



Innovate Reconciliation Action Plan

2023 – 2025



RECONCILIATION
ACTION PLAN

INNOVATE

Acknowledgement of Country

The A.G. Coombs Group acknowledges the Traditional Owners of Country throughout Australia and recognise their continuing connection to land, waters and community.

We pay our respects to them and their cultures, and to Elders past, present and emerging.



Table of Contents

05

Our RAP Innovate
Artwork

07

A message from
Russell Telford,
Managing Director -
A.G. Coombs Group

08

A message from
Clive Weeks,
Chairperson -
A.G. Coombs Group

11

A message from
Karen Mundine,
CEO - Reconciliation
Australia

12

Our Vision

14

Our Business

16

Our RAP

21

Our RAP Working
Group

22

Community
Partnerships

24

Our RAP
Commitments:
Relationships

26

Our RAP
Commitments:
Respect

28

Our RAP
Commitments:
Opportunities

32

Our RAP
Commitments:
Governance

35

Contact Details





Our RAP Innovate Artwork

The Artwork: More than One Story

This piece is about connection and growth. It speaks to the lands and communities coming together, where the people come to meet, trade and grow with one another. This connection is key to the success of its peoples, the ground you walk on and the spirits that have come before you. These pathways have always been here, they are rooted in the ground. It's now time for the next mob to travel on them. They are sacred.

The story of A.G. Coombs is reflected in this piece. It tells the stories of all the spirits and souls that live, breathe and work in these spaces. Everyone far and wide, but all connected. It's for the people, by the people. The pathways have always been there, but are always growing.



The Artist: Michelle Kerrin

Michelle Kerrin is a proud Arrernte and Luritja woman from the Northern Territory. Her artwork not only speaks to her personal experiences but intertwines with her work and passion working with young mob in community. Alongside her role as an artist, Michelle currently works with the Michael Long Centre, a space for Aboriginal youth leadership.

Michelle beautifully portrays the role of storytelling through her art, in which she shares her 'lil wun stories' and own Culture throughout her pieces. Her honest expression, through the use of colours and symbols, has led her to collaborate with multiple organisations and businesses, including international brand Cadbury Roses, Health fund NIB, the Richmond Football Club, and Moe Moe Designs.

Michelle continues to be open and truthful with her art and shares her ongoing connections with her Culture and peoples – "I paint the symbols from our communities, the lines of my Country, and the colours of these lands. It brings a feeling of belonging and gives me a sense of purpose in my community and life for my people. When I paint, I get lost in the strokes, dots, and colours. My mind is at ease. I make sure I paint with my feelings and through that comes a story."



Smoke Ceremony, Walker Fire Protection

A Message from our Managing Director

We are proud to present our second Reconciliation Action Plan (RAP). This 'Innovate' RAP builds upon the foundations of our 'Reflect' RAP, which was an important first step in our journey towards reconciliation.

As our journey continues, we remain committed to reinforcing and extending our partnerships with Aboriginal and Torres Strait Islander communities to increase respect, understanding and meaningful collaboration. As reflected in this RAP and the associated actions, we are of the firm belief that when Aboriginal and Torres Strait Islander communities thrive and are prosperous, the broader community thrives and prospers.

Our vision remains steadfast, to embed the recognition, acknowledgement, and celebration of the rich and diverse cultural heritage of Aboriginal and Torres Strait Islander Australians within the A.G. Coombs Group of Companies and the industries we lead.

We also acknowledge Reconciliation Australia who have provided support and guidance whilst challenging us through the framework in developing measurable targets and activities to ensure we have a clear pathway to be successful. We also acknowledge and thank our many Aboriginal and Torres Strait Islander partner organisations, communities and indigenous employees who have kindly provided guidance and learnings through our reconciliation journey.

We are very pleased to be launching our 'Innovate' RAP to our employees, clients, stakeholders, and the wider communities in which we work, and we look forward to communicating our progress along the journey.



Russell Telford
Managing Director

A.G. Coombs
Group of Companies

A handwritten signature in blue ink, appearing to read 'R. Telford', enclosed within a large, circular blue scribble.

