



RECONCILIATION
ACTION PLAN
REFLECT



SYDNEY
CIVIL

Reflect Reconciliation Action Plan

January 2026 - June 2027

This stunning artwork titled "Bliss" represents a life full of memories.

The central meeting place in the centre represents Sydney Civil staff and valued partners.

The colours reflect our connection to country from the mountains to the bush, from the rivers to saltwater and oceans.

We all live, work and travel across these lands, a place of serenity and full of lasting positive memories.

A place to reflect, a state of elated bliss.

Jason Douglas
Dalmarri



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1. Reflect Reconciliation Action Plan

1.1 Our business

Sydney Civil is a civil construction company delivering road, footpath, drainage, and infrastructure projects across the Sydney metropolitan area. We primarily work with local government clients, including the City of Sydney, and complete hundreds of projects each year. Our operations are focused within the Sydney Local Government Area, where we have established strong relationships with local stakeholders and communities. Our head office is located in Turrella, New South Wales, and supports our project teams working across the broader Sydney region.

We employ over 135 people across a range of roles including engineers, project managers, field crews, and support staff. At present, we do not have any Aboriginal and/or Torres Strait Islander employees, but we acknowledge the importance of representation and are committed to improving this as part of our RAP journey.

1.2 Our RAP

Sydney Civil is committed to building a foundation of sustainable practices within the business as we set out on our official reconciliation journey through this Reflect Reconciliation Action Plan (RAP). This Reflect RAP is our first step in formally engaging with reconciliation. It is designed to guide our leadership and staff in building greater awareness, understanding, and respect for Aboriginal and Torres Strait Islander histories, cultures, and contributions. Through this RAP, we intend to:

- Build cultural awareness across all levels of our workforce
- Embed reconciliation into our policies and day-to-day operations
- Create meaningful relationships with local Aboriginal communities
- Establish pathways for employment, training, and procurement opportunities

This plan reflects our intention to listen, learn, and take meaningful action.

Sydney Civil recognises that our sphere of influence is primarily centred around the civil construction sector within the Greater Sydney region and broader NSW. We impact this space through our role as a principal contractor and a key player in local infrastructure development. Our influence extends across our direct supply chain including subcontractors, procurement officers, and supplier networks, as well as into the broader ecosystem of employment, training, and business development. By fostering equitable partnerships, engaging meaningfully with First Nations enterprises, and holding ourselves to a high standard of accountability and cultural competence, we aim to create systemic change within the industry. Our policies and practices have the potential to influence not only our immediate business partners but also industry peers, clients, and community stakeholders committed to reconciliation.

Our RAP Champion is our Chief Operating Officer (COO), who is responsible for driving and championing internal engagement and awareness of the RAP. As a senior leader, our COO plays a key role in ensuring the RAP remains a priority across the organisation and that progress is supported at all levels.

1.3 Our partnerships/ current activities

While we are early in our formal reconciliation efforts, we are actively engaging with organisations such as the NSW Indigenous Chamber of Commerce and Supply Nation to better understand how we can support Aboriginal and Torres Strait Islander businesses. We have begun identifying opportunities in our supply chain and operations to increase First Nations engagement, and we plan to expand our employment opportunities for Aboriginal and Torres Strait Islander peoples across our projects. This RAP provides a framework to guide those next steps.

2. Relationships

2.1 Action Statement

Sydney Civil is committed to building strong, respectful relationships with Aboriginal and Torres Strait Islander peoples as a fundamental part of our organisation's social responsibility and commitment to diversity and inclusion. Through our Reflect RAP, we aim to create a positive and inclusive community in the places where we live and work, by providing meaningful opportunities to individuals who may otherwise be overlooked, and by fostering a culture of respect and collaboration across our workforce.

We will work to ensure our relationships reflect both our organisational values and the expectations of our clients and contracts. This includes bringing greater visibility to First Nations cultures, histories, and perspectives within our broader Sydney Civil team, and promoting an understanding of how reconciliation contributes to better project outcomes and stronger communities.

By aligning our reconciliation actions with our contract obligations and creating space for dialogue, awareness, and inclusion, we will support our staff, at all levels, to understand and actively engage with our commitment to reconciliation and First Nations participation. These early steps will help us lay a strong relational foundation for future, deeper engagement with Aboriginal and Torres Strait Islander communities within our sphere of influence.

2.2 Action Deliverables

Action	Deliverables	Timeline	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.	May 2026	Chief Operating Officer
	Research best practice and principles and develop internal guidance note on Sydney Civil's Partnership Development Process, including specific actions related to First Nations partnerships.	December 2026	Chief Operating Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Marketing and Communications Consultant
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026	Chief Operating Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May - 3 June 2026	Chief Operating Officer
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2026	Marketing and Communications Consultant
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2026	Chief Operating Officer

Action	Deliverables	Timeline	Responsibility
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2027	Chief Operating Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2026	Chief Operating Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2027	Chief Operating Officer

3. Respect

3.1 Action Statement

Respect is at the heart of Sydney Civil's approach to reconciliation. Through our Reflect RAP, we are committed to deepening our understanding of Aboriginal and Torres Strait Islander cultures, histories, and perspectives. We recognise that fostering respect goes beyond acknowledgment, it requires a genuine commitment to learning, listening, and engaging with cultural knowledge in a way that is both meaningful and lasting.

By building this cultural understanding, we aim to promote better communication and stronger interactions across all levels of our organisation. This respect helps us operate more thoughtfully within the diverse cultural landscape of Australia, ensuring that our business is sensitive to, and informed by, the experiences and traditions of First Nations peoples.

We see this journey of respect as a natural progression from relationship-building, creating bridges between our team and First Nations communities through shared experiences, connection, and empathy. In doing so, we aspire to become not only an informed organisation, but a pillar of support and a catalyst for change, helping to shape a more equitable and inclusive future for Aboriginal and Torres Strait Islander peoples.

3.2 Action Deliverables

Action	Deliverables	Timeline	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.	March 2026	Administration Officer
	Conduct a review of cultural learning needs within our organisation.	March 2026	Administration Officer
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.	March 2026	Administration Officer
	Develop Internal Guidance note on Cultural Protocols to Increase staff's understanding of the purpose and significance behind including Acknowledgement of Country and Welcome to Country appropriately.	March 2026	Administration Officer
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 annually	Marketing and Communications Consultant
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June annually	Chief Operating Officer
	RAP Working Group to participate in an external NAIDOC Week event.	July annually	Chief Operating Officer, supporting RAP Working Group members

Action	Deliverables	Timeline	Responsibility
	Research and Explore Leave Policies for Staff Participation in NAIDOC Events	March 2026	Chief Operating Officer

4. Opportunities

4.1 Action Statement

As part of our Reflect RAP, Sydney Civil are committed to exploring and creating pathways that promote equity and inclusion for Aboriginal and Torres Strait Islander peoples across both employment and procurement. We recognise that real impact comes from providing tangible, equal opportunities, whether through defined career pathways, meaningful on-the-job learning, or fair access to our supply chain.

We aim to foster First Nations participation by engaging Aboriginal and Torres Strait Islander individuals and businesses in the delivery of our civil construction projects. Working alongside Sydney Civil and our project partners, we will provide a platform for First Nations talent to build rewarding careers and gain valuable experience delivering high-quality infrastructure in complex, high-density environments.

We also seek to optimise and strengthen our existing relationships with organisations such as Supply Nation and the NSW Indigenous Chamber of Commerce (NSWICC), using these partnerships to expand our reach, build capability, and ensure that our opportunities are inclusive, accessible, and sustainable.

This focus on opportunities represents our commitment to laying the groundwork for long-term employment, business growth, and economic empowerment for Aboriginal and Torres Strait Islander communities.

4.2 Action Deliverables

Action	Deliverables	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2026	Chief Operating Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2026	Chief Operating Officer
	Develop Internal Guidance Note on Direct vs. Indirect Employment and Processes to support data collection and improved outcomes.	March 2026	Administration Officer
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2026	Contracts Manager
	Identify room for growth with existing Aboriginal and Torres Strait Islander suppliers.	March 2026	Contracts Manager
	Review Supplier Procurement Arrangements	March 2026	Contracts Manager

5. Governance

5.1 Governance Action Deliverables

Action	Deliverables	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	March 2026	Chief Operating Officer
	Draft a Terms of Reference for the RWG	March 2026	Administration Officer
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2026	Chief Operating Officer
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2026	Chief Operating Officer
	Continue to engage senior leaders in the delivery of RAP commitments.	March 2027	Chief Operating Officer
	Maintain a senior leader to champion our RAP internally	March 2027	Chief Operating Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2026	Administration Officer
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 annually	Administration Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. Communicate our RAP progress to internal and external stakeholders	September annually	Chief Operating Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September annually	Administration Officer
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Administration Officer

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