

# OUR ROADMAP FOR IMPACT:

Indigenous Participation Framework

October 2018 | Rev 3



- 
- 1 Foreword**
  - 2 Towards Indigenous Participation**
  - 3 HY's Indigenous Participation framework**
  - 4 Excellence in employment and training**
  - 5 Excellence in enterprise**
  - 6 Excellence in cultural competence**
  - 7 Excellence in education**
  - 8 Excellence in project management**

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

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

- We work hard to understand, complement, and add value to client projects,
- We believe that by embracing innovation we will deliver to exceptional outcomes,
- Our people express our values, culture and commitment to excellence, and
- We recognise our responsibility to meaningfully contribute to the fabric of the communities we work with and help to create, in particular our connection to the Traditional Owners of Australia.

Our deep commitment to embracing, understanding and celebrating the rich and diverse history of Indigenous Australians, representing the world's oldest living culture, provided the impetus for the creation of our dedicated corporate Roadmap for Impact: Indigenous Participation Framework.

This framework is both an embodiment of our commitment to addressing the gross disparities that exist between indigenous and non-indigenous Australians in employment, enterprise and education and an acknowledgement that our ability to positively contribute to Indigenous people and communities, is linked to our aspiration to continue to develop our own cultural competence in the way we do business.

HY's Roadmap for Impact: Indigenous Participation Framework, embeds within our organisation practical steps to create and extend opportunities for Indigenous people and enterprises.

This framework recognises the reciprocal benefits of actively supporting Indigenous people and enterprise in the communities in which we work, the contribution of Indigenous people to our organisational culture and reflects our aspiration as an organisation to demonstrate leadership in this domain.

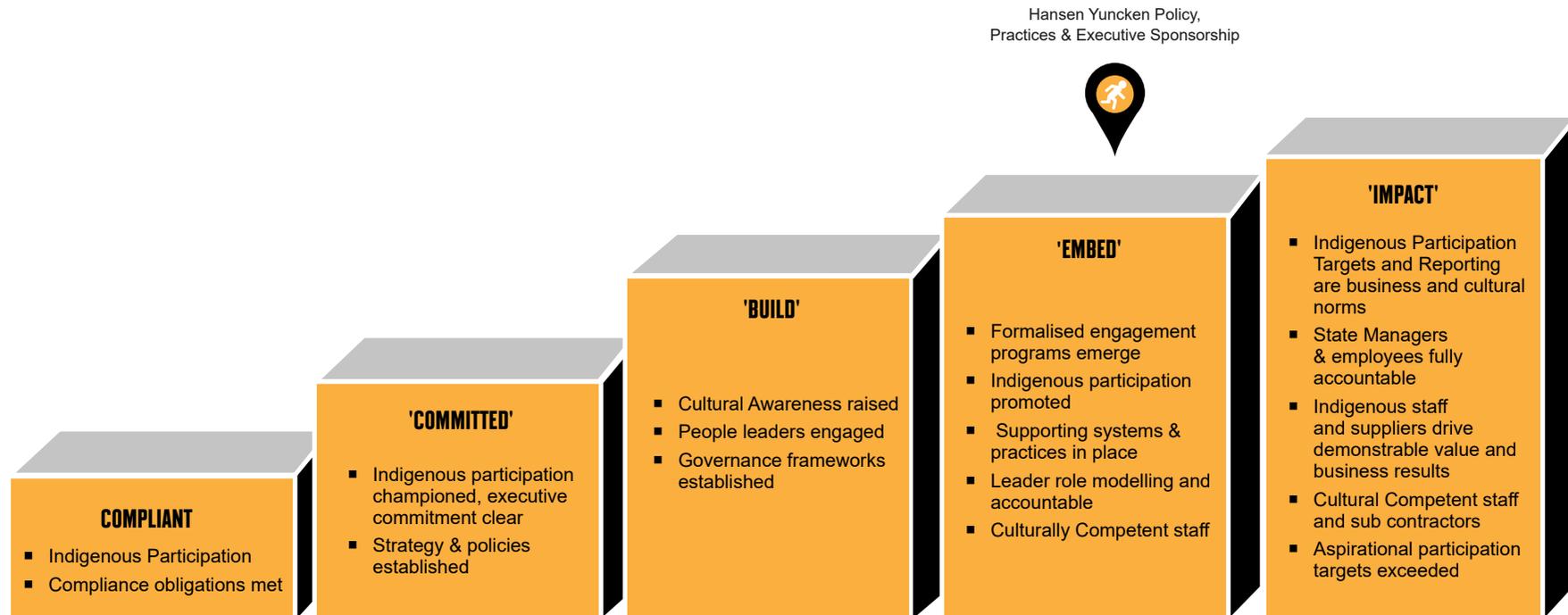
HY will not only apply our best endeavours to ensure that we meet our obligations and explore opportunities for Indigenous participation on projects for which Indigenous participation is expected by our clients, our Roadmap for Impact will ensure that we continue to develop deep and productive relationships with Indigenous people and communities throughout all the regions in which we do business.

We are proud to have developed a framework that provides an organisation-wide approach to the development, implementation and monitoring of Indigenous Participation Plans tailored to each of the projects we engage. Incorporating the principles of the Roadmap for Impact: Indigenous Participation Framework in the company's project management processes, coupled with the continued development of our own Indigenous cultural awareness in the workplace characterises the way in which HY seeks to do business.

**Peter Salvesson**  
CEO

## 2. TOWARDS INDIGENOUS PARTICIPATION

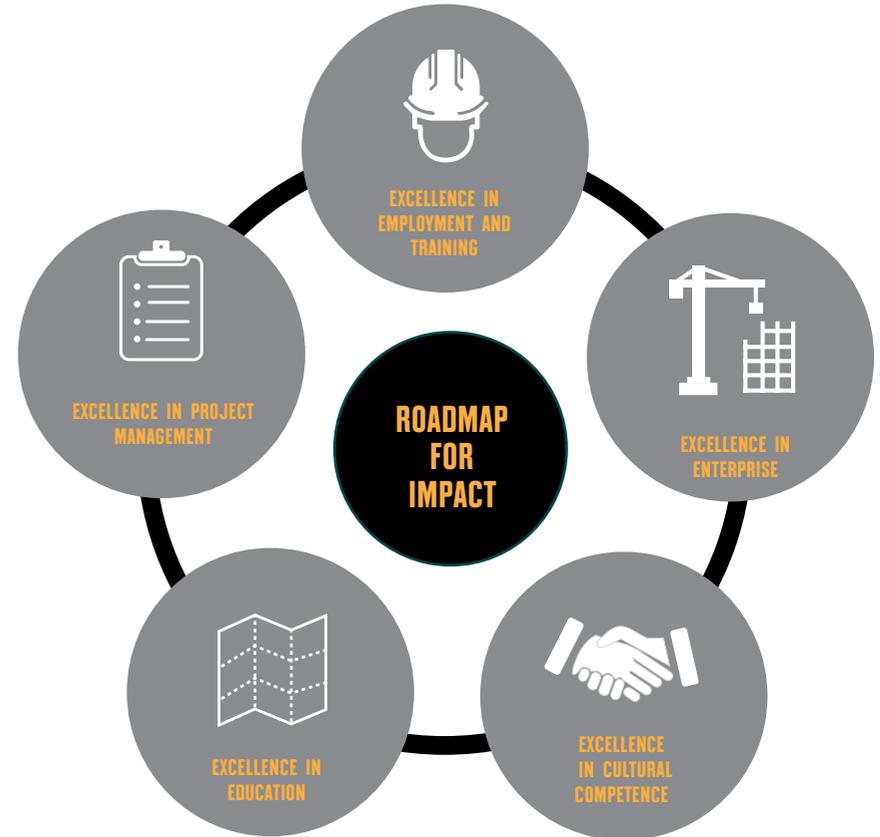
The Indigenous Participation Maturity Model maps our journey as an organisation towards a culture of Indigenous participation and impact. This model demonstrates our commitment to addressing the disparities that exist between indigenous and non-indigenous Australians in employment, enterprise and education across all areas of our business.



