

# Reconciliation Action Plan

May 2024 to December 2025





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## Acknowledgement of Country

McIlwain acknowledges the Traditional Owners of the lands and water ways on which we operate our business. We pay our respects to Elders past and present. We honour the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples and recognise their continuing connection to land, water and community.

# Meet the Artist Leah Cummins



Yathi winja (Good day) My name is Leah Cummins; I am a proud Mayi woman from North-Western Queensland. Mayi-Kulan from my father and Kalkadoon from my mother. I have family connections from the Simpson Desert up to the Gulf of Carpentaria.

I find inspiration in my cultural identity and bring my stories of my country and people to life in my art. I paint of stories of strength for women and children, love of the land and all my people.

I pay respect to the ancestors who give me these stories in my creativity, to share my culture that transcends words and draws people into wanting to learn about First Nations people. I paint both traditional and contemporary art using storytelling in every art piece to educate and teach everyone of my people's culture.

I hope to inspire and uplift my people by contributing to the sharing of culture and stories through my art.

I want to share all my pieces with love and harmony.

"Bunya Sister"

*"As proud Mayi woman from North Western Queensland I want to share my culture in art"*

# Creating a pathway forward

The artwork as explained by Leah Cummins:

This story is inspired by McIlwain's journey to connect with people and projects in creating a pathway forward together. In the inner circle is McIlwain and their staff, the kangaroo footprints are always moving forward never backwards. The pathways out from McIlwain are the journey lines to connecting with community and projects. The boomerangs represent technology and innovation, the shield is strength, the footprints are McIlwain's commitment to moving forward in the footsteps of generations gone by and the emu footprints demonstrating agile and fast.

Along the McIlwain journey we meet people who make a lasting contribution on the projects that are undertaken, the four core values of McIlwain are present in their everyday work and the way that McIlwain works with community. The ongoing commitment to First Nations people is a part of the McIlwain vision for true reconciliation.

I want to share this story with love and harmony."





## Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes McIlwain Civil Engineering to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

McIlwain Civil Engineering joins a network of more than 3,000 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 McIlwain Civil Engineering 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 McIlwain Civil Engineering, 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

## Statement from our Managing Director

It is with immense pride that I present McIlwain's inaugural Reflect Reconciliation Action Plan (RAP), marking the beginning of our long-term commitment to integrating reconciliation into our business.

McIlwain has always been guided by our core values: Care, Honesty, Respect, and Reliability. These values are not just words; they are the principles that have driven our growth and success since 1961. Our Reflect RAP is a natural extension of these values, aligning our commitment to reconciliation of Aboriginal and Torres Strait Islander peoples with our mission to positively impact the communities we serve.

The Reflect RAP provides us with a structured framework to build meaningful relationships, show respect, and create opportunities for Aboriginal and Torres Strait Islander peoples. We have set clear, actionable criteria to guide us, ensuring that our efforts are measurable and impactful. These criteria will help us to remain accountable as we work to strengthen our relationships, deepen our understanding, and enhance opportunities for Aboriginal and Torres Strait Islander communities.

We have already taken significant steps on our reconciliation journey, including cultural competency training, hosting awareness events, and partnering with local Aboriginal and Torres Strait Islander businesses. However, we recognize that this is just the beginning. Our Reflect RAP will serve as our roadmap, guiding our ongoing efforts to engage more deeply with Aboriginal and Torres Strait Islander communities.

Creating a Pathway Forward, the artwork created by Leah Cummins that accompanies our RAP, symbolises McIlwain's commitment to reconciliation. It reflects our dedication to deepen our understanding, respect and celebration of the rich cultures and histories of Aboriginal and Torres Strait Islander peoples.

As we embark on this important journey, we are committed to transparency and accountability. We will regularly report on our progress, celebrate our successes, and address our challenges. This commitment is backed by the full support of our board and senior executive team.

