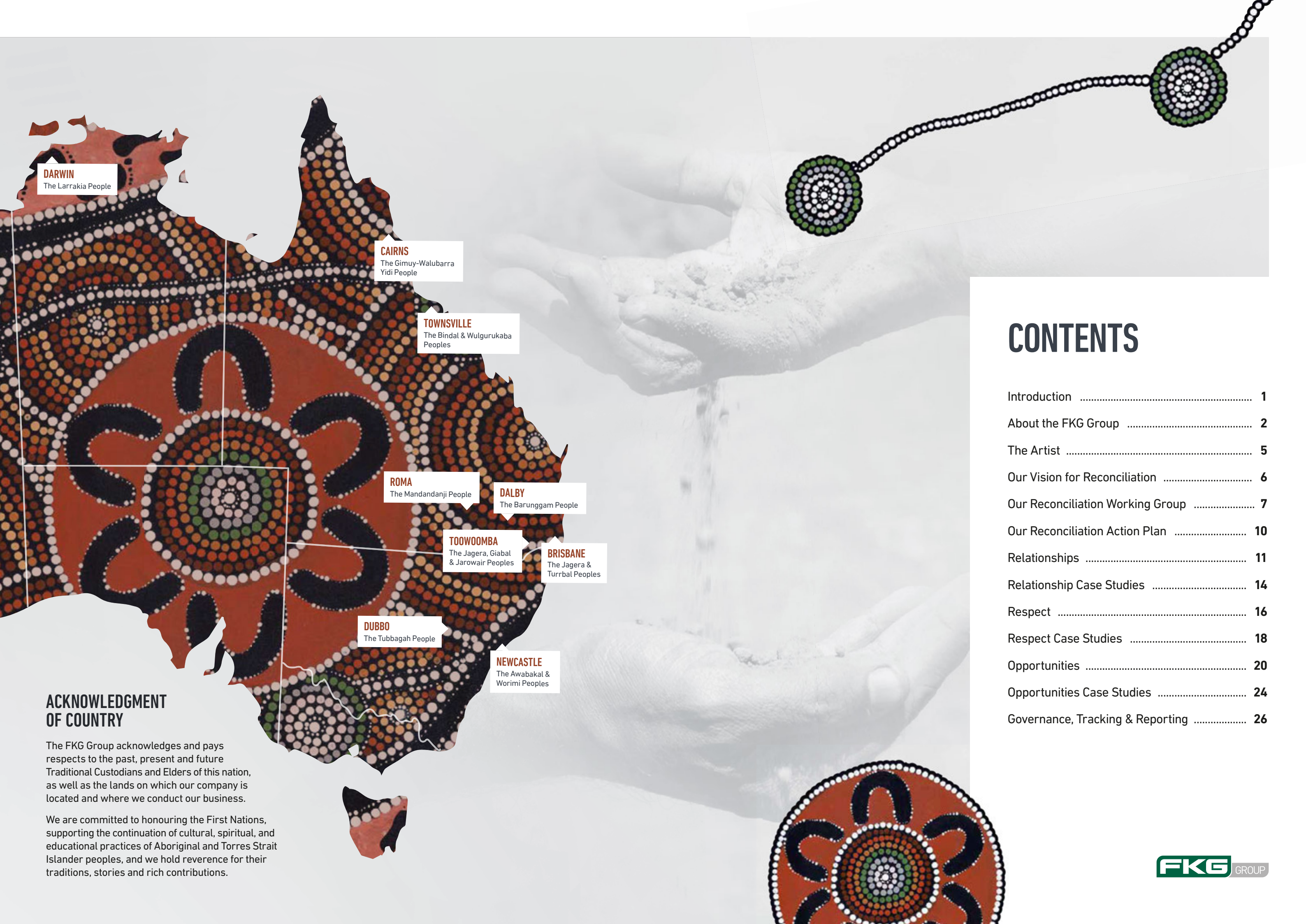




INNOVATE RECONCILIATION ACTION PLAN

JUN 2023 - JUN 2025





DARWIN
The Larrakia People

CAIRNS
The Gimuy-Walubarra
Yidi People

TOWNSVILLE
The Bindal & Wulgurukaba
Peoples

ROMA
The Mandandanji People

DALBY
The Barunggam People

TOOWOOMBA
The Jagera, Giabal
& Jarowair Peoples

BRISBANE
The Jagera &
Turrbal Peoples

DUBBO
The Tubbagah People

NEWCASTLE
The Awabakal &
Worimi Peoples

**ACKNOWLEDGMENT
OF COUNTRY**

The FKG Group acknowledges and pays respects to the past, present and future Traditional Custodians and Elders of this nation, as well as the lands on which our company is located and where we conduct our business.

We are committed to honouring the First Nations, supporting the continuation of cultural, spiritual, and educational practices of Aboriginal and Torres Strait Islander peoples, and we hold reverence for their traditions, stories and rich contributions.

