

Reconciliation Action Plan



Reflect RAP

March 2023–March 2024



Acknowledgement of Country



Vaughan Constructions acknowledges the Traditional Custodians of Country throughout Australia and recognises their unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society. We pay our respects to Ancestors and Elders, past, present and emerging.

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Statement from Reconciliation Australia

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

Vaughan Constructions joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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

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

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

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

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

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



Karen Mundine, Chief Executive Officer,
Reconciliation Australia

Message from our Managing Director



"I am delighted to introduce the Vaughan Constructions Reconciliation Action Plan (RAP), which is the beginning of our journey to develop and implement reconciliation-related activities across our business.

We will use our RAP as a framework to understand how we can enhance community experiences by building relationships, fostering respect, and creating opportunities to work with Aboriginal and Torres Strait Islander peoples across the communities where we do business every day.

As a leading Australian construction company with projects across Australia, we recognise the Traditional Custodians of the lands on which we live and work. We respect their diverse cultural heritage, beliefs and relationship with the land, which continue to be important today. We are committed to forging stronger links with these communities.

Enhancing the future, while respecting and acknowledging Aboriginal and Torres Strait Islander Peoples' histories and custodianship of the land, is at the heart of why we have established our Reconciliation Action Plan.

With passion and purpose, we drive unity and equality in all that we do to create a more robust company culture where everyone contributes to understanding, trust and respect.

Together, we will create long-term value by putting people first, embracing diversity, and drawing on the deep cultural and spiritual values of this country's past to ensure a better future."



Andrew Noble, Managing Director,
Vaughan Constructions



About Vaughan Constructions

Established in 1955, Vaughan Constructions is one of Australia's most reputable and trusted companies in industrial and commercial construction, widely viewed as an industry leader in innovation and sustainability.

Our portfolio includes some of the largest commercial structures in the Southern Hemisphere. Servicing Australia wide, including regional areas, we have licensed and experienced commercial builders in Melbourne, Sydney, Brisbane, Adelaide, Perth and Darwin, with offices located in Melbourne, Brisbane and Sydney. Whilst design and construction is our speciality, we are also widely recognised for our ability to work on build-only projects. With a team of over 160 individuals, Vaughan's approach and commitment to our clients enable us to be predictable. Our clients receive value, quality and certainty.

Vaughan's approach is building customers for life. Two of every three projects are for returning clients – an enviable success rate that validates our approach.

Vaughan Constructions employs a staff member who identifies as a First Nations person. Sean Buchanan is our HSE Representative.

Sean will play a key part of our RAP Working Group and will provide guidance and support as we work on achieving the outlined deliverables on Page 12.

Vaughan Constructions Values

The Vaughan Constructions organisational culture is shaped and maintained through our values. At Vaughan, we call these our RITES. The RITES represent the day-to-day of the Vaughan workplace, aligned across departments, experience, states and sites. The RITES are:

Respect	The support and care for each other and our customers.
Integrity	Dealing honestly and openly with each other, our subcontractors, consultants and customers.
Teamwork	Working together to deliver on our promises to each other and our customers.
Efficiency	Maintaining and developing our strong systems approach.
Safety	The safety and well-being of our people and subcontractors.

Our RAP

Reconciliation is important to Vaughan Constructions. We recognise and acknowledge the Traditional Owners of Australia, and are committed to promoting cultural change within our organisation.

Vaughan is partnering with Tagai Management Consultants to develop the first stage of our Reconciliation Action Plan: Reflect RAP.

The Reflect RAP is the first of the four stages of the RAP Framework.

The 12-month process of the Reflect RAP will set out a structured approach for Vaughan to support reconciliation.

Our RAP will set out our vision for reconciliation, and outline strategies to educate our staff and develop relationships with Aboriginal and Torres Strait Islander partners.

Our dedicated RAP Working Group led by Human Resources Manager, Shirley Glassey, has been responsible for the development of this RAP document and will be integral in ensuring the outlined deliverables are met. Our Working Group also includes Vaughan Constructions Human Resources Manager, Commercial Operations Manager, Development Manager, Site Manager, Marketing Manager and Executive Assistant.

Managing Director, Andrew Noble, is our RAP Champion and he is responsible for driving and championing internal engagement and awareness of the RAP.

About the Artist: Steven Ulula Parker

Steven Ulula Parker is a descendant of the Boonwurrung, Yorta Yorta and Erub people and is from Millowl — known as Phillip Island.

He is passionate about sharing the knowledge of his people and helping all Australians to recognise the gift of our rich First Nations histories.

Steve is a cultural educator, performer, artist, carpenter, surf coach and Custodian. He is an avid surfer, skateboarder, snowboarder, and traveller who loves outdoor activities and connecting with nature.

His organisation, Millowl Dreaming, connects people with the traditional knowledge and culture of the Boonwurrung peoples of Millowl through art, education and experiences.

