

Fyfe Pty Ltd

Reflect Reconciliation Action Plan

November 2024 –
December 2025





Our business

Fyfe started in 1982 as an Adelaide based surveying company, specialising in property services. Through the 80s and 90s, Fyfe maximised opportunities for growth, ultimately becoming what is known today as an integrated engineering, environment, planning and surveying firm.

In an increasingly globalised sector, Fyfe now stands alone as the leading Australian owned integrated professional project services firm in the defence, energy, resources, property and infrastructure sectors. Fyfe is passionately Australian. We are absolutely committed to employing the best people to deliver high value projects that build Australian prosperity. And we recognise that our people are our greatest asset.

Our success has come about due to an unwavering commitment to delivering value through integration. Value means being smarter for our clients, employing the very best people and using the latest integrated technology solutions.

Value means doing the job faster for our clients, by using advanced systems to guarantee efficiency and safety. Value also means doing the job cost efficiently, minimising waste, downtime, and maximising productivity by being adaptive and agile. As we approach our fifth decade, we acknowledge the vital importance of the lasting partnerships we have developed with our clients. It is these powerful personal and professional relationships, built on a foundation of trust, that assures our sustainability and contributes to our continued success.

We are absolutely committed to employing the best people, and provide employment opportunities that encourage a diverse workforce that supports community initiatives. Currently we have over 800+ employees based in 31 offices across major capital cities and regional centres, with four staff identifying as Aboriginal and/or Torres Strait Islander people. Fyfe's employees currently work on projects across all states of Australia and through many regions and communities.

A large, stylized Indigenous Australian pattern, similar to the one in the top left, featuring a grid of black, white, red, and yellow squares and dots, arranged in a traditional design.

Our RAP

Fyfe has recognised that as a national organisation that works on projects in locations with Aboriginal and Torres Strait Islander communities, we need to better understand Aboriginal and Torres Strait Islander peoples' contributions to history, their values and cultures and make a positive contribution to the communities we work in.

Our first Reflect Reconciliation Action Plan (RAP) helped to raise awareness among staff and stakeholders about reconciliation and resulted in tangible outcomes such as increased engagement with Aboriginal and Torres Strait Islander communities and the exploration of new partnerships.

In implementing our previous RAP, we faced a range of challenges that have shaped our understanding and approach to reconciliation. Key challenges included:

- **Engagement and Awareness:** Ensuring meaningful and consistent engagement with Aboriginal and Torres

Strait Islander communities and embedding a deeper understanding of cultural protocols across our organisation.

- **Sustainability of Actions:** Balancing short-term commitments with long-term goals to maintain momentum and deliver tangible outcomes.
- **Resource Allocation:** Aligning resources, both financial and human, to adequately support the implementation of RAP initiatives.

Reflecting on the progress made during our first RAP is an important step in the process of creating a second RAP. It allows us to take stock of our achievements, identify areas for improvement, and determine what steps need to be taken next. The challenges we faced have provided valuable insights, prompting us to reflect on our processes and recalibrate our efforts for the future.

In this Reflect RAP, we commit to building on these learnings to create a stronger foundation for reconciliation within our organisation and the broader community.

Key adaptations include:

1. **Strengthening Relationships:** We will actively foster partnerships with Aboriginal and Torres Strait Islander communities, listening to and prioritising their voices



in decision-making processes. This will include co-designing initiatives to ensure cultural integrity and relevance.

- 2. **Embedding Cultural Awareness:** We will enhance cultural awareness programs, making them more accessible and actionable for all staff. This includes regular training and opportunities for deepening understanding through community engagement and storytelling.
- 3. **Clear Accountability:** We will establish robust accountability frameworks to track progress against RAP goals, ensuring transparency and continuous improvement.
- 4. **Sustainable Action Planning:** We will align resources to support long-term objectives, integrating RAP actions into our broader organisational strategy to ensure sustainability.
- 5. **Reflective Practices:** This RAP will serve as a living document, encouraging ongoing reflection and adaptation as we grow in our reconciliation journey.

We are committed to approaching this RAP with humility, openness, and determination, building on past lessons to contribute meaningfully to reconciliation.

RAP Committee

We are proud to have one of our RAP Working Group Members identify as First Nations people, with additional representation in Fyfe’s RAP sub-committee working group, which encourages all employees at Fyfe to get involved behind the initiatives outlined in our RAP.

Gary Spence	Managing Director and RAP Champion
Mark Dayman	Executive Chairman and Committee Chair
Heather Trevithick	General Manager, Human Resources
Chris Moore	General Manager, Surveying
Adrian Gallagher	Northern Territory Manager
Raymond Pillion	Division Manager, Port Augusta
Dania Dalzell	Senior HR Business Partner, Human Resources
Bill Mitchell	Surveyor and Senior UAV Pilot
Megan Hay	Finance Manager



Message from our RAP Champion



“I acknowledge the Traditional Custodians of the many lands upon which our business operates, and recognise their continuing connection to land, water, and community, and pay respect to Elders, past and present.”

On behalf of the Leadership Team and RAP Committee, I am pleased to introduce Fyfe's Reconciliation Action Plan (RAP), our Reflect RAP, in recognition of our continued commitment to reconciliation in Australia.

As an Australian organisation we pride ourselves on creating an organisation which is culturally safe, inclusive, and diverse, embracing people from diverse cultural backgrounds, and the innovation and diversity of thought that they bring in the delivery of projects.

We believe that our values of Respect, Integrity, Accountability, Responsiveness and Passion, have set a solid foundation that supports our reconciliation journey and our commitment of improving relationships, understanding, and creating opportunities for First Nations peoples and the communities where we work.