A Message from our Chairperson

As Chairperson of the A.G. Coombs Group Board, it is my privilege to endorse our Innovate Reconciliation Action Plan (RAP). This RAP reflects and aligns with our Company's Core Values and is supported at all levels of our organisation, with the A.G. Coombs Group Board previously declaring the A.G. Coombs Group of Companies endorsement and support of the Uluru Statement from the Heart.

This RAP illustrates how we, as an organisation, through our choices, commitments, and actions, can make a positive impact to reconciliation, and we are very proud of what it represents.

On behalf of the Board, we would like to thank Reconciliation Australia for their support and guidance on this important journey as well as our RAP Working Group, our Aboriginal and Torres Strait Islander partners, communities and suppliers for their support, time, and dedication in developing our 'Innovate' RAP, and our staff who are committed to delivering on our activities and actions.



Clive Weeks AO
Chairperson

A.G. Coombs
Group of Companies

A handwritten signature in blue ink that reads "Clive Weeks". The signature is fluid and cursive, written in a professional style.



A.G. Coombs, RAP Reflect Artwork



Karen Mundine, Chief Executive Officer - Reconciliation Australia

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends A.G. Coombs on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for A.G. Coombs to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, A.G. Coombs will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. A.G. Coombs is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals A.G. Coombs' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations A.G. Coombs on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer

Reconciliation Australia

Our Vision

Our vision for reconciliation is to embed the recognition, acknowledgement, and celebration of the rich and diverse cultural heritage of Aboriginal and Torres Strait Islander Australians within the A.G. Coombs Group of Companies and the industries we lead. We will continue to build upon our foundation of educating our staff about Aboriginal and Torres Strait Islander histories, cultures, and heritage, and to extend our current values of integrity, inclusion and diversity throughout our workforce and supply chain. We are proud of the leadership role we have played as a company within our sphere of influence.

We will continue to listen and learn and work in partnership with Aboriginal and Torres Strait Islander peoples to create a welcoming and safe environment by creating meaningful and sustained employment pathways, procurement, and community engagement opportunities for Aboriginal and Torres Strait Islander peoples, and their communities in which we live and operate.







Our Business

The A.G. Coombs Group is Australia's leading provider of Specialist Building Services.



