



Reconciliation Action  
Plan  
JUNE 2019 - JUNE 2021

Georgiou ↗

## Innovate Reconciliation Action Plan

June 2019 to June 2021

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Georgiou has come a long way since its inception in 1977. Today we are a national civil and building construction company with offices in WA, Qld and NSW. We pride ourselves on working with the best people in the industry and achieving outstanding results for our clients. Nationally, we employ more than 600 employees on a vast range of projects for both private and public clients. At time of print, around 2% of our total workforce identify as Aboriginal or Torres Strait Islander.

As a company, we expect our partners share our vision of reconciliation and strive to mirror our commitments within their sphere of influence.

## CEO Message



Creating opportunities and building strong, respectful relationships with Aboriginal and Torres Strait Islander peoples will help drive the initiatives that form Georgiou’s Reconciliation Action Plan (RAP) 2019-2021.

When we first established our RAP in 2011, the majority of our operations were in Western Australia. Eight years later, we are now operating across Australia and our focus has shifted to a National approach to reconciliation.

Through our last Innovate RAP, we forged deep relationships with our Aboriginal and Torres Strait Islander partners and learnt more about Aboriginal and Torres Strait Islander peoples

histories, cultures and traditions. Our commitment has never been about ticking boxes, it’s about business as usual. Now - more than ever - we are focused on supporting economic and social participation, respecting and promoting the rights of Aboriginal and Torres Strait Islander peoples and fostering strong leadership for reconciliation.

It would be remiss of me not to mention the beautiful artwork of this RAP, painted and donated by two talented students at Balga Senior High School. It’s a colourful piece that perfectly sums up our intentions with our RAP - in particular, the centre illustration which symbolises communication, relationship building and understanding.

For Georgiou, this RAP is about creating strong ties with the Traditional Owners on the land we work, providing the next generation of Aboriginal and Torres Strait Islander people with opportunities to enter the construction industry and - in line with our new diversity strategy - to support women in their careers. Our path to reconciliation is a combination of resourcing, opportunities, respect and - most importantly - a commitment to achieving our outcomes and taking another step towards our reconciliation vision to ‘walk together as equals’.

Rob Monaci  
Chief Executive Officer



PHOTO: Sydney Metro Northwest Welcome to Country event.

## Along the way

In 2011, Georgiou launched their first Reconciliation Action Plan - the first construction company in Australia to do so.

As a business, the company's early endeavours at Aboriginal and Torres Strait Islander job readiness and employment programs led Georgiou to formalise these initiatives under the umbrella of a RAP.

With a vision "to walk together as equals", Georgiou went on to release its 2012-2015 RAP focusing on building relationships to learn from the past in order to plan for a future where equality and quality thrives.

From this RAP, a dedicated committee was formed. Representing a cross-section of the workforce including personnel from various regions across Australia, the committee actively participated in the development of the RAP and raised awareness throughout the company.

Georgiou's 2016-2018 Innovate RAP focused on making a significant contribution to the community through strengthening Aboriginal and Torres Strait Islander relationships and developing innovative approaches which close the social and economic gap within our sphere of influence between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples.

Our 2019-2021 RAP is representative of Georgiou's growth on the east coast of Australia. It focuses on stronger engagement with the local communities in

which we work and aims to provide greater opportunities through employment - both direct and indirect - and sponsorship.

Creating sustainable, solid partnerships is an essential step in the journey of reconciliation and the empowerment of, and opportunities for, Aboriginal and Torres Strait Islander people. Georgiou targets partners who share the common goal of improving the outlook for the broader Aboriginal and Torres Strait Islander community.

Our RAP is championed by our Executive General Manager Shared Services with our RAP Working Group comprising of our Learning and Development Manager, Local and Indigenous Engagement Coordinator, Communications Manager, Environmental Manager, Construction Manager, New Business Manager and a Site Administrator.

A key target for Georgiou is to source external representation for the working group to accurately represent Aboriginal and Torres Strait Islander peoples.

