



The Australian Industry Group

# Innovate Reconciliation Action Plan

February 2024 to February 2026





# Reconciliation Action Plan

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The Australian Industry Group acknowledges the Traditional Custodians of this Country throughout Australia and their continuing connection to land, sea and community.

We pay our respects to Aboriginal and Torres Strait Islander peoples, their cultures and to their Elders past and present.

We would also like to recognise the individuals and organisations we have worked with during the development of our Reconciliation Action Plan (RAP) and those over many years that have provided input, advice and support for the development of our Indigenous governance programs. We recognise the importance of working together with Aboriginal and Torres Strait Islander peoples for the future sustainability and strength of our organisations and communities.



About the artist

## Kamilya Lowana White

### **Coming Together**, 2021

Acrylic on canvas



The artwork represents the journey of Ai Group over 150 years. The map of Australia represents the country within which we operate, while paying homage to the beautifully diverse traditional lands of Australia's First Nations people.

Two separate elements are seen to merge within the map – symbolising the associations that combined to create today's Ai Group – meeting at the centre to highlight the connection of cultures. The background depicts the journeys, conversations and networks that have led to forging collaborative and cooperative relationships which empower growth and success in industry and the community.

The overall design highlights the 'Coming Together' of all parties – employers, employees, apprentices, trainees and the community – to share in the reconciliation journey.

Artist Kamilya Lowana White, who is of Kija Bardi heritage, was born, raised and is still based in Naarm (Melbourne).

Coming Together was commissioned by Ai Group as part of our Reconciliation Action Plan.

Fittingly, the artwork was formally unveiled at Ai Group's 150th anniversary gala dinner on 14 August, 2023, at the Melbourne Town Hall to celebrate Ai Group's 150th anniversary. The event was attended by hundreds of special guests including Prime Minister Anthony Albanese and Opposition Leader Peter Dutton.





# CEO Message

## Promoting diversity and inclusion across all industries

I am pleased to present the Australian Industry Group (Ai Group) Reconciliation Action Plan (February 2024 - February 2026). I would like to thank the many Ai Group employees who contributed to this plan. This engagement shows to me the high level of thought and commitment to the process of national reconciliation that exists within our group. I believe this RAP is an ambitious plan but one which sets us real and achievable goals.

As a membership organisation, we recognise the importance of advocating for the rights of Aboriginal and Torres Strait Islander peoples.

This document sets out our formal commitment to working in partnership with Aboriginal and/or Torres Strait Islander peoples both within our organisation and our membership. While we still have much work to do, we are proud of our reconciliation journey so far, which includes:

- Using our voice to advocate greater flexibility and diversity in our workplace relations system and represent employers on reference panels established to inform various government inquiries in matters of diversity and workforce participation;
- Providing services to assist the employment of Aboriginal and Torres Strait Islander peoples in apprenticeships, traineeships and other job opportunities;

- Partnering with the First Australians Chamber of Commerce and Industry to promote engagement with and growth of Indigenous businesses;
- The installation of plaques in all Ai Group offices acknowledging the Traditional Owners of the land;
- Providing guidance to Ai Group employees on Acknowledgement of Country/Welcome to Country protocols and
- Commissioning an artwork by an Indigenous artist to celebrate our reconciliation journey.

This RAP sets out our actions for the next two years and focuses on the following key areas:

- Establishing and sustaining mutually respectful and inclusive relationships with Aboriginal and/or Torres Strait Islander colleagues and members and with key Aboriginal and/or Torres Strait Islander peak bodies and organisations and
- Demonstrating appreciation and respect for Aboriginal and/or Torres Strait Islander customs and rituals as embodied in First Nations cultures, beliefs and relationships with the land.

We are confident this plan provides the foundations for us to come together as a team by connecting our business and industry. We look forward to a time when all Australians can come together, acknowledge our true and full history and move forward in a fair and just society.





# Endorsement

Reconciliation Australia commends the Australian Industry Group 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 Ai Group 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, Ai Group 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 empowers and enables 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. Ai Group is part of a strong network of more than 2,500 corporate, government and not-for-profit organisations that have taken goodwill and intention and transformed it into action.

Implementing an Innovate RAP signals Ai Group's 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 Ai Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



**RECONCILIATION  
ACTION PLAN**

**INNOVATE**



## Our Vision

Ai Group's vision for reconciliation is to continue to empower Aboriginal and Torres Strait Islander peoples by supporting and facilitating meaningful education and employment. Ai Group is committed to increasing education and employment pathways for Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. We recognise and respect the unique histories and cultures of Aboriginal and Torres Strait Islander peoples and understand the importance of working together to create an inclusive society. It is our goal to be an employer of choice and provide unbiased access to employment opportunities for Aboriginal and Torres Strait Islander peoples within our traineeship and apprenticeship program. We believe that committing to the process of reconciliation will enable Ai Group to be more effective in delivering our business outcomes and will assist us in building a diverse workforce.

## Our business

The Australian Industry Group (Ai Group®) is a peak national employer organisation representing traditional, innovative and emerging industry sectors. We have been acting on behalf of businesses across Australia for 150 years. Ai Group and partner organisations represent the interests of more than 60,000 businesses employing more than 1 million staff. Our membership includes businesses of all sizes, from large international companies operating in Australia and iconic Australian brands to family-run SMEs. Our members operate across a wide cross-section of the Australian economy and are linked to the broader economy through national and international supply chains.

Our vision is to create a better Australia by empowering industry success. We offer our membership strong advocacy and an effective voice at all levels of government underpinned by our respected position of policy leadership and political non-partisanship.

## Our people

With more than 750 employees (27 identifying as Aboriginal and Torres Strait Islander) and networks of relationships that extend beyond borders (domestic and international), we have the resources and expertise to meet the changing needs of our membership. We provide the practical information, advice and assistance members need to run their business. Our deep experience of industrial relations and workplace law positions Ai Group as Australia's leading industrial advocate.

We listen and support members facing challenges by remaining at the cutting edge of policy debate and legislative change. We provide solution-driven advice to address business opportunities and risks. Ai Group is committed to the continuous improvement and building of stronger relationships with Aboriginal and Torres Strait Islander communities by creating increased opportunities for employment and engagement with industry.



# Our commitment

Ai Group promotes diversity and inclusion by providing our people with the opportunity to participate in Aboriginal and Torres Strait Islander cultural awareness training and events. We use our voice to advocate greater flexibility in our workplace relations system and represent employers on reference panels established to inform various government inquiries in matters of diversity and workforce participation. We provide services to assist the employment of Aboriginal and Torres Strait Islander peoples in apprenticeships, traineeships and other job opportunities. We work with Supply Nation and indigenous business organisations to promote engagement with and growth of Aboriginal and Torres Strait Islander businesses.

Through our links to industry, we encourage strategic thinking about diversity and inclusion via Ai Group's Diversity and Inclusion Exchange and other member forums and assist government agencies and other bodies in producing relevant and effective educational materials for employers to better promote workplace diversity.

## Case Study



### Ai Group Apprentice and Training Centre

Established in 1961, Ai Group Apprentice & Trainee Centre places apprentices and trainees with host organisations across all states and territories and is a proud partner to more than 240 host organisations including some of Australia's leading businesses.

The Apprentice & Trainee Centre has built long-lasting relationship with industry and provides Aboriginal and Torres Strait Islander apprentices and trainees to the following organisations:

- Medibank Private
- The Youth Employment (YES) program
  - Victorian Department of Justice
  - Department of Premier and Cabinet
  - Department of Environment
  - Department of Health and Human Services
  - Regional Development Victoria
  - Department of Education
  - Department of Economic Development Jobs Resources and Trade

The Victorian Training Awards recognise and honour the outstanding achievements of individuals and organisations in the Victorian TAFE and training sector. Ai Group has been fortunate to have had three apprentices selected as finalists for Koorie Trainee of the Year Award: Jessica Coker (2017), Cassie Puruntatameri (2017) and Grace Stewart (2020).

