



# RECONCILIATION ACTION PLAN

JULY 2021 - JULY 2022

HANSEN YUNCKEN





RECONCILIATION  
ACTION PLAN

## REFLECT

### Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we work.  
We pay our respects to Elders, past, present and emerging.

Cover image: The Official Opening and Community Celebration of the Tagai State College Replacement School project on Mer Island Torres Strait, 2012.

Inside image: Lee Jnr (Yorta Yorta) 'Waterhole Dreaming' 2020



# HANSENYUNCKEN RECONCILIATION ACTION PLAN

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## REFLECT RAP CEO STATEMENT

Reconciliation Australia welcomes Hansen Yuncken to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Hansen Yuncken joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types, Reflect, Innovate, Stretch and Elevate, allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Hansen Yuncken to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hansen Yuncken, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

### Contact

Louise Hansen, Director  
Hansen Yuncken  
0411 730 445  
[lhansen@hansenyuncken.com.au](mailto:lhansen@hansenyuncken.com.au)

# STATEMENT OF SUPPORT FROM OUR CEO

Hansen Yuncken (HY) is a company built on a strong heritage and culture, with values that have evolved since our establishment in 1918.

These values shape how we work and define who we are. They differentiate us and underline the passion for what we do:

<b>Integrity</b>	Honouring our commitment is the basis of trust
<b>Respect</b>	Respect the need, ambitions and expectations of others
<b>Innovation</b>	Look for new ways, think differently ... outside the box
<b>Excellence</b>	Never be satisfied with good enough

Our deep commitment to embracing, understanding and celebrating the rich and diverse histories of Aboriginal and Torres Strait Islander peoples, representing the world's oldest living cultures, provided the impetus for the creation of our dedicated corporate Reflect Reconciliation Action Plan (RAP).

This framework is both an embodiment of our commitment to supporting Aboriginal and Torres Strait Islander peoples in employment, enterprise and education and an acknowledgement that our ability to positively contribute to Aboriginal and Torres Strait Islander peoples and their communities, is linked to our aspiration to continue to develop our own cultural competence in the way we do business.

HY's Reflect RAP, builds on Our Roadmap for Impact (HY's Aboriginal and Torres Strait Islander peoples Participation framework which we rolled out in 2016 and is a separate document to our Indigenous Participation Plans) and embeds within our organisation practical steps to create and extend opportunities for Aboriginal and Torres Strait Islander peoples and enterprises.

This framework recognises the reciprocal benefits of actively supporting Aboriginal and Torres Strait Islander peoples and enterprises in the communities in which we work, the contribution of Aboriginal and Torres Strait Islander peoples to our organisational culture and reflects our aspiration as an organisation to demonstrate leadership in this domain.

HY will not only apply our best endeavours to ensure that we meet our obligations and explore opportunities for Aboriginal and Torres Strait Islander participation on projects for which participation is expected by our clients, our Reflect RAP will ensure that we continue to develop deep and productive relationships with people and communities throughout all the regions in which we do business.

We are proud to have developed an organisation wide approach to the development, implementation and monitoring of Indigenous Participation Plans tailored to each of the projects we engage. Incorporating the principles of the Reflect RAP in the company's project management processes, coupled with the continued development of our own cultural awareness in the workplace characterises the way in which HY seeks to do business.



**Peter Salveson**  
Chief Executive Officer



# HANSENYUNCKEN RECONCILIATION ACTION PLAN



JUTE Theatre Company performing at Bulmba-ja Arts Centre Opening, 2020.  
HY partners with the JUTE Theatre Company, an organisation who aims to showcase the work of local Cairns and Far North Queensland First Nations artists in the hope to inspire the next generation of creators.  
Photo by Marc McCormack, courtesy Arts Queensland.

## OUR BUSINESS

HY is one of Australia's leading, privately owned construction companies, at the forefront of change and innovation in the building industry. In 2018 we celebrated 100 years of operations, and whilst we respect and pay homage to our history, we are very much future focussed.

### **Delivering projects for both Government and private clients across multiple sectors.**

Directly employing over 600 people nationally and supporting many more through our subcontractors and suppliers, HY is a nationally recognised construction company with projects and offices in both city and regional locations. Currently our offices are in Victoria (Melbourne and Shepparton), New South Wales (Sydney, Albury and Newcastle), South Australia (Adelaide), Queensland (Brisbane and Cairns) and Tasmania (Hobart).

