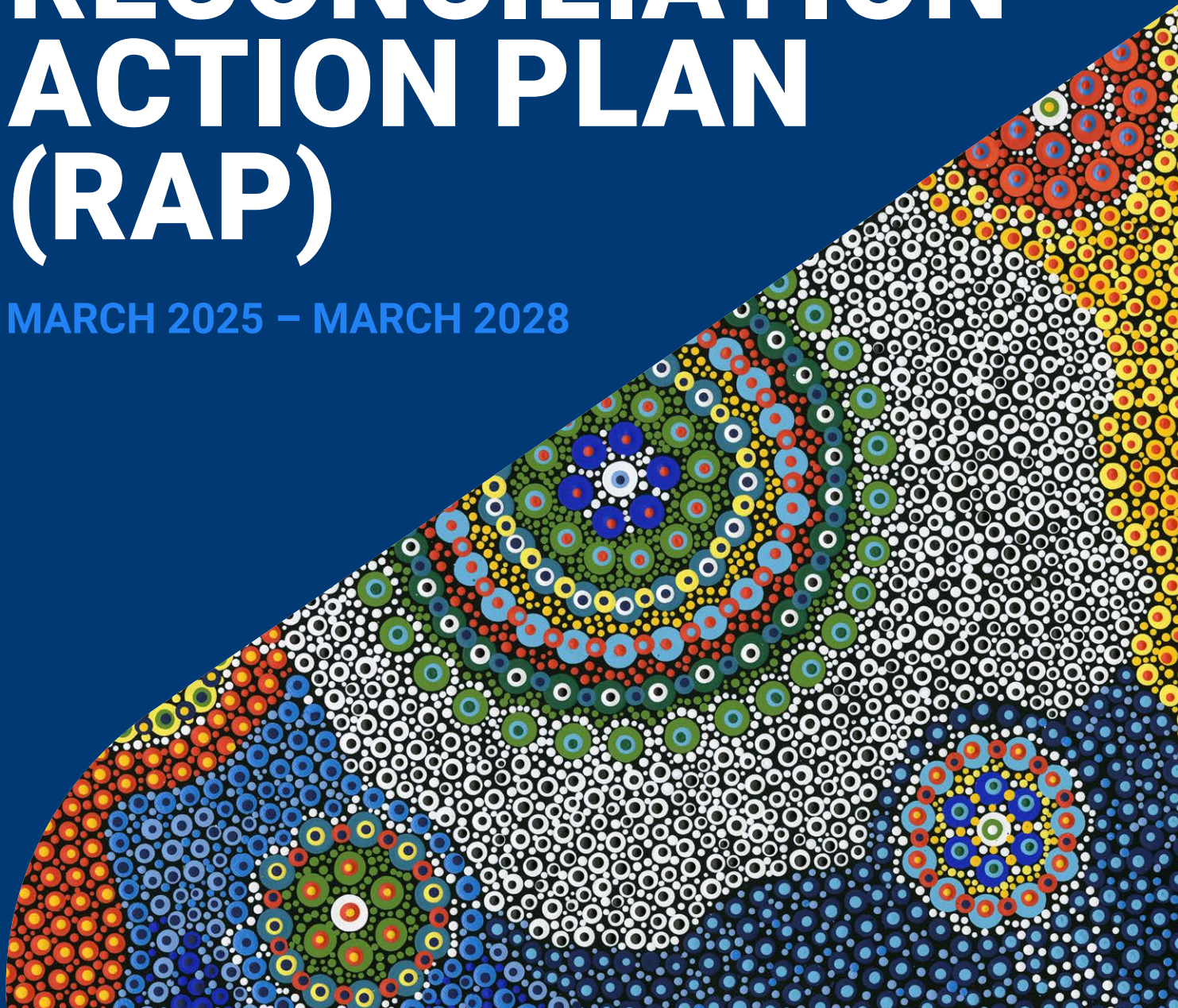




STRETCH RECONCILIATION ACTION PLAN (RAP)

MARCH 2025 – MARCH 2028

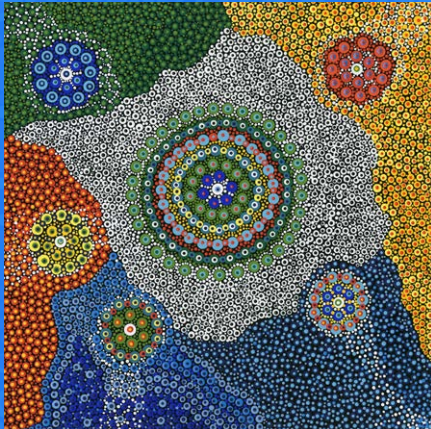




ACKNOWLEDGEMENT OF COUNTRY

The BMD Group acknowledges with deep respect the Quandamooka peoples, the Traditional Custodians of the lands where our headquarters stand. We pay our respects to their Elders past and present, and recognise their enduring connection to land, sea, and community.

We extend this respect to all Aboriginal and Torres Strait Islander peoples across Australia, on whose ancestral lands our company operates. We celebrate the rich cultures, histories, and knowledge of all Aboriginal and Torres Strait Islander peoples with whom we work and share this land. As we continue to build and develop across Australia, we remain committed to learning from and working respectfully alongside Aboriginal and Torres Strait Islander communities, contributing positively to their wellbeing and prosperity.



THE STORY OF OUR ARTWORK

'Jarndu' by Gija/Bunuba artist Eulalia Martin, is a captivating piece of artwork that encapsulates the very essence of BMD's values. At its core, this piece is a testament to the power of unity and togetherness, drawing inspiration from the deep-seated connections BMD holds with the land, sea, and sky. Just as a family thrives on shared values, support, and growth, so does the BMD community, bound by a collective spirit that embraces family, collaborative, empowered and driven. Through vibrant colours and intricate details, 'family' weaves a visual narrative that resonates with the heart and soul of BMD's philosophy, inviting viewers to delve into a world where kinship and progress intertwine.

ARTIST	Eulalia Martin (Gija/Bunuba)
TITLE	'Jarndu'
YEAR	December 2022
MEANING	Family
CENTRE	BMD as a whole, surrounded by BMD's core values, with connections to the land, sea and sky.

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OUR VISION FOR RECONCILIATION

Our reconciliation vision sees Aboriginal and Torres Strait Islander communities, businesses, and workforces recognised for their rich histories, cultures, and their ongoing contributions across Australia.

We believe our involvement in reconciliation is an opportunity to contribute to the success of all stakeholders, fostering sustainable shifts towards a more equitable and inclusive society. True to BMD's ethos and reputation, we are dedicated to building strong long-term relationships, trust, and understanding between our workforce, delivery partners, clients, and Aboriginal and Torres Strait Islander communities, promoting mutual growth and shared prosperity.

Through the delivery of this Stretch RAP, we remain committed to continuing our active engagement and empowerment of Aboriginal and Torres Strait Islander peoples by creating sustainable opportunities for education, employment, and business growth. BMD is committed to continuing and further embedding these opportunities into our business practices to foster economic self-determination and the long-term prosperity of Aboriginal and Torres Strait Islander communities.

Committed to creating sustainable opportunities and investing in both our people and the communities in which we operate, we recognise our power to drive positive reconciliation outcomes and actively support, educate, and raise awareness to make a meaningful impact. Our dedication extends beyond symbolic gestures. We aim to make tangible differences by building genuine relationships with Traditional Owners and communities, promoting pathways for emerging entrepreneurs, and ensuring Aboriginal and Torres Strait Islander voices are central in shaping our organisational culture.

Through the initiatives within this Stretch RAP, we can drive lasting social change, creating a future where Aboriginal and Torres Strait Islander peoples thrive as valued and active participants in the economy, respected for their knowledge and deeply connected to the land, sea, and sky.



FOREWORD

On behalf of the BMD Group, I am very proud to endorse the continuation of our reconciliation journey through the launch of BMD's third Reconciliation Action Plan (RAP).

At BMD, we recognise reconciliation is a journey that requires continuous effort, engagement, and a genuine commitment to meaningful action. As Australia's leading integrated engineering, construction, and urban development business, we are committed to reconciliation through our purpose of powering the future of our people and the communities we operate in.

