



# STRETCH RECONCILIATION ACTION PLAN

July 2022 – July 2025



RECONCILIATION  
ACTION PLAN

STRETCH

# ACKNOWLEDGEMENT OF COUNTRY

Across our operations we acknowledge the Traditional Owners of the lands where we work and pay our respects to Elders past, present and emerging.

We acknowledge the strength of Aboriginal and Torres Strait Islander peoples in sustaining the world's oldest living culture. We recognise the relationship Aboriginal and Torres Strait Islander peoples maintain with the land, sea and sky. We value the important roles and responsibilities upheld by Aboriginal and Torres Strait Islander peoples within our business, and within our community.

# OUR VALUES

The Monadelphous values of safety and wellbeing, integrity, achievement, teamwork and loyalty are the foundations of the way we operate and are an integral part of our Reconciliation Action Plan (RAP).

Internationally renowned, Perth-based Walmajarri artist, Clifton Bieundurry, illustrates our values using traditional and contemporary Aboriginal art symbols.

Clifton's artwork greets our visitors who come through our Perth and Brisbane office doors.



**SAFETY & WELLBEING**



**INTEGRITY**



**ACHIEVEMENT**



**TEAMWORK**



**LOYALTY**

# FRONT COVER ARTWORK

## About the artist:

Clifton Bieundurry is a multi-talented Walmajarri artist from the Central Kimberley region in Western Australia. Renowned for his distinctive mix of acrylics and ochre on handmade paper, linen and canvas, his striking contemporary representations of his ancestral country tell stories of social justice issues confronting his people.

## About the artwork:

The artwork featured on the front and inside cover of the RAP was commissioned by Monadelphous in 2012. Clifton created the piece using traditional and contemporary Aboriginal art symbols to demonstrate the core values the Monadelphous business, of Safety and Wellbeing, Integrity, Achievement, Teamwork and Loyalty.

# ARTWORK THROUGHOUT RAP

## About the artist:

Ilesha Wyatt is an emerging Noongar artist and graphic designer from Perth, Western Australia. Ilesha's artistic repertoire spans a variety of mediums including digital media, paper, canvas and linen. Ilesha adds a modern twist to the traditional symbols found in Aboriginal art, creating captivating pieces that portray Noongar land and culture.

## About the artwork:

The artwork featured throughout our RAP was commissioned by Monadelphous in 2022. The artist has used traditional and contemporary symbols in a digital format, to reflect the journey that Monadelphous has taken in developing this RAP. This includes elements from the consultation sessions Monadelphous held with the Aboriginal and Torres Strait Islander workforce.



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## MESSAGE FROM THE MANAGING DIRECTOR



**It has been over a decade since we first began our reconciliation journey at Monadelphous and, as we launch our fourth RAP, it makes me very proud to reflect on the significant progress we have made in that time.**

Our first RAP was launched with the Company's commitment to offer meaningful employment for Aboriginal and Torres Strait Islander peoples, and this remains a key focus for us today. Building on this important foundation, we have extended our training and development offerings, worked closely with Aboriginal and Torres Strait Islander businesses and partnered with communities where we work, all demonstrating the difference we can make through our shared commitment to reconciliation.

Reconciliation Australia describes organisations delivering a Stretch RAP as focused on embedding reconciliation through long-term strategies and working towards defined, measurable targets and goals. Through our most recent Stretch RAP 2017–2020, we demonstrated the maturity of our approach when we set ourselves a target of three per cent Aboriginal and Torres Strait Islander employment, which we achieved in August 2019. Our commitment to developing sustainable partnerships with Aboriginal and Torres Strait Islander businesses and communities featured strongly too, with the establishment of a partnership with the Polly Farmer Foundation to provide practical support for Aboriginal and Torres Strait Islander students to reach their full potential.

Although we have made good progress over the course of our first three RAPs, there is more work to be done. This will only be achieved by further growing our cultural awareness and continuing

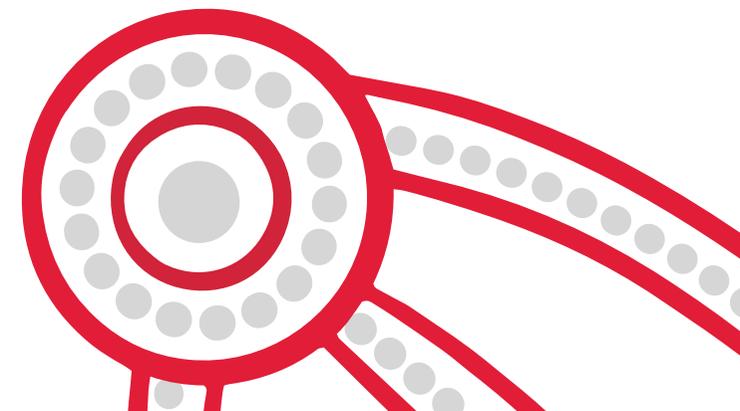
to listen and learn from our Aboriginal and Torres Strait Islander employees, partners and communities.

In shaping the evolution of our second Stretch RAP, it was important to me that our Aboriginal and Torres Strait Islander workforce were consulted, so that everyone who wanted to have a say had an opportunity to contribute. The feedback from our workforce reflected that our approach to how we work with Aboriginal and Torres Strait Islander employees, businesses and communities are consistent with our Monadelphous values. Opportunities for improvements were raised too, including continued focus on providing training opportunities and the importance of supporting our employees, especially when working on site.

It is my pleasure to present the Monadelphous Stretch RAP 2022-2025 on behalf of the Monadelphous business, and I look forward to working alongside you all, on this next important step of our reconciliation journey.

A handwritten signature in black ink, appearing to read 'Rob Velletri'. The signature is fluid and cursive, written over a white background.

