



POWERING FUTURES,
CREATING LEGACIES.

FIRST NATIONS BUSINESS GUIDE

ACKNOWLEDGEMENT OF COUNTRY



BMD acknowledges the Traditional Custodians of the lands on which we work and live. We recognise their continuing connection to land, water and community, and we pay our respects to Elders past and present.

We celebrate the rich cultures, histories, and knowledge of all Aboriginal and Torres Strait Islander peoples with whom we work and share this land. As we continue to build and develop across Australia, we remain committed to learning from and working respectfully alongside Aboriginal and Torres Strait Islander communities, contributing positively to their wellbeing and prosperity.

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OUR BUSINESS



BMD is Australia's leading integrated engineering, construction, and urban development business. We see it as our responsibility to make an impact beyond the infrastructure projects we deliver and are committed to reconciliation through our purpose of powering futures and creating legacies.

Drawing on our values of family, collaborative, empowered and driven, BMD's commitment is to meaningful employment, engagement and empowerment of Aboriginal and Torres Strait Islander peoples, businesses and communities to create genuine opportunities and outcomes.

After formally commencing our journey in 2017 with our first Reflect Reconciliation Action Plan (RAP), BMD released our third Stretch-level RAP in 2025.

Our Stretch RAP builds on learnings garnered over our history of operations, the areas we have worked, and through the implementation of our Reflect and Innovate

RAPs. In implementing our Stretch RAP, BMD's aspiration is to drive positive social change for Aboriginal and Torres Strait Islander peoples and set a new standard within the construction industry, encouraging other organisations to commence or enhance their reconciliation journey.

BMD recognises reconciliation is a journey that requires continuous effort, engagement and a genuine commitment to meaningful action. We strive to create an inclusive and culturally respectful business environment. We are committed to building long-term, meaningful partnerships with Aboriginal and Torres Strait Islander businesses and communities.

Through this guide, we commit to working collaboratively with Indigenous communities to generate lasting, positive outcomes.

OUR GUIDE

PURPOSE

This First Nations Business Guide aims to increase visibility and support for First Nations businesses who are seeking to work with BMD or are already engaged with us. It outlines our internal strategies and processes that support employment, procurement and capacity-building opportunities.

GOALS

BMD recognises the critical role we play in the communities in which we operate and the procurement opportunities our projects offer small to medium and large First Nations businesses throughout Australia. This guide supports the commitments made by BMD through our Stretch RAP, and from a procurement perspective, aiming to promote the maximisation of First Nations business utilisation.

The guide aims to:

- ▶ increase participation of First Nations businesses supplying and subcontracting goods and services to our projects
- ▶ communicate and open up procurement pathways and opportunities for First Nations businesses, in particular small to medium sized organisations, through consultation, relationship building and engagement with BMD business units
- ▶ continuously enhance BMD's internal procurement processes and capability to engage Indigenous businesses
- ▶ create and support engagement and partnerships between BMD, the Indigenous business community and key procurement stakeholders
- ▶ make a positive impact on the engagement and continued utilisation of Indigenous businesses across Australia, with the intent of further engraining First Nations people within their own local communities as well as their broader communities
- ▶ facilitate the creation of positive local, state and industry role models who inspire younger generations to 'be what they can see' and to highlight positive outcomes as a result of reconciliation and committed corporate organisations.



INTENDED AUDIENCE

This guide is about engagement, communication, collaboration and transparency. It has been designed with the following audience in mind:

- ▶ Primarily, small to medium sized Indigenous businesses already engaged, or seeking to be engaged, for the supply of goods and services to BMD projects.
- ▶ Established medium to large Indigenous businesses already engaged, or seeking to be engaged, for the supply of goods and services to BMD projects.

KEY INTERNAL STAKEHOLDERS

- ▶ BMD's Indigenous Program Manager
- ▶ BMD's procurement, pre-contracts, estimating, social inclusion and commercial/ contract administration teams responsible for procuring goods and services, setting strategies, early Indigenous business engagement, relationship building and administering contracts of work
- ▶ BMD's project delivery teams, including any partner, who make procurement decisions that contribute towards our goals
- ▶ BMD's clients, consultants, suppliers and subcontractors who work with BMD and are positioned to contribute towards our goals.