# Case Study



## First Australians Chamber of Commerce and Industry (FACCI) Partnership

Ai Group and FACCI have partnered to build the capacity of the Aboriginal and Torres Strait Islander business community by providing their respective memberships with information and support. The partnership aimed to promote greater strategic partnering among FACCI businesses and Ai Group businesses.

Ai Group partnered with FACCI in the rollout of FACCI Vending, a program offering government, industry and business an opportunity to deliver sustainable economic and social outcomes for First Australians. <https://www.aigroup.com.au/news/blogs/2022/snack-machines-feed-success/>

Strategic funding partner Coca Cola Amatil (CCA) provided the vending infrastructure, with a percentage of commissions directly funnelled back to supporting state and territory Indigenous businesses.

Ai Group committed to the ongoing promotion of this important initiative to our members.





# Case Study



## The Kakadu Plum Project

Karen Sheldon Catering is a catering and Indigenous employment business located in Darwin. Ai Group partnered with the Department of Industry, Innovation and Science in the delivery of the Entrepreneurs' Programme and as part of our delivery under this program, Karen Sheldon Catering was linked with researchers at The University of Queensland to investigate how the Kakadu plum could increase the lifespan of its existing pre-order meals.

Indigenous communities, government, philanthropists and research partners worked collaboratively to develop an innovative business model to harvest, market and distribute the in-demand Kakadu plum fruit puree and powder.

In 2017 the team won the Outstanding Collaboration in Community Engagement award at the annual Business and Higher Education Round Table (BHERT) awards. The annual BHERT awards aim to reinforce the importance of business-university partnerships in innovation, research and development and teaching.

BHERT Chief Executive Officer Dr Peter Binks praised the Plum Pickings team. "This an outstanding collaboration, built on good science and interdisciplinary relationships with the objective of creating new business and employment opportunities," Dr Binks said. "Our judging panel was impressed by the impact this project has already had and the long-term prospects for the food preservative industry in Queensland and the Northern Territory."

The Kakadu plum consortium included:

- Funding partners: Australian Government Department of Industry, Innovation and Science, the Australian Industry Group and AgriFutures Australia;
- Industry partners: Kindred Spirits Foundation, Karen Sheldon Catering and Australian Native Foods and Botanicals;
- Research partners: The University of Queensland, Department of Agriculture and Fisheries and Charles Darwin University and
- Aboriginal community partners: Palngun Wurnangat Aboriginal Corporation, Gundjeihmi Aboriginal Corporation, Mamabulanjin Aboriginal Corporation, Milingimbi Crocodile Rangers, Thamarrurr Rangers.

**"The Entrepreneurs' Programme assisted us with tapping into some of the most brilliant scientists in Australia."**

– Sarah Hickey, Director, Karen Sheldon Catering



# Supporting remote organisations to address work health & safety challenges

Ai Group's Workplace Health and Safety (WHS) team visited the Torres Strait in the December quarter 2022 to work with a Torres Strait Islander organisation that has since become a member. <https://www.aigroup.com.au/news/blogs/2022/island-hopping-and-cultural-wonder-all-in-a-days-work-for-whs-team/>

Trinette Jaeschke, National Manager - Work Health Safety Consulting Services, spent a week island-hopping to assist new member Gur A Baradharaw Kod Sea and Land Council Torres Strait Islander Corporation (GBK).

Among its many roles, GBK supports jobseekers with activities such as fishing, gardening, carpentry, arts and crafts and cultural activities such as spear-making.

The assignment took Ms Jaeschke to the islands of Waiben, Ngarupai, Mer, Saibai and Mua. As well as carrying out a WHS Gap Analysis, she spent time coaching and mentoring some of the organisation's new health and safety representatives and team. The outcome will be tailored action plans for each site and location – information, tools and resources – a strategic plan to assist the business to improve their safety activities. Ms Jaeschke engaged with Elders and staff to determine what their needs were and how the activities can help to improve their facilities.

