

# Reconciliation Action Plan **Stretch**

November 2022 – October 2025

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This artwork was created by Jordan Lovegrove, a Ngarrindjeri man. It shows the relationship between CPB Contractors and its partners, clients and communities, creating meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander peoples.

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

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## Acknowledgement of Country

CPB Contractors acknowledges traditional custodians of the lands on which we work and live. We recognise their continuing connection to land, sea, and water. We acknowledge and celebrate the inherent strengths of Aboriginal and Torres Strait Islander peoples and communities. We are committed to a positive future as we move forward together on our journey of Reconciliation.



# Our Vision for Reconciliation

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CPB Contractors' vision for reconciliation is to see safe, rewarding and fulfilling careers for First Australians in the construction industry and on infrastructure projects.

We strive to build a safe work environment that sees our people committed to equality for all Australians and that respects and celebrates Aboriginal and Torres Strait Islander Peoples as the First Australians.

We will continue to build rewarding and fulfilling careers by providing a full range of training, employment, leadership development and business opportunities for Aboriginal and Torres Strait Islander Peoples.







## From the Managing Director

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Welcome to the CPB Contractors Stretch Reconciliation Action Plan (RAP).

This RAP builds on the achievements and successes of our Innovate RAP. Launched in 2019, our Innovate RAP guided the policies and actions of our teams as they delivered nation-building infrastructure across Australia.

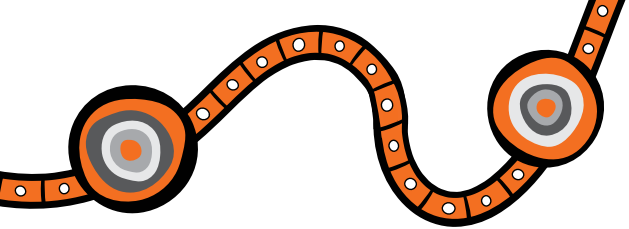
A striking feature of our Innovate RAP was the way our entire company embraced and supported it. From practical and measurable achievements around employment and supplier spending targets, to wholehearted and enthusiastic participation in smoking ceremonies, and the proud display of artwork on uniforms and work vehicles, the support for our Innovate RAP reached across Australia to all our project sites and offices, and demonstrated the broad and unifying support that exists for reconciliation.

Our new RAP builds on this foundation and renews our commitment to ensuring Aboriginal and Torres Strait Islander Peoples share in and benefit from the training, employment and business opportunities that our work and projects provide. It also provides new initiatives and opportunities that will advance our already strong commitment to reconciliation.

I would like to congratulate our national RAP Working Committee and state-based RAP Working Groups who demonstrated leadership and commitment during the life of our first RAP. I'm sure their commitment will be renewed as we now take up the opportunities presented in this next step of our reconciliation journey.

**Jason Spears**  
Managing Director





## From the CEO of Reconciliation Australia

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On behalf of Reconciliation Australia, I congratulate CPB Contractors on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations to realise the critical role they can play in driving reconciliation. Through the creation of this Stretch RAP, CPB Contractors continues to contribute to the ever-growing community of RAP organisations that have transformed goodwill into action.

As one of Australia's leading construction companies, CPB Contractors is well placed to drive considerable reconciliation outcomes across its sphere of influence. Through the work of its previous RAP, CPB Contractors introduced a sophisticated Aboriginal and Torres Strait Islander Business and Social Enterprise Database to diversify its supply chain to include more Aboriginal and Torres Strait Islander suppliers and businesses. Its commitment to creating pathways for Aboriginal and Torres Strait Islander peoples into the construction sector was commended by CareerTrackers in 2020 and in 2021 it was awarded the Aboriginal Participation in Construction Award at the inaugural Infrastructure and Construction Forum.

With this Stretch RAP, CPB Contractors is embedding and expanding its reconciliation efforts. Key initiatives include enhancing the cultural safety of Aboriginal and Torres Strait Islander employees and contractors through a place-based model of engagement and committing all senior leaders and supervisors to Unconscious Bias Training. CPB Contractors has also undertaken to increase Aboriginal and Torres Strait Islander business spend across the organisation in line with the Business Council of Australia's Raising the Bar commitments and to seek to incorporate land significance and songlines into place naming and place making through a shared vision of cultural design with Traditional Owners.

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

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



## Our Business

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CPB Contractors is the Australasian construction company of the CIMIC Group.

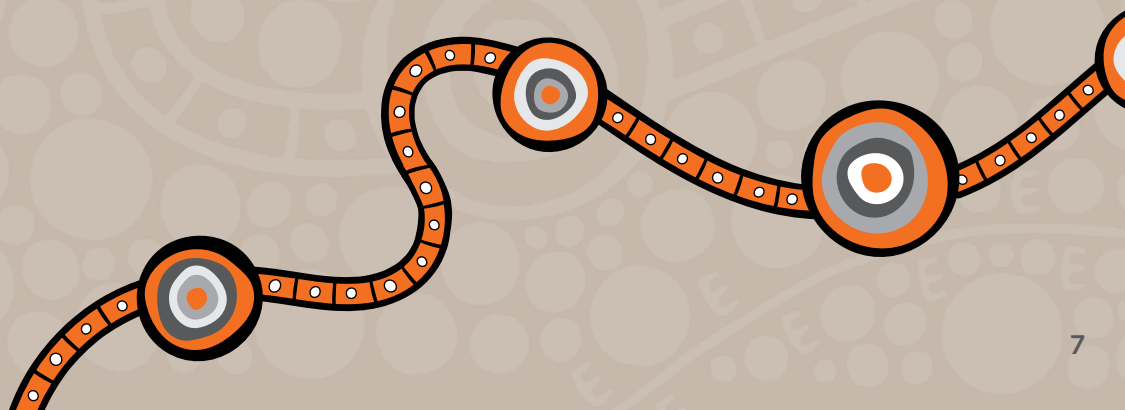
Working closely with clients and partners, our major infrastructure projects connect communities, play a key role in urban and rural development, help drive economic growth and provide vital long-term infrastructure.

Our mission is to generate sustainable returns for our shareholders by delivering projects for our clients, while providing safe, rewarding and fulfilling careers for our people.

We work across all key sectors of the construction industry, including roads, rail, tunnelling, defence, building and resources infrastructure. Our operations span Australia, New Zealand, Asia and Papua New Guinea, including some of the region's most iconic and high-profile projects. At any time, we are working on dozens of major construction projects, and we maintain offices in Adelaide, Perth, Townsville, Brisbane, Sydney, Melbourne, Port Moresby and Auckland.

As a leading construction company, CPB Contractors is an active member of peak industry groups and associations. Our clients include governments and major corporations, and the scale of our operations means that we work with thousands of suppliers and sub-contractors to successfully deliver our major projects.

CPB Contractors employs approximately 4,350 people in Australia, of which 125 are Aboriginal and/or Torres Strait Islander people.



# Our Reconciliation Action Plan (RAP)

Guided by our company's principles of integrity, accountability, innovation, delivery and safety, we are committed to social sustainability and passionate about building a future of unity and equality. CPB Contractors is committed to providing Aboriginal and Torres Strait Islander peoples, businesses and communities with the opportunity to participate in employment, training and contracting opportunities on our projects.

## Our guiding principles

- Acknowledgement of Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians. We pay respect to their customs, spiritual beliefs, cultural heritage, kinship systems, governance and leadership structures.
- Participation and engagement with Aboriginal and Torres Strait Islander Peoples that is inclusive, respectful, fair, and culturally appropriate.
- Strengthen the cultural capability of our employees and workforce through inclusion, understanding and appreciation of Aboriginal and Torres Strait Islander Peoples and cultures.
- Maximise equitable opportunities that create economic independence and social development for Aboriginal and Torres Strait Islander Peoples and their communities.
- Focus on connecting with communities by fostering strong and supportive relationships with our key stakeholders, clients and partners.

## Our commitments

- Employing Aboriginal and Torres Strait Islander Peoples.
- Training and up-skilling Aboriginal and Torres Strait Islander Peoples.
- Identifying opportunities to engage Aboriginal and Torres Strait Islander businesses and suppliers in our supply chain.
- Meaningful engagement with our workforce to build positive and inclusive workplaces, where Aboriginal and Torres Strait Islander Peoples are welcomed and treated equally.
- Develop opportunities to improve socio-economic outcomes with Aboriginal and Torres Strait Islander Peoples and communities.
- Fostering and embedding respect for Australia's First Nations cultures and communities by creating a culturally safe work environment.
- Encourage and foster the development of non-Indigenous people to be cultural champions through:
  - Cultural training
  - Supplier diversity training
  - Participating in cultural days of significance, for example, National Reconciliation Week and NAIDOC Week
  - Acknowledgement of Traditional Owners.