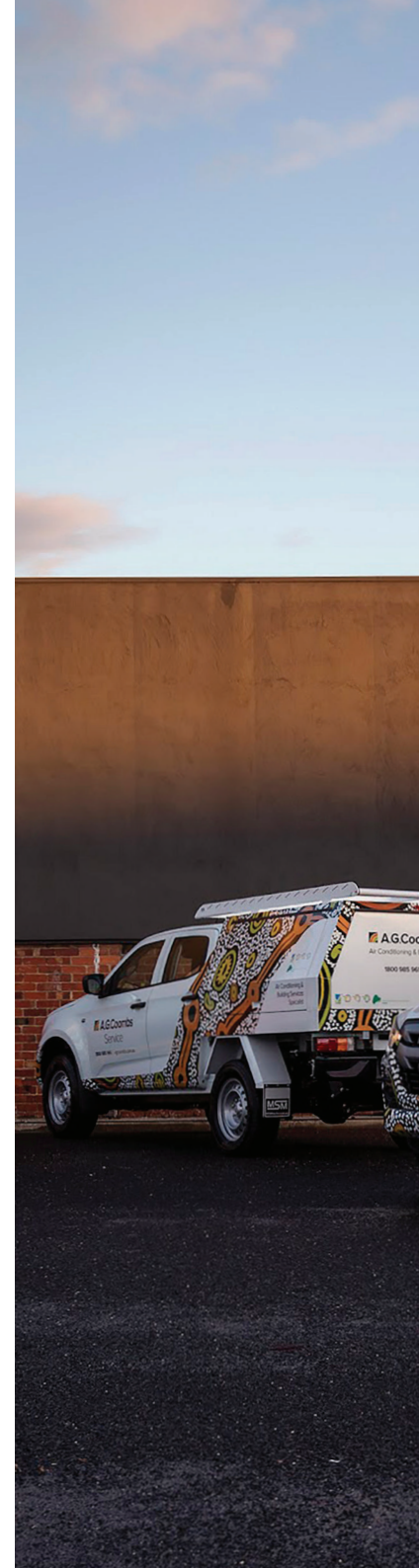
Projects | Advisory | Service



Our core business is in the provision of whole-of-life building services with an integrated range of technical services for all systems in buildings, from advice and design through to installation, commissioning, maintenance, and ongoing operation & management. We specialise in Mechanical Heating, Ventilation, Airconditioning & Controls (HVAC), Building Management Control Systems (BMCS), electrical, lighting, hydraulic, fire protection and multi-services installations. Established in 1945, A.G. Coombs Group has built an enviable reputation for quality, service, and innovation. We stand at the forefront of the industry with the skills and resources necessary to handle the most complex and demanding building services challenges.

The A.G. Coombs Group of Companies employs over 950 people across a broad yet specialist range of disciplines, from Marketing, Human Resources, Information Technology, Finance and Sales through to Engineering and Specialist Trades. Approximately 2% of our present employees identify as Aboriginal and/or Torres Strait Islander people.

We have eight (8) established offices in Victoria, the Australian Capital Territory, New South Wales, and Queensland, and service a national client base across Australia.





With over seventy-five (75) years in the building services industry, the A.G. Coombs Group of Companies has been involved in many of Australia's major buildings, precinct developments and facilities. We have well established industry networks and client base, and as industry leader, our sphere of influence with our external stakeholders is deep. We are actively engaged in Local, State, National and Global industry associations, committees, working groups and regulatory bodies, in the roles of Chair, Director or member. Our clients are broad and extensive within key industry sectors including Healthcare, Education, Commercial, Telecommunications & Data Centres, Defence, Government, Arts & Culture, Transport & Infrastructure and Pharmaceutical. A.G. Coombs Group is a highly effective organisation in engaging with these industry and client communities, which is a core function of all our operations. Our approach to interacting and engaging with these communities is based upon a fundamental understanding that we are all part of the communities in which we serve.

The A.G. Coombs community, our employees, have embraced our Reflect RAP journey, a journey through individual, and collective actions, supported by education and learnings shared about Aboriginal and Torres Strait Islander cultures and heritage. The A.G. Coombs Group Reconciliation Working Group, led by our Managing Director, has championed our values of inclusion and diversity throughout our workforce, recognising the contributions that Aboriginal and Torres Strait Islander peoples have made, and continue to make, within our organisation and within local communities.

A.G. Coombs Group office locations:

Victoria

(Head Office)

26 Cochrans Rd,
Moorabbin, VIC 3189

2/435 Williamstown
Road, Port Melbourne,
Vic 3207

Unit 5, 273 Williamstown
Rd, Port Melbourne,
VIC 3207

**Australian Capital
Territory**

106/27 Lonsdale St,
Braddon, ACT 2612

New South Wales

Unit 16, 4 Avenue of the
Americas, Newington,
NSW 2127

Level 8, 115 Pitt Street,
Sydney, NSW 2000

Queensland

Level 1, North Tower,
540 Wickham Street,
Fortitude Valley,
QLD 4006

Level 8, Suncorp Tower,
61- 63 Sturt Street,
Townsville, QLD 4810



Our RAP

Our approach to reconciliation is supported by our Company's Core Values, which underpins our commitment and framework in extending and continuing our journey:

Our People are our Strength

We take pride in the knowledge that high quality staff are our major advantage. As the leading Building Services Specialist, A.G.Coombs Group has a long-standing policy of attracting and developing the best.

Safety

We place the highest value on workplace health, safety and wellbeing. We understand that safety is all about people; our vision is to achieve injury-free workplaces.

Sustainability

We are clearly committed to reducing the environmental impact of our operations and are leaders in providing industry-leading technical and advisory services to assist our customers and business partners to do the same.

Innovation

Recognised as a leader in the Australian building services industry and a provider of world-class outcomes for its customers, A.G. Coombs Group has a long-standing reputation as an innovator and industry pioneer.

Industry Involvement & Leadership

We have a long history of industry leadership and contribution and this clearly continues today with very active involvement and contribution to several industry associations.

