



The ARA Group acknowledges the connection of people, land and communities in the areas in which we work.

We pay our respects to Elders
past, present and future.

We seek to maintain meaningful partnerships by undertaking the appropriate engagement practices within our business and for our communities.

As an Australian company we know the importance of respecting, understanding and sharing the oldest living cultures in the world.



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Message From

Our Managing Director

“Together we can make a strong and concerted contribution to reconciliation in Australia.”

Edward Federman - ARA Group

I am very proud to introduce the ARA Group's Reconciliation Action Plan (RAP) for 2018 - 2020. As an Australian company that operates nationwide, ARA recognises the importance of developing respectful relationships and creating meaningful opportunities for Aboriginal & Torres Strait Islander peoples, throughout our organisation and the communities in which we operate. Our first RAP represents a formal commitment to ARA's values of inclusion and positive community engagement. Above all, it is a practical framework to ensure that ARA implements actionable strategies and delivers on measurable outcomes as part of Reconciliation Australia's RAP Program.

As a result of our surveys, research and employee engagement feedback we have identified four focus areas in which ARA could make the most meaningful contributions to national reconciliation over the next two years. Our Innovate RAP commitments have been developed to address the following focus areas: Meaningful Community Partnerships, Aboriginal & Torres Strait Islander business inclusion, Sustainable Employment and Cultural Awareness.

To ensure we meet our commitments within this time frame, we have created a streamlined approach to governance as well as reporting processes that utilise the strengths of the senior leadership team members and the representatives in our Steering Committee.

I encourage you to reach out to our Steering Committee members and to familiarise yourself with our commitments and partners. I would also like to take this opportunity to thank everyone for their contributions in the development of this publication. It is a proud moment in the journey of the ARA Group to be able to solidify our values with a tangible course of action, and to join over one thousand Australian organisations committed to the Reconciliation Australia RAP Program.

We look to the next two years as a period of growth and learning for employees across the ARA Group and an opportunity to build and strengthen community partnerships with Aboriginal & Torres Strait Islander peoples. Together we can make a strong and concerted contribution to reconciliation in Australia.



Edward Federman

Managing Director
ARA Group Limited

Message From

Reconciliation Australia



Karen Mundine - Reconciliation Australia

“Reconciliation is hard work - it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

Reconciliation Australia is delighted to welcome the ARA Group to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, the ARA Group joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal & Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community - governments, civil society, the private sector, and Aboriginal & Torres Strait Islander communities - have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence.

This Innovate RAP provides the ARA Group with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the ARA Group will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal & Torres Strait Islander stakeholders.

We wish the ARA Group well as it explores and establishes its own unique approach to reconciliation. We encourage the ARA Group to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work - it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend the ARA Group on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our Business

The ARA Group

Since the ARA Group began its business in 2001 our companies have evolved at a fast pace. We have been able to successfully navigate tough economic times and changing landscapes, whilst staying at the forefront of competition in the marketplace.

The ARA Group is a decentralised organisation with each division having responsibility for the delivery of its services to its own clients and the management of its operating results.

As a provider of reliable infrastructure and facility services throughout Australia, we take great pride in the quality of work we perform. Over the past 17 years we have become a very

strong company, with approximately 2,000 employees at present. We are confident that our brand reflects our growth, character, values and successes.

The ARA Group has taken steps to communicate brand values, deepen relationships with our community and pave the way for further growth. Through natural growth, reconciliation has become part of this journey too.

The ARA Group specialises in providing facilities and infrastructure maintenance and service through seven complementary divisions. For the past twelve months, ARA Indigenous Services has worked alongside each of these divisions,

providing reliable services throughout the ARA Group's divisions, as well as mentoring each of these divisions to meet engagement and employment objectives with Aboriginal & Torres Strait Islander communities.

There are currently four (known) Aboriginal & Torres Strait Islander employees working at ARA, across ARA Fire, ARA Security and ARA Property Services. This RAP will endeavour to create a process during employee induction for Aboriginal & Torres Strait Islander employees to self-identify.



ARA Divisions



Division Capabilities

Integration of & solutions for electronic security

- Access Control
- CCTV
- ATM Security & Guarding
- Cash In Transit Solutions
- Electronic Security Solutions
- Safes, Vaults & Teller Units

Commercial cleaning & maintenance

- Commercial Cleaning
- Healthcare Cleaning
- Maintenance
- Rapid Response
- Grounds Maintenance
- Waste Management & Recycling

Energy management of commercial buildings

- HVAC Design
- Mechanical Ventilation
- Air Conditioning
- Chiller Plants
- Building Automation
- Energy Management
- Metering

Versatile building & maintenance services

- Remedial Building Repairs
- 24/7 Emergency Service
- Exterior & Interior Design
- Installations
- Construction
- Fit Outs
- Refurbishments
- Multi Trade Services

Electrical, high voltage, data and engineering

- High Voltage Services
- Low Voltage Services
- Engineering Solutions
- Installation Services
- Switchboards
- Mobile Switch Rooms
- Data Centres
- Structured Cabling
- Renewables
- Energy Efficiency

All aspects of fire protection

- Inspection & Testing
- Sprinkler Systems
- Detection & EWIS
- Passive & Fire Doors
- Portable Systems
- Special Hazards
- Oxygen Reduction
- Pipe Fabrication

Distribution & Manufacture

- Access Control
- CCTV
- Photo ID Systems
- Identity Security
- Architectural Hardware
- Locksmith Services
- Commercial Doors
- Industrial Doors
- High Security Doors
- Physical Security Systems

Indigenous Services



ARA Indigenous Services works seamlessly across ARA's seven divisions to provide reliable solutions for facilities and infrastructure.

Our Leadership Team

The ARA senior management team is a critical element for the success of the ARA Group.

There has been significant continuity for all of the senior managers. They have worked together to establish ARA's workplace culture, wherein employees are valued, and the senior managers work together as one. This group of leaders is one of ARA's greatest assets.



Edward Federman
Managing Director
ARA Group



Allison McCann
Chief Financial Officer
ARA Group



Brett Chambers
Managing Director
ARA Electrical



Tony Franov
Managing Director
ARA Security



Tony Murr
Managing Director
ARA Building



Phil Harding
Managing Director
ARA Mechanical



Brian Davies
Managing Director
ARA Fire



Stuart Harmer
Managing Director
ARA Products



Paul McCann
Managing Director
ARA Property Services



Michael O'Loughlin
Managing Director
ARA Indigenous Services

Our Locations

The ARA Group is proud to be a business with the capability to provide nationwide service. With contracts spanning throughout government and private sectors we have built long-standing partnerships across an array of industries, as showcased below. Our vision is to utilise the strength in our partnerships that will enable us to make greater opportunities for Aboriginal & Torres Strait Islander cultures, peoples and communities.

The ARA Group have over thirty locations across Australia and in New Zealand.



Key by Businesses

- SECURITY
- PROPERTY SERVICES
- MECHANICAL
- BUILDING
- ELECTRICAL
- FIRE
- PRODUCTS
- INDIGENOUS SERVICES



AUSTRALIA

ACT

Canberra

NSW

- Artarmon
- Banksmeadow
- Belrose
- Caringbah
- Coffs Harbour
- Ingleburn
- Kingsgrove
- Kings park
- Medowie

- Nowra
- Orange
- Parramatta
- Rydalmere
- Singleton
- Stanmore
- Tuggerah
- Wauchope
- Windsor
- Wollongong
- QLD**
- Bundaberg
- Eagle Farm

- Kingston
- Loganholme
- Tingalpa
- SA**
- Adelaide
- Regency Park
- VIC**
- Ardeer
- Melbourne
- Port Melbourne
- WA**
- Kalgoorlie
- Perth

NEW ZEALAND

- Auckland
- Kerikeri
- Wellington



In The Community

The ARA Endowment Fund is an internal program that encourages employees to support community organisations and businesses.

ARA recognises that it has an important role to play in the communities in which we operate. We take our corporate social responsibility seriously. As a means to reach the greatest number of people with limited resources in the near term, ARA established the ARA Group Endowment Fund in 2009.

The Endowment Fund is managed by equity trustees as a part of its charitable foundation. This structure ensures that the ARA Group Endowment Fund is a registered Australian charity and all donations made to the Fund are tax deductible. The ARA Group Endowment Fund requires that all of its earnings be donated to registered Australian charities each financial year. More than 150 ARA employees make regular contributions to the Fund. Since its inception, the Endowment Fund has contributed to more than 40 different Australian charities. ARA's Endowment Fund continues to thrive, and as of the end of June 2018 it has a principal balance of approximately \$1 million.

Gender Equality and Diversity have been key elements to providing a strong business model for our customers and clients. For more than five years, the ARA Group have been reporting to the Workplace Gender Equality Agency. Since the start of our reporting, ARA has been designated as compliant.

We are successfully increasing gender equality for our business at a steady pace. As of June 2018, 25.8% of our employees are female, which is our highest level so far.

With roughly 2,000 employees nationally and a focus to strengthen ARA Indigenous Services' offerings, ARA looks forward to delivering on achievements for Aboriginal & Torres Strait Islander employment, awareness and inclusion within the ARA Group in future.

As an Australian company, we look forward to starting a journey that incorporates equality, diversity and awareness within our everyday

operations. Aboriginal & Torres Strait Islander inclusion and engagement is a key action that will bring value and strength to our business.

We have been focusing on building a solid foundation for the ARA Group and have now arrived at a crucial point in our journey where we are able to commit to making social change a meaningful part of our matrix of offerings.

ARA Indigenous Services (ARA IS) works with every division of the ARA Group and is quickly evolving into a leading provider of Facility Management (FM) services. ARA Indigenous Services is a certified Supplier through Supply Nation. In recognition of outstanding innovation and deliverables, ARA Indigenous Services was awarded 'Supplier of the Year' at the 2017 Supply Nation Supplier Diversity Awards.

After just one year, the inclusion of the ARA IS business in partnership within the ARA Group has provided much needed awareness and

guidance for ARA to adopt and integrate Aboriginal & Torres Strait Islander incentives and opportunities for increased equality for Aboriginal & Torres Strait Islander peoples and communities.

Our journey is just beginning, and we are excited for what the future might hold for us as a business with a meaningful Aboriginal & Torres Strait Islander focus.

The ARA Group are working to create sustainable processes that will allow us to capture data - through the commitments in our new RAP - regarding the number of Aboriginal & Torres Strait Islander people employed at ARA, how we can support growth, and what business processes we will need to implement in order to get the best retention and collaboration outcomes. There are a vast range of sectors to which we can contribute for a more inclusive outcome.

Gabriel Stengle

Our Artist Partnership

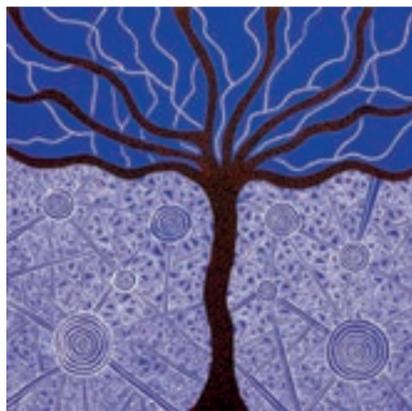
Gabriel Stengle is a 29-year-old Aboriginal Contemporary Artist and Ngarrindjeri, Nurrunga, Kaurna woman from South Australia. She is one of six children, and the only daughter of the six. From an early age, Gabriel established a strong connection with sport, which was heavily influenced by her brother, Michael O’Loughlin, and his passion for AFL. Gabriel was drawn to netball for most of her youth and went from Garville Netball Club to the Premier League by the age of 17.

When it comes to art, Gabriel says it has always been in the family. “My Nan, Cecelia O’Loughlin, was a well-known artist who was known for her egg painting and cutting, weaving and dot painting” she recalls. “I also have an uncle, Jacob Stengle, who is a painter and is inspired by the Dreamtime of the Ngarrindjeri people

and his life as part of the Stolen Generation. I get a lot of inspiration from them as well as my two children, Riki-Lee and Sophie, who inspire me to bring more contemporary style out of my Aboriginal art”.

Gabriel brilliantly captures the ARA Group story in her artwork. The branches of the tree are representative of the seven ARA divisions and ARA Indigenous Services, working together seamlessly with the support of the thick growth of the tree trunk, which represents the ARA Group.

Beneath the tree are eight meeting places or knowledge circles, each of which represent the divisions, which are connected through journey lines, showcasing the importance of people, communities and place.



“Untitled” by Gabriel Stengle 2018.



Gabriel Stengle - Aboriginal Contemporary Artist

Marc Jarret

Case Study



Marc Jarret - ARA Property Services

Case Study

ARA Property Services

Tell us about yourself and your background. Where you are from? Who's your Mob?

I'm a 39-year-old single father of three children: my eldest and only daughter is 12, and my two sons are 7 and 3. I was born and raised in Sydney and my family are originally from the North Coast Nambucca heads region.

How did you hear about the cleaning opportunities with ARA Property Services?

