BROADSPECTRUM
RECONCILIATION
ACTION PLAN
OCTOBER 2018 - OCTOBER 2021
Acknowledgement of Country

Broadspectrum respectfully acknowledges Indigenous Australians both past and present as the traditional owners on whose lands we work and recognise their continuing connection to land, water and community. We pay our respects to their Elders past, present and emerging.

Feedback

We value your feedback and constructive suggestions on how we can continually improve our Indigenous support. Please email us at indigenous.engagement@broadspectrum.com

Terminology

We align with the Commonwealth, and to ensure our strategies cover First Nations people outside of Australia, we use the term Indigenous. In Australia, this applies to Aboriginal and Torres Strait Islander people.

Broadspectrum is a Ferrovial company

Ferrovial is a Spanish infrastructure and services company. As a Ferrovial company, Broadspectrum has the benefit of 60 years of local and international experience, and a workforce of more than 96,000 people across more than 20 countries that enables global industry leadership through diversity of thought, inclusiveness and respect.

As a services provider working across diverse sectors nationally, we are cognisant that while our contracts may be short-term, our solutions must be sustainable.

In Australia, Indigenous employees represent 4.8 per cent of our 14,000-plus workforce.

Being a Ferrovial company, we have also aligned our Reconciliation Action Plan with Ferrovial’s Social Values Framework, which supports education, workplace inclusion and the environment. This integration has informed our Reconciliation Action Plan (RAP) and is outlined on page 14.

We deliver a diverse range of services that are essential to our clients in metropolitan, regional and remote communities across multiple industries including airports, defence, health, industrial, justice, local government, maritime, mining, oil and gas, power, property, public transport, roads, rail, social housing, telecommunications, universities, schools and campuses, and water.

Our innovative solutions are made possible by actively engaging and participating in the communities where we work to ensure we deliver meaningful and positive change.

The combination of the sectors and regions in which we work provides us with the opportunity to increase Indigenous participation and strengthen the skills, experience and knowledge of Indigenous people.

The Broadspectrum group includes:

- APP – consulting, advisory and specialist technical services
- Broadspectrum Property – property, leasing and facilities management services
- CI International – real estate services, including investment sales, property leasing and asset management
- Easternwell – well servicing, drilling and camp management services
- ICD – engineering, design and brownfield project services
- Ten Rivers – holistic environmental management services, from strategic management planning to implementation

"It gives me great pride to see Easternwell and Broadspectrum showing leadership and engaging with our culture. We show our workers and the world we care for the country we work on and it’s a wonderful thing to look after and respect the land."

"My mother was not classed as a human being when she was young, so to see the Company doing this respectfully brings tears to my eyes."

Judy Johnson

Easternwell, a subsidiary of Broadspectrum, Camp Manager Chef

2018 - 2021 Reconciliation Action Plan
Message from

Tom Quinn

Managing Director and Chief Executive Officer
Broadpectrum

I am delighted to present Broadpectrum’s Reconciliation Action Plan (RAP) 2018-2021; our fourth RAP, our third to be recognised as Elevate, and a continuing demonstration of our commitment to the reconciliation process as an industry leader.

As a Ferrovial company, this commitment is further recognised as it allows us a platform to engage with Indigenous people globally. As a member of the Indigenous Advisory Board and as a leader in the Ferrovial group, I am committed to championing the RAP framework and building stronger support for First Nations people globally.

This engagement is facilitated by Ferrovial’s Social Values Framework, which focuses on activities that support education, workplace inclusion and the environment. Our RAP will support these activities at national and local levels.

While our business has changed over the last 10 years, our successive RAPs have ensured Indigenous people have been part of our journey. We have increased employment for Indigenous people in our business from 2.2 per cent to 4.8 per cent and ensured our working environments are respectful of, and culturally safe for, Indigenous employees.

As a services provider, we are cognisant that while our contracts may be short-term, our solutions have to be sustainable. Our legacy is therefore focused on building the skills, talents and experience of Indigenous people, to ensure they can secure meaningful employment not only with Broadpectrum but with other businesses in the region.

Reconciliation Australia reports that many of the challenges Indigenous communities face are intergenerational. We are addressing this challenge via our RAP with bold and innovative leadership challenges designed to address systemic barriers to Indigenous employment, and engaging in conversations about social challenges as it relates to workforce diversity and inclusion.

Finally, we will continue to be held accountable to our commitments by our Indigenous Advisory Board (IAB), who have supported us since we implemented our first RAP in 2009. We expect the IAB will continue to push us towards enhanced leadership and improved outcomes and, as a member of the IAB, I look forward to reporting our progress against the goals that we have set for ourselves over the next three years.

Message from

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Reconciliation Australia congratulates Broadpectrum on its past successes and ongoing commitment to advancing reconciliation as it adopts its fourth Reconciliation Action Plan (RAP), its third Elevate RAP.

The RAP program inspires social change in workplaces across Australia, generating economic and behavioural transformation with far-reaching positive impacts. By raising the bar of its RAP ambitions, Broadpectrum continues to lead national reconciliation action in its sector.

Broadpectrum has been helping to blaze the trail for almost ten years, having joined the RAP program in 2009, and was one of Reconciliation Australia’s first five Elevate partners.

Broadpectrum’s RAP actions, including fostering an inclusive workplace environment, and creating education and training opportunities, are bound to contribute to positive change for Aboriginal and Torres Strait Islander peoples, and drive reconciliation into the future.

On behalf of Reconciliation Australia, I congratulate Broadspectrum on adopting its third Elevate RAP, and look forward to following the company’s future achievements.

Regards,
Karen Mundine
CEO
Reconciliation Australia

Message from

Tom Quinn

Managing Director and Chief Executive Officer
Broadpectrum

Karen Mundine

Chief Executive Officer
Reconciliation Australia

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Regards,
Tom Quinn
Managing Director and Chief Executive Officer
Broadpectrum
Our vision for reconciliation

Broadpectrum’s vision for reconciliation is twofold. Firstly, we aim to have Indigenous people, organisations and communities participate equally and equitably in all areas of our business. Secondly, through our leadership, and in partnership with others, there are more equitable outcomes at the societal level for Indigenous people and communities.

Our fourth RAP maintains Broadspectrum’s vision for reconciliation and our commitment to improve the imbalance between Indigenous and non-Indigenous people in Australia.

We acknowledge the progress made since the establishment of the Council for Aboriginal Reconciliation in 1991, and we are aligned to the current five areas Reconciliation Australia has identified to measure reconciliation.1b

Institutional Integrity
The active support of reconciliation by the nation’s political, business and community structures.

Our Commitment
We will actively support and advance all dimensions of reconciliation through leadership, partnerships, action and reporting.

Equality and Equity
Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander people are recognised and upheld.

Our Commitment
We will ensure Indigenous people, organisations and communities participate equally and equitably in all areas of our business.

Race Relations
All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free from racism.

Our Commitment
We will develop and support positive two-way relationships based on trust and respect with Indigenous people, organisations and communities.

Historical Acceptance
All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the past and ensures these wrongs are never repeated.