Engagement with Aboriginal and Torres Strait Islander peoples has been a part of our business since our establishment in 1979 – driven by a purpose to leave enduring legacies within the communities in which we operate. This RAP seeks to continue to embed equity, opportunity and empowerment, which continue to underpin our success as a business.

Supported by our Board and leadership, BMD aims to deepen our understanding of Aboriginal and Torres Strait Islander cultures, histories, and perspectives, and actively contribute to making a difference within our sphere of influence. Our vision for reconciliation entails a future where all Aboriginal and Torres Strait Islander peoples have equal access to opportunities, where their cultures and heritage are respected, and where their voices are heard. We believe by working together with Aboriginal and Torres Strait Islander communities, organisations, and individuals, BMD can create lasting change that benefits everyone in our society.

Through our Stretch RAP, we outline our commitments, strategies, actions, and key initiatives aimed at achieving our vision of a sustainable future for Aboriginal and Torres Strait Islander peoples. This includes fostering cultural understanding within our organisation, providing employment and training opportunities for Aboriginal and Torres Strait Islander peoples, supporting Aboriginal and Torres Strait Islander-owned businesses through procurement, and engaging in meaningful partnerships with Aboriginal and Torres Strait Islander communities.

In this RAP, BMD has proudly committed to achieving 4% of our employee workforce being Aboriginal and Torres Strait Islander people and complemented by training opportunities. BMD also commits to investing 5% of our annual procurement spend through Aboriginal and Torres Strait Islander-owned businesses. We will achieve this across projects within our operational control by March 2028.

We are committed to an inclusive and collaborative approach, acknowledging that true reconciliation can only be achieved through genuine partnerships and the active participation of all stakeholders. We understand that the journey towards reconciliation may involve challenges, but we are dedicated to learning, evolving, and taking meaningful steps forward, guided by the histories, knowledge, and wisdom of Aboriginal and Torres Strait Islander peoples.

Our Stretch RAP is a living document, one that will be regularly reviewed, evaluated, and adapted in response to feedback, changing circumstances, and emerging best practices. By continuously learning, reflecting, and collaborating, we strive to make a lasting impact on the journey of reconciliation in Australia. Together with our employees, partners, clients and stakeholders, we can create a future of reconciliation, where Aboriginal and Torres Strait Islander cultures are respected and celebrated. While we have come a long way, there is more we can do. I look forward to working closely with our business and supply chain to further our commitment towards reconciliation.

SCOTT POWER

**Group Director – Chief Executive Officer
BMD Group**



A MESSAGE FROM THE CEO OF RECONCILIATION AUSTRALIA

On behalf of Reconciliation Australia, I congratulate the BMD Group on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Through the creation of this Stretch RAP, BMD continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill, and transformed it into action.

As Australia's largest privately owned civil contractor, BMD's spheres of impact and influence intersect with key elements of reconciliation. Namely, its involvement in the engineering, construction and urban development sectors allows BMD to increase opportunities for economic self-determination of Aboriginal and Torres Strait Islander communities through businesses development, training and employment.

This Stretch RAP is built upon the considerable experience garnered in BMD's previous RAPs.

The Fitzroy Bridge River Project exceeded its initial goal for targeted spend with Aboriginal enterprises, highlighting the positive change possible through meaningful relationship building, respect for culture and employment opportunities. BMD also significantly increased the number of full-time Aboriginal and Torres Strait Islander employees from 1.9% in 2017 to 3.2% in 2024.

With these learnings, BMD has built solid foundations upon which to expand its commitments in this RAP. In addition to sustaining the growth of its Aboriginal and Torres Strait Islander workforce and its spend through First Nations-owned businesses, BMD aims to strengthen its approach to cultural heritage management. By embedding a collaborative cultural heritage procedure across its organisation, BMD prioritises not only respect for First Nations cultural knowledges and histories but also responsible land use and development approaches that are mindful of traditional ownership.

It's clear through these learnings and renewed commitments, BMD has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend BMD on this Stretch RAP and look forward to following its ongoing reconciliation journey.

KAREN MUNDINE
Chief Executive Officer
Reconciliation Australia





OUR VISION

CREATING LASTING LEGACIES THROUGH MEANINGFUL CONSULTATION AND POSITIVE SOCIAL IMPACT.

BMD was founded on relationships. As a family born company this will never change – no matter how much we scale, diversify and globalise. We believe the foundation for success is reliant on collaborative and mutually beneficial relationships. BMD seeks to create lasting legacies, progressing futures for generations to come.

BMD's actions under this Stretch RAP reflect our continued commitment to reconciliation, ensuring that Aboriginal and Torres Strait Islander peoples are actively included in shaping our organisational culture and

practices. We envision a future where Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander communities come together in a spirit of collaboration, respect, and shared prosperity. Our commitment extends beyond symbolic gestures, aiming instead for meaningful action that fosters genuine understanding, healing, and empowerment.

We recognise the significance of engaging Traditional Custodians, respecting their deep connections to the land, and valuing their knowledge and perspectives.

IN LINE WITH THIS VISION, BMD ASPIRES TO ACHIEVE THE FOLLOWING:



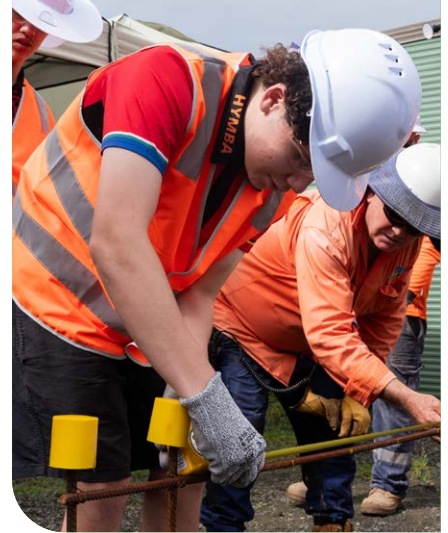
Meaningful consultation

We engage with Traditional Custodians during key and appropriate phases of our operations, projects, and initiatives. We commit to fostering open, transparent, and ongoing dialogue, ensuring the aspirations of Aboriginal and Torres Strait Islander peoples are heard and respected.



Creation of beneficial outcomes

Our goal is to create tangible and sustainable benefits for Aboriginal and Torres Strait Islander communities. Through our work, we strive to develop partnerships that promote economic self-determination, social empowerment, and cultural preservation. By actively seeking and incorporating Aboriginal and Torres Strait Islander peoples' perspectives, we can identify mutually beneficial opportunities that contribute to community growth, including employment, education, training, and capacity-building initiatives.



Positive social impact

We are dedicated to fostering positive social change within the communities in which we operate. We recognise the historical injustices faced by Aboriginal and Torres Strait Islander peoples and commit to actively addressing systemic barriers hindering their advancement. We seek to create inclusive and equitable environments, promoting diversity, equal opportunities, and meaningful participation for Aboriginal and Torres Strait Islander individuals and communities.

Through the pursuit of this vision, we strive to play an active role in reconciliation, acknowledging the importance of reflecting on the past while working towards a future of shared understanding, mutual respect, and cooperation. We are dedicated to creating meaningful change, leaving a positive and lasting impact on Aboriginal and Torres Strait Islander communities, and setting an example for others to follow. Working with our Board, leadership and workforce, together with our partners, we can forge a path of reconciliation that respects the rights, cultures, and aspirations of Aboriginal and Torres Strait Islander peoples, fostering a truly inclusive and equitable society.

OUR BUSINESS

BMD is Australia's leading integrated engineering, construction and urban development business. As the largest privately owned civil contractor in Australia, BMD has grown to become a \$2 billion operation, now sharing our expertise internationally in the Philippines and United Kingdom. BMD employs a team of more than 2000 skilled professionals, with 67 of those employees (3.15%) identifying of Aboriginal and/or Torres Strait Islander descent.

The BMD Group brings together a unique portfolio of specialist engineering, construction and urban development companies to provide standalone or integrated solutions for our clients, partners and communities. We collaborate to deliver infrastructure solutions that connect and transform communities. That's the power of BMD.





