

The background of the entire page is a vibrant, complex Indigenous Australian artwork. It features a variety of traditional motifs including concentric circles, wavy lines, and footprints. The color palette is rich, with earthy tones like brown, green, and yellow, as well as more vibrant colors like red and blue. The artwork is dense and detailed, with many small elements that create a sense of depth and movement.

Buildcorp

Innovate Reconciliation Action Plan

July 2023 – June 2025



Acknowledgement of Country

Buildcorp acknowledges the Traditional Owners of the lands on which our offices are based and on which we work.

We honour their connection to the land, waters, and sky and pay our respects to their Elders past and present, as we walk together on Country in the spirit of reconciliation.



A Message from Reconciliation Australia



Reconciliation Australia commends Buildcorp on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Buildcorp to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Buildcorp will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Buildcorp is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Buildcorp's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Buildcorp on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from the Sukkar Family

We have come a long way since formally beginning our journey of reconciliation in 2021 and are proud of the way our people have embraced this opportunity.

Over the past 18 months, our key focus has been in creating safe and inclusive workplaces through cultural competency training, supported by a focus on increasing participation of Aboriginal and Torres Strait Islander businesses within our supply chain. And we have seen immediate results.

While Covid-19 has impacted our ability to gather, through our partnership with Evolve Communities we have seen over 96% of our people complete the 7 Steps to Practical Reconciliation online learning program as well as a series of online Lunch & Learn sessions. This course has received overwhelmingly positive feedback from our people, many whom have had their assumptions challenged and most often left wondering – why were we not taught this at school? We were pleased to finally commence our face-to-face learning journey in November 2022 and explore the issues facing Aboriginal and Torres Strait Islander peoples more deeply.

Through our Supply Nation membership and fostering relationships with new and existing suppliers our Aboriginal and Torres Strait Islander business spend increased from c. \$800,000 to over \$10.2 million, providing a social return on investment of \$45 million dollars. Our inaugural First Nations Supplier events in September 2022 resulted in 25 new supplier connections as well as the opportunity to connect face-to-face with some of our existing suppliers for the first time.

While our Aboriginal and Torres Strait Islander employment figures ranged between 1.6% - 2.5% during the Reflect RAP period we were delighted to see an increase in self-identification as a result of cultural competency training.



And for the first time, we were able to benchmark our second-tier employment at 4.4% of our almost 9,000 strong subcontractor workforce.

We are pleased to present Buildcorp's Innovate RAP 2023-2025, and look forward to taking this next step together.

**Tony Sukkar AM,
Managing Director**

Josephine Sukkar AM, Principal

**Jordan Sukkar, General Manager
Contracting NSW**



About Buildcorp

Construction has been Buildcorp's core business for 33 years, however the evolution of our family-owned business has differentiated us beyond just what we do. Our difference comes from who we are and what we stand for. How we treat our people, partners, and community matters to each of us.

Based on the east coast of Australia, with offices in Warrane (Sydney), Naarm (Melbourne) and Meanjin (Brisbane), Buildcorp operates in the commercial construction industry, servicing a wide variety of public and private sector clients, across four broad market sectors:

- New build projects such as health, education, sporting facilities and commercial offices
- Fit-out and refurbishment projects, primarily in existing commercial and hospitality
- Building remediation projects in residential, commercial and infrastructure facilities
- End to end architectural joinery business, Euroline.

The collective, collaborative attitude of our people is Buildcorp's real difference, and our reward is three decades of success: passionate staff, loyal customers, industry leading systems, award winning projects, supportive suppliers, and a reputation to be proud of.

WE SUPPORT



Since 2021 Buildcorp has been committed to the United Nations Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment, and anti-corruption.



| About the Artwork

'Journeys' tells the story of Buildcorp's commitment to reconciliation. It is reflective of pathways formed across our business, with our clients and communities. For over 30 years we have been developing the bonds of connection. More recently we have extended these bonds with First Nations people through employment, trade, cultural awareness, and a shared sense of purpose.

It reflects our values of social responsibility, teamwork, fair play and continual learning. All of which is at the core of our ability to maintain a sense of family connection despite the distances between us.



Journeys by Tanya Henry, Acrylic on Canvas, 2023

RAP Artist

Tanya Henry

Tanya Henry is a proud Wakaman and Yiman woman raised on the Red Ridges of Lightning Ridge on Yuwaalaraay Country in outback NSW.

A love of the raw beauty of the landscape and its native animals began at a young age. She would spend hours sketching while watching her father work his Opal mine. When her father found a good strike of Opal he took Tanya to town, brought her art supplies, and told her to “get painting girl”. Tanya has been on the path of artistic discovery ever since.

