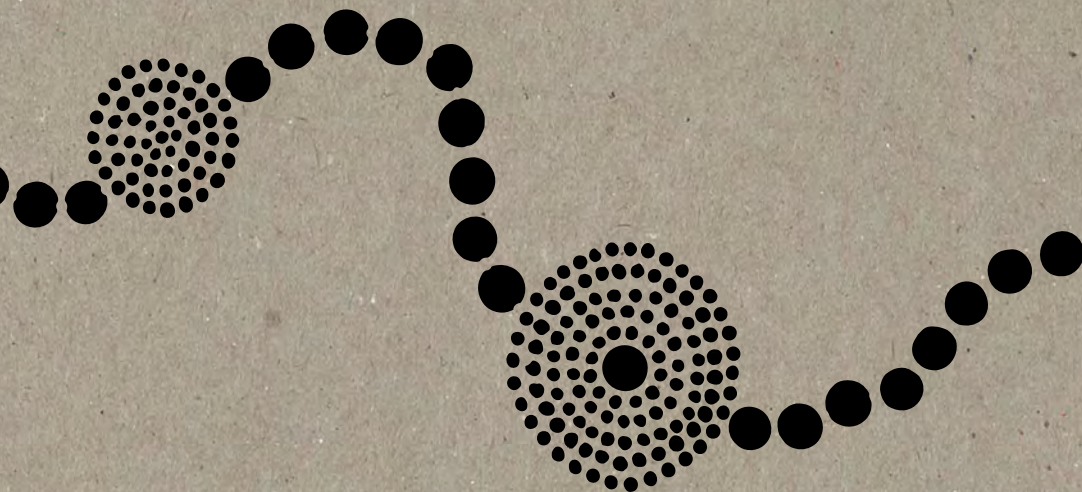




WorkPac Group Innovate Reconciliation Action Plan

January 2019 - December 2020





DuShong





Acknowledgement of Country

WorkPac acknowledges the Traditional Owners of Country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Artwork & story

‘REACHING OUR COMMUNITIES’

The artwork depicts the growth that WorkPac has had across the country since our last Reconciliation Action Plan. The hands represent all of the people in our business that have had a part to play in this growth. The circles represent the communities across Australia that are prospering from the opportunities provided by WorkPac and JobTrail.

About the artist

DUSHONG (ROHIN KICKETT) is a modern Noongar artist from the Ballardong clan. Born in 1986 in Northam, Western Australia, Rohin’s works depict his personal experiences growing up in the Perth region.

Rohin finds inspiration while visiting his favourite spots in Perth and the Southwest, as well as in the environment around him. Some of his work also highlights the Noongar culture as it is today, and some of the trials and hardships the Noongar people are facing in a modern, multicultural society.

Rohin has been experimenting with photography and incorporating his art style onto the photos he takes. The inspiration behind this concept is to combine Aboriginal culture with the modern culture to show what is here now and what was here before.



The background is a textured, light grey surface. It is decorated with several black dot patterns. There are two large, circular patterns made of many small dots, one in the upper left and one in the lower right. There are also several smaller, circular patterns of dots scattered around. A series of larger, solid black dots forms a wavy, horizontal line across the middle of the page, passing behind the text.

Our vision

At WorkPac we aim to provide a work environment that fosters fairness, equity, and respect for Aboriginal and Torres Strait Islander cultures and values and that is free from unlawful discrimination, harassment and vilification. Our culture respects, values and responds to the rich diversity of our employees.





Message from Reconciliation Australia



On behalf of Reconciliation Australia, I am delighted to see the WorkPac Group continue its reconciliation journey and to formally endorse its second Innovate Reconciliation Action Plan.

Through the development of an Innovate RAP, the WorkPac Group continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private

sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides WorkPac with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, WorkPac will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

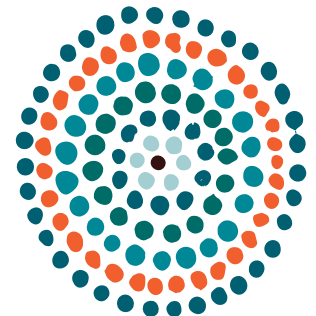
We wish the WorkPac Group well as it embeds and expands its own unique approach to reconciliation. We encourage the WorkPac Group to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend the WorkPac Group on its second RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Phil Smart message

Chairman



I'm pleased to introduce our 2019-2020 Reconciliation Action Plan (RAP), continuing the WorkPac Group's commitment and contribution to Reconciliation in Australia.

It's been over two years since the launch of our first Reconciliation Action Plan. This was when we formally commenced our journey towards helping to close the gap between Aboriginal and Torres Strait Islander peoples and other Australians in terms of health, life expectancy, employment and education.

The successes we have seen throughout our RAP journey have been very rewarding. Sharing these successes with our local communities and within our organisation, allows us to build our team's knowledge, skills, and cultural understanding and foster both respect and opportunity.

The WorkPac Group is in a unique position to reach communities all over Australia, and we are committed to making a significant difference by having a more diverse and inclusive workforce, supporting Aboriginal and Torres Strait Islander businesses and establishing good working relationships with our First Nation peoples.

Our long-term goal is to see tangible outcomes driven by the capability of our people to identify, recruit, retain and benefit from a more culturally diverse community of employees, partners,

customers and suppliers in order to strengthen our business and deliver greater economic independence for Aboriginal and Torres Strait Islander peoples.

