



**Watpac Reflect**  
**Reconciliation Action Plan**  
March 2020 – March 2021



**WATPAC**



RECONCILIATION  
ACTION PLAN

REFLECT



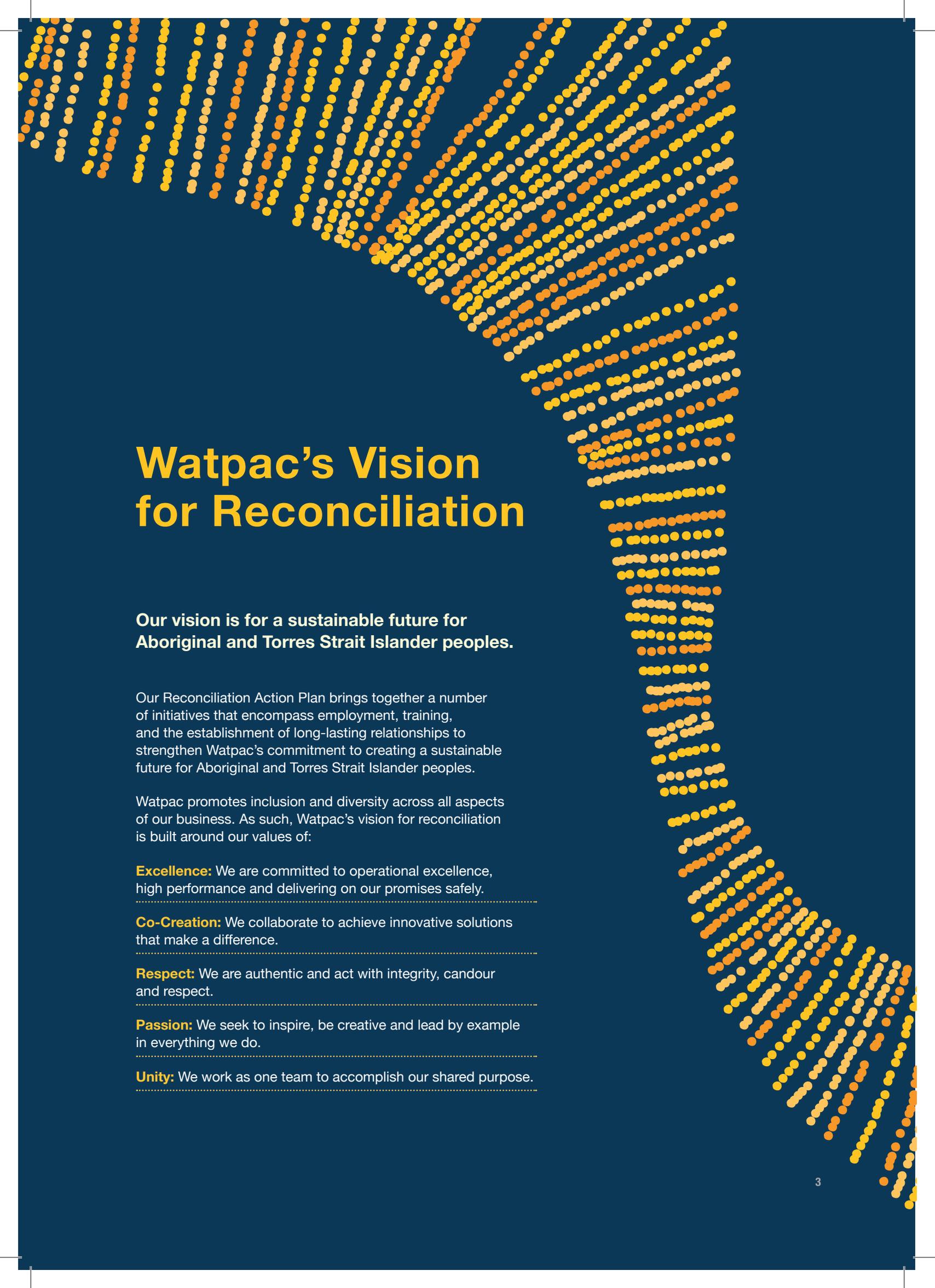
## About Us

Watpac has been building Australia's future for nearly four decades. Headquartered in Brisbane, we employ approximately 700 people across Queensland, New South Wales, Victoria and South Australia. With Construction and Marine & Civil as our core business units, we have a vast portfolio of projects ranging from state-of-the-art hospitals, research facilities and residential developments to sporting stadium, education precincts, and marine and civil infrastructure—no two projects are the same. Our capability is further enhanced by the international experience of our parent company, BESIX Group.

