



# Reconciliation Action Plan

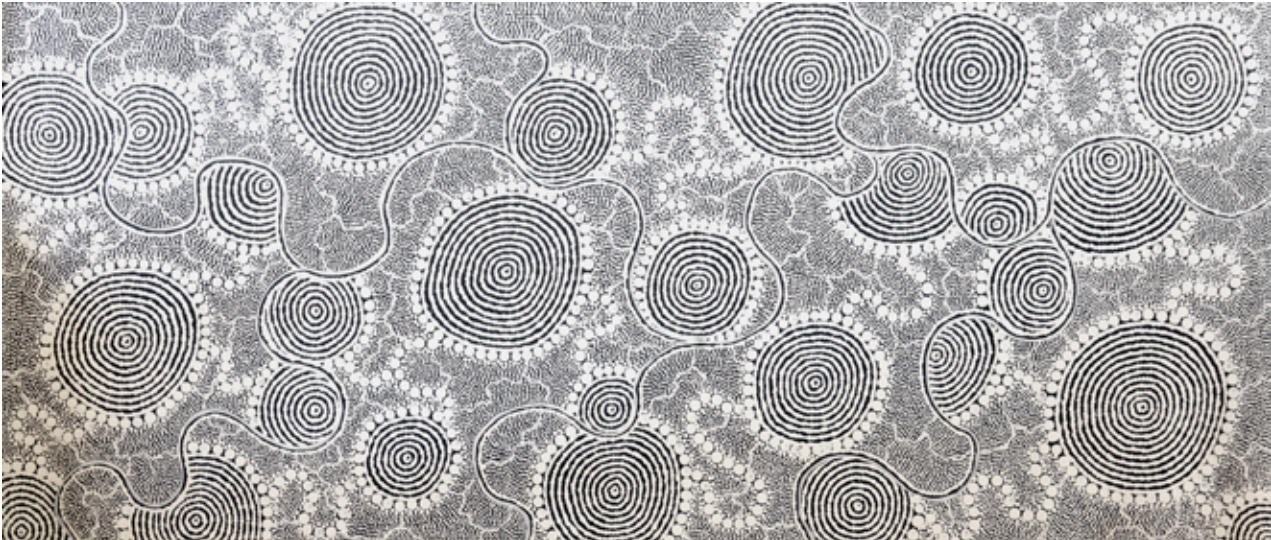
July 2021 – July 2022





# Acknowledgement of Country

We acknowledge 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.



Meeting Place  
Davinder Hart

## About the Artwork

**Premise:**  
A meeting place is crucial for Aboriginal and Torres Strait Islander peoples to this day. Here, we can all come together as one from all over the country to share our stories, tucker, medicines, dances, songs and artefacts.

Aboriginal and Torres Strait Islander peoples were always known for their peacefulness. With a powerful lore and culture around storytelling dating back to over 60,000 years ago, Aboriginal and Torres Strait Islander peoples share everything with each other in a meeting place. This eliminates greed and fosters peace. This is why we never fought one another to this day.

At Assetlink, what makes us a family is the way we treat each other with respect and equality, which is deeply ingrained in our values. We acknowledge the Traditional Owners of Country and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders, past, present and emerging and it is an absolute honour to collaborate with Davinder for this incredible artwork.

**Meaning:**  
The curvy double-sided lines represent the invisible boundaries when we have gatherings between tribes. These lines show that there is a personal boundary when gatherings are in place but they are not there to segregate. They depict the willingness to share space but still respect other mobs' presence. We don't have straight narrow lines as they signify division (this is what you'd see in the suburbs and cities).

Sharing knowledge was the way of our old people. Mobs from all around Australia would set their camps up during the time of the gatherings. Fires would always be burning, and other mobs would tend to pop in for yarns and build connections.

The big white dotted lines connecting the circles represent the main tracks that are being used for the gathering within their own tribe area.

The thin lines represent where the tracks were left behind from all the people who attended the gatherings at the meeting place.

## About the Artist

Born in Perth, Western Australia, Davinder Hart is an Indigenous artist whose family roots connect from Bibbulmun & Katanning in the south west region of the Noongar people. After turning one, he grew up in Adelaide until he was eighteen.

In early 2013, Davinder travelled to Ayers Rock Resort where he became an Indigenous Activities Presenter. Showcasing his culture to the guests that arrived from around the world, Davinder ran workshops such as boomerang & spear throwing, bush tucker talks, didgeridoo playing and traditional dance.

Davinder is strongly connected to the Ngemba people in western New South Wales, who provided him with identity and ownership for his culture by going out bush and practicing old traditional ways.

With knowledge passed down from his uncles and aunts, Davinder tells stories through his paintings, revealing traditional lessons that show the morals, ethics and values, as well as his personal learnings along his cultural journey.

Since 2016 Davinder has been residing in Port Douglas, Queensland with his partner and their baby girl. Davinder has been developing successfully as an Indigenous artist and his unique art has been selling both within Australia and overseas in places such as the UK, France and USA.

Davinder would like to acknowledge his uncle Waylon Boney & Grandfather Paul Gordon for their knowledge passed down.

# Table of contents

- Acknowledgement of Country .....2
- Message from the CEO and MD .....4
- Our Business.....7
- Assetlink Services .....8
- AssetProjects.....10
- AssetFuture .....13
- Assetlink Indigenous Services .....14
- Our RAP .....16
- Our partnerships/current activities.....18
- Relationships .....20
- Respect .....22
- Opportunities .....24
- Governance.....26



# Message from the CEO and MD



## Assetlink Group - Aurora Fonte

**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, leading us to our second Reflect Reconciliation Action Plan July 2021 – July 2022. These along with shared accountabilities will steer our journey to reconciliation.

With a mission and vision, and a team member proposition that promotes diversity, opportunity, belonging and enablement, our second Reflect Reconciliation Action Plan specifically targets the inclusion of the Aboriginal and Torres Strait Islander peoples and community, and aligns with our overarching business strategy and approach.

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 Reflect Reconciliation Action Plan July 2021 – July 2022 will guide our journey.

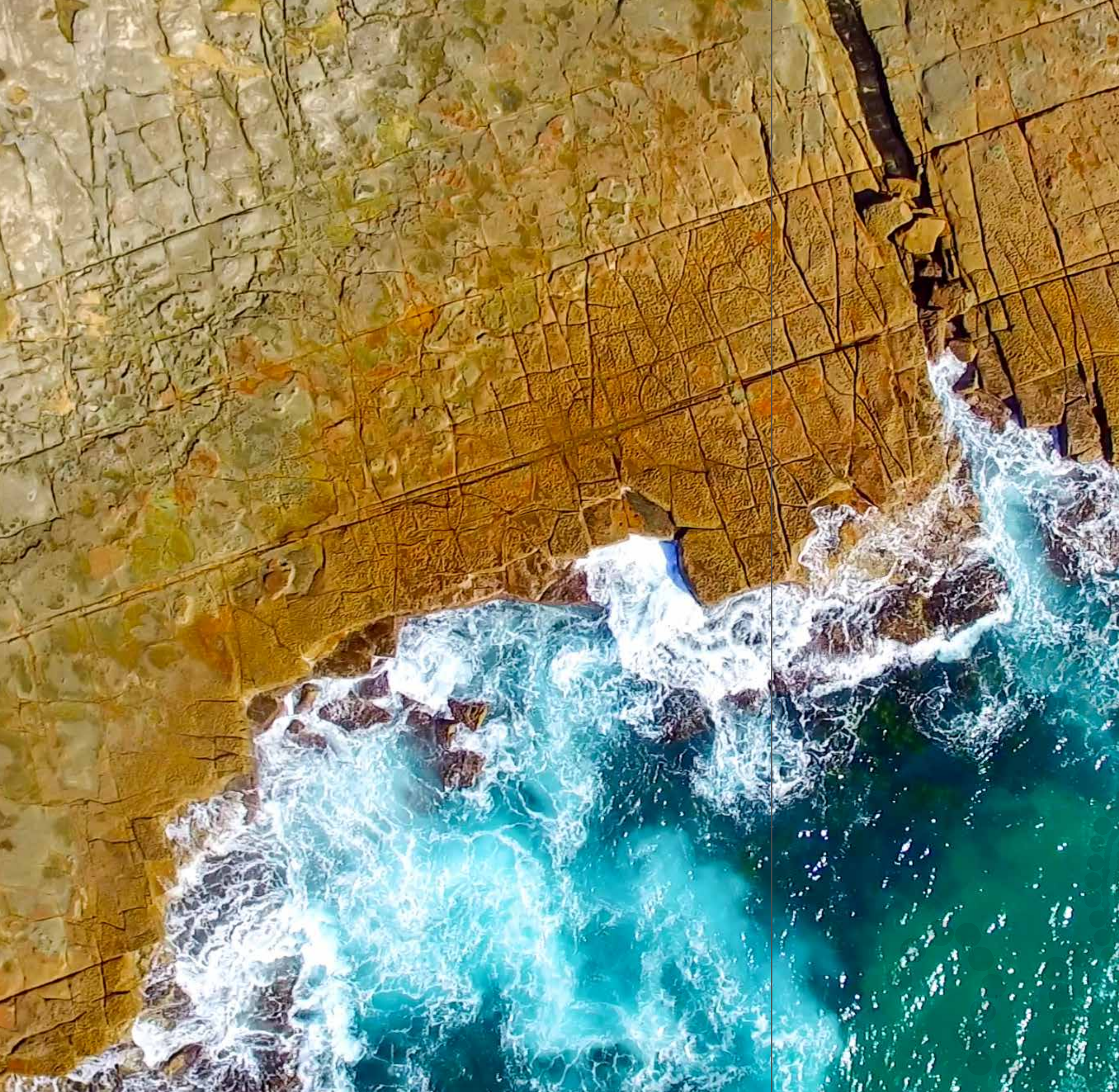
Together, we will engage in community partnerships with Aboriginal and Torres Strait Islander peoples. We will strengthen our support of community organisations and nurture our cultural awareness, to make a real contribution to reconciliation in our organisation and in Australia.

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

**Aurora Fonte**  
*Managing Director*  
Assetlink

A stylized, handwritten signature of Aurora Fonte in white ink.





# Our Business

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**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 3% identify as Aboriginal or Torres Strait Islander peoples.

The collection of information regarding identification as Aboriginal or Torres Strait Islander peoples 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 Services

**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 ASNZS 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.

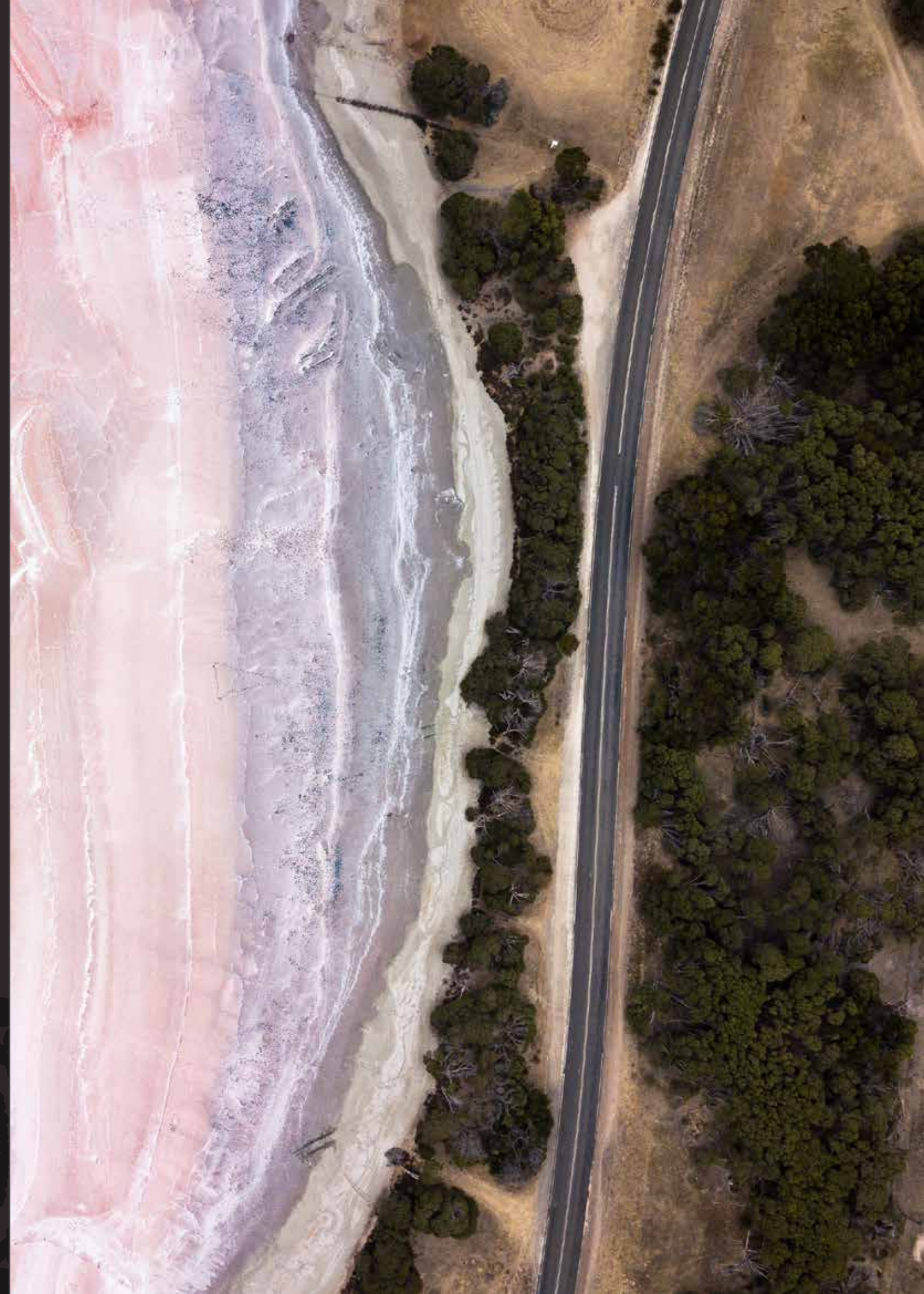
Assetlink’s business is service-based with the major portion of its work within the integrated services industry. It is a contracting company and it obtains and retains its contracts to provide services through a tender/negotiation process; resulting in the necessity to continuously improve and identify 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.





# AssetProjects



**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.







# AssetFuture



**AssetFuture is an Australian owned, financially sound, strategic asset management company which has been privately operating since 2005.**

As of 2013, AssetFuture became a subsidiary of the Assetlink Group, which has been successfully operating for over 25 years.

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.



# Assetlink Indigenous Services



**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 or Torres Strait Islander community, 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 or Torres Strait Islander community. 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's journey with the Reconciliation Plan (RAP) Program, developed by Reconciliation Australia, begun with the endorsement of our Reflect RAP in March 2019.**

Having achieved some key outcomes, our aim now is to further extend these objectives and in turn our partnerships and support of Aboriginal and Torres Strait Islander people, organisations and suppliers. Through the journey of our first Reflect RAP, we learned that in order to effectively achieve our outcomes with our projected time-frames, we require a more structured and frequent collaboration led by the newly formed Steering Committee with clear and measurable outcomes and accountabilities.

By entering into a second Reflect RAP, we believe that we can establish the ground-work to lead us to the next stage in our RAP journey, to Innovate.

We have 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 of the organisation. The Steering Committee includes ten members and one administrative co-ordination support. The Steering Committee members include:

- GM People and Culture (Chair) - Assetlink Services-Shared Services
- Diversity and Inclusion Advisor (Vice Chair) - Assetlink Services-Shared Services
- Chief Executive Officer – AssetProjects
- Chief Executive Officer -AssetFuture
- Managing Director-Assetlink Indigenous Services
- GM-Assetlink Indigenous Services
- State Manager, Victoria, South Australia, Tasmania – Assetlink Services
- Client Relationship Manager- Assetlink Services
- Account Manager - Assetlink Services
- Senior Key Account Manager- Assetlink Services
- GM Business Development and Client Relations - Assetlink Services-Shared Services
- National Supply Chain Manager-- Assetlink Services-Shared Services
- People and Culture HR Business Partner- Assetlink Services-Shared Services



The Steering Committee includes 30% of members that identify as Aboriginal people. 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 will meet bi-monthly.

It has been our long-standing aim, to work with Aboriginal and Torres Strait Islander peoples within our business, partners and the wider community to evoke change by creating sustainable careers and/or micro businesses, which in turn support families and community.

With a vision, mission and employee proposition that promotes diversity, opportunity, belonging and enablement, developing a Reconciliation Action Plan to specifically target the inclusion of the Aboriginal and Torres Strait Islander peoples, supports our overarching business strategy and approach.



# Our partnerships /current activities

We have formed partnerships with Supply Nation registered businesses and Aboriginal or Torres Strait Islander peoples Job Placement agencies to assist us to source, mentor and support Aboriginal or Torres Strait Islander peoples into sustainable careers with Assetlink.

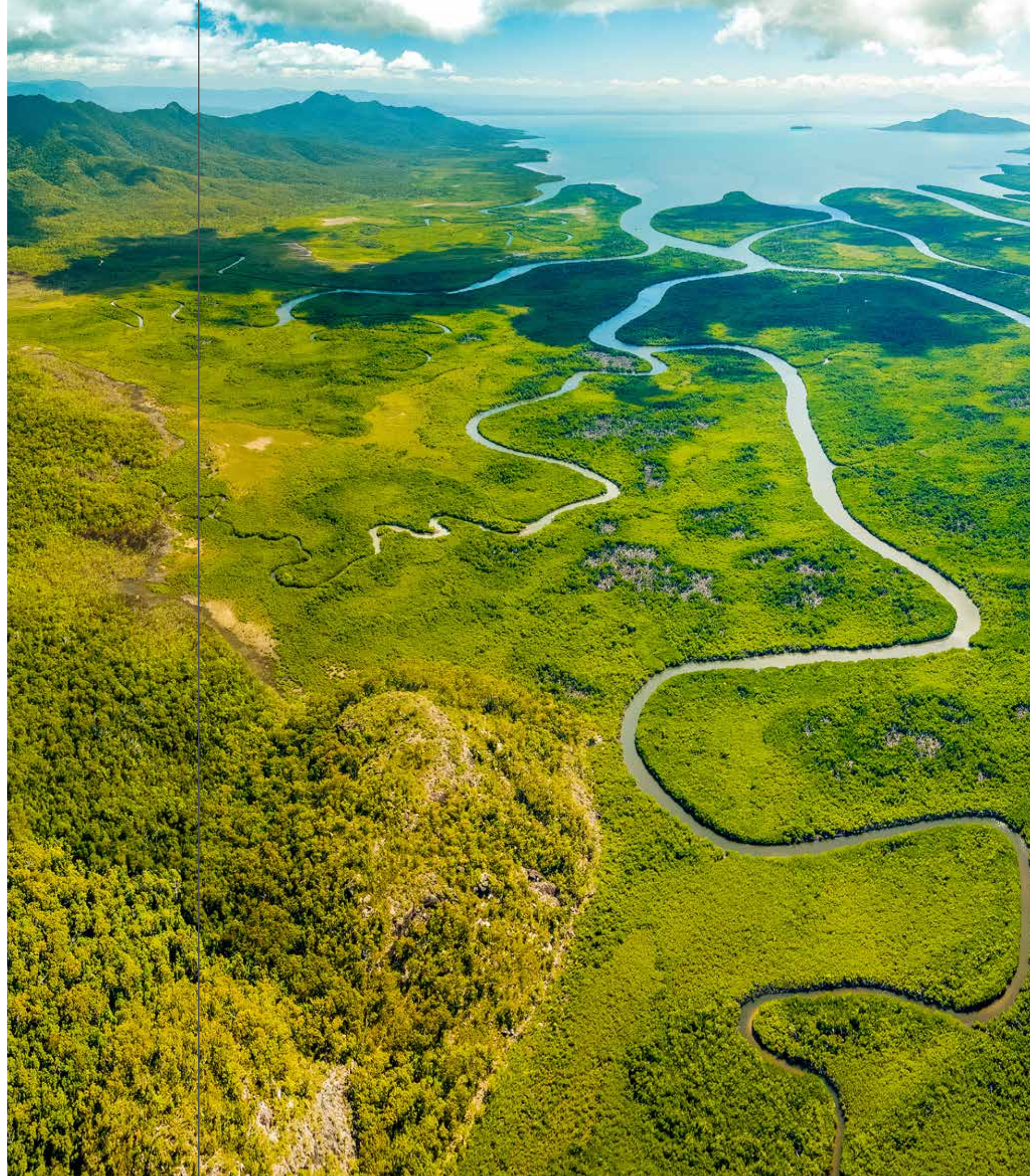
Assetlink also takes the opportunity to support programs, charities and initiatives that promote positive outcomes for Australia's First Peoples; including raising funds for the Indigenous Literacy Foundation.

A key element of Assetlink's ongoing investment and support of the communities in which we operate is our Aboriginal or Torres Strait Islander community Engagement Strategy. Since 2014, Assetlink has fostered partnerships with Aboriginal or Torres Strait Islander community organisations to build our experience, capability and competency to successfully partner with Aboriginal or Torres Strait Islander businesses, employees, and communities.

Some previous activities include:

Ongoing support of Nyungga Black Group, a Supply Nation registered company that provides business, community and strategic planning services

- 2015 development of an initial strategy, to support achievement of the 2020 Commonwealth Indigenous Procurement targets and develop a robust platform for increasing the Indigenous workforce
- 2016 commitment to Cushman & Wakefield on our Australia Post contract to achieve 4.5% Indigenous employment across the contracted sites
- In 2020 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%.







# Relationships



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Revisit current relationships with Aboriginal and Torres Strait Islander stakeholders and organisations within the local areas in which we work across the Group.	July 2021	Managing Director Assetlink Indigenous Services
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.	July 2021	GM People and Culture- Assetlink Services-Shared Services
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2021	Account Manager - Assetlink Services
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via intranet (iLink) and Learning Management System (Mia).	May 2022	People and Culture HR Business Partner- Assetlink Services-Shared Services
	Identify one or more external NRW events that the Steering Committee, Senior Leaders and staff can participate in to raise awareness and demonstrate commitment to reconciliation.	May 2022	CEO-AssetFuture
	Steering Committee, Senior Leaders will participate in one or more external NRW event to raise awareness and demonstrate commitment to reconciliation. NRW is held from 27 May-3 June 2021.	May 2022	CEO-AssetFuture
3. Promote reconciliation through our sphere of influence.	Communicate The Assetlink Group's commitment to reconciliation to all staff through the development of an on-line training campaign promoting the RAP to be introduced to all staff during induction and refresher training via intranet (iLink) and Learning Management System (Mia) and any newsletter platforms.	September 2021	GM People and Culture- Assetlink Services-Shared Services
	Create communication campaigns to inform all staff of RAP updates, achievements and events via intranet (iLink) and Learning Management System (Mia) and any newsletter platforms.	September 2021	GM People and Culture- Assetlink Services-Shared Services
	Communicate RAP objectives with external clients, partners and other like-minded organisations to identify opportunities, collaborate and engage with us on our reconciliation journey across the Group.	November 2021	GM Business Development & Client Relations-Assetlink Services-Shared Services
	We will look to create new collaborations with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2021	Managing Director Assetlink Indigenous Services
	Within a 12 month period, we will partner with a minimum of 3 community organisations across the Group.	October 2021	Managing Director Assetlink Indigenous Services
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	August 2021	GM Business Development & Client Relations-Assetlink Services-Shared Services
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2021	GM People and Culture- Assetlink Services-Shared Services







ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a Project Plan with key milestones for further increasing understanding, value and recognition of Aboriginal and Torres Strait Islander people's cultures, histories, knowledge and rights within our organisation.	July 2021	CEO-Assetlink Projects
	Conduct a review of cultural learning needs-analysis within our organisation and benchmark.	July 2021	GM People and Culture-Assetlink Services-Shared Services
	Continue the program with the Centre for Cultural Competence Australia to purchase cultural awareness training for Assetlink Group's Leaders and drive completion.	July 2021	GM People and Culture-Assetlink Services-Shared Services
	Commit to providing Cultural Awareness Training organisation-wide that focuses on Aboriginal and Torres Strait Islander peoples/ culture language, and cultural customs. As a minimum 10 Staff per division, per 12 month period.	October 2021	People and Culture-HR Business Partner-Assetlink Shared Services
	Include Cultural Awareness Training in Assetlink's Groups onboarding Program for all new staff members.	November 2021	People and Culture-HR Business Partner-Assetlink Shared Services
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters in which we work and operate.	December 2021	Client Relationship Manager-Assetlink Services
	Scope and develop a database of local Traditional Owners or Custodians of the lands and waters in which we work and operate.		
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.  Include Acknowledgement of Country in group-wide email signatures  Implement Acknowledgement of Country (and/ or where applicable) Welcome to Country protocols in meetings and events.	July 2021	Client Relationship Manager-Assetlink Services

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff across the Group about the meaning of NAIDOC week.	July 2022	Account Manager-Assetlink Services
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2022	Account Manager-Assetlink Services
	Create a database of our staff attending NAIDOC Week events.	July 2022	Account Manager-Assetlink Services
	RAP Steering Committee to participate in an external NAIDOC Week event.	July 2022	Account Manager-Assetlink Services
8. Increase visibility of Aboriginal and Torres Strait Islander cultures in the workplace	Purchase and distribute of 3 flag desktop flag to complement signage set at reception areas and boardroom settings. These will be displayed at all offices.	July 2021	National Supply Chain Manager-Assetlink Services-Shared Services
	Commission artwork of local artists to create collaborative pieces that acknowledge, celebrate and showcase local Aboriginal and Torres Strait Islander peoples and cultures in the areas we are working in. We are planning multiple individual partnership projects with local artists and involving key corporate clients that have local relevance and meaning.	September 2021	National Supply Chain Manager-Assetlink Services-Shared Services



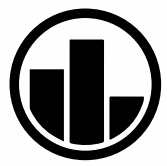


# Opportunities

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Conduct a voluntary group wide benchmarking survey to understand the number of Aboriginal and Torres Strait Islander team members we have working within the organisation to inform of future employment and development opportunities and succession planning programs. This survey is a voluntary.	February 2022	GM Assetlink Indigenous Services
	Develop an organisational-wide engagement plan to increase Aboriginal and Torres Strait Islander employment across the group.	November 2021	GM People and Culture-Assetlink Services-Shared Services
	Implement local recruitment and Engagement Plans based on geographical and contract specific requirements.	December 2021	GM Assetlink Indigenous Services
	Continue the partnerships with Aboriginal Employment Strategy,AIBAG, Your Town and other Indigenous employment partners to identify and employ year 1 3%, year 2 4% and year 3 5% new Aboriginal or Torres Strait Islander team members.	January 2022	GM People and Culture-Assetlink Services-Shared Services
	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.	September 2021	People and Culture-HR Business Partner-Assetlink Shared Services
	Consider traineeship opportunities within the Group for Aboriginal and Torres Strait Islander peoples candidates who have graduated from school-based traineeship programs.	January 2022	GM People and Culture-Assetlink Services-Shared Services
	Provide current Aboriginal and Torres Strait Islander team members the opportunity to support inclusion and mentoring of new Aboriginal and Torres Strait Islander employees who join Assetlink Group	February, 2022	People and Culture-HR Business Partner-Assetlink Shared Services
	Provide opportunities for current Aboriginal and Torres Strait Islander team members to have input on future employment and development opportunities.	February, 2021	People and Culture-HR Business Partner-Assetlink Shared Services
	Create a social network for new and existing Aboriginal and Torres Strait Islander staff across the group, creating a culturally safe and respectful network to engage on recruitment, retention and professional development opportunities.	March, 2022	People and Culture-HR Business Partner-Assetlink Shared Services

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a procurement strategy with operational procedures to procure from Aboriginal and Torres Strait Islander owned businesses.	March 2022	National Supply Chain Manager-Assetlink Services-Shared Services
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses.	March 2022	National Supply Chain Manager-Assetlink Services-Shared Services
	Use the network of Supply Nation and National Indigenous Chamber of Commerce organisations to identify suitable Aboriginal and Torres Strait Islander Service Providers and commence the engagement process.	April 2022	National Supply Chain Manager-Assetlink Services-Shared Services
	Create and maintain at least four commercial relationships with Aboriginal and Torres Strait Islander businesses.	May 2022	National Supply Chain Manager-Assetlink Services-Shared Services
11. Explore opportunities to support Aboriginal and Torres Strait Islander organisations to achieve their vision.	Continue to drive our support of the Indigenous Literacy Foundation through regular promotion and collection/deposit of donations. Identify further Aboriginal and Torres Strait Islander organisations and initiatives to support.	June 2022	GM Business Development & Client Relations-Assetlink Services-Shared Services





# Report

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	The Steering Committee will reflect key roles within our organisations that can drive our RAP journey through leadership and accountability with membership from all levels of the organisation including Group entities.	July 2021	Senior Key Account Manager - Assetlink Services
	The Steering Committee is to draft a project program to achieve the deliverables set out in this RAP by set timelines	July 2021	CEO-Asset Projects
	Establish Terms of Reference for the Steering Committee.	July 2021	Diversity and Inclusion Manager-Assetlink Services-Shared Services
	The Steering Committee will support and retain representation from Aboriginal and Torres Strait Islander People on the committee.	July 2021	Diversity and Inclusion Manager-Assetlink Services-Shared Services
	The Steering Committee will meet at least bi-monthly.	July 2021	Diversity and Inclusion Manager-Assetlink Services-Shared Services
	The Steering Committee oversees the development, endorsement and launch of the second Reflect RAP.	July 2021	Diversity and Inclusion Manager-Assetlink Services-Shared Services
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2021	CEO - AssetProjects
	Engage senior leaders across the Group in the delivery of RAP commitments.	August 2021	GM Business Development & Client Relations-Assetlink Services-Shared Services
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2021	Diversity and Inclusion Manager-Assetlink Services-Shared Services
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021	Diversity and Inclusion Manager-Assetlink Services-Shared Services
	Create and update a Progress Tracker by multiple allocated departments on a monthly basis to advise on achievements i.e. spend with Indigenous business, social media etc.	August 2021	Diversity and Inclusion Manager-Assetlink Services-Shared Services
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP. Our goal is to build on our Reconciliation work and develop an innovate RAP.	April 2022	Diversity and Inclusion Manager-Assetlink Services-Shared Services





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