

**nacap**

A QUANTA SERVICES COMPANY



RECONCILIATION  
ACTION PLAN

**INNOVATE**



# INNOVATE

## Reconciliation Action Plan



Nov 2022 - Nov 2024





# ACKNOWLEDGMENT OF COUNTRY

Nacap acknowledges the Traditional Custodians of the lands on which we work and live and recognises their continuing connection to land, water and community. We pay our respect to their Elders, past, present and emerging.

In particular, we would like to acknowledge the Traditional Custodians of the lands on which Nacap has its offices:

- the Wurundjeri people of the Kulin Nation (Melbourne);
- the Tubbagah People of the Wiradjuri Nation (Dubbo); and
- the Jagera people of the Turrbal Nation (Brisbane).

Nacap also acknowledges the people of Port Moresby and Papua New Guinea where we also have an office. We extend our respects to their ancestors and past, present, and emerging elders.

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# Our Vision for Reconciliation

NACAP SEEKS TO FOSTER WORKPLACES AND DELIVER PROJECTS ACROSS AUSTRALIA THAT RESPECT THE CULTURAL HERITAGE OF THE PLACES WHERE WE OPERATE AND WHICH ENABLES FIRST NATIONS PEOPLES IN THE COMMUNITIES WHERE WE OPERATE TO BENEFIT FROM THE OPPORTUNITIES THAT WE PROVIDE.

We aim to enhance our knowledge of First Nations peoples' histories, experiences, cultures and connections to land. Doing so will grow our understandings and develop a deeper appreciation and acknowledgment of First Nations peoples across our workforce and support a commitment to a reconciled, fair and equitable Australia across the broader community.

We will align Nacap's values of 'Integrity', 'Teamwork' and 'Strive to be Better' in how we reflect, share experiences, grow our understandings and interact with communities. We aim to promote realistic and agile engagement; employment; and business opportunities for First Nations people commensurate with the duration and location of our projects.

Through a commitment to work in partnership with our employees, managers and supervisors, suppliers, clients and communities, we will provide authentic and achievable actions that help address the inequities between First Nations peoples and other Australians.

PRESENTING TO MEMBERS OF KARIYARRA ABORIGINAL CORPORATION  
HOW WE LAY A PIPELINE AND ENSURE RESPECT FOR COUNTRY





A message from Matthew O'Connell

## NACAP PRESIDENT

**It is with enthusiasm and pleasure that we at Nacap continue our RAP journey in publishing this 'Innovate' Reconciliation Action Plan (RAP).**

Our previous 'Reflect' RAP enabled us to reflect on what we were currently doing and consider, as we ventured through our business operations, what more we could do. Throughout the 'Reflect' phase, we collaborated closely with Aboriginal and Torres Strait Islander peoples, as we defined, actioned and interrogated strategies to engage with, and learn from, First Nations peoples.

Our values - Integrity, Teamwork and Strive to be Better, inform and provide a framework for our business decisions and drive our people to be the best they can be. Respect, inclusion and working together have always been common goals for how we work. The 'Reflect' RAP process really gave us a chance to demonstrate our integrity, showcase our belief in and practice of teamwork and continually look for ways to do things differently - and better.

At Nacap we continue to be extremely proud of our diverse and highly skilled workforce who have achieved outstanding results in some of the most challenging and remote locations in the world. As we do so, we are just as proud to be increasingly engaging strongly with the Aboriginal and Torres Strait Islander communities and implementing governance



strategies that build relationships, respect and in leveraging shared opportunities.

Our overriding objective for reconciliation is to support the development of an Australian culture where we all respect, recognise and are inclusive of Aboriginal and Torres Strait Islander peoples, communities and their cultures.

This Innovate Reconciliation Action Plan is our revitalised commitment to building on our initial exploratory strategies combined with the rewarding successes that occurred through our Reflect RAP initiatives to reach beyond these as we further thrive in facilitating First Nations people's successes.

We are excited to embark into the next phase of our RAP journey which will empower us, in collaboration with Aboriginal and Torres Strait Islander peoples, to build on strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

A message from Karen Mundine

## RECONCILIATION AUSTRALIA CEO

**Reconciliation Australia commends Nacap 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 Nacap 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, Nacap 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. Nacap 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 Nacap'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 Nacap on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



# Our Business

NACAP IS AN ENERGY INFRASTRUCTURE BUSINESS, SERVICING GLOBAL AND LOCAL CLIENTS IN THE ENERGY CONSTRUCTION MARKET - NAMELY OIL AND GAS, RENEWABLE AND POWER TRANSMISSION MARKETS, ACROSS CONSTRUCTION, RESOURCES AND DEFENCE ENERGY SECTORS.

Nacap is owned by Quanta Services Inc., a Standard & Poor's Fortune 500 Company, with over US\$11B in revenue in 2021. Quanta Services is the leading specialty contractor with the largest skilled labour force in North America – providing fully integrated infrastructure solutions for the utility, energy and communications industries.

For over 35 years, as a values driven company, we have worked hard to ensure that all our projects are delivered safely, on time and without dispute and that we are fully compliant with stakeholder

and community expectations. Nacap is passionate about ensuring positive outcomes for our people, clients, communities and the environment.