Culture

Our culture is what defines us. Our people, customers, specialist contractors, suppliers and industry partners recognise how unique and important our culture is in driving success.

Technical Capability & Experience

We are recognised for our technical capabilities, highly skilled tradespeople and technicians, and respected industry-leading engineers and technical professionals.

Diversity & Inclusion

Diversity and inclusion makes clear sense from a business perspective; it is equally a corporate responsibility. Our Company will embrace and empower our people regardless of their cultures, beliefs, sexuality or gender. "Strength & High Performance – Through Diversity & Inclusion".



Our RAP





Through A.G. Coombs Group 'Reflect' RAP, endorsed in November 2016, we have achieved:

A greater level of understanding of our journey towards reconciliation, removing challenges we collectively face to integrate true actions towards reconciliation by establishing stronger and more respectful relationships with Aboriginal and Torres Strait Islander peoples, communities, and stakeholders.

A greater awareness amongst our employees about reconciliation through active engagement and education programs of our staff about Aboriginal and Torres Strait Islander histories, cultures, and heritage, underpinned by our values of inclusion and diversity throughout our workforce.

A deep and sustainable partnership with Aboriginal and Torres Strait Islander organisations and communities through, as an example, our partnership with the Korin Gamadji Institute and our involvement in the design and facility management of building services for the Melbourne Indigenous Transition Schools (MITS) Boarding House, including funding a teacher placement at MITS.

Engagement and mutually beneficial relationships with like-minded organisations who share a journey of reconciliation, including our partnerships with RAW Recruitment and Evolve Communities.



Our RAP

We are well advanced with our actions and have embedded the Reconciliation Action Plan across the A.G. Coombs Group businesses. This includes the A.G. Coombs Group Board declaring the A.G. Coombs Group of Companies endorsement and support of the Uluru Statement from the Heart.

We are proud of how far we have come, and of our key achievements, however our journey has not been without its challenges and learnings. Whilst we have grown through the generosity and spirit of our partners, clients, and associates with their willingness to share their knowledge, we have also learnt the importance of engaging our employees through more regular consistent messaging and training, to create a greater awareness on our RAP initiatives and in turn to embrace new ways of working to actively participant in implementing our RAP. The importance of regular communication and training was even more evident through the Global COVID-19 pandemic and the restrictions of face-to-face engagement with our employees to support reconciliation.

We are of the firm belief that when Aboriginal and Torres Strait Islander communities thrive and are prosperous, the broader community thrive and prosper. As previously acknowledged, we recognise our responsibility within our sphere of influence, and the actions we can take in contributing to our nation's journey of reconciliation. We commit to building on our current relationships and creating new ones with Aboriginal and Torres Strait Islander peoples, employees, businesses, and local communities.

Through our core business and community actions we will strive to strengthen a building industry which celebrates Aboriginal and Torres Strait Islander peoples, cultures, and rights as part of our national identity.

Our Reconciliation Working Group Includes

We also commit, with our partners to create an industry which provides meaningful and sustained employment opportunities for Aboriginal and Torres Strait Islander peoples which leads to rewarding and successful careers. We deeply understand that when one Aboriginal and/or Torres Strait Islander person succeeds and thrives, there is a positive ripple effect on their immediate and extended families and their communities.

This Innovate RAP continues to reflect many of our core values: value to others; of being a good corporate citizen; leadership and teamwork; culture. Importantly this RAP outlines key actions and accountabilities within our organisation to ensure we continue to evolve through our RAP journey. A.G. Coombs Group Managing Director continues to drive and lead internal engagement and awareness of our RAP with the active engagement of our RAP Champions.

Whilst identifying as an Aboriginal and/or Torres Strait Islander person is voluntary, the A.G. Coombs Group workforce is represented by approximately 2% of those who have volunteered this information. Several of our Aboriginal and/or Torres Strait Islander employees have contributed to our reconciliation journey, providing valuable learnings and insights. The champions for our RAP internally are our Managing Director and Diversity & Inclusion Officer, supported by the 'Reconciliation Working Group' comprising of Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples.

