

RECONCILIATION ACTION PLAN

June 2019–June 2021



**BMD RECOGNISE
ABORIGINAL AND TORRES
STRAIT ISLANDER PEOPLES
AS THE TRADITIONAL
CUSTODIANS OF THIS
LAND AND WE PAY OUR
RESPECTS TO ELDERS PAST,
PRESENT AND EMERGING.**

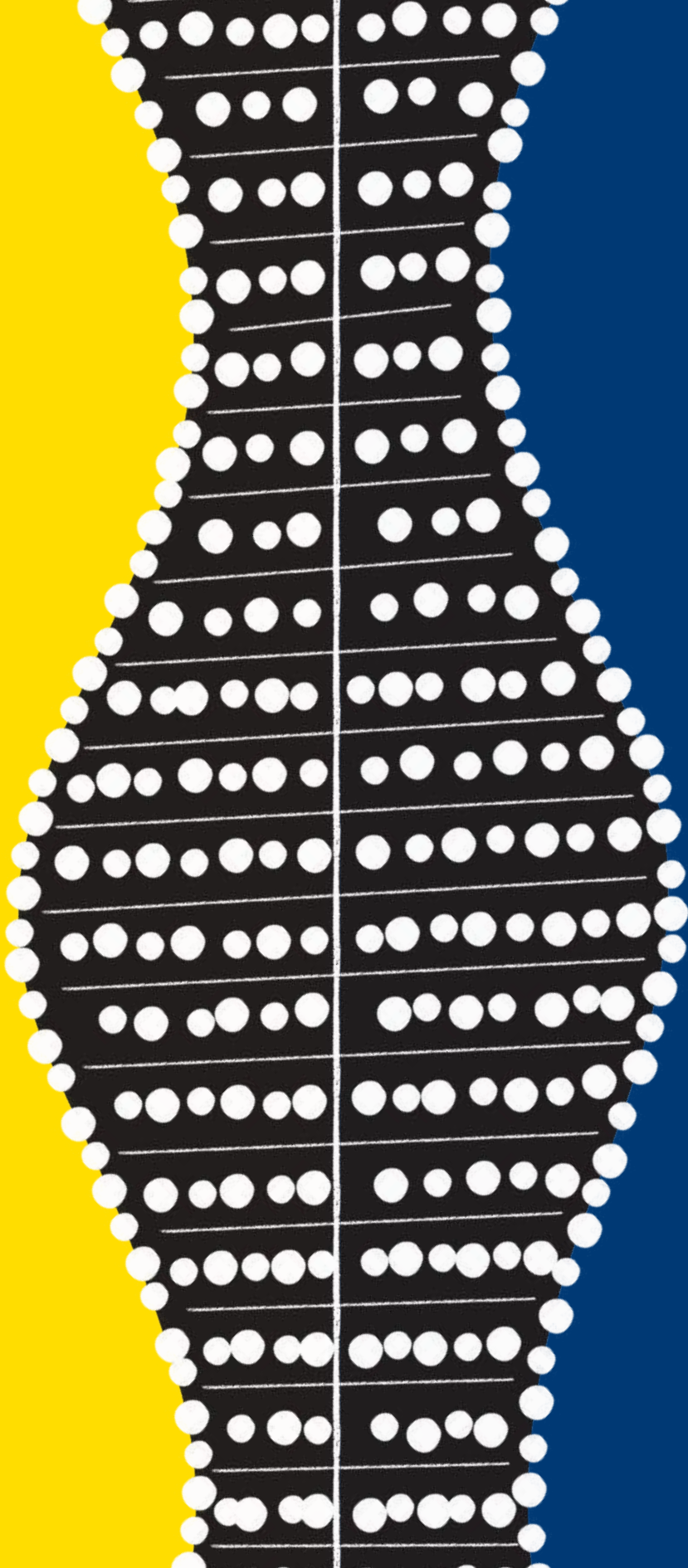


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ANGELA MARR-GROGAN ARTIST

Design symbolism

The central concentric circles represent the BMD Group and symbolises the growth of the organisation during their Reconciliation Action Plan journey, and continued strength and commitment towards Reconciliation. The interconnecting centreline linear design represents a bridge and its symbolism is threefold.

- It represents the physical construction of the Bow River Bridge Upgrade Project.
- It is a symbolic representation of BMD’s work with the Clontarf Foundation and ‘Closing/Bridging the Gap’ in education and employment opportunities for young Aboriginal men.
- It connects and builds on their understanding of Aboriginal and Torres Strait Islander peoples, by increasing their awareness of culture and cultural responsibility through training.

The extending outer lines represent journey lines, as the BMD Group move into their Innovate stage.

Title
Djukalmaliyn Dhanbaan–Growing Strong

Artist/Designer
Angela Marr-Grogan

Country
Birrbay

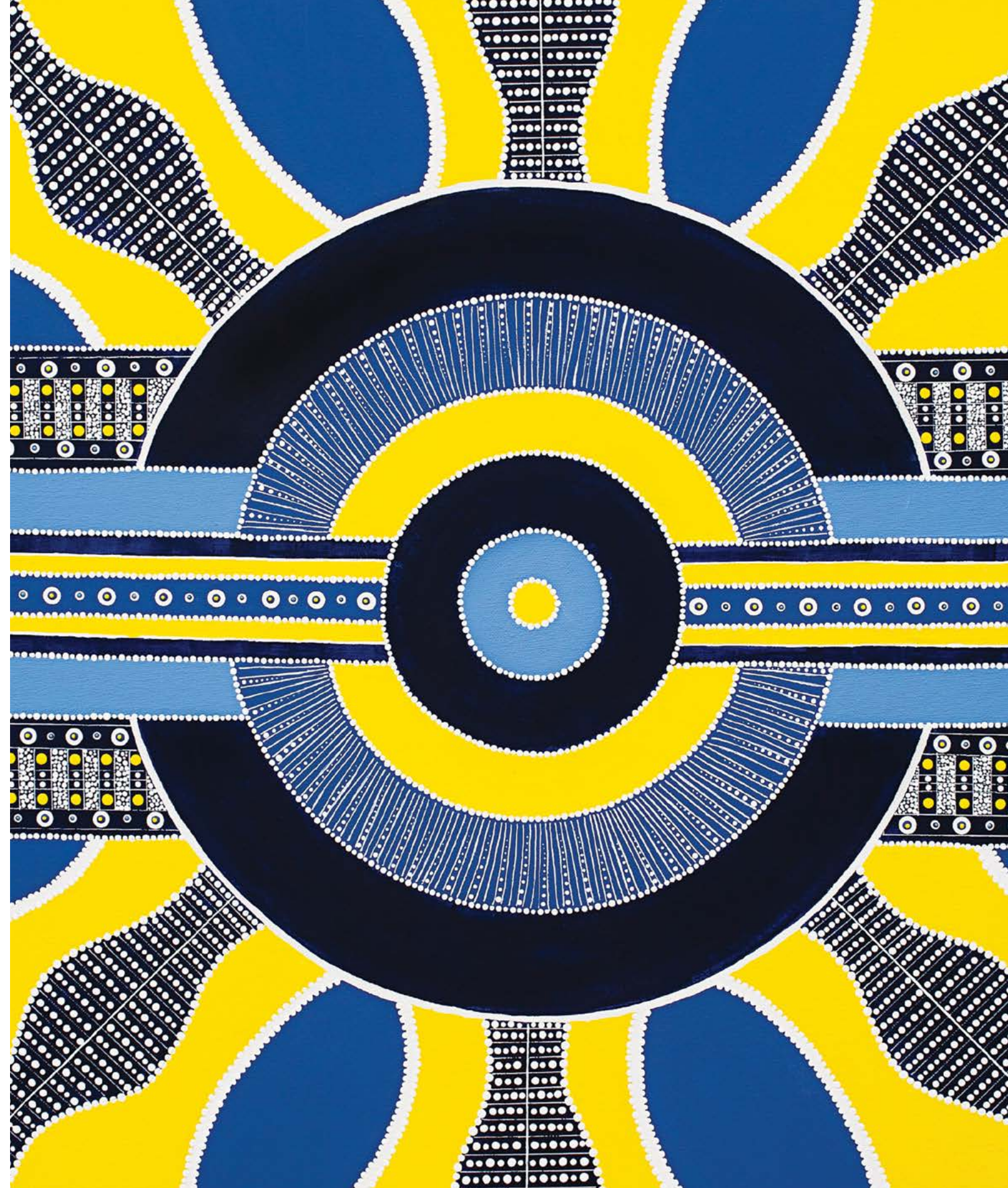
Language Group
Gathang

“I wish the BMD Group all the best with the next stage of their Reconciliation Action Plan. It was a pleasure creating a special piece to represent their Innovate RAP.”