Shaping a unified path towards reconciliation

At BMD, we understand our influence extends beyond our immediate operations, reaching into the communities we serve and the industries we lead. Internally, our influence is developed through our workforce, guided by the core values of family, empowered, driven and collaborative. We utilise this influence to foster a culture of respect, learning, and inclusivity. Our ambition is to ensure every employee feels valued and heard.

Externally, our influence expands through engagement with the communities, stakeholders, and businesses impacted by our operations. We are committed to meaningful consultation and creating beneficial outcomes that uphold the aspirations of Aboriginal and Torres Strait Islander peoples. Our projects and partnerships have the capacity to not only meet our business objectives, but to also generate positive social impacts and support the economic self-determination of Aboriginal and

Torres Strait Islander communities – and we will seek to build on our work to date which has empowered Aboriginal and Torres Strait Islander peoples and their communities to create new pathways through businesses development, training and employment.

Our aspiration is for our leadership in developing and implementing reconciliation initiatives to set a new standard within the construction industry, encouraging other organisations to join us in this important journey. By embedding our Reconciliation Action Plan initiatives into every facet of our operations, we seek to lead by example – building pathways for education, employment, and empowerment that contribute to a more equitable and inclusive Australia. Through constructing and delivering projects, we see opportunities to build legacies of respect, understanding, and mutual prosperity.





OUR HISTORY WITH RECONCILIATION

BMD embarked on our first RAP in 2017, however, the values that underpin the Reconciliation Action Plan framework speak to the way BMD has worked since our operations began in Australia in 1979. At the heart of BMD is our genuine relationships with clients, partners, and communities. Our past, and our future, is shaped by the people and relationships that we have fostered.

Through our Reflect and Innovate RAPs, we sought to demonstrate our commitment to engagement with Aboriginal and Torres Strait Islander peoples and businesses. This has included development of strategic partnerships within our supply chain and the creation of new employment and business opportunities for Aboriginal and Torres Strait Islander businesses and peoples.

Since formally establishing our commitments within Reconciliation Australia's RAP program in the 2016-17 period, BMD has achieved the following highlights and outcomes:

- accumulated a total of \$178.3 million in Aboriginal and Torres Strait Islander procurement spend through 201 businesses
- increased full-time Aboriginal and Torres Strait Islander employment from 1.9% to 3.2%
- continued an eight-year partnership with Clontarf Foundation, supporting more than 20 graduates and school-leavers to obtain employment opportunities
- celebrated a record 260 local Aboriginal and Torres Strait Islander workers (from five different language groups) gaining employment on one project in WA
- supported the establishment of the initial Queensland Indigenous Construction Industry event series focused on connecting contractors with Indigenous business owners
- invested in JKNT Constructions, an Indigenous-owned building company in NT
- awarded a \$16.9 million contract to Wilga Indigenous Corporation in Darwin
- continued to engage NLA Trucking, an Indigenous-owned and 100% female business, which is now recognised as one of BMD's top 10 delivery partners
- since engaging Indigenous-owned BA Roads, invested \$18.2 million since 2021 and won Kinaway's Corporate Collaboration Award in 2022.

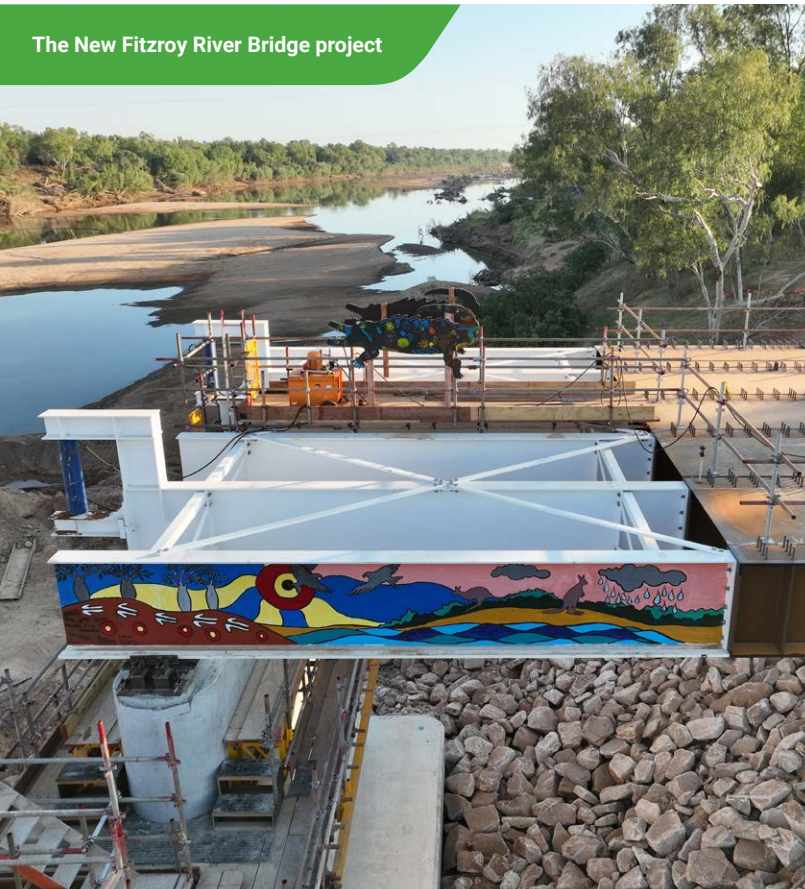
OUR STORIES

At BMD, we believe in the importance of building new relationships and strengthening existing relationships to ensure our projects create a positive and lasting impact on the communities in which we operate.

Our commitment to fostering excellence in collaboration with Aboriginal and Torres Strait Islander businesses and creating transformative opportunities, aims to bring about generational change.



The New Fitzroy River Bridge project



CASE STUDY

New Fitzroy River Bridge Project

Western Australia

BMD, as part of the Fitzroy Bridge Alliance (FBA), made a commitment from the outset to deliver economic and employment outcomes for the local community. The Fitzroy Valley comprises five language groups – Bunuba, Gooniyandi, Nyikina, Walmajarri and Wangkatjungka – and the FBA project team engaged collaboratively with all groups.

Acknowledging the significance of our aspirations as well as how to best achieve local community outcomes, the project team engaged Gurama Yani U's Gateway Program led by Gurama Yani U CEO Rene Dingo. The project identified the importance of driving results through an Aboriginal-led organisation, provide engagement, mentorship and empowerment.

With an ambitious Aboriginal employment target of 25%, the FBA's proactive approach proved successful with 260 local workers employed on the project, resulting in one quarter of all hours worked – totalling 111,661 hours – undertaken by Aboriginal workers. The project's targeted spend to benefit Aboriginal enterprises was 20% of the project value (\$166 million), with the FBA successfully exceeding the Key Result Area (KRA), achieving 22% which equates to \$36 million. Additionally, the business diversification target was met by spending a total of \$50,000 across 12 Fitzroy Valley businesses.

OUR COMMITMENT TO FOSTERING EXCELLENCE IN COLLABORATION WITH ABORIGINAL AND TORRES STRAIT ISLANDER BUSINESSES AND CREATING TRANSFORMATIVE OPPORTUNITIES, AIMS TO BRING ABOUT GENERATIONAL CHANGE.



CASE STUDY

NLA Trucking

Victoria

BMD’s collaboration with 100% Indigenous and female-owned company, NLA Trucking, established economic significance and strong community connections on the Hall Road Upgrade project in Victoria. The collaboration offered a reliable source of work within the local community for subcontractors and has aligned with the shared goal of minimising travel time and promoting a healthy work-life balance. BMD’s support of NLA Trucking has been instrumental in facilitating access to a wide array of business operations, and as well as project opportunities, enabled both NLA Trucking’s internal employees and subcontractors to acquire new skills.