Captivated by the stories and lore of her ancestry, Tanya developed her talents and completed her Bachelor with Honours in Visual Arts in 2007 at Deakin University.

She taught art and culture at Toowoomba TAFE for several years and was contracted by Youth Justice, working with troubled teenagers, and presenting painting workshops at schools.

Exhibiting in Melbourne, Sydney, Dubbo, Lightning Ridge and throughout Queensland Tanya creates magnificent pieces of Art from the Heart!

Through her artistic journey, as an Aboriginal artist, Tanya is respectfully sharing her unique family stories, documenting the history of her ancestors through her natural talents.

As a multi-medium artist her essence is in landscapes, with an urban/contemporary flavour.

Tanya’s art is vibrant and alive and captivates the viewer through the lens of a colourful world that is quintessentially birthed from the Dreamtime and lore of the First Nations people.



Scan to hear the story
behind our RAP artwork.

Our Vision for Reconciliation



Buildcorp's vision is to continue our journey of reconciliation through acknowledgement and understanding of the past and moving forward together with Aboriginal and Torres Strait Islander peoples. We are committed to strengthening relationships that will create pathways, partnerships, and opportunity for greater equity within the industry.

Our Opportunity to Influence

Buildcorp's success in the construction industry is in large part due to our ability to develop successful relationships with our clients, suppliers, and the communities in which we work. Our approach to reconciliation is no different. We focus our efforts on where we can make the most impact, to deliver the most value for our stakeholders whether that be a design solution, a supply chain saving, or bettering a project completion date.

In this sense we have focussed on approach for reconciliation in the areas where influence and impact intersect, our people and our supply chain.

Our Supply Chain

As a project management-based business, there are limited entry level employment opportunities directly within our business, so our focus is supporting the sustainable growth of Aboriginal and Torres Strait Islander businesses through subcontracting and supplier relationships.

As a member of Supply Nation, we increased in our supplier spend 14 times in FY21-22, exceeding \$10.2 million across 20 suppliers. This reflects the concerted efforts to engage our people in the opportunities to work with Indigenous businesses.

2022 saw the introduction of First Nations Supplier events. Designed to create connection for our people with Indigenous businesses, the events saw 25 companies across NSW and Victoria join with decision makers from across the Group to create new relationships and explore new opportunities.

We also took the opportunity to onboard 37 Buildcorp people for Supply Nation's Indigenous Business Directory online training session. Participants learned about the importance of supplier diversity for minority groups and how we as a business can help level the playing field to give all businesses an opportunity to compete from the same starting point.

These combined efforts put us in a position to exceed our clients' expectations when it came to First Nations participation targets, with us averaging 13% adjusted spend across all projects. This resulted in Buildup being recognised as a finalist in the Corporate Member of the Year category at the 2023 Supply Nation Supplier Diversity Awards.

Exceeding Expectations

In 2022 we had multiple success exceeding our own expectations with our procurement targets, including our Westpac Parramatta Square and Bondi Pavilion projects:



Westpac Parramatta Square 11% total spend (\$3.5m+)

Buildcorp was appointed by Westpac to deliver an 18,000sqm office fit-out across eight floors of the new Parramatta Square development. We committed to a 5% spend on this project, but successfully delivered 11% of the total contract sum with certified and registered Indigenous businesses including AWM Amroo, Schiavello Gnabu, Zenith FG, and First Grade. Spending over \$3.5 million dollars across, significant contributions to the project's fit-out included the delivery of joinery, hydraulics, and fire alarms, to the manufacturing of workstations, meeting room tables and lockers.



Bondi Pavilion 7.6% total spend. (\$1.2m+)

The conservation and restoration work on the heritage-listed Bondi Pavilion for Waverley Council was complex, consisting of major structural and civil works. Buildcorp was sensitive to meticulously maintain and protect historically significant features that were unearthed including, a First Nations themed mosaic, community painted murals in the courtyard, artist's murals in the theatre and remnant signage and graphics.

With a target of 3% we achieved a 7.6% spend of the 14,800 sqm project by completion in September 2022. Our subcontractors included Djurwa Waste Removal Services, SWF Construction and Total Surveying Solutions with over \$1.2 million spent with these businesses.

| Our People

Developing cultural awareness and inclusion of cultural practice into Buildcorp operations is integral to delivering on our RAP. Training is compulsory for all employees and a Cultural Protocols Guide has been developed to support our people in providing appropriate respect and recognition in our offices and on site. In addition, we commenced our face-to-face leadership training, which focussed on providing context, understanding privilege, communications and providing greater insight into the challenges Aboriginal and Torres Strait Islander peoples in society today.

