



WORKPAC GROUP INNOVATE

RECONCILIATION ACTION PLAN

FOR THE YEARS 2017 - 2019





Connections

The WorkPac Group Reconciliation Action Plan Artwork, Connections, is about how a group of people can change others by showing diversity, respect and eagerness to make a difference.

The campsite in the middle is where it begins (the meeting of Phil Smart and the Bowie Family). From there they reach out and others reach in, like a fire in their belly to help and engage with others to show their full potential (yellow and red oxide).

The travel lines on the edges are the communities from all walks of life that surround them searching for knowledge and reaching out (white dots, inner side).

The white dots on the other side of the travel lines represent knowledge; this sits there waiting for the people in the middle to let it be free for everyone to see.

Stephen Hogarth, Artist

Acknowledgment of Country

The WorkPac Group would like to acknowledge the traditional custodians of this land and pay our respects to Elders past, present and future, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander Australians.





Reconciliation Australia congratulates WorkPac on developing its inaugural Reconciliation Action Plan (RAP).

In adopting an Innovate RAP, WorkPac is demonstrating its readiness to develop and test innovative approaches to reconciliation and champion reconciliation at every level of the organisation. WorkPac's commitments in its first RAP stands it in good stead to make progress across the key domains of reconciliation—relationships, respect and opportunities.

WorkPac understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations to achieve mutually beneficial outcomes. It drives these relationships by promoting and participating in community events such as National Reconciliation Week (NRW) on both an internal and external level.

Respect and understanding of Aboriginal and Torres Strait Islander peoples, histories and cultures is key to WorkPac's core business. It displays this by committing to raising internal awareness and understanding of Aboriginal and Torres Strait Islander cultural protocols such as Welcome to Country and Acknowledgement of Country.

WorkPac is committed to driving reconciliation through developing employment opportunities for Aboriginal and Torres Strait Islander peoples. It champions these opportunities by engaging with external Aboriginal and Torres Strait Islander organisations and consultants to advise on recruitment, employment and retention strategies, including professional development.

On behalf of Reconciliation Australia, I commend WorkPac on its inaugural RAP and look forward to following its continued reconciliation journey.

Justin Mohamed
Chief Executive Officer
Reconciliation Australia

A Message from the Chairman

The development of WorkPac's Reconciliation Action Plan is a recognition by our organisation of our continued commitment to understanding the diversity of our workforce and how to best support the aspirations and work life balance of all the different cultures inherent within that workforce.

Given the nature of our work in remote areas of Australia, our interaction with Aboriginal and Torres Strait Islanders is probably more intensive than the average company. This has over the years given us the opportunity as well as an obligation to become more and more involved in reconciliation activities. This plan is a natural extension of our growing awareness and involvement in this important social and economic arena.

Our company values of respect, involvement within the communities in which we work and our recognition of the place that the families of our employees have in the overall enjoyment of professional life lead us to pursue with focused effort, the professional dignity we want for all our employees and the recognition that worthwhile professional endeavours flow into self-respect and dignity in all areas of human life.



Phil Smart
Chairman





Our Vision for Reconciliation

Our vision is to help create and advance strong, inclusive communities involving all Australians through active promotion of the benefits of increasing Indigenous employment and training participation, heightening cultural awareness and building mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians.



Managing Director

As the Managing Director of The WorkPac Group, I am honoured to present The WorkPac Group's Reconciliation Action Plan (RAP) for 2017 – 2019.

This Reconciliation Action Plan helps support our continued awareness, knowledge and involvement with Aboriginal and Torres Strait Islander peoples, in the diverse range of communities in which WorkPac operates.

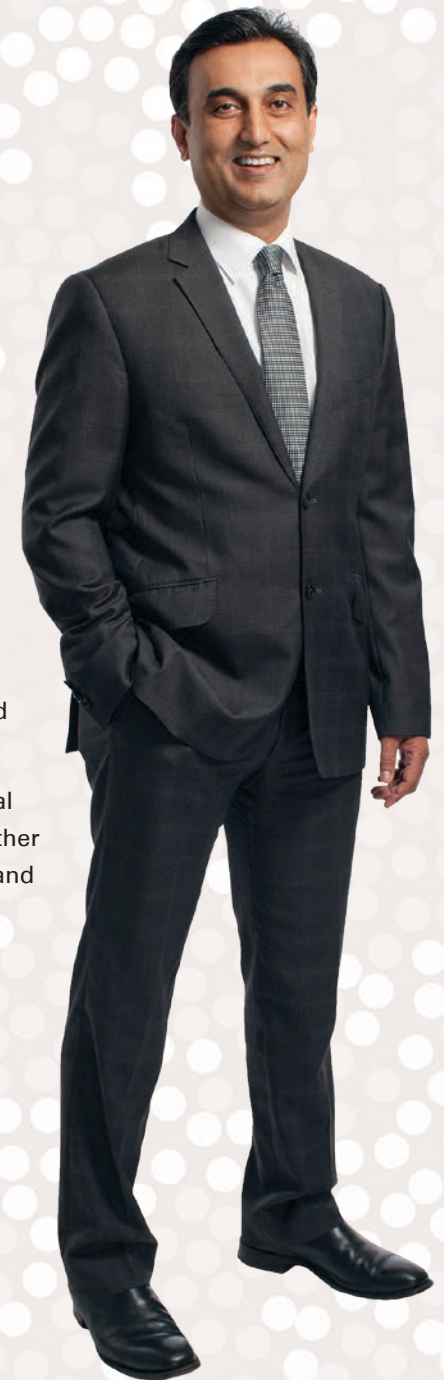
Our RAP gives the organisation the best chance of achieving Aboriginal and Torres Strait Islander engagement objectives and delivering broader outcomes. It cements our commitment to providing employment, education and training opportunities for Aboriginal and Torres Strait Islander peoples within the communities in which we reside and operate.

WorkPac has a culturally supportive and safe working environment for all its employees and clients and our workplaces are free from discrimination. Our culture remains one of our key strengths and our RAP and reconciliation activities aim to further enhance and utilise this strength of ours.

Through our focus on building new relationships and our continued development of existing internal and external relationships with Aboriginal and Torres Strait Islander peoples, we will be able to further understand and raise awareness of the cultural development requirements of communities and individuals thus further identify opportunities for WorkPac to participate and assist in.



Praanesh Prasad
Managing Director





Our Business

WorkPac Group is one of Australia's largest privately owned diversified services companies, specialising in the provision of workforce management, project management and training and technology solutions to the resources, construction, industrial and healthcare sectors. Founded in 1997 in Perth Australia, the company has achieved significant, continuous growth culminating in its current position as the largest privately owned recruitment, labour hire and training organisation in Australia with annual sales revenues over \$700,000,000. Our service reach is unrivalled, providing training and employment opportunities throughout the country, from the Pilbara to Groote Eylandt, Weipa to Roxby Downs.

Our business centre network is extensive, with over 35 operational facilities across Australia predominantly located in regional, rural or remote areas. As such we reside and operate within, or in close proximity to, Aboriginal and Torres Strait Islander peoples communities across each State and Territory.



- Darwin
- Mt Isa
- Cairns
- Townsville
- Bowen
- Mackay
- Moranbah
- Blackwater
- Gladstone
- Emerald
- Biloela
- Sunshine Coast
- Toowoomba
- Brisbane
- Gold Coast
- Coffs Harbour
- Gunnedah
- Dubbo
- Singleton
- Newcastle
- Sydney
- Canberra
- Melbourne
- Adelaide
- Whyalla
- Roxby Downs
- Bunbury
- Rockingham
- Perth
- Newman
- Tom Price
- Karratha
- Port Hedland

WorkPac Group's vision for reconciliation is underpinned by our total commitment to providing employment, education and training opportunities for Aboriginal and Torres Strait Islander peoples within the communities in which we reside and operate.