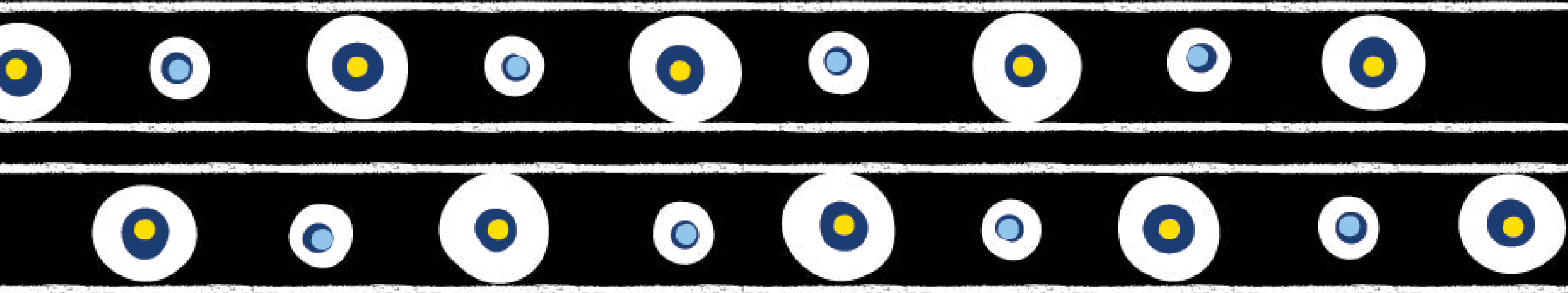


OUR VISION FOR RECONCILIATION

BMD acknowledges that the land on which we build our projects is the traditional lands of Aboriginal and Torres Strait Islander peoples. Our vision for reconciliation is to champion meaningful consultation with Traditional Custodians based on the principles of integrity, transparency and inclusiveness to deliver beneficial outcomes and leave lasting legacies in the communities in which we operate. Providing real career progression and development opportunities for our Aboriginal and Torres Strait Islander employees through increased awareness of the importance of diversity encompasses the value we see in the contributions different backgrounds can make and aligns with our business motto, 'our business is our people'.



OUR VALUES



As BMD continues to progress through our reconciliation journey, our culture and relationship-based approach will remain our point of difference. By valuing our people, collaborating with our partners, and fostering key relationships, we will build respect and facilitate sustainable opportunities for Aboriginal and Torres Strait Islander peoples.

BMD’s values are the essence of the BMD Group’s operational focus and guides our reconciliation approach.

DETERMINED

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

COLLABORATIVE

We work as a team in the belief that collaborative achievement results in creative relationships of long-term mutual benefit.

Our no-blame culture focuses on finding what works best, sharing success and enjoying the experience.

EMPOWERING

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

FAMILY

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

STRIVING TO DO BETTER

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

A MESSAGE FROM OUR GROUP BOARD CHAIRMAN AND MANAGING DIRECTOR



It gives me great pleasure to endorse the continuation of BMD's formal reconciliation journey through our second Reconciliation Action Plan (RAP).

The past 18-months has seen BMD make important contributions to reconciliation and this Innovate RAP will improve and build upon what we have already achieved.

During the development and consultation of our Innovate plan, we ensured the actions we have committed to closely align with our business' strategic direction and entrenched values. By aligning our commitments to our philosophies of supporting the local communities in which we operate, our business motto; our business is our people, and our family, empowering, determined, collaborative and striving to do better values, we can endeavour to ensure our

contribution to reconciliation is achieved via sustainable and long-term outcomes.

BMD has a long and proud history of working in Aboriginal and Torres Strait Islander communities and we have recently had the opportunity to deliver projects in some of Australia's most remote locations including the Bow River Bridge Upgrade located in the Kimberley region of Western Australia, a residential estate located 500 kilometres east of Darwin in Arnhem Land, and a water main replacement project located in Laramba, over 200 kilometres north of Alice Springs. These projects have provided opportunities to engage with the land's Traditional Custodians, including the Gija peoples, and representative bodies such as Central Land Council, to deliver employment opportunities to local Aboriginal and Torres Strait Islander peoples. They have also led to valuable lessons learnt for our delivery teams, and we look forward to continuing our commitment to identifying opportunities for Aboriginal and Torres Strait Islander peoples on upcoming projects.

Right: BMD employees pledge their commitment to reconciliation during BMD's Reflect RAP launch in 2017

Through our formal journey so far, we have recognised that the commitments we make to reconciliation can only be achieved with the cooperation and assistance of our workforce. To recognise the contribution our people make in this space, 2018 saw BMD proudly present our first Reconciliation Champion Award at our annual internal awards night, the Dare Awards.

The support of our key suppliers, subcontractors and partners is also imperative to achieving the deliverables we have committed to within our Innovate RAP and we look forward to continuing to work closely with them to deliver exceptional outcomes.

We recognise that reconciliation is an ongoing journey and we are committed to continuing to work closely with Reconciliation Australia over the next two years, and beyond, to contribute to closing the gap.

Mick Power AM
Group Board Chairman
and Managing Director





A MESSAGE FROM OUR GROUP EXECUTIVE DIRECTOR – OPERATIONS



I am very pleased to launch BMD's second RAP and I look forward to working with the business to further our contribution and commitment towards reconciliation across our national footprint.

With a proud history of working closely with the Traditional Custodians of the lands on which we construct our projects, BMD has extensive experience operating in regional and remote areas and within Aboriginal and Torres Strait Islander communities. Our plans, initiatives and training policies reflect our commitment to equal opportunity.

It's been almost two years since we launched our inaugural RAP as part of BMD's 2017 NAIDOC Week celebrations. This was the first step in formally building on our existing commitment to integrating reconciliation into our values, purpose and business strategy.

Over the 18-month implementation of our Reflect RAP, we gauged our employees awareness of Aboriginal and Torres Strait Islander culture via extensive cultural awareness training and fostered increased engagement of key Aboriginal and Torres Strait Islander stakeholders on our projects. We delivered beneficial outcomes for local communities, as well as BMD's suppliers and partners, and significantly bolstered engagement and spend with Aboriginal and Torres Strait Islander businesses. Positive employment and engagement outcomes with our community partner, the Clontarf Foundation were also achieved.

The actions and deliverables outlined in our Innovate RAP will continue to build on the progress made over the past 18-months, with our reconciliation vision remaining focussed on championing meaningful relationships, providing sustainable and long-term career opportunities, and identifying commercial opportunities for Aboriginal and Torres Strait Islander peoples and businesses.

While BMD has made significant progress in terms of contributing to reconciliation within our sphere of influence, there is still so much that can be done. I am excited to work closely with BMD's National Indigenous Program Manager, our Reconciliation Action Plan Working Group (RAPWG), and key employees within the business to deliver the actions within the Innovate RAP and look forward to reporting on our achievements in 2021.

Scott Power
Group Executive Director
– Operations

A MESSAGE FROM RECONCILIATION AUSTRALIA



On behalf of Reconciliation Australia, I am delighted to see BMD continue its reconciliation journey and to formally endorse its second RAP and first Innovate RAP.

