

Reflect Reconciliation Action Plan

October 2021 – October 2022



Acknowledgement of Country

Acknowledgement of Country and Traditional Owners

Taylor acknowledges the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to Elders past, present and emerging.

Cammeraygal people

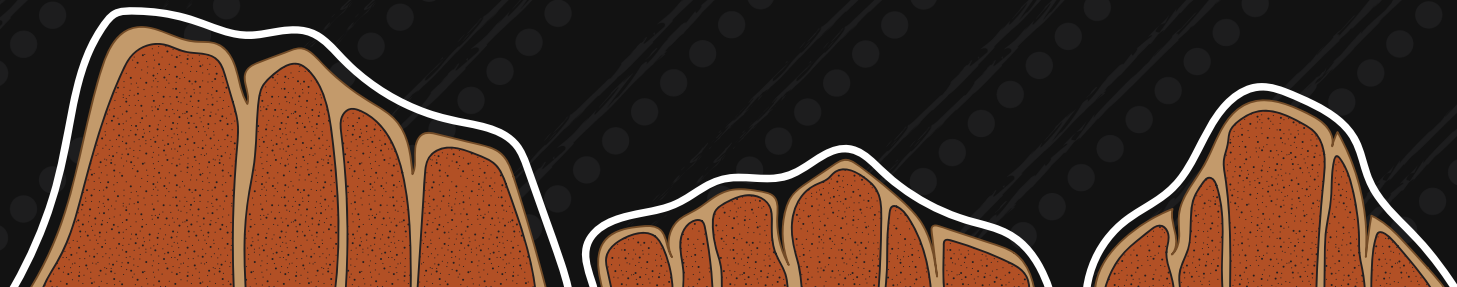
We acknowledge that our North Sydney head office is based on the traditional lands of the Cammeraygal people of the Eora nation.

Awabakal people

We acknowledge that our Newcastle office operates on the traditional lands of the Awabakal people of the Mid North Coast and Hunter region.

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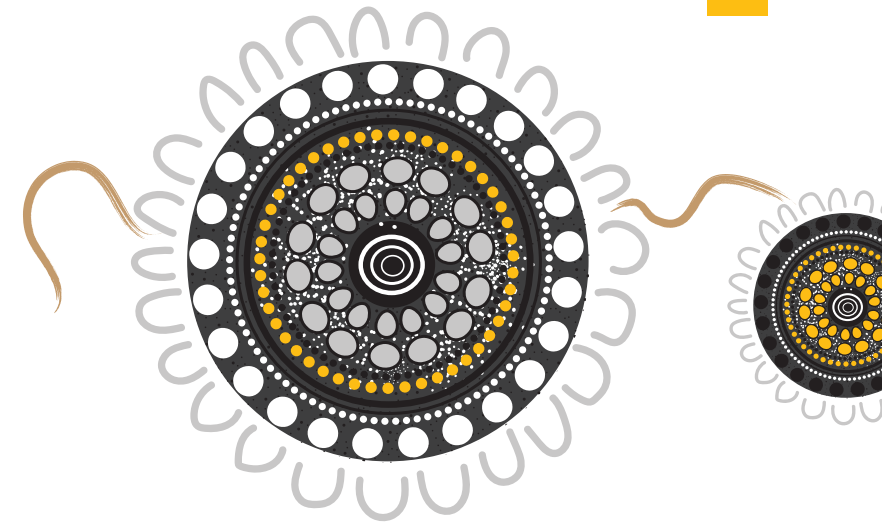
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Our Reconciliation Action Plan Vision

A statement from George Bardas – Chief Executive Officer, Taylor

I am proud to present our vision for Taylor's Reflect Reconciliation Action Plan. As a business built on fostering meaningful relationships, Taylor is committed to partnering with Aboriginal and/or Torres Strait Islander peoples to increase cultural awareness, connection and opportunity.



Taylor recognises and acknowledges the enormous economic, social and cultural contribution of Aboriginal and Torres Strait Islander peoples.

Our vision for reconciliation is one where Taylor is able to play a unique role in providing access to employment, education and training, and cultural and community connection through our business activities in construction and property. By engaging our people and partners in our Reflect RAP, we have the opportunity to contribute to a better understanding of reconciliation at both the social and economic levels.

Taylor is committed to creating and extending opportunities to the Aboriginal and Torres Strait Islander peoples of NSW and to providing culturally safe, inclusive and sustainable employment, education, and opportunity. We undertake to make inclusion in the workplace visible through language, representation, and policy.

Connection to place and connection to people are fundamental drivers for our business. So too, Diversity is one of our four guiding Principles; Listen, Create, Diversity and Excel. We believe that diversity and inclusion makes our business stronger through harnessing the power of diverse views, ideas, and experiences. Conducting a purpose

driven business and living by our principles have always been key to Taylor's success. And I believe that embarking on our Reflect RAP is integral to our future success as a diverse and socially responsible business.

Taylor has a strong legacy in Aboriginal participation, with many of our projects continuing to achieve more than double the required contractual targets. Our Reflect RAP begins the next stage of our journey, it provides a platform to deepen our relationships and create mutually beneficial opportunities for Aboriginal and Torres Strait Islander peoples and Taylor. We believe that we can achieve this together by working closely with our Aboriginal and Torres Strait Islander partners and industry peers – both existing and new.

Our Reflect RAP is something that we will deliver together over the next 12 months.

We believe in contributing to a national culture that represents equality and equity, freedom from racism, and historical acceptance of our shared history. Taylor has a Cultural Awareness package tailored for specific projects, and conducted for staff and contractors who enter our business. We commit to extending our program as part of our Reflect RAP.

In pursuing our business objectives, we undertake to consult with First Nation Elders and leaders of local Aboriginal communities to ensure that design, celebration of cultural connection to place, and employment and training initiatives accord with the cultural and social needs of the communities in which we operate.

I look forward to working closely with Reconciliation Australia, our people and partners as we begin our important reconciliation journey.



George Bardas
Chief Executive Officer
TAYLOR

A Message from the CEO of Reconciliation Australia

First Reflect RAP

Reconciliation Australia welcomes Taylor Construction Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Taylor Construction Group 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 Taylor Construction Group 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 Taylor Construction Group, 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



Land at Heart 2021

Jasmine Sarin



Our RAP Artwork

This artwork reflects the way we journey and connect across this country. The circles represent place and people and the different ways we live and connect.

The rocks along the bottom symbolise the heart of this land, the red earth and warm sandstone from the centre to the coast. The leaves at the top are gum leaves that we use for traditional smoking ceremonies.

These ceremonies aim to cleanse, heal and welcome us to the land and give protection as we journey through. They also represent resilience and the hard changing conditions of this country through fire and rain.

While our country can withstand the extremes of nature, we must do our part to repair what we destroy. We need to care for this land so that it continues to care for us and provide us with what we need.

Always was, always will be. Aboriginal land.

About our Reconciliation Action Plan Artwork

Our RAP Artwork

Taylor has commissioned artist and graphic designer Jasmine Sarin, a proud Kamilaroi and Jerrinja woman with a passion for Aboriginal cultures and art, to create our Reconciliation Action Plan artwork. Jasmine has established JS Koori Designs and strives to build and grow a sustainable Aboriginal owned and operated business by celebrating the world's oldest living cultures.

Jasmine's work for our Reconciliation Action Plan reflects the following themes;

- Alignment with Taylor's purpose, *connecting people and spaces*, and fostering dynamic connections in the ways in which we work and live,
- Celebration of this year's NAIDOC theme, *Heal Country!* which calls for '*all of us to continue to seek greater protections for our lands, our waters, our sacred sites and our cultural heritage from exploitation, desecration, and destruction*'.

- Our commitment to Sustainability in construction and how this connects with *Heal Country!*, and
- Our commitment to partnering with Aboriginal and Torres Strait Islander peoples to increase cultural awareness, connections and opportunity.

As part of our Reflect RAP, we're committed to exploring how we can develop the artwork over time, for future RAPs, and grow our collaboration with Jasmine Sarin.



About Jasmine Sarin

I am a proud Kamilaroi and Jerrinja woman from NSW. Born and raised in Wollongong (Dharawal country), I spent some time on the South Coast in Nowra (Jerrinja and Yuin country), and have family connections and ties to Coonabarabran in Central West NSW (Kamilaroi country).

I am a rescue qualified Firefighter with FRNSW, a Rugby League Forward for the Helensburgh Tiger Lillies, a lover of good coffee and a self-taught Aboriginal artist and graphic designer. My artwork tells the story of my experiences growing up and my ongoing journey in this world. This allows me to bring contemporary methods and concepts to the oldest culture on earth.

I pay my respects to my elders both past and present and acknowledge that the land on which we all live, work and play on was, is and always will be Aboriginal land.

"Creating artwork is something very personal to me. It allows me to be unrestricted, undefined, unlimited in the way I perceive my world. It is almost like yoga for the soul. Never be confined by the walls we build around ourselves".

About Taylor

Connecting People and Spaces.

Taylor Construction Group Pty Ltd, established in 1994 by Mark Taylor, is a privately-owned Australian company. Guided by our client-focused, relationship driven approach we have become one of NSW's most respected construction companies. Taylor has a well-established presence in the Sydney and Hunter region.

Taylor design, construct and develop diverse projects for all sectors from project inception to completion. With over 250 team members, Taylor services its clients across the core divisions of Construction, Refurbishment & Live Environments, Industrial, Regional, and Property. Taylor has built a strong reputation across NSW based on the fundamental principles that listening and understanding our clients' objectives, and building meaningful relationships with our people, clients and business partners is a key formula to being recognised as a trusted advisor and delivery partner of choice.

Over 80% of Taylor's projects are delivered through a design and construct delivery model – from concept to completion. This delivery model ensures there is total collaboration across multi-discipline teams, to focus on achieving the client's project vision whilst minimising client risk throughout the development of the project design, in relation to cost efficiencies, program, and innovation.

We believe that completing quality projects on time and on budget is a given, we strive to do more. Taylor's steady growth is the result of its considered selection of projects, and strong partnerships and relationships. We are proud that over 70% of our projects are repeat business. Each of our projects is delivered using our proven systems, techniques, and collaboration with our clients, stakeholders, and local communities.

Our company purpose is connecting people and spaces. We create enduring spaces by focussing on the end user to connect the projects we deliver with the needs of the people who use them.

As a business built on fostering meaningful relationships, Taylor is committed to partnering with Aboriginal and Torres Strait Islander peoples to increase cultural awareness, connections and opportunity.

Taylor currently has 2 employees who identify as Aboriginal and/or Torres Strait Islander people.

We are conducting a Diversity & Inclusion survey in order to better understand the company's demographics and our people's perceptions of Diversity and Inclusion within the business.



Wildlife Retreat
at Taronga Zoo

About our Reflect Reconciliation Action Plan

Our Reflect RAP will focus on the following action areas;



Relationships

Work within our sphere of influence to interconnect and strengthen our established industry relationships in ways that will help to increase the impact of our RAP.



Respect

Commit to increasing internal cultural awareness and training within the business. Explore various connections, tools, and channels to improve our people's knowledge and understanding of the social and cultural contribution of the Aboriginal and Torres Strait Islander peoples.



Opportunities

Explore opportunities to improve employment, retention, and representation for Aboriginal and Torres Strait Islander peoples at Taylor. Find ways to innovate and improve our current successful procurement strategy.



Governance

Define our approach to the development, implementation, and reporting of our RAP. This will include ways to track, measure and improve our future Plans.

RAP Working Group

Form an appropriate Working Group, inclusive of all functions and levels of our business. Seek out appropriate external consultation and support for the development and implementation of our RAP.

Commencement

To commence our RAP process, the Taylor executive met to discuss our approach and understanding of reconciliation.

In discussions with our CEO, George Bardas, we agreed to proceed with our Reflect RAP and formed our initial RAP Working Group.

Over the coming months this Working Group will be extended into additional roles and levels of the organisation as part of our Reflect process, and we recognise the importance of integrating our site-based people in to this group.

RAP Working Group – Commencement Phase

Andrew Andreou, Head of WHSE

Clare Bailey, Head of Marketing - Co-Chair

Chris Bellemore, Operations Manager - Co-Chair

Mathew Murray, Project Manager

Stephen Player, QA & Compliance Manager

Reza Primordi, Quality & Compliance Coordinator

Adam Towner, Head of New Business & Strategy

Karen Ryan, People Relations Manager

Jacklyn Wickham, Marketing Manager

Natalie Wickham, Marketing Manager

Our CEO, George Bardas, is our RAP Champion. Other members of Taylor senior management have affirmed their support and involvement in relation to our RAP, particularly those actions related to their individual roles. As a business, we commit to completing the specific actions outlined in our Reflect RAP over the next 12 months.

As this is the start of our reconciliation journey, we wish to ensure everyone in our organisation is provided opportunities to reflect, contribute, participate and connect as part of this process. We wish to be in the strongest position possible to effect meaningful change and create opportunity in our future RAPs.

This is the start of our Reconciliation Action Plan Journey

Taylor is committed to working with Aboriginal Employment Strategy (AES), New Start Australia, and other partners to support Aboriginal Participation in or industry, and to provide culturally safe and inclusive employment.