Through 20 years of continuous operations within the recruitment, labour hire and training industries we recognise and acknowledge that there exist challenges that Aboriginal and Torres Strait Islander peoples continue to encounter when seeking to enter and remain within the workforce.

The Group's culture remains one of its key strengths where our workplaces are free from discrimination and fully supportive of minority or disengaged sector well-being. Our RAP and reconciliation activities aim to further enhance this strength.

As at August 2016, the WorkPac Group employs internally 4 Aboriginal and Torres Strait Islander individuals across Australia. We are working hard to grow this number with a focus on recruitment methods and advertising streams. WorkPac hopes to increase Aboriginal and Torres Strait Islander employment across all levels of the business from entry level to senior roles. There are over 200 Aboriginal and Torres Strait Islanders employed by WorkPac as employees with our client base. Improved processes have seen this number increase on a daily basis.

Sustainable activities that ensure the strength and success of our Aboriginal and Torres Strait Islander peoples workforce include:

Community Capacity Development and Recruitment

Working with community partner groups to identify the most suitable candidates to train and develop employment pathways into the

mining and construction industries. WorkPac carefully aligns with the needs and wants of local groups to ensure sustainable relationships that have a long term focus. An example of this is the Widi and Yuibera Aboriginal groups from the Mackay region. WorkPac has developed relationships with the youth of the region with the assistance of these community partner groups and their support has enabled us to secure employment outcomes for local individuals.



Industry Training and Development

Skill development programs, sourced through our Training Business Group, are provided to participants to meet key entry requirements for jobs, and also opportunities for leadership and management.

Employment and Transitioning

Program participants are recruited into jobs through WorkPac's standard processes, each one being individually supported and managed to ensure high level of retention and engagement.

Sustainable Employment

Participants attain appropriate capability to operate in the labour force with the aim of a decreased need for support and case management. We then engage these workers to mentor new participants, creating a positive cycle of engagement and workforce development.

Positive Energy Program (PEP)

PEP proactively “gives back” to our communities by focussing on environment, family, youth, health and sporting initiatives. It is the cornerstone of our Corporate Social Responsibility program. Through internal funding, volunteerism, workplace giving and donations, WorkPac support local community and sporting groups with their local programs and initiatives. Our PEP underpins the commitment to our organisational values and the importance we place on living and breathing these values every single day.

Suppliers and Partners

The WorkPac RAP will help our organisation to further increase supplier diversity, thus providing opportunities to minority suppliers. We will seek all opportunities at the commencement of our services to source local Aboriginal and Torres Strait Islander supply partners. WorkPac is proud to have utilised a local Aboriginal company – Snap Underwood for all JobTrail print media and will continue to source Aboriginal and Torres Strait Islander-owned suppliers wherever possible. The WorkPac RAP will also embed the inclusion of diverse suppliers within our procurement and supply processes by spelling out appropriate policies.

Our RAP Journey So Far

WorkPac Group’s reconciliation journey began over 13 years ago when the company commenced its provision of recruitment and employment services on Groote Eylandt in the Gulf Peninsula. Through our core business activities in workforce solutions we began committing significant funds to community development and education projects, both in the Alyangula Township and nearby Aboriginal communities of Angurugu on Groote Eylandt and Milyakburra on Bickerton Island. Through strong collaboration with our client and the wider communities and investment of resources towards supporting broader objectives we formed the foundations of the Group’s Positive Energy Program (PEP), which aims to advance our contributions towards youth education, health and community programs.

Since 2003 the Group has proudly advanced its contributions through participation in many workforce and training programs which have delivered sustainable learning and employment outcomes for Aboriginal and Torres Strait Islander people across the country.

Our Chairman, Phil Smart, has held a close, 25-year friendship with the Bowie Family. Albert Bowie’s tribal heritage is from Badu and Erub in the Torres Strait and Palm Island, his wife Nancy Bowie (nee Go Sam) is from the Jirrbal and Ngadgon-Jii tribes in Far North Queensland. In 2015, with keen support and guidance from the Bowie Family, we formed our specialist employment division, JobTrail.

Our journey now continues with the development of our Innovate RAP.

Our Reconciliation Action Plan

The Group has a proud track record of delivering Aboriginal and Torres Strait Islander peoples Employment and Training Programs in partnership with host organisations, community participants, local suppliers and traditional land owners. This includes delivered outcomes for communities across the Pilbara, Central and North Queensland and regional South Australia.

Our firm commitment to championing the benefits of increased Aboriginal and Torres Strait Islander peoples participation within employment and training opportunities, coupled with a recognised need for raising awareness and understanding of barriers faced led to the formation of our specialist service division – JobTrail – in 2015.

JobTrail now works with a variety of industry partners in delivering extended service offerings including: Pastoral Care Programs, Job Ready Programs, Community Capacity Assessments and Generational Family Way Training.



WorkPac Group's RAP has been developed for a number of key reasons:

1. To drive accountability to move initiatives forward within the organisation.
2. To set key objectives and actions which will then be measured and reported in an open and transparent manner across the entire Group.
3. To promote awareness, both within and external to the Group, of our vision for, and support of, Reconciliation.
4. To improve the efficiency and effectiveness of our contributions towards increased employment and training opportunities for Aboriginal and Torres Strait Islander peoples.

This RAP will be championed by the following key Senior Executives of the WorkPac Group who will provide all requisite support, guidance and governance to ensure that our objectives are realised and surpassed:

WorkPac Group Chairman and fellow Board of Directors

- Chairman - Phil Smart
- Managing Director and Board member - Praanesh Prasad
- Board Members – Wayne Farrell, David Baxby, Nanette Carroll and Jason Economidis

In selecting our RAP Working Group careful attention has been given to ensure a broad representation from across the organisation. It was important to find people who were passionate about diversity in the workplace and were willing and able to champion our endeavours across the wider business. Each member of the RAP Working Group respects the rights and interests of the communities in which we operate, by listening to them and by understanding and managing the environmental, economic and social impacts of our activities. They will ensure that we remain aligned with the company's Principles, Values and Commitments and the policies established to implement them.

This RAP Working Group nominees comprise the following:

- Praanesh Prasad, Managing Director
- Julian Genn, National Manager JobTrail

- Sam Johnson, National Manager Gold Training
- Cameron Hockaday, General Manager Operations
- Jonathan Cremonini, Head of Client Solutions



Mareshah Bowie and Benaiah Bowie, both employed by Aboriginal-owned business Alkira Compass will form an integral part of the Working Group in the capacity of external advisors.

Our Partnerships, Current Community Activities and Indigenous Participation

As a company built on the success and wellbeing of people, we are committed to the positive contribution to the social and economic welfare of the local communities in which we operate. Under the delivery of our Positive Energy Programs our regional business centres have worked collectively and collaboratively with local employers, local community groups and Aboriginal and Torres Strait Islander leaders to ensure that the proceeds of our programs are distributed towards meaningful, sustainable projects and community activities.

Some great examples include:

We have engaged with the local PCYC in Blackwater to establish a "Braking the Cycle" program. The intent of the program is to provide disadvantaged youth with the opportunity to obtain their driving licence through the support of a volunteer mentor network. The focus will be to deliver a service that will "enable" young persons to develop a core life and work skill that will support further opportunities in the workplace, training, and education environments. By getting a licence the program aims to empower young people to break the cycle of welfare, unemployment, and anti social behaviour, reducing crime and traffic crash incidents.