CASE STUDY

Newell Highway Program Alliance

New South Wales

The Newell Highway Program Alliance (NHPA) took place as a four-year project to build 60 kilometres of new overtaking lanes in regional New South Wales between Tocumwal in the south of the state and Narrabri in the north. Over the length of the project, more than 200 Aboriginal and Torres Strait Islander people were engaged, including two Clontarf Foundation graduates. The project also recorded more than \$20 million of the contract spent with Aboriginal businesses. BMD’s relationship with Clontarf also included six site visits throughout the duration of the project, providing students with a unique insight into the construction industry and highlighted the benefits of employment opportunities at BMD for Aboriginal and Torres Strait Islander peoples.



BMD HAS ACTIVELY ENGAGED WITH AND PROMOTED ABORIGINAL AND TORRES STRAIT ISLANDER BUSINESSES WITHIN OUR SUPPLY CHAIN, AND SINCE 2017, HAS COLLECTIVELY INVESTED \$197.2 MILLION THROUGH 202 BUSINESSES, IMPROVING ON OUR FINANCIAL YEAR SPEND TO \$26.3 MILLION AND \$974,100 PER CREDITOR SPEND RESPECTIVELY.



OUR RECONCILIATION ACTION PLAN

Reconciliation is about how we as a business can use our influence to support the reconciliation movement and provide meaningful opportunities for Aboriginal and Torres Strait Islander peoples. As a business with operations stretching across Australia, we know our reach to make a difference extends far.

We began our journey by establishing a baseline to measure progress prior to committing to Reconciliation Australia's RAP program. In 2016/2017, BMD's procurement of Aboriginal and Torres Strait Islander vendors totalled just over \$4 million annually, engaging 36 businesses with an average of \$117,000 per vendor. Recognising our ability to leverage our influence, BMD has actively engaged with and promoted Aboriginal and Torres Strait Islander businesses within our supply chain, and since 2017, has collectively invested \$179.5 million through 201 businesses, improving on our financial year spend to \$25.6 million and \$893,000 pre creditor spend, respectively.

In 2020, the world was impacted by the Covid-19 pandemic, which saw several Aboriginal and Torres Strait Islander businesses suffer or collapse. Despite the challenges facing Australia, BMD procured over \$65 million utilising more than 100 First Nations businesses, from March 2020 through to March 2022 resulting in a \$2.6 million average spend per month.

In addition to our efforts to create business opportunities for Aboriginal and Torres Strait Islander peoples, BMD significantly increased the number of full-time Aboriginal and Torres Strait Islander employees within our organisation and on our projects from July 2017 to July 2024. Since 2016, BMD has experienced substantial growth, expanding our employee count from 1,200 to more than 2,200 people in just eight years. Throughout this growth, BMD has remained dedicated to increasing full-time employment opportunities for First Nations peoples, resulting in an increase from 1.9% (28 of 1,500) in 2017 to 3.2% (72 of 2,300) in 2024.



AS A RESULT OF OUR COMMUNITY ENGAGEMENT, WE VALUE THE EXTERNAL CONSULTATIONS PASSED ON FROM OUR NEW AND ESTABLISHED COMMUNITY RELATIONSHIPS.

Drawing on our successes, together with an external Aboriginal consultant, we engaged our people, leadership and Board in the development of this Stretch RAP, to gain a deeper understanding of how BMD could continue to demonstrate our commitment to reconciliation. Through in-person and online workshops, we reflected upon our reconciliation journey to date and identified shared thoughts about BMD's important role in creating opportunities for Aboriginal and Torres Strait Islander peoples.

From these discussions, BMD reflected upon our own origin story and how relationships, opportunities, diversification, and our people have been at the core of our continued success. What these sessions reminded us, is that BMD has a dutiful role to play in improving relationships and creating opportunities for Aboriginal and Torres Strait Islander peoples, in engaging with emerging businesses, fostering career journeys, and generally creating a positive difference in Aboriginal and Torres Strait Islander people's lives.

While the core focus of our Stretch RAP emphasises fostering opportunities, our workshops reinforced the need and the importance of leveraging our spheres of influence to promote

and bring awareness of Australia's varied cultural histories, communities, protocols, and contributions. We recognise that many aspects of Australia's Aboriginal and Torres Strait Islander histories, cultures and stories have not been well represented and as a RAP organisation and industry leader, we can facilitate awareness and education outcomes through our operations. As a result of our community engagement, we value the external consultations passed on from our new and established community relationships.

BMD's approach to engagement with Traditional Custodians and communities, as well as our pursuit of long-term relationships, form the foundation of our approach to delivering the pathways and the commitments outlined within this RAP. It is through our community, our supply chain, and our workforce relationships, that BMD seeks to move reconciliation beyond compliance and towards driving transformative, sustainable change.

As BMD strives to successfully deliver a Stretch RAP and enhance our overall approach and outcomes, our employee workshops and internal review of the Innovate RAP underscored the need for a stronger Aboriginal and Torres Strait Islander voice and greater collaboration with Executive Management. In response, BMD engaged an industry-leading Aboriginal consultant; appointed our CEO Scott Power as a RAP champion; expanded Aboriginal and Torres Strait Islander representation on the RAP Program Delivery Group, increased the frequency of RAP program meetings, and established an Executive RAP Steering Group, led by our consultant.



Our people told us:

- through our projects, BMD can engage with communities to create opportunities for change
- through leveraging our network and influence, we could develop pathways for businesses to grow their capability
- by leaning into our partnership with the Clontarf Foundation, we could build a positive future for Aboriginal and Torres Strait Islander youth leading to the development of career pathways.



Those supporting our RAP journey include:

External Advisor

Jenni Walke (Bundjalung), Founder, Elephant in the Room Consulting

BMD Executive Steering Group

Member roles include: Group Indigenous Program Manager; General Manager Corporate Affairs; Executive General Manager – Constructions; National General Manager – Urban; National General Manager – Strategy; General Manager – Human Resources and Industrial Relations; General Manager – Systems; Group Environmental Manager; National Procurement Relationship Manager; Chief Estimator – National; Group Proposals Manager; and Group Communications Manager.

BMD RAP Program Delivery Group

Member roles include: Group Indigenous Program Manager; General Manager – Corporate Affairs; Commercial Officer; Senior Procurement Analyst; Urban Operations Manager; Safety Advisor; Construction Manager; Foreman; Senior Communications Advisor; Social Procurement and Inclusion Advisor; Superintendent; Regional Stakeholder Advisor; Systems Manager; Human Resources Business Partner – Southern Region; Human Resource Advisor; and Senior Civil Engineer, Employee Engagement and Retention Manager.

BMD's approach to establishing our Stretch RAP Program Delivery Group was both strategic and purposeful, ensuring representation nationally, from key business units and from tenured Aboriginal and Torres Strait Islander employees who provide valuable insights and consultation.

Supported by our Board and guided by our RAP and Aboriginal consultant, through our operations we will deliver pathways

for aligned businesses to grow their capability and support the empowerment of Aboriginal and Torres Strait Islander youth, creating career pathways, enhancing prospects and overall workforce participation. In line with our RAP commitments, we aim to provide work opportunities, upskill individuals, and mentor emerging talent, fostering a more inclusive and equitable workforce.

With this Stretch RAP as the vehicle, BMD seeks to support Aboriginal and Torres Strait Islander peoples to be empowered and provide opportunities for change. Our role in this begins with building understanding, through the development of relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

Our RAP commitments reflect the aspirations developed during our employee workshops, where our people expressed they want us to:

- build relationships and promote meaningful engagement with Aboriginal and Torres Strait Islander communities
- create pathways through education and positively impact through business opportunities and employment
- create opportunities to transfer knowledge and build legacies within the communities we work.

Aligned with the reconciliation framework of respect, relationships, and opportunities, our RAP is focused on embedding the good work that has already been undertaken by our teams across Australia with a core focus on building programs that form part of our business as usual.

THE FOUR PILLARS WHICH
REPRESENT BMD'S APPROACH ARE
**EDUCATION, SUSTAINABLE
BUSINESS OPPORTUNITIES,
SUSTAINABLE COMMUNITIES
AND EMPLOYMENT.**



RAP PATHWAYS

The New Fitzroy River Bridge project

Creating pathways through education

Education plays a vital role in empowering Aboriginal and Torres Strait Islander peoples in Australia and can be a powerful tool in addressing historical challenges and promoting the self-determination, wellbeing, and advancement of Aboriginal and Torres Strait Islander communities. The first step of the pathway involves education for Aboriginal and Torres Strait Islander peoples.