Our Commitment
We will commit to actions that support a future where the wrongs of the past are both understood and never repeated and where truth, justice, healing and historical acceptance are strengthened.

Unity
An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

Our Commitment
We will value and recognise Indigenous histories, cultures and rights to contribute to a shared national identity that leads to national unity.

Above: Llewellyn Williams, Broadspectrum Indigenous Development Manager, Andrea Mason former Broadspectrum Indigenous Advisory Board member, attending the national NAIDOC Aboriginal and Torres Strait Islanders women’s conference 11-12 July 2018.

Above: Emerging Indigenous Executive Leadership Program graduation ceremony, supported by Broadspectrum.

Above: Easternwell’s Community Grants Program is helping purchase essential resources for the Jigalong Remote Community School library.

Above: Alastair King, Angela De Angelis and Chief Executive Officer of Ferrovial Services, Fidel Lopez; with one of the employees working at the local supermarket in Ramingining, Northern Territory.

Above: We have supported the Bilby Bash as a part of NAIDOC Celebrations on the NSW Central Coast for the past six years.

1 See The State of Reconciliation in Australia Summary: Our History, Our Story, Our Future (February 2016), Reconciliation Australia, ACT.
Our RAP

As a services provider working across diverse sectors nationally, we are cognisant that while our contracts may be short-term, our solutions must be sustainable.

Through our work with the Department of Defence, for example, we have a 25+ year relationship working in local communities such as at Puckapunyal in Victoria, and in the Northern Territory, we have a six-year partnership with INPEX to deliver maintenance services to its Ichthys LNG onshore facilities in Darwin and a long-term relationship with Shell QGC to deliver maintenance, well servicing and camp management services.

No matter the tenure of our contracting relationships, we will work consistently to identify sustainable solutions that ensure our legacy is focused on building the skills, talents and experience of Indigenous people, in a way that is not dependent on Broadspectrum.

Our RAP fosters strong leadership at contract-level to ensure new and existing employees understand our Indigenous commitments, and that we build new relationships with Indigenous people, organisations and the communities where we work due to our propensity as a contractor to be regularly mobilising and demobilising contracts.

Therefore, while our RAP extends our previous efforts and actions, some basic actions remain. While at times this may seem repetitive, it is an essential part of the RAP to ensure new contracts in new regions with new employees undertake the same processes that secures meaningful opportunities for Indigenous people through respectful relationships and with meaningful outcomes.

This is the unique character of our work as a contractor and a strength we bring to the RAP community. By working in different environments, communities and industries, we have to learn fast and adapt and change with the circumstances and context.

Being a Ferrovial company, we have also aligned our Reconciliation Action Plan with Ferrovial’s Social Values Framework, which supports education, workplace inclusion and environment. This integration has informed our RAP and is outlined on page 14.

Accordingly, we create opportunities to ensure Indigenous people can enhance their formal and informal education opportunities and professional development through our RAP.

Further, we have sought, from our very first engagement with Indigenous people in 2004, to enhance their opportunities to participate in our success through workplace inclusion. In this RAP, we have extended our focus on employment to employability – that is, increasing Indigenous peoples’ skills and knowledge to ensure they have the opportunity to progress into senior roles in our organisation or with other companies in the regions where we work.

We also continue to ensure the services we offer minimise environmental negative impact. We acknowledge in all our work that Indigenous people are Traditional Owners and custodians of the lands where we work. We respect that Indigenous people successfully cared for, and sustained, their lands for more than 65,000-plus years. Broadspectrum has much to learn from Indigenous people and communities in meeting this social value and have embedded this in our RAP.

Measuring and reporting successes, limitations and challenges remains a strong element of our RAP.

LESSONS LEARNT

As a contractor we have to learn fast and adapt and change.
Message from the
Indigenous Advisory Board

Chair

This is the fourth RAP I have endorsed on behalf of Broadspectrum’s Indigenous Advisory Board (IAB). For more than 10 years, I have had the privilege of observing the company’s increasing commitments to strengthening the opportunities Indigenous people have to participate in Broadspectrum’s operations across Australia.

From modest beginnings to increasing employment opportunities, the company has grown in aspiration and commitment. In fact, as Chair of the IAB, it is Broadspectrum’s guarantee to Indigenous people to maintain its commitments that is the company’s greatest achievement – including through the Global Financial Crisis. The company has given its commitment to reconciliation, the time to mature, and then evaluated it on its own merits.

Over time, Broadspectrum has increased the percentage of Indigenous people employed to 4.8 per cent. However, the greater achievement for the IAB is that more than 90 per cent of Broadspectrum’s Indigenous employees report that they feel culturally safe in the workplace. Creating such an environment does not come quickly or easily and requires all aspects of the business to take individual and collective responsibility for improved outcomes.

A key challenge to the organisation over the next three years will be ensuring these employees have career paths that see an increase in the number of Indigenous people in senior leadership roles in Broadspectrum. In line with this, I am pleased that the Indigenous Youth Advisory Council will be represented ongoing at Indigenous Advisory Board meetings and receive increased support to represent Indigenous youth views into the Regional Indigenous Steering Committees.

This will mean addressing one of the bigger challenges for the company where, at times, systems and structure have not been able to overcome certain operational biases. For example, HR processes are being actively reviewed to remove systemic barriers that might otherwise be an equitable enabler of Indigenous employment.

Moving forward, I am looking forward to working alongside new Managing Director and Chief Executive Officer, Tom Quinn, to increase employability outcomes for Indigenous people as part of building a more sustainable employment for Indigenous people within the labour market. We will also have a joint focus on addressing the key challenge of increasing procurement through Indigenous business enterprises – something the company has also found challenging so far — and building Indigenous leadership at an organisational and national level.

The IAB will continue to challenge Broadspectrum to maintain its role as an industry leader. We also want to see Broadspectrum working with other businesses in the sectors in which it works to increase their efforts to support the reconciliation process. As Chair of the IAB, I look forward to monitoring the company’s RAP progress till 2021.

Regards,
Eddie Fry
Chair
Indigenous Advisory Board

“I am looking forward to working alongside new Managing Director and Chief Executive Officer, Tom Quinn to increase employability outcomes for Indigenous people”
Judy Johnson

Position: Easternwell Camp Manager Chef, located in regional Queensland

Years employed by Broadspectrum / Easternwell: 5.5 years

Age: 61 years

Where is home? Thargomindah, Queensland

Who is your mob? Kullilli

1. Why is it important for Broadspectrum to have an approach that increases Indigenous participation?

“It provides people with a hand-up not a hand-out and in businesses of the stature of Easternwell this can be limited. The next generation sees that there are opportunities and that they can reach for these opportunities and have a better life.”

“We know the past and it’s in our heart for reflection but the past must not take residence in our heart.”

2. What have you personally learnt as a result of Broadspectrum’s commitment to Indigenous people, organisations and communities?

“It gives me pride to see Easternwell and Broadspectrum showing leadership and engaging with our culture. We show our workers and the world we care for the country we work on and it’s a wonderful thing, to look after the land and respect the land.”

“My mother was not classed as a human being when she was young, so to see the Company doing this respectfully brings tears to my eyes.”

3. How can Broadspectrum improve its commitment to and engagement with Indigenous people, organisations and communities?

“Keep going and continue to celebrate our culture and get it out there and make it known that a company of this stature is big enough and smart enough to be counted.”

“I don’t want our history to be a mystery, and Easternwell and Broadspectrum doing what they are doing removes the mystery of our history and is a great achievement for us all.”

Tim Phelan

Position: Chief Executive – Resources (IAB member)

Years employed by Broadspectrum / Easternwell: 14 years

Age: 48 years

Where is home? Brisbane, Queensland

Who is your mob? Irish migrants

1. Why is it important for Broadspectrum to have an approach that increases Indigenous participation?

“I grew up in the 1970s and 1980s and my education around Indigenous people was limited. Now my experience and education is different as we celebrate cultural events and I learn more. I have had the opportunities to hear stories from Elders and now I have begun to understand why things are the way they are.”

“As a business it’s important we provide opportunities for understanding and become reconciliation in action. We can give people a hand-up through the work we do and that’s important too because I have heard Indigenous people say they don’t want handouts. We have the chance to be leaders and provide non-Indigenous people with a better understanding of how we can advance reconciliation.”

2. What have you personally learnt as a result of Broadspectrum’s commitment to Indigenous people, organisations and communities?

“The Senior Leaders Cultural Learning program changed my understanding, and, again through stories I was able to connect and understand the context. Importantly, in my role at Easternwell, I have an opportunity to respond. We have had positive impacts at Easternwell as we bring the story into the workplace and it makes you feel like you are making a difference.”

“At a personal level, we flew the Aboriginal flag at home during Reconciliation Week and an Indigenous person put a letter in our letterbox saying how much they appreciated that.”

3. How can Broadspectrum improve its commitment to and engagement with Indigenous people, organisations and communities?

“We have been successful at engaging Indigenous people at entry level roles but we have to do more to provide career pathways for people into leadership roles. We also have to get better at procuring services from Indigenous businesses.”
Social Values Framework – a global platform

As a Ferrovial company, Broadspectrum must always act as an active and reliable player in all the communities in which it operates, promoting social and economic development wherever possible and reducing the environmental footprint of all its activities.

We have a strategic Social Values Framework that drives our global commitment to education, workplace inclusion and the environment.

As a local company working in local communities across Australia, we seek to ensure there is a meaningful and sustainable application of these three areas of action.

However, we have begun to embed our approach globally by ensuring our success in Australia becomes a part of Ferrovial’s international approach through the Social Values Framework (see Action 1.7).

Broadspectrum’s Reconciliation Action Plan

Workplace Inclusion
We maintain our focus on employment opportunities. We are also focused on employability, ensuring Indigenous people have representation at all levels of our business.

Education
Creating education and training opportunities for Indigenous people to increase skills and knowledge and therefore employability at all levels of our business.

Environment
Caring for the land and sustaining the planet is something Indigenous people have done successfully for 65,000-plus years. We will partner with them to minimise our environmental footprint.

LESSONS LEARNT
Human Resources and Recruitment are crucial to success, so processes must be developed to ensure the best chance for success.

Mainstream recruitment does not support Indigenous employment – you need a targeted alternative.
ADD TEXT HERE
CASE STUDY

Cultural immersion in East Arnhem Land

As part of Broadspectrum’s commitment to Indigenous participation and engagement, we are committed to ensuring our employees understand Indigenous heritage and culture. Our aim is to have a company culture that continues to respect and acknowledge Indigenous culture, heritage, values and beliefs. As we increase our capacity to create culturally safe workplaces for Indigenous people, we can offer something more than employment back to Indigenous people, communities and organisations.

Broadspectrum’s Cultural Immersion Framework provides a structure and program that seeks to build our organisational capability, leadership development and intercultural competency while building the capacity of our Indigenous partners.

From May to June 2017, David Chatwin (formerly Broadspectrum’s Project Manager, Construction) was seconded to Bukmak Construction / Arnhem Land Progress Aboriginal Corporation (ALPA) in East Arnhem Land for six weeks. During the secondment, David spent time within the organisation to enhance internal systems and processes, while gaining an understanding of local cultures and the complexity of working in remote Indigenous communities.

Key outcomes in David’s own reflection from the secondment included:

• Understanding the differences between communities that are in relatively close proximity including for example the differences between Yolngu (East Arnhem) culture and Anindilyakwa (Groote Eylandt) culture.

• Understanding how decisions and programs made outside of remote communities impact negatively inside communities and how this can guide Broadspectrum’s future engagement and actions with Indigenous communities.

• A sense of worth and value with regard to David’s contribution to ALPA/Bukmak and how things he took to be routine and ordinary in his work life could, for ALPA and Bukmak, be game changers and represent great developmental leaps in their skills and abilities.

• Working in remote areas demands doing more with less, strong local community engagement and connection, rapid response to changes and the ability to think on your feet.

Each organisation (Bukmak and Broadspectrum) also benefited with significant learnings from the secondment. Bukmak gained strengthened capacity in occupational health and safety management and systems, HR management, risk management, pre-contract (bidding, estimating, and negotiation), pre-construction including project management plan development and contract commercial aspects.

Broadspectrum gained capacity in generating a vibrant, active team culture in a culturally and racially diverse workforce as well as engaging with and managing an Indigenous workforce.

Finally, a key success of the secondment was the invitation David received at the end of his time with Bukmak to take up a position as a Director on the Bukmak Board.

“For me, one of the strongest memories I will take away is of standing on the western side of Galiwin’ku, watching the sunset over the Arafura Sea and hearing two ceremonies taking place nearby and then meeting with and helping some of the people who had attended.”

David Chatwin
formerly Broadspectrum
Project Manager,
Construction

“Broadspectrum’s choice of David Chatwin could not have been better. He was an experienced and accomplished professional who engaged our teams at all levels. He easily demonstrated the ability to recognise this was a small Indigenous business and assisted us with structure, process and controls to enable improved performance and outcomes. He left a successful and lasting legacy.”

Alastair King
Chief Executive Officer
ALPA

LESSONS LEARNT

Cultural immersion in East Arnhem Land

LESSONS LEARNT

One size does not fit all with a differing approach needed to different communities and regions.

Right: David Chadwin, formerly Broadspectrum Project Manager, Construction; Ray Colley, structural engineer; Chris Hayward, ALPA Manager, Strategy and Stakeholder Engagement; Steve Roberts, ALPA GM Enterprise and Economic Development.

LESSONS LEARNT

Cultural awareness training is essential to creating culturally safe workplaces.
Our achievements

With the renewal of this RAP, we have formally been committed to enhancing Relationships, Respect and Opportunities with Indigenous people for a decade. There continues to be numerous achievements, challenges and significant milestones along the way.

As a leader in the space we will continue to share our achievements, but we will be honest about the challenges and learnings and ensure the lessons we learn can inform others.

Our journey is mapped here so we can look upon our past to appreciate our present and better understand how we can positively influence the future.

2009

- Broadspectrum became the first services organisation in Australia to have a registered RAP, launched by Australia’s then Deputy Prime Minister the Hon. Julia Gillard.
- Regional Indigenous Steering Committee groups were established across the country to monitor, measure and report Indigenous participation throughout all sectors and regions of our Australian operations.

2010

- The establishment of our Indigenous Cultural Learning Pathway completed our commitment to promoting Indigenous engagement and providing cultural training for all our employees.
- We began supporting Indigenous businesses through our partnership with Supply Nation.
- The results from our 2010 workforce survey identified that our Indigenous employment figures had increased from 2.2 per cent to 3.06 per cent.
- Our Global Indigenous Framework was established to be inclusive of all First Nation Peoples as our business operates in many other countries.

2011

- We commission a third-party to interview Indigenous employees to examine the degree to which we are providing a culturally safe workplace. We determine to administer the survey every 18 months across all sectors and regions.
- Broadspectrum wins the Ethical Investor 2010 Australian Sustainability Award in the Social – Community category for our Reconciliation Action Plan (RAP).

2012

- Broadspectrum’s second RAP was launched by the NSW Minister for Indigenous Employment and Economic Development the Hon. Julie Collins.
- We became a supporter of CareerTrackers and continue to work with them to enhance career outcomes for young Indigenous students.

2013

- The results from our 2013 workforce survey identified that our Indigenous employment figures had increased from 3.06 per cent to 4.5 per cent.
- We became one of five corporations, to be invited by Reconciliation Australia to apply for an Elevate RAP status and we were successful in being awarded the Elevate status as a demonstrated leader in the field.
- The Regional Indigenous Steering Committees are restructured with Chairs being nominated by the Managing Director and Chief Executive Officer, and given authority to act on the delivery of regional activities that support Indigenous Participation Programs.

2014

- National Economic Contribution assessment completed and identified that Broadspectrum conservatively contributes $88 million to the national economy through our Indigenous employment program.
- A random sample of almost 10 per cent of Indigenous employees’ shows that prior to employment with Broadspectrum 57 per cent were unemployed for longer than 3 months.
- Impact and Evaluation Report — Social Compass conducted an evaluation of our Indigenous Participation Program. The evaluation addressed two main questions:
  (i) What is the impact at the individual level for Indigenous employees of the Program?
  (ii) What are the wider impacts of the Program on families and communities?
- Social Compass visited four contracts/sites over a 12-month period. In-depth interviews were held at each contract with 40 Indigenous employees and community stakeholders were also interviewed in three communities.
- The Health, Safety and Environment Committee, a sub-committee of the Broadspectrum Board, oversees Indigenous Participation on its agenda to ensure our compliance with legislation and that we identify opportunities to deliver policies and processes that contribute to a sustainable and positive working environment.

2015

- We launched our third Reconciliation Action Plan being endorsed by Reconciliation Australia with Elevate RAP status for the second time.
- Broadspectrum participates in the six-week secondment, Jawun program, in Cape York Peninsula, QLD.
- We sponsored the inaugural Aboriginal Business Industry Chamber of South Australia summit.
- The vision of the summit was to facilitate sustainable Indigenous business development and growth through effective advocacy with both private and public sectors.
- Integrity First Aid Training - Supply Nation certified business conducted First Aid training with employees in North Sydney.

2016

- New recruitment and employment database created encourages employees to identify their Indigenous heritage as part of the job application process.
- Development of Indigenous Employment Parity Initiative contract – engaging with Prime Minister and Cabinet, who in turn recognise Broadspectrum as one of the top 30 employers of Indigenous people.
- Broadspectrum establishes a Cultural Immersion Program as part of our Cultural Learning Pathway.
- We established an Indigenous Youth Advisory Council in recognition that the Indigenous population is young therefore youth voices are important in advising the company on Indigenous youth engagement.
- The results from our 2016 workforce survey identified that our Indigenous employment figures had increased from 4.5 per cent to 4.8 per cent.

2017

- Launch our new Procure to Pay system known as ARIBA, which enables the identification of Indigenous vendors and generates more accurate data for reporting our Indigenous procurement.
- Development and implementation of the Indigenous Advisory Board Strategic Plan.
- Became a member of the BIPEP Working Party with other Elevate RAP companies.
- Committed $750,000 over 10 years to the CareerTrackers internship program supporting Indigenous students at the university level of study.

2018

- Broadspectrum Group procurement specialist won the Supplier Diversity Advocate of the Year Award at the Supply Nation’s Supplier Diversity Awards. The award recognises the driving of supplier diversity growth and development within an organisation.
- Indigenous Procurement policy strategy developed and implemented.
Chinchilla on Charlies

As Charlies Creek winds through the town of Chinchilla, a White Gum grows, its bright green leaves sway in the breeze, the Green Prickly Pears flourish throughout the area, sprouting its red fruity flowers. Chinchilla was born here, represented by the circles with red, green and yellow dots, surrounded by the three waterways; Rocky, Charlies Creek, and the Condamine River. In the Dreamtime, the Barunggam People walked, danced and hunted this land for centuries, even under the starlit skies of the evenings. With many camps in the surrounds, they would cut bark from trees for tools or food, use coolamons to fill with food or water, depicted by the pink oval shapes, the Kangaroos and Emus a source of food would also roam leaving their paw prints throughout the area.

This artwork designed with Aboriginal Artist, Anthony Turnbull of Him-Fulla Aboriginal Art Studio in conjunction with student’s from Chinchilla State High School. Chinchilla State High School Students (left-right) Madison McConville, Shivaree Herbert, Blade Nelson, Sheila Stober and Cobi Zerbst.

Thank you to Uncle Reg Warner Barunggam Elder, for supporting our RAP artwork project through the engagement with the Chinchilla State High school and local artist Anthony Turnbull.
Strategic / Thought Leadership

Our leadership team has committed to address barriers to reconciliation for the benefit of our business, industry sectors and communities. The four strategic challenges we have committed to address some of the most critical issues Indigenous people face. These include structural (societal and institutional) and personal limitations that Indigenous people face in first, securing employment and second, succeeding in the workplace. Each is fundamental to Broadspectrum’s vision of reconciliation.

Further, each of these projects have links to the five dimensions of reconciliation with a particular focus on increasing equality and equity, institutional integrity, and race relations.

1. ‘Time added on’ campaign

Issue: Reduced ability to employ Indigenous people and reduced ability to be employed by Broadspectrum.

One of the key criteria for employment on government facilities (i.e. Defence bases) is an unblemished criminal record. Given the high rates of contact with the criminal justice system and over-representation of incarceration rates this is often a barrier to employment with government agencies for Indigenous people. Indicatively, we find that up to 10 per cent of Indigenous applicants are denied the opportunity to progress their application due to a past criminal record (see Action 3.1).

Most often, the cases are minor in nature and have occurred when the applicant was a teenager and / or over a decade ago. Therefore, a criminal record potentially becomes an unreasonable and permanent barrier to employment on government facilities.

We will advocate on behalf of industry and with industry partners for change current policies and remove the barriers that prevent organisations from employing Indigenous people within minor criminal records beyond a recent past. We recognise there needs to be parameters in place that allow for a case-by-case review.

Internal Sponsor: Derek Osborn
Chief Executive, Defence and Social Infrastructure

2. Mobilisation as a barrier to employment

Issue: Lost opportunities for Indigenous employees and businesses to engage and secure contractual benefits.

In many of our contracts we commit to our clients Indigenous employment and procurement targets. There are generally Key Performance Indicators (KPIs) set that are often effective from the start of the contract.

If we do not have a footprint in the region, we face the challenge of forming new relationships with new organisations and communities. Accordingly, the employment of Indigenous people and procuring Indigenous services takes time – time to build trust and time to engage in a culturally respectful way with communities and other organisations. Challenges with identification (e.g. birth certificates) and capability can slow the process of employment and this means Indigenous people can miss a very fast-moving mobilisation train.

When Indigenous employment and procurement is done quickly, it can often lead to failure and disappointment for both the candidate and the business. We will therefore form a cohort of industry partners to have changes made to tenders and contracts that allow for a staged approach of KPIs through the mobilisation process.

Internal Sponsor: Tim Phelan
Chief Executive, Resources

3. Indigenous leadership at Broadspectrum

Issue: Too few Indigenous people holding leadership roles in Broadspectrum

As an organisation that has an Elevate RAP, Broadspectrum partnered with Reconciliation Australia and other Elevate RAP organisations to launch a ground-breaking program to progress Indigenous talent into corporate leadership roles. The Emerging Indigenous Executive Leaders Program (EIELP), is run by the Australian Graduate School of Management (AGSM) at the University of New South Wales. The EIELP is a nine-month program during which participants undertake executive learning modules focusing on strategic thinking, leadership and identity, innovation, personal effectiveness and communicating with influence. Participants are individually mentored by senior executive leaders within their respective organisations.

After attending the leadership training we work closely with participants through our professional development programs to ensure they are able to take up opportunities for career progression. We will – in the life of this RAP – report directly on the EIELP benefits and outcomes for participants and our organisation.

Internal Sponsor: Angelique Nesbitt
Group Executive, Legal, Risk and Governance

4. Support the national effort to reduce Domestic and Family Violence

Issue: Poor understanding of how domestic and family violence effects parts of our workforce.

One key issue that the Council of Australian Governments (COAG) has identified as a national priority is domestic violence, agreeing to take urgent collective action to reduce violence against women and children. All Australian women are at least three times more likely than men to experience violence from an intimate partner. Aboriginal and Torres Strait Islander women experiencing violence at around twice the rate of non-Indigenous women and are 34 times more likely to be hospitalised due to family violence related assaults than other Australian women. According to White Ribbon Australia study, 94 per cent of employees agree employers should take a leadership role in educating their workforce about respectful relationships between men and women. Broadspectrum will further support the identification of key issues raised for all their employees and how corporations can better support the specific needs of Indigenous women employed to ensure cultural sensitivity is adhered to in enabling positive wellbeing, safety, productivity and performance for all women in the workforce.

Internal Champion: Llewellyn Williams
Indigenous Development Manager, Business Community Investment

Internal Sponsor: Grant Kerswell
Group Director, Human Resources
In May 2011, Broadspectrum developed a program that asked Indigenous employees to rate how well the company is performing in the area of Indigenous participation.

The aim of this program was to measure the degree to which Indigenous employees feel culturally safe in the workplace and the degree to which the stated commitments and actions in Broadspectrum’s RAPs are having a positive effect on employees.

Broadspectrum commissioned Social Compass – an Aboriginal owned social research consultancy – to administer and report on the program’s findings.

Since the first report, we have implemented the program every second year. In 2017, we then commissioned Social Compass to undertake an independent comparative analysis across the three reporting periods.

Key findings from the comparative analysis were:

• Broadspectrum is increasingly supporting Indigenous employment in areas other than traditional field-based roles. Increasingly, Indigenous employees believe they have the ability to advance their careers at Broadspectrum with 94 per cent of respondents in 2016 believing they can advance their career (compared to 88 per cent and 75 per cent for 2011 and 2014 respectively).

• Across the three reporting periods, more than 90 per cent of participants agree or strongly agree that Broadspectrum is committed to Indigenous employment with a slight increase for each reporting period from 91 per cent in 2011 to 94 per cent in 2016.

• Across the three reporting periods, more than 90 per cent of participants reported that their cultural needs are recognised and respected, and a further 91 per cent reported that they feel they work in a culturally safe workplace.

Survey feedback:

“Respect is always given in my workplace. I’m invited to participate in committees and participate in team units and I am given the opportunity to talk and express the cultural aspirations of our people.”

“I like to see a company that respects the processes of Aboriginal culture with things like funerals and cultural reflection.”

For Broadspectrum, a culturally safe workplace means our Indigenous employees are confident they can meet their cultural obligations, as well being in a workplace that is free from racism.

A consistent finding across the three reporting periods is that, while more than 90 per cent feel culturally safe, 15 per cent of survey participants have been the subject of, or observed, racism in the workplace. This is something Broadspectrum continues to take seriously and will maintain our focus to remove it from the workplace.

Further, when employees have been asked what difference the employment with Broadspectrum has made the following highlight the impacts beyond simply a job:

Survey feedback:

“Through taking up this job I have achieved more than anything else I have done in my life. I have to be away from my family but when I am home I feel like I can support them better and be a better father.”

“Life is better when you work. Broadspectrum has helped me see that I can do something and be something, something more than what whitefellas tell you that you’re worth, more than some blackfellas tell you what you’re worth. I know now even after this job I can do something for myself and family.”

• LESONS LEARNT

Cultural Heritage

Training at all levels of the organisation.
## Relationships

### Social Values Framework Area for Action - Education

Strong, sustainable and respectful relationships with Indigenous people and their communities is a step in the right direction to “closing the gap” of the impacts of marginalisation for Indigenous people.

### LESSONS LEARNT

We need to invest in education to build a better future for young people.

### Action Plan

#### 1.1 Education and training — Engage with partners to enhance the educational outcomes of Indigenous students.

**Why this is important:** Increases school-to-work transitions for Indigenous students. Broadspectrum has an opportunity and need to employ young people into the business. This support improves education and employment outcomes for Indigenous youth.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Partner with local schools and education providers in the regions we work to support increased secondary school completion rates for Indigenous students.</td>
<td>Operational Executive General Managers</td>
<td>Annually</td>
<td>• Identify 10 organisations we will work with each year.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Identify employees in 10 contracts who can address their local school to inspire secondary students to complete their schooling and aspire to a sustainable career path.</td>
</tr>
<tr>
<td>• Partner with education, training and employment providers to enhance school-to-work transitions for Indigenous students.</td>
<td>General Manager (GM), Business Community Investment</td>
<td>Annually</td>
<td>• Secure 10 interns per year through our 10-year partnership (established in 2017) with CareerTrackers.</td>
</tr>
</tbody>
</table>

#### 1.2 Economic development — Engage with businesses and peak bodies create economic opportunities and commercial capacity.