**Rob Velletri**  
Managing Director -  
Monadelphous



## MESSAGE FROM RECONCILIATION AUSTRALIA



### **On behalf of Reconciliation Australia, I congratulate Monadelphous on its continued commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).**

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. With the creation of this Stretch RAP, Monadelphous continues to be a member of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

As one of Australia's leading engineering groups, Monadelphous plays a significant role in servicing the industries and infrastructure that helps us live, work and play. The organisation is uniquely placed to advance reconciliation across its sphere of influence and has made significant in-roads on its journey so far. Successes have included increasing its internal capabilities and safety for Aboriginal and Torres Strait Islander staff, launching its online cultural awareness training in 2020. Monadelphous has been committed to providing sustainable economic opportunities for Aboriginal and Torres Strait Islander peoples, exceeding its employment target of 3%, and fostering the next generation of leaders through its partnership with the Polly Farmer Foundation. These programs show Monadelphous thinking critically about making its workplace welcoming and empowering for its Aboriginal and Torres Strait Islander people.

Monadelphous is continuing on this impressive trajectory in this Stretch RAP, embedding and expanding on its commitments for further impact. It is investing in future Aboriginal and Torres Strait Islander perspectives and voices in its industry, providing career pathway experiences for First Nations students, as well as creating a mentoring network. Monadelphous is addressing its previous challenges increasing its supplier diversity in this Stretch RAP, with plans to host workshops on its tender process for First Nations business owners. It is also taking on a leadership role in its sector, offering assistance and guidance to other organisations on their RAPs. Together these commitments show Monadelphous levelling up in its contribution to reconciliation through sustainable and thoughtful action.

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

#### **Karen Mundine**

Chief Executive Officer -  
Reconciliation Australia

# OUR BUSINESS

**Monadelphous is an Australian engineering group headquartered on Whadjuk Noongar Country in Perth, Western Australia, providing construction, maintenance and industrial services to the resources, energy and infrastructure sectors.**

Monadelphous builds, maintains and improves its customers' operations through safe, reliable, innovative and cost-effective services and solutions. It aims to be recognised as a leader in its chosen markets and a truly great company to work for, work with, and invest in.

Monadelphous operates predominantly in Australia, with overseas operations in China, Papua New Guinea, Mongolia, the Philippines and Chile. In Australia, Monadelphous has 21 offices and workshop locations across Western Australia, Queensland, South Australia, the Northern Territory, New South Wales and Victoria. The diverse nature of our business allows us to work in many places of great cultural significance, and we maintain a presence on the Country of over forty Traditional Owner groups, Australia-wide.

As of March 31, 2022, Monadelphous employs a total of 5,195 people in Australia, 176 (3.39%) of whom identify as Aboriginal and Torres Strait Islander people.



Monadelphous operations at Rio Tinto's port facility at Cape Lambert, on Ngarluma Country.

# OUR VISION FOR RECONCILIATION

**Our vision for reconciliation is to ensure Aboriginal and Torres Strait Islander peoples have equal access to the rich opportunities offered by the industries where we operate, including engineering, construction and industrial maintenance services for our mining, oil and gas and infrastructure customers.**

Our vision for reconciliation is strongly underpinned by our company vision, to see Monadelphous as a truly great company to work for and with and invest in.

## **We will work hard to achieve our vision for reconciliation by:**

- Leveraging our success to create long term employment opportunities from entry level to professional positions through meaningful engagement with school-aged students, as well as continuing to build awareness in the communities where we operate.
- Supporting and developing our Aboriginal and Torres Strait Islander employees by providing culturally sensitive training environments and dedicated Aboriginal and Torres Strait Islander trainers.
- Offering opportunities and support to Aboriginal and Torres Strait Islander-owned businesses, suppliers and vendors to provide goods and services both within Monadelphous and more broadly.
- Providing opportunities and support to Aboriginal and Torres Strait Islander-owned businesses, suppliers and vendors to provide goods and services both within Monadelphous and more broadly, through improved business practices.
- Fostering a deep understanding, respect and appreciation within our workforce for the unique and significant cultural contributions that Aboriginal and Torres Strait Islander peoples have made to Australia in the past, in the present and into the future.
- Delivering cultural awareness training, clearly articulated cultural protocols and regular opportunities for cultural immersion activities.



Monadelphous employees at BHP's South Flank Iron Ore Project on Banjima Country.

# OUR RAP COMMITTEE

Overseen by our Managing Director and Diversity and Inclusion Champion, Rob Velletri, the development and progress of our RAP is proudly championed by the Monadelphous RAP Committee.

Our Committee is made up of eight members including Aboriginal and Torres Strait Islander employees and key representatives from our Executive Management Team. Each member brings with them an invaluable source of knowledge, skills and experience. Dean Brajevic, General Manager, Human Resources is our RAP Committee Chair and RAP Champion, acting as our ambassador and advocate for reconciliation both within the business and externally.

The RAP Committee oversee the direction of our journey toward reconciliation and meet quarterly to monitor and report against our progress on our Stretch RAP 2022–2025.



**DEAN BRAJEVIC**  
General Manager,  
Human Resources (Chair)



**ZORAN BEBIC**  
Executive General Manager,  
Maintenance and Industrial Services



**DINO FOTI**  
Executive General Manager,  
Engineering Construction



**ALYSHA TULLEY**  
Whadjuk Noongar and Willman  
Woman and Training Leader



**MATTHEW MACFARLANE**  
Whadjuk, Wardandi and Bibbulmun  
Man and Local Content Coordinator



**MARK WIRTZ**  
Group Manager, Learning and  
Development



**ISABELLE MARTIN**  
Local Content Coordinator



**CIAN PEACOCK**  
Whadjuk and Ballardong Noongar  
Woman and Recruitment Team Lead

# WHAT RECONCILIATION MEANS TO OUR PEOPLE

## Laurah Phillips

*Ballardong Noongar Woman and Recruitment Administrator*

“Reconciliation to me means acknowledgement and progression. It’s about understanding what has happened in the past and working together to achieve equality between the Indigenous and non-Indigenous community while understanding each other’s differences.”

## Alysha Tulley

*Whadjuk Noongar and Wilman Woman and Training Lead*

“Reconciliation to me is our Country working together to acknowledge and learn from our past while together building a new shared future of equality and diversity because at the end of the day there is only one race, the human race.”

## Darby Watts

*Project Administrator*

“Reconciliation to me means understanding and acknowledging past events to better educate the broader community on Aboriginal and Torres Strait Islander cultures and histories and strive for a future where people of all cultures are included, treated fairly and with equal opportunities.”