We have seen our business grow over the last few years with the introduction of cross-cultural awareness training, celebrations for important Aboriginal and Torres Strait Islander events including National Reconciliation Week and NAIDOC week and the development of protocols around Acknowledgement of Country at WorkPac events.

WorkPac is committed to working together with Aboriginal and Torres Strait Islander peoples to overcome the difficulties and challenges they face every day by providing career opportunities to job seekers through employment, training and community programs. We will continue to expand on our Aboriginal and Torres Strait Islander Employment Programs through our JobTrail division with the desire to meet the aspirations and priorities of our First Nations peoples. Our second Reconciliation Action Plan provides us with a framework for the future and we aspire to make a real difference to Aboriginal and Torres Strait Islander communities.

Our company culture is sensitive and considerate towards Aboriginal and Torres Strait Islander cultures, beliefs and heritage. We realise the

importance of Aboriginal and Torres Strait Islander business, projects and policies and continue to build respectful relationships across the communities we work in.

This Innovate RAP will support us to develop and test new and innovative approaches to Aboriginal and Torres Strait Islander employment and embed the Reconciliation Action Plan into our organisation.

We believe that this will assist us to become an employer of choice for Aboriginal and Torres Strait Islander peoples as we continue to develop a workforce that incorporates diversity of thought, culture and skill.

A handwritten signature in black ink, appearing to read 'Phil Smart'.

Phil Smart
Chairman
WorkPac Group

Praanesh Prasad message

Managing Director



I am extremely proud and excited to be launching the WorkPac Group's second Reconciliation Action Plan. We have collectively achieved so much over the past two years and our drive and enthusiasm to learn more and further engage with our communities continues to go from strength to strength.

WorkPac is committed to ensuring that all members of the communities in which we operate are given the opportunity to participate in employment and further develop and acquire new skills. Our Reconciliation Action Plan outcomes are underpinned by producing greater employment and training outcomes as well as being more involved with community engagement events and activities.

We will now strive to reach a new level of engagement with Aboriginal and Torres Strait

Islander peoples and communities. Our interaction and involvement from multiple parties including local Traditional Owners, Aboriginal and Torres Strait Islander Ambassadors and Aboriginal Health services will continue to improve.

Our Reconciliation Action Plan is developed through great collaboration across all our teams and the understanding and respect for each other stands out as the main drivers in achieving employment and training outcomes.

The WorkPac Group looks forward to further solidifying our relationships with all our stakeholders and we are thankful for assistance and support provided by all our staff across Australia in ensuring our commitments made are delivered in full.

The Reconciliation Action Plan now forms part of the fabric of our entire organisation, it is a key part of our culture and we endeavour to continuously improve on how we can make a meaningful contribution in the communities we operate in.

A handwritten signature in black ink, appearing to read 'Praanesh Prasad'.

Praanesh Prasad
Managing Director
WorkPac Group

Our business

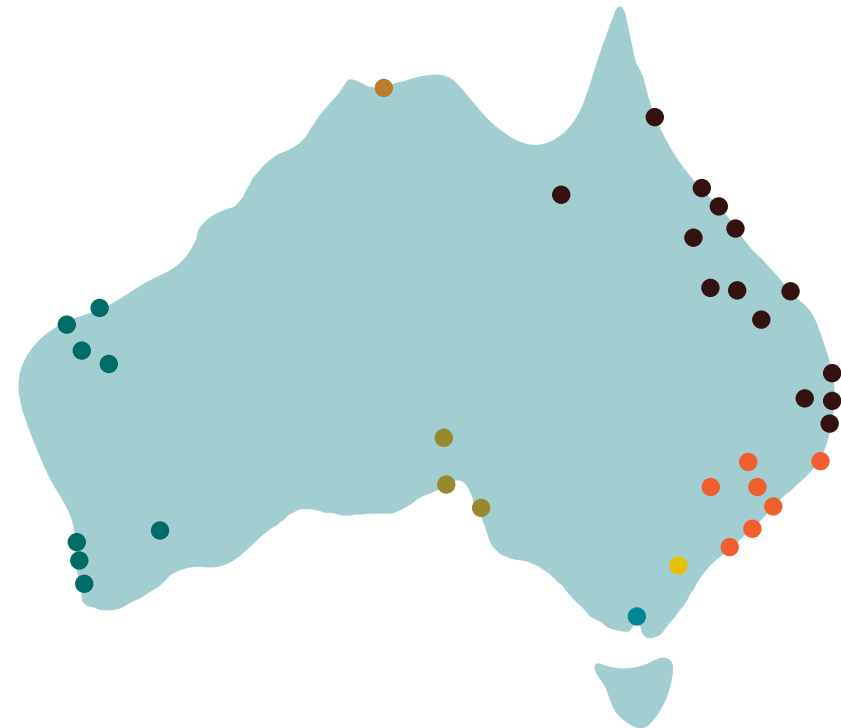
WorkPac Group is one of Australia's largest privately-owned diversified services companies, specialising in the provision of workforce management, project management and training and technology solutions to the Resources, Construction, Industrial and Health Services sectors.

Founded in 1997, the company has achieved significant, continuous growth culminating in its current position as the largest privately-owned recruitment and training organisation in Australia, with annual sales revenues over \$1Billion.