Steve's connection to the country he lives upon, Boonwurrung Birranag-ga and surrounding Kulin country, inspires his creative ventures.

A lot of his artistry is inspired by the Victorian Coastline and his connection to the Torres Strait Islands, and you can see the water and ocean themes throughout his pieces.

Steve's art has a contemporary twist, and he works with a wide range of mediums, incorporating his designs onto canvas, surfboards, wall murals and sculptures just to name a few.

An accomplished artist, Steve has been engaged to deliver some notable projects including welcome signs for Cape Woolamai, an installation at Mentone Train Station, pavement and screen art at Cheltenham Train Station and exhibitions at the Meeniyar Art Gallery and Phillip Island Community Art Gallery.



Steven Ulula Parker, Artist
Photography by Lauren Murphy



About the art

Steve created a powerful piece that is called *Nganga Balert-Balert*, which means "seeing vision of strength and power". The art showcases Vaughan Constructions' rich history and growth.

The red section in the middle fans outwards, representing Vaughan's current and future growth. Each triangle section is a solid structure that represents a decade of time, capturing our 65-plus years of business.

Within the red section, the middle portion displays a V-shape pattern which is emblematic of the Vaughan name and logo.

The three white circles are three meeting places, each representing a Vaughan office: Melbourne, Sydney and Brisbane. Orange and blue lines signify the journey travelled across land and water as we travel between offices and to construction sites. Signifying Vaughan's growth, the whole piece flows upwards and outwards.

Graphic design elements by Bayila Creative.

Partnerships

Vaughan Constructions aims to build rapport, trust and respect with Elders, their representatives, and community bodies through the inclusion and support of local Aboriginal and Torres Strait Islander businesses.

We understand the importance and benefit of engaging and building relationships with diverse suppliers.

Vaughan's Melbourne, Sydney and Brisbane offices have engaged First Nations-owned catering companies for meetings and events.

We plan to seek further partnerships with First Nations companies across a broad range of areas.

Education

Vaughan puts people at the heart of everything and believes respect is the foundation of all meaningful relationships. We acknowledge and value the long histories, deep connection to the lands, and traditions of Aboriginal and Torres Strait Islander peoples. We aim to foster culturally aware employees and believe that better understanding will lead to mutual respect.

Our workforce must understand and represent the communities in which we work.

To provide educational resources, Vaughan will provide staff with online learning modules hosted on our intranet, supplemented with informative email communications.

National Reconciliation Week and NAIDOC Week

Embracing our nation's rich histories has been at the heart of our National Reconciliation Week and NAIDOC Week campaigns and activities over the past 12 months.

The RAP working group rolled out educational campaigns focused on the importance and significance of National Reconciliation Week and NAIDOC Week.

The RAP Working Group sent out a campaign of educational emails in the lead-up to and throughout National Reconciliation Week and NAIDOC Week. The team also promoted external events held in the local area and encouraged attendance.

As part of the campaigns, the team provided each office with posters and educational handouts.

NAIDOC Week saw the RAP Working Group engage First Nations-owned catering companies to provide catering to our offices for a fundraising event the team organised. Vaughan staff raised funds for the Community Spirit Foundation who work in partnership with remote First Nations communities to ensure their young people have the best outcomes and opportunities through education and lifelong learning.

We will continue these campaigns each year to reinforce our commitment to reconciliation, promote awareness, and encourage participation in National Reconciliation Week and NAIDOC Week events.

First Nations Employment Strategy

At Vaughan Constructions, we embrace and encourage diversity and value the perspectives and knowledge it brings to our business.

In line with Vaughan's values, our business is dedicated to providing a safe workplace, innovative training, career development opportunities and a supportive culture for Aboriginal and Torres Strait Islander peoples.

To foster a workplace environment that is rich in diversity, Vaughan is developing a First Nations Employment Strategy. Engaging and collaborating with First Nations' communities and Tagai Management Consultants, the strategy will guide our employment practices to recruit and retain Aboriginal and Torres Strait Islander employees.

Vaughan is a recognised Employer of Choice, and we aim to build upon this foundation to further improve and provide a respectful and culturally diverse workplace.

Deliverables

Our RAP Champion, Shirley Glassey Human Resources Manager, will be responsible for overseeing the RAP Working Group deliverables and ensure accountability.



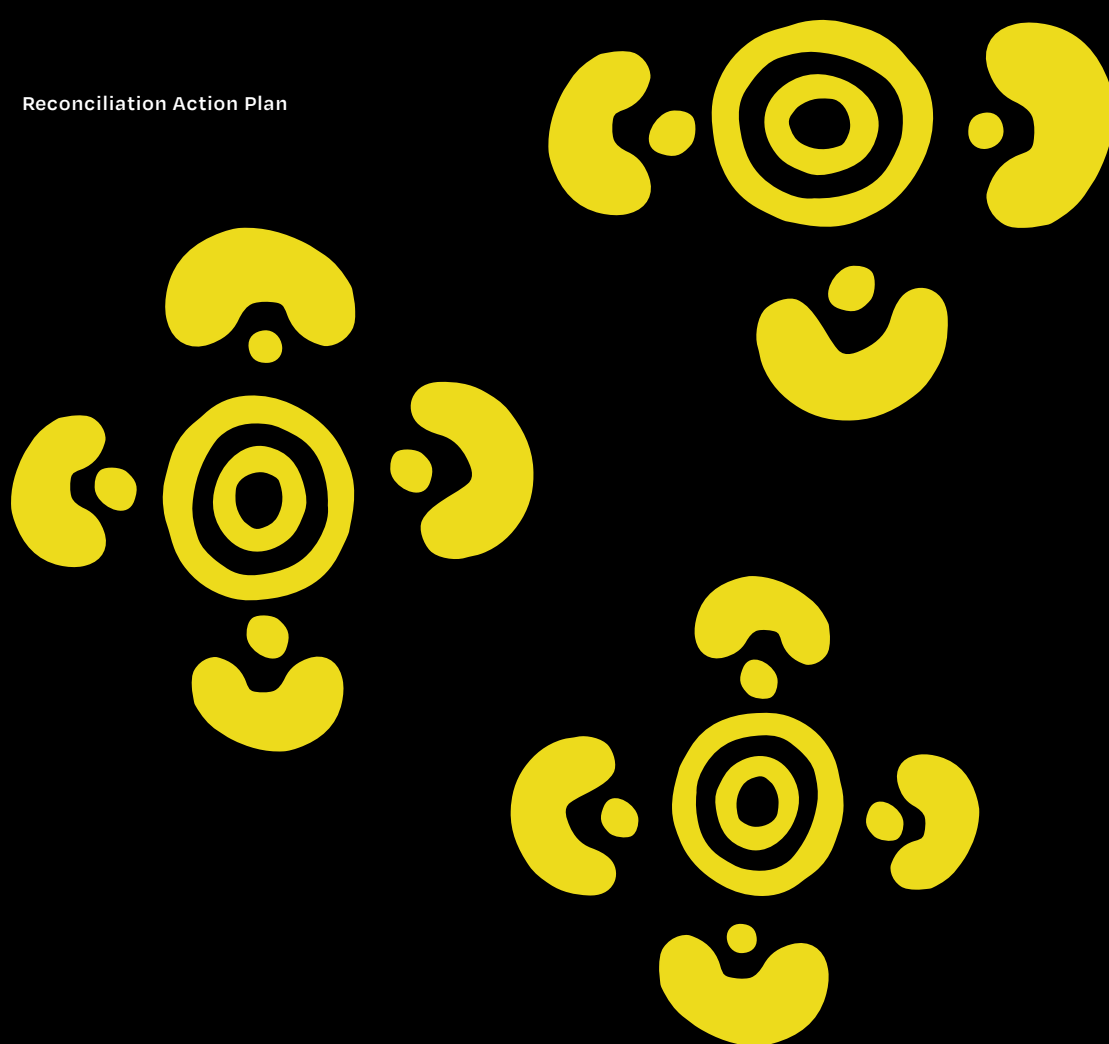
Relationships

Action	Deliverable	Timeline (complete by)	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2023	Development Manager
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Development Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Marketing Manager
	• RAP Working Group members to participate in an external NRW event.	May, June 2023	Marketing Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, June 2023	Marketing Manager
3. Promote reconciliation through our sphere of influence	• Communicate our commitment to reconciliation to all staff.	April 2023	Marketing Manager
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2023	Site Manager
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2023	Site Manager
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	July 2023	Commercial Operations Manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2023	Human Resources Manager



Respect

Action	Deliverable	Timeline (complete by)	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	August 2023	Commercial Operations Manager
	• Conduct a review of cultural learning needs within our organisation.	August 2023	Human Resources Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2023	Commercial Operations Manager
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	Marketing Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	Marketing Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Executive Assistant
	• RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2023	Executive Assistant



Opportunities

Action	Deliverable	Timeline (complete by)	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Research best practice strategy approached for increasing Aboriginal and Torres Strait Islander employment within our organisation. 	August 2023	Human Resources Manager
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	August 2023	Human Resources Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	September 2023	Assistant Project Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	August 2023	Site Manager



Governance

Action	Deliverable	Timeline (complete by)	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	November 2023	Human Resources Manager
	• Draft a Terms of Reference for the RWG.	August 2023	Executive Assistant
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	August 2023	HSE Representative
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	August 2023	Human Resources Manager
	• Engage senior leaders in the delivery of RAP commitments.	July 2023	Executive Assistant
	• Maintain a senior leader to champion our RAP internally.	November 2023	Human Resources Manager
	• Continue to engage senior leaders in the delivery of RAP commitments.	November 2023	Human Resources Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023 and annually	Human Resources Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023 and annually	Human Resources Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023 and annually	Human Resources Manager
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	Human Resources Manager

Contact details

For public enquiries about our RAP:

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