posters and information sheets which allow for the promotion and education of employees and subcontractors through toolbox talks and pre-start meetings. We will involve traditional owners in cultural awareness training where possible.

6.4 Compliance Monitoring

Subcontractor compliance will be monitored through weekly subcontractor meetings, monthly subcontractor reports, project performance, KPIs, OHS&E committee meetings and project meetings.

Evidence that demonstrates subcontractors have developed strategies that will ensure their compliance with Indigenous participation on the CopperString Project will include:

- Identification of potential Indigenous businesses for supply of goods and services and detailed knowledge via Indigenous Participation Questionnaire
- Engage with Indigenous businesses for Express of Interest (EOI) during tender phase
- Engage with Indigenous businesses for Request for Quote (RFQ) during tender phase

- Quotations received from interested Indigenous subcontractors
- Provide tender packages in contract documents to Indigenous businesses
- Identification of potential Indigenous consultants and labour hire businesses
- Efforts in actively seeking to employ Indigenous people
- Ability to employ and retain Indigenous people.

To support the engagement efforts of the Subcontract; CPB Contractors and UGL will provide their list of recommended Indigenous businesses for subcontractors to utilise as well as the key contact details for Supply Nation and any identified local suppliers.

7. Indigenous Community and Stakeholder Engagement

UGLCPB JV will develop an Annual Indigenous Community Events Calendar, that reflects and recognizes the company's commitment to building and strengthening positive relationships with Indigenous people through a range of local and community events and activities.

The calendar has been designed in association with the UGLCPB JV cultural awareness training programs and in response to the high demand from the staff that are interested in participating and celebrating key Indigenous events and activities.

The 2021 Indigenous Community Events Calendar includes the following events:

- Supply Nation Connect
- Supply Nation's Gala Award Ball
- May 26: Reconciliation Week
- July 04: NAIDOC Week
- NAIDOC Black Tie Ball
- International Day of The World's Indigenous Peoples
- November: Indigenous Business Month
- 2021 Diversity and Inclusion Calendar is circulated for the celebration of all aspects of Diversity within UGL and CPB Contractors.

A specific calendar of events for the Project will be developed.

Reminders of these events are updated and sent out throughout the year and all staff are encouraged to attend and participate in at least one event to develop a better understanding and appreciation of Indigenous culture.

All internal events are catered for by Indigenous catering businesses and events such as Reconciliation and NAIDOC weeks engage and invite Indigenous presenters and community participation.



Great end to National Reconciliation Week 2019 at the CPB UGL JV Systems Connect & Sydney Metro Linewide offices. Excellent turnout to celebrate and recognize the significance of this week. Thank you to the Metropolitan Local Indigenous Land Council for welcoming us on to the land and Clontarf Foundation boys for delivering a personal war cry performance.

8. Cultural Support and Respect

UGLCPB JV maintains a strong focus on creating culturally safe working environments with support for Indigenous people, and respect for their cultural heritage. We deliver practical awareness training programs to assist our staff working day-to-day in a culturally inclusive environment.

We understand that cross cultural awareness is critical to developing a culturally safe and diverse workplace and key contributing factor to ensuring successful retention outcomes of our Indigenous workforce.

UGLCPB JV will increase employee and subcontractor appreciation and understanding of Indigenous culture, including the family and social factors that may influence the retention of Indigenous employees, and the importance of the land in the areas that we work.

8.1 UGLCPB JV Cross Cultural Awareness Program

UGLCPB JV Cross Cultural Awareness Program has been designed to develop project teams to identify, recognise and acknowledged the differences in cultural practices, protocols and preferences of the Indigenous communities in where UGLCPB JV's projects are geographically located.

The program will be specific and relevant to traditional owners where work activity is and/or will be and delivered at different operational levels with the end objective to develop culturally competent staff to lead and manage all operational requirements for Indigenous participation and engagement.

The program is delivered by trained experience personnel and requires projects to:

- Seek permission from all local traditional owner group to conduct a Welcome to Country and Smoking Ceremony to the project teams prior to commencement
- Ensure training content is culturally appropriate, peer reviewed and endorsed by the traditional owners

- Provide Line managers and supervisors with specialised cultural awareness training modules to help them better manage, support and work effectively with Indigenous people.

Project training sessions will include information on Indigenous strategies and activities to ensure all members of the workforce participate and where possible have local traditional owners or their representatives be engaged to deliver these sessions on a regular basis.

UGLCPB JV Contractor's commitment to cultural awareness training on the Project will start with ensuring a 100% completion rate for attendance of all senior/supervisory staff assigned to the project.



UGL's North Sydney office heard a touching talk from Susan Gaimaragal an Aboriginal person from the land on which our offices are built, she also unveiled a recently installed plaque which recognises the Cammeraygal as the traditional custodians of the North Sydney area.

Refer to **Appendix D** for Cross Cultural Awareness Program (to be provided).

9. Job Readiness Programs

UGL and CPB Contractors work with a number of organisations to facilitate pathways to employment for Indigenous Youth. We see the below organisations as being key for involvement with Project CopperString

9.1 The Clontarf Foundation

UGL, as a sponsor of the Clontarf Foundation, has a working partnership to create opportunities for graduates of the Clontarf Academies into full time apprenticeships.

The Clontarf Foundation is, a not-for-profit organisation operating to improve educational outcomes that improves employability skills of Aboriginal and Torres Strait islander young men. The program instils, discipline, self-esteem, life skills to equip young men with the capacity to engage more fully in the labour market and encourages participants into higher education and career pathways.

UGL have hosted several events for students of the Clontarf Foundation, including for example a site visit to the Houghton Switchyard Project (North QLD) for a number of year 10 students in Townsville.

The visit gave Clontarf students the opportunity to see a live construction project first-hand, and engage with UGL employees around their roles, career pathways into construction and what they enjoy most about working on the project.



Clontarf Academy students at the Haughton Switchyard in North QLD (2018)

Other events with Clontarf have involved groups of students touring the UGL Unipart rail services maintenance facility at a 17-hectare site in Auburn NSW, and the UGL maintenance facility for Royal Australian Navy assets at Rozelle in NSW

9.2 CareerTrackers

UGL and CPB Contractors both support CareerTrackers.

For two years running, CPB Contractors' partnership with non-profit Indigenous internship organisation CareerTrackers, has been formally recognised for excellence, winning the Most Valuable Partner award for outstanding commitment, participation and leadership.

What began as a single 10-year commitment from CPB Contractors in 2016 has grown to inspire 24 additional employers to make a bold statement of their belief in the students of CareerTrackers. Since signing a 10-year partnership with CareerTrackers as its first corporate partner, more than 100 Indigenous university students have completed internships with CPB Contractors.

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**CPB Contractors**

1 September 2019 · 🌐

Some of our CPB Contractors CareerTrackers and CareerSeeker interns had the opportunity to visit one of our mega-project construction sites for the first time, descending 20 metres below Sydney's CBD to visit the site of a future Sydney Metro station. As part of the Career Trackers and Career Seekers winter programs, CPB Contractors hosted 50 interns and high school students across our project sites and offices around Australia, with another six students participating in a CareerTrackers Work Shadow Pilot Program. The students pictured here support our Sydney-based corporate team and were joined on their site visit by Sharon Gray Group Manager Indigenous and Social Inclusion. Find out more: <http://bit.ly/2IIA2LJ> #sitevisit #socialinclusion



Appendix A CIMIC Diversity & Social Inclusion Plan & UGL Procedure

DIVERSITY & SOCIAL INCLUSION POLICY

This policy sets out CIMIC Group Limited and the entities it controls (the **Group**) to diversity and social inclusion.

This policy applies to all employees of the Group, third parties engaged by the Group, and all alliances and joint ventures in all jurisdictions.

The **objectives** and priorities of this Policy are to:

- Promote equal opportunity for women in the CIMIC Group including remuneration, attraction, retention and promotion.
- Value and recognise Indigenous nations, peoples and cultures and to create equitable opportunity for participation in employment and business supply chains
- Invest in local employment, leadership development and succession planning to ensure the future of work is reflective of the communities in which we operate.
- Embed and progress a socially inclusive workplace through the elimination of discrimination, bias, harassment and violence in the workplace
- Lead and advocate for a diverse and inclusive culture with a focus on leadership to set expectations, drive and be accountable for progress.

As a global employer, CIMIC Group recognises that to operate successfully and sustainably we must:

- Ensure we embrace the diverse contributions of our people;
- Treat all clients, employees, suppliers, sub-contractors and members of the community with respect and dignity;
- Maintain a workplace culture of inclusive practices, procedures and behaviours;
- Make decisions that are fair and free from bias;
- Provide employment opportunities based on merit;
- Not discriminate based on individual differences such as race, gender, sexual preference, marital status, age, religion, colour, national extraction, social origin, political opinion, disability, family or carer responsibilities, or pregnancy;
- Foster and leverage diversity of thought, experience and skills;
- Attract and retain a workforce that reflects the diversity of the clients and the broader communities in which we operate; and
- Respect and take into account in our decisions the needs and interests of our stakeholders in the markets in which we operate.

The Group will monitor the policy and its objectives through key performance indicators, regular progress review and evaluation reporting.

Policy Information

Owner:	Chief Human Resources Officer, CIMIC
Approved by:	Executive Chairman and Chief Executive Officer, CIMIC
Effective date:	GGs published 14 August 2019

Note: CIMIC Group policies may be amended from time to time.

Diversity and Social Inclusion

PROCEDURE

The purpose of this Procedure is to give effect to the UGL Policy on Diversity and Social Inclusion (Diversity and Social Inclusion Policy).

This Diversity and Social Inclusion Procedure has been established to maximise the Company's ability to meet the business challenges of diversity and inclusiveness in our workforce, while building a sustainable future for our business.

This Procedure:

- Defines what equity and diversity means to UGL
- Sets out UGL's commitment relating to diversity across the business
- Outlines the consequences for any breach of the UGL Diversity and Social Inclusion Policy
- Establishes the responsibilities in regard to managing and maintaining compliance with this Procedure.

Scope

This Procedure applies to all employment candidates, current employees, and contractors of UGL, its business units and subsidiaries.