We look forward to building on our relationships with Reconciliation Australia, Aboriginal and Torres Strait Islander communities, and our employees as we strive to make a meaningful difference in the communities we work in. Together, we can create outstanding community assets that contribute to a brighter future for Australia's First Nations people.

Sincerely,  
**Tim McIlwain**  
Managing Director  
McIlwain Civil Engineering

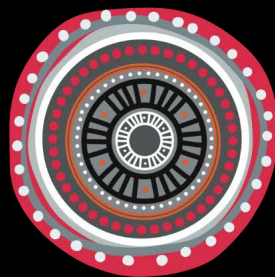


# Our vision towards reconciliation

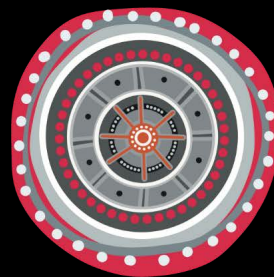
McIlwain is committed to making a **positive impact** within the **communities** we work in; beyond the **projects** we undertake. Our approach is guided by our organisational values.



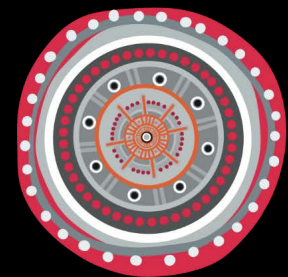
**Care**



**Respect**



**Reliability**



**Honesty**

Our RAP is a natural extension of these values, aligning our commitment to reconciliation of Aboriginal and Torres Strait Islander peoples with our mission to positively impact the communities we serve.





# Our business

McIlwain is a family owned and operated company that has been in operation since 1961. Coming from humble beginnings, McIlwain has evolved from a plant hire contractor to the civil engineering company it is today. In addition to McIlwain's core civil engineering and construction services, McIlwain offer complete project management solutions in individual, collaborative and joint venture arrangements. McIlwain places a significant emphasis on our people, our relationships, our sustainability and our future as key enablers of our ongoing success. We value the need to understand our clients' expectations to ensure they are ultimately met and exceeded. Our business model is founded upon four pillars that truly reflect who we are and how we have operated since 1961: Care, Honesty, Respect, and Reliability. Each McIlwain staff member embodies these core values, which are used to inform the backbone of our internal corporate culture.

McIlwain currently employs 160 people, with 5 Aboriginal and Torres Strait Islander staff. 35 staff work at McIlwain's Head Office in Hemmant and the remaining 125 staff work across 8 active project sites: Coomera Connector Central, Cunninghams Gap Reconstruction, Farm to Carlton Rockhampton Motorway Upgrade, South Coast Region Natural Disaster Program, Deodar Drive Stormwater Upgrade, Oakey Roads and Carpark Resurfacing, and Hampton Downslope Remediation.

McIlwain operates within a regional scope, undertaking projects anywhere from the northern tip of the Queensland peninsula to the rugged expanse of the Blue Mountains in NSW. Through remediation, restoration, and civil works, McIlwain contributes to the growth and development of these regions, enhancing connectivity, transportation, and overall quality of life for these communities.

