



Indigenous Employment Participation Policy

Purpose & Scope: Engineering Building & Infrastructure Pty Ltd (EB&I) is an engineering and construction firm working on projects such as educational facilities, commercial buildings, residential developments and transport infrastructure. This policy applies to all EB&I operations and projects. Its purpose is to guide how we recruit, train and retain Aboriginal and Torres Strait Islander employees, and to ensure our workforce reflects and benefits the communities in which we work. We recognize that diverse, inclusive workplaces unlock new perspectives, creativity and more sustainable outcomes. Our policy aligns with national objectives: for example, the Closing the Gap targets aim to raise Indigenous employment to 62% by 2031. By improving Indigenous participation in our workforce, EBNI contributes to community development and national economic goals.

Statement of Intent: EBNI is committed to creating an inclusive workplace where Aboriginal and Torres Strait Islander peoples can thrive. We view this as a “**special measure**” to promote equality of opportunity for a disadvantaged group. Our intent is to actively **recruit, develop and support** Indigenous employees by breaking down barriers and providing equal access to jobs and career advancement. Specifically, we will:

- **Support skill development and aspirations:** Encourage Indigenous jobseekers to pursue training, apprenticeships and higher education without discrimination, helping them to develop skills and achieve their career goals.
- **Provide employment pathways:** Offer ongoing employment and career progression to Indigenous candidates who successfully complete our training or recruitment programs. Whenever possible, we will convert trainee and apprenticeship positions into permanent roles.
- **Invest in education and training:** Facilitate continuous learning by providing accredited training, mentoring and professional development opportunities tailored to Indigenous employees. This reflects the understanding that empowering Indigenous people through training is key to workforce participation.

These commitments reflect best practice and national guidance. For example, the Northern Australia Infrastructure Facility (NAIF) requires projects to set Indigenous participation and employment objectives reflecting the local population, turning “good intentions into a clear, culturally appropriate, locally contextual plan with tangible commitments”. Similarly, government recruitment guides note that Aboriginal and Torres Strait Islander peoples bring valuable knowledge, resilience and cultural competence to workplaces, and that inclusive environments “unlock new perspectives and ways of solving problems”. In line with these principles, EB&I will ensure our employment measures are implemented in good faith and designed to improve Indigenous Australians’ employment outcomes.

Objectives and Key Actions

- **Policy communication:** We will communicate this policy, and our commitment to Indigenous employment, to all EB&I employees, subcontractors and suppliers. Managers and HR staff will be trained on these goals. As noted by the Australian Public Service, every agency should “look for opportunities... to employ more [Aboriginal and Torres Strait Islander] people in all occupations,

levels and locations”. EBNI will similarly seek to embed these objectives in all work areas.

- **Cultural competence and awareness:** All employees will receive culturally appropriate induction and ongoing training. This will include Aboriginal and Torres Strait Islander history, culture and communication styles, and practical guidance on creating a culturally safe workplace. For example, Business Queensland advises providing cultural awareness training and fostering connections with local First Nations communities and Elders. EBNI will incorporate such training, so that all staff understand how to work respectfully and effectively with Indigenous colleagues (e.g. understanding the importance of two-way communication, appropriate use of language, respect for cultural practices, etc.). As one government guide puts it, we must strengthen our workforce’s cultural skills so we can “perform duties in a culturally informed way”.
- **Mentoring and support:** EBNI will establish mentoring or buddy programs for Indigenous employees. Indigenous staff will be paired with experienced mentors (who may be supervisors or senior peers) to support career planning and on-the-job learning. We will schedule regular one-on-one check-ins and provide honest, culturally sensitive feedback, as part of building trusting relationships. Our aim is to retain Indigenous talent by actively supporting their growth; as one expert advises, it is not enough to recruit Indigenous employees – employers must also create leadership opportunities and nurture their careers.
- **Community engagement and partnerships:** For each project, EBNI will liaise with local Aboriginal and Torres Strait Islander communities and organizations. We will engage community leaders, elders and Indigenous businesses in planning discussions to identify employment and training opportunities. Human rights guidelines stress that employers should consult local Indigenous communities “wherever possible” when designing recruitment strategies. By involving communities from the start, we ensure our efforts meet local needs and gain community support. We will also partner with Indigenous employment services, local Jobactive providers, Registered Training Organisations (RTOs) and schools to source candidates and develop pre-employment or traineeship programs. For example, when NAIF funds projects, proponents are expected to partner with Indigenous groups and provide training so that Indigenous people can become “a key part of the workforce”. EBNI will follow this approach by designing or co-funding accredited training programs aligned to project roles, especially in regions with strong Indigenous populations.
- **Setting targets and planning:** When tendering for contracts (especially government infrastructure projects), we will develop Indigenous Participation Plans (IPPs) or Employment Plans as required. These plans will detail specific targets and actions. In Western Australia, for instance, large construction contracts mandate 3–4% Aboriginal employment or procurement engagement. EB&I will proactively set and track similar targets for Indigenous workforce participation (adjusted to project size and location). We will transparently report progress against these targets (e.g. inclusion in contract reports or company publications), as recommended by experts. Regular measurement and disclosure helps maintain accountability and demonstrates our commitment.
- **Creating employment pathways:** We will expand Indigenous recruitment channels (e.g. advertising in Aboriginal media, attending community job fairs and working with Aboriginal employment services). On projects we will create entry-level opportunities such as cadetships, traineeships and apprenticeships specifically aimed at Indigenous candidates. This may include hands-on traineeships in construction trades or engineering support roles, with clear upskilling pathways. Successful completion of these programs will be rewarded with transitions into permanent positions where possible. By building these pipelines, we address employment barriers. This echoes industry best practice: NAIF notes that Indigenous people can drive regional development “by providing equitable and sustainable development opportunities” through training and inclusion in

supply chains. EBNI will similarly strive to include Indigenous businesses and suppliers in project procurement when feasible.

- **Culturally safe workplace and anti-discrimination:** EBNI is committed to a work environment that is respectful and free of racism or bias. We will treat any instances of racial harassment or discrimination as a serious safety issue, in line with guidance that racism “be treated as... a very serious and reprimandable safety issue” in the workplace. All staff will be trained on anti-discrimination policies and the importance of cultural respect. We will also make Indigenous employees aware of supportive services (such as Employee Assistance Programs or Indigenous professional networks), recognizing that First Nations peoples may face unique challenges like grief or trauma. By proactively fostering respect and understanding, we create a space where Indigenous colleagues feel valued and safe.
- **Monitoring, review and continuous improvement:** The HR department will monitor our Indigenous employment figures and program outcomes. We will periodically review the effectiveness of our initiatives, consulting Indigenous staff and community representatives for feedback. The Human Rights Commission recommends building in periodic reviews to ensure targeted programs remain appropriate and effective. If goals are met or if circumstances change, we will adjust our targets and methods accordingly. Regular evaluation ensures EBNI’s efforts evolve based on experience and community input, helping us refine our approach over time.

Accountability: Senior management endorses this policy and allocates resources for its implementation. Project managers are responsible for embedding Indigenous participation targets in their project plans. All employees share responsibility for upholding the policy’s principles. EBNI will communicate progress through internal reports and may include Indigenous employment metrics in our annual report. By tracking outcomes, we ensure transparency and continual commitment.

In summary, Engineering Building & Infrastructure is dedicated to contributing positively to Aboriginal and Torres Strait Islander communities through employment. We will proactively create pathways into our workforce, build culturally safe workplaces, and work in partnership with Indigenous stakeholders. These efforts not only meet our social responsibilities but also enhance our business – as multiple studies show, greater workforce diversity boosts innovation and performance. In doing so, EBNI helps close the gap on Indigenous employment and stands alongside national efforts for reconciliation and shared prosperity.

This policy will be reviewed at least annually or whenever there is a significant change in our operations or legal requirements. Any updates will be approved by the Board. The next review date 11/07/2026.