## Matthew Macfarlane

*Whadjuk, Wardani and Bibbulman man and Local Content Coordinator*

“Being a member of the Whadjuk, Wardani and Bibbulmun People, reconciliation to me is acknowledging our past, learning from it, respecting all cultures equally and working together for a future that will bring equality and opportunity for all people.”



## Tahlia McLennan

*Martuthunira Woman and  
Recruitment Specialist*

“Reconciliation to me is important, it is about learning our culture, making change and building a better future for our upcoming generation. It is an opportunity for non-Indigenous people to learn the history of Aboriginal and Torres Strait Islander people by breaking down barriers to understand walking in two worlds and what this is like for Aboriginal and Torres Strait Islander people today.”

## Cate Hollingsworth

*Wuilman Woman and Engineering Cadet*

“Reconciliation for me means the connections between multicultural environments (work and home) can be strengthened by becoming a safer and more accepting community. Multicultural understandings and acceptance start with First Nations Peoples.”

## Kenton Smiler

*Ngarluma and Walmajarri man  
and Track Maintainer*

“Reconciliation is strong part of my Indigenous culture, myself as a young Ngarluma, Walmajarri man. It is important for Australians to learn and pay our respect to the events that occurred years ago and acknowledge the Traditional Owners of our land.”

## Cian Peacock

*Wadjuk and Ballardong Woman and  
Recruitment Team Leader*

“Reconciliation to me is about all Australians working together to strengthen the relationships between Aboriginal and non-Aboriginal people. This includes acknowledging we are the first peoples of Australia and learning and accepting our history to work towards a stronger future within an equitable society.”



# OUR RECONCILIATION JOURNEY

2011

We launched our Larrakia Traineeship Program in Darwin, Northern Territory. Our partnership with the Larrakia Nation, the Traditional Owner group of the Darwin region, saw two apprentices and one trainee join the Monadelphous Workshop in Darwin, Northern Territory.



2012

The inaugural Monadelphous Indigenous Engagement Program was launched. We appointed our first Indigenous recruiter, dedicated to the recruitment of Indigenous jobseekers.

We commissioned Perth-based artist, Clifton Bieundurry, to create a custom piece of artwork for the Monadelphous business. Clifton's work is a fusion of traditional and contemporary Aboriginal styles of art and depicts our five company values: Safety & Wellbeing, Integrity, Achievement, Teamwork and Loyalty.

2013

We proudly released our first Monadelphous Reflect RAP 2013–2014.

We hosted our first official NAIDOC Week celebrations across the business.

We engaged our first Aboriginal and Torres Strait Islander Engineering Cadet through the Queensland University of Technology in Brisbane, Queensland.



Following the success of our Reflect RAP 2013 – 2014, we took an important step forward in our commitment toward reconciliation and released our Innovate RAP 2014–2016.

2014

We commenced participation in the Kellogg Joint Venture Trade Assistant Program at Minumarghalia Mia TAFE Campus in Roebourne, Western Australia with two Trade Assistants successfully engaged in the program.

Our first Aboriginal and Torres Strait Islander Engineering Cadet concluded his studies, and successfully gained a Graduate Engineer position with the Monadelphous business.

We engaged our second Aboriginal and Torres Strait Islander Engineering Cadet through Curtin University in Perth, Western Australia.

We reached an important milestone in our reconciliation journey, releasing our first Stretch RAP 2017–2020.

Through this Plan, we placed further focus on our engagement with Aboriginal and Torres Strait Islander businesses, as we sought out opportunities to build the capacity of Traditional Owner businesses across Australia.



We welcomed two Aboriginal and Torres Strait Islander Engineering Cadets in Perth, Western Australia and Brisbane, Queensland.

2016

2017

2018

2019

2020



We became signatories to the National Indigenous Australians Agency Employment Parity Initiative and confirmed our commitment to supporting economic development for Aboriginal and Torres Strait Islander peoples.

2015

We renewed our focus on engagement with Aboriginal and Torres Strait Islander businesses by reviewing our subcontract and supply chain processes and opportunities.

We commenced a partnership with the Polly Farmer Foundation, providing support for their Follow The Dream and Live The Dream programs.

We reached 'employment parity' as the total percentage of Aboriginal and Torres Strait Islander peoples employed by Monadelphous reached three per cent.

We launched our online cultural awareness training in late 2020, which has since been delivered both online and face-to-face, to our workforce across Australia.

# CASE STUDY – POLLY FARMER FOUNDATION PARTNERSHIP

**The Polly Farmer Foundation (PFF) is a not-for-profit organisation that supports young Aboriginal and Torres Strait Islander people to achieve academic success, engage positively in their schooling and enhance the qualities that contribute to being active learners and members of their schools and communities. We have been proud partners of PFF since 2019.**

As the founding corporate partner of PFF's Follow the Dream program, Monadelphous supports more than 140 Aboriginal and Torres Strait Islander high school students across the south west region in Western Australia.

The Follow the Dream program enables students to access benefits and opportunities that were not previously available, such as camps where students visit universities, art galleries and museums and engage in cultural learning experiences. Another key component of the partnership is enabling students to engage with Monadelphous through workplace visits, to learn more about the resources, energy and infrastructure sectors where we work and to gain a better understanding of the employment pathways available.

Our partnership with PFF was renewed in 2021 with a focus on working closely with the Alumni program, a network comprised of former students who have participated in the Follow the Dream program. This includes offering traineeship opportunities, as well as cadetships and bursaries to suitable candidates undertaking university level study.

Since the launch of the partnership, Monadelphous maintains regular engagement with PFF by attending quarterly steering committee meetings and participating in the opening of the Newton Moore Senior High School Yarning Circle. We will continue to provide support for both the Follow the Dream and Alumni programs as we continue our reconciliation journey.



Students from the Polly Farmer Foundation Follow the Dream Program, at Newton Moore Senior High School on Wardandi Country in Bunbury.

## CASE STUDY – EMPLOYMENT PARITY INITIATIVE PROGRAM

In 2018 Monadelphous became signatories of the Australian Federal Government’s Employment Parity Initiative, which seeks to facilitate greater representation of Aboriginal and Torres Strait Islander peoples within companies such as Monadelphous.

As signatories of the initiative, we committed to creating new roles within our business for Aboriginal and Torres Strait Islander jobseekers over the course of four years.