Working in a remote community where it's difficult to obtain the trades to undergo regular repairs and maintenance is challenging. The obstacles the community is dealing with require some 'out of the box' thinking.

Ms Jaeschke, who is no stranger to remote and isolated work having supported many mining members in WA, NT and QLD, spent much of her time coaching on the basics of safety to keep both GBK workers and jobseekers safe. The successful trip has led to GBK joining Ai Group.



# Our Journey

## Our Organisation

When	Activity
2011	<p>Ai Group's South Australian branch becomes a member of the Advanced Manufacturing Cluster of the Aboriginal Employment Industry Champions Network, which it has hosted on several occasions.</p> <p>The network aims to:</p> <ul style="list-style-type: none"><li>• Promote the benefits of employing Aboriginal people;</li><li>• Provide advice to Government on Aboriginal employment and training initiatives;</li><li>• Identify and develop solutions to reduce or eliminate barriers; and</li><li>• Share experiences and best-practice models in engaging with an Aboriginal workforce.</li></ul>
2013	<p>Ai Group's Enterprise Connect Researchers in Business Facilitator, David Martin, facilitated collaboration between Karen Sheldon Catering (KSC) Pty Ltd and The University of Queensland on a funded innovation project to address the challenge faced by KSC to extend the shelf life of their frozen meals using Kakadu plum and other native plants foods as functional ingredients.</p>
2014	<p>Ai Group delivered a project for Telstra and IGSM to address skills gaps. The project had a strong focus on Aboriginal and Torres Strait Islander workers.</p>
2014	<p>Ai Group first becomes a member of Supply Nation.</p>
2016	<p>Ai Group, in cooperation with Supply Nation, helps to deliver the Industry Skills Fund.</p>

## Our Members

When	Activity
2016	<p>Ai Group establishes its Diversity and Inclusion Exchange.</p> <p>This member-driven network is designed to share leading diversity approaches and strategies and facilitate the discussion of emerging policy issues to collectively build greater strategic thinking about more inclusive and innovative workplaces.</p>
2018	<p>Ai Group hosts a Defence Industry Forum to showcase leading practices on Aboriginal and Torres Strait Islander engagement by businesses in the defence industry. The event was attended by more than 20 senior defence industry leaders.</p>
2018	<p>Senior HR executives attend the Policy Influence Reform (PIR) Workplace Relations Conference, which showcased leading practices in Aboriginal and Torres Strait Islander engagement by businesses in infrastructure industries.</p>
2019	<p>Welcome to Country delivered by Aunty Serena Williams at Ai Group's annual PIR Conference attended by more than 100 guests representing Australian business and infrastructure projects.</p>
2020	<p>Ai Group commences the delivery of regular online training on <i>Diversity and Inclusion in the Workplace</i>. Training is delivered to both the public and to employees via company-specific sessions.</p>

## Our Organisation

When	Activity
2017	Ai Group and FACCI join forces to build capacity of the Aboriginal and Torres Strait Islander business community and provide their respective memberships with information and support based on their respective strengths to contribute to greater strategic partnering among FA businesses and Ai Group businesses.
2017	The Entrepreneurs' Programme's Kakadu Plum project wins the 2017 BHERT Award for Outstanding collaboration in community engagement. The project transforms the native food industry and empowers Aboriginal communities.
2017	Ai Group forms its internal Diversity and Inclusion Committee.
2017	Ai Group apprentices Jessica Coker and Cassie Puruntatameri are nominated as finalists for Koori Trainee of the year in the Victorian Training Awards
2019	Ai Group appointed by Medibank Private as their preferred provider of Aboriginal and Torres Strait Islander apprentices.
2019	Ai Group begins collaboration with FACCI to create FACCI Vending, an initiative to support the work of FACCI and the Indigenous Chambers of Commerce.
2019	Ai Group establishes RAP Working Group
2020	Deb Barwick, Chairperson, FACCI speaks at Ai Group National Reconciliation Week Morning Tea
2020	Ai Group Apprentice, Grace Stewart is nominated as a finalist as a Koori Trainee of the year in the Victorian Training Awards