Throughout our proud history, we have achieved a geographically diverse workbook and a strong operating platform from which to deliver the best possible outcomes for our clients. Our broad client base demonstrates the calibre of our work and includes state and local governments, airports, universities and education providers, commercial and residential property developers, and food processing plants.

We are aware that we have a responsibility to the environment and the communities in which we operate. We want to ensure the contribution we make to the communities in which we live and work is meaningful.

Through the implementation of Watpac's Reconciliation Action Plan (RAP), our aim is to take practical steps to embed a culture that embraces diversity and celebrates Aboriginal and Torres Strait Islander peoples past and present.



# Watpac's Vision for Reconciliation

**Our vision is for a sustainable future for  
Aboriginal and Torres Strait Islander peoples.**

Our Reconciliation Action Plan brings together a number of initiatives that encompass employment, training, and the establishment of long-lasting relationships to strengthen Watpac's commitment to creating a sustainable future for Aboriginal and Torres Strait Islander peoples.

Watpac promotes inclusion and diversity across all aspects of our business. As such, Watpac's vision for reconciliation is built around our values of:

**Excellence:** We are committed to operational excellence, high performance and delivering on our promises safely.

**Co-Creation:** We collaborate to achieve innovative solutions that make a difference.

**Respect:** We are authentic and act with integrity, candour and respect.

**Passion:** We seek to inspire, be creative and lead by example in everything we do.

**Unity:** We work as one team to accomplish our shared purpose.

# Chief Executive Officer's Address

**On behalf of the employees of Watpac it is my privilege to present our first Reconciliation Action Plan (RAP).**

This is one of what I hope will be many steps toward building meaningful and improved opportunities for Aboriginal and Torres Strait Islander peoples to participate in and prosper from the work we do in the communities in which we operate.

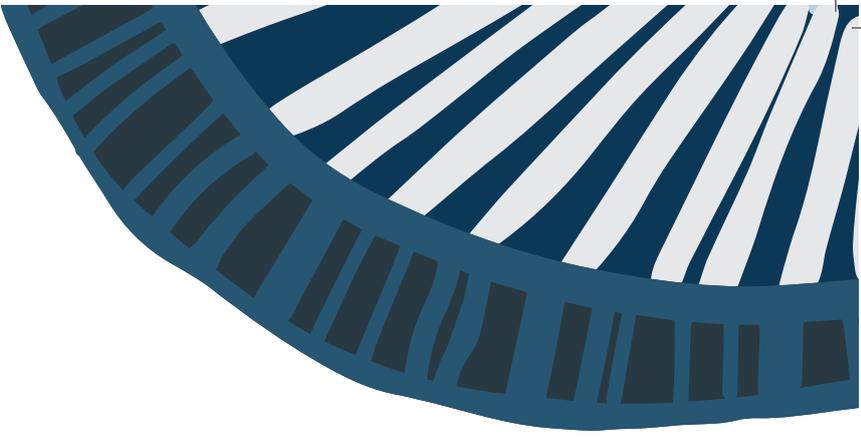
While I believe we have a culture that is open and inclusive, opportunities for Aboriginal and Torres Strait Islander peoples have not been front of mind for us in the past. We now recognise that, as a national multi-disciplined construction contractor, we play a significant role in creating meaningful opportunities for Australia's First Peoples as well as increasing cultural awareness among our people. Establishing our Reflect RAP is an important milestone towards this.

Watpac has already taken some important steps in the last two years to reflect on, and determine how we can all contribute to our reconciliation journey. I believe we have already begun to see some benefits of these reflective activities across our projects and I look forward to seeing our business evolve and build on these in the future.

