



Reflect



October 2021-2022

Acknowledgement of Country

Symal acknowledges the Traditional Custodians of the land on which our offices are located, the Bunurong, Wadawurrung, Djab Wurrung, Yugambah, Wonnarua, Awabakal and Worimi peoples and recognise their continuing connection to land, sea and water. We pay respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We acknowledge Aboriginal and Torres Strait Islander peoples as Australia's First Peoples whose cultural practices continue today.

About our artwork



Local Aboriginal artist Shu Brown has created **Pathways to Empowerment**, the artwork for our Reflect RAP that represents Symal's values of building genuine and respectful partnerships.

It portrays the story of Symal and Wamarra, with the path through the centre depicting the journey to create a culturally safe business – the coming together of individuals from different communities from all over the country, with different lives, experiences, and skills to work and share their knowledge and culture.

Footsteps acknowledge personal growth and learning forming the path of our Aboriginal and Torres Strait Islander workers, taking the courage to step away from their communities, families, and countries to learn new skills, find their own story, walking in two worlds of country and culture, into a commercial working environment. Taking these first steps, making life altering decisions can be difficult. Meeting others who are on the same journey, have similar stories and share the same interests, the path is not so isolated.

Bright colours and circle patterns are indicative of the various communities people have travelled from – each area, each region and country are different and have their own story to tell. Some individuals are well connected by paths and lines connecting to the next, symbolising strength in culture and community. Others are not so connected and have many pathways with many patterns, symbolising the various custodial and cultural barriers that Aboriginal and Torres Strait Islander peoples are faced with in their lives, along with the concerns of their families and communities.

Building blocks with different designs, lengths and shapes represent the various skills people bring and learn along the way. A branched out tree shape shows how we are all connected to one another through friends, family, colleagues and professional development.

In the background are storylines from past and present, connecting us all to our culture, grounding us to our country. A mud map of country and the various significant places where we learn to speak, to listen, to teach and aspire to learn new things. Boomerangs on each branch represent returning – returning to community, returning to our homes with new skills, having the courage to challenge yourself, to face the mistakes made along the way, ensuring the journey and engagements are respectful, genuine and meaningful.

This image is a symbol representing Symal's values of Impactful, Dependable, Resourceful and Genuine. It represents the impact Symal and Wamarra have on individuals as a dependable source of training and development and the impact self-development has on individuals to become the dependable and reliable person for themselves, their families, and the organisation they work for. Being resourceful is a skill of all involved with the development and implementation of this RAP using our own contacts and connections from across this great land to make this business strong, culturally safe, genuine and meaningful.

About the artist

Shu Brown is a proud Adnyamathanha Man of the Flinders Ranges, South Australia. He has a passion for Aboriginal Art and sharing this through different mediums, services and products.

He is a father of 4 children and married to a teacher. Together they help organisations in all sectors, but particularly early childhood education, embed Indigenous Perspectives.



Artist: Shu Brown
Owner of Nunga Creations, artist and designer.



A message from our CEO, Nabeel Sadaka

Symal has always been a construction company that believes in driving positive change – not only for our clients, but for our communities, and of course, our people. Through clearly defined values and a shared culture, we're constantly working to create a supportive and inclusive environment that's as diverse as the communities we work in.

The decision to create Wamarra, an Aboriginal owned and operated civil contracting business, was born out of our determination to make a meaningful impact on the economic independence of Aboriginal and Torres Strait Islander peoples via long term, meaningful career opportunities.

Seeing firsthand the difference it's made to the lives of our Wamarra team, and their communities has been one of the most rewarding moments in my career. Recognising and valuing the ongoing contribution of Aboriginal and Torres Strait Islander peoples has also positively influenced us all at Symal and has improved engagement across the wider group. We are deeply grateful for the opportunity to learn from each other. Together, we're making a difference.

Implementing our Reflect Reconciliation Action Plan confirms our commitment to building genuine, long term and meaningful relationships with Aboriginal and Torres Strait Islander peoples and I am proud to lead Symal on our reconciliation journey.