### 3. HY'S INDIGENOUS PARTICIPATION FRAMEWORK

Our Indigenous Participation Framework was developed to activate and embed our strategy for Indigenous participation throughout various levels of work, business, and engagement on building and construction projects in a consistent and sustainable manner.

This Framework provides a **Roadmap for Impact** by communicating expectations to our employees, subcontractors, advisors, external agencies and other stakeholders that we will actively create deeper sources of value through embracing, understanding and supporting our Indigenous communities and staff.



# 4. EXCELLENCE IN EMPLOYMENT AND TRAINING

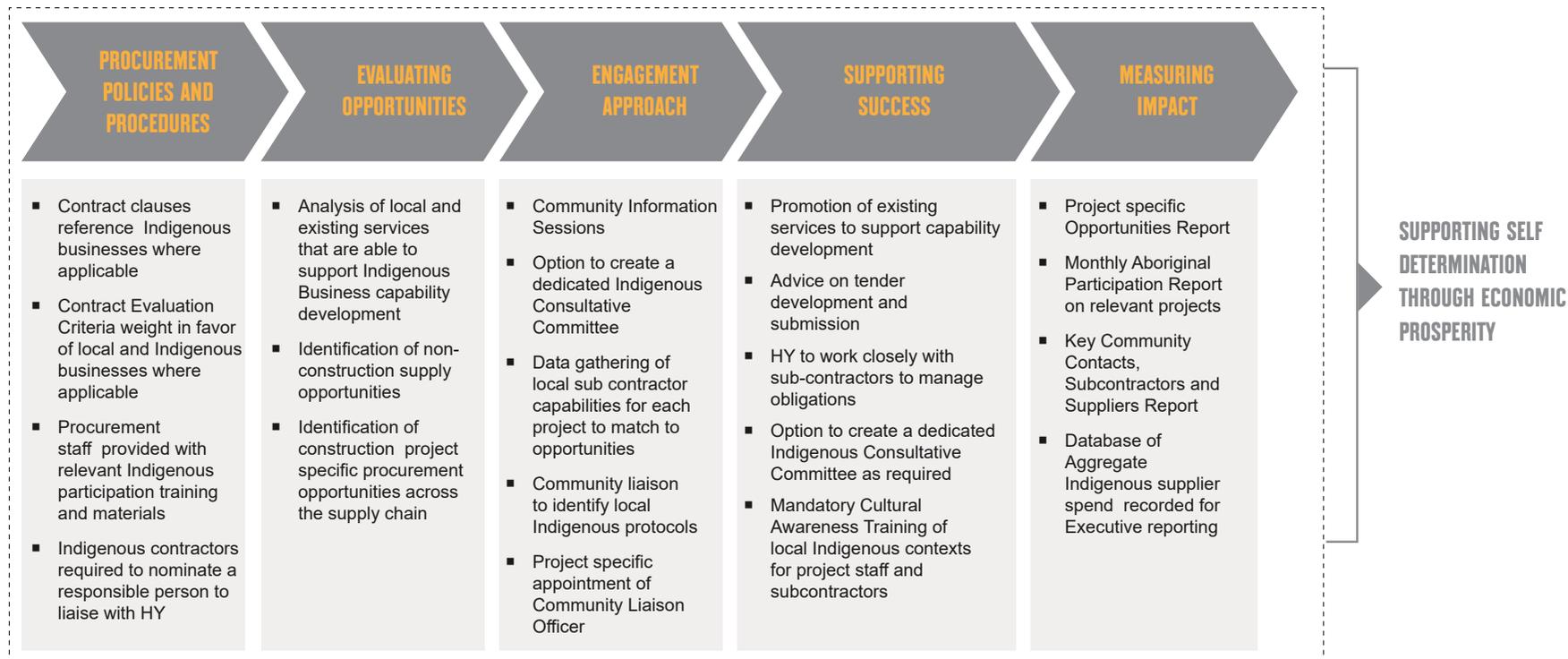
We believe that our duty to our staff and the communities in which we work extends beyond the process of construction. Our commitment to **Excellence in Employment and Training** ensures that we maximise opportunities for positive impact within our organisation and across the communities in which we work by removing the barriers to Indigenous employment and career development



