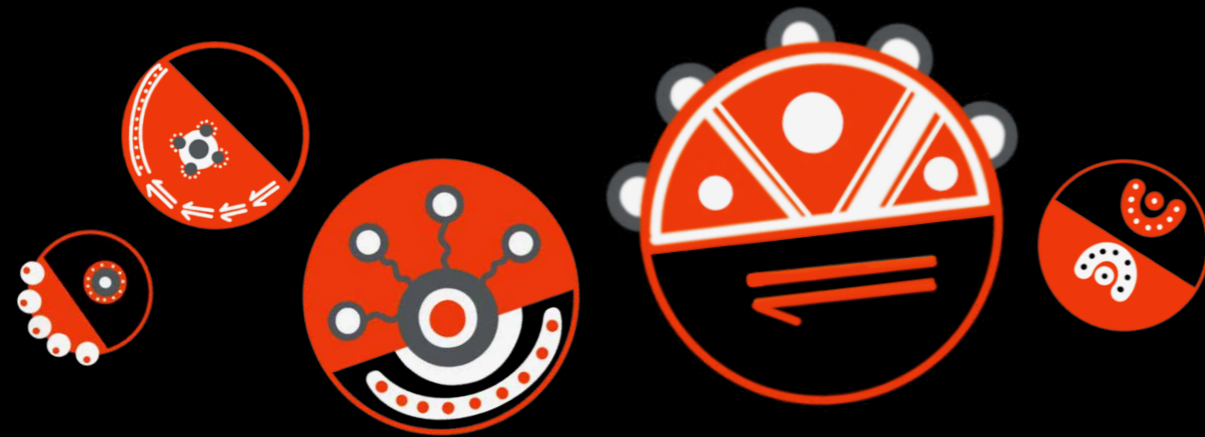




**REFLECT RECONCILIATION
ACTION PLAN**

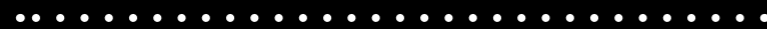
June 2021 - June 2022



Degnan Constructions operates in Bidjigal Country.

We acknowledge the ancestors and spirits of this great land and pay our respects to the Elders past and present.

We acknowledge the Aboriginal peoples as the Traditional Custodians of this land and extend this respect to all Aboriginal and Torres Strait Islander peoples.



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Cover Artwork

Your Journey, Jake Simon

The artwork for Degnan was created by artist Jake Simon of INYADOT ART. Jake Simon is a proud Worimi - Biripi man living on Gadigal lands. The artist has a unique and innovative conceptual approach to all that he creates.

The design elements included in the artwork tells of the journey of Degnan.



The Centre circle is the "heart and culture" of the business. Heart and culture are at the centre of everything we do." "Family and Community".

This also represents the family legacy of the company being passed down through the generations.



The "sitting figures" represent the idea phase/ the beginning.



The "council" or "eyes of judgement" the ones who are pessimistic. Our strong minds prevail and lead us to success.



The connecting dots represent "our connection", networking is vital to success.



Once connected our efforts go full circle and we get back what we put out. The smaller circles feed back to the bigger circle.



The symbol at the top is the "warriors spears". Knowledge and connection is your weapon, the circles surrounded by dots is your harvest/rewards.



The arrows are kangaroo tracks, we follow the Roo tracks knowing they are going to greener pastures. This whole circle is representing the journey of self sustainability.

A Message from Reconciliation Australia



Reconciliation Australia welcomes Degnan Constructions to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Degnan Constructions joins a network of more than 1,100 corporate, government, and not-for-profit Degnan Constructions that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for Degnan Constructions to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in a Degnan Constructions with a RAP.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing a Degnan Constructions to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Degnan Constructions to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Degnan Constructions, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

A Message from Degnan Constructions



It is with great pride that I present Degnan Constructions inaugural Reflect Reconciliation Action Plan (RAP), the beginning of what is a long-term commitment to recognise and work in collaboration with the First Nations people of Australia.

As a construction organisation that deals with land, places, culture, history and the natural environment, it is our duty to understand more about the Traditional Owners of this land and the deep 'connection to country' which is so important to Aboriginal and Torres Strait Islander cultures. This insight allows us to recognise the significance of the work we do and be more appreciative and respectful to the cultural sensitivities that apply.

Degnan's purpose is to foster opportunities for all people and provide the platform to social and economic prosperity. We recognise that Degnan is uniquely positioned through its employment and procurement channels to build stakeholder relationships that impact the lives of many people across a variety of communities.

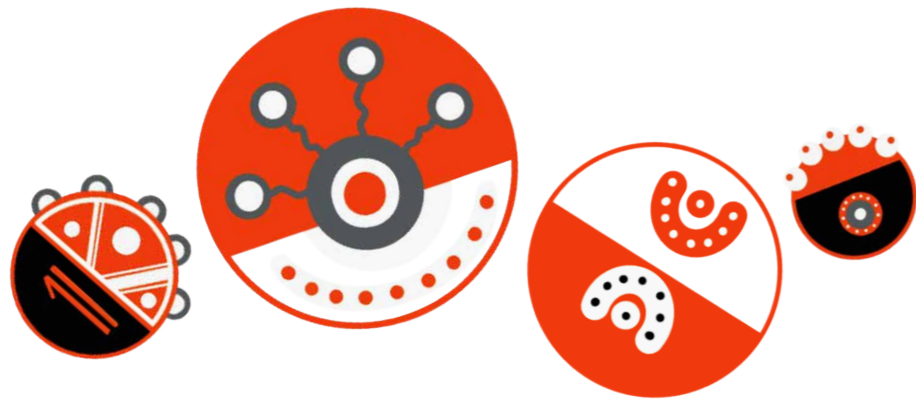
The development of Degnan's RAP provides a clear vision and strategy to be able to positively engage and impact Aboriginal and Torres Strait Islander communities within the regions where we operate. This also underpins Degnan's aspirations to improve the cultural diversity

of our organisation to be reflective of these diverse communities in which we work.

Importantly, Degnan's RAP has the full support of our executive team and senior leadership who will champion the implementation and ongoing governance of this RAP. This initiative has been a natural progression for Degnan and the formalisation of our aspirations to do more as an organisation to meet our corporate social responsibility.

Sincerely,

Chris Degnan
Managing Director
Degnan Constructions



Our Business

Degnan is a family owned and run Australian construction company that is recognised for its client-focused approach and solution orientated commitment to excellence. With over 40 years of experience, Degnan has set an impeccable standard for quality and precision engaging with government clients across rail and education, as well as with architects and commercial clients.

Degnan is a community orientated organisation that has a strong commitment to the development of its culture. Degnan always strives to include local communities into projects where possible and add benefits to areas in which it operates. Personal and professional care and development is at the forefront of its mission and objectives, with the core values of accountability, collaboration, risk management and sustainability being drivers in all aspects of works. This enables Degnan to produce project specific solutions and innovations to a high standard whilst also building infrastructure and communities that are multi-generational.

Our core strength includes our ability to produce a high-quality product to our clients every time, which factor in all aspects of innovation and accreditations. We are ISO certified across ISO9001 (Quality), ISO14001 (Environmental) & AS4801 (OH&S Management) standards. We are a Supply Nation member and where

possible look to engage Aboriginal and/or Torres Strait Islander business. Degnan is also a member of the Master Builders association, Master Plumbers Australia, Infrastructure Sustainability Council of Australia and Transport for NSW Authorised Engineering Organisation (AEO). Our head office is in Mortdale, New South Wales, and as an organisation we deliver works across the broader NSW region. We currently employ an array of full time, permanent and casual staff with a total cohort of 80 employees.

Degnan has a localised approach to service delivery and where possible aims to utilise local suppliers and contractors, this applies to Aboriginal and Torres Strait Islander service provision. Driven by a strong client-relationship led culture, we connect the knowledge, skill and experience of our people with the innovative services, practices, goals and aspirations of our clients to achieve optimal outcomes for all involved.

Our Reconciliation Action Plan



Prior to and throughout the process of developing our inaugural Reflect RAP, Degnan had shifted its focus to become an organisation that has a strong emphasis on collaboration and diversity in relation to its people and processes. This involved building internal awareness among leadership and employees for the business case behind developing a RAP and the significance of such a commitment.

This was a natural progression and in synergy with our overall organisational strategy to improve our equal employment and development opportunities as well as broaden our reach into First Nations communities. This would enable Degnan to actively participate in initiatives that help facilitate progress toward greater outcomes for Aboriginal and Torres Strait Islander communities within the construction industry. The development of a Reflect RAP will assist Degnan to formalise the process towards engaging more Aboriginal and Torres Strait Islander peoples and businesses by providing a structured framework moving forward with achievable targets and objectives.

By no means do we see this as a one-way commitment or obligation but rather a strategic advantage for Degnan as we are aware of the great value and contribution that an effective relationship with First Nations communities, peoples and businesses can provide to our organisation as well as the clear outcomes it can provide to the various community touch points we have access to.

Further to this we believe that First Nations peoples can provide our organisation with guidance, support and insight into traditional methods of communication, relationship management, leadership and governance.

This will assist in the way we do business, engage with the broader community and become more sustainable in our overall practices. Not limited to but including from an environmental standpoint, such as adhering to more stringent environmentally friendly practices. We would like to have a workforce that is culturally aware, competent, appreciative and capable.

The development of a RAP will reinforce our commitment to reconciliation and incentivise our leadership team and overall cohort to pursue objectives and initiatives more intensely. We believe employing and subcontracting Aboriginal & Torres Strait Islander staff and businesses at Degnan will help build our relationships with the broader community and enable our organisation to contribute directly to building our capacity to meet our corporate social responsibility more authentically and efficiently.

We have a long-term approach as part of our commitment to reconciliation which is focused on individual, organisational and community aspirations. We have a genuine interest in playing a role in supporting opportunities for Aboriginal and Torres Strait Islander individuals and communities to practise self-determination with the goal of contributing to genuine

and lasting change.

Degnan's Reflect RAP outlines our pledge to develop strong relationships with First Nations peoples that are based on trust, understanding and mutual respect. Walking hand in hand for a better future and enduring community benefits through the services and opportunities we provide.

Degnan is currently going through a transition of broadening its corporate social responsibility, inclusivity, sustainability and quality and part of this process has a very strong emphasis on our First Nations peoples. Degnan has a relatively diverse and multicultural workforce with an active mission to increase our representation of Aboriginal and Torres Strait Islander peoples across our business. Degnan has an Equal Opportunity Policy that covers all provisions in terms of fairness and anti-discrimination in all aspects of our company operations.

We believe we have a real opportunity to increase our Aboriginal and Torres Strait participation and representation throughout our organisation internally as well as via contractor and supplier engagement. We are well positioned with an offering of diverse opportunities to attract and engage individuals in a variety of positions, for potential direct employment as well as outsource service offerings through our procurement channels.

We currently have a check box questionnaire via on-site induction forms and a survey has been carried out as a form of measurement regarding our Aboriginal and or Torres Strait Islander employment numbers. We do not employ any Aboriginal or Torres Strait Islander identified staff directly at present.

As part of the RAP development process, one of the main objectives will be to increase employment opportunities for Aboriginal and Torres Strait Islander peoples. As part of the recruitment and HR procedures we will be implementing a culturally safe self-identification procedure for individuals to optionally self-identify through an anonymous organisation wide survey, this includes updating our personal details form for new starters. This will enable us to keep track of our progress, including attraction and retention of Aboriginal and Torres Strait Islander peoples and help ensure accountability and progress moving forward. This will also assist our organisation to become an employer of choice for Aboriginal and Torres Strait Islander peoples by ensuring we have a culturally appropriate strategy for our employment pathways.

We are extremely motivated as an organisation to implement the deliverables and commitments in our first Reflect RAP and progress in our journey toward reconciliation by becoming a leader and front runner in

the construction space.

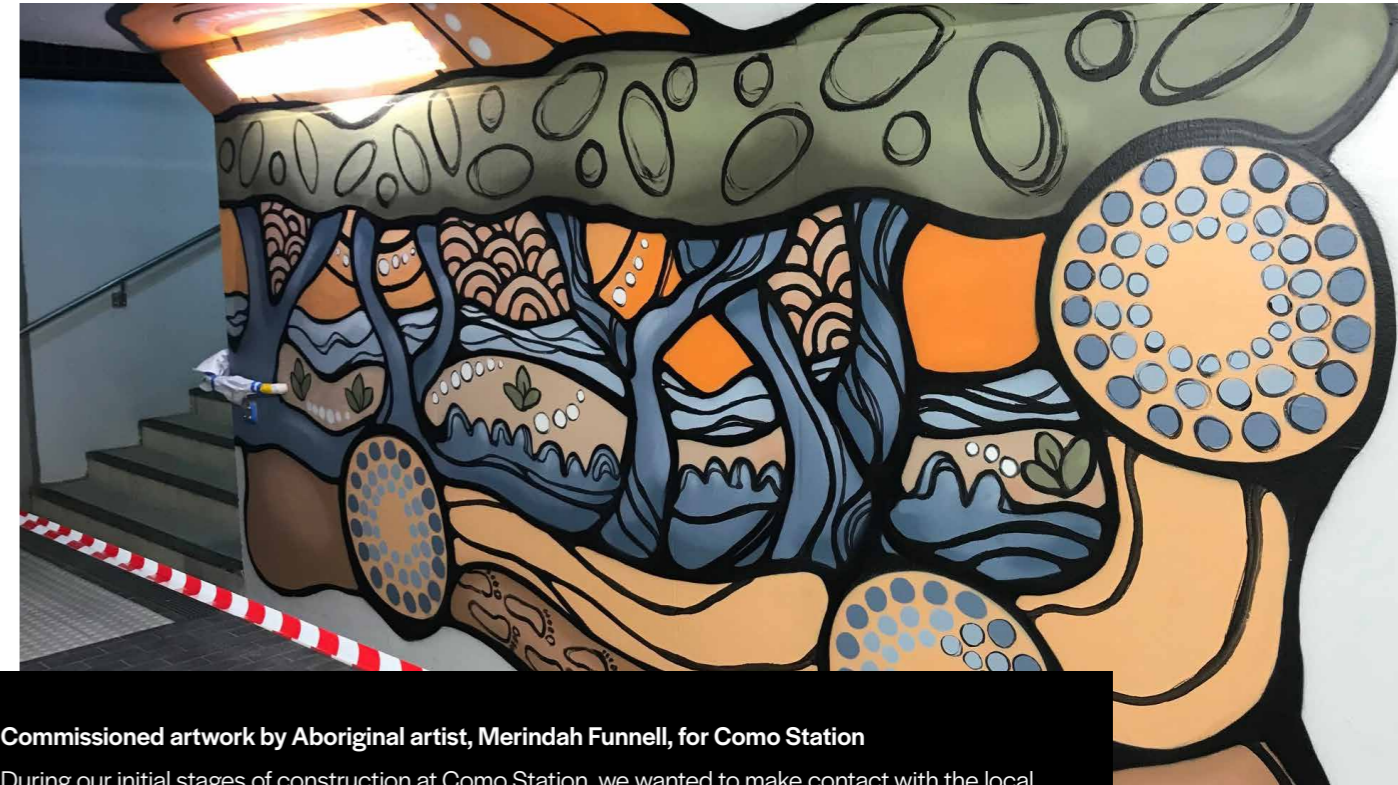
As part of this initial RAP we aim to incorporate awareness, understanding and diversity through our work, procedures and policies to develop strong relationships with Aboriginal and Torres Strait Islander peoples, with these components forming our pillars of focus to build a solid foundation moving forward to potential future RAP's as we proceed on this exciting journey. We will continue to endeavour to create a culturally safe workplace with people who acknowledge and celebrate the rich culture and diverse capacity of the First Peoples of Australia.

Degnan's broad reach and various organisational touch points through its diverse projects and line of work gives us great access to Aboriginal and Torres Strait Islander peoples, businesses and communities.

Working closely with government departments on many projects provides great experience engaging with the government sector and potential pathways for employment and procurement. Dealing with government agencies also means that relationships with First Nations communities will be essential, especially when dealing with projects that are environmentally sensitive and require community consultation. The insight and relationship building that we will be working to attain will ensure that our practices are efficient and in line with Aboriginal and Torres Strait Islander cultural protocols.

The development of this RAP has and will continue to be championed by our Commercial Director Peter Stavroulakis and designed to reflect our commitment to facilitate awareness, understanding and stronger relationships with Aboriginal and Torres Strait Islander peoples. As an organisation, we appointed Peter our Commercial Director as our senior RAP champion as he has a genuine commitment to diversity and inclusion and was pivotal in making the decision for Degnan to develop its first Reflect RAP. Peter believes that real cultural change needs to start at the top and filter down, therefore has taken the responsibility to drive the RAP to ensure all its aims and objectives are met. He is an advocate for authenticity and is very passionate about having local input and advice from members of the community. Peter approved engagement with an Aboriginal consulting company in September 2020 to assist with the development of a RAP and is ready to build some very profound opportunities for Aboriginal and Torres Strait Islander peoples and communities across NSW in 2021 and beyond.

