

INFRASTRUCTURE SUSTAINABILITY COUNCIL

Reflect Reconciliation Action Plan

June 2022 - June 2023





Acknowledgment of Country

In the spirit of reconciliation, the Infrastructure Sustainability Council acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, water and culture. We pay our respect to Elders past and present and emerging.

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A message from our CEO

Our vision is for a positive future for people, planet and the economy. It raises up the importance of legacy and long-term investment. It recognises the interconnection between past, present, and future and the kinship we have with nature, and one another. In the spirit of reconciliation, we recognise that there is much to learn from listening to First Australians.

Traditional Owners have sacred traditions which honour the responsibility for guardianship of the environment and its importance to intergenerational wellbeing. We at the Infrastructure Sustainability Council accept that this is a responsibility that must be shared equally. Our unique role in the infrastructure sector provides us with an important opportunity to make a significant contribution to Aboriginal and Torres Strait Islander Australians. We are committed to progressing reconciliation and fostering respect and trust to enable positive change through our industry and in our business.

Our Reconciliation Action Plan is our commitment to:

- Increasing our awareness and engagement with Aboriginal and Torres Strait Islander peoples and cultures
- Providing partnership and opportunities for Aboriginal and Torres Strait Islander peoples and communities through our activities and our industry.
- Widening our talent pool of Aboriginal and Torres Strait Islander peoples.

I am deeply proud of our RAP Committee and grateful for the partnership and guidance from our member Arrilla. I thank you all for your support as we start this important reconciliation journey, challenging ourselves to deliver on our purpose; with inclusivity at its core and walking always, with our values in our hearts.

“In the spirit of reconciliation, we recognise that there is much to learn from listening to our First Australians.”





About the Infrastructure Sustainability Council

The Infrastructure Sustainability Council (ISC) was established in 2012, and is a member-based not-for-profit peak body advancing Infrastructure Sustainability in Australia, New Zealand, and globally.

Our mission is to ensure that all infrastructure delivers cultural, social, environmental, and economic benefits. To achieve this, we develop and maintain sustainability frameworks which provides infrastructure projects with a clear vision of both the outcomes that they can achieve across the quadruple bottom line, and how to realise those benefits. We are supported by our large community of practice, ranging from major proponents of infrastructure projects to suppliers of sustainable goods and services, who help us further our mission and continuously improve.

Our work and our values are underpinned by the UN Sustainable Development Goals, and we are dedicated to promoting a shift to a more sustainable future which is beneficial for both people and the planet.

Our workforce is spread between Australia and New Zealand, with the majority, 31 persons, based in Australia. Of our 37 staff members, currently there are no known staff that identify as Aboriginal and/or Torres Strait Islander people.

While we have no known staff that identify as Aboriginal and/or Torres Strait Islander people we will look to implement actions that ensure they are represented in culturally appropriate ways through our Reconciliation Action Plan. We will work with First Nations community leaders to understand how best to achieve this. These actions can be seen later in our RAP.



ISC Strategic Goals

Leadership

To drive global best practice in infrastructure

Thriving Industry

To enable the industry to be connected, collaborative and ambitious

Market Transformation

To advocate for change that supports industry to rapidly transition

Organisational Health

To be a purpose-led inclusive and high performing organisation



Our Vision for Reconciliation

Our vision for reconciliation is to create a positive future for people, the planet and the economy that embraces Aboriginal and Torres Strait Islander peoples ensuring their strength and their cultures are considered and implemented in the delivery of infrastructure projects.





Our RAP

What is a Reflect RAP?

There are four types of RAPs; Reflect, Innovate, Stretch and Elevate

A Reflect RAP is foundational in preparing an organisation for its reconciliation journey, and for successive RAPs. Since we are at the beginning of this journey, it will allow us to develop relationships with Aboriginal and Torres Strait Islander stakeholders and decide on our vision for reconciliation, with consideration of our sphere of influence. This process will help us learn, make commitments, and take action that is meaningful, mutually beneficial, and sustainable.