**Why this is important:** Support the economic development of Indigenous business and promote growth and success. Broadspectrum sees this as a responsibility and opportunity we hold to build sustainability of these businesses in the long term.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• Continue to partner with relevant national peak bodies including State-based representatives to support increased Indigenous business engagement across our operations.</td>
<td>Operational Executive General Managers</td>
<td>Annually</td>
<td>• Continue partnership with Supply Nation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Approach the appropriate local and State-based Indigenous Chambers of Commerce or representative bodies.</td>
</tr>
<tr>
<td>• Partner with relevant organisations to scope opportunities to support the establishment and growth of Indigenous Business Enterprises.</td>
<td>Operational Executive General Managers</td>
<td>October 2019</td>
<td>• Continue to build relationship with Indigenous Business Australia (IBA).</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Scope opportunities with three appropriate educational organisations and institutions offering courses in development of Indigenous business enterprise.</td>
</tr>
</tbody>
</table>
1.3 Government — Strengthen relationships with Local, State and Commonwealth departments and entities to ‘close the gap’.

Why we think this is important: 64 per cent of our business is with government agencies allowing us the opportunity to inform government policy while strengthening our own business and the contribution we make to positive outcomes for Indigenous people.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• As a leader in the reconciliation process, we will strengthen relationships with all levels of government.</td>
<td>Chief Executive (CE), Defence and Social Infrastructure</td>
<td>Annually</td>
<td>Meet with relevant government departments annually.</td>
</tr>
<tr>
<td>• We will further inform each level of government as to how program and policies inform or can be informed by the industries in which we work.</td>
<td>CE, Defence and Social Infrastructure</td>
<td>Annually</td>
<td>Communicate and report issues to relevant government departments.</td>
</tr>
<tr>
<td>• Ensure our communication of our commitments to Indigenous employment is informed by the community stakeholder relevant communications such as good news stories (eight stories per year).</td>
<td>GM, Business Community Investment</td>
<td>Quarterly</td>
<td>Contract managers meet community stakeholders as detailed in site Community Engagement program, two meetings each year for each contract.</td>
</tr>
</tbody>
</table>

1.4 Community groups — Identify and build relationships that support our business and our clients’ business and where we can support Indigenous people and communities.

Why we think this is important: We recognise the work we do is on Indigenous country and Indigenous people need to share our success. This can only be achieved by engaging with local community groups.

<table>
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<th>Timeframe</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• For new contracts, identify community stakeholders and build networks to ensure we are communicating effectively and understand community needs.</td>
<td>GM, Business Community Investment</td>
<td>Quarterly</td>
<td>Contract Managers, guided by their Community Engagement Programs, to send community engagement stakeholders relevant communications such as good news stories (eight stories per year).</td>
</tr>
<tr>
<td>• Commence targeted Indigenous marketing and events that strengthen our communication of our commitment to Indigenous people.</td>
<td>Executive General Manager, Marketing</td>
<td>June 2019</td>
<td>A Marketing Strategy is developed and approved by the IAB.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>June 2019</td>
<td>Tools and resources are developed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quarterly</td>
<td>Four regional events promoting engagement and opportunity are held each year.</td>
</tr>
</tbody>
</table>

1.5 Clients — Support our clients’ efforts in their commitments to increase opportunities for Indigenous people and communities.

Why we think this is important: By working with our clients we can build synergies that increase the positive outcomes for Indigenous people, organisations and communities.

<table>
<thead>
<tr>
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<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identify how we can work with clients, by identifying shared commitments to ‘close the gap’ of Indigenous employment and opportunities and, together, make sustainable change.</td>
<td>GM, Business Community Investment</td>
<td>March 2019 and then ongoing</td>
<td>All targeted sites will have a Community Engagement Program (Indigenous and Non-Indigenous) developed.</td>
</tr>
<tr>
<td>• Indigenous Development Manager and local managers meet with our clients’ Indigenous Affairs Managers (or similar) to strengthen cross organisation learnings and increase community opportunities.</td>
<td>Indigenous Development Manager</td>
<td>Six-monthly</td>
<td>Database of all our clients’ Indigenous Affairs Managers (or similar) is established.</td>
</tr>
<tr>
<td>• Hold Indigenous Engagement Forums to engage and inform clients and other key stakeholders of our efforts and actions.</td>
<td>Indigenous Development Manager</td>
<td>Feb, June, Sept each year</td>
<td>Client meetings on a twice yearly basis.</td>
</tr>
<tr>
<td>• Improve our effectiveness.</td>
<td></td>
<td></td>
<td>Meeting outcomes documented and reported to BCI group.</td>
</tr>
<tr>
<td>• Two clients have increased RAP status per year.</td>
<td></td>
<td></td>
<td>Three per year.</td>
</tr>
</tbody>
</table>

1.6 RAP organisations

Why we think this is important: as a leader in the space we must share our knowledge and guide others to increase their commitments.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• Identify clients and partners that have a commitment to Indigenous engagement, and ways in which we can partner to improve our effectiveness.</td>
<td>Indigenous Development Manager</td>
<td>Annually</td>
<td>Two clients have increased RAP status per year.</td>
</tr>
</tbody>
</table>

1.7 Ferrovial

Why we think this is important: In embedding Broadspectrum’s RAP approach into Ferrovial’s Social Values Framework we will demonstrate global leadership by driving reconciliation with all First Nations peoples.

<table>
<thead>
<tr>
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<th>Responsibility</th>
<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish a Trans-Tasman First Peoples Framework.</td>
<td>Managing Director (MD) and Chief Executive Officer (CEO) MD and CEO</td>
<td>June 2019</td>
<td>Approval of Framework by IAB and Maori Leaders</td>
</tr>
<tr>
<td>• Establish the Ferrovial First Nations Engagement Framework.</td>
<td></td>
<td>June 2020</td>
<td>Established a Ferrovial First Nations Working Group</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Hold Quarterly meetings</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Framework approved by the Working Group</td>
</tr>
</tbody>
</table>
Social Values Framework Area for Action - Environment

We recognise that Indigenous people sustained and cared for this country for 65,000 plus years. We therefore respect local customary needs and practices of Indigenous people and their communities as to the significance and importance of preserving and protecting Indigenous culture and customs.

2.1 Country — Ensure Welcome to Country and Acknowledgment of Traditional Owners protocols are followed. Establish and comply with the clients’ Cultural Heritage Management Plans and our own guidelines.

Why we think this is important: We have learnt the importance of this for Indigenous people and our own staff, and ensure we comply with mandatory and voluntary requirements.

<table>
<thead>
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<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increase the awareness and compliance of our Cultural Heritage Management Guidelines and Plan.</td>
<td>GM, Business Community Investment</td>
<td>Annually</td>
<td>• Annual audit of contracts and report levels of compliance – plans are established and have &gt; 90 per cent compliance.</td>
</tr>
<tr>
<td>• Partner with community groups to minimise negative environmental impact.</td>
<td>GM, Business Community Investment</td>
<td>Annually</td>
<td>• Partner with community groups to minimise negative environmental impact.</td>
</tr>
<tr>
<td>• Continue to recognise Traditional Owners and customs on the lands where we operate.</td>
<td>GM, Business Community Investment</td>
<td>Annually</td>
<td>• Annual audit of a sample of contracts for compliance to Welcome to Country and Acknowledgement of Country guidelines, and other local protocols as advised by Traditional Owners or advisors.</td>
</tr>
</tbody>
</table>

LESSONS LEARNT
Community engagement with Elder groups helps bond industry with employment opportunities.
### 2.2 Culture — Maintain our commitment to cultural awareness through our learning pathway. Celebration of national, local and community cultural events.