As of 30 June 2021, we successfully employed 193 Indigenous jobseekers and have upskilled more than 50 Aboriginal and Torres Strait Islander members of our workforce by facilitating a range of career development opportunities.

Brett Weeks, a Yamatji man and employee at our Gudai Darri operations, has been an active participant in the Monadelphous Employment Parity Initiative since joining the company in 2020. During this time, Brett has obtained a number of new licences and qualifications and has recently progressed from his initial role as a Store Person to Mobile Plant Operator.

“I am not sure where I would be without the support that Monadelphous has given me over the past year. The opportunity to gain further qualifications has been life changing and has encouraged me to support others in my team to pursue further qualifications as well,” said Brett.



Monadelphous employee at Rio Tinto’s Western Turner Syncline Iron Ore Project on Eastern Guruma and Yinhawangka Country.

**50**

Aboriginal and Torres Strait Islander employees upskilled

**193**

new roles for Aboriginal and Torres Strait Islander peoples

# OUR PROGRESS SO FAR

**Our Stretch RAP 2017–2020 proved to be an invaluable tool for identifying goals and promoting accountability within our business. Along this journey, we have made some important discoveries, achieved positive outcomes and have been met with some challenges, which we continue to learn from and build upon.**

## OUR KEY ACHIEVEMENTS

- We set, and proudly exceeded, our target of three per cent Aboriginal and Torres Strait Islander representation within our workforce.
  - We created more robust pathways into our business for Aboriginal and Torres Strait Islander jobseekers, cadets, trainees, graduates and businesses.
  - We became signatories to the Australian Federal Government's Indigenous Australians Agency Employment Parity Initiative, which supported us in creating greater opportunities for career development and growth amongst our Aboriginal and Torres Strait Islander workforce.
  - We have proudly developed respectful partnerships with many of the Traditional Owners of the lands on which we work, regularly engaging with them to deliver cultural practices including Welcome to Country.
  - We sought greater participation from our Aboriginal and Torres Strait Islander workforce through their involvement in our RAP Committee, our Listening Tour and our RAP consultation sessions.
  - Members of our Executive Management Team and General Management Team participated in regular cultural learning and immersion activities.
  - Our workforce enjoyed the opportunity to participate in regular cultural learning and cultural immersion activities with Traditional Owner groups of the lands on which we operate.
- We formed a valuable and mutually beneficial partnership with the Polly Farmer Foundation, where we provide financial support and career development opportunities for Aboriginal and Torres Strait Islander students participating in the Live the Dream and Follow the Dream programs.
  - Our RAP has expanded to include greater representation of female and Aboriginal and Torres Strait Islander members of our workforce.
  - Our RAP Committee members have consistently upheld their roles within the business and continue to champion our success within this space.



Students from the Polly Farmer Foundation at Newton Moore Senior High School on Wardandi Country in Bunbury.



Participants of the STARS Foundation wearing Monadelphous International Women's Day polo shirts.

## OUR KEY CHALLENGES

We recognise that our role as a contractor within the resources, energy and infrastructure sectors can limit our opportunity to form partnerships with Aboriginal and Torres Strait Islander businesses due to the nature of contracting work. Acknowledging this, we have adjusted our focus to be on creating and maintaining sustainable partnerships with Aboriginal and Torres Strait Islander businesses, communities and organisations.

We acknowledge that we were unsuccessful in achieving the supplier diversity goals we set for ourselves within our most recent RAP, and that we require further training and development in this area. Diversifying our supplier base and encouraging frequent and meaningful promotion of opportunities with Aboriginal and Torres Strait Islander businesses for the procurement of goods and services, will remain a focus for the Monadelphous business moving forward.

While we made progress on promoting cultural awareness within our business in our first Stretch RAP, there is an opportunity to continue to increase employee engagement within this area. We recognise the significant value in sharing Aboriginal and Torres Strait Islander histories, cultures, knowledge and experience, and realise we must work harder to create opportunities to share this information more comprehensively among our workforce.

## WHAT WE HAVE LEARNT

As a contractor, we hold a unique position within our industry; one where our actions and intentions create value for our customers and guide our subcontractors and competitors. We have established ourselves as a leader in this area and are incredibly proud of our progress to date.

The way we conduct our recruitment processes directly affects the employment and retention of our Aboriginal and Torres Strait Islander workforce. The introduction of greater support for our dedicated Indigenous Recruitment and Early Careers pathways teams has ensured Aboriginal and Torres Strait Islander jobseekers receive culturally safe support and guidance throughout the recruitment and induction process.

Cultural awareness training and immersion activities are highly valued by the Monadelphous business and provide us with a deeper perspective of the importance of our work within this area. Opportunities to experience and share cultural knowledge are widely attended with great interest by our employees and are essential to creating a more inclusive workplace.

There is no one-size-fits-all approach toward cultural awareness training that suits the nature of our business. To ensure the accessibility of cultural awareness training for all our employees and contractors, we must be adaptive and receptive to the needs and capabilities of our diverse workforce.

The successful procurement of goods and services from Aboriginal and Torres Strait Islander businesses requires consistent engagement, genuine commitment, and a passion for the promotion of supplier diversity. We commit to empowering our people with the skills, knowledge and tools required to promote greater success within this space.

## “NIH WER KAARTDIJIN” LISTEN AND LEARN TOUR

**In preparing our second Stretch RAP, it was important for us to ask our Aboriginal and Torres Strait Islander workforce to help shape and endorse the commitments made by Monadelphous.**

Members of our RAP Committee embarked on our inaugural “Nih Wer Kaartdijin” Listen and Learn Tour to hear more from our Aboriginal and Torres Strait Islander workforce.

The tour provided valuable insights on the diversity of experiences, cultures and knowledge that exist within our Aboriginal and Torres Strait Islander workforce, and gave us a deeper understanding of how Monadelphous performs as an employer. During the tour we had a yarn with William, an Apprentice Mechanical Fitter based in Mackay, Queensland, who noted; “Monadelphous has done the right thing by me and looked after me – I’m happy where I am.” In our Perth Office, June, a Recruitment Specialist within the Indigenous Recruitment Team, confirmed that Monadelphous is committed to reconciliation and has supported her during her career. She also noted she would like to see greater post-mobilisation support for Aboriginal and Torres Strait Islander employees on site.