Head Office - 1283 Lytton Rd Hemmant QLD 4174

Coomera Connector Central - Helensvale QLD

Cunninghams Gap Reconstruction - Clumber QLD 4309

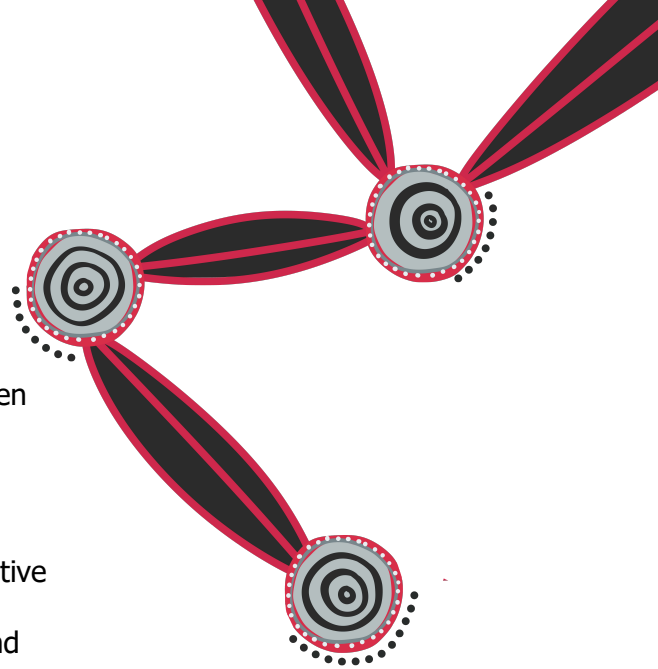
Bryce Highway Upgrade Farm to Carlton - Parkhurst QLD 4702

South Coast Region Natural Disaster Program - Clagiraba QLD 4211

Deodar Drive Stormwater Upgrade - Burleigh Waters QLD 4220

Oakey Roads and Carpark Resurfacing - Oakey, QLD 4401

Hampton Downslope Remediation - Hampton NSW 2790




# Our Reconciliation Action Plan

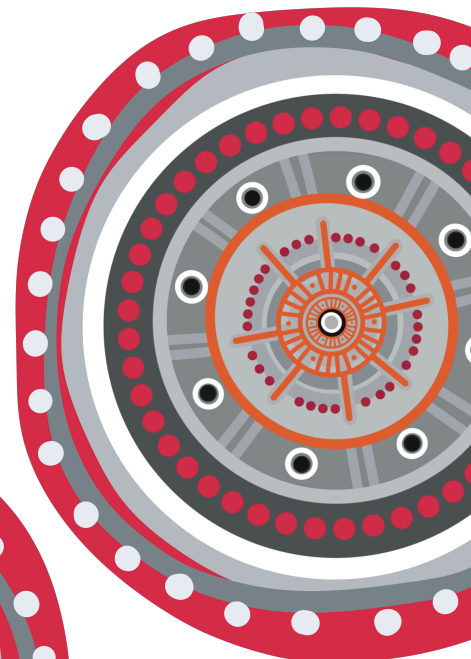
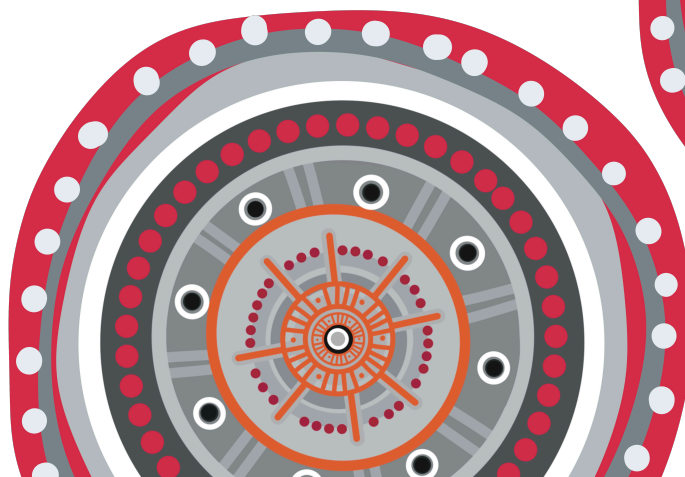
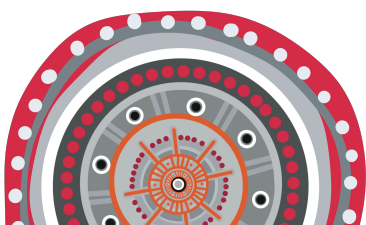
McIlwain is committed to making a positive impact within the communities we work in; beyond the projects we undertake. Developing and implementing a Reflect Reconciliation Action Plan ensures we have the tools necessary to address both the immediate infrastructure needs of communities and the broader social, cultural, and historical needs that contribute to community wellbeing. As we embark on this journey, McIlwain aims to engage with Aboriginal and Torres Strait Islander communities in meaningful ways, foster respectful relationships, and contribute to the broader process of reconciliation in Australia. We want to do our part to make a real difference in the communities we work in.

