

Ausco Modular Pty Ltd Innovate Reconciliation Action Plan

October 2021 – October 2023



Ausco Modular Acknowledgement of Country

Ausco Modular’s vision for Reconciliation is to foster genuine care and respect and understanding for each other’s cultures and traditions. Providing equitable access to employment, career development and business engagement which in turn creates economic partnerships that provide empowerment and sustainable outcomes for the First Nation communities we live and work in.



Building Connections

by Riki Salam (Mualgal, Kaurareg, Kuku Yalanji), We are 27 Creative.

The AUSCO Modular RAP artwork Building Connections encapsulates AUSCO’s vision for reconciliation: Working and walking together in partnership with understanding respect, inclusiveness and commitment.

The artwork is based on the five human needs those being access to water, food, air, sleep and shelter. Shelter being the main focus of AUSCO Modular, providing shelters and solutions (temporary and permanent) throughout Australia.

The circular shape references traditional shelters from both Aboriginal and Torres Strait Islander Cultures it also indicates seasonal calendars and natural building materials used to create these structures. Wood, bark, rock, leaves, earth are all represented in the patterning of the circular structure.

The series of 8 connected circles indicate the states and Territories where AUSCO Modular are present throughout Australia.



Message from our Managing Director

At Ausco, our Reconciliation Action Plan (RAP) is driven by an ongoing desire to foster a culture of respect.

We acknowledge that our awareness of the cultural heritage of the Traditional Owners of the land, upon which we work, is limited, and this sentiment is evident in the restlessness of many of our employees.

Personally, I am excited because Ausco employees and the Executive team have a sincere desire to continue to reflect on the past and on the present and are determined to make a meaningful difference going forward. Ausco has a proud history of upholding traditional values and we are determined to develop our diversity values to make Ausco more relevant in today’s society and we wish to contribute to the enhancement of diversity as a National Australian value.

The ongoing success of our RAP should be measured by the actual opportunities provided in terms of education and awareness. Our

national footprint (on Ausco sites as well as on thousands of our customer sites) and our range of business activities enable us to play a key role in providing education and employment opportunities for First Nations communities. We will continue to partner with organisations, our clients and with First Nations peoples to make a meaningful contribution.

My role is to ensure that our RAP is not just another business initiative, but a long-term cultural journey - it is a journey to which I am fully committed, and which I am proud to be a part of.

Anthony Walsh
Managing Director



Our business

With over 60 years of experience, Ausco Modular is one of the largest providers of modular solutions in Australia, servicing clients nationally across a range of industries including Commercial & Industrial, Healthcare, Education, Government, Building & Construction, Residential Housing and Mining & Energy.

Part of global modular group Algeco, Ausco Modular delivers full turnkey modular solutions through its 360° Service which enables it to consult, design, manufacture, hire, sell, install and service a wide variety of modular space requirements.

Ausco has three distinct business lines which are designed to meet the full range of customer requirements for modular building requirements.

Hire fleet Ausco has over 16,000 buildings delivered from our 15 branches we can deliver fast and wherever needed. Our capability extends to providing a comprehensive range of turnkey hire services and ancillaries and building bundles, so you can move straight in and start working.

Modular Construction Sale Ausco has multiple manufacturing facilities and can design and manufacture permanent modular solutions for a range of industries.

Remote Accommodation (Mobile Camps) Ausco has developed a Mobile Camp Accommodation Solution for fast, flexible and scalable solutions. Turnkey catered camps that operate totally off the grid and have low environmental impact. This translates to less disturbance to the environment leaving a positive footprint on the environment. Suitable for fast moving and relocatable projects. This is complemented by our network of accommodation villages located in key mining, energy and infrastructure hubs.



Remote Accommodation (Stayover by Ausco) Stayover by Ausco provide cost efficient and flexible solutions for fully serviced accommodation villages located in key mining, energy and infrastructure hubs. Our Stayovers help fulfil short term accommodation requirements for our clients and offer welcoming lifestyle focussed, high quality workforce accommodation options in remote locations.

We specialise in designing and engineering sophisticated, sustainable, aesthetically stimulating, and fully compliant environments with the assistance of our NATA accredited in-house testing facility, the only one of its kind in the industry; and in so doing, challenging existing standards and raising the bar wherever feasible. We can project manage the entire construction process from planning approvals, on-site construction, commissioning and handover, RAP Working Group delivered by experienced personnel.

Ausco employs 373 people across our organisation and employ 6 First Nation staff which work across our National footprint with 27 branches, offices and Stayover Villages located in every State and Territory.



Our RAP

Ausco Modular works across Australia providing temporary and permanent modular solutions; our RAP is a continuation of our work in our Reflect RAP and aligns with Ausco Modular core values of Teamwork, Care, Ownership, Respect and Excellence.

We will make a meaningful contribution to reconciliation with practical actions and goals to driver greater equality and understanding of First Nation cultures.

Mutually beneficial

Ausco believes that developing and strengthening our relationship with First Nation Peoples in identifying opportunities within our business and our projects provides greater probability of success with our Clients. This approach provides both Ausco and First Nation Peoples with broader engagement opportunities and leverage to growth and prosper in our businesses.

Long-term sustainability

As part of our RAP journey, we acknowledge that inequalities and injustice exist.

Ausco Modular acknowledge there were over 500 different clan groups or ‘nations’ around the continent with distinctive cultures, beliefs and languages. Today, First Nation Peoples make up 3.3% of the total Australian population (about 798,400 out of 25 million peoples). Although there are a number of commonalities between First Nation Peoples, there is also great diversity amongst the different communities and societies in Australia, each with its own mixture of cultures, customs and languages. The first step along the reconciliation pathway is our acknowledgement

that inequalities exist. We understand that events in the past are very important to First Nation Peoples and many of these events occurred in our recent history, we strive to understand and engage collectively to make a difference. We also acknowledge that telling our collective stories empowers RAP Working Group of us to embrace and celebrate our national unity and identity.

Diversity and inclusion is part of our long-term business plan

At Ausco Modular we treat each other with respect and dignity. We are open to a diversity of cultures and have an appreciation of the differences and perspectives of peoples and welcome these contributions in making our workplace a rich and rewarding environment.

Ausco’s expectations of Diversity and Inclusion include:

- RAP Working Group employees and sub-contractors working in an environment where differences and experiences each person brings to workplace are valued and acknowledged.
- Everyone is treated with respect.
- Harassment and discrimination is not tolerated.
- Everyone is encouraged and supported in their roles.
- RAP Working Group employees are encouraged and supported in balancing their work and personal lives.

Nature of our business and where we operate – makes business sense

Ausco Modular conducts business across the country and works in many remote communities, our RAP provides a framework for our business to build relationships and raise awareness both internally and externally to ensure there is a shared understanding and ownership around cultural diversity and inclusion at Ausco. We support a long-term commitment to the development of higher levels of engagement with First Nation Peoples, communities and organisations.



These actions will be fundamental in realising where opportunities exist and how we implement professional development and employment opportunities.

Aligns to our business strategy (better together) and core values

Ausco Modular strive to align RAP Working Group our activities with our core values: Teamwork, Care, Ownership, Respect and Excellence. Teamwork is Core at Ausco. Together, we will lead with excellence and a deeper understanding of our customers.

Commitment to reconciliation

At Ausco we are committed to recognising and promoting diversity and inclusion in our business. As part of this commitment and specifically the Ausco Reconciliation Action Plan (RAP,) we provide cultural training to employees. We have

a Platinum partnership with Kinaway Chamber of Commerce Victoria who delivers cultural training for our organisation.

Real opportunities for engagement

Ausco Modular is committed to ensuring we concentrate on quality outcomes and working with our RAP team and greater Ausco community to be consistent with our approach. We aim to identify and engage with key partners to work collaboratively to achieve outcomes that benefit both Ausco and the communities we work in. We are proudly associated with Garbutt Magpies Boys 2 Men program, Community Grow, Clontarf, AFL Queensland, AFL Cape York House, Ironmark Pty Ltd, Kinaway Chamber of Commerce, QIPI (Qld Resource Council) and a number of other organisations, government, education and community associations Australia wide.

Name	Organisation	Title	RWG Role
Anthony Walsh	Ausco Modular	Managing Director	Executive / Program Sponsor
Jo Mugglestone	Ausco Modular	GM Human Resources	Executive / Program Sponsor
Rehannon Sanderson	Ausco Modular	Senior HR Business Partner	RAP Manager / Champion
Craig Canning	Ausco Modular	Manufacturing Manager, Townsville	RAP Liaison Officer
Sam Tierney	Ausco Modular	National Supply Chain Manager	RAP Champion
Leanne McKellar	Ausco Modular	Senior Bid Administrator	RAP Champion
Rachele Jowett	Ausco Modular	Sales Effectiveness Manager	RAP Champion
Stephen Morley	Ausco Modular	Business Development Manager, Remote Accommodation	RAP Champion
Bill Karibalis	Ausco Modular	Standards and Process Manager, Stayover	RAP Champion
Ausco Modular RAP Advisors			
Randal Ross (Jeru Elder, Erab and Kanaka Peoples)	Red Dust Healing		
North West Regional Health	Co-founder / Director		
Manager of Cultural and Community Relations	RAP Advisor		
Kayla Cartledge	Kinaway Chamber of Commerce Victoria	Relationship Manager	RAP Advisor



Our journey, interactions and successes.

Ausco Modular work with our external First Nation members of our RAP Working Group who provide guidance for cultural training and interaction with local communities and Elders, along with a developing network of First Nation business contacts and suppliers/sub-contractors.

Ausco Modular has strengthened our commitment to our Reconciliation Journey by broadening our commitment to Diversity and Inclusion across our business. We have realised our journey continues to be a learning process and have re-established our working group to drive a greater awareness and engagement with our fellow employees. Being selected as a Finalist in the Qld Reconciliation Awards 2018 Business Section gave us a renewed impetus to strengthen our work in other States and align our journey to Ausco Modular's core company values: Teamwork, Care, Ownership, Respect and Excellence.

Our Learnings:

- Communication and relationship building is the way forward to developing long term success for Ausco Modular and First Nation Peoples.
- Aboriginal and Torres Strait Islander Peoples have diverse language and cultural traditions, and education is a strategic approach in understanding the different groups and their expectations of our business activities where we operate in Australia.
- The history many of our employees know is not the history that Aboriginal and Torres Strait Islander peoples know or have experienced. Providing the best ways to present complex messages to our employees so they understand why reconciliation is important and feel they can be part of a conversation.
- We basically all the want the same thing regardless of who we are: Respect, Stability, Success and Purpose.

Changes we made:

- Cultural Training for RAP Working Group employees with our Cultural Awareness Facilitator.
- Supporting our employees with tools to procure and source a diverse supplier network
- Working proactively and closely with our key partners to support them in the work they do and support their RAP commitments.
- Championing our employees to attend Kinaway Workshops, Qld Resource Council events, Arc Blue online forums to network and develop relationships for the future.
- Working with Creative Group We are 27 to develop our Reconciliation Artwork Journey.
- Recognises the benefits of promoting our RAP with our Clients who are also on the same journey to create more opportunities and strengthen relationships.



CASE STUDY
SAUNDERS BEACH, TOWNSVILLE
NORTH QLD

Wulguukaba Plant Trail

Community – Care

After Cyclone Yasi, the local Saunders Beach Progress Association was successful in securing a grant for the establishment of a First Nations Plant Trail to reinstate the destruction of vegetation caused by erosion from Yasi. It was decided that the Plant Trail be named after the Traditional Owners of the Saunders Beach area the Wulgurukaba Peoples. Today the Wulgurukaba Plant Trail and is enjoyed by many tourists visiting the area. Ausco Modular saw an opportunity in assisting with funding and labour when invited to team up with other organisations to make this project a success.



Plants and trees that were used for food and traditional medicines were planted with identification plaques installed to give the visitor the name and the plants used by the Traditional Owners. Ausco Modular is still engaged with the project by assisting with the maintenance of the trail when required. <http://wulgurukabaplantrail.creektocoral.com/index.html>



CBD Electrical: Sub Contractors

Relationships – Opportunities

Ausco Modular in Townsville has worked to increase our First Nation Sub contractor and Supplier base, CBD Electrical is a local Electrical business that works in our manufacturing and hire facility and conducts projects installations onsite.

CASE STUDY
TOWNSVILLE, NORTH QLD

Mick Prien Director of the company has a passion to provide opportunity for local youth and mentor them. Having continuity of work with Ausco Modular gives him the platform to engage apprentices and trainees as part of his business model.





CASE STUDY
TOWNSVILLE, NORTH QLD

Garbutt Magpies

Community – Respect/Ownership

The Garbutt Magpies are a community organisation with profound links to First Nation communities in the Townsville region. Ausco connected with the Garbutt Magpies and Elders to re-engage the wider community through the Garbutt Magpies Cups and Boys to Men program for primary and secondary schools since 2014. Elders eagerly guide, listen and counsel youth and align with business to promote, healthy lifestyles, education and training opportunities. Individuals from the wider community have participated and have profoundly appreciated the engagement of Elders, youth, parents and community organisations in a cultural and sporting setting.

The Garbutt Magpies promote activities and events by working with the wider community, Elders, government and business. They provide a facility where everybody is welcome and encouraged to have a go, regardless of age, race, skill etc. To learn about and embrace First Nation cultures whilst learning and understanding the discipline of playing in a team sporting environment which the AFLQ has supported.

The support by Ausco and other business partners has provided the Garbutt Magpies the resources to roll out a High School Boys to Men Cup Competition. It also provides support and mentorship by Elders and community to at risk students at the local schools. With this backing and relationship building the youth have the support of the community and fully understand there are opportunities available to them if they seek to embrace them.

The Garbutt Magpies supported by Ausco Modular and other businesses who have committed to assist the club in its work has resulted in the acknowledgement from the Minister for State Development and Natural Resources and Mines, the Hon Dr Anthony Lynham MP under a trusