

RECONCILIATION ACTION PLAN

# Reflect

August, 2023 – December, 2024



paynter  
dixon



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*Participants photographed by Paynter Dixon have consented to the use of their image. Our gratitude to:*

- Zach Cantwell of the Clontarf Foundation
- Aboriginal Elder, Brendan Kerin, and the Metropolitan Local Aboriginal Land Council

# Acknowledgement of Country

We acknowledge the Traditional Owners and Custodians of the land where we work and live, and their connections to lands, waters and communities. We pay our respect to their Elders past, present and emerging, and extend that respect to all First Nations peoples today.

Paynter Dixon is committed to the strengthening of relationships between First Nations people and all Australians.

Through our partnering with First Nation peoples, businesses and communities, we strive to create meaningful outcomes and opportunities for economic and industry participation.

*Overlooking tall eucalyptus trees, the Rhodes office of Paynter Dixon is based on the traditional lands of the Wangal Clan.*

# CEO message



**Our Reflect RAP provides a framework of actions to ensure we work together as an organisation in a coordinated manner as we go forward on our RAP journey.**

This Reconciliation Action Plan (RAP) sets out our commitment to build our engagement with Aboriginal and Torres Strait Islander communities.

Our Reflect RAP provides a framework of actions to ensure we work together as an organisation in a coordinated manner as we go forward on our RAP journey.

It is our intention that our vision for reconciliation is reflected in our journey and process of reflection, our processes, partnerships, and stakeholder management.

This is our first step, and we look forward to building on this plan to develop further pathways for working with Aboriginal and Torres Strait Islander communities and promoting industry participation.

As Paynter Dixon begins its reconciliation journey, our first RAP we will seek to:

- Increase the cultural competency of our employees by furthering our knowledge of First Nations stories and the histories of the places where we work
- Develop connections with Aboriginal and Torres Strait Islander peoples working in the construction and property industry
- Create opportunities for Aboriginal and Torres Strait Islander peoples in our organisation and supply chain; and
- Collaborate with Aboriginal and Torres Strait Islander communities through our sphere of influence.

## James Boyd

Executive Chairman

Paynter Dixon



**This Reflect RAP enables Paynter Dixon to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions.**

Reconciliation Australia welcomes Paynter Dixon to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Paynter Dixon 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 Paynter Dixon 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 Paynter Dixon, 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



Aboriginal Elder, Brendan Kerin

# Our business

Paynter Dixon is a family-owned design and construction services company. We partner with clients to design, build and deliver exceptional built outcomes.

Operating for almost 110 years, we have steadily grown a portfolio of award-winning projects across multiple sectors including hospitality, education, health, aged care, insurance, remedial and community.

Our people are our greatest strength. More than 160 skilled professionals work in our multi-disciplinary team, encompassing design and architecture, engineering, project and construction management, and professional services. Inspired by our heritage, partnering is at the core of our client and community engagement.

