

# Indigenous Employment and Participation Policy

## Program Summary

Davki's Indigenous Employment Pathways Program is the practical implementation arm of this Policy. Its purpose is to create clearer pathways for Aboriginal and Torres Strait Islander participation across Davki's workforce.

## Program Components

- targeted job promotion and outreach
- pathway-based recruitment into frontline and operational roles
- structured onboarding support
- mentoring or buddy support where feasible
- access to internal training and LMS learning
- leadership pathway visibility through internal development programs
- periodic review of participation, retention and progression outcomes

## Program Focus Areas

- recruitment
- onboarding
- retention
- development
- progression
- cultural inclusion

## Program Oversight

The Program will be overseen by Davki leadership with support from HR / People and Culture, operational management and training personnel.

<b>Approved by:</b>	<b>Assigned for:</b>
Chief Executive Officer / Director	Daric Group of Companies
Michael Daric	Davki – Eimalo
July 2025	

## 1. Purpose

Davki is committed to creating genuine and practical employment, development and participation opportunities for Aboriginal and Torres Strait Islander peoples across its workforce and operations.

This Policy establishes Davki's commitment to improving Aboriginal and Torres Strait Islander participation through respectful recruitment practices, culturally aware onboarding, workplace support, development pathways and ongoing review. It reflects Davki's recognition that employment is a meaningful part of economic participation, social inclusion and long-term opportunity.

Davki's intention is not to adopt symbolic commitments, but to implement practical measures that support access, retention, development and progression.

## 2. Scope

This Policy applies to all Davki business operations and is relevant to:

- directors
- executives
- managers
- supervisors
- employees
- applicants for employment
- people involved in recruitment, onboarding, training and workforce planning

This Policy applies to:

- workforce planning
- recruitment and selection
- induction and onboarding
- training and development
- retention and support
- progression and leadership pathways
- internal reporting and review

## 3. Policy Statement

Davki is committed to increasing Aboriginal and Torres Strait Islander participation across the business in a way that is respectful, practical and aligned with operational reality.

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Davki recognises that improving Indigenous employment outcomes requires more than recruitment alone. It requires an employment framework that considers:

- access to opportunity
- culturally respectful engagement
- supportive onboarding
- development and training
- retention and belonging
- visibility of progression pathways
- leadership accountability

Davki will take reasonable and practical steps to identify opportunities to strengthen Aboriginal and Torres Strait Islander participation across frontline, operational, administrative and leadership pathways.

#### 4. Objectives

The objectives of this Policy are to:

- create genuine employment opportunities for Aboriginal and Torres Strait Islander peoples
- reduce barriers to recruitment, selection and participation
- improve retention through culturally respectful workplace practices
- support development and progression pathways across the organisation
- strengthen leadership accountability for Indigenous employment outcomes
- integrate Indigenous employment considerations into broader workforce planning
- support Davki's broader reconciliation, diversity and social responsibility commitments

#### 5. Guiding Principles

Davki's Indigenous employment approach is guided by the following principles:

##### 5.1 Respect

All engagement must be grounded in respect for Aboriginal and Torres Strait Islander peoples, cultures, histories and communities.

##### 5.2 Practical Action

Davki will focus on actions that create real pathways and measurable progress, rather than symbolic commitments only.

##### 5.3 Opportunity

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Davki will work to ensure Aboriginal and Torres Strait Islander applicants and employees have fair access to roles, development and progression.

#### **5.4 Cultural Safety**

Davki seeks to maintain a workplace where Aboriginal and Torres Strait Islander employees are treated with dignity, respect and inclusion.

#### **5.5 Accountability**

Progress must be supported by leadership oversight, internal monitoring and periodic review.

### **6. Policy Commitments**

#### **6.1 Workforce Planning**

Davki will consider Aboriginal and Torres Strait Islander participation as part of its workforce planning processes.

This may include:

- identifying suitable roles, sites or functions for targeted pathway initiatives
- considering Indigenous participation in recruitment planning for new sites or mobilisation activity
- reviewing workforce composition and opportunities across operational and support functions
- aligning participation initiatives with actual business needs and service delivery capability

#### **6.2 Recruitment and Selection**

Davki is committed to inclusive and culturally respectful recruitment practices.

Davki may:

- encourage applications from Aboriginal and Torres Strait Islander candidates in relevant job advertisements
- include an equal opportunity and Indigenous participation statement in recruitment material
- review recruitment channels to improve visibility of opportunities
- engage with Aboriginal and Torres Strait Islander employment organisations, networks or community-based providers where appropriate
- review selection practices to reduce unnecessary barriers to entry
- ensure recruitment decisions remain merit-based, lawful and role-relevant while supporting broader participation outcomes

#### **6.3 Indigenous Employment Pathways Program**

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Davki will establish and maintain an **Indigenous Employment Pathways Program** to support practical participation outcomes.

The Program may include:

- entry-level employment pathways into security, concierge and operational support roles
- structured onboarding support for new employees
- buddy or mentor support during early employment
- site-based integration support
- role-readiness and workplace expectations guidance
- referral pathways from training or community organisations
- access to internal training and leadership development opportunities

The Program is intended to support not only recruitment, but successful transition into employment and continued participation.

#### **6.4 Onboarding and Workplace Support**

Davki recognises that recruitment alone does not guarantee inclusion or retention. Workplace support is essential.