HY currently employ six Aboriginal and Torres Strait Islander peoples across the business. We also engage with Aboriginal and Torres Strait Islander peoples on our projects through Indigenous Enterprises engaged as subcontractors and suppliers.

Honesty, fair dealings, transparency and expertise – these are just some of the qualities underpinning a century of success. Every day we embrace the challenge of upholding this reputation. To evolve further, we must constantly adapt and anticipate change. By solving problems in the moment, and envisioning the future in the long term, we're reshaping the possibilities of our future.



**"It's my first job in the construction industry, I've been given a great opportunity. The team here are like a family, they really care about how you're going."**

Brodie McGhie, a First Nations construction worker working on the Wollongong Hospital rebuild

*Photo: Adam McLean, courtesy of the Illawarra Mercury*

# OUR RAP

HY recognise and acknowledge the need for change, not just within our organisation but our wider communities. We understand that actively engaging and supporting the reconciliation process will drive cultural change across our organisation and allow us to influence our project communities. Our Reflect RAP is the first step in creating a cultural change for our business and our project communities.

HY also recognise the need to encourage greater cultural awareness of the histories, achievements and capabilities of Aboriginal and Torres Strait Islander peoples and in doing so, facilitate the creation of viable and sustainable employment opportunities for them, their communities and businesses.

As an organisation, HY also acknowledge the creation of such opportunities will have a positive impact on our organisation as well as the Aboriginal and Torres Strait Islander peoples, communities and businesses within our sphere of influence.

HY is committed to first looking inwardly to recognise what has already been achieved to establish a basis to ensure we are prepared and capable of implementing future strategies and initiatives that will further develop a culture of reconciliation across our business and our projects.

Whilst HY has engaged with and supported Aboriginal and Torres Strait Islander peoples in the past, including the implementation of a Roadmap for Impact in 2016, we recognise the need for a formal commitment to be in place.

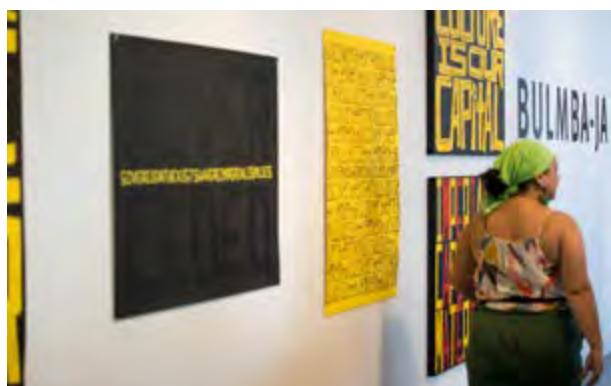
HY is a member of Supply Nation and through this membership we have engaged with and employed a number of Indigenous Enterprises to provide goods and services on our projects around the country.

With a strong focus on supporting the education of construction professionals, our commitment to education includes Aboriginal and Torres Strait Islander training programs. In 2018 HY extended their undergraduate program with University of South Australia (UniSA) in offering an inaugural Aboriginal and Torres Strait Islander scholarship grant across Construction Management / Engineering disciplines.

A RAP Working Group has been created and is chaired by our CEO, Peter Salveson, and they have been instrumental in the development of this Reflect RAP. This group will continue to champion and support the RAP across the business. They will be responsible for ensuring the deliverables within this RAP are measured and completed. HY's RAP Champion is Louise Hansen who is a Director of HY.

HY will engage with representatives of local Aboriginal and Torres Strait Islander peoples in each State to ensure a best practice approach is undertaken. We will look to them for guidance and to collaborate with to formalise a National Cultural Awareness training program, working alongside the delivery of our Reflect RAP.

HY implemented our own Roadmap for Impact in 2016 but recognise that we now require a formal process for the business into the future.



Right: Bulmba-ja Arts Centre Opening, 2020. Bulmba-ja is home to the JUTE Theatre Company, an organisation who aim to showcase the work of local Cairns and Far North Queensland First Nations artists in the hope to inspire the next generation of creators. HY partnered with the JUTE Theatre Company to provide a three year scholarship program, allowing two aspiring performers to participate in the JUTE Actors Studio. The scholarship provides the opportunity for young performers to build their craft; learning focus, discipline, teamwork, creative problem solving and self confidence. Photo by Marc McCormack, courtesy Arts Queensland.



# PROJECT SPECIFIC EXAMPLES



## NUSPACE, UNIVERSITY OF NEWCASTLE, NSW

The team at NUspace were fortunate to work closely with the local Awbakal people on several aspects of the project.

Initially the local people were involved with heritage article collections on site, as NUspace is located on an old river bed, which was a tool factory for Aboriginal and Torres Strait Islander peoples in the past. The articles were collected, some taken for display at the local Wollotuka Institute (A department within the University of Newcastle, the Wollotuka is committed to the advancement and leadership of Aboriginal and Torres Strait Islander education at a local, national and global level) with the remaining items buried safely on site.

In addition, the project team worked alongside local organisation, Aboriginal Employment Strategy, engaging two local workers. At the end of their placement, the two workers were offered permanent positions at HY. They contributed to an Indigenous Participation rate of over 16% for HY staff.

Additionally, a 50m wide eagle image was installed on the ceiling of NUspace podium levels, chosen following consultation with the Wollotuka Institute.





## **WAGGA WAGGA BASE HOSPITAL, NSW**

**This project exemplifies our ability to ensure that Aboriginal and Torres Strait Islander peoples involvement in projects is achieved.**

On this project, we developed a program in partnership with TAFE NSW's Riverina Institute, to prepare long term unemployed Aboriginal and Torres Strait Islander students for employment in the construction industry. Twenty five students participated in the program, spending one day per week on site applying new found skills. The program generated positive exposure in the National Indigenous Times and recognition from TAFE NSW Riverina Institute.

HY also contributed with the Industry Capability Network to source local Aboriginal and Torres Strait Islander businesses to support the redevelopment. ICN searched its interactive database, ICN Gateway, for construction related businesses in the area, then used referrals to locate additional ones. In total, nine local Aboriginal and Torres Strait Islander businesses were identified and referred to HY.

This project required a 4.5% Indigenous Participation target, on completion 53,887 hours were completed by Aboriginal and Torres Strait Islander workers, representing 6.53% of total hours.

# PROJECT SPECIFIC EXAMPLES

## TAGAI COLLEGE, MER ISLAND, QLD



On this project HY exceeded the objectives outlined in our Indigenous Employment Plan by more than 80% with more than 18,000 hours in employment being achieved. Thirty six Mer Island residents were employed at different stages of the project delivery and a total of fifty five Aboriginal and Torres Strait Islander personnel were provided with training and upskilling opportunities. This included personnel who were based in Cairns who were integral to the construction of the prefabricated education buildings.

**"Their [HY] team in Cairns and their team on Mer were very professional and accomodating to fulfill all our Traditional Land Owner requirements. Steve and his HY team proved that a project could be united and completed without a dispute..."**

Doug Passi, PBC Chair, Mer Island



Left: Tagai State College Replacement School project, 2012.

Right: The Official Opening and Community Celebration of the Tagai State College Replacement School project on Mer Island Torres Strait, 2012.

## **REDFERN OVAL, NSW**

HY was involved with the Redfern Waterloo Authority (RWA) while undertaking the upgrade of Redfern Oval. This initiative involved the Head Contractor of projects in the area committing to the creation of new employment opportunities for young Aboriginal and Torres Strait Islander peoples. For the Redfern Oval Upgrade project, the target was ten new opportunities throughout the project, more than this number were filled. During procurement, HY ensured all subcontractors tendering at Redfern were aware of our commitment and a pack of information relating to Aboriginal and Torres Strait Islander employment was created and included into every tender package. To create as many opportunities as possible, key long term subcontractors were approached personally and provided with an in depth insight into the model used for engagement of Aboriginal and Torres Strait Islander employees.

## **PARKLEA CORRECTIONAL CENTRE STAGE 2, NSW**

On the Parklea Correctional Centre Expansion Stage 2 (Minimum Security) project, Aboriginal and Torres Strait Islander participation was primarily measured as a working hours percentage.

Throughout the project lifecycle, the project consistently exceeded its target of 5% of total working hours being completed by Aboriginal and Torres Strait Islander peoples, reaching 7.1% at its highest. This result can be attributed to the following activities:

- An Aboriginal signage contractor (Yamari Ochre) engaged
- A young Aboriginal apprentice employed
- A Traffic Control contractor engaged who employs young Aboriginals and Torres Strait Islander peoples
- Subcontractors being actively encouraged to employ Aboriginal and Torres Strait Islander workers
- Five Aboriginal and Torres Strait Islander employees working on the project.