Importantly, this RAP has been developed in partnership with Aboriginal and Torres Strait Islander peoples and organisations. We have received input and direction from Yarnnup which is an Aboriginal organisation that



Commissioned artwork by Aboriginal artist, Merindah Funnell, for Como Station

During our initial stages of construction at Como Station, we wanted to make contact with the local Aboriginal Corporation (Kurrannya), to create not only a relationship but also see how we can include them in the project in some way.

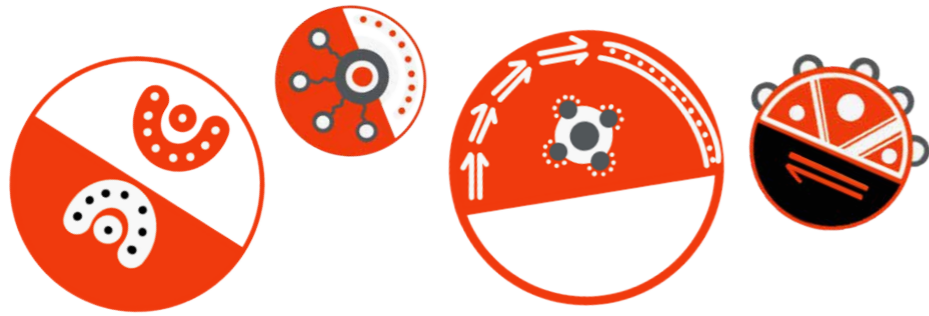
As the station underpass provided a blank canvas, we discussed how to incorporate the story of the Como and Sutherland Shire area into the station, with the concepts of sunrise and sunset developing into the artwork above. Merindah Funnell, the artist, has been installing for the past two weeks, and upon completion her art will be registered on the Transport for NSW Arts Register directory (which is very exciting).

has direct links to community and we have taken the initiative to listen and understand their insight and opinions when committing to reconciliation. The RAP will initially explore how we can improve our internal processes and procedures and create a framework to raise cultural awareness, build relationships, trust and respect with Aboriginal and Torres Strait Islander peoples.

Moving forward, we recognise the importance of establishing an external independent group (external RAP Advisory Committee) of Aboriginal and Torres Strait Islander peoples that will inform the implementation of our RAP. Yarnnup, who has been involved in the development of the RAP will continue to guide the implementation process and will consult with us regarding ongoing progress, development, future revisions and continue to support our reconciliation journey. We value and respect their honest and independent contribution and look forward to our ongoing relationship with them.

Internally our RAP Working Group of 6 Degnan employees will spearhead the implementation of the RAP and liaise with the external RAP Advisory Committee for cultural guidance and support as well as all procedural and strategic requirements.

The RAP Working Group members will provide oversight over this initiative and collaborate to ensure broader organisational obligations are met. The RAP Working Group will consist of individuals from different departments of the organisation including our Commercial Director Peter Stavroulakis, Community Liaison Manager Bronte Skeggs, Marketing Manager Bridget Fazio, Project Manager John Dennes, Contracts Administrator Danielle D'Souza and Cadet Makayla Kalcev. The RAP Working Group will work closely with the external RAP Advisory Committee as required to ensure ongoing accountability.



Moving Toward Reconciliation

Prior to the decision and commitment to develop our first Reflect RAP, Degnan was informally building its capacity to engage with Aboriginal and Torres Strait Islander peoples and communities by becoming a member of Supply Nation and procuring the services of Aboriginal providers and contractors.

Most of our staff at Degnan completed an online cultural awareness training course which encompassed learnings around First Nations peoples, histories and cultures. We agreed as an organisation that we did not know nearly enough about Aboriginal & Torres Strait Islander cultures, histories, current barriers to employment and social challenges such as cultural load when entering the workforce. Although we have undergone some foundation level online cultural awareness training, it was not as exhaustive or in-depth as needed. We will be looking to deliver a more engaging and thorough cultural awareness program that delves deeper to understand how to effectively engage with First Nations peoples and communities and understand the policies that have attributed to the inequalities experienced in the past, present and into the future.

Since partnering with Yarnnup we have made some inroads into organising future trainings using the RAP as our launching pad. We have also started to map out our approach for community engagement and outreach. Yarnnup have also started to assist with building our capability to improve supplier diversity in procurement and establish relationships with Aboriginal and Torres Strait Islander businesses through direct community links and relationships.