BMD will support educational programs that promote the development of Aboriginal and Torres Strait Islander knowledge and skills, as well as offering opportunities for training and professional development within the construction industry. BMD has a proud history of partnering with the Clontarf Foundation and will continue to partner with Clontarf, and other organisations, that encourage and support Aboriginal and Torres Strait Islander peoples in senior school to continue into tertiary or trade qualifications. By investing in grassroots education, training programs, and industry-led traineeships, we can help to build capacity within Aboriginal and Torres Strait Islander communities and create more meaningful partnerships for the future.

Through our initiatives we will:

- develop and support educational programs that promote Aboriginal and Torres Strait Islander knowledge and skills within the construction industry
- establish partnerships with Aboriginal and Torres Strait Islander organisations and educational institutions to provide training and professional development opportunities for Aboriginal and Torres Strait Islander peoples
- develop a mentorship program that pairs Aboriginal and Torres Strait Islander individuals with experienced industry professionals to provide guidance and support
- promote awareness and understanding of Aboriginal and Torres Strait Islander knowledge and practices within the construction industry, including the building of our capability in the use of traditional ecological knowledge and practices in construction projects.



Sustainable impact through empowering business

The second step of the pathway centres around creating sustainable impact through business opportunities. We are committed to working alongside Aboriginal and Torres Strait Islander businesses and communities to identify and develop opportunities that generate positive social, economic, and environmental outcomes. By working collaboratively with Aboriginal and Torres Strait Islander peoples and our supply chain, BMD is well-positioned to create sustainable business opportunities within the construction industry, helping to build long-term economic resilience and promote sustainable development.

To achieve this, BMD is dedicated to establishing formal, two-way partnerships with Aboriginal and Torres Strait Islander businesses and communities across Australia. These partnerships will be vital in driving sustainable economic development, facilitating local employment opportunities, and supporting business growth through capacity-building initiatives. Our goal is to maintain at least five of these partnerships, ensuring that they lead to mutually beneficial outcomes and create lasting, positive change within the communities with which we engage.

A core aspect of BMD's sustainability approach is increasing the participation of Aboriginal and Torres Strait Islander businesses within our supply chain. By 2028, we are committed to ensuring that at least 5% of our procurement spend is directed towards Aboriginal and Torres Strait Islander businesses. To realise this target, we will actively seek out opportunities to engage Aboriginal and Torres Strait Islander businesses, offering targeted capacity-building support and cultivating long-term relationships that enhance their ability to overcome barriers to entry and succeed within the construction sector.

These initiatives are designed to foster the growth and resilience of local suppliers, ensuring they have the tools and support necessary to scale their operations and succeed in the long-term, while also increasing the number and value of Aboriginal and Torres Strait Islander businesses within our supply chain and positioning them for sustained success.



Building sustainable opportunities in communities

We recognise the critical role we play in the communities in which we operate. Our commitment to building sustainable opportunities begins with meaningful engagement with Traditional Owners and Custodians, Elders, and community organisations. Through this engagement we aim to foster strong, enduring relationships that lead to tangible, long-term outcomes for Aboriginal and Torres Strait Islander communities.

To achieve this, we will engage with local Aboriginal and Torres Strait Islander Elders and key stakeholders. These consultations will enable us to continuously refine our approach to engagement, ensuring that our actions are guided by the needs and aspirations of the communities we work with.

We recognise true sustainability comes from listening and adapting to the wisdom of Aboriginal and Torres Strait Islander peoples, and we are committed to ensuring their voices guide our projects.

Additionally, BMD will support the growth of Aboriginal and Torres Strait Islander businesses by hosting 'Meet the Buyer' events in every state and territory. These events will provide local businesses with the opportunity to connect with BMD, explore procurement opportunities, and grow their networks. By facilitating these connections, we will create new opportunities for Aboriginal and Torres Strait Islander businesses to thrive and contribute to the economic resilience of their communities.

BY PROVIDING MEANINGFUL EMPLOYMENT OPPORTUNITIES FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES, BMD CAN HELP TO **SUPPORT ECONOMIC DEVELOPMENT, PROMOTE SOCIAL INCLUSION, AND BUILD STRONGER RELATIONSHIPS** WITH ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES.

Employment

At BMD, we recognise that long-term change and reconciliation will only be realised when there is equity in relation to employment opportunities for Aboriginal and Torres Strait Islander peoples. With a national and international footprint, we have the opportunity to provide employment pathways for Aboriginal and Torres Strait Islander peoples within our business and the broader the civil construction industry. By providing meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples, BMD can help to support economic development, promote social inclusion, and build stronger relationships with Aboriginal and Torres Strait Islander communities.

We recognise that opportunities for employment are needed across all levels of the business. Working across the BMD Group, we will develop a holistic employment strategy to increase the representation of Aboriginal and Torres Strait Islander peoples within our workforce, as well as create pathways for career advancement and leadership development. The implementation of an Aboriginal and Torres Strait Islander employment program will be supported by a cultural learning program for our workforce to ensure all Aboriginal and Torres Strait Islander peoples within

our workforce feel culturally safe and are supported through their employment journey.

Working with Aboriginal and Torres Strait Islander organisations and communities, we will establish job training and apprenticeship programs connected to our long-term projects that will support entry into the construction industry and establish partnerships with Aboriginal and Torres Strait Islander employment and training organisations to support employment across our business. In delivering these strategies, we are committed to increasing the percentage of Aboriginal and Torres Strait Islander employees within our BMD workforce to 4% by 2026, with an ongoing commitment of 1% year-on-year.

To ensure our employees are equipped to engage respectfully and effectively with Aboriginal and Torres Strait Islander peoples, BMD will implement a national cultural learning strategy. This strategy will provide our workforce with the tools and understanding they need to foster strong, respectful relationships and drive positive outcomes in the communities where we operate. By embedding cultural competence across our organisation, we will enhance our ability to create inclusive and culturally safe environments.



FOSTERING STRONG RELATIONSHIPS



At BMD, we recognise the power of connections, building bridges, and nurturing meaningful relationships with our stakeholders, including Aboriginal and Torres Strait Islander peoples. We believe by forging strong and respectful bonds, we can make significant progress on the journey of reconciliation and create a more inclusive and harmonious society.

We understand that reconciliation is about more than just policies and programs – it's about people. It is about embracing diversity, recognising the inherent value and wisdom of Aboriginal and Torres Strait Islander cultures and working together to create positive change. That's the power of BMD.

The Relationships pillar embodies our commitment to building authentic partnerships, fostering trust, and actively listening to Aboriginal and Torres Strait Islander communities and individuals.

We recognise that Aboriginal and Torres Strait Islander peoples are the custodians of ancient and unique knowledge, cultural traditions, and ways of being. By engaging in meaningful relationships, we seek to honour and learn from this rich heritage, while also acknowledging the historical injustices that have shaped our shared history. Our goal is to foster mutual respect, understanding, and collaboration, guided by the principles of equality and reciprocity.

Through this pillar, we aspire to create spaces for open dialogue and meaningful engagement with Aboriginal and Torres Strait Islander stakeholders. We are committed to actively seeking their input and perspectives to help us shape the way we work on Country.

We will focus on fostering cross-cultural understanding and cultural competency within our organisation and provide opportunities for cultural learning and awareness, ensuring that all members of our team have the knowledge and skills to engage respectfully with Aboriginal and Torres Strait Islander peoples and cultures. By promoting cultural understanding, we can break down barriers, challenge stereotypes, and create a more inclusive and culturally sensitive environment.

BMD is committed to seeking out and establishing partnerships with Aboriginal and Torres Strait Islander organisations, businesses, industry and community leaders. Through these partnerships, we can pool resources, share knowledge, and work together towards common goals, amplifying the positive impact of our collective efforts.