# PROJECT SPECIFIC EXAMPLES

## RIVERINA JUVENILE JUSTICE CENTRE, NSW

As part of our contract for the Riverina Juvenile justice Centre (RJJC) (Wagga Wagga), HY was required to incorporate an Aboriginal Participation plan aimed to increase employment opportunities to local Aboriginal and Torres Strait Islander peoples with the following requirements incorporated into the participation plan:

- 5% of the hours worked on the project would be Aboriginal and Torres Strait Islander peoples
- 75% of those Aboriginal and Torres Strait Islander workers will be in positions which will receive training
- Six new apprenticeships / traineeships will be provided to Aboriginal and Torres Strait Islander workers
- 75% of the Aboriginal and Torres Strait Islander workforce will be from the Wagga Wagga Area.

Over the two year project, with the support of an Aboriginal and Torres Strait Islander Consultative Committee, the Aboriginal and Torres Strait Islander participation on the project far exceeded all expectations. Employing a total of 24 Aboriginal and Torres Strait Islander workers from the Wagga Wagga region on site, 22 of these received training while associated with our project. Eight of these positions were offered as apprenticeships/ traineeships.

The RJJC more than doubled the required man hour percentage of the Aboriginal Participation Plan and over the two years of the project, averaged approximately 11% Aboriginal and Torres Strait Islander Participation for the entire duration of the project.



Left: Denham Court Public School, NSW

Above: South Australian Education Department's South Australian Aboriginal Secondary Training Academy (SAASTA), SA



## ILLAWARRA ELECTIVE SURGICAL SERVICE, NSW

**Health Infrastructure NSW required contractors tendering to develop and implement a strategy that ensured opportunities were provided to Aboriginal and Torres Strait Islander peoples and they were encouraged and supported members of the project team.**

HY engaged PSG People, a company based in Redfern providing employment opportunities for Aboriginal and Torres Strait Islander peoples, operating primarily as a body hire company in traffic control, cleaning and labouring. Through PSG People we were introduced to Warrigal Employment, the employment consulting arm of the Illawarra Aboriginal Corporation.

We employed the services of several Aboriginal and Torres Strait Islander organisations and provided employment for several employees, two of which remained full time employees to the end of the project.

Through discussions with Warrigal Employment, HY were invited to attend a ceremony for their graduates of a three month program that provided the participants with the basic skills necessary to enable them to gain employment. HY addressed the Graduates and provided insight into the construction industry, opportunities available and what a career in construction might look like.

Through this engagement, the education was provided both ways. The project team developed an understanding of the cultural issues faced by Aboriginal and Torres Strait Islander employees.

# PROJECT SPECIFIC EXAMPLES

## CAIRNS BOTANIC GARDENS VISITOR CENTRE, QLD

In conjunction with Construction Skills Queensland and Cairns TAFE College, Aboriginal and Torres Strait Islander training positions were provided during the delivery of this project. The individuals who participated in this program worked with both HY and our subcontractors to learn practical construction and life skills that supported the learning provided whilst undertaking TAFE training courses.

Our participation in this program continued in 2012 with another First Nations trainee completing a work placement on our James Cook University Central Energy Plant building project.





## JOINT PROJECT 500 PHASE 2A, EDINBURGH, SA

HY developed and implemented an Indigenous Participation Plan to ensure that local Aboriginal and Torres Strait Islander peoples were provided with employment opportunities.

A heritage assessment was completed for the site during the initial geotechnical investigations. The site was broken into various categories based on the likelihood of finding Aboriginal and Torres Strait Islander artefacts. Kaurna representatives attended site to monitor the topsoil strip for any artefacts of significance, based on the findings of the heritage assessment.

HY partnered with Aboriginal and Torres Strait Islander owned business Birubi for early works, a site tree assessment, stormwater, paving and landscaping. HY worked closely with Birubi to assist in understanding and meeting safety, time, cost and quality requirements. On site, 1,632 training hours were worked by Birubi and their partners ART Services and Carey Training.

Part of the hours contributed by Birubi and their partner Carey Training, included 288 onsite training hours. Through Carey Training, Birubi provided a worker with the opportunity to spend a week on site learning from HY to gain experience in construction management. A team of workers were also provided the opportunity to gain training with landscaping trades. A Birubi employee spent time with our HY team to learn how to collate and present the landscaping and stormwater QA documents ready for handover.

