

INNOVATE



Reconciliation Action Plan

July 2024 - July 2026

HANSENYUNCKEN



Uncle Mickey O'Brien performing a Smoking Ceremony and Welcome to Country.

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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the lands on which we work. We pay our respects to Elders, past, present and emerging.

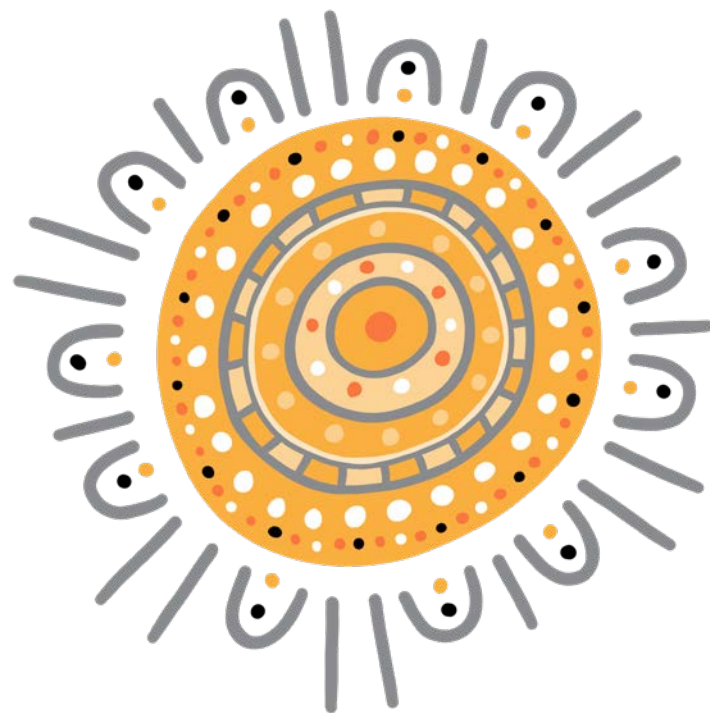
OUR ILLUSTRATIONS

This suite of illustrations pay homage to Hansen Yuncken’s family roots, longevity as a business, our journey through time, as well our reconciliation journey.

Ingrained in these illustrations are symbols of community, shelter, inclusivity and passing on knowledge from one generation to another. Together they tell a rich story and are woven throughout this document.

The design and artwork for the Hansen Yuncken Reconciliation Action Plan (RAP) were collaboratively developed by Jasmine Tsan Design and Charleene Mundine from DLCM. Their creative expertise and cultural insights have been instrumental in crafting a visually engaging and culturally significant document. Through their dedicated efforts, this RAP not only reflects our commitment to reconciliation but also honours the rich cultural heritage and contributions of Aboriginal and Torres Strait Islander peoples. Jasmine and Charleene's collaboration has ensured that the visual elements of the RAP resonate with authenticity and respect.

Coming Together



Family Ties



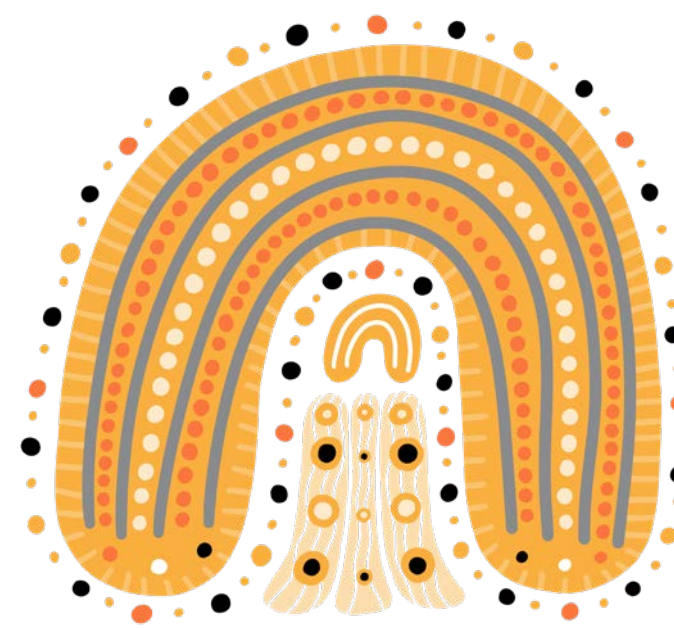
Places



Meeting Point



Building Blocks



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Innovation has always been embedded into the fabric of Hansen Yuncken, so it is a privilege to formally endorse our Innovate RAP.

As a construction company, we have a unique relationship to Country as the foundation of everything we do. We recognise and appreciate that Aboriginal and Torres Strait Islander People have been caring for Country, building communities and infrastructure for over 65,000 years. We understand the important responsibility we have to care for Country as we continue to contribute to the development of important community infrastructure.

Since the release of our Reflect RAP in June 2021, we have embarked on a journey of reflection. We have found that in many cases, our teams around the country are actively promoting reconciliation and driving positive outcomes in isolation. We recognise that there is more we can do to take a unified approach in our activities. Our challenge in the implementation of this Innovate RAP is to consolidate our efforts, share our successes, and bring all our people together on the journey towards this important goal.

In the creation of this RAP, we have challenged ourselves to think outside the box, and to bring together innovative ideas for how we can progress reconciliation through our organisation and wider sphere of influence. Importantly, we have held a shared goal to focus on genuine and meaningful action, steering away from initiatives that are tokenistic in nature.

In identifying key deliverables and commitments, we have focused on areas where we can have a genuine input to drive real, positive outcomes. While we are a national organisation, we recognise that we are also a community of people, living on Country, who are passionate about making meaningful change. We know that small actions can have a big impact on communities, so we are focussed on how we can empower our people to work with the local communities in which we operate to encourage and promote growth.

This Innovate RAP represents a collaborative effort from a team of passionate individuals, representative of the broader business. Endorsed by senior leaders from each of our states of operation, we are committed to an organisation wide approach, incorporating the principles of this RAP framework into the company's project management processes to ensure a holistic approach as we progress towards our shared vision.

Peter Salvesson
Chief Executive Officer



MESSAGE FROM RECONCILIATION AUSTRALIA



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Reconciliation Australia commends Hansen Yuncken 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 Hansen Yuncken 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, Hansen Yuncken 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. Hansen Yuncken is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Hansen Yuncken’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 Hansen Yuncken on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



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OUR VISION FOR RECONCILIATION

Our vision for reconciliation at Hansen Yuncken centres on creating a mindful and inclusive culture that not only recognises, but actively fosters strong, mutually beneficial relationships with Aboriginal and Torres Strait Islander communities, employees and businesses.

As leaders in the construction industry, we are uniquely positioned to leverage our influence and resources to empower our teams in building and enhancing these vital connections. Our goal is to ensure that every project and operation not only respects but celebrates the rich cultural heritage of these communities.

As part of our engagement strategy for regional NSW, Hansen Yuncken sponsored the 2023 Tamworth NAIDOC Debutante Ball. Pictured: Debutantes and their partners performing a traditional cultural dance.

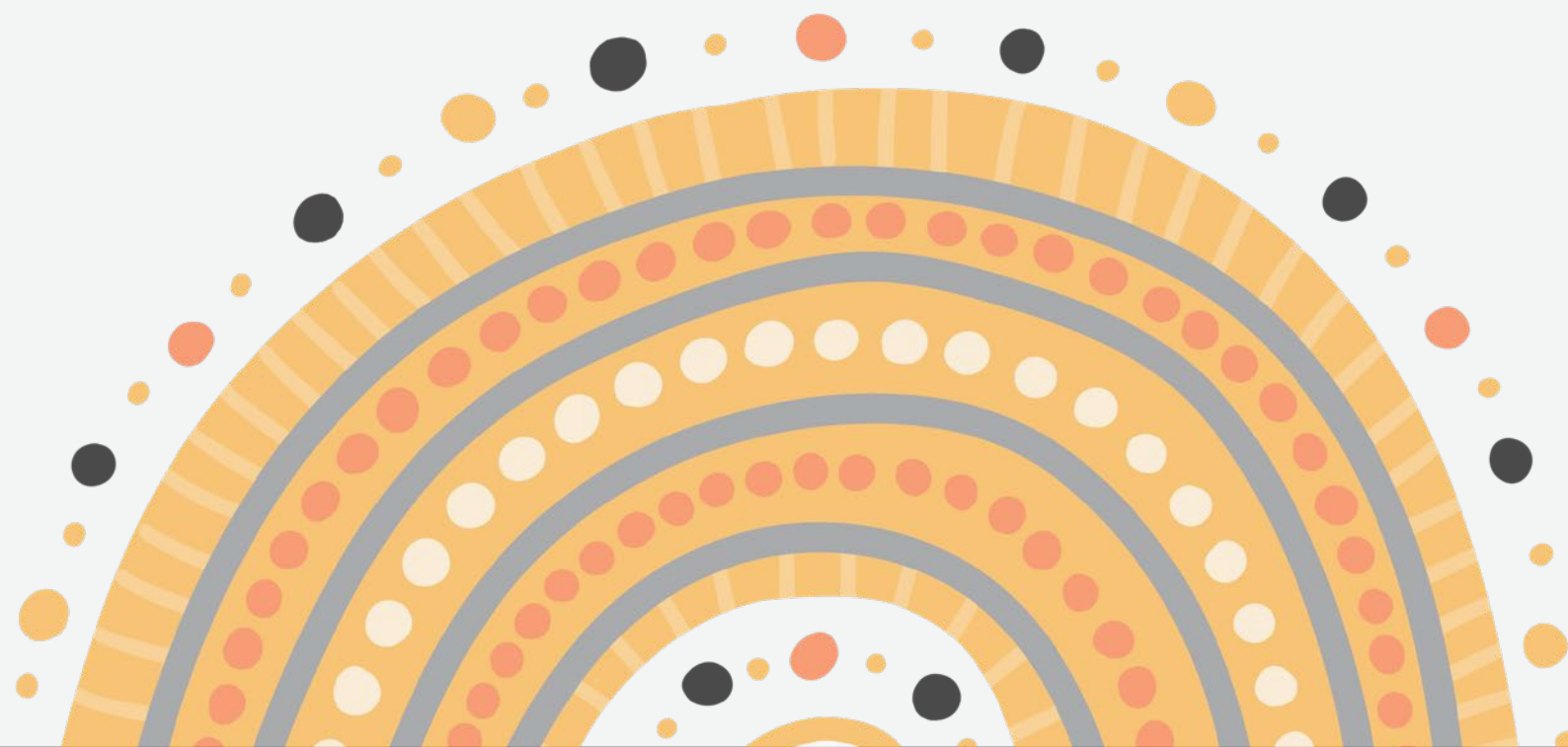
We are committed to using our leadership role in the construction sector to set a standard for inclusivity and collaboration.