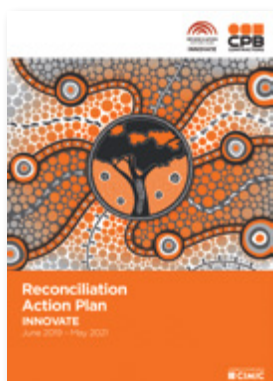


## Developing our Reconciliation Action Plan

This is CPB Contractors' second RAP, and we have taken substantial steps to ensure we are continually learning and improving both our development process and implementation.

The development of our RAP has taken place within a review and feedback framework involving both internal and external stakeholders.

We have taken the time to develop this RAP over the course of a year, and have had many conversations with our Executive, Senior and Operational leaders, Reconciliation Australia, our national RAP Working Committee, state-based RAP Working Groups and our RAP partner organisations. This consultation has been invaluable as it is through this engagement that we have developed our actions and deliverables.



CPB Contractors first RAP June 2019 – May 2021

## About our RAP Governance

### Internal Process

We have an established national RAP Working Committee led by our Corporate Leaders that meets four times a year. Reflecting our business' structure, we developed state-based Business Unit RAP Working Groups (BU RAPWG) to ensure the RAP was consistently rolled out across the BUs. Through our Corporate RAP Working Committee and our Business Unit RAP Working Groups, we have been able to implement our Innovate RAP and develop our Stretch RAP with further support and input from Executive and Senior Leadership Teams.

### External Process

CPB Contractors has numerous projects across Australia and therefore has engaged with many Aboriginal and Torres Strait Islander communities, organisations and people including: community Elders, local land councils, regional development authorities etc. This consultation is invaluable and contributes to the development of local content strategies that create meaningful relationships and build long-lasting legacies for local employment and business opportunities, as well as assisting in our journey of reconciliation.

## **Membership of Our Corporate RAP Working Committee:**

- Executive General Manager, People & Culture (RAP Champion/Sponsor)
- General Manager, Human Resources
- Group Manager, Indigenous & Social Inclusion (Aboriginal)

### **NSW & ACT**

- General Manager - Civil NSW & ACT
- General Manager – Build NSW & ACT
- Manager, Indigenous and Social Inclusion NSW & ACT (Aboriginal)

### **Tunnelling**

- Tunnelling Operations Manager
- General Manager, Tunnelling

### **Defence**

- National Operations Manager, Defence

### **QLD**

- General Manager Qld & PNG
- Project Director

### **VIC & TAS**

- General Manager, VIC & TAS
- Operations Manager, VIC & TAS

### **WA, NT & SA**

- Aboriginal Participation Manager, NEWest Alliance Project (Aboriginal)
- Operation Manager, WA & NT
- General Manager, WA & NT
- General Superintendent (Aboriginal)

### **Broad Construction**

- General Manager

### **Corporate Affairs and Communications**

- Communications Manager

## **Role of RAP Working Committee Members**

- Overarching corporate and business unit plans for
  - Aboriginal and Torres Strait Islander employment
  - Indigenous and Social Procurement (supplier diversity)
  - Indigenous and Social Inclusions policies
- Establish a collaborative and consultative process for engaging staff across the business so they can:
  - Assist in implementing, monitoring and reporting
  - Champion Indigenous and Social Inclusion policies (sharing the message)
- Regularly liaise with relevant business units and key stakeholders to review the progress of RAP actions and:
  - Ensure RAP implementation is realistic and achievable
  - Consider RAP implementation issues and consult with relevant business units and key stakeholders to find solutions
  - Carry out the responsibilities/roles in a culturally safe manner, demonstrating respect and understanding
  - Reflect on key learnings to contribute to the development of future RAPs

## **Business Unit RAP Working Groups**

- New South Wales & Australian Capital Territory
- Victoria & Tasmania
- Western Australia, Northern Territory & South Australia
- Queensland
- Broad Construction
- Tunnelling & Major Projects
- Defence





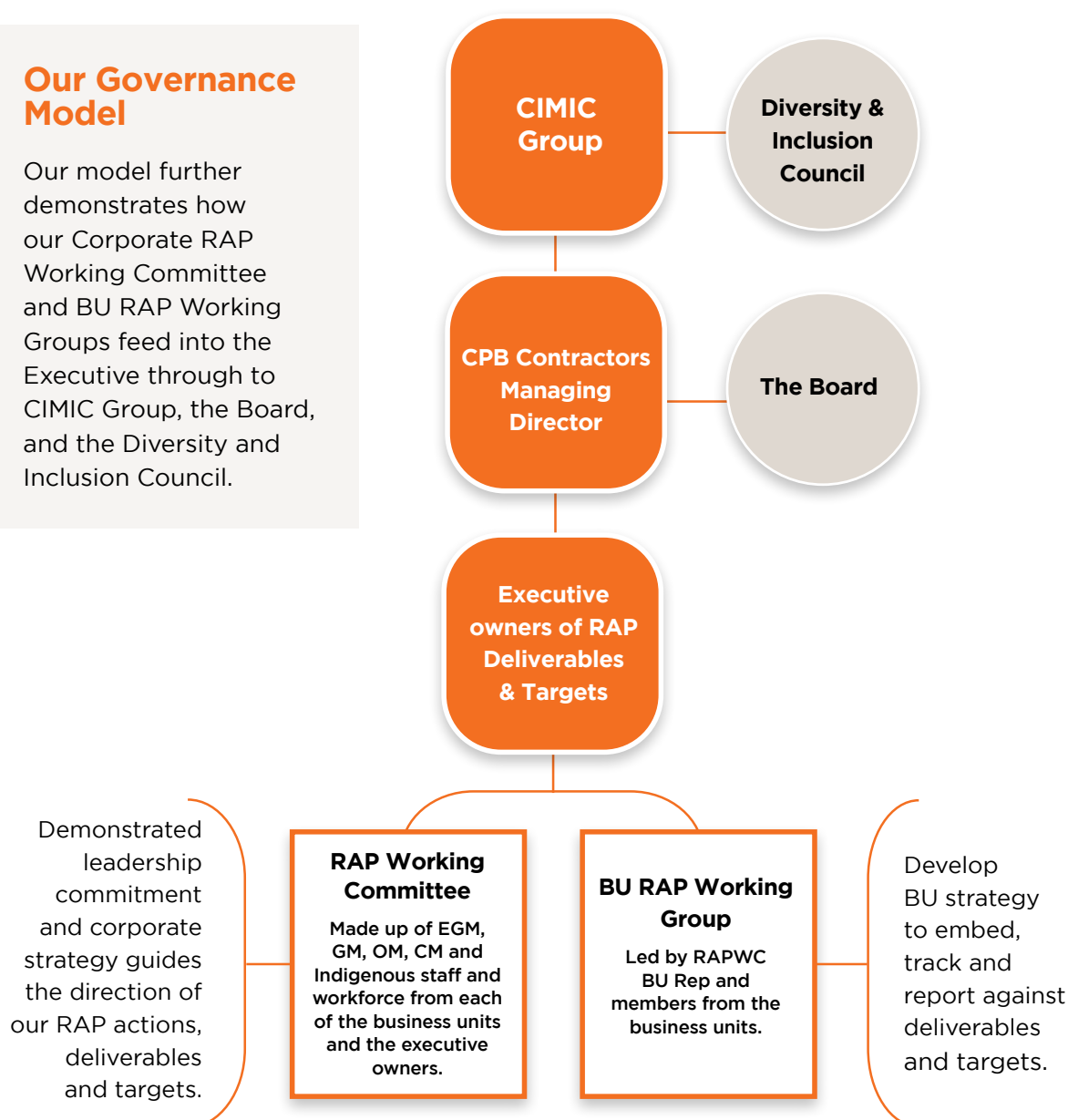
## Role of Business Unit RAP Working Groups members

- Commitment to attend and contribute to meetings hosted by RAP Working Committee BU Representative.
- Provide input, views and advice on how to implement the RAP deliverables and targets.
- Identify, co-develop and implement priorities and strategies to achieve RAP deliverables and targets.
- Engagement with Aboriginal and Torres Strait communities, organisations and businesses that can assist with the achievement of RAP deliverables and targets.

One third (five Aboriginal members) of our Corporate RAP Working Committee and Business Unit RAP Working Groups are Aboriginal people. Ensuring First Nations voices are part of the decision-making process is important to achieving our RAP outcomes and is consistent with the pillars of reconciliation. For our Stretch RAP, we will continue to rely on the representation and involvement of Aboriginal and/or Torres Strait Islander people.

### Our Governance Model

Our model further demonstrates how our Corporate RAP Working Committee and BU RAP Working Groups feed into the Executive through to CIMIC Group, the Board, and the Diversity and Inclusion Council.



