



The APP Group

Reconciliation Action Plan

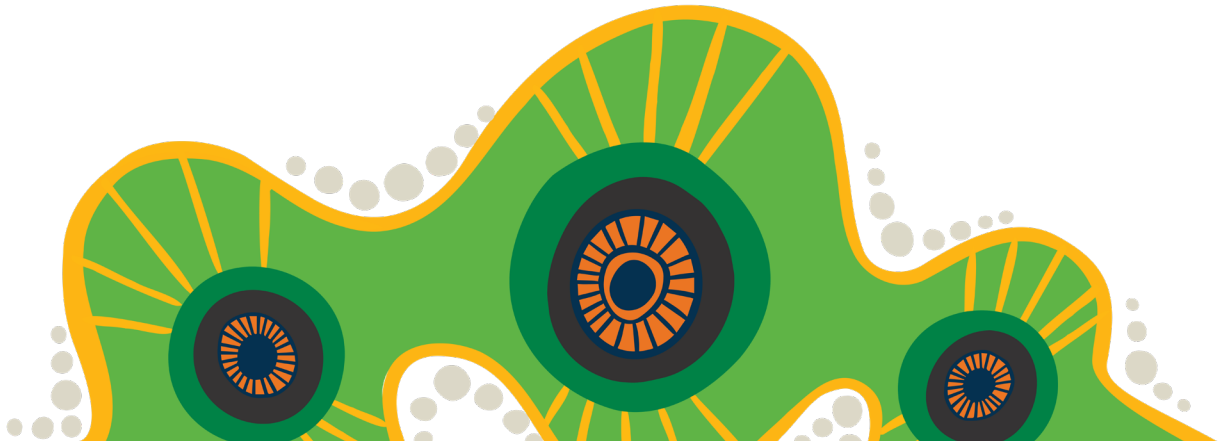
July 2022 – July 2024

Acknowledgement

The APP Group respectfully acknowledges the Traditional Custodians across Turrbal, Awabakal, Cammeraygal, Gadigal, Dharawal, Ngunnawal, Boon Wurrung, Kurna and Whadjuk Nyoongar people nations where we work and learn.

We pay our deepest respect to Elders, past and present. We acknowledge their deep connections to the land and waters.

We are committed to reconciliation and partnering with our Traditional Custodians, to ensure ongoing collaboration on Caring for Country now and into the future, learning from traditional and contemporary approaches, while maintaining and respecting cultural and spiritual connections.



About the artwork and artist



The APP Group commissioned Wiradjuri Artist, Leticia Quince to create an exclusive engaging artwork piece.

The artwork shares the essences of coming together as a team in the centre, with people from all walks of life – to create, build and share. The focus on the surroundings and the use of the thicker lines represents the built environment and projects by The APP Group shared across the land (cross hatching). It's all about embracing the three Reconciliation Action Plan pillars above – Respect, Relationships and Opportunities.

Yiradhu Marang "Good Day", Leticia Quince is a proud Wiradjuri woman from Narrandera. She grew up in Dubbo and surrounding communities prior to making her move to Wonnarua Country – Beresfield in 2021.



Leticia has always had a passion for empowering and uplifting other young people to achieve their goals and aspirations. Leticia was a youth worker and advocate for seven years in the community service sector prior to launching her business Leticia Anne Designs. Within still maintaining her advocacy and consulting skills within community, she also focuses on branding and support for Aboriginal small businesses, and community growth and development. In December 2020, Leticia was awarded the AbSec NSW Aboriginal Child and Family Awards Young Person of the Year. Then in 2021 received the Transgrid Indigenous Achievement Award for 7 News Young Achievers Award.



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NEON Marketing is proud to have collaborated with The APP Group to design the layout of this Innovate RAP document with Indigenous designer, Jordan Lovegrove, who supported and helped to inform the design applications. NEON Marketing is proud to be a Supply Nation certified business.

A message from Reconciliation Australia



Reconciliation Australia commends The APP Group (APP Corporation Pty Limited) 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 The APP 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, The APP 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. The APP Group is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

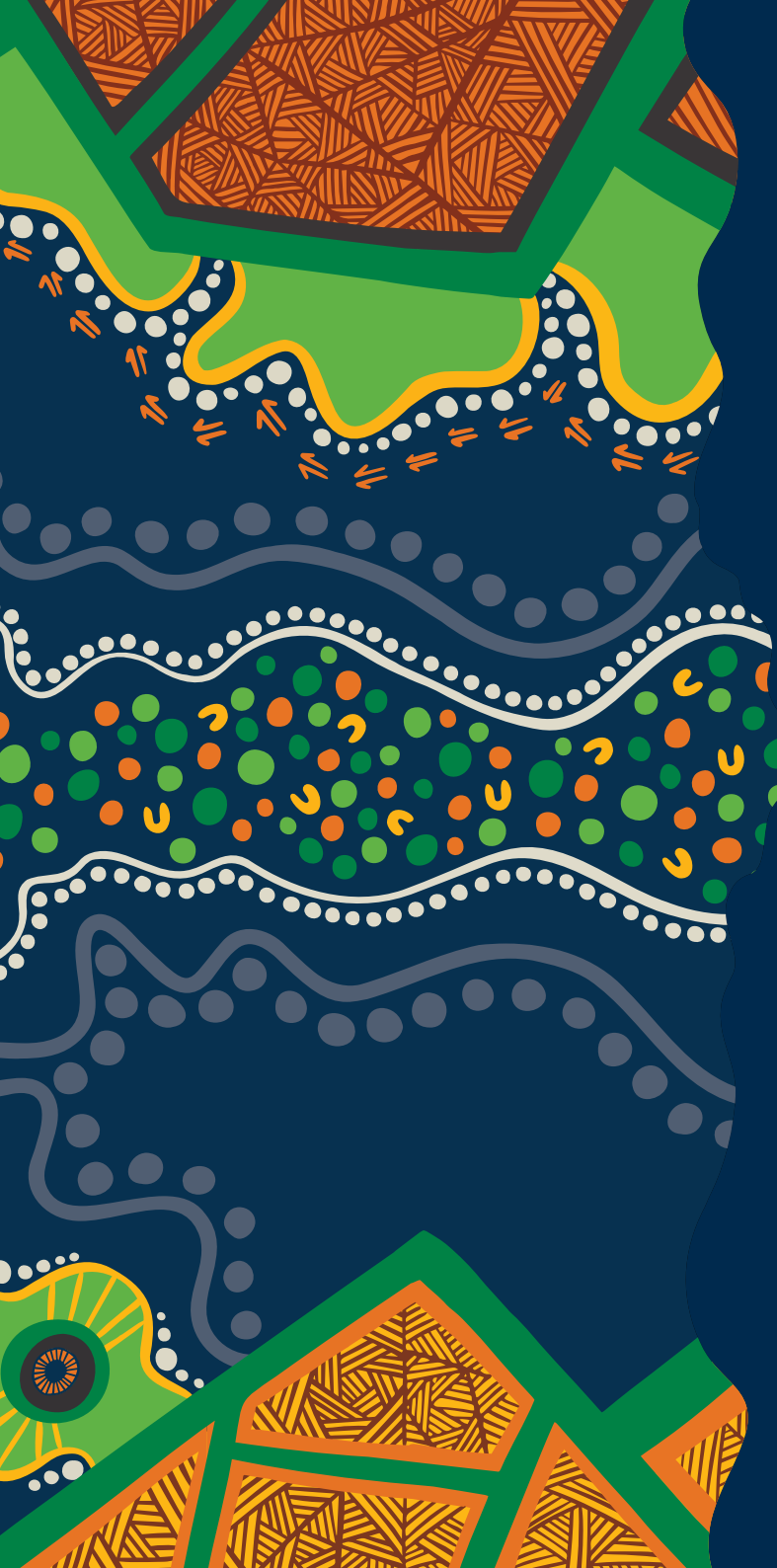
Implementing an Innovate RAP signals The APP Group's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations to The APP Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





A message from The APP Group CEO

I am an Indigenous Australian, the product of the stolen generation, and have the privilege of leading The APP Group. I recognise that whilst we all have different lived experiences, in my lifetime I have seen our country make significant improvements in our attitudes towards first nations peoples. There remains a lot more to do and I am pleased to contribute to The APP Group's embrace of reconciliation and the part we can play in closing the gap.

Our Traditional Custodians have protected Country for more than 60,000 years and The APP Group has the honor to work across Australia, contributing to the protection and enhancement of the water, the land, the environment, and our communities.

The next phase of our journey will be to improve our engagement with, and more importantly, be guided by the Aboriginal and Torres Strait Islander communities and recognised knowledge holders on the sites and communities within which we work.

Part of our vision for reconciliation is to embed the recognition, acknowledgement, and celebration of the rich and diverse cultural heritage of Aboriginal and Torres Strait Islander Australians into our core business operations.

This Innovate Reconciliation Action Plan (RAP) is an important step on our journey. We have opportunities to create lasting impacts with our people, our clients, and our communities by making our commitment to reconciliation central to all that we do.



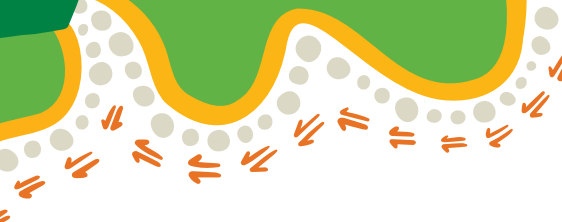
I would like to thank our many Aboriginal and Torres Strait Islander friends, advisors and clients who have generously informed and guided our reconciliation journey.

Adam Castro
Chief Executive Officer
The APP Group

Our vision for Reconciliation

Our vision for reconciliation is to embed the recognition, acknowledgement, and celebration of the rich and diverse cultural heritage of Aboriginal and Torres Strait Islander Australians into our core business with increased opportunities for both employment and sustained career development and for Aboriginal and Torres Strait Islander businesses to participate in our supply chain.

Our goal is to increase First Nations' employment in the property and infrastructure industries via a university pathway so that First Nations peoples have a leading voice in the development of Australia.



Whadjuk Nyoongar
Perth

**Bindal and
Wulgurukaba**
Townsville

Turrbal
Brisbane

Awabakal
Newcastle

Kurna
Adelaide

Gadigal
Sydney

Cammeraygal
North Sydney

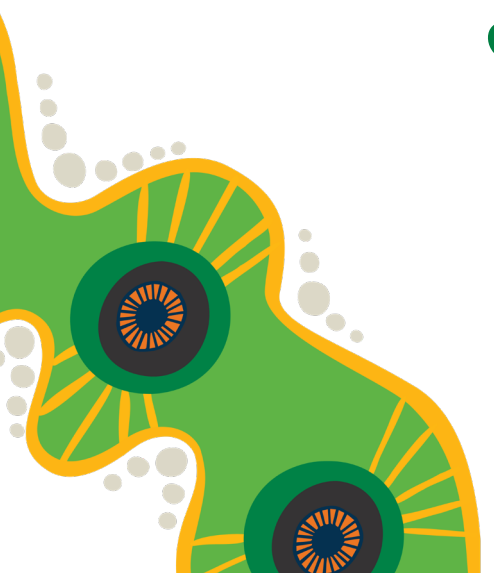
Ngunnawal
Canberra

Dharawal
Wollongong

Boon Wurrung
St Kilda



Nipaluna
Tasmania



Our business

The APP Group is an integrated property and infrastructure consultancy offering services across all phases of the capital investment lifecycle - Strategy, Definition, Delivery and Transition. We have a national team of professionals with the experience and expertise providing tailored solutions for diverse stakeholders and clients. We operate across Australia and have sector reach throughout the Pacific in New Zealand and Southeast Asia.

The APP Group was established in 1989, in Sydney, as a project management company to the building and construction sector. Within a decade we had expanded nationally serving clients across Australia with major offices located in Canberra, Sydney, Melbourne, Brisbane, Townsville, Adelaide, Tasmania and New South Wales regional locations in Wollongong and Newcastle. In 2022, The APP Group operates under the entity of the APP Corporation Pty Ltd, with the following subsidiaries in operation; CI Australia, AQUAS, Appoint Consulting, Infrastructure Nation, St. George Project Services and Valorem Advisory. The APP Group is owned by Five V Capital.

The APP Group employs 400 people and we are currently aware that of these, seven identify as Aboriginal and/or Torres Strait Islander people. Today our national business has a role in managing some \$24B of capital investment in property and infrastructure for over 500 clients across more than 800 projects annually. Our engagements range from providing advice on small, strategic assignments to the full spectrum of end-to-end services on major landmark projects, and everything in between. We have a dedicated, hard-working culture and a workforce that continues to deliver beyond expectations. Approximately 70% of our key stakeholders are local, state and federal government agencies and about 30% are private organisations that own, occupy and invest in the assets that we manage.

Business Entity: APP Corporation Pty Ltd

Subsidiaries of the APP Corporation Pty Ltd

The APP Group

The APP Group is one of Australia's most respected property and infrastructure consultancies, operating across the full asset capital investment lifecycle.

CI

(CI Australia Pty Ltd)
CI Australia sells, leases and manages a wide range of commercial real estate assets, for government, institutional and private clients.

AQUAS

(Australian Quality Assurance & Superintendence Pty Ltd)
AQUAS is dedicated team of professionals supporting businesses to deliver solutions across compliance, governance, and risk management business operations.

Appoint Consulting

(Appoint Consulting Pty Ltd)
Appoint Consulting is a passionate and collaborative team that focus on placing the right candidate with the right organisation.

Infrastructure Nation

(Infrastructure Nation Pty Ltd)
Infrastructure Nation bring international expertise, proven plans, commercial understanding and a wealth of knowledge to deliver results across large scale complex infrastructure projects.

St. George Project Services

(St. George Project Services Pty Limited)
St. George Project Services is a leading Queensland project management and infrastructure consultancy with a strong market-presence in North and Far North Queensland.

Valorem Advisory

(Valorem Advisory Pty Limited)
Valorem Advisory offer infrastructure lifecycle advisory services in the transport, social infrastructure, renewable energy, and education sectors.



Connection to Country

Our belief is that Designing with Country is not possible without engaging with, and more importantly, being guided by Aboriginal and Torres Strait Islander communities and recognised knowledge holders on the sites and communities within which we work. We acknowledge that undertaking archaeological investigations and recording Aboriginal and Torres Strait Islander heritage is a well-established part of the planning and design process, but response to Country and Culture in the design of places is a relatively new approach.

The APP Group is working to apply the three essential elements of designing on Country, **NATURE, PEOPLE, DESIGN**. The APP Group is developing a framework whereby its Project Directors and Design Managers will be trained to focus on promoting clients and broader project stakeholders to foster an intrinsic relationship across these three elements and what that can offer through different design approaches, such as:

- 1. ARCHITECTURE:** that considers design and people informed by nature (and Country).
- 2. PASSIVE DESIGN:** that considers design and nature, by people becoming environmental design.
- 3. BIOPHILIC DESIGN:** that considers the innate relationship between people and nature.

Informed by design, this relationship could be understood as a genesis for Indigenous architecture.

Connection to Country traditionally known as cognitive mapping by Aboriginal and Torres Strait Islander people, was done through walking Country and learning about important sites, cultural lore, and wayfinding through storytelling.

The APP Group plans to apply the five elements of mental mapping: 1. paths 2. edges 3. districts 4. nodes 5. landmarks. These features can be incorporated into the design of our places.

Human centred vs Country centred design

Prioritising people and their needs when designing is widely regarded as fundamental in contemporary design and planning. We will also prioritise Aboriginal and Torres Strait Islander worldviews of the landscape and caring for Country as not to reduce to a second order priority. Our planned framework is to influence our clients to apply a design and planning processes that considers the natural systems that include people, animals, resources and plants equally including a local First Nations and knowledge-holder world-view to make a significant contribution to a more sustainable future.

We understand the elements and actions to achieve this include:

- 1. Mapping:** relationship to Country as an appropriate way to understand Aboriginal and Torres Strait Islander cultures and heritage.
- 2. Recognising:** our shared responsibility to Aboriginal and Torres Strait Islander cultures and heritage to help the way our shared history is understood.
- 3. Encouraging:** the sharing of cultural protocols to nurture a duty of care for knowledge and obligations to Country for First Nations and other Australian people.
- 4. Developing:** project governance systems that respect Culture and positively influence the planning and design of our projects.
- 5. Ensuring:** that First Nations' leadership is incorporated into project decision making in the planning and design of our projects.
- 6. Valuing and measuring:** the economic impacts on Country and culture that result from built environment and our projects.
- 7. Understanding and measuring:** the correlation between Country, education and health outcomes of the projects we deliver.

Our leadership is excited by the potential organisation and social impact of this approach and The APP Group is committed to pursuing this approach with our clients.

Our journey

The APP Group has a shared reconciliation journey since 2009, firstly with Transfield launching the first RAP in 2009, and then under Broadspectrum from 2016, and Ventia in 2020. In 2021, The APP Group was acquired by Five V Capital.

Through our engagement in RAP actions since 2009 under changing company ownership, The APP Group as an organisation has maintained an authentic commitment to the goals of reconciliation. The many RAP actions that we have been involved in have increased our cultural understandings and made us more aware of the responsibility and opportunity that our organisation has to proactively support reconciliation both within The APP Group and more widely in our sphere of influence.

It is appropriate that we bring our experiences and learnings into this shared space and create our own vision of the future and reconfirm commitments to reconciliation through our new structure as an independent organisation.

Significant learnings from the 2009 RAP and subsequent RAP activity have provided the foundation for our understandings about appropriate reconciliation actions. We are committed to impacting positively on the quality of life for Aboriginal and Torres Strait Islander peoples. We are mindful of the importance of the level of cultural awareness of staff in achieving successful engagement and participation with Aboriginal and Torres Strait Islander peoples and their communities, and an appreciation that cultural awareness is a two-way process.

We began our first cultural awareness program for staff and senior managers in 2009 and this has since developed into an annual Cultural Learning Pathway program for staff. We are of the strong belief that one of the key areas where we can have a real impact is through promotion of cultural awareness. Not only within our own staff but to promote awareness of Aboriginal and Torres Strait Islander cultures more broadly across our sphere of influence.

In creating an organisational-wide cultural awareness strategy, based on learnings about the truth of historical actions and contemporary impacts, our staff can bring an increased awareness and understanding to genuinely acknowledge, respect and celebrate Aboriginal and Torres Strait Islander cultures. In response, our organisation continues to demonstrate a growing cultural capacity. We have come to learn that having strong, sustainable, and respectful relationships with Aboriginal and Torres Strait Islander peoples in their communities is a step in the right direction of awareness and assist in 'closing the gap' of disadvantage in health and well-being, compared to other Australians.

We have also come to understand that authentic and early community engagement is critical to the successful building of strong, trusting relationships in the Aboriginal and Torres Strait Islander communities where we work. This success is the building block for local participation, employment, and enterprise development through collaboration with Elders and community representatives. It helps to achieve our goals for tangible and sustainable outcomes wherever we have a footprint.

The APP Group will continue to develop the cultural awareness of new and current employees. We intend to increase the cultural capacity of the organisation through our RAP actions, especially as new Aboriginal and Torres Strait Islander communities come into the scope of our work.

One focus area of our Innovate RAP is to build better pathways into our industry for Aboriginal and Torres Strait Islander youth and we will achieve this by building on and modelling earlier initiatives to engage more actively with the education providers where we will target building greater awareness of the benefits of joining the property and infrastructure sector in secondary school students.



Our early initiatives were focused on increasing the numbers of Aboriginal and Torres Strait Islander employees, from 2.2% in 2007, 3.06% in 2010, 4.5% in 2013, 4.8% in 2016 and the targeted 6.5% by 2021. Our learnings from the various initiatives included the understanding that increasing Aboriginal and Torres Strait Islander employment involved the organisation becoming a genuinely culturally safe workplace with strong and positive relationships in the local community. We have also learnt that there is simply far greater demand for Aboriginal and Torres Strait Islander professionals within our industry than supply. Given the property and infrastructure sector is Australia's largest employer and contributor to Gross Domestic Product (GDP), we believe there is a need to shift focus from purely measuring employment outcomes to playing our part in increasing the supply side of the equation by promoting the opportunities our industry provides. We plan to build on this learning by ensuring that we continue to focus RAP actions on our people, policies and processes that reflect robust cultural awareness, respect and opportunity.

The APP Group will also contribute to tackling the national issue of high unemployment within Aboriginal and Torres Strait Islander communities by incorporating our 'Indigenous Employment' strategies across all of our project-based work and advocating our clients adopt 'design on Country' principles on the site-specific work we deliver.

The APP Group via the Broadspectrum RAP have been members of Supply Nation (AIMSC) since 2009 when it was first established, and we have been deeply engaged in activity that supports the growth of Aboriginal and Torres Strait Islander businesses. Our previous RAP actions have included business mentoring and developing a contract around a growing Aboriginal business capability (East Sale, Department of Defence), from lawnmowing to now managing all medical services delivery and partnering up with Aboriginal and Torres Strait Islander start-up businesses to provide in-kind support. In our new RAP we will reinvigorate the already strong relationships and once again become a Supply Nation member.

Our learnings in this regard are that sustainable and tangible positive outcomes for individuals and whole community can be achieved, by appropriately supporting local Aboriginal and Torres Strait Islander businesses to grow through providing practical support and targeted actions in collaboration.

One of the influences on our own vision for our RAP and our core business is the Designing with Country forums and discussion papers led by the Government Architect NSW in partnership with the Australian Institute of Architects, the Australian Institute of Landscape Architects, and the Planning Institute of Australia. Participating in these activities has enabled us to have a better understanding of the need to look beyond the current planning and design approaches that acknowledge Aboriginal and Torres Strait Islander values only in specific sites and rather has inspired us to widen our approach to planning and designing the built environment with connections to Country in the forefront of our thinking across our national footprint. This 'Design on Country' is a process that will require engagement with our clients and broader project stakeholders to create awareness of Aboriginal and Torres Strait Islander cultures and the benefits of their projects being guided by Aboriginal and Torres Strait Islander communities and recognised knowledge holders.



Our working group

Our internal RAP Champion is Rebekka Sife and the members of our RAP Working Group are as follows:

Kathryn Bunn – Project Director

Jake Cashman – Senior Project Manager

Adam Castro – Chief Executive Officer

Roger Ingram – Project Director

Leanne McKenzie – Project Director

Carlo Missio – Senior Project Manager

Rob Nievergelt – Executive General Manager

Miguel Rodrigues – National Engagement Manager

Craig Rydquist – Project Director

Rebekka Sife – Executive Manager

Three members of our working group identify as Aboriginal people.

Carlo Missio shared:

“In my roles with the Australian Institute of Landscape Architects (AILA) RAP Connection to Country Committee and The APP Group Innovate RAP Committee, I hope to share a genuine appreciation and respect to all First Nations and Traditional Owners and make positive contribution for our shared journeys towards closing the gap.”

Craig Rydquist shared:

“My passion for connecting and working with First Nations peoples stems from my university days where I studied Architecture and Anthropology and I became fascinated in the role that housing and construction plays in the health, wellbeing and supported employment of opportunities for Indigenous Australians.”



Kathryn Bunn
Project Director



Jake Cashman
Senior Project Manager



Adam Castro
Chief Executive Officer



Roger Ingram
Project Director



Leanne McKenzie
Project Director



Carlo Missio
Senior Project Manager



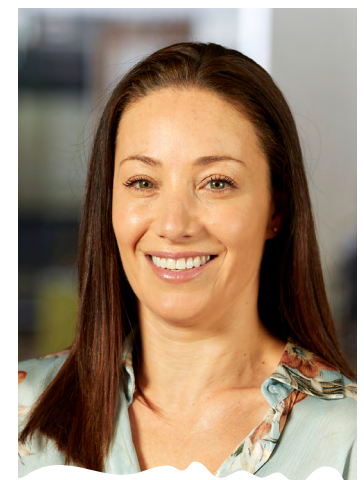
Rob Nievergelt
Executive Manager



Miguel Rodrigues
National Engagement
Manager



Craig Rydquist
Project Director



Rebekka Sife
Executive Manager

Relationships



Staff within The APP Group have had the richly rewarding experience of walking beside and working together with Aboriginal and Torres Strait Islander Australians on projects, in solving problems and in daily life. Those staff who have had these privileged interactions seek to foster greater levels of connection with Aboriginal and Torres Strait Islander peoples across the organisation for more of our staff to experience, learn and share. The rich knowledge and the deep connectedness to land and the natural world has a strong place in how we solve modern day problems. Strengthening the relationship between Aboriginal and Torres Strait Islander peoples and other Australians brings value to all that we strive for at The APP Group, to ultimately make a positive difference for our clients and community.

The APP Group wants to reflect the communities in which we work and places a significant importance in a diverse and inclusive workplace where employees feel safe and comfortable bringing their whole selves to work. The RAP Working Group will establish and develop ways for our staff to connect, understand and build strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians. We aim to be even more proactive in developing relationships at the local level as we implement our 'Design with Country' approach across the organisation's work with all staff.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2022	Senior Project Manager
	Engage with Local Elders in each branch so that our staff develop a deeper understanding of issues that matter within the local community.	May 2023	Project Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations to assist us in implementing our Design on Country approach.	November 2022	Senior Project Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 & 2024	Communications Manager
	RAP Working Group members to participate in an external NRW event.	June 2023 & 2024	Executive Manager
	Encourage staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2023 & 2024	CEO
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2023 & 2024	Communications Manager
	Organise at least one NRW event each year.	June 2023 & 2024	CEO
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	September 2022	CEO
	Communicate our commitment to reconciliation publicly through the launch of our RAP and its distribution to our stakeholders.	July 2022	Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2022	Senior Project Manager
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	March 2023	Executive Manager
4. Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2022	HR Manager
	Conduct a review of our anti-discrimination policy for our organisation.	November 2022	HR Manager
	Educate senior leaders in our organisation on the effects of racism.	August 2022	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2022	HR Manager
	Continue to promote and educate staff and leaders on our Equality and Diversity in the Workplace policy (including the effects of Racism)	July 2024	CEO

Respect



Much of our business activity takes place on lands of cultural significance for Aboriginal and Torres Strait Islander communities. We respect and acknowledge Aboriginal and Torres Strait Islander cultures relating to the land on which our clients' developments exist.

Respect is the basis of any successful, productive relationship, and this is a cornerstone principle that underpins our intent and drives our actions. To authentically deliver our RAP, we will consistently demonstrate our respect for and acknowledgement of Aboriginal and Torres Strait Islander peoples, cultures, histories and lands.

At a practical level we focus on demonstrating respect through progressing initiatives to drive equity, demonstrating and promoting awareness of Aboriginal and Torres Strait Islander cultures and histories as well as fostering a workplace where diversity and inclusion is celebrated.



Action	Deliverable	Timeline	Responsibility
5. 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.	December 2022	Project Director
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	March 2023	Senior Project Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2023	Project Director
	Develop, implement and communicate a cultural learning strategy for staff including senior leadership and RAP Working Group members.	February 2023	HR Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2022	Executive Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase the understanding of our staff of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2022	Communications Manager
	Develop, implement, and communicate a cultural protocol document for our organisation, including protocols for Welcome to Country and Acknowledgement of Country.	November 2022	Communications Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events including national gatherings	2022 - 2024	Communications Manager
	Develop a framework for inclusion of Welcome to / Acknowledgement of Country or other appropriate protocols	November 2022	CEO
7. 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 - 2022, 2023 & 2024	CEO
	Review HR policies and procedures to remove barriers to Aboriginal and Torres Strait Islander staff participating in NAIDOC Week.	November 2022	HR Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July - 2022, 2023 & 2024	CEO
8. Increase our practical support for Aboriginal and Torres Strait Islander not for profit organisations.	Consider ways of supporting Aboriginal and Torres Strait Islander organisations that focus on education Universities and how we can help within the built environment	August 2023	Executive Manager
	Continue looking at ways to promote the built environment and infrastructure in schools		