Local Aboriginal and Torres Strait Islander workers also assisted with civil groundworks through Intract Services, completing a total of 89 hours to the project.

# PROJECT SPECIFIC EXAMPLES

## SAIBAI ISLAND PRIMARY, HEALTH CARE FACILITY, QLD

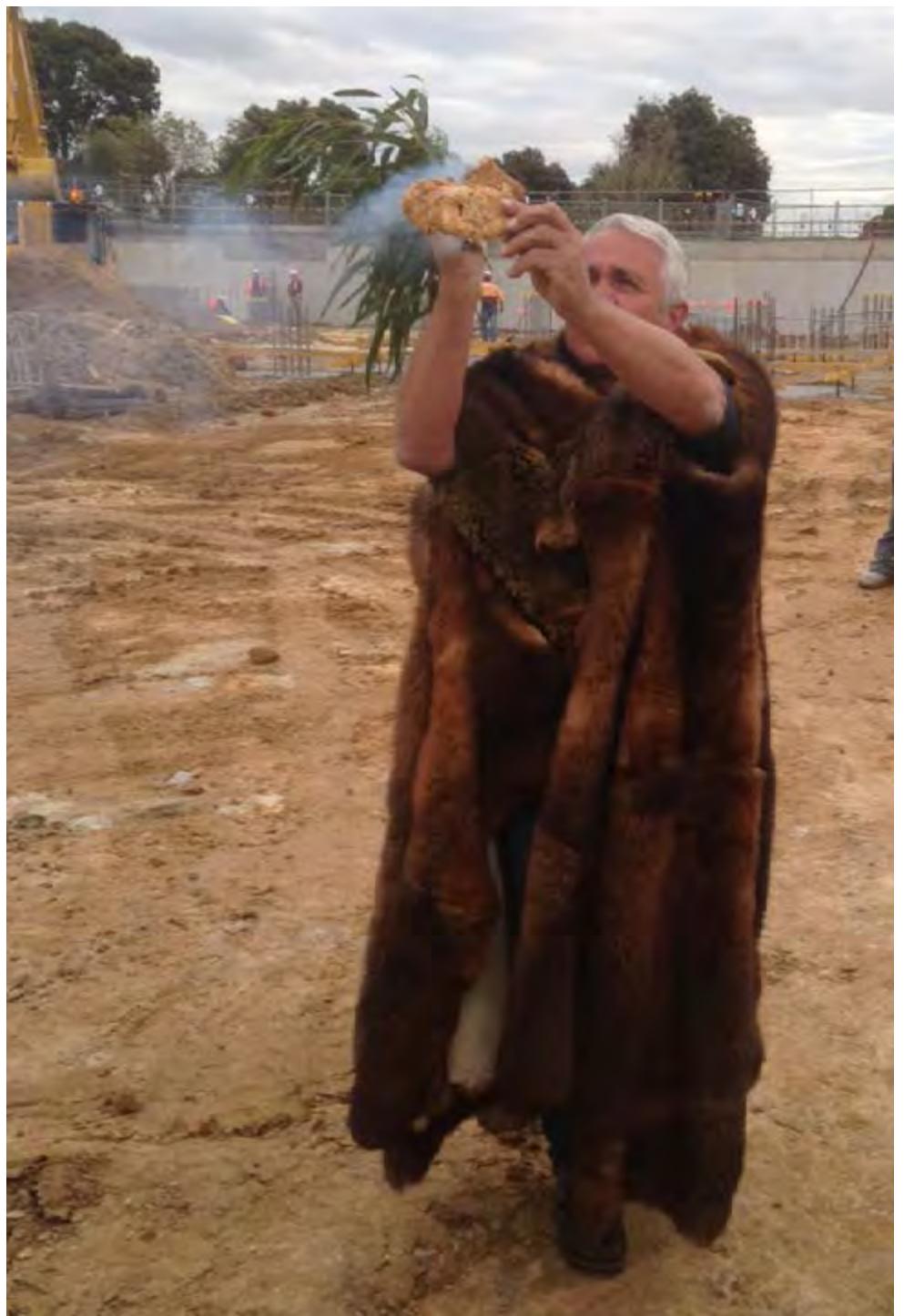
HY was strongly involved and created numerous Aboriginal and Torres Strait Islander training opportunities and positions during the construction of the Saibai Island Community Health Care Centre.

