



INNOVATE **RECONCILIATION** **ACTION PLAN**

March 2023 - March 2025



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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the land and waterways on which we work and live. We recognise their continuing connection to land, water and community. We pay respect to Elders past, present and emerging.

OUR VISION

Our vision for reconciliation is an Australia that values Aboriginal and Torres Strait Islander peoples, cultures, knowledge and connections for unity between Aboriginal and Torres Strait Islander peoples and other Australians which is based on equity, trust and respect. We will create a culturally safe workplace, build sustainable careers and microbusinesses that are based on strong race relations, unity and equality, integrity and historical knowledge which will allow us to in turn support the wider community.

Assetlink is working towards this vision by working with Aboriginal and Torres Strait Islander peoples within our business and the wider community to evoke change by creating a culturally safe workplace, sustainable careers and micro businesses, which in turn support families and the wider community.

With a mission and vision, and a team member proposition that promotes diversity, opportunity, belonging and enablement, our aim is to create a culture of inclusion and equality with a clear understanding of our shared history.

We are striving to become an industry leader in advancing reconciliation and a national culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations. We will do this through advocacy, celebration, shared knowledge and experience with our staff, clients, partners and key stakeholders in the Integrated Facilities Services industry.



STATEMENT FROM KAREN MUNDINE, RECONCILIATION AUSTRALIA'S CEO



Reconciliation Australia commends Assetlink 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 Assetlink 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, Assetlink 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 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. Assetlink Group 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 Assetlink 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 Assetlink Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

ABOUT THE ARTIST & ARTWORK



Honored to have Indigenous artist Jasmine (Right) and our frontline team member Patricia(left) in front of this stunning painting created for Assetlink.

About the Artist | Jasmine Sarin

Jasmine is a proud Kamilaroi and Jerrinja woman born and raised in Wollongong (Dharawal country), NSW. She has family connections and ties to Coonabarabran in Central West NSW (Kamilaroi country) as well as connections to Nowra and the South Coast (Jerrinja and Yuin country). Jasmine is also a Rescue Firefighter with FRNSW, a rugby league player, and an award-winning artist and designer currently represented by Boomalli Aboriginal Artists Co-operative.

As an exemplary advocate for Indigenous rights and cultural preservation, Jasmine uses her captivating artwork to bring attention to the struggles and triumphs of Indigenous people. Her advocacy revolves around raising awareness about the rich cultural heritage of Aboriginal communities, creating opportunities that empower Indigenous artists, and building connections and collaborations that support First Nations people.

About the Artwork | Ngurra

Ngurra is a Dharawal word meaning camp, a place where people can come home to rest, relax and recharge. The artwork illuminates the core values that Assetlink embodies- service, people, care for the community, connection, and trusted partnerships.

The largest circle at the centre, which reflects Assetlink, consists of various symbols representing service (hands), women (stick and arc), community or gathering (nested circles), and centredness and connection with other people, organisations and communities (footsteps). All of the circles are surrounded by layers of concentric circles reflecting the diversity of the people and organisations that make up the broader Assetlink community. Using the Assetlink colour palette, the gradient background acknowledges the varying landscape of this vast country - relating to the yellow sands of Australian shores to the red earth of the heartland and desert Country.

Ngurra also pays homage to the history and stories that are part of First Nations culture deeply rooted in this land. The pattern in the background is a recognition that no matter where we go, we are always on Country. This land was, is, and has always been an Aboriginal land.



MESSAGE FROM THE CEO AND MD

Assetlink's Reconciliation Action Plan (RAP) began with our first RAP in 2019, and a formal commitment to collaborate with our people, our communities, and our partners.

Our aim is to work with Aboriginal and Torres Strait Islander peoples within our business and the wider community to evoke change by creating sustainable careers and micro businesses, which in turn support families and the wider community.

Our journey so far has been ever-changing with the growth of the Assetlink Group and the diversity of companies that now form part of the group. New objectives and considerations have been realised which will guide collaborations and partnerships, moving us forward from our second Reflect Reconciliation Action Plan July 2021 – July 2022 to our Innovate RAP.

In partnership with our clients, spend with Aboriginal and Torres Strait Islander-owned suppliers is over \$500K over last three years and currently represents 17% of Assetlink Services relevant spend. Based on our last 6 surveys, 5.37% of Assetlink Team Members have responded that they identify as Aboriginal and Torres Strait Islander people. This result is both consistently high (and improving) and heart-warming that the diverse Assetlink family includes many Aboriginal and Torres Strait Islander people.

We are proud of the connections we have established in our communities and the diversity of the companies that form the Assetlink Group. We continue to work towards a better future where we can bring positive change, respect, more opportunities and build stronger relationships with Aboriginal and Torres Strait Islander peoples.

With a mission and vision, and a team member proposition that promotes diversity, opportunity, belonging and enablement, our Innovate Reconciliation Action Plan March 2023 – March 2025 builds on our second Reflect

RAP foundations, promoting the inclusion of Aboriginal and Torres Strait Islander peoples and communities, and aligns with our overarching business strategy.