# Our Reconciliation Journey

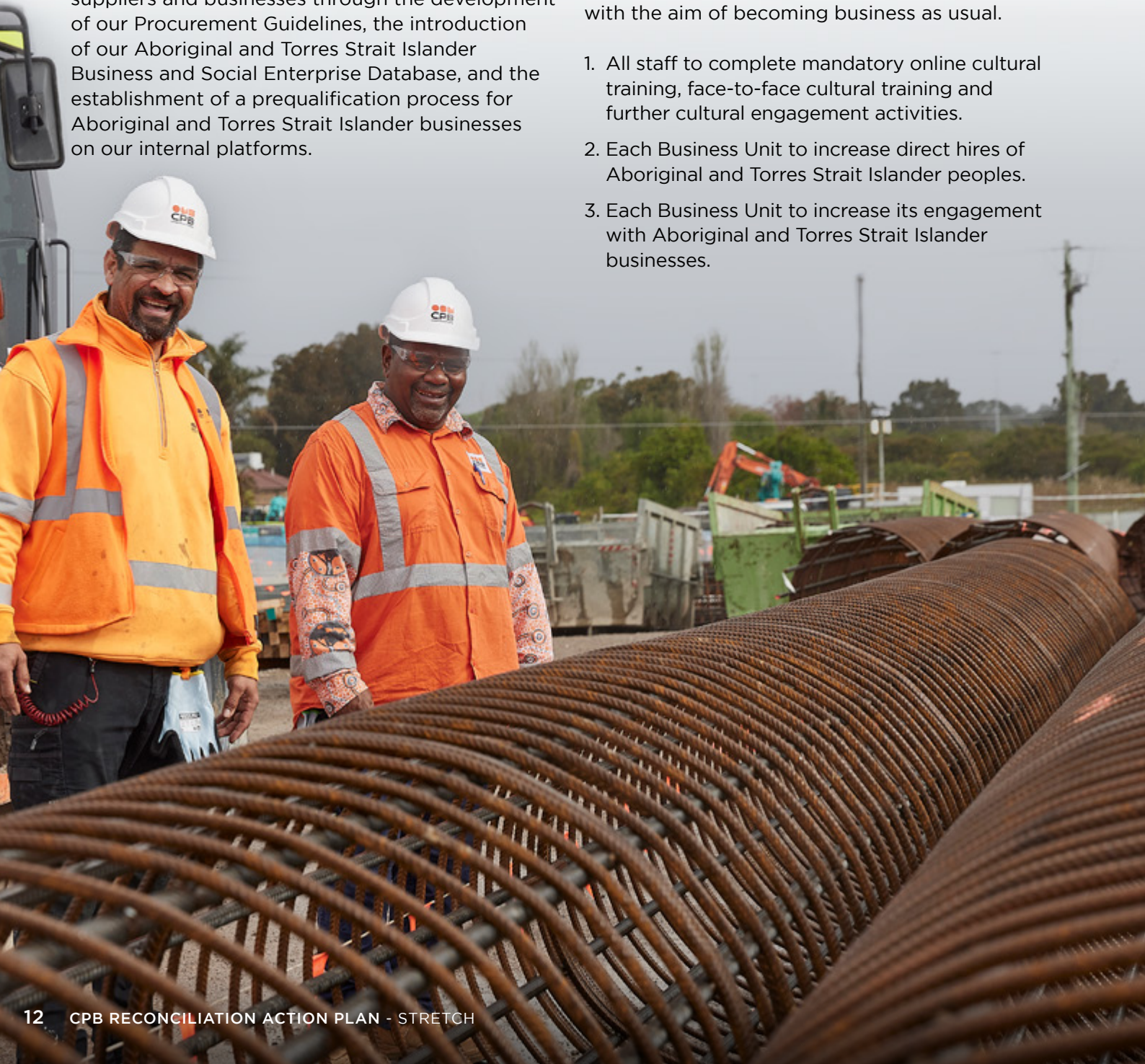
Our Innovate RAP was the starting point for the formalisation of our journey. The actions and deliverables that we committed to enabled us to develop long-term relationships with many communities and organisations where our projects are based. We developed procedures and resources to support the recruitment and retention of Aboriginal and Torres Strait Islander staff by developing internal Aboriginal and Torres Strait Islander Staff Networks and mentoring programs.

We focused on diversifying our supply chain to include more Aboriginal and Torres Strait Islander suppliers and businesses through the development of our Procurement Guidelines, the introduction of our Aboriginal and Torres Strait Islander Business and Social Enterprise Database, and the establishment of a prequalification process for Aboriginal and Torres Strait Islander businesses on our internal platforms.

We have increased the cultural capability of our employees by introducing mandatory online cultural training followed by face-to-face cultural training. This progression has contributed to the successes and learnings on which we continue our journey of reconciliation. We have identified three core functions to be incorporated into our Corporate and Business Unit strategies.

Our progress and learnings will be assessed against internal targets through quarterly reports to the Managing Director, CIMIC Group Diversity and Inclusion Council and our Board of Directors with the aim of becoming business as usual.

1. All staff to complete mandatory online cultural training, face-to-face cultural training and further cultural engagement activities.
2. Each Business Unit to increase direct hires of Aboriginal and Torres Strait Islander peoples.
3. Each Business Unit to increase its engagement with Aboriginal and Torres Strait Islander businesses.





## Our Reconciliation Journey Timeline

**2009**

CPB Contractors is a founding member of Supply Nation, an organisation that aims to connect companies with Aboriginal and Torres Strait Islander suppliers.



**2012**

CPB Contractors launches the John Jones Scholarship, an initiative that provides financial support and paid work experience for Aboriginal and Torres Strait Islander students in Western Australia.

**2009-2014**

CPB Contractors helps deliver a successful Aboriginal and Torres Strait Islander housing project in the Northern Territory, the Strategic Indigenous Housing and Infrastructure Program.

**2006**

CPB Contractors acquires shares in Ngarda Civil and Mining, becoming a 50% shareholder in one of Australia's largest Aboriginal and Torres Strait Islander contracting companies.



**2010**

CPB Contractors partners with the Jawun program, enabling our employees to work with Aboriginal and Torres Strait Islander communities and businesses. The company provides eight secondments to the Kimberley region each year.

**2011**

CPB Contractors sign an initial 3-year partnership agreement with CareerTrackers – providing internship positions for Aboriginal and Torres Strait Islander students.



**2012**

CPB Contractors purchases over \$100,000 of workwear from a Supply Nation Aboriginal and Torres Strait Islander certified business, Cole Workwear.



## 2013

CPB Contractors is the first corporate organisation to sign 10-10 CareerTrackers partnership agreement

CPB Contractors is awarded the Corporate Plus Award at the CareerTrackers Awards for making CareerTrackers an integral part of its Indigenous recruitment and diversity strategy.



## 2017

WestConnex M4 East and the New M5 projects, being delivered by a consortium including CPB Contractors, welcome 14 new starters who completed the Aboriginal and Torres Strait Islander Pre-Employment Program.



## 2018

CPB Contractors awards a \$17 million construction contract for work and services at the Junee Correctional Centre upgrade project in NSW to a 100% Aboriginal and Torres Strait Islander owned company.



## 2014

CPB Contractors spends more than \$34 million with Supply Nation registered businesses.

## 2016

Through our partnership with the CareerTrackers Internship Program, CPB Contractors places 18 Aboriginal and Torres Strait Islander university students into internship positions during their university break.

## 2017

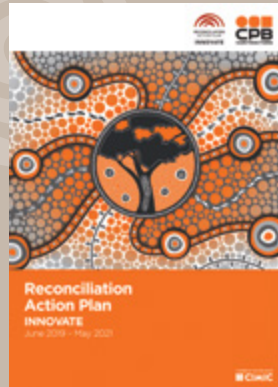
CPB Contractors receives CareerTrackers Most Valuable Partner award for our outstanding Aboriginal and Torres Strait Islander commitment, participation and leadership.



## 2018

CPB Contractors holds an inaugural Indigenous & Social inclusion Business Forum, providing an opportunity for CPB Contractors to engage with Aboriginal and Torres Strait Islander supply chain representatives.





## 2019

CPB Contractors launches its first Reconciliation Action Plan (2019-2021).

CPB Contractors partners with Aboriginal and Torres Strait Islander learning organisation Diz Footprints in a program helping Aboriginal and Torres Strait Islander students work towards a Certificate II in Construction Pathways.

## 2019

CPB Contractors establishes a pre-apprenticeship program in Wagga Wagga, NSW. Twelve Aboriginal and Torres Strait Islander students complete two weeks of work placement delivering the Wagga Wagga Health Service Stage 3 Redevelopment Project.



## 2019

CPB Contractors conducts a Meet the Supplier Aboriginal and Torres Strait Islander Business Networking Forum in collaboration with University of Technology Sydney.



## 2019

CPB Contractors spends \$54 million with Aboriginal and Torres Strait Islander businesses and social enterprises.

## 2020

At the New Civil Engineer Tunnelling Awards, the Sydney Metro Tunnelling Team is highly commended in the category of Equality, Diversity and Inclusion Initiative of the Year.



## 2020

CPB Contractors introduce a CIMIC Group Aboriginal and Torres Strait Islander Cultural Awareness E-learning module.





**2020**

CPB Contractors is acknowledged as a founding member at the CareerTrackers Gala Dinner and Awards celebrating CareerTrackers 10th Birthday.