As we continue the reflect phase of our reconciliation journey, we are committed to engaging with Aboriginal and Torres Strait Islander peoples in a more meaningful way as well as increasing awareness within the Watpac community.

It is with great pleasure I introduce our Watpac Reconciliation Action Plan and encourage all of our people to take actions to implement our Reflect RAP across our business, helping us move forward together.

**Jean-Pol Bouharmont**  
Chief Executive Officer



# Our RAP

In December 2016, Watpac launched an Indigenous Engagement Policy outlining our commitment to becoming a valued partner to Aboriginal and Torres Strait Islander communities and creating increased opportunities for employment and engagement. A key component of the Policy is the implementation of a RAP.

In early 2017, with the endorsement of the Watpac Group Leadership Team, Watpac commenced the journey of developing its first ever Reconciliation Action Plan by asking for volunteers to join the RAP Working Group. The aim of the working group was to define Watpac's vision and purpose with respect to Reconciliation. With nominations received from across the business, the working group was formed in May 2017. The working group currently consists of the following people:

**Angela Liebke**

Chief People Officer

---

**Kelvin Black**

Head of Defence

---

**Emily Brooks**

People Manager (RAP Chairperson)

---

**James Alley**

Indigenous Engagement Officer

---

**James Nelson**

Quality & Environment Manager

---

**James Andersen**

WHS Manager

---

**Jennifer Morrison**

Communications Officer

---

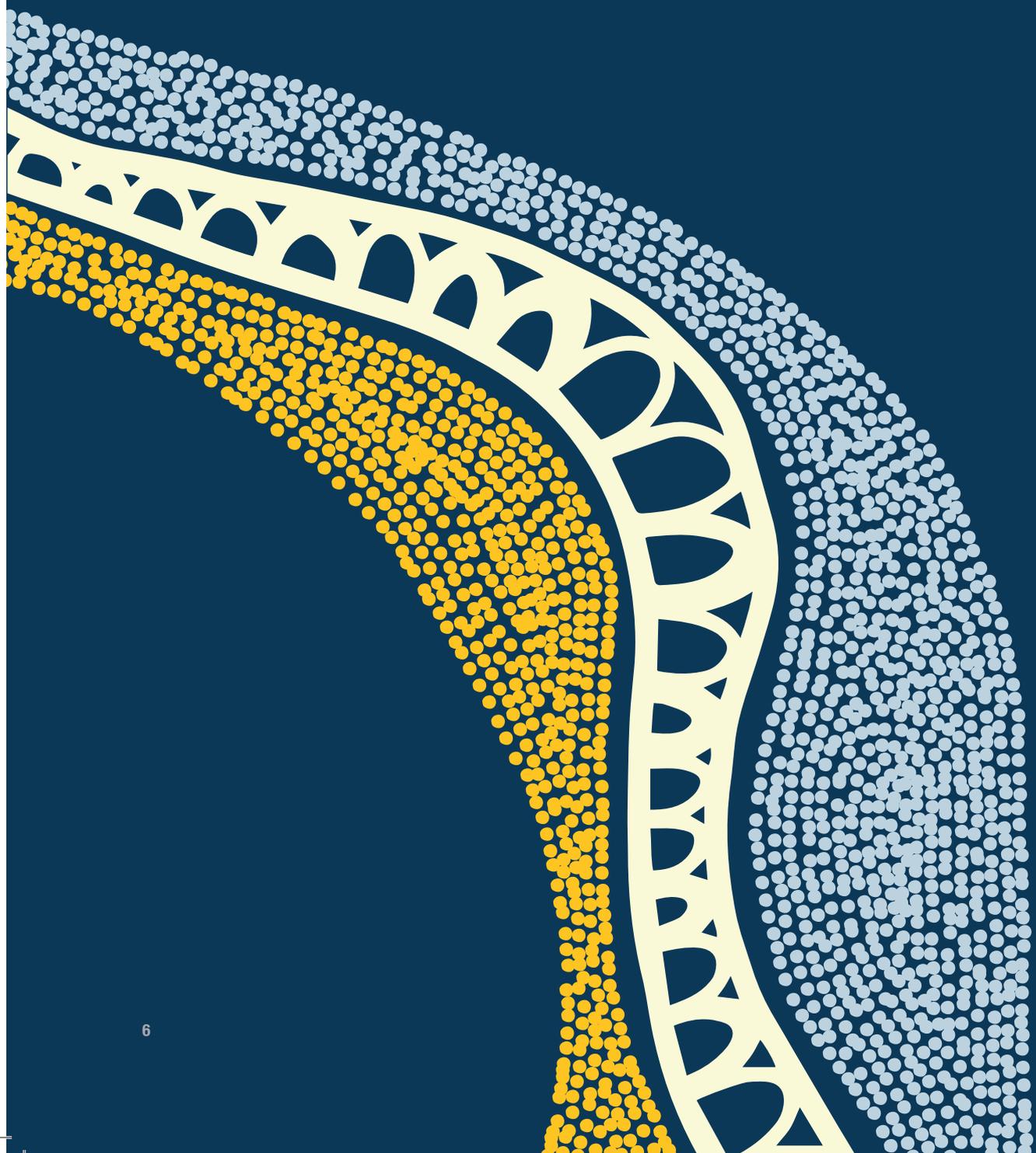
Coming together in Brisbane in August 2017, the working group spent two days with Indigenous consultant and trainer, Tom Kirk, who set the scene for understanding the purpose of a RAP and provided insight into Aboriginal and Torres Strait Islander histories, cultural context and the importance of relationships.