Davki may support Aboriginal and Torres Strait Islander employees through:

- culturally respectful onboarding processes
- clear role expectations and workplace orientation
- regular check-ins during probation and early employment
- access to manager support and escalation pathways
- connection to mentors, peers or support contacts where appropriate
- workplace conduct expectations that reinforce respect, inclusion and zero tolerance for discrimination or harassment

#### **6.5 Training and Development**

Aboriginal and Torres Strait Islander employees will have access to training and development opportunities consistent with operational requirements and company policy.

This may include:

- induction and compliance training
- site-specific and role-specific training
- internal development opportunities
- leadership pathway inclusion where appropriate
- participation in Davki's broader learning and development framework, including online LMS modules and leadership initiatives such as the Future Leaders Program

Davki will seek to ensure that Indigenous participation is considered in development and progression planning, not only in initial hiring.

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## 6.6 Retention and Progression

Davki is committed to improving not only Indigenous recruitment outcomes, but also retention and longer-term progression.

Davki may:

- monitor retention trends where data is available and lawfully collected
- identify barriers affecting participation or continuity of employment
- support progression into more senior or specialised roles where capability and opportunity align
- include Indigenous participation in broader succession and development discussions where relevant

## 6.7 Workplace Culture and Cultural Safety

Davki is committed to maintaining a workplace culture in which Aboriginal and Torres Strait Islander employees feel respected and included.

Davki will:

- not tolerate discrimination, harassment, bullying or exclusionary behaviour
- support cultural awareness and respectful workplace behaviour across the business
- encourage leaders to model inclusive conduct
- address concerns raised by employees through appropriate internal channels
- align this Policy with Davki's Diversity, Equity and Inclusion Policy, Reconciliation commitments and workplace conduct standards

## 7. Internal Targets and Participation Measures

Davki may establish internal Indigenous participation targets, benchmarks or workforce measures to support accountability and progress.

These may relate to:

- overall headcount participation
- recruitment outcomes
- candidate pipeline activity
- retention
- training participation
- leadership pathway inclusion

Any targets or benchmarks adopted by Davki will be:

- lawful
- operationally realistic

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- reviewed periodically
- supported by implementation measures rather than headline numbers alone

## 8. Partnerships and External Engagement

Davki may seek to strengthen its Indigenous employment efforts through respectful external engagement.

This may include working with:

- Aboriginal and Torres Strait Islander employment service providers
- registered training organisations
- community-based organisations
- advisory groups or cultural consultants
- local networks that support employment pathways and participation

Any engagement will be approached respectfully and with a focus on practical outcomes.

## 9. Roles and Responsibilities

### 9.1 Executive Leadership

Executive leadership is responsible for:

- endorsing this Policy
- supporting Indigenous employment as a strategic workforce priority
- reviewing progress and accountability measures
- ensuring suitable leadership oversight is in place

### 9.2 Managers and Supervisors

Managers and supervisors are responsible for:

- supporting the implementation of this Policy in recruitment and employment practices
- providing a respectful and inclusive team environment
- supporting onboarding, development and retention efforts
- identifying practical employment and pathway opportunities within their area of responsibility

### 9.3 HR / People and Culture / Training Function

The relevant people, HR or training function is responsible for:

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- supporting recruitment and pathway initiatives
- coordinating onboarding and development support where applicable
- monitoring participation measures and reporting
- assisting with policy review and program improvement

#### 9.4 Employees

Employees are responsible for:

- contributing to a respectful and inclusive workplace
- complying with company policies relating to conduct and inclusion
- supporting workplace culture consistent with Davki's values and standards

### 10. Reporting and Monitoring

Davki will monitor implementation of this Policy through internal review and reporting processes.

This may include review of:

- Aboriginal and Torres Strait Islander participation across the workforce, where data is lawfully and voluntarily collected
- recruitment outcomes and candidate pipeline activity
- retention and development participation
- issues, barriers or improvement opportunities identified by leadership or employees
- effectiveness of support measures under the Indigenous Employment Pathways Program

Progress may be reviewed quarterly, biannually or annually depending on the reporting framework adopted by Davki.

### 11. Public Reporting

Davki may publicly report, at a summary level, on its Indigenous employment commitments, initiatives and outcomes through:

- tender responses
- capability statements
- website content
- CSR or ESG reporting
- reconciliation reporting or related public statements

Any public reporting will be:

- accurate

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- respectful
- proportionate
- evidence-based
- mindful of privacy and confidentiality

## 12. Related Documents

This Policy should be read alongside:

- Reconciliation Action Policy / RAP
- Diversity, Equity and Inclusion Policy
- Learning and Development Policy
- Code of Conduct
- Recruitment and Selection procedures
- Workplace Behaviour and WHS policies

## 13. Review

This Policy will be reviewed periodically, and at least every two years, or earlier if required by:

- changes in business operations
- workforce review findings
- legal or policy developments
- reconciliation planning or reporting updates
- identified need for improvement

### Signed and Acknowledged

CEO Davki | EiMalo

*Michael Daric*



**Owner:** Executive Leadership / People and Culture

**Effective Date:** [2<sup>nd</sup> July 2025]

**Review Date:** [2<sup>nd</sup> July 2026]

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