**2020**

CPB Contractors spends \$58.23 million with Aboriginal and Torres Strait Islander suppliers.

**2021**

CPB Contractors spending with Aboriginal and Torres Strait Islander suppliers exceeds \$71 million.

**2021**

Twenty Aboriginal and Torres Strait Islander high school students from across Western Australia tour the new METRONET Alkimos Station site as part of a program run by the Indigenous Australian Engineering School.



**2021**

Sixteen Aboriginal and Torres Strait Islander trainees complete their Certificate II in Civil Construction, delivered onsite at the Port Wakefield Overpass and Highway Duplication Project in South Australia.



**2021**

While delivering the new Avon River rail bridge in Victoria, CPB Contractors engages the Moogji Aboriginal Council East Gippsland to supply 40,000 native plants to complete the landscaping.



**2021**

CPB Contractors is awarded the Aboriginal Participation in Construction Award at the Inaugural Infrastructure and Construction Forum.



**2022**

CPB Contractors launches its STRETCH Reconciliation Action Plan (2022-2025).





## Our challenges and what we have learnt

### Modifying to local content

CPB Contractors operates across a wide and diverse landscape, with projects in key sectors of the construction industry including roads, rail, tunnelling, defence, building and resources infrastructure. We will ensure flexibility for each of our projects to work with Aboriginal and Torres Strait Islander communities to determine the best approach to achieve our RAP actions and deliverables. We will further demonstrate our respect to First Nations people by seeking, in cooperation with our clients, to incorporate land significance and songlines into place naming and place making through a shared vision of cultural design with Traditional Owners.

### Strong governance structure

Internal governance, accountability, and representation of Aboriginal and Torres Strait Islander employees and advisors in our decision-making processes are key to securing successful outcomes. We will continue to enhance our governance framework to support our RAP actions and deliverables with meaningful consultation

### Building relationships

It is important that our projects develop relationships with local communities ensuring cross-cultural understanding, mutual trust, and respect. CPB Contractors aspires to develop beyond cultural awareness and into a cultural understanding that provides a culturally welcoming and safe environment to support the recruitment, retention, and development of employees.

### Creating business as usual

Embedding RAP actions and deliverables into our everyday business activities so they become the norm.



### Database making it easier to do business with Aboriginal and Torres Strait Islander suppliers

CPB Contractors is making it easier for Aboriginal and Torres Strait Islander businesses to benefit from Australia's investment in infrastructure.

More than 500 Aboriginal and Torres Strait Islander businesses are listed in the CPB Contractors' Aboriginal Business & Social Enterprise (ABSE) database, making it simple to find, engage and employ those best suited to the opportunities available on CPB Contractors' major construction projects. These suppliers are also registered with our supplier prequalification and source-to-contract tool, Felix, so there are no delays when it comes time for the project to finalise the procurement.

According to Ryan Kirgan, Group Manager, Procurement, the database has been integral to the company's successful engagement with Aboriginal and Torres Strait Islander businesses: "We want to ensure that Aboriginal and Torres Strait Islander people share in the economic opportunities that our work and projects provide. Previously, it was not always easy for our teams to find suitable companies. These systems allow this information to be readily available to everyone in the company who needs it."

**“Importantly, we’ve been able to create a solution that aligns trade packages from the building, civil and mining sectors against the capabilities of the businesses and enterprises sourced through the ABSE database and Felix. Purchasing officers can search exclusively by trade packages, streamlining the process and making it easier and faster to connect with the right Aboriginal and Torres Strait Islander businesses.”**

The system is designed to search, filter, and generate comprehensive lists of Aboriginal and Torres Strait Islander businesses and social enterprises and is used daily by staff looking to engage Aboriginal and Torres Strait Islander businesses and suppliers.



### Cultural engagement on Perth's METRONET

Community and cultural engagement are important parts of CPB Contractors' commitment to reconciliation. These activities celebrate the resilience and strength of Aboriginal and Torres Strait Islander cultures and traditions. They are positive initiatives that promote understanding and share knowledge among all Australians. They proudly demonstrate respect for essential and enduring components of Australia's national identity.

CPB Contractors, with its NEWest Alliance partners, is delivering two METRONET projects in Perth. The people of the Noongar Nation are the Traditional Custodians of the land and waters on which the projects are being built. As part of its commitment to recognising the traditional connection of Noongar people to boodja (country), the NEWest Alliance engaged Aboriginal artist Acacia Collard to prepare an artwork depicting the six seasons the Noongar followed to hunt, fish and gather the most abundant food sources. The artworks have been embedded into the project and are displayed around site offices, used in site inductions, project presentations and email signatures.

The Wagyl, or Rainbow Serpent, is the creation spirit in Noongar culture and its presence was acknowledged in a ceremony prior to work starting around the waterhole at Perth's METRONET Nicholson Road Station site. Noongar Elder Marie Taylor, and her nephew Shannon Rioli, performed a Wagyl keya wanju ritual and smoking ceremony at the waterhole attended by project staff. After being 'cleansed' by a smoking ceremony, staff members were invited to blend their sweat with a handful of dirt and then throw the earthly mix into the waterhole as a sign of respect to appease the Wagyl.

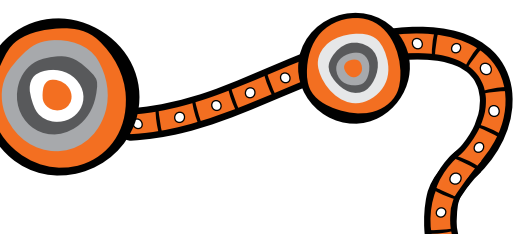


**“ The Wagyl is a powerful spirit and it protects natural water bodies, so its approval is important to ensure work around the waterhole is safe and successful.”**

Noongar Elder Marie Taylor

The waterhole's Noongar cultural significance was identified early in the project and influenced plans to avoid impacts and make it a feature of the area. This was developed in consultation with the METRONET Noongar Reference Group. A key reference group recommendation in conserving the waterhole was to preserve its bulrushes, which are wetland grasses and represent the Wagyl's whiskers in Noongar culture.

CPB Contractors, as part of the NEWest Alliance, is delivering 32 kilometres of track to Perth's rail network, five new stations and four station modifications as well as 14 kilometres of shared path.



## Chris Buchanan

A Site Supervisor on the Cross River Rail project in Brisbane, Chris Buchanan spent his early years living in Mt Druitt, a Sydney suburb that is home to one of Australia's largest Indigenous urban populations.

### Growing up in New South Wales

"I was in and out of trouble from an early age, bouncing from home to home, and school to school. My mum was sick for many years so my Nan – a descendent of the Wiradjuri People from central New South Wales – raised me until I was seven."

"We lived in Housing Commission, with little money. We were always struggling. Racism was common in those days, as were fights and altercations. It was what I was used to."

### Career in construction

After attending five schools in ten years, Chris went to Mt Druitt Technical College, where he completed a pre-apprenticeship as a boilermaker before moving into carpentry, rigging and formwork. When he was 21, he welcomed his first child, which was a turning point in his life.

"Prior to this, I didn't think I'd make anything of myself. Having a child gave me a reason to find that purpose and be successful."

Chris joined CPB Contractors in 2008 as a junior foreman and has since worked on many different construction projects.

### Towards Reconciliation

Now a Site Supervisor on the Cross River Rail, Chris says that while Australia has come a long way with reconciliation in recent years, it was important to continue to nurture and understand all cultures in Australia.



"For many years, when people found out I was Aboriginal, they'd treat me differently. It was like they thought I was less worthy and didn't deserve anything. I'd get into arguments with people at the pub, or during a footy game. There was so much racism on the footy field. But that became the norm for me, and for us, as a team."

"Then one day, things started to change. The Australian Parliament's apology to Indigenous people in 2008 was a defining moment. I never thought that would happen. I was bewildered. Our Prime Minister stood there and told Australia that he was not just sorry for past mistreatment, but that we were one team; that our future would embrace all Australians, whatever their origins. It was the momentum Australia needed to change."

Chris is proud of how far we've come – not only as a country but also as an organisation – with CPB Contractors launching its first Reconciliation Action Plan (RAP) in June 2019.

"The RAP provides more inclusive opportunities for Aboriginal and Torres Strait Islander people and businesses in the construction industry. It also provides me with the opportunity to nurture and guide young Aboriginal and Torres Strait Islanders coming through our ranks. This is something I'd encourage everyone to do, regardless of your background."

"Being Aboriginal is 'who I am', but I am just the same as everyone else. Respecting my heritage is the same as respecting that of the person beside you. At the end of the day, our unique differences are what make us stronger together."



## Wynton Hurling

Graduate Environmental Advisor Wynton Hurling first joined CPB Contractors as an undergraduate intern through the CareerTrackers program in 2019. As the first member of his family to finish high school and attend university, he is rightly proud of his education and career achievements to date.