The RAP working group then set about developing a practical plan of action to help build strong relationships and respect between non-Indigenous people and Aboriginal and Torres Strait Islander peoples. We believe these actions will help us develop a more diverse workplace that has a greater understanding and inclusion of different cultures.

Over the last 2 years, Watpac embarked on a period of reflection as to how we can actively participate in the reconciliation journey. This reflection and the implementation of our Reflect RAP will allow us to appreciate and better understand potential opportunities that further promote reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

Our RAP working group will continue to play an integral role in ensuring that all employees within our business promote greater awareness, education and opportunity.

# Our Partnerships & Current Activities Officer's Address



**Watpac acknowledged National Reconciliation Week through a series of internal events across the business in May 2019. This was the second year Watpac participated in national events commemorating significant milestones in the reconciliation journey. These events laid the platform for building awareness of the local Aboriginal and Torres Strait Islander cultures, while also recognising the respectful relationship between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples across our business and communities in which we live and work.**

---

**Queensland** – at head office, a morning tea was held which was catered by a local Indigenous business. Watpac's Indigenous Engagement Officer and the Chief Financial Officer both spoke about the importance of National Reconciliation Week at the morning tea. This was followed by a short video explaining the meaning behind Paul Kelly and Kev Carmody's hit song *'From Little Things Big Things Grow'* and its connection to reconciliation.

The Ripley Schools project team arranged for a barbecue for all site staff. The Managing Director of Multhana Property Services, the company subcontracted to undertake progressive cleaning throughout the site, attended the event to pay his respects to the Traditional Owners of the land. He also shared his story and what National Reconciliation Week means to him as well as his business.

The Herston Quarter Redevelopment project invited our Indigenous Engagement Officer to speak to all site staff about the importance of National Reconciliation Week.

---

---

**New South Wales** – at head office, a morning tea was held which was catered by a local Indigenous business. Watpac's Construction Manager discussed the importance of National Reconciliation Week and was followed by Paul Kelly and Kev Carmody's video.

The Mid North Coast Correctional Centre project hosted a barbecue breakfast. A local Kempsey Aboriginal community representative spoke to the site staff about the importance and significance of National Reconciliation Week. This was followed by the Paul Kelly and Kev Carmody video.

The EOLRP Twyford Bay team hosted a morning tea which was followed by a short presentation from a Watpac labourer.

Hornsby Hospital hosted a barbecue breakfast for all site staff and a presentation was delivered by the founder of Literacy for Life who provided insight into what National Reconciliation Week means to him.