We invite all stakeholders, including our employees, partners, and community members, to join us on this journey. Together, we can forge meaningful connections, foster understanding, and build a future where our Aboriginal and Torres Strait Islander cultures are respected, and reconciliation becomes a lived reality.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<div data-bbox="135 196 248 310">1</div> <p>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>Meet with local Aboriginal and Torres Strait Islander Elders, stakeholders, and organisations to continuously improve guiding principles for engagement.</p> <p>As BMD's headquarters is located on Quandamooka country, we commit to establishing and maintaining a mutually beneficial relationship with Quandamooka Elders and key community stakeholders as a matter of respect and priority.</p> <p>Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.</p> <p>Establish and maintain five formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.</p>	<p>May 2025, 2026, 2027, 2028</p> <p>May 2025 Review: May 2026, 2027, 2028</p> <p>Review: December 2025, 2026, 2027, 2028</p>	<p>Group Indigenous Program Manager</p> <p>Group Indigenous Program Manager</p> <p>Group Indigenous Program Manager</p>
<div data-bbox="135 590 248 704">2</div> <p>Build relationships through recognising National Reconciliation Week (NRW).</p>	<p>BMD headquarters is located on Quandamooka country. To continue to build our understanding of the local peoples, cultures and histories, BMD commits to engaging and collaborating with local Elders and key community representatives in recognising National Reconciliation Week (NRW). This includes, but is not limited to:</p> <ul style="list-style-type: none"> – invite an Elder/s to educate BMD employees – invite an Elder/s to meet with BMD to support the promotion of positive and proactive relationships, delivering on our reconciliation commitments – invite an Elder/s or key community representative to participate in a panel discussion about the importance of NRW and/or the value of BMD's RAP commitments with intention of imparting valuable insights – BMD RAP Program management and other BMD employees to attend at least one local Quandamooka National Reconciliation Week event. <p>BMD offices commit to engaging the local communities and/or key community organisations to collaborate in recognising National Reconciliation Week with the intention of continuing BMD's cultural learnings and awareness. This includes, but is not limited to:</p> <ul style="list-style-type: none"> – invite an Elder/s to educate BMD employees – invite an Elder/s to meet with BMD Executives with the intention of promoting a positive and proactive relationship that delivers on reconciliation commitments – invite an Elder/s and/or key community representative to participate in a panel discussion about the importance of NRW and BMD's RAP commitments with intention of imparting valuable insights – BMD RAP Program management and employees to attend at least one local Quandamooka National Reconciliation Week event. <p>Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees.</p> <p>RAP Working Group members to participate in two external NRW events.</p> <p>Encourage and support staff and senior leaders to participate in at least one external event within their region to recognise NRW.</p> <p>Organise at least three internal NRW events, including at least one organisation-wide NRW event each year.</p> <p>Register all BMD NRW events on Reconciliation Australia's NRW website.</p>	<p>May 2025, 2026, 2027, 2028</p> <p>May 2025, 2026, 2027, 2028</p> <p>May 2025, 2026, 2027, 2028</p> <p>27 May – 3 June 2025, 2026, 2027, 2028</p> <p>27 May – 3 June 2025, 2026, 2027, 2028</p> <p>27 May – 3 June 2025, 2026, 2027, 2028</p> <p>27 May – 3 June 2025, 2026, 2027, 2028</p>	<p>Group Indigenous Program Manager</p> <p>Group Indigenous Program Manager, RAP Program Delivery Group</p> <p>Group Communications Manager</p> <p>Group Indigenous Program Manager</p> <p>Group Indigenous Program Manager</p> <p>Group Communications Manager</p> <p>Group Communications Manager</p>

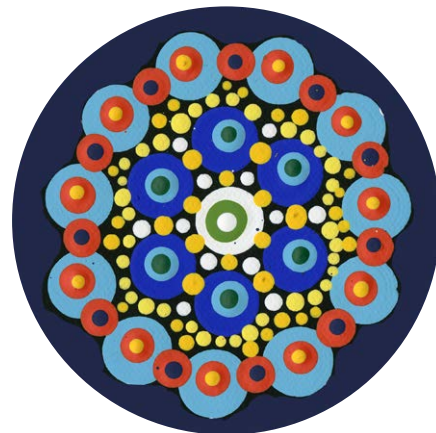
WE BELIEVE BY FORGING STRONG AND RESPECTFUL BONDS, WE CAN MAKE SIGNIFICANT PROGRESS ON THE JOURNEY OF RECONCILIATION AND CREATE A MORE INCLUSIVE AND HARMONIOUS SOCIETY.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3 Promote reconciliation through our sphere of influence.	Review and implement strategies to engage all employees to drive reconciliation outcomes.	May 2025, 2026, 2027, 2028	Group Indigenous Program Manager
	Monitor Reconciliation Australia's events calendar and attend two events per year to discuss and learn from industry peers.	July 2025, 2026, 2027, 2028	Group Indigenous Program Manager
	Communicate our commitment to reconciliation publicly.	May 2025, 2026, 2027, 2028	Group Communications Manager
	Collaborate with at least four other like-minded organisations with RAPs to implement ways to advance reconciliation.	July 2025, 2026, 2027, 2028	Group Indigenous Program Manager
	Implement our RAP Pathway strategies to positively influence our external stakeholders to drive reconciliation outcomes.	July 2025, 2026, 2027, 2028	Group Indigenous Program Manager
	Identify opportunities within major projects to share understanding of reconciliation within our supplier network.	May 2025, 2026, 2027, 2028	Corporate Services Procurement Manager
	Promote awareness of our RAP programs through internal and external events to promote reconciliation across our business and industry.	June 2025, 2026, 2027, 2028	Group Communications Manager
4 Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	May 2025, 2026, 2027, 2028	General Manager – Human Resources and Industrial Relations and Learning and Development Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	May 2025, 2026, 2027, 2028	Group Indigenous Program Manager
	Communicate BMD's anti-discrimination policy across our organisation and through our supply chain.	May 2025, 2026, 2027, 2028	Group Communications Manager
	Develop a communication strategy allowing senior leaders to raise awareness of anti-discrimination campaigns, initiatives, and BMD's position against racism.	Develop: May 2025 Review: March 2026, 2027, 2028	Group Communications Manager
	Provide a minimum of two educational opportunities per year for senior leaders and managers on the effects of racism.	July and December 2025, 2026, 2027, 2028	General Manager – Human Resources and Industrial Relations and Learning and Development Manager



OUR DIFFERENCE

Respect is all about acknowledging the inherent value, dignity, and rights of Aboriginal and Torres Strait Islander peoples within Australia and fostering a culture of respect within our organisation and across our sphere of influence. Respect is fundamental to reconciliation, and we remain committed to upholding and promoting respect in all aspects of our work.



We believe every individual, regardless of their cultural background, deserves to be treated with respect and dignity. We acknowledge the unique and enduring contributions of Aboriginal and Torres Strait Islander peoples to our society, their profound connection to the land, and their rich cultural heritage.

Respect goes beyond simply acknowledging the past – it requires active listening, empathy, and a commitment to creating inclusive spaces where everyone feels valued and heard.

At BMD, we are committed to fostering a workplace culture that celebrates diversity and cultivates an environment of respect for Aboriginal and Torres Strait Islander employees, stakeholders, and the wider Aboriginal and Torres Strait Islander community. We commit to actively engage with Aboriginal and Torres Strait Islander communities in areas where we are working, to enable us to better understand how we can work with them to create an inclusive future.

We acknowledge that respect for Aboriginal and Torres Strait Islander peoples means our workforce and workplaces must be culturally safe. This requires us to provide ongoing cultural competency training to all employees and contractors, ensuring they have the knowledge and skills to engage respectfully with Aboriginal and Torres Strait Islander peoples and communities.

By fostering cultural understanding, we can break down barriers, challenge stereotypes, and create an inclusive environment where everyone feels valued and respected.

Working with subject matter experts, BMD will develop a cultural learning program to build understanding of Aboriginal and Torres Strait Islander cultures, and work with our employees to create a welcoming and supportive environment for Aboriginal and Torres Strait Islander peoples. By fostering cultural understanding, we can break down barriers, challenge stereotypes, and create an inclusive environment where everyone feels valued and respected.