### On starting his career with CPB Contractors

I first joined over the summer of 2019-2020 with a three-month FIFO undergraduate internship on the APLNG project in Queensland as part of the CareerTrackers program. After graduating from QUT with a Bachelor of Environmental Science in November 2020, I was offered a graduate position on APLNG in 2021. This is my dream job and I'm happy to be in this role and working for a company as good as CPB Contractors.

### On his heritage

My family are the Palawa People of Tasmania. My grandfather lived in the Aboriginal community on the islands off Tasmania and was involved in the traditional cultural practice of muttonbirding. On my mum's side there are Aboriginal people and British convicts who lived and farmed in northern Tasmania. Through the CareerTrackers program I have met other people from northern Tasmania who also work for CPB Contractors.

### On his upbringing

My parents met in the Navy and we relocated numerous times around the country. I was born in Darwin and my family (mum, dad and my younger sister) lived in the Northern Territory and Tasmania before settling in Brisbane. I went to high school at Nudgee College, Boondall. I grew up with a large extended family, was fortunate to have a great education and enjoy plenty of sports.



We regularly visited our family in Tasmania; I really enjoyed those trips and the island/farming lifestyle. The connection to environment was a key factor in the choice of career I now have.

### On his hopes for the future

While I have been quite privileged to get to where I am today, I would like to help others in my family who aren't as fortunate to receive a good education and build a career.

### On CPB's reconciliation journey

I think it is very important to have initiatives in the company that give Aboriginal and Torres Strait Islander people more opportunities. The CareerTrackers program has been great in helping me meet others and prepare for a professional career. I highly recommend the program to other Aboriginal and Torres Strait Islander students, especially those looking to begin a career.

CPB Contractors has been very supportive in helping me transition me from intern to graduate. I'm also excited to be a part of the Bunjie Program. I feel supported and welcome in such an intense industry. With programs like this, CPB Contractors is on the right track and providing more opportunities for Aboriginal and Torres Strait Islander people.



# Relationships


**Focus Area:** Developing long-term partnerships with the Traditional Custodians and their communities at the planning stage of projects and throughout the project lifecycle.

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

We acknowledge our responsibility to build strong and positive relationships with Aboriginal and Torres Strait Islander Peoples, and to develop a deeper understanding and respect for the land and sacred places that we touch. We believe that together we can help foster communities and environments that are nurturing and inclusive, where all people are encouraged to learn, share and grow.

Our goal is to develop long-term partnerships with the Traditional Custodians and their communities at the planning stage of projects and throughout the project lifecycle. Together we can share, achieve and celebrate success.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement a national Aboriginal and Torres Strait Islander Community Engagement Framework that includes Guiding Principles designed in partnership with Aboriginal and Torres Strait Islander Peoples	November 2022, May 2025	Group Manager, Indigenous and Social Inclusion
	Develop and implement both Business Unit-specific and Project localised Aboriginal and Torres Strait Islander engagement strategies co-designed in partnership with the local Aboriginal and Torres Strait Islander communities	February 2023, May 2025	General Managers, Business Units
	Develop and maintain at least four formal two-way partnerships/relationships with Aboriginal and Torres Strait Islander communities or organisations, including Yarpa Hub, CareerTrackers, Clontarf Foundation, and Local Aboriginal Lands Councils	September 2023	Group Manager, Indigenous and Social Inclusion
	As part of the CPB secondment program, support at least five staff each year being seconded to work with Aboriginal and Torres Strait Islander communities, organisations and partner programs to enhance their engagement skills and cross-cultural understanding	October 2023	Executive General Manager People and Culture
	Develop partnerships with the Traditional Custodians and their communities at the planning stage of projects and throughout the project lifecycle through the establishment of Community Reference Groups, with a focus on local employment, business and cultural engagement	August 2023	Business Unit RAP Working Group, Business Unit Indigenous and Social Inclusion Manager/Advisor



Action	Deliverable	Timeline	Responsibility
2. Promote reconciliation through our sphere of influence.	Develop a strategy to positively influence our external stakeholders to drive reconciliation outcomes	September 2023	General Manager, Corporate Affairs and Communications, Corporate RAP Working Committee
	Include a page on our website to promote CPB's commitment to reconciliation	September 2023	General Manager, Corporate Affairs and Communications, Corporate RAP Working Committee
	Collaborate with CIMIC Group's other operating companies, UGL and Sedgman, and EIC, to develop a strategy to incorporate First Nations cultures and songlines into infrastructure projects	November 2022	Executive General Manager People and Culture, Corporate RAP Working Committee
	Encourage our Tier 2 and 3 sub-contractors to support reconciliation through the development of a RAP. For example, invite a RAP Officer to be a guest speaker to answer queries about this pathway and to speak to inspiring RAP case studies	October 2023	Group Manager, Indigenous & Social Inclusion
	Promote reconciliation by including reports of achievements, and the social impact of these successes, in Executive and Senior Leadership agendas, for example, Managing Director's annual Town Halls and Business Unit quarterly forums	November 2022	General Manager, Corporate Affairs and Communications, Corporate RAP Working Committee
	Collaborate with two organisations in the RAP Network and/or other like-minded organisations to implement innovative approaches to advance reconciliation	November 2023	Group Manager, Indigenous and Social Inclusion
	Develop and implement CPB Contractors RAP Communications Plan to ensure that reconciliation, and our reconciliation outcomes, are promoted and communicated to our staff and external stakeholders	November 2022	General Manager, Corporate Affairs and Communications, Corporate RAP Working Committee
	Communicate our commitment to reconciliation publicly through social media (LinkedIn, Facebook, Instagram)	May 2023, 2024, 2025	General Manager of Corporate Affairs and Communications
	Develop and promote education materials to staff on the Uluru Statement from the Heart	March 2023	Group Manager, Indigenous and Social Inclusion
	Attend a minimum of two RAP Leadership Gatherings annually	Review July 2023, 2024, 2025	Group Manager, Indigenous and Social Inclusion and General Manager, Human Resources
	Invite our clients, subcontractors and Aboriginal and Torres Strait Islander businesses to cultural events including Welcome to Country and smoking ceremonies and cultural training sessions	July 2023	General Manager of Corporate Affairs and Communications, Executive



Action	Deliverable	Timeline	Responsibility
3. Promote and garner support for the Uluru Statement from the Heart.	Publicly commit to supporting the Uluru Statement from the Heart through all staff emails, intranet articles, social media and website items	August 2023	Executive General Manager People and Culture (RAP Champion/Sponsor), Corporate RAP Working Committee
	Send letters/emails to our clients, industry associations and our Tier 2 and 3 sub-contractors communicating our commitment to supporting the Uluru Statement and how they can get involved	September 2023	Executive General Manager People and Culture (RAP Champion/Sponsor), Corporate RAP Working Committee
4. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff	27 May-3 June 2023, 2024, 2025	General Manager Corporate Affairs and Communications, Corporate RAP Working Committee
	Promote CPB Contractors' reconciliation journey through intranet and social media stories	27 May-3 June 2023, 2024, 2025	General Manager Corporate Affairs and Communications, Corporate RAP Working Committee
	Corporate RAP Working Committee and Business Unit RAP Working Group members to participate in two external NRW events	27 May-3 June 2023, 2024, 2025	Executive General Manager People and Culture, Corporate RAP Working Committee, Group Manager, Indigenous and Social Inclusion
	Encourage and support staff and senior leaders to participate in two external events within their local communities to recognise and celebrate NRW	27 May-3 June 2023, 2024, 2024	Executive General Manager People and Culture, Corporate RAP Working Committee, Group Manager, Indigenous and Social Inclusion
	Organise five internal NRW events, including at least one organisation-wide NRW event, each year	27 May-June 2023, 2024, 2025	Executive General Manager People and Culture, Corporate RAP Working Committee, Group Manager, Indigenous and Social Inclusion
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>	April 2023, 2024, 2025	Group Manager, Indigenous and Social Inclusion
	Communicate the significance of NRW publicly through social media (LinkedIn, Facebook, Instagram)	May 2023, 2024, 2025	General Manager of Corporate Affairs and Communications

Action	Deliverable	Timeline	Responsibility
5. Promote positive race relations through anti-discrimination strategies.	Annually review guidelines and procedures concerned with anti-discrimination, including Recruitment and Retention, Equal Employment Opportunities, Employee Value Proposition, and Modern Slavery	February 2023, 2024, 2025	Group Manager, Resourcing and Group Manager, Indigenous and Social Inclusion
	Engage with Aboriginal and Torres Strait Islander staff, and/or Aboriginal and Torres Strait Islander advisors, to continuously improve our anti-discrimination approach	February 2023, 2024, 2025	Group Manager, Resourcing and Group Manager, Indigenous and Social Inclusion
	Develop an anti-racism training module on the effects of racism to communicate a zero-tolerance approach to all staff	February 2024	Group Manager, Indigenous and Social Inclusion and Learning and Development Manager
	Include the anti-racism training module as an induction requirement for all construction site workers and project managers	February 2024	Group Manager, Indigenous and Social Inclusion and Learning & Development Manager
	Senior leaders to support anti-discrimination campaigns, initiatives or stances against racism through the CPB Contractors intranet and social media	August 2023	General Manager of Corporate Affairs and Communications
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism	March 2023	Executive General Manager, People and Culture
	Develop, implement and communicate an anti-discrimination approach for our organisation	December 2022	Group Manager, Indigenous and Social Inclusion