---

**Victoria** – at our head office a morning tea was held where the significance of National Reconciliation Week was discussed.

---

Watpac is committed to building long-lasting relationships and supporting the local communities in which we live and work. The activities on our projects exemplify this such as holding Indigenous job seeker events, engaging Indigenous subcontractors and, on some projects, the implementation of an Indigenous Participation Steering Committee.

## Relationships

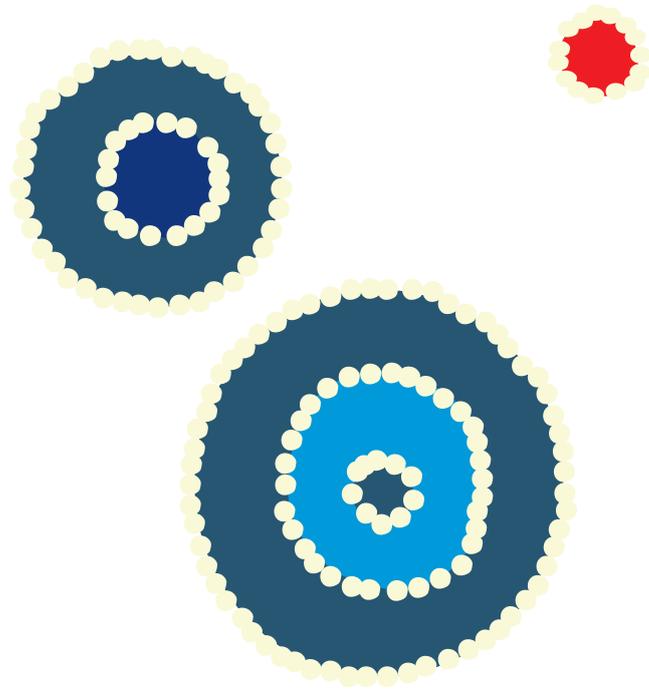
Action	Deliverable	Timeline	Responsibility
<b>1.</b> RAP Working Group (RWG) actively monitors RAP development, implementation of actions, tracking progress and reporting	RWG oversees the development, launch and implementation of the RAP.	Mar 2020	RAP Chairperson
	Ensure Aboriginal and Torres Strait Islander people are represented on the RWG.	Mar 2020	RAP Chairperson
	Meet at least twice per year to monitor and report on the RAP implementation.	Jun and Dec 2020	RAP Chairperson
<b>2.</b> Build internal and external relationships	Develop a list of Aboriginal and Torres Strait Islander companies working in our industry and detail their functions and capabilities.	Mar 2020	RAP Chairperson
	Develop a list of Aboriginal and Torres Strait Islander peoples and communities that we can connect with on our reconciliation journey.	May 2020	Indigenous Engagement Officer
	Develop a list of other like-minded organisations that we could approach to connect with on our reconciliation journey.	May 2020	Indigenous Engagement Officer

Action	Deliverable	Timeline	Responsibility
<b>3.</b> Participate in and celebrate National Reconciliation Week (NRW)	Ensure all RAP Working Group members participate in an external NRW event.	May 2020	RAP Chairperson
	Encourage representation from every major project and office at an external community event to celebrate National Reconciliation Week.	May 2020	RAP Chairperson
	Each project and office to hold a morning tea/barbecue to stop and recognise National Reconciliation Week.	May 2020	HR Advisor
	Circulate Reconciliation Australia's NRW resources and materials to our employees.	May 2020	HR Advisor
<b>4.</b> Raise awareness of our RAP both internally and externally	Publish RAP on the Watpac website.	Mar 2020	Corporate Affairs Manager
	Develop and implement a communications plan to raise awareness among all staff across the organisation about our RAP commitments.	Mar 2020	RAP Chairperson / Corporate Affairs Manager
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	Mar 2020	Corporate Affairs Manager
	Promote RAP across all business units and engage with key internal stakeholders to ensure RAP responsibilities are met.	Apr 2020	Corporate Affairs Manager