In Bunbury, Western Australia, we caught up with Steven, an Apprentice Boilermaker. Steven was generous with his time and brought with him three pages of pre-contemplated, hand-written notes. One of Steven’s suggestions to the business concerned greater site-based participation in important events such as National Reconciliation Week (NRW) and NAIDOC Week.

In the north west region of Western Australia, Allen, a Supervisor on the Cape Lambert Operations, told us about how he has felt supported



Mark, Steven, Steve and Matthew meet during the Tour at the Monadelphous offices in Bunbury, on Wardandi Noongar Country.

by training opportunities available to engage Aboriginal and Torres Strait Islander employees at the start of their careers.

The final leg of our company-wide consultation journey saw us host a series of feedback sessions where all Monadelphous employees were invited to participate.

These sessions were hosted by representatives from the Monadelphous RAP Committee, conducted both online and in person. These sessions provided a forum for discussion of our reconciliation journey so far, deliberation over our areas of success and areas for improvement, and ratification of our commitments toward reconciliation for the future.

The valuable insights we gained from across the business during our Listening Tour have provided us with endorsement to shape our commitments towards reconciliation.

## OUR RECONCILIATION ACTION PLAN

**Our Stretch RAP 2022–2025 demonstrates our continued commitment to achieving reconciliation within our business, and our sincere desire to make a positive contribution toward Aboriginal and Torres Strait Islander communities.**

At Monadelphous we are proud to be industry leaders in creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples through pathways to enter, develop and succeed in Australia's resources, energy and infrastructure sectors.

As well as creating long-term careers, we also provide training and development opportunities and support for our employees to make meaningful contributions to the communities where we work.

We continue to work hard to promote reconciliation in the metropolitan, regional and remote places where our business operates.

The commitments we have made within our latest Plan demonstrate the maturity in our approach and we are confident they are achievable. By understanding and acknowledging our past successes and challenges, we are well-positioned to take our next steps forward.



Artist Patricia presents her commissioned artwork at Monadelphous facility in Gladstone, Kardabai Country.

# THE PILLARS OF OUR COMMITMENT



## RELATIONSHIPS

### Sustainable partnerships for the future

We know that mutually respectful relationships are at the very heart of reconciliation. We actively pursue open, honest and meaningful engagement with Aboriginal and Torres Strait Islander communities. We commit to promoting reconciliation within our sphere of influence by implementing positive initiatives within our business, promoting internal and external awareness of our commitment by actively participating in celebrations for NRW.



## RESPECT

### Sharing knowledge

We acknowledge that an understanding of Aboriginal and Torres Strait Islander cultures, knowledge, histories and experiences is integral to achieving reconciliation within our business.

We will achieve this by promoting readily accessible and culturally informed resources, upholding cultural protocols and actively participating in NAIDOC Week celebrations.



## OPPORTUNITIES

### Authentic actions

We understand the positive impact that equitable participation in employment and business can have toward overcoming entrenched disadvantage. We actively pursue long-term, meaningful and sustainable opportunities for engagement with Aboriginal and Torres Strait Islander peoples, communities and businesses.



## GOVERNANCE

### Integrity in our commitments

We align our governance closely with our Company value of Integrity. We are open and honest in what we say and do and commit to maintaining our RAP and equipping our committee members and working groups with the tools and resources necessary to champion our commitments toward reconciliation.



Indigenous Pathways Program participants with mentors Matthew and Claudia, at Monadelphous Rail Operations on Ngarluma and Yindjibarndi Country.



Polly Farmer Foundation and Monadelphous partnership launch in Bunbury, Wardandi Noongar Country.

## RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Promote reconciliation throughout our sphere of influence</b>	Publicly communicate our continued commitment toward reconciliation through the formal launch of our Stretch RAP 2022-2025, including launch events in corporate offices and activities on operational sites	July 2022	General Manager, Human Resources
	Ensure accessibility of Stretch RAP 2022–2025 by publishing on Monadelphous website and the company intranet	July 2022	Group Manager, Marketing and Communications
	Include an overview of the Stretch RAP 2022–2025 in company induction process	July 2022	Local Content Coordinator
	Collaborate with a minimum of five customer organisations to develop our actions and approach to advance reconciliation	Ongoing. Report on progress December 2022, 2023, 2024	Local Content Coordinator
	Provide copies of our RAP in reception areas and at internal events	June and December 2022, 2023, 2024	Group Manager, Marketing and Communications
	Share and discuss our RAP journey during leadership events	Ongoing. Report on progress September 2022, 2023, 2024	General Manager, Human Resources
	Develop and publish bi-annual updates to communicate progress against RAP deliverables to the Monadelphous Board of Directors, Shareholders, employees and other stakeholders	August 2022, February and August 2023, 2024, February 2025	Group Manager, Marketing and Communications
	Establish and share a Case Study Library on the company intranet and external website to record and share achievements on RAP deliverables	December 2023	Group Manager, Marketing and Communications
	Develop and implement an annual communications plan to promote our RAP actions and outcomes to our people and external stakeholders	August 2022, February and August 2023, 2024	Communications Advisor Local Content Coordinator
	Monitor our approach and engagement internally through the development of an employee engagement survey to gauge feedback on employee sentiment on our RAP delivery	Ongoing. Report on progress September 2022, 2023, 2024	Group Manager, Marketing and Communications
	Approach at least two customers or suppliers, offering to assist in the development and implementation of their RAPs	December 2022, 2023	Local Content Coordinator
	Share about our RAP journey at internal and external events during NRW and NAIDOC Week, and on other occasions such as university careers fairs and presentations	July 2022, May and July 2023, 2024, 2025	Group Manager, Learning and Development
	Make copies of our RAP available at meetings and events with our customers and suppliers	July 2022	Local Content Coordinator
Register all our NRW events on Reconciliation Australia's NRW website	27 May – 3 June 2023, 2024, 2025	Local Content Coordinator	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Participate in and celebrate NRW by providing opportunities to build and strengthen relationships with Aboriginal and Torres Strait Islander peoples</b>	Organise a minimum of three internal NRW events across our Perth, Brisbane and project sites	27 May – 3 June 2023, 2024, 2025	General Manager, Human Resources
	Circulate Reconciliation Australia's NRW resources and materials to our workforce	27 May – 3 June 2023, 2024, 2025	General Manager, Human Resources
	Monadelphous RAP Committee members to participate in a minimum of three external NRW events each year	27 May – 3 June 2023, 2024, 2025	RAP Committee
	Provide the opportunity for our workforce to participate in a minimum of three internal or external events that celebrate and recognise NRW each year	27 May – 3 June 2023, 2024, 2025	General Manager, Human Resources
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations on the lands on which we operate to continuously improve guiding principles for engagement	Ongoing. Report on progress September 2022, 2023, 2024	Local Content Coordinator
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	Meet with local Aboriginal and Torres Strait Islander community representatives in five locations across the Pilbara, South West of Western Australia and Queensland to identify meaningful strategies for sustainable employment and community outcomes	Ongoing. Report on progress September 2022, 2023, 2024	Local Content Coordinator
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders	Ongoing. Report on progress September 2022, 2023, 2024	Local Content Coordinator
	Commit to establishing partnerships with a minimum of two Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence	October 2024	Local Content Coordinator
	Seek feedback from at least two Aboriginal and Torres Strait Islander organisations that we have existing relationships with, through face-to-face meetings on our performance on relevant RAP deliverables	October 2022, 2023, 2024	Local Content Coordinator
	Conduct an annual review of existing anti-discrimination policies including the Equal Employment Opportunity Policy and Acceptable Workplace Behaviour Policy	October 2022, 2023, 2024	General Manager, Human Resources
<b>Promote positive race relations through anti-discrimination strategies</b>	Monadelphous Equal Opportunity Policy and Acceptable Workplace Behaviour Policy to be communicated to all new employees through the induction process and continue to be made accessible to the business via the company intranet	Ongoing. Report on progress November 2022, 2024	General Manager, Human Resources
	Engage with our Aboriginal and Torres Strait Islander leaders for the continuous improvement of anti-discrimination policies	November 2022, 2023, 2024	General Manager, Human Resources
	Monadelphous senior leadership, management and supervisory personnel to be provided with training and Toolkit resources to understand and appreciate the effects of racism, to support and complement online cultural awareness training	November 2023	General Manager, Human Resources
	Monadelphous senior leaders to publicly support Acceptable Workplace Behaviour initiatives and campaigns through internal news channels, employee newsletters and toolbox updates	Ongoing. Report on progress December 2022, 2023, 2024	General Manager, Human Resources

# RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning throughout our corporate offices in Perth and Brisbane and operational site locations</b>	Implement a cultural learning strategy for all employees, ensuring activities are available to all staff in our corporate offices and operational site locations	Ongoing. Report on progress July 2022, 2023, 2024, 2025	Group Manager, Learning and Development
	Cultural eLearning assigned to all new employees in the induction process	December 2022	Group Manager, Learning and Development
	100% of staff will be offered the opportunity to participate in cultural learning	December 2024	Group Manager, Learning and Development
	A minimum of 50% of staff to complete cultural eLearning. 20% of staff by July 2023 40% of staff by July 2024	December 2024	Group Manager, Learning and Development
	A minimum of 30% of all staff to complete face-to-face cultural learning	July 2023	Group Manager, Learning and Development
	Organise at least one Cultural Walk per year, facilitated by a Traditional Owner organisation	July 2022, 2023, 2024, 2025	Group Manager, Learning and Development
	Develop and utilise evaluation tools, including the employee engagement survey, to assess and measure the need, accessibility and impact of cultural awareness training	May 2024	Local Content Coordinator
	In consultation with internal Aboriginal and Torres Strait Islander stakeholders, we will review and continuously improve our Cultural Awareness Training Strategy	December 2022, 2023, 2024	Group Manager, Learning and Development
	Display art, posters and maps throughout our premises, celebrating Aboriginal and Torres Strait Islander cultures and our commitment to social justice issues	December 2022, 2023, 2024	Local Content Coordinator
	Provide minimum of three opportunities for cultural learning delivered by Aboriginal and Torres Strait Islander organisations each year. This includes cultural immersion, bespoke lunchtime gatherings and/or leadership development training	December 2022, 2023 and 2024	Local Content Coordinator
Monadelphous RAP Committee members, Executive Management Team, General Management Team, and Human Resources leadership team to undertake a minimum of one formal cultural immersion activity per year with Traditional owners of the lands we work. RAP Committee Members cultural immersion to be on Country at least once over RAP duration	December 2022, 2023, 2024	Local Content Coordinator	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Display customised Acknowledgment of Country plaques in ten of our office and site-based locations Australia-wide	July 2022	General Manager, Human Resources
	Implement and communicate Cultural Protocol Procedure to the business	July 2022	General Manager, Human Resources
	Maintain and regularly update our Cultural Protocol Procedure, tailored for the communities where we operate, including protocols for Welcome to Country and Acknowledgement of Country	July 2022, 2023, 2024, 2025	Local Content Coordinator
	Continue to include Welcome to Country or Acknowledgement of Country and any additional protocols, at the commencement of meetings and events, where identified as appropriate by the Cultural Protocols Procedure	Ongoing. Report on progress September 2022, 2023, 2024	Local Content Coordinator
	Invite a local Traditional Owner or Custodian to deliver a Welcome to Country, or other appropriate cultural protocol at a minimum of two significant events per year. This may include official meetings, company events and during internal celebrations for NRW or NAIDOC Week	Ongoing. Report on progress September 2022, 2023, 2024	Local Content Coordinator
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	Monadelphous RAP Committee members to participate in a minimum of one external NAIDOC Week event	July 2022, 2023, 2024, 2025	General Manager, Human Resources
	Encourage and support our workforce to participate in a minimum of one external event that celebrates and recognises NAIDOC Week	July 2022, 2023, 2024, 2025	General Manager, Human Resources
	In consultation with Aboriginal and Torres Strait Islander stakeholders, we will support a minimum of one external NAIDOC Week event on the lands on which we operate	July 2022, 2023, 2024, 2025	General Manager, Human Resources
	NAIDOC Week theme to be addressed and communicated to the business in a company-wide brief by the Managing Director	July 2022, 2023, 2024, 2025	Managing Director
	Distribute information regarding the NAIDOC Week theme, and relevant resources through the company intranet and employee newsletters	July 2022, 2023, 2024, 2025	General Manager, Human Resources
	Internal policies and procedures to be reviewed and amended where required, to ensure there are no barriers toward the participation in NAIDOC Week events by our workforce	Ongoing. Report on progress July 2022, 2023, 2024	General Manager, Human Resources
	All sites will be encouraged to raise Aboriginal and Torres Strait Islander flags at the commencement of NAIDOC Week	Ongoing. Report on progress July 2022, 2023, 2024	General Manager, Human Resources

