



# Engagement Strategy 2020-2023







A person with traditional Indigenous Australian body paint, including a white chest and face, and a feathered headdress, holds a boomerang. They are at a festival with colorful lights and other people in the background.

Rork Projects proudly acknowledges  
Aboriginal and Torres Strait Islander  
peoples as the Traditional Custodians  
of Australia, and we recognise and  
respect their ongoing cultural and  
spiritual connection to Country.

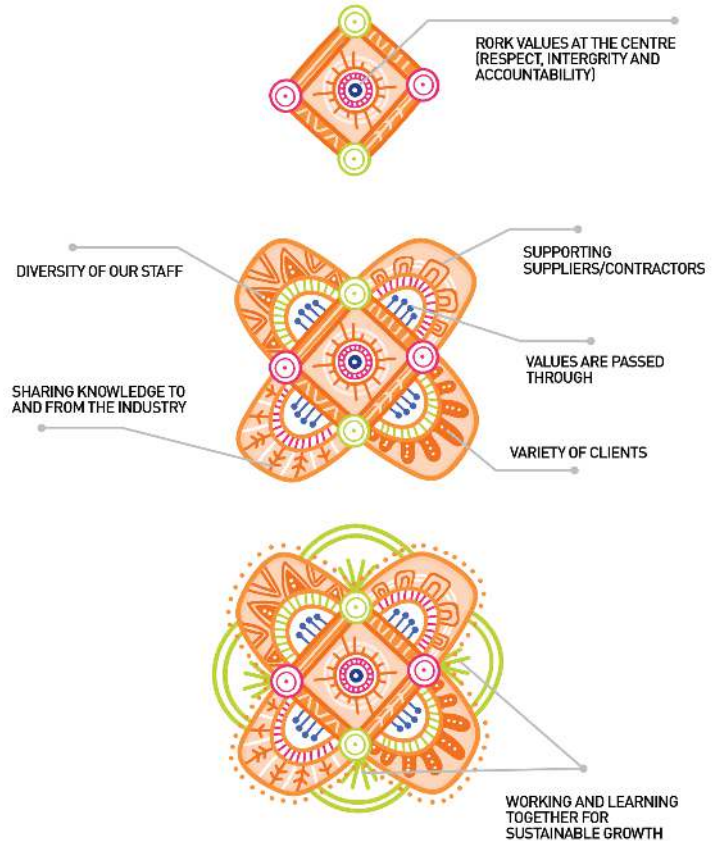
## Our Logo

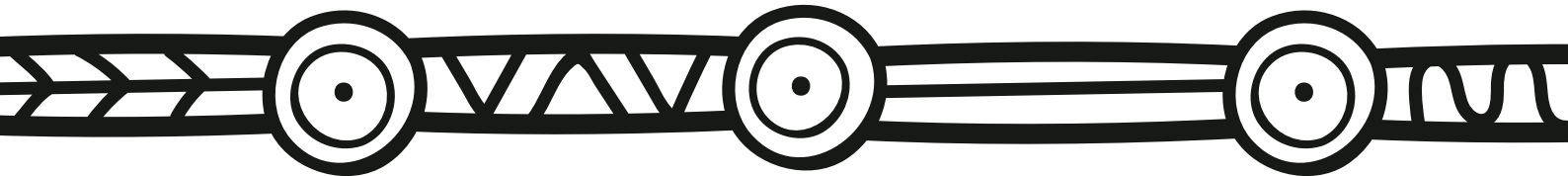
Our logo reflects the journey of Rork Projects - paving the way, with slow and steady creating sustainable growth.

With these foundations set in place, Rork Projects continues to build and innovate future opportunities with the Industry's growth.

Our logo and its colours are inspired by Saltwater country, recognising and honouring our co-owner John Paul Janke's connections to the Wuthathi (Eastern Cape York) and Meriam (Murray Island Torres Strait) nations.

The logo was designed by Tarni O'Shea - a young Indigenous artists with a South Sea Islander background working with Indigenous creative agency Gilimbaa. (Gilimbaa means 'today' in the language of the Wakka Wakka people of Central Queensland.)





## Introduction

**Rork Projects has been a partnership and a friendship some 40 years in the making.**

Over those many years, we have built a robust alliance – one we believe can enrich our national and in particular engaging with Aboriginal and Torres Strait Islander communities, celebrating Aboriginal and Torres Strait Islander cultures and building awareness amongst our people.

We build upon our lessons learned and successes so far to continue to foster beneficial working relationships and opportunities for Aboriginal and Torres Strait Islander employment and business.

Our work is built on decades of demonstrated excellence in our respective sectors, and

through this commitment, we aspire to build a greater respect, a deeper awareness and proper recognition of Aboriginal and Torres Strait Islander peoples, their rich culture and diverse histories.

We are positioned through our sphere of influence to make a tangible difference to employment and business opportunities for Aboriginal and Torres Strait Islander people.

We believe that this will not only enhance and enrich our workforce, but our clients, our networks and – through them – the wider Australian community.

We commit to you, our stakeholders, to share our progress over the coming years.

Brian O'Rourke

John Paul Janke

## Our commitment

Through our work, Rork Projects will meaningfully engage with Aboriginal and Torres Strait Islander peoples, businesses, and communities to empower First Nations peoples.

We have a clear mission, for our company, our staff, our clients, and our communities.





# Our five shields to success



## **Driving change through awareness**

We will incorporate Aboriginal and Torres Strait Islander people and businesses into the way Rork Projects does business by improving cultural awareness amongst Rork Projects staff. We'll achieve this by providing opportunities for greater awareness and understanding of Indigenous culture, history and lifestyle, and demonstrating respect and recognition in all aspects of our work.



## **Targeting opportunities**

Our strong targets are set to support Indigenous business and employment opportunities through our projects and work incorporating - where possible - Aboriginal and Torres Strait Islander people and businesses into everything we do.



## **Creating opportunities for clients**

As champions for Indigenous understanding and excellence, we will use our position to support our clients and key stakeholders to strengthen and grow their own cultural awareness and Indigenous engagement goals



## **Influencing a nation**

We will encourage stronger social understanding and participation in Indigenous issues, using our influence to encourage positive change.



## **Supporting Indigenous excellence**

Through the *wa initiative*, we will enact positive future change through the education and empowerment of Aboriginal and Torres Strait Islander students.



# How we will deliver on our commitment

## Engagement Committee

Our Strategy will be driven by an Engagement Committee, made up of representatives from Executive, HR, Marketing, and each State and Territory.

## Regional adaption

Deliverables may change per State or Territory. Each State should pursue activity that is tailored to suit the regional requirements.

## Reporting

The Engagement Committee will meet monthly and report internally each quarter on progress made against each of the actions and deliverables as set out in this strategy to ensure that Rork Projects is meeting its commitments.

Rork Projects will provide an annual report at the conclusion of each financial year.





# 1: Driving change through awareness

Our staff are our best advocates for championing Indigenous understanding and excellence, and they are critical to helping Rork Projects to achieve its goals.

ACTION	Deliverables
Support Rork Projects staff to develop a deeper awareness of the culture, histories, and lifestyle of Aboriginal and Torres Strait Islander peoples	Conduct a review of cultural learning needs within our organisation.
	Survey employees to determine their self-perceived level of awareness and what they would like to know more about.
	Deliver ongoing cultural awareness training for all staff, on commencement for new starters and annually for existing staff.
	Review, implement and communicate a cultural learning strategy for our staff.
Acknowledge significant dates for Aboriginal and Torres Strait Islander community.	Provide ongoing education with topics including commemorative days, current affairs issues and language.
	Design and implement a national approach to celebrating Aboriginal and Torres Strait Islander dates of significance through the development of an annual Aboriginal and Torres Strait Islander event calendar.
Acknowledge Traditional Owners in Rork Projects public spaces.	Signage on Rork Offices and projects sites to include acknowledgement of country or language.
Include an acknowledgement of country in Rork Projects official corporate publications and at appropriate events.	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.
Support Indigenous initiatives as part of Rork projects social campaigns– and do so in partnership and collaboration with other key stakeholders in the sector.	Conduct a review of key initiatives and establish an engagement plan to support appropriate campaigns.

# 1: Driving change through awareness (Con't)

Provide opportunities for all employees to engage with culture and community during NAIDOC Week.	Allow staff to participate in Aboriginal and Torres Strait Islander events.
	Collaborate with our Aboriginal and Torres Strait Islander partners to celebrate and acknowledge significant events.
	Invite Traditional Custodians and Aboriginal and Torres Strait Islander peoples, community, and organisations to share their knowledge, cultures, and perspectives at Rork events.
Determine strict, zero tolerance policies for discriminatory behaviour.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.
	Provide training on company policies and reinforce that Rork Projects is committed to providing respectful workplaces free of discrimination and harassment.





## More than just a community visit

A visit to the beautiful FNQ Aboriginal community of Yarrabah was the major highlight of Rork Projects' two-day national conference held in Cairns on 15-16 August 2019.

The purpose of the community visit was to assist all staff in gaining a greater understanding and awareness of Indigenous cultures, peoples and histories.

For many of the Rork Projects' staff, the day was their first visit to an Aboriginal community. The visit was co-ordinated in partnership the Yarrabah Arts and Cultural Precinct and included interaction with several prominent Yarrabah identities and businesses.

On arrival staff we were warmly welcomed by then Yarrabah Mayor Ross Andrews and then treated to a range of activities across the

community. These included a cultural tour with Gunggandji Aboriginal Corporation RNTBC's Senior Ranger Daryl Murgha and Ranger Coordinator, Brian Murgha.

Staff also enjoyed learning more about traditional arts and crafts with a 90-minute workshop on the property of award-winning artist Elverina Johnson – who runs Paper Bark Exclusive Arts and Cultural Tours.

The day concluded with an amazing BBQ lunch organised through the Yarrabah Bakery and a special traditional dance performance featuring some of the children of the community co-ordinated by Yarrabah language teacher Nathan Schrieber.

Staff also had the opportunity to wonder through the Yarrabah Arts and Cultural Precinct

and also the Yarrabah Menmuny Museum to learn more about the history of Yarrabah and to also see the art and artefacts on exhibition from many of local artists.

For Rork Project Co-Owners Brian O'Rourke and John Paul Janke, the visit to Yarrabah was an enriching experience for their staff that they believe not only strengthens the company but also the wider community.

"Being so warmly welcomed into Yarrabah and having the opportunity to join them to celebrate and share culture has enable our t – am to learn more first-hand about the oldest continuing culture on the planet – and that's something that enriches them personally and how they engage with the wider community."

It's a day that Rork Projects will never forget.



## 2: Targeting opportunities

We are positioned to make a tangible difference to employment and business opportunities for Aboriginal and Torres Strait Islander people. Leveraging our success, we commit to improving our spend with Indigenous businesses directly and indirectly.

ACTION	Deliverables
Maintain networks and links with Aboriginal and Torres Strait Islander Businesses and suppliers (National and State).	Identify and pursue opportunities for new working relationships with other Aboriginal and Torres Strait Islander businesses directly or via official channels - such as Aboriginal Business Connect, Black Business finder, Aboriginal Business Direct and others.
	Attend State and National Indigenous Business events
Maintain membership with Aboriginal & Torres Strait Islander business directory.	Continue to support Indigenous Business networking events and opportunities
Engage with Aboriginal and Torres Strait Islander employment agencies and other key stakeholders for employment opportunities where identified.	Identify and register Rork Projects with appropriate agencies to promote employment opportunities.
Support our staff to engage with Aboriginal and Torres Strait Islander businesses, suppliers and sub-contractors.	Deliver an Indigenous Employment Participation Rate of 10% by 2023, improving upon the minimum rate of 3% set by the Commonwealth Government's Indigenous Procurement Policy.
	Establish internal protocols and processes for our staff to engage with Aboriginal and Torres Strait Islander businesses, suppliers and sub-contractors as part of our preferred tender processes.
	Commit to 10% spend of all contracts by 2023 to be with Aboriginal and Torres Strait Islander businesses, suppliers and sub-contractors. (Federal Government target is 1 per cent for the value of contracts (increasing by 0.25 per cent each year to 3 per cent in 2027-28)

Become an employer of choice for Aboriginal and Torres Strait Islander peoples.		Achieve at least 10% of our workforce represented as Indigenous Australians by 2023.
		Promote the contributions of Aboriginal and Torres Strait Islander staff, partners and communities to our business and industry
		Remove barriers to Aboriginal and Torres Strait Islander participation in our workplace via a HR policies review.
		Locally advertise vacancies to reach Aboriginal and Torres Strait Islander people to recruit for state and regional locations.
Promote Rork Projects as a key partner to work with for opportunities for Aboriginal and Torres Strait Islander employment and business.		Promote and communicate progress and activities under the Strategy to Rork Project's staff and the external community.

We're proudly committed to working to keep our Indigenous business sector strong. On our City Walk Renewal project in Canberra we've engaged several local Indigenous businesses including Yheduun Gauur (Oliver Kickett), Warrgambi (Tim Donovan) and Arrow FM (Djali Bloomfield).