Everyone has the right to feel safe and accepted at their place of work. Our RAP will support our non-Indigenous team members in gaining greater understanding and respect for Aboriginal and Torres Strait Islander peoples, knowledge of the diversity of Aboriginal and Torres Strait Islander peoples, communities and cultures, and the history and impacts of race relations and colonisation in Australia.

We acknowledge that a better understanding and acceptance of our nation's shared history will contribute to justice, healing and historical acceptance for our nation.

We are proud of our strong legacy in Aboriginal and Torres Strait Islander participation on Taylor projects, with many of our projects continuing to achieve more than double the required contractual targets.

As we embark on our Reflect RAP, we believe that the next stage of our journey is an opportunity to deepen our relationships and create mutually beneficial opportunities for Aboriginal and Torres Strait Islander peoples and Taylor. We believe that we can achieve this together by working closely with our Aboriginal and Torres Strait Islander peoples and industry partners – both existing and new.



Our Current Activities

Industry Participation

As we commence our Reflect Reconciliation Action Plan, we are reaching out to engage with new Aboriginal and Torres Strait Islander partners to engage their expertise and support in the delivery of our RAP.

Taylor is proud of the company's strong legacy in Aboriginal and Torres Strait Islander participation on Taylor projects, with many of our projects continuing to achieve more than double the required contractual targets.

Taylor has extensive relationships with Aboriginal and Torres Strait Islander owned supplier and subcontractor businesses. Taylor engages with Aboriginal and Torres Strait Islander peoples partners, from the earliest stages of a project, to identify packages that have potential to provide participation opportunities. The company's Aboriginal Participation Plan aims to achieve not only direct and indirect employment opportunities but dedicated support for Aboriginal and Torres Strait Islander peoples business engagement. Taylor is committed to deepening current relationships as a part of our RAP process.

Taylor is a long term sponsor of the Property Council of Australia (PCA). The Property Council of Australia is the leading voice of the property industry representing those affiliated with property and commercial development interests. The PCA's role is important as it affects people where they work, rest, shop, live and play. We are able to work closely with the PCA to help create and advocate for a better business environment for our industry. We support the PCA's commitment to bringing about real change through effective advocacy campaigns.

Our Head of New Business & Strategy is on the PCA Diversity & Inclusion committee 2021-2022. The Committee builds diversity and inclusion across the property industry and champions specific networking, learning, and sponsorship opportunities. As part of this, our Head of New Business & Strategy is active on the Reconciliation subcommittee that focusses on growing Reconciliation understanding, initiatives and access to information for members.



Our Current Activities

Cultural Connection to Place

At Taylor, we believe community involvement and engagement is imperative to adding social value on the lands in which we operate. We acknowledge that each place has distinctive environmental and community beliefs. To build strong relationships with the communities in which we work and live, we engage with First Nations leaders, schools, sporting groups, local government, business networks, and the general population to support and develop projects that benefit each unique town and community.

Our project teams organise on site Smoking Ceremonies to take place on our projects. For example, the Taronga Institute of Science and Learning site is on Aboriginal land, and Taylor and The Taronga Zoo Conservation Society proactively came together to acknowledge this and engage with Aboriginal and Torres Strait Islander peoples customs to show respect. We include our clients, sub-contractors, and project communities in these milestone events.

Our project teams collaborate with local Aboriginal and Torres Strait Islander artists and community groups to establish a cultural connection with the design elements of Taylor projects. This is particularly notable on our school projects where cultural and place-based meaning, motifs and symbols are incorporated in to building and landscape features.



In collaboration with local First Nations Elders, Boomalli Artist Joe Hurst creates totemic art for Kyeemagh Public School.



Our Current Activities



Smoking Ceremony
at Homebush West
Public School.

Copyright School
Infrastructure NSW.



Corporate Social Responsibility

The meaningful social value outcomes generated on Taylor projects are testament to our investment in highly collaborative, inclusive and authentic relationships. For example, the Taylor Annual Golf Day has previously raised \$71,000 for the Conservation Society of Australia, supporting Aboriginal and Torres Strait Islander Youth Programs.

Taylor has provided tangible outcomes for Aboriginal Participation in construction for Taronga, whilst also committing financial support and development to Taronga's Aboriginal and Youth Pathways Program. Set on Cammeraygal and Dharug land, the program discusses traditional practices, roles and responsibilities for mob; and how we can all continue to practice and acknowledge these perspectives.