OUR VISION FOR RECONCILIATION



Creating lasting legacies through meaningful consultation and positive social impact.



We believe our involvement in reconciliation is an opportunity to contribute to the success of all stakeholders, fostering sustainable shifts towards a more equitable and inclusive society.

True to BMD's ethos and reputation, we are dedicated to building strong long-term relationships, trust and understanding between our workforce, delivery partners, clients and Aboriginal and Torres Strait Islander communities, promoting mutual growth and shared prosperity.

Through the delivery of this Stretch RAP, we remain committed to continuing our active engagement and empowerment of Aboriginal and Torres Strait Islander peoples by creating sustainable opportunities for education, employment and business growth. BMD is committed to continuing and further embedding these opportunities into our business practices to foster economic self-determination and the long-term prosperity of Aboriginal and Torres Strait Islander communities.

Committed to creating sustainable opportunities and investing in both our people and the communities in which we operate, we recognise our power to drive positive reconciliation outcomes and actively support, educate and raise awareness to make a meaningful impact. Our dedication extends beyond symbolic gestures. We aim to make tangible differences by building genuine relationships with Traditional Owners and communities, promoting pathways for emerging entrepreneurs, and ensuring Aboriginal and Torres Strait Islander voices are central in shaping our organisational culture.

Through the initiatives within this Stretch RAP, we can drive lasting social change, creating a future where Aboriginal and Torres Strait Islander peoples thrive as valued and active participants in the economy, respected for their knowledge and deeply connected to the land, sea and sky.

WORK WITH US

SUPPORT

Who can I contact if I need support or have questions at any stage of my engagement with BMD?

If you would like to talk to BMD at any stage of your relationship with us, please contact Indigenous Program Manager Dart Johnson.

EMAIL:

RAP@bmd.com.au

If your enquiry relates to a specific project or anything else (anywhere in Australia), please contact us through our general enquiry channels and we will direct you to the relevant person in our business.

TEL:

+61 7 3893 7000

EMAIL:

QLD	enquiries.qld@bmd.com.au
NSW	enquiries.nsw@bmd.com.au
ACT	enquiries.nsw@bmd.com.au
VIC/TAS	victoria@bmd.com.au
SA	adelaide@bmd.com.au
WA	perth@bmd.com.au
NT	northernterritory@bmd.com.au

How does BMD genuinely support Indigenous businesses?

From the beginning (or Since establishment), BMD has been active in engaging, BMD was active in engaging with local communities, employing First Nations peoples and procuring goods and services from Indigenous businesses. These actions were driven by our corporate values and deeply embedded local engagement approach.

Through our RAP, we continue to focus on our spheres of influence — procurement, education and employment to drive meaningful and measurable outcomes. We recognise that value-for-money is not just about cost, but about the long-term benefits created through strong, values-aligned partnerships.

BMD's approach is genuine and collaborative, centred on building mutually beneficial relationships with delivery partners who share our vision for sustainable outcomes. This extends beyond transactions to include knowledge sharing, community consultation and ongoing support — strengthening our collective impact in the communities where we live and work.

We also welcome Indigenous businesses to introduce themselves to BMD. Our Indigenous Program Manager and Procurement teams actively engage with new suppliers to understand their capability, industry certifications and pricing strategies. This allows us to assess alignment and provide guidance on pre-qualification pathways, ensuring businesses are well-positioned for upcoming opportunities.

Does BMD host events that provide an opportunity for me to meet with the local team?

Yes. BMD have been active in hosting our own and industry 'Meet the Buyer' events across Australia. Within our Stretch RAP, we have committed to hosting at least one event in each State and Territory per year. BMD views these events as an opportunity to benefit from real face-to-face engagement and opportunity generation through collaboration.

On some projects, BMD may also host 'Meet the Buyer' events, specific to the project and its region. Additional to our database, these are typically advertised through local supplier and media channels prior, for example, ICN, Chambers of Commerce and Supply Nation.