Message from Reconciliation Australia - Inaugural Reflect RAP



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia welcomes Fyfe Pty Ltd to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Fyfe Pty Ltd 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 Fyfe Pty Ltd 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 Fyfe Pty Ltd, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Our partnerships/current activities

Working with Aboriginal and Torres Strait Islander Businesses and Communities

Fyfe is continuing to work for and with Aboriginal and Torres Strait Islander Businesses and communities, some of these examples are:

- Fyfe continues to assist with survey projects within the vast Northern Territory Aboriginal and Torres Strait Islander communities and homelands. Fyfe engages, where possible, local Aboriginal and Torres Strait Islander personnel to assist in these projects.
 - Fyfe is currently engaged by the Northern Territory Department of Infrastructure, Planning and Logistics to provide project management services for remote and Aboriginal and Torres Strait Islander community capital projects on both mainland and several offshore islands.
 - McMahon Services in 2010, Intract Aboriginal and Torres Strait Islander Contractors was established under a partnership model between the Aboriginal Foundation of South Australia and McMahon Services. Fyfe continues to engage Intract on several of its projects in Queensland, Northern Territory and South Australia.
- Fyfe's operations continue to work with the following Aboriginal and Torres Strait Islander Business on a variety of projects:
 - ICRG Indigenous Construction Resource Group (currently working together on the Tiger Brennan Drive Construction project)
 - Tiwi Partners (Delamere defence site)
 - NT Civil
 - Different land councils including Central Desert Regional Councils
 - RAW SA – Civil Group
 - Remote communities in Anangu Pitjantjatjara Yankunytjatjara such as Umawa and Amata
 - Indigewear
 - The Larrakeyah people across multiple projects



Aboriginal and Torres Strait Islander people should be aware that this document contains images and names of people who have since passed away.

The Artist

Dennis McCarthy

Bininj Name Murrwurrwurr
Skin Group Yirridja
Clan Ngomburr

Dennis was born on 7 January 1961 at Winnellie Camp near Darwin, NT. During World War 2 Winnellie Camp was a collection of Sidney Williams huts used by the army. At the end of the war this was used as a camp for Aboriginal people. Dennis' mother was born in the Patonga/ Cooinda area of Kakadu.

Most of Dennis' family are based in Kakadu and Arnhemland. He took great pride in his art, as an expression of the culture of the Ngomburr people and learned much of his heritage from sitting and painting with other artists.

The Kunwinjku style of art (cross hatching and ochre colours) Dennis used represent both he and his son Bill's family ties with much of the ancient land and culture throughout Kakadu. White ochre represents body decoration for ceremony, yellow for the sun, black for tribal markings and red for mother earth, 'Yingarna'.



This piece that Dennis created is a totem that he had developed in co-ordination with FYFE and its commitment to creating a Reconciliation Action Plan.

Artwork – The Story

The Rainbow Serpent 'Ngalyod' is creator of all landscape and waterways, which have been used as features and clan boundaries for thousands of years. Ngalyod is encompassing a symbolic boundary (a direct correlation with a modern Survey Boundary) it has created through a blue dotted outline of Australia. The symbolic blue dotted colour represents FYFE, working in Harmony with Ngalyod and acknowledging his power as the creator of all things. The dot art around Australia (which pays acknowledgement to the central desert people it is associated with) symbolizes people with digging sticks working together and the long line and circle for the dreaming trail, showing generations of stories and learning passed down. The dot art in the heart of Australia represents people coming together for food, water and ceremony, a special gathering.

FYFE hopes to gather with the Aboriginal and Torres Strait Islander people of Australia and continue to create, in honour of Ngalyod.







Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to expand our relationships with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November 2024	Finance Manager
	Liaise with Aboriginal and Torres Strait Islander representatives to improve on existing practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2025	Northern Territory Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	General Manager, Human Resources
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2025	Division Manager, Port Augusta
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2025	Committee Chair

3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2025	Committee Chair
	Improve and deliver a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2025	Senior HR Business Partner
	Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2025	Northern Territory Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2024	General Manager, Surveying
4. Promote positive race relations through anti-discrimination strategies.	Improve existing practices and policies in areas of race relations and anti-discrimination.	July 2025	Senior HR Business Partner
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2024	Senior HR Business Partner
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	January 2025	Senior HR Business Partner
	Educate senior leaders on the effects of racism through Diversity and Inclusion and Unconscious Bias workshops.	June 2025	General Manager, Human Resources



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.	November 2024	Surveyor and Senior UAV Pilot
	• Conduct a review of cultural learning needs within our organisation.	August 2025	General Manager, Surveying
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2025	Senior HR Business Partner
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.	December 2024	General Manager Surveying
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	February 2025	Committee Chair

Action	Deliverable	Timeline	Responsibility
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.	May 2025	Division Manager, Port Augusta
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Division Manager, Port Augusta
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Committee Chair



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.	November 2024	General Manager, Human Resources
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2024	General Manager, Human Resources
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025	Senior HR Business Partner
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.	June 2025	Division Manager, Port Augusta
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2025	Northern Territory Manager
	Investigate Supply Nation membership.	November 2024	General Manager, Surveying







Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain RWG to govern RAP implementation.	November 2024	General Manager, Human Resources
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2024	Surveyor and Senior UAV Pilot
	• Review and update a Terms of Reference for the RWG.	November 2024	General Manager, Human Resources
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	November 2024	Committee Chair
	• Engage senior leaders in the delivery of RAP commitments.	November 2024	Committee Chair
	• Maintain a senior leader to champion our RAP internally.	November 2024	Committee Chair
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2025	Committee Chair





Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Senior HR Business Partner
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Senior HR Business Partner
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	General Manager, Human Resources
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	General Manager, Human Resources

Contact Details

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FYFE