CONTENTS

Introduction 1

About the FKG Group 2

The Artist 5

Our Vision for Reconciliation 6

Our Reconciliation Working Group 7

Our Reconciliation Action Plan 10

Relationships 11

Relationship Case Studies 14

Respect 16

Respect Case Studies 18

Opportunities 20

Opportunities Case Studies 24

Governance, Tracking & Reporting 26



It is a great pleasure to be launching the FKG Group's Innovate Reconciliation Action Plan (RAP). As a family owned and grown company, I believe in the value of belonging and being a part of something that is bigger than ourselves.

We have a proud history of working in communities across Queensland, the Northern Territory, and New South Wales, and engaging with those communities to deliver on meaningful projects. Through this approach, we can have a positive and long-lasting impact on the people, businesses, and communities in those areas.

Long before we formalised our first Reflect RAP, the FKG Group had invested in working partnerships with First Nations communities, businesses, and organisations through our many construction projects. Our journey has been something I am immensely proud of but has also shown us that there is still so much more to be done.

So, with the learnings from our Reflect RAP we step forward into the next stage of our journey. This Innovate RAP will guide us and our relationships with those who share our goal of reconciliation.

The road to reconciliation is challenging and there remains significant gaps to close. We stand ready to play our part in leading our industry towards true reconciliation.

I believe the FKG Group's new Innovate RAP will extend and deepen our understanding and respect for the cultures and histories of First Nations peoples; it will build stronger relationships with people, businesses, and communities that share our goal of reconciliation; and it will provide real and long-lasting opportunities within our industry for the growth and development of First Nations' peoples and businesses.

Nick Gardner

Nick Gardner
Managing Director
FKG Group





ABOUT THE FKG GROUP

The FKG Group has a fifty-year history as a diverse family-owned construction business. We employ over 800 people, with offices in Toowoomba, Brisbane, Cairns, Darwin, Townsville, Dalby, Roma, Dubbo, and Newcastle. The FKG Group provides integrated construction, civil engineering, development, and support services for the property, resources, infrastructure and government sectors across Australia.

We are committed to delivering value for clients through our core business units and our service partners; providing integrated, total project solutions. Our diverse scope of capabilities and proven experience allows us to deliver development, design, construction, civil engineering and facility management services.

In addition to our core construction, civil engineering and development services, the FKG Group has developed a number of complementary, niche service offerings to enable delivery across the project life cycle. These include NRG Services (electrical, air-conditioning, refrigeration, communication and security services); Ezyquip Hire (plant hire and maintenance); Total Hydraulic Services (commercial hydraulics and plumbing); Obadare Group

(certified welding, fabrication and inspection specialists); and AUSCOIL (coiled tubing services for the CSG industry).

With the availability of such a broad scope of capabilities, the FKG Group team also develop, design, construct, and operate their own unique facilities, including the Pulse Data Centre. More recently, the FKG Group has commenced the development of 'AATLIS' – a state-of-the-art precinct where advanced manufacturing meets digital technology and collaborative research.

We pride ourselves on our commitment to supporting the local communities in which we work and currently employs 18 Aboriginal and Torres Strait Islander workers across varied roles. We have a broad sphere of influence when viewed through

the lenses of the individual, organisations, and communities. On an individual level we can inform, educate, and influence our internal stakeholders to become change agents throughout our RAP journey. At an organisational level we can connect with our subcontractors and suppliers, as well as our clients, consultants, and partner organisations on projects. At a community level we can connect and influence through the regional areas in which we work, the communities that our team members are part of through schools, sporting clubs, and community groups.

Central to the FKG Group's operations are the core family values, building a culture of honesty and integrity while delivering quality outcomes for clients, and performing beyond expectations.

CORE BUSINESS UNITS

CONSTRUCTION

CIVIL

DEVELOPMENTS

SERVICE PARTNERS



GROUP PARTNERS AND COMPLEMENTARY SERVICES





THE ARTIST

JASMIN ROBERTS

Jasmin Roberts is a descendant of the Wakka Wakka People. She has lived most of her life in Kau'in Kau'in (Redcliffe) on Gubbi Gubbi Country.

As a Contemporary Aboriginal Artist, she is inspired by plants, animals, and landscapes of the lands we now call Australia. Since the very first stroke of a paintbrush in 2014, Jasmin says her identity has been strengthened through connection, and she says her voice and strength are carried through her art.

Painting based on past experiences, her visits to Country, and her visions of Country, Jasmin has an intuitive style, guided by the voices of her ancestors. She immerses herself in culture and community, and continues to learn every day. Painting has been her voice during the times where she has been silenced, and an outlet for personal pain and grief, but also, strength and courage.

Every day the cool soil or sand beneath her feet leave her feeling inspired, loved and protected. And so, she paints.

The Work

"This particular work was commissioned by the FKG Group for the release of their Innovate Reconciliation Action Plan, and is titled 'Walking Together Gently'. From the waters to the rich soils of Country, walking together gently with open hearts and a willingness to listen.

The artwork represents the ethos behind the FKG Group RAP. The central image is symbolic of people coming together, listening and sharing knowledge. The company colours in concentric circles woven through the earthy colours, our stories, our culture acknowledged. Footprints showing a way forward. Walking together. Leaving behind only soft footprints on our journey. Colours bordering the artwork representing the waters and the landscapes of the lands we now call Australia."

OUR VISION FOR RECONCILIATION

The FKG Group shares Reconciliation Australia's vision for a just, equitable, and reconciled Australia. Our vision for reconciliation is to help build a community based on respect, equality of opportunity, and unity that embraces all Australians as one.

We see nothing but benefits in working towards this vision as we focus our energies in three key areas for success on our reconciliation journey – our people, our community, and our networks.



EDUCATE OUR PEOPLE

By investing time, energy and resources in helping our people understand the history, cultures, and experiences of Aboriginal and Torres Strait Islander peoples, we move forward in creating strong relationships based on trust and respect.

ENGAGE WITH OUR COMMUNITY

With foundations of respect and understanding we are in the best position to create and grow lasting relationships with our broader community.

ENCOURAGE OUR NETWORK

By working with our networks and connections within our sphere of influence we encourage more opportunities in our industry which strengthens the foundations of successful reconciliation.

OUR RECONCILIATION WORKING GROUP

The FKG Group's reconciliation efforts are championed by its Reconciliation Working Group (RWG), led by the Chair, Matt Ahlberg, Leadership & Development Manager. The RWG is responsible for driving the strategic actions of the RAP, including sharing information and connecting the different businesses within the FKG Group, leading cultural growth, and ensuring the governance of our RAP.

The RWG comprises representatives from across a number of different services within the FKG Group. Currently, one of our RAP Working Group Members identifies as First Nations.

MEMBERS

MATT AHLBERG (CHAMPION LEAD)

Leadership & Development Manager
FKG Group

HAYLEY HUBBARD

Group Manager - Corporate Services
FKG Group

ANDY BAXTER

Senior Business Development
Manager FKG Construction

VERONICA SAVAGE

Marketing Coordinator
FKG Construction

BECKY MALES

Senior Human Resources Advisor
AUSCOIL

JAMES HOOPER

Senior Estimator
FKG Civil

SARAH WHITBOURNE

EA to Group Manager
FKG Civil

CLAYTON EVANS

Operations Manager
Ezyquip Hire



OUR RECONCILIATION WORKING GROUP (CONTINUED)



BECKY MAILES

Senior HR Advisor - AUSCOIL

Reason for getting involved in the RWG?

Every journey starts with a single step, and everyone is responsible and plays a part in reconciliation. Being a part of the RWG gives me the opportunity to represent my division and help bring about change.

Why is reconciliation important to you?

Reconciliation is about creating equity and equality. For Australia to truly reconcile we need to make change, educate, build relationships and be proactive in bridging the gap.



VERONICA SAVAGE

Marketing Coordinator - FKG Construction

Reason for getting involved in the RWG?

I have always had a strong belief that businesses ought to be sustainable, ethical and build up communities. It was an easy commitment for me to join FKG's RWG so that I can help achieve those desired outcomes, not just for FKG, but holistically for our communities.

Why is reconciliation important to you?

As an immigrant, I feel I have a responsibility to understand and respect the land and people of where I now call home. Educating myself on the history of Australia and its Traditional Custodians is very important to me, and I want to ensure I am doing all I can to create a more reconciled Australia.



MATT AHLBERG

Leadership & Development Manager - FKG Group

Reason for getting involved in the RWG?

I can see FKG has a real interest in progressing in the reconciliation space and I wanted to be part of doing this in a way that is as effective as possible and has as much engagement with the wider business as possible.

Why is reconciliation important to you?

From my perspective there is nothing to lose and everything to gain through reconciliation. For us at FKG, if we can support the growth of Aboriginal and Torres Strait Islander people and communities then we create more depth and quality of workers and businesses we can engage with, which will help us to be more successful in our industry.



ANDY BAXTER

Business Development Lead - FKG Construction

Reason for getting involved in the RWG?

I wanted to make a difference within the business community I work, through increasing the knowledge and understanding of our cultural heritage and how it has influenced the present day. I believe this will create a more educated

and respectful environment from which increased employment and procurement opportunities can occur.

Why is reconciliation important to you?

I believe that reconciliation is important to create a community of respect and equality for all. This can only be achieved through education and an increased understanding of our country's First Nations history.



JAMES HOOPER

Senior Estimator - FKG Civil

Reason for getting involved in the RWG?

Because I identify as being Aboriginal (Worimi and Gubbi Gubbi Man). I see the importance of informing current governance with the views, opinions and experiences of Aboriginal and Torres Strait Islander people. I want to help educate and support current best practices within the industry. We need to nurture change and acknowledge, confidence and competence of non-Indigenous staff within the company to change the 'them' and 'us' mentality. I would like to see more alignment of Aboriginal and Torres Strait Islander ways of doing into current policy and practice

rather than having Aboriginal and Torres Strait Islander people as an afterthought or add on.

Why is reconciliation important to you?

We need to address and advocate for change with regards to systemic and institutional racism and move towards social and workplace equality. I want to contribute to leadership and workforce sustainability, ensuring that the Aboriginal and Torres Strait Islander ways of knowing and doing are entrenched in current practice and informs current system and policies. Claiming and retaining the proven knowledges and intelligence that is available from the oldest living culture in the world is so important.



HAYLEY HUBBARD

Group Manager - Corporate Services - FKG Group

Reason for getting involved in the RWG?

The FKG Group is a diverse group of companies working across a number of sectors throughout Australia. Our RAP journey provides us with an opportunity to educate, promote and create understanding about the importance of reconciliation across each of these divisions, and my role working across the Group allows me to

be a part of that and really work to make a difference in this space.

Why is reconciliation important to you?

I believe we have a responsibility to all generations of Australians to build a better understanding and awareness of our country's First Nations history. I believe the journey towards reconciliation is not only important, but absolutely necessary in creating a more equitable and respectful society.

OUR RECONCILIATION ACTION PLAN

The FKG Group wants to support reconciliation not only in our country but in our industry. Our industry is one of the largest in Australia and has the capacity to provide significant opportunity for stronger relationships with Aboriginal and Torres Strait Islander peoples. We want to be at the forefront of initiatives and strategies that generate real outcomes for Aboriginal and Torres Strait Islander peoples.

The FKG Group, through its Reflect RAP, took the opportunity to first look inwardly at our own culture, processes and systems, how supportive they are and how we can improve them to better achieve the goals of reconciliation. We now move forward and take the next step in creating change by developing, trialing and implementing future strategies and initiatives that will help reconciliation across our business and across our industry.

Through our Reflect RAP we learned that we had some parts of our business already nurturing strong relationships with Aboriginal and Torres Strait Islander peoples and businesses. We also learned that the history and culture of Aboriginal and Torres Strait Islander peoples was not as well understood as it should be. We were able to take on initiatives that showed us reconciliation has good support across our business and our industry. It also showed us that we have work to do in improving recruitment and employment opportunities for Aboriginal and Torres Strait Islander peoples, as we do in creating and maintaining long-term, mutually beneficial relationships with Aboriginal and Torres Strait Islander owned businesses.

The FKG RAP Working Group has guided much of what has been achieved in our Reflect RAP with the key support of our senior leaders. The FKG Group now looks to further this work by broadening our RAP Working Group to involve a more diverse range of both internal and external stakeholders whose views, experiences, and ideas will help shape the success of our Innovate RAP.

We are using a combination of methods to incorporate Aboriginal and Torres Strait Islander representation within the RAP working Group. We have invited our Aboriginal and Torres Strait Islander employees to participate in meetings and provide feedback on initiatives proposed, past and present. We are also reaching out to Aboriginal and Torres Strait Islander community and business leaders to participate in our RAP Working Group on a quarterly basis, seeking additional input for key initiatives to ensure they achieve desired goals.

Whilst we have had some success in engaging with and creating effective commercial and community relationships with Aboriginal and Torres Strait Islander peoples, businesses, and communities, we acknowledge that there is more work to be done and more opportunities to develop longer-term, consistent relationships. With this Reconciliation Action Plan, we take the next step in our journey towards a genuine and long-term plan for reconciliation.

Our Reconciliation Action Plan will drive organisational capacity to ensure the successful recruitment, training and employment of Aboriginal and Torres Strait Islander workers as well as the engagement of, and partnering with, Aboriginal and Torres Strait Islander owned businesses within our supply chain.



RELATIONSHIPS



Building long-term relationships and working with Aboriginal and Torres Strait Islander communities is an important component for the success of the FKG Group. Strong relationships will assist in better understanding Aboriginal and Torres Strait Islander cultures, which will strengthen our organisations' relationships by celebrating cultural diversity and promoting mutual respect, acceptance, trust and inclusion. Working relationships with businesses and communities will provide long-term sustainable opportunities and employment for all stakeholders.

Focus Area

The FKG Group has long made the creation and maintenance of strong working relationships part of its strategic focus. Customer Service and Relationship Management are two elements of our business' Core Competency Framework, as we know the central role they play in providing the vehicle for our ongoing success. Continuing to build strong relationships as part of our RAP aligns well with how we have achieved our success historically and how we can be successful into the future.