As part of the contract conditions, HY was required to provide 4,534 man hours of direct employment and training to the local Aboriginal and Torres Strait Islander peoples as well as upskilling, employment and training of subcontractor staff. HY was able to achieve a total of 6,581 which is 45% greater than the original target.

We took great pleasure in providing practical and theoretical training to several Aboriginal and Torres Strait Islander peoples on site, covering a variety of different trades and skills. The skills ranged from building footings for the structure, wiring up DATA and IT cabinets through to putting the final coats of paint on walls and ceilings.



Left & above: South Australian Education Department's South Australian Aboriginal Secondary Training Academy (SAASTA), SA



Smoking ceremony, St John of God Hospital Berwick, VIC

# OUR PARTNERSHIPS & CURRENT ACTIVITIES

**HY has undertaken a number of community partnerships over the years, outlined in this section.**

## A CHANCE TO THRIVE - 3 YEAR INDIGENOUS SCHOOL TO WORK SPONSORSHIP PROGRAM

In October 2018, HY expanded its commitment to increase engagement with Aboriginal and Torres Strait Islander peoples through the signing of a 3 year sponsorship with Ganbina.

Ganbina supports young Aboriginal and Torres Strait Islander peoples in regional Victoria into education and employment pathways. They are Australia's most successful school to work transition program and are based in Shepparton. Ganbina's unique approach mentors and trains young Aboriginal and Torres Strait Islander peoples, from the ages of six to 25 years old, ensuring they gain the educations, skills and life experiences they need to unlock their full potential.

HY's sponsorship supports the 'JOBS4U2' Program, not only providing financial support over three years, but also working with the foundation and contributing our expertise and assistance through involvement with:

- Leadership programs
- Career nights
- Employment and work experience opportunities





1. Smoking Ceremony, Meadowbank TAFE MultiTrades & Digital Technology Hub, NSW
- 2, 3. HY partnered with the South Australian Education Department's South Australian Aboriginal Secondary Training Academy (SAASTA), an 100% Indigenous owned Registered Training Organisation to deliver a Certificate II in Construction, inclusive of additional competencies and learnings.
4. NAIDOC Week, HY Sponsored Soccer Match, Bendigo, VIC
5. HY raised and contributed over \$40,000 to support the creation of an Aboriginal Healing Garden at Monash Medical Centre in 2013 and 2014.
6. Smoking ceremony, Maitland City Council Administration Building, NSW

# OUR PARTNERSHIPS & CURRENT ACTIVITIES



## JUTE THEATRE COMPANY

After completing construction of the Bulmba-ja Theatre in Cairns, home of the JUTE Theatre Company, HY has provided funding for two Aboriginal and Torres Strait Island peoples participants at the JUTE Actors Studio during 2021. The scholarship provides the opportunity for young performers to build their craft – learning focus, discipline, teamwork, creative problem solving and selfconfidence.

Image: JUTE Theatre Company performing at Bulmba-ja Arts Centre Opening, 2020.

Photo by Marc McCormack, courtesy Arts Queensland.

## SCHOOLS IN

In March 2020, our first class began their Certificate II in Construction. HY have joined with Carey Training and the South Australian Aboriginal Secondary Training Academy (SAASTA) to run the certificate for Year 11 and 12 students.

The certificate focuses entirely on Aboriginal and Torres Strait Island youth, both male and female, and Carey Training is a 100% Indigenous owned training provider. SAASTA provides Aboriginal and Torres Strait Islander high school students with a unique program, working with school leaders and local communities across South Australia to provide them with skills, opportunities, and confidence.

Undertaking theory and practical components of the certificate, their training will be conducted at an onsite training facility located on our Lyell McEwin Hospital site. Working in a live environment will provide the students exposure to the industry and an opportunity to create a network of industry connections.