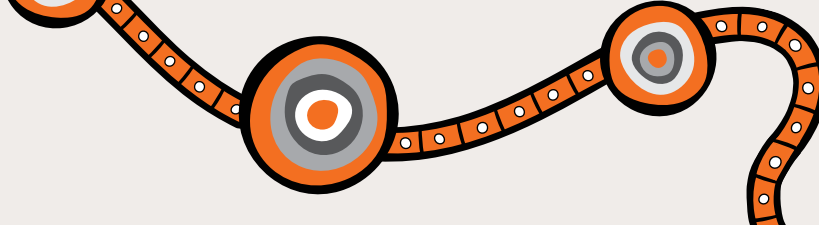
# Respect

**Focus Area:** Enhancing the cultural safety of Aboriginal and Torres Strait Islander employees.

Aboriginal and Torres Strait Islander Peoples are the Traditional Custodians of our country and as we work to deliver infrastructure across Australia, we always touch lands that have been in their custodianship for more than 60,000 years. It is with humility and respect that we are guided by the advice of Aboriginal and Torres Strait Islander Elders, leaders and representatives to ensure we protect and preserve these environments. By learning more about the unique histories, cultural strengths and perspectives of Aboriginal and Torres Strait Islander Peoples, we can help ensure that our decision-making processes and initiatives are positive, inclusive and effective.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review, update and communicate CPB's Cultural Training Plan to include unconscious bias training and to ensure that online training is mandated for all staff	March 2023, 2024, 2025	Group Manager, Resourcing and Group Manager, Indigenous and Social Inclusion
	Executive leaders and Corporate RAP Working Committee to complete at least one face to face training and one cultural immersion (cultural site visit) each year	November 2022, 2023, 2024	Executive General Manager, People and Culture, Group Manager, Indigenous and Social Inclusion
	Continue to consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy	February 2023, 2024, 2025	General Manager of Corporate Affairs and Communications, Group Manager, Indigenous and Social Inclusion
	Review the impact of our cultural learning approach (including CIMIC/SBS (Special Broadcasting Service); One Learning Management System; Face to Face and Cultural Immersion)	November 2022, 2023, 2024	Manager Learning and Development, Group Manager, Indigenous and Social Inclusion
	Continue the roll out of CIMIC/SBS (Special Broadcasting Service) cultural awareness online training and track employee participation	November 2022, 2023, 2024	Manager Learning and Development, Group Manager, Indigenous and Social Inclusion
	All CPB staff to have undertaken and completed formal and structured cultural awareness training. Online (One Learning Management System): 80% (3,400 employees) Face to Face: 30% (1,290 employees) Cultural Immersion: 5% (215 employees)	November 2022, 2023, 2024	Manager Learning and Development, Group Manager, Indigenous and Social Inclusion
7. Embed respect for Aboriginal and Torres Strait Islander cultures, languages and songlines throughout CPB Contractors projects and sites.	Display place naming signage acknowledging country at five CPB HQ Offices (Sydney, Brisbane, Perth, Melbourne, Adelaide) and at five major project sites that have a development phase of 3-5 years across Australia	November 2022	Group Manager, Indigenous and Social Inclusion



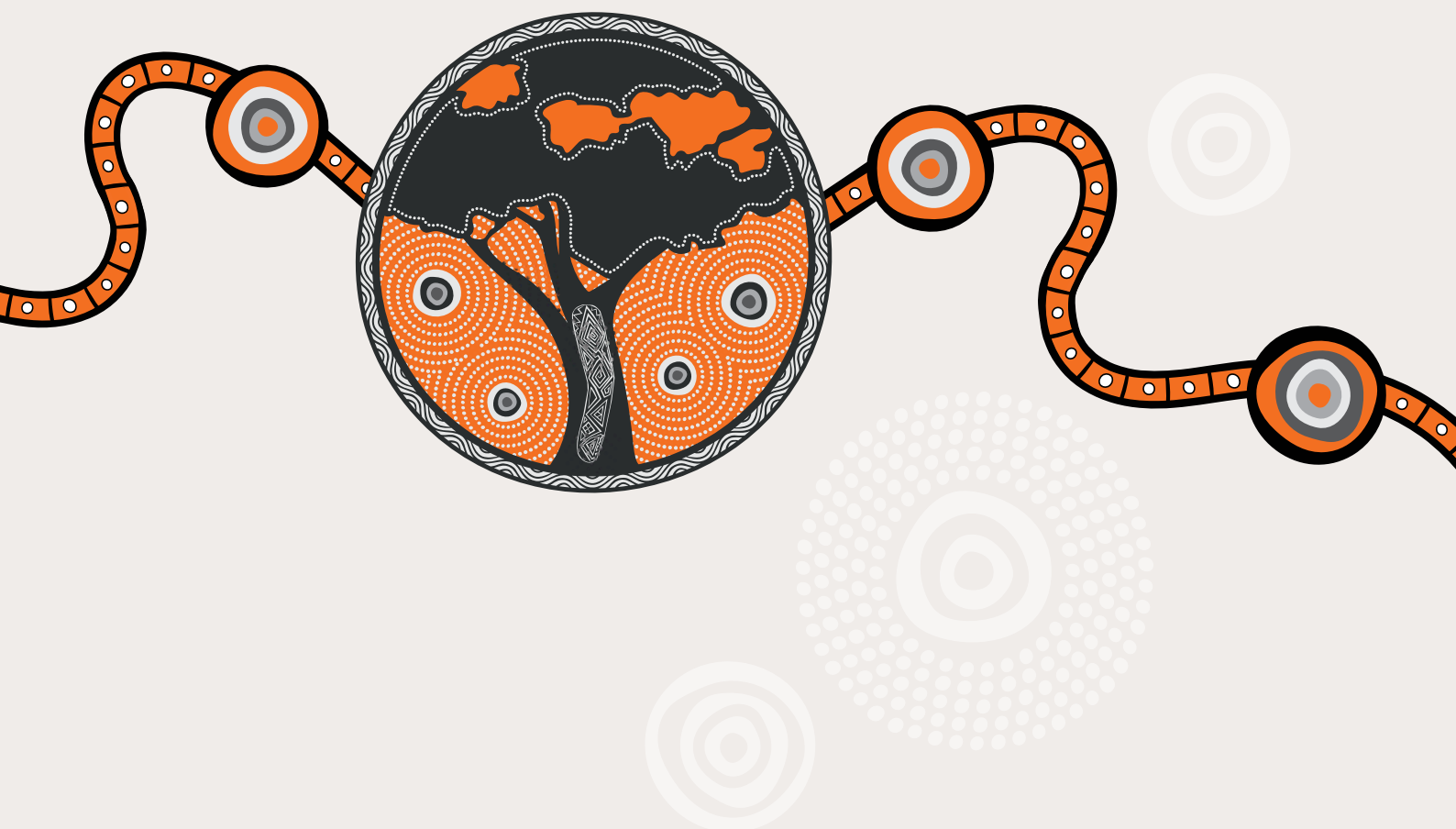


Action	Deliverable	Timeline	Responsibility
7. Embed respect for Aboriginal and Torres Strait Islander cultures, languages and songlines throughout CPB Contractors projects and sites.	Develop and embed guidelines to engage Traditional Owners to identify how CPB Contractors can communicate the story of the land	February 2023	Group Manager, Indigenous and Social Inclusion
	Engage Traditional Owners to learn about and consider land significance when surveying development sites	February 2023	Group Manager, Indigenous and Social Inclusion
	Invite Traditional Owners to speak at Toolbox cultural sessions, cultural immersion and training for our project sites, business units, clients, sub contractors and employee events at least twice a year	February, August 2023, 2024, 2025	Business Unit RAP Working Group, Business Unit Indigenous and Social Inclusion Manager/ Advisor
	In consultation with local Traditional Custodians incorporate Aboriginal and / or Torres Strait Islander languages and names for meeting rooms or sites where appropriate	March 2023, 2024, 2025	Corporate RAP Working Committee and Business Unit RAP Working Group, Group Manager, Indigenous and Social Inclusion
	Brand a minimum of ten CPB Contractors vehicles with our RAP artwork	February 2023	General Manager, Operations
	Continue to promote our Aboriginal designed RAP Artwork Uniforms in conjunction with Aboriginal and Torres Strait Islander suppliers (Luke Penrith Art Designs and Dreamtime Creative)	November 2022	Group Manager, Indigenous and Social Inclusion
8. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	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 and other appropriate protocols at the commencement of important meetings	November 2022, May 2025	Corporate RAP Working Committee, Group Manager, Indigenous and Social Inclusion
	Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events	November 2022, May 2025	Corporate RAP Working Committee, Group Manager, Indigenous and Social Inclusion
	Continue to increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	November 2022	Executive General Manager, People and Culture, Group Manager, Indigenous and Social Inclusion
	Review and consult with Traditional Owners and/ or their representatives on the development of appropriate cultural protocol guidelines for each of our project sites	November 2022, 2023, 2024	Business Unit Indigenous & Social Inclusion Advisors and Business Unit RAP Working Group
	Invite Traditional Owners to provide a Welcome to Country, Smoking Ceremonies for our project sites, business units, clients and subcontractors and employee events at least twice a year	November, August 2022, 2023, 2024, 2025	Business Unit RAP Working Group, Business Unit Indigenous and Social Inclusion Manager/ Advisor