We have streamlined our approach to reporting and governance and repurposed our RAP Working Group to a Steering Committee which better reflects key roles within our organisations that can drive our RAP journey through leadership and accountability with membership from all levels and across the group.

Our Steering Committee along with the objectives set in our Innovate Reconciliation Action Plan March 2023 – March 2025 will guide us. These along with shared accountabilities will steer our journey to reconciliation.

Together, we will further engage in community partnerships with Aboriginal and Torres Strait Islander peoples. We will continue to strengthen our support of community organisations and nurture our cultural awareness, to make a real contribution to reconciliation in our organisation and in Australia.

I look forward to reporting on the next stage of our reconciliation journey. Here's to a united future.

Aurora Fonte
Chief Executive Officer
Assetlink Group

OUR BUSINESS

The Assetlink Group consists of Assetlink Services, AssetProjects, AssetFuture. Assetlink Services was founded in 1993 by Aurora and Franco Fonte. Starting with just 12 employees; Assetlink now directly employs 2200 people. Assetlink has a diverse workforce with our directly employed people hailing from around 80 different countries and speak 59 different languages; and within this group around 40% are female and approximately 5.37% identify as Aboriginal and/or Torres Strait Islander people.

The collection of information regarding identification as Aboriginal and Torres Strait Islander people was not systematically commenced until mid-2016 and as the provision of this information remains optional, we need to continue to encourage our team members to advise us if they identify and the strategy to capture more of this information will form a part of our Reconciliation Action Plan.



Assetlink has a culture of inclusion and offers a safe and happy work environment. To support this, Assetlink has a vision, mission, purpose, single-minded proposition, values and signature behaviours that create the framework which is the "Assetlink Way".

Assetlink is constantly striving to improve the Employee Value Proposition and continuously improve the human resources structure and processes to best support the service delivery teams as they go about delivering their core objective - to serve customers.

Our highly skilled and qualified team members deliver professional services to the exacting requirements of our clients and in compliance with our accreditation to;

- Asset Management System ISO 55001:2014
- Customer Satisfaction Management System ISO 1002:2014
- Environmental Management System ISO 14001:2015
- Information Security ISO/IEC 27001:2013
- Quality Management System ISO 9001:2015
- Safety Management System AS/NZS 4801:2001
- Safety International OHSAS 18001:2007

Assetlink provides its services to a variety of channels; from large scale national portfolios to single site facilities within the Government, Education, Health, Aged Care, Resource & Industrial, Retail and Commercial channels.

Assetlink's business is service-based with the major portion of its work within the integrated services industry. It is a contracting company and it obtains and retains its contracts to provide services through a tender/negotiation process; resulting in the necessity to continuously improve and identify opportunities to innovate; thereby allowing Assetlink and its people stand out from their competitors.

When Assetlink is awarded a services contract, this entails our people being deployed to the client's site where they deliver the contracted services, represent the client's brand and partner closely with the client to ensure the success of their business, thereby ensuring the success of ours.

Some of the services offered by Assetlink include:

- **Cleaning**
- **Security**
- **Concierge**
- **Valet**
- **Maintenance**
- **Grounds**
- **Village Camp Services for remote mining sites**

Assetlink is a national business, with contracts in every state and territory of Australia and offices in Brisbane, Sydney, Melbourne, Adelaide and Western Australia. Assetlink has two subsidiary companies, AssetProjects and AssetFuture that will be incorporated into this Reconciliation Action Plan, sharing objectives and programs.