I take my kids to the 'Clean Slate Without Prejudice' boxing program at the NCIE in Redfern three mornings a week. That's where I met Michael Grech (ARA Indigenous Services' Indigenous Engagement Officer), and we sparked up a conversation about what ARA has to offer.

How long have you been in the industry? What other roles have you had?

I really only had casual laboring jobs prior to this role. I had been out of work for 6 years as I was concentrating on raising my children.

How long have you been with ARA?

I have been employed by ARA Property Services on the Thales contract for three months now.

What does your job currently involve?

All aspects of commercial cleaning and working a night shift in a great team of four.

What do you enjoy most about your job?

I enjoy the team atmosphere here at ARA. I have a sense of belonging amongst them and we all enjoy getting in and getting the job done.

What do you enjoy most about working for ARA? What are some of the challenges?

ARA Indigenous Services' engagement is the strongest part of the ARA Group that makes us feel good being a part of the team. What I enjoy the most is the work-life balance that I have in my life now. Getting back into a work routine has been my only challenge.

What have been some personal achievements or highlights for you during your time at ARA, and in the industry in general?

The satisfaction of being able to provide for my family and to lead by example for my children. The thing I like about cleaning is that it's a safe environment, and taking ownership of my weekly duties through open communication with my team members is going really well.

What sort of mentoring and support does ARA offer?

ARA offer all types off support. I have felt comfortable having a mentor there for induction and training days and it's good to know that I will bump into Michael Grech each week for a chat. It is much-needed, and I am grateful for the support.

What are your employment goals?

I would like to be a supervisor and to go as far forward as I can to show my kids that anything is possible.

If someone was applying for a job at ARA, what advice would you give them about working at ARA?

Go for it. It's a good company to work for, the people are very easy to get along with and they provide great support both on and off the job.

Kaylib Savage

Case Study

ARA Security Apprentice

Tell us about yourself. Where are you from? Who's your Mob?

My name is Kaylib Savage and I am a Gamilaraay Wonarua Man from Coonabarabran and the Hunter region. My family are the Cains and the Hintons.

How old are you?

I turned 17 in January.

How did you come to work for ARA?

I just finished my Year 11 studies last year. I have struggled a little in the school environment...I prefer football over academics! My dad is in security services and I have always been interested in security, but not in guarding, which is what he does. ARA had an apprenticeship advertised and I was lucky enough to get a personal meeting with Tony Franov, the Managing Director of ARA Security. I spoke to him about my school and football responsibilities and he offered me a cadetship to see if I liked it. I recently signed my TAFE registration forms for an apprenticeship this year starting in February, so now I'm part of the team.

Where do you see yourself in five years' time?

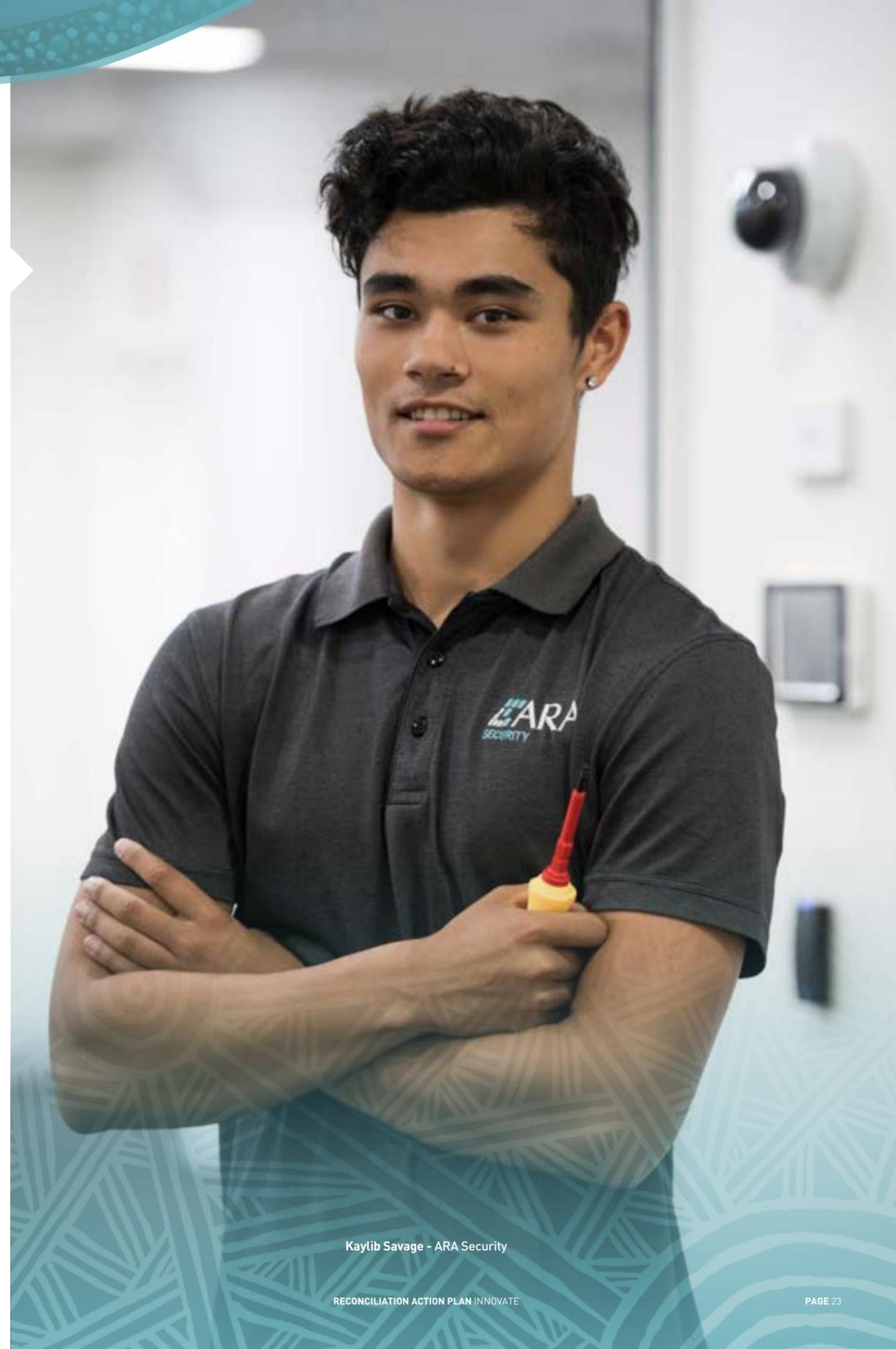
Hopefully I'm a full-time respected employee of ARA Security. Having finished my apprenticeship, I'm a fully qualified Security Technician and a first grade football player too!