If you'd like to find out more about BMD, please visit our website www.bmdgroup.global.

BMD is strengthening our national First Nations Cultural Learning Program

Providing a respectful and inclusive workplace is fundamental to how we do business at BMD and is underpinned by two of our core values: family and collaborative.

We take pride in creating safe and inclusive environments where all team members regardless of background, feel valued and supported. Our reputation as a trusted contractor is built on our ability to set clear expectations and lead by example across our project sites and corporate offices.



While we acknowledge that no workplace is immune to inappropriate behaviour, we are steadfast in our zero-tolerance approach to racism and discrimination. This is reflected in our corporate governance, policies and site-specific practices, which ensure immediate action is taken when standards are not met.

To deepen understanding and embed respect more meaningfully across our business, BMD has a national First Nations Cultural Learning Program. This program exposes all employees to cultural protocols, histories and perspectives, delivered in a tiered format that prioritises executive leaders and key decision-makers, who influence teams from the top down.

Respect at BMD also means visibility and recognition. We actively celebrate the contributions of First Nations employees and partners on our projects and acknowledge culturally significant dates such as National Reconciliation Week and NAIDOC Week, fostering greater awareness and appreciation of Aboriginal and Torres Strait Islander cultures across our workforce. We work every day to create workplaces where respect is lived and felt.



REGISTER WITH US

Does BMD have a vendor database?

Yes, BMD has an established centralised national vendor database where all suppliers and subcontractors register to work with us.

Within the database we 'tag' businesses that are Indigenous owned by capturing the percentage of ownership. If less than 100%, we seek information on the partnership organisation and request for registration or certifications. Several other fields are also required including region, capabilities, contact details and other relevant information. This allows our teams to search, filter and invite Indigenous businesses to submit a Request for Pricing (RFP) for potential or already secured work.

BMD's vendor database involves a two-stage process, with the first stage entering business and contact details as well as high-level capabilities. These details are searchable within BMD's Contact Database by all BMD business units.

The second stage of the process commences when BMD formally engages businesses as a delivery partner and involves a BMD resource (commercial, procurement, estimator or project) sending a 'new creditor' hyperlink where businesses will ensure company details are correct and the relevant information (i.e.: insurances) are uploaded.

The BMD vendor database is shared nationally and accessible by all teams in every office, on every site.

How do I register my business in the BMD vendor database?

To be registered on our vendor database, contact:

Indigenous Program Manager (Dart Johnson)
by emailing RAP@bmd.com.au



YOU CAN CONTACT REGIONAL PROCUREMENT MANAGERS BY EMAILING:

QLD	enquiries.qld@bmd.com.au
NSW	enquiries.nsw@bmd.com.au
ACT	enquiries.nsw@bmd.com.au
VIC/TAS	victoria@bmd.com.au
SA	adelaide@bmd.com.au
WA	perth@bmd.com.au
NT	northernterritory@bmd.com.au

If your enquiry relates to a specific project or anything else (anywhere in Australia), please contact us through our general enquiry channels and we will direct you to the relevant person in our business.

TEL:

+61 7 3893 7000

EMAIL:

brisbane@bmd.com.au

To set your business up for success with BMD, please allow enough time to talk to our team so that we fully understand your capability and capacity and can register you correctly so that you don't miss out on any upcoming opportunities.

Once I'm registered in the database, how will I be advised of an upcoming job?

You will receive an invitation from BMD to respond to a Request for Price (RFP) based on the information provided to us during the registration process and alignment of your business' capabilities with the project scope of work.

Is it also worthwhile registering with industry associations?

Yes. When BMD seeks out supplier and subcontractor pricing in a region or sector that is relatively new to our business, BMD will actively search local directories, and work with intermediaries such as ICN, Indigenous Chambers of Commerce, Supply Nation and other sources, to identify local Indigenous businesses.

If BMD is working in joint venture will the team still refer to the BMD vendor database?

At times BMD delivers projects in partnership or joint venture with other parties. Where this occurs, BMD will always seek to introduce vendors from our database into the RFP

process, although contractual arrangements may influence the processes adopted. Regardless, our commitment to Indigenous businesses is unwavering and our teams will actively seek pathways to promote Indigenous businesses within the joint venture teams we participate within.

RESPONDING TO A REQUEST FOR PRICE (RFP)

What can I expect during the RFP process?

The procurement RFP process is often multifaceted, involving invitations at both the initial tender phase (prior to BMD securing the contract from the client) and during the delivery phase, when the site-based team conducts a second RFP confirmation and due diligence process to verify pricing, specific contract particulars and other information.

Pre-contract/tender phase RFP

Most projects commence within the BMD pre-contracts/ tender team, where our estimators, engineers and other experts collaborate with industry partners, suppliers and subcontractors (such as yourselves) to price and plan a project as part of our own 'BMD to client' RFP process.

During this phase, our estimating team consults the vendor database to select and invite registered businesses to submit an RFP for each work package. Indigenous-owned businesses are distinctly identifiable within the database and are specifically included in the RFP invitation list. At the conclusion of this phase, the estimating team will have selected preferred subcontractors and suppliers.

Delivery phase RFP

Once BMD has been awarded a contract by our client, the pre-contracts team hands over all initial RFP responses and any associated information to the site project team and/or procurement team (dependent on the internal team). During this second phase of the RFP procurement process, BMD will contact each vendor to confirm their initial RFP, discuss specifics of the contract and other obligations.

For this reason, you may be contacted multiple times by BMD to respond to an RFP invitation for a single contract of work.



What will a typical RFP from BMD consist of?

The RFP invitation is part of a competitive process and will typically include both evaluative price and non-price criteria.

At both stages noted above, the information required as part of the RFP is influenced by several factors. These include, but are not limited to, BMD's own requirements, the contract and project type, our own client contract obligations and other relevant factors.

If I'm a small business, am I still going to be able to participate on a BMD project?

Absolutely. All of BMD's key internal stakeholders involved in the procurement process of our business are committed to working with small Indigenous businesses. Our team will endeavour to work with you personally to ensure you are offered a fair and reasonable opportunity to respond to any RFP invitation from BMD. The RFP will include the name and contact details of a BMD representative whom you will be able to contact directly.

When you're ready to submit your RFP response to us we have an upload portal available. We can also receive your RFP response via email.

What if I don't have the 'right' capacity for an advertised package of work?

As with any package of work, the capacity and capability of a supplier or subcontractor to deliver the contract and satisfy all commercial, scope and HSEQ obligations is fundamental for all businesses involved.

However, BMD is committed to opening up procurement opportunities for Indigenous businesses and welcome a discussion with you to see how we can make this happen. This might include splitting up a package of work or finding another option of how your business can participate.

Do I need to 'prove' that I'm an Indigenous owned business?

To ensure we work with legitimate Indigenous businesses, when you are registered in our vendor database as an 'Indigenous business' we will ask you to provide evidence that you are authentically an Indigenous owned business. This is for our own governance and to protect the integrity of our reporting through to both Reconciliation Australia, Supply Nation, Indigenous Chambers of Commerce and our Board of Directors.

If you do not have evidence indicating you are a registered 'Indigenous business' BMD will work with you, as we do with any non-Indigenous owned business. The information provided in this guide still apply.

SELECTION AND CONTRACT ADMINISTRATION

What will happen if my RFP offer is successful?

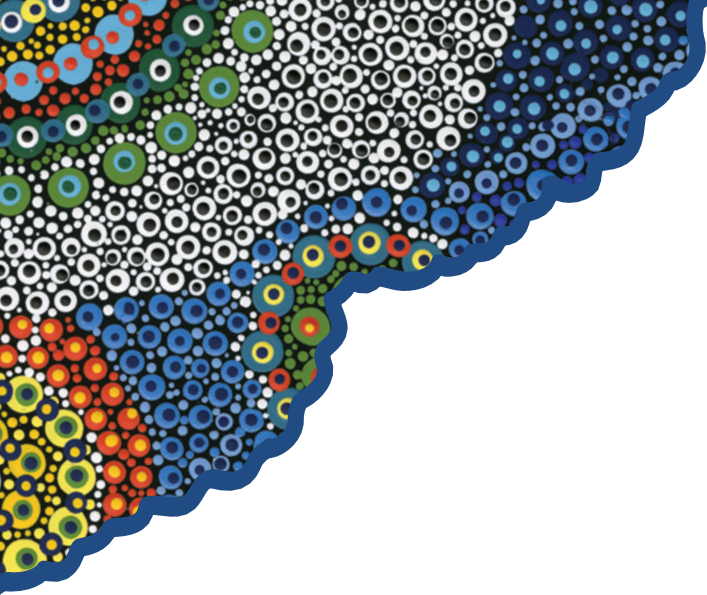
A successful supplier or subcontractor will be confirmed by the project manager and contacted by the contractor's representative (see below). If construction work is being undertaken, a subcontractor pre-award evaluation will need to be completed.

Who will help me with the administration of my contract/agreement?

Each project will have a contractor's representative nominated who will be available for all questions for the lifecycle of the entire contract. This person works with each subcontractor to evaluate and assess any required documentation, ensure correct execution, assess any payment and variation claims, assess final claim and certification, issue Deed of Release, release any retention, and other related documentation.

For governance and consistency of procedure, all commercial management practices are guided by BMD's Commercial Project Group Standard.





What if I don't have an ISO certified HSEQ management system?

We understand that some small businesses are not ISO certified. BMD will require you to work under, and be compliant with the BMD ISO accredited HSEQ management system which we will administer for compliance through audits.

If Indigenous businesses are seeking to gain future ISO accreditation for their HSEQ systems, BMD is open to assisting with this process as part of our capacity building commitment.

What about performance during the term of the contract?

Regular site meetings with our suppliers and subcontractors are seen as not only best practice, but also good management. All details are recorded in the site meeting minutes. The meetings are usually seen by all parties as being productive and informative, allowing everyone to openly discuss challenges, issues, opportunities and performance within an open, ongoing and transparent setting.

What type of contract will I be signing?

BMD utilises four standard agreements that align with the scale and complexity of the supplier or subcontractor contract being awarded. In this way smaller contracts are not expected to adhere to the same conditions as a larger contract.

Our suite of contracts and agreements for suppliers and subcontractors includes:

- ▶ BMD Labour Hire contract
- ▶ BMD Minor Works subcontract
- ▶ BMD Major Works subcontract
- ▶ Purchase order terms and conditions

What if my RFP is not successful?

If you have not been successful, we invite you to follow up with the BMD representative you liaised with directly as part of the RFP process. Feedback will be provided for full visibility with the aim of enhancing success on the next RFP with BMD.

In the event you would like to discuss your RFP beyond the BMD representative, you can contact BMD's Indigenous Program Manager.

As part of our commitment to creating real opportunities and increasing participation for Indigenous businesses, BMD also welcomes feedback from businesses to allow us to continuously improve our procurement methods. Any feedback will be passed through to our Indigenous Program Manager and procurement-led RAP working group.

OTHER ADMINISTRATIVE QUESTIONS

How will I get paid?

At contract award, all vendors (suppliers and subcontractors) are set up in BMD's financial management system, Jobpac. All payments are then made in accordance with the contract terms.

Every vendor will send one valid payment claim through their contractor's representative (see above) each month. The contractor's representative will provide email address(es) as part of your set up process. Once approved, invoices must be emailed or sent by mail to BMD. Details will all be provided by the contractor's representative who will work with you to ensure a smooth billing workflow.

What type of computer or digital systems do I need to be able to work with BMD?

We understand that some small businesses do not have advanced computer systems in place. This isn't an issue to work with BMD. Each BMD person you deal with at BMD, across each step of your relationship with us, will work with you to see how we can best align with your needs to ensure smooth workflows.

What happens at the end of my contract?

The process we follow is the same on every BMD project. Each vendor notifies the contractor's representative when they view their works as being completed. This will activate a number of activities, including the issue of a Certificate of Completion, final payment claim, final certificate, final tax invoice, deed of release and release of securities.