**Why we think this is important:** To build our own capacity to deliver services in culturally sensitive ways and create culturally safe workplaces.

<table>
<thead>
<tr>
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<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increase senior management engagement with our Cultural Learning Pathway to ensure leadership at the highest level of our business.</td>
<td>Managing Director and Chief Executive Officer</td>
<td>October 2021</td>
<td>• All 150 senior managers to undertake two day cultural awareness training.</td>
</tr>
<tr>
<td>• Review and refresh our Online Cultural Awareness Training and develop two new modules.</td>
<td>GM, Business Community Investment (GM, BCI)</td>
<td>October 2019</td>
<td>• 2018 - complete the review of the existing module.</td>
</tr>
<tr>
<td>• Incorporate online training into induction process.</td>
<td>GM, BCI</td>
<td>April 2020</td>
<td>• Launch two new modules.</td>
</tr>
<tr>
<td>• Expand our cultural exposure program to give more of our people exposure to remote community life and culture.</td>
<td>GM BCI</td>
<td>Quarterly</td>
<td>• Incorporate our Online Cultural Awareness Training into the induction process.</td>
</tr>
<tr>
<td>• Design a process to measure the impacts of our Cultural Learning Pathway within a process of continuous improvement.</td>
<td>General Manager (GM), Capability and Culture</td>
<td>December 2019 and then ongoing</td>
<td>• Four programs per year.</td>
</tr>
<tr>
<td></td>
<td>GM, Capability and Culture</td>
<td>February 2019</td>
<td>• 85 per cent of existing staff have completed at least one component of our Cultural Awareness Training, as recorded on the Learning Management System.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>June 2019</td>
<td>• Develop an evaluation process for the Cultural Learning Pathway.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>December 2019</td>
<td>• Pre and post measurement instruments are developed and tested.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>June 2020</td>
<td>• First report of training impacts and outcomes presented to the business.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Recommendations for improvement made.</td>
</tr>
</tbody>
</table>

### 2.3 People — Ensure workplaces are culturally safe — in policy and practice. Provide sponsorship and in kind donations with a focus on education, workplace inclusion and environment.

**Why we think this is important:** We have seen the negative impact on Indigenous employees who have not felt culturally safe and know that being in a culturally safe work environment is critical to the retention of Indigenous employees.

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>• Maintain a culturally safe workplace for Indigenous employees through employee feedback surveys and interviews.</td>
<td>GM, Business Community Investment</td>
<td>June 2019</td>
<td>• Conduct Indigenous employee interviews to understand any current or emerging issues being faced.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>September 2019 Ongoing</td>
<td>• Develop improvement strategies.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• All incidences of racism are investigated and reported through our Incident Management System.</td>
</tr>
</tbody>
</table>

### LESSONS LEARNT

Where our customers have similar goals, it provides a further motivator for us to deliver and builds the potential for collaboration.
3. Opportunities

Social Values Framework Area for Action — Workplace Inclusion

We are committed to providing long-term, sustainable employment, training, and education and business opportunities for Indigenous people and their communities. Employment is a key focus but we will seek to increase the employability of Indigenous people in the regions and places we operate.

3.1 Employment — Increase the employment and retention of Indigenous employees as a percentage of our overall workforce.

Why we think this is important: Enhancing Indigenous employment and retention supports Closing the Gap, supports our client commitments and ensures Indigenous people share in the success of our business.

**Actions**
- Increase the percentage of Indigenous employees at Broadpectrum.
- Establish a process that allows for ‘point in time’ reporting of Indigenous employment.
- Establish the reasons Indigenous candidates are not successfully securing employment after commencing the hiring process. Focus on the top 5 points of failure and implement support to increase successful outcomes.
- Maintain our commitment to employing people that have been unemployed for more than six months.

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director and Chief Executive Officer</td>
<td>Grow from 4.8 per cent to 6.5 per cent by 2021.</td>
</tr>
<tr>
<td>General Manager (GM), Talent Acquisition</td>
<td>Alignment of Indigenous employment data between core HR, Recruitment and Indigenous Employment Parity Initiative systems.</td>
</tr>
<tr>
<td>GM, Talent Acquisition</td>
<td>Top five causes of failure identified.</td>
</tr>
<tr>
<td>Group Director, Human Resources</td>
<td>Create process support to improve hiring outcomes.</td>
</tr>
<tr>
<td></td>
<td>More than 50 per cent.</td>
</tr>
</tbody>
</table>

**LESSONS LEARNT**

We need to develop more skills and build an employment pathway.

**LESIONS LEARNT**

You need policies and procedures that are a good fit for a diverse workforce.

Above: Percentage of Broadspectrum’s Indigenous employees in Australia. Our next measure of Indigenous employment will occur in 2019.
3.2 Building Careers and Business Enterprises — Increase the opportunities for Indigenous people to engage in the labour market.

**Why we think this is important:** Within the growth opportunities the company holds, Indigenous businesses should have an increased share.

**Actions**

1. Identify the career aspirations for Indigenous workforce employees.
2. Build networks and establish formal relationships with external career advisors and specialists to discuss career pathways for Indigenous students.
3. Enhance and build a formal mentoring and sponsorship program for High Potential (HIPO) Indigenous employees.
4. Establish an Indigenous employee buddy program where young Indigenous employees ‘shadow’ a senior manager.
5. Identify Indigenous Leadership Development Programs.

**Responsibility**

- GM, Capability and Culture
- GM, Business Community Investment (GM, BCI)
- Indigeneous Development Manager
- GM, BCI / Group Director Human Resources

**Timeframe**

- October 2019
- Annually
- October 2021
- October 2019

**Measurable outcomes**

- Develop a set of actions supporting such aspirations.
- In partnership with CareerTrackers, scope the development of career planning and pathways within Broadspectrum for 10 CareerTrackers interns each year.
- HiPO Program – 3 per cent are Indigenous by 2020
- 4 per cent are Indigenous by 2021
- 10 Indigenous employees per year.
- Identify appropriate program for Broadspectrum Indigenous employees to attend.

---

3.3 Procurement — Ensure the procurement of goods and services (expenditure and number) for Indigenous businesses increases.

**Why we think this is important:** We are not satisfied with current performance.

**Actions**

1. Procurement teams to identify how many Indigenous businesses can better participate in our business.
2. Increase the number of Indigenous suppliers.
3. Convene Community Forums in regions we operate to develop relationships that lead to enhanced business opportunities for local Indigenous Business Enterprises.
5. Understand Indigenous spend requirements by contract.
7. Increase the capacity of Indigenous suppliers.