Current and valued partners include, but are not limited to:

- Aboriginal Employment Strategy (AES)
- Australia Employment Covenant
- Balga Senior High School

- Cundaline Resources Pty Ltd
- Indigeco
- Kamarang Services
- Rite Way Civil and Plumbing
- Supply Nation.

Georgiou is thrilled to present our second edition of our Innovate RAP. Now established in our journey, we remain committed to regularly updating our HR policies and procedures to remove any barriers to Aboriginal and Torres Strait Islander employees participating in events such as NAIDOC Week and or their participation in our workplace. It's this ongoing commitment that ensures inclusion is business as usual.

For Georgiou, our RAP is a celebration of a unique culture that adds value to our company. It's not the outcome, it's our vehicle for change - not only at Georgiou but as an industry as a whole.

## Case study: Balga Senior High School

Georgiou Group has worked closely with Balga Senior High School since 2014, supporting the school through various partnering opportunities across their girl's netball program and the Ricky Grace Girls Academy.

Over the past five years, Georgiou has donated more than \$40,000 to supply training uniforms, team jackets, water bottles, bags and other sporting goods and to sustain the school's netball program. Through this donation, the school has been able to connect more Aboriginal and Torres Strait Islander students with sporting opportunities and add to the number of teams available for students to join. In 2017, Georgiou's building arm also donated the time of their best project managers and subcontractors to renovate the library space for future learning. Part of this work involved the renovation of a classroom which now houses the Year 10 to 12 Ricky Grace Girl's Academy.

In 2019, Georgiou donated more than 50 iPads and 27 laptops to the school. Chief Executive Officer Rob Monaci said the company is committed to engaging with the community to strengthen relationships with Aboriginal and Torres Strait Islander peoples, demonstrate respect and provide mutually beneficial opportunities.

"Since 2014, Georgiou has worked closely with Balga Senior High School, providing funding and in-kind donations for their girls' netball program," he explained. "After visiting the school in September and through discussions with Principal Mark Carton, we realised more could be done. When we decided to upgrade our IT equipment, it was a no-brainer to send our surplus computers and iPads to the school.



"Balga SHS is a really unique school - the students come from such diverse backgrounds but are binded by their motto 'Strength in Unity' which really resonates with Georgiou.

"We have a number of diverse businesses that come together as one to provide the best results to our clients. That alignment is really important to us in a community partnership and I look forward to further developing this relationship with Balga SHS into the future."

Balga Senior High School Principal Mark Carton said the relationship between the school and Georgiou has continued to grow.

"Balga Senior High School is a unique program-based school with a student population of more than 40 different nationalities. But they all have one thing in common - technology and their capacity for computer-based learning and these donations greatly assist this," he explained.



PHOTO: Balga Senior High School's Woola Woola Koolankas.



# RESPECT

Respecting and promoting the rights of Aboriginal and Torres Strait Islander peoples

● Implement  
● Achieve

COMMITMENT	PERFORMANCE TARGET	TIMING			RESPONSIBILITY
		2019	2020	2021	
National Aboriginal and Islander Day Observance Committee (NAIDOC) - Encourage employees to attend and celebrate NAIDOC week activities.	Each state office to host one internal event for NAIDOC Week each year, while promoting activities around the country through the company's intranet, website and social media.	●●	●	●	COMMUNICATIONS MANAGER
	RAP Committee to participate in one external NAIDOC event.	●●	●	●	RAP COMMITTEE
Celebrate - Aboriginal and Torres Strait Islander cultures by sourcing and displaying artwork in state offices.	Purchase and display artwork from local Aboriginal and Torres Strait Islander artists in key delivery regions, in turn sourcing future RAP artwork.	●		●	COMMUNICATIONS MANAGER
Cross Cultural Awareness (CCAT) - All employees to have a strong understanding of, and respect for, Aboriginal and Torres Strait Islander peoples, histories and cultures.	Conduct a review of the company's cultural learning requirements and develop CCAT module for RAP Committee members, Human Resources Managers and other key leadership staff.	●●	●	●	LEARNING AND TALENT MANAGER
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	●●	●	●	
	Development of a half day CCAT training course to be held annually across Georgiou operations.		●●	●	
Cultural Protocols - Promote the cultural protocol document which provides a road map as to how we will engage respectfully with Aboriginal and Torres Strait Islander communities on an ongoing basis.	Invite a local Traditional Owner or custodian to provide a Welcome to Country or other appropriate cultural protocol at the commencement of any important meeting, internal or external.	●●	●	●	LOCAL AND INDIGENOUS ENGAGEMENT COORDINATOR
	Continue to engage with local Traditional Owners across all our projects, with constant review against the cultural protocols document.	●●	●	●	