Through the development of an Innovate RAP, BMD 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 BMD with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, BMD 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 BMD well as it embeds and expands its own unique approach to reconciliation. We encourage BMD 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 BMD on its second RAP, and look forward to following its ongoing reconciliation journey.

A handwritten signature in blue ink, likely belonging to Karen Mundine.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR BUSINESS

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

The company has grown from a small Queensland family business of three people to become one of Australia’s largest privately-owned contractors with 16 Australian, and two international offices. BMD’s expansion into new capabilities and the Group’s broader geographic footprint has positioned us as a major player in the national construction, landscaping and property industries.

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

BMD is proud of our ability to build long-term client relationships and secure repeat business, which has been the foundation of our success since inception.

Our strategy is simple: value our people, collaborate with our partners and continue to deliver exceptional projects with sustainable outcomes through expertise and knowledge sharing.

BMD’s approach to business is firmly underpinned by a philosophy to ‘support the local communities in which we operate’ – a philosophy that was well established long before local industry participation initiatives were formally introduced.

Building on this founding philosophy, BMD approaches each project individually, actively identifying opportunities for local community engagement, as well as participation and sustainable employment opportunities through labour hire and subcontractors, which provide beneficial outcomes for the project team, client and local community alike.

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

Right: BMD undertakes a traditional Smoking Ceremony to cleanse the Kwinana Freeway Northbound Widening Project and formulate a culturally safe working environment

benefits of Aboriginal and Torres Strait Islander employment and engagement opportunities.

Currently, BMD employs 1,700 people of which 2.4% are of Aboriginal and Torres Strait Islander descent. Our Aboriginal and Torres Strait Islander employees work in various positions from trade roles such as labourers and foremen to safety professionals and undergraduate engineers.

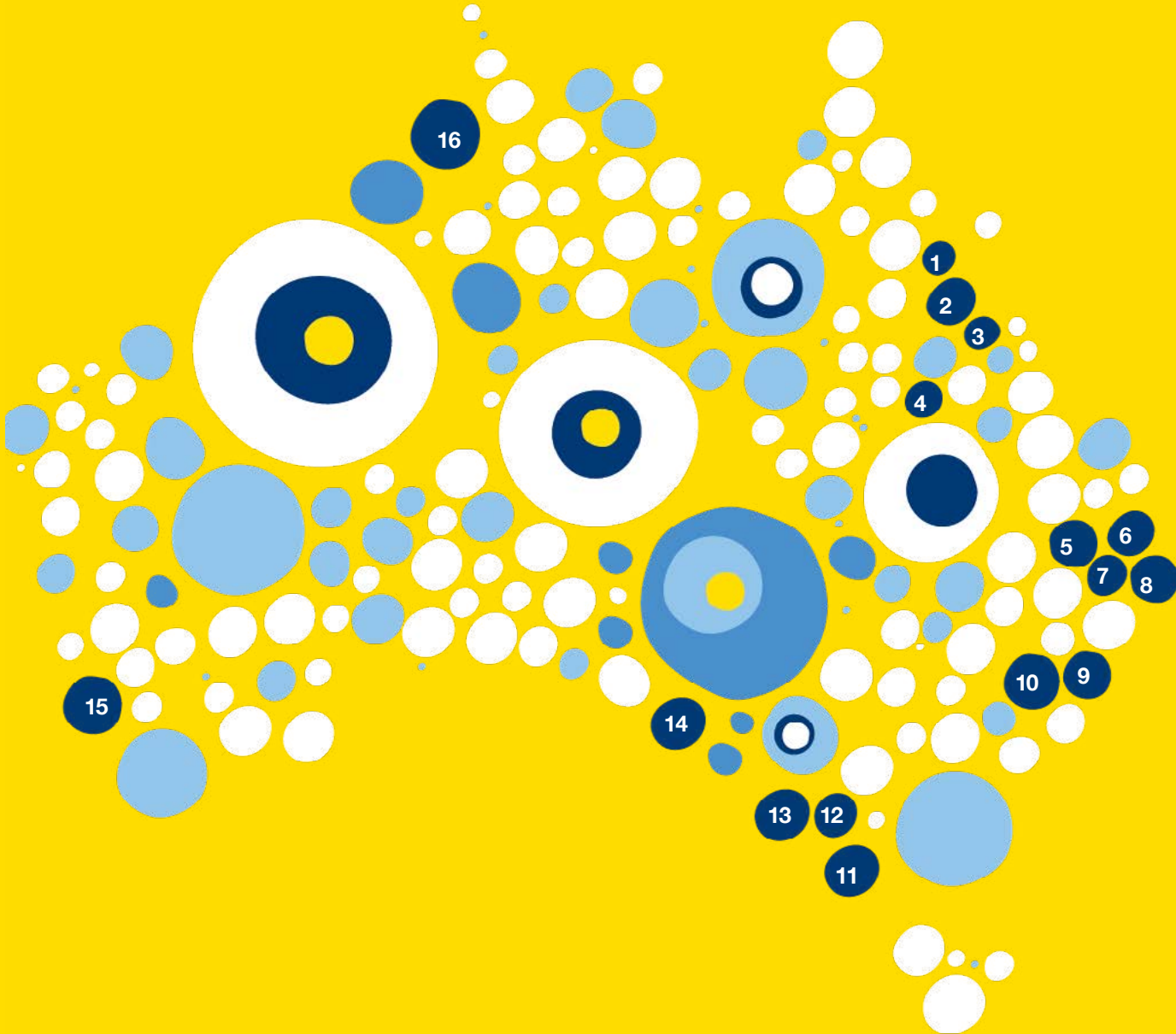
In addition, BMD proactively engages the local communities in which we operate to form our project teams, with a large portion of our contribution to Aboriginal and Torres Strait Islander participation demonstrative in our subcontractors, suppliers, labour hire and community engagement on projects.

As BMD takes the next step in our reconciliation journey, we aim to strengthen our existing relationships with Traditional Custodians and seek to initiate new employment and engagement opportunities by aligning our RAP actions and deliverables to not only our enduring values and philosophies, but also our organisation’s strategic direction.



OUR OPERATIONS

-
- 1 CAIRNS
 - 2 TOWNSVILLE
 - 3 MACKAY
 - 4 EMERALD
 - 5 TOOWOOMBA
 - 6 PORT OF BRISBANE
 - 7 MANLY
 - 8 GOLD COAST
 - 9 SYDNEY
 - 10 CANBERRA
 - 11 SEAFORD
 - 12 MELBOURNE
 - 13 GEELONG
 - 14 ADELAIDE
 - 15 PERTH
 - 16 DARWIN



OUR RECONCILIATION ACTION PLAN

The development of BMD's second RAP aims to further entrench opportunities for Aboriginal and Torres Strait Islander peoples within our operations and sphere of influence.

Based on principles of integrity, transparency and inclusiveness, and through meaningful consultation with Traditional Custodian Elders and respected Aboriginal and Torres Strait Islander community members, BMD seeks to provide real career progression and commercial opportunities. In doing so, Aboriginal and Torres Strait Islander peoples are further engrained within Australia's mainstream economy, bolstering pride, self-esteem and generational opportunity.

In 2015, BMD established a RAPWG to build upon our Aboriginal and Torres Strait Islander engagement journey and formally commit to workforce diversity and reconciliation. Following the delivery of our Reflect RAP, it was identified that the RAPWG could benefit from a more diverse representation of the business across the various industries and geographic locations BMD operates within.

As such, an expression of interest was held in late 2018 to identify RAPWG members that were keen to support BMD in our continued journey towards achieving reconciliation within Australia.

Following a successful expression of interest process, a renewed RAPWG was established in early 2019. The RAPWG is chaired by BMD's National Indigenous Program Manager and is made up of 11 employees across the company, including three Aboriginal and Torres Strait Islander employees and eight other employees. The RAPWG is also supported by a corporate liaison group in specific areas including human resources, corporate communications and procurement.

BMD has also engaged an external Aboriginal and Torres Strait Islander consultant to assist in facilitating meaningful partnerships with Aboriginal and Torres Strait Islander peoples, communities and businesses and further ensure the RAPWG, and wider BMD business achieves the deliverables committed to within our Innovate RAP.

- Current positions
(as at June 2019):
- National Indigenous
Program Manager
Brisbane, Queensland

Group Administration Manager
Brisbane, Queensland

Safety Coordinator
Toowoomba, Queensland

Leading Hand
Brisbane, Queensland

Contracts Manager
Yamba, New South Wales

Business Development Manager
Perth, Western Australia

Proposals Lead
Melbourne, Victoria

Area Manager
Adelaide, South Australia

Project Director
Darwin, Northern Territory

Operations Manager
Brisbane, Queensland

Chief Estimator National,
Brisbane, Queensland



OUR RECONCILIATION JOURNEY SO FAR

Our first formal step in our reconciliation journey was the release of our Reflect RAP in 2017. This RAP aimed to strengthen our understanding of, and engagement with, Aboriginal and Torres Strait Islander peoples and cultures. It helped embed a critical framework into our business and since, we have been able to better realise the role we have as an industry leader in reconciliation.

The Reflect RAP set out commitments to:

- Engage early with Traditional Custodian groups to make positive contributions and deliver mutually beneficial outcomes in the employment of Aboriginal and Torres Strait Islander peoples and businesses on our projects.
- Increase diversity in our business through employment and training initiatives.
- Enrich cultural awareness, understanding and respect into BMD's greater workforce.
- Impress upon our key relationships to assist in complementing BMD's

reconciliation journey through engagement, procurement and employment.

We are proud of the progress we have made so far, but also appreciate that there is more to be achieved. At this stage of our reconciliation journey, BMD now commits to targets which are innovative, continuing our focus on collaborating and embracing the implementation of our goals.

The challenges we have faced

While we are proud of the journey we have taken since the implementation of our first RAP, we are cognisant that this journey is not one which can be completed alone. As a civil engineering business, a significant portion of BMD's workforce generally require tertiary education. The challenge we have faced in employing Aboriginal and Torres Strait Islander peoples reflects the education gap which still exists in Australia.

We are investing to encourage greater Aboriginal and Torres Strait Islander participation in our workforce. The steps we have taken include:

- Employing Aboriginal and Torres Strait Islander employment consultants on necessary projects to engage communities early and identify employment opportunities for locals.
- Working with universities to develop employment pathways for engineering students.
- Working with our labour suppliers to assist in meeting our Aboriginal and Torres Strait Islander project employment targets.
- Setting up relationships between our labour supplier, Protech, and our partner, Clontarf Foundation to build pathways for young Aboriginal and Torres Strait Islander men at the completion of their school studies.
- Prioritising the investigation of an opportunity to establish a framework that supports the education of young Aboriginal and Torres Strait Islander girls by aligning ourselves with not-for-profit organisations and social enterprises in this space.

Staff profile

Eulalia Young, proud Boonabah Woman, Leading Hand

Eulalia is a proud Boonabah woman and a Leading Hand on BMD project sites. She joined BMD’s RAPWG during the implementation of our first RAP. Eulalia is an exceptional role model, not only for Aboriginal and Torres Strait Islander peoples, but more broadly for demonstrating the positive role that women play in the construction industry. She doesn’t break gender or cultural stereotypes by pressing an agenda; she does so by being a strong person with a strong work ethic.

BMD was proud to see Eulalia acknowledged for her contributions to the industry and as a role model for Aboriginal and Torres Strait Islander peoples, winning the Civil Contractors Federation 2018 Aboriginal Employee of the Year Award. Eulalia was also acknowledged as one of four finalists for the Pacific Services Group (PSG) Holdings Pty Ltd National Indigenous Female Employee of the Year Award in 2018.

“With BMD being awarded a job in the Kimberley region, I have had the opportunity to return to my Country and join the Bow River Bridge Upgrade project as BMD’s Earthworks Leading Hand. During my time working on the Bow River project I have been lucky enough to participate in cultural awareness training held by the Traditional Custodian group, the Gija people. Two beautiful women who are Elders in their community held the training and shared with us cultural traditions including smoking ceremonies and memorial site visits.”

Eulalia Young

Right: Eulalia onsite at BMD’s Inner City Bypass project in Brisbane



RELATIONSHIPS



OVERVIEW

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

It was based on this that BMD believes in the importance of building new, and impressing upon existing relationships, the importance of achieving reconciliation and ‘closing the gap’. This has resulted in the following achievements.

Achievements:

- Delivered on early engagement initiatives, engaging the Traditional Custodian groups and communities located near our project locations in regional and remote areas.
- Launched our first Reflect RAP in July 2017.
- Marked National Reconciliation Week across sites and offices for the past two years, hosting over 100 separate events each year which reached 1000 of our direct employees, and additional subcontractors and suppliers who form part of our site workforce.
- Since our Reflect RAP’s launch, more than \$65,000 invested in community initiatives supporting Aboriginal and Torres Strait Islander peoples, including:
 - Clontarf Foundation (Australia-wide)
 - Sport Access Foundation (Darwin, NT)
 - Ella 7s rugby team Coffs Harbour (Yamba, NSW)
 - Lower Clarence Magpies Rugby League Football Club (Macleay, NSW)
 - Quandamooka Festival Wynnum Kunjil (Wynnum, QLD)
 - Darwin Buffaloes Football Club (Darwin, NT)
 - AEMME Conference (Fremantle, WA)
 - Former Origin Greats (Queensland)
 - Warmun Art Centre’s 20 year anniversary celebrations (Warmun, WA).
- Introduced our labour supply company, Protech to our partner, Clontarf Foundation to set up an arrangement for Clontarf graduates to be placed on BMD project sites.

- In 2016, BMD joined Supply Nation as a Corporate Member to build our procurement chain and is a valued member on the invitation only Leadership Roundtable which brings together Australia’s top supplier diversity organisations.

- Developed a communication plan with actions to assist in RAP implementation.

New key relationships established with:

- Kulbardi–national supplier of office furniture, office supplies, personal protective equipment and work wear for BMD.
- Yamari Ochre Signs–relationship developed through Supply Nation Connect with the organisation providing BMD with project signs nationally.
- Tagai Management–external consultant engaged to provide procurement advice and guidance in relation to BMD’s Innovate RAP.
- Waddi Springs–supplies water nationally on BMD projects.
- Indigi Bins–provides waste collection and disposal services for BMD’s operations in New South Wales.

“In 2018 we secured the support of BMD who provided \$2,000 for the inaugural Sport Access Foundation Indigenous grant. The \$2,000 grant will help Aboriginal and Torres Strait Islander athlete Kaitlyn achieve her swimming goals. BMD also sponsored our Christmas campaign which provided \$50 to 96 applicants to help them enjoy an active holiday period. Thank you to BMD for helping Sport Access Foundation support young Australian athletes with disabilities.”

Katie Kelly OAM, Founder and Chairperson, Sport Access Foundation



Right: Kaitlyn was awarded a \$2,000 Sport Access Foundation Indigenous grant sponsored by BMD

Case study

Clontarf Foundation

As part of BMD’s focus on strengthening community relationships, BMD established a partnership with the Clontarf Foundation in 2015. The foundation works to improve education, discipline, life skills, self-esteem and employment prospects of young Aboriginal men.

Clontarf Academies operate in a number of our locations across Queensland, New South Wales, Victoria, Northern Territory and Western Australia. Our local operations build relationships with the academies to assist in networking with students to discuss employment opportunities in construction.

In late 2018, BMD assisted Clontarf in becoming truly national in mainland Australia by moving their operations into South Australia. Clontarf is utilising BMD’s office in Adelaide to start setting up a presence and academies in the state. This arrangement will lend itself to positive employment outcomes for graduates into the future.

BMD works closely with Clontarf academies across the country to provide opportunities for students to gain an understanding of the construction industry and the careers available to them at BMD, with events including:

- students visit BMD’s operational construction sites
- students visit a BMD office to share stories on their learning and development
- BMD employees attend employment forums to discuss future employment opportunities
- BMD employees attend Clontarf sporting carnivals and training sessions.

Over the course of the Reflect RAP, BMD engaged with the following academies and events:

- Swan Hill Academy–visit to Melton Highway level crossing removal project
- Broome Academy–visit to Melbourne office

- Warrnambool Academy–visit to Princes Highway West Duplication project
- Toowoomba Academy–visit to Inner City Bypass Upgrade project
- Toowoomba Academy–visit to Port of Brisbane office
- attended Clontarf’s Victorian Cricket Carnival in Bulleen
- attended Clontarf’s Queensland Cricket Carnival at Allan Border Field
- attended Palmerston Academy’s Super Training Day
- attended Clontarf Foundations employment forum in Toowoomba
- attended Clontarf Foundation’s employment forum in Wagga Wagga
- visited Clontarf’s head academy in Perth.

Right: Clontarf’s Warrnambool Academy visits BMD’s Princes Highway Duplication project in Victoria

“In late 2017, Protech and BMD collectively interviewed a number of year 12 students who were interested in employment in civil construction. As a result, two students were offered positions on the BMD project for the second range crossing in Toowoomba. This has been a fantastic outcome not only for the young men who have found employment, but for all the students in the Toowoomba Clontarf Academies who have seen what is possible if they complete year 12.”

Shane Kiely, General Manager – Partnerships & Communications, Clontarf Foundation



RESPECT



OVERVIEW

BMD's aim in implementing respect initiatives is to develop the cultural understanding of our employees and become an employer of choice for Aboriginal and Torres Strait Islander peoples.

Our approach is embedded in our code of conduct which guides our behaviour and decisions according to our company values of family, empowering, determined, collaborative and striving to do better.

Achievements:

- Implemented a cultural awareness training program, with senior leaders being trained initially, followed by a company wide roll out. More than 437 employees have attended cultural awareness training across the following locations:

- Queensland
- South Australia
- Australian Capital Territory
- New South Wales
- Northern Territory
- Victoria
- Western Australia.

- Held more than 100 NAIDOC Week events at sites and offices in 2017 to celebrate the launch of the Reflect RAP. NAIDOC Week events were also held in 2018 to further educate employees about this significant cultural event.

- Through the suggestion of an Aboriginal and Torres Strait Islander employee and member of the RAP Working Group, BMD's employees pledged their commitment to reconciliation through painted hand art activities at the RAP launch events held at every BMD site and office.

- Developed an Acknowledgement of Country and Welcome to Country guide to provide employees with an understanding of the protocol, and implemented at significant events.

- Respected Aboriginal and Torres Strait Islander culture by engaging in artwork through:

- commissioning artist in development of RAP artwork
- displaying artwork and Acknowledgement of Country in every BMD office nationally

- commissioning local artists in the development of tailored artwork on projects in the Kimberley (WA) and in Katherine (NT).
- Worked with Traditional Custodian groups to ensure Aboriginal heritage is respected and protected, including ensuring that physical artefacts are managed according to the Elders' directions.
- Improved early engagement protocols on our projects to engage Traditional Custodian groups prior to project commencement resulting in employment or delivery of cultural awareness training specific to the region.

Right: Nunukul Yuggera dancers perform to BMD employees during NAIDOC Week in 2017.



Case study

Cultural awareness training

A key success of the Reflect RAP was the engagement of an Aboriginal and Torres Strait Islander consultant to deliver national cultural awareness training to our employees. With almost 30% of our current workforce having completed the face-to-face training program, we have already documented the difference in our workforce's cultural awareness and understanding:

- 75% of survey respondents stated their regard for Aboriginal and Torres Strait Islander peoples and culture increased since completing the training.
- 100% of survey respondents said their knowledge of Aboriginal and Torres Strait Islander culture and beliefs increased since completing the training.

The program assisted in driving cultural change, increasing staff participation in the company's Aboriginal and Torres Strait Islander initiatives and events, and helping to educate our people on the importance of being culturally aware. BMD will continue to roll out training across our organisation through our Innovate RAP.

In addition to the national program, BMD's project sites are strongly encouraged to engage local Traditional Custodian groups to run training which is specific to the project's location. This provides additional benefits in respecting the Country on which the project is located, including sacred sites and artefacts which should be preserved and respected.

“This was a well-presented training and really made me realise that there are certain customs and traditions within the Aboriginal Culture that are very different to the customs we have as a western society.”—BMD employee who completed the training.

“A truly engaging training session which expertly delivered content relevant to BMD's business operations. The fog of cultural misrepresentation was well and truly lifted by the end of the training and it provided a timely reminder to myself, and the other attendees that there is often more to a story than what is initially believed.”—BMD employee who completed the training.

“To be honest, I have had no interaction with Aboriginal and Torres Strait Islander people or their community throughout my life. Not for any negative reason or because I didn't want to, but I guess our paths haven't crossed. I found the facilitator, Jason, so informative and engaging and the content brilliant for someone like me with so little knowledge.

I feel I'd like to research further after this session and he has given us some links to do so if we wish, which is great.”—BMD employee who completed the training.

OPPORTUNITIES



OVERVIEW

At BMD we see our strength in the quality of our people, and our genuine relationships with clients, partners and communities. Our success is linked to our ability to deliver certainty through consistent performance.

It was based on this philosophy that BMD leveraged these aspects of our business to drive opportunities for Aboriginal and Torres Strait Islander peoples, with some of our achievements including:

Achievements:

- Improved our Aboriginal and Torres Strait Islander supply chain, utilising over 40 businesses in our operations across Australia. Almost 30 of these businesses are Supply Nation certified.
- Established a national agreement with Supply Nation members Waddi Springs, Cole Workwear, Kulbardi and Yamari Ochre Signs.
- Increased our spend with Aboriginal and Torres Strait Islander businesses by 106% over the past three years.
- Proudly employed 100% Aboriginal and Torres Strait Islander owned company, KB Pipelines on our three year long project – the Townsville CBD Utilities Upgrade.
- BMD was acknowledged for our efforts in driving equality and diversity in our workplace, receiving a finalist commendation at the 2017 Queensland Government Reconciliation Awards.

- BMD recruited 34 Aboriginal and Torres Strait Islander men and women into full-time positions since the establishment of our RAP in 2017.
- BMD upskilled our Aboriginal and Torres Strait Islander employees through the completion of over 70 training courses during the implementation of our Reflect RAP.
- Improvements in our ability to track and report on expenditure with Aboriginal and Torres Strait Islander businesses.
- Achieved full-time employee recruitment targets, increasing the employment of Aboriginal and Torres Strait Islander employees from 1.5% in July 2017 to 2.4% in December 2018.

Case study

Leaving a Legacy: Bow River Bridge

BMD delivered the Bow River Bridge Upgrade project in the Western Kimberley region for Main Roads Western Australia, with the bridge opening prior to the wet season in October 2018. Prior to commencing works, BMD identified opportunities to work with local Kimberley region and wider Western Australian individuals and businesses to assist with the construction of the project.

BMD's approach has been to engage with communities, Aboriginal businesses, corporations and individuals prior to site mobilisation, establishing and building respectful relationships. Project management representatives met with the local Warmun community and Gija Elders from the project's outset to discuss the project and its deliverables. This provided early opportunities to engage the community in the changes and to discuss the employment opportunities that would be realised for locals throughout the project. As a result, much of the community have been involved in the construction of the new project in roles including plant and equipment, earthworks, bridge construction, labour, camp maintenance and surveying.