1	A.G. Coombs Group Managing Director
2	Executive Manager, Employee Services
3	Executive Manager Group Business Development
4	Group Procurement & Logistics Manager
5	Quality Health Safety & Environment Manager (QHS&E)
6	Manager Learning and Development
7	Senior Contract Manager
8	Contract Manager*
9	Cultural Ambassador*
10	Diversity & Inclusion Officer*
11	Executive Administration
12	Trade Personnel*

*Identify as First Nations People

Partnerships



Korin Gamadji
Institute



RICHMOND
1921-2021



mits
Melbourne Indigenous
Transition School

Community Partnerships

The A.G. Coombs Group is a highly effective organisation in engaging with the communities in which we operate.

Our approach to interacting and involving the community is based upon a fundamental understanding that we are all part of the community in which we serve, and we bring this approach to all our community partnerships.

Our Aboriginal and Torres Strait Islander partnerships and engagements consist of a broad range of activities, including, presenting partner of the REAL Program at the Korin Gamadji Institute, the design and facility management of building services for the Melbourne Indigenous Transition Schools (MITS) Boarding House, funding of a teacher placement at MITS and the further development and implementation of our Pathways Program to increase opportunities for sustainable indigenous employment participation through Work Experience Programs, Apprenticeships, Entry Level Programs and Graduate Programs.

As a good corporate citizen, we and our employees understand and take responsibility for the impacts of our activities and importantly, the opportunity we collectively have through positive engagement and collaboration with our community and industry partnerships.







Relationships

We will continue to engage in building strong and enduring relationships between Aboriginal and Torres Strait Islander peoples and all Australians. We recognise that in order to build a better future for all Australians we must build trusted relationships with Aboriginal and Torres Strait Islander peoples to champion equality and equity and the historical acceptance of our shared history, to positively influence our staff, our clients, our industry and our communities to advance reconciliation.

We believe the enduring relationships which are created, and the resulting actions undertaken align with our values and those of our clients in supporting local First Nations economies but also in a broader societal sense aligned with our commitment as a good corporate citizen.

ACTION

- 1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
 - 2 Build relationships through celebrating National Reconciliation Week (NRW).
 - 3 Promote reconciliation through our sphere of influence.
 - 4 Promote positive race relations through anti-discrimination strategies.
-

DELIVERABLE	TIMELINE	RESPONSIBILITY
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2023	Managing Director
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2023	Managing Director
Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2023 & 2024	Executive Manager, Employee Services
Reconciliation Working Group members to participate in an external NRW event	27 May – 3 June 2023 & 2024	Manager Group Business Development
Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 & 2024	Executive Manager, Employee Services
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023 & 2024	Manager Group Business Development
Organise bush tucker feast/event to celebrate NRW.	May 2023 & 2024	Manager Group Business Development
Post on Company Collabor8 platform and display NRW posters on notice boards and in tea rooms.	May 2023 & 2024	Manager Group Business Development
Implement strategies to engage our staff in reconciliation including an internal launch of the Innovate RAP.	April 2023	Manager Group Business Development
Communicate our commitment to reconciliation publicly.	May 2023	Manager Group Business Development
Outline key calendar dates and opportunities for our external stakeholders to contribute to our reconciliation outcomes.	June 2023	Manager Group Business Development
Collaborate with the RAP network and other like-minded organisations to develop ways to advance reconciliation, including: Identify potential RAP partners to establish regular communications and share learnings/experiences (reference Reconciliation Australia website).	Review in May 2023 / Nov 2023	Diversity & Inclusion Officer
Raise awareness and understanding of the Uluru Statement from the Heart with all employees through a Communication and Engagement campaign.	June 2023	Managing Director
Host an Indigenous Round social event, where speakers can be invited prior to watching the game.	Review in June 2023 / Nov 2023	Diversity & Inclusion Officer
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2023	Executive Manager, Employee Services
Develop, implement, and communicate an anti-discrimination policy for our organisation.	April 2023	Executive Manager, Employee Services
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2023	Executive Manager, Employee Services
Educate senior leaders on the effects of racism.	May 2023 & 2024	Manager of Learning & Development



Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters and their communities are important to the A.G. Coombs Group of Companies and its core business activities. We recognise that in order to build a better future for all Australians we must pay respect to and build trusted relationships by fostering a safe and respectful workplace for Aboriginal and Torres Strait Islander peoples in our workplace, allowing open and safe conversations about the cultures, identities and stories of Aboriginal and Torres Strait Islander peoples.