Responsibilities are detailed in **Error! Reference source not found.**

Definitions are detailed in Appendix 2 - Definitions

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1 Implementation

1.1 DIVERSITY AND INCLUSION IN EMPLOYMENT

The Company is committed to recognising and embracing the contribution of all people irrespective of differences in background, experience and perspectives.

Diversity and Inclusion in employment applies to all aspects of the employment relationship, including general interactions, recruitment and selection, promotion of staff, performance management, reward and recognition, conditions of employment, remuneration, transfer, discipline, training and education, work environment, work sponsored functions, supervision and termination of employment.

With the endorsement of the UGL Executive Leadership Team, and guidance of the Diversity & Inclusion Council, UGL will set measurable objectives for achieving greater levels of diversity. These objectives will be used to drive continuous improvement of our D&I performance.

Annually, the Company will review progress against stated objectives and in particular look at levels of representation at different organisational levels. The Company will also submit data to the Workplace Gender Equality Agency (WGEA).

The Procedure must be read in conjunction with the UGL EEO and Diversity & Social Inclusion Policy.

1.2 CONSEQUENCES FOR BREACH OF POLICY

Disciplinary action may be taken against a person who is found to have treated a person less favourably, unfairly or equitably in their employment because of a discriminatory reason.

Complaints of alleged unfair or inequitable treatment found to be malicious, frivolous or vexatious may make the complainant liable for disciplinary action.

Depending on the severity of the case, discipline may include an apology, warning, counselling, transfer, suspension or dismissal. Any contractor who is in breach of the Diversity and Social Inclusion Policy may also have their contract terminated or removed from Company accounts.

2 Procedure / Relationships

The Company is committed to a culture of diversity. To support this, the Executive Leadership Team are responsible for endorsing measurable Diversity and Inclusion objectives and will assess both objectives and progress on an annual basis.

The Diversity & Inclusion Council will offer recommendations and oversee the implementation of the Diversity and Inclusion objectives endorsed by the UGL Executive Leadership Team.

As a company, we have specific strategic priorities which arise from the current and emerging needs of our workforce and business. This means that from time to time, the Company will focus on individual areas within the diversity spectrum. Given our current demographics and business needs, the Company's current diversity focus will be in the following two areas:

- a) Gender equality – primarily in increasing participation of women in business leadership groups through targeted recruitment, talent development and succession planning processes.
- b) Aboriginal and Torres Strait Islander participation – via our Reconciliation Action Plan (RAP) focusing on cultural learning, ATSI employment and developing links with ATSI businesses for the supply of goods and services to UGL.

2.1 EMPLOYEES

All employees have a key role to play in implementing and maintaining diversity and inclusion. All employees are responsible for:

- Being familiar with and acting in accordance with the Diversity and Social Inclusion Policy and Procedure.

- Treating all other employees with fairness, respect, equality and dignity.
- Disclosing or reporting information to their manager (or if this is not appropriate with the People & Culture representative) regarding any action which is a breach of the Diversity and Social Inclusion Policy and Procedure.

2.2 MANAGERS

Managers are accountable for ensuring that:

- The processes and practices used to recruit, select and promote staff are based only on factors that are relevant to an applicant's ability to fulfil inherent job requirements.
- All People & Culture policies are administered fairly and with respect.

3 Further Information

Further questions should be directed to your immediate Manager or your business unit People and Culture representative.

4 Effective Date

May 2020

5 Supporting Documents

Equal Employment Opportunity (EEO) Policy

Diversity and Social Inclusion Policy

6 Appendices

6.1 APPENDIX 2 - DEFINITIONS

Term	Definition
Business Unit	Operational businesses of UGL Limited (UGL) (including Group companies and related entities).
Company	UGL and its business units.
Contractor	Any person or organisation contracted to provide services to UGL pursuant to a contract or on a temporary basis.
Diversity	Describes the relative uniqueness of the personal attributes in each individual in the population and includes but is not limited to, gender, age, ethnicity, sexuality and cultural background.
D&I	Diversity and Inclusion and the application of this procedure generally.
Inclusive Workplace	An inclusive workplace is one where the human rights principles of fairness, respect, equality, dignity and autonomy are promoted and are part of the organisation's everyday goals and behaviours.
EEO	Equal Employment Opportunity and refers UGL's EEO Policy.

Term	Definition
Equity	The condition or quality of being equal regardless of personal attributes such as race, sex, sexuality, age, political affiliation or belief, social origin, impairment, pregnancy, breastfeeding, disability, trade union membership or industrial activity, marital or relationship status, physical features, parental status, religious affiliation or belief, family responsibilities, carers' responsibilities or relevant criminal record.

Appendix B UGL RAP

A dotted black outline of the map of Australia, centered on the page. Inside the outline, the words 'RECONCILIATION ACTION PLAN' are written in a bold, black, sans-serif font, stacked in three lines.

RECONCILIATION ACTION PLAN



Innovation for inclusion

JULY 2019 - 2021



clontarf
foundation



Students visit St Marys Water Treatment Plant



Yulebrook Academy visit UGL's Perth office



Students visit a UGL Defence site at Rozelle



UGL employees visit Endeavour Academy, Caringbah



Students visit Haughton Switchyard



Clontarf Foundation visits UGL's North Sydney office

A message from Jason Spears

Managing Director - UGL

It's with great pride that I introduce UGL's Reconciliation Action Plan 2019 - 2021.

UGL has been on this journey to fully understand diversity and inclusion in our workplaces and in the communities in which we operate. This RAP amplifies the work which we've already started and makes a strong commitment to enhance our efforts and achievements into the next decade.

We have made great progress in recent years, through our increased employee engagement, improved internal process and through our partnerships with third parties such as Clontarf Foundation and Literacy For Life. We have also launched an Employee Inclusion Network which champions our efforts to drive inclusion and investigate opportunities to improve.

We recently implemented diversity and inclusion targets for each of our business divisions, meaning every member of the UGL leadership team will take accountability for keeping diversity top of mind which includes delivering against this RAP.

This is UGL's second Innovate RAP, and our third overall. It focusses on our continuing commitment to:

1. Embed and expand partnerships with charities and organisations that promote equal life chances for Aboriginal and Torres Strait Islander peoples
2. Actively promote awareness of Aboriginal and Torres Strait Islander cultures in our businesses
3. Embed procurement processes that proactively engages Aboriginal and Torres Strait Islander businesses
4. Create employment opportunities in our workplace for Aboriginal and Torres Strait Islander peoples (Inc. traineeships, apprenticeships and internship opportunities).

This RAP has been thoughtfully put together to ensure it is ambitious yet achievable and will now be fully implemented throughout our business.

In creating this RAP we have worked closely with our RAP Working Group, the Inclusion Champion employee network, Reconciliation Australia and a number of UGL's Aboriginal and Torres Strait Islander employees.

I'd like to acknowledge their efforts and support in creating a document, and more importantly, a strong plan which our entire organisation can support and deliver.

As I've mentioned previously, UGL has been on a reconciliation journey and we continue to learn as we progress. We're all proud of what we've achieved so far but there is still much to do - and I'm strongly committed to ensuring we keep up the momentum.



Innovate Reconciliation Action Plan

July 2019 - July 2021

UGL seeks to reach higher levels of employee and community engagement, supplier diversity, and to further improve and add value to Aboriginal and Torres Strait Islander communities.

This will be achieved by concentrating on 4 focus areas:



RELATIONSHIPS



RESPECT



OPPORTUNITIES



**GOVERNANCE, TRACKING
PROGRESS & REPORTING**

UGL respectfully acknowledges Aboriginal and Torres Strait Islander peoples, Traditional Owners, and the Custodians of the land on which it works, and pays its respects to Elders, past, present and future.

A message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see UGL continue its reconciliation journey and to formally endorse its third RAP.

Through the development of an Innovate RAP, UGL continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides UGL with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, UGL will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish UGL well as it embeds and expands its own unique approach to reconciliation. We encourage UGL to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:



Reconciliation is hard work - it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality

On behalf of Reconciliation Australia, I commend UGL on its third RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Business

UGL is a market leader in end-to-end asset solutions. Working across diverse sectors, what sets us apart is our focus on operational value and enhanced customer experiences.

Our whole-of-life offer maximises solutions, delivery and performance, spanning engineering design; construction and commissioning; manufacturing; operations, maintenance and facilities management; upgrades and overhauls; and asset management.

UGL's Reconciliation journey is a process which aligns strongly to our principles of Integrity, Accountability, Innovation, Delivery underpinned by Safety. UGL is a business made up of employees with a variety of rich and diverse backgrounds, and our goal is to have an environment of inclusivity, where all employees are treated equitably, and enabled to feel part of the communities in which we operate.