Opportunities



We believe that by working with integrity and aligning our strategies and actions to our business priorities we can become agents for change and make a valuable contribution to both Aboriginal and Torres Strait Islander peoples and all Australians

We are committed to working collaboratively to identify and maximise opportunities to enhance economic and social outcomes for Aboriginal and Torres Strait Islander peoples and the broader Australian community through procurement, talent development and employment.



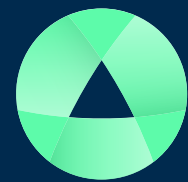
Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2023	Project Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on the development of a recruitment, retention, and professional development strategy.	November 2022	HR Manager
	Promote built environment career opportunities within secondary schools	February 2023	Executive Manager
	Develop a strategy to address Aboriginal and Torres Strait Islander recruitment, retention, and professional development in our organisation.	November 2022	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders through adding the words 'Aboriginal and Torres Strait Islander applicants are strongly encouraged to apply'.	November 2022	Executive Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2022	HR Manager
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	April 2023	Project Director
	Maintain a registry of contracts that have Aboriginal and Torres Strait Islander participation and report annually to the RAP Working Group and senior management	January 2023 & 2024	Executive Manager
	Develop case studies of business journey and success of Aboriginal and Torres Strait Islander business owners in our supply chain to share across the organisation and stakeholders, encouraging engagement and understanding challenges	March 2024	Executive Manager
	Maintain Supply Nation membership	October 2022 and Ongoing	Project Director
	Develop and communicate opportunities and processes for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2022	Project Director
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2022	Project Director
	Increase commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	February 2023	Project Director
	Keep an up-to-date register on contracts that have Aboriginal and Torres Strait Islander participation and report yearly	October 2022, October 2023	Executive Manager
11. Work with Career Trackers to increase the numbers of Aboriginal and Torres Strait Islander graduates into our industry.	Discuss, develop, and sign a commitment with CareerTrackers to partner on activity	December 2022	CEO
	Develop a strategy to increase the interest in the 'built environment' as a career pathway for Aboriginal and Torres Strait Islander undergraduates.	January 2023	Executive Manager
12. Increase our practical support for Aboriginal and Torres Strait Islander not for profit organisations.	Consider ways of supporting Aboriginal and Torres Strait Islander organisations that focus on education and Universities and how we can help within the built environment	August 2023	Executive Manager
	Continue looking at ways to promote the built environment and infrastructure in schools	August 2023	Executive Manager

Governance



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Increase Aboriginal and Torres Strait Islander representation on the RWG, particularly professionals aligned to our industry area	January 2023	CEO
	Establish and apply a Terms of Reference for the RWG.	August 2022	Project Director
	Meet at least four times per year to drive and monitor RAP implementation.	July, November, February & May 2022, 2023 & 2024	Executive Manager
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2022	Executive Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2022	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2022	General Manager
	Appoint and maintain an internal RAP Champion from senior management.	July 2022	CEO
15. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Reach out to Reconciliation Australia to ensure received unique reporting link to complete the annual RAP Impact Measurement Questionnaire.	August 2022 & 2023	Executive Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Executive Manager
	Report RAP progress to all staff and senior leaders quarterly.	October, January, April & July 2022, 2023 & 2024	CEO
	Publicly report our RAP achievements, challenges, and learnings, annually through our internal and external communications strategies	September 2022, 2023	CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	November 2022	CEO
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2024	Executive Manager
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2024	Executive Manager





The APP Group

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