## Our Members

When	Activity
2021	An Ai Group Diversity and Inclusion Network briefing is held.
2022	Ai Group webinar – <i>Building Inclusive Business Engagement with First Nations People</i> (297 registrants)  Blog post: <a href="https://www.aigroup.com.au/news/blogs/2022/how-to-create-quality-employment-outcomes-for-first-nations-people/">https://www.aigroup.com.au/news/blogs/2022/how-to-create-quality-employment-outcomes-for-first-nations-people/</a>
2022	Ai Group WHS team conducts WHS gap analysis with Torres Strait Islander based Gur A Baradharaw Kod Sea and Land Council Torres Strait Islander Corporation (GBK)
2022	Member Story highlighting First Nations business: <a href="https://www.aigroup.com.au/news/blogs/2022/first-nations-engineers-joins-elite-ranks-of-vehicle-suppliers-to-defence/">https://www.aigroup.com.au/news/blogs/2022/first-nations-engineers-joins-elite-ranks-of-vehicle-suppliers-to-defence/</a>
2022	Blog post about opportunities for First Nations trainees: <a href="https://www.aigroup.com.au/news/blogs/2022/clough-partnership-brings-exciting-career-opportunities-for-first-nations-trainees/">https://www.aigroup.com.au/news/blogs/2022/clough-partnership-brings-exciting-career-opportunities-for-first-nations-trainees/</a>
2022	Blog post about First Nations employment outcomes: <a href="https://www.aigroup.com.au/news/blogs/2022/systemic-approach-needed-to-boost-indigenous-employment-outcomes/">https://www.aigroup.com.au/news/blogs/2022/systemic-approach-needed-to-boost-indigenous-employment-outcomes/</a>



## Our Organisation

When	Activity
2020	<p>Ai Group, through AiGTS, provides Aboriginal and Torres Strait Islander trainees under the Youth Employment (YES) program to the following organisations:</p> <ul style="list-style-type: none"><li>• Victorian Department of Justice</li><li>• Department of Premier and Cabinet</li><li>• Department of Environment</li><li>• Department of Health and Human Services</li><li>• Regional Development Victoria</li><li>• Department of Education</li><li>• Department of Economic Development Jobs Resources and Trade</li></ul>
2021	<p>Ai Group commissioned artwork from local artist Kamilya Lowana White</p>
2022	<p>RAP Workshop with Stuart McMinn, Owner/ Lead Cultural Facilitator Cultural Immersions</p>
2022	<p>Ai Group releases guidelines for employees on Acknowledgement/ Welcome to Country.</p>
2022	<p>Supplier Diversity Information Session with Supply Nation</p>
2022	<p>Ai Group WHS team engaged by Gur A Baradharaw Kod Sea and Land Council Torres Strait Islander Corporation (GBK)</p>
2022	<p>The Ai Group Apprentice &amp; Trainee Centre (Ai Group ATC) partnered with Clough Group to set up traineeships for three First Nations workers in Geraldton, WA.</p>
2023	<p>National Reconciliation Week Webinar “What can workplaces do to embody “Be a Voice for Generations”.</p>
2023	<p>Ai Group Diversity Equity and Inclusion Policy approved by National Board</p>
2023	<p>Ai Group Diversity Equity and Inclusion Strategy released.</p> <p>Cultural Learning Strategy agreed.</p>
2023	<p>Respect@Work policy launched</p>
2023	<p>Ai Group communicates guidelines for employees on Acknowledgement of Country Welcome to Country as part of NAIDOC Week</p>
2023	<p>RAP Artwork, Coming Together, formally unveiled at Ai Group’s 150th Anniversary Celebrations</p> <p><a href="#">Gala 150th an anniversary of ‘truly national significance’ says PM   Ai Group</a></p>

## Our Members

When	Activity
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## Our RAP

Our Reconciliation Action Plan (RAP) reflects the journey we have taken to develop relationships with Aboriginal and Torres Strait Islander communities. It demonstrates to members our commitment to reconciliation and support for Aboriginal and Torres Strait Islander directors and organisations.

