


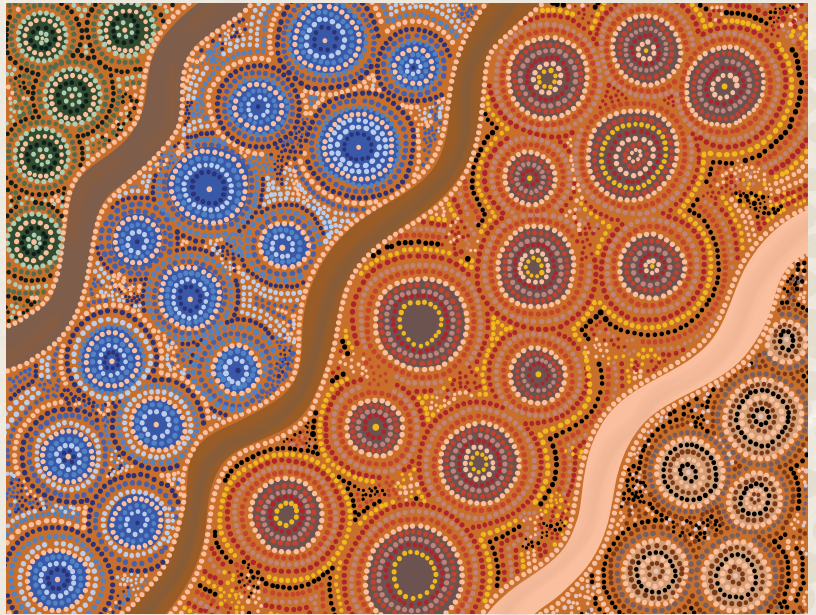
Reflect
Reconciliation
Action Plan

JULY 2021–JULY 2022



Hiway Group acknowledges the Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Traditional Custodians of the lands on which we live and work every day. We pay our respects to ancestors and Elders, past and present. Hiway Group is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Respecting Country



WA Stabilising and the Hiway Group through our exciting partnership with Christine Collard (Jugarnu) a proud Yamaji-Noongar Artist, unveil our special piece of commissioned artwork titled - Respecting Country. Having been given the Jugarnu name by her grandfather, it gives her great pride to carry this Wajarri name in his memory.

Christine's heritage sees her firmly attached to her native land, born, and raised in Mullewa of Yamaji Country and the Wajarri people in the Midwest Gascoyne Region, land that WA Stabilising has become so familiar with over the years through our work. Christine's family have a strong spiritual connection through her grandmother's family name Papertalk and unique to Christine's family is their totem the Emu or Yallibirri, in the Milkyway, visible during June and July.

Respect is one of four core values that the Hiway Group carries throughout their business, their work in the field and through our people and across our group. When we sat down with Christine and shared what our business is about and our endeavour to bring more important education and unity through respect, the Respecting Country story seemed like a perfect fit.

In Christine's words this piece is about;

"Respecting country, throughout the journey we take on our beautiful traditional land.

We would like to acknowledge and pay our deepest respect to the past and present elders throughout our beautiful country we live and work on today.

Over the years we saw and had many changes on our beautiful land, our country our home.

Our traditional custodians walked many miles, made many tracks, and shared many things throughout their journey and changes in time.

Through these changes tracks became roads, then roads became highways which we work and travel today.

Through our travels we respect the beauty of our land and the seasons we encounter on each and every journey."

We feel strongly that this is a story befitting of the work we accomplish and the importance of understanding and respecting our land and those who came before us.

WA Stabilising and the Hiway Group cannot thank Christine enough for her partnership in creating this unique piece of artwork. The original canvas will be proudly displayed in the WA Stabilising Office, and will also be seen out and about in the field on some of our fleet.

To see more of Christine's artwork, she can be found on Instagram under [@christinecollardjugarnu](https://www.instagram.com/christinecollardjugarnu)



Message from Hiway Group CEO & COO

The development of Hiway's Reflect Reconciliation Action Plan (RAP) conveys our ambition to advance our reconciliation journey across the Hiway Group's Australian businesses.

Adopting Reconciliation Australia's RAP program provides a framework to support our commitment to broaden and strengthen the ways in which we can improve the prosperity, and social and cultural wellbeing of Aboriginal and Torres Strait Islander peoples and communities.

Our vision is for all our people to respect and embrace the proud heritage of Aboriginal and Torres Strait Islander peoples, and to actively provide opportunities for Aboriginal and Torres Strait Islander peoples, places and relationships to be part of our operations and local communities across Australia.

This RAP sets out clear, actionable commitments for the next year across the key pillars of reconciliation: relationships, respect and opportunities. It aspires to establish a consistent and robust approach from which to progress our reconciliation efforts.