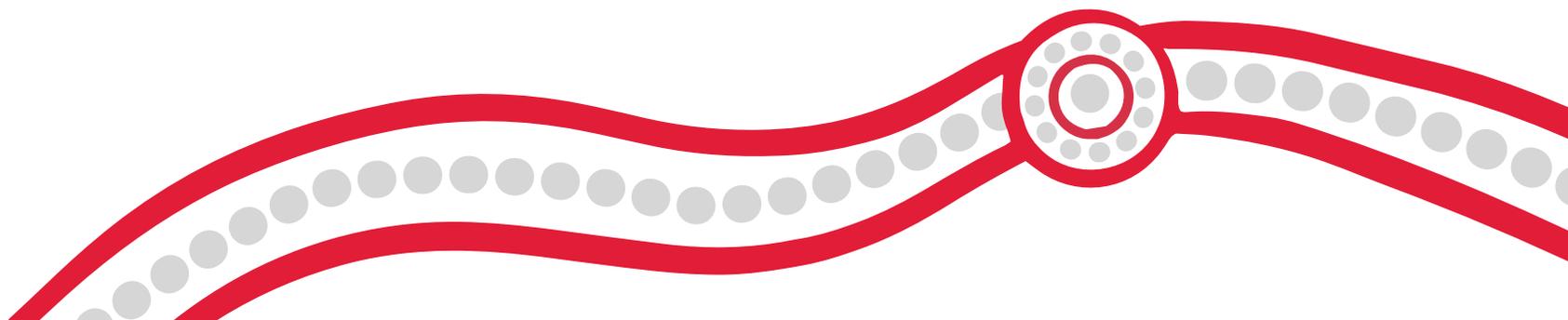


## OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Continue to improve entry level, trades, professional and supervisory employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development across our Australian operations</b>	Engage with Aboriginal and Torres Strait Islander employees to gain feedback on effectiveness of recruitment, retention and professional development strategies	Ongoing. Report on progress September 2022, 2023, 2024	Group Manager, Recruitment
	Continue our Aboriginal Engagement Strategy, and seek continuous improvements within the recruitment, retention and professional development of our Aboriginal and Torres Strait Islander workforce, including trainees and apprentices	Ongoing. Report on progress September 2022, 2023, 2024	Local Content Coordinator
	Where requested, include an Aboriginal and/or Torres Strait Islander person in the interview panels when the role relates to Aboriginal and Torres Strait Islander communities and cultures or if the applicant identifies as an Aboriginal and/or Torres Strait Islander person	Ongoing. Report on progress September 2022, 2023, 2024	Group Manager, Recruitment
	Continue to advertise vacancies that encourage Aboriginal and Torres Strait Islander candidates by utilising platforms that attract Aboriginal and Torres Strait Islander jobseekers	Ongoing. Report on progress September 2022, 2023, 2024	Group Manager, Recruitment
	All employment vacancy advertisements will continue to be culturally respectful, utilise the appropriate language and lawful pursuant to the Equal Opportunity Act of 1984 (Section 51)	Ongoing. Report on progress September 2022, 2023, 2024	Group Manager, Recruitment
	Track, review and maintain our Aboriginal and Torres Strait Islander employee retention rate at 85% or better for each 12 month period	Ongoing. Report on progress September 2022, 2023, 2024	Local Content Coordinator
	Review relevant procedures and policies and remove any existing barriers to Aboriginal and Torres Strait Islander participation in our workplace	July 2022	General Manager, Human Resources
	Appoint and support development of an Aboriginal and Torres Strait Islander trainer / assessor at our Employee Development Centre	September 2022	Group Manger, Learning and Development
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions	Report on progress July 2022, 2023, 2024, 2025	General Manager, Human Resources
	Establish an Aboriginal and Torres Strait Islander training room at our Employee Development Centre, featuring local Aboriginal art internally and externally and internal displays of culturally appropriate information	August 2022	Group Manager, Learning and Development
	Introduce an Aboriginal and Torres Strait Islander professional mentoring support network including individual support, networking events and online forums	December 2022	Group Manger, Learning and Development
	At least two Aboriginal and Torres Strait Islander employees per year to participate in the Monadelphous Group Mentoring Program	December 2022	Group Manger, Learning and Development