### 3: Creating Opportunities for clients

As an Indigenous business, we can support our clients to achieve their Indigenous engagement goals and improve the outlook for Aboriginal and Torres Strait Islander people together.

ACTION	Deliverables
Support client Reconciliation Action Plans (RAPs).	Provide tailored reporting for all clients with RAPs in line with their metrics and aspirations to work with Indigenous businesses.
Provide Indigenous engagement opportunities for clients through projects.	In conjunction with clients and property managers, engage local Traditional Owner groups for improved cultural understanding surrounding major projects.
Support Indigenous initiatives as part of Rork Projects' social campaigns in partnership with other key stakeholders in the sector.	Conduct a review of key initiatives and establish an engagement plan to support appropriate campaigns.

## Rork partners with Westpac

In 2019 we proudly partnered with one of Australia's most iconic institutions to transform office operations in response to the changing landscape of global banking.

Westpac engaged Rork Projects as head contractors to deliver design and construct services for an exciting fit out of their 'Civic Quarter' on Northbourne Avenue in Canberra. The nine-week project saw the consolidation of two existing Westpac offices into one combined premium office site.

The 770m<sup>2</sup> fit out aligned with Westpac's design guidelines regarding the look, feel and use of space. Amenities in the space will include open plan workstations, a range of internal meeting facilities, breakout spaces, reception and utility spaces.



















The opportunity to work with Westpac build on the back of their commitment to the Business Council of Australia's Raising the Bar initiative to boost Indigenous businesses, create new opportunities and deliver greater economic participation of Aboriginal and Torres Strait Islander peoples.

Civic Quarter Canberra is a new landmark address for companies ready to embrace the workplace of the future. The Project is was completed and handed over in May 2020.



## SUPPORTING RECONCILIATION ACTION PLANS

In addition to facilitating target expenditure through Indigenous Procurement Policy and Aboriginal Procurement Policy, Rork Projects is committed to supporting our clients' Reconciliation Action Plans. We can demonstrate how your departments' procurement spend leads to tangible outcomes for Indigenous people, their businesses, and the communities in which they operate. Below is an overview of previous clients Rork Projects has worked with and the contribution we have made to their RAPs.

 <p>Our work with Mirvac was aimed at contributing to their Reimagining Urban Life project and satisfied their RAP criteria to build stronger Indigenous communities via the maintenance of mutually beneficial relationships.</p>	 <p>Our work with Australia Post has contributed to increases in the procurement of Indigenous businesses including the employment of Indigenous subcontractors.</p>	 <p>Our work contributed to Caltex's supplier diversity requirements and satisfied their RAP Plan criteria to form a commercial agreement with an Indigenous business.</p>	 <p>As one of Australia's top 30 employers of Indigenous people, BROADSPECTRUM is proactive in targeting Indigenous businesses to drive supplier diversity growth. Rork contributed to their Indigenous procurement strategy's key metrics of success.</p>	 <p>Our work with Australian Unity supported their intentions to increase their spend with Indigenous businesses and bolster Indigenous economic development via clear procurement targets.</p>	 <p>Rork's involvement with ANU has seen its status increase to one that is distinguished by its Indigenous engagement. ANU is proactive in evidencing its efforts to reduce barriers to doing business with First Nations peoples.</p>
 <p>Rork's ongoing partnership with Bond University means that opportunities are created to place construction management interns into work. Bond and Rork are actively building strong relationships between First Nations people and the wider Bond community.</p>	 <p>As an organisation with intakes of 8,000 Indigenous students a year, it was important for TAFE to appoint an Indigenous construction company in demonstrating a sustained vision for reconciliation that extended to the forming of Indigenous commercial relationships.</p>	 <p>Our work with the Queensland Government has created economic opportunities for Indigenous people by increasing the participation of Aboriginal and Torres Strait Islander Queenslanders in significant construction contracts.</p>	 <p>Our work with Investa has contributed to their goal of building trust and strengthening relationships with Aboriginal and Torres Strait Islander suppliers. We have achieved outstanding results for Investa by creating additional opportunities for Indigenous subcontractors to participate in project delivery.</p>	 <p>Rork's work with OzChild has broadened the company's involvement with Indigenous businesses, including Indigenous subcontractors supplying local labour and materials. Our involvement with OzChild is testament to the increasing inclusivity and diversity of the company's procurement policy.</p>	 <p>Rork's involvement with the Commonwealth Ombudsman has been mediated by principles of relationships, respect and opportunities. Our project success has contributed to extending the scope of the procurement policy to value dependable and accountable local Indigenous businesses.</p>
 <p>Our work at UQ has supported the university's vision to realise the creation, preservation, transfer and application of knowledge in the context of UQ's ongoing responsibilities to building relationships between Aboriginal, Torres Strait Islander and non-Indigenous peoples.</p>	 <p>Our work at Griffith University has contributed to the raising of the profile of the university's procurement function in diversifying its supplier base and assisting to qualify Indigenous participation with clear metrics.</p>	 <p>Our work at the Dept of Justice supports the RAP targets relating to the procurement of Indigenous goods and services, and has contributed positively to the ongoing development of an Indigenous commercial relationship that privileges local labour and materials.</p>	 <p>City of Parramatta Council partnered with Rork in supporting its ongoing commitment to the economic, social and cultural future of Indigenous people, and their vital role in enriching the fabric of the Parramatta community.</p>	 <p>Rork's work with Department of Treasury has created economic opportunities for Indigenous people by increasing the participation of Aboriginal and Torres Strait Islander's in one of Canberra's most significant construction contracts.</p>	 <p>Our work with GPT Group has supported their desire to diversify goods and services suppliers, resulting in the engagement of Indigenous businesses and subcontractors that identify as First Nations people.</p>



## 4: Influencing a nation

We want to leverage our networks and our influence to promote a greater understanding of Indigenous culture and excellence within our communities.

ACTION	Deliverables
Promote reconciliation through our sphere of influence.	Identify opportunities to partner with high profile or influential organisations to promote Indigenous excellence.
	Invite Traditional Custodians and Aboriginal and Torres Strait Islander peoples, community, and organisations to share their knowledge, cultures, and perspectives at Rork events.
Through Rork Projects' public platforms, promote a greater understanding of Indigenous events, issues and achievements.	Update and educate audiences on Indigenous events, issues and achievements via Rork Projects' digital platforms including social media and website.
Provide an Acknowledgement of Country on all significant projects.	Develop and implement suitable content for branding.

In June 2020, Rork Projects became a Major Partner of the Brisbane Bullets building on our 2019 partnership and being the Indigenous Round naming rights partner. The partnership enables our vision to celebrate and encourage Indigenous achievement.



## 5: Wa Initiative

Wa (pronounced wah) is a word in the Torres Strait language of Kala Lagaw Ya and in Torres Strait Creole meaning yes. We believe that through supporting education, Indigenous communities, families and students can say yes to having a positive future.



ACTION	Deliverables
Leverage Rork Projects' corporate clients and networks to secure Wa Initiative donation partners.	Secure at least \$20,000 funding per year to the Wa Initiative from external sources.
Provide funding to Indigenous foundations and not-for-profit organisations in their work in offering quality, secondary education scholarships at leading Australian boarding schools for Indigenous children from regional, rural and remote communities.	Identify appropriate foundations and not-for-profit organisations as potential donation recipients.
Provide additional funding from Rork Projects to the Wa Initiative.	Rork Projects to donate \$20,000 per year to the Wa Initiative.





## Turning dreams into reality through education

For Neveah - a shy young Erub and Kulkalgal girl from Weipa - making sacrifices to get a quality education will help her dreams become a reality.

"I would like to study to be eligible for university to become a medical officer so I can heal people," she says.

Neveah currently attends Clayfield College, an independent boarding school located in Brisbane's inner-north.

Her education at Clayfield College is supported by Rork Projects' wa initiative - an initiative launched in 2019 to enact positive future change through the education and empowerment of Aboriginal and Torres Strait Islander students.

wa (pronounced wah) means yes in the Torres Strait language of Kala Lagaw Ya and in Torres Strait Creole.

In January 2020, Rork Projects donated \$20,000 through the wa initiative to Yalari - a not-for-profit organisation offering secondary education scholarships to Indigenous children at leading Australian boarding schools.

Overcoming the distance and isolation from her community and family is huge challenge, but it's one that Neveah has risen to.

Neveah has stepped outside her comfort zone by joining a cheer club outside of school. (Neveah says she was so nervous before the trial training session, but then could not stop smiling on the way back to the boarding house.)

"I know I can do my best with the opportunity you have given me - thank you for your support as I work hard to get to university," she said.





CANBERRA SYDNEY  
BRISBANE MELBOURNE