We aspire to be an employer of choice for Aboriginal and Torres Strait Islander peoples. We intend to further expand the opportunity for participation of Aboriginal and Torres Strait Islander businesses in our supply chain. Through our substantial operational footprint across Australia we aim to broaden and strengthen our engagement with Indigenous communities to preserve and protect our shared cultural heritage.

We intend to continue to improve our approach to reconciliation as we build on our successes, report on our progress and set new, more ambitious goals through future RAPs.

We look forward to furthering the contribution Hiways can make to reconciliation as we embed our RAP commitments across our Australian businesses.

Peter Metcalfe
Chief Executive Officer
Hiway Group

Jim Appleby
Chief Operating Officer
Hiway Group

Message from Reconciliation Australia

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

Hiway Group joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Hiway Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hiway Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our journey

Hiway Group commenced in New Zealand in 1986 and has grown consistently over the years since to include operations across Australia and the Pacific Islands. In 2011 Hiway’s acquired SAT Civil Constructions in Queensland and then established Hiway Stabilizers Australia in Victoria, followed by NSW in 2016 and most recently acquired WA Stabilisers.

In 2021 the business now has operations in all States employing a diverse and growing workforce across the nation. We have always recognised that our business depends on our people and our mutual commitment to diversity. This 2021 – 2022 RAP is an opportunity to extend our understanding and connections with Aboriginal and Torres Strait Islander peoples.

This Reflect RAP conveys Hiway Group’s commitment to adopt Reconciliation Australia’s RAP program to advance our reconciliation efforts. It provides a foundation for setting new goals and initiatives through future RAPs.

Strengthening our relationships with Traditional Owners, and to growing our partnership approach with Aboriginal and Torres Strait Islander peoples, communities, programs and organisations are key focus areas for our RAP. It is designed to create cultural awareness, encourage staff participation, and develop meaningful opportunities for Aboriginal and Torres Strait Islander peoples.

Hiway’s RAP sponsor is our Chief Operating Officer. We have established a RAP Working Group as one of our RAP commitments, which, together with the Senior Leadership Team, will support the implementation of our RAP deliverables.

Our business

The Hiway Group is an internationally recognised brand and a leader in the design and delivery of advanced stabilisation solutions for pavements in the infrastructure sector, encompassing road construction and maintenance, rail construction, mining, airports and seaports, as well as other commercial activities. In Australia, the Hiway Group includes the business entities Hiway Stabilizers and WA Stabilising.

We operate in Queensland, NSW, Victoria, Tasmania and South Australia employing 83 people. In Western Australia we have 38 people but also have offices and depots in the Pacific Islands and New Zealand. We have 4 main bases in Australia at Loganholme & Josephville (Qld); Bayswater (Vic); Welshpool (WA). Since August 2020 we have established in Adelaide (SA) and will cover the NT from there.

We currently employ four Aboriginal and Torres Strait Islander people two of whom are female, and both are based in our Corporate Office in Loganholme, Queensland. In addition, our workforce includes two Aboriginal and Torres Strait Islander men, who work in Operations in NSW and WA.

From an Operational point of view, we provide a range of subgrade, subbase and basecourse modification services that challenge the traditional road construction and rehabilitation methods. These include foamed bitumen stabilisation, aggregate modification, subgrade and subbase improvement. As well as the cost savings they generate our innovative solutions reduce construction time, increase strength and durability, and are more environmentally sustainable.

We have a large fleet of well-maintained and modern plant which is continually being augmented as new technologies become available and as we expand our operations. We also have a strong culture and commitment to Zero Harm, and this is a core value of the organisation. We are proud of our history of developing and actively support our workforce in their personal and career development goals.

The reconciliation journey will ensure that we continue to evolve our organisation as an equal opportunity employer and one which supports and enhances people's lives whatever their background or heritage may be.

Our RAP

Hiway Group sees itself as a responsible and active Australian business, and a part of that responsibility is to educate our staff and actively seek ways that Hiway Group can help policies driving the governments “Closing the Gap” Strategies such as employment and education .

Hiway Group works in a large variety of locations across Australia, and this exposes the business to a variety of opportunities to engage with First Nation communities. Roads, railways and airports are key assets for any community, especially for access to health services and Hiway Group are specialists in transport infrastructure construction and repair. Hiway Group has an ability to engage with First Nations businesses to offer subcontractor or supplier opportunities and on larger projects to provide training and development opportunities that educate local people on construction, maintenance and plant operation.

We have formed a working group which includes members of the Northern, Southern and Western Australian offices to ensure we have a diverse geographical spread across the country and to ensure we can develop awareness of the cultural differences that may exist in such a large country.