BY FOSTERING CULTURAL
UNDERSTANDING, WE CAN BREAK
DOWN BARRIERS, CHALLENGE
STEREOTYPES, AND CREATE AN
INCLUSIVE ENVIRONMENT
WHERE EVERYONE FEELS
VALUED AND RESPECTED.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<div data-bbox="132 833 245 944">5</div> <p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	Conduct a review of cultural learning needs within our organisation.	May 2025, 2026, 2027, 2028	Learning and Development Manager
	Consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors on the design and implementation of a cultural learning strategy.	May 2025 Review: May 2027, 2028	Group Indigenous Program Manager
	Implement and communicate a National Cultural Learning Strategy for our employees.	May 2025	Learning and Development Manager
	RAP Working Group members, HR managers, senior executive group, and all new employees have access to and undertake formal and structured cultural learning programs.	May 2025 Review: 2026, 2027, 2028	Learning and Development Manager
	Post implementation of BMD's National Cultural Learning Program, BMD commits to delivery of the following outcomes by 2027: <ul style="list-style-type: none"> – 90% of BMD permanent employees will complete mandatory Cultural Fundamentals (Tier I) training – 100% of Corporate HR, senior and middle management will complete the Building Cultural Understanding (Tier II) module – 75% of project delivery management employees (Construction Managers to Supervisors) will complete the Building Cultural Understanding (Tier II) face-to-face training session – where possible, BMD will facilitate opportunities for BMD employees who complete Tier I training to participate in Tier II training – 75% of Executive and Senior management will complete a Building Cultural Leadership (Tier III) face-to-face training session – where possible, BMD will facilitate Tier III training for management who have completed Tier II training. 	July 2025 Review: July 2026, 2027, 2028	Learning and Development Manager
	Provide access to localised cultural learning programs to project teams across Australia with attendance reported. Updates will be provided to Reconciliation Australia annually.	May 2025, 2026, 2027, 2028	Learning and Development Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<div data-bbox="132 196 247 314">6</div> <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Work with an advisor to develop Aboriginal and Torres Strait Islander Cultural Protocols to guide our interactions with Traditional Custodians and Aboriginal and Torres Strait Islander communities.</p>	<p>May 2025</p> <p>Review: May 2026, 2027, 2028</p>	<p>Group Communications Manager</p>
	<p>Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.</p>	<p>May 2025</p> <p>Review: May 2026, 2027, 2028</p>	<p>Group Communications Manager</p>
	<p>Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through the following means:</p> <ul style="list-style-type: none"> – review, update and implement BMD's current cultural protocol document – encourage BMD employees to educate external stakeholders about the purpose and significance of the cultural protocols – display cultural protocol awareness posters within BMD corporate offices and project sites – incorporate a cultural protocol learning module within BMD's Learning and Development portal being launched in early 2025 – BMD to produce and host internally a cultural protocol video to be used as a learning tool and an induction resource – develop corporate communication initiative on the importance of the cultural protocols, and how they apply to the workforce. 	<p>May 2025</p> <p>Review: May 2026, 2027, 2028</p>	<p>Group Indigenous Program Manager</p>
	<p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at five significant events each year, including NRW, NAIDOC, and appropriate project commencements.</p>	<p>Review: December 2025, 2026, 2027, 2028</p>	<p>Group Communications Manager</p>
	<p>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</p>	<p>May 2025</p> <p>Review: May 2025, 2026, 2027, 2028</p>	<p>Group Communications Manager</p>
	<p>Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events if the first speaker of the day.</p>	<p>Review: June 2025, 2026, 2027, 2028</p>	<p>Group Communications Manager</p>
	<p>Display Acknowledgment of Country plaques in our office/s or on our buildings.</p>	<p>May 2025</p> <p>Review: May 2026, 2027, 2028</p>	<p>Group Communications Manager</p>
<div data-bbox="132 1325 247 1443">7</div> <p>Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>RAP Working Group to participate in an external NAIDOC Week event.</p>	<p>July 2025, 2026, 2027, 2028</p>	<p>Group Indigenous Program Manager</p>
	<p>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</p>	<p>May 2025</p>	<p>General Manager – Human Resources and Industrial Relations</p>
	<p>Support all employees to participate in at least one NAIDOC Week event in our local area. Share details of at least one external event.</p>	<p>July 2025, 2026, 2027, 2028</p>	<p>Group Indigenous Program Manager</p>
	<p>In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year.</p>	<p>July 2025, 2026, 2027, 2028</p>	<p>Group Indigenous Program Manager</p>



ACTION

DELIVERABLE

TIMELINE

RESPONSIBILITY

8

Strengthen BMD Group's approach to cultural heritage management in new and existing projects.

Participate on industry bodies, such as Indigenous Participation in Construction Committee and participate in key aligned industry events as a guest speaker.

September 2025
Review: September 2026, 2027, 2028

Group Indigenous Program Manager

Work closely with stakeholders and Aboriginal and Torres Strait Islander cultural heritage communities to understand cultural heritage impacts of projects, and ensure plans are in place to protect cultural heritage.

May 2025
Review: May 2026, 2027, 2028

Group Environmental Manager

BMD to develop a Cultural Heritage Core Operating Procedure document in collaboration with certified cultural heritage experts that outline client, community, and delivery team protocols as well as a Chance Finds Policy to be utilised by employees and contractors.

May 2025
Review: May 2026, 2027, 2028

Group Environmental Manager

In collaboration with a certified cultural heritage expert, develop a training program and content to be delivered internally via face-to-face or via BMD's learning and development portal.

May 2025
Review: May 2026, 2027, 2028

Group Environmental Manager

Build and incorporate into BMD's Corporate Learning and Development platform, understanding of Aboriginal and Torres Strait Islander peoples' tangible and intangible cultural heritage as a mandatory corporate learning module when launched in early 2025

May 2025
Review: May 2026, 2027, 2028

Group Environmental Manager

Where BMD are involved in the development of land, BMD will complete and record an initial desktop analysis, involving native title registers and cultural heritage registers to establish if a project of interest requires a cultural heritage management plan/agreement.

May 2025
Review: May 2026, 2027, 2028

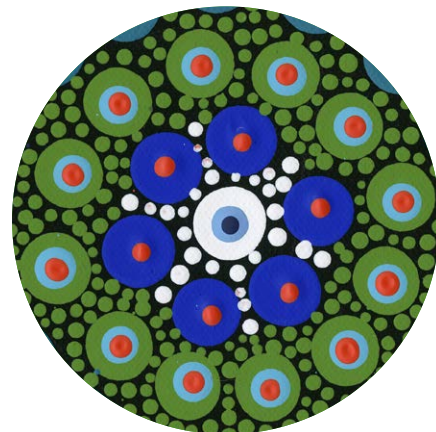
Group Environmental Manager

Where BMD is involved in the development of land, and where the need for a Cultural Heritage Management Plan has been identified, BMD will collaborate with certified cultural heritage experts to develop a cultural heritage management plan/agreement that guides project activities according to relevant Federal and State policies and has been reviewed by local Traditional Custodian Cultural Heritage experts.

May 2025
Review: May 2026, 2027, 2028

Group Environmental Manager

BUILDING A SHARED FUTURE THROUGH OPPORTUNITIES



BMD believes in the transformative power of opportunities, and we commit to driving positive change and breaking down barriers that limit Aboriginal and Torres Strait Islander participation and advancement.

We recognise the opportunities that exist when pathways for empowerment and economic inclusion are provided. Through this RAP, BMD will provide meaningful opportunities for Aboriginal and Torres Strait Islander businesses to create economic independence through business development.

BMD aims to foster partnerships with Aboriginal and Torres Strait Islander-owned businesses and suppliers, promoting supplier diversity and contributing to the growth and sustainability of Aboriginal and Torres Strait Islander enterprises. By actively engaging with entrepreneurs, we can create economic opportunities that strengthen communities, promote self-determination, and foster greater economic independence.

We are dedicated to providing a level playing field and ensuring that Aboriginal and Torres Strait Islander individuals have equitable access to career development, job opportunities, and pathways to leadership within our organisation.

With education and training being vital for unlocking opportunities, BMD is committed to supporting initiatives which will enhance educational outcomes for Aboriginal and Torres Strait Islander students, promote cultural safety in educational and employment settings, and provide access to quality training programs aligned with industry needs. By investing in education and training, we empower Aboriginal and Torres Strait Islander peoples to reach their full potential and contribute to a prosperous and inclusive society.