RELATIONSHIPS (CONTINUED)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June, 2023	FKG Civil Senior Estimator
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October, 2023	FKG Civil Senior Estimator
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2023; May, 2024	FKG Civil Senior Estimator
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2023; 27 May- 3 June, 2024	FKG Civil Senior Estimator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2023; 27 May - 3 June, 2024	FKG Civil Senior Estimator
	Organise at least one NRW event each year.	27 May - 3 June, 2023; 27 May - 3 June, 2024	FKG Civil Senior Estimator
	Register all our NRW events on Reconciliation Australia's NRW website.	May, 2023; May, 2024	FKG Civil Senior Estimator
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	May, 2023; May, 2024	FKG Civil Senior Estimator
	Communicate our commitment to reconciliation publicly.	May, 2023; May, 2024	FKG Civil Senior Estimator
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August, 2023	FKG Civil Senior Estimator
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	November, 2023	FKG Civil Senior Estimator
	Include an overview of the RAP as part of our staff induction and onboarding process.	August, 2023	FKG Civil Senior Estimator
	Encourage other sector and partner organisations to develop their own RAP.	October, 2023	Leadership & Development Manager
	Increase visibility of First Nations cultures by incorporating Aboriginal and Torres Strait Islander Peoples art and displays in our offices.	November, 2023	Leadership & Development Manager
	Establish a platform for sharing information with all employees about the actions of the FKG Group toward reconciliation and connection with Aboriginal and Torres Strait Islander peoples.	November, 2023	Leadership & Development Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November, 2023	GM – Corporate Services
	Develop, implement and communicate an anti-discrimination policy for our organisation.	February, 2024	GM – Corporate Services
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November, 2023	GM – Corporate Services
	Educate senior leaders on the effects of racism.	July, 2024	GM – Corporate Services
5. Connect with local Aboriginal and Torres Strait Islander communities in the regions we work to identify strategies to improve our understanding of the needs and issues facing these communities	Improve cultural awareness for key roles in the FKG Group to ensure cultural safety when connecting with Aboriginal and Torres Strait Islander communities.	September, 2023	Leadership & Development Manager
	Establish and maintain relationships in the FKG Group's key operational areas with representatives of the local community to improve our understanding of the needs and issues facing these communities.	March, 2023	Leadership & Development Manager
	Host learning events to increase the knowledge and understanding of our employees about the issues affecting the Aboriginal and Torres Strait Islander communities that we establish close relationships with, and wider issues that affect Aboriginal and Torres Strait Islander peoples as a whole.	June, 2023	Leadership & Development Manager
	Invite subcontractors, suppliers and clients to our learning events.	March, 2024	Leadership & Development Manager
	Work with representatives of the local community to identify meaningful opportunities for the FKG Group to provide assistance to the community.	June, 2023	Leadership & Development Manager

RELATIONSHIP CASE STUDIES

Partnership with On Common Country

The FKG Group has developed a key partnership with First Nations engagement advocate On Common Country (OCC), and their Director Mr. Noel Gertz. The FKG Group liaises with OCC on multiple aspects of engagement, from facilitating Cultural Awareness Training specific to our project locations, through to identifying training and employment opportunities. OCC has also provided continued support across all aspects of the FKG Group's First Nations engagement in the areas of connection to the local supply chain, identification of Aboriginal and Torres Strait Islander events in the regions in which we work, as well as supporting and mentoring of First Nations employees at the FKG Group. This partnership has been both collaborative and proactive, with positive results being achieved for all stakeholders.



Partnership with John Briggs Consultancy

John Briggs is a proud Yorta Yorta and Gunai man that the FKG Group was first introduced to at an industry-breakfast where he wowed the audience with his engaging and positive story-telling style while he shared a different version of Australia's history.

Since then, FKG has asked John to run training sessions, speak at culturally significant events and even take part in some of its RAP Working Group meetings.

John has a unique ability to bring people on a journey of education and understanding in such a way that people leave the room with both their eyes and their minds opened. We have seen a real shift in peoples' perspectives and attitudes towards a more positive and proactive way forward regarding reconciliation; as well as engaging First Nation's people and businesses within our business and our sphere of influence.

The FKG Group is proud to be working with John Briggs and will continue to do so into the future. Apart from John's clearly visible passion and his ability to educate, his insight, perspective and feedback will continue to help us on our reconciliation journey.



FKG Civil and Surat Aboriginal Corporation Partnership

Contributing to, and being actively involved with, the Surat Aboriginal Corporation provides our employees with an opportunity to champion a cause for positive change and give back to the community. This helps to instil our values and makes employees proud to represent an organisation that gives.

The FKG Group has focused support on the Children and Schooling Program run by the Surat Aboriginal Corporation. This program supports and encourages families while ensuring First Nations children within the Maranoa region get a good start to life.

Improved early childhood development and learning, improved literacy and numeracy, school readiness, school attendance, and school retention all form part of the program's primary function. Examples of projects and activities that have been developed and implemented under this program include (but are not limited to):

- Playgroups for First Nations Communities
- Mums and Bubs Reading
- Healthy Lunches
- Breakfast Club
- After School Homework Club.



Most notably, the FKG Group has been actively involved with the Breakfast Club that supports schools and students through the provision of food for breakfast as well as emergency meals for recess and lunch. We have provided and helped with regular monetary donations, preparing breakfasts, and donating bags, water bottles, etc. to the kids as needed. We also attend and support their NAIDOC and National Reconciliation Week events.

The FKG Group recognises and values the efforts of initiatives such as the Breakfast Club in addressing the economic and social imbalances experienced by many First Nation's families in regional and remote Australia. The FKG Group's contribution in providing resources to help not-for-profit community organisations such as the Surat Aboriginal Corporation is a necessary means to alleviating food insecurity and promoting self-determination.

The schools currently involved in the program include the Surat State School, Yuleba State School and Wallumbilla State School, with the program supporting approximately 150 children.



RESPECT

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is at the core of the FKG Group’s RWG. We believe understanding and celebrating the pride that all peoples have in their respective cultures and histories is essential if we are to genuinely achieve reconciliation.

