

STRETCH



Reconciliation Action Plan

June 2025 to June 2028

THE ROAD TO JOBS AND BUSINESS OPPORTUNITIES



Acknowledgement

Main Roads acknowledge the Traditional Custodians throughout Western Australia and their continuing connection to the land, waters, and community. We pay our respects to all members of the Aboriginal and Torres Strait Islander Communities and their cultures; and to Elders past and present.

About the Artwork and Graphics

The artwork on the cover of this document is part of a collective art-piece completed by Main Roads Metropolitan staff during Cultural Training delivered by Sister Kate's Home Kids Aboriginal Corporation (SKHKAC).

Design elements used throughout this document were designed by Mel Spillman (Woods), founder of Maarakool Art. Mel was born in Gubbi Gubbi Country in Queensland and moved to Whadjuk Country at the age of 10.

The Milestone graphic was designed by Justine Kinney, Founder of Cultural Creative Agency (CCA). Justine is a Yawaru woman from Broome Western Australia. Main Roads is honoured to work with a 100% Aboriginal owned and operated business which is a certified Supply Nation provider.

Consultation

After the success of our Innovate RAP, we are excited to take the next step in our reconciliation journey with the development of our Stretch RAP led by the Human Resources Aboriginal Employment and Diversity Advisor informed by extensive consultation and input on actions over several months with:

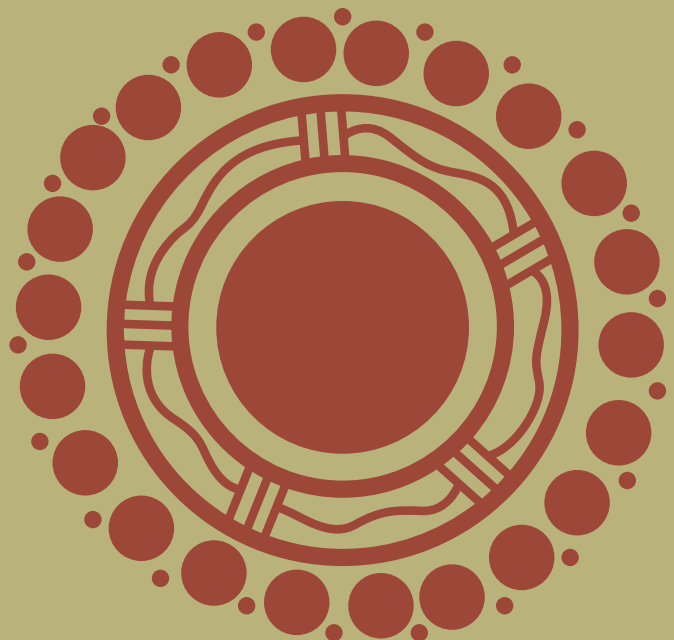
- Transport Portfolio Working Group for Aboriginal Employment and Training
- Aboriginal and Torres Strait Islander Diversity and Equity Reference Group
- Transport Portfolio – Aboriginal Business and Employment Advisory Group

Aboriginal community members have been consulted, and staff had the opportunity to share their thoughts and provide input into the Stretch RAP. Main Roads reference groups are acknowledged for reviewing drafts and providing feedback, which has given staff opportunities to share information and collaborate. It also enables us to reflect on our reconciliation journey, what we have achieved and what more we want to do. The Stretch RAP has been endorsed by the Main Roads Corporate Executive and Reconciliation Australia.



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Message from the Commissioner of Main Roads



I am pleased to present our Stretch Reconciliation Action Plan (RAP). This is our fourth RAP built on the pillars of Relationships, Respect and Opportunities. We have been working hard over the last few years to further understand the challenges faced by Aboriginal and Torres Strait Islander peoples and businesses to enable us to provide better, more sustainable employment and business economic participation opportunities that will lead to positive outcomes.

We recognise that many Aboriginal and Torres Strait Islander peoples experience vast differences in health, education, employment, and standards of living compared to many in our community. Our aim through this RAP is to create greater engagement opportunities with Aboriginal communities, forge stronger working relationships that are mutually beneficial and to work together to build on and create new networks to achieve our objectives.

Aligned to Stretch RAP outcomes Main Roads has developed initiatives, and established a very strong approach towards advancing reconciliation internally and within our sphere of influence. We are implementing longer-term strategies, and setting defined measurable targets and goals to embed reconciliation initiatives into business strategies to become 'business as usual'. In our Plan, we have identified the actions and initiatives that we have committed to implementing over the next three years guided by these objectives drawn from our Aboriginal Engagement and Participation Policy:

- Respectfully engaging with Aboriginal and Torres Strait Islander peoples and businesses.
- Working alongside our local communities to identify and develop employment and business opportunities for Aboriginal and Torres Strait Islander peoples.
- Consulting with local Aboriginal and Torres Strait Islander people and communities impacted by our projects and involve them in our decision-making processes.
- Acknowledging and celebrating Aboriginal and Torres Strait Islander peoples, cultures, and traditions.

I would like to acknowledge the support provided by our Transport Portfolio Aboriginal Business and Employment Advisory Group (TP-ABEAG) members, Aboriginal Elders, members of the community, and staff from across the State for their valuable participation and input into developing our Stretch RAP. I also extend my appreciation to Reconciliation Australia for their support as we developed our Stretch RAP.

I look forward to working with our employees, Aboriginal stakeholders, businesses, local communities and industry.

Peter Woronzow

Commissioner of Main Roads
Director General Transport Portfolio

Message from the Managing Director



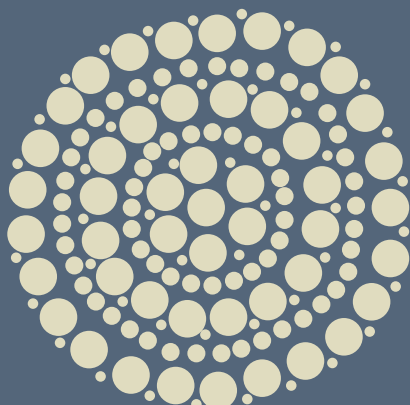
I am pleased to present Main Roads Western Australia's Stretch Reconciliation Action Plan (RAP) 2025–2028. As the manager of the States road network Main Roads has engaged with Aboriginal and Torres Strait Islander peoples for many years. Having worked across Main Roads' business for many years, I have seen firsthand the significant and positive contribution Aboriginal and Torres Strait Islander peoples have made to our organisation.

Although we have made good progress over the course of our previous RAPs, there is more work to be done. This will only be achieved by further growing our cultural awareness and continuing to listen and learn from Aboriginal and Torres Strait Islander employees and stakeholders. This RAP sets out our objectives as we continue our work to firmly embed respect for and recognition of Aboriginal and Torres Strait Islander cultures, rights, and opportunities throughout our business. We are excited at the opportunities to develop sustainable partnerships with Aboriginal organisations, businesses and local people.

Our new Stretch RAP sets out new ambitious targets for our organisation to work towards – helping to build on the work that has been done to date. I would like to thank our staff who have contributed towards its development and look forward to continuing our reconciliation journey.

John Erceg

Managing Director Main Roads



Message from the RAP Champion



As Main Roads WA RAP Champion, I am pleased to join the Director General and Managing Director in presenting the Stretch Reconciliation Action Plan 2025-2028 for Main Roads WA.

I am committed to realising Main Roads vision for advancing reconciliation and promote greater awareness of, and support for our RAP and associated activities. As the RAP Champion, I will contribute to:

- Promoting Main Roads Stretch RAP within our workplace and our stakeholders;
- Furthering awareness of our work in the Stretch reconciliation space; and
- Encouraging Agency wide commitment to achieving the Stretch RAP Actions.

Main Roads has a unique role in the community, and we must ensure that we reflect our commitment to Reconciliation in both what we do, and how we do it. This is a plan for all Main Roads and provides an opportunity to do our part in furthering Reconciliation and contributing to National efforts in Closing the Gap for Aboriginal and Torres Strait Islander peoples.

Main Roads is proud to be an active member of Supply Nation and to engage with many Aboriginal and Torres Strait Islander owned businesses across all our commercial activities from planning to delivery and operations. We are continuing to actively seek direct procurement opportunities for Aboriginal and Torres Strait Islander businesses and through our supply chains, to enhance our engagement and achieve greater economic participation opportunities for Aboriginal Torres Strait Islander peoples.

This plan is in the interests of not only Aboriginal and Torres Strait Islander peoples within Main Roads, but within our wider Australian community. It is an opportunity for us, as an organisation and for us as individuals, to consider how to increase our engagement with Aboriginal and Torres Strait Islander businesses, support Aboriginal and Torres Strait Islander employees and potential recruitment candidates and embed reconciliation in our everyday lives to Close the Gap for Aboriginal and Torres Strait Islander peoples.

Phil D'Souza

Executive Director Finance and Commercial Services
Finance and Commercial Services Directorate

Message from the Director

Aboriginal Engagement Transport Portfolio



As the Director, Aboriginal Engagement for the Transport Portfolio, I am committed to focusing on enhancing the Portfolio's performance in Aboriginal and Torres Strait economic participation, cultural recognition, and workplace cultural safety. I represent Western Australia on the Commonwealth Land Transport Infrastructure Governance Working Group, as Senior Responsible Officer. I have traditional ties to the people from the Ballardong and Whadjuk language groups.

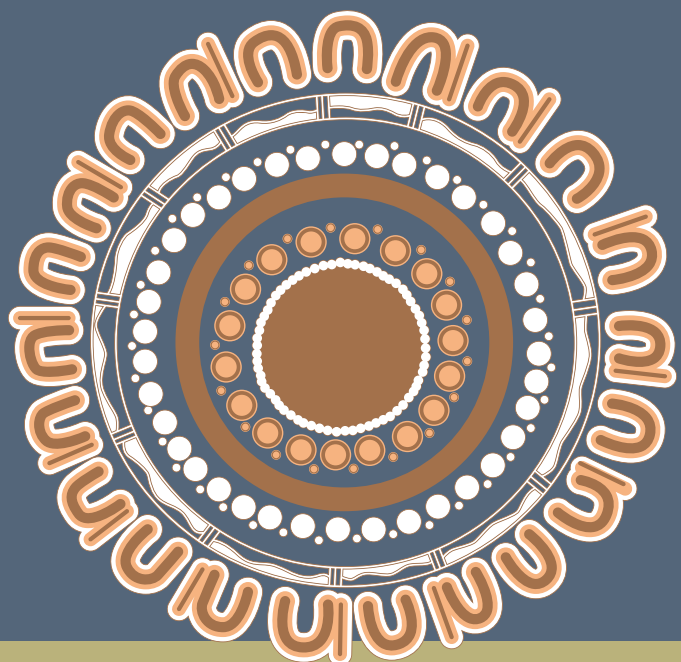
Over the past five years we have seen much improvement as we continue to reinforce our approach to ensuring that we are making a conscious and concerted effort across all facets of the work we do, to implement and facilitate sustainable change.

Main Roads continues to develop initiatives that are creating opportunities to support the upskilling of Aboriginal and Torres Strait Islander businesses and providing assistance to build capacity and experience. We are ensuring that local Aboriginal and Torres Strait businesses and community members are involved in our decision making to determine appropriate project objectives, targets and engagement approaches and create the best outcomes for local Aboriginal businesses and peoples.

I join the Commissioner and Managing Director in promoting this Stretch Reconciliation Action Plan 2025-2028 and will continue encouraging agency wide commitment to achieving the Stretch RAP actions.

Dennis Kickett

Director, Aboriginal Engagement Transport Portfolio
Finance and Commercial Services Directorate



Message from the CEO of Reconciliation Australia



On behalf of Reconciliation Australia, I congratulate Main Roads on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its fourth RAP overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Main Roads oversees Western Australia's state road network and in doing so, connects people, communities and businesses every day.

Through its participation in the RAP program, Main Roads WA seeks to provide culturally safe road transport network that enables increased access to First Nations communities and key integrated services to support life and liveability of all communities within its network.

As a business whose operations interact with and impact Country, it is important for Main Roads to have a deep understanding of how First Nations cultures and histories are inherently connected to Country. It worked to build this knowledge through its previous RAPs where it focused on training and recognition programs that inform people of Aboriginal and Torres Strait Islander cultures, peoples and histories.

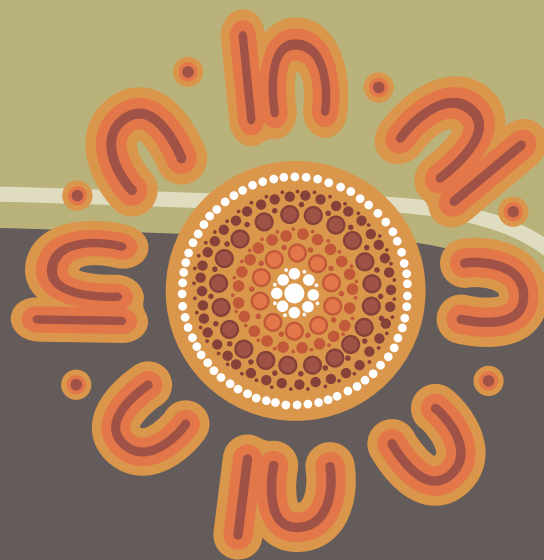
This foundational connection helped Main Roads expand its reconciliation commitments in this Stretch RAP where it aims to increase and sustain Aboriginal and Torres Strait Islander participation in all aspects of its business. During this Stretch period it will create and sustain opportunities for First Nations people and businesses to participate in its projects while improving employment and participation opportunities for First Nations staff.

By first familiarising itself with First Nations experiences and histories, Main Roads is now well equipped to work with Aboriginal and Torres Strait Islander peoples to support their social and professional aspirations.

On behalf of Reconciliation Australia, I commend Main Roads WA on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Our vision for reconciliation is to provide a culturally safe state-wide road transport network, enhancing access for Aboriginal and Torres Strait Islander communities, enabling increased access to integrated services to improve life and liveability and inspiring Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians to find common ground and thrive through connecting people with places.

We do this by working in partnership with Aboriginal and Torres Strait Islander peoples in planning, building, maintaining, and operating Western Australia's State Road Network throughout the state as far north as Kununurra, spreading east to Kalgoorlie and south to Albany. We continue to commit to providing opportunities for sustainable employment to achieve substantive equality and collaborating on the delivery of successful community and business outcomes by working together with Aboriginal and Torres Strait Islander communities, organisations, and businesses.

Through comprehensive and ongoing engagement with Aboriginal and Torres Strait Islander communities, we have incorporated insights from these interactions into the development of this RAP, reflecting the key themes and expectations expressed by our stakeholders regarding reconciliation. These include:

- Respect and recognition of Elders, Custodians, and Knowledge Holders.
- Representation of Elders, Custodians, and Knowledge Holders at significant events on Country.
- Strong training and recognition programs that inform people of Aboriginal and Torres Strait Islander cultures, Country, peoples, and stories as part of the delivery of projects and services on Country.
- Positive and constructive relationships where Aboriginal and Torres Strait Islander peoples can speak openly in culturally safe spaces, we continually grow our understanding of what we need to do together as we work towards reconciliation.



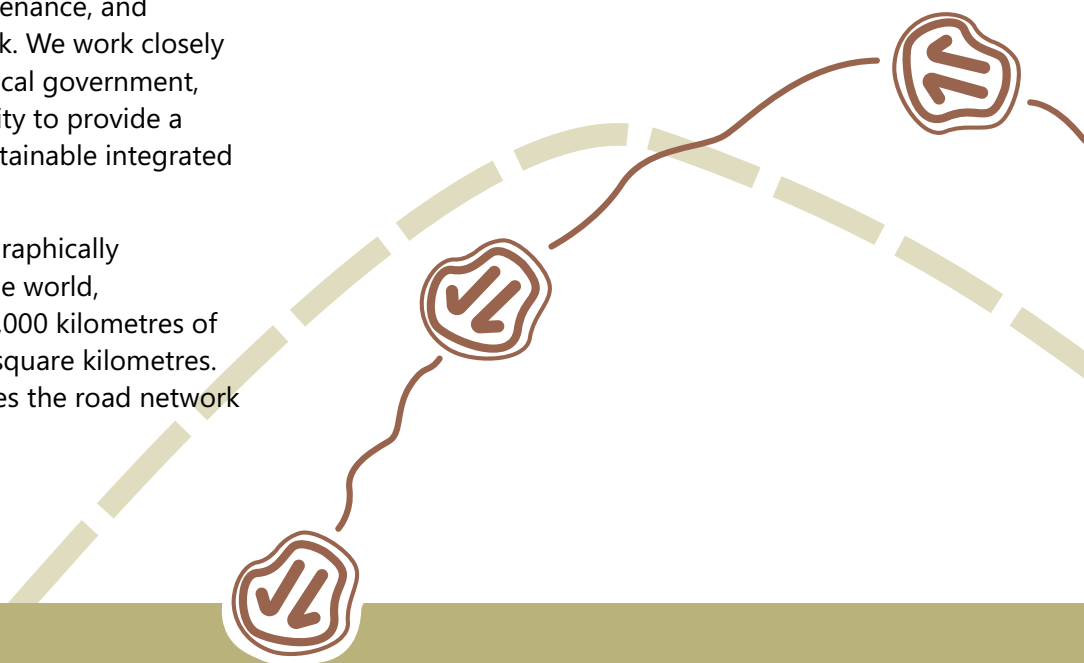
We are Main Roads

Our job is to ensure that our roads meet the needs of our community, industry, and businesses as part of an integrated transport system. We deliver a range of services, projects, and network improvements to connect people, communities, and businesses - so you can get to where you need to go.

We are a statutory authority responsible for Western Australia's state road network, providing safe and reliable travel on our roads, bridges, and cycle paths. We are responsible for planning, construction, maintenance, and operation of the road network. We work closely with our Portfolio partners, local government, businesses, and the community to provide a well-connected, safe, and sustainable integrated transport network.

We are one of the most geographically dispersed road agencies in the world, responsible for more than 19,000 kilometres of road spread over 2.5 million square kilometres. Everyone who relies on or uses the road network is a customer of Main Roads.

Incorporated into the Main Roads 2024-2027 Corporate Business Plan is an Aboriginal and Torres Strait Islander engagement and participation strategic initiative - which ensures a strong commitment towards advancing reconciliation internally and within our sphere of influence. Embedding reconciliation initiatives into the Corporate Business Plan facilitates implementation of long-term initiatives and guarantees defined measurable targets.





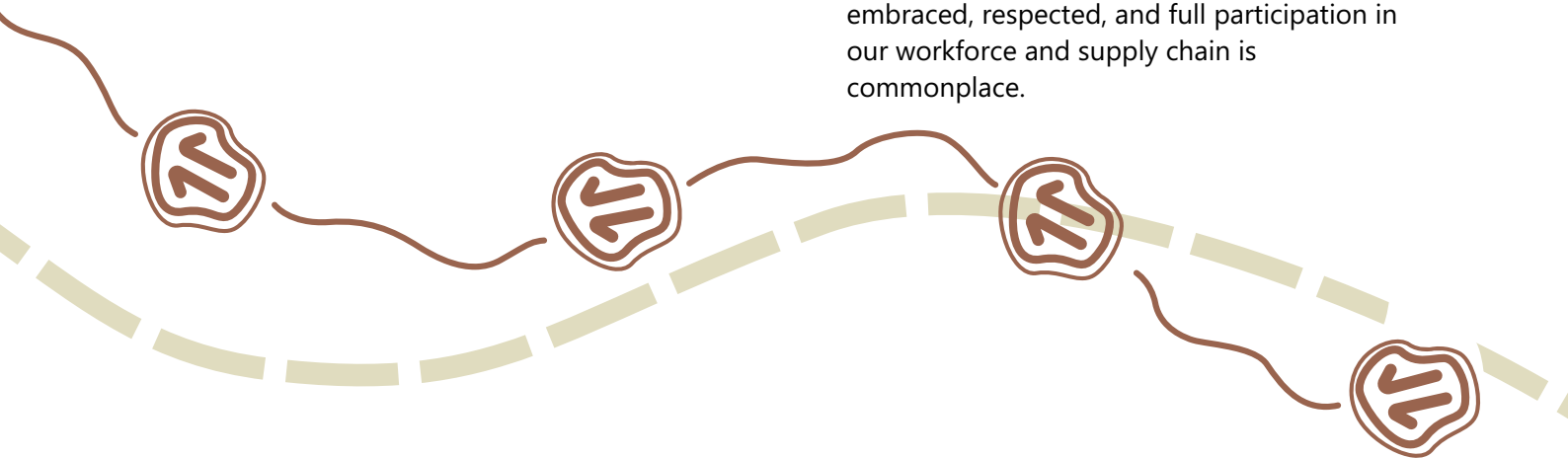
Our people

Main Roads is part of the wider WA public sector, which is our state's largest employer.

We employ 1,961 employees of which 115 people (5.9%) identify as Aboriginal and Torres Strait Islander people as of June 2025. We know we have more to do, so we have developed our Aboriginal Employment and Retention Plan which is an active and responsive long-term plan, which will significantly improve meaningful Aboriginal and Torres Strait Islander employment and training opportunities within Main Roads.

Our Aboriginal Employment and Retention Plan:

- Guides our commitment to establish a foundation, attract, appoint, and advance Aboriginal and Torres Strait Islander staff.
- Establishes a range of entry points, employment pathways and support through learning and development opportunities.
- Outlines a cohesive set of actions to establish a foundation, attract, appoint, retain, and advance Aboriginal and Torres Strait Islander peoples and
- Fosters a workplace where Aboriginal and Torres Strait Islander cultures and histories are embraced, respected, and full participation in our workforce and supply chain is commonplace.





Meet our talent

Main Roads Aboriginal employees enrich our diverse workforce and ensure a culturally sensitive and informed approach to decision making and culturally responsive services for Aboriginal and Torres Strait Islander people and communities.



BRIANNA SHADFORTH
Business Support Officer
Aboriginal Engagement

Brianna Shadforth is a proud Noongar woman, born on Noongar Boodja with her mother's ties from Gnarla Kaarla. Here is her story:

After high school, I completed a Certificate III with TAFE. After working for several years at the TAFE as a Customer Service Officer, in 2020 I applied for a role as Executive Assistant in the Finance and Commercial Services Directorate at Main Roads, working in various Business Support roles. In 2022 I moved into the Transport Portfolio Aboriginal Engagement team, working alongside the project delivery team to monitor Aboriginal Participation on projects. I am now in development as an Aboriginal Engagement Officer.

One thing I have always known about my future, is that I wanted to be part of something that will benefit not only my own career development but also, my people. Being part of the Aboriginal Engagement team does just that. I am fortunate to be part of a great team, alongside other Aboriginal people, and contribute to positive outcomes for Aboriginal-owned businesses and employment.



BILLY TITTUMS
Maintenance Supervisor

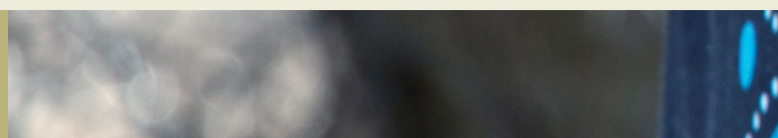
Billy has spent his entire Main Roads career in the Pilbara Region, performing a variety of roles, starting out as a Road Works Operator, and progressing into roles including Survey Hand and Surveillance Officer, before becoming a Maintenance Supervisor. Under the new in-house delivery model, Billy supervises routine maintenance crews, where he can share and pass on the skills, knowledge and experience he has gathered over his 35-year career.



BRADLEY SMITH
Aboriginal Stakeholder
Engagement Officer

Bradley joined our Pilbara Regional office in late 2022, as an Aboriginal Stakeholder Engagement Officer in the Pilbara Region

Bradley liaises between contractors, Main Roads, and the locals - anything to do with employment, training opportunities, traineeships, meeting our expenditure targets, engagement with Elders – people know they can come to Bradley, and he can either provide advice or connect them with who they need to.





CORDELL GREEN
Labourer

Cordell Green began his construction journey as a labourer on the Main Roads new Brooking Channel Bridge Project in Fitzroy Crossing, where he completed a Certificate II in Construction. While working alongside site engineers, he developed a strong interest in engineering and sought opportunities to expand his learning.

To gain experience, Cordell shadowed engineers and led the delivery of several community projects which formed part of the project's community partnerships program, which was aimed at giving back to the Fitzroy Valley community. He played a key role in delivering three basketball half-courts in remote Aboriginal communities, managing the project planning, resource allocation and execution to ensure a high-quality outcome.

With Brooking Channel Bridge now complete, Cordell has relocated to Perth to undertake a Certificate III in Technical Engineering as part of Main Roads WA's Aboriginal Pathways Program. His goal is to complete his studies and eventually return to the Kimberley, where he hopes to work on future infrastructure projects and inspire other young people to consider careers in engineering.





Supporting our RAP

The key to our success is through the strong support of Corporate Executive and key stakeholders, underpinned by a strong governance structure that drives our commitment and ensures ownership and accountability for the Reconciliation Action Plan across the organisation.

Transport Portfolio- Aboriginal Business and Employment Advisory Group (TP-ABEAG)

The (TP-ABEAG) advisory group includes 12 prominent Aboriginal and Torres Strait Islander business representatives from across the state who are advocates for positive change for Aboriginal and Torres Strait Islander peoples. The group meet quarterly to ensure we progress our RAP initiatives to:

- Inform and support the implementation of employment and participation initiatives across the Transport Portfolio.
- Assist in the guidance and decisions related to Aboriginal business development across the State to assist in delivering works and services across the Transport Portfolio aimed at

exceeding the Government announced employment and participation targets of awarding \$700 million of contracts to Aboriginal businesses over the next five years and achieving 3.5 million hours to be completed by Aboriginal workers over the next five years.

- Champion Aboriginal participation by raising awareness of State and Commonwealth initiatives that encourage Aboriginal and Torres Strait Islander employment.

Transport Portfolio – Aboriginal Business and Employment Advisory Group members include:

Chairperson

- Director General Transport
- Aboriginal Representatives
- Chief Executive Officer, Black Stump Resource
- Managing Director, Red Spear
- Director, Department of Justice
- Managing Director, Marrak Holding
- Director Business Advisory Services, Indigenous Management Group
- Executive Chair, Aboriginal Corporation (MG Corporation)
- Director, Kai Rho Contracting
- Deputy CEO, Kimberley Land Council
- CEO, Southwest Aboriginal Land and Sea Council

Transport Portfolio Representatives

- Managing Director, Main Roads
- Managing Director, Office of Major Transport Infrastructure Delivery
- Managing Director, METRONET
- Managing Director, Westport
- Managing Director, Department of Transport
- Chief Operating Officer Regional Management and Operations, Main Roads
- Acting Executive Director Human Resources, Main Roads
- Executive Director Finance and Commercial Services, Main Roads
- Executive Director Finance and Contracts, Public Transport Authority
- Director Aboriginal Engagement, Transport Portfolio Aboriginal Engagement

Parliamentary Representative

- Parliamentary Secretary to the Deputy Premier

The Transport Portfolio Aboriginal Engagement (TPAE) Team

Established in July 2022, the Aboriginal Engagement Team aims to enhance the Transport Portfolio's performance in Aboriginal and Torres Strait Islander economic participation, cultural recognition, and workplace cultural safety. The Team works with industry to facilitate jobs and training courses specifically for Aboriginal and Torres Strait Islander people and matches individual skillsets with major contractor requirements on construction projects.

The team works out of the new Bidi Katadjin (Pathway to Knowledge) workspace, across the Transport Portfolio which comprises Main Roads, Department of Transport (DoT), Public Transport Authority (PTA), Office of Major Transport Infrastructure Delivery (OMTID), METRONET and Westport. Their purpose is supporting our RAP commitments to:

1. Exceed the 5-year targets of \$700M spend and 3.5M worked hours in Aboriginal businesses
2. Elevate Aboriginal engagement and participation across the Portfolio
3. Deliver best-practice solutions to maximise Aboriginal Participation outcomes
4. Embed culturally responsive practices into the Portfolio
5. Support and implement programs that build pathways, develop staff, and create long-term benefit.

Our reconciliation journey

Mandatory Cross-Cultural Awareness

In keeping with the RAP and Aboriginal Employment and Retention Plan, Main Roads engaged an Aboriginal owned consultant to deliver Cross Cultural Awareness Training. The mandatory training, called “Walking Together in Partnership” continues to be delivered.

Our new graduates and trainees also participate in a similar program. Additionally, the cohort attended the “Ancient Gateway to a Modern City” walking tours a cultural awareness immersion with a Noongar Elder, the owner and lead guide at Warrang-Bridil.

Meet The Buyer and Supplier Forums

The Meet the Buyer and Supplier Forums are designed to connect Aboriginal businesses with contractors operating in the road, port, and rail sector, allowing each other to share capabilities, make new business connections and explore upcoming opportunities. The event held in November 2023 saw 500 registered participants, with very positive engagement being reported in the post-evaluation statistics.



Excellence in Procurement / Aboriginal Business Engagement

The State Government have recognised Main Roads as one of its highest performers in the Business Procurement Performance Report 2022-2023

During 2022-2023 Main Roads spent \$132 million through direct and indirect engagement of Aboriginal and Torres Strait Islander businesses and have seen Aboriginal and Torres Strait Islander people work more than 550,500 hours on our projects. We have engaged dedicated Regional Aboriginal Stakeholder Engagement Advisors to develop relationships with local businesses and individuals to support business opportunities and engagement within regional areas and local communities.

Top Agency Performers

Department of Communities

62 contracts | 18%

Main Roads

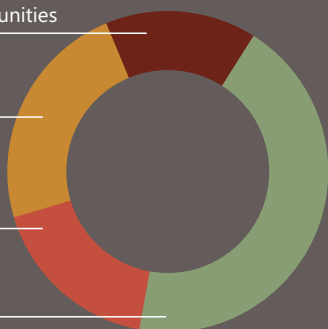
83 contracts | 23%

Department of Education

54 contracts | 15%

Rest of Government

157 contracts | 44%



Department of Communities

\$34 Million | 13%

Main Roads

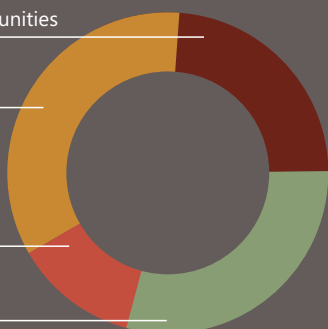
\$86 Million | 34%

Department of Mines, Industry Regulation and Safety

\$60 Million | 24%

Rest of Government

\$73 Million | 29%



Aboriginal Journey Ways

The Aboriginal Journey Ways book is the culmination of the Aboriginal Journey Ways project, a collaboration between Kurongkurl Katitjin, Centre for Indigenous Australian Education and Research at Edith Cowan University and Main Roads. Led by Dr Noel Nannup OAM and Dr Francesca Robertson, the team researched and captured traditional selected Aboriginal journey ways that aligned with modern main roads and bridges. The journey ways included songlines, trade routes, migration journeys, family walking trails and ceremonial routes. Just as they are today, many of the documented journey ways were a vital part of everyday life connecting people and communities.

Officially launched at Government House on 22 June 2022, the Aboriginal Journey Ways book has since been distributed to public libraries, universities, museums, local government authorities and high schools around the state. The book provides an opportunity to create a dialogue about Aboriginal histories, culture and the connection to our modern-day road network and represents a significant part of Main Roads' reconciliation journey by acknowledging the marginalised and invisible histories that have shaped our roadways.

The children's version of the Aboriginal Journey Ways book

To share Aboriginal histories, culture and journey ways with a younger audience, a children's version of the book has been produced and released late in 2023.

Milestones

Main Roads has achieved an extensive number of accomplishments since our formal reconciliation journey began with our Reflect RAP (2008– 2012), including the following milestones.

2017-2019
Innovate RAP
(2nd RAP)
released

Aboriginal Advisor
Group established
(AAG)

Aboriginal Engagement
and Participation Policy
released

Mandatory Cultural
Awareness supported
by Corporate Executive

The Transport
Portfolio Aboriginal
Engagement (TPAE)
established

2025-2028
Stretch RAP
(14th RAP)
released

2012-2014
Reflect RAP
(1st RAP)
released

Main Roads begins to
actively educate staff
about Aboriginal
Cultures and including
cultural elements and
traditions within projects
and everyday operations

2021-2023
Innovate RAP
(13rd RAP)
released

Aboriginal
Employment and
Retention Plan
released

Transport Portfolio -
Aboriginal Business and
Employment Advisory Group
(TP-ABEAG) established

Engineering Pathway
Program endorsed by
Corporate Executive

Key Learnings

Main Roads has made great progress delivering our Innovate RAP, within the three pillars Relationships, Respect, Opportunities. The key to our success has been through the strong support of our Corporate Executive and key stakeholders, underpinned by a strong governance structure that drives our commitment and ensures ownership and accountability for delivering actions that are included in the Reconciliation Action Plan across the organisation. Our Innovate RAP has been a crucial and rewarding period in our reconciliation journey in that it has built strong foundations and relationships that ensures embedding of sustainable, thoughtful, and impactful RAP actions into our Stretch RAP and outcomes in the future.

Key learnings have been:

- The critical development and delivery of the first focus area of our Aboriginal Employment & Retention Plan - Establishing Foundations. The idea of this is to establish a solid foundation which will enable the development and delivery of a successful and sustainable plan in which culturally responsive staff, services, systems, and workplaces that are accessible, effective, welcoming, trusted, and safe – in short, they work well for Aboriginal people, providing a safe work environment for Aboriginal employees before commencement, encompassing mandatory cultural awareness, partnering with tertiary institutions to implement Aboriginal pathway programs and commitment to job permanency.
- Respecting and understanding of Connectedness to Country.
- Respecting and understanding of cultural protocols.
- Appropriate internal and external consultation with Aboriginal and Torres Strait Islander communities including local Elders to achieve meaningful local reconciliation impact.
- Relationship building across Main Roads improved through cultural awareness, consultation on major projects, educative culturally significant events and mutual commitment via our Aboriginal Recruitment Articulation Program (ARRAP) an inclusive collaborative model including Key Stakeholders, every Portfolio/placement area and Foundation Program Support that drives Priority Success Factors.
- Commitment to mandatory cultural awareness training for all employees.
- Improving supplier diversity (and training) through identifying and creating the foundations for a focused and more socially conscious procurement strategy that is inclusive of Aboriginal and Torres Strait Islander businesses and suppliers.

Developing an internal RAP progress tracker and dashboard has proven invaluable for tracking, driving progress, and fostering accountability across Main Roads. Our approach involved:

1. Defining Key Metrics: Identifying measurable objectives aligned with our RAP commitments, such as the number of partnerships established, cultural awareness sessions conducted, and employee engagement levels.
2. Stakeholder Engagement: Collaborating with teams across Main Roads to ensure alignment and buy-in, fostering a shared responsibility for RAP outcomes.
3. Integration into Governance Processes: Embedding the tracker into our Corporate Executive oversight framework to ensure regular monitoring, reporting, and actioning of insights.
4. Data Visualisation: Designing a user-friendly dashboard that visually represents progress, gaps, and trends, making it accessible and actionable for leaders and teams alike.

Key tips or breakthroughs include:

- **Transparency:** Regularly sharing progress updates with stakeholders to build trust and reinforce collective accountability.
- **Leveraging Technology:** Automating data collection and reporting processes to enhance efficiency and accuracy.
- **Focus on Influence:** Using the tracker insights to identify and expand spheres of influence, strengthening partnerships and extending the reach of RAP initiatives.
- **Continuous Improvement:** Regularly reviewing and refining the tracker to adapt to evolving organisational goals and external best practices.

This approach has not only enhanced our ability to report effectively but also amplified our leverage in driving meaningful change, such as RAP actions being included as Strategic Initiatives in the Corporate Business Plan and initiatives being reported at Executive and Portfolio level every month.

- Engaging a dedicated Aboriginal Employment and Diversity Advisor.
- Critical partnering with relevant stakeholders to enable tailored programs for Aboriginal people such as Tertiary Institutions, Public Sector Commission and Skill Share Centres

We continue to learn from our experience and are working to do more, sharpening our focus on the areas we can do better and setting higher ambitions.

Challenges

We have made good progress against our RAP goals in many areas, but some aspects have been more challenging. For example, achieving our employment commitments as we previously had limited success using standard recruitment methods to attract Aboriginal and Torres Strait Islander candidates. We saw significant improvement by:

- Developing a culturally appropriate marketing strategy to attract Aboriginal and Torres Strait Islander employees.
- Building capacity to create tailored Aboriginal and Torres Strait Islander employment pathway programs to address inequality and ensure access to development programs.



Moving forward

This RAP builds on our previous RAPs and maps out the direction we will take over the next three years with a larger focus on promoting reconciliation through our spheres of influence. We have explored new ways to increase and sustain Aboriginal and Torres Strait Islander participation in all aspects of our business activities. Moving forward with our Stretch RAP, we are implementing longer-term initiatives and working towards defined measurable targets and goals to embed reconciliation initiatives into business to become 'business as usual'. Creating and sustaining opportunities for Aboriginal and Torres Strait Islander peoples and businesses to participate in our projects and operations is a key area of focus for us. We continue to work with Aboriginal and Torres Strait Islander stakeholders, organisations, and industry to improve employment and participation opportunities for both individuals and businesses. Significant work has been undertaken to improve opportunities for Aboriginal and Torres Strait Islander peoples and businesses to participate in our projects and operations through our contracting arrangements. Embedded in our contracts are objectives, measures and targets that aim to increase Aboriginal and Torres Strait Islander employment, business spend and development opportunities.

As an example of our commitment to building relationships as part of this Stretch RAP, we will build on a new partnership agreement between the Transport Portfolio and the Southwest Aboriginal Land and Sea Council (SWALSC) to enrich staff cultural experiences and improve economic outcomes for Noongar people. It is a shared aspiration in working together to enhance economic opportunities for Noongar peoples and businesses.

This partnership builds on the already strong relationship between the Portfolio and SWALSC and will support the two parties in working together to enhance economic opportunities for Noongar people and businesses.

Main Roads Aboriginal Participation Dashboard captures and reports on the State Government Aboriginal employment targets for transport infrastructure which includes awarding \$700 million of contracts to Aboriginal businesses and 3.5 million hours to be completed by Aboriginal workers over five years (2021 – 2026). The Aboriginal Engagement Transport Office was established to help deliver this important outcome throughout the Transport Portfolio agencies and offices including Main Roads, Department of Transport, Public Transport Authority, Office of Major Transport Infrastructure Delivery, METRONET, and Westport.

Closing The Gap

Our RAP reflects our commitment to the objectives of the National Agreement on Closing the Gap. Many of our actions directly impact on Closing the Gap priority reforms, including:

Priority reform 1:

- Formal partnerships and shared decision-making - Building and maintaining reliable and trusted partnerships with Aboriginal and Torres Strait Islander people, organisations, and communities.
- Formal partnerships and shared decision-making - Working with Traditional Owners to identify ways to increase our workforce's capability to build partnerships.

Priority reform 2:

- Building the community-controlled sector - Engaging and forming partnerships with Aboriginal and Torres Strait Islander owned businesses.

Priority reform 3:

- Transforming government organisations - Increasing the number of Aboriginal and Torres Strait Islander people we employ and sharing our recruitment expertise with other organisations.
- Transforming government organisations - Building the cultural competency of our staff and sharing learning resources across our portfolio.
- Ongoing implementation of anti-discrimination strategies.

Building on our RAP journey we will

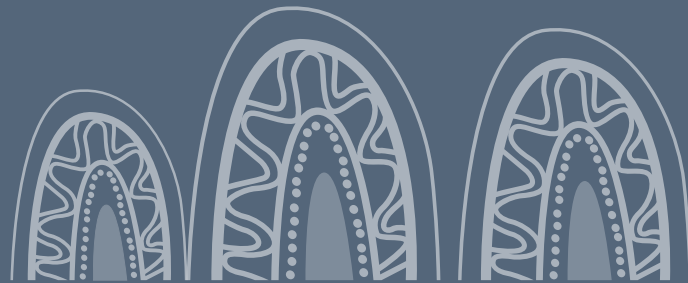
- Continue to expand existing and new business relationships with Aboriginal and Torres Strait Islander partners to grow strong, diverse, and sustainable supply chain partnerships.
- Contribute to the economic empowerment of Aboriginal and Torres Strait Islander peoples by providing opportunities for employment, training, procurement, and Aboriginal enterprise support.
- Ensure our people have the skills to build strong relationships with Aboriginal and Torres Strait Islander customers, businesses, and communities.
- Create a culturally safe and tolerant workplace, which will cultivate a greater workforce and stakeholder appreciation of Aboriginal and Torres Strait Islander cultures.

How will we achieve our outcomes?

We will increase Aboriginal and Torres Strait Islander employment, community engagement, and development of partnerships within Aboriginal and Torres Strait Islander communities. In addition, Main Roads will continue to deeply embed reconciliation in our business strategies, including ensuring that opportunities for Aboriginal and Torres Strait Islander employment and Aboriginal and Torres Strait Islander-owned businesses are integrated within all our new and existing service delivery operations. Embedding integrated consultation and co-design throughout our Stretch RAP is a necessity and will be prioritised, valued, and respected.

We will achieve our outcomes based around the three key pillars of Relationships, Respect, and Opportunities that constitute our Stretch RAP. Over the life of the RAP, we will deliver key actions from each pillar to guide us in achieving the vision we have identified. This will be underpinned by strong governance structures, regular monitoring, and clear accountability to ensure progress. By embedding these principles into our processes and adopting Reconciliation Australia's vision for a just, equitable, and reconciled Australia, we will stay focussed on driving meaningful and measurable outcomes.

Relationships



In recognising the value and importance of meaningful and respectful relationships as a critical element to the overall success of Main Roads Stretch Reconciliation Action Plan, we look to strengthen our existing relationships and develop new ones as opportunities arise. We strive to build lasting relationships based on mutual benefits, deep respect, and understanding of Aboriginal and Torres Strait Islander cultures. Our ability to achieve this will be enhanced by deeper relationships with Aboriginal and Torres Strait Islander peoples, stakeholders, and service providers. Positive relationships enhance the way we do business and is key to successful service delivery and supporting positive outcomes for Aboriginal and Torres Strait Islander Employment and Aboriginal and Torres Strait Islander Businesses. An example of this is a collaborative initiative by Main Roads WA, the Department of Training and Workforce Development, and the South West Gateway Alliance on the Bunbury Outer Ring Road (BORR) Project offers a clear career pathway, enhancing the South West's workforce.

FOCUS AREA: RELATIONSHIPS AND PARTNERSHIPS

1. Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
1.1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	June 2025, 2026, 2027	Director Aboriginal Engagement
1.2. Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June 2025, 2026, 2027	Director Aboriginal Engagement
1.3. Establish and maintain 6 formal two-way partnerships with Aboriginal and Torres Strait Islander communities and organisations, including: <ul style="list-style-type: none">• Aboriginal and Torres Strait Islander Engineering businesses• Aboriginal and Torres Strait Islander Advisory Councils across the Regions• Aboriginal and Torres Strait Islander Building and Construction businesses• Aboriginal and Torres Strait Islander Catering businesses• Aboriginal and Torres Strait Islander Cultural Awareness Consultants• Aboriginal and Torres Strait Islander Environmental and Heritage Advisors	June 2025, 2026, 2027	Director Aboriginal Engagement

2. Build relationships through celebrating National Reconciliation Weeks (NRW)

Deliverable	Timeline	Responsibility
2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	June 2025, 2026, 2027	Executive Director Human Resources
2.2 Encourage and support staff and senior leaders to participate in at least 2 external events to recognise and celebrate NRW.	June 2025, 2026, 2027	Executive Director Human Resources
2.3 Organise 4 internal NRW events, including at least one organisation – wide NRW event each year.	June 2025, 2026, 2027	Executive Director Human Resources
2.4 Register NRW events on Reconciliation Australia's NRW website.	June 2025, 2026, 2027	Executive Director Human Resources
2.5 Transport Portfolio Aboriginal Business and Employment Advisory Group (TP-ABEAG) members to participate in two external NRW events.	June 2025, 2026, 2027	Executive Director Human Resources

3. Promote reconciliation through our sphere of influence

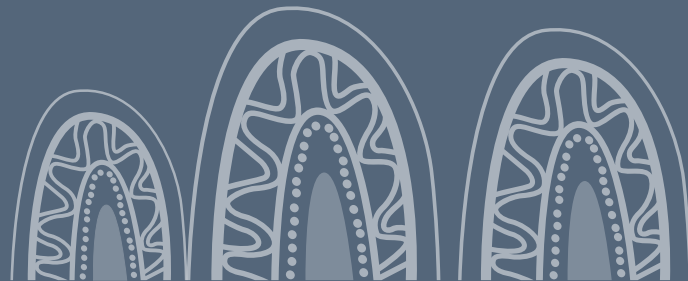
Deliverable	Timeline	Responsibility
3.1 Implement Strategies to engage all staff to drive reconciliation outcomes. <ul style="list-style-type: none"> • Release bi-monthly Aboriginal Participation Bulletin to share news about Aboriginal and Torres Strait Islander engagement and participation • Continually highlight and showcase Aboriginal engagement initiatives across all corporate internal and external channels • All employees to be provided with corporate lanyard a collective art-piece completed by Main Roads staff • during Cultural Awareness training • Continue to raise awareness across corporate internal and external channels, of the positive social impacts being experienced in Aboriginal Participation • Provide copies of the Childrens Version Aboriginal Journey Ways to all staff • Add televised Noongar Six Seasons information in elevators and Café TV's 	December 2025, 2026, 2027	Manager People and Culture, Communications Manager Aboriginal Engagement, Aboriginal Employment and Diversity Advisor, Corporate Communications, Project Manager Corporate Projects

Deliverable	Timeline	Responsibility
3.2 Communicate our commitment to reconciliation publicly via: <ul style="list-style-type: none"> • LinkedIn • Facebook • Internal and external website • Sponsoring Reconciliation WA banners to be placed in prominent locations across WA throughout Reconciliation Week each year 	Monthly 2025, 2026, 2027	Manager People and Culture, Executive Director Strategy and Communications
3.3 Implement strategies to positively influence external stakeholders to drive reconciliation outcomes.	December 2025, 2026, 2027	Project Manager Corporate Projects
3.4 Collaborate with RAP organisations and other like minded organisations to implement ways to advance reconciliation, including: <ul style="list-style-type: none"> • Partnerships with WA Government agencies including the Transport Portfolio. • Aboriginal and Torres Strait Islander communities • Aboriginal and Torres Strait Islander businesses • Supporting local Aboriginal Community Services Centres Reconciliation and NAIDOC events • TAFE Aboriginal Employment, Education and Training Committee membership • Working with Reconciliation Australia and Reconciliation WA • Build relationships within the Stretch and Elevate RAP leadership cohort by attending quarterly RAP Leadership Gatherings • Participation in Reconciliation WA RAP RING • Participation in Reconciliation Australia RAP Learning Circles • Attending quarterly leadership gatherings with Reconciliation WA RAP rings to provide updates to the RAP network • Networking at leadership gatherings to gain learnings from updates within the RAP network 	December 2025, 2026, 2027	Manager People and Culture, Aboriginal Employment and Diversity Advisor

4. Promote positive race relations through anti-discrimination strategies

Deliverable	Timeline	Responsibility
4.1 Continuously improve HR policies and procedures concerned with anti-discrimination. <ul style="list-style-type: none"> Engage Aboriginal owned business consultant to develop Main Roads anti-discrimination policy 	June 2025, 2026, 2027	Manager People and Culture
4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve Anti-discrimination policy.	June 2025, 2026, 2027	Manager People and Culture
4.3 Develop, Implement, and communicate an Anti-discrimination policy for Main Roads.	June 2025, 2026, 2027	Manager People and Culture
4.4 Implement 'Strategies for Strong Teams' a training program targeting managers at levels 5 to 7.	June 2025, 2026, 2027	Manager People and Culture
4.5 Provide ongoing education to senior leaders and managers on the effects of racism. <ul style="list-style-type: none"> Provide mandatory Bullying, Harassment and Discrimination Awareness training for all employees 	June 2025, 2026, 2027	Manager People and Culture
4.6 Senior leaders to publicly support anti-discrimination campaigns, initiatives and stances against racism including: <ul style="list-style-type: none"> Racism. It stops with me Racism. No way 	June 2025, 2026, 2027	Manager People and Culture

Respect



An increased level of awareness and understanding of Aboriginal and Torres Strait Islander cultures, histories, achievements, and perspectives will increase, inform, and enhance the way we do our business. Recognising the contribution of Aboriginal and Torres Strait Islander peoples to Australia enables Main Roads to achieve more culturally inclusive outcomes and actively cultivate behaviours that enhance our workplace and guide the development and delivery of services. Helping managers, supervisors and staff build respectful relationships with Aboriginal and Torres Strait Islander staff, stakeholders and communities will create an environment in which the understanding and knowledge gained about Aboriginal and Torres Strait Islander cultures directly informs our decision making and ways of working.

FOCUS AREA: CULTURAL CONSCIOUSNESS - RESPECT FOR, AND PROMOTION OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES, CULTURES AND PROTOCOLS.

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.

Deliverable	Timeline	Responsibility
5.1 Conduct review of cultural learning needs within Main Roads. <ul style="list-style-type: none"> Establish a baseline and monitor progress Determine completion rates of mandatory Public Sector online cultural awareness training 	June 2025, 2026, 2027	Manager People and Culture, Manager Workforce Development
5.2 Consult local Traditional Owners and/or Aboriginal Torres Strait Advisors on the development and implementation of a cultural learning strategy. <ul style="list-style-type: none"> Main Roads Aboriginal Employment and Diversity Advisor oversees development and implementation of a cultural learning strategy in collaboration with Workforce Development 	June 2025, 2026, 2027, 2028	Manager People and Culture, Manager Workforce Development
5.3 Implement and communicate a cultural learning strategy for Main Roads staff. <ul style="list-style-type: none"> Engage Specialist Consultant to deliver Cultural Awareness Training Commence delivery of Mandatory 'Walking Together in Partnership' cultural awareness training for all Metropolitan staff 	June 2025, 2026, 2027, 2028	Manager People and Culture

Deliverable	Timeline	Responsibility
<p>5.4 HR Managers, RAP Working Group Members, Senior Executive group, and all new staff to undertake formal and structured cultural learning.</p> <ul style="list-style-type: none"> Continue delivery of Mandatory 'Walking Together in Partnership' cultural awareness training for Senior Executive group, and all new staff Include RAP and cultural awareness in the Main Roads: <ul style="list-style-type: none"> Graduate and Trainee induction Performance, planning and review processes 	June 2025, 2026, 2027, 2028	Manager People and Culture
<p>5.5 100 % of all staff to undertake formal and structured cultural learning such as:</p> <ul style="list-style-type: none"> Cultural immersion all graduates experience immersion with a local Elder along the Derbarl Yerrigan It is mandatory for all employees to attend face to face training It is mandatory for all employees to undertake online Public Sector Commission cultural awareness training 	July 2025, 2026, 2027	Manager People and Culture
<p>5.6 Engage with our contractors to embrace Aboriginal and Torres Strait Islander art and cultures within the design of our projects such as the Causeway Pedestrian Bridges Project.</p>	July 2025, 2026, 2027	Executive Director and Director, Manager of the branch/region/area
<p>5.7 Engage with our Aboriginal and Torres Strait Islander Diversity Reference Group to drive initiatives that achieve a culturally safe, respectful and inclusive workplace culture that embraces and accepts all Aboriginal and Torres Strait Islander peoples identities without bias.</p>	June 2026, 2027, 2028	Manager People and Culture, Aboriginal Employment and Diversity Advisor

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverable	Timeline	Responsibility
6.1 Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. <ul style="list-style-type: none"> Document to be made available on Main Roads intranet 	June 2025	Manager People and Culture, Aboriginal Employment and Diversity Advisor, Executive Director Strategy and Communications
6.2 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by: <ul style="list-style-type: none"> Including Acknowledgement of Country in all Main Roads Directorate meeting agendas, report templates and corporate email signatures 	June 2025, 2026, 2027	Manager People and Culture, Aboriginal Employment and Diversity Advisor
6.3 Include an Acknowledgement of Country or other appropriate protocols at the commencement of: <ul style="list-style-type: none"> Graduate inductions Trainee inductions New employee inductions NAIDOC Week and National Reconciliation Week events Senior Executive Group meetings Relevant special project events 	December 2025, 2026, 2027	Manager People and Culture, Aboriginal Employment and Diversity Advisor
6.4 Invite local Traditional Owner /Custodian to perform a Welcome to Country or other appropriate cultural protocol at 5 significant events each year, including NAIDOC Week, National Reconciliation Week, Corporate events, and launchings. <ul style="list-style-type: none"> Promote a resource for Project Managers to access local Traditional Custodians who can provide advice, support and deliver appropriate cultural ceremonies 	July 2025, 2026, 2027	Executive Director and Director, Manager of the branch/region/area
6.5 Display Acknowledgement of Country plaques in our offices/s or on our buildings.	June 2025	Manager Facilities

7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Deliverable	Timeline	Responsibility
7.1 In consultation with Aboriginal and Torres Strait Islander stakeholders, Corporate Executive to support two external NAIDOC week events each year, such as : <ul style="list-style-type: none"> • Government agency flag raising events • NAIDOC celebrations • Aboriginal owned business celebrations 	July 2025, 2026, 2027	Manager People and Culture
7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week as part of the review of Cultural Leave and related protocols. <ul style="list-style-type: none"> • Develop and implement Cultural Leave Guidelines • Review and tailor onboarding process to welcome Aboriginal and Torres Strait Islander employees in a supportive culturally appropriate way and including details on cultural leave available 	June 2025, 2026, 2027	Manager People and Culture
7.3 Support all staff to participate in at least one local NAIDOC Week event such as: <ul style="list-style-type: none"> • Morning or afternoon teas • Community Family fun days • Events hosted by partner organisations • Aboriginal and Torres Strait Islander businesses such as cafes and art and craft businesses 	July 2025, 2026, 2027	Manager People and Culture
7.4 The Transport Portfolio Working Group for Aboriginal and Torres Strait Islander Employment and Training to attend one external NAIDOC event.	July 2025, 2026, 2027	Manager People and Culture

Celebrating significant cultural events

NAIDOC Week

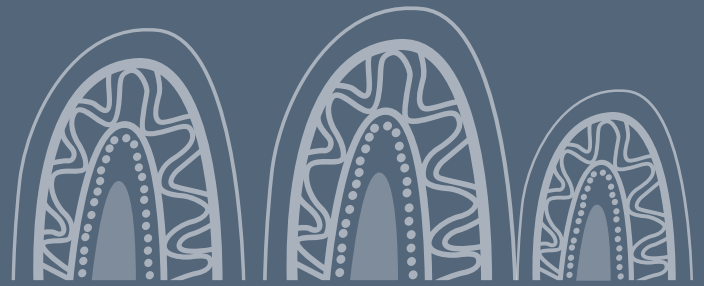
Each year NAIDOC Week is celebrated with events for Main Roads Staff, Elders, and community partners. The event recognises the history, cultures, and achievements of Aboriginal and Torres Strait Islander peoples. Community Elders and leaders are invited to acknowledge the work that Aboriginal and Torres Strait Islander staff do every day to connect to culture and to drive and lead change in the communities we support. Main Roads events are aligned with the relevant themes which many teams across the business have begun independently developing and leading their own site-specific NAIDOC events.

Sorry Day / National Reconciliation Week

Main Roads annual Sorry Day and National Reconciliation Week events highlight the importance of educating colleagues and management about the importance of reconciliation and the role they play in it helping foster a workplace culture that respects and values Aboriginal and Torres Strait Islander peoples, perspectives, and cultures.



Opportunities



We are committed to providing opportunities and to increase the representation of Aboriginal and Torres Strait Islander people working in Main Roads. We are committed to developing and implementing strategies that further enhance equal access to employment, development, and business opportunities by working in partnership with Aboriginal and Torres Strait Islander staff to ensure they are well supported and have access to rewarding career opportunities. Building on the foundations of our previous RAP we will continue engaging with and building strong relationships with Aboriginal and Torres Strait Islander communities and organisations. This will contribute to the Australian Government's approach to improving the life outcomes of Aboriginal and Torres Strait Islander peoples.

FOCUS AREA: INCREASE RECRUITMENT, RETENTION, AND PROFESSIONAL AND CAREER OPPORTUNITIES ACROSS ALL LEVELS AT MAIN ROADS

8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
8.1 Engage with Aboriginal and Torres Strait Islander employees to consult on the review of Main Roads Aboriginal and Torres Strait Islander employment recruitment and retention plan.	June 2025, 2026, 2027	Manager People and Culture, Aboriginal Employment and Diversity Advisor
8.2 Review and update Aboriginal and Torres Strait Islander recruitment, retention and professional development procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the workplace by: <ul style="list-style-type: none">Promoting use of special measures and identified positions by utilising section 50d and section 51 of the Equal Opportunity Act of 1984. and support HR practitioners to understand these when recruitingDeveloping and implementing targeted strategies and recommendations based on the review findings to support their progression beyond professional development opportunities.	June 2025, 2026, 2027	Manager People and Culture, Manager Attraction Remuneration and Data, Aboriginal Employment and Diversity Advisor

Deliverable	Timeline	Responsibility
<p>8.3 Advertise job vacancies effectively to reach Aboriginal and Torres Strait Islander stakeholders such as:</p> <ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander media • SEEK, LinkedIn and Facebook • Department of Workforce Development Aboriginal and Torres Strait Islander job boards • TAFE Aboriginal and Torres Strait Islander Job Skill Centres • Permanent employment opportunities offered through transition to in-house maintenance contracts 	December 2025, 2026, 2027	Manager People and Culture, Manager Attraction Remuneration and Data, Aboriginal Employment and Diversity Advisor
<p>8.4 Increase Aboriginal employment target from 5% percent to 8% percent of FTEs by 2027.</p>	December 2025, 2026, 2027	Executive Director Human Resources, Manager People and Culture, Aboriginal Employment and Diversity Advisor
<p>8.5 Collaborate with educational institutions to provide Aboriginal and Torres Strait Islander students with information about employment opportunities with Main Roads including:</p> <ul style="list-style-type: none"> • TAFE Aboriginal Skill Centres • Universities • Local and Regional schools • Graham Farmer Foundation • Clontarf • Shooting Stars education engagement program • Engineering Pathway program • Public Sector Commission Solid Futures Aboriginal Traineeship Program 	December 2025, 2026, 2027	Manager People and Culture, Aboriginal Employment and Diversity Advisor, Manager Workforce Development

Deliverable	Timeline	Responsibility
<p>8.6 Through Performance Development Plans, managers ensure Aboriginal and Torres Strait Islander employees have access to opportunities for development and career progression, such as:</p> <ul style="list-style-type: none"> • Managers will undertake working with Aboriginal and Torres Strait Islander employees training. • External leadership programs • Public Sector Commission Professional Development • Performance and Development Plans • Mentoring • Expressions of Interest on iRoads job board • Aboriginal Leadership Institute 	<p>June 2025, 2026, 2027</p>	<p>Manager People and Culture, Manager Workforce Development</p>
<p>8.7 Actively encourage Aboriginal employees to pursue career development and leadership opportunities and ensure these aspirations are identified in performance development plans. Review progress annually.</p>	<p>June 2025, 2026, 2027</p>	<p>Manager People and Culture Manager Attraction Remuneration and Data</p>
<p>8.8 Conduct a formal review to identify barriers preventing Aboriginal and Torres Strait Islander employees from advancing into management and senior leadership roles.</p>	<p>June 2025, 2026, 2027</p>	<p>Manager People and Culture, Aboriginal Employment and Diversity Advisor</p>
<p>8.9 Support Aboriginal and Torres Strait employees to take on management and senior level positions beyond professional development opportunities.</p>	<p>June 2026, 2027, 2028</p>	<p>Manager People and Culture, Aboriginal Employment and Diversity Advisor</p>

9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Deliverable	Timeline	Responsibility
9.1 Continue to implement and advance opportunities for Aboriginal and Torres Strait Islander businesses consistent with the WA Aboriginal Procurement Strategy. Review progress annually.	June 2025, 2026, 2027	Executive Director Finance and Commercial Services
9.2 Maintain our Supply Nation Membership.	June 2027	Executive Director Finance and Commercial Services
9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff by: Utilising CONNECT Main Roads Customer Relationship Database. <ul style="list-style-type: none"> • Accessing Aboriginal Business Directory • Attending Aboriginal and Torres Strait Islander businesses Expos • Networking and promoting Main Roads as a partner of choice • Continuing to support internal and external events to build positive relationships for business opportunities • Developing Aboriginal Engagement page on external website 	June 2025, 2026, 2027	Director Aboriginal Engagement
9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses by: providing direct contracting opportunities for Aboriginal and Torres Strait Islander businesses in accordance with the West Australian Aboriginal Procurement Policy.	June 2025, 2026, 2027	Executive Director Finance and Commercial Services
9.5 Increase overall spend on goods and services purchased each year with Aboriginal and Torres Strait Islander businesses to a target of \$75m direct and indirect Aboriginal Business Spend which considers fluctuating capital works programs and maintenance programs.	June 2025, 2026, 2027	Executive Director Finance and Commercial Services

Deliverable	Timeline	Responsibility
9.6 Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2025, 2026, 2027	Executive Director Finance and Commercial Services
9.7 Maintain commercial relationships with a minimum of 10 Aboriginal and Torres Strait Islander businesses, including Construction Companies, Electrical Companies, Civil Engineer companies, Catering Companies, Elders, Cultural Training Consultants, Aboriginal and Torres Strait Islander Business Management Consultants, Environmental Companies, Public Art Consultants, Environment Heritage and Native Title consultants, Graphic Designers.	December 2025, 2026, 2027	Director Aboriginal Engagement
9.8 Connect and collaborate with Aboriginal and Torres Strait Islander owned businesses to build pipelines for direct employment opportunities.	June 2025, 2026, 2027	Manager People and Culture, Manager Workforce Development

In-house maintenance delivery in our regions

We have welcomed many Aboriginal and Torres Strait Islander people included in the 660 new employees to Main Roads, as part of the transition to in-house delivery of road maintenance and some minor capital works to:

- Drive jobs and economic growth in the regions.
- Enhance Aboriginal and Torres Strait Islander employment and engagement outcomes; and
- Increase skills capacity and capability of Main Roads

111 new crew are based at the existing northern Neerabup Depot, southern Jandakot Depot, and Main Roads head office in East Perth. They join the Bridge Maintenance crew, who are working out of the newly leased Depot in Welshpool with the Perth Metropolitan Incident Response Service.

Aboriginal job pathways success in the Kimberley

Our Kimberley Region worked with East Kimberley Job Pathways (EKJP) and Djaringo, a leading vocational and education training provider, to help upskill local communities.

With a shortage of skilled people identified in the region, EKJP and Djaringo recruited interested participants and assisted them with their construction training program including Heavy Rigid (HR) driving tests for those with a HR learner's permit. The training is designed to provide long-term job opportunities for locals and help fill essential positions on regional road projects.

Eleven participants from the communities of Balgo, Bililuna and Mulan (near the Tanami Road) graduated with a Certificate II in Construction Pathways, along with traffic management credentials and their white card (general construction induction). A further 11 participants successfully graduated in Kununurra, with a Certificate III in Civil Construction (Road Construction and Maintenance), traffic management and their white card.

Main Roads continues working with several local Aboriginal businesses to negotiate employment for the trainees, on various construction projects. Given the success of the training, EKJP and Djaringo have plans to run another course out of Halls Creek with Wunan onboard to deliver the driver training course for C and HR class licenses.





New Fitzroy River Bridge, connecting a community – more than just a bridge

Flooding generated by Ex-Tropical Cyclone Ellie caused significant damage to the sections of Great Northern Highway at Willare Crossing and Fitzroy Crossing in the Kimberley

At Fitzroy Crossing, the Fitzroy River Bridge was significantly damaged along with 500 metres of road east of the townsite, cutting access to Aboriginal communities east of Fitzroy River as well as the East Kimberley and Northern Territory.

Main Roads and Alliance partners worked closely with Traditional Owners to ensure key cultural and heritage considerations associated with the new bridge were carefully addressed and would maximise opportunities for local businesses in Fitzroy Crossing and the wider region. The Alliance generated opportunities for local suppliers and works with Traditional Owners and local Aboriginal Corporations to maximise employment and economic outcomes.

Our workforce now comprises of more than 100 local employees from the Fitzroy Valley working across machine operations, site maintenance, administration and more. The project is developing a dedicated high school program to provide local students with a behind the scenes look at what goes into a major construction project. Students had the opportunity to attend a Careers Day and hear from safety specialists, engineers, surveyors and more. In the months ahead, students were able to visit the work site to learn more about the design and construction of the bridge.

The project team has been working with the community to place people into roles on the project and identifying sub-contracting opportunities for interested local businesses. Currently, approximately 25% of the workforce are from the Fitzroy Valley, and this number continues to grow.

Aboriginal Engineering Pathway Program

Aboriginal Engineering Pathways Program is designed to support **Aboriginal Students** to undertake a **Certificate III in Engineering – Technical** at TAFE. This qualification is a **pre-requisite program** for those who wish to undertake the **Diploma of Civil and Structural Engineering** under the **Main Roads' Technical Trainee (Engineering) Program**. As this program was specifically designed for **Aboriginal participants** the positions were advertised under **Section 50(d) of the Equal Opportunity Act**. Promotion of the program was undertaken through **metropolitan secondary schools** and **organisations that support Aboriginal employment**.

Kyeira Beattie Civil Construction Apprentice

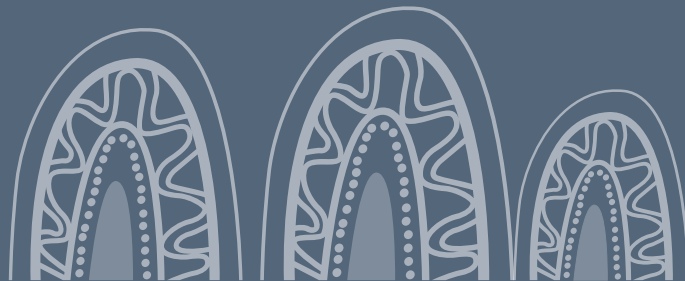
Kyeira is Main Roads first graduate of the Aboriginal Engineering Pathway Program, graduating in 2024 and now is a Civil Construction Apprentice

Kyeira studied the Certificate III in Engineering – Technical at North Metropolitan TAFE over two semesters, with the first semester being undertaken full time and second semester part time while working for three days per week with Main Roads. For this period, Kyeira was engaged as a Level 1 employee.

Additional Support

As an Aboriginal student at North Metropolitan TAFE, the program Kyeira had access to the Koolark Centre for Aboriginal Students, which provides cultural support and mentoring. Further support was provided by the Main Roads Trainee and Apprenticeship Coordinator and Aboriginal Employment and Diversity Advisor. Specific tutoring to develop numeracy and literacy is organised by Main Roads, if required and the program supports students undertaking an Engineering Degree through the payment of their tuition and the provision of fortnightly sustenance payments.





Governance

Main Roads will maintain appropriate tools to effectively verify implementation of RAP commitments, along with measuring and reporting RAP achievements, challenges, and key learnings to enable us to accomplish true reconciliation milestones along our journey by reporting on all the targets in this RAP in a collaborative and transparent way.

FOCUS AREA: PROGRESS AND REPORTING

10. Establish and maintain an Aboriginal and Torres Strait Islander Advisory Group to drive governance of the RAP.

Deliverable	Timeline	Responsibility
10.1 Transport Portfolio Aboriginal Business & Employment Advisory Group (TP-ABEAG) meet at least four times per year to drive and monitor RAP implementation.	February, July, October, December 2025, 2026, 2027	Director Aboriginal Engagement
10.2 Maintain Aboriginal and Torres Strait Islander representation on the Transport Portfolio Aboriginal Business and Employment Advisory Group (TP-ABEAG).	December 2025, 2026, 2027	Director Aboriginal Engagement
10.3 Apply Terms of Reference for the Transport Portfolio Aboriginal Business & Employment Advisory Group (TP-ABEAG).	June 2025, 2026, 2027	Director Aboriginal Engagement

11. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
11.1 Embed resource needs for RAP implementation.	June 2025, 2026, 2027	Executive Director Human Resources, Executive Director Finance and Commercial Services
11.2 Include our RAP as a standing agenda item at senior management meetings.	December 2025, 2026, 2027	Executive Directors

Deliverable	Timeline	Responsibility
11.3 Maintain an internal RAP Champion from senior management.	December 2025, 2026, 2027	Executive Director Human Resources, Executive Director Finance and Commercial Services
11.4 Embed key RAP actions in performance expectations of senior management and all staff.	December 2025	Executive Director Human Resources
11.5 Embed the Aboriginal and Torres Strait Islander Participation Reporting System approach to measure and capture the reporting on Aboriginal and Torres Strait Islander Participation Data and RAP commitments.	June 2025, 2026, 2027	Executive Director Human Resources , Executive Director Strategy and Communications
11.6 Embed RAP commitments in Main Roads Corporate Plan (Capability).	June 2025, 2026, 2027	Executive Director Human Resources, Executive Director Finance and Commercial Services

12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.

Deliverable	Timeline	Responsibility
12.1 Produce quarterly reports and annual RAP reports of achievements, challenges, and learnings for Aboriginal and Torres Strait Islander Working Groups and all staff.	February, July, October, December 2025, 2026, 2027	Executive Director Human Resources
12.2 Complete and submit annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026, 2027	Executive Director Human Resources
12.3 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026, 2028	Executive Director Human Resources

Deliverable	Timeline	Responsibility
12.4 Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	June 2025, 2026, 2027	Executive Director Human Resources
12.5 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	Executive Director Human Resources
12.6 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 2025, 2026, 2027	Executive Director Human Resources
12.7 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025, 2026, 2027	Executive Director Human Resources

13. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
13.1 Submit first draft of the next RAP to Reconciliation Australia six months prior to the desired launch date for formal feedback.	June 2026	Executive Director Human Resources
13.2 Register via Reconciliation Australia's website to begin developing our next RAP.	November 2027	Executive Director Human Resources

Yakadanjoo to Beyond BORR

Main Roads Bunbury Outer Ring Road Yaka Dandjoo Program has been recognised as Silver Winner of the Moore Australia (WA) Award for Best Collaboration between Government and any other organisation. The Yaka Dandjoo Program, a first in Western Australia, is transforming lives through free training and work placements for disadvantaged job seekers in the construction industry.

Early 2024 the Bunbury Outer Ring Road (BORR) project celebrated the graduation of its thirteenth and final cohort from the Yaka Dandjoo Program, marking the end of a successful two-and-a-half-year initiative. The Yaka Dandjoo Program – meaning 'working together' in Noongar language – was created to offer a sustainable employment pathway for local Aboriginal people, young people, and those who were unemployed, to enter the civil construction industry through a supportive and inclusive approach.

In May 2024, the Delivery Manager Maintenance, from the South West Region were provided the opportunity to work with Main Roads Human Resources Business Partner, to engage with South West Gateway Alliance and forge relationships in hopes to continue to support the Yaka Dandjoo program 'Beyond BORR'.

There was an opportunity for Main Roads to engage employees/participants from the Yaka Dandjoo program to support the South West Region in resourcing some of the Construction and Maintenance Worker roles which remained vacant from the 'In-house Maintenance Transition' that took place in February 2024. The region was experiencing challenges in recruiting individuals for these roles.





In consultation with South West Gateway Alliance, individuals were identified who had gone through the Yaka Dandjoo program and/or completed apprenticeships on BORR. This meant they not only had relevant skills, knowledge, and experience, but they had also played a pivotal role in the construction and delivery of BORR. Being provided an opportunity in a Construction and Maintenance role in the South West Region meant they would have the opportunity to work on maintaining the BORR network and other Main Roads assets.

With this approach, so far, Main Roads has been able to engage four individuals from the Yaka Dandjoo program offering opportunities within Bunbury and Mandurah. They commenced in Bunbury on Monday 16th September.

This initiative has fostered strong partnerships between our agency, Aboriginal communities, training providers and other State Government stakeholders. Through the program, participants have benefitted from mentorship, career development, and cultural exchange workshops.

This collaborative initiative by Main Roads WA, the Department of Training and Workforce Development, and the South West Gateway Alliance on the Bunbury Outer Ring Road (BORR) Project offers a clear career pathway, enhancing the South West's workforce.

The Silver Moore Australia (WA) Award for Best Practice in Collaboration between Government and any other Organisation recognises the high-level collaboration and coordination across these organisations to meet priority objectives in the delivery of services to the community.

By supporting Aboriginal businesses and employees with opportunities to successfully build their capacity and capabilities, Aboriginal peoples are empowered to further develop and prosper, leaving a legacy for future generations. These investments are providing direct impacts for Aboriginal peoples, their families, and communities and therefore, the wider community across WA.

As the Yaka Dandjoo employees embark on their careers at Main Roads, we have engaged a familiar face to provide mentoring and peer support to the individuals. This initiative will provide reassurance and comfort to these employees, that will ultimately set them up for a successful and enduring career at Main Roads.

The approach to working together with South West Gateway Alliance, supporting the future of 'Beyond BORR' and the Yaka Dandjoo program has provided individuals with opportunities to establish their careers at Main Roads, enhancing diversity in the growing Maintenance Delivery team in the South West Region.

Caring for Country

Fauna protection

- To prevent kangaroos from finding themselves on the Bunbury Outer Ring Road (BORR), fauna fencing will be installed along most of the alignment with innovative one-way gates positioned at key locations to release any kangaroos that may find their way into the road reserve.
- 19 fauna rope bridges will be installed to maintain fauna connectivity across the alignment with nine in Gelorup.
- 24 fauna underpasses and two fauna land bridges will be specifically designed to enable wildlife to safely travel across BORR, including the Western Ringtail Possum.
- Creating 335 hectares of new habitat through the revegetation of degraded land to provide habitat for Western Ringtail Possums, Black Cockatoo, and other native species.
- Radio collars are being used to monitor and track the movements of Western Ringtail Possums within and outside the development areas.



Black Cockatoos

There are three Black Cockatoo species that occur in WA's Southwest, namely Baudin's Cockatoo, Carnaby's Black Cockatoo and Forest Red-tailed Black Cockatoo.

Each cockatoo species is classified as conservation significant fauna by both the State and Commonwealth governments.

Main Roads supports important research into all three species by the research team at Murdoch University.

A baby Carnaby cockatoo has been nesting in one of the artificial cockatoo boxes installed as part of the Main Roads Toodyay Road upgrade project. Our first hollow was installed along Great Northern Highway at Bindoon in 2006, and to date we have now installed 139 hollows, with monitoring showing that black cockatoos will lay their eggs in artificial hollows.

Artificial hollows are constructed from lengths of pipe or timber and installed high in trees to provide additional breeding opportunities for black cockatoos. Research has shown that artificial hollows, if correctly located, have a greater success rate of breeding than natural hollows.

Quendas

Quendas are a type of medium sized bandicoot; only found in the South-West of WA.

Main Roads installed fauna fencing on the Roe Highway exit ramp to Tonkin Highway reserve, to create a barrier that protects Quendas from accessing the highways which has been a positive step forward by Main Roads working in collaboration internally and externally to help conserve a Western Australian protected species.





Gecko Chalker
Aboriginal Employment and Diversity Advisor
Telephone: 138 138
www.mainroads.wa.gov.au

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