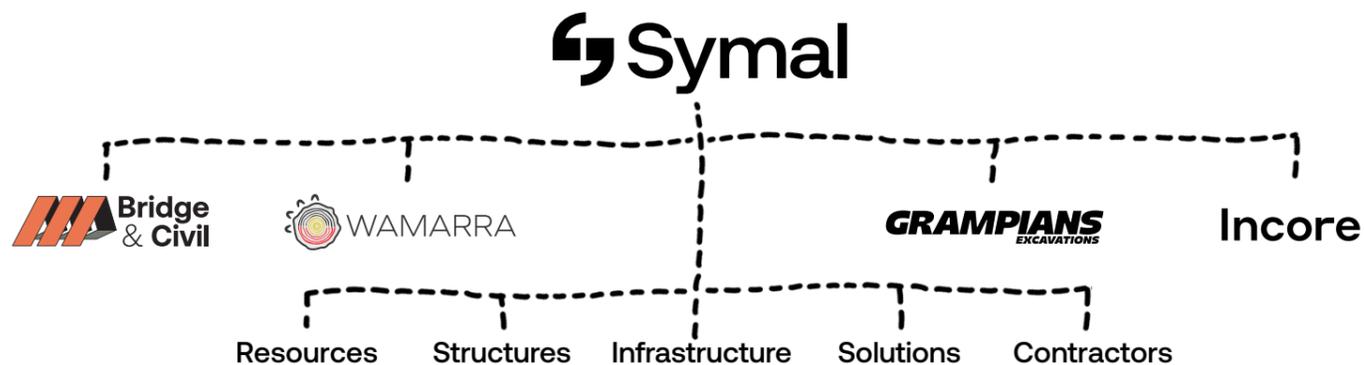
Our business

Symal is a privately Australian owned business that unites a group of highly experienced construction and property companies by a common goal. Together, we strive to find new ways of bringing ambitious visions to life to deliver exceptional results for our clients and partners.

Our integrated solution offers expertise in civil and building construction, plant hire, quarry operations, waste resource and recovery services and property development through our Infrastructure, Structures, Solutions and Contractors departments and companies, Wamarra, Grampians Excavations, Bridge and Civil, Waste Recovery and Resources and Incore Developments.

Symal employs over 700 people across the group Australia wide, including 11 Aboriginal employees and another 30 Aboriginal and Torres Strait Islander people directly employed fulltime by Wamarra.

We operate from our offices in Melbourne, Stawell and Geelong in Victoria, Newcastle and Rutherford in New South Wales and Sanctuary Cove in Queensland.



Symal's **Infrastructure** and **Contractors** teams self-perform civil construction work on some of Australia's most prominent projects. With a reputation for delivering quality infrastructure outcomes, we work across a diverse range of sectors including government, transport, energy and renewables, airports and defence.

Symal's **Structures** team engineer advanced building construction solutions with efficient and effective programming in the residential, commercial, health, education and industrial sectors.

Symal's **Solutions** team offers plant hire, logistics and contracting solutions for a diverse range of complex construction projects across New South Wales, Queensland and the Northern Territory.

Wamarra is a self-performing, Aboriginal owned and operated Victorian-based civil contractor, providing meaningful long-term economic independence and career opportunities for Aboriginal and Torres Strait Islander peoples and their communities living in Victoria. With an office based in Spotswood Victoria, they build quality construction projects while strengthening Aboriginal and Torres Strait Islander participation and engagement within the construction industry.

Grampians Excavations is a Stawell based company that has supported the civil construction industry for over 30 years, delivering bulk material transport, plant hire and gravel, granite and sand quarries. With garden mulches, aggregates, landscaping rocks and stones in stock they deliver small and/or large quantities locally and state-wide.

Bridge and Civil draws on experience spanning generations to deliver complex bridge and rail infrastructure projects at the heart of Australian communities. Operating out of Rutherford and Newcastle, NSW, our team has built over 100 bridges in live rail and road environments and delivered turn-key rail projects for over 30 years.

Symal's **Waste Recovery and Resources** is situated on a 90-acre facility in Avalon where construction waste is processed and transformed into reusable materials, creating greater efficiency and reducing landfill and waste from construction works.

Incore Developments is an innovative and agile property development business based in Spotswood Victoria that caters to diverse sectors of development. Our experience and reputation allow us to create quality developments across the commercial, residential, retail and industrial sectors.



Berwick Multi Level Carpark Infrastructure project
August 2021

Our values and purpose

We believe in fostering partnerships today to create a better tomorrow.

Determined to make a meaningful difference in the communities where we live and work, we lead the change we want to see. We're doers.

Because what we care most about is building long-lasting relationships, we're open and we listen – to our people, to our clients, to our partners.

Committed to creating a caring and positive work culture we focus on strategies for increasing diversity and inclusion, creating social change through the power of social procurement and the training and development of our people.

At the heart of what we believe in are our values. They inform our actions, guide our behaviours, and make us who we are. By reflecting our values in all we do, we set a benchmark for the industry and develop long term relationships built on trust, performance and mutual respect.



We're impactful.

