



# Innovate Reconciliation Action Plan

September 2021 – September 2023



RECONCILIATION  
ACTION PLAN

INNOVATE  
INTERMAIN

We acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging. Intermain is committed to Building, valuing and promoting diversity and inclusiveness.

Artwork by Dennis Golding  
Gamilaraay / Kamilaroi artist living and working on Gadigal land



## Message from Reconciliation Australia

Reconciliation Australia commends Intermain on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Intermain to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Intermain will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises

not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Intermain is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Intermain's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Intermain on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



*Our RAP reinforces our long-term commitment to diversity within our organisation and community. As a leading Australian employer and proud advocate of Australian manufacturing, we have a responsibility to encourage and celebrate diversity. However, we also recognise there is more to be done.*

*We will take a proactive approach towards educating our workforce and community, respecting, improving relationships and opportunities with Aboriginal and Torres Strait Islander peoples, whilst continuing to foster a culture of acceptance and a workplace inclusive of all.*

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**Andrew Johnson**  
CEO/Managing Director

## Intermain vision for Reconciliation

Intermain's vision for reconciliation is that our workplace, along with the broader construction industry embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians. We vision a workplace and supply chain that is inclusive and celebrates a richly diverse and proud culture.

Our mission is to operate as an equal opportunities' employer for all Aboriginal and Torres Strait Islander peoples and other Australians. We endeavour to ensure that Aboriginal and Torres Strait Islander peoples feel welcome and are included in our business, whether that be in the capacity as an employee or part of our extended network of stakeholders. Overall, Intermain is striving to operate on a higher level to ensure First Nations employees feel welcome and that we are a culturally safe organisation.

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*We know there is still much work to do, but we're proudly committed to the journey of healing and reconciliation.*

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OPPORTUNITIES



RELATIONSHIPS



REPORT



RESPECT



# About Intermain

*We're on a mission to become one of the most ethically and socially responsible builders in the industry. We have identified four key areas of focus to cultivate a more responsible and conscious output to deliver positive results for our society, environment and economy. These pillars are ingrained into our culture, to lay the foundation for a better tomorrow. This journey highlights progress, not perfection.*



**Culturally connected**  
We work with Supply Nation to support Indigenous Communities.



**Sustainable solutions**  
We partner with sustainable businesses to consciously up cycle, recycle & reduce waste.



**Australian made & owned**  
We are committed to working with local suppliers. Intermain are Australian owned & operated by our shareholders.



**Community minded**  
We are passionate about supporting local businesses & organisations.

Intermain, established in 2001, is one of Australia's leading companies providing refurbishment, fitout and manufacturing services. We deliver thoughtfully considered sustainable environments for a wide range of sectors, from commercial to industrial, government and education.

For the past 20 years, Intermain's journey has been paved by a diverse and dedicated team of 150 construction professionals. We have teams on the ground in NSW, QLD, VIC, ACT, and SA, who engage with industry consultants, suppliers, and subcontractors to deliver projects across a wide range of sectors.

We understand that having a broad geographical reach creates strong

economic and social ties with our local communities. Hence our business strategy is centred on being a conscious business, guided by social, environmentally sustainable, and ethical practices. It is currently unknown how many Aboriginal and Torres Strait Islander peoples we engage; however, our goal is that inclusion and diversity are at the forefront of our business.

Intermain's team, united by hard work, consistent delivery, and a culture of collaboration and integrity, has enabled us to deliver projects nationally for clients such as BlueScope Steel, Centuria, Goodman, Microsoft, and Coca-Cola Amatil.



**Our role as an ally means working alongside Aboriginal and Torres Strait Islander peoples, ensuring we have a richly diverse supply chain and workforce.**

# Our Reconciliation Action Plan

Intermain is committed to making a positive social impact; this includes working towards a reconciled and equitable Australia. We aim to achieve this by supporting meaningful and sustainable social, economic and environmental outcomes and driving our business strategy towards an inclusive, equal

and equitable organisation—this why we are strengthening our Reconciliation Action Plan. We believe working with Traditional Custodians to create better pathways for education, training, employment and opportunities associated with our projects will help achieve reconciliation.

1. Race Relations
2. Unity
3. Historical Acceptance
4. Institutional Integrity
5. Equality and Equity

Intermain's initial steps of our reconciliation journey were focused on the celebration and education of Aboriginal and Torres Strait Islander histories and cultures, in addition to building relationships with communities and organisations.

Along with success, there have been challenges and opportunities for learning along our reconciliation journey. To rectify our hurdles, we consulted with Yarn'n Employment services and found Intermain would benefit significantly from constant Cultural Awareness training, better induction procedures and mentoring.



WILLING CONSULTANCY | CULTURAL AWARENESS TRAINING

## KEY ACHIEVEMENTS IN OUR RAP JOURNEY INCLUDE:

- The ongoing relationship with Supply Nation, who have connected us with Aboriginal and Torres Strait Islander businesses.
- Conducting cultural awareness training for the Intermain Joinery with the Willing Consultancy.
- Improving our position statement and policy for Diversity and Inclusion within Intermain.
- Successfully working with Aboriginal and Torres Strait Islander partners to strengthen career paths into construction. We partnered with Yarn'n Aboriginal Employment Services employing three self-identified Aboriginal people.
- We are working with Western Sydney University to provide financial support to Aboriginal and Torres Strait Islander students.
- Circulating communications internally and externally to celebrate NRW and NAIDOC Week
- The Leadership team regularly attend Property Council Diversity Series focused on Aboriginal and Torres Strait Islander initiatives within the property industry.



MEMBERS OF OUR RAPWG | ATTENDING 2021  
PROPERTY COUNCIL RECONCILIATION SERIES

## Intermain Reconciliation Action Plan Working Group

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In line with our learnings, we discovered, for meaningful change to occur in our business, we need employees from all levels to be engaged. Our RAP Working Group (RAPWG) comprises employees and leaders from across Intermain who are passionate about reconciliation.

Our group also includes an identified member from the Bundjalung Country. National Construction Director Jason Sultana and Marketing Manager Ashleigh Tighe are championing our Reconciliation Action Plan internally as Co-chairs.'

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*Intermain is working with South Cares who is an independent not-for-profit public benevolent institution established to support the local community and address social need across the South Sydney region. As part of our work together, South Cares connected us with Willing Consultancy, an Aboriginal owned and operated firm built on dedication and commitment. They facilitated and delivered cultural awareness training to our workplace.*

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### Meet the Team

**Jason Sultana**  
National Construction Director – Co-chair

**Ashleigh Tighe**  
Marketing Manager - Co-chair

**Belinda Green**  
Chief Operating Officer

**George Kallimanis**  
Estimating Manager

**Edy Bianco**  
BMS/WHS Manager

**Anna Vourakis**  
Learning and Development Manager

**Elizabeth Kirkland**  
Creative Director

**Devon Mulligan**  
Designer

**Edwina Mathews**  
Bids and Strategy Director

**James Hollonds**  
Project Director QLD

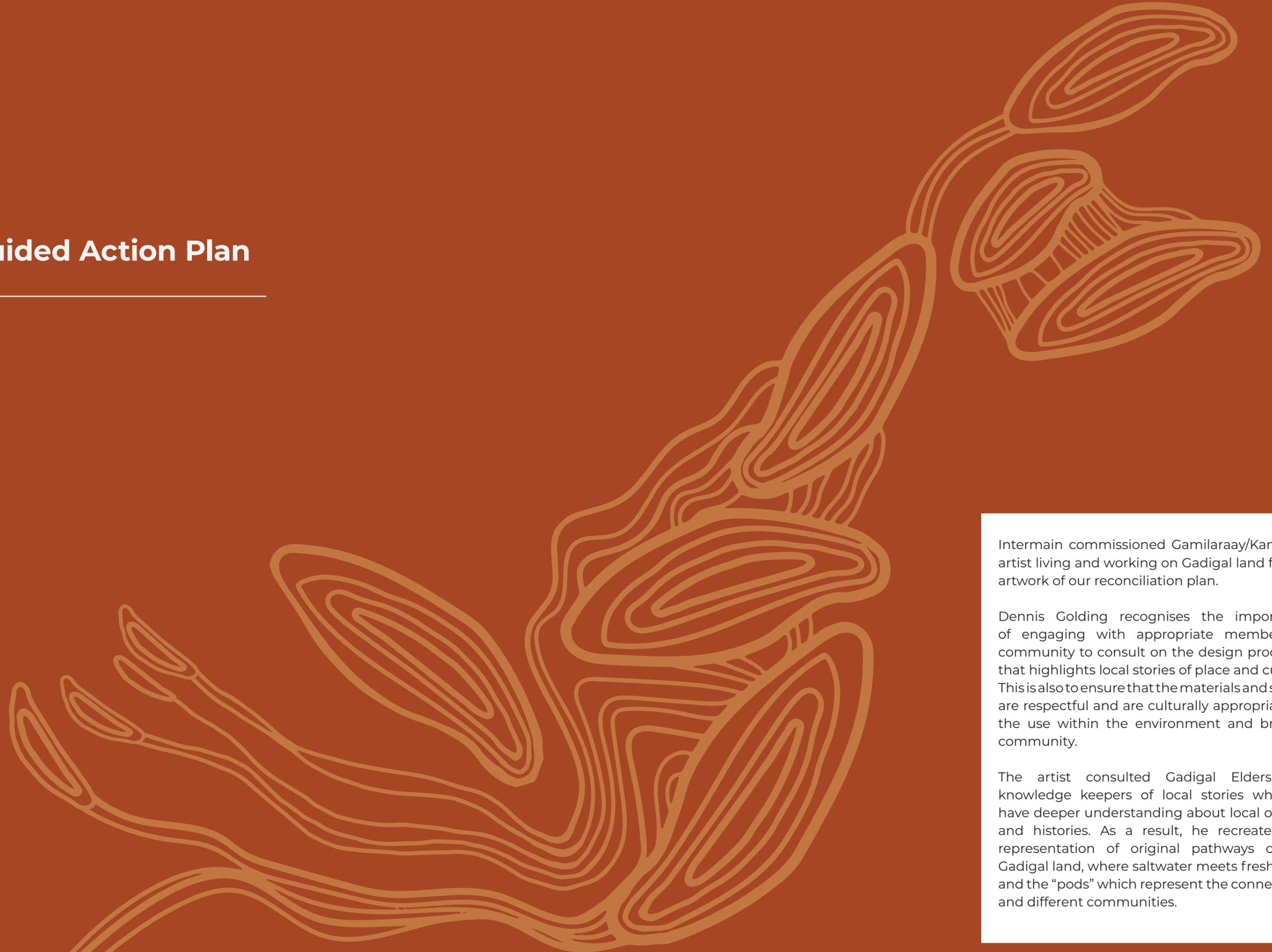
**Anthony Battaglia**  
Project Director SA

**Kirstie Latham**  
Business Development Manager VIC

**Luka Kaleb**  
Project Assistant ACT

## Guided Action Plan

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Intermain commissioned Gamilaraay/Kamilaroi artist living and working on Gadigal land for the artwork of our reconciliation plan.

Dennis Golding recognises the importance of engaging with appropriate members of community to consult on the design processes that highlights local stories of place and culture. This is also to ensure that the materials and stories are respectful and are culturally appropriate for the use within the environment and broader community.

The artist consulted Gadigal Elders and knowledge keepers of local stories who will have deeper understanding about local objects and histories. As a result, he recreated the representation of original pathways of the Gadigal land, where saltwater meets freshwater and the “pods” which represent the connections and different communities.

# Relationships

## FOCUS AREA:

Developing strong, meaningful relationships with Aboriginal and Torres Strait Islander communities



Intermain recognises our society, economy, and community benefits of working with Aboriginal and Torres Strait Islander peoples to achieve reconciliation.

Intermain will continue to create new relationships and deepen existing relationships with Aboriginal and Torres Strait Islander peoples to ensure they are included and represented in our workspace and the broader community.

Community is at the heart of our strategy, underpinning our priorities – promoting cultural connection, and being community-minded. To support these priorities, we aim to build strong, reciprocal and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and communities.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2021	Marketing Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2021	Marketing Manager
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June 2022 2023	Marketing Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2022 2023	<b>Lead:</b> Marketing Manager <b>Support:</b> All RAPWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2022 2023	National Construction Director
	Organise at least one NRW event each year.	May 2022 2023	Marketing Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022 2023	Marketing Manager
Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	September 2021 2022	Construction Director Chief Operating Officer
	Communicate our commitment to reconciliation publicly.	September 2021 2022	Marketing Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2021	Marketing Manager
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	November 2021	Business Development Manager
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2022	Chief Operating Officer Work Health Safety Manager
	Host a screening of the Final Quarter for all staff and facilitate a discussion following the film utilizing the associated resources	July 2022	Marketing Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	May 2022 2023	Work Health Safety Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2022	Work Health Safety Manager Learning and Development Manager
	Educate senior leaders on the effects of racism.	July 2022	National Construction Director Learning and Development Manager

# Respect

## FOCUS AREA:

Education: Intermain employees to undergo cultural awareness training to develop an understanding and appreciation for Aboriginal and Torres Strait cultures.



Intermain deeply respects the rich connection and heritage Aboriginal and Torres Strait Islander peoples' have with traditional Country and aim to improve our awareness to strengthen our understanding and respect. Respecting the significance of cultural identity, including learning more about Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories, rights and languages — and celebrating these — is critical. We aim to achieve supporting everyone in Australia to strive for a higher level of respect, understanding and celebration.

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	September 2021 2022	Learning and Development Manager
	Investigate local cultural immersion opportunities for staff in each of our locations	October 2021	Business Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	October 2021 2022	Learning and Development Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	March 2022	Marketing Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2022	Business Development Manager
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2022	Learning and Development Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2022	Marketing Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2022 2023	Marketing Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2021	Business Development Manager
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	July 2022 2023	Marketing Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2022	Chief Operating Officer Work Health Safety Manager
	Promote and encourage participation in external NAIDOC events to all staff.	July 2022	Marketing Manager

# Opportunities

**FOCUS AREA:**

Attract and develop Aboriginal and Torres Strait Islander professionals and operate a diverse supply chain.

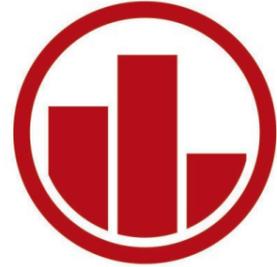


We recognise that having people with diverse skills and experiences – and who come from a range of backgrounds – help create a healthy culture that reflects the community we work in. We recognise that our connections and partnerships with Aboriginal and Torres Strait Islander peoples, organisations and communities are part of our strengths and help enrich us and our work. We aim to create more opportunities for Aboriginal and Torres Strait Islander peoples to participate in Intermain's workplace, projects and supply chain.

We aim to seek out inclusive and diverse opportunities within our supply chain by driving procurement with Aboriginal and Torres Strait Island businesses. Intermain will work with Aboriginal and Torres Strait Island consultants to ensure we provide equal opportunities and the right environment to nurture personal and professional development.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing support for Aboriginal and Torres Strait Islander career pathways	Partner with local universities to support Aboriginal and Torres Strait Island education programmes and ongoing support.	September 2021 2022	Business Development Manager Marketing Manager
	Develop and implement an Aboriginal and Torres Strait Islander apprenticeship programme.	July 2022	National Construction Director Chief Operating Officer
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2022 2023	National Construction Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2021 2022	National Construction Director
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2022 2023	National Construction Director Chief Operating Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2022	Marketing Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2022	National Construction Director Chief Operating Officer
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	July 2022	National Construction Director Chief Operating Officer
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2022	Estimating Manager
	Maintain our Supply Nation membership.	September 2021	Marketing Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2021	Marketing Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2022	Estimating Manager Work Health Safety Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2022	Business Development Manager

# Governance



Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2021 2022	Marketing Manager
	Establish and apply a Terms of Reference for the RWG.	September 2021	Chief Operating Officer
	Meet at least four times per year to drive and monitor RAP implementation.	September, October, December 2021  January, April, July, October 2022  January, April, July, October 2023	Lead: Marketing Manager Support: All RAPWG

Action	Deliverable	Timeline	Responsibility
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	September 2021	Marketing Manager Executive Assistant
	Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2021 2022	Chief Operating Officer National Construction Director Executive Assistant
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2021	Work Health Safety Manager
	Appoint and maintain an internal RAP Champion from senior management.	September 2021	National Construction Director
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021 2022	Executive Assistant
	Report RAP progress to all staff and senior leaders quarterly.	October 2021  January, April, July, October 2022  January, April, July, October 2023	Marketing Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2021 2022	Marketing Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Marketing Manager
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	Marketing Manager

## CONTACT DETAILS

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