The size of UGL's Australian permanent workforce is 4822 with 125 employees who identify as Aboriginal and/or Torres Strait Islander peoples.

integrity accountability innovation delivery | SAFETY



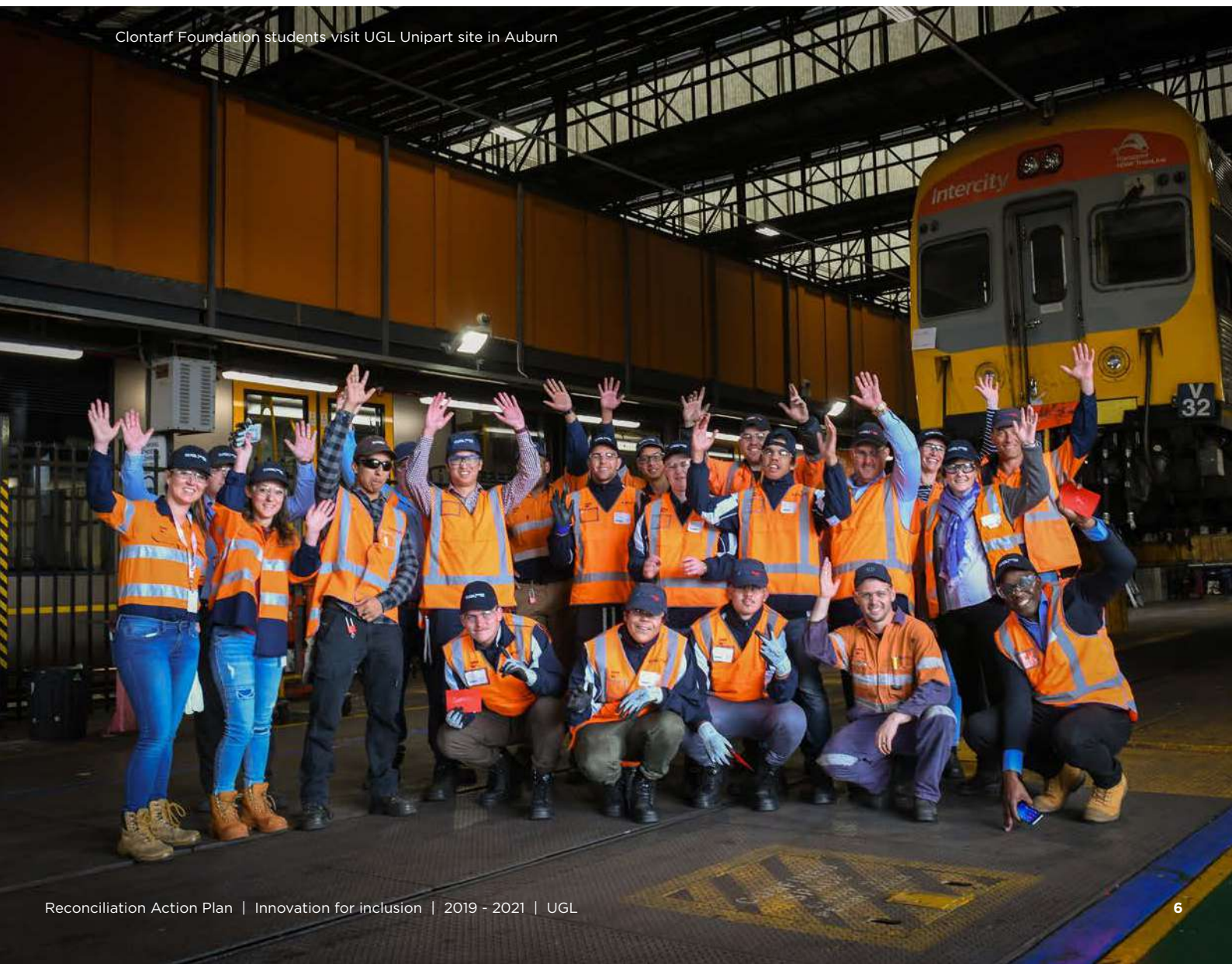
Our Locations

UGL currently operates in Australia, New Zealand and South East Asia.

Within Australia, UGL has offices in the following states and cities;

- Queensland (Townsville, Mackay, Gladstone and Brisbane)
- New South Wales (Broadmeadow, North Sydney, Pymble, Auburn and Milperra and Bennets Green)
- Victoria (Spotswood, Melbourne Southbank and Ballarat)
- South Australia (Adelaide and Roxby Downs)
- Western Australia (Bassendean, Perth, Henderson and Belmont)

Clontarf Foundation students visit UGL Unipart site in Auburn



Our Culture

Our diverse teams draw on our multi-sector operational and regulatory insight to best understand our clients' requirements and support real business needs, now and into the future. From there, the value of our services-led approach comes to the fore, connecting clients with leading thinking across all stages of a project's lifecycle. Our focus on power, water, resources, transport, Defence and security, and social infrastructure, creates an added advantage as learnings and achievements continually build an unmatched knowledge bank. Leveraging UGL's extensive in-house capability, we help our clients minimise interface risk while optimising quality, time and cost outcomes.

At UGL, we value the richness of diversity and promote inclusion with our people.

Attracting, developing and retaining a broad mix of people enriches our company, and is essential to our creativity, innovation and business performance.

We are building diverse and inclusive work environments where our people feel valued and are provided with the tools and career progression opportunities to be successful.



Unite with the very best

UGL has developed an Employee Value Proposition that is about attracting, retaining and engaging our employees. It articulates the unique benefits of working with UGL and is relevant across the employee lifecycle - providing candidates and employees with a consistent experience of the organisation's culture through tangible proof points throughout the attraction, recruitment, onboarding, retention & separation stage of the employee lifecycle.

We see our EVP in action every day, and through the help of our newly formed Ambassador Network, encourage our employees to communicate our EVP both internally and externally. We developed an authentic EVP based on our employees' genuine experiences, and use our three key pillars of Career, Challenge & Care as the focus of everything we do, from our branding, job adverts, social media presence and website to our Talent & Succession and Organisational Development initiatives.

SUPPORTIVE, HIGH PERFORMING TEAMS WHERE EVERYONE MAKES A DIFFERENCE

At UGL, we believe a company's ability to move with market changes and new technologies comes down to the strength of its teams. We stopped living in a one-size-fits-all world a long time ago. Today, our agility is matched by our flexibility and how we support people's lives at work and outside of work.

INDUSTRY-LEADING CAPABILITIES, SOLVING COMPLEX PROBLEMS AND CREATING VALUE

We thrive on stepping-up to a challenge others couldn't take on, or an opportunity that inspires new solutions. Every day, UGL's employees are all part of something bigger. That sense of being stretched to be better is right at home at UGL.

DIVERSE OPPORTUNITIES FOR EMPLOYEES TO GROW, BACK THEMSELVES AND ACHIEVE

We take on exciting work across a breadth of industries and a depth of services as we connect clients with experts in a wide range of fields. At any stage in employees' careers, UGL provides scope to work with, and learn from, the best. We create pathways for employees to succeed, and we create the space for them to carve their own journeys.

Our RAP

UGL aspires to be part of the reconciliation efforts, recognising that it is critical to work with Aboriginal and Torres Strait Islander peoples, communities and other committed individuals and organisations for the prosperity of Australia as a whole.

Our 2019-2021 RAP, therefore serves as an opportunity to further focus our reconciliation efforts on embedding and expanding partnerships with Aboriginal and Torres Strait Islander organisations, actively promoting awareness of Aboriginal and Torres Strait Islander cultures in our business, working across UGL projects, sites and offices to create local employment opportunities in our workforce for Aboriginal and Torres Strait peoples, and promoting procurement of goods and services, and provide support to Aboriginal and Torres Strait Islander businesses.

We believe that by improving our interactions with Aboriginal and Torres Strait Islander Australians and communities, UGL will open our business to new opportunities through our clients, contractors, employees, and social investment collaborations.



The Inclusion Champions Network (ICN)

The Inclusion Champions Network consists of a group of employees recognised for their work and passion in inclusion.

The Network has been set up specifically to promote UGL's partnerships with Aboriginal and Torres Strait Islander organisations, the aim being to drive an inclusive workplace culture across UGL offices and project sites. Partnership organisations include; the Clontarf Foundation, Literacy for Life, Career Trackers.

The Inclusion Champion's Network, which consists of employees located across our national offices and projects in Australia, acted as a very effective consultative instrument as part of developing this second Innovate RAP.

Reconciliation at UGL

UGL's vision is to play a proactive part in the reconciliation journey, so that Aboriginal and Torres Strait Islander communities may fully participate in, and benefit from, advantages enjoyed by all Australians.

Reconciliation for all Australians is about the journey to create a spirit of goodwill thus ensuring an environment of mutual understanding, respect and a recognition of the effects Australia's colonial history has had on First Australians.

Reconciliation has both symbolic and practical elements. UGL seeks to ensure that on the practical side, we are working toward an improved quality of life for Aboriginal and Torres Strait Islander peoples by;



Symbolically, UGL will celebrate events such as NAIDOC Week, National Reconciliation Week, Aboriginal and Torres Strait Islander Business Month, Supply Connect as well as other local events in our offices and on some project sites that recognise and celebrate Aboriginal and Torres Strait Islander peoples.

We will participate in initiatives which seek to advance reconciliation, including participating in the Workplace RAP Barometer Survey, the RAP Impact Questionnaire, and publicly report on our achievements as part of this 2019 - 2021 RAP.

Other identified events which acknowledge Aboriginal and Torres Strait Islander peoples and their unique connections to lands and seas and the impact past policies have had on Australia's First Peoples will continue to be acknowledged and embedded into our culture, practices, and the fabric of organisation as an inclusive employer.

Leadership & Commitment

The RAP Working Group has been set up to include some of our most influential people to really drive our reconciliation efforts and outcomes aligned to divisional Aboriginal Engagement Plans (AEPs) and business priorities.

Our 2019 - 2021 Innovate Reconciliation Action Plan guides every member of our organisation in terms of our commitments to aiding the priorities and aspirations of Aboriginal and Torres Strait Islander Peoples.

Our Reconciliation Action Plan is championed by our Managing Director - Jason Spears, and chaired by the Executive General Manager, Resources - Luke Sullivan. Our Reconciliation Action Plan Working Group consists of senior leaders and operational representatives including 12% Aboriginal and Torres Strait Islander representation. All are committed to realising our vision and targets, as well as adopting new and innovative strategies as we move forward.



I am proud to chair UGL's RAP Working Group. The group is fully committed to champion the overall plan, as well as support the implementation of local and divisional action plans.

I look forward to being part of UGL's success in making a tangible difference, in support of the national reconciliation movement.

Luke Sullivan

EGM Resources & RAP Working Group Chair

[UGL](#)



I am very excited about the journey that UGL are on and humbled to play a role in that journey.

Gningala Yarran-Mark

Aboriginal & Torres Strait Islander Co-ordinator & RAP Working Group Member

[UGL](#)

UGL's RAP Journey

Beginning the reconciliation journey in 2013, UGL met various Aboriginal and Torres Strait Islander advisors to begin the process of understanding more deeply what our commitment would entail. We undertook research focused on those organisations that also made commitments within their RAP.



Clontarf Foundation's visit to UGL's North Sydney office

Since 2013 we have made good progress, creating a workplace where Aboriginal and Torres Strait Islander cultures are recognised and valued. This led to an increase in Aboriginal and Torres Strait Islander employment; the creation of new partnerships with Aboriginal and Torres Strait Islander not-for-profit organisations; and the establishment of the UGL RAP Working Group in 2016/17.

In this 2019-2021 RAP, our aim is to reach higher levels of employee and community engagement to further improve and add value to Aboriginal and Torres Strait Islander communities.

In this RAP, we will focus on embedding the actions of the previous RAP, including a renewed focus on embedding and expanding partnerships with Aboriginal and Torres Strait Islander organisations; actively promoting awareness of Aboriginal and Torres Strait Islander cultures in our business; working across UGL projects, sites and offices to create local employment opportunities in our workforce for Aboriginal and Torres Strait Islander peoples, and promoting procurement of goods and services from Aboriginal and Torres Strait Islander businesses across in support of our Australian projects, sites and offices.

This renewed focus enables our varied business operations to implement actions that suit the local environment in which they operate and to better reflect community needs. This RAP therefore consolidates from a solid foundation, the progress of UGL's reconciliation journey and demonstrates our continued commitment to reconciliation throughout Australia.

UGL's RAP Journey



Launched our first Innovate RAP.

Significantly increased Aboriginal and Torres Strait Islander UGL employment.



2013

Commenced reconciliation journey with our first RAP.

2014

Met with Aboriginal and Torres Strait Islander Advisors to learn from their experiences and use in creating our RAP.

2015

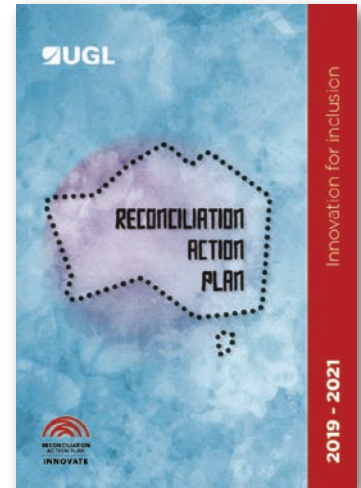
2016

Built relationships and procured goods and services from Aboriginal and Torres Strait Islander suppliers in Western Australia, including Quayside Logistics, Gulumarri Mining and Contracting, Warrikal, Pilbara Logistics WA, and Jatu Clothing.

Signed partnership agreement with the Clontarf Foundation and involved UGL employees in student academy visits, hosted student visits to UGL offices and sites, presented at employment forums.

Consistently celebrated National Reconciliation Week and NAIDOC Week across key UGL sites in Australia. For example; for National Reconciliation Week, 2018, UGL invited Clontarf Foundation students to our 4 main offices in Melbourne, Sydney, Perth and Brisbane. They conducted a short presentation to employees and took questions. For NAIDOC Week, 2018, Professor Jack Beetson from Literacy for Life, came to our Sydney office and told employees some great stories relating to the theme “because of her we can”.

Perth employees heard from some amazing Aboriginal women expressing what the 2018 NAIDOC theme meant for them, and were inspired by the new ground that each of these women were breaking.



2017

2018

2019

Achieved 14% Aboriginal and Torres Strait Islander employment at the Tailem Bend Solar Project in South Australia.

Commenced Aboriginal and Torres Strait Islander Traineeship and Apprenticeship programs at the Sydney Metro Northwest Project, and in our Perth business via the South Metropolitan Youth Link.

Launched Diversity & Inclusion targets.

Launched our second Innovate RAP.

Completed Workplace RAP Barometer Survey in 2016 and 2018.

Case Study 1

UGL's Tailem Bend Project – Successful recruitment and sourcing of Aboriginal and Torres Strait Islander workers.

The UGL Tailem Bend Solar Project, South Australia mobilised in April 2018 for the first stage of the Tailem Bend Solar Project for the client.

UGL engaged to undertake the engineering, procurement and construction of the 100MW Solar Farm, over a 1-year construction period inclusive of 400,000 panels. Ultimately supplying annual power needs to 41,000 South Australians.

UGL's framework for Local & Indigenous Engagement included our 2016-2018 RAP, Diversity and Inclusion Policy, Engagement Plans and Protocols, including UGL's commitment to the engagement of the local people of the region.

Early engagement and discussions were held by UGL to partner with representatives of the Ngarrindjeri Regional Authority and the Ngopmuldi Aboriginal Corporation in order to successfully determine participation, expectations and inclusion of the local Aboriginal and Torres Strait Islander community. This relationship remained positive and successful throughout the project mobilisation phase and is demonstrably evident in the project's Aboriginal and Torres Strait Islander peoples, maintaining up to 14% and no less than 10% of employees who self-identified as Aboriginal and/or Torres Strait Islander peoples.

UGL will continue its commitment to local engagement, ensuring its continued success in this area influences the results at the Tailem Bend Solar Project.



“It's good to see Indigenous people new to the construction industry being given the opportunity to enter this... workforce. Lots of Indigenous families will benefit greatly. UGL is a great organisation to work for.

Clayton Kartinyeri, Electrician at Tailem Bend Solar Project

Case Study 2

UGL's Sydney Metro Northwest Project – Creation of an Aboriginal and Torres Strait Islander Traineeship & Apprenticeship program

As part of our existing association with South Cares and Infracore on the Sydney Metro NRT project, UGL is currently working with 10 Aboriginal and Torres Strait Islander youth as part of a commitment to tackling long term unemployment.

UGL's partner on the initiative, Infracore, provides Certificate III Rail Infrastructure traineeships, pastoral care, and work readiness training to encourage the candidates gain sustainable employment opportunities.

As a result of this successful partnership, Infracore have extended a commitment to work exclusively with UGL to deliver infrastructure trainees across the broader Sydney Metro Project. This will form the foundation of the project's SMILE (Sydney Metro Indigenous Learning & Employment) Program, a program the Sydney Metro NRT is considering extending to the Clontarf Foundation to support its vision to build the skills, self-esteem, education, and employment of young Aboriginal and Torres Strait Islander boys.



NSW Premier, Gladys Berejiklian (centre), Transport Minister, Andrew Constance (first right), with apprentices (left to right) Gage Latu, Harry Nguyen and Tracy Connel, and Anthony Warren, UGL Deputy Project Director (centre back) at the Sydney Metro Northwest Project



I am proud to be an Ambassador for this innovative program. Supporting Indigenous men and women into employment is something I am extremely passionate about. This is a great opportunity for the trainees. I look forward to helping mentor the supervisors and managers about effectively working with Indigenous employees.

Greg Inglis, Ambassador for the program

Key Learnings & Findings

Throughout our RAP journey, UGL has proactively taken steps towards an inclusive culture, one that embraces Aboriginal and Torres Strait Islander Australians. We consistently recognise National Reconciliation Week and NAIDOC Week at our major offices and through our external channels. This, along with monitoring and reporting on Aboriginal and Torres Strait Islander metrics led to good practices of Aboriginal and Torres Strait Islander peoples employment.



Gaimaragal CEO, Susan Moylan-Coombs presenting the UGL plaque recognising the Cammeraygal as the traditional custodians of the North Sydney area

Through these examples and others, we have identified learnings from the previous RAP for our second Innovate RAP. These learnings constitute the basis our 2019-2021 RAP. To implement these, we are committed to:

- Recognising, celebrating and communicating successes regarding Aboriginal and Torres Strait Islander initiatives which demonstrate incremental steps in our journey toward challenging unconscious bias and creating awareness around inclusion
- Creating ongoing opportunities for the active involvement of UGL employees in Aboriginal and Torres Strait Islander initiatives which promote cultural awareness and link these experiences to measurable business outcomes
- Enriching our partnerships with Aboriginal and Torres Strait Islander organisations and working across UGL projects sites and offices to create local employment opportunities
- Aligning deliverables in our RAP to business priorities and embedding accountability for Aboriginal Engagement Plans (AEP's) which stand the weather of organisational change and deliver tangible outcomes for Aboriginal and Torres Strait Islander communities

Our RAP Working Group consists of influential people from across our business, and they will be central to making the decisions that will keep us on track to embedding these learnings in this 2019-2021 RAP.



RELATIONSHIPS



initiatives

RELATIONSHIPS

UGL's success continues to be founded on strong relationships with our clients, business partners, communities, suppliers and our people.

UGL's engagement with Aboriginal and Torres Strait Islander peoples, our employees and our clients, reflect the importance that UGL places on relationships. As an organisation, we will build strong, lasting and respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities so as to grow in our cultural awareness and be able to appropriately respond to their needs accordingly.

UGL's primary focus in developing our relationships with Aboriginal and Torres Strait Islander Australians, is to facilitate opportunities for UGL to engage with Aboriginal and Torres Strait Islander communities in ways that are meaningful for them. This will include sharing Aboriginal and Torres Strait Islander cultures and histories, as well as providing employment and business opportunities that are mutually beneficial to all parties.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	RWG oversees the development, endorsement and launch of the RAP.	July 2019	EGM People (all deliverables)
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	July 2019, 2020	
	Meet at least twice per year to monitor and report on RAP implementation.	July 2019, December 2019, July 2020, December 2020	
	Establish Terms of Reference for the RWG.	July 2019	
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Develop and implement a strategy to communicate the UGL RAP to internal employees and external stakeholders.	July 2019	EGM People
	Promote reconciliation through engagement of key leaders and celebrate learnings and good internal practices at the Key Leadership Forum (KLF), the CIMIC Indigenous Network and at Leadership events.	December 2019, 2020	EGM People
	Support Reconciliation Australia and local reconciliation councils and bodies.	July 2021	EGM People

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote positive race relations through anti-discrimination strategies.	<p>Implement and communicate existing CIMIC policy and monitor progress.</p> <p>Educate senior leaders on the effects of racism as part of existing Employment Equal Opportunity (EEO) training.</p>	<p>July 2019, 2020, 2021</p> <p>July 2019, 2020, 2021</p>	EGM People (all deliverables)
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<p>Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.</p> <p>Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</p>	<p>December 2019</p> <p>December 2019</p>	<p>EGM Resources</p> <p>EGM People</p>
Celebrate and actively participate in National Reconciliation Week (NRW) to provide opportunities to build relationships between UGL employees and Aboriginal and Torres Strait Islander peoples.	<p>Support an external NRW event.</p> <p>Ensure all members of our RAP Working Group participates in an event to recognise and celebrate NRW.</p> <p>Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories, during and post NRW.</p> <p>Encourage employees to participate in external events to recognise and celebrate NRW and communicate learnings on UGL's internal channels.</p> <p>Review HR policies and procedures to ensure there are no barriers to employees participating in NRW.</p> <p>Organise at least one internal NRW event each year.</p> <p>Register all NRW events via Reconciliation Australia's website.</p>	<p>May 2020, 2021</p> <p>May 2020, 2021</p> <p>27 May – 3 June 2020, 2021</p> <p>27 May – 3 June 2020, 2021</p> <p>March 2021</p> <p>27 May – 3 June 2020, 2021</p> <p>27 May – 3 June 2020, 2021</p>	<p>RAP Chair</p> <p>RAP Chair</p> <p>EGM People</p> <p>EGM People</p> <p>EGM People</p> <p>EGM People</p> <p>EGM People</p>



RESPECT



initiatives

RESPECT

Respect is the basis of any successful, productive relationship. Respectful conduct at all times and respect for each other through establishing mutual common grounds is key to the way we conduct our business.