Driving a culture of respecting the region's Traditional Custodian group has also been a priority for BMD, with cultural awareness training undertaken by the project team. Led by Gija Elders in the Warmun community, the training provided an insight into cultural differences and local area history, assisting the further development of cross-cultural understanding between Aboriginal and non-Aboriginal project team members.

As a result of BMD's ongoing commitment and communication with the community throughout the project's duration, the significance of the existing 1965 bridge was realised. BMD together with our client left part of the original bridge in place as a memorial site and fishing platform, in tribute to much of the community who participated in its construction.

Below: Gija Elders conduct a traditional smoking ceremony as part of BMD's Bow River Bridge Upgrade project in the Western Kimberley region, Western Australia



“I worked on the original Bow River Bridge. It was very different back then, I worked as a general labourer with the trowel and wheelbarrow and we slept in tents on the concrete slabs near the riverbed. When I drive over the old Bow River Bridge with my grandchildren they always say “this is Grandpa’s bridge”. It makes me feel good when my grandchildren say that. I was proud to work on the new bridge as a Roller Driver.”

Basil, Roller Driver, Proud Yawuru man

*Basil onsite at BMD's Bow River Bridge Upgrade project
in the Western Kimberley region, Western Australia*



RELATIONSHIPS

Focus area: Fostering long-term, mutually beneficial relationships has been the cornerstone of the BMD business since inception in 1979. While the BMD Group continues to expand, through industry diversity and geographically, the business remains committed to leaving lasting legacies in the communities in which we operate through meaningful consultation on projects and the identification of corporate social responsibility opportunities.

As a family owned company, long-term relationships have been the foundation of BMD’s success. Our collaborative style of contracting has facilitated strong connections within the communities in which we operate, including with Traditional Custodian groups of the lands on which our projects are built. These connections have facilitated positive project outcomes for BMD and assisted in leaving lasting legacies within our project footprints.

It is important for us to continue to strengthen our existing relationships with Australia’s First Peoples to create a culture that connects all Australians.



Action	Deliverable	Timeline	Responsibility
1. Raise internal and external awareness of BMD’s RAP to promote reconciliation across our business and the construction industry.	Celebrate the launch of the Innovate RAP through a series of internal and external communications.	June 2019	Corporate Communications Manager
	Provide an update to subcontractors, suppliers and partners to inform them of our progression to an Innovate RAP.	June 2019	Corporate Communications Manager
	Identify new communication opportunities to strengthen our strategy in communicating our RAP commitments to all internal and external stakeholders during the RAP launch.	June 2019	Corporate Communications Manager
	Promote the RAP to new employees at the onboarding stage to ensure awareness and mutual understanding of BMD’s cultural commitments.	July 2019	Human Resources Manager
	Following each RAPWG meeting, distribute an update to inform of progress against RAP deliverables, and identify how employees can continue to contribute to our reconciliation journey.	February 2019 May 2019 August 2019 November 2019 February 2020 May 2020 August 2020 November 2020 February 2021 May 2021	Corporate Communications Manager
	Promote reconciliation internally and externally, through ongoing active engagement, and identification of opportunities with all stakeholders.	April 2021	Corporate Communications Manager

Action	Deliverable	Timeline	Responsibility
2. Identify corporate social responsibility opportunities to positively impact Aboriginal and Torres Strait Islander peoples and their communities.	Research and establish opportunities to provide pro-bono projects or in-kind support to strengthen relationships with Aboriginal and Torres Strait Islander communities on a project by project basis.	April 2021	Project Managers
3. Identify, develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander communities and organisations, to create positive outcomes in the regions in which BMD operates.	Meet with local Aboriginal and Torres Strait Islander community Elders or respected community organisations with the intent of: <ul style="list-style-type: none"> establishing a relationship based on respect and mutual understanding increasing awareness of cultural and community protocols aligning future engagement outcomes aligning the management of cultural heritage. 	April 2021	Construction Managers
	In consultation with clients, BMD project teams to engage local Traditional Custodian groups to build meaningful relationships and mutually beneficial opportunities through: <ul style="list-style-type: none"> increasing cultural awareness ongoing consultation open dialogue about project opportunities networking opportunities attendance at cultural events. 	April 2020	Project Managers
	In consultation with clients, engage local Traditional Custodians to perform cultural ceremonies prior to the commencement of projects over \$20 million in value.	April 2021	Project Managers

Action	Deliverable	Timeline	Responsibility
4. Participate in National Reconciliation Week (NRW) by providing opportunities to learn about shared histories, cultures and achievements, and explore how reconciliation can be achieved in Australia.	Organise and promote BMD's participation in at least one internal event, in each state and territory in which BMD has an office.	27 May–3 June 2019 27 May–3 June 2019	RAPWG
	Download Reconciliation Australia's NRW resources and circulate to employees via The BMD Way website, ensuring the 1967 Referendum, and the High Court Mabo decision are highlighted.	27 May–3 June 2019 27 May–3 June 2019	Corporate Communications Manager
	Register all NRW events via Reconciliation Australia's NRW website.	27 May–3 June 2019 27 May–3 June 2019	Corporate Communications Manager
	Support at least one external NRW event through employee volunteering/participation and/or in-kind services.	27 May-3 June 2019 27 May-3 June 2020	National Indigenous Program Manager
	Ensure our RAPWG and at least one Senior Management team representative participates in an external event to recognise and celebrate NRW.	27 May–3 June 2019 27 May–3 June 2019	National Indigenous Program Manager
	Encourage staff to recognise and celebrate NRW by providing a list of available out of work hours events in each of the regions BMD operates.	27 May–3 June 2019 27 May–3 June 2019	Corporate Communications Manager
5. Promote positive race relations through anti-discrimination strategies.	Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2019	Human Resources Manager
	Engage with Aboriginal and Torres Strait Islander external consultant to review BMD's Equity Policy to ensure anti-discrimination content promotes positive race relations.	April 2020	Human Resources Manager
	Educate BMD's Senior Management team on the effects of racism in Australia.	October 2020	Human Resources Manager

RESPECT

Respecting Aboriginal and Torres Strait Islander peoples’ heritage, traditions and connection to the land through highlighting our employees’ culturally significant backgrounds will assist to generate pride amongst our Aboriginal and Torres Strait Islander personnel and increase understanding and respect between First Nation peoples and other Australians.

Focus area: Celebrating success has always been at the heart of BMD and continual recognition of milestones is an important aspect of retaining a high performing, respectful team. Our Respect deliverables focus on celebrating Aboriginal and Torres Strait Islander culture by acknowledging traditions and customs through increasing Acknowledgement of Country and Welcome to Country protocol, breaking barriers to participation in cultural events and formalising early engagement protocol.



Action	Deliverable	Timeline	Responsibility
1. Engage BMD employees in continuous 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 strategy for employees which defines cultural learning needs in all areas of BMD and considers various ways cultural learning can be provided, including online, via face to face workshops or through cultural immersion.	April 2020	Human Resources Manager
	Provide opportunities for RAPWG members and key leadership staff to participate in formal and structured cultural learning.	October 2020	Human Resources Manager
	Where identified, work with local Traditional Custodians and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training on a project by project basis.	April 2021	Project Managers
	Track all BMD employee participation in cultural awareness training.	April 2020	Human Resources Manager
	Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance by providing communication to the BMD workforce.	October 2019	Corporate Communications Manager
	Promote Reconciliation Australia’s Share Our Pride online tool to all BMD employees.	April 2020	Corporate Communications Manager

Action	Deliverable	Timeline	Responsibility
2. Create shared meaning by engaging BMD employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, including Welcome to Country and Acknowledgement of Country.	Communicate the significance and use of BMD's cultural protocol document in facilitating Welcome to Country and Acknowledgement of Country protocols.	October 2019	National Indigenous Program Manager
	Collate and make available a register of key contacts who can perform local Welcome to Country protocols at BMD events.	October 2019	National Indigenous Program Manager
	Continue to invite a Traditional Custodian to provide a Welcome to Country at the opening of significant events, such as the Dare Awards.	April 2021	Corporate Communications Manager
	Make a template available in the meeting rooms of BMD's head office within each region to encourage staff to start meetings with an Acknowledgement of Country.	October 2019	Corporate Communications Manager
	Update BMD meeting agenda template to include Acknowledgement of Country.	October 2019	Corporate Communications Manager
	Begin all significant internal and external meetings with an Acknowledgement of Country, where a local Elder is not present to conduct a Welcome to Country.	April 2020	Senior Management
	RAPWG members to include an Acknowledgement of Country at the commencement of all meetings using either the meeting room template or BMD's agenda template document.	October 2019	RAPWG
	Continue to display an Acknowledgment of Country plaque in our offices and encourage projects to display a tailored plaque or sign in project site offices.	April 2020	Project Managers
	Update current office and site induction protocols to ensure that cultural awareness, discrimination, Indigenous Engagement Strategy and RAP pursuits are presented and enforced.	April 2020	Human Resources Manager

Action	Deliverable	Timeline	Responsibility
3. Celebrate and participate in NAIDOC Week by encouraging and providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Organise and promote BMD's participation in at least one internal event, in each state and territory in which BMD has an office.	7–14 July 2019 5–12 July 2020	RAPWG
	Support at least one external NAIDOC Week event through employee volunteering/ participation and/or in-kind services.	7–14 July 2019 5–12 July 2020	National Indigenous Program Manager
	Ensure our RAPWG and at least one Senior Management team representative participates in an external event to recognise and celebrate NAIDOC Week.	7–14 July 2019 5–12 July 2020	National Indigenous Program Manager
	Encourage staff to recognise and celebrate NAIDOC Week by providing a list of available out of work hours events in each of the regions BMD operates.	7–14 July 2019 5–12 July 2020	Corporate Communications Manager
	Identify opportunities to communicate and celebrate the significance of NAIDOC Week externally and internally.	7–14 July 2019 5–12 July 2020	Corporate Communications Manager
	Review Human Resources policies and procedures to identify opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	June 2019	Human Resources Manager

OPPORTUNITIES

Focus area: Identifying opportunities to sustainably build the BMD business has been a key element to the organisation's success to date. BMD applies the same strategy to identifying and implementing opportunities for Aboriginal and Torres Strait Islander peoples, communities and businesses to ensure reconciliation is achieved via a sustainable and viable approach.

BMD recognises the importance of diversity within the construction industry and believes in the value that different perspectives can add to our business. BMD will use our sphere of influence to generate meaningful opportunities for Aboriginal and Torres Strait Islander peoples, communities and businesses through increasing supplier chain diversity, and developing effective employment and retention strategies.



Action	Deliverable	Timeline	Responsibility
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes at BMD through engagement with internal and external First Nation peoples.	Establish a formal reporting framework to collect information on BMD's current Aboriginal and Torres Strait Islander employees, to inform internal stakeholders on future employment opportunities.	April 2020	Human Resources Manager
	Engage with existing Aboriginal and Torres Strait Islander employees to consult on employment strategies, including professional development.	October 2020	Human Resources Manager
	Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies.	October 2020	Human Resources Manager
	Ensure BMD representatives attend Aboriginal and Torres Strait Islander Employment Forums to educate students around working in the civil construction and land development industries.	April 2020 April 2021	National Indigenous Program Manager
	Identify and recruit at least one Aboriginal or Torres Strait Islander trainee per year in each state BMD has an office.	April 2020 April 2021	National Indigenous Program Manager
2. Increase Aboriginal and Torres Strait Islander employment outcomes at BMD through improving internal processes, strategies and reporting systems.	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy.	April 2020	Human Resources Manager
	In collaboration with Human Resources, embed the importance of increasing the number of Aboriginal and Torres Strait Islander employees into standard business practice.	October 2019	National Indigenous Program Manager
	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	October 2019	Human Resources Manager
	Review all Aboriginal and Torres Strait Islander employment strategies, policies and outcomes annually, to ensure there are no barriers to employment and seek consultation from an Aboriginal and Torres Strait Islander consultant on improvements and revised strategy.	March 2020 March 2021	Human Resources Manager

Action	Deliverable	Timeline	Responsibility
	Refine internal reporting capabilities to record Aboriginal and Torres Strait Islander employment and training within our organisation and on BMD projects.	April 2020	Business Systems Manager
	Accurately report Aboriginal and Torres Strait Islander employment and training hours on BMD projects monthly.	April 2020	Project Managers
	Build and maintain relationships with universities and training institutions to develop pathways for Aboriginal and Torres Strait Islander students studying relevant fields.	October 2020	Human Resources Manager
	Establish an annual scholarship for an Aboriginal and Torres Strait Islander university student.	April 2020	Human Resources Manager
3. Improve BMD's Aboriginal and Torres Strait Islander supplier diversity through the identification and implementation of suitable policy and procedures.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2019	National Fleet and Procurement Manager
	Review and update existing procurement policies and procedures to ensure there are opportunities for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2019	National Fleet and Procurement Manager
	Ensure engagement of the Aboriginal and Torres Strait Islander organisations within BMD's subcontractor and supplier database is tracked.	April 2020	Project Managers
	Identify, promote and track the engagement of Aboriginal and Torres Strait Islander organisations currently within BMD's subcontractor and supplier database.	April 2020	Business Systems Manager

Action	Deliverable	Timeline	Responsibility
	Through early engagement strategies, identify Aboriginal and Torres Strait Islander businesses who can contribute to the delivery of BMD projects.	April 2020	National Estimating Manager, BMD Urban Chief Estimator – Northern Region, BMD Constructions Chief Estimator – Victoria, BMD Constructions Chief Estimator – NSW/ACT, BMD Constructions General Manager, JMac Constructions General Manager, Empower Engineers & Project Managers General Manager, BMD Industrial
	Engage Supply Nation annually to provide diversity awareness and database training for all BMD procurement resources.	June 2019 June 2020	National Fleet and Procurement Manager
4. Use education and communication strategies to further promote the benefits of procuring Aboriginal and Torres Strait Islander businesses at BMD.	Develop and communicate a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	June 2019	National Fleet and Procurement Manager
	Provide education through workshops delivered to Project Managers to encourage procurement of Aboriginal and Torres Strait Islander businesses during the delivery of BMD projects.	October 2019	National Fleet and Procurement Manager
	Educate our estimating teams on the importance of identifying Aboriginal and Torres Strait Islander businesses for inclusion at tender stage.	October 2020	National Indigenous Program Manager

Action	Deliverable	Timeline	Responsibility
	Early identification of Aboriginal and Torres Strait Islander tender requirements across government and private bids.	October 2020	<p>BMD Group Business Development Manager–WA/NT</p> <p>BMD Constructions Business Development Manager–QLD and Industrial</p> <p>BMD Constructions Business Development Manager–Southern Region</p> <p>BMD Urban Business Development Manager–VIC</p> <p>BMD Urban Business Development Manager–QLD</p>
	Develop case studies and success stories to further promote the benefits of procuring Aboriginal and Torres Strait Islander businesses.	October 2020	National Indigenous Program Manager
5. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity through both existing, and newly identified relationships.	Continue to utilise corporate membership of Supply Nation to engage with newly identified Aboriginal and Torres Strait Islander businesses and gain an improved understanding of Aboriginal and Torres Strait Islander suppliers on a project by project basis.	October 2020	National Fleet and Procurement Manager
	Participate in local Aboriginal and Torres Strait Islander business networking events.	October 2020	National Fleet and Procurement Manager
	Host three Meet the Buyer events per year to educate local Aboriginal and Torres Strait Islander businesses on how they can align with BMD.	June 2020 June 2021	National Indigenous Program Manager