We had over 80 of our team participate in an informative and engaging webinar to learn how to give an Acknowledgement of Country, presented by Evolve Communities, and over 100 people attended our Truth Telling webinar.

Our Reflect RAP Launch coincided with NAIDOC Week 2021, with an online interview with our RAP Artist and renowned ALF player Gavin Wanganeen, which discussed his background, career, and journey as an artist.

In 2022 we utilised both the National Reconciliation Week and NAIDOC Week resources to run a month-long colouring-in competition for the wider Buildcorp family, with the opportunity for them to win a selection of books collated by the Indigenous Literacy Foundation.

In 2023 we took the opportunity for our teams to hold toolbox talks on sites, sharing the history and significance of NAIDOC Week.



Our Innovate Reconciliation Action Plan 2023-25

The development of our Innovate Reconciliation Action Plan has been a collective effort by our business. While our RAP Working Group led the way in developing this plan, our people have played an essential role by embracing our Reflect RAP and advocating for further progress within our business.

RAP Working Group

Buildcorp's commitment to reconciliation has the full support of our Executive Leadership team. At an operational level, our RAP is championed by our General Manager People & Culture and supported by the RAP Working Group and our Business Unit Managers. Representation on our RAP Working Group comes from all areas of operations across level of seniority, gender, and culture.

-  General Manager People & Culture
(Executive Sponsor)
-  Procurement Lead (Chair)
-  Senior Project Manager, Interiors NSW
-  Project Engineer, QLD
-  Estimator, Asset Solutions
-  Joinery Estimator, Euroline



Relationships



Our industry is one built on relationships, and our relationship with Aboriginal and Torres Strait Islander people and businesses is no less important to foster and develop. Through engaging with cultural organisations, industry and government bodies and providing opportunity for our people to participate in significant cultural events, we hope to strengthen our ties with First Nations people wherever we may work.

Actions	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2023	Procurement Lead
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2023	Procurement Lead
	Renew memberships with State Reconciliation bodies.	January 2024 & January 2025	Procurement Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 & May 2025	Procurement Lead
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024 & 2025	Procurement Lead
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024 & 2025	Procurement Lead
	Organise NRW morning teas across all offices.	27 May - 3 June 2024 & 2025	Procurement Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024	Procurement Lead

Actions	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2023	Procurement Lead
	Launch our Innovate Reconciliation Action Plan publicly.	August 2023	Head of Marketing
	Invite stakeholders to First Nations focused networking events and forums, such as Supply Nation Awards Night, NRW Dinner, Property Council Lunches.	July 2023 – June 2024 (Review January 2024)	General and State Managers
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2023 – June 2024 (Review January 2024)	Procurement Lead
4. Promote positive race relations through anti-discrimination strategies.	Review HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	General Manager People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2024	General Manager People & Culture
	Educate senior leaders on the effects of racism.	August 2023	Procurement Lead
	Develop and implement anti-racism campaign at Buildcorp to build confidence in people calling out racist behaviour.	December 2024	General Manager People & Culture
5. Establish partnerships with Aboriginal and Torres Strait Islander Non-Profit organisations to support our aims of creating pathway and equity within the construction industry.	Identify and develop a partnership with services that support the transition from school to further education and/or employment of Aboriginal and Torres Strait Islander youth within the construction industry.	July 2023	General Manager People & Culture
	Identify partnership opportunities that support the mental health of Aboriginal and Torres Strait Islander peoples.	June 2025	Procurement Lead

Respect



Buildcorp has always had a strong sense of purpose – who we are, where we have come from and where we are going. It has formed the foundations of our success and how we do business – The Buildcorp Way. We recognise that the places where we work and live have been called home by Aboriginal and Torres Strait Islander peoples for over 60 thousand years. We know we need to look to our Traditional Owners to understand who they are, where they come from and how we can move forward together in the spirit of reconciliation.