We're doers and determined to make a meaningful difference for the better. It means we're not afraid to lead the charge and set the standard when it comes to processes and expertise.

Our action speaks for itself - we are at the helm of some of the most valuable projects in the industry and throughout Australia.

We're resourceful.

Innovation - it's something we use a lot in our industry. We imagine new ways to solve problems and realise our clients' vision and see every project as a chance to develop customised solutions, built around proven processes.

Across operations and construction projects, we lead from a position of insight, combining better business sensibility with exceptional value.

We're dependable.

We can be trusted to keep our promises. Our business is built on long-term, mutually beneficial relationships, with honesty and transparency at their core and effective delivery as standard.

Not one for standing still - our adaptability and agility are testament to our team's skills, working collaboratively and forming partnerships with clients.

We're genuine.

Core to the promise of care is safety. We have a positive safety culture across our entire workforce, and clearly outline the standards expected, helping our people minimise risk and stay safe. We hold a positive, inclusive and considerate attitude toward people, projects and our planet and proactively shape the right culture for our people.

Encore Structures project
March 2021

Our Reconciliation Action Plan

At Symal, we're embarking on our reconciliation journey with Aboriginal and Torres Strait Islander peoples by taking steps to formalise our commitment through the development and implementation of our first Reflect Reconciliation Action Plan (RAP) over the next year, championed by Symal CEO Nabeel Sadaka.

Our Reflect RAP lays the foundations and prepares our workplace for future RAPs and reconciliation initiatives, as well as guiding us to create a culturally respectful, inclusive, and safe workplace for all our people.

Driving change together is at the heart of everything we do at Symal. With six companies that make up the Symal group across Victoria, New South Wales and Queensland, we hope to inspire and make a meaningful difference by creating opportunities for sustainable employment and career development for Aboriginal and Torres Strait Islanders peoples and address the imbalance and underrepresentation in our industry in a relevant and respectful way.

Observing the impact of transient employment and lack of opportunities for Aboriginal and Torres Strait Islander workers in the construction industry, we launched our Aboriginal contracting business Wamarra in February 2020, led by Managing Director and proud Aboriginal man of the Wiradjuri Nation, Hayden Heta.

Wamarra's mandate is to provide meaningful and sustainable employment for Aboriginal and Torres Strait Islander peoples and create a culturally safe and inclusive environment for them to grow and thrive.

In Wamarra's first year, 23 Aboriginal people were employed to work on major infrastructure projects, with learning and development opportunities for career progression. We're proud that this number continues to grow with 30 Aboriginal and Torres Strait Islander people currently employed fulltime, providing meaningful long-term economic independence and career opportunities.

Long-term economic impact

A critical part of our reconciliation journey is to drive positive economic and social change throughout our supply chain.

Symal helps promote and build mutually beneficial relationships with Aboriginal and Torres Strait Islander owned businesses wherever possible, spending close to \$6.6mil or 5.26% across our group with Aboriginal and Torres Strait Islander subcontractors and suppliers over the last year – over and above the construction sector social procurement targets of 1 – 2%.

As a Supply Nation Certified Supplier, Wamarra is part of an exciting network transforming Australia's Aboriginal and Torres Strait Islander business sector. In turn, Wamarra has spent \$1mil through other Aboriginal and Torres Strait Islander businesses and social enterprises since launching over one year ago.



Hayden Heta
Wamarra Managing Director and
member of Symal RAP working group



Wamarra team
June 2020

Raising cultural awareness

Building genuine relationships and developing a greater understanding of Aboriginal and Torres Strait Islander cultures and peoples is at the heart of our approach in implementing our RAP and drives our decisions.

Working closely with Wamarra has created learning opportunities for Symal's non-Indigenous people, raising cultural awareness and increasing inclusion initiatives.

To facilitate our learning and embed understanding, Symal has engaged Indigenous Cultural Connections to deliver cultural awareness training across our businesses. Facilitated by Yorta Yorta woman Seona James, the interactive workshop provides an in-depth understanding of Aboriginal histories and cultures. We investigate Aboriginal cultural practices and discuss ways to incorporate them into our working environment.

Sixty-two of our people, including senior leaders and executives have already completed the cultural learning, with more sessions booked to roll this training out to the wider group for the remainder of 2021-22.



Symal RAP working group

Our goal is to work together to implement our RAP across the group and engage as many people as possible on our journey. Our RAP will support our efforts to create positive engagement with Aboriginal and Torres Strait Islander communities and to develop cultural awareness and understanding amongst our people at Symal.