## Respect

Action	Deliverable	Timeline	Responsibility
<b>5.</b> Investigate Aboriginal and Torres Strait Islander cultural learning and development	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	Apr 2020	RAP Chairperson
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Jul 2020	Learning & Development Manager
	Conduct a review of cultural awareness training needs within our organisation.	Jul 2020	Learning & Development Manager
<b>6.</b> Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Scope and develop a list of local Traditional Owners of the lands and waters on which we operate.	May 2020	Indigenous Engagement Officer
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).	Jul 2020	Corporate Affairs Manager
	Explore who the Traditional Owners are of the land and waters in our local area.	Mar 2020	Indigenous Engagement Officer

Action	Deliverable	Timeline	Responsibility
<b>7.</b> Participate in and celebrate National Aboriginal and Islander Day Observance Committee (NAIDOC) Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week, which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	Jul 2020	RAP Chairperson
	Introduce our staff to NAIDOC Week by promoting community events in our local areas.	Jul 2020	RAP Chairperson
	Ensure our RAP Working Group participates in an external NAIDOC Week event.	Jul 2020	RAP Chairperson



## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>8.</b> Investigate Aboriginal and Torres Strait Islander employment	Develop a business case for Aboriginal and Torres Strait Islander employment within Watpac.	Mar 2020	RAP Chairperson
	Identify current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities.	Mar 2020	HR Advisors
	Review recruitment processes with feedback from existing employees.	Jul 2020	Resourcing Manager
	Increase employment of Aboriginal and Torres Strait Islander peoples by: <ul style="list-style-type: none"> <li>• Actively encouraging and supporting the employment of Aboriginal and Torres Strait Islander peoples to work for Watpac.</li> <li>• Developing and providing support networks to Aboriginal and Torres Strait Islander employees to ensure they have the community support which will allow them to succeed in their roles with Watpac.</li> <li>• Ongoing liaison with the local communities to raise awareness of potential employment opportunities and source suitable candidates.</li> </ul>	Nov 2020	HR Advisors

Action	Deliverable	Timeline	Responsibility
<b>9.</b> Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Jun 2020	Indigenous Engagement Officer
	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	Apr 2020	Indigenous Engagement Officer
	Identify Aboriginal and Torres Strait Islander owned businesses that are relevant to each business unit.	May 2020	Indigenous Engagement Officer
	Develop an Indigenous Procurement Policy.	Jul 2020	Indigenous Engagement Officer
	Explore membership with Supply Nation.	May 2020	RAP Chairperson
<b>10.</b> Identify opportunities to increase Watpac's relationship with Aboriginal and Torres Strait Islander youth	Explore external networks, including schools and universities, for mentoring opportunities of young Aboriginal and Torres Strait Islander peoples.	Jun 2020	Resourcing Manager
	Investigate Aboriginal and Torres Strait Islander early careers employment programs.	Jun 2020	Resourcing Manager
	Investigate support of scholarships for Aboriginal and Torres Strait Islander students.	Jun 2020	Resourcing Manager

## Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
Build support for the RAP	Define resource needs for RAP development and implementation.	Mar 2020	RAP Chairperson
	Define systems and capability needs to track, measure and report on RAP activities.	May 2020	RAP Chairperson
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	Sep 2020	RAP Chairperson
Review and Refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Dec 2020	RAP Chairperson
	Submit a draft RAP to Reconciliation Australia for formal review and endorsement.	Feb 2021	RAP Chairperson



### **A Journey United**

Reflecting on where Watpac was to now, and moving forward as a united company. Linking together as one to create positive change, contribute to greater inclusiveness, and the first steps towards reconciliation.

### **About the artist**

Keisha Thomason is an Aboriginal Graphic Designer and Artist. Keisha is a proud Waanyi-Kalkadoon (Mount Isa, Queensland) and Chinese woman. Her artwork style is contemporary, influenced by her culture, identity and the modern world.

## Contact details

**Name:** Emily Brooks

**Position:** People Manager

**Phone:** 07 3251 6464

**Email:** [ebrooks@watpac.com.au](mailto:ebrooks@watpac.com.au)