We previously purchased an Aboriginal artwork from our local Aboriginal Land Council which coincided with NAIDOC week, which is displayed at our head

office. There have also been early stage discussions regarding potential partnerships with local not-for-profit enrichments programs (Clontarf), for Aboriginal and Torres Strait Islander school children to gain exposure to what we do as a company.

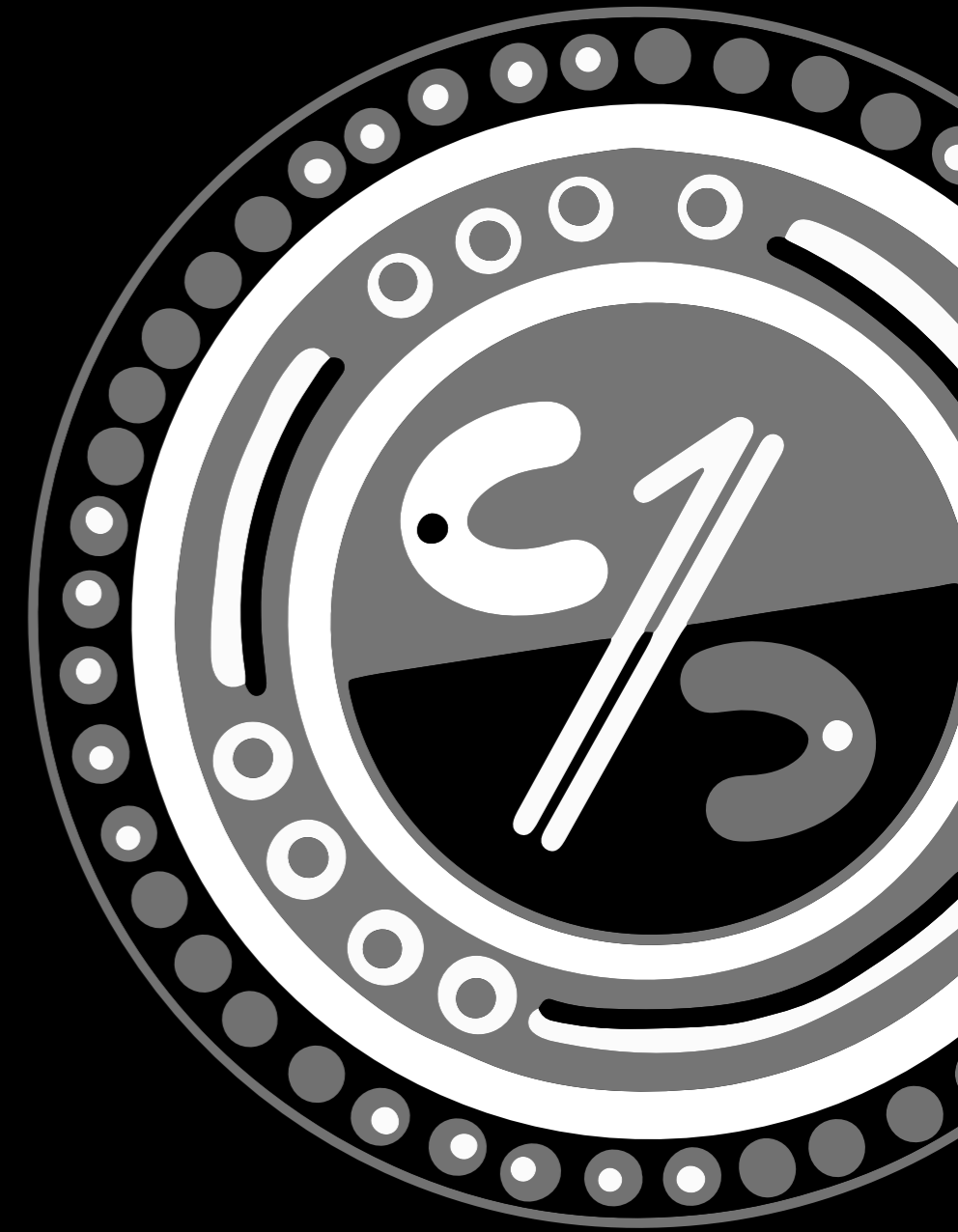
Degnan has developed a relationship with Kurranulla Aboriginal Corporation a not-for-profit organisation providing services in the Sutherland Shire and St George areas. Kurranulla strives to develop closer ties between First Nations peoples and the general population to promote reconciliation.