In Central Queensland, we have engaged with the Bidjara people to help them with their Country Planning for the area. We are working with them to help build a caravan park on their land so they can promote Aboriginal culture to the many travellers that pass through the region.

Top - Albert and Nancy Bowie

Bottom - Phil Smart, Julian Genn, Benaiah Bowie, and Maresha Bowie



JobTrail is running a Year 13 program in Mackay working with Aboriginal and Torres Strait Islander youth who have recently completed Year 12. The aim of the program is to assist them with employment and training needs, whilst creating links to community coupled with ongoing mentoring support.

The WorkPac Group's commitment to Aboriginal and Torres Strait Islander youth runs deep, and as a result we have built relationships with school based organisations such as Yalari and The Clontarf Foundation. We then work with our clients to develop end-to-end solutions that coordinate activities and facilitate participants through key stages of training and development, through to employment and ongoing support.



Relationships

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------|--|
| 1. RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting. | <p>RAP Working Group comprising of Aboriginal and Torres Strait Islander peoples and other Australians.</p> <p>To support the development, implementation and ongoing management of the WorkPac Group's RAP.</p> | October 2016 | <p>National Manager, JobTrail</p> <p>Working Group Chair</p> |
| 2. Develop strong and meaningful external relationships with key stakeholders, Aboriginal and Torres Strait Islander communities and individuals across the regions in which WorkPac operates. | <p>Develop a list of Aboriginal and Torres Strait Islander communities, organisations and stakeholders within our local area or sphere of influence that WorkPac could form partnerships with to assist us in our understanding of the potential activities in our future RAPs.</p> <p>Further develop existing relationships with key stakeholders, communities and individuals by inviting relevant parties to attend WorkPac events, programs and training opportunities.</p> | December 2016 | <p>National Manager - JobTrail</p> <p>Business Centre Managers - WorkPac</p> |
| 3. Celebrate and participate in National Reconciliation Week (NRW). | <p>WorkPac will attend a community event and organise at least one internal event to recognise and celebrate NRW.</p> <p>Provide opportunities for Aboriginal and Torres Strait Islander employees to build relationships by celebrating NRW and other key events.</p> | May/June 2017 | RAP Working Group |
| 4. Raise internal and external awareness of the WorkPac Group RAP. | <p>Develop and execute a plan to raise awareness across WorkPac and its key stakeholders about our RAP commitment.</p> <p>WorkPac will deliver a presentation on our RAP commitments to all relevant areas of the business to ensure they have an understanding of how their area can contribute to our RAP and why it is important to the business.</p> <p>WorkPac will encourage our clients to engage in the process.</p> | January 2017 | <p>RAP Working Group</p> <p>Head of Marketing</p> |



Respect

| Action | Deliverable | Timeline | Responsibility |
|---|---|--------------|---|
| 5. Investigate the cultural development needs of the business to help understand and appreciate Aboriginal and Torres Strait Islander culture. | <p>Develop a business case for cultural awareness, capability and development based on our core business and present findings to relevant HR/Learning and Development area for their input.</p> <p>Capture baseline data on our employees' current level of understanding around Aboriginal and Torres Strait Islander histories, cultures and contributions.</p> <p>Incorporate an overview of the businesses reconciliation agenda and related RAP commitments in employee induction.</p> | January 2017 | <p>National Manager – JobTrail</p> <p>General Manager – People & Growth</p> |
| 6. Engage with Aboriginal and Torres Strait Islander communities by celebrating NAIDOC Week. | <p>WorkPac RAP Working Group to participate in a community NAIDOC Week event, or alternatively organise an annual internal event.</p> <p>Provide opportunities for employees to participate in local NAIDOC events.</p> <p>Contact our local NAIDOC Week Committee to discover events in our community.</p> | July 2017 | Managing Director |
| 7. Raise internal understanding of protocols for Acknowledgement of Country and Welcome to Country to ensure there is a shared meaning behind the ceremonies. | <p>Develop a plan and provide opportunities to raise understanding of the meaning and significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to our employees.</p> <p>Identify significant events for which a Welcome to Country from Traditional owners will be included.</p> <p>Promote Reconciliation Australia's Share Our Pride website on our intranet for employees to increase knowledge and understanding.</p> | January 2017 | National Manager – JobTrail |
| 8. Investigate opportunities to display Aboriginal and Torres Strait Islander artwork within the WorkPac Service Centre. | <p>Build a relationship with a locally owned Aboriginal or Torres Strait Islander art shop or business to source an Aboriginal or Torres Strait Islander artist and/or student to commission and profile artworks in the Service Centre.</p> | March 2017 | National Manager – JobTrail |