Our presence in Australia and Papua New Guinea (PNG) provides a broad range of services including:

- Pipelines (water, slurry, hydrocarbons)
- Horizontal directional drilling (HDD)
- Compressor station and surface facilities
- Teleferics (elevated cableway construction systems)
- Buried fibre optic cable (FOC) and high voltage (HV) cable
- Overhead HV transmission line
- Wind farm balance of plant works
- Pumped Hydro and Water management systems
- Coal seam gas facilities and gathering lines
- Hydrostatic testing
- Hydrocarbon storage tanks and management systems

As of November 2022, Nacap directly employed 583 people in Australia. 4.1% of the workforce (24 people) identified as being Aboriginal and/or Torres Strait Islanders. Our offices are located in Melbourne (Head Office), Brisbane and Port Moresby (PNG) and an equipment design and fabrication facility in Dubbo (NSW). The nature of Nacap's business however stretches well beyond these workplaces to a national context. Depending on the scope of works of projects to which we contract, workforces from 50 to 500 people can be required and mobilised from which personnel are recruited locally, regionally and/or nationally on a project hire basis.

We seek to develop shared understandings with the clients to whom we contract through negotiating employment and procurement commitments that enhance opportunities for First Nations people. We set expectations for our project personnel and sub-contractors that identify targets, milestones and ways of working aligned to these commitments. Whilst the timelines of our projects are generally relatively short term, we endeavour to engage positively and develop effective relationships with Aboriginal and Torres Strait Islander communities where projects are located, and through our project Aboriginal and Torres Strait Islander Participation Plans, seek to promote opportunities and benefits for community members.



Ronnie Saltner (Cultural Heritage & Local Engagement Advisor) on the NGI project receiving a Message Stick from artist Nicole Dickerson, who prepared the stick on behalf of Nacap.

Nicole is a proud Yamatji woman from Geraldton WA who is connected to the Amangu, Naaguja, Wilunyu People and also to the Ngarluma people on her Mother's side. Her art reflects the feelings of her personal narrative and is influenced both by contemporary Aboriginal art and her strong ties to where she comes from through sharing stories, memories of family traditions & times spent at special places.

The message stick reflects Nacap's commitments to work with First Nations people, respect culture and care for country.

For more about community engagement initiatives on the NGI Pipeline - see Page 25.



# Our Innovate RAP

NACAP OPERATES IN REMOTE, RURAL AND URBAN ENVIRONMENTS UNDERTAKING LINEAR ENERGY INFRASTRUCTURE PROJECTS OR PROJECTS INVOLVING LARGE OR MULTIPLE SITES. WE WORK CLOSELY WITH LOCAL COMMUNITIES AND APPRECIATE THE OPPORTUNITIES THAT SUCH RELATIONSHIPS BRING TO OUR PEOPLES AND OUR BUSINESS.

The Nacap RAP Working Group (RWG) comprises representatives from: Management Team, Operations Leadership Team, Administration and Lands Environment & Cultural Heritage (LECH). Representation by First Nations people team member is actively encouraged. The current RWG includes a First Nations person from the LECH team.

The Chairperson of the RWG is John Frith – Vice President Technical.  
Nacap's RAP Champion is James Povey – Operations Director.



Cultural heritage survey team members from the Yamatji Nation Traditional Owner groups whose lands (and waters) cover over 48,000km<sup>2</sup> in the WA Mid-West region, assisting Nacap team members in clearance work on the Northern Gas Interconnect (NGI) project).

As a part of our business, Nacap has developed Cultural Heritage Management Plans and Aboriginal and Torres Strait Islander Participation Plans for our projects that are designed to protect areas of cultural significance and promote opportunities to support First Nations peoples' business, employment and engagement outcomes.

With a vision to build on the practices implemented and to reach beyond our projects to further support First Nations peoples, communities, and cultures, Nacap developed its 2021 'Reflect' RAP. The plan focused on building relationships and learning from others to build an organisation where engagement with Traditional Owner groups grew understandings of the relationship between First Nations peoples and the country upon which our projects operate.

Our RAP journey has become an integral part of our overarching Quanta Group ESG focus centred around people, planet, and principles. Over the course of the initial RAP, reflections by the Working Group and feedback contributed through a staff survey and identified what's working well, what needed further development and what new initiatives could be implemented across our organisation. This included:

- Recognition across Nacap workplaces to a Reconciliation Action Plan (RAP) and a commitment to the process as an effective strategy to provide opportunities for effective and positive engagement with First Nations peoples
- Continuing to provide opportunities that develop the cultural knowledge and competencies of personnel to enhance understandings and promote positive interactions and relationships with First Nations communities.

- Developing communication strategies that raise awareness of the plan amongst employees, the specific actions and commitments that are being implemented and celebration of outcomes.
- Identifying and sharing at each workplace context specific commitments and opportunities that support the implementation of RAP strategies.
- Providing dedicated resources, time and/or recognition in role responsibilities that support the implementation of RAP/AES strategies.
- Implementing initiatives that promote ownership and commitment to RAP outcomes across all levels the organisation.
- Ensuring the organisation's culture supports First Nations employees and/or contractors.
- Implementing RAP initiatives in balanced manner that recognises time and other work task priorities.

Our intent is to use our first Innovate RAP as a living document to support us to achieve positive engagement with First Nations communities, gain greater access to First Nations suppliers; increase First Nations employment; and develop the cultural capability and understanding of our workforce.

As a proud Australian business focused on a commitment to reconciliation, our RAP clearly demonstrates to our people a genuine acknowledgement of First Nations peoples and cultures and our role within the wider community to overcoming racism and promoting equity, unity and historical acceptance. We will continue to build the knowledge, understanding, respect and enthusiasm of all employees in the quest toward a reconciled country.

## CASE STUDY 1

# Kuuwa Rentals, WA

When Nacap commenced early works in Port Hedland for the FMG Iron Bridge Project in early 2021, Wes Chapman -Managing Director of Kuuwa, reached out to inquire about how his business could get involved.

Nacap is always on the lookout for suppliers who show capability and are competitive, and the more we found out about Kuuwa, the more we saw the opportunities. The company specializes in sourcing late model mine-spec light vehicles (LVs); heavy and specialised vehicles (cranes, service trucks, water carts), a wide range of civil and earthmoving equipment and the capacity to custom-build mobile plant to specific requirements.

A relationship was fostered between Nacap and this 100% Aboriginal-owned company to provide fleet services to the project and has been subsequently extended to supply light vehicles to Nacap for the APA Northern Goldfields Interconnect Pipeline Project.

Wes started out in a corporate development role at the Buurabalayji Thalanyji Aboriginal Corporation (BTAC). Thalanyji country is in and around the community of Onslow and given the opportunities available in the West Pilbara region, BTAC were keen for Wes to build a mining and construction rental company which resulted in Kuuwa Rentals being launched in early 2019.



Nacap's Lands, Environment and Cultural Heritage Team proudly sporting the Kuuwa Vehicles on site in Yamatji Wajarri Country, Western Australia.



The business has progressed from a modest entity from within the BTAC premises to acquiring their own offices within a year and is now sourcing vehicles for many large mining and resources companies, key government agencies, and of course Nacap.

As part of our Reconciliation Action Plan, a key goal for Nacap is to build on what we do, and to reach beyond our projects to support Aboriginal and Torres Strait Islander peoples. So, it is heartening to know that as we procure the services of Kuuwa, profits are being reinvested back to Indigenous communities through BTAC to fund programs around education, health, environment, mentoring and enterprise development.

When first established, Kuuwa had a modest fleet of mobile plant, but year on year they have onboarded substantial numbers of LVs, trucks and other plant to provide to clients across the resources industry - with a goal towards having a national profile.

With a key part of reconciliation being Indigenous enterprise capacity building and growth, Nacap is proud to be working alongside Kuuwa as it operates professionally, responsively and with commercial and technical quality.

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*Kuuwa is proudly bridging the gap between Indigenous business and the resource sector.*

—Wes Chapman, Managing Director  
Kuuwa Rentals



## CASE STUDY 2

# Brolga Cranes, QLD



In 2021, the CPECC Nacap Joint Venture (CNJV) began to proactively seek out local Aboriginal and Torres Strait Islander enterprises to support project works in Dalby, Queensland. One of the project's needs was sourcing correct-spec crane hire.

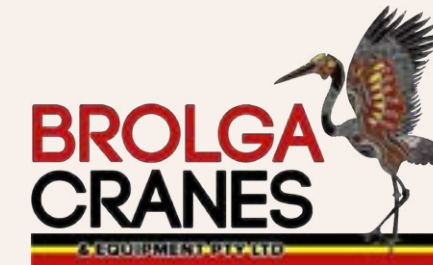
CNJV was introduced to Paul Olsen, the Director and founder at Brolga Cranes - a 100% Indigenous owned crane hire company, that was the first of its kind to achieve this status in Queensland. Paul is a proud Wakka Wakka man whose country covers a large area from northern Brisbane all the way north-west to Nanango and Gayndah, and across to key ceremonial area, the Bunya Mountains just north of Dalby, where the CNJV is operating.

Paul formed Brolga Cranes and Equipment in 2019 to deliver custom crane hire and lifting services to mining, construction and industrial services industries across Queensland. Brolga are not only working with Nacap at Dalby, they are also operating in far north Queensland; the north west coalfields; and also in and around Gladstone.

When starting out in 2019, it took 12 months just to build systems and get everything in place ready for action. Paul has over 19 years' experience in the crane and logistics services business, but still needed to ensure full quality assurance, safety and environmental procedures; become fully Supply Nation certified as well as gain membership to the

Crane Industry Council of Australia. Persistent door knocking and chasing work paid off. Today, Brolga Cranes has grown from that original owner-operator hire, to a fleet that includes 20, 25 and 40 tonne Frannas and a Demag AC 100 ton all terrain crane. Brolga also has on lease an 80t crane and a 250t crawler crane. Brolga Cranes also works closely with other plant suppliers to help support the businesses growing clientele.

In seeking Aboriginal and Torres Strait enterprises with strong capability, CNJV has been vigilant in locating solid operators in its endeavours to stimulate Aboriginal enterprise capacity. We are proud to be working alongside Brolga Cranes.



The Brolga Franna at our CNJV site on Barunggam Country just out of Dalby, Queensland.

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*We are determined to become Queensland's premier lift and shift company.*

—Paul Olsen, Managing Director  
Brolga Cranes



# CASE STUDY 3

## Nyamal Work Ready Team, WA



When Nacap commences early works on-country, one of our first tasks is to scope out and meet Aboriginal and/or Torres Strait Islander entities to identify local Indigenous enterprises and labour hire groups to support project delivery. Shared responsibility by project leadership teams, as well as a dedicated resource, has been key to our success in this approach.

In conducting short-term early works and construction readiness activities for the Iron Bridge Pipeline Project in Port Hedland, we were fortunate to engage with Nyamal Aboriginal Corporation. Nyamal country, alongside Kariyarra country, comprised the area where the Project was located.

Nyamal Aboriginal Corporation manage a 100%-owned enterprise, The Nyamal

Work Ready Team (WRT) whose vision is 'to champion a future for Nyamal people with jobs and opportunities'. Nyamal WRT identifies and develops core groups of prospective work-ready candidates from within the community who undergo a rigorous training program to equip them with tailor-made tools and specific employment pre-requisites to meet the work requirements of roles across industries.

Almost as soon as contact was made with Nyamal WRT, 20 potential candidates were provided for roles of Mobile Plant Operators, Traffic Controllers, Trades Assistants, General Labourers and Administration. Part of Nacap's Bridging Phase Scope included refurbishing existing Turkey's Nests, and a clear opportunity was identified to engage Nyamal Work Ready Team applicants to support the undertaking of these works.



Our Iron Bridge Project Construction Manager addresses The Nyamal Work Ready Team before they head out to site.



Bringing the Nyamal Work Ready Team on was a team approach with our Procurement and HR Managers facilitating the Labour Hire agreement, our Accounts Manager setting up the finances, Project HR Logistics fast-tracking onboarding, medicals and inductions, Project HSE providing face-to-face induction training and the Project Sponsor overseeing all onboarding and activities.

Positive feedback about the performance of WRT members included the Project Sponsor highlighting that, "the team were easy to deal with, and willing to help in any way possible." and Nacap's Project HSE Lead sharing that, "the Work Ready crew are enthusiastic and focussed and I've passed on our excitement about them being a part of our journey - and for our participation in theirs".

Working with Nyamal Aboriginal Corporation was a source of pride for Nacap. We were able to assist the Work Ready Team in their goal to form sustainable pathways for work preparation and onboarding. This includes, that despite the Iron Bridge project concluding, many of the team who were engaged are fulfilling positions with mining and construction projects across the Pilbara.

As well as being such a positive experience for Nacap to be associated with Nyamal, feedback to the project team was that Nacap 'genuinely walked the talk' when it comes to Aboriginal engagement. Our combined collaborative communication approach taught us great lessons along the way as we continue to work with other Indigenous organisations on-country across Australia.



*It has been a refreshing change in approach to the way companies such as NACAP engage with Traditional Owner Groups, and the respect and protocols shown to our people has been appreciated no end.*

—Rodney Monaghan, General Manager  
Nyamal Aboriginal Corporation





# Relationships

## NACAP'S 'ONE TEAM' WORKPLACE CULTURE IS ALL ABOUT RELATIONSHIPS.

We know that building relationships relies on proactive engagement, shared understandings and mutual respect. Building enduring and trust-based relationships amongst ourselves, with our clients and with the communities in which we work is at the heart of what we do. Our key focus is to establish and maintain connection, optimise opportunities, and build lasting relationships with the communities in which we operate to achieve positive impact and provide greater sustainable benefit.

To support our reconciliation vision, it is essential that we to continue to build strong, trust-based partnerships with First Nations peoples, communities and organisations and that we share experiences, learn from each other and develop effective working relationships. This ensures that we appropriately and respectfully recognise the cultural heritage of the lands on which we work.



## 01 Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Each Nacap Office to engage with First Nations entities of the areas where projects operate with the intent of implementing guiding principles for local engagement.	From Nov 2022 Report Mar, Jul, Nov 2023/24	VP Development with Assigned Contact Person per Office
Review and maintain the list of key First Nations Groups, Traditional Custodians, and other stakeholders within the local sphere of influence for each of Nacap's offices (Melbourne, Brisbane and Dubbo). For each new project, continue to identify key First Nations stakeholders within the region and State for that project.	From Nov 2022 Report Mar, Jul, Nov 2023/24	VP Development with Assigned Contact Person per Office
Implement engagement plans to work with First Nations stakeholders and organisations. <ul style="list-style-type: none"><li>Each Nacap workplace to establish a relationship with the respective Traditional Custodian Groups, people and organisations identified in the above deliverable.</li><li>Consistently apply Nacap's Local Engagement and Aboriginal (First Nations) Engagement Plans that detail strategies and commitments at each phase of the construction process for all projects</li></ul>	Report Jan, May, Sept, 2023 Jan, May, Nov 2024	Operations Director with Assigned Contact Person per Office

## 02 Build relationships through celebrating National Reconciliation Week (NRW).

DELIVERABLE	TIMELINE	RESPONSIBILITY
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023/24	Strategy Lead - First Nations Engagement Nacap Marketing & Comms Team lead
RAP Working Group members to participate in an external NRW event.	27 May- 3 Jun, 2023/24	Operations Director
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW and ensure at least half of Nacap's Executive Management Team attends one NRW event.	27 May – 3 Jun, 2023/24	VP Development Bid Submission Lead VP Development Operations Director
Ensure National Reconciliation Week (NRW) is included in Nacap corporate communications / events calendar.	Mar 2023/24	Strategy Lead - First Nations Engagement Nacap Marketing & Comms Team lead
Review NRW programmed events and target potential events for managers and staff to attend in their local area.	Apr 2023/24	Project Directors & Construction Managers
For those projects with personnel onsite during NRW, ensure the weekly toolbox talk is used to highlight and improve understandings of NRW, Nacap's RAP commitments and Local Content and First Nations Engagement plans that are developed for each project.	27 May - 3 Jun 2023/24	Project Directors & Construction Managers
Each project organise at least one NRW event each year.	27 May - 3 Jun 2023/24	VP Development Project Directors & Construction Managers
Register all our NRW events on Reconciliation Australia's NRW website.	May 2023/24	Strategy Lead - First Nations Engagement





# 03 Promote reconciliation through our sphere of influence.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce that includes: <ul style="list-style-type: none"><li>Encourage staff to support local community events to celebrate First Nations histories, cultures and achievements, and to recognise contributions of First Nations peoples to broader Australian Society.</li><li>Update current office/site induction material to ensure that cultural awareness, discrimination, and our RAP objectives are presented and reinforced.</li><li>Create a flowchart that displays the life cycle of an employee with focus on their RAP journey as a new starter throughout their employment.</li></ul>	From Nov 2022 and ongoing  Mar 2023  Oct 2023	VP Development  Head of Human Resources  Head of Human Resources
Collaboratively seek opportunities with other organisations to support Nacap's reconciliation efforts and encourage open dialogue regarding engagement opportunities within projects.	Nov 2022 and ongoing	Operations Director
Publicly communicate our commitment to reconciliation.	Nov 2022 and ongoing	VP Development Operations Director
Draft regular First Nations engagement Project Newsletters for internal distribution to promote our RAP activities.	Feb, June, Oct 2023/24	Strategy Lead - First Nations Engagement Nacap Marketing & Comms Team Lead
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Dec 2023	Operations Director
Implement an external awareness campaign to promote the adoption of Reconciliation Action Plan and provide regular updates on achievements.	Nov 2022 Feb, May, Aug, Nov 2023/24	Nacap Marketing & Comms Team Lead
Identify and collaborate with RAP organisations and other like-minded organisations, including Quanta Service owned entities e.g Consolidated Power Projects (CPP) to develop innovative approaches to advance reconciliation.	Dec 2022 and ongoing	Operations Director VP Development Strategy Lead - First Nations Engagement
Seek opportunities to participate in Reconciliation Australia's facilitated networks, workshops and/or forums.	Nov 2022 and ongoing	Strategy Lead - First Nations Engagement
Nacap RWG representatives to attend Reconciliation Australia's National RAP Conference.	Jun 2023/24	Operations Director VP Development Strategy Lead - First Nations Engagement



# 04 Promote positive race relations through anti-discrimination strategies.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct desktop review of all current policies to reflect best practice and policies in areas of race relations and anti- discrimination and to ensure compliance with appropriate legislation and standards.	Feb 2023	Head of Human Resources
Develop/ review anti-discrimination policy for the organisation inc. consulting with First Nations staff and/or First Nations advisors to inform our anti-discrimination policy.	Feb 2023	Head of Human Resources
Review and amend other existing HR policies and procedures as required to reflect anti-discrimination policy expectations.	Feb 2023	Head of Human Resources
Promote and continuously communicate Nacap's anti-discrimination policy across the organisation.	Feb 2023	Head of Human Resources Nacap Marketing & Comms Team Lead
Conduct a staff survey to gauge employee understandings of anti-discrimination behaviour and expectations.	Jun 2023/24	Head of Human Resources
Implement strategies as required in response to staff survey results and employee feedback.	Jul 2023	Head of Human Resources
Senior leaders and managers complete cultural awareness training which includes impacts of racism and the effects of discrimination and harassment in the workplace through 'unconscious bias'.	Apr, Oct 2023/24	VP Development Head of Human Resources

# 05 Promote early project cultural engagement practices on our project sites.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Upon the awarding of a project, ensure early contact and engagement with Traditional Owners /Custodians who speak for Country on which our projects are conducted.	Upon date of project being awarded Review Mar 2023/24	Operations Director Project Directors & Construction Managers
For major projects, develop/implement an engagement plan to engage with First Nations stakeholders with the intent of fostering cultural engagement and increasing local understanding. Engagement plan to include meeting with local First Nations corporations, organisations and individuals	Upon date of project being awarded Review Mar 2023/24	Operations Director Project Directors & Construction Managers Strategy Lead - First Nations Engagement
Continue the development of a Cultural Heritage Database that captures knowledge gained from previous projects to continually improve our interactions with First Nations communities.	Nov 2022 Feb, June, Nov 2023/24	Operations Director Strategy Lead - First Nations Engagement
Ensure interactions with First Nations groups is included in all generic project 'Lessons Learnt' evaluations.	To coincide with end of project timelines Review Mar 2023/24	Operations Director Project Directors & Construction Managers
Continue to embed project cultural heritage management plan provisions into site inductions and toolbox talks.	Upon date of project being awarded Review Mar 2023/24	Operations Director Project LECH Manager Project Directors & Construction Managers





# Respect

DEEP, TRUST-BASED RELATIONSHIPS WITH FIRST NATIONS PEOPLES ARE CRITICAL IF WE ARE TO ACHIEVE OUR VISION FOR RECONCILIATION — AND MUTUAL RESPECT IS AT THE CENTRE OF ANY TRUST-BASED RELATIONSHIP.

With projects spanning across many remote and regional areas of Australia, Nacap pays its respects to the First Nations Elders past, present and emerging for each community where we work – for they hold the memories, traditions, cultures, histories and hopes of their people.

We put people at the heart of all that we do, and we believe that respect is the key to all meaningful relationships. By learning more about the unique histories, cultural practices and perspectives of First Nations peoples, we ensure our workforce is better informed to make decisions and act responsibly in considering all community needs.

We know that better understanding leads to mutual respect. To achieve this for First Nations peoples, we know we have a role in facilitating learning, understanding and appreciation of cultures, histories, rights, and deep connection to the land. As such, we continually look for strategies to spread awareness and knowledge to our workforce through our RAP Working Group, our corporate management and our project leaders.



## 01 Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct a review of the organisation's cultural learning needs through re-administering the previously developed baseline survey to Nacap Management Team, the Operations Leaders Team and a 10% random sample of employees (across locations / disciplines) to gauge cultural knowledge growth and identify cultural learning needs.	Feb 2023	Strategy Lead - First Nations Engagement
Consult local Traditional Owners and/or First Nations advisors to inform cultural learning strategy across workplace and contexts.	Feb 2023	Operations Director Strategy Lead - First Nations Engagement
Develop, implement, and communicate a cultural learning strategy document for our staff including induction and ongoing professional learning strategy for increasing understanding and appreciation of First Nations cultures, histories, knowledge and rights within our organisation.	Mar 2023	Head of Human Resources Strategy Lead - First Nations Engagement
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. Where cultural learning is sourced at a project level facilitate timing for participants to attend.	Apr, July, Oct 2023/24	Strategy Lead - First Nations Engagement Operations Director

## 02 Demonstrate respect to First Nations peoples by observing cultural protocols.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. <ul style="list-style-type: none"><li>Formalise an Acknowledgement of Country and Welcome to Country Guide and Protocols to provide employees with an understanding of the gesture and implementation at significant events.</li><li>Communicate via intranet articles, email to office-based staff, through cultural training programs, and via prestart and toolbox sessions for project staff.</li></ul>	Dec 2022  Nov 2022 May, Nov 2023 Mar 2024	Strategy Lead - First Nations Engagement RWG Chair (Operations Director)  Strategy Lead - First Nations Engagement Nacap Marketing & Comms Team Lead
Implement standardised Acknowledgement of Country for email footers.	Feb 2023	Nacap Marketing & Comms Team Lead
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. <ul style="list-style-type: none"><li>Scope and develop a register of Traditional Owners of the lands and waters within Nacap's main offices at Melbourne, Brisbane and Dubbo, and each project upon award, to then approach to provide Welcome to Country at significant events and at project kick-off.</li></ul>	Review Mar 2023/24  Mar 2023	Operations Director VP Development  Strategy Lead - First Nations Engagement
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events.	From Nov 2022 & ongoing	Operations Director Senior Leadership & Management Team
Display Nacap RAP artwork alongside a relevant 'Acknowledgement of Country' in every Nacap office nationally, and at Project sites.	Feb 2023	Nacap Marketing & Comms Team Lead





# 03 Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

DELIVERABLE	TIMELINE	RESPONSIBILITY
RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2023/24	Operations Director Strategy Lead - First Nations Engagement RWG members
Review HR policies and procedures to identify and remove barriers to staff participating in NAIDOC Week.	Apr 2023	Head of Human Resources Operations Director
Ensure NAIDOC Week is incorporated into Nacap corporate communications and events calendars.	First week in Jul 2023/24	Nacap Marketing & Comms Team lead Strategy Lead - First Nations Engagement
Initiate a NAIDOC Week event at major offices (Melbourne, Brisbane, Dubbo and/or TBA) for all office-based staff in consultation with First Nations stakeholders.	First week in Jul 2023/24	Operations Director Office Directors/Managers
Raise awareness and share information to office staff, site staff and major subcontractors and suppliers about the meaning of NAIDOC Week.	First week in Jul 2023/24	VP Development Operations Director Strategy Lead - First Nations Engagement
Encourage and support staff to participate in at least one external event to recognise and celebrate NAIDOC Week.	First week in Jul 2023/24	Nacap head office and project team personnel
Develop NAIDOC Week Project Toolbox talks using promotional material. Use the weekly toolbox talk to highlight and grow employees' understandings of NAIDOC Week and Nacap's reconciliation endeavours.	Jun 2023/24	Project Directors & Construction Managers



## NGI Pipeline Community Engagement



Nacap's involvement in the Northern Gas Interconnect (NGI) pipeline project from Geraldton to just south of Leinster in the mid-west region of Western Australia, provided rich opportunities for meaningful engagement with Traditional Owner and communities through whose country the pipeline passed. A highlight across the duration of the project's 580 kilometre route was working with Southern Yamatji, Mullewa Wadjari, Wadjari Yamatji, Widi Mob, Badimia, Badimaya Baran Guda, Wutha and Darlot peoples to ensure that there was continuous appropriate protection and recognition of cultural heritage material and places.

Nacap team members were privileged to learn from Traditional Owners and gained rich cross-cultural opportunities and knowledge through living and working together on country. Our passage across the land was recognised through a message stick offering to each group with whom we worked which acknowledged country and our commitment to work together and with respect.

Players and spectators at the Mullewa AFL Carnival in mid-2022, of which Nacap was a sponsor, were fortunate to meet and be inspired by former North Melbourne star, and Nacap project employee, Jim Krakouer. Along with his brother Phil, Jim trailblazed AFL in the 1980s and 90s with their skilful and exciting playing style.



**1** Message stick, stand with plaque presented to each Traditional Owner Group to acknowledge our presence on country and our commitment to form and maintain relationships with each of the groups. **2** Cultural Heritage survey team members from the Wutha Traditional Owner Group from around the Sandstone area. The Cultural Heritage signs helped to delineate the different Traditional Owner boundaries along the NGI project area. **3** 2022 AFL Indigenous Round at the Mullewa, of which Nacap was a sponsor. Former North Melbourne star, and Nacap project employee, Jim Krakouer performed the coin toss & met players and umpires. **4** Nacap Cultural Heritage and Local Engagement Advisor, Ronnie Saltner presenting a Message Stick to Elder Elizabeth Simpson from the Badimia Peoples of the Mount Magnet Area.





# Opportunities

WE BELIEVE THAT SUPPORTING ECONOMIC  
AND SOCIAL OPPORTUNITIES FOR FIRST NATIONS  
ORGANISATIONS AND PEOPLES WILL CREATE POSITIVE  
OUTCOMES FOR COMMUNITIES, FAMILIES  
AND THEIR FUTURES.

Nacap recognises that finding a suitable job and supportive workplace, or that winning a bid for the supply of goods and services, can be challenging for both Aboriginal and/or Torres Strait Islander candidates and suppliers of goods and services. Our aspiration is that through our RAP journey, we will develop and build First Nations employment and subcontractor opportunities.

We are dedicated to making real change and a measurable difference to the opportunities available for First Nations peoples, and we are committed to investing in strategies to develop the next generation of industry leaders. Our Recruitment Team continues to work closely with First Nations-owned labour hire groups to ensure potential First Nations candidates are given the best chance to gain employment with us. Similarly, our Procurement Team continues to seek out, liaise with, and optimise opportunities for First Nations enterprises in order to gain subcontractor opportunities with us. With both employment and supply chain, we are cognisant of, and committed towards, the need to build capacity of First Nations candidates and suppliers.



## 01 Improve employment outcomes by increasing First Nations recruitment, retention and professional development.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement a First Nations recruitment, retention and professional development strategy inclusive of all worksites which includes: <ul style="list-style-type: none"><li>Developing employment pathways (Traineeships / Internships)</li><li>Nacap and contractor hire commitments and expectations</li><li>Project role responsibilities</li></ul>	Feb 2023	Head of Human Resources Strategy Lead - First Nations Engagement
Develop systems and processes to allow and encourage personnel to identify as First Nations peoples and be counted within the diversity and inclusion reporting data.	Feb 2023	Head of Human Resources
Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	Feb 2023	Head of Human Resources
Advertise job vacancies to effectively reach First Nations stakeholders including for new projects, and in partnership with local First Nations community representatives, offer project information sessions that inform the local community on the project, and types of jobs available.	Feb 2023	Head of Human Resources Strategy Lead - First Nations Engagement Project Directors & Construction Managers
Review HR and recruitment procedures and policies to remove barriers to First Nations participation in Nacap workplaces, including: <ul style="list-style-type: none"><li>Urban, regional and/or remote locations.</li><li>Developing support to facilitate the encouragement of First Nations candidates to competitively apply for opportunities.</li></ul>	Feb 2023	Head of Human Resources
Identify labour hire businesses that specialise in First Nations candidates for the geographical areas of our operations.	Apr 2023	Head of Human Resources Head of Procurement Strategy Lead - First Nations Engagement
Provide quarterly reporting to the RWG and Nacap's Management Team regarding number of First Nations employees in our workforce and percentage against total workforce.	Dec 2022 Mar, Jun, Sep, Dec 2023 Mar, Jun, Sep 2024	Head of Human Resources Head of Procurement Strategy Lead - First Nations Engagement







02 Increase First Nations supplier diversity to support improved economic and social outcomes.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop a formal plan and process for procurement from First Nations owned businesses.	Jan 2023	Operations Director Head of Procurement
Develop commercial relationships with First Nations owned businesses.	Review Nov 2023	Operations Director Head of Procurement
Provide quarterly reporting to the RWG and Nacap's Management Team regarding number of First Nations businesses contracted and total expenditure.	Dec 2022 Mar, Jun, Sep, Dec 2023 Mar, Jun, Sep 2024	Operations Director Head of Procurement
Investigate Supply Nation (incl. Connect Forum, Trade Show & Awards Dinner) in the consideration of value-adding to Nacap's ability to increase procurement potential from First Nations organisations / businesses.	Jan 2023	Operations Director Head of Procurement
Develop and communicate opportunities for procurement of goods and services from First Nations businesses to relevant staff associated with projects.	Jan 2023	Operations Director Head of Procurement Strategy Lead - First Nations Engagement Project Directors & Construction Managers
Identify First Nations enterprises that are already established in Nacap's subcontractor / supplier data base for each State across Australia.	Apr 2023	Operations Director Head of Procurement Strategy Lead - First Nations Engagement
Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses. Ensure a commitment to the engagement of First Nations businesses during projects execution is included.	Jan 2023	Operations Director Head of Procurement

03 Increase engagement between projects and communities to provide opportunities and enhance outcomes for First Nations peoples.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate, consolidate and develop local partnerships with organisations* which support the career aspirations of First Nations young people. <i>*Organisations with whom relationships could be developed include schools/universities, Clontarf Foundation, Polly Farmer Foundation, Stars Foundation, Shooting Stars.</i>	Feb, Jun 2023/24	Head of Human Resources Strategy Lead - First Nations Engagement Project Directors & Construction Managers
Scope opportunities for workplace experience /training within our organisation.	Mar 2023	Head of Human Resources Project Directors & Construction Managers
Identify potential career pathways for young people interested in working for Nacap.	Mar 2023	Head of Human Resources Strategy Lead - First Nations Engagement



NATIONAL RECONCILIATION WEEK CATCH AND RELEASE EVENT ON NGARLA COUNTRY IN PORT HEDLAND, WESTERN AUSTRALIA





# Governance

## TRACKING AND REPORTING ON PROGRESS.

Nacap has a strong and accountable corporate governance structure which defines the way we go to work as well as providing strong boundaries for people to follow.

Our RAP is implemented via the corporate rules, relationships, systems and processes. Our RAP is driven by our people who live our Teamwork, Integrity and Strive to Be Better values.



## 01 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to ensure First Nations representation onto the membership of the RWG (target-1, stretch-2) and that there is a balance of senior leaders and operational representatives.	Dec 2022 Feb, Apr, Jun, Aug, Oct, Dec 2023 Feb, Apr, Jun, Aug, Oct 2024	Operations Director
Confirm, establish and apply the draft Terms of Reference for the RWG, including role and objectives; and staff representation (geographically and by discipline) and review Terms of Reference at least once per year with the intent on increasing RAP profile across the corporate footprint and at Project sites.	Jan 2023 Review Aug 2023, Feb 2024	Operations Director Strategy Lead - First Nations Engagement
RWG to oversee the delivery and implementation of the RAP and meet six times per year to drive, monitor and report on RAP implementation.	Dec 2022 Feb, Apr, Jun, Aug, Oct, Dec 2023 Feb, Apr, Jun, Aug, Oct 2024	Operations Director

## 02 Provide appropriate support for effective implementation of RAP commitments.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Define resource needs for RAP implementation.	Dec 2022 Feb, Apr, Jun, Aug, Oct, Dec 2023 Feb, Apr, Jun, Aug, Oct 2024	Operations Director VP Development
Engage senior leaders and other staff in the delivery of RAP commitments including: <ul style="list-style-type: none"><li>Expand engagement from the Nacap Management Team to include the Nacap Operational Leaders Team in the delivery of RAP commitments.</li><li>Quarterly reports provided to the Leadership Team.</li></ul>	Dec 2022 Mar, Jun, Sep, Dec 2023 Mar, Jun, Sep 2024	VP Development
Define and maintain appropriate systems to track, measure and report on RAP commitments ensuring robust reporting around First Nations individual project procurement spend and employment numbers.	Dec 2022 Review Mar, Jun, Sep, Dec 2023 Mar, Jun, Sep 2024	Operations Director Strategy Lead - First Nations Engagement
Maintain an internal RAP Champion from senior management.	Nov 2022	Operations Director VP Development





03 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	Jun 2023/24	Operations Director
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug 2023/24	Operations Director
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2023/24	Operations Director Strategy Lead - First Nations Engagement
Report quarterly to staff through Nacap's Management Team regarding progress with implementation of our RAP.	Jan, Apr, Jul, Oct 2023/24	Operations Director
Report internally and externally our RAP achievements, challenges and learnings.	Dec 2022/23	Operations Director VP Development Strategy Lead - First Nations Engagement
Share information regarding the RAP Impact Measurement Questionnaire internally.	Dec 2022/23	Operations Director VP Development
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2024	Operations Director Strategy Lead - First Nations Engagement
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Nov 2024	Operations Director

04 Continue our reconciliation journey by developing our next RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Register via Reconciliation Australia's website to begin developing our next RAP.	Apr 2024	Operations Director
Hold a formal 'Lessons Learnt' workshop at the twenty first month in the life of this RAP.	Aug 2024	Operations Director Strategy Lead - First Nations Engagement





About the artist

CHERN'EE  
SUTTON

Chern'ee Sutton is a proud Kalkadoon woman and Aboriginal artist from Mount Isa, QLD, Australia who is passionate about her culture and history and wants to share that with the rest of the world through her art.



Her unique style combines 2 worlds of traditional Aboriginal heritage with a modern contemporary twist which has caught the eyes of collectors around the world including Royalty and on the 2018 Commonwealth Games mascot Borobi. Chern'ee has her artwork hanging in The Royal Collection in Buckingham Palace, Queensland Parliament House, Queensland State Library and has exhibited her artworks in London, Tokyo, Singapore, Hong Kong, Melbourne and Sydney.

Chern'ee's artworks have been commissioned by The Queensland Government, Tennis Australia, The National Rugby League, The Royal Australian Mint, Dreamworld Theme Park, The 2018 Commonwealth Games, Rainforestation, The Australian Defence Force, Northrop Grumman, The Australian Department of Veteran Affairs and The Australian Public Service Commission to name a few.

Due to Chern'ee's passion for reconciliation and equality she has received numerous accolades including National NAIDOC Youth of The Year, Australia Day Awards for 2013 and 2014, Queensland Pride of Australia Award, Local NAIDOC Awards including Artist of the Year and has been an Australia Day Ambassador for the past 6 years.

Chern'ee has designed the NRL's Indigenous All Stars Jerseys for 4 years the most recent being 2021, has just launched a new circulating and uncirculated Indigenous Military Service \$2.00 coin which she designed and features her artwork in partnership with The Australian Defence Force and The Royal Australian Mint and has collaborated with Australia Post to create an Indigenous Military Service Stamp and Coin Set featuring her artwork for Remembrance Day 2021.

[cherneesutton.com.au](http://cherneesutton.com.au)



ONE OF OUR WATER TRUCKS PROUDLY DISPLAYS OUR  
NACAP ARTWORK CREATED BY CHERN'EE SUTTON

The graphic design of our Innovate Nacap RAP was carried out by Kelli Savietto ([kellisavietto.com](http://kellisavietto.com)). Kelli is proudly of Nyikina, Yawuru heritage from the Kimberley of Western Australia.





A QUANTA SERVICES COMPANY



*The handprints around the outside of the painting represent Nacap's commitment to stakeholder management. They are committed to building strong relationships, utilising local services, suppliers and labour where possible and adhering to heritage, landowners, the environment and local communities.*

—Chern'ee Sutton, Contemporary Aboriginal Artist

**For public enquiries about our RAP please contact:**

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