McIlwain has established a Reconciliation Action Plan Working Group (RAPWG) with a wide range of McIlwain employees from different departments, locations and levels. McIlwain's Reflect RAP is championed by Nick Ukalovic, Operations Manager, who is responsible for increasing internal engagement and awareness of the RAP. The RAPWG, along with RAP Champion Nick Ukalovic, will govern the implementation of McIlwain's Reflect Reconciliation Action Plan through regular meetings that will monitor the successful implementation of the clear and achievable goals set in our Reflect Reconciliation Action Plan.

While our reconciliation journey is in its early stages, we have made strides in building relationships with Aboriginal and Torres Strait Islander communities. This includes cultural competency training, hosting Aboriginal and Torres Strait Islander awareness events, and partnering with local Aboriginal and Torres Strait Islander businesses. However, McIlwain acknowledges there is much more to do, and our Reflect Reconciliation Action Plan serves as a guide for ongoing efforts.



**McIlwain's RAPWG Members:**  
Operations Manager  
Stakeholder & Communications  
Manager  
Safety Advisor  
Marketing & Events Planner



# Our journey so far

McIlwain currently promotes awareness and appreciation of Aboriginal and Torres Strait Islander cultures through various internal initiatives and events. During National Reconciliation Week and NAIDOC Week, we distribute educational materials to our employees, highlighting the significance of these occasions. Additionally, each project site is encouraged to host events such as morning teas or lunches, providing opportunities for staff to learn about National Reconciliation Week and NAIDOC Week as well as deepen their knowledge of the local Aboriginal and Torres Strait Islander peoples and the history of local lands. Our Diversity Committee plays a central role in these efforts, regularly distributing toolbox talks and resources to enhance understanding and appreciation within McIlwain.

# Our partnerships

McIlwain recognises that every project we undertake presents an opportunity to contribute positively to the communities we will be working in, particularly in supporting local contractors and businesses. We seek partnerships with local Aboriginal and Torres Strait Islander organisations and contractors and non-Indigenous organisations and contractors, with a priority on providing equal opportunities and increasing our commitment to Aboriginal and Torres Strait Islander engagement and involvement. During our development of bids and tenders, our procurement team uses Supply Nation to connect with Aboriginal and Torres Strait Islander businesses that can provide the services required on our projects. In addition to this, McIlwain has an ongoing relationship with Black Coffee to facilitate Aboriginal and Torres Strait Islander business networking gatherings to provide a platform to connect micro and small business owners with ongoing project procurement opportunities. Moving forward, McIlwain is committed to further engaging with Aboriginal and Torres Strait Islander businesses to ensure their voices and perspectives are heard and continue to shape our projects. While our efforts to promote awareness and appreciation of Aboriginal and Torres Strait Islander peoples are ongoing, we recognise the need for deeper engagement and collaboration. Our Reflect Reconciliation Action Plan serves as a roadmap for these ongoing efforts.



*Black Coffee Event hosted in October 2023*



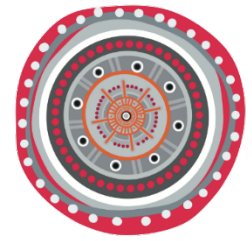
Care

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	August 2024	<i>Tender Procurement Manager</i>
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	August 2024	<i>Tender Procurement Manager</i>
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2024	<i>Marketing and Events Planner</i>
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May-3 June, 2024	<i>RWG Champions and RWG Chair</i>
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May-3 June, 2024	<i>RWG Champions and RWG Chair</i>
<b>3. Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	June 2024	<i>Managing Director</i>
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	August 2024	<i>RWG Chair</i>
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	August 2024	<i>RWG Chair</i>
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	August 2024	<i>HR Generalist</i>
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	November 2024	<i>HR Generalist</i>