If you haven't gone through this process before with BMD, that's okay. Your contractor's representative will be working with you for the lifecycle of the entire contract.

BMD'S STRETCH RAP (2025 - 2028) - PATHWAYS

To operationalise the commitments of our Stretch RAP, we have organised our focus and RAP working groups around four key pillars. We believe these will drive lasting social change, creating a future where Aboriginal and Torres Strait Islander peoples and Indigenous owned businesses thrive.

- ▶ **Procurement:** Procure 5% of BMD's controllable procurement spend through Aboriginal and Torres Strait Islander businesses, identify and nurture long-term and mutually beneficial partnerships and provide industry consultation to Indigenous businesses.
- ▶ **Employment:** Elevate BMD's full-time First Nations employment to 4% by 2026 and 1% growth by 2027 and 2028, upskilling and career development for First Nations employees, drive cultural safety within work environments and facilitate youth employment.
- ▶ **Education:** Establish and deliver a national Cultural Learning Program and provide education opportunities on BMD projects and within BMD offices.
- ▶ **Community:** Engage and seek opportunities to benefit the local communities in which we operate, acknowledge and participate during dates of significance, and support local community businesses and youth by providing career and industry consultation.

For more information on our RAP, or download a full copy, please visit the [website](#).



Through this guide, we commit to working collaboratively with Indigenous communities to generate lasting, positive outcomes.

We look forward to hearing from you and working with you.

KEY CONTACTS

**Indigenous Program Manager -
Dart Johnson**

EMAIL

RAP@bmd.com.au

Procurement

EMAIL

procurement@bmd.com.au

**General enquiries
(national)**

TEL

+61 7 3893 7000

EMAIL

brisbane@bmd.com.au

RESOURCES



RESOURCES

FEDERAL

National Indigenous Australians Agency: [Indigenous Procurement Policy \(IPP\) | NIAA](#)

- ▶ Indigenous employment and business participation targets apply to contracts wholly delivered in Australia valued at \$7.5 million or more in 19 industries, known as [Mandatory Minimum Indigenous Participation Requirements \(MMR\)](#).

STATE AND TERRITORY

QLD

Queensland Indigenous Procurement Policy: [TATSIPCA](#)

- ▶ New policy is under review with Queensland Parliament

ICN - Black Business Finder: [Black Business Finder \(QLD\) - ICN](#)

NSW

NSW Aboriginal Procurement Policy: [Aboriginal Procurement Policy | info.buy.nsw](#)

ACT

ACT Aboriginal and Torres Strait Islander Procurement Policy: [Aboriginal and Torres Strait Islander Procurement Policy - Procurement ACT](#)

VIC

Tharamba Bugheen - Victorian Aboriginal Business Strategy 2017 -2021: [Social procurement - Victorian Government approach | buyingfor.vic.gov.au](#)

SA

SA Aboriginal Economic Participation: [Aboriginal economic participation | Attorney-General's Department](#)

WA

WA Aboriginal Procurement Policy: <https://www.wa.gov.au/government/publications>

ICN - Aboriginal Content Locator: [ABORIGINAL BUSINESS DIRECTORY WA - ICN](#)

NT

NT Aboriginal Procurement Policy: [Aboriginal procurement policy | NT.GOV.AU](#)

ICN - Aboriginal Content Locator: [Aboriginal Content Locator \(NT\) - ICN](#)

BMD

BMD Stretch RAP: [BMD's Stretch RAP](#)

PROCUREMENT ORGANISATIONS

Supply Nation: [Supply Nation](#)

Queensland Indigenous Business Network: [Home - QIBN](#)

NSW Indigenous Chamber of Commerce: [NSW Indigenous Chamber of Commerce](#)

Kinaway Chamber of Commerce: [Kinaway Chamber of Commerce](#)

Noongar Chamber of Commerce & Industry: [Noongar Chamber of Commerce & Industry](#)

NT Indigenous Business Network: [Northern Territory Indigenous Business Network](#)



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