Infrastructure Sustainability Council recognizes the Traditional Owners of the land on which we work, and the industry we work in operates on. We understand the protection of this land must be a shared responsibility to ensure its health for generations to come. As such our Reconciliation Action Plan aims to increase our understanding of Aboriginal and Torres Strait Islander peoples and their cultures.

We are developing our Reflect Reconciliation Action Plan to commence our journey of reconciliation. Through our plan we commit to learning and taking meaningful actions.

Our Reconciliation Action Plan is our commitment to:

- Increasing our awareness and engagement with Aboriginal and Torres Strait Islander peoples and cultures
- Providing partnership and opportunities for Aboriginal and Torres Strait Islander peoples and communities through our activities and our industry.
- Widening our talent pool of Aboriginal and Torres Strait Islander peoples.

In the spirit of reconciliation, we recognise that there is much to learn from listening to First Australians. Our RAP is one of our first steps towards this recognition.

Statement from Reconciliation Australia

Reconciliation Australia welcomes the Infrastructure Sustainability Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Infrastructure Sustainability Council joins a network of more than 1,100 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 the Infrastructure Sustainability Council 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 Infrastructure Sustainability Council, 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



Introducing our RAP Committee



Ainsley Simpson
Darug Land



Patrick Hastings
Turrabl and Jagera Land
RAP Champion



Declan Collins
Whadjuk Noongar Land
RAP Champion



Judith Levitt
Gadigal Land



Carolyn Gibbs
Yuggera Land



Michelle Damasio
Guringai Land



Massimo Romeo
Wallumedgal Land



Liesel Wightwick
Cammeraygal Land



Loren Blundell
Wangal Land



Abby Phillis
Wardandi Boodja Land



Cloda O'Loughlin
Bindal & Wulgurukaba Land

While we have no known staff that identify as Aboriginal and/or Torres Strait Islander people we will look to implement actions that ensure they are represented in culturally appropriate ways through our Reconciliation Action Plan. We will establish Aboriginal and Torres Strait Islander representation on the RAP Committee over the term of this RAP.



Partnerships and Current Activities

Increasing awareness and engagement

Cultural Heritage Day with Auntie Margaret:

In 2019, we held a cultural Heritage Day with Auntie Margaret. She took us on an Aboriginal Dreaming Tour at the Rocks in Sydney and gave us an insight into the profound connection to Land and sense of belonging that Aboriginal and Torres Strait Islander peoples have.

From our learnings of local history on our day with Aunty Margaret we renamed our meeting rooms as:

- Boulgoului – Cabbage or Weaving Palm Tree; and
- Maaluu – Sheoak Tree

Cultural competency training:

In 2020, we engaged Arrilla to provide cultural competency training to the ISC team. The benefits of a more culturally competent workplace include:

- Decreased unconscious bias and increased capacity to engage and manage risk with better work practices; and
- Demystifying Indigenous matters by dispelling the myths and understanding the facts.



National Reconciliation Week

In 2022 we engaged with National Reconciliation Week to increase cultural awareness across the organisation. The activities included:

- Email banner acknowledging National Reconciliation Week
- Employee lunch and learn for awareness and understanding

Ongoing activities

The IS Rating Scheme:

The IS Rating Scheme has a strong focus on assessing, preserving, and enhancing social, cultural and natural significance. Since the launch of the IS Rating Scheme, our projects have partnered with Traditional Owners to identify and preserve heritage values. In fact, a number of our member organisations have Reconciliation Action Plans themselves, and are committed to supporting Reconciliation Australia's vision of an Australia that respects the special places and cultures of Aboriginal and Torres Strait Islander peoples as the First Australians. They recognise that strong and positive relationships between Aboriginal and Torres Strait Islander peoples and other Australians is the foundation for success and our national wellbeing.

Procurement from Aboriginal and Torres Strait Islander-owned organisations:

We are committed to procuring products and services from Aboriginal and Torres Strait Islander-owned organisations wherever possible. We also actively procure through Supply Nation and the National Centre of Indigenous Excellence (NCIE) for catering opportunities.