Having respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is the only way we, as a business, can create an environment that recognises, nurtures, and celebrates the unique gifts that Aboriginal and Torres Strait Islander peoples can bring to our business, our industry, and our country as a whole.

Only when all of this is recognised and respected can reconciliation truly occur.

Focus Area

A large part of FKG Group’s success is due to respect for all of the people and groups we engage with. Whether it is our clients, our supply chain, or our own people, conducting all of our business and its activities with respect has been, and will continue to be, a cornerstone of our strategic approach. Rather than being a destination within our strategy, respect is an integral part of the vehicle that makes the journey. Just as we have seen it in our history, we know that the respect element of our RAP will drive success into the future.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	June, 2023	Leadership & Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June, 2023	Leadership & Development Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	October, 2023	Leadership & Development Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning and extend the opportunity to all employees.	November, 2023	Leadership & Development Manager
	Investigate local cultural immersion experiences for staff in our different offices.	June, 2023	Leadership & Development Manager
	Host events to educate employees about First Nations cultures and the challenges affecting Aboriginal and Torres Strait Islander communities in relation to racism, health, economic and social imbalances.	July, 2023	Leadership & Development Manager
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November, 2023	Leadership & Development Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October, 2023	Leadership & Development Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	27th May, 2023; 4th July, 2023; 27th May, 2024; 4th July, 2024	Leadership & Development Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July, 2023	Leadership & Development Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	4th-11th July, 2023; 4th-11th July, 2024	Leadership & Development Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	October, 2023	Leadership & Development Manager
	Promote and encourage participation in external NAIDOC events to all staff.	4th-11th July, 2023; 4th-11th July, 2024	Leadership & Development Manager



RESPECT CASE STUDIES – EDUCATING THROUGH ART

Art Showcase in partnership with Art From The Margins

The FKG Group held an art showcase in our Windsor office in conjunction with National Reconciliation Week during May and June of 2022, exhibiting the works of First Nations artists from the Art from the Margins (AFTM) program.

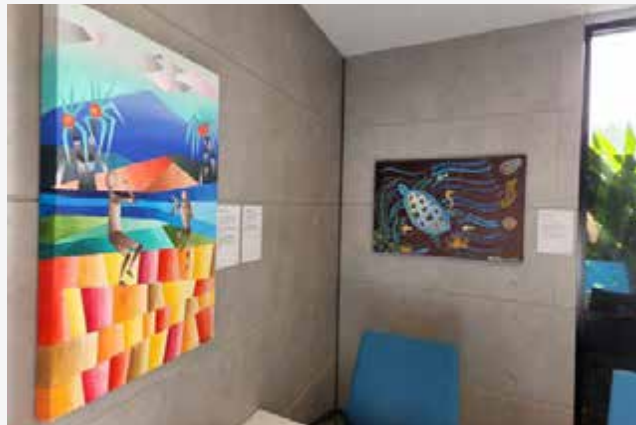
The theme for Reconciliation Week 2022 was 'Be Brave, Make Change', and this project, founded on the existing partnership between the FKG Group and Art From the Margins, focused on changing the sort of art often exhibited in corporate spaces.

Art from the Margins, a creative initiative of Wesley Mission Queensland, aims to empower artists living with mental health

issues, physical or intellectual disabilities, or those experiencing homelessness and social isolation.

A wide range of stories and life experiences belonging to First Nations Peoples are not made visible due to the exclusionary loop between large organisations and established galleries and art dealers. This project seeks to foster education and understanding of First Nations communities by representing artists who experience barriers to exhibiting their art commercially.

This exhibition was a step towards changing the status quo and educating, encouraging and engaging the FKG Group community in meaningful conversations about reconciliation.



BE BRAVE. MAKE CHANGE.
NATIONAL RECONCILIATION WEEK 2022

AFTM

wesley
mission
QUEENSLAND



AUSCOIL Art Commission for NAIDOC Week

AUSCOIL's journey to commissioning an amazing artwork in celebration of NAIDOC Week began with their patronage of an Indigenous Trainee.

Since March 2022, AUSCOIL has the privilege of hosting Brent Derrick, a proud Mandandanji man, through the Shell/QGC Harness Energy Indigenous Careers Program. It's their hope that at the end of the program, he will stay on and become a permanent member of the AUSCOIL family.

As part of Brent's program he had access to funds that could be used in support of a NAIDOC week activity. Celebrating the art and culture of the Aboriginal and Torres Strait Islander people was at the heart of what AUSCOIL wanted to achieve, especially off the back of COVID-19 which has seen a lot of lost income and hardship for those in the arts.

It was Brent's idea to reach out to one of his good friends to commission an artwork. When Bundy was contacted he was given no constraints, just a brief that AUSCOIL wanted the finished piece to align with the core focus of NAIDOC week - a celebration of the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples.

In July 2022, AUSCOIL held a BBQ and 'art reveal', welcoming representatives from the Shell/QGC Harness Energy Indigenous Careers program, and Indigenous mentors from Shell/QGC.

The team are very proud of the painting, which has pride of place in AUSCOIL's Charlton office for all to see.

About the painting

The beautiful piece was created by Bundhara Wightman, a proud Goomeroi man. It symbolises progression and unity for AUSCOIL. The colours used recognise the connection to Mother Nature by using natural ochre colours found in our soils; the meeting place in the middle symbolises the company; and the Goui fish surrounding it acknowledges the forward movement with First Nations peoples.

The footprints represent the people before us who established the business and acknowledge the foundations they made to continue building from this; and the other meeting places recognise the places they have been and continue to go and come from - symbolising the ability to move forward.

The waterholes identify that without water there would be no life; and the use of circles symbolise that everything and everyone is connected, and that when we connect with each other we can heal and move forward as one.



RESPECT CASE STUDIES – EDUCATING THROUGH ART (CONTINUED)



Living As One

Brenton O'Hare worked at the FKG Group for over eight years, and presented the below artwork to Nick Gardner, Managing Director, depicting the reconciliation efforts of the group. The work now proudly hangs in the Toowoomba Head Office reception.

A Word from the Artist

"The Living as One artwork represents the First Nations Peoples of Australia living on the land for thousands of years and the arrival of the British which is depicted by the blue, red, and white circles. The story illustrates the cultures coming together as one on our sacred land – Australia. It also signifies the FKG Group's path in supporting reconciliation within the community which is represented by the dark green and white circles.

My Aboriginal background is through my Father being part of the Rigney Family. The Rigney family is a very big and popular family

from the Ngarrindjeri tribe in South Australia. Both of my Father's parents were Aboriginal. Our people are the Ngarrindjeri and are the Traditional People of the lower Murray River, Western Fleurieu and the Coorong of the Southern Central areas of South Australia. Ngarrindjeri means "belonging to men" which refers to a "tribal constellation". The Ngarrindjeri comprised of several distinct closely related tribal groups which formed a unified cultural bloc after remnants of each community congregated at Raukkan.

I have always loved art in every way possible, especially tattoos. I have collected tattoos from artists all over the world and have about 40 different artists who have tattooed me through the years. I started drawing when I was about 30 for a couple of years as a hobby. Dot painting has only just started for me recently and I haven't stopped since. I feel as if it's something that comes out of me that has been stuck in there my whole life and that was just waiting to come out."



OPPORTUNITIES

Relationships, education and pathways are important for the FKG Group to provide Aboriginal and Torres Strait Islander communities and businesses with opportunities to build the cultural diversity of our workforce, while supporting supplier diversity to improve economic and social outcomes in the regions and communities we operate. Through our Innovate RAP, we aim to increase participation and representation of Aboriginal and Torres Strait Islander communities in our business.

Focus Area

FKG has grown consistently over its history. It has grown in size, in the breadth of the work we do, and in the skills of our people. This has only been possible by seeking opportunities and being ready to take them. Our strategic approach into the future will continue with this idea of seizing opportunities and this is why having opportunity as an element of our RAP aligns so well to our ongoing strategy. Identifying and providing opportunity to businesses and people is something we know to lead to long-term success, and this will form a key part of our RAP moving forward.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June, 2023	GM – Corporate Services
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July, 2023	GM – Corporate Services
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July, 2023	GM – Corporate Services
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November, 2023	GM – Corporate Services
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November, 2023	GM – Corporate Services
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June, 2024	GM – Corporate Services
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	August, 2023	Leadership & Development Manager
	Investigate Supply Nation membership.	August, 2023; April 2024	Leadership & Development Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July, 2023	Leadership & Development Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September, 2023	Leadership & Development Manager
	Develop commercial relationships with Aboriginal and/ or Torres Strait Islander businesses.	November, 2023	Leadership & Development Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Promote opportunities for Aboriginal and Torres Strait Islander peoples to gain experience in the civil and construction industries	Develop work experience programs for Aboriginal and Torres Strait Islander school and vocational education students.	October, 2023	Leadership & Development Manager
	Consult with Aboriginal and Torres Strait Islander advisors/employees on the design of our work experience program.	October, 2023	Leadership & Development Manager

OPPORTUNITIES CASE STUDIES

Profile of Demi Lucas - Trainee at Oakey Mid-Term Refresh

Demi Lucas was hired as Trainee Project Administrator in 2022 through our Indigenous Construction Trainee program initiated during our Oakey Mid-Term Refresh (MTR) Indigenous Procurement Plan. On Common Country provided suitable candidates for the role of Trainee Project Administrator, and after the nomination and interview stage, Demi joined the FKG team. Demi worked closely with our Contracts Administrator throughout the duration of the Oakey MTR project, and FKG sponsored her in undertaking a Certificate III in Business Administration. Demi was an excellent team member for the Oakey MTR project and continued to expand her role as a member of the Oakey D002 Administration Refurbishment project team.

We interviewed Demi regarding her experience at FKG and working within the construction industry:

How would you describe your time as part of the Oakey MTR project and the FKG team?

"I really enjoyed working at FKG. Everyone was lovely and it is a family orientated business. Though only a few months in, I feel like I have already learned and acquired so much valuable knowledge. I was really welcomed by the team and subcontractors on the Oakey MTR project. All my colleagues embraced me as part of the team and welcomed questions so I could really learn the ins-and-outs of what was occurring on site."