# 5. EXCELLENCE IN ENTERPRISE

In striving for Excellence in Enterprise we seek to maximise access to opportunities for local and Indigenous businesses on our projects. We recognise that the procurement practices implemented by our Company and our contractors provide significant opportunity to make a positive and sustainable economic impact on the local and other Indigenous communities in which we

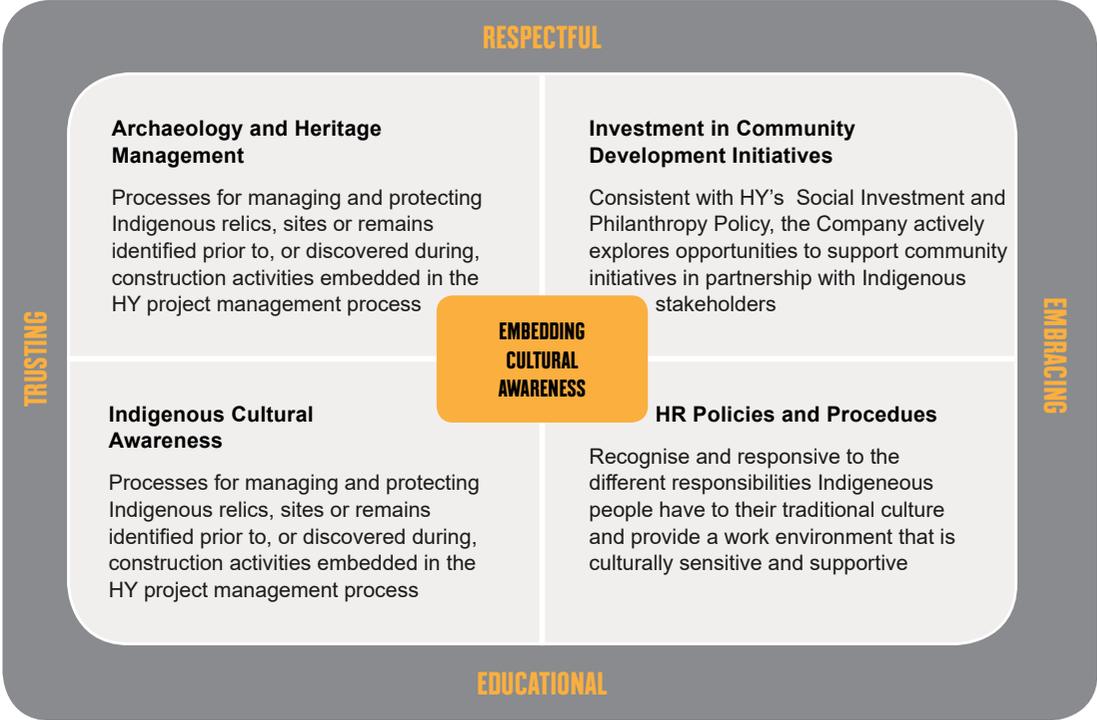
work. Success in this domain is predicated on forming productive and trusting relationships with our Indigenous suppliers, coupled with appropriate support to ensure that their businesses are able to work with us in a commercially, technically and economically competitive manner.