This cornerstone principle underpins our intent and drives our behavior and actions when working with Aboriginal and Torres Strait Islander peoples and communities to ensure that we establish the necessary foundation to build real opportunities in training, employment and business sub-contracting. Further, being respectful of Aboriginal and Torres Strait Islander cultures, heritage and business protocols continues to be a core focus that we build and continue to grow within our organisation.

At a practical level we focus on demonstrating respect through progressing initiatives to drive equity, embodying and promoting awareness of Aboriginal and Torres Strait Islander cultures and histories as well as fostering a workplace where diversity and inclusion is celebrated.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Engage UGL employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Finalise development and implementation of an Aboriginal and Torres Strait Islander cultural awareness training program for UGL employees considering various formats such as online and face to face.	December 2020	EGM People
	Investigate opportunities to develop relationships with Traditional Owners and/or Aboriginal and Torres Strait Islander stakeholders to provide avenues to develop cultural awareness training.	December 2020	EGM People
	Enable RWG members, People & Culture team, and other key leadership employees to participate in cultural training and immersion opportunities.	March 2021	RAP Chair
	Investigate local cultural immersion experiences and opportunities.	December 2020	RAP Chair
	Develop a list of cultural awareness training providers, localised to each office location and project site.	December 2020	EGM People
Promote Aboriginal and Torres Strait Islander cultures within UGL.	Host an Aboriginal and Torres Strait Islander film or documentary from the Reconciliation Film Club Library.	July 2019, 2020, 2021	EGM People (all deliverables)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	Amplify existing workplace Welcome to Country and Acknowledgement of Country good practices and promote use of the UGL cultural protocol document.	July 2020	EGM People
	Promote list of key contacts for organising a Welcome to Country.	December 2020	EGM People
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including NAIDOC Week, NRW, etc.	July 2020, 2021	EGM People
	Invite Traditional Owners to offices and project sites to explain the significance of Welcome to Country and Acknowledgement of Country.	8 – 15 July 2020	EGM People
	Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	September 2020	EGM People
	Encourage employees to include an Acknowledgement of Country at the commencement of all meetings.	December 2020	RAP Chair
	Organise and display an Acknowledgement of Country plaque in 5 key offices and project sites, including Auburn, Sydney, Pymble, Brisbane, and Perth.	December 2020	RAP Chair
Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance unique to the location where we operate.	Encourage UGL project sites to recognise specific Aboriginal and Torres Strait Islander cultural days at the start of, and during key delivery stages.	July 2019, 2020, 2021	RAP Chair
	Include Aboriginal and Torres Strait Islander dates of significance in internal calendars.	July 2019, 2020, 2021	EGM People
	Promote local community events recognising these dates of significance to employees via our Intranet.	July 2019, 2020, 2021	EGM People
Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their cultures and communities by celebrating NAIDOC Week.	Implement, communicate and monitor existing CIMIC Group policy to ensure there are no barriers to employees participating in NAIDOC Week.	March 2020, 2021	EGM People
	Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	July 2019, 2020, 2021	EGM People
	In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal NAIDOC Week event.	July 2020, 2021	EGM People
	Business (and associated project sites) to actively recognise NAIDOC Week and/or other culturally significant Aboriginal and Torres Strait Islander events per year.	July 2019, 2020, 2021	RAP Chair



OPPORTUNITIES



initiatives

OPPORTUNITIES

UGL will drive key initiatives to create and maximise sustainable opportunities for Aboriginal and Torres Strait Islander Australians to make a meaningful contribution to our business. This will be achieved through direct engagement in employment and business partnerships with Aboriginal and Torres Strait Islander businesses and organisations.

We believe that by working with integrity and aligning our strategies and actions to our business priorities we can become real change agents and make a valuable contribution for both Aboriginal and Torres Strait Islander communities and the broader Australian community. As part of our commitment, UGL will work consciously to add value in collaborating and working with Aboriginal and Torres Strait Islander stakeholders to ensure that all opportunities are maximised.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within UGL.	Set divisional/project specific targets that are built into processes in pursuing new works.	July 2020, 2021	EGM People (all deliverables)
	Build Aboriginal and Torres Strait Islander employment targets into project commercial incentive models.	July 2020, 2021	
	Set-up a buddy system and/or mentoring program to ensure that new Aboriginal and Torres Strait Islander employees are provided development opportunities.	July 2021	
	Identify a sponsor for Aboriginal and Torres Strait Islander recruitment within the recruitment team, that understands how to source and engage talent for the project/division.	December 2020	
	Implement Aboriginal and Torres Strait Islander project-driven recruitment and engagement plans and monitor against diversity targets.	December 2020	
	Engage with existing Aboriginal and Torres Strait Islander employees to consult on developing employment strategies that recruit and retain Aboriginal and Torres Strait Islander employees.	June 2020	
	Collect information on our current Aboriginal and Torres Strait Islander employees to inform future employment opportunities.	December 2019	
	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	July 2021	
	Implement, communicate and monitor existing CIMIC Group policy to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	July 2021	
	Develop an organisation wide Aboriginal and Torres Strait Islander employment and retention strategy.	March 2021	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within UGL.	<p>Develop an Aboriginal and Torres Strait Islander procurement strategy.</p> <p>Set an expenditure target and monitor spend on Aboriginal and Torres Strait Islander owned businesses.</p> <p>Review and update procurement plans for procuring goods and services from Aboriginal and Torres Strait Islander businesses to ensure there are no barriers.</p> <p>Include Aboriginal and/or Torres Strait Islander representation on labour hire and recruitment Preferred Supplier panels and monitor and report results to the RAP WG.</p> <p>Develop and communicate to employees a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services at UGL offices and project sites.</p> <p>Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</p> <p>Register membership with Supply Nation.</p> <p>Enable accounting systems to capture Aboriginal and Torres Strait Islander suppliers and utilisation.</p>	<p>December 2019</p> <p>December 2019</p> <p>December 2019</p> <p>December 2019</p> <p>December 2019</p> <p>December 2020</p> <p>July 2019</p> <p>December 2019</p>	EGM People (all deliverables)
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander graduate/trainee employment outcomes.	<p>Develop and pilot an employment pathways framework including feeder programs such as school based traineeships & apprenticeships for Aboriginal and Torres Strait Islander peoples and test and learn within selected business units.</p> <p>Work with partners such as Clontarf to identify pathways to employment with UGL, build trusting relationships with students and showcase the employment opportunities available.</p> <p>Onboard 2 Clontarf students into the business.</p>	<p>March 2020</p> <p>December 2019</p> <p>December 2019</p>	EGM People (all deliverables)



GOVERNANCE, TRACKING PROGRESS & REPORTING



initiatives

GOVERNANCE, TRACKING PROGRESS & REPORTING

UGL will drive key initiatives to create and maximise sustainable opportunities for Aboriginal and Torres Strait Islander Australians to make a meaningful contribution to our business. This will be achieved through direct engagement in employment and business partnerships with Aboriginal and Torres Strait Islander businesses and organisations.

We believe that by working with integrity and aligning our strategies and actions to our business priorities we can become real change agents and make a valuable contribution for both Aboriginal and Torres Strait Islander communities and the broader Australian community. As part of our commitment, UGL will work consciously to add value in collaborating and working with Aboriginal and Torres Strait Islander stakeholders to ensure that all opportunities are maximised.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Report UGL RAP achievements, challenges and learnings to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. Participate in the 2020 RAP Barometer.	September 2019 September 2020 May 2020	EGM People (all deliverables)
Report UGL RAP achievements, challenges and learnings internally and externally.	Publicly report UGL RAP achievements, challenges and learnings within the scope of the CIMIC Group communication protocols. Develop and embed Aboriginal and Torres Strait Islander business dashboard to utilise during project and divisional reviews to map and track progress against targets.	December 2019, 2020 December 2019 December 2019	EGM People RAP Chair
Review, refresh and update RAP.	Work with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for review and feedback. Submit RAP to Reconciliation Australia for formal endorsement.	December 2020 January 2021 June 2021	EGM People RAP Chair RAP Chair



For more information please contact:

Jude-Martin Etuka | Organisational Change Manager

E judemartin.etuka@ugllimited.com

T (+61) 437 024 295



Level 8, 40 Miller Street, North Sydney, New South Wales, 2060, Australia

T (+61) 2 8925 8925

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Appendix C CPB RAP



Reconciliation Action Plan INNOVATE

June 2019 – May 2021



Story of CPB Contractors' Indigenous Australian artwork

The artwork was created by Jordan Lovegrove, an Indigenous artist from Dreamtime Creative. Jordan is a Ngarrindjeri young man who combines intimate knowledge of Aboriginal communities and illustration skills to develop Indigenous artwork for a range of print and online communications.

The artwork shows the relationship between CPB Contractors and its partners, clients and communities, creating meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander peoples. The large tree with the carved

patterning represents CPB Contractors. The company's principles – Integrity, Accountability, Innovation and Delivery – are shown by the four meeting places under the tree branches. The large patterned circle around the tree represents safety, which underpins everything CPB Contractors does. The meeting places with paths reaching out depict CPB Contractors' partners and clients. The dot patterns throughout are the different communities and people the company connects with to help drive economic growth and provide vital long-term infrastructure.

Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome CPB Contractors to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, CPB Contractors joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides CPB Contractors with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, CPB Contractors will develop its approach

to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish CPB Contractors well as it explores and establishes its own unique approach to reconciliation. We encourage CPB Contractors to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend CPB Contractors on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





A note from our Managing Director

As a leading Australasian construction company, CPB Contractors delivers infrastructure that connects communities and enhances people’s lives. Our work includes road and rail networks, hospitals, schools and renewable energy projects for future generations.

While we are contributing to the building of Australia, we must always acknowledge the past. We understand that we often touch land that has been in the custodianship of Aboriginal and Torres Strait Islander Peoples for more than 60,000 years.

Enhancing the future, while respecting and acknowledging Aboriginal and Torres Strait Islander Peoples’ history and custodianship of the land, is at the heart of why we have established our 2019-2021 Innovate Reconciliation Action Plan. In line with our company’s principles of Integrity, Accountability, Innovation and Delivery, we have taken this important step to ensure our goals and achievements can be tracked and reported with transparency.

Our Reconciliation Action Plan builds on the significant work we have done over many years with our clients and partners to help close the gap for Aboriginal and Torres Strait Islander Peoples. It is our responsibility to ensure that Aboriginal and Torres Strait Islander Peoples continue to share in and benefit from the training, employment and business opportunities that our work and projects provide.

It is with passion and purpose that we drive unity and equality in all that we do, to create a stronger company culture where everyone contributes to understanding, trust and respect.

Together, we will create long-term value by putting people first, embracing diversity and drawing on the deep cultural and spiritual values of this country’s past to ensure a better future.

Jason Spears
Managing Director
CPB Contractors

About CPB Contractors

Our business

CPB Contractors is the Australasian construction company of the CIMIC Group. Working closely with our clients and partners, our projects connect communities, play a key role in urban and rural development, help drive economic growth and provide vital, long-term infrastructure.

Our geographic reach means we work in places that have great cultural significance. This provides us privileged opportunities to make strong and positive connections to Aboriginal and Torres Strait Islander peoples.

CPB Contractors employs around 6,000 people, including 520 employees who identify as Aboriginal and/or Torres Strait Islander Peoples.

Our company is headquartered in Sydney, New South Wales, with regional Australian offices in Melbourne, Brisbane, Adelaide, Perth and Darwin. We also have offices in Auckland, New Zealand and in the National Capital District of Papua New Guinea.

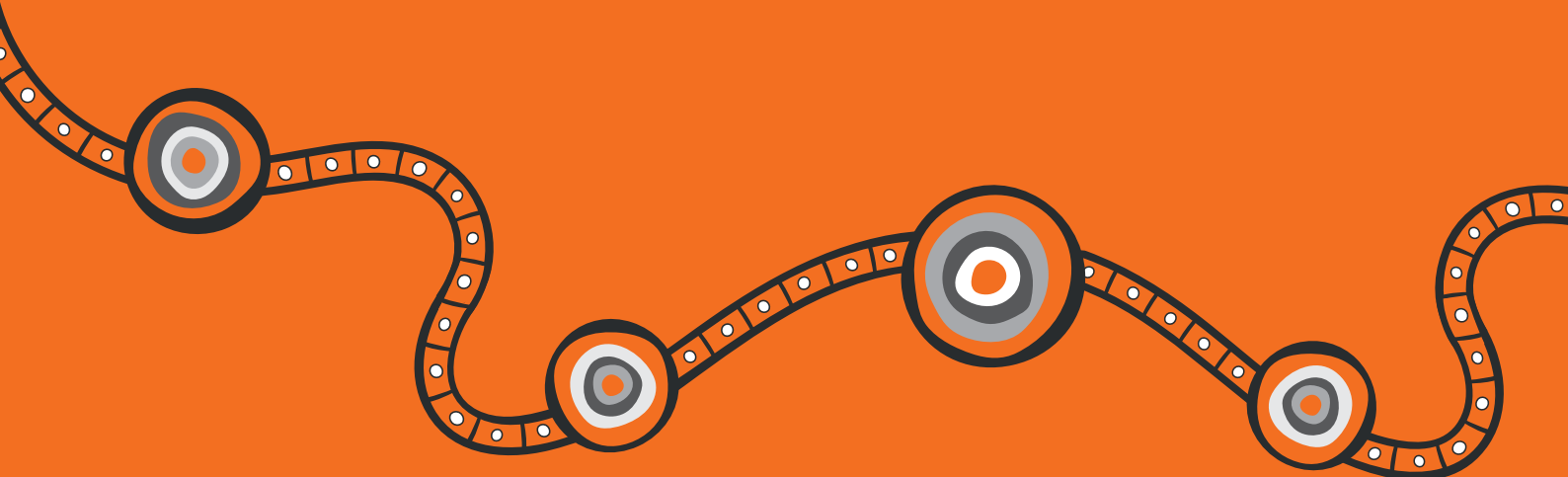
Our culture

We are committed to cultivating inclusive workplaces of fairness and equity to help foster the unique skills and talents of our people, including:

- A clearly stated mission and guiding principles.
- A Code of Conduct that sets the standards and behaviours that we expect from our people.
- Equal Employment Opportunity (EEO) and Unconscious Bias training to help create equality.

In the past eight years, more than 100 Aboriginal and Torres Strait Islander university students have completed internships with CPB Contractors and we are proud to have a talented and growing Alumni connected to our company.

We also undertake strategic and sustainable social enterprise initiatives to facilitate economic development and create genuine career pathways for Aboriginal and Torres Strait Islander Peoples.



Our vision for Reconciliation

Our vision for reconciliation is to build sustainable partnerships with Aboriginal and Torres Strait Islander Peoples. Our cultural and economic aspirations for our relationships with Aboriginal and Torres Strait Islander Peoples are supported by the training, employment and business opportunities that our construction projects provide.

Guided by our principles of Integrity, Accountability, Innovation and Delivery, we are committed to diversity and passionate about building a future of unity and equality.

Our Reconciliation Journey

Since the foundation of our company in 1949, CPB Contractors has been designing and constructing major civil engineering and building projects across Australasia.

In January 2016, we launched a new name and brand, CPB Contractors, following the merger of the CIMIC Group construction businesses of Leighton Contractors and Thiess.

Within the chapters of our history is a significant track record of supporting people and communities, championing diversity and making positive contributions to the regions where we operate.

From delivering Australia's biggest, most complex and most successful Aboriginal housing project in the Northern Territory between 2009 and 2014 to becoming one of the first organisations to sign up to the leading Indigenous internship program CareerTrackers in 2013, we have always understood the need to put people first.

Our 2019 – 2021 Innovate Reconciliation Action Plan is an opportunity for us to strengthen the positive and purposeful relationships between our teams and Aboriginal and Torres Strait Islander Peoples.

Our recent achievements include:

- More than 100 Aboriginal and Torres Strait Islander university students completing internships with CPB Contractors since 2010, as part of our partnership with CareerTrackers, and a talented and growing Alumni now connected to our company.
- The enablement of Aboriginal and Torres Strait Islander businesses and social enterprises to subcontract at our projects, through partnerships with groups including Supply Nation and Social Traders.
- Hosting of Indigenous and Social Inclusion forums in Sydney and Melbourne to better connect project supply chain opportunities with local Aboriginal and Torres Strait Islander suppliers and subcontractors.

*(*National Partnership Agreement on Remote Indigenous Housing project delivered with partners including our subsidiary Broad Construction.)*

Our 2019 - 2021 Innovate Reconciliation Action Plan

Sustainability through diversity and equality

For many years, our company has engaged in significant work with our clients and partners to help close the gap for Aboriginal and Torres Strait Islander Peoples through the training, employment and business opportunities that our construction projects provide.

With the support of our leaders and champions at all levels, we now acknowledge the opportunity to prepare our 2019 - 2021 Innovate Reconciliation Action Plan that reflects this ongoing commitment and where our challenges, goals and achievements can be tracked and reported with transparency.

Embedded within our Indigenous and Social Inclusion strategy is a commitment to partner with Aboriginal and Torres Strait Islander organisations that deliver genuine social benefits through the delivery of project-based procurement initiatives.

- As a founding member of non-profit organisation Supply Nation, we are connecting with verified Aboriginal and Torres Strait Islander businesses across the country. In 2017, this resulted in around \$30 million of project-based contracts issued to Aboriginal and Torres Strait Islander businesses.
- CPB Contractors was the first corporate organisation to sign-up to the 10x10 Program with CareerTrackers – a 10-year commitment providing meaningful internships for Aboriginal and Torres Strait Islander students around Australia. The 10x10 partnership includes a commitment to engage 25 new and existing Aboriginal and Torres Strait Islander interns per year.
- Through our partnership with CareerTrackers, more than 100 Aboriginal and Torres Strait Islander university students have completed internships with CPB Contractors since 2010. Many have been accepted into the CIMIC Group graduate program and we now have a talented and growing Alumni connected to our company.



Leadership and commitment

Our 2019 - 2021 Innovate Reconciliation Action Plan guides every member of our organisation in terms of our commitments to aiding the priorities and aspirations of Aboriginal and Torres Strait Islander Peoples.

Our Reconciliation Action Plan is championed by our Managing Director and our Executive General Manager People & Culture. Our Reconciliation Action Plan Working Committee is a group of senior leaders and operational representatives including 30% Aboriginal and Torres Strait Islander representation. All are committed to realising our vision and targets, as well as adopting new and innovative strategies as we move forward.

Juan Santamaria

Managing Director

Juan has many years' experience in the delivery of large and complex construction projects across Europe, North America, Latin America and South Africa, with corporate and social responsibility as strong components of his leadership. Juan is committed to creating sustainable legacies for Aboriginal and Torres Strait Islander Peoples.

Andrew Nolan

Executive General Manager, People & Culture

With more than a decade working as a senior leader in the construction industry, Andrew has a strong track record of successfully aligning business strategies with sustainability outcomes. At CPB Contractors, Andrew is the Executive champion of the company's People First initiative, with this Reconciliation Action Plan as one of the first major initiatives.



Relationships

As a major Australian construction company, we create vital infrastructure that better connects communities and enhances people's lives. We build road and rail networks, schools, hospitals, sporting arenas, renewable energy infrastructure and more.

We acknowledge our responsibility to build strong and positive relationships with Aboriginal and Torres Strait Islander Peoples, and to develop a deeper understanding and respect for the land and sacred places that we touch.

We believe that together we can help foster communities and environments that are nurturing and inclusive, where all people are encouraged to learn, share and grow.

Our goal is to develop long-term partnerships with Traditional Land Owners and Aboriginal and Torres Strait Islander Peoples at the planning stage of projects and throughout the project lifecycle, so that together we can share, achieve and celebrate success.

Action	Deliverable	Timeline	Responsibility
RAP Working Committee actively monitors RAP development and implementation of actions, tracking progress and reporting	RAP Working Committee oversees the development, endorsement and launch of the RAP	June 2019	Executive General Manager, People & Culture
	Ensure that 30% of the RAP Working Committee are Aboriginal and Torres Strait Islander Peoples	July 2019, 2020	Executive General Manager, People & Culture
	Ensure the RAP Working Committee is a balance of senior leaders and operational representatives	July 2019	Executive General Manager, People & Culture
	Establish terms of reference for the RAP Working Committee	July 2019	Executive General Manager, People & Culture
	RAP Working Committee to meet biannually to monitor and report on RAP implementation	July 2019, December 2019, July 2020, May 2021	Executive General Manager, People & Culture Group Manager, Indigenous & Social Inclusion
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander Peoples and other Australians	Organise at least one internal event for NRW each year (Corporate, Business Units, Projects)	May 2020, May 2021	Indigenous & Social Inclusion Advisor
	Support an external NRW event	May 2020, May 2021	Indigenous & Social Inclusion Advisor
	Ensure our RAP Working Committee participates in an external NRW event	May 2020, May 2021	Indigenous & Social Inclusion Advisor
	Register all NRW events via Reconciliation Australia's NRW website	May 2020, May 2021	Indigenous & Social Inclusion Advisor

Action	Deliverable	Timeline	Responsibility
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes	Continue to work with local Aboriginal and Torres Strait Islander organisations, service providers and programs to strengthen partnerships and foster new opportunities, including: <ul style="list-style-type: none">- CareerTrackers- Supply Nation- Regional partnerships	July 2019, May 2021	Group Manager, Indigenous & Social Inclusion General Managers
	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders	July 2019, May 2021	Group Manager, Indigenous & Social Inclusion
	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	July 2019, May 2021	Group Manager, Indigenous & Social Inclusion
Raise internal and external awareness of our RAP to promote reconciliation across our company and industry	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders	July 2019	Group Manager, Indigenous & Social Inclusion
	Promote Reconciliation through ongoing active engagement with all stakeholders	July 2019	Communications Manager
	Publish RAP on CPB Contractors website and intranet	July 2019	Communications Manager



Respect

Aboriginal and Torres Strait Islander Peoples are the Traditional Custodians of our country and as we work to deliver infrastructure across Australia, we often touch lands that have been in their custodianship for more than 60,000 years.

It is with humility and respect that we are guided by the advice of Aboriginal and Torres Strait Islander Elders, leaders and representatives

to ensure we protect and preserve these environments, as well as enrich our workforce through diversity and equality.

By learning more about the unique histories, cultural strengths and perspectives of Aboriginal and Torres Strait Islander Peoples, we can help ensure that our decision-making processes and initiatives are positive, inclusive and effective.

Action	Deliverable	Timeline	Responsibility
Engage employees in ongoing cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training plan that defines cultural learning needs across the company and ways cultural learning can be provided (e.g. online, workshops or cultural immersion)	August 2019	Group Manager, Indigenous & Social Inclusion Human Resources Managers
	Provide opportunities for RAP Working Committee members, RAP Champions, HR Managers and other key leadership employees to participate in cultural training	September 2019	Group Manager, Indigenous & Social Inclusion
	Investigate opportunities to work with local Traditional Owners and Aboriginal and Torres Strait Islander consultants to develop cultural awareness training	July 2019	Group Manager, Indigenous & Social Inclusion
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country to ensure there is a shared understanding and meaning	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	July 2019	Group Manager, Indigenous & Social Inclusion
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	July 2019	Indigenous & Social Inclusion Advisor
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including National Reconciliation Week and NAIDOC Week	May 2020/ May 2021 (NRW) July 2019/ July 2020 (NAIDOC)	Indigenous & Social Inclusion Advisor
	Encourage employees to include an Acknowledgement of Country at the commencement of key meetings	August 2019	Indigenous & Social Inclusion Advisor

Action	Deliverable	Timeline	Responsibility
Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their cultures and communities by celebrating NAIDOC Week	Review and update HR recruitment procedures to ensure there are no barriers to employees participating in NAIDOC Week	September 2019, 2020	Group Manager, Indigenous & Social Inclusion
	Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week	July 2019, 2020	Group Manager, Indigenous & Social Inclusion
	Encourage all employees to participate in NAIDOC Week activities	July 2019, 2020	Executive General Manager, People & Culture



Opportunities

CPB Contractors is committed to enhancing Aboriginal and Torres Strait Islander communities, with a focus on providing employment, training and contracting opportunities.

An important commitment is to utilise our purchasing power and strategic procurement initiatives to ensure positive engagement and participation of Aboriginal and Torres Strait Islander Peoples, including certified subcontractors and suppliers who deliver genuine social benefits.

We support Aboriginal and Torres Strait Islander businesses through a transfer of business skills, expertise and experience to help ensure they can meet the standards required to work with us, and that together we build trusted and meaningful long-term partnerships.

A cornerstone of this strategy includes ongoing partnerships with social enterprises such as Supply Nation and Social Traders.

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes in our workplaces	Implement a target of 4% employment of Aboriginal and Torres Strait Islander Peoples	June 2019, 2020	Group Manager, Indigenous & Social Inclusion
	Collect information on current Aboriginal and Torres Strait Islander employees to help inform future employment opportunities	August 2019	Group Manager, Indigenous & Social Inclusion
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy	September 2019	Human Resources Managers
	Review HR and recruitment procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander Peoples working with us	September 2019	Group Manager, Indigenous & Social Inclusion
	Advertise relevant vacancies in Aboriginal and Torres Strait Islander media	July 2019	Human Resources Managers

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity into our company	Ensure we achieve a spend of 2% of company revenue with Aboriginal and Torres Strait Islander businesses	November 2020	Group Manager, Indigenous & Social Inclusion
	Review and update procurement procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses	October 2019	Group Manager, Indigenous & Social Inclusion Group Manager, Procurement
	Develop and communicate a list of verified Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services	August 2019 (Updated quarterly)	Group Manager, Indigenous & Social Inclusion Group Manager, Procurement
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business	October 2019	Group Manager, Indigenous & Social Inclusion Group Manager, Procurement
	Continue Supply Nation membership	June 2019, 2020	Group Manager, Indigenous & Social Inclusion
	Promote the Early Payment Program to Aboriginal and Torres Strait Islander businesses, enabling the fast processing of approved invoices	July 2019	Group Manager, Indigenous & Social Inclusion
	Hold supplier forums to allow Aboriginal and Torres Strait Islander businesses opportunities to meet project directors to discuss current and upcoming pipelines of work	February 2020, 2021	Group Manager, Indigenous & Social Inclusion
	Develop an engagement plan to provide guidance on how to proactively engage Aboriginal and Torres Strait Islander businesses to ensure positive outcomes are created	May 2019, 2020	Group Manager, Indigenous & Social Inclusion
Engage with CareerTrackers to offer internship opportunities to Aboriginal and Torres Strait Islander Peoples	Engage 25 new and existing Aboriginal and Torres Strait Islander CareerTrackers interns per year as part of the 10x10 partnership	July 2019, 2020	Human Resources Managers



Governance, tracking progress and reporting

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2019, 2020	Group Manager, Indigenous & Social Inclusion
	Investigate participating in the RAP Barometer	May 2020	Group Manager, Indigenous & Social Inclusion
Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	December 2020	Group Manager, Indigenous & Social Inclusion
	Send draft RAP to Reconciliation Australia for review and feedback	January 2021	Group Manager, Indigenous & Social Inclusion
	Submit draft RAP to Reconciliation Australia for formal endorsement	May 2021	Group Manager, Indigenous & Social Inclusion
Report RAP annual achievements, challenges and learnings internally and externally	Publicly report our RAP achievements, challenges and learnings to employees and board members on Intranet and annual board paper	July 2020	Group Manager, Indigenous & Social Inclusion

Meet our CareerTracker Interns and Alumni

CPB Contractors was the first company to sign-up to the 10x10 program with CareerTrackers – a 10-year commitment providing meaningful internships for Indigenous students around Australia. Through the 10x10 partnership, CPB Contractors has committed to engaging with 25 new and existing Indigenous interns per year, with 12 weeks of paid employment and considering interns for the CIMIC Group graduate program, ongoing employment or professional reference.



Cori-Laine Clarke

- Human Resources Graduate at CPB Contractors
- Worked on the Sydney Metro North-West and WestConnex M5 projects.

“Since joining CPB Contractors in early 2018, I have been exposed to a variety of learning experiences and opportunities. Prior to my commencement I had no experience outside of the lecture theatre regarding Human Resources policies, processes or the general nature of the work, so I was very fortunate that they decided to take a chance and bring me on board.

“As one of the CareerTrackers Alumni, I often have events where I am asked to present and other opportunities such as being awarded a space to attend a six-day conference alongside four other Indigenous women. Both my direct team and CPB Contractors have been supportive of these external commitments and for that I am extremely thankful. As I am beginning to shape my own career path, I know I want to be involved in sharing my experiences and learning curves and while providing guidance for those looking to join CPB Contractors and the wider CIMIC Group.”