By integrating Aboriginal and Torres Strait Islander perspectives and values into our business practices, we aim to create a model for successful partnerships that others in our industry can follow.

As a family owned business that has operated in Australia for over a century, we recognise that our strength is our people. By harnessing the passion of our teams and empowering them to be a part of our reconciliation journey, we can foster an environment that is committed to promoting meaningful outcomes.

In every aspect of our operations, from planning to execution, we will highlight and celebrate the successes of our partnerships with Aboriginal and Torres Strait Islander communities, employees, and businesses. Through this commitment, Hansen Yuncken aims to not only contribute to the reconciliation journey but also to demonstrate the significant, positive impact that mindful, inclusive practices can have in the construction industry and beyond.

“**BY INTEGRATING ABORIGINAL AND TORRES STRAIT ISLANDER PERSPECTIVES AND VALUES INTO OUR BUSINESS PRACTICES, WE AIM TO CREATE A MODEL FOR SUCCESSFUL PARTNERSHIPS THAT OTHERS IN OUR INDUSTRY CAN FOLLOW.**”



OUR BUSINESS

HANSEN YUNCKEN

Hansen Yuncken is one of Australia's leading privately owned commercial construction companies. Family owned and operated since our beginnings in 1918, we have always kept our eyes trained on the future, with a focus on how we can continue to build iconic infrastructure for the benefit of the communities in which we operate.

We are a company built on strong heritage and culture, with values that have evolved over time to match the ever-changing landscape of our industry.



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These values shape how we work and define who we are. They differentiate us and underline the passion for what we do:



INCLUSIVE

Think and act respectfully, with an open, inclusive and National mindset.



RIGOUR

Our continued process of evaluation and growth contributes to evolving processes, company culture and industry.



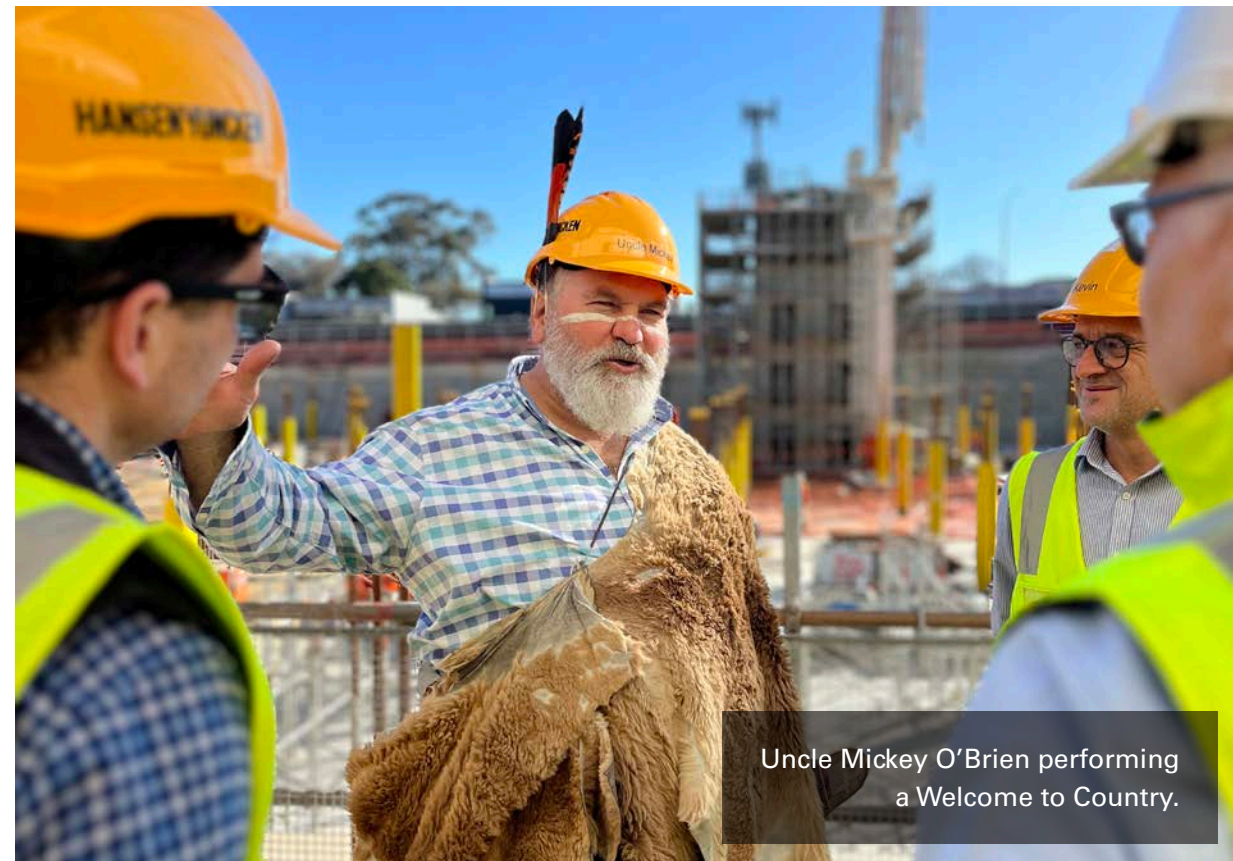
RESPONSIBILITY

Through integrity and care, we can make a difference.



ACCOMPLISHED

Our commitment to excellence through collaboration allows us to take pride in our achievements, both personal and commercial.



Uncle Mickey O'Brien performing a Welcome to Country.

Our 600 strong team across the country live and breathe these values, and they are at the core of what we do every day.

As a collective, we are driven by challenge. We thrive on building collaborative relationships with our clients and project partners to successfully deliver complex and iconic projects. We build with pride, knowing that we are creating a lasting positive impact for communities.

At the date of publishing this RAP, Hansen Yuncken has three employees who identify as Aboriginal and/or Torres Strait Islander.

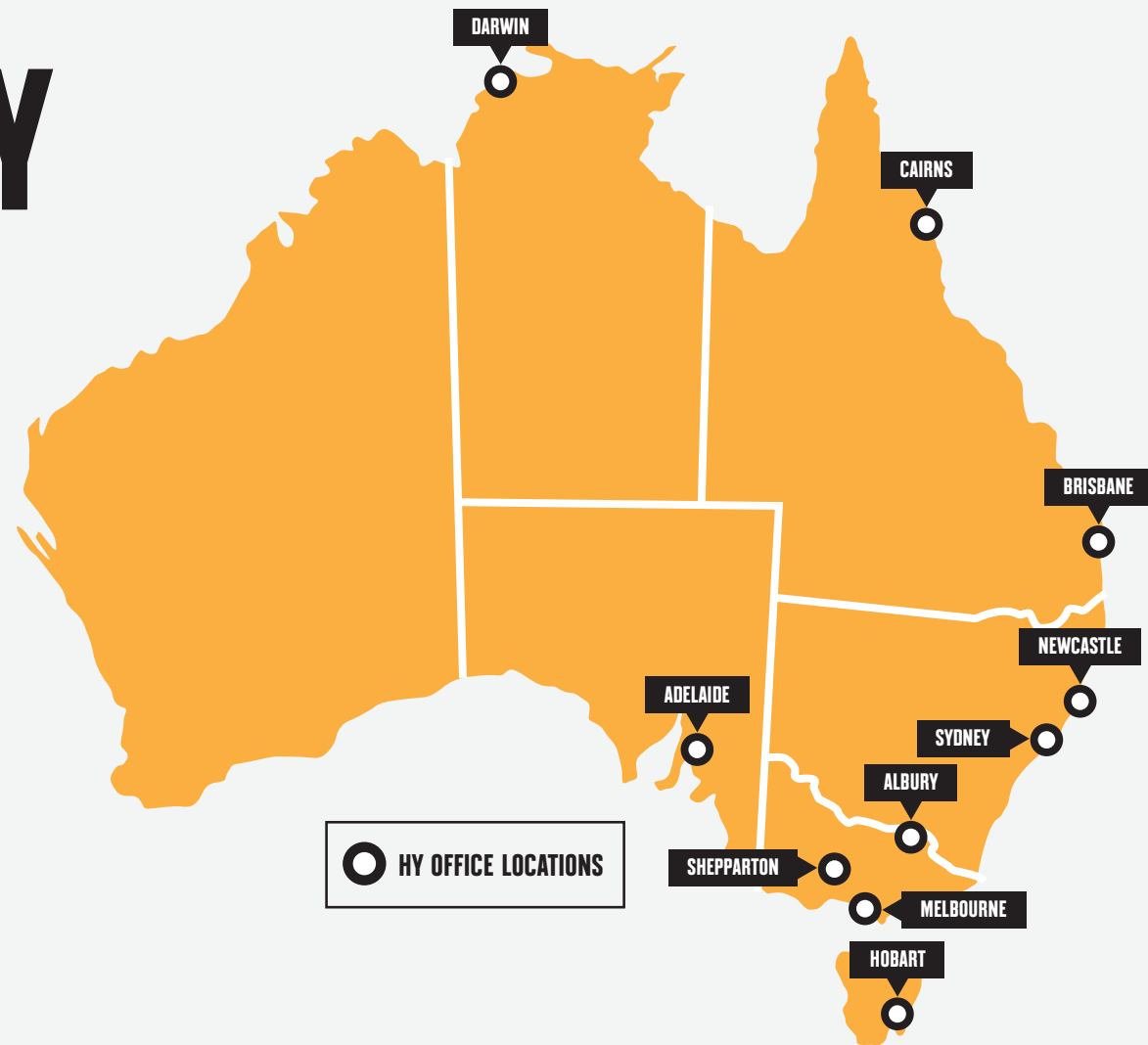
WE BUILD WITH PRIDE, KNOWING THAT WE ARE CREATING A LASTING POSITIVE IMPACT FOR COMMUNITIES.

A NATIONAL STRATEGY WITH A LOCAL FOCUS

We are a national business, with head offices in Melbourne, Sydney, Adelaide, Brisbane and Hobart.

While we adopt a national approach to how we operate, sharing knowledge and experience across state borders, we recognise that Australia is a land of many nations, and a one size fits all approach to the implementation of our reconciliation goals is not appropriate.

Within each of our regions of operation, we interact with many unique Aboriginal and Torres Strait Islander communities. It is important that our national approach is informed by our local teams and is adaptable to the communities we are working within.



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RAP WORKING GROUP

Our RAP goals are driven by our people. We understand that in order to make change, we need to bring our entire team on this journey with us, and our RAP Working Group and local RAP Champions Group represent a collection of passionate individuals across all sectors and levels of the business with the shared goal of guiding us forward on our reconciliation journey.

Since the implementation of our Reflect RAP, we have actively sought participation from people who want to take a leading role in our initiatives and activities across the business. It's important to us that our governance structure isn't simply a committee that oversees what we are doing, but are actively involved in initiatives and empowered to take action. Importantly, our RAP Working Group includes two Aboriginal representatives, HY employee Ricky Emili, a proud Kokatha and Wirangu man, and Cultural Consultant Charleene Mundine, a proud Aboriginal woman of the Bundjalung, Yuin, Kamilaroi and Anaiwan peoples.

Both our RAP Working Group and local RAP Champions Group have had an active involvement in the development of this Innovate RAP, and our implementation strategies. Internally, our RAP Champion responsible for driving internal engagement and awareness of our Innovate RAP is Mark Rosenboom, Interim General Manager, SA, Vic & NT and RAP Working Group Chair.

“ **IT'S IMPORTANT TO US THAT OUR GOVERNANCE STRUCTURE ISN'T SIMPLY A COMMITTEE THAT OVERSEES WHAT WE ARE DOING, BUT ARE ACTIVELY INVOLVED IN INITIATIVES AND EMPOWERED TO TAKE ACTION.** ”

RAP WORKING GROUP MEMBERS

- **Mark Rosenboom** – Interim General Manager, SA, Vic & NT (Chair and Organisational RAP Champion)
- **Peter Salveson** – Chief Executive Officer
- **Louise Hansen** – Executive Director
- **Claudine Lucas** – National People & Culture Manager
- **Ricky Emili** – Project Coordinator (Kokatha and Wirangu)
- **Tessa Sharpe** – NSW Bid & Marketing Manager
- **Alex Gorton** – Project Manager
- **Krystel Lawrence** – Senior Contract Administrator
- **Charleene Mundine** – Cultural Consultant (Bundjalung, Yuin, Kamilaroi and Anaiwan)



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Louise Hansen
Member of RAP Working Group - VIC

“I was pleased to be part of the Reflect RAP journey and to see the path that Hansen Yuncken has taken to make meaningful progress in the work of reconciliation and raising awareness of how we can contribute to the success of many Aboriginal and Torres Strait Islander businesses in our sphere.

This work is now continuing with our Innovate RAP and it is encouraging to see the progress that HY has made over the journey.”



Alex Gorton
Member of RAP Working Group - TAS

“As a RAP Working Group & Champion Group member, I’ve learnt a lot about Aboriginal & Torres Strait Islander people’s views and some of the fundamental teachings and learnings of their culture. Embedded within the Aboriginal world view is the concept of collective responsibility for tending the land and living sustainability. This extends to how they treated themselves, friends, family and others and I think we can all take on some of these learnings and apply it to how we both live and do business.

Being in this role presents an opportunity to share, influence and apply some of those learnings in our day-to-day operations and is extremely satisfying.”



Tessa Sharpe
Member of RAP Working Group - NSW

“Our position in the industry affords us the chance to create real and meaningful opportunities for communities. Its really important that, as a business, we are focusing on having a positive impact wherever we can.

By engaging communities around the country in the work we do, we can leave an enduring impression on the broader construction community.”



Charleene Mundine
Cultural Consultant

“I and the team at DLCM have had the privilege of working closely with Hansen Yuncken on our shared reconciliation journey. It has been an enriching experience marked by collaboration, mutual respect, and a collective commitment to work towards achieving reconciliation and contributing to a more equitable, inclusive, and respectful society.

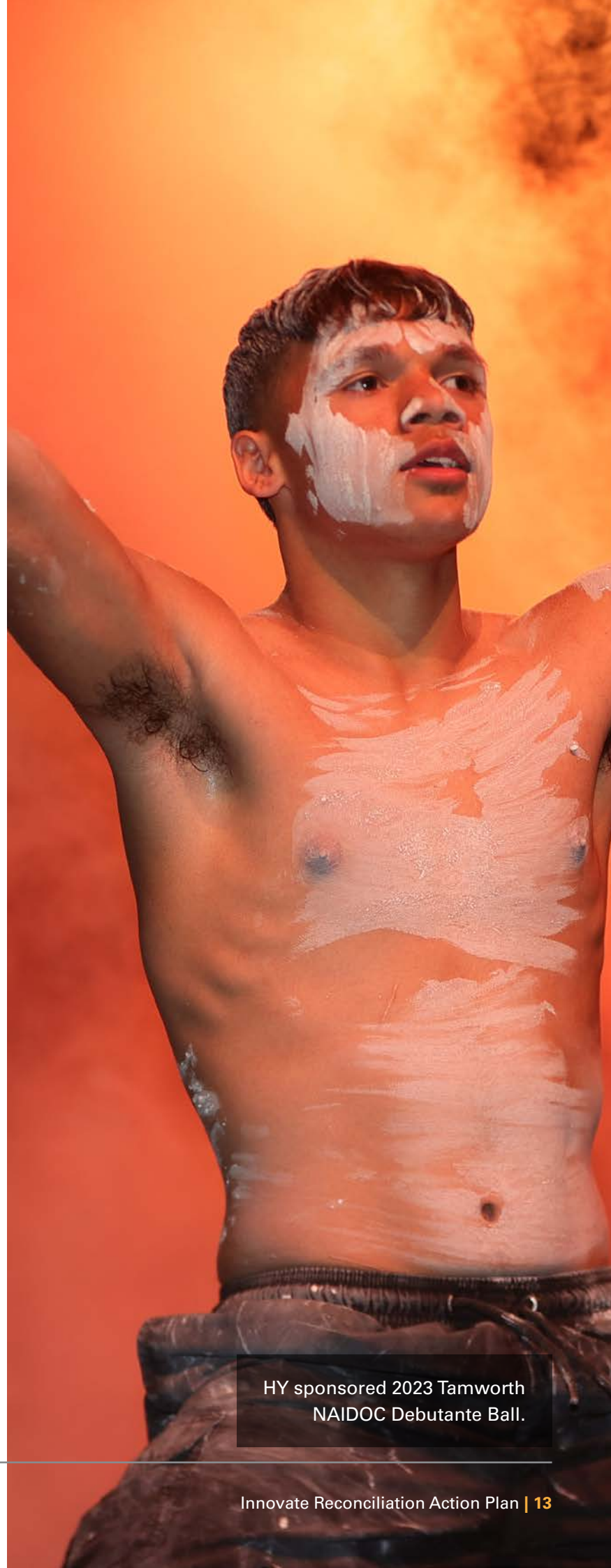
Hansen Yuncken’s vision for a more inclusive and harmonious society is bolstered by the relationships they have fostered with Aboriginal and Torres Strait Islander peoples, and I am excited about the prospects that lie ahead. In unity and collaboration, Hansen Yuncken is well-positioned to contribute to the broader cause of reconciliation and to make a positive impact in the communities they live and work in.



Tristan Rust
Member of RAP Champions Group - SA

“Having been fortunate enough to have lived right throughout Australia – from Adelaide, Katherine, Canberra, and many places in between – I have spent my life exploring our island continent and coming to understand its significance to the First Peoples of Australia. Our country is so big and so wide. It holds so much promise, yet there is still much to be done in righting past wrongs and delivering to Aboriginal and Torres Strait Islanders a fairer and more equitable Australia.

As an industry leader, Hansen Yuncken stands up for our values while pursuing unique opportunities for Aboriginal and Torres Strait Islander businesses up and down the supply chain. Because it’s the right thing to do. Hansen Yuncken’s Innovate RAP is the next logical step on our journey toward Reconciliation, and I look forward to seeing it realised as we continue to journey forward with goodwill and open hearts.”



HY sponsored 2023 Tamworth NAIDOC Debutante Ball.



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RWG MEMBER PROFILE:

RICKY EMILI

**Project Coordinator, RAP Working Group Member,
Kokatha and Wirangu**

I take great pride in being a Kokatha and Wirangu man, from the State we now call South Australia. My Aboriginal heritage traces back to my mother's side, and my journey to reconnect with my culture began towards the end of high school. Reconnecting with my family and culture has ignited a profound sense of pride in my Aboriginal identity. I have always identified as Aboriginal, however it was reconnecting with my family and culture that reminded me how privileged I am to come from the oldest continuous culture on Earth dating back tens of thousands of years.

My Auntie has been a generous source of wisdom and knowledge about my family, our culture and the local community where my family is from. Our yarns have enriched my cultural understanding not only of where my family is from, our traditional cultural practices, and our Dreamtime stories, but also the responsibility I have to my family and my people in keeping our culture alive and to support and uplift them where I can.

My career in the construction industry kicked off when I was offered a Cadetship with Hansen Yuncken, thanks to an Aboriginal and Torres Strait Islander scholarship I received during my first year of university. I had the privilege of closely collaborating with Mark Wilson, the former South Australian Aboriginal and Torres Strait Islander Program Coordinator, who shared my passion for creating opportunities for Aboriginal and Torres Strait Islander youth. One of the highlights of my career was interacting with Aboriginal and Torres Strait students participating in SAASTA's Certificate II construction program. Here, I could passionately convey the abundance of opportunities available in the industry. My passion and drive is to provide as many opportunities as possible for employment and training to Aboriginal kids, to provide them the same opportunity I was given.



My involvement in both the National RAP Working Group and the RAP Champions Group has instilled a profound sense of pride within me. I joined the working groups wanting to make a significant difference within our business and to shift the perceptions and stereotypes within our industry. I see these working groups as a platform to lead by example and live up to my responsibilities as an Aboriginal man.



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OUR RECONCILIATION JOURNEY

Hansen Yuncken is a company built on a strong heritage and culture, with values that have evolved since our establishment in 1918.

Our deep commitment to embracing, understanding and celebrating the rich and diverse histories of Aboriginal and Torres Strait Islander peoples, representing the world's oldest living cultures, provided the impetus for the creation of our first corporate Reflect Reconciliation Action Plan (RAP) in 2021.

This Reflect RAP built on Our Roadmap for Impact, Hansen Yuncken's Aboriginal and Torres Strait Islander Peoples Participation Framework, rolled out in 2016.

In the spirit of our Reflect RAP, the time following its implementation was a time of reflection. It provided the opportunity for us to shine a light on our current processes and the activities and initiatives championed by our teams.



Uncle Vic Simms, a Bidjigal man and respected Elder from La Perouse performing a smoking ceremony.



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Smoking Ceremony at sod turn event for HTH project with Uncle Vic Simms, a Bidjigal man and respected Elder from La Perouse.

Some of the key learnings from our journey to date, which have informed our approach when developing this Innovate RAP are:

- Our people are passionate and keen to be involved in our reconciliation journey. It is our job to empower them to be a part of it and provide the tools and processes to remove any potential barriers.
- Accountability is key to ensuring the success of our RAP. We need to ensure that we are clear in our expectations, and our teams understand their responsibilities and role in our journey.
- We are better when we are connected. A lot of our activities and initiatives occur in isolation by local champions driving positive outcomes. In order to ensure a more cohesive and collaborative approach, we need to harness the enthusiasm of individuals across the business, share in each other's successes and generate new ideas and strategies together.

While we are proud of our achievements since the endorsement of our Reflect RAP, we recognise that there is more that we can do moving forward. Looking back at the landscape of the industry since late 2020 and early 2021 when we were developing our first RAP, the industry has gone through unprecedented challenges in a turbulent time. The industry has changed significantly in recent years, and we, as a business, have evolved in turn.

We see this Innovate RAP as an opportunity to move forward in our journey and challenge ourselves to innovate and think outside the box.

CASE STUDY

NSW MEET THE BUYER EVENTS

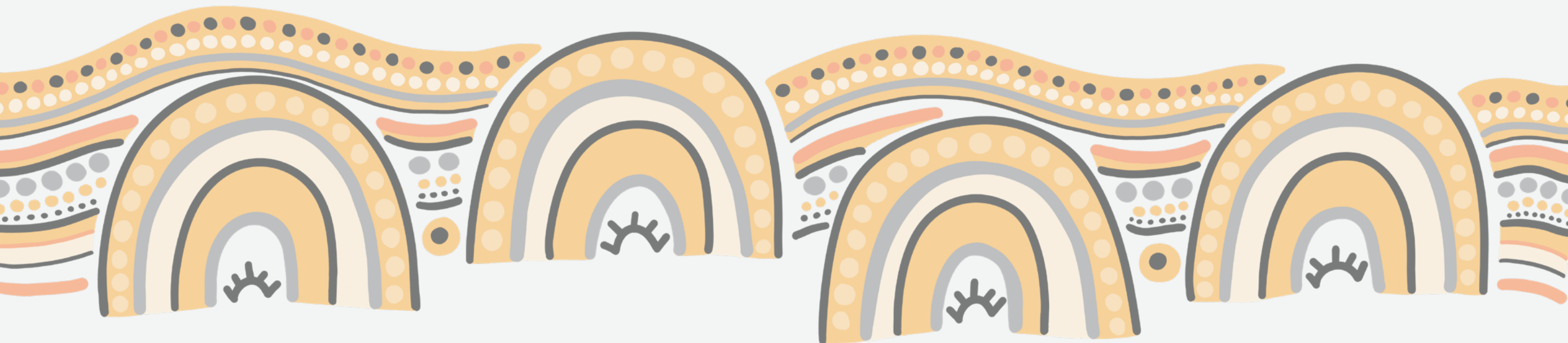
In order to develop and foster new connections with local Aboriginal and Torres Strait Islander businesses, our team has worked with Yarpa Hub to host two Meet the Buyer events in regional NSW, one in Jindabyne and one in Newcastle.

Working with Yarpa Hub, our team was able to identify a list of target businesses, to invite down to our construction sites to meet some of our project teams. Both events were attended by representatives from Yarpa Hub, as well as businesses that we currently work with and new connections.

The ultimate goal is to facilitate connections with community, and we have had positive feedback from all attendees, and already seen some meaningful connections made at the events.



Meet the Buyer BBQ in Newcastle.



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CONTINUED RELATIONSHIP WITH THE TORCH

For the last five years, Hansen Yuncken has supported The Torch; an Aboriginal and Torres Strait Islander Arts in Prison and Community program that provides vocational support to Aboriginal and Torres Strait Islander offenders and ex-offenders in Victoria.

Set within the context of the Victorian Aboriginal Justice Agreement, the program engages offenders and ex-offenders in skills development opportunities that are socially and culturally relevant and achievable within the context of their circumstances. To ensure post release pathways are sustainable, emerging artists are assisted to foster new art networks and to seek vocational art opportunities to increase their levels of legitimate and self-generated income. HY has been a key contributor to The Torch's major annual exhibitions, beginning with, Confined 8 and Dhumbadha Munga Talking Knowledge, held in St Kilda during February to July, 2018.

We have continued our support of this program with annual gifts since 2018. To date, the total donation to The Torch is \$30,000 and we plan to keep this going into the future.



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TRAINING PARTNERSHIP WITH CAREY TRAINING

Hansen Yuncken has built a collaborative relationship working closely with 100% Aboriginal owned Registered Training Organisation Carey Training - and other key industry stakeholders - to offer a Certificate II in Construction to qualifying Year 11 and 12 students.

This has involved the completion of Certificate II as a component of students' secondary education, involving hands-on training in two separate, one week blocks each term. Training has taken place at both Carey Training's facilities and on Hansen Yuncken project sites including an on-site, week-long work placement on the Flinders University Health & Medical Research Building project.

This training provided workplace skills and technical knowledge through a structured on-site learning program. Throughout the week, students were placed with different subcontractors where they were exposed to hands-on, practical construction work activities in a live environment. Experiences such as these provide valuable insights to assist students in exploring career opportunities and establishing connections with our many industry partners.

A collaborative team effort between Hansen Yuncken and industry partners has resulted in real experience, qualifications, and employment opportunities for students who are better equipped with the skills, confidence, and capacity to undertake trade-based apprenticeships, traineeships, or full-time employment.



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2023 WESTERN WARRIORS UNDER 15'S KOORI KNOCKOUT TEAM SPONSORSHIP

The Koori Knockout is one of the biggest Aboriginal gatherings in Australia, and NSW's largest annual Aboriginal sporting event. In 2023, the Knockout hosted teams from 59 clubs across NSW, in a range of age divisions (U13 Boys, U15 Boys, U15 Girls, U17 Boys, U17 Girls, Mens and Womens).

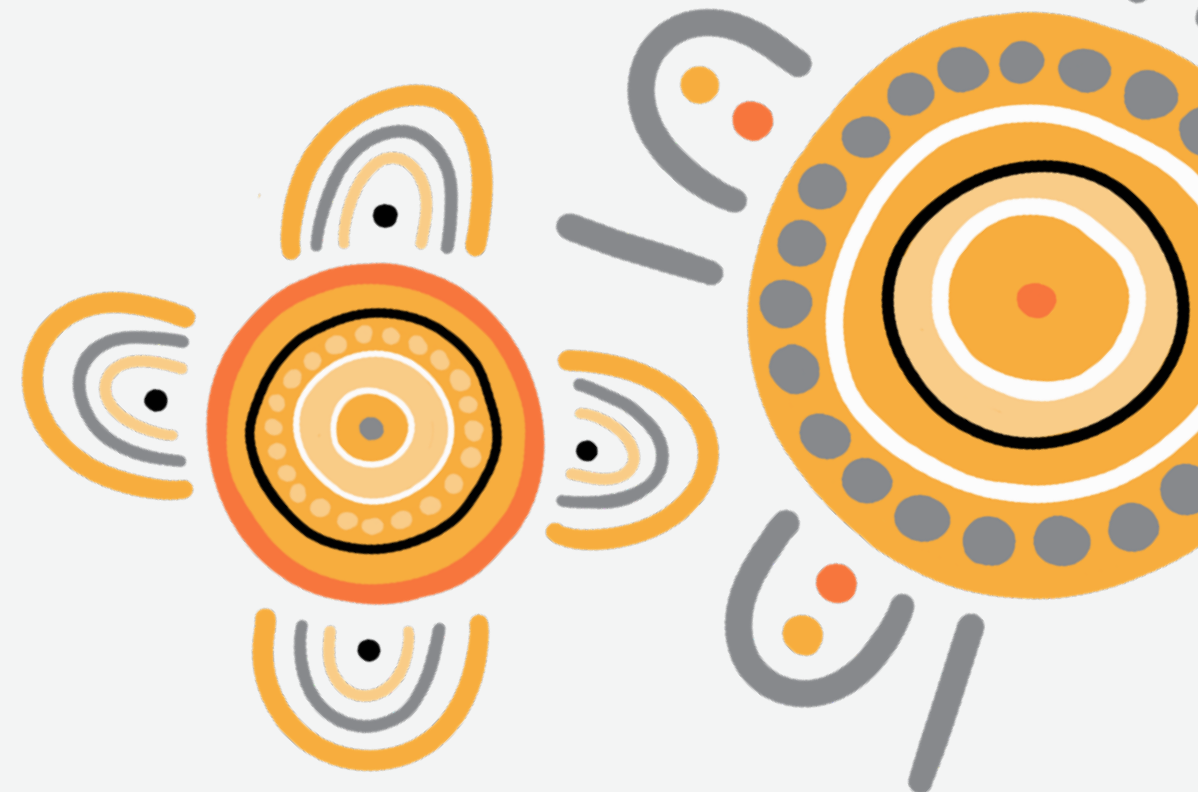
Through our connections in regional NSW, Hansen Yuncken was approached by the Western Warriors Rugby League Club to secure sponsorship for their Under 15's boys team in the tournament. The Western Warriors bring together and create a team across the far west and northern regions of NSW where opportunities are limited, and the majority of families and communities live below the poverty line.

Our sponsorship of the team was a fantastic opportunity to support regional and remote communities. While the team didn't get the result they wanted on the day (being knocked out in their first round match), the team had such a great time over the weekend, and were so proud to be a part of the Knockout - something they've watched on TV for years.

"With the support of our sponsors, we are able to create lifelong memories for these young men and their families" said team coach Adam Close.



Members of the Hansen Yuncken Regional NSW team attending the 2023 Koori Knockout as sponsors of the Western Warriors Under 15's side.



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CREATING WELCOMING SPACES IN OUR OFFICES

During a meeting with a local Aboriginal representative from the Department of Education at our Hobart office, it was noted that the Tasmanian State office may be perceived as an intimidating space for Aboriginal and Torres Strait Islander peoples. The visitor to our office highlighted the significance for herself, and likely other Aboriginal and Torres Strait Islander people of seeing markers indicating that a business is a “safe” and welcoming space, and this could include an acknowledgement, artwork, or map.

This comment made to our Tasmanian team, was the impetus for change in all our State offices. What was intended as a simple comment in a meeting, was raised with our National Leadership Team, and transitioned into a deliverable for all State offices and project sites.

We are committed to creating a welcoming and safe space for all visitors to our offices, and all workers on our sites. Today, all State head offices proudly display Aboriginal or Torres Strait Islander artwork in the lobby or entryway, and our project site offices display the AIATSIS map.

By showcasing visual markers with pride of place in our sites and offices, we can create a more welcoming environment that demonstrates our commitment to reconciliation.



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'ALONGSIDE' - HANSEN YUNCKEN'S VALUES PROUDLY DISPLAYED IN THE ADELAIDE OFFICE

In 2023, Hansen Yuncken commissioned Aboriginal artist Shane Cook to produce artwork for display in our South Australian Dulwich office.

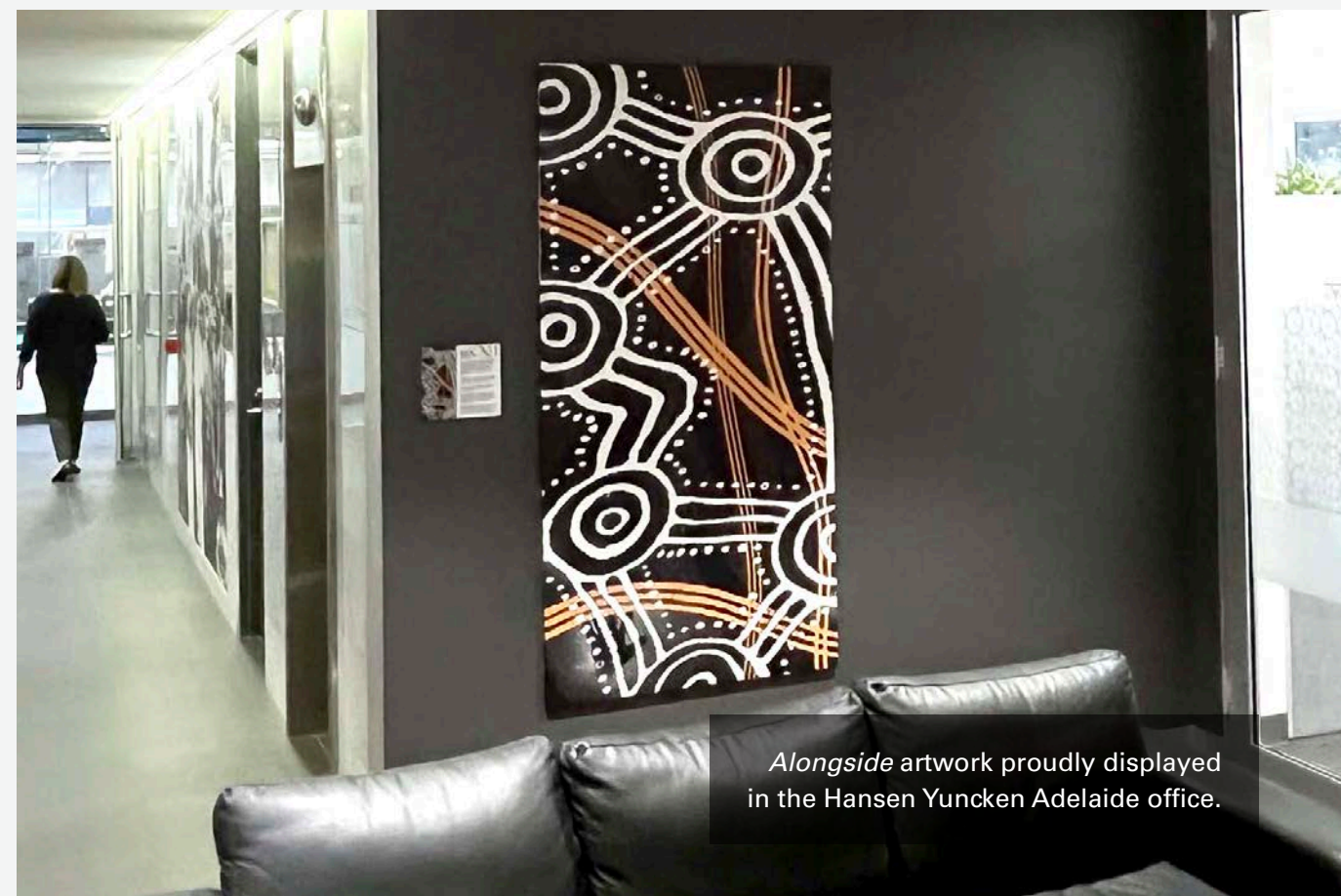
Shane is a Wulli Wulli and Guwa descendant with family connections to Kurna throughout his Kuma Kaaru family, who gave him the name Mankitya meaning the scarred one. In developing 'Alongside', Shane worked in consultation with Hansen Yuncken Project Coordinator Ricky Emili, himself a Kokatha descendant.

'Alongside' comprises several elements that, together, resonate with the story of Hansen Yuncken:

- Boomerang - Designed to represent innovation, a boomerang begins its life as a tree and is then carefully carved into an important tool in Aboriginal communities. Much like our founders - Lauritz Hansen and Otto Yuncken - who began Hansen Yuncken's journey on the foundations of innovation.
- Journey Lines - Designed to represent the journey of the construction project lifecycle in which we begin with our project partners and progress in parallel towards a shared goal. The movement of these lines represents our ongoing journey to meaningfully connect and collaborate with the community.
- Meeting Places - Designed to represent the places we deliver - meeting places significant to the communities in which we work, including schools and universities, hospitals, community infrastructure, and entertainment facilities.



The Hansen Yuncken team celebrates the official unveiling of *Alongside*. Pictured left to right: RAP Champions Group member Amelia Hunwick, artist Shane Cook, RAP Working Group Member Ricky Emili, RAP Working Group Chair Mark Rosenboom, Hansen Yuncken CEO Peter Salveson, and Uncle Micky O'Brien.



Alongside artwork proudly displayed in the Hansen Yuncken Adelaide office.

CASE STUDY

PARTNERSHIP WITH CARTER & OSBORNE HOLDINGS PTY LTD

The relationship between Hansen Yuncken and Tamworth based, Gamilaroi owned and operated electrical subcontractor Carter & Osborne spans over a decade, starting with the Tamworth Cancer Centre Early Works project in 2011.

Following the delivery of some smaller projects across the decade, the key catalyst to spark the strong partnership between our two organisations as it stands today was the Macksville Hospital project. Since delivering the project in partnership in 2020, Carter & Osborne and Hansen Yuncken have worked collaboratively to deliver a further 7 past and current projects. A key project demonstrating the success of this cohesive partnership is the Coffs Harbour Hospital Expansion Refurbishment project, handed over in 2022.

The project involved the staged refurbishment and major upgrades across 12,000m² of the existing hospital. For the HY team, providing opportunities for the local Aboriginal community (the Gumbaynggirr people) was front of mind, and a contractual target for Aboriginal of 5% was set. Following on from the ongoing relationship between the two organisations, HY engaged C&O early in the project to deliver the electrical works and support the project's participation strategy.

This strategy paid dividends, and by the end of the project, the team had well exceeded their set targets for Aboriginal Participation, reporting over 14% participation rate. Not only this, but the project allowed for C&O to create five local apprenticeship opportunities for Aboriginal employees in the region.



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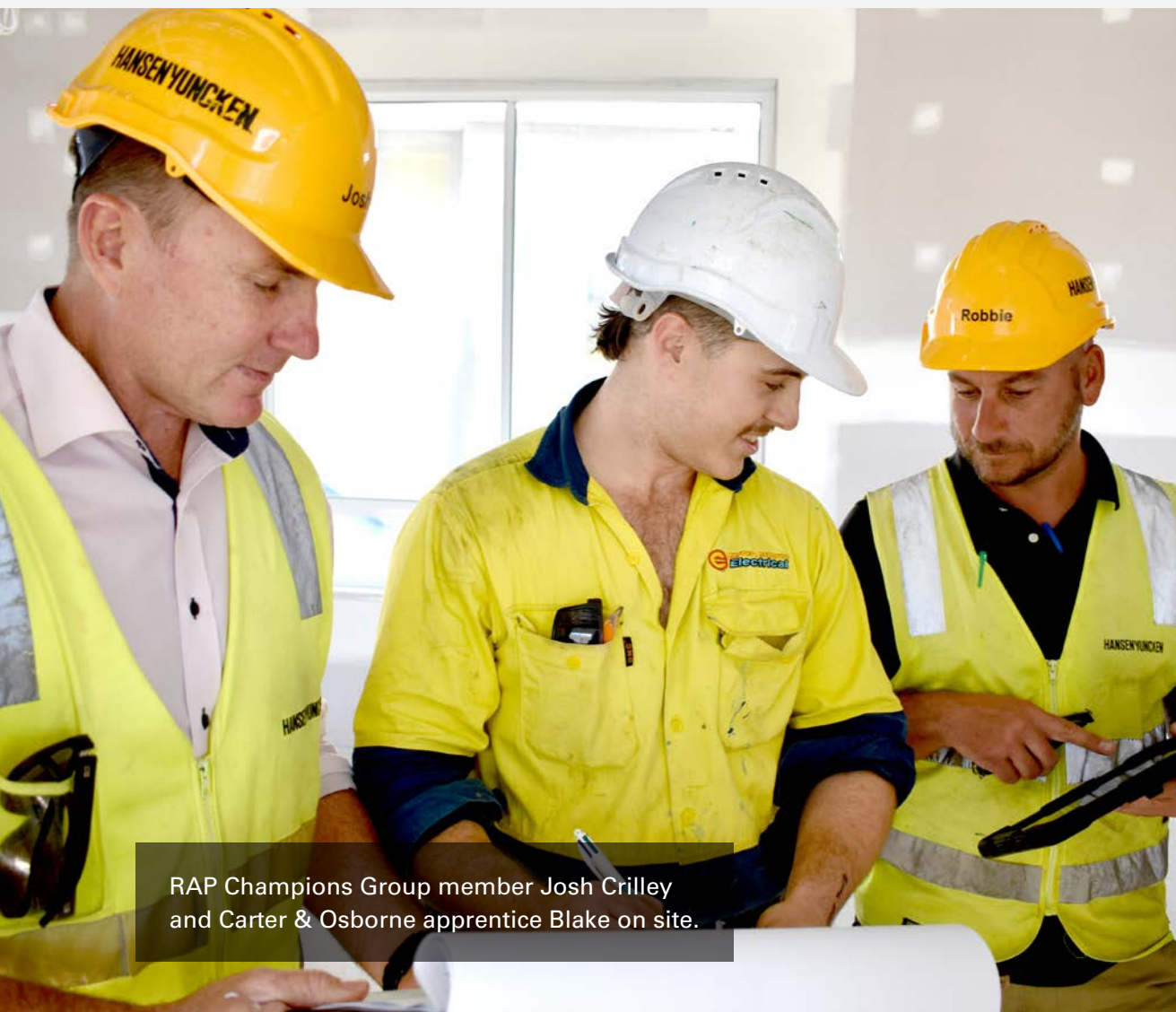
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CASE STUDY

The creation of these opportunities has assisted the local community through breaking the cycle of unemployment for one of the top ten highest unemployment regions in Australia for Aboriginal people.



Click Here To Hear From Some Of The Apprentices From Carter And Osborne On The Coffs Harbour Hospital Expansion Refurbishment Project



RAP Champions Group member Josh Crilley and Carter & Osborne apprentice Blake on site.

This partnership has led to a strong collaborative relationship between the two organisations to offer benefits beyond commercial terms. Some examples are included below:

- Following Carter & Osborne’s internal restructure, this relationship between C&O and HY ensured that HY was able to support C&O through the Supply Nation Certification process in 2022.
- HY was able to support C&O through development of a compliant Quality Management System, and to navigate Industrial Relations Reform as it affects their business, allowing them to expand their reach to deliver larger projects with construction contractors and directly with Government clients.
- A key measure of this has been the professional connections established between the two organisations. For example, members of HY’s RAP Champions and RAP Working Group have built relationships with key individuals at C&O to learn and discuss engagement initiatives. C&O has also fostered connections between HY and other local community organisations to support HY’s Reconciliation goals.
- C&O was a key partner for HY’s 2023 National Reconciliation Week campaign, with C&O Director Mel and ABcare CEO Greg Bennett as guest speakers for a panel discussion, live streamed to all HY national offices and sites, discussing the positive impacts for the community from working with Aboriginal and Torres Strait Islander businesses.
- The employment opportunities provided by C&O as a direct result of the partnership with HY have contributed to local communities. The large scale projects delivered in partnership with HY have also allowed C&O to engage other Aboriginal and Torres Strait Islander businesses for supply to projects and throughout the general operations of the business.

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JUTE THEATRE COMPANY SPONSORSHIPS – SUPPORTING CAREER PATHWAYS FOR YOUNG ARTISTS

Nestled in the heart of our award-winning project, the Bulmba-ja Arts Centre, Hansen Yuncken forged a meaningful alliance with the JUTE Theatre Company, aiming to empower emerging artists through a transformative scholarship program. While the construction phase of Bulmba-ja concluded, the space thrived as a beacon for creativity, spotlighting the rich narratives of Aboriginal and Torres Strait Islander communities in Cairns and Far North Queensland.

The three-year scholarship enabled budding performers to partake in the JUTE Actors Studio, a vital platform fostering skills such as focus, discipline, teamwork, creative problem-solving, and crucially, self-confidence. The inaugural recipients, Alex Hava and Aleesha Dean, both proud Aboriginal and Torres Strait Islander talents, embarked on a journey of artistic development with five terms of tuition at the studio.



Building on the success of the first year, we proudly announced the 2022 Hansen Yuncken Young Emerging Actors, Odette Nyiramirimo and Alex Hava. Odette, a 16-year-old New Australian from an African heritage, arrived in Australia as a refugee just two years before. Her vibrant energy and captivating storytelling prowess made her a standout. For Alex, now in their second year at the JUTE Actors Studio, completing JUTE's script development program, Write Sparks, showcased their unwavering passion for theatre, evident in every class and performance.

Our commitment to this partnership extended beyond supporting individual aspirations; it represented a dedication to fostering local talent and contributing to the vibrant cultural tapestry of Cairns. As we celebrated the success of the Bulmba-ja project team in delivering this cultural hub, we eagerly anticipate the continued brilliance of these young artists. Through our ongoing collaboration with JUTE Theatre Company, we affirmed our belief in the power of the arts to inspire, uplift, and create lasting positive impacts in our local community.



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SOUTH AUSTRALIAN TRAINING PARTNERSHIPS

Hansen Yuncken is an Aboriginal Building & Civil Construction Academy Member, for which Hansen Yuncken has representation on the Steering Group.

The Academy provides a 'place of belonging' and connection point for Aboriginal jobseekers to enhance their participation in the building and civil construction industry.

The Academy being the central point of contact promotes the provision of Aboriginal employment, which is culturally relevant, reinforces cultural identity and provides supportive learning environments for Aboriginal jobseekers, employees and employers of Aboriginal peoples providing successful employment outcomes and positive social and economic participation.



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ENGRAINED WELCOME TO COUNTRY PROTOCOLS

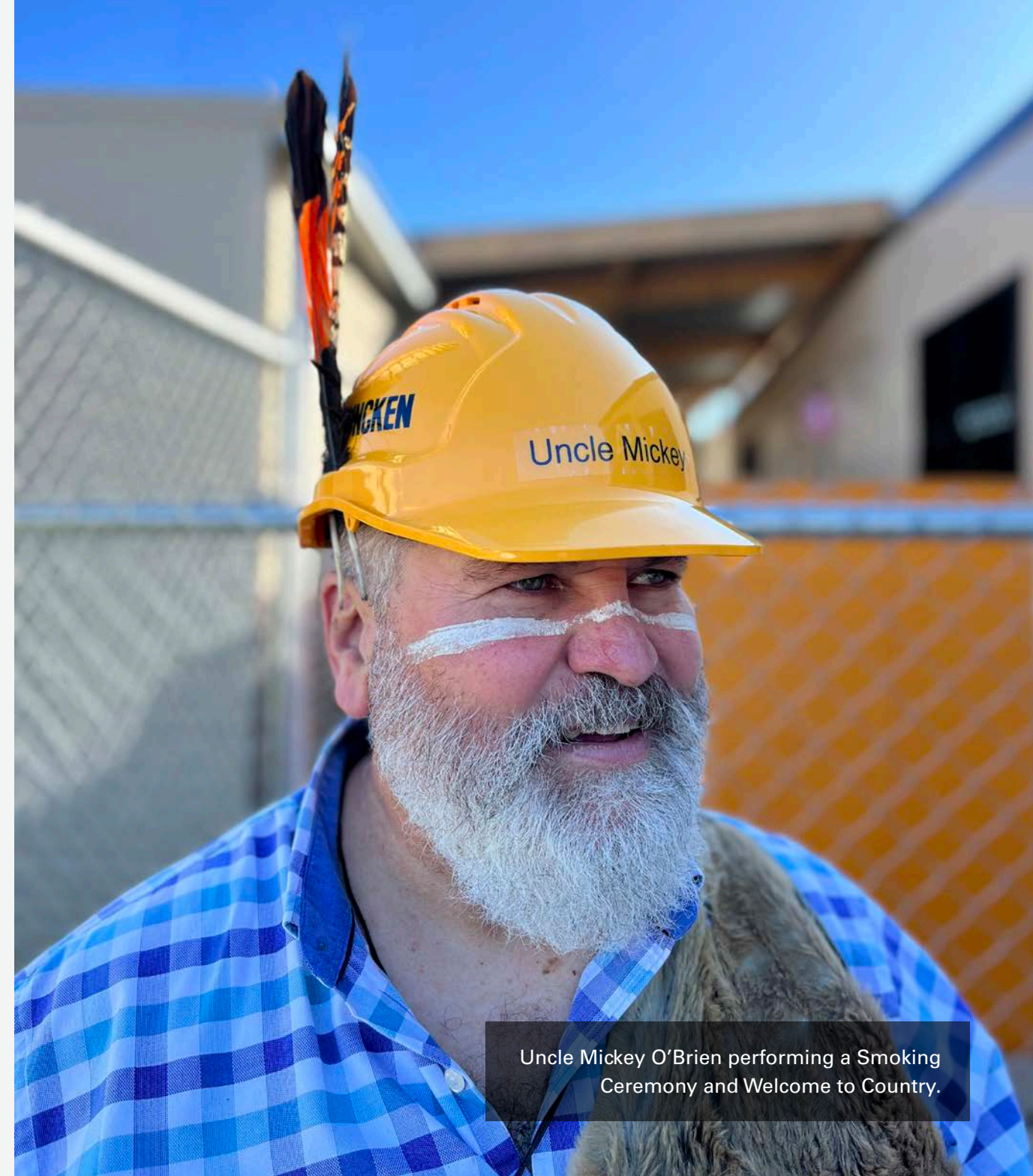
The SA branch of Hansen Yuncken continue to engage Uncle Mickey Kumatpi Marrutya O'Brien as a local Aboriginal Ambassador.

A well-known Adelaide local, and descendant of the Kurna and Narrunga People, Uncle Mickey is a passionate advocate for Aboriginal culture, language, and history.

In 2023, Uncle Mickey joined Hansen Yuncken for morning tea in celebration of NAIDOC Week, where staff learned about the important role of Elders in the lives of Aboriginal and Torres Strait Islander Peoples.

Uncle Mickey has also held Welcome to Country Ceremonies for all new South Australian projects over the past 12 months, welcoming to site Hansen Yuncken staff and representatives from clients including the Department of Defence, the Department for Infrastructure & Transport, the University of South Australia, Saab Australia, and The Cohen Group.

Hansen Yuncken recognise the importance of conducting Welcome to Country and Smoking Ceremonies on all new sites, which has been a widely welcomed and accepted practice across the business.



Uncle Mickey O'Brien performing a Smoking Ceremony and Welcome to Country.



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RELATIONSHIPS

In cultivating genuine and meaningful relationships with Aboriginal and Torres Strait Islander people and communities, Hansen Yuncken is committed to fostering an environment of respect, understanding, and collaboration. Our goal is to come together to build bridges of trust, empathy, and shared purpose with Aboriginal and Torres Strait Islander stakeholders guiding the path. Through open dialogue, cultural awareness, and mutual support, we aim to strengthen our connections and create a harmonious, inclusive community that reflects the values of reconciliation and unity.



Walking together in partnership.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Actively engage with Aboriginal and Torres Strait Islander stakeholders, seeking their input and involvement in our ongoing review of our policies, programs, and initiatives.	August 2024	RAP Champion Group Chair
	Partner with cultural advisors with a strong ongoing connection to communities and culture to share cultural knowledge and expertise.	December 2024	RAP Working Group Chair
	Build on our existing partnerships and collaborations with Aboriginal and Torres Strait Islander organisations, businesses, and individuals, aligning with our goals to foster economic development and support community initiatives.	Ongoing (Review July 2025)	RAP Working Group Chair
	Consult with Traditional Owners and local Aboriginal Land Councils when working on projects that may impact sacred sites or cultural artifacts.	Ongoing (Review July 2025)	RAP Champion Group Chair



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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group members and RAP Champions Group Members to participate in an external NRW event.	27 May – 03 June 2025, 2026	RAP Working Group Chair
	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025, 2026	National Marketing & Communications Advisor
	Encourage and support staff and senior leaders to participate, recognise and celebrate NRW.	27 May – 03 June 2025, 2026	RAP Working Group Chair
	Organise at least one NRW event each year in each State head office.	27 May – 03 June 2025, 2026	RAP Champions Group
	Promote NRW internally on HYway and through posters on construction site notice boards and lunchrooms.	27 May – 03 June 2025, 2026	National Marketing & Communications Advisor State Construction/ Operations Managers
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage staff in reconciliation activities, including hosting an internal launch event for our Innovate RAP.	July 2024	RAP Working Group Chair
	Develop an internal communications strategy and campaign around our commitment to reconciliation, including an overview of our Innovate RAP and commitments.	July 2024	National Marketing & Communications Advisor
	Communicate our commitment to reconciliation publicly by: – Publishing our RAP on the HY website. – Promoting case studies and updates on our website and social media channels.	Ongoing (Review July 2025)	National Marketing & Communications Advisor
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2024	RAP Champions Group
	Collaborate with our local Clients and Subcontractors who have a RAP to develop innovative approaches to advance reconciliation.	October 2024	RAP Champions Group

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	Conduct an annual review of HR policies and procedures to review existing anti-discrimination provisions and identify future needs.	July 2024, 2025	National People & Culture Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2024	National People & Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors to seek feedback on our anti-discrimination policy.	December 2024	National People & Culture Manager
	Educate the workforce on Aboriginal and Torres Strait Islander communities and cultural heritage by actively distributing specific, informative resources, and sharing detailed outcomes and learnings from our projects involving Aboriginal and Torres Strait Islander communities on HYway.	December 2024	RAP Champions Group
	Educate senior leaders on the effects of racism.	December 2024	National People & Culture Manager

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RESPECT

Hansen Yuncken is committed to upholding the principles of reconciliation, guided by the values of respect, unity, and equity. Our Reconciliation Action Plan underscores our unwavering dedication to fostering an inclusive and harmonious workplace environment. We recognise that respect is at the heart of all meaningful relationships, both within our organisation and with the Aboriginal and Torres Strait Islander peoples, communities and stakeholders we engage with. Our commitment to reconciliation entails respecting the diverse cultural backgrounds and perspectives that enrich our society.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. 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 and update resources where required.	July 2024, 2025	National People & Culture Manager
	All new employees inducted with cultural awareness modules within 1 month of starting with HY.	July 2024	National People & Culture Manager
	Arrange guest speaker sessions and workshops featuring Aboriginal and Torres Strait Islander leaders, artists, or knowledge holders to share their insights and stories. Share and celebrate success stories of Hansen Yuncken’s Aboriginal and Torres Strait Islander employees, subcontractors and partners, highlighting their achievements and contributions.	Ongoing (Review July 2025)	National People & Culture Manager
	Share and celebrate success stories of Hansen Yuncken’s Aboriginal and Torres Strait Islander employees, subcontractors and partners, highlighting their achievements and contributions.	Ongoing (Review July 2025)	National Marketing & Communications Advisor
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2024	National People & Culture Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2024	National People & Culture Manager
	Provide opportunities for RAP Working Group members, People & Culture managers and other key leadership staff to participate in formal and structured cultural learning.	December 2024	National People & Culture Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. 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, by promoting the existing cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2024	RAP Champions Group
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2024, 2025	RAP Champions Group
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2024	RAP Working Group Chair
	Acknowledgment of Country signage to be included at entry gate of each construction site.	September 2024	RAP Champions Group
	All site inductions to include an Acknowledgement of Country, acknowledging the Traditional Custodians of the land on which the project is taking place either verbally or within slide pack.	September 2024	National HSEQ & Sustainability Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group and RAP Champions to participate in an external NAIDOC Week event.	First week in July 2024, 2025	RAP Champions Group Chair
	Promote NAIDOC Week on HYway and through posters on construction site notice boards and lunchrooms.	First week in July 2024, 2025	National Marketing & Communications Advisor State Construction/ Operations Managers
	Develop a toolbox talk to be delivered on all sites at the start of NAIDOC Week.	First week in July 2024, 2025	RAP Champions Group Chair
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024, 2025	RAP Working Group Chair
	Support project sites to promote and celebrate NAIDOC Week.	First week in July 2024, 2025	State Construction/ Operations Managers

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Create a culturally safe and inclusive environment for Aboriginal and Torres Strait Islander people within HY's offices and sites.	Offer managers supervising Aboriginal and Torres Strait Islander staff additional Cultural Awareness Training and access to cultural supervision resources.	December 2024	National People & Culture Manager
	Facilitate access to culturally safe mentoring, networking and support services for Aboriginal and Torres Strait Islander employees.	December 2024	National People & Culture Manager
	Create an internal peer group of Aboriginal and Torres Strait Islander staff to network and collaborate across borders.	December 2024	National People & Culture Manager

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OPPORTUNITIES

Through proactive measures, Hansen Yuncken aspire to create a more inclusive and culturally rich work environment. We firmly believe that by providing opportunities that align with the principles of reconciliation, we not only benefit our business but also contribute to the broader social fabric of Australia, fostering a more harmonious and equitable future for Aboriginal and Torres Strait Islander people.

We recognise that empowerment comes through economic opportunity, education, and the promise of a fulfilling and lasting career. Through our meaningful partnerships with Aboriginal and Torres Strait Islander businesses and entrepreneurs, provide training and educational opportunities that foster personal and professional growth, and create career pathways that offer both stability and upward mobility. Our commitment to improving access is not just a business objective; it's a core principle of reconciliation that guides our actions.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. 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.	July 2024	National People & Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2024	National People & Culture Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2024	National People & Culture Manager
	Working with our partners we will support the diversification and growth of representation of Aboriginal and Torres Strait Islander people in the construction industry.	December 2024	National People & Culture Manager
	Embed learning modules on Aboriginal and Torres Strait Islander Participation and Reporting as part of our Career Development Pathways (Cadetship) Program.	December 2024	National People & Culture Manager



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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Annual Review of our Aboriginal and Torres Strait Islander procurement strategy.	August 2024	RAP Working Group Chair
	Maintain Supply Nation membership and work with our Aboriginal and Torres Strait Islander consultants to continually explore best practices to identify and onboard Aboriginal and Torres Strait Islander suppliers.	April 2025, 2026	National Business Development Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2024	RAP Champions Group
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2024	RAP Champions Group
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses and facilitate access to business development services to develop their capabilities.	December 2024	RAP Champions Group
	Aim for an Aboriginal and Torres Strait Islander Spend target of 1.5% across the organisation.	December 2025	RAP Working Group Chair
	Develop a suite of internal and external Supplier Toolkits and Fact Sheets including: <ul style="list-style-type: none"> — Procurement Toolkit outlining our strategy and how to identify and purchase from Aboriginal and Torres Strait Islander suppliers. — Supplier Toolkit demonstrating how suppliers can streamline the process to work with HY. — Fact Sheet for our subcontractors and suppliers outlining HYs commitment to reconciliation and how they can contribute to our journey. 	September 2024	RAP Champions Group Chair
11. Increase Aboriginal and Torres Strait Islander workforce capability and development to support improved economic and social outcomes.	Explore opportunities to provide 1 x university scholarship for an Aboriginal and Torres Strait Islander student, including employment in our Career Development Pathways Program.	December 2024	National People & Culture Manager
	Encourage our staff to participate in mentoring programs for Aboriginal and Torres Strait Islander people within the construction industry.	December 2024	RAP Champions Group
	Encourage staff to attend networking events hosted by or for Aboriginal and Torres Strait Islander people and businesses.	December 2024	RAP Champions Group

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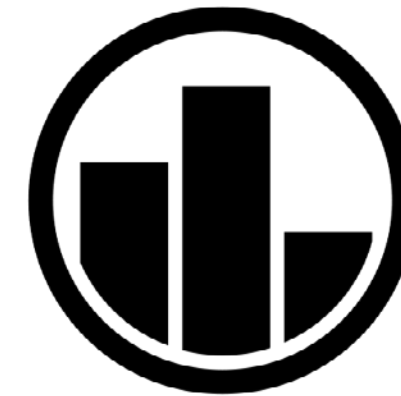
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GOVERNANCE



The Governance section of our Reconciliation Action Plan underscores the vital importance of establishing a well-defined governance structure and operational model to effectively manage our commitment to Reconciliation. This structure is not just a formality; it is the backbone that ensures our reconciliation initiatives are robust, sustainable, and accountable. We understand that reconciliation is a journey that requires clear direction, coordination, and oversight. Through these foundational pillars, we demonstrate our dedication to fostering positive change, mutual understanding, and a more harmonious and inclusive society.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Maintain an effective RAP Working group (RWG) and RAP Champions Group (RCG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2024, 2025	RAP Working Group Chair
	Maintain an effective RAP Champions Group ensuring ongoing representation from each state of operation.	July 2024, 2025	RAP Champions Group Chair
	Periodic review of our Reconciliation Action Plan’s governance framework and operating model.	August 2024	RAP Working Group Chair
	Meet at least six times per year to drive and monitor RAP implementation.	Ongoing – meetings to occur monthly (Review July 2025)	RAP Working Group Chair
13. Provide appropriate support for effective implementation of RAP commitments.	Ongoing review and evaluation of the resource needs for RAP implementation.	July 2024	RAP Working Group Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2024	RAP Working Group Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2024	RAP Working Group Chair



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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Track and measure the impact of RAP actions.	December 2024, 2025	RAP Working Group Chair RAP Champions Group Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. (August annually 2024, 2025).	August annually 2024, 2025	National Business Development Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024, 2025	National Business Development Manager
	Regularly report RAP progress to all staff.	Ongoing (Review July 2025)	RAP Working Group Chair
	Report RAP progress to senior leaders at HY's Leadership Meetings.	Ongoing (Review July 2025)	RAP Working Group Chair
	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 2024, 2025).	June 2024, 2025	National Business Development Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2024	National Business Development Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2025	National Business Development Manager
	15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026

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HY sponsored 2023 Tamworth NAIDOC Debutante Ball - Debs and partners performing.



Smoking ceremony at a project in Melbourne, hosted by project partners Dardi Munwurro Labour & Traffic.

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