This program is a collaborative effort with industry partners coming on board to offer real employment opportunities to the students at the completion of their studies

In South Australia, HY has engaged with:

- 100% Indigenous owned training provider Carey Training to deliver a Certificate II in Construction for eight Aboriginal and Torres Strait Islander peoples and three other Australian youths

Since mid 2018 HY has proactively sought to establish working relationships with various Aboriginal and Torres Strait Islander organisations, including the following:

- Supply Nation membership
- Carey Training Pty Ltd – Cert II training
- Zancott Night FM – COVID 19 clean
- Raw Recruitment– Supplementary Labour
- Print Junction – Printing of training documents and Certificate II signage
- PwC (Indigenous Consulting Business PIC) – Sourcing Undergrad
- Indigenous Workforce Consulting (IWC) – Review of defence tender documentation, provision of advice and recommendations for development of HY RAP
- JUTE Theatre Company Cairns – Writes Sparks Scholarship for 2 Aboriginal and Torres Strait Islander peoples in 2021



Image above, licensed through The Torch,  
Lee Jnr (Yorta Yorta) *'Waterhole Dreaming'* 2020

## THE TORCH

HY has been an ongoing sponsor for a number of years of The Torch, an Indigenous Arts in Prison and Community program that provides vocational support to Indigenous offenders and ex-offenders in Victoria. By exploring Indigenous culture and identity through practising art, men and women both in prisons and post release, are presented with an avenue for change by strengthening resilience to the cycle of reoffending. Through this process, The Torch enables participants to redefine themselves as artists and to share their stories with the wider community.

Set within the context of the Victorian Aboriginal Justice Agreement, the program engages offenders and ex-offenders in skills development opportunities that are socially and culturally relevant and achievable within the context of their circumstances. To ensure post release pathways are sustainable, emerging artists are assisted to foster new art networks and to seek vocational art opportunities to increase their levels of legitimate and self generated income.

HY has been a key contributor to The Torch's major annual exhibitions, from Confined 8 in 2018 to the current Confined 12 in 2021.

# OUR PARTNERSHIPS & CURRENT ACTIVITIES



## RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	— Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2021	Indigenous Programs Coordinator
	— Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	Indigenous Programs Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	— Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	National Marketing and Communications Manager
	— RAP Working Group members to participate in an external NRW event.	27 May-3 June 2022	RAP Chair
	— Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2022	RAP Chair
3. Promote reconciliation through our sphere of influence.	— Communicate our commitment to reconciliation to all staff.	September 2021	National Marketing and Communications Manager
	— Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2022	National Marketing and Communications Manager
	— Identify RAP and other like minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2021	Indigenous Programs Coordinator
4. Promote positive race relations through anti-discrimination strategies.	— Research best practice and policies in areas of race relations and anti-discrimination.	October 2021	National HR Manager
	— Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2021	National HR Manager

# OUR PARTNERSHIPS & CURRENT ACTIVITIES



## RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	— Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2022	RAP Chair
	— Conduct a review of cultural learning needs within our organisation.	March 2022	National HR Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	— Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2022	Indigenous Programs Coordinator
	— Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2022	National HR Manager National Marketing and Communications Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	— Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2022	RAP Chair
	— Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022	National Marketing and Communications Manager
	— RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2022	Lead: RAP Chair Support: RAP RWG

# OUR PARTNERSHIPS & CURRENT ACTIVITIES



## OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	— Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2022	RAP Chair
	— Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2022	National HR Manager
	— Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Dec 2021	National HR Manager
	— Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2021	National HR Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	— Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2022	RAP Chair
	— Maintain Supply Nation membership.	March 2022	RAP Chair
10. Improve employment opportunities for Aboriginal and Torres Strait Islander youth through engagement with recognised training and education programs	— Engage with and seek feedback from Aboriginal and Torres Strait Islander HY student placements in order to find opportunities to improve placement experience	January 2022	National HR Manager, Indigenous Programs Coordinator
	— Engage with recognised training providers to deliver various training opportunities e.g. apprenticeships, traineeships, certificate courses	January 2022	Indigenous Programs Coordinator

# OUR PARTNERSHIPS & CURRENT ACTIVITIES



## GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	— Form a RWG to govern RAP implementation.	July 2021	RAP Chair
	— Draft a Terms of Reference for the RWG.	July 2021	RAP Chair
	— Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2021	RAP Chair
12. Provide appropriate support for effective implementation of RAP commitments.	— Define resource needs for RAP implementation.	July 2021	RAP Chair
	— Engage senior leaders in the delivery of RAP commitments.	July 2021	RAP Chair
	— Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2021	Lead: RAP Chair Support: RAP RWG
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	— Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September annually	Lead: RAP Chair Support: RAP RWG
14. Continue our reconciliation journey by developing our next RAP.	— Register via Reconciliation Australia's website to begin developing our next RAP.	July 2022	Lead: RAP Chair Support: RAP RWG

**HANSEN YUNCKEN**