We acknowledge that we have a long journey ahead to achieve our goal of reconciliation and that considerable changes to our policies and processes still need to be made.

Our RAP Working Group will oversee and drive the actions of the Symal Reflect RAP, confident of the support of the organisation in achieving its stated outcomes.

Symal RAP Working Group members:



Hayden Heta
Managing Director
Wamarra, Wiradjuri Nation



Lorraine Reilly
Human Resources Manager
Symal



Angela Cilia
Executive Manager Corporate Services
Symal



Matthew Bell
Procurement Manager
Symal



Rex Cover
Senior Project Engineer
Symal



Damien Gatt
Construction Manager
Symal



David Caserta
General Manager
Grampians Excavations



Cameron Healy
Director
Symal Contractors



Daniel Ross
Team Leader
Wamarra, Wurundjeri Nation



Joelle Fradd
Office Manager
Symal, Gurindji Nation



Our partnerships and current activities

Along with our strategies to increase employment and procurement outcomes across our projects, we've invested in the learning and development of all our people.

Developing a unique and tailored development program internally in consultation with Wamarra's Managing Director Hayden Heta, organisational development consultant June Parker and Symal's human resources and operations teams, our 'Bulabul' program builds leadership capabilities and develops competencies for Wamarra's Aboriginal and Torres Strait Islander team.

Launched in June 2020, Bulabul - a Wiradjuri word meaning 'acting together', is designed to develop skills and competencies as a mentor and future leader within the Wamarra business.

The program consists of four training workshops over an 18-month period and is complemented by technical training. The interactive training workshops are conducted in groups at Symal's yard facility in Spotswood and is delivered in a safe environment with a focus on fun and experiential learning. Resource information is provided to all participants, with relevant case studies and role plays. Each session is followed by action learning back on-site.

The first session held in September 2020 for all of Wamarra's 16 Aboriginal site-based workers at the time, focused on mentoring and coaching, providing and receiving feedback and having difficult conversations. The feedback from this session that aimed to develop skills in communication, critical thinking, teamwork, presentation, confidence, intercultural competency, was overwhelmingly positive, with many of the attendees not having received this type of training before.

Over the remainder of 2021 and 2022, another three sessions are planned, focussing on the skills of HSEQ, managing finances, building confidence, teamwork, and leadership.

Wamarra also conducts on the job training and development designed to create practical, individualised learning opportunities for its site-based team.

These programs increase the capability and consistency of its workforce, offering clear and meaningful career pathways within the construction industry for Aboriginal and Torres Strait Islander peoples.

Many of Symal's Aboriginal employees have also had the opportunity to learn and develop new skills on the job through coaching and mentorships.

Providing opportunities for our non-Indigenous people to learn more about Aboriginal and Torres Strait Islander histories and cultures is an important role of our RAP Working Group.

In recognition of this year's National Reconciliation Week, Hayden organised a special tour to explore two culturally significant Aboriginal sites along the banks of the Yarra River and the highly sacred Bolin Bolin Billabong wetlands trail in Bulleen, Victoria, open to all Symal and Wamarra teams.

Guiding the tour, Wurundjeri man and Wamarra employee, Daniel Ross shared a unique and authentic insight into the living context and legacy of the world's oldest continuous living cultures.

This is just one example of the activities we've organised internally to create experiences some of us would not normally have the opportunity to be a part of. On our journey, we've enjoyed many other occasions to come together and celebrate Aboriginal and Torres Strait Islander cultures.

November 2019
Cultural Awareness Training commences. Continues March-June 2021.

February 2020
Establish Aboriginal owned and operated civil contracting business Wamarra.



Wamarra launch celebration with Welcome to Country and Smoking Ceremony by Traditional Owner Uncle Shane Edwards of the Bunurong Nation Feb 2020

June 2020



Created Bulabul training program for Wamarra's on site team.

Wamarra Sponsored Roads Australia industry Luncheon with The Hon Tim Pallas MP, speaking on Victoria's Big Build infrastructure program and the Government's commitment to its investment pipeline as a driver of economic recovery.

May 2021



Acknowledging National Reconciliation Week, our team visited two culturally significant Aboriginal sites led by Wamarra's Hayden Heta and Daniel Ross. Our tour included a guided walk through the secluded bushland along the northern banks of the Yarra River, visiting a traditional gathering place for tens of thousands of years, ceremonial ground, and scarred trees to commemorate the families that comprise Wurundjeri. We also visited the Bolin Bolin Billabong wetlands trail in Bulleen where we learned the importance of maintaining cultural practises through a scarred red gum tree, removing bark to produce a traditional bark canoe.