NLA Trucking



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<div data-bbox="134 662 245 776">9</div> <p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	BMD commits to increasing the percentage of Aboriginal and Torres Strait Islander employees within our workforce to 4% by 2026, with an ongoing commitment of 1% year-on-year until November 2027.	May 2026 Review: May 2027, 2028	General Manager – Human Resources and Industrial Relations
	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	May 2025 Review: May 2026, 2027, 2028	General Manager – Human Resources and Industrial Relations
	Review and update Aboriginal and Torres Strait Islander recruitment efforts and retention strategies prioritising equity for Aboriginal and Torres Strait Islander people.	May 2025 Review: May 2026, 2027, 2028	General Manager – Human Resources and Industrial Relations
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2025 Review: May 2026, 2027, 2028	General Manager – Human Resources and Industrial Relations
	Develop and implement a professional development strategy for Aboriginal and Torres Strait Islander employees at all levels.	May 2025 Review: May 2026, 2027, 2028	General Manager – Human Resources and Industrial Relations
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2025 Review: May 2026, 2027, 2028	General Manager – Human Resources and Industrial Relations
	Create tailored professional development and leadership opportunities to support Aboriginal and Torres Strait Islander employees to take on management and senior level positions.	May 2025, Review: May 2026, 2027, 2028	General Manager – Human Resources and Industrial Relations
	<p>Explore and commit to a minimum of two long-term and mutually beneficial partnership opportunities with organisations like the Clontarf Foundation that facilitate and support employment pathways for Aboriginal and Torres Strait Islander peoples including:</p> <ul style="list-style-type: none"> – 100% owned and managed labour hire and recruitment organisations to support increase in Aboriginal and Torres Strait Islander peoples – Stars Foundation – Cowboys House – Hymba Yumba Independent School. 	November 2025 Review: November 2026, 2027, 2028	General Manager – Human Resources and Industrial Relations
	Provide annual updates to Reconciliation Australia regarding our progress on employment.	September 2026, 2027, 2028	Group Indigenous Program Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<div data-bbox="134 198 245 312">10</div> <p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>BMD seeks to invest 5% of our annual procurement spend through Aboriginal and Torres Strait Islander-owned businesses. This will be achieved across projects within our operational control by March 2028.</p> <p>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</p> <p>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p> <p>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.</p> <p>Host at least one BMD specific Meet the Buyer industry event per state and territory per year.</p> <p>Commit to providing mentoring support to at least three Aboriginal and/or Torres Strait Islander organisations and/or communities relevant to our sphere of influence.</p> <p>Maintain commercial relationships with at least 10 Aboriginal and/or Torres Strait Islander businesses nationally.</p> <p>Identify two Aboriginal and/or Torres Strait Islander businesses per year to mentor and support capability development.</p>	<p>May 2025 Review: May 2026, 2027, 2028</p> <p>May 2025 Review: May 2026, 2027, 2028</p> <p>May 2025 Review: May 2026, 2027, 2028</p> <p>May 2025 Review: May 2026, 2027, 2028</p> <p>November 2025 Review: November 2026, 2027, 2028</p> <p>May 2025 Review: May 2026, 2027, 2028</p> <p>June 2025 Review: June 2026, 2027, 2028</p> <p>September 2025 Review: September 2026, 2027, 2028</p>	<p>National Procurement Manager</p> <p>National Procurement Manager</p> <p>National Procurement Manager</p> <p>National Procurement Manager</p> <p>National Procurement Manager</p> <p>Group Indigenous Program Manager</p> <p>National Procurement Manager</p> <p>Group Indigenous Program Manager</p>
<div data-bbox="134 1003 245 1117">11</div> <p>Provide opportunities for education and training to unlock opportunities for young Aboriginal and Torres Strait Islander peoples.</p>	<p>Work closely with the Clontarf Foundation and similar like-minded organisations to identify education and employment opportunities for Aboriginal and/or Torres Strait Islander students.</p> <p>Collaborate with industry education and training organisations in providing relevant and necessary industry skills that increase employment opportunities for the Aboriginal and Torres Strait Islander workforce.</p> <p>Explore mutually beneficial partnership opportunities with organisations to facilitate and support education and training pathways for Aboriginal and Torres Strait Islander peoples such as a Construction Skills Queensland and/or a 100% owned Aboriginal and/or Torres Strait Islander education provider.</p>	<p>December 2025 Review: December 2026, 2027, 2028</p> <p>May 2025 Review: May 2026, 2027, 2028</p> <p>May 2025 Review: May 2026, 2027, 2028</p>	<p>Group Indigenous Program Manager</p> <p>Group Learning and Development Manager</p> <p>Group Learning and Development Manager</p>
<div data-bbox="134 1429 245 1544">12</div> <p>Build and maintain relationships with organisations that promote Aboriginal and Torres Strait Islander businesses.</p>	<p>Maintain membership and develop our relationship with Supply Nation.</p> <p>Maintain membership with at least three Aboriginal and Torres Strait Islander Chambers of Commerce</p> <p>Explore new relationships with at least two key organisations or industry committees that promote Aboriginal and/or Torres Strait Islander businesses.</p>	<p>May 2025 Review: May 2026, 2027, 2028</p> <p>July 2025 Review: July 2026, 2027, 2028</p> <p>May 2025 Review: May 2026, 2027, 2028</p>	<p>Group Indigenous Program Manager</p> <p>Group Indigenous Program Manager</p> <p>Group Indigenous Program Manager</p>



BY INVESTING IN EDUCATION AND TRAINING, WE EMPOWER ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES TO REACH THEIR FULL POTENTIAL AND CONTRIBUTE TO A PROSPEROUS AND INCLUSIVE SOCIETY.



GOVERNANCE

We acknowledge implementation of this RAP requires embedding actions and goals within our existing governance structures. Supported by our RAP Working Group, we will hold the Leadership Team and organisation accountable for the achievement of our vision.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<div>13</div> <div>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</div>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2025 Review: June 2026, 2027, 2028	RAP Working Group Chair
	Review and update the Terms of Reference for our RWG.	June 2025 Review: June 2026, 2027, 2028	RAP Working Group Chair
	Meet at least four times per year to drive and monitor RAP implementation.	2025 – May, June, September, December 2026 – March, June, September, December 2027 – March, June, September, December 2028 – March, June, September, December	RAP Working Group Chair
<div>14</div> <div>Provide appropriate support for effective implementation of RAP commitments.</div>	Embed resource needs for RAP implementation.	May 2025 Review: May 2026, 2027, 2028	RAP Working Group Chair
	Embed key RAP actions in performance expectations of senior management and all employees.	May 2025 Review: May 2026, 2027, 2028	Group Indigenous Program Manager
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	May 2025 Review: May 2026, 2027, 2028	Group Indigenous Program Manager
	Maintain an internal RAP champion from senior management.	May 2025 Review: May 2026, 2027, 2028	Group Indigenous Program Manager
	Include our RAP as a standing agenda item at senior management meetings.	May 2025 Review: May 2026, 2027, 2028	Group Communications Manager

**BMD GROUP WILL BUILD ACCOUNTABILITY AND
TRANSPARENCY THROUGH REPORTING RAP
ACHIEVEMENTS, CHALLENGES AND LEARNINGS
BOTH INTERNALLY AND EXTERNALLY.**

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
15 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	July 2025 Review: July 2026, 2027, 2028	Group Indigenous Program Manager
	Report RAP progress to all staff and senior leaders quarterly.	2025 – May, June, September, December, 2026 – March, June, September, December 2027 – March, June, September, December 2028 – March, June, September, December	Group Indigenous Program Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025 2026, 2027, 2028	Group Communications Manager
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	August 2025 Review: August 2026, 2027, 2028	General Manager Corporate Affairs
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025 Review: 2026, 2027, 2028	Group Indigenous Program Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Group Indigenous Program Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Group Indigenous Program Manager
16 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Group Indigenous Program Manager
	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	June 2027	Group Indigenous Program Manager



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