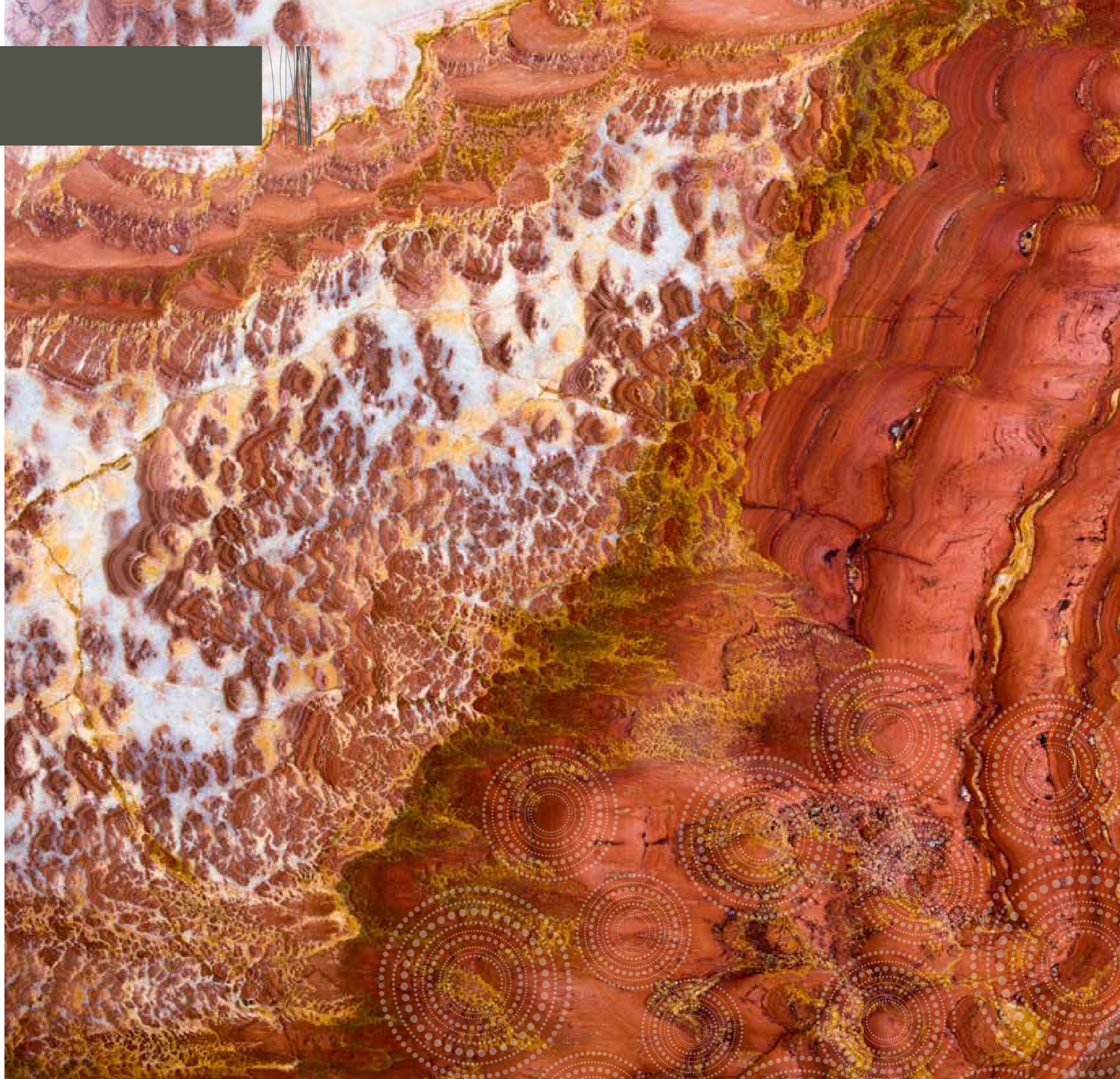
OUR BUSINESS



AssetProjects is a building services company, specialising in refurbishment projects for aged care, retail, education and strata organisations. Experts in live site refurbishment and project management for capital works projects, AssetProjects deliver quality solutions for client's business operations. Managing projects of varying size, the AssetProjects team ensures minimal disruption to facility and customers, with the highest level of professionalism and attention to detail. The flexible and approachable team members operate with honesty and integrity to create innovative solutions and strategies for the projects undertaken.

The health, wellbeing and safety of our entire workforce, clients, partners and customers is the priority for AssetProjects. We recognise our responsibility to continuously improve our standards and this practice and commitment to Work Health Safety, quality and the environment has earned us an industry leading ISO tri-certification.

AssetProjects has representation across Australia through a partner network, and employs 12 people, headquartered in Gladesville, Sydney.



OUR BUSINESS



AssetFuture has continued its proud history and built upon its proven track record of delivering enterprise asset management solutions. Working with three levels of government, large corporations and other asset intensive organisations, AssetFuture helps build cost efficiency across entire asset portfolios.

The AssetFuture Platform is a cloud-based solution and is based on the principles set out in the ISO 55000 Asset Management Standard and the ISO 2700 Information Security Management System. The Platform enables nominated personnel real-time access for cost, risk and performance planning, analysis, management, control and reporting.

Our technology works behind-the-scenes to make complex decisions simpler by forecasting your entire asset portfolio, allowing you to switch quickly between detailed dashboards and bigger picture analysis to gain intelligence and insights.

The AssetFuture Platform includes:

- Data Ingestion enabling automated data input to standardise and validate data in a common format
- An Asset Intelligence Hub which applies advanced degradation modelling
- Business Intelligence visualisation which dynamically models cost, risk & performance which is underpinned by client defined strategic asset management rules.

Employing 28 people and operating globally, AssetFuture is headquartered in Sydney's CBD. The AssetFuture team is culturally diverse and supports an inclusive culture.

AssetFuture's company objectives centre on innovation and leadership as well as scalability with technology to support our people and customers. Our values create a culture of collaboration, putting the customer first, and allowing our team members to take responsibility to empower themselves and those around them to succeed.

OUR BUSINESS



Quayside Logistics and Assetlink have formed a Joint Venture Company to be known as Assetlink Indigenous Services. (AIS) Quayside are majority owner of the Joint Venture 51%, Assetlink 49%

At the core of Assetlink Indigenous Services is deep passion and respect. Born of the joint vision, purpose and unstoppable passion for truly making a positive difference to the Aboriginal and Torres Strait Islander communities, AIS is more a connection than a partnership between two passionate leaders who have come together to build on our experiences and our history. With honour, respect and strong capability of her parents, AIS is all about forging a progressive future with an equal importance on caring about our people and our communities. AIS is powered by Assetlink Services, a national property services provider, and shares the values and philosophy of both its parents, Assetlink and Quayside Logistics. This partnership combines expert service delivery with a vision and commitment to support the Aboriginal and Torres Strait Islander communities. We are champions of community, family, energy, groundedness, sustainability, resourcefulness, quality, bravery, and confidence. We are Indigenous yet worldly, fun yet formidable.

The Assetlink Group and Assetlink Indigenous Services operates a shared services model in Human Resources (processes, policies, recruitment, retention, professional development and cultural learning) as well as Procurement. This model allows the Assetlink Group and Assetlink Indigenous Services to utilise their collective resources to achieve greater impact as opposed creating individual Reconciliation Action Plans across each business. All decision-making rights are made by the Executive Leadership Team.





OUR RAP

Assetlink is continuing its journey towards reconciliation. This is Assetlink's third RAP and was developed to reflect our continuing aspiration for equality and equity for Aboriginal and Torres Strait Islander people in Australia. Our aim is to advance this ambition through Assetlinks' Group of companies, its clients, suppliers, partners and the wider community. We are working towards being an industry leader in advancing reconciliation and a national culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

Our RAP Steering Committee includes thirteen members which include two members that proudly identify as Aboriginal and Torres Strait Islander people. The Steering Committee members include:

- **Managing Director & Co-Founder (RAP Champion)**
Assetlink Services & Assetlink Indigenous Services
- **Managing Director & Co-Founder (RAP Champion)**
Assetlink Indigenous Services
- **HR Manager & (RAP Co-Chair)**
Assetlink Services
- **Diversity and Inclusion Advisor & (RAP Co-Chair)**
Assetlink Services
- **Portfolio Security Manager- Assetlink Services**
Assetlink Services
- **GM Business Development and Client Relations**
Assetlink Services
- **Chief Executive Officer**
AssetFuture
- **Safety Manager**
AssetProjects
- **State Manager, Victoria, South Australia, Tasmania**
Assetlink Services
- **Senior Key Account Manager – Strategic Partnerships**
Assetlink Services
- **Account Manager**
Assetlink Services
- **National Supply Chain Manager**
Assetlink Services
- **Talent Acquisition Manager**
Assetlink Services

Co-Chairs of the Steering Committee have been approved by the Executive Team. Our RAP Champion/s are Bianca Austin, Managing Director, Assetlink Indigenous Services and Aurora Fonte, Founder and CEO of Assetlink Services. Their role as RAP Champions is to encourage reconciliation throughout the organisation and with external clients, partners and stakeholders. They will lead by example, keeping team members focused and motivated to ensure that our RAP commitments are actioned. The Steering Committee meets at least once per quarter.

COMMUNITY COLLABORATION PROJECTS



2022 Boomali Art Gallery Partnership: NAIDOC Week Event

Working with the Boomali Aboriginal Artists Co-Operative, to work with artist, Jasmine Sarin in designing this year's NAIDOC Week Uniform. The uniform was worn proudly by all staff across Australia during NAIDOC Week.

The uniform was used a platform to launch discussion and knowledge on NAIDOC Week, Indigenous art and cultures, we aim to increase the value and understanding of Aboriginal and Torres Strait Islander cultures, histories, and achievements.

As part of Assetlink's initiative to increase the visibility of Aboriginal and Torres Strait Islander cultures in the workplace, we have commissioned local artist Jasmine Sarin, a proud Kamilaroi and Jerrinja woman born and raised in Wollongong (Dharawal country) to design our NAIDOC Week uniform. Jasmine is the founder of JS Koori Designs and an active member of the Boomalli Aboriginal Artists Co-operative. Growing up in Nowra, South Coast (Jerrinja and Yuin country) and Wollongong with influences from Coonabarabran in Central West NSW (Kamilaroi country), her artwork is a celebration of Indigenous knowledge, history and culture, and tells the story of her ongoing journey as a young Aboriginal artist. An award-winning artist and rising graphic designer, Jasmine has been commissioned by various groups and organisations to design important artworks highlighting Indigenous peoples, cultures, and futures. Recently, her artwork representing the Dharawal

people was displayed on Princes Highway for a campaign to raise awareness about traditional lands. About the design The artwork titled Ngurra - a Dharawal word meaning camp depicts Assetlink as a home that connects to communities, organisations, and partners. The main circle in the centre represents the company, its core values and its strong sense of customer service. The other circular symbols around refer to People and Place, and Partners, while the footprints are symbolic of the company creating connections through collaborations and partnerships. The patterns and colours in the background are an acknowledgment of the changing landscape of this vast country, and a recognition of the history and cultures of the Traditional Custodians of the Land. Community Engagement and Partnership With our commitment to supporting Indigenous-owned businesses, and engaging with the community,

To produce the uniform, Assetlink collaborated with its Supply Nation certified uniform supplier, Position Promo Products who manufactured the NAIDOC Week uniform.

2020 - 2022 Queens Park Women's AFL Team: sponsorship

Our partnership with Queens Park Women's Australian Football Club supports grass roots sport and promotes health and wellbeing at a community level. The partnership with Queens Park Women's Australian Football Club promotes women in sport, wellbeing and bringing the community together in a social environment.

2023 Katanning Allstars Grassroots Netball Program

Our sponsorship of the Katanning AllStars Grassroots Netball Program encourages girls in Metropolitan and Regional areas such as Midwest, Wheatbelt and Goldfield Regions in Western Australia.

The program supports participation for girls in netball in a belonging and safe environment. Since 2012, the program aims to foster a platform for the girls to model positive behaviour and improve school attendance, the program.

OUR LEADERS



Our Leaders - Aurora Fronte and Bianca Austin

Bianca Austin is a Noongar woman, Founder & CEO of Quayside Logistics, and the majority owner of Assetlink Indigenous Services. Quayside Logistics operates a fully Indigenous run property services company in Perth.

A proud Noongar woman and mother of two young children, Bianca is a hard-working business woman who successfully balances consistent high-quality service delivery and parenting responsibilities.

Aurora Fonte is a first generation Australian and the Managing Director of the Assetlink Group. Both women have built businesses based on service excellence, a family focus to team members and client partnerships, and a philosophy of continuous improvement and relentless energy.

The founders have brought their combined experience, spirit, and vision to create Assetlink Indigenous Services, which will build on the foundations of the two parent companies and become a true asset and advocate to the Australian Indigenous community in order to build true local connections through shared partnerships and collaborations. Through the most senior levels of leadership within Assetlink, we are working towards historical acceptance and acknowledging our past through education and understanding and shared learnings. We will host a thought leadership series engaging our business community and partners to listen to the truth telling of Elders and community leaders on our nation's history with the aim of recognising the wrongs of the past so they will never be repeated and there is truth, justice, healing and historical acceptance.

Through collaboration, hard work, grit, and determination, we have successfully developed and grown Assetlink Indigenous Services across all metrics of the business: financial, cultural, environment and social.

Leveraging on the strengths of the Assetlink Group and Quayside Logistics, we have developed a growth strategy that includes long-term planning, process and system development, documentation compliance, operational management, capital investment, recruitment and client engagement.

Our success and growth has been the culmination of the work of our team along with the Assetlink Indigenous Services Board and Independent oversight structure and Supply Nation governance.

Our Leaders Bianca and Aurora, are creating an environment of Unity that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

NEW CONTRACT GROWTH



Our growth has been significant in a short period of time. We were awarded contracts based on performance and have leveraged on the experience and capability of our foundational companies Quayside Logistics and Assetlink.

- **Prospect Place (WA Government)** – first AIS contract
- **Alstrom WA** – 2nd AIS contract (3 sites) – won based on performance at Prospect Place
- **AGL SA** – 3rd AIS contract – first with specific Indigenous Engagement targets and first contract awarded to both AIS (for SA) and Assetlink (VIC and NSW)
- **Australia Post and Startrack NSW/ACT/WA** – significant contract requiring investment, process development, organisation capability, etc.
- **Whole of Government QLD/NSW** – challenging recruitment solution (due to security requirements), first QLD contract

This growth has allowed us to work towards and meet our reconciliation objectives of recruitment, employment, support of Aboriginal and Torres Strait Islander businesses and sponsorship of localised community programs.

GIVING BACK

Our vision is for Assetlink Indigenous Services to support the education, employment and growth opportunities for Indigenous Australians, helping to develop tomorrow's business and community leaders.

Our purpose is to celebrate Australia's First Nations People, to inspire the emerging Indigenous community, and to deliver service excellence.

In partnership with Assetlink, we have supported a range of activities and organisations to better engage with, support, and celebrate Aboriginal and Torres Strait islander communities:

Assetlink Unite Mentorship Program



The Assetlink Unite Mentoring Program pairs a mentor and mentee in a development and learning program.

The program encourages the mentee and mentor to connect, build strong and trusting relationships that will motivate and achieve future goals agreed to under the program. Through guidance, knowledge, skill transfer encouragement and insights the mentor will develop and progress the mentee in their learning and career path.

Indigenous Employment Partners

Assetlink has developed national strategic recruitment partnerships to support our Indigenous employment strategies and provide exceptional training, onboarding, and mentorship support for each new team member.

The Assetlink Group's objective is to continue to create a culturally aware and safe workplace to attract, recruit and retain a culturally diverse workforce inclusive of Aboriginal and Torres Strait Islander peoples.

Working with our strategic employment partners, we will continue to create recruitment, training and mentoring programs that meet our targets and grow our diverse workforce. Yourtown- NSW/QLD, AIBAG-WA, Dreampath-VIC, Maxima- National.

NSW/QLD



WA



VIC



NATIONAL



Indigenous Suppliers

Assetlink and our logistics partner have built a framework and internal processes to ensure Assetlink operational staff at all levels can engage directly with Indigenous owned suppliers but also benefit from Supply Nation reporting requirements.

Assetlink Indigenous Engagement State-based Representatives

We have identified the need for local engagement with local Aboriginal and Torres Strait Islander communities in the specific areas we work in. As such we have developed an internal framework where each state has nominated a local Assetlink champion to support our Indigenous Engagement community initiatives. This involves also engaging with state-based reconciliation organisations to build community group partnerships such as Reconciliation NSW to help foster relations.

Strategic Sponsorship

Q2/22 - Assetlink is kicking off a major sponsorship- to support food security for 1,200 Indigenous families (4,000 total individuals) - Assetlink in the final process to confirm the partnership.

Assetlink is pursuing additional opportunities for key Assetlink and client leaders to also provide project or community engagement support.

Indigenous Literacy Foundation Partnership

Assetlink continues to evolve our partnership with ILF and have included them as part of our "Advent" calendar of gratitude this Christmas.

Local Sponsorships

Our sponsorship of the Katanning AllStars Grassroots Netball Program encourages girls in Metropolitan and Regional areas such as Midwest, Wheatbelt and Goldfield Regions in Western Australia.

The program supports participation for girls in netball in a belonging and safe environment. Since 2012, the program aims to foster a platform for the girls to model positive behaviour and improve school attendance, the program.



RELATIONSHIPS

Assetlink recognises that strong relationships with Aboriginal and Torres Strait Islander people are fundamental to achieving our vision for reconciliation as they allow us to develop and nurture mutually beneficial relationships with Aboriginal and Torres Strait Islander people, organisations and community that ensure that we make a positive contribution to reconciliation that is based on equity, trust and respect.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Review community collaboration projects with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	May 2023	GM – Business Development and Client Relations
	<ul style="list-style-type: none"> Further develop Assetlink and AIS Indigenous Engagement plan, ensuring that objectives are completed and measured. Nominated State Representatives to drive partnerships and initiatives locally. 	May 2023	Diversity and Inclusion Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff via intranet (iLink) and Learning Management System (Mia). 	May 2023 - May 2024	HR Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June, 2023, 2024	GM - Business Development and Client Relations
	<ul style="list-style-type: none"> Senior leaders and staff will attend local events as per State Based initiatives planned in the Assetlink Group Engagement plan. 	27 May - 3 June, 2023, 2024	GM - Business Development and Client Relations
	<ul style="list-style-type: none"> Organise at least one NRW event each year 	27 May - 3 June, 2023, 2024	GM - Business Development and Client Relations
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia’s NRW website 	27 May - 3 June 2023, 2024	GM - Business Development and Client Relations
<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2023, 2024	GM - Business Development and Client Relations	
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Establish state-based RA Group memberships (i.e. Reconciliation NSW) to network locally. 	May 2023	GM – Business Development and Client Relations
	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	March 2023	HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Continue to communicate our commitment to reconciliation publicly through Community Chronicles newsletter distributed internally and externally each quarter to our clients to celebrate Culture, Country and initiatives. 	March, June, Sep, Dec, 2023, 2024, 2025	GM - Business Development and Client Relations
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to promote reconciliation outcomes 	March, June, Sep, Dec, 2023, 2024, 2025	GM Business Development and Client Relations
	<ul style="list-style-type: none"> Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. Develop a partnership with major clients to enhance collaboration. 	June 2024	Senior Key Account Manager – Strategic Partnerships
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Ongoing review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	July 2023	HR Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	July 2023	HR Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	May 2023	Safety Manager - Asset Projects
	<ul style="list-style-type: none"> Ensure Assetlink group provides a culturally safe in the workplace by conducting an organisational cultural safety audit at physical offices, staff surveys, review of cultural leave policies. 	Nov 2023	Safety Manager - Asset Projects
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	Aug 2023	HR Manager
5. Support the Foodbank Alice Food Hub to address food insecurity for Aboriginal and Torres Strait Islander peoples	<ul style="list-style-type: none"> Create a relationship through sponsorship of The Foodbank Alice Food Hub and work in partnership with local Aboriginal and Torres Strait Islander communities to tackle food insecurity. 	Mar 2023	GM Business Development and Client Relations
	<ul style="list-style-type: none"> Create initiatives within Assetlink to raise awareness and sponsorship opportunities for the Foodbank Alice Food Hub. 	July 2023	GM Business Development and Client Relations

Assetlink recognises that cultural understanding and respect is integral to reconciliation. We respect Aboriginal and Torres Strait Islander knowledge systems. Our aim is to celebrate and promote Aboriginal and Torres Strait Islander knowledge, cultures, histories and values in a way that is respectful and connects with Aboriginal and Torres Strait Islander peoples and community. Having cultural understanding, knowledge and respect will allow us to better a more culturally safe workplace, sustainable careers and microbusinesses and support our community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. 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.	July 2023	HR Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Sept 2023	Managing Director AIS
	• Refresh, implement, and communicate a cultural learning strategy document for our staff.	Sept 2024	HR Manager
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	May 2023	HR Manager
	• All current employees to undertake online cultural awareness training course to be provided by Cultural Learning provider.	May 2023	HR Manager
	• Middle Management to undertake the cultural awareness training to be provided by Cultural Learning provider.	May 2023	HR Manager
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings internally and externally.	March 2023	Managing Director, Assetlink
	• Conduct training to further staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March, June, Sep, Dec, 2023, 2024, 2025	Account Manager – Asselink
	• Conduct Acknowledgement of Country in meetings (Internal / external), in the cleaning & Staff rooms etc..	March, June, Sep, Dec, 2023, 2024, 2025	Account Manager – Asselink

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	• Review meeting protocols to include a personalised Acknowledgement of Country Quarterly.	March, June, Sep, Dec, 2023, 2024, 2025	Account Manager – Asselink
	• Refresh, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Sept 2023	Diversity & Inclusion Advisor
	• Develop a Language Map with brief on cultural protocols and Traditional Owners spreadsheet in consultation with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors. This will then form the Assetlink Cultural Protocol document.	Sept 2023	Diversity & Inclusion Advisor
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2024 March 2025	Managing Director, Assetlink
8. 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, 2023 and July 2024	Senior Key Account Manager – Strategic Partnerships
	• Continue to review and update HR policies and procedures to remove barriers to staff participating in NAIDOC Week based on feedback and learnings.	April 2023 April 2024 March 2025	Safety Manager-Assetlink Projects
	• Continue to promote and encourage participation in external NAIDOC events to all staff, clients and the wider community through Assetlink website, social channels, distribution of NAIDOC Week posters to sites and Assetlink intranet.	First week in July, 2023 and July 2024	Senior Key Account Manager – Strategic Partnerships
9. Increase visibility and use of Aboriginal and Torres Strait Islander languages in the workplace	• Select minimum of one Australia Post site per state, researching and connecting with local Elders to highlight the significance of place.	Nov 2024	GM Business Development and Client Relations
	• With permission from local First Nations communities, where appropriate, rename sites and include plaque which explains the significance of place.	Nov 2024	GM Business Development and Client Relations



OPPORTUNITIES

The Assetlink Group will actively provide opportunities to our Aboriginal and Torres Strait Islander staff, organisations and communities. Opportunities will be offered through employment, professional development and career pathways. The Assetlink group will implement culturally appropriate policies and procedures to improve the economic and social impact opportunities. This will allow us to create opportunities for Aboriginal and Torres Strait Islanders within our organisation and through our supply chain. Through the development of our employment initiatives we will create direct employment opportunities and relationships with Aboriginal and Torres Strait Islander recruitment specialists. We will also create pathway and mentoring opportunities along with business support through the procurement of products and services from Aboriginal and Torres Strait Islander businesses.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Ongoing review of HR and recruitment procedures and policies to improve Aboriginal and Torres Strait Islander participation in our workplace. 	Nov 2023 April 2024	Talent Acquisition Manager
	<ul style="list-style-type: none"> Review and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	Nov 2023	Talent Acquisition Manager
	<ul style="list-style-type: none"> Advertise employment opportunities and job vacancies in the Koori Mail, National Indigenous Times, Leader Papers and Aboriginal and Torres Strait Islander Social Media and Employment networks for identified positions. 	May 2023 May 2024	Talent Acquisition Manager
	<ul style="list-style-type: none"> Advertise employment opportunities at; <ul style="list-style-type: none"> Pop up recruitment stands in community locations. Through our strategic recruitment partners- Maxima, AIBAG, Dreampath. 	May 2023 May 2024	HR Manager
	<ul style="list-style-type: none"> Ensure our transition/contract mobilisation plans include recruitment employment targets for Indigenous team members. 	Nov 2023 April 2024	State Manager
	<ul style="list-style-type: none"> Ensure Assetlink retains at least 5% of staff identifying as Aboriginal and Torres Strait Islander staff are employed with the Assetlink group, including identified positions. 	Dec 2023 April 2024	HR Manager
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	Dec 2023	HR Manager
	<ul style="list-style-type: none"> Engage with our Aboriginal and Torres Strait Islander staff on our recruitment, retention and professional development strategy. 	April 2024	HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Continue 'The Yarn' networking forum for our Aboriginal and Torres Strait Islander staff. New and existing staff to be invited to provide cultural support and networking opportunities. 	Aug 2023 Feb 2024	HR Manager
	<ul style="list-style-type: none"> Provide pathway opportunities for current and new Aboriginal and Torres Strait Islander team members through established mentoring program. 	March 2023 Feb 2024 May 2024	Diversity & Inclusion Manager
	<ul style="list-style-type: none"> Participate in a minimum of two Aboriginal and Torres Strait recruitment events or expos per year. 	Oct 2023 June 2024	Talent Acquisition Manager
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy and communicate opportunities to staff. 	August 2023 June 2024	National Procurement & Supply Chain Manager
	<ul style="list-style-type: none"> Continue Supply Nation membership or equivalent organisation. 	June 2023 June 2024	National Procurement & Supply Chain Manager
	<ul style="list-style-type: none"> Train all relevant staff on how to procure goods and services from Aboriginal and Torres Strait Islander businesses through Supply Nation or equivalent organisations. 	Dec 2023 June 2024	National Procurement & Supply Chain Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	March 2023 March 2024	National Procurement & Supply Chain Manager
	<ul style="list-style-type: none"> Develop and maintain at least three new commercial relationships with Aboriginal and/or Torres Strait Islander businesses per annum. 	June 2023 June 2024	National Procurement & Supply Chain Manager

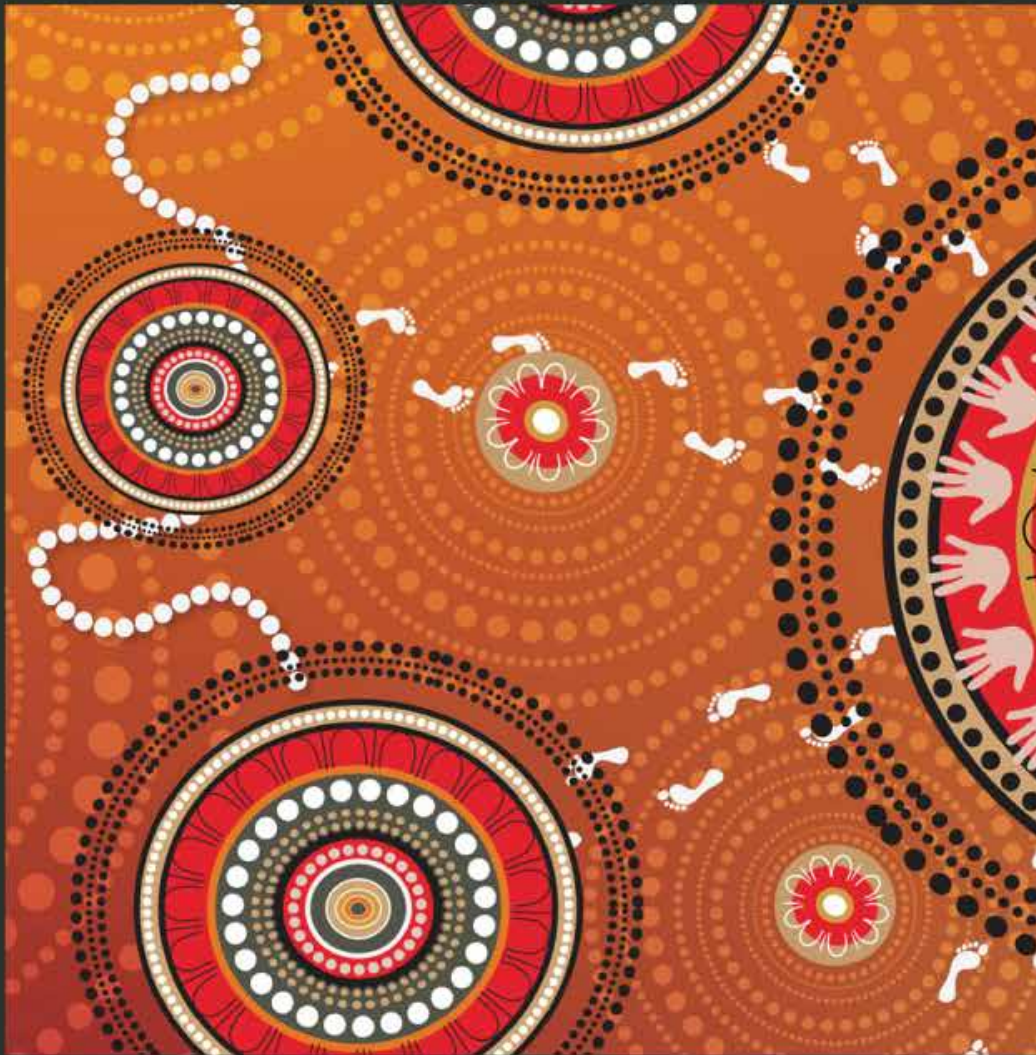


GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Steering Committee (RSC) to drive governance of the RAP.	• Minimum of two First Nations Peoples on the RAP Steering Committee (RSC).	Aug 2023	Co- Chairs of RAP Steering Committee
	• Review, refresh and apply Terms of Reference for the RSC.	July 2022 July 2023	Co- Chairs of RAP Steering Committee
	• RSC will meet at least four times per year to drive and monitor RAP implementation.	Mar, July, Sep, Nov 2023 Mar, July, Sep, Nov 2024 Mar 2025	Co- Chairs of RAP Steering Committee
13. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation	March 2023	Diversity & Inclusion Manager
	• Ensure that RAP deliverables is an ongoing scheduled agenda item at Board and Executive Leadership meetings.	October 2023 April 2024	Managing Director, Assetlink Services
	• Maintain appropriate systems to track, measure and report on RAP commitments.	March 2023 Feb 2024 May 2024	Diversity & Inclusion Manager
	• Ensure one ELT member (not on committee) attends RAP meetings.	Mar, July, Sep, Nov 2023	HR Manager
	• Ensure that RAP Co-Champions maintain their responsibilities in promoting RAP commitments to the group.	March 2023 August 2023	MD, Assetlink Services & MD, AIS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. 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 correspondence.	1 June 2023, 2024	Diversity & Inclusion Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August, 2023, 2024 2025	Diversity & Inclusion Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Diversity & Inclusion Manager
	• Report RAP progress to all staff and senior leaders quarterly.	March, June, Sep, Dec, 2023, 2024, 2025	Diversity & Inclusion Manager
	• Publicly report our RAP achievements, challenges and learnings, annually.	Sep 2023, 2024, 2025	Diversity & Inclusion Manager
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Diversity & Inclusion Manager
15. Continue our reconciliation journey by developing our next RAP.	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2024	Diversity & Inclusion Manager
	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2024	Diversity & Inclusion Manager





Contact details

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