August 2021

Sponsored the Casey Netball Association to assist in developing a pathways program to enhance Aboriginal participation within their association.

December 2019



Engage Wiradjuri artist Darren Wighton to produce artwork for Wamarra branding December 2019 - February 2020. The artwork shows the relationship between Wamarra and its partners, clients and communities - creating meaningful and sustainable opportunities for Aboriginal peoples. The visual symbols used in the Wamarra artwork express the story of people coming together to create a community that respects and acknowledges who we are and the journey we are on. The Wamarra story gives us a deeper understanding of Aboriginal peoples, cultures and aspirations.

November 2020



Internal NAIDOC week celebration with catering from nearby, Torres Strait Islander owned and run business Mabu Mabu, speeches from Wamarra team, Hayden, Daniel and Dane, as well as our CEO Nabeel on the importance of reflecting on our relationship with Aboriginal and Torres Strait Islander peoples and to acknowledge the richness and diversity of their cultures and histories.

Commitment to develop a Reconciliation Action Plan.

February 2021

Sponsorship of the Albury Wodonga Indigenous Fishing Competition.

March 2021

Celebration of Wamarra's one year anniversary.

June 2021

Sponsored Williamstown Football Club Indigenous round.

July 2021



Wamarra hosted a Kup Murri for all Symal people and their families in celebration of NAIDOC week. We celebrated together with a Welcome to Country and Smoking Ceremony by Traditional Owners of Waddawurrung Country, along with a performance by Aboriginal dance group, Koori Youth Will Shake Spears.

Let's get active.

Relationships

Symal is committed to building strong, mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, laying the foundation of our reconciliation journey.

We believe that by bringing people together we can have a greater impact on change.

Action	Deliverable	Timeline	Responsibility
1	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Oct 2021 Wamarra Managing Director
		Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nov 2021 Wamarra Managing Director
2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2022 Marketing and Communications Manager
		RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2022 Office 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, 2022 Executive Manager Corporate Services
3	Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Oct 2021 Marketing and Communications Manager
		Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Feb 2022 Construction Manager – Structures
		Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Feb 2022 Construction Manager – Structures
4	Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Mar 2022 Human Resources Manager
		Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Mar 2022 Human Resources Manager

Respect

Increasing our understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning leads to a greater and deep respect.

Action	Deliverable	Timeline	Responsibility
1	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a formal cultural learning strategy within our organisation for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Jan 2022 Human Resources Manager
		Conduct a review of cultural learning needs within our organisation.	Jan 2022 Human Resources Manager
2	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.	Apr 2022 Wamarra Team Leader
		Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2022 Wamarra Managing Director
		Encourage staff to include an Acknowledgement of Country at the commencement of formal meeting and events by the end of 2021.	Dec 2021 CEO
3	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.	June 2022 Marketing and Communications Manager
		Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022 Marketing and Communications Manager
4	Build a culturally safe space for Aboriginal and Torres Strait Islander stakeholders.	RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2022 Office Manager
		Ensure there is a clearly visible Acknowledgement of Country in the reception area at all sites	Jan 2022 Office Manager
		Display Aboriginal and Torres Strait Islander Artwork and flags at the reception and throughout offices by the end of 2021	Dec 2021 Office Manager

Let's get active.

Opportunities

It is our goal to become an employer of choice for Aboriginal and Torres Strait Islander peoples by creating a safe and supportive environment with genuine career development opportunities.

We are also committed to having an impact on social and economic outcomes for Aboriginal and Torres Strait Islander peoples by exploring all opportunities within our supply chain.

Action	Deliverable	Timeline	Responsibility
1	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.	Jan 2022 Human Resources Manager
		Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Feb 2022 Human Resources Manager
2	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.	Mar 2022 Procurement Manager
		Maintain Supply Nation membership.	Mar 2022 Procurement Manager

Governance

Action	Deliverable	Timeline	Responsibility
1	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	April 2022 Wamarra Managing Director
		Draft a Terms of Reference for the RWG.	Oct 2021 Marketing and Communications Manager
		Maintain Aboriginal and Torres Strait Islander representation on the RWG.	April 2022 Wamarra Managing Director
2	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Oct 2021 Executive Manager Corporate Services
		Engage senior leaders in the delivery of RAP commitments.	Nov 2021 Executive Manager Corporate Services
		Define appropriate systems and capability to track, measure and report on RAP commitments.	Nov 2021 Executive Manager Corporate Services
3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept 2022 HSEQ Manager
4	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2022 Wamarra Managing Director



“Driving change.”

**Building.
Better.
Together.**

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