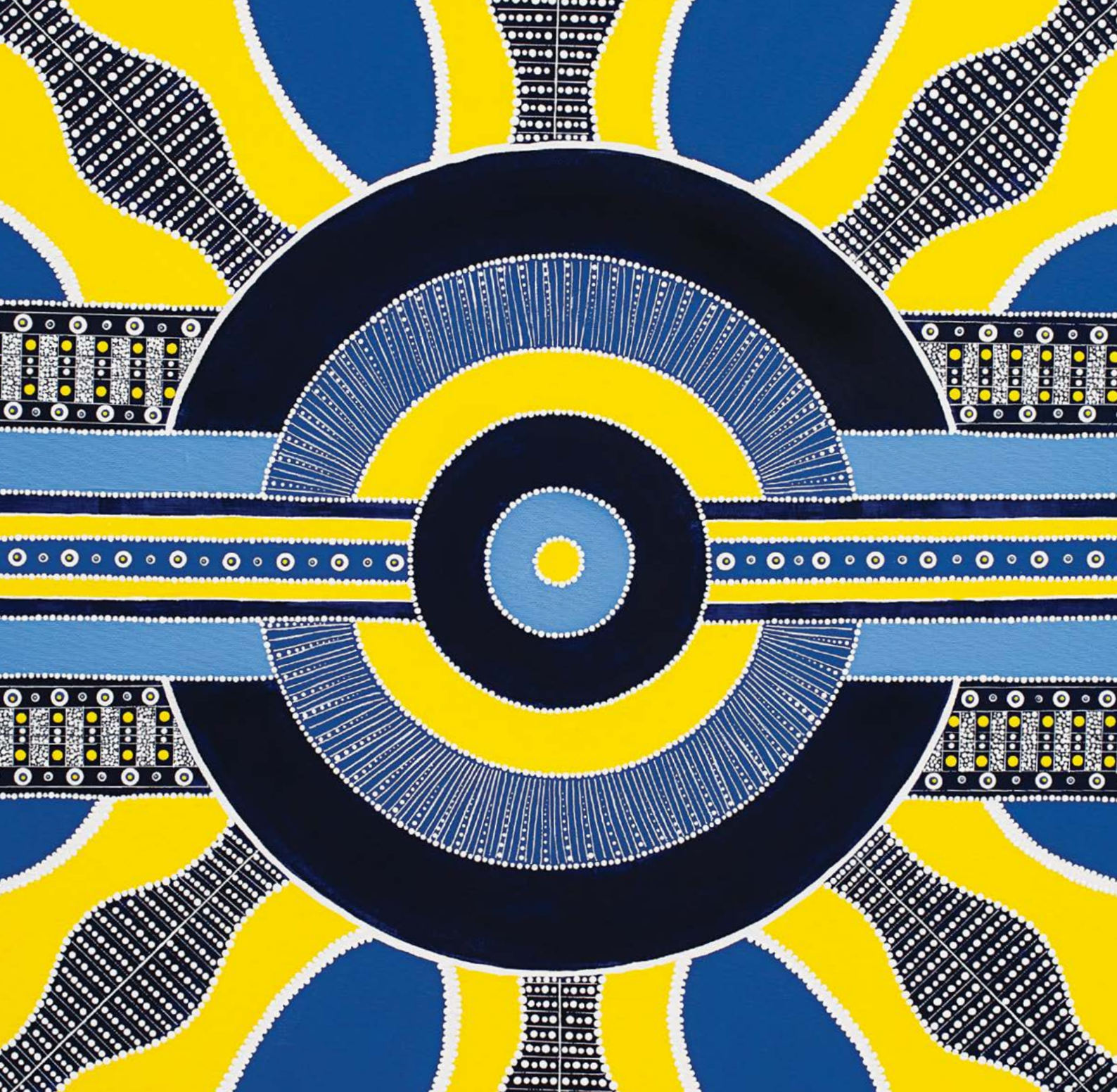
Action	Deliverable	Timeline	Responsibility
	Establish at least one preferred commercial relationship with an Aboriginal and/or Torres Strait Islander owned business within each state.	April 2021	National Fleet and Procurement Manager
	Investigate opportunities to increase in-kind activities through existing relationships with current BMD community partners.	April 2020	Corporate Communications Manager
6. Continue to support Aboriginal and Torres Strait Islander people entering the civil construction industry by identifying opportunities at BMD, or via our long-term relationships with key partners.	On a project by project basis, identify opportunities to engage Traditional Custodian groups to inform them of job opportunities available on a project and provide potential employees with contact details to enable them to apply.	October 2020	Project Managers
	Engage established BMD relationships, such as labour hire, subcontractors and suppliers, with the aim to secure opportunity for Aboriginal and Torres Strait Islander people seeking employment or commercial opportunities.	October 2020	National Indigenous Program Manager

GOVERNANCE, TRACKING PROGRESS AND REPORTING



Action	Deliverable	Timeline	Responsibility
1. RAPWG actively monitors RAP development, implements actions, tracks progress, and undertakes relevant reporting.	Develop and distribute an expression of interest to join the RAPWG to key Aboriginal and Torres Strait Islander peoples within BMD.	November 2018	National Indigenous Program Manager
	Ensure Aboriginal and Torres Strait Islander peoples are represented on BMD's RAPWG.	November 2018	National Indigenous Program Manager
	RAPWG oversees the development, endorsement and launch of the Innovate RAP.	June 2019	RAPWG
	RAPWG meets at least four times per year to monitor and report on RAP implementation.	February 2019, May 2019, August 2019, November 2019, February 2020, May 2020, August 2020, November 2020, February 2021, May 2021	RAPWG
	Ensure all members of the RAPWG sign onto the group's Charter and commit to the Terms of Reference.	December 2018	National Indigenous Program Manager
	Utilise external Aboriginal and Torres Strait Islander consultant to provide cultural advice and guidance during the development and implementation of BMD's RAP.	June 2019	National Indigenous Program Manager
	Identify key existing relationships to facilitate speaking opportunities at RAPWG meetings.	June 2019	National Indigenous Program Manager
2. Report RAP achievements, challenges and learnings to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2019 September 2020	National Indigenous Program Manager
	Meet with BMD's Reconciliation Australia representative bi-annually to: <ul style="list-style-type: none"> • share achievements and lessons learnt during our RAP implementation • track progress against our actions and deliverables. 	September 2019 April 2020 September 2020	National Indigenous Program Manager
	Continue to participate in the RAP Barometer.	May 2020	National Indigenous Program Manager

Action	Deliverable	Timeline	Responsibility
3. Report RAP achievements, challenges and learnings internally and externally.	Publicly report our RAP achievements, challenges and learnings.	April 2021	Corporate Communications Manager
	Monitor implementation of RAP actions through the quarterly RAPWG meetings.	February 2019, May 2019 August 2019, October 2019, February 2020 May 2020, August 2020 November 2020, February 2021, May 2021	National Indigenous Program Manager
4. Review, refresh and update RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	October 2020	National Indigenous Program Manager
	Send draft RAP to Reconciliation Australia for review and feedback.	December 2020	National Indigenous Program Manager
	Submit draft RAP to Reconciliation Australia for formal endorsement.	June 2021	National Indigenous Program Manager
5. Improve BMD's business systems to facilitate accurate reporting nationally.	Continue to update and implement business systems and procedures ensuring project teams can record, identify and report on Aboriginal and Torres Strait Islander relationships, employment and training.	April 2021	Business Systems Manager
6. Provide appropriate support for effective implementation of RAP commitments.	Appoint Group Executive Director – Operations as BMD's internal Senior Management RAP champion.	June 2019	National Indigenous Program Manager
	Define resource needs for RAP implementation	June 2019	National Indigenous Program Manager
7. Senior Management governance.	Establish reporting requirements for BMD's Senior Management team to ensure championship of BMD's RAP deliverables within the business.	October 2019	Group Executive Director–Operations
	Develop standardised template to allow Senior Management team to consistently report on Aboriginal and Torres Strait Islander procurement and engagement at Senior Leadership meetings.	October 2019	National Indigenous Program Manager



CONTACT DETAILS

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