

# CASE STUDY

## Cultural Safety at Fulton Hogan

### Project Owner

Fulton Hogan



**CULTURE IN  
CONSTRUCTION**  
Time for Life. Wellbeing. Diversity.

### Project Overview

At Fulton Hogan our purpose is creating, connecting, and caring for communities. Our large geographic footprint and the strong sense of pride and ownership within our regional businesses and project sites means that we are locals, and seek to give back to the communities we live and work in. We believe we have a part to play in bridging the gap between Aboriginal and Torres Strait Islander peoples and other Australians and seek to take an active part in the reconciliation process.

Fulton Hogan has placed a heavy emphasis on not only educating and reconciling with communities, but creating a feeling of cultural safety whereby Aboriginal and Torres Strait Islander Peoples can feel comfortable talking about their culture, history and express their personality in and outside of the workplace.

### Project Initiatives

#### *Reconciliation Action Plan*

Fulton Hogan has taken the next step in our journey towards reconciliation by launching our Innovate Reconciliation Action Plan (RAP). Formally endorsed in September 2022 by Reconciliation Australia, our Innovate RAP outlines our commitment to reconciliation and details our action plan for the next two years, based on the three pillars of Relationships, Respect and Opportunities.

The RAP uses Fulton Hogan's REAL values (Respect, Energy and Effort, Attitude and Leadership) to drive Aboriginal and Torres Strait Islander cultural awareness and education within both our organisation and the construction industry.

#### *Working alongside Indigenous artists*

Fulton Hogan has collaborated with Indigenous artists to create artworks that represent the business, as well as its journey towards reconciliation. The art we've commissioned reflects the values of our organisation and our projects and recognises and pays homage to the Country that our projects are operating on.

The art and their widespread use across Fulton Hogan is one way to encourage and create a safe, diverse and inclusive culture, and acts as a visual reminder of our ongoing commitment to reconciliation.



Examples of this art include Fulton Hogan's RAP artwork, 'Walking hand in hand' which depicts the journey of coming together, acknowledging peoples' differences, celebrating our shared values and getting to know each other respectfully, as well as Emma Bamblett's artwork, 'connecting mobs', representing the role that we play in connecting people and providing a safe environment for all.

These artworks have been adapted into hi-vis work shirts and uniform items which our people proudly wear. The wearing of the art often sparks conversations between our workforce, encouraging greater understanding of the meaning behind the art.

### ***Education, informing and respect***

We know the importance of providing training for our people to further their knowledge and understanding of First Nations Culture and as such, we've made significant investment in both formal and informal education and training. From consistent and structured Culture Awareness Training, to Richard Young's Spirit of the Brand Workshops, we're providing our people with an understanding about the experiences of Indigenous Australians. To complement this, we provide more informal learning such as the Koorie Heritage Trust run Birrarung Walks which empower employees to learn more about the country we work and live on.

Projects have introduced regular yarning circles to have open conversations with our Aboriginal and Torres Strait Islander employees and educate the wider workforce. These have included local Indigenous leaders, artists, musicians all the way to professional football players. Yarning circles fosters a sense of belonging and identity for all of the workforce.

Formalised cultural events are encouraged and promoted across the business. NAIDOC week panels with cultural and business leaders, one-on-ones with Indigenous AFL players for Reconciliation Week, as well as the sharing and acknowledgement of important dates such as National Sorry Day promote a greater understanding of the importance and history of the oldest living culture on Earth.

### ***Building opportunities***

Collaboration with Indigenous organisations creates a legacy greater than our physical works. Projects are encouraged to procure from Indigenous businesses, including workforce, materials, catering and more at all stages of works.

We have a strong focus on meaningful collaboration and engagement which includes our partnership with not-for-profit organisation The Clontarf Foundation, 100% Indigenous-owned recruiter Zancott, and Indigenous contracting business Wamarra.

These partnerships presents an exciting opportunity for Fulton Hogan to support Aboriginal and Torres Strait Islander communities through the delivery of project which result in positive education and employment outcomes across the country.



## Connecting communities – Trans Tasman

Given Fulton Hogan's position as a Trans-Tasman business with strong connections to communities across both countries, members of our Australian Reconciliation Action Plan working group are travelling to New Zealand to understand how infrastructure is providing opportunities for Maori people in New Zealand, and to use our sphere of influence to strengthen relationships with First Nations/Maori organisations across Australia and New Zealand.

The knowledge from this tour will be used to develop an Fulton Hogan Australian Indigenous Leadership Program in 2023/24, along with potential Scholarship/Trainee programs.

## Outcomes and Achievements



Team members are more culturally aware and feel they have a greater understanding of Aboriginal and Torres Strait Islander history and issues. In turn, this creates a safer space for Indigenous members of both our workforce and sub-contractors.



Fulton Hogan's Innovate Reconciliation Action Plan (RAP) has been formally endorsed by Reconciliation Australia. The RAP outlines our commitment to reconciliation in a two year action plan, based on the three pillars of Relationships, Respect and Opportunities. It builds on the inaugural Reflect RAP, launched in 2019.



Commenced and continued long-term partnerships with businesses and organisations that make real change to Aboriginal and Torres Strait Islanders. These include Clontarf Foundation, Zancott Recruitment, Supply Nation, Kinaway, Banaam and more.



Increased social procurement spend and hours worked Aboriginal and Torres Strait Islander people. Over the past two financial years Fulton Hogan engaged with 75 First Nations businesses with a cumulative spend of \$50million, and maintained a consistent level of Aboriginal and Torres Strait Islander peoples employment between 2.2 to 2.8%.



*As an infrastructure company that operates Australia-wide, we have a responsibility to lead a positive and sustainable legacy of improved infrastructure, respect for country, improved community relationships and increased employment and business opportunities for Aboriginal and Torres Strait Islander peoples in the good work that we do*

**Graeme Johnson, Fulton Hogan Australia Chief Executive Officer**



## Contact us

For more information or to get involved in shaping the Culture Standard, please contact us:

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