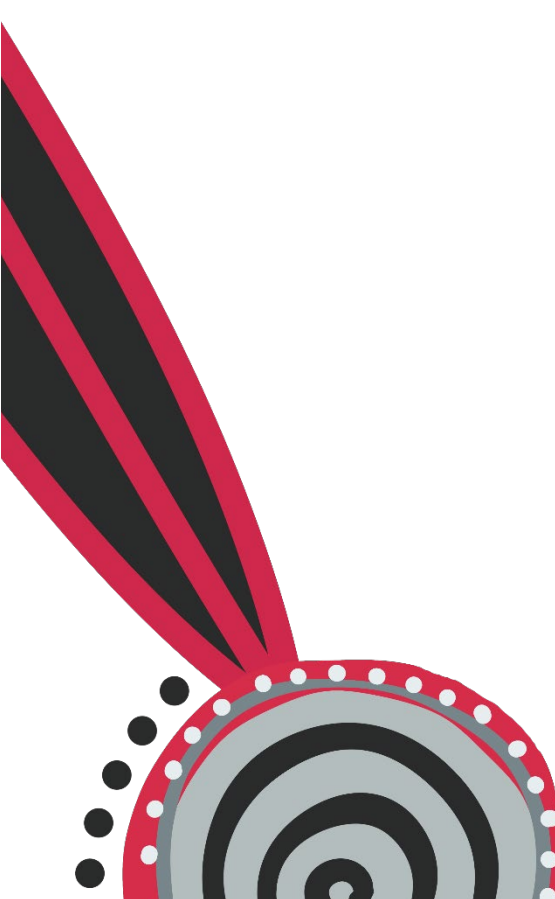
Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	December 2024	<i>Training Coordinator</i>
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	December 2024	<i>Training Coordinator</i>
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.</li> </ul>	June 2024	<i>Community and Stakeholder Advisors</i>
	<ul style="list-style-type: none"> <li>Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	June 2024	<i>Marketing and Events Planner</i>
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	June 2024	<i>RWG Chair</i>
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June 2024	<i>RWG Chair</i>
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2024	<i>RWG Champions and RWG Chair</i>

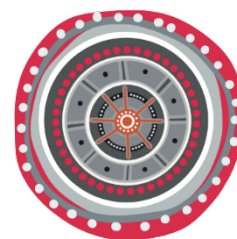
# Opportunities



Honesty

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	August 2024	<i>Talent Acquisition Specialist</i>
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	August 2024	<i>Talent Acquisition Specialist</i>
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	November 2024	<i>Tender Procurement Manager</i>
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	November 2024	<i>Tender Procurement Manager</i>





Reliability

Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> </ul>	June 2024	<i>Precontracts Manager</i>
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG.</li> </ul>	July 2024	<i>Precontracts Manager</i>
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	Jan 2025	<i>Talent Acquisition Specialist</i>
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	August 2024	<i>RWG Chair</i>
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	July 2024	<i>Systems Manager, CFO, Managing Director and Operations Manager</i>
	<ul style="list-style-type: none"> <li>Appoint a senior leader to champion our RAP internally.</li> </ul>	July 2024	<i>Operations Manager</i>
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	July 2024	<i>RWG Chair</i>
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	June annually	<i>Marketing and Events Planner</i>
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1 August annually	<i>Marketing and Events Planner</i>
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September, annually	<i>Precontracts Manager</i>
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	September 2025	<i>Marketing and Events Planner</i>

**Contact us**

07 3292 9300  
marketing@mcilwain.com  
mcilwain.com

**Head Office**

First Floor  
1283 Lytton Road  
Hemmant QLD 4174



RECONCILIATION  
ACTION PLAN

REFLECT