# RELATIONSHIPS

Fostering strong leadership for reconciliation

● Implement  
● Achieve

COMMITMENT	PERFORMANCE TARGET	TIMING			RESPONSIBILITY
		2019	2020	2021	
Governance - RAP Committee to comprise of Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander employees and stakeholders throughout the life of this RAP to develop and monitor progress on objectives.	RAP meetings are held every two months with quarterly reports provided to the Leadership Team, with Chief Executive Officer attendance once a year.	●	●	●	CHIEF EXECUTIVE OFFICER
	Source external Aboriginal and Torres Strait Islander representation on the RAP Committee.	●●	●	●	EXECUTIVE GENERAL MANAGER SHARED SERVICES
	Establish and apply a Terms of Reference for the RAP Committee.	●●	●	●	
Celebrate and participate in National Reconciliation Week (NRW) - Provide opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Each state office to host one internal event for NRW each year, while encouraging all employees to participate in one external event.	●	●	●	RAP COMMITTEE
Engagement - Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Provide electronic copy of our RAP to all employees and alert key stakeholders, clients, partners and community to RAP achievements.	●●	●	●	COMMUNICATIONS MANAGER
	Appointment of a resource to drive proactive business relationships, explore opportunities to positively influence external stakeholders to drive reconciliation outcomes and collaborate to advance reconciliation.	●●	●	●	EXECUTIVE GENERAL MANAGER SHARED SERVICES
	Project Managers to establish working relationship with Traditional Owners on their project's land, post contract award.	●	●●	●	PROJECT MANAGERS
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	●	●●	●	LOCAL AND INDIGENOUS ENGAGEMENT COORDINATOR
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	●	●●	●		
Promote positive race relations through anti-discrimination strategies.	Engage with Aboriginal and Torres Strait Islander employees to consult on our anti-discrimination policy.		●●	●	HUMAN RESOURCES MANAGERS
	Educate senior leaders on the effects of racism.			●	



## OPPORTUNITIES

### Supporting economic and social participation

● Implement  
● Achieve

COMMITMENT	PERFORMANCE TARGET	TIMING			RESPONSIBILITY
		2019	2020	2021	
Sponsorship - Recognise and celebrate the value of Aboriginal and Torres Strait Islander cultural heritage by providing sponsorship opportunities in education, sporting pursuits and cultural events to provide for growth in capacity and capability.	Identify key partnership opportunities and provide support for our Aboriginal and Torres Strait Islander partners.	●●	●	●	COMMUNICATIONS MANAGER
	Develop and implement a plan which increases Georgiou's Aboriginal and Torres Strait Islander employment numbers of greater than 3% while meeting the requirements of our clients.	●●	●	●	OPERATIONS AND CONSTRUCTION MANAGERS
Employment Plans - Promote and develop Aboriginal and Torres Strait Islander employment, training and support plans which align with the capability and scope of works undertaken by Georgiou.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy including the advertising of roles.		●●	●	HUMAN RESOURCES MANAGERS
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.		●●	●	HUMAN RESOURCES MANAGERS
	Provide at least two (2) Aboriginal and Torres Strait Islander Scholarships across our operations and make it available to our RAP partners.		●●	●	HUMAN RESOURCES MANAGERS
Support Programs - Actively support and promote programs that offer an increase to Georgiou's capacity, providing for greater Aboriginal and Torres Strait Islander engagement.	Develop and implement pathways for Aboriginal and Torres Strait Islander women to assume corporate roles.			●●	HUMAN RESOURCES MANAGERS
	Provide opportunities to local Aboriginal and Torres Strait Islander businesses through discrete packages of work or potential joint ventures through large-scale capital projects.	●●	●	●	OPERATIONS AND CONSTRUCTION MANAGERS
Promote and support - Opportunities with Aboriginal and Torres Strait Islander businesses.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy and review regularly.	●	●●	●	OPERATIONS AND CONSTRUCTION MANAGERS
	Vendor portal set up to capture Aboriginal and Torres Strait Islander suppliers and subcontractors and the areas they work in.	●●	●	●	BUSINESS SYSTEMS CONTROLLER