Opportunities

| Action | Deliverable | Timeline | Responsibility |
|---|--|---------------|---|
| 9. Encourage additional Aboriginal and Torres Strait Islander employment outcomes. | <p>New Aboriginal and Torres Strait Islander employees and/or trainees to commence work with our clients through focused recruitment agreements from our customer base. Ensure that current clients have an understanding of our Aboriginal and Torres Strait Islander commitments.</p> <p>Advertise all vacancies in Aboriginal and Torres Strait Islander media.</p> <p>Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development.</p> <p>Increase the numbers of Aboriginal and Torres Strait Islander internal employees at WorkPac.</p> | July 2017 | <p>General Manager - Group Sales & Marketing</p> <p>National Manager - JobTrail</p> |
| 10. Investigate opportunities to increase Aboriginal and Torres Strait Islander participation through Supplier Diversity. | <p>Ensure current Aboriginal and Torres Strait Islander suppliers are identified.</p> <p>Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy to support supplier diversity.</p> <p>Review procurement policies and procedures to ensure barriers to Aboriginal and Torres Strait Islander participation in our supply chain are able to be addressed.</p> <p>New suppliers will be registered on WorkPac Procurement's approved register.</p> | December 2016 | Procurement & Supply Administrator |
| 11. RAP Development and further opportunities. | <p>Scope other RAP opportunities, identified through consultation with WorkPac's internal and external stakeholders. These findings will assist in defining actions for subsequent RAPs for the WorkPac Group. The goal of these actions will be to support Aboriginal and Torres Strait Islander training, employment and engagement.</p> | December 2017 | RAP Working Group |



Tracking and Progress

| Action | Targets | Timeline | Responsibility |
|--|---|---|---------------------|
| 12. Report on RAP annual progress internally and externally. | <p>Report progress on RAP at major WorkPac events</p> <p>Make report available via intranet.</p> <p>Complete and submit Reconciliation Australia's annual Impact Measurement Questionnaire at the end of our first 12-month RAP period.</p> | <p>October 2017</p> <p>Submit by 30th September Annually</p> | Working Group Chair |
| 13. Share achievements, challenges, and learning with Reconciliation Australia for inclusion in their Impact Measurement Report. | Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. | October 2017 | Working Group Chair |
| 14. Review, refresh and update our RAP annually. | Review undertaken outlining further opportunities and learnings/progress made from previous RAP. The review will be approved by Reconciliation Australia and made available internally and externally. | October 2017 | Working Group Chair |



About Hogarth Arts

Hogarth Arts is a family owned Indigenous business about art, culture, expression and a little bit of wisdom all rolled into a nice paintball. Starting in 1996 and growing stronger every year, Hogarth Arts is focused on caring for customers and great customer experience. <http://www.hogartharts.com.au/>

About the Artist Stephen Hogarth

Stephen gets his inspiration from our country. He is a keen traveller and has seen most of Australia. He is inspired by the people and the land that we take for granted. Stephen loves art as it has enabled him to meet people who are very kind and very eager to know about Aboriginal culture and his art works. Stephen says "by talking about my art I keep the Aboriginal culture alive and am able to share insights into our people and culture."







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