Aboriginal and Torres Strait Islander employees engaged for this successful project continued employment with Taylor. Taylor will continue to extend its unique approach to enhancing opportunity, employment, and cultural engagement for Aboriginal and Torres Strait Islander peoples.



Communications

Through our own media channels and internal communications Taylor will continue to support important calendar dates that recognise the social and economic contributions of Aboriginal and Torres Strait Islander peoples.

As part of our Reflect RAP we commit to continuing and increasing visibility and awareness of National Reconciliation Week, NAIDOC Week, other important calendar dates, our project milestones and cultural programs, and our Aboriginal and Torres Strait Islander partners and collaborators. For example, in our Taylor Talks series we featured an episode profiling our long term partnership with New Start Australia.

[Click here](#)

01. Taylor Annual Golf Day supporting Taronga Conservation Society of Australia's Aboriginal and Torres Strait Islander Youth Programs

02. Daniel Phillips from New Start Australia presenting Cultural Awareness Training at North Sydney. A painting created by Daniel Phillips is presented to Taylor CFO, Clive Wickham.

Our Reflect Reconciliation Action Plan

Relationships				
Action		Deliverable	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.	Target date for completion December 2021	Operations Manager
		– Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Target date to report on progress December 2021	Head of Marketing
		– Explore potential consultation and partnership with Kari Foundation	Target date to report on progress December 2021	Operations Manager
2.	Build relationships through celebrating National Reconciliation Week (NRW).	– Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	Marketing Manager
		– RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2022	Head of New Business & Strategy
		– Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2022	Head of New Business & Strategy
3.	Promote reconciliation through our sphere of influence.	– Communicate our commitment to reconciliation to all staff.	October 2021	Chief Executive Officer
		– Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Ongoing/ Target date to report on progress December 2021	Operations Manager
		– Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Ongoing/ Target date to report on progress December 2021	Head of Marketing
4.	Promote positive race relations through anti-discrimination strategies.	– Research best practice and policies in areas of race relations and anti-discrimination.	Ongoing/ Target date to report on progress December 2021	People Relations Manager
		– Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Ongoing/ Target date to report on progress December 2021	People Relations Manager

Respect			
Action	Deliverable	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.	Target date to report on progress December 2021/ Completion February 2022	Head of Marketing
	– Conduct a review of cultural learning needs within our organisation.	Target date for completion October 2021	People Relations 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.	Ongoing/ Target date to report on progress December 2021	Project Manager
	– Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Ongoing/ Target date to report on progress December 2021	Marketing Manager/s
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.	Target date for completion 10 July 2022	Marketing Manager/s
	– Introduce our staff to NAIDOC Week by promoting external events in our local area.	Target date for completion 10 July 2022	Head of New Business & Strategy
	– RAP Working Group to participate in an external NAIDOC Week event.	Target date for completion 10 July 2022	Operations Manager

Opportunities			
Action	Deliverable	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.	Target date to report on progress December 2021/ Completion February 2022	People Relations Manager
	– Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Target date for annual completion: October 2021	People Relations Manager
	– Undertake Annual Diversity & Inclusion Survey and report on findings.	Target date for annual completion: August 2022	Head of Marketing

Opportunities			
Action	Deliverable	Timeline	Responsibility
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.	Target date to report on progress December 2021/ Completion February 2022	Head of Estimating
	– Investigate Supply Nation membership.	Target date for completion December 2021	Marketing Manager/s

Governance			
Action	Deliverable	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.	Target date for completion October 2021	Head of Marketing
	– Draft a Terms of Reference for the RWG.	Target date for completion October 2021	Head of Marketing
	– Establish Aboriginal and Torres Strait Islander representation on the RWG	Ongoing/ Target date to report on progress December 2021	Operations Manager
11. Provide appropriate support for effective implementation of RAP commitments.	– Define resource needs for RAP implementation.	Ongoing/ Target date to report on progress December 2021	Chief Financial Officer
	– Engage senior leaders in the delivery of RAP commitments.	Ongoing/ Target date to report on progress December 2021	Head of Marketing
	– Define appropriate systems and capability to track, measure and report on RAP commitments.	Ongoing/ Target date to report on progress December 2021	Operations Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	– Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	Target date for completion June 2022 and annually	Head of Marketing
	– Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire	Target date for completion August 2022 and annually	Head of Marketing

Opportunities				
Action		Deliverable	Timeline	Responsibility
12.		– Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Target date for completion 30 September 2022	Head of Marketing
13.	Continue our reconciliation journey by developing our next RAP.	– Register via Reconciliation Australia's website to begin developing our next RAP.	Target date for completion July 2022	Head of Marketing



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