ACTION

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

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

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

8 Create a culturally safe and inclusive working environment for First Nations people within A.G. Coombs Group's office spaces.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct a review of cultural learning needs within our organisation.	April 2023	Manager Learning and Development
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	April 2023	Manager Learning and Development
Develop, implement, and communicate a cultural learning strategy for our staff.	April 2023	Manager Learning and Development
Provide opportunities for Reconciliation Working Group members, Functional Department Managers, and other key leadership staff to participate in formal and structured cultural learning.	June 2023	Manager Learning and Development
Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023 & 2024	Manager Learning and Development
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Align to calendar of events Sept 2023	Diversity & Inclusion Officer
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Review Dec 2022, Mar 2023, Jul 2023, Dec 2023	Executive Manager, Employee Services
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing, Review Sept 2023	Managing Director
Reconciliation Working Group to participate in an external NAIDOC Week event.	1st Week: July 2023 & 2024	Executive Manager, Employee Services
Promote and engage our staff in NAIDOC Week (1st week of July) to celebrate the histories, cultures, and achievements of Aboriginal and Torres Strait Islander peoples.	1st Week: July 2023 & 2024	Executive Manager, Employee Services
Review HR policies and procedures to remove potential barriers to staff participating in NAIDOC Week.	April 2023	Executive Manager, Employee Services
Organise bush tucker feast/event to celebrate NAIDOC Week	1st Week: July 2023 & 2024	Manager, Group Business Development
Post on Company Collabor8 platform and display NAIDOC posters on notice boards and in tea rooms.	1st Week: July 2023 & 2024	Manager, Group Business Development
Celebrate, recognise, and communicate Aboriginal and Torres Strait Islander dates of significance to all staff. We will do this by promoting these dates and their significance and history on our internal channels and through an email acknowledgement on the dates of these events.	Ongoing, Review Sept 2023	Diversity & Inclusion Officer
Update a calendar of events and dates significant to Aboriginal and Torres Strait Islander peoples and share with staff.	September 2023	Diversity & Inclusion Officer
Identify and attend community activities that mark/celebrate significant dates to Aboriginal and Torres Strait Islander peoples including Sorry Day and Mourning Day.	Jan 2023/2024, May 2023/2024	Diversity & Inclusion Officer



Opportunities

Creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is important to our organisation and aligned to our core values for a diverse and inclusive workplace. As a destination employer, the A.G. Coombs Group of Companies believes we can lead our industry to redress the imbalance, and work towards providing tangible outcomes across employment, education, and support for Aboriginal and Torres Strait Islander peoples, organisations, and communities.

ACTION

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

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

DELIVERABLE	TIMELINE	RESPONSIBILITY
Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Review July & Dec 2023/2024	Executive Manager, Employee Services
Support Aboriginal and Torres Strait Islander leadership by exploring training needs and offering resources within our corporate training suite to our networks to meet such needs.	Review July & Dec 2023/2024	Executive Manager, Employee Services
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	Review July & Dec 2023/2024	Executive Manager, Employee Services
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	Review July & Dec 2023/2024	Executive Manager, Employee Services
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review July & Dec 2023/2024	Executive Manager, Employee Services
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review July & Dec 2023/2024	Executive Manager, Employee Services
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Review July & Dec 2023/2024	Executive Manager, Employee Services
Support future employment pathways for local Aboriginal and/or Torres Strait Islander students within the building and construction sector.	Review July & Dec 2023/2024	Executive Manager, Employee Services
Support Aboriginal and Torres Strait Islander leadership by exploring training needs and offering resources within our corporate training suite to meet such leadership training needs.	Review July & Dec 2023/2024	Executive Manager, Employee Services
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Oct 2022 - Review July & Dec 2023/2024	Executive Manager, Employee Services
Review and update procurement practices to remove potential barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Oct 2022 - Review July & Dec 2023/2024	Manager Group Business Development
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Oct 2022 - Review July & Dec 2023/2024	Executive Manager, Employee Services
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Oct 2022 - Review July & Dec 2023/2024	Manager Group Business Development
Renew Supply Nation membership	Oct 2022 - Review July & Dec 2023/2024	Manager Group Business Development



Opportunities

ACTION

- 11 Implement A.G. Coombs Pathways Program to increase Aboriginal and Torres Strait Islander external engagement and employment.