WorkPac employs over 450 internal staff and has over 12,000 Field Team Members

employed through our Recruitment business. Of these, just over 800 identify as Aboriginal or Torres Strait Islanders which gives us an Indigenous employment rate in excess of 6.5%.

Our service reach is unrivalled, providing training and employment opportunities throughout the country, from the Pilbara to Groote Eylandt, Weipa to Roxby Downs. Our Business Centre network is extensive, with over 35 operational facilities across Australia. We are predominantly located in regional, rural or remote areas. As such we reside and operate within, or in close proximity to, Aboriginal and Torres Strait Islander peoples and their communities across each State and Territory.



QLD

- Mt Isa
- Cairns
- Townsville
- Bowen
- Mackay
- Moranbah
- Blackwater
- Gladstone
- Emerald

- Biloela
- Sunshine Coast
- Toowoomba
- Brisbane
- Gold Coast

SA

- Adelaide
- Whyalla
- Roxby Downs

WA

- Bunbury
- Rockingham
- Perth
- Newman
- Tom Price
- Karratha
- Port Hedland
- Kalgoorlie

NSW

- Coffs Harbour
- Gunnedah
- Dubbo
- Singleton
- Newcastle
- Sydney
- Wollongong

NT

- Darwin

ACT

- Canberra

VIC

- Melbourne



WorkPac's JobTrail division is dedicated to Aboriginal and Torres Strait Islander employees. JobTrail assists Aboriginal and Torres Strait Islander employees with all aspects of their employment by providing support at all levels as well as links to the local community and Traditional Owner Groups. Whilst in employment with WorkPac/ JobTrail Aboriginal and Torres Strait Islander employees can call our team at any time to help with potential issues, whether they relate to their job or external influences such as family and community.

The WorkPac Group understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to achieve mutually beneficial outcomes.

We help create and advance strong, inclusive communities through active promotion of the benefits of increasing Aboriginal and Torres Strait Islander employment and training participation rates.

We are committed to driving reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander peoples. We champion these opportunities by engaging with local communities, Traditional Owner groups, organisations and community members to create sustainable, outcome driven participation programs.



WE SEEK TO CONTINUOUSLY DELIVER A NUMBER OF KEY OBJECTIVES:

ONE

Ensuring the highest proportionate levels of Aboriginal and Torres Strait Islander peoples are employed within our workforces;

TWO

Ensuring that we maximise training opportunities, including traineeships, for Aboriginal and Torres Strait Islander peoples across all regions of our operations;

THREE

Consistently applying methods and approaches which continue to extend the reach into local communities that encourages participation amongst individuals and suppliers.

Through respectful and careful investment growth the WorkPac Group will continue to enhance the social and economic prosperity of the communities in which we operate with a particular focus on the regional and remote settlements and their resident members.

Our RAP journey so far

We adopted our Innovate Reconciliation Action Plan 2017-2019, demonstrating readiness to developing and testing innovative approaches to reconciliation and championing this at every level of our organisation. We committed to raising internal and external awareness and understanding of Aboriginal and Torres Strait Islander cultural protocols through continuous training and program developments.

In this time, we have created internal cross-cultural awareness training programs, displayed flags in multiple business centres, added an Acknowledgement of Country to all company emails and named our Business Centre boardrooms with a word relative to the local Aboriginal community.

The impact resulting from our JobTrail initiative is the development and execution of several successful targeted training and employment programs. We have implemented Aboriginal and Torres Strait Islander specific employment programs across the country incorporating Aboriginal and Torres Strait Islander Assessment centres and mentoring. There is involvement from multiple parties including local Traditional Owners, Indigenous Ambassadors and Aboriginal Health services.

During the two years our initial Reconciliation Action Plan covered, we increased our Aboriginal and Torres Strait Islander workforce from 254 to just over 800 employees. Our database had 2900 identified Aboriginal and Torres Strait Islander candidates registered for work and this number has now increased to over 10,000.

In establishing JobTrail, we sought to create an enabler for the breakdown of common barriers which are faced when sourcing, selecting, employing and training Aboriginal and Torres Strait Islander peoples across Australia. To this end, JobTrail is much more than a recruitment provider. The team has carefully designed a suite of services which encompass the full lifecycle of training and employment.



The response to JobTrail has been pleasing to say the least. Whereas many employers, candidates and communities continue to strive for increased participation rates, there is a general acceptance that traditional approaches have their limitations. Over the past 24 months our level of engagement across all key interest parties has been elevated beyond the simply 'hiring' level. We are now encapsulated in deeper, more complex discussions around the formation of outcomes-driven programs of work which will not only increase employment entrants but also minimise the risks associated with training completion and workforce retention.

Clients and communities, particularly those residing in regional locations have welcomed JobTrail's approach methods and committed to their own investments in their implementation efforts.

The internal impact on the WorkPac Group has been similarly encouraging with a marked increase in belief, passion and commitment to increased Aboriginal and Torres Strait Islander participation.

We have an improved culture of inclusion and awareness towards reconciliation and strengthened ambition and capacity to move forward, positively, on our journey. Most importantly we have significantly increased Aboriginal and Torres Strait Islander employment and training opportunities throughout the country.





Work in the community

THE CLONTARF FOUNDATION

Over the course of our last Reconciliation Action Plan, we have built a strong working relationship with the Clontarf Foundation. The Foundation exists to improve the education, discipline, self-esteem, life skills and employment prospects of young Aboriginal men and by doing so, equip them to participate more meaningfully in society.

We continue to attend Clontarf employment forums and spend time talking with the students about their career aspirations. We have placed many of the students into work and collaborate with Clontarf to mentor them through into the workforce.

Our partnership has now evolved to a position where we are working towards collaborative solutions regarding common barriers to employment i.e. holding no driver's license due to the inability to reach required hours as a result of access to vehicles and instructors.

For the primary school students, we engage with them by talking about potential school-based traineeships or by attending some of the academies and spending time with the students to help them grow and learn. We have made our facilities available to allow them to come and visit a workplace and discuss their experiences with our staff.

BRAKING THE CYCLE

This program is run by the PCYC in Blackwater and works with disadvantaged youth to improve road safety and build community resilience. It was identified that many youths in the region had work related qualifications but were unable to work due to a lack of a licence. The WorkPac Group provided a specially equipped vehicle that was used to work with at risk people to support them through the mandatory 100 hours learner log book requirements. The PCYC then matched volunteer mentors to spend time with the students and help them get their drivers licence. This in turn has made it possible for many of them to gain employment in the local region as well as significantly addressing the skills shortage.

MADALAH

MADALAH Limited is a not-for-profit organisation that offers Secondary, Transition and Tertiary education scholarships for Indigenous students from remote and regional communities to Western Australia's leading boarding schools and Australian universities. WorkPac/JobTrail believe that education is an important part of the future for Indigenous youth and in 2018 provided support that has enabled MADALAH to provide an extra 25 scholarships to students in 2019.

VOICE AGAINST VIOLENCE – NRL PROGRAM IN WEIPA

The NRL Voice Against Violence is a program run by former NRL players Alan Tongue, Clinton Toopi, Ray Thompson and former Jillaroo Renae Kunst. The program was delivered in Weipa through a partnership of Rio Tinto, JobTrail/WorkPac and Goodline. The program uses workshops and activities to bring education and awareness to empower people in the community to be advocates for positive social change around Domestic Violence against women and children.



The next steps – what we want to achieve with this RAP

WHY HAS IT BEEN DEVELOPED?

For our second Reconciliation Action Plan, the WorkPac Group now seeks to challenge itself to reach a new level of engagement with Aboriginal and Torres Strait Islander peoples and communities. We will re-examine what it means to be such an integral part of the social and economic fabric of so many communities. We aim to strengthen our existing relationships by seeking greater sustainability and meaningful change as we continue to derive new relationships going forward.

We will drive reconciliation by producing greater employment and training outcomes as well as being more involved with community engagement events and activities.

WHO WILL CHAMPION IT?

Despite our RAP Team sharing a diverse range of experiences, perspectives and cultural backgrounds, they are united in their aspiration to channel WorkPac Group's influence and reach to continue creating sustainable opportunities to improve the lives of Australia's First Nations peoples. It is particularly important that we bring together a group of people with a genuine commitment to help bring to life the organisations vision by raising awareness and acceptance of Aboriginal and Torres Strait Islander cultures. The JobTrail team will be responsible for ensuring that the RAP commitments are driven through the wider business. The JobTrail National Manager will champion the plan from a senior leadership level, promote it internally and help with the delivery of its contents.

WHO IS IN THE RAP WORKING GROUP COMMITTEE?

Michelle Laylan
Relationship Manager
Western Region
JobTrail (Noongar)

Jason Wray
Relationship Manager
Northern Region
JobTrail (Gurugulu Gunggandji)

Anthony Hobba
Relationship Manager
Southern Region
JobTrail (Awabakal)

Julian Genn
National Manager
JobTrail

Andrew Zafer
Business Centre Manager
Kalgoorlie

Tracey Mesken
Head of Marketing

Praanesh Prasad
Managing Director

Jonathan Cremonini
Chief Innovation Officer

Tasha Stratford
General Manager
Professional & Industrial

Cameron Hockaday
Group General Manager
Commercial

Valerie Lesaulnier
Senior Operations Manager
Northern Australia

Shelley Lingman
Business Centre Manager
Health Services

Case study

Our Murri's in the Mines program has been a huge success in Queensland over the last 2 years. The program has been rolled out across numerous sites with clients including Rio Tinto, BHP, Anglo American and Middlemount South.

The program has provided the opportunity for Aboriginal and Torres Strait Islander candidates to obtain a highly sought-after entry-level position as a Dump Truck Operator. The successful candidates were set up on a formal traineeship completing either a Certificate II or III in Surface Extraction Operations.

Murri's in the Mines has been funded by the Department of the Prime Minister and Cabinet and this allowed us to set up numerous support networks for the employees. Mentors are put in place and come from the local Traditional Owner Group. The sole focus of this person is to ensure that the support mechanisms for the individual are in place and they have an initial point of contact relative to their local community. The objective is to increase retention levels at the place of employment and enable the person to have a trusted contact point who can receive their

concerns, whether they be personal or community related, and may affect their concentration and/or potential participation on site.

We connect with local Aboriginal Health services to assist with the physical and mental wellbeing of participants. Services they provide include access to Aboriginal and Torres Strait Islander Health Practitioners, outreach midwives, podiatrists, audiologists, physiotherapists, dieticians and nutritionists, diabetes nurse educators, paediatricians and GPs.

Ambassadors for this program have included NRL legend Scott Prince and current AFLW Brisbane Lions player Ally Anderson.

The success of the Murri's in the Mines program is reliant on all these stakeholders combining with our clients to ensure our employees are well supported throughout their traineeship.





Relationships

We believe that building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is essential for success. We spend time talking to Community to find out what their needs and wants are and then work together to achieve outcomes. All of

our relationships are mutually beneficial, and this is important to our organisation and its core business activities. The relationships we build enable us to place Aboriginal and Torres Strait Islander peoples into workplaces that are culturally aware, respectful and supportive.

FOCUS AREA:

Action	Deliverable	Timeline	Responsibility
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2020	Business Centre Managers
	Continue to review and develop our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2020	Business Centre Managers
	Create Memorandum's of Understanding with Traditional Owners Groups and Local Aboriginal Land Councils.		
	JobTrail will continue to support local WorkPac Business Centres with a list of Traditional Owners, local Aboriginal Land Councils and Aboriginal and/or Torres Strait Islander controlled organisations and key Aboriginal and or Torres Strait Islander Community/Not for Profit entities. JobTrail to lead the development of local engagement plans for WorkPac Business Centres.		
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	May 2019/20	JobTrail Relationship Managers
	JobTrail to communicate to Business Centres National Reconciliation Week events within their region.		
	JobTrail to provide Business Centres with National Reconciliation Week campaign and what is National Reconciliation Week and its significance.		
	JobTrail to provide Business Centres with National Reconciliation week campaign material and explain what National Reconciliation Week means and its significance.		
	Reconciliation Action Plan Working Group members to participate in an external National Reconciliation Week event.	27 May- 3 June, 2019/20	RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May- 3 June, 2019/20	Regional Managers/Business Centre Managers
	JobTrail provide support in advertising National Reconciliation Week events through JobTrail's social media channels.		

Action	Deliverable	Timeline	Responsibility
Promote reconciliation throughout Australia through our sphere of influence.	Organise at least one National Reconciliation Week event each year.	27 May- 3 June, 2019/20	JobTrail Relationship Managers
	JobTrail to encourage and support Business Centres to hold a local National Reconciliation Week event.		
	Register all our National Reconciliation Week events on Reconciliation Australia's NRW website.	May 2019/20	JobTrail National Manager
	Implement additional strategies to engage our staff in reconciliation.	January 2020	JobTrail Relationship Managers/ Senior Leadership team/Head of Marketing
	Communicate our commitment to reconciliation publicly.		
Promote positive race relations through anti-discrimination strategies.	Hold a Reconciliation dinner and invite key stakeholders.		
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.		
	Collaborate with Reconciliation Action Plan and other like-minded organisations to develop ways to advance reconciliation.		
	Conduct a review of Human Resource policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2019	Industrial Relations
	Develop, implement and communicate an anti-discrimination policy for our organisation.		
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.		
	Educate senior leaders on the effects of racism.		
	Create marketing material on the effects of racism to release to WorkPac Business Centres.		



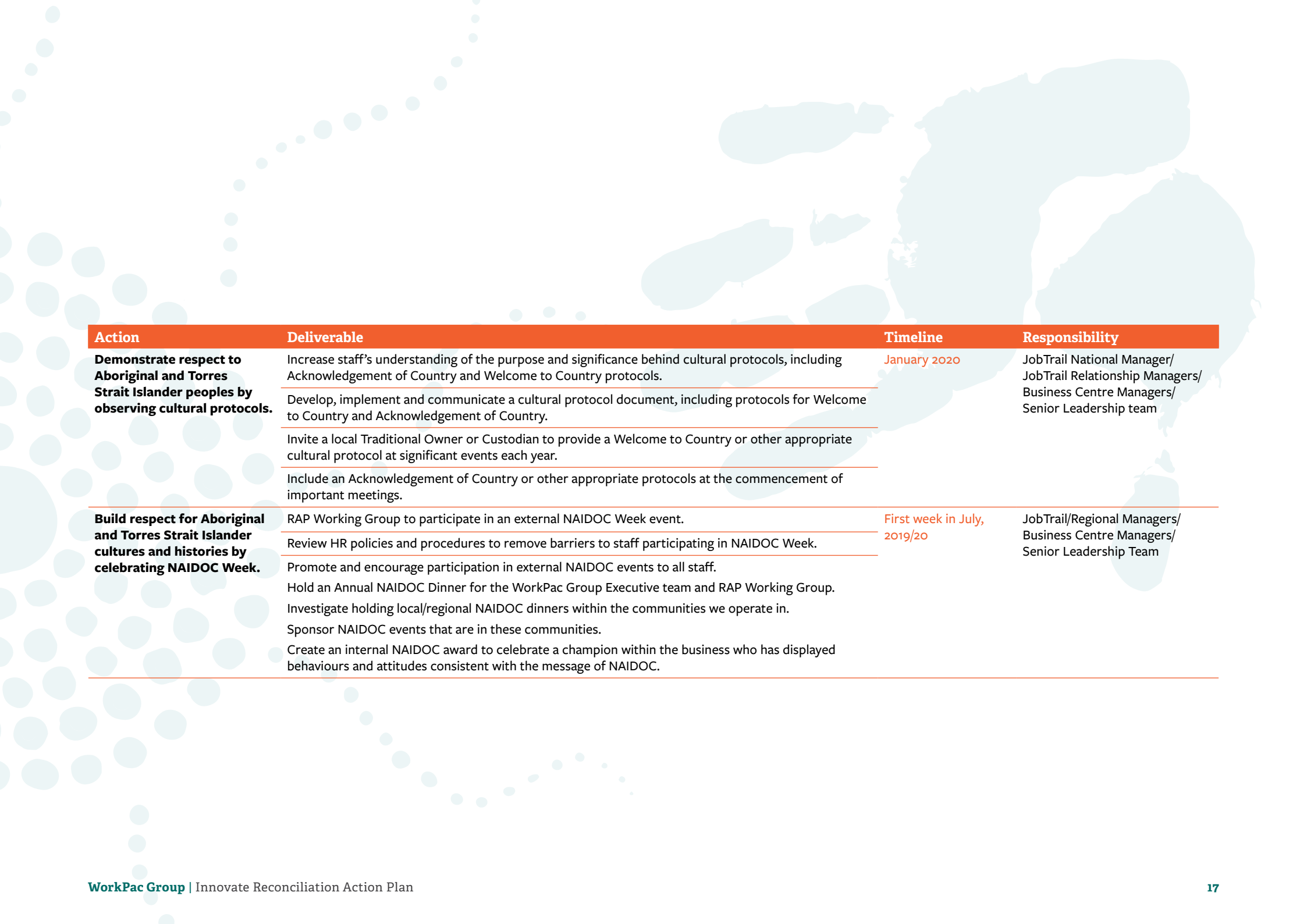
Respect

The WorkPac Group actively seeks to build respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights. We promote cultural growth within our business and jobs growth via our core business of Employment and Training across all Business Centres and client job sites. Our internal staff are encouraged to improve their understanding

of Aboriginal and Torres Strait Islander cultures and we will continue to connect with local community and be involved with important events on the Aboriginal and Torres Strait Islander calendar. We strive for the WorkPac Group and broader communities to value, learn and celebrate the ongoing successes of our First Nations peoples.

FOCUS AREA:

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 our organisation.	September 2019	Head of Employee Learning and Development/JobTrail National Manager/Head of Marketing
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.		
	Develop, implement and communicate a cultural learning strategy for our staff.		
	Implement a Cultural Immersion Program to provide staff with a deeper understanding of Aboriginal and Torres Strait Islander life and culture.		
	WorkPac Business Centres to strengthen their involvement with local Traditional Owner groups.		
	Develop and distribute education resources appropriate for all staff.		
	Ensure WorkPac Business Centre staff engage JobTrail at the start for all Aboriginal and Torres Strait Islander employment opportunities.		
	Provide opportunities for Reconciliation Action Plan Working Group members, Human Resource Managers and other key leadership staff to participate in formal and structured cultural learning.		
	Offer secondments to Aboriginal and Torres Strait Islander organisations across Australia.		
	Attend Aboriginal and Torres Strait Islander festivals to help celebrate the cultural inheritance of the local people.		



Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2020	JobTrail National Manager/ JobTrail Relationship Managers/ Business Centre Managers/ Senior Leadership team
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.		
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.		
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.		
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2019/20	JobTrail/Regional Managers/ Business Centre Managers/ Senior Leadership Team
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.		
	Promote and encourage participation in external NAIDOC events to all staff.		
	Hold an Annual NAIDOC Dinner for the WorkPac Group Executive team and RAP Working Group.		
	Investigate holding local/regional NAIDOC dinners within the communities we operate in.		
	Sponsor NAIDOC events that are in these communities.		
	Create an internal NAIDOC award to celebrate a champion within the business who has displayed behaviours and attitudes consistent with the message of NAIDOC.		



Opportunities

The WorkPac Group is committed to creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities. We are committed to finding and facilitating Employment and Training opportunities, assisting Aboriginal and Torres Strait Islander businesses by helping them to build capacity and having the social and financial participation of Aboriginal

and Torres Strait Islander peoples. When we increase our supply options in employment, procurement and day-to-day practices, we increase our delivery capabilities and subsequent benefit to all parties involved.

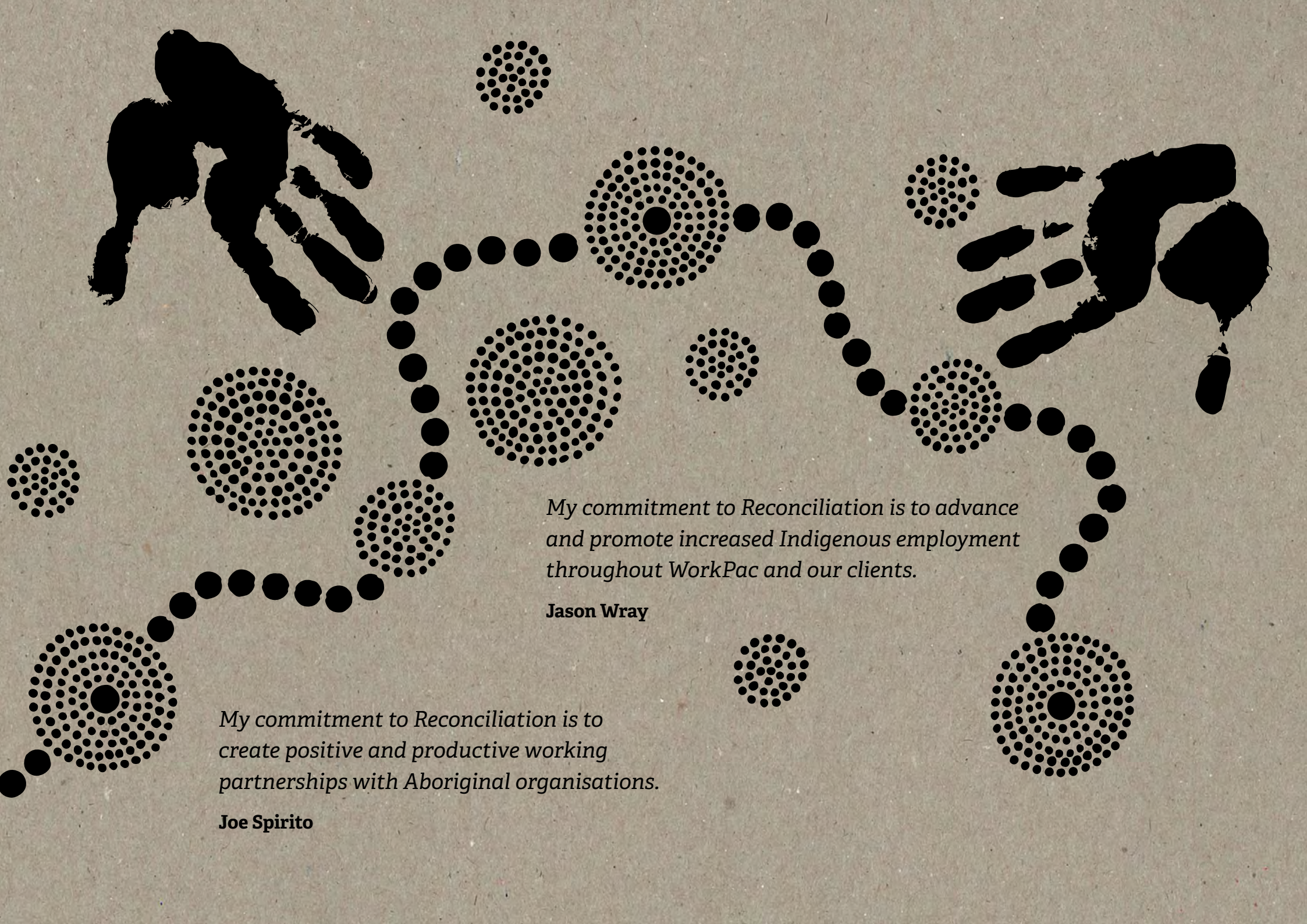
FOCUS AREA:

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2020	Business Development Managers/Recruitment Coordinators/JobTrail Relationship Managers/National Sales Managers/ Employee Learning and Development
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.		
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.		
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.		
	Review Human Resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.		
	Put a target on the number of internal Aboriginal and Torres Strait Islander staff that we would like within the business.		
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.		
	Provide professional coaching and mentoring to our Internal Aboriginal and Torres Strait Islander staff.		
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Local WorkPac Business Centres will make a public commitment to improving the employment outcomes for their local community.	October 2019	Head of Procurement/ Head of Credit/ JobTrail National Manager/ Business Centre Managers
	Continue to develop and review our Aboriginal and Torres Strait Islander procurement strategy.		
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.		
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.		
	Build on our commercial relationships with Aboriginal and/or Torres Strait Islander businesses and seek further opportunities.		
	Mentor a small Aboriginal and/or Torres Strait Islander business that provides lower level recruitment.		



Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2019	JobTrail National Manager/ JobTrail Relationship Managers
	Establish and apply a Terms of Reference for the RWG.	March 2019	JobTrail National Manager/ JobTrail Relationship Managers
	Meet at least four times per year to drive and monitor Reconciliation Action Plan implementation.	March, June, September/ December 2019/20	RAP Working Group
Reconciliation Action Plan Working Group actively monitors Reconciliation Action Plan development and implementation of actions, tracking progress and reporting.	JobTrail ensures Aboriginal and Torres Strait Islander peoples are represented in the Reconciliation Action Plan Working Group team.	December 2020	JobTrail National Manager/ JobTrail Relationship Managers
	JobTrail oversees the Reconciliation Action development, ratification, endorsement and launch of the Reconciliation Action Plan.		
	JobTrail to lead, monitor, review and report on Reconciliation Action Plan initiatives that WorkPac Business Centres wish to implement.		
	JobTrail to hold a bi-annual Yarning Circle and invite key internal stakeholders to meet and report on the tracking and progress of deliverables of the Reconciliation Action Plan.		
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for Reconciliation Action Plan implementation.	June 2019	JobTrail National Manager/ Senior Leadership Team/ Regional Managers
	Engage our senior leaders and other staff in the delivery of Reconciliation Action Plan commitments.		
	Define and maintain appropriate systems to track, measure and report on Reconciliation Action Plan commitments.		
	Appoint and maintain an internal RAP Champion from senior management.		
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2019	JobTrail National Manager
	Report Reconciliation Action Plan progress to all staff and senior leaders quarterly.	March, June, September/ December 2019/20	
	Publicly report our Reconciliation Action Plan achievements, challenges and learnings, annually.	December 2019/20	
	Investigate participating in Reconciliation Australia's biennial Workplace Reconciliation Action Plan Barometer.	June 2019	
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next Reconciliation Action Plan.	June 2020	

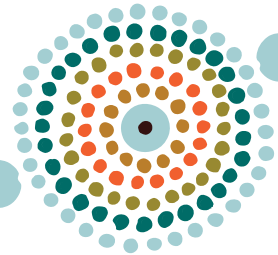
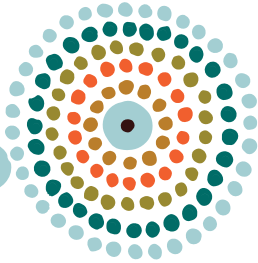
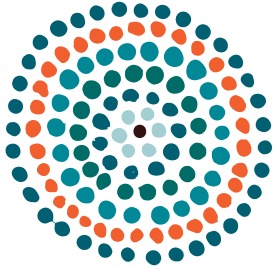


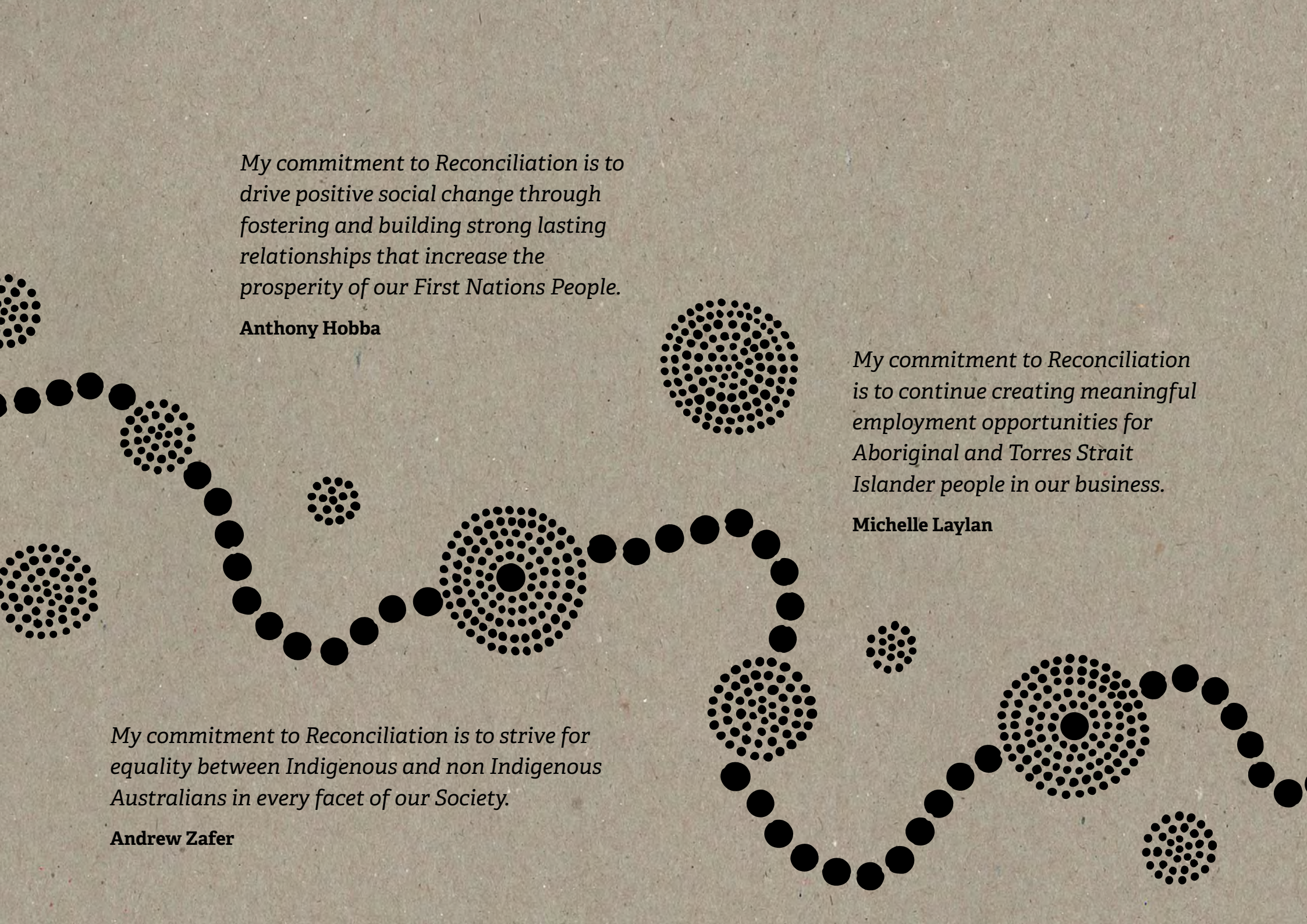
*My commitment to Reconciliation is to advance
and promote increased Indigenous employment
throughout WorkPac and our clients.*

Jason Wray

*My commitment to Reconciliation is to
create positive and productive working
partnerships with Aboriginal organisations.*

Joe Spirito





My commitment to Reconciliation is to drive positive social change through fostering and building strong lasting relationships that increase the prosperity of our First Nations People.

Anthony Hobba

My commitment to Reconciliation is to continue creating meaningful employment opportunities for Aboriginal and Torres Strait Islander people in our business.

Michelle Laylan

My commitment to Reconciliation is to strive for equality between Indigenous and non Indigenous Australians in every facet of our Society.

Andrew Zafer



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Members of the WorkPac Group

RECRUITMENT



HEALTH, MEDICAL & SOCIAL CARE



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