We have been in consultation over the years to ensure we are providing culturally appropriate services and receive cultural advice where required.

We have long been interested in how we could get involved in NAIDOC Week and National Reconciliation Week (NRW) celebrations but have not had the capacity to do so, although more recently with the progression toward developing a RAP this will be part of our yearly commitment.

We now have a clearer picture and understanding of how we could begin this journey and the RAP is the formalisation of this objective.

We are looking to progress further and the next step is to create a pathway moving forward with an overall organisational strategy.



Relationships
Respect
Opportunities
Governance

Relationships



Action	Deliverables	Timeline	Responsibility
1	Establish and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence	September 2021 Marketing Manager
		1.2 Research and implement best practices that support partnerships with Aboriginal and Torres Strait Islander peoples	November 2021 Community Liaison
2	Build relationships through celebrating National Reconciliation Week	2.1 Introduce staff to National Reconciliation Week by circulating resources and materials	May 2022 Marketing Manager
		2.2 Have RAP Working Group members participate in external National Reconciliation Week events	May 27th – 3rd June 2022 Commercial Director + Community Liaison
		2.3 Encourage staff to attend at least one National Reconciliation Week event	May 27th – 3rd June 2022 Commercial Director + Community Liaison
3	Promote our RAP and reconciliation journey through our sphere of influence	3.1 Communicate and educate all staff on our reconciliation commitment and responsibilities within our RAP	June 2021 Marketing Manager
		3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey	July 2021 Commercial Director
		3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2021 Community Liaison
		3.4 Amend Human Resources on-boarding documents to include reference to our RAP	October 2021 Marketing Manager
4	Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review of current Human Resources policies and procedures to identify any anti-discrimination provisions and future needs	January 2022 Commercial Director and Marketing Manager
		4.2 Research best practice and policies in areas of race relations and anti-discrimination	March 2022 Marketing Manager

Respect



Action	Deliverables	Timeline	Responsibility
1	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1 Review current cultural learning training and identify training needs required within the organisation	October 2021 Community Liaison
		1.2 Organise and implement the delivery of workshops for internal cultural awareness	November 2021 Community Liaison
		1.3 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on strengthening our cultural learning strategy for staff	October 2021 Commercial Director
2	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	2.1 Identify and communicate Aboriginal and Torres Strait Islander dates of significance to all staff	June 2021 Marketing Manager
		2.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area	August 2021 Marketing Manager
		2.3 Develop and implement a policy to increase staff's understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols.	October 2021 Community Liaison
3	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	3.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week	June 2021 Marketing Manager
		3.2 Introduce staff to NAIDOC Week by promoting external events in our local area	June 2021 Community Liaison
		3.3 RAP Working Group to participate in external NAIDOC Week events	4th-11th July 2021 Community Liaison

Opportunities



Action	Deliverables	Timeline	Responsibility		
1	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	1.1	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	December 2021	Commercial Director
		1.2	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities	February 2022	Commercial Director
2	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	2.1	Maintain membership with Supply Nation	May 2022	Community Liaison
		2.2	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	September 2021	Project Manager + Contracts Administrator

Governance



Action	Deliverables	Timeline	Responsibility		
1	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	1.1	Maintain RAP Working Group (RWG) to govern and implement RAP	August 2021	Commercial Director
		1.2	Establish Aboriginal and Torres Strait Islander representation on the RWG	September 2021	Community Liaison
		1.3	Draft a terms of reference document for the RWG	September 2021	Community Liaison
2	Provide appropriate support for effective implementation of RAP commitments	2.1	Identify and define resource needs for RAP implementation	July 2021	Marketing Manager
		2.2	Engage senior leaders in the delivery of RAP commitments	June 2021	Commercial Director
		2.3	Define appropriate systems and capability to track, measure and report on RAP commitments	August 2021	Project Manager + Contracts Administrator
		2.4	Establish an external RAP Advisory Committee to advise on the implementation of the RAP	July 2021	Community Liaison
3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	3.1	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	September 30th 2021	Community Liaison
4	Continue our reconciliation journey by developing our next RAP	4.1	Review RAP based on achievements, challenges and lessons learned	February 2022	Commercial Director
		4.2	Register via Reconciliation Australia's website to begin developing our next RAP	February 2022	Community Liaison



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