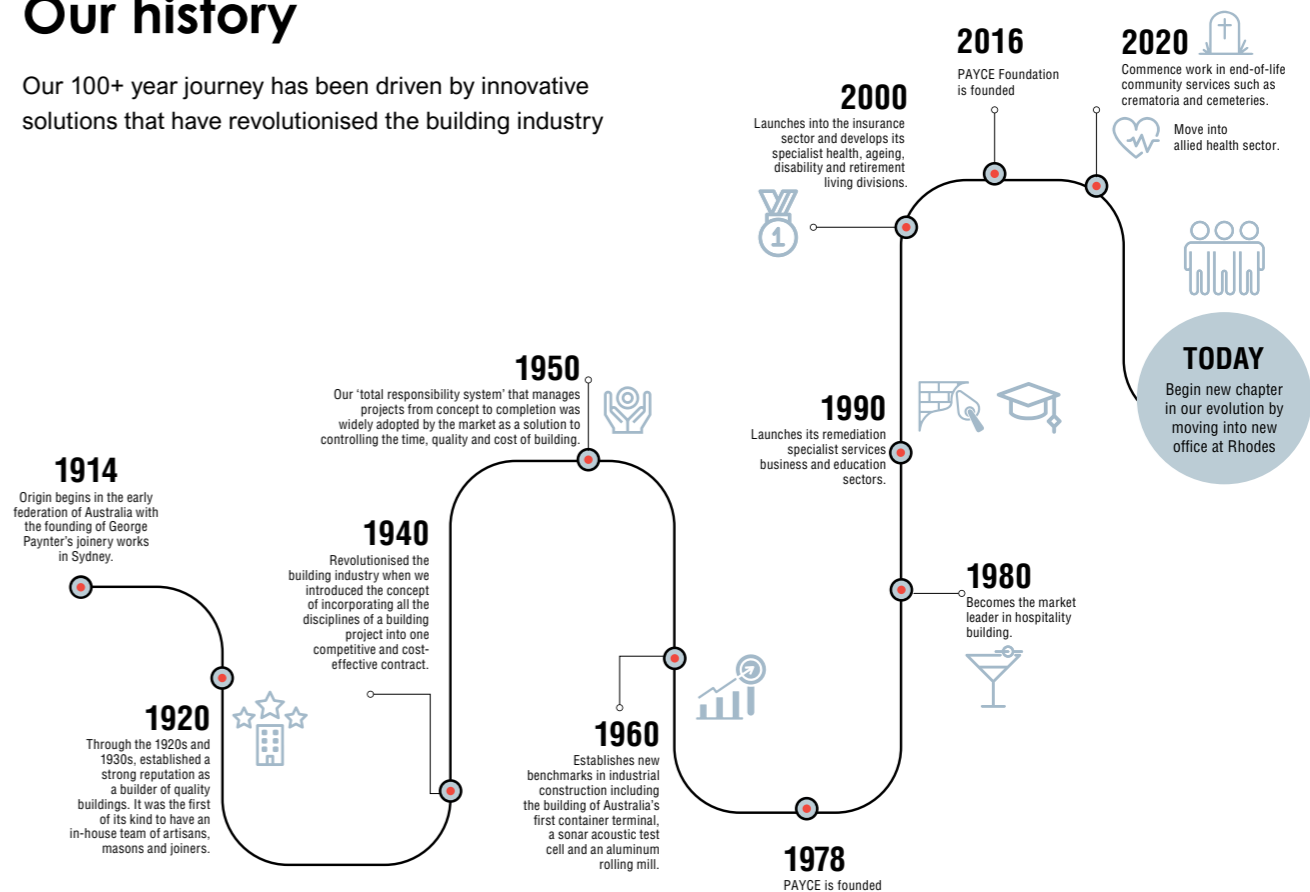
We celebrate social and cultural diversity, and move forward together – determined, responsive, creative and supportive.

With our head office in Sydney, and further offices in Canberra and Coffs Harbour, Paynter Dixon services metropolitan and regional NSW, and the ACT.

Through our role as Principal Contractor on the majority of projects undertaken, we are responsible for engaging local subcontractors and a casual workforce within the communities where the projects are located. While we are not currently aware of Aboriginal and/or Torres Strait Islander employees within our business, we are committed to creating employment opportunities.

## Our history

Our 100+ year journey has been driven by innovative solutions that have revolutionised the building industry



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# Our RAP

*Our Cultural yarn with Brendan Kerin featured a musical performance*

# Our vision for reconciliation

Our vision for reconciliation is centred on unity between First Nations peoples and all other Australians as we move forward together in support of a shared national identity. We will pursue equality and equity through our sphere of influence, acknowledging the wrongs of the past while embracing a positive future that dispels negative race relations.

With regard to our primary services in construction and project delivery, this vision represents partnering with

First Nations peoples, communities and businesses to create opportunities for industry participation across metropolitan, regional and remote Australia.

Our vision also represents inclusive and diverse workplaces which are culturally safe and supportive, respectful of Country and Traditional Owners, and actively contributing to stronger relationships.

# Our Reflect Reconciliation Action Plan

To demonstrate our commitment to reconciliation with Australia's First Peoples, Paynter Dixon has developed a Reflect Reconciliation Action Plan (RAP) which has been formally endorsed by Reconciliation Australia.

The Reflect RAP process is our first step on our reconciliation journey, providing a framework for our organisation to develop relationships with local Traditional Owners and First Nations businesses.

We are determined to improve the level of awareness and engagement with Aboriginal and Torres Strait Islander cultures, histories and peoples throughout the implementation of our Reflect RAP.

The RAP outlines distinct actionable items that will help us to work towards reconciliation and is separated into four sections: Relationships, Respect, Opportunities and Governance.

The RAP drives our capability and capacity to meet Aboriginal and Torres Strait Islander engagement targets and ensure every team member acts in a

culturally inclusive manner. It also demonstrates our commitment through:

- increasing cultural competency of our employees by furthering our knowledge of First Nations stories and the histories of the places where we work
- developing connections with Aboriginal and Torres Strait Islander peoples working in the construction and property industry
- creating opportunities for Aboriginal and Torres Strait Islander peoples in our organisation and our supply chain
- collaborating with Aboriginal and Torres Strait Islander communities through our sphere of influence
- aspiring to Aboriginal and Torres Strait Islander workforce rates of 3% on projects delivered by Paynter Dixon.



Aboriginal Elder, Brendan Kerin

## Governance

Our Executive Leadership Team has charged our People and Culture team with establishing the governance structure for overseeing our Reconciliation Action Plan, and for providing the resources and support to educate our employees with regard to cultural awareness.

This led to the formation of a RAP Working Group which comprises the following members:

GIRA Group Co-Founder, Liam Harte, First Nations Leader and saltwater man of the Dhungutti People

Group General Manager for People and Culture, Stephanie Hynes Burdick (Chair)

Executive General Manager, Matthew Greene

Head of Construction, David Trethewey

Head of Marketing and Communications, Astrid Cameron

Purchasing Manager, James Maloney

Design Manager, Clive Furnass

Contracts Administrator, Elise Fernandez

Corporate Communications Manager, Ashley Penny (Secretary)

We have also appointed a senior leader as our RAP Champion, for the purposes of driving engagement and awareness. This will ensure successful Aboriginal and Torres Strait Islander employees and subcontracted workers can thrive in their roles and duties.

RAP Champion: Jamie Vlatko, Construction Manager

The People and Culture Team is also responsible for nurturing and maintaining business and community networks to support employment and workforce engagement strategies.

# Our partnerships and current activities

## We believe in partnerships which will result in meaningful outcomes for First Nations communities.

### Clontarf Foundation

Paynter Dixon has formalised a major partnership with the Clontarf Foundation, pledging \$150,000 in support over a three-year period extending to 2026.

The Clontarf Foundation helps young men to attend school, finish year 12 and enter employment. Through 'academies' established within school campuses, Clontarf staff mentor and counsel students on a range of behavioural and lifestyle issues while the school caters to their specific education needs.

Academy activities span leadership, well-being, life-skills and sport. Upon completing school, graduates are helped to find employment with a specialist employment officer.

Since commencing in Western Australia with a single academy in 2000, the Foundation has grown to 140 academies across Australia, with close to 10,000 participants.

Paynter Dixon's funding will be used to support the provision of student places in Clontarf Academies, with a focus on the Shalvey Academy in Western Sydney, Orara Academy in Coffs Harbour, and a third academy in regional NSW.

Paynter Dixon employees will have the opportunity to participate through the Clontarf academies, contributing their skills and knowledge to a range of activities, from guest presentations and training programs to awards nights and regional carnivals.

The company will also work with the partnered academies in Western Sydney, Coffs Harbour and regional NSW to host workplace tours where interested students can learn about employment and career pathways in the construction industry.

### GIRA Group

Paynter Dixon has entered a formal partnership with GIRA Group, a First Nations owned and operated lead contractor, specialising in creating and delivering construction projects.

GIRA, means 'to lead' in the Guthang language of the Dhungutti nation. Our two organisations share a vision to support First Nations self-determination through the promotion of economic participation and development, increasing Indigenous procurement spend and supply chain capability.

By leveraging collective experience, GIRA and Paynter Dixon will work towards creating mutually beneficial relationships between government, corporate Australia, and First Nations communities, delivering education, skills training, and career advancement opportunities.

As of July 2023, co-founder, Liam Harte joined Paynter Dixon's RAP Working Group to ensure there is Aboriginal and Torres Strait Islander representation.

### PAYCE Foundation

Paynter Dixon's sphere of influence extends through our strategic philanthropic partner – the PAYCE Foundation. Established in 2016, the Foundation provides both financial and capacity building support to charities and community organisations. Through long-term partnerships, the Foundation strikes to address the causes and effects of disadvantage to ensure these are not determinants of anyone's quality of life.

The Foundation established Kick Start as part of a social housing renewal project undertaken in partnership with the New South Wales Government at Riverwood in Sydney's south-west. The project started as a single

worksite canteen aimed at addressing the very high rates of youth unemployment in the area.

Since then, Kick Start has grown into a multifaceted social enterprise operating a fleet of mobile cafes, catering, and event services, providing training and employment opportunities for young people at risk. About 80 per cent of participants graduate with a TAFE Certificate III in Hospitality and nearly 100 per cent find a job or do further study. Today, 15 per cent of trainees in the Kick Start enterprise identify as Aboriginal or Torres Strait Islander.

### Designing with Country

We understand the significance of collaboration with Aboriginal and Torres Strait Islander stakeholders in the design process. This has led us to establish a relationship with the majority Indigenous-owned design firm, Nguluway DesignInc.

This journey began with a dedicated presentation to staff on the principles of 'Designing with Country' by Wiradjuri Architect and Managing Director of Nguluway

DesignInc, Craig Kerslake. Our cultural literacy is the first step in embracing the Aboriginal voice within the design process, with a focus on creating sustainable environmental and social outcomes.

### Supplier diversity

We believe there is significant potential for our business to drive economic and social outcomes for Aboriginal and Torres Strait Islander suppliers. This process has begun with the introduction of a supplier directory and procurement policy. Our Commercial team is charged with engaging Aboriginal and Torres Strait Islander suppliers for subcontracting opportunities across the range of built projects we deliver for clients.

We also engage Supply Nation listed suppliers for goods and services to our offices including:

- paper supplies from Mandura
- office supplies from Kulbardi
- equipment hire through Want Access Major Projects



Paynter Dixon is a committed partner of the Clontarf Foundation. Here, Zach Cantwell of Clontarf speaks with Andrew Neagle and Astrid Cameron of Paynter Dixon at the Shalvey academy in western Sydney.





## Relationships

Action	Deliverable	Timeline	Responsibility
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August, 2023	Head of Marketing and Communications
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September, 2023	General Manager – People and Culture
	Progress the formalised relationship with the Clontarf Foundation into collaborative initiatives which support education, vocational counselling, mentoring and workplace readiness, and training and employment opportunities facilitated by Paynter Dixon.	August, 2023	Head of Marketing and Communications
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2024	Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2024	Communications Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2024	General Manager – People and Culture
<b>Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff.	August, 2023	Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August, 2023	Head of Marketing and Communications
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September, 2023	Head of Marketing and Communications
<b>Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	September, 2023	General Manager – People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December, 2023	General Manager – People and Culture



## Respect

Action	Deliverable	Timeline	Responsibility
<b>Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	September, 2023	General Manager – People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December, 2023	General Manager – People and Culture
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	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	General Manager – People and Culture
	Conduct a review of cultural learning needs within our organisation.	September, 2023	Communications Manager
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August, 2023	Communications Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September, 2023	Communications Manager
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June, 2024	Communications Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2024	Contracts Administrator
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	Contracts Administrator

<b>Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance (in addition to NRW and NAIDOC).</b>	Provide the opportunity for Paynter Dixon employees to engage with Aboriginal and Torres Strait Islander culture and communities in meaningful ways by developing and circulating a calendar of Aboriginal and Torres Strait Islander dates of significance – with supporting information and resources – such as National Sorry Day and NAIDOC Week.	September, 2023	Communications Manager
	Expand the calendar by adding relevant local events hosted by community and reconciliation groups in communities where staff work and reside.	August, 2023	Communications Manager
<b>Display artworks of cultural significance.</b>	Investigate opportunities to display artwork by local Aboriginal and Torres Strait Islander artists from the areas of our Paynter Dixon offices and construction sites to demonstrate the diversity of First Nations peoples and their stories.	September, 2023	Design Manager
	Engage Local Aboriginal Land Councils and First Nations organisations in various regions where our offices and construction sites are based with the purpose of establishing relationships with local Aboriginal artists, leading to the commission of original artworks.	September, 2023	Design Manager



## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August, 2023	Contracts Administrator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September, 2023	Head of Construction
	Explore Aboriginal and Torres Strait Islander employment pathways that support cadetships and graduate programs with students.	December, 2023	General Manager – People and Culture
	Investigate opportunities to increase Aboriginal and Torres Strait Islander employment.	December, 2023	Head of Construction
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Utilise Aboriginal and Torres Strait Islander job ad placement websites or First Peoples Recruitment Services to source candidates.	December, 2023	General Manager – People and Culture
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October, 2023	General Manager – People and Culture
	Investigate Supply Nation membership.	October, 2023	Procurement Manager
	Actively look for opportunities to engage Aboriginal and Torres Strait Islander suppliers.	August, 2023	Procurement Manager
	Review the internal procurement policy for Aboriginal and Torres Strait Islander suppliers.	December, 2023	Procurement Manager
	Enhance the Aboriginal and Torres Strait Islander supplier directory as a resource by increasing the number of appropriate suppliers and annually reporting on the economic outcome.	December, 2023	Procurement Manager



# Governance

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Maintain a RWG to govern RAP implementation.	February, 2024	Group General Manager – People and Culture
	Draft a Terms of Reference for the RWG.	August, 2023	Communications Manager
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	February, 2024	Communications Manager
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	August, 2023	Executive General Manager
	Continue to engage senior leaders in the delivery of RAP commitments.	February, 2024	Executive General Manager
	Continue to review the feedback and progress of our senior leader appointed to the role of RAP Champion and their internal engagement	March, 2024	Group General Manager – People and Culture
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August, 2023	Group General Manager – People and Culture
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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	Communications Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Communications Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Contracts Administrator
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2024	Communications Manager

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## Contact details

Name: Stephanie Hynes Burdick

Position: General Manager - People & Culture

Phone: 0414 877 427

Email: [stephanie.hynesburdick@paynterdixon.com.au](mailto:stephanie.hynesburdick@paynterdixon.com.au)