What has been the best thing about working in the ARA Group so far?

Everyone has been helpful. I wasn't planning on having to leave school so early and the idea of going into the workforce at 16 was scary for me. Tony gave me the opportunity to find my feet with some hands-on experience for 8 weeks straight and it turns out that I really love what they do.

What would you say to other young people your age who are considering working for ARA?

Just do it. Come in and meet the guys, they are awesome and there are heaps of opportunities that you might be interested in for work.



Kaylib Savage - ARA Security

A New Beginning

ARA Report Card Snapshot Financial Year 2016-17

ARA understands that a RAP journey is a long-term agreement. Historically, our business has focused on building internally in order to create strength within each division and ensure that we can provide quality and efficiency to service our customer needs.

We have now established a solid foundation, having built upon our business partnerships and client relationships, which will enable us to step onto the path of reconciliation and be part of a bigger, more meaningful journey.

This snapshot of our Financial Year 2016-17 Report Card is not only a gauge on where we currently stand on our journey; it will serve as a reminder and a baseline for where our journey is yet to take us.

We hope that by capturing this data within our RAP we can share our story with our RAP networks, partners, people and communities, and fulfil our objectives for meaningful contribution.



Established Community Partnerships

Yes

We are proud to partner with NASCA to increase our community engagement and improve youth education and support across Australia.



Volunteer Hours undertaken (for Aboriginal & Torres Strait Islander Organisations)

Nil

Working closely with ARA Indigenous Services, we are in a good position to begin building relationships and supporting community through volunteering.



Attended NAIDOC Week celebrations

Yes

ARA Property Services staff were in attendance at NAIDOC Week celebrations in Melbourne. We are looking to grow nationwide attendance as a company.



Provided Acknowledgement of Country or facilitated Welcome to Country

Yes

Edward Federman provided an Acknowledgement of Country in his opening speech at ARA's annual corporate function in 2017.



Displayed Acknowledgement of Country on company platforms

Yes

Throughout the life of this RAP ARA endeavours to display Acknowledgement of Country on key company platforms and events across all our divisions.



Aboriginal & Torres Strait Islander businesses in supply chain and spend

Yes

Building on our existing relationship with Print Junction, we recognise the impact that ARA can have on Aboriginal & Torres Strait Islander businesses by procuring from them.



Organised activities in partnership with ARA Indigenous Services

Yes

We look forward to sharing knowledge and building relationships between ARA Indigenous Services and each of the ARA Group divisions.



Aboriginal and Torres Strait Islander Employees (#)

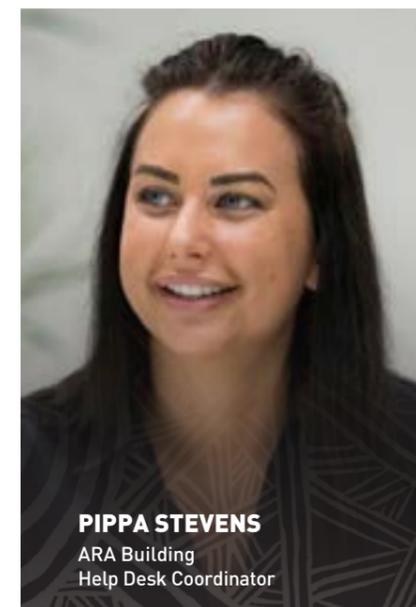
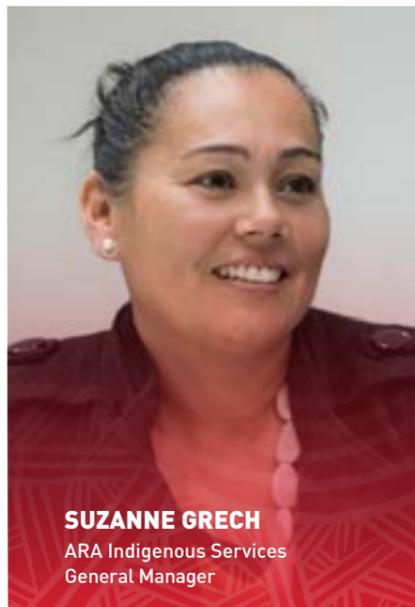
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This RAP will endeavour to establish an employee induction process for Aboriginal & Torres Strait Islander employees to self-identify.

Our Steering Committee

The ARA Group Steering Committee will be responsible for ensuring the commitments proposed within our Reconciliation Action Plan have strong and successful outcomes.

The Steering Committee has majority of Senior Management and Aboriginal & Torres Strait Islander representation.



Message From

The ARA Group's RAP Champion

It has been an absolute pleasure developing this RAP for the ARA Group. Everyone's individual understanding of the Aboriginal & Torres Strait Islander cultures differs widely across the company, which means that I had quite a big playing field to cover.

I have gone through my own journey throughout this RAP's development and I am proud to have been present when fellow employees experienced an 'Aha!' moment. This has been extremely rewarding. Our Senior Directors have shown quality leadership in assisting me with pulling all of this together. Their support, as a group and as individuals, has given me the opportunity to really stretch our objectives and challenge our current norm.

A core value of the ARA Group is that the provision of quality services and products is underpinned by an understanding of the needs of our clients, partners and community.

Building on open and honest communication, we will strive to create a solid foundation of outcomes that enhances our business and creates strong contributions towards Aboriginal & Torres Strait Islander peoples. I am truly honoured with the permission, through my role, to support Aboriginal & Torres Strait Islander inclusion into the ARA Group as a new chapter to our business journey.

Establishing relationships that are built on understanding and commitment and helping to create meaningful change through inclusion are

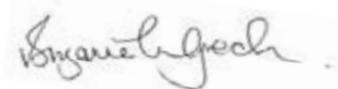
both things that I am personally looking forward to sharing with the team.

Our Reconciliation Action Plan will act as a living document that will be amended annually to reflect the changing needs of Aboriginal & Torres Strait Islander peoples, communities and partners. We will consult with community members and organisations to make an impact and help shape Aboriginal & Torres Strait Islander Engagement for Our ARA Group employees and partners.

We have created a dedicated and nation-wide Steering Committee with representatives from each of our divisions to advocate for the success of our RAP. Each member brings with them dedication and passion for diversity and change. This Steering Committee will empower our ability through governance to ensure commitments are being fulfilled and that we are held accountable for our deliverables.

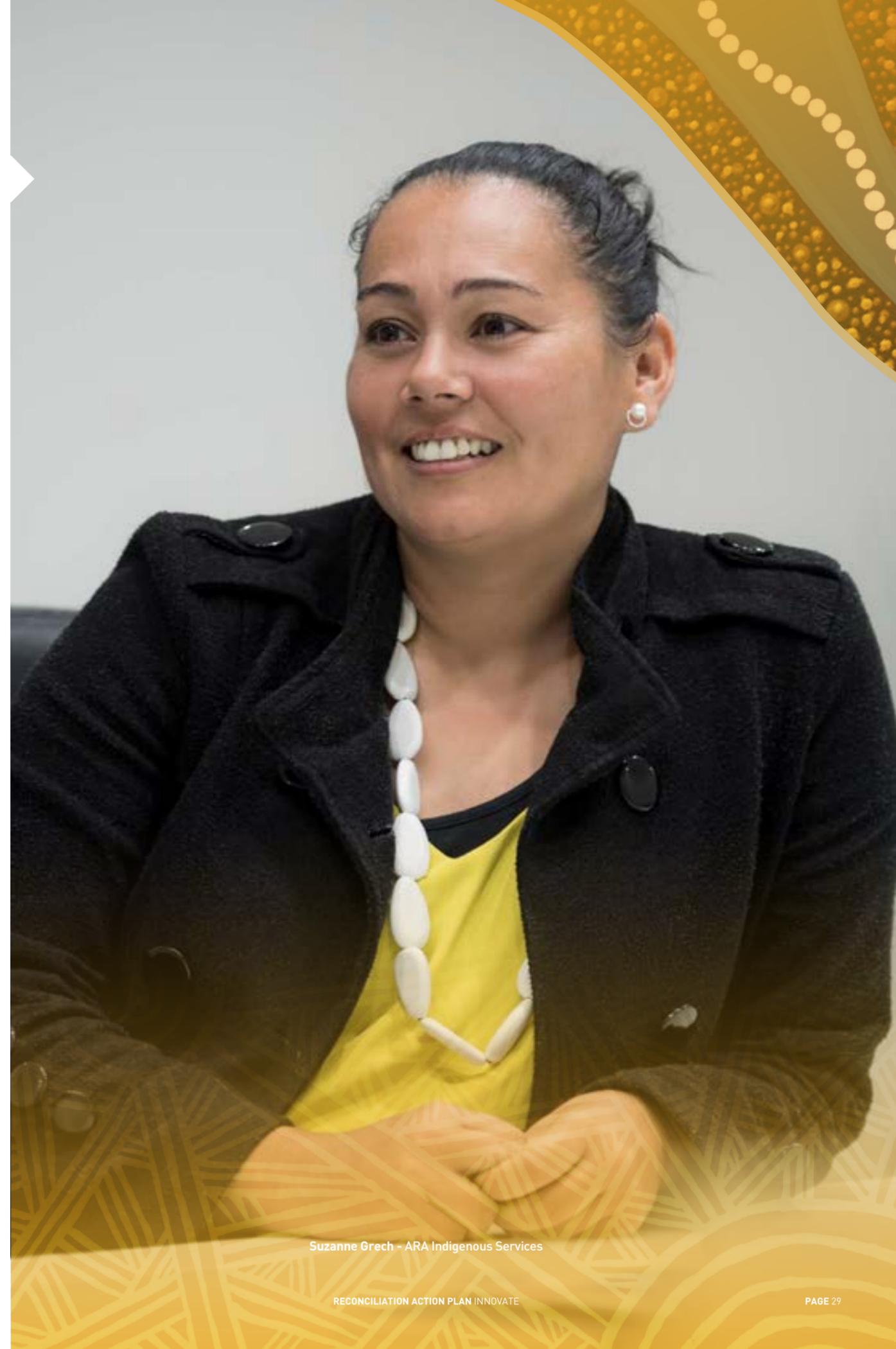
We are excited to be a part of the RAP Journey along with hundreds of other corporates across Australia and join in partnership with Reconciliation Australia to providing meaningful outcomes for change.

I look forward to championing this Reconciliation Action Plan for the ARA Group and ensuring that we are working respectfully with communities, collaborating with our partners to achieve greater outcomes against our commitments and making sure that our contributions are effective and appropriate.



Suzanne Grech

General Manager
ARA Indigenous Services



Suzanne Grech - ARA Indigenous Services



Our Vision & Focus Areas

ARA's vision for reconciliation is for a more inclusive and meaningful Australian business sector. We are committed to excel at creating tangible outcomes for Aboriginal & Torres Strait Islander peoples and communities. By building on strong relationships we aspire to promote social and economic wellbeing through the four key areas listed below.

Focus Area	Vision	Alignment to Reconciliation Australia
Meaningful Community Partnerships	We will look to build our partnerships with the communities in which we work and live. We will work to build collaboration and partnerships on shared outcomes with respect to needs and shared experiences.	Respect Relationships Opportunities
Aboriginal & Torres Strait Islander business inclusion	Where possible we will seek to create sustainable processes to embed Aboriginal & Torres Strait Islander businesses into our supply chain in support of a stronger Aboriginal & Torres Strait Islander business sector.	Relationships Opportunities
Sustainable Employment	We will create a bespoke program for Aboriginal & Torres Strait Islander peoples that will provide awareness, mentoring and qualifications related to our industry. Employment for our group is seen as a long-term agreement which underpins company values and aspirations within the program to create sustainable opportunities.	Respect Relationships Opportunities
Cultural Awareness	We will utilise communication platforms to share our journey, attend community and cultural celebrations and partner with professionals in the sector to deliver content that will raise our awareness and education of Aboriginal & Torres Strait Islander cultures.	Respect Relationships Opportunities



Vision & Focus Area

Community Partnership



Vision & Focus Area

Business Inclusion

ARA & NASCA: The Inner Circle Partnership

The Inner Circle partnership is a partnership between NASCA and the ARA Group, where both businesses are collaborating to contribute towards social impact with Aboriginal youth.

This three year partnership has been set up to enable sustainable impact and growth that will deepen the relationship and see commitment towards communities, youth and education in the Sydney Metropolitan and Northern Territory regions.

Through this partnership we are aiming to achieve the following:

- Supporting Aboriginal youth across Australia to build confidence and skills to overcome challenges in the business, school and community sectors

- Working with NASCA to develop bespoke programs within specific focus areas
- Increasing cultural awareness outcomes both in the general population and in our organisation
- Increasing personal and professional development opportunities for ARA employees through secondments
- Creating positive public alignment for both our organisations
- Hosting workshops and events that promote awareness around our partnership and provides a feedback platform

The ARA Group formally started this partnership on the 15th of March 2018 in alignment with National Close the Gap day.



Leanne Townsend - Chief Executive Officer, NASCA
Edward Federman - Managing Director, ARA Group

Aboriginal & Torres Strait Islander business inclusion

With almost 20 years in the industry, our supplier relationships have been built on mutual respect and quality.

Our procurement spend float is around 200 million dollars nationally each year and we believe that we have a whole range of opportunities to offer Aboriginal & Torres Strait Islander businesses in order to create sustainable commercial partnerships.

We will be creating our very own Aboriginal & Torres Strait Islander supplier database and develop internal access points that will support and create smooth transitions of supplier business to our Aboriginal & Torres Strait Islander business partners.



Vision & Focus Area

Wiimali

As a Group, we know the importance of a strong support mechanism on the job to encourage collaboration, communication and understanding; and ultimately, to ensure that we continue to deliver as a team and as individuals.

In May 2018, we launched the Wiimali program, an employment program which encourages Aboriginal & Torres Strait Islander peoples to partner with our ARA Indigenous Services team and tap into support processes. The program began with interview preparation support and mentorship, which will continue throughout their education, work or career development. ARA's Managing Director, Edward Federman, strongly supports this initiative: "Employment is an opportunity for practical reconciliation, in which corporations can make meaningful change".

Support for success is the key to our Wiimali program. By working closely with our Aboriginal & Torres Strait Islander engagement officers, our Aboriginal & Torres Strait Islander employees - potential or placed - have a bespoke, one-on-one opportunity to ensure greater outcomes for their career aspirations.

The word Wiimali originates from the native Gamilaraay language of Australia. It means 'one to light fire'. Fire is a significant part of everyday Aboriginal & Torres Strait Islander cultures: the burning of leaves is representative of blessing, cleansing or eradicating evil/bad spirits, Nambuk Yabun is a ceremony that uses fire to embrace or farewell people from other lands, and fire was used to drive game towards hunters to feed families and clear paths through dense underground to allow interaction between clans. Most importantly, there is the camp fire, where clans would come together to gather stories, create connection and share food.

ARA Indigenous Services' Wiimali program captures the importance of the cultural flame and lights the fire towards a successful outcome for Aboriginal & Torres Strait Islander peoples within the employment sector.

The Wiimali program focus areas are:

- Education
- Communication
- Qualification
- Collaboration
- Awareness

We envision that Wiimali will be the core of sustainable and meaningful career journeys within the ARA Group.



Vision & Focus Area

Cultural Awareness

Aunty Phemia Bostock & Michael O'Loughlin

The ARA Group acknowledges the importance of sharing the Aboriginal & Torres Strait Islander cultures within our business. Our focus moving forward is to collaborate with community, people and professionals in this sector to broaden our understanding and encourage inclusive business practices.

We have partnered with key community organisations and professionals to support our journey through cultural awareness, some of our planned actions highlighted below:

- Senior Executive Cultural Awareness Session
- Close the Gap morning tea and information session

- Guest Speakers and appearances for group events
- Representation at NAIDOC Week celebrations
- Resourcing our communication platforms with calendars and newsletters
- Commitment to volunteer hours for shared experiences
- Bespoke Cultural Awareness sessions for ARA employees

Our RAP Commitments



Relationships

Strong partnerships and relationships with Aboriginal & Torres Strait Islander peoples are the foundation of the very life of our RAP. We believe that it is through shared understanding and concerted action that we can most meaningfully support the communities in which we work and live.



Action	Deliverable	Responsibility	Timeline
RAP Steering Committee actively monitors RAP development and implementation of actions, tracking progress and reporting	Ensure representation from each ARA Group division with majority of senior management present	Indigenous Engagement Manager of ARA Indigenous Services (ARA IS)	AUG18
	Create Steering Committee guidelines which provide clarity around roles and responsibility	General Manager of ARA IS	JUL18
	RAP Steering Committee oversees the development, endorsement and launch of the RAP	General Manager of ARA IS	JUL18
	Hold monthly meetings to report on RAP commitments and operational planning	General Manager of ARA IS	JUL18, 20
	Ensure Aboriginal & Torres Strait Islander peoples are represented on the Steering Committee	People and Culture Manager, Managing Director ARA Property Services	JUL18, 19, 20
	Oversee all commitments proposed for the RAP and assist/support their deliverance through each division	Indigenous Engagement Manager of ARA IS	MAY19, 20
Develop and maintain mutually beneficial relationships with Aboriginal & Torres Strait Islander peoples, communities and organisations to support positive outcomes	Create database of potential Aboriginal & Torres Strait Islander community partners with shared objectives where employees can engage through events, education and volunteering	Help Desk Coordinator of ARA Building	DEC18
	Have this database available on internal communications platform for streamlined inclusion	Help Desk Coordinator of ARA Building	FEB19
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey	Senior Director of ARA Mechanical	FEB19
	Partner with 10 community Elders and/or Aboriginal & Torres Strait Islander groups to attend ARA events to share in our journey or celebrations	Indigenous Engagement Manager of ARA IS	MAY20
	Meet with local Aboriginal & Torres Strait Islander organisations to develop guiding principles for future engagement	Indigenous Engagement Manager of ARA IS	JUL18, 19 MAY20
	Develop and implement an engagement plan to work with our Aboriginal & Torres Strait Islander stakeholders	Indigenous Engagement Manager of ARA IS	JUL18

Relationships (cont'd.)



Action	Deliverable	Responsibility	Timeline
Celebrate and participate in National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal & Torres Strait Islander peoples and other Australians	Encourage staff to attend National Reconciliation Week events	Managing Director of ARA Property Services	MAY19, 20
	Create a database of employees who attend National Reconciliation Week events to promote inclusion and attendance	Managing Director of ARA Property Services	MAY19
	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff	Managing Director of ARA Property Services	MAY19, 20
	Ensure our RAP Steering Committee participates in an external event to recognise and celebrate National Reconciliation Week	Managing Director of ARA Property Services	MAY19, 20
	Update National Reconciliation Week attendance database committing to growth of 10% per quarter	Managing Director of ARA Property Services	MAY20
	Share 2 x stories through ARA's communication platforms quarterly, of key community groups that we have collaborated with in celebration of National Reconciliation Week	Managing Director of ARA Property Services	JUN19, 20
	Organise at least one internal event for National Reconciliation Week each year	Indigenous Engagement Manager of ARA IS	MAY19, 20
	Register all National Reconciliation Week events via Reconciliation Australia's National Reconciliation Week website	Managing Director of ARA Property Services	MAY19, 20
	Support an external National Reconciliation Week event	Indigenous Engagement Manager of ARA IS	MAY19, 20
Increase Partnership and Collaboration with ARA Indigenous Services division	Facilitate ARA IS on 10 occasions to provide business overview and Cultural Awareness training	Managing Director of ARA Security	MAY20
	ARA IS to provide supporting documentation to the ARA Group on the following: <ul style="list-style-type: none"> Aboriginal & Torres Strait Islander engagement policy Aboriginal & Torres Strait Islander employment and retention program Aboriginal & Torres Strait Islander events calendar 	Indigenous Engagement Manager of ARA IS	MAY20
	ARA Group will engage with ARA IS on Cultural Awareness and implementation of induction processes for all divisions	Managing Director of ARA Security	MAY20

Action	Deliverable	Responsibility	Timeline	
Raise internal and external awareness of the RAP to promote reconciliation across our business and sector	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders	General Manager of ARA IS	SEP18	
	Commit to know and share the ARA Group RAP with clients, customers and partners to encourage them to adopt the program and come with us on our journey	Managing Director of ARA Electrical	MAY20	
	Advocate and share resources quarterly to the ARA Group to ensure employees are aware of protocols and policies in place through Yammer, social media and newsletter platforms	Help Desk Coordinator of ARA Building Services	JUL18, 19 OCT18, 19 JAN19, 20 APR19, 20	
	Share RAP related events and updates internally to support heightened engagement and understanding for ARA's employees	Managing Director of ARA Property Services	MAY20	
	Promote reconciliation through ongoing active engagement with all stakeholders	Managing Director of ARA Property Services	MAY20	
	Strengthen our community partnerships with action	Hold 2 x fundraising events annually for Aboriginal & Torres Strait Islander community partners in order to gain financial support	General Manager of ARA IS	MAY19, 20
		Confirm and formally enter an agreement with one Aboriginal & Torres Strait Islander community partner through signing of an MOU/contract/membership to showcase long-term commitment	General Manager of ARA IS	MAY20
Managing Director to endorse 1 x Aboriginal & Torres Strait Islander community partner for inclusion into our Endowment Fund program		General Manager of ARA IS	MAY20	

Respect

The ARA Group is committed to cultivating cultural awareness and inclusion both within our company and the community as a whole. As an Australian company, we believe that acknowledging the Country on which we stand and promoting awareness of Aboriginal & Torres Strait Islander cultural protocols are fundamental to respecting the oldest living cultures in the world.



Action	Deliverable	Responsibility	Timeline
Engage employees in understanding the significance of Aboriginal & Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	General Manager of ARA IS	SEP18
	Work with the design team to have the ARA Group Acknowledgement of Country placed on all Senior Executive business cards	General Manager of ARA IS	JUL18
	Work with design team to implement ARA Acknowledgement of Country onto employee business cards	General Manager of ARA IS	JUL19
	Introduce Acknowledgement Of Country to Email Signatures for Senior Executives (100% target)	General Manager of ARA IS	JUL18
	Introduce Acknowledgement of Country to email Signatures for Employees (50% target)	Help Desk Coordinator of ARA Building	MAY20
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including Close The Gap and NAIDOC Week	Indigenous Engagement Manager of ARA IS	MAR19, JUL19, MAR20, JUL20
	Publish 10 x communications highlighting the importance of adopting an Acknowledgement of Country practice in alignment with Close the Gap and National Reconciliation Week dates	Help Desk Coordinator of ARA Building	MAR19, 20 MAY19, 20
	Explore who the Traditional Owners are of the lands and waters in our local area	Managing Director of ARA Fire	JUL18
	Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence	Managing Director of ARA Fire	JUL18
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	Indigenous Engagement Manager of ARA IS	JUL18
Include an Acknowledgement of Country at the commencement of all important internal and external meetings	General Manager of ARA IS	MAY20	
Encourage staff to include an Acknowledgement of Country at the commencement of all meetings	General Manager of ARA IS	MAY20	

Action	Deliverable	Responsibility	Timeline	
Provide opportunities for Aboriginal & Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week	Participate in and celebrate NAIDOC Week	Managing Director of ARA Fire	JUL18, 19, 20	
	Introduce our staff to NAIDOC Week by promoting community events in our local area	Managing Director of ARA Fire	JUL18, 19, 20	
	Circulate NAIDOC Week resources and notices to our staff	Managing Director of ARA Fire	JUL18, 19, 20	
	Ensure our RAP Steering Committee participates in an external event to recognise and celebrate NAIDOC Week	Managing Director of ARA Fire	JUL18, 19, 20	
	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal & Torres Strait Islander peoples and communities	National General Manager of ARA Fire	JUL18, 19, 20	
	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	Managing Director of ARA Property Services	JUN19, 20	
	Provide opportunities for all Aboriginal & Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week	General Manager of ARA IS	JUL18, 19, 20	
	Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal & Torres Strait Islander cultures, histories and achievements	Each division will host a face-to-face Cultural Awareness session for 10 of their employees, annually. 80 people in total will attend over the year	Managing Director of ARA Property Services	JUL19, 20
		Continue to consult and work closely with our community partners to strengthen our understanding of cultural inclusion	Managing Director of ARA Property Services	MAY19, 20
		Develop and implement an Aboriginal & Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face-to-face workshops or cultural immersion)	General Manager of ARA IS	SEP18
Investigate opportunities to work with local Traditional Owners and/or Aboriginal & Torres Strait Islander consultants to develop Cultural Awareness training		General Manager of ARA IS	SEP18	
Provide opportunities for RAP Steering Committee members, RAP Champions, HR Managers and other key leadership staff to participate in cultural training	General Manager of ARA IS	OCT18		

Opportunities

Over the last 17 years, the ARA Group has taken steps to strengthen relationships with our community and pave the way for further growth and prosperity. We are now in a strong position to provide meaningful opportunities and resources for and with Aboriginal & Torres Strait Islander peoples in our community, whether it be through employment, apprenticeships, sponsorship and engagement, or through our supply chain and business inclusion.



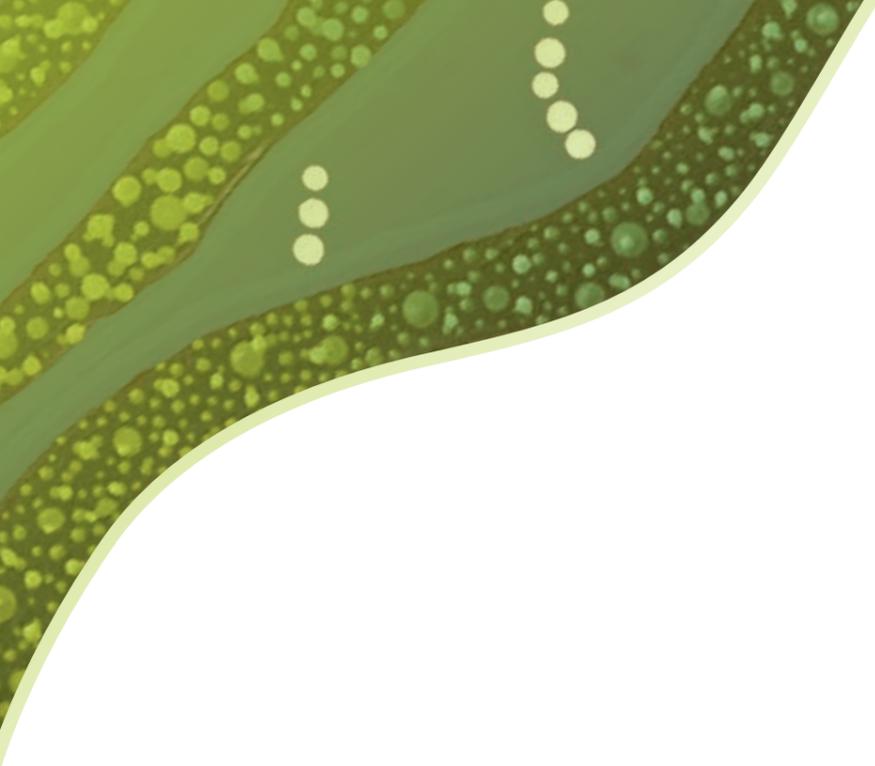
Action	Deliverable	Responsibility	Timeline
Investigate opportunities to improve and increase Aboriginal & Torres Strait Islander employment outcomes within our workplace	Award four apprenticeships per year to Aboriginal & Torres Strait Islander peoples	Managing Director of ARA Security	MAR19, 20
	Provide a strong mentoring and engagement practice to all Aboriginal & Torres Strait Islander staff to ensure respectful engagement and heightened retention rates	Managing Director of ARA Security	MAY20
	Each division will implement, within their processes, a tool to capture data relating to our Aboriginal & Torres Strait Islander employment and engagement	Managing Director of ARA Security	MAY20
	Each division will report on Aboriginal & Torres Strait Islander employment status monthly with a focus on increasing staff numbers and/or retention rates	Managing Director of ARA Security	MAY20
	Develop and implement an Aboriginal & Torres Strait Islander Employment and Retention Strategy	General Manager of ARA IS	FEB19
	Engage with existing Aboriginal & Torres Strait Islander staff to consult on employment strategies including professional development	Managing Director of ARA Property Services	DEC18
	Advertise all vacancies in Aboriginal & Torres Strait Islander media	Managing Director of ARA Property Services	JUL19, 20
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal & Torres Strait Islander employees and future applicants participating in our workplace	Managing Director of ARA Property Services	JAN19
	Communicate 10 x employment opportunities annually for consideration of placement of Aboriginal & Torres Strait Islander candidates for specific roles/apprenticeships/traineeships	Managing Director of ARA Security	MAY19, 20
Commit to volunteer hours within Aboriginal & Torres Strait Islander Businesses to share knowledge and encourage growth within the sector	Create a calendar to promote opportunities to volunteer with Aboriginal & Torres Strait Islander organisations	Managing Director of ARA Property Services	SEP18
	Commit to 100 hours of volunteering within Aboriginal & Torres Strait Islander organisations across the ARA Group	Managing Director of ARA Property Services	MAY20

Action	Deliverable	Responsibility	Timeline
Commit to volunteer hours within Aboriginal & Torres Strait Islander Businesses to share knowledge and encourage growth within the sector (cont'd.)	Engage staff in volunteering opportunities with Aboriginal & Torres Strait Islander organisations.	Indigenous Engagement Manager of ARA IS	MAY20
	Share volunteering stories, feedback and experiences on internal communications platform 'The Bridge' twice a year	Managing Director of ARA Property Services	MAY20
Increase supply chain spend on Aboriginal & Torres Strait Islander business and support inclusion and prosperity for the sector	Transition 30% of uniform/marketing collateral ordering over to a recommended Aboriginal & Torres Strait Islander supplier sourced from the ARA Group Aboriginal & Torres Strait Islander supplier database	Managing Director of ARA Fire	MAY20
	Promote and provide awareness around Aboriginal & Torres Strait Islander businesses available for inclusion to the ARA Group supply chain through Yammer, the Bridge and ARA IS newsletter once every two months	Managing Director of ARA Fire	MAY20
	Have 10 employees attend Aboriginal & Torres Strait Islander Business forum/ event annually to raise awareness and growth of the sector	Managing Director of ARA Property Services	MAY19, 20
	Facilitate 1 x opportunity where Aboriginal & Torres Strait Islander business operators can showcase their product and service offerings to key stakeholders within the ARA Group annually	Managing Director of ARA Fire	MAY19, 20
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal & Torres Strait Islander businesses	General Manager of ARA IS	DEC18
	Develop and communicate to staff a list of Aboriginal & Torres Strait Islander businesses that can be used to procure goods and services	General Manager of ARA IS	FEB19
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business	General Manager of ARA IS	MAY19
	Investigate Supply Nation membership	General Manager of ARA IS	DEC18

Governance, Tracking Progress and Reporting



Action	Deliverable	Responsibility	Timeline
Build support for the RAP	Define resource needs for RAP development and implementation	General Manager of ARA IS	JUL18
	Set meeting schedules for Steering Committee	General Manager of ARA IS	JUL18
Report RAP achievements, challenges and learnings to Reconciliation Australia	Define systems and capability needs to track, measure and report on RAP activities	General Manager of ARA IS	AUG18
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	General Manager of ARA IS	SEP18, 19
	Investigate participating in the RAP Barometer	General Manager of ARA IS	MAY20
Report RAP achievements, challenges and learnings internally and externally	Publically report our RAP achievements, challenges and learnings	General Manager of ARA IS	AUG18, 19
	Include RAP learnings in the ARA Group Annual Report	General Manager of ARA IS	AUG18, 19
Review and Refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	General Manager of ARA IS	JAN20
	Submit draft RAP to Reconciliation Australia for review	General Manager of ARA IS	FEB20
	Submit draft RAP to Reconciliation Australia for formal endorsement	General Manager of ARA IS	JUN20



**For enquiries about our
Reconciliation Action Plan
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