Action	Deliverable	Timeline	Responsibility
9. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Corporate RAP Working Committee to participate in an external NAIDOC Week event	July 2023, 2024, 2025	Executive General Manager, People and Culture, Group Manager, Indigenous and Social Inclusion
	Senior and executive leadership to acknowledge NAIDOC Week and its importance in communications with employees and stakeholders	July 2023, 2024, 2025	Executive General Manager, People and Culture, Group Manager, Indigenous and Social Inclusion
	Promote awareness of HR practices that facilitate and encourage staff participation in NAIDOC Week activities	June 2023, 2024, 2025	Executive General Manager, People and Culture, Group Manager, Indigenous and Social Inclusion
	Support all staff to participate in at least one NAIDOC Week events in their local area, including project site and business unit, office building and management events	First week in July 2023, 2024, 2025	Executive General Manager, People and Culture, Group Manager, Indigenous and Social Inclusion
	Encourage project teams and business units to organise their own NAIDOC celebrations with local Aboriginal and Torres Strait Islander communities. For example, by hosting a morning tea with local Elders, dancers and artists	June 2023, 2024, 2025	Indigenous and Social Inclusion Advisors/Managers
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support three external NAIDOC Week events each year.	June 2023, 2024, 2025	Indigenous and Social Inclusion Manager/advisor
10. Enhance the cultural safety of Aboriginal and Torres Strait Islander employees and contractors of CPB Contractors projects.	Develop and communicate communication protocols for our staff that are centred on respect, cultural knowledge, reciprocity and community engagement	November 2022	General Manager Corporate Affairs and Communications, Group Manager, Indigenous and Social Inclusion
	Evaluate the cultural safety of our workplace	December 2022	General Manager, Human Resources, Group Manager, Indigenous and Social Inclusion
	Establish a working group to review and implement findings from the cultural safety evaluation	February 2023	General Manager, Human Resources, Group Manager, Indigenous and Social Inclusion
	Develop a place-based model of Aboriginal and Torres Strait Islander engagement	November 2022	Group Manager, Indigenous and Social Inclusion

Action	Deliverable	Timeline	Responsibility
10. Enhance the cultural safety of Aboriginal and Torres Strait Islander employees and contractors of CPB Contractors projects.	All managers and supervisors of Aboriginal and Torres Strait Islander staff complete unconscious bias training (100%)	March 2024	Executive General Manager of People & Culture
	Conduct a review of the barriers to retaining Aboriginal and Torres Strait Islander staff	November 2022	Group Manager, Resourcing
	Executive and senior leaders continue to support the Aboriginal and Torres Strait Islander Staff Network, including representation on CPB Contractors Corporate RAP Working Committee and Business Unit RAP Working Groups	June 2023	Corporate RAP Working Committee, Group Manager, Indigenous and Social Inclusion
	Develop resources to assist in engaging two-way dialogue and sharing of knowledge	July 2023	Group Manager, Indigenous and Social Inclusion
	Each Business Unit to continue to support Aboriginal and Torres Strait Islander Staff Networks by developing a written Terms of Reference	August 2024	Group Manager, Indigenous and Social Inclusion

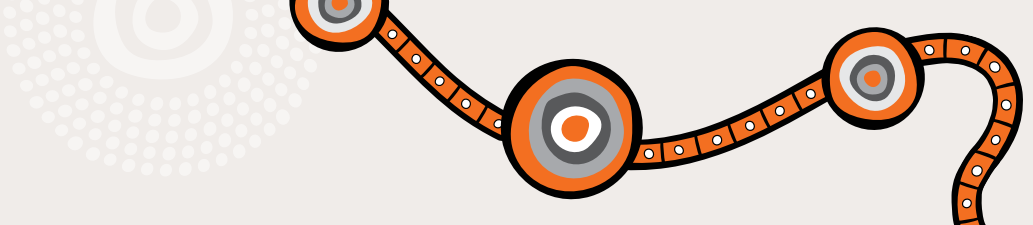




**Focus Area:** Creating pathways for Aboriginal and Torres Strait Islander businesses and suppliers to secure contracts.

CPB Contractors is committed to enhancing Aboriginal and Torres Strait Islander communities, with a focus on providing employment, training and contracting opportunities. An important commitment is to utilise our purchasing power and strategic procurement initiatives to ensure positive engagement and participation of Aboriginal and Torres Strait Islander Peoples, including certified subcontractors and suppliers who deliver genuine social benefits. We support Aboriginal and Torres Strait Islander businesses through a transfer of business skills, expertise and experience to help ensure they can meet the standards required to work with us, and that together we build trusted and meaningful long-term partnerships. A cornerstone of this strategy includes ongoing partnerships with social enterprises such as Supply Nation and Social Traders.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	March 2023, 2024, 2025	Group Manager, Resourcing, Group Manager, Indigenous and Social Inclusion
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	February 2023, 2024, 2025	Group Manager, Resourcing, Group Manager, Indigenous and Social Inclusion
	Resourcing Managers within each of the Business Units to complete training to improve cultural safety in recruitment and selection processes for Aboriginal and Torres Strait Islander peoples	November 2022, 2023, 2024	Group Manager, Resourcing and Group Manager, Indigenous and Social Inclusion
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	March 2023	Group Manager, Resourcing, Group Manager, Indigenous and Social Inclusion
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplaces	February 2023, 2024, 2025	Group Manager, Resourcing, Group Manager, Indigenous and Social Inclusion
	Increase incrementally Aboriginal and Torres Strait Islander employees to make up at least 4% of directly employed workforce and staff	2.9% August 2023 3.5% August 2024 4% August 2025	Executive General Manager, People and Culture, Group Manager, Indigenous and Social Inclusion
	Supervisors to support First Nations employees to participate in professional development opportunities that advances their personal career goals	February 2024, 2025	Executive General Manager, People and Culture, Group Manager, Indigenous and Social Inclusion



Action	Deliverable	Timeline	Responsibility
12. Develop Aboriginal and Torres Strait Islander talent and career pathways into the construction industry (including STEM engineering, Environment, Sustainability, Safety Human Resources) with program partners.	Continue to provide a minimum 25 internships annually to Aboriginal and Torres Strait Islander university students through the CareerTrackers program	November 2022, 2023, 2024	Group Manager, Indigenous and Social Inclusion, Manager, Learning and Development
	Facilitate a career pathway for graduating CareerTracker interns into the Graduate Program or assist them to find full-time employment	March 2023	Group Manager, Indigenous and Social Inclusion
	CPB Contractors to form a partnership with the Clontarf Foundation to support a pipeline of Aboriginal and Torres Strait Islander talent from high school to work with CPB Contractors	July 2023	Group Manager, Indigenous and Social Inclusion
	Each Business Unit to support ten Clontarf apprentices and/or trainees each year	June 2023, 2024, 2025	Project Human Resource Manager
	Each Business Unit to provide two site visits per year to Clontarf student groups	June 2023, 2024	Project Director, Indigenous and Social Inclusion Advisor
	Design and implement a mentor program for Clontarf students in each of the Business Units	November 2022	Business Unit Human Resource Manager, Indigenous and Social Inclusion Advisor
	Share industry expertise with Aboriginal and Torres Strait Islander students by participating in at least two of the Clontarf training days	November 2022, February 2023, September 2023, February 2024, September 2024	Project Director and Site Engineer
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	November 2022	Group Manager, Procurement, Group Manager, Indigenous and Social Inclusion
	Review, update and implement an Aboriginal and Torres Strait Islander procurement strategy	October 2023	Group Manager, Procurement, Group Manager, Indigenous and Social Inclusion
	Share stories of successful engagement of Aboriginal and Torres Strait Islander businesses and suppliers internally and through social media each quarter	November 2022	General Manager, Corporate Affairs & Communications
	Continue our membership with Supply Nation and various state based Indigenous Australian Business Chambers of Commerce (Kinaway, NSWICC, Waalitj Hub)	November 2022	Group Manager, Indigenous and Social Inclusion