Actions	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	December 2023	Procurement Lead, General Manger People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2023	Procurement Lead
	Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2023	Procurement Lead, General Manger People & Culture
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning above and beyond our standard offering.	December 2024	Procurement Lead
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2023 – June 2024 (Review January 2024)	Procurement Lead
	Review cultural protocol document annually.	September 2023 & 2024	Procurement Lead
	Include Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2023	Procurement Lead
	Develop employee confidence in giving an Acknowledgement of Country through regular use in team meetings.	December 2023	Line Managers
	Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2023 – June 2025 (Review June 2024)	Head of Marketing, Marketing Specialists

Actions	Deliverable	Timeline	Responsibility
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8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2023 & 2024	Procurement Lead
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2023	General Manager People & Culture
	Promote and encourage participation in external NAIDOC events to all staff.	July 2023 & 2024	Procurement Lead
	Promote NAIDOC Week through Internal Communications channels.	July 2023 & 2024	Procurement Lead
9. Build understanding about the Voice to Parliament referendum for our people so they can make an informed decision and improve voting accessibility for eligible staff.	Share Uluru Statement from the Heart and Reconciliation Australia resources in relation to the Voice to Parliament referendum with our people.	September 2023	Procurement Lead
	Facilitate collection and mailing of votes through our offices to enable participation in the referendum.	September 2023 – December 2023 (Review August 2023)	Office Managers

Opportunities



Teamwork is one of Buildcorp's core values, and we are continually looking for great people and great partners to help deliver our projects. Working alongside Aboriginal and Torres Strait Islander people, just makes good business sense; providing the right mix of skills, culture and supplier diversity that adds value to our organisation.

Actions	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2024	General Manger People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	September 2023	General Manger People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2023	General Manger People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2023 & December 2024	People & Culture Business Partners
	Develop second tier employment opportunities in partnership with our subcontractors and suppliers.	June 2024	Construction Managers
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2023	Construction Mangers General Manger People & Culture
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Deliver Aboriginal and Torres Strait Islander procurement target of 3% addressable spend across new projects and Group Services.	June 2024 & June 2025	General & State Managers
	Renew Supply Nation membership.	January 2024	Procurement Lead
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff through: <ul style="list-style-type: none"> Use of Supply Nation's Indigenous Business Direct and Member Opportunity Board when estimating and awarding packages. Engaging with First Nations Chambers of Commerce and other relevant Industry bodies. 	July 2023 – June 2025 (Review June 2024)	Construction/ Pre-Construction Managers, Business Development Managers, Bid Managers, Estimators

Actions	Deliverable	Timeline	Responsibility
<p>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses through further developing existing relationships and identifying new opportunities.</p> <p>Nominate representatives to attend Indigenous Procurement events such as Supply Nation Connect, Indigenous Chamber of Commerce Construction Forum etc.</p> <p>Host a minimum of 1 Indigenous specific supplier networking event in all states during Supplier Diversity September.</p>	<p>July 2023 – June 2025 (Review June 2024)</p> <p>July 2023 – June 2025 (Review June 2024)</p> <p>September 2023 & 2024</p>	<p>Construction Construction/ Pre-Construction, Project Directors/ Managers, Commercial Managers</p> <p>General/State Managers Procurement Lead</p> <p>General & State Managers</p>

Governance



Actions	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2023 – June 2025 (Review June 2024)	Procurement Lead
	Review and update the Terms of Reference for the RWG.	August 2024	Procurement Lead
	Meet at least four times per year to drive and monitor RAP implementation.	July 2023 – June 2025 (Review June 2024)	Procurement Lead
13. Provide appropriate support for effective implementation of RAP commitments.	Appoint Executive Champion of Reconciliation Action Plan.	July 2023	Managing Director
	Define resource needs for RAP implementation.	July 2023	Procurement Lead, General Manager People & Culture
	Engage our senior leaders and other staff in the delivery of RAP commitments through executive briefings and team meetings.	July 2023 – June 2025 (Review June 2024)	Procurement Lead
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Implement new CSR Dashboard to track measure and report on RAP commitment in real time.	July 2023	Head of Systems & Technology
	Report RAP Progress to Senior Leadership Team at monthly performance update meeting.	2023-2024	Procurement Lead
	Report RAP progress to all staff biannually.	July 2023 – June 2025 (Review June 2024)	Procurement Lead
	Publicly report our RAP achievements, challenges, and learnings through our Annual Sustainability Report and social media.	October 2023 & October 2024	Procurement Lead, Head of Marketing
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023 & 2024	Procurement Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023 & 2024	Procurement Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023 & 2024	Procurement Lead

Actions	Deliverable	Timeline	Responsibility
<p>14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</p>	<p>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</p> <p>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</p>	<p>May 2024</p> <p>June 2025</p>	<p>General Manager People & Culture</p> <p>Procurement Lead</p>
<p>15. Continue our reconciliation journey by developing our next RAP.</p>	<p>Register via Reconciliation Australia's website to begin developing our next RAP.</p>	<p>October 2024</p>	<p>Procurement Lead</p>



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