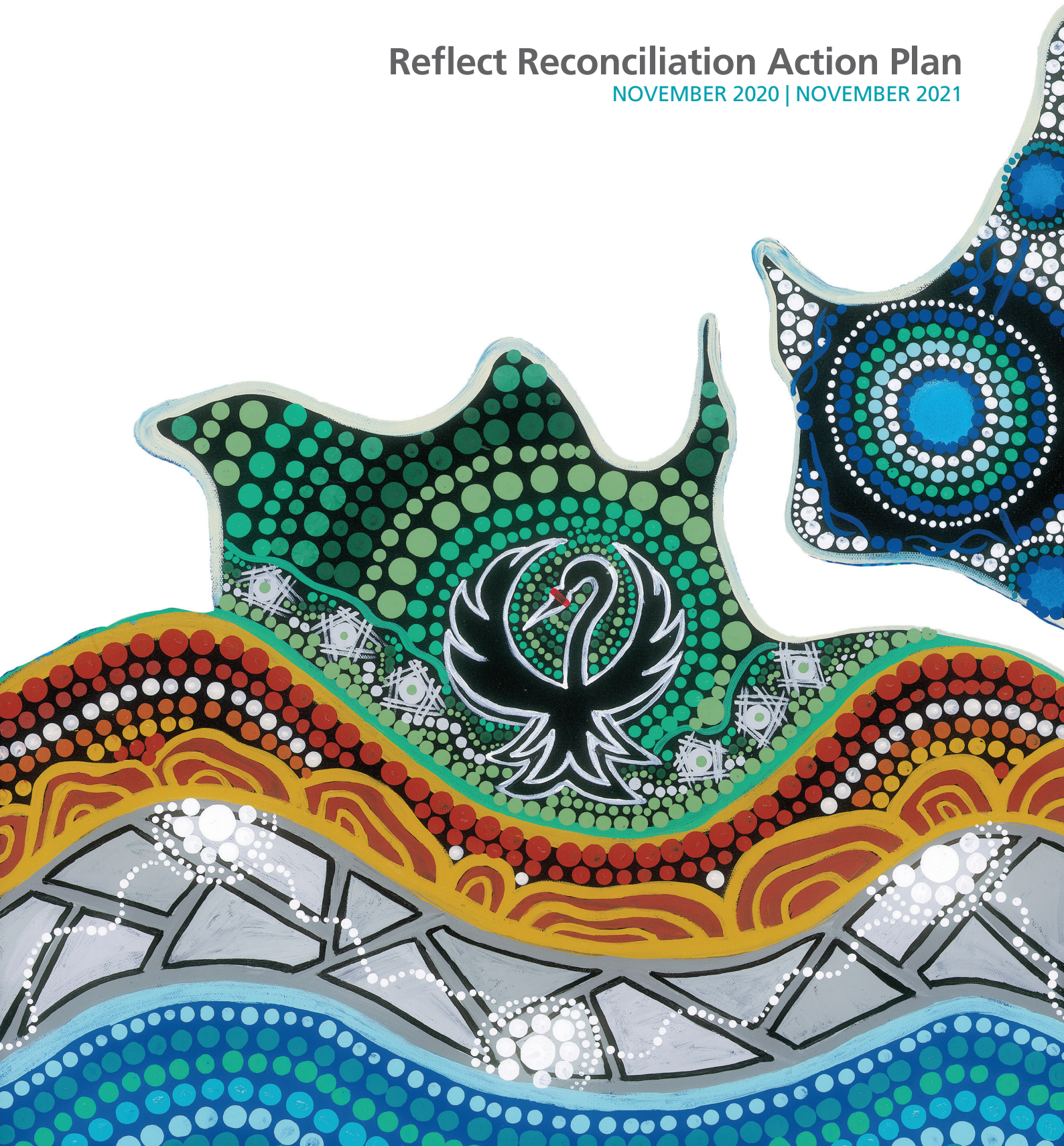


# Reflect Reconciliation Action Plan

NOVEMBER 2020 | NOVEMBER 2021





## ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, AusGroup acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



## STATEMENT FROM OUR CHIEF EXECUTIVE OFFICER

I am delighted to present AusGroup's first Reflect Reconciliation Action Plan (RAP), which represents a significant step in our journey towards reconciliation with Aboriginal and Torres Strait Islander communities.

AusGroup is committed to adopting a shared, companywide approach to active engagement with Aboriginal and Torres Strait Islander peoples.

This Reconciliation Action Plan provides AusGroup with a documented framework through which we can build the company's cultural awareness, understanding and competencies.

Delivering the actions and outcomes of the RAP is a high priority for AusGroup. I have been personally involved in the development of our Reflect Reconciliation Action Plan, and commit to developing the knowledge of employees in Aboriginal and Torres Strait Islander histories and cultures, particularly that of the Whadjuk Noongar community where our company was formed.

AusGroup is, and will continue to be, committed to building respectful relationships and opportunity with Aboriginal and Torres Strait Islander communities. I look forward to seeing the progress we make together to achieve better outcomes, partnership centred solutions and a shared national identity.



**Shane Kimpton**  
Chief Executive Officer

## STATEMENT FROM CHIEF EXECUTIVE OFFICER RECONCILIATION AUSTRALIA

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

AusGroup 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 AusGroup 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 AusGroup, 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

## OUR BUSINESS

With more than 30 years of experience, AusGroup is an established project and asset services provider. We create ongoing value for our clients across construction and maintenance sectors. Through our subsidiaries AGC, MAS and NT Port and Marine, we provide specialty services to the energy, resources, industrial, utilities and port & marine sectors.



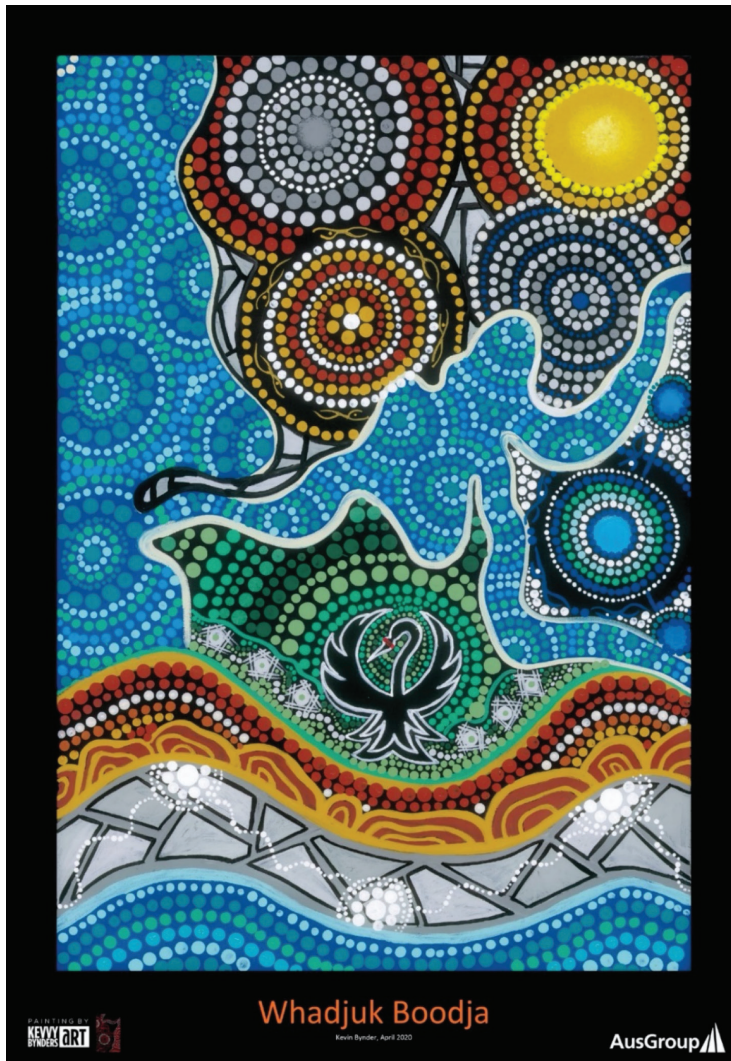
We support our clients with solutions across the entire project life cycle. From construction through to maintenance and upgrades, we offer stand-alone services, or complete integrated service packages, delivered by our expert teams.

AusGroup operates a head office in West Perth, from where we manage our business. We also operate a manufacturing and fabrication workshop at our Kwinana Maintenance Hub (KMH) in Kwinana WA, and provide fuel and marine logistics through our facilities at Port Melville and East Arm in Darwin, NT. In addition, we work on a range of projects throughout Australia.

We are a values-based company and our values guide everything we do. They influence our behaviours; support the decisions we make and determine our business strategy. We take pride in creating value through an agile approach and our commitment to invest in our people, community and the environment. We partner with our clients to deliver services of excellence.

In September 2020, AusGroup has a workforce of 1050 including both full-time and part-time employees and contractors. Twenty-nine employees (3%) of our current Australia workforce self-identify as Aboriginal and/or Torres Strait Islander people.

The below artwork was commissioned by AusGroup in April 2020 from Kevin Bynder to depict Whadjuk Country (Perth) and the story of AusGroup.



Maali (Swan) is represented in the South of Perth situated near Kwinana which is where AusGroup started 30 years ago. The swan is surrounded by its nest which can be found along the Derbarl Yirrigan (Swan River). AusGroup works with companies in the Mining, Maintenance, Oil & Gas and Port refuelling industries. These are represented across the bottom of the artwork. Mining first with the ochre colours. Maintenance is depicted by the grey which represents infrastructure and machinery. Oil & Gas and Ports are represented by the blue. These industries are also represented in the painting by the coloured circles and they are all connected by the dots and infrastructure. The three-white circles at the bottom represent the past workers of the company over the 30 years as they are the link to the company in the early years which makes AusGroup what it is today. We are celebrating 11 years of our Perfect Day initiative, a dynamic and personal approach to safety, created by our people which is depicted by the sun, so representation of the Ngaangk (Sun) is included as the giver of life in the top right. Without the sun, we cannot grow. It is the most important thing in life.

Kevin Bynder was born in 1975, in Perth, to a Whadjuk-Yuet Nyungar Mother and Badimia-Amangu Yamatji Father. He began painting at the age of 23 and lived in a small town in the north-west of WA before moving to Broome where he had his first art studio. Inside Market Hall at Perth's Yagan Square you will find Kevin's new gallery. Kevin is a well-known identity in the Aboriginal community in Perth, and is often asked to speak at events and take part in panel discussion surrounding Indigenous culture. He is proud that his children are beginning to walk in his footsteps as accomplished artists.

## OUR RECONCILIATION ACTION PLAN

This, our first Reflect Reconciliation Action Plan, formalises our commitments to reconciliation and sets targets to improve our relationships with Aboriginal and Torres Strait Islander peoples. We will use our Reflect Reconciliation Action Plan to continue to look for, create and facilitate new opportunities for Aboriginal and Torres Strait Islander peoples within our business and externally.

In March 2020, our RAP Champions Amanda Lawton (People and Culture General Manager) and Sally Coleman (Organisational Development Manager) established our Reconciliation Action Plan Working Group (RWG). The membership of our RWG is five employees, of which one employee self-identifies as Aboriginal, and comprises:

- Co-Chairs People and Culture General Manager and Organisational Development Manager
- Member Chief Executive Officer and Managing Director
- Member Business Development Manager - Energy and Resources
- Member Port Manager NT Port and Marine

In addition to the RWG, three Reconciliation Action Plan Project Teams were established in May 2020 during National Reconciliation Week to support the implementation of our RAP. The Project teams will liaise with the AusGroup Reconciliation Working Group (RWG) on progress; and help champion the RAP across the company with colleagues that represent a range of departments, locations and levels, and externally with business partners and community stakeholders to ensure ongoing currency of the RAP.

The membership of our Reconciliation Action Plan Project Teams is ten employees, of which two employees self-identify as Aboriginal, and comprises:

### Reconciliation Action Plan Relationships Project Team

- Chair Business Development Manager - Energy and Resources
- Member People and Culture General Manager
- Member Area Manager – Maintenance & Projects

### Reconciliation Action Plan Respect Project Team

- Chair Organisational Development Manager
- Member NTPM Port Manager
- Member Senior Supervisor: MAS Winnellie

### Reconciliation Action Plan Opportunities Project Team

- Chair Chief Executive Officer
- Member Recruitment Lead
- Member Procurement Manager
- Member Business Development Manager

Our reconciliation journey to date has included but is not limited to several strands which are summarised below.

- ▶ In 2014, one of the AusGroup businesses, NT Port & Marine committed to achieving better outcomes for and with the Tiwi people through our Tiwi Employment Strategy.

By partnering with the Tiwi Land Council (TLC); Tiwi Island Training & Education Board (TITEB); Tiwi College; Federal & NT Governments; Tiwi Islands Regional Council; and Tiwi Islands AFL we celebrate 40% of this workforce identify as Aboriginal and/or Torres Strait Islander people.



- ▶ In November 2018 we commenced a partnership with the Matera Foundation to provide opportunities to graduates of their pathways to employment program. We have engaged two Aboriginal and Torres Strait Islander apprentices in support of this program.



- ▶ In July 2019, our NAIDOC Week 2019 celebrations included a collective art workshop, where artists from Urban Indigenous taught us about traditional techniques of Aboriginal art, art as storytelling, contemporary trends and core symbols. Teams from across our West Perth office contributed to creating a wonderful piece of Aboriginal-inspired artwork. Our teams also experienced a great selection of bush tucker infused treats including Damper, Munthari Berry Muffins, Kangaroo Sausage Rolls, Camp Fire Beef Jerky and Wattle Seed Macadamia Brownies.



- ▶ In July and August 2019, NT Port and Marine were pleased to host at a Coxswain Level 2 training course at our Port Melville facility. The course was conducted by the Australian Maritime & Fisheries Academy and the Tiwi Islands Training and Education Board. Pictured are the course participants on the Port's wharf, preparing for a day of training on the water. At the conclusion of the course, two graduates from the program secured sustainable employment at Port Melville in the capacity (initially) of general maintenance hands/line handlers/trainee tug deckhands.



- ▶ In July 2019, to support our work for Chevron's TAR101 program on Barrow Island, a pilot trainee program was designed for 7 candidates, and delivered jointly with AUS Ltd. We also made a commitment to host apprenticeships in 2020.

- ▶ In September 2019 we signed a Memorandum of Understanding (MOU) with Gladstone Area Group Apprentices and Trainees (GAGAL) and the Gidarjil Development Corporation (QLD) to support the training of apprentices and trainees as part of a proposal to work in the Queensland LNG maintenance sector.



- ▶ In December 2019, NT Port and Marine kicked off the Tiwi Islands AFL competition 2019-2020 season. As principal sponsors of the event, the Port Manager of NT Port and Marine - Lindsay Whiting presented practice footballs to the teams playing at Pirlangimpi oval. All other participating teams of the competition and schools on Tiwi Island also received these footballs.





- ▶ In January 2020, we signed an agreement with Aboriginal United Services Pty Ltd (CAN 609 666 300) to support joint and collaborative opportunities with respect to training, employment and the provision of logistical and other trade support services. We now have a strong relationship, and to date we have appointed 8 team members through Aboriginal United Services.



- ▶ In April 2020, we worked with a local artist Kevin (Kevvy) Bynder to commission a painting Whadjuk Boodja which shows Whadjuk country (Perth) and depicts the story of AusGroup.

We will use our Reflect RAP as a clear roadmap for our continuing reconciliation journey, and this Reconciliation Action Plan is championed by our Chief Executive Officer, our People and Culture General Manager, our Organisational Development Manager, our Business Development Manager - Energy and Resources and our Port Manager of NT Port and Marine.



## RELATIONSHIPS

AusGroup recognises that working with Aboriginal and Torres Strait Islander peoples is fundamental to our business success. We are committed to building effective social and professional relationships with Aboriginal and Torres Strait Islander peoples in the areas in which we operate. Where our operations might impact or offer opportunity to local Aboriginal and Torres Strait Islander peoples, we will always make an effort to identify those people and engage with them. AusGroup recognises the need for Aboriginal and Torres Strait Islander peoples to have autonomy in their lives. We undertake to consult with Aboriginal and Torres Strait Islander peoples, to listen to their perspectives, to seek to understand, and where possible to implement their preferred solutions.



### Action 1

Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November 2020	Business Development Manager - Energy and Resources
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2020	Business Development Manager - Energy and Resources
Further develop our relationship with Aboriginal United Services Pty Ltd (AUS) and identify training and further employment opportunities	January 2021	Business Development Manager - Energy and Resources

### Action 2

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	Organisational Development Manager
RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2021	Organisational Development Manager
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2021	Chief Executive Officer



### Action 3

Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Communicate our commitment to reconciliation to all staff.	November 2020	Chief Executive Officer
Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2020	Business Development Manager - Energy and Resources
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2021	Business Development Manager - Energy and Resources

### Action 4

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Research best practice and policies in areas of race relations and anti-discrimination.	December 2020	People and Culture General Manager
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2021	People and Culture General Manager

## RESPECT

AusGroup's engagement with Aboriginal and Torres Strait Islander peoples will above all be conducted with respect. AusGroup and its non-Indigenous staff recognise that we cannot fully understand the experiences and perspectives of Aboriginal and Torres Strait Islander peoples. We will show acknowledgement and respect of the diversity and histories of Aboriginal and Torres Strait Islander peoples, and by working with Aboriginal United Services Pty Ltd we will increase our awareness and recognition of Aboriginal and Torres Strait Islander cultures and histories through our practices.



### Action 5

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	December 2020	Organisational Development Manager
Develop a business case and related programmes for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	January 2021	People and Culture General Manager

### Action 6

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January 2021	Business Development Manager - Energy and Resources
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2021	Organisational Development Manager

### Action 7

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	November 2020, July 2021	Organisational Development Manager
Introduce our staff to NAIDOC Week by promoting external events in our local area.	November 2020, July 2021	Organisational Development Manager
RAP Working Group to participate in an external NAIDOC Week event.	November 2020, July 2021	Organisational Development Manager

## OPPORTUNITIES

Improved economic participation for Aboriginal and Torres Strait Islander peoples will be secured through the provision of meaningful employment opportunities, training, Aboriginal and Torres Strait Islander business engagement; and community involvement initiatives.



We aim to increase community participation, promote a collaborative approach to responding to local needs, and build skills and opportunities to support the community to achieve self-reliance and sustainability.

AusGroup are committed to increasing the recruitment and retention of Aboriginal and Torres Strait Islander peoples in our workforce and procuring services from Aboriginal and Torres Strait Islander owned businesses. We are currently reviewing, revising and implementing strategies that will assist us to achieve this.

### Action 8

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

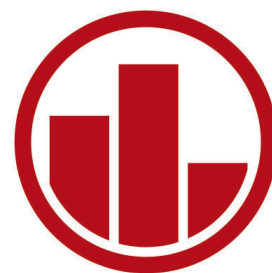
Deliverable	Timeline	Responsibility
Develop a business case and supporting processes to increase the Aboriginal and Torres Strait Islander employment within our organisation.	November 2020	Chief Executive Officer
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2021	People and Culture General Manager

### Action 9

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop a business case and supporting processes for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2020	Chief Executive Officer
Investigate Supply Nation membership.	November 2020	Procurement Manager

## GOVERNANCE, TRACKING PROGRESS AND REPORTING



### Action 10

Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain a Working Group (RWG) to govern RAP implementation and Project Teams to support implementation.	February 2021	Chief Executive Officer
Adhere to agreed Terms of Reference for the Working Group (RWG) and Project Teams.	November 2020	Organisational Development Manager
Maintain Aboriginal and Torres Strait Islander representation on the RWG and Projects Teams.	February 2021	Organisational Development Manager

### Action 11

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	November 2020	People and Culture General Manager
Engage senior leaders in the delivery of RAP commitments.	November 2020	Organisational Development Manager
Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2020	Organisational Development Manager

### Action 12

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	Organisational Development Manager

### Action 13

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	July 2021	Organisational Development Manager

## CONTACT US

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