Lance Hammond

- Undergraduate Engineer
- West Gate Tunnel project

“Since beginning working for CPB Contractors, I have found my university/work/life balance has improved dramatically. Working in a field that I am passionate about on tangible skills that will stand me in good stead for the future has made everything around my studies much more enjoyable. The biggest difference has been in the flexibility of work hours that I couldn't get from other part-time/casual jobs. Working for people who understand the trials of university and want to see me do well has relieved much stress around exam/assignment time by providing me with accommodating working hours.

“Being on the cusp of graduating and having been with CPB Contractors and CareerTrackers for over 2 years and 3 summer internships, I can see how CPB Contractors is growing in the Indigenous space. Having grown up without much knowledge of my Aboriginal heritage, I have often struggled with my own identity and how to deal with certain interaction and sensitive issues. The RAP and the motivation from the people driving it is helping CPB Contractors grow to be a more supportive place and has already begun many great initiatives which I hope will continue to grow into the future.”

Dan Oberthur

- Graduate Civil Engineer
- Worked on the New Brisbane Airport Parallel Runway project

"I started working with CPB Contractors as an undergraduate engineer in 2014, originally on the Wynyard Walk project. Since then, I have worked on two other jobs – WestConnex New M5 and now the New Parallel Runway in Brisbane. I was employed with CPB Contractors to commence my graduate program in February 2018. Since full time employment I have noticed firsthand the advantage that working with a company such as CPB Contractors gives to new starters within the industry. I have been surrounded with like-minded individuals who have taught and shown me many skills that will become the cornerstones to becoming a successful and established engineer. I truly believe that without the mentors I have been involved with throughout my time at CPB Contractors and affiliated companies I would not possess the confidence or knowledge that I do today."



Tara Proberts-Roberts our WestConnex trainee takes out top honour

Tara Proberts-Roberts made a courageous leap from childcare and banking to the world of civil construction.

Entering the WestConnex Aboriginal & Torres Strait Islander Pre-Employment Program as a trainee in 2017, Tara's desire to learn and develop her skills and experience has seen her win two significant awards.

Tara won a regional Trainee of the Year Award in NSW and then took out the coveted 2018 NSW Trainee of the Year at the NSW Training Awards, presented by Deputy Premier and Minister for Skills John Barilaro and Minister responsible for TAFE Adam Marshall.

Tara was recognised for her outstanding dedication and commitment to her vocational education, after completing a Certificate II in Civil Construction. She has since completed a Certificate III in Civil Construction and has also been promoted to Skilled Labourer with the WestConnex project.

Tara's supervisor says that Tara's potential and ability to meet challenges have served her well in gaining new opportunities to develop her skills in construction. "Tara is incredibly dedicated and committed to learning as much as she can to develop her skills and experience; she is considered a future leader in this industry."



Meet Tara Proberts-Roberts

Where are you from, Tara?

I am an Aboriginal Australian, living in the Campbelltown area. I have lived in Camden with my mum and family for over 25 years. We are from the Wiradjuri mob.

What led you to work in the construction industry?

Before working for CPB Contractors, I was an early childhood education and care provider for over 6 years, with 0-6 child care, 5-12 Out of School Hours, live in nanny and foster and respite carer experience. I was 28 when I changed careers. I felt like I had reached my limit with childcare and was not enjoying my time there as much. I wanted something to challenge myself with every day and learn new things.

Why did you choose to work with CPB Contractors?

I was in between jobs at the time and my Auntie told me to attend the info session at the local TAFE. I knew nothing about the company and very little about the industry. I just thought why not! The worst thing that could happen is they reject my application.

What is your role?

At current, I hold a Cert 3 in Civil Construction. I am a dogger and labourer working on the New M5 in St Peters. We are nearing completion of our section of local road upgrades.

Tell me about being awarded Trainee of the Year.

Being nominated as Trainee of the Year for my region and state and coming one of the runner ups for the county was an amazing experience. Being recognised as doing well in my career and studies helped cement the fact that I've made a good choice in my career change.

What inspires you to achieve your goals and aspirations?

I wanted to step away from the traditional women's jobs like the bank and childcare. I wanted a big challenge, something that I've never done before. I love learning new things and being outdoors. I could never do an office job being stuck at a desk. I want to be a role model for all the little people in my life. To show them that girls can do these jobs too. How to be brave and step outside your comfort zone, and take a leap of faith.

We need our girls to grow up to be strong, confident and brave women.

What three words best describe you?

I am a learner, I am culturally proud, I am strong.

Anything else you would like to add?

I'd advise all women to apply for a role in the civil construction industry as it's a very rewarding career. To see a project from start through to finish is amazing. The amount of new skills and information you'll receive is huge! This is not just for men anymore. Whether you're wanting an office job, driving trucks, cleaning staff rooms, operating heavy machinery, being a surveyor, health and safety rep or traffic controller/gate keeper, it's waiting for you. All you have to do is take a leap of faith outside your comfort zone.



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Our projects delivering great opportunities to Aboriginal and Torres Strait Islander Peoples

Junee Correctional Centre and PSG Holdings

CPB Contractors has a long-standing commitment to maximise the involvement of Traditional Owners and Aboriginal and Torres Strait Islander Peoples across our projects. Working with local and interstate businesses, we achieve excellent participation outcomes across our projects.

A great example is our outstanding performance on the Junee Correctional Centre Upgrade Project in New South Wales. A diligent project team, supported by rigorous processes, ensured that we exceeded our targets, while building strong sustainable relationships with the local Aboriginal stakeholders.

We exceeded the client's projected targets of Aboriginal and Torres Strait Islander participation on the project. This was due in part to our partnership with Indigenous-owned company Pacific Services Group Holdings (PSG) to deliver a portion of the project works.

Junee sits in Wiradjuri country, where PSG Holdings' Director Troy Rugless' family originate from. PSG was engaged by CPB Contractors to complete a building works package to reconfigure the existing medium security facilities. PSG Holdings' scope includes construction of new buildings, extensions to existing buildings and refurbishments.

PSG Holdings was selected by CPB Contractors for their demonstrated capabilities in undertaking construction in live, secure operational environments and as an Indigenous owned company for their ability to exceed our Indigenous participation obligations under the NSW Government's Aboriginal Participation in Construction (APIC) Policy.

The project has led to many positive outcomes for PSG Holdings, its supply chain and Indigenous engagement for the NSW Government. Some outcomes from this project include:

- The permanent employment of 2 PSG Holdings Indigenous site management staff (Project Engineer & Foreman) and the development of their careers on a high profile and quality project
- Contribution to the growth of the PSG Holdings business
- Supply chain, including direct and non-direct spend
- Development and upskilling of the PSG project based staff, having exposure and working with a tier 1 QSE management system on a correctional services project

The project is a model example of how a leading Tier 1 contractor can partner with an Indigenous company to deliver contractual requirements. Winning large projects like this allows PSG Holdings to continue to invest in Aboriginal and Torres Strait Islander mentoring programs such as BD101, community sponsorships and in building relationships and networks within the wider Aboriginal and Torres Strait Islander communities so we can work together to improve the economic independence and sustainability of these communities. The collaboration on these projects between all personnel also contributes positively to reconciliation which is what PSG Holdings stands for - achieving reconciliation through business.

We have now adapted this approach as the standard procurement model to successfully engage Aboriginal and Torres Strait Islander businesses across all projects.

RAAF Base Williamtown continues to drive engagement

Our RAAF Base Stage 2 project at Williamtown, New South Wales is demonstrating CPB Contractors' commitment to providing Aboriginal and Torres Strait Islander Peoples opportunities to participate in employment, training and contracting opportunities.

The project team has proactively introduced Aboriginal and Torres Strait Islander awareness training for all team members to improve their understanding of the significance of Aboriginal and Torres Strait Islander cultures. It will also promote inclusive initiatives to encourage greater involvement and engagement from local Aboriginal and Torres Strait Islander Peoples with the project.

As part of our commitment, we have actively explored opportunities to encourage local Traditional Owners, Aboriginal and Torres Strait Islander artists and cultural experts to provide cultural input into the urban design and landscape of the project, including:

- Identifying and engaging with local Traditional Owners and Elders.
- Establishing a working committee made up of local Aboriginal Elders, story tellers, Aboriginal and Torres Strait Islander artists, representatives from the local Aboriginal Land Council and CPB Contractors representatives.
- Identifying and matching project design opportunities such as way-finding and signage, and the inclusion of local traditional plants into the landscape and design.
- Working on employment and training opportunities with the local community.

The project had four undergraduate engineers through the partnership with CareerTrackers. It has also partnered with Asquith Workforce

Solutions, a local Indigenous training and employment company, to assist with providing Indigenous Australian talent to the project.

The project engaged Indigenous building company Barpa as the contractor for the North Entry Works. Kulbardi, an Indigenous stationery supplier, was also commissioned for the project.

A "Name the Crane" event was also held, with the local school. The crane was named Birriwal, meaning "big and strong" in the local Worimi language. Worimi Elders attended the unveiling of the crane.

CPB Contractors was recognised by the Department of Defence for our involvement with the local community and a briefing paper was sent to the Prime Minister's office for Information.

"I just wanted to quickly drop you a line to say thank you for all the time and effort you and your team are investing in incorporating Worimi culture into the base redevelopment. I know that the community is very excited by the opportunity to have their land, language, stories and people captured in such a significant way as what I expect will be the outcome of your work with them. I appreciate that you are not obliged to undertake consultation with the community to incorporate their culture as you have, but I anticipate it will be an incredible legacy for both the Indigenous and RAAF communities. I strongly believe that your motivation to be inclusive and your approach to community engagement will provide a strong foundation for both CPB Contractors and RAAF Williamtown's relationship with the local Worimi community as the base redevelopment progresses, and into the future. I look forward to working with you and your team over the coming months".

Alice Baxendale

Flight Lieutenant RAAF Williamtown
Indigenous Liaison Officer



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For further information about the
CPB Contractors 2019-2021
Innovate Reconciliation Plan,
please contact our
Indigenous & Social Inclusion
team at isi@cpbcon.com.au

Appendix D Cross Cultural Awareness Program

To be provided at a later stage.