- 12 Build leadership professional development and involvement with local Aboriginal and/or Torres Strait Islander communities and groups.

- 13 Continue to build and strengthen our partnership with Melbourne Indigenous Transition School to support employment pathways for Aboriginal and Torres Strait Islander students in Melbourne.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote the Pathways Program internally and externally.	Oct 2023 - Review Progress Annually	Executive Manager, Employee Services
Identify key partnerships to support the Pathways Program (KGI, Career Trackers, Universities, Unions, TAFEs).	Oct 2023 - Review Progress Annually	Executive Manager, Employee Services
Produce collateral materials and promote “Pathways” through partnership channels	Oct 2023 - Review Progress Annually	Executive Manager, Employee Services
Increase engagement of First Nations students in the Pathways Program <ul style="list-style-type: none"> • In 2022, engage 3 (three) people in “Pathways”. • In 2023, engage 6 (six) people in “Pathways”. • In 2024, engage 9 (nine) people in “Pathways” 	Oct 2023 - Review Progress Annually	Executive Manager, Employee Services
Develop a cultural mentoring network for all staff and managers to increase their engagement and knowledge of engaging with Aboriginal and Torres Strait Islander communities.	May 2023	Executive Manager, Employee Services
Promote opportunities for staff voluntary involvement in local Aboriginal and Torres Strait Islander community and group activities.	May 2023	Manager Group Business Development
Provide construction and facility services for the Boarding Houses and Buildings.	June 2023	Managing Director
Ensure attendance by Reconciliation Working Group at the Melbourne Indigenous Transition School annual fundraising dinner.	August 2023, 2024	Managing Director
Explore opportunities to continue support and grow the partnership with Melbourne Indigenous Transition School including work placements for past students in Year 10, March 2023.	October 2023	Managing Director



Governance

ACTION

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

- 15 Provide appropriate support for effective implementation of RAP commitments.

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

- 17 Continue our reconciliation journey by developing our next RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Ongoing, Review October 2023	Managing Director
Develop and review a Terms of Reference for the RWG.	6 Monthly Reviews April 2023/2024 & October 2023	Managing Director
Develop and distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence, as well as to employees.	February 2023	Diversity & Inclusion Officer
Meet monthly to drive and monitor RAP implementation.	Monthly Review October 2023	Managing Director
Define resource needs for RAP implementation.	July 2023	Managing Director
Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2023	Manager Group Business Development
Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2023	Managing Director
Appoint and maintain an internal RAP Champion from senior management.	June 2024	Managing Director
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023 & 2024	Executive Manager, Employee Services
Contact Reconciliation Australia to ensure that our primary and secondary contacts are up to date to ensure we are receiving important correspondence.	June 2023 & 2024	Executive Administration
Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August 2023 & 2024	Executive Administration
Report RAP progress to all staff and senior leaders quarterly	Formal Board Reporting June 2023, 2024	Managing Director
Publicly report our RAP achievements, challenges, and learnings, annually.	Formal Board Reporting June 2023, 2024	Managing Director
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Diversity & Inclusion Officer
Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	Executive Administration
Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	March 2024	Manager Group Business Development



Boab tree, Kimberly, Australia



This RAP reflects and aligns with our Company's Core Values which are supported across all levels of our organisation.

Russell Telford
Managing Director



Sustainability:

This publication is printed on Sovereign A2 Silk, an FSC certified paper manufactured with ISO 14001 EMS accreditation and elemental chlorine free pulps.

Contact Details

Kim Hesline
Executive Manager,
Employee Services

+61 419 573 814
khesline@agcoombs.com.au



RECONCILIATION
ACTION PLAN

INNOVATE

 **A.G.Coombs**