What has been something you have learnt or experienced that has really stood out to you?

"The culture of teamwork was a new experience for me. I really enjoyed learning problem solving skills with the team. The critical thinking done as a team to overcome project difficulties or ensure we reach targets is really amazing."

Where do you see your career heading?

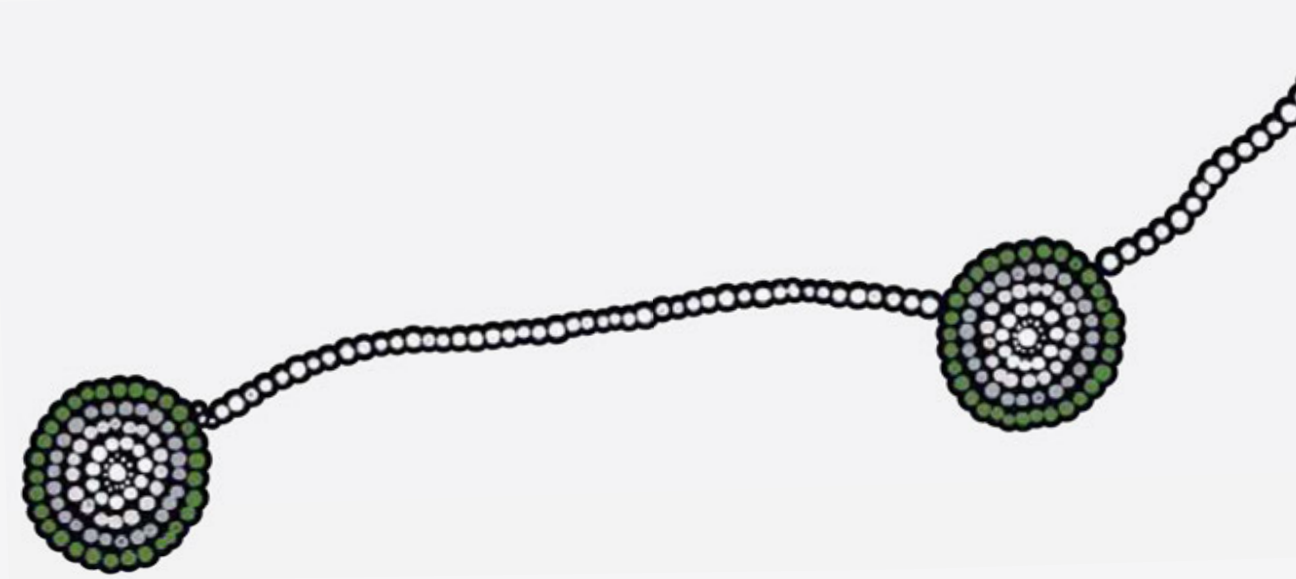
"I am excited to complete a Cert III in Business and see what other roles exist within the construction industry. I would highly recommend joining the construction industry and FKG to anyone who is considering it."



Strengthening the Industry

To strengthen our ties, and develop relevant and mutually rewarding commercial outcomes, the FKG Group has conducted a series of "One-on-One" sessions with members of the Aboriginal and Torres Strait Islander supply chain. Through consistent engagement, we have been able to better understand the existing capability and capacity of the business, and then refine our approach for tender accordingly, creating a more

focused and efficient process. We also provide open and direct feedback on areas for improvement, with the goal of increasing competitiveness for future opportunities. This process has proven successful with the engagement of Indigenous-owned businesses to deliver major works packages on our projects. This ongoing initiative will not only provide benefit to the FKG Group directly, but also the broader industry with an increased capability and competitiveness resulting from the sessions.



GOVERNANCE, TRACKING & REPORTING



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May, 2023; May, 2024	Leadership & Development Manager
	Establish and apply a Terms of Reference for the RWG.	March, 2023	Leadership & Development Manager
	Meet at least four times per year to drive and monitor RAP implementation.	March, 2023; June, 2023; September, 2023; December 2023; March, 2024; June, 2024; September, 2024; December 2024	Leadership & Development Manager
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April, 2023	Leadership & Development Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	April, 2023	Leadership & Development Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	April, 2023	Leadership & Development Manager
	Appoint and maintain an internal RAP Champion from senior management.	March, 2023	Leadership & Development Manager
14. 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.	30th September, 2023; 30th September, 2024	Leadership & Development Manager
	Report RAP progress to all staff and senior leaders quarterly.	June, 2023; September, 2023; December 2023; March, 2024; June, 2024; September, 2024; December 2024	Leadership & Development Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	October, 2023; October, 2024	Leadership & Development Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September, 2023	Leadership & Development Manager
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June, 2023; June, 2024	Leadership & Development Manager
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August, 2023; August 2024	Leadership & Development Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March, 2024	Leadership & Development Manager





'Walking Together Gently' 2022 Acrylic on Canvas
Artist - Jasmin Roberts

FOR ENQUIRIES ABOUT OUR RAP, PLEASE CONTACT

Matt Ahlberg
Leadership & Development Manager - FKG Group
Phone 07 4620 0500
Email reconciliation@fkg.com.au