Action	Deliverable	Timeline	Responsibility
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Monitor/review and maintain our internal ICT and tracking systems that support the prequalification processes for Aboriginal and Torres Strait Islander businesses and suppliers	November 2022, 2023, 2024	Group Manager, Indigenous and Social Inclusion
	Each year engage and work with three newly established Aboriginal and Torres Strait Islander businesses to have them included into CPB Contractors' supply chain	October 2023, 2024, 2025	Manager, Procurement, Commercial, Estimator
	Build capacity, skills and business acumen with at least three newly established Aboriginal and Torres Strait Islander businesses each year	November 2022, 2023, 2024	Manager, Procurement, Commercial, Estimator
	Each business unit to explore, with the view to form a joint venture, with at least one established Aboriginal and Torres Strait Islander business	September 2025	Manager, Procurement, Commercial, Estimator
	80% of our Commercial/Procurement and Estimating people to complete First Step and Next Training through Supply Nation	July 2025	Group Manager, Procurement, Group Manager, Indigenous and Social Inclusion
14. Advance economic and social outcomes for Aboriginal and Torres Strait Islander Peoples by participating in <i>Raising the Bar</i> .	Meet Aboriginal and Torres Strait Islander procurement target of: <ul style="list-style-type: none"> <li>• 1.5% of annual influenceable spend by FY 2022</li> <li>• 2% of annual influenceable spend by FY 2023</li> <li>• 2.5% of annual influenceable spend by FY2024</li> <li>• Set a new target of 3% FY2025</li> </ul>	July 2023 July 2024 July 2025	Group Manager, Procurement, Group Manager, Indigenous and Social Inclusion
	Maintain supporting systems to monitor procurement spend against the Raising the Bar target and report to the Managing Director, Diversity and Inclusion Council and Business Council Australia	July 2023 July 2024 July 2025	Group Manager, Procurement, Group Manager, Indigenous and Social Inclusion
	Each Business Unit to hold an annual supplier forum to allow Aboriginal and Torres Strait Islander businesses and suppliers the opportunity to meet with Project Directors to discuss current and upcoming pipelines of work	November 2022, 2023, 2024	General Manager, Operation, Indigenous and Social Inclusion Advisors





# Governance

Action	Deliverable	Timeline	Responsibility
15. Establish and maintain an effective governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the Corporate RAP Working Committee	November 2022, 2023, 2024	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion
	Apply a Terms of Reference for the Corporate RAP Working Committee	November 2022, 2023, 2024	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion
	Corporate RAP Working Committee to meet at least four times per year to drive and monitor RAP implementation	Meet in February, April, June, November 2022, 2023, 2024 and 2025	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion
16. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation	February 2023	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion
	Embed key RAP actions in performance expectations of senior management and staff	April, July, September, December 2022, 2023, 2024 & 2025	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion
	Embed appropriate systems and capability to track, measure and report on RAP commitments	February 2023	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion
	Maintain internal RAP Champions from the Executive and Senior Leadership Teams	February 2023, 2024, 2025	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion
	Include our RAP as a standing agenda item at senior management meetings	April, July, September, December 2022, 2023, 2024, 2025	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion

Action	Deliverable	Timeline	Responsibility
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2023, 2024, 2025	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June 2023, 2024, 2025	Group Manager, Indigenous and Social Inclusion
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire	August 2023, 2024, 2025	Group Manager, Indigenous and Social Inclusion
	Report RAP progress to all staff and senior leaders quarterly	April, July, September, December 2022, 2023, 2024 & 2025	Executive General Manager People and Culture, Group Manager, Indigenous and Social Inclusion
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings	August 2023, 2024, 2025	Group Manager, Indigenous and Social Inclusion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	October 2025	Group Manager, Indigenous and Social Inclusion
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	March 2024	Group Manager, Indigenous and Social Inclusion
18. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP	November 2024	Group Manager, Indigenous and Social Inclusion







## Teresa Devitt

Aboriginal Participation Coordinator  
NEWest Alliance – HR



### Where are you from, and who are your mob?

I am from Perth, Western Australia. I am a proud descendant of the Aniwan Dungattii Language Mob, from the New England Tablelands in NSW.

### What are three words that best describe you?

People orientated, meticulous and driven.

### What position are you currently in?

I currently work in HR as the Aboriginal Participation Coordinator on the NEWest Alliance.

### What do you enjoy most about your job at CPB?

I enjoy working with the direct leaders and managers who have a genuine interest and active involvement in my growth and development within CPB Contractors. In addition, I enjoy working for a company that is a leader in the civil construction industry and actively contributes to the growth of Western Australia and Australia.

### What work achievement are you most proud of?

In my first few months working, I recruited and onboarded three Aboriginal and Torres Strait Islander personnel for a major resources project. In addition, I was asked to speak at our Managing Director's Town Hall, where I gave the Acknowledgment of Country. This was important to me as I was able to share my personal experiences and perspectives.

### What has the CareerTrackers internship program meant for you?

Through the CareerTrackers program, I gained meaningful HR work experience with both Broad Construction and CPB Contractors. I was lucky enough to work on the Casuarina Prison Expansion and the NEWest Alliance METRONET.

### Do you have any words of advice to share with others entering the CareerTrackers program?

Be adaptable and open to new experiences. Also, work hard, and ask as many questions as you want as that's the best way to learn. But most of all, enjoy the experience!

## Kianna Taylor

Graduate, Environmental Advisor



### Where are you from, and who are your mob?

I grew up in the south-west of Western Australia, mainly on Pinjareb and Whadjuck Noongar country, south of Perth. My mob are Nahnda Yamatji from Murchison River in the Kalbarri region, north of Perth.

### What are three words that best describe you?

Passionate, loyal and persistent.

### What position are you currently in?

I am a Graduate Environmental Advisor on the NEWest Alliance in Perth. My role is to support the construction teams on site with any environmental aspects to the job. I assist with reporting, monitoring, and tracking any onsite changes and recommend specific controls to mitigate environmental impacts.

### What do you enjoy most about your job at CPB Contractors?

I enjoy the sense of community from each project. In addition, I enjoy being out in the field and supporting our project by advising people of varying levels of seniority on what we can do to mitigate impacts on the environment.

### What work achievement are you most proud of?

My role in the Thornlie-Cockburn Link shutdown. To complete specific works within the rail corridor, we had to shut the line for 20 days. To minimise disruption, this took place over the Christmas holiday period. I assisted in communicating with local governments and prepared management plans to mitigate noise and vibration impacts on communities around the rail line.

### What has the CareerTrackers internship program meant for you?

I have had endless opportunities to learn and work alongside seasoned experts, including engineers, supervisors and most of the construction support functions.

In addition, I have had the chance to travel through my internship to the Robe Valley project in Western Australia. I also got to work on road, resources, infrastructure and rail projects.

### Do you have any words of advice to share with others entering the CareerTrackers internship program?

Yes, always ask questions as someone will be able to help you find an answer or a solution. Don't be afraid to take on challenging tasks and speak up about things you don't understand if you get stuck.

I would also say to learn about other roles and business units as it will help when you need to support or work with other disciplines.



## Nicholas Torresan

Undergraduate, Human Resources,  
Systems Connect Sydney Metro City  
& Southwest Line-wide Works



### **Where are you from, and who are your mob?**

I live on Cammeraygal land, but my family come from Awabakal country.

### **What are three words that best describe you?**

Curious, friendly and methodical.

### **What position are you currently in?**

I am a Human Resources undergraduate and have been working for the Line-wide Works package supporting the Sydney Metro City & Southwest project in NSW. I worked casually on the project while studying and completed internships during the semester breaks.

### **What do you enjoy most about your job at CPB Contractors?**

I enjoy the culture that surrounds our project and CPB Contractors. I am always encouraged to ask questions and always receive feedback when needed. Furthermore, seeing a construction project make such tremendous progress while being a part of it has been a fantastic experience unique to our industry.

### **What work achievement are you most proud of?**

One achievement I am most proud of was organising the NAIDOC celebrations for our project. Despite having to move to a completely online celebration, I was able to put out daily updates that celebrated the numerous achievements of Aboriginal and Torres Strait Islander peoples.

Another achievement is tracking our project's spending on Aboriginal and Torres Strait Islander businesses. It was great to see our project reach its targets.

### **What has the CareerTrackers internship program meant for you?**

I have had the opportunity to put my academic skills to use within the workforce. This has allowed me to add depth to my understanding of what I am studying.

I have also had significant exposure to the Human Resources team and learnt about HR policies and practices, including workforce development and training initiatives. As a result, I feel confident entering the workforce after my university studies.

### **Do you have any words of advice to share with others entering the CareerTracker internship program?**

I would recommend never stop asking questions. Asking questions has allowed me to clarify delegated tasks and better understand the construction industry. I also recommend always saying "Yes" to opportunities. This has broadened my experience with workforce development and Aboriginal and Torres Strait Islander participation.



For further information about the  
CPB Contractors 2022 - 2025  
Stretch Reconciliation Action Plan,  
please contact our Indigenous & Social  
Inclusion team at [isi@cpbcon.com.au](mailto:isi@cpbcon.com.au)





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