## GOVERNANCE

### Tracking and reporting on progress

● Implement  
● Achieve

COMMITMENT	PERFORMANCE TARGET	TIMING			RESPONSIBILITY
		2019	2020	2021	
Register RAP with Reconciliation Australia, make available to all employees and the public, commit to actively promoting the plan and its intended outcomes.	Re-registration of RAP with Reconciliation Australia.	●●			CHIEF EXECUTIVE OFFICER
	Present Georgiou's Reconciliation Action Plan on Georgiou and Reconciliation Australia websites.	●●			
RAP to be reviewed quarterly and reported annually.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	●	●	●	EXECUTIVE GENERAL MANAGER SHARED SERVICES
	RAP Report to be completed and communicated to the Leadership Team and Reconciliation Australia.	●	●	●	
	Development of robust reporting around Aboriginal and Torres Strait Islander individual project procurement spend and employment numbers.	●	●	●	
	Develop mechanism that will allow for the recording and follow-up of community complaints and grievances relating to our RAP commitments and performance targets.	●●	●	●	
Support and promote the implementation, progress and evolution of the RAP via the RAP Committee.	Quarterly reports provided to the Leadership Team.	●●	●	●	RAP COMMITTEE
	Publicly report our RAP achievements, challenges and learnings on an annual basis.	●●	●	●	LOCAL AND INDIGENOUS ENGAGEMENT COORDINATOR
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.		●●		LOCAL AND INDIGENOUS ENGAGEMENT COORDINATOR
Revise RAP and set new focus and targets for update in 2022.	Re-registration of RAP with Reconciliation Australia.	●●	●	●	LEADERSHIP TEAM
	Present Georgiou RAP on Georgiou and Reconciliation Australia websites.			●●	COMMUNICATIONS MANAGER



## THE ART STORY

The colours represent six seasons - **Birak** (Dec-Jan), **Bunuru** (Feb-Mar), **Djeran** (Apr-May), **Makuru** (Jun-Jul), **Djilba** (Aug-Sep) and **Kambarang** (Oct-Nov).

The animals in the art represent the food sources during the seasons (yonga - kangaroo, lizard - yorndi and turtle - yarrigan). The symbol in the centre represents people sitting together talking. Discussions could be how the land should be cared for, who has the right to use it and who was welcome to visit and stay in certain areas.

The water (kep) around the work represents the importance of the resource in all six seasons. It is said that the water is always in the lakes due to the presence of the Waugal. The lakes are not separate. The Noongar people say that they are all one water created by the Waugal in the Dreamtime. The Noongar people would live among the chain of lakes and the beach during the warmer months of the year. During the winter, they moved to the protection of the hills to escape the freezing winter winds.

## ABOUT THE ARTISTS

Cilla Blurton is currently studying at Balga Senior High School. Cillia is a Noongar with family connections from Ballardong/Minang and Goreng country. Destiny Dorizzi, also is currently studying at Balga Senior High School. Destiny is a Yamatji with family connections from Geraldton and surrounding areas.

**Georgiou Group Ptd Ltd**  
ACN 073 851 948  
WA | QLD | NSW  
[www.georgiou.com.au](http://www.georgiou.com.au)

**RAP Enquiries**  
Local and Indigenous Engagement Coordinator  
[RAP@georgiou.com.au](mailto:RAP@georgiou.com.au)  
Ph: (08) 9200 2500

### Acknowledgement

Georgiou is a building construction and engineering company, delivering major projects across Western Australia, Queensland and New South Wales.

*We'd like to pay respects to the Traditional Owners on the land on which we operate and pay our respects to their Elders - past, present and emerging.*

**Georgiou** 

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