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Increase the number of Traineeships offered to Aboriginal and Torres Strait Islander employees to eight per annum, in line with the target of our Indigenous Pathways Program in partnership with Rio Tinto	November 2022, 2023, 2024	Group Manager, Recruitment
	Maintain a three per cent rate of Aboriginal and Torres Strait Islander representation within our Australian workforce. Maintenance and annual improvement will be facilitated through our Indigenous recruitment function as well as a tailored retention strategy that positions Monadelphous as an employer of choice for Aboriginal and Torres Strait Islander jobseekers	Ongoing. Report on progress July 2022, 2023, 2024, 2025	Group Manager, Recruitment
	Create, undertake and monitor culturally respectful initiatives that promote connection, belonging and network-building amongst our Aboriginal and Torres Strait Islander workforce	May 2025	Local Content Coordinator
	Establish internal networking frameworks using online platforms (such as Teams and Yammer), onsite introductions and through face-to-face networking events and opportunities	December 2022	Local Content Coordinator
	Establish a culturally respectful buddy and mentor system with participation offered to 100% of new and existing Aboriginal and Torres Strait Islander employees	December 2022	Local Content Coordinator
<b>Support Employment Pathways for Aboriginal and Torres Strait Islander students</b>	Provide at least three career pathway experiences for Aboriginal and Torres Strait Islander secondary school students at one or more of our locations per annum	December 2022, 2023, 2024	Group Manager, Recruitment
	Continue to partner with the Polly Farmer Foundation to support Aboriginal and Torres Strait Islander high school students' exposure to employment pathways. Engage in a minimum of two events per year	October 2022, May 2023, 2024, 2025	Local Content Coordinator
	Offer a minimum of two University Cadetship opportunities to Aboriginal and Torres Strait Islander students per year, and construct pathways for the support and development of Aboriginal and Torres Strait Islander Cadets and Graduates	July 2022, 2023, 2024, 2025	Group Manager, Recruitment
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	Conduct an annual review of our Aboriginal and Torres Strait Islander Procurement Strategy	July 2022, 2023, 2024, 2025	Group Manager, Procurement
	Continuously review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Ongoing. Report on progress July 2023, 2024, 2025	Group Manager, Procurement
	Develop and implement an evaluation tool to measure procurement outcomes, address barriers and facilitate improvements at scheduled periods during the project lifecycle	July 2022	Group Manager, Procurement
	Investigate Supply Nation membership	June and November 2022, 2023, 2024	Group Manager, Procurement
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation	Ongoing. Report on progress September 2022, 2023, 2024	Group Manager, Procurement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Hold two workshops specifically for Aboriginal and Torres Strait Islander owned businesses, relevant to our business, on how to tender for work with Monadelphous as a subcontractor	February 2023, 2024	Group Manager, Procurement
	Communicate opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to the wider marketplace through: <ul style="list-style-type: none"> <li>• Monadelphous “Business With Us” webpage</li> <li>• ICN Networks</li> <li>• Local Chambers of Commerce and Industry</li> <li>• Aboriginal Business Network</li> <li>• Industry forums</li> <li>• Networking events</li> </ul>	Ongoing. Report on progress July 2022, 2023, 2024, 2025	Group Manager, Procurement
	Conduct quarterly in-house Local Content Action Forums to promote collaboration for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses	June, September and December 2022, March, June, September and December 2023, 2024, March 2025	Group Manager, Procurement
	Support commercial relationships held with at least two Aboriginal and Torres Strait Islander businesses per annum, and, where possible, provide Aboriginal and Torres Strait Islander businesses local to our operations with the support necessary to build capacity in their business	July 2022, 2023, 2024	Divisional Executive General Managers
	Spend at least \$2.5M per annum (financial year) on Aboriginal and Torres Strait Islander owned businesses, suppliers and sub-contractors, with year-on-year increases	July 2022, 2023, 2024	Divisional Executive General Managers
<b>Build on partnerships with external organisations to provide opportunities for long term, sustainable employment for Aboriginal and Torres Strait Islander people</b>	Offer minimum two cadetship and vacation work opportunities to Polly Farmer Foundation Alumni	May 2025	Local Content Coordinator
	Indigenous Pathways Program in partnership with Rio Tinto to provide qualifications and ongoing sustainable employment for 12-14 participants per year	Ongoing. Report on progress July 2022, 2023, 2024, 2025	Group Manager, Learning and Development



## GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and maintain an effective RAP Committee to drive governance of the Stretch RAP 2022–2025</b>	Ensure a minimum of three Aboriginal and Torres Strait Islander employees hold membership in the RAP Committee	Ongoing. Report on progress July 2022, 2023, 2024	General Manager, Human Resources
	Apply, and update where necessary, the Monadelphous RAP Committee Terms of Reference	Review annually in July 2022, 2023, 2024, 2025	General Manager, Human Resources
	RAP Committee to meet quarterly to drive and monitor Stretch RAP 2022–2025 implementation. Meeting minutes and monitoring results to be communicated to the business	September and December 2022, March, June, September 2023, 2024, March, June 2025	General Manager, Human Resources
<b>Provide appropriate support for effective implementation of Stretch RAP 2022–2025 commitments</b>	Provide the internal capacity and embed resources required for the successful implementation of Stretch RAP 2022–2025 commitments	Ongoing. Report on progress July 2022, 2023, 2024, 2025	Managing Director Executive General Management Team, General Manager, Human Resources
	Encourage the contribution and commitments of its staff toward achieving Stretch RAP 2022–2025 outcomes, by including actions in performance expectations of all applicable staff, where possible	Ongoing. Report on progress July 2022, 2023, 2024	General Manager, Human Resources
	Explore and embed appropriate systems and capability to track, measure and report on Stretch RAP 2022–2025 commitments	Ongoing. Report on progress July 2022, 2023, 2024	General Manager, Human Resources Group Manager, Learning and Development Local Content Coordinator
	Maintain an internal RAP Champion from the Executive Management Team	Ongoing. Report on progress July 2022, 2023, 2024	General Manager, Human Resources Executive Management Team
	Stretch RAP 2022–2025 commitments, achievements and challenges to be included as discussion points within Senior Management meetings	Ongoing. Report on progress July 2022, 2023, 2024	General Manager, Human Resources

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Build accountability and transparency through reporting Stretch RAP 2022–2025 achievements, challenges and learnings both internally and externally</b>	RAP Committee to review the performance, achievements and challenges of the Stretch RAP 2022–2025 and provide information to Reconciliation Australia through the RAP Impact Assessment Measurement Questionnaire	September 2022, 2023, 2024	General Manager, Human Resources Local Content Coordinator
	Review the performance, achievements and challenges of the Stretch RAP 2022–2025 and communicate progress against Plan internally through quarterly social value reports and bi-annual live teams updates	July 2022, February and July 2023, 2024, February 2025	Local Content Coordinator Group Manager, Marketing and Communications
	Review the performance, achievements and challenges of the Stretch RAP 2022–2025 and distribute information to external stakeholders by publishing on Monadelphous website	February and July 2023, 2024, February 2025	Local Content Coordinator Group Manager, Marketing and Communications
	Investigate participation in Reconciliation Australia’s Workplace RAP Barometer	July 2022, 2024	General Manager, Human Resources
<b>Continue our reconciliation journey by developing our next RAP</b>	Continue our reconciliation journey, and review and update the RAP based on learnings, challenges and achievement	July 2024	General Manager, Human Resources
	Reconciliation Action Plan Committee to register via Reconciliation Australia’s website to begin developing our next RAP	July 2024	General Manager, Human Resources





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