# 6. EXCELLENCE IN CULTURAL COMPETENCE

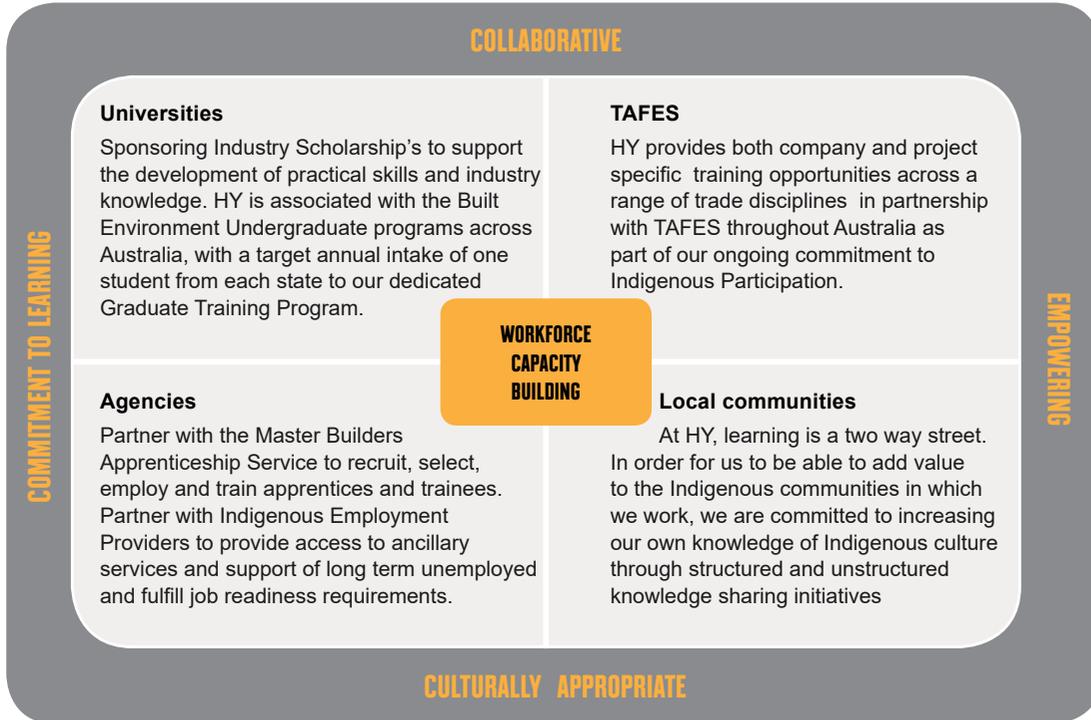
We believe in fostering an inclusive workplace experience where Indigenous employees, sub-contractors and suppliers are recognised for their contribution, connected and empowered. Our commitment to **Excellence in Cultural Competence** ensures that we maximise our understanding of Australia's

Indigenous communities and culture through our knowledge exchange initiatives, policies and procedures. This in turn, supports the development of positive and constructive relationships throughout our business cycle.



# 7. EXCELLENCE IN EDUCATION

We believe in the transformative power of education in creating opportunities for meaningful employment and employee workforce development. When coupled with the practical skills we provide through our projects, our commitment to **Excellence in Education** is a key element of our Roadmap for Impact.



# 8. EXCELLENCE IN PROJECT MANAGEMENT

Our commitment to **Excellence in Project Management** ensures that we combine each of the elements of our Indigenous Participation Framework into the development, implementation and monitoring of Indigenous Participation Plans tailored to each of the projects we engage.

## OUR APPROACH →

- Indigenous Participation Framework is embedded in our Project Management methodology, systems and processes
- A commitment to forming strong and productive relationships and meaningful engagement with Indigenous colleagues and communities is a core function
- Indigenous Participation Targets and Reporting are business and cultural norms
- Legislative requirements for Indigenous Participation represent a minimum threshold for our work
- Processes support on-going review and refinement of our framework as part of our commitment to continued business improvement

MONITOR, REVIEW, REPORT