As a membership organisation, we recognise the importance of advocating for the rights of Aboriginal and Torres Strait Islander peoples. By working with individuals and organisations that have significant knowledge and understanding of Aboriginal and Torres Strait Islander organisations, we can ensure our support is effective, respectful and inclusive.

The RAP Committee consists of the following individuals:

Innes Willox – Chief Executive – RAP Champion

Deb Barwick – Chairperson and Executive Officer at NSW Indigenous Chamber of Commerce (NSWICC), External Committee member (Proud descendant of the Gamilaroi Nation)

Stuart McMinn – Owner/Lead Cultural Facilitator, Gawura Cultural Immersions, External Committee member (Darug and Gubbi Gubbi Cultural Man)

Yoness Blackmore, Workplace Relations Policy and Knowledge Management Specialist\*

Jodie van Deventer, Chief Operating Officer\*

Kristian Stratton – Head Commercial

Vivienne Filling – Director Member Services\*

Dean Deighton – Head Northern Australia

Ruza Miletic – People & Culture Business Partner\*

Belinda Woods – Chief People Officer\*

Wendy Larter – Communications Manager\*

Bec Tindal – National Accounts Manager (Ai Group Apprentice and Trainee Centre)\*

(\*Denotes members of Ai Group's RAP Working Group which supports the day-to-day implementation of Ai Group's RAP commitments)

Our RAP enables us to reflect on the progress we have made and celebrate our achievements, while recognising there is significant work to be done to ensure that Aboriginal and Torres Strait Islander peoples have access to the same resources, opportunities and benefits that many non-Indigenous Australians enjoy.



# Relationships

Ai Group endeavours to provide an environment that maximises the talent, potential and contribution of all people; encourages equal opportunity for all and adds value to our business through different perspectives and experiences. Ai Group recognises our obligation to our employees and the broader Australian community to take action to contribute towards reconciliation. We aim to develop and grow long-term beneficial relationships with Aboriginal and Torres Strait Islander peoples which are inclusive, respectful and culturally appropriate.

Ai Group's relationships with Aboriginal and Torres Strait Islander organisations and communities are an important underpinning to building inclusive communities and industries. We are committed to bridging the gap in education and employment pathways that exist between Aboriginal and Torres Strait Islander peoples and other Australians. Our internal policies encourage application by a diverse range of people and cultures, and all employees are inducted into the relevant policies and procedures to enhance personal awareness of diversity considerations.

We are committed to increasing procurement from Aboriginal and Torres Strait Islander businesses. Through our engagement with the NSW Indigenous Chamber of Commerce (NSWICC), Supply Nation and the broader the business community, we facilitate the sharing of ideas and initiatives by member companies across different industries; collectively build greater strategic thinking about more inclusive and innovative workplaces; and encourage partnerships between local business, community and government groups wanting to help reduce the gap in Aboriginal and Torres Strait Islander employment.





Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial internal and external relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Compile a list of Aboriginal and Torres Strait Islander stakeholders and organisations that Ai Group currently works with and has provided services for Ai Group.	Commence February 2024	Executive Officer RAP Working Group
	Review Memorandum of Understanding between Ai Group and the First Australians Chamber of Commerce and Industry (FACCI) in support of increased engagement and to advance strategic partnering among FA businesses and Ai Group businesses.	March 2024	Head Industry Development & Policy and Director Member Services
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2024	Chair RAP Committee and Executive Officer RAP Working Group
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	State Heads in conjunction with the Executive Officer RAP Working Group
	Engage and inform Ai Group members on the importance and benefits of relationships with Aboriginal and Torres Strait Islander peoples through the Ai Group Diversity and Inclusion Network	June 2024, June 2025	Convenor Diversity and Inclusion Network
	Develop and strengthen our engagement and involvement with local Traditional Owner groups	March 2024	Chair RAP Committee
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May, 2024, May 2025	Executive Officer RAP Working Group
	Organise and plan at least one NRW event each year and promote and communicate to Ai Group employees and members.	May, 2024, 2025	Executive Officer RAP Working Group
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024, 2025	Chair RAP Working Group
	Register all our NRW events on Reconciliation Australia's NRW website.	April 2024, 2025	Executive Officer RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024, 2025	Head People & Culture

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2024	Head Marketing/Head People & Culture
	Identify opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Review and report August 2024, August 2025	Chair RAP Working Group
	Feature stories on Ai Group's website showcasing diversity and inclusion initiatives.	Review and report February 2024, August 2024, February 2025, August 2025	Communications Manager
	Communicate our commitment to reconciliation publicly via our website	Review June 2024, 2025	Communications Manager
	Collaborate with RAP organisations and other like-minded organisations, including members, to develop innovative approaches to advance reconciliation.	Review and report November 2024, February 2025, August 2025	Chair RAP Working Group Director Member Services Convenor Diversity & Inclusion Network Head Apprentice & Trainee Centre
Promote positive race relations through anti-discrimination strategies.	Implement, review and communicate an anti-discrimination policy for our organisation.	Annual Review February 2025	Head People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	April 2024	Head People & Culture
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisers to consult on our Positive Working Relationships Policy.	February 2024. Monitor and review August 2024, August 2025	Head People & Culture
	Run an ongoing program focused on raising awareness on the adverse impact of unconscious bias.	Commence May 2024	Head People & Culture
	Educate senior leaders on the effects of racism.	April 2024	Head People & Culture
	Arrange training regarding equal opportunity and diversity. Organise for all Ai Group employees.	April 2024	Head People & Culture



# Respect

At Ai Group, RESPECT is one of our core values. We collaborate proactively with our members and the wider community. We strive to show courtesy and sensitivity. We strongly value the importance of all Australians in understanding the histories and connection to the lands of all Aboriginal and Torres Strait Islander peoples. We are committed to nurturing and respecting Aboriginal and Torres Strait Islander peoples' future and rights, building community partnerships, and supporting and encouraging opportunity. Ai Group will continue to build the respect, knowledge and understanding within our workforce through our Innovate Reconciliation Action Plan.

Action	Measure of success	Timeline	Lead area
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers on the development and implementation of a cultural learning strategy.	Implementation commencing March 2024	Head People & Culture
	Conduct a review of current understanding and awareness of cultural learning needs within our organisation.	June 2024	Head People & Culture
	Develop, implement and communicate a cultural learning strategy for our employees.	March 2024	Head People & Culture
	Provide opportunities for Reconciliation Action Plan Working Group members, People & Culture and other key leaders to participate in formal and structured cultural learning.	March 2024	Chair RAP Committee and Head People & Culture
	Promote Aboriginal and Torres Strait Islander festivals to help celebrate the cultural inheritance of First Nations peoples.	April 2024	Executive Officer RAP Committee





Action	Measure of success	Timeline	Lead area
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Director Marketing
	Review and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2024, 2025	Executive Officer RAP Working Group, Communications Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Commence February 2024	Chair RAP Working Group, Department Heads
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review and Monitor June 2024, June 2025	Executive Officer RAP Working Group
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 2024, 2025	Executive Officer RAP Working Group
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2024 April 2025	Head People & Culture
	Promote and encourage participation in external NAIDOC events to all employees.	First week in July 2024, 2025	Convenor Diversity and Inclusion Committee





# Opportunities

The Innovate RAP provides Ai Group with an important opportunity to identify strategies that promote the participation of Aboriginal and/or Torres Strait Islander members, businesses and organisations in our actions and initiatives as part of our core business. Our focus internally will be to drive a more inclusive culture that includes Aboriginal and Torres Strait Islander procurement and recruitment opportunities. We are driving this inclusive culture externally, too, by promoting to our members the need to build better relationships with Aboriginal and/or Torres Strait Islander communities. This contributes to removing the structural barriers that have prevented Aboriginal and/or Torres Strait Islander Australians from achieving equal outcomes.

Action	Measure of success	Timeline	Lead area
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and/or Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2024	Head People & Culture
	Review job vacancy advertising to more effectively reach potential Aboriginal and Torres Strait Islander applicants.	April 2024	Head People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2024	Head People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2024	Head People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	March 2024	Head People & Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and/or Torres Strait Islander participation in our workplace.	April 2024	Head People & Culture

Action	Measure of success	Timeline	Lead area
Engage with Aboriginal and Torres Strait Islander employment and development agencies	Explore opportunities to develop and implement Aboriginal and Torres Strait Islander employment pathways within Ai Group-related entities such as traineeships, internships or new graduate positions.	April 2024	Head Apprentice and Trainee Centre
	Investigate support strategies (e.g., scholarships) to increase the number of Aboriginal and Torres Strait Islander trainees.	April 2024	Head Centre for Education & Training
	Explore existing Aboriginal and Torres Strait Islander mentoring programs and provide information to employees.	In progress. Review June 2024, June 2025	Head People & Culture
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	June 2024	Chief Financial Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to employees.	March 2024	Chief Financial Officer
	Undertake a review of Ai Group procurement and identify opportunities to improve Aboriginal and Torres Strait Islander procurement.	Commence February 2024	Chief Financial Officer
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Commence February 2024	Chief Financial Officer
	Maintain Supply Nation membership.	July 2024, July 2025	Chief Financial Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2024	Chief Financial Officer, Head Centre for Education & Training
	Promote member engagement with Aboriginal and Torres Strait Islander organisations through the rollout of the Wuu-ri Vending initiative.	March 2024	Director Member Engagement
	Regularly showcase Ai Group business areas using Supply Nation in innovative ways.	April 2024	Communications Manager, Executive Officer RAP Working Group
	Explore opportunities for Aboriginal and Torres Strait Islander members to be active participants within Ai Group networks.	March 2024	Director Member Services
Encourage businesses to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2024	Convenor Diversity and Inclusion Committee	





# Governance

Ai Group is committed to embedding reconciliation into the heart of how we govern and manage. Not only will Ai Group, its governing boards and executive management model commitment in how we conduct our business, we will provide leadership and guidance to members and the broader business community through our high-profile role as a peak national industry association.

Action	Measure of success	Timeline	Lead area
Maintain an effective governance of the RAP Committee.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee	Monitor and Review Annually in February	Chair RAP Committee
	Review and update our Terms of Reference for the RAP Committee.	March 2024, 2025	Chair RAP Committee, Executive Officer RAP Working Group
	RAP Working Group will meet at least ten times per year	Feb, Mar, Apr, May, June, July, Aug, Sept, Oct, Nov, 2024, 2025	Executive Officer, RAP Working Group
Provide appropriate support for effective implementation of RAP commitments.	Engage our senior leaders and other employees in the delivery of RAP commitments.	May 2024, August 2024, May 2025, August 2025	Chair RAP Working Group
	Maintain appropriate systems to track, measure and report on RAP commitments.	Implement, Monitor and Review August 2024, 2025	Chief Financial Officer, Head People & Culture Executive Officer RAP Working Group
	Appoint and maintain an internal RAP Champion from senior management.	February 2024	Chief Executive
	Define resource needs for RAP implementation	March 2024	Executive Officer RAP Working Group

Action	Measure of success	Timeline	Lead area
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondences	June annually	Executive Officer RAP Working Group
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	Executive Officer RAP Working Group
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Executive Officer RAP Working Group
	Submit a traffic-light report to Reconciliation Australia at the conclusion of this RAP.	January 2026	Executive Officer RAP Working Group
	Report RAP progress to all employees and senior leaders.	March and September 2024 and 2025	Office of the Chief Executive, Executive Officer RAP Working Group
	Publicly report our RAP achievements, challenges and learnings.	March 2025 and March 2026	Executive Officer RAP Working Group
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Executive Officer RAP Working Group
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2026	Executive Officer RAP Working Group



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