**Responsibility**

- Executive General Manager (EGM), Procurement
- EGM, Procurement
- EGM, Procurement
- EGM, Procurement
- EGM, Procurement
- EGM, Procurement
- GM, Capability and Culture
- GM, Business Community Investment

**Timeframe**

- October 2021
- October 2019
- October 2021
- Six monthly
- October 2020
- October 2019
- October 2019
- Annually
- from 2020

**Measurable outcomes**

- Increase the level of Indigenous spend to three per cent of total revenue spend, and eight per cent of addressable spend.
- 50
- 75
- 100
- Convene six to eight Community Forums to enhance local Indigenous business procurement per year across each State and Territory.
- Report presented and approved by the IAB.
- Catalogue distributed to all contracts.
- Survey of all Indigenous suppliers to identify those with self-identified capacity needs.
- Work with two organisations to address capacity needs through staff volunteering / secondment.

---

3.4 Joint Ventures — Identify and support Joint Venture opportunities for Indigenous organisations.

**Why we think this is important:** This is the next opportunity for Broadspectrum to enhance our cultural knowledge and increase our commercial diversity.

**Actions**

1. Continue to source the opportunities for our business to acquire or Joint Venture with Indigenous business enterprises.

**Responsibility**

- GM, Business Community Investment

**Timeframe**

- October 2019
- Annually from 2020

**Measurable outcomes**

- 2018 — Finalise the YBE Joint Venture.
- Establish one JV per year.

---

**LESSONS LEARNED**

You need a procurement person that is passionate about Indigenous enterprise to drive results.
4. Accountability

Social Values Framework Area for Action — Monitoring and Reporting

We are committed to ensuring we maintain our role as an industry leader and will hold ourselves accountable to the commitments we have made.

4.1 Reconciliation Australia (RA) reporting

Why we think this is important: We hold ourselves accountable to RA as the external authorising organisation.

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<th>Responsibility</th>
<th>Timeframe</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• Review and monitor our progress towards the RAP Impact Report by participating in RAP Impact measurement questionnaire.</td>
<td>GM, Business Community Investment</td>
<td>September 2019, 2020 and 2021</td>
<td>• Report and present findings to the IAB and the broader Broadspectrum business.</td>
</tr>
<tr>
<td>• Review and monitor our progress towards the RAP by participating in Reconciliation Australia’s Workplace Barometer.</td>
<td>GM, Business Community Investment</td>
<td>May 2020</td>
<td>• Report and present findings to the IAB and the broader Broadspectrum business.</td>
</tr>
</tbody>
</table>

4.2 Indigenous Advisory Board (IAB)

Why we think this is important: We hold ourselves accountable to Indigenous knowledge systems through the expertise of the IAB.

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<thead>
<tr>
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<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• IAB monitors RAP development and implementation.</td>
<td>IAB Chair</td>
<td>October 2019, 2020, 2021</td>
<td>• Progress report provided to the IAB annually. The report is accepted by the IAB.</td>
</tr>
</tbody>
</table>

4.3 Internal reporting

Why we think this is important: We hold ourselves accountable to the highest level of governance within Broadspectrum.

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<tr>
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<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provision of performance reports to the Broadspectrum Board.</td>
<td>Managing Director and Chief Executive Officer</td>
<td>Annually</td>
<td>• Board Report accepted. • Publish an annual RAP report on our website.</td>
</tr>
</tbody>
</table>

4.4 External Audit and Validation

Why this is important: We hold ourselves accountable to the same independent assurance processes that are mandatory to other parts of our business (e.g. OHS) highest level of governance within Broadspectrum.

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<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Commission an external audit of the RAP assured by Broadspectrum’s Quality Assurance Program, to be reported publicly.</td>
<td>Group Executive, Legal, Risk and Governance</td>
<td>October 2020</td>
<td>• First audit undertaken in 2019 and annually thereafter.</td>
</tr>
</tbody>
</table>
5. Strategic / Thought Leadership

Social Values Framework Area for Action — Advocacy

We will maintain our leadership role in the reconciliation process by addressing barriers Indigenous people face when engaging with our business and that affect our ability to meet business and community needs.

5.1 Time added on campaign

**Why we think this is important:** We believe there is an employment barrier that leads to inequitable outcomes for some Indigenous people.

**Actions**

- Advocate on behalf of industry and with industry partners for policy change and the provision of guidelines and/or a review process that addresses the barrier of holding previous criminal records to employment for Indigenous people.

<table>
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<tr>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>CE, Government Services and Outsourcing</td>
<td>October 2020</td>
<td>• Develop a Policy Paper with recommendations.</td>
</tr>
<tr>
<td>GM, Business Community Investment</td>
<td>October 2020</td>
<td>• Seek industry / client support.</td>
</tr>
<tr>
<td>Group Director, Legal, Risk and Governance</td>
<td>Ongoing</td>
<td>• Present to Commonwealth and State Government.</td>
</tr>
</tbody>
</table>

5.2 Mobilisation as a barrier to employment

**Why we think this is important:** We believe there is a commercial barrier that leads to inequitable outcomes for Indigenous people.

**Actions**

- Form a cohort of industry partners to have changes made to tenders and contracts that allow for a staged approach of KPIs through the mobilisation process.

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Resources</td>
<td>October 2020</td>
<td>• Reported quarterly into IAB meetings.</td>
</tr>
</tbody>
</table>

5.3 Leadership program

**Why we think this is important:** We want to see more Indigenous leaders in Australian industry.

**Actions**

- Continue to be part of the Emerging Indigenous Executive Leaders Program (EIELP) - at the University of New South Wales to ensure the program is embedded in our own business and others.
- Ensure EIELP participants are provided with career progression through out professional development programs.

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>GM, Business Community Investment</td>
<td>Ongoing</td>
<td>• Active member of the EIELP Working Group.</td>
</tr>
<tr>
<td>Group Director, Legal, Risk and Governance</td>
<td>November 2019, 2020, 2021</td>
<td>• All participants to participate in career development programs.</td>
</tr>
</tbody>
</table>

5.4 Support the national effort to reduce domestic and family violence

**Why we think this is important:** Because we have seen first-hand and know how the impacts of domestic and family violence can affect employees.

**Actions**

- Further support the identification of key issues relating to how Broadspectrum can better support the health and wellbeing needs of Indigenous women in our workforce.

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Measurable outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Director Human Resources/Indigenous Development Manager</td>
<td>August 2020</td>
<td>• Report to Broadspectrum Board with recommendations and Implementation Plan.</td>
</tr>
</tbody>
</table>

**LESSONS LEARNT**

You need to identify passionate people who want to make a difference in this space and recruit them onto RISC Committees.

We will maintain our leadership role in the reconciliation process by addressing barriers Indigenous people face when engaging with our business and that affect our ability to meet business and community needs.
Special thanks in the design of this Reconciliation Action Plan goes to:

- Chinchilla State High School staff and students for creating the cover artwork in collaboration with Anthony Turnbull of Him-Fulla Aboriginal Art Studio.

- Uncle Reg Warner Barunggam Elder, for supporting our RAP artwork project through the engagement with the Chinchilla State High school and local artist Anthony Turnbull.

- Print Junction, a Supply Nation certified supplier for providing the printing services, and

- Monique Rennie, Broadspectrum’s Graphic Designer, who is a proud woman of the Kamilaroi nation.

To discuss or request further information regarding our RAP, please email our Indigenous Development Manager at indigenous.engagement@broadspectrum.com.