Two of our Working Group members identify themselves as Aboriginal and Torres Strait Islander people.

We have set up monthly meetings to monitor progress on the journey as outlined in the template and set targets and timescales for achieving each milestone; two of our working group members attended the RAP workshop in Brisbane in March this year. Our WA representative attended the pre-Xmas RAP presentation in Perth.

We have also identified two Aboriginal and Torres Strait Islander Groups in the location of our offices at Loganholme and Josephville and will commence a process of engagement in collaboration in partnership with training partners.



Our partnerships and current activities

We have developed a close relationship with other organisations which are further progressed along their RAP journeys, to understand the process.

In partnering with others who are more advanced in their RAP journey, we are better able to understand how to ensure that the RAP we draft contains meaningful, realistic actions, and then ensure we successfully deliver the commitments of the RAP in a way that makes meaningful, lasting change.

Our partnerships include liaising with Fulton Hogan's Queensland office, to obtain an insight into their RAP journey so far. We are also liaising with Indigenous training, recruitment and other providers, to support the implementation of our RAP.

Relationships



| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------------|-------------------------------|
| 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | a. Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. | July 2021 | Business Manager |
| | b. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | December 2021 | RWG |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | a. RAP Working Group members to participate in an external NRW event. | 27 May–3 June, 2021 | RWG Chair |
| | b. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May–3 June, 2022 | COO |
| 3. Promote reconciliation through our sphere of influence | a. Develop the Operational Workforce to understand the RAP and the journey we will all undergo as an organisation ensuring that it aligns with the Group plan | December 2021 | Group Mgr People & Capability |
| | b. Deliver two workshops on the operational plan | Mar 2022 | GM |
| | c. Communicate our commitment to reconciliation to all staff. | End July 2021 | CEO |
| | d. Identify external stakeholders that our organisation can engage with on our reconciliation journey. | August 2021 | RWG Chair |
| | e. Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. | August 2021 | RWG Chair |
| 4. Promote positive race relations through anti-discrimination strategies. | a. Research best practice and policies in areas of race relations and anti-discrimination. | August 2021 | Group Mgr People & Capability |
| | b. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | September 2021 | Group Mgr People & Capability |

Respect



| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------------|-----------------------------------|
| 5. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | a. Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. And introduce our staff to NAIDOC Week by promoting external events in our local area. | By 4 July 2021 | Business Manager |
| | b. RAP Working Group to participate in an external NAIDOC Week event. | 4 July–11 July 2021 | Working Group Reps |
| 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | a. Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | September 2021 | GM |
| | b. Investigate options for provision of cultural awareness training | August 2021 | Group Mgr People & Capability |
| | c. Conduct a review of cultural learning needs within our organisation. | August 2021 | GM, Group Mgr People & Capability |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | a. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | September 2021 | GM |
| | b. Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. | September 2021 | GM |





Opportunities

| Action | Deliverable | Timeline | Responsibility |
|--|--|-----------------------|-------------------------------|
| 8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | a. Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. | <i>September 2021</i> | Group Mgr People & Capability |
| | b. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | <i>September 2021</i> | Group Mgr People & Capability |
| | c. Review People policies, procedures and strategies to remove any barriers to Aboriginal and Torres Strait Islander employment within our organisation. | <i>September 2021</i> | Group Mgr People & Capability |
| 9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | a. Investigate Supply Nation membership. | <i>July 2021</i> | Regional Finance Manager |
| | b. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. | <i>September 2021</i> | Regional Finance Manager |

Governance



| Action | Deliverable | Timeline | Responsibility |
|--|---|----------------|-------------------------------|
| 10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | a. Maintain a RWG to govern RAP implementation. | May 2022 | RWG Chair |
| | b. Review and apply Terms of Reference for the RWG. | May 2022 | RWG Chair |
| | c. Establish Aboriginal and Torres Strait Islander representation on the RWG. | July 2021 | RWG Chair |
| 11. Provide appropriate support for effective implementation of RAP commitments. | a. Define resource needs for RAP implementation. | July 2021 | RWG Chair |
| | b. Engage senior leaders in the delivery of RAP commitments. | July 2021 | COO |
| | c. Define appropriate systems and capability to track, measure and report on delivery of RAP commitments. | July 2021 | RWG Chair |
| 12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | a. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | September 2021 | RWG Chair |
| 13. Continue our reconciliation journey by developing our next RAP. | a. Register via Reconciliation Australia's website to begin developing our next RAP. | March 2022 | Group Mgr People & Capability |







Contact details

Phone: 07 5541 2074

Email: info@hiways.com.au

hiways.com.au



**HIWAY
GROUP**



**HIWAY
STABILIZERS**



**WA
STABILISING**