



## RGF Staffing APEJ

(Asia Pacific Excluding Japan)

# Innovate Reconciliation Action Plan

May 2022 – May 2024



## ACKNOWLEDGMENT OF COUNTRY

RGF Staffing APEJ pay respects to the Elders past and present, and acknowledge the Traditional Owners of Country whose lands we live, work and travel on.

We extend our respects and recognise Aboriginal and Torres Strait Islander peoples continuing connection to lands, waters and communities.

## ABOUT THE ARTWORK

“This artwork explores the journey that RGF Staffing and its employees are on; a journey of respect and recognition, grounded by our three values of “We Wow The World”, “We Prioritise Social Value” and “We Bet on Passion”, each of which is represented by their individual colours, coming together to create the river. For us, this river is a journey and like the river, our values flow, creating opportunities in our support of our First Nations communities nationally.

I was inspired by our waterways, the rivers and how ‘water is critical to our survival’. It’s what gives us life and energy.”

Kevin Wilson (Wongi) – Nani Creative



## OUR VISION FOR RECONCILIATION

RGF Staffing's vision is to be a truly inclusive organisation, embracing diversity, equity and inclusion. This vision lies at the heart of our Reconciliation Action Plan. Our vision for reconciliation is an Australia where equal employment outcomes and equitable opportunities for Aboriginal and Torres Strait Islander Peoples are achieved through mutual respect and the places where we live, learn, work and play are culturally safe and enriched by all.

Our stated purpose is to create 'Opportunities for Life', generating new value for our society to contribute to a brighter world. Our RAP recognises the role that RGF Staffing can play in our national Reconciliation journey. This role is to connect and enable Aboriginal and Torres Strait Islander people through education, employment and training so that they can live life to the fullest and provide social and economic benefits to their families and communities. We recognise that achieving our RAP aims will require ongoing education and engagement with our employees and client communities in ways that are grounded in respect. On our journey we will advocate for equity of economic opportunity between non-Indigenous, Aboriginal and Torres Strait Islander peoples and increase Aboriginal and Torres Strait Islander representation in our own workforce and our client's workforces.





**CHIEF EXECUTIVE OFFICER  
RECONCILIATION AUSTRALIA**

**KAREN MUNDINE**

Reconciliation Australia commends RGF Staffing (previously Chandler MacLeod Group) on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. RGF Staffing continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that RGF Staffing will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to RGF Staffing using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

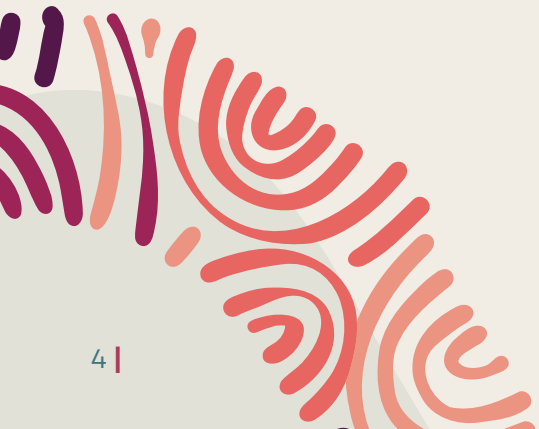
The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for RGF Staffing to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, RGF Staffing will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of RGF Staffing's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations RGF Staffing on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## OUR BUSINESS

RGF Staffing is a leading provider of HR and Talent solutions, with over 20,000 employees engaged to work on our client sites around Australia. We have approximately 800 dedicated internal employees operating either in our 23 office locations or remotely. On average approximately 3% of our internal and external employees identify as Aboriginal and/or Torres Strait Islander people.

By connecting people not just to a job, but to 'Opportunities for life', RGF Staffing can be the best provider of Human Resource solutions in the market for our clients and jobseekers.

## OUR LOCATIONS

### NSW

- Sydney
- Wetherill Park
- Newcastle
- Coffs Harbour
- Tuggerah
- Singleton
- Tamworth
- Griffith

### VIC

- Melbourne
- Altona
- Mulgrave
- Shepparton

### QLD

- Brisbane
- Toowong
- Mackay

### ACT

- Canberra

### WA

- Perth
- Port Hedland
- Karratha
- Newman

### SA

- Adelaide
- Hilton
- Whyalla

## OUR PORTFOLIO

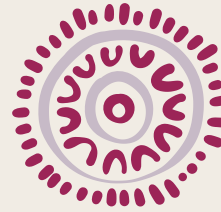
We have a diverse portfolio of brands operating across different and specialist industries. Our Australian brands are:

- Chandler Macleod
- Peoplebank
- ahs hospitality
- Aurion
- Vivir Healthcare
- Leaders IT



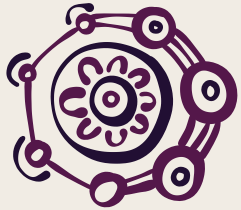
## OUR CORE VALUES

Our core values guide our behaviour, decisions and actions in every RGF Staffing business.



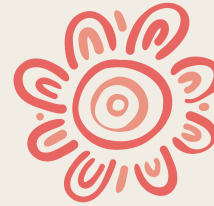
### WE WOW THE WORLD

What we do isn't a job. We enjoy exploring possibilities for our future, we question the status quo, fail well and overcome with resilience. We are a force for change, providing traditional knowledge on a 'what works' model with our Indigenous Australians, recognising and celebrating their unique place in the world.



### **WE PRIORITISE SOCIAL VALUE**

We strive to contribute to a sustainable society through all our corporate activities. By taking action for a better future, we are doing what is right, what is just and what is important for all Australians. Providing opportunities for economic development within Indigenous communities is not only the right thing to do, it is aligned with our goals of being a corporate socially responsible business. It is our way of giving back to the traditional peoples of the lands in which we operate.



### **WE BET ON PASSION**

We are a team of people fueled by curiosity. We respect and recognise each other's differences. We know that one person's spontaneous idea, when backed by data and research, can become a transformative experience.



# ASIA PACIFIC SERVICE LOCATIONS

RGF Staffing APEJ (Asia Pacific Excluding Japan) is a regional name that covers our locations of operation including Australia, New Zealand, Hong Kong and Singapore.

We are one of the region's largest recruitment providers, with over 20,000 employees working on our clients' sites across Australia.

We have seven main brands operating across APEJ, all of which have Australia as the primary and head office location for our region.

## INTERNATIONAL OFFICE LOCATIONS

### NEW ZEALAND

Level 8, AMP Centre, 29 Customs Street West  
Auckland 1010

Level 5, Jackson Stone House, 3 Hunter Street  
Wellington Central, Wellington 6011

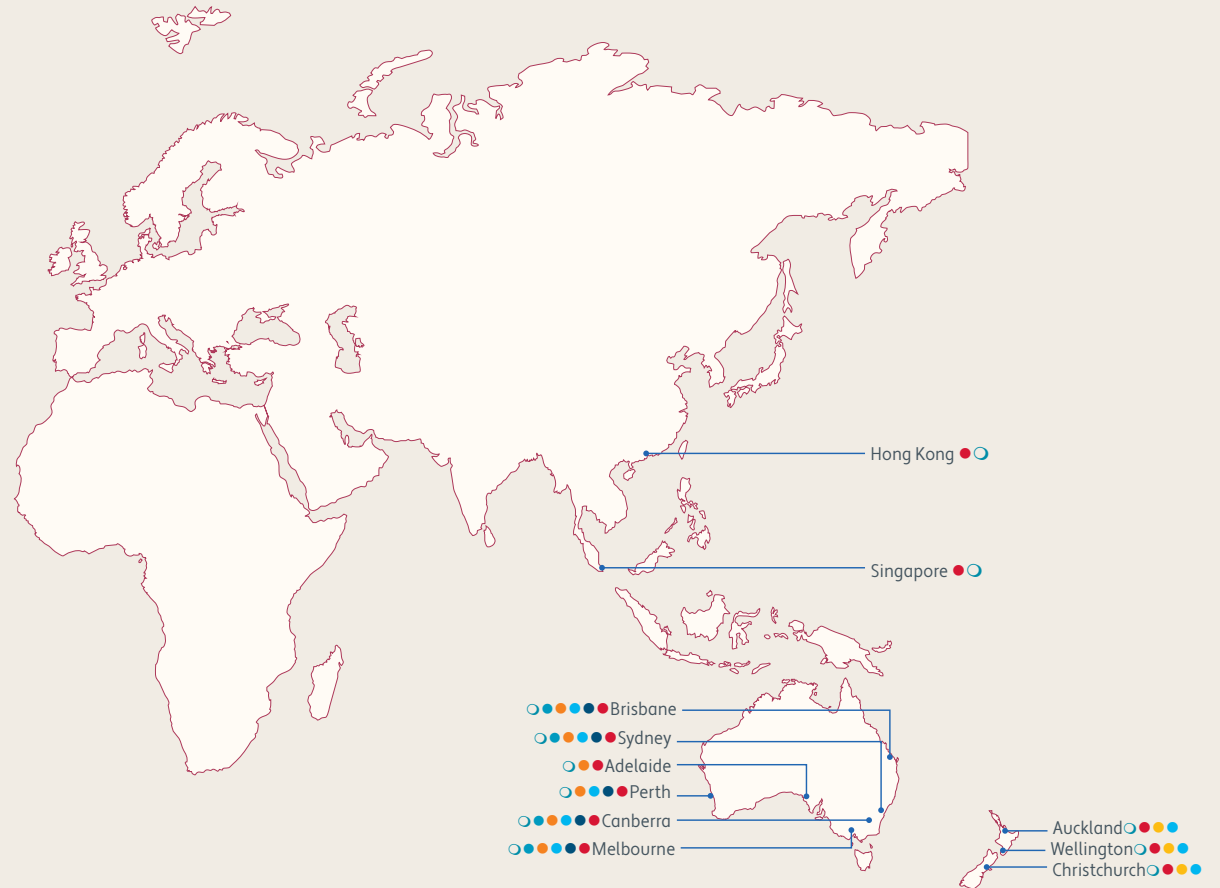
22 Papanui Road  
Merivale, Christchurch 8014

### SINGAPORE

8 Cross Street, #23-07  
Manulife Tower 048424

### HONG KONG

8/F Guangdong Investment Tower  
148 Connaught Road Central



- Chandler MactLeod
- Peoplebank
- Aurion
- ahs hospitality
- Vivir Healthcare
- Leaders IT
- OCG



# NATIONAL SERVICE LOCATIONS

## NEW SOUTH WALES

Level 5, 345 George Street  
Sydney NSW 2000

Level 2, 447 Victoria Street  
Wetherill Park NSW 2164

6 Newcomen Street  
Newcastle NSW 2300

Shop 1, 22 Park Avenue,  
Coffs Harbour NSW 2450

Unit F7, Level 1,  
East Wing Professional Suites,  
152 Pacific Highway  
Tuggerah NSW 2259

Shop 1, 162 John Street  
Singleton NSW 2330

Shop 2, 459 Peel Street  
Tamworth NSW 2340

115 Yambil Street  
Griffith NSW 2680

## AUSTRALIAN CAPITAL TERRITORY

Level 1, 10 Moore Street  
Canberra, ACT 2601

## VICTORIA

Level 16, 570 Bourke Street  
Melbourne VIC 3000

1 Slough Road  
Altona VIC 3018

745 Springvale Road  
Mulgrave VIC 3170

100B Wyndham Street  
Shepparton VIC 3630

## QUEENSLAND

Level 7, 120 Edward Street  
Brisbane QLD 4000

Level 2, 555 Coronation Drive  
Toowong QLD 4066

387 Gordon Street  
Mackay QLD 4740

## WESTERN AUSTRALIA

Level 15, 108 St Georges Terrace  
Perth WA 6000

15 Wedge Street  
Port Hedland WA 6721

Karratha WA 6714 - Mobile Office

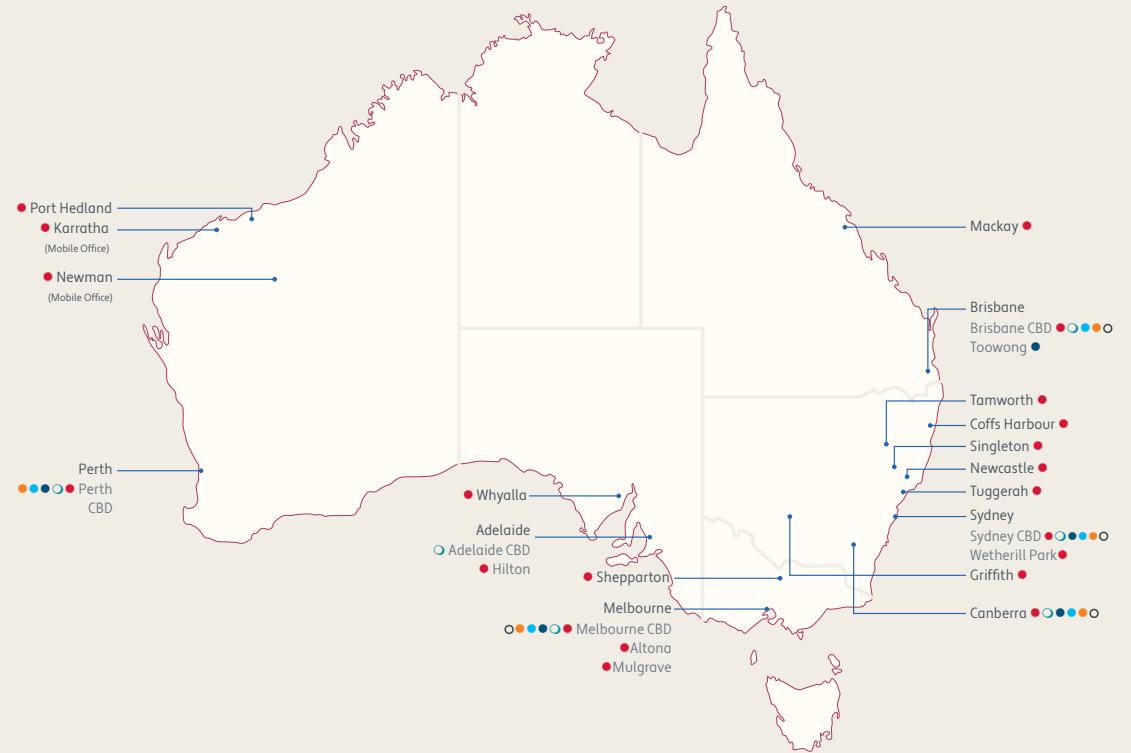
Newman WA 6753 - Mobile Office

## SOUTH AUSTRALIA

Level 12, 33 King William Street  
Adelaide SA 5000

78 Sir Donald Bradman Drive  
Hilton SA 5033

Building 6, Room 33,  
TAFE SA Whyalla Campus,  
141 Nicolson Avenue  
Whyalla Norrie SA 5608



- Chandler Macleod
- Peoplebank
- Aurion
- ahs hospitality
- Vivir Healthcare
- OCG
- Leaders IT



**CHIEF EXECUTIVE OFFICER**

**PETER ACHESON**

RGF Staffing APEJ have passionate and engaged people working in every state and territory across Australia, including at some of our most remote and regional locations. In each of those locations, our aim is to make a positive contribution across the communities we operate in and serve.

As CEO of RGF Staffing APEJ I am proud to endorse our Innovate Reconciliation Action Plan (RAP) May 2022 – May 2024 as we continue our journey of reconciliation with First Nations people. Our aim is to expand our focus on employment, education and training for each business, with a consistent framework that ensures that we continue to build our reconciliation journey from our first Innovate RAP (2018-2020 under Chandler Macleod Group).

I believe it is our responsibility to have honest discussions that address a history of inequality. In this RAP, we are committing to a range of actions and initiatives that will enhance opportunities, build relationships and ensure the greatest levels of respect for Aboriginal and Torres Strait Islander peoples. We will also engage with our people to develop their awareness of the traditional practices and cultures of Aboriginal and Torres Strait Islander peoples.

At RGF Staffing APEJ, our vision is to provide ‘Opportunities for Life’. I believe genuine change can only happen by working together. In our RAP, we will continue to engage with Aboriginal and Torres Strait Islander communities, clients, partners, suppliers to build commercial opportunities for a sustainable future.

On behalf of RGF Staffing APEJ, I am proud to recommit to our RAP and to continue our journey towards reconciliation. I encourage all our people to continue to engage with and support our RAP initiatives to achieve our reconciliation vision.

I would like to offer my thanks to Reconciliation Australia for their support along with our own RAP Working Group for their passion and how they have championed the RAP with our stakeholders. I also acknowledge the special contribution of Kyra Galante; I am grateful for her guidance along with her willingness to share her culture and her own history as we continue the journey towards Reconciliation.

**Peter Acheson**

Chief Executive Officer  
RGF Staffing APEJ



**CHIEF PEOPLE OFFICER**

**MARK GRAHAM**

At RGF Staffing APEJ, our principles of diversity and inclusion are far more than just words on a wall. We truly appreciate the value inherent in a diverse workforce and our goal is to create a culture that is inclusive and respects and celebrates our differences. With business operations all over Australia, RGF Staffing APEJ is in a unique position to truly make a difference to Aboriginal and Torres Strait Islander peoples.

Our second Innovate Reconciliation Action Plan (RAP) May 2022 - May 2024, reflects the progress of our Reconciliation journey, learning from and working with Aboriginal and Torres Strait Islander partners, employees and suppliers.



For RGF Staffing, our RAP signifies our commitment to providing opportunities and building relationships with Aboriginal and Torres Strait Islander people, to create a stronger company that respects the reality of our national history.

I know we have much more work to do. Our key opportunities continue to lie in employment and community engagement across all our business operations as we continue to build relationships with Aboriginal and Torres Strait Islander peoples. This commitment is at the heart of our RAP journey.

I am a proud champion of RGF Staffing's commitment to Reconciliation. I am excited about the opportunities we can create, the relationships we can build, and the respect we can generate, as we work together to deliver on our RAP commitments.

May I express our gratitude to Reconciliation Australia for the support and advice we have received in the development and endorsement of this RAP.

**Mark Graham**  
Chief People Officer  
RGF Staffing, APEJ

## GROUP LEADERSHIP TEAM COMMITMENTS



**KATHRYN WILSON**

**EXECUTIVE GENERAL MANAGER  
AURION**

At Aurion our purpose is to ‘Make Life Work Better’ and the Reconciliation Action Plan provides a solid platform for us to work in-step with Aboriginal and Torres Strait Islander peoples as we strive to be more informed, more engaged, and more proactive in contributing to the solutions required for today and for future generations. The ability to Make Life Work Better becomes real when opportunities, education, employment and equality has no division or boundaries and we act and live as one.

Reconciliation is more than a word, more than a day, more than an event. To me, reconciliation is a continuous journey and an ongoing commitment to improving our understanding of Aboriginal and Torres Strait Islander peoples, and in doing so, respectfully engaging and strengthening our relationships across the communities we serve.



**NICK GABRIELIDIS**

**EXECUTIVE GENERAL MANAGER  
CHANDLER MACLEOD**

Reconciliation to me means acknowledging past and present inequalities and working towards a more just future. It’s also a process for groups of people to come together to overcome any division or inequality. I am committed to driving a process of Reconciliation to continue the journey of gaining a greater understanding and respect of Country. To achieve this outcome, I will listen to the stories and shared history of Aboriginal and Torres Strait Islander Peoples, improving relationships and creating a genuine value for Indigenous cultures.

Respecting the belief that every individual has their own destiny created through opportunities, I am committed to creating pathways and giving genuine support to ensuring that First Nations people can fulfill their destiny. Working together to achieve respect, trust and equality will be an ongoing process that we all need to commit to in our daily lives to restore balance and lead to a harmonious co-existence.



**BRENT LEAHY**

**EXECUTIVE GENERAL MANAGER  
PEOPLEBANK**

Peoplebank is committed to achieving better job opportunities for and with Aboriginal and Torres Strait Islander peoples within the IT sector. This commitment extends to working with our clients to address inequity.

Peoplebank understands the importance of building and maintaining meaningful and respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations, to achieve mutually beneficial outcomes. Respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to Peoplebank’s core values.





## **KAREN LEIGHTON**

**EXECUTIVE GENERAL MANAGER  
VIVIR HEALTHCARE**

Vivir Healthcare commits to developing corporate social responsibility goals that include access to Allied Health Services for Aboriginal and Torres Strait Islander people living in rural and remote locations around Australia. We commit to building a society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity. The launch of Vivir Telehealth services in 2020 will contribute a positive change by enabling access to allied telehealth services for Aboriginal and Torres Strait Islander people to improve their social and emotional wellbeing and achieve positive health outcomes across all communities.



## **LEANNE GRAHAM**

**EXECUTIVE GENERAL MANAGER  
AHS HOSPITALITY**

It is critical that at an organisational level and beyond we acknowledge Australia's long and difficult colonial history and the impacts it's had on Aboriginal and Torres Strait Islander people and support a pathway forward in our RAP. Reconciliation is about understanding that journey and the deep impact that remains now and for generations to come. We want to work together to ensure we optimise every opportunity to educate each other and improve the way we engage with First Nations people, so that cultural differences are respected and celebrated. This will lay the foundation for real progress.

At ahs hospitality, we offer a wonderful platform for truly sustainable employment regardless of the types of barriers that Aboriginal and Torres Strait Islander colleagues often face.

By enabling recruitment and training practices that break down these barriers, ahs hospitality can create meaningful employment opportunities with impacts far beyond the individual. Furthermore, we are committed to providing pathways for learning that extend skills and capability. Commencing with ahs hospitality, for Aboriginal and Torres Strait Islander peoples it then becomes the beginning of a long and fruitful journey within our business into the future.

## OUR RAP

RGF Staffing believes that every person, team and organisation have the potential to benefit each other, and that we are the best people to help them unleash it.

We have proven success in delivering positive, sustainable Aboriginal and Torres Strait Islander employment solutions through effective recruitment, selection, management and retention practices. Our teams have industry leading expertise and work with organisations to design and implement Aboriginal and Torres Strait Islander employment programs and Reconciliation Action Plans, and develop culturally safe workplaces.

Our Reconciliation journey has given us a deeper understanding of Aboriginal and Torres Strait Islander peoples past and present and how to support their future aspirations. Reconciliation requires the Australian community to recognise and respect the First Peoples of this land, to acknowledge the past injustices and ongoing inequalities experienced by Aboriginal and Torres Strait Islander peoples since European colonisation.

Our second Innovate Reconciliation Action Plan takes learnings from our inaugural RAP as Chandler Macleod Group, and makes the next step toward embedding organisational respect for Aboriginal and Torres Strait

Islander Australians into our company culture. The experience of our first RAP has shown us the importance of being able to track, measure and report on the impact of our actions. As we embark on our second Innovate RAP, we have really focussed on refining the processes and tools we use to measure and capture this. We have also derived great value from empowering people right across our businesses to champion and take accountability for our RAP deliverables. When the accountability sits with a select few you are unable to get traction or have the impact you are striving for. As we go into this next stage of our reconciliation journey, we are excited to have so many passionate RAP champions and so many key stakeholders invested in the outcome.

We have learnt that we need to continue to challenge our organisation to critically examine our own performance, and explicitly and publicly commit to the employment of First Australians. By doing so, we are ensuring relationships are established and nurtured and cultural learning is embedded in our organisation with the vision to change the hearts and minds of non-Indigenous peoples to create safer spaces and reduce discrimination.

RGF Staffing aim to have a positive impact on the communities we serve. We truly believe that we have the capacity to improve the socio-economic outcomes of Aboriginal and Torres Strait Islander people through education, employment and training. In developing this Innovate RAP, RGF Staffing APEJ commits to completing the actions within it over the period from May 2022 to May 2024.



## CASE STUDIES

**Project Name:** Women in Solar

**Timeline:** 2019 and ongoing

**Objective:** Transition women who identify as Indigenous into non-traditional roles within Civil Construction, specifically in the renewables sector. Trainees are led through a federally funded four-week program that is a combination of both accredited and non-accredited training. Chandler Macleod Staffing Services has been tasked with talent sourcing 12 women for each project with 50% securing employment in either the mechanical or electrical teams. This project is to be executed at each new solar farm with a minimum of one program per year since 2019.

**Outcome:** Average of six women commencing employment and an overall Indigenous engagement percentage between 13% - 21% on each project.



**Project Name:** Indigenous Dump Truck Operators with MAC

**Timeline:** 2012 and ongoing

**Objective:** Mount Arthur Coal (MAC) set the target of 8% of Dump Truck Operators recruited were to identify as Aboriginal or Torres Strait Islander.

**Outcome:** We exceeded this target with Aboriginal and Torres Strait Islander people representing 15% of the total number of Dump Truck Operators at MAC. We continue to actively pursue referrals from current Indigenous operators and from Indigenous labour hire agencies. We also support candidates to relocate and settle in the Muswellbrook area and collaborate with local organisation Ungooroo to provide mentoring.

**Project name:** Solid Start Workforce Recruitment Program with BHP

**Timeline:** 2019 and ongoing

**Objective:** We work in collaboration with BHP Nickel West, and Carey Training to engage with the local Tjiwarl people to offer training and long-term employment opportunities. The target was 12 candidates for the initial intake, with all to them to be hired post training by BHP.

**Outcome:** 13 trainees from the Tjiwarl Title Group were recruited, completing the 10-week training program, including the Workplace Readiness Programme and Certification II in Resourcing/Infrastructure. All 13 trainees secured entry level positions in various areas within the mine, exceeding the objective. The diversity of jobs placed included Lab Technician, Utility, Mobile Plant Operator, Warehouse Operator, and Underground Nipper. As of 2021 six of the original 13 trainees have maintained employment with BHP and four of those have secured permanent contracts.



**Project Name:** Aboriginal Funeral Transport (AFT) (Sorry Business)

**Timeline:** November 2015 and ongoing

**Objective:** Transport for New South Wales (TfNSW) approached our Chandler Macleod Managed Services business to utilise their service delivery to manage the Aboriginal Funeral Transport fund and provide a service support centre for the applicants.

**Outcome:** As Managed Services were already working with TfNSW, they took this on as a value add for no fees, thereby enabling the full fund to be deployed for the benefit of the applicants. Our Managed Services team are responsible for fielding enquiries about the support services available to assist participants with Sorry Business. They also review and assess every application, contact funeral directors to confirm details, organise tickets for participants travelling on public transport, review, and process fuel applications, and process all invoices for reimbursements. Managed Services created an AFT Customer Service Centre available via a dedicated 1300 number or email. They also ensure their team are equipped to manage these culturally sensitive enquiries providing, Aboriginal cultural awareness training, post call de-briefs, a buddy assistance process, and a free external counselling service to monitor the mental health and wellness of Managed Services staff. Today 16% of Managed Services total incoming calls are AFT enquiries making it their third largest client by calls volume. To date, Managed Services have received over 5,000 phone calls and assisted over 10,000 people to attend funerals.

## OUR RAP CHAMPIONS

Our CEO, General Manager of Diversity and Inclusion, and the Group Executive Leadership Team representing each business within RGF Staffing, will be the RAP Champions and be responsible for driving engagement and awareness of our RAP across the entire organisation. Our RAP working group consists of passionate individuals who volunteer to represent all the RGF Staffing businesses, driving action, awareness and respect. The working group is privileged to have Indigenous representation through Kyra Galante as an Indigenous Strategy Consultant, advising, educating and leading the way. Kyra is a proud Gubrun (Kubrun) woman with Noongar connections who has played an integral role in our Reconciliation journey since joining Chandler Macleod in 2016.

**Cara Haslop** – General Manager, Diversity and Inclusion,  
RGF Staffing (RAP Chairperson)

**Mark Graham** – Chief People Officer, RGF Staffing (Executive Sponsor)

**Kyra Galante** – Indigenous Strategy Consultant

**Kristy Matysiak** – Enterprise Transformation, RGF Staffing


**Jessica Davis** – Marketing, RGF Staffing

**Rebecca Thomas** – Chandler Macleod Staffing/XPO

**Joy Richardson** – Aurion

**Luke Treacy** – Aurion





**Annika Schramm** – Vivir Healthcare

**Nancy Leyland** – Chandler Macleod Staffing

**Karla Illingworth** – Chandler Macleod Staffing

**Hugh Morris-Dalton** – Peoplebank

**Dante Oberin** – Chandler Macleod Consulting

**Cynthia Andrews** – Employment Equity, Chandler Macleod

**Tanja Sargiotis** – Finance, RGF Staffing

**Zara Fahey** – ahs hospitality



## RELATIONSHIPS

We respect and recognise the importance of maintaining strong, sustainable relationships with Aboriginal and Torres Strait Islander peoples, cultures and heritage. We embrace diversity and commit to building long term, mutually beneficial partnerships within our communities. The relationships we build enable us to find meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples, in workplaces that are culturally aware, respectful and supportive.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2022	Lead - General Manager Employment Equity Support - RAP Working Group Chair
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and communities.	May 2022	Lead - Indigenous Strategy Manager Support - Business Unit Leaders
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and materials to all our employees to actively encourage their participation.	May 2022/23	RAP Working Group Chair
	RAP Working Group members to participate in at least one NRW event in their communities.	27 May - 3 June 2022/23	RAP Working Group Chair
	Encourage and support all leaders and employees to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022/23	Lead - RAP Working Group Chair Support - Business Unit Leaders
	Organise at least one NRW event each year.	27 May - 3 June 2022/23	RAP Working Group Chair
	Promote and register our NRW events on Reconciliation Australia's NRW website.	27 May - 3 June 2022/23	Marketing representative
Invite local Traditional Owners or First Nations people to share their stories and culture for National Reconciliation Week to build on the local stories and connections.	27 May - 3 June 2022/23	RAP Working Group Chair	

Promote reconciliation through our sphere of influence.	Develop, implement and promote strategies to engage our employees in reconciliation and why it is important.	December 2022	Indigenous Strategy Manager
	Communicate our commitment to reconciliation publicly across our social media channels and our company websites.	June 2022	Chief Marketing Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes and reinforce why it is important.	May 2023	Chief Executive Officer, Business Unit Leaders, Chief Marketing Officer
	Identify RAP partnerships and collaborate with other like-minded organisations to develop ways to advance reconciliation together and more broadly.	May 2023	Chief Executive Officer and Business Unit Leaders
	Develop and implement Electronic Direct Marketing (EDM) strategy to promote our RAP externally.	May 2023	Chief Marketing Officer
	Invite external stakeholders to a panel discussion on developing and implementing a RAP.	May 2023	RAP Working Group Chair
	Investigate becoming a member of Diversity Council Australia to support our reconciliation journey.	December 2022	General Manager Diversity & Inclusion, Director Employment Equity
	Collect feedback from engagement surveys every 6 months to gauge employment sentiment on reconciliation to identify the gaps and to see how we can improve.	June/December 2022/23	Chief People Officer
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to guide and consult on the review of our Code of Conduct and anti-discrimination policy.	September 2022	Chief People Officer
	Continuously review the Code of Conduct and Anti-discrimination policy in the established review periods.	June 2023	Chief People Officer
	Educate senior leaders on the impacts of racism and develop guidelines of how to deal with it in a sensitive matter.	May 2023	Indigenous Strategy Manager



## RESPECT

We respect the diversity of Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and experiences. We recognise, respect and value the unique skills that Aboriginal and Torres Strait Islander people bring to our workforce and communities. Our employees are encouraged to improve their understanding of Aboriginal and Torres Strait Islander cultures. We will continue to connect, learn, value and celebrate the successes of First Nations peoples.

Treating others with respect is fundamental to our commitment to creating a truly inclusive workplace. We aim to build a workforce that reflects the diversity of the communities where we operate. We will continue to create environments of respect and collaboration, where the richness of ideas, backgrounds and perspectives make innovation possible.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within RGF Staffing APEJ to measure current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	September 2022	Chief People Officer
	Provide Cultural training for recruiters on how to source, onboard, and support the ongoing employment of Aboriginal and Torres Strait Islander peoples.	September 2022	General Manager Employment Equity and Business Unit Training Teams
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy to increase cultural competence of our organisation.	June 2022	Indigenous Strategy Manager and General Manager Employment Equity
	Develop and implement a cultural learning strategy to increase the cultural competence of our organisation.	December 2022	Indigenous Strategy Manager and General Manager Employment Equity
	Implement cultural awareness training to be included as part of our induction.	December 2022	Chief People Officer
	Provide opportunities for RAP Working Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning.	December 2022	Chief People Officer

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	Chief Executive Officer
	Develop and communicate a cultural protocol document, that will include protocols for Welcome to Country and Acknowledgement of Country and make it accessible to all employees for use at the commencement of important meetings.	April 2022	Senior Marketing Specialist
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2022 and 2023	Indigenous Strategy Manager
	Organise and display an Acknowledgement of Country plaque in all offices.	June 2022	Group Property Services Manager
	Include an Acknowledgement of Country on all our websites.	June 2022	Chief Marketing Officer
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC event each year.	First week in July 2022/23	RAP Working Group Chair
	Senior Leadership Team (SLT) to participate in an external NAIDOC event each year.	First week in July 2022/23	Chief Executive Officer
	Review HR policies and procedures to facilitate employee participation in NAIDOC	May 2022/23	Indigenous Strategy Manager
	Promote and encourage participation in external community NAIDOC events to all employees.	June 2022/23	RAP Working Group Chair
	Invite local Traditional Owners or First Nations people to share their stories and culture for NAIDOC to build on the local stories and connections.	First week in July 2022/23	RAP Working Group Chair



## OPPORTUNITIES

We are committed to providing opportunities that will have long lasting social and economic benefits for Aboriginal and Torres Strait Islander peoples, their families and communities. ‘Empowering people’ calls for individuals to look beyond their own work and recognise potential in others. We aim to empower Aboriginal and Torres Strait Islander peoples through the provision of employment and training opportunities as well as through our procurement decisions.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build knowledge and understanding of current Aboriginal and Torres Strait Islander workforce to inform future employment and professional development opportunities and pathways.	March 2023	General Manager Diversity and Inclusion, General Manager Employment Equity
	Engage and create communication avenues for Aboriginal and Torres Strait Islander employees to guide the organisation in how to engage and consult on our recruitment, retention and professional development strategy.	March 2023	Indigenous Strategy Manager Business Unit Leaders
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2023	Chief People Officer, General Manager Employment Equity
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander external stakeholders.	March 2023	Chief People Officer, Business Unit Leaders
	Review HR and recruitment procedures, policies, and communications to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2023	Chief People Officer
	Increase the percentage of Aboriginal and Torres Strait Islander people in our workforce.	March 2023/24	Chief Executive Officer and Business Unit Leaders
	Continue to build the capability of the Chandler Macleod Employment Equity Team to deliver further specialist Aboriginal and Torres Strait Islander recruitment programs.	March 2023	Executive General Manager Chandler Macleod

Attend Aboriginal and Torres Strait Islander career events to offer expertise sharing evidence from existing programs.	March 2023	Lead - General Manager Employment Equity Support - Business Unit Leaders
Consider Aboriginal and Torres Strait Islander community commitments and using appropriate cultural protocols to determine reasonable accommodations in the workplace. This will include cultural awareness training, smoking ceremonies and speakers at a local community level.	August 2022	Business Unit Leaders
Provide professional coaching and mentoring to our Internal Aboriginal and Torres Strait Islander employees.	December 2022	Indigenous Strategy Manager
Facilitate engagement sessions regarding existing projects, with a focus on the local Aboriginal and Torres Strait Islander community and pathways to employment across all cohorts.	December 2022	General Manager Employment Equity
Consult with local Aboriginal and Torres Strait Islander communities to identify barriers to sustainable employment and to implement localised strategies to enable the delivery of culturally appropriate services.	June 2023	General Manager Employment Equity
Collaborate with State and Federal Agencies to assist with the development of work readiness programs.	June 2023	General Manager Employment Equity
Employment of local Aboriginal and Torres Strait Islander stakeholders to assist with mentoring and post placement support including an on-site presence for the duration of the project.	May 2022	Lead - Indigenous Strategy Manager Support - Business Unit Leaders
Develop mechanisms to ensure Aboriginal and Torres Strait Islander stakeholder perspectives are heard and actioned via scheduled de-briefs, 1:1 mentoring and tabled feedback in both formal and informal settings.	August 2022	Indigenous Strategy Manager

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Finalise and review our Aboriginal and Torres Strait Islander procurement strategy.	July 2022/23	Chief Executive Officer, Chief Financial Officer, Group Property Services Manager, Business Unit Leaders
	Investigate Supply Nation membership.	December 2022	RAP Working Group Chair
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our employees.	September 2022	Head of Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2022	Head of Procurement
	Source Indigenous owned businesses to supply PPE that includes Indigenous design or artwork	December 2022	General Manager Safety
	Build on our commercial relationships with Aboriginal and/or Torres Strait Islander businesses and seek further opportunities.	May 2023	Business Unit Leaders, General Manager Employment Equity
Increase the delivery of the Solid Start Program for Aboriginal and Torres Strait Islander peoples	Continue to influence and promote the benefits of Solid Start with our clients to deliver more training programs across our projects	December 2023	Indigenous Strategy Manager and Marketing representative
	Develop a marketing tool to support RGF Staffing APEJ Business Development Managers and Consultants to place more Aboriginal and Torres Strait Islander employees into roles.	May 2023	Indigenous Strategy Manager and Senior Marketing Specialist
	Improve our marketing promotion of Solid Start through sharing our Aboriginal and Torres Strait Islander employees experiences and the positive impacts to their lives.	December 2023	Indigenous Strategy Manager and Senior Marketing Specialist





## GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	February, June, September, December 2022/23/24	RAP Working Group Chair
	Establish and apply a Terms of Reference for the RAP Working Group.	May 2022	RAP Working Group Chair
	Encourage new Aboriginal and Torres Strait Islander employees to join our RAP Working Group	February, June, September, December 2022/23/24	RAP Working Group Chair, Business Unit Leaders
	Meet at least four times per year to drive and monitor RAP implementation.	February, June, September, December 2022/23/24	RAP Working Group Chair
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for successful RAP implementation.	August 2022	RAP Working Group Chair
	Ensure engagement of our senior leaders and our employees in the delivery of RAP commitments.	October 2022	Chief Executive Officer, Chief People Officer, RAP Working Group Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2022/23	RAP Working Group Chair
	Maintain an internal RAP champion from senior management/leadership within each business stream.	May 2022/23	RAP Working Group Chair

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Reach out to Reconciliation Australia to ensure we receive unique reporting link to complete the annual RAP Impact Measurement Questionnaire.	August 2022/23	RAP Working Group Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022/23	RAP Working Group Chair
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2022/23/24	RAP Working Group Chair
	Submit traffic light report to Reconciliation Australia at the conclusion of the RAP.	May 2024	RAP Working Group Chair
	Publicly report our RAP achievements, challenges and learnings, annually.	February 2023/24	Chief Marketing Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022/24	RAP Working Group Chair
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	RAP Working Group Chair







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