Our Plan

Relationships

Action	Deliverable	Timeline	Responsible
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander organisations and representative bodies.	Identify Aboriginal and Torres Strait Islander organisations and/or representative bodies for engagement.	June 2023	Infrastructure Sustainability Project Manager Technical Advisor
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2022	Infrastructure Sustainability Project Manager Technical Advisor
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team.	April 2022	Marketing & Communications Manager
	RAP Committee members to participate in an external NRW event.	June 2023	General Manager People and Finance with RAP Committee
	Encourage and support the team to participate in at least one external event to recognise and celebrate NRW.	June 2023	General Manager People and Finance with RAP Committee
Promote reconciliation through our sphere of influence.	Develop and implement a plan to raise awareness of our RAP commitments amongst our team and our community of practice.	December 2022	General Manager People and Finance Marketing & Communications Manager
	Identify external stakeholders within ISC's membership that our organisation can engage with on our reconciliation journey. This includes those that may assist in meeting our RAP commitments, as well as opportunities for collaboration.	December 2022	Infrastructure Sustainability Project Manager Industry Engagement General Manager
	Identify RAP network and other like-minded organisations that we could approach to collaborate on enhancing outcomes from the delivery of our RAP.	March 2022	Membership Liaison and Support Industry Engagement General Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2023	General Manager People and Finance Head of Advocacy
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2022	General Manager People and Finance

Respect

Action	Deliverable	Timeline	Responsible
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation and implement relevant training as per needs analysis.	December 2022	Learning Experience Advisor
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.	June 2023	Infrastructure Sustainability Project Manager Technical Advisor
	Increase the team's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	June 2023	Infrastructure Sustainability Project Manager Technical Advisor
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our team about the meaning of NAIDOC Week.	July 2022	Marketing & Communications Manager
	Introduce our team to NAIDOC Week by promoting external events in our local area.	July 2022	Marketing & Communications Manager
	RAP Committee to participate in an external NAIDOC Week event.	July 2022	General Manager People and Finance with RAP Committee

Opportunities

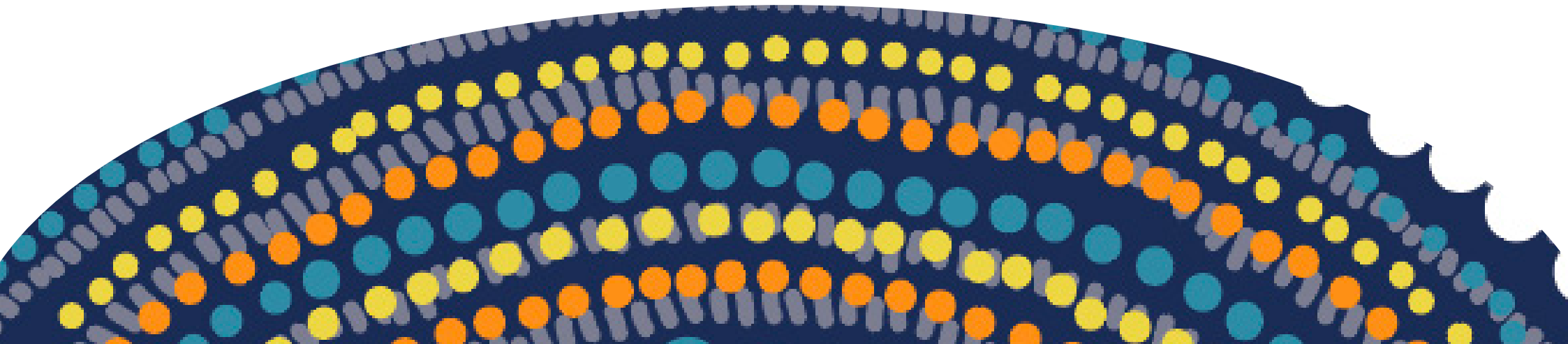
Action	Deliverable	Timeline	Responsible
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a strategy for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2022	Senior Infrastructure Sustainability Project Manager
	Investigate Supply Nation membership and identify opportunities for ongoing collaboration & or support.	December 2022	Senior Infrastructure Sustainability Project Manager
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Investigate a strategy for Aboriginal and Torres Strait Islander employment within our organisation.	June 2023	General Manager People and Finance
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	General Manager People and Finance
	Research partners for implementation of Aboriginal and Torres Strait Islander internship(s).	December 2023	General Manager People and Finance Infrastructure Sustainability Project Manager






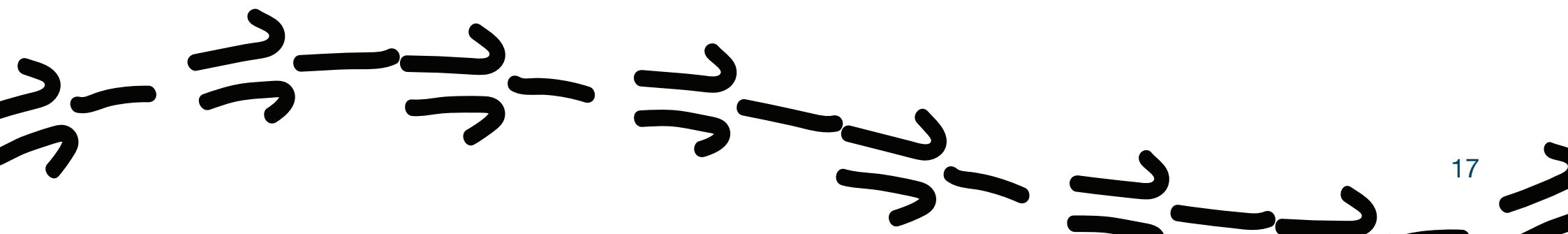
Governance

Action	Deliverable	Timeline	Responsible
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	December 2022	Infrastructure Sustainability Project Manager Technical Advisor
	Review and update Terms of Reference for the RWG.	December 2022	General Manager People and Finance Chief Operating Officer
	Consult with experts and/or Aboriginal and Torres Strait Islander representatives on specific RAP agenda items as required.	December 2022	Membership Liaison and Support
	Establish Aboriginal and Torres Strait Islander representation on the RAP Committee		Chief Operating Officer





Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2022	General Manager People and Finance Chief Operating Officer
	Continue to engage senior leaders in the delivery of RAP commitments.	June 2022	Executives
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2023	Infrastructure Sustainability Project Manager Technical Advisor
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 (and annually)	General Manager People and Finance Chief Operating Officer
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2023 (and annually)	Partnership Manager with RAP Committee
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August 2022 (and annually)	Partnership Manager with RAP Committee
	Include public reporting on RAP achievement and commitments in Annual reporting from FY23	June 2023	General Manager People and Finance Chief Operating Officer
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2023	Partnership Manager with RAP Committee



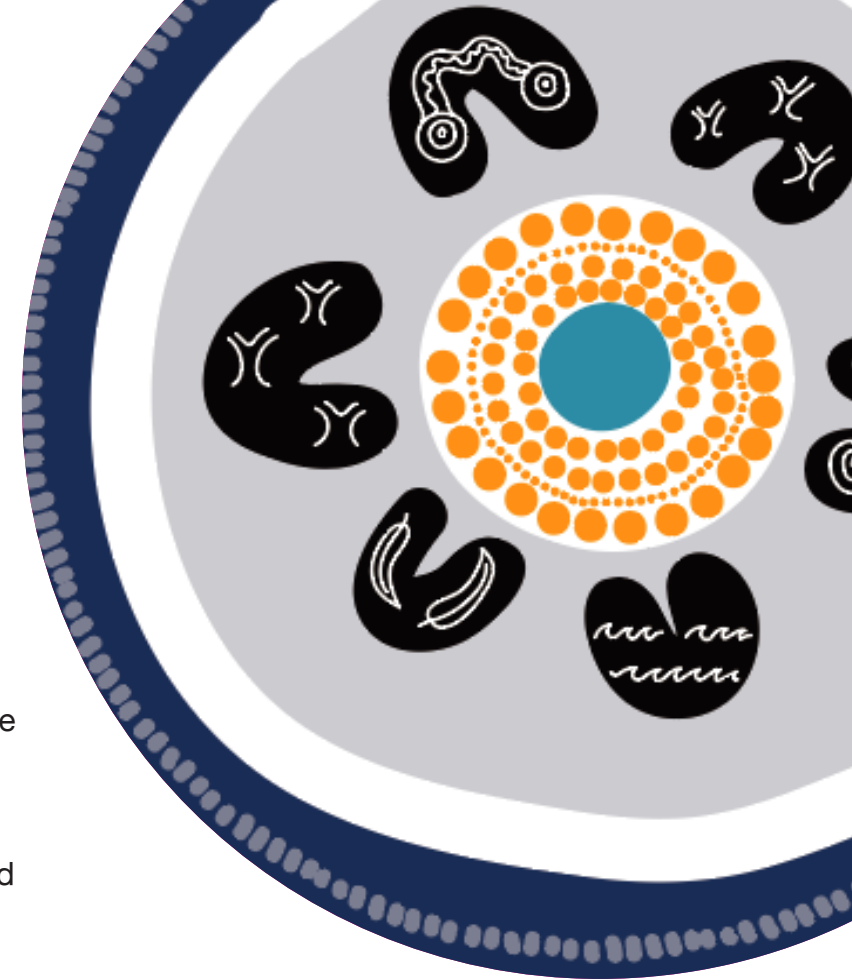
Governance, Tracking Progress, and Reporting

The Infrastructure Sustainability Council is proud to commit to our first Reconciliation Action Plan and we look forward to commencing our reconciliation journey. Thanks to strong leadership and buy-in by our Board and Executive we are well resourced and supported in the implementation of this and future RAPs.

Our RAP Committee convenes monthly to discuss progress, report on outcomes, and to ensure that actions are on track. To ensure the whole organisation is a part of our learning and reconciliation journey, and we will:

- continuously update the broader organisation on progress in operational meetings;
- educate, by sharing learnings and useful resources; and
- where possible, enable everyone to participate in RAP activities and events
- report internally and publicly on progress against our RAP as well as the impacts we have delivered
- facilitate training to promote cultural awareness and competency where training needs are identified.

We look forward to demonstrating the outcomes of our Reflect RAP and working towards Innovate and beyond.



Infrastructure Sustainability Council Member's RAP's

Infrastructure Sustainability Council celebrates its many members who have current RAPs or RAPs in-progress. Eleven of our members currently have RAPs in place as at 1st September, 2021

Organisation	RAP Type
Arcadis Australia Pacific	Innovate
Boral Limited	Innovate
Degnan Constructions	Reflect
Grasshopper Environmental	Reflect
John Holland	Innovate
KPMG	Elevate
Laing O'Rourke	Innovate
Lendlease Australia	Elevate
Main Roads Western Australia	Innovate
McConnell Dowell Constructors Aust	Reflect
SMEC Australia	Innovate

About our Artwork

The artwork is a representation of Infrastructure Sustainability Council's reconciliation journey, a journey that recognises community involvement and respect to Aboriginal and Torres Strait Islander cultures and Country as essential for meaningful change. Within the circular elements, gathering circles show people represented from across Australia, including grasslands, river lands, forests, coastal regions and desert landscapes. The diverse landscapes both signify the diversity within Australia and within Infrastructure Sustainability Council. The animal tracks symbolise respect and caring for country. The pathways link the gathering circles together, reflecting strong connections with communities and a collaborative and inclusive approach to reconciliation.

Our Artist

Anna Dowling was born in Adelaide, South Australia. Anna is a descendant of the Badimia people of the Yamatji region in Western Australia. Working in ink on paper, she reflects on her mixed cultural heritage and draws on traditional symbols and patterns.

Anna works to create art that reflects the beauty, diversity and incredible value of Aboriginal cultures.



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Thank You

Infrastructure Sustainability Council appreciates the support and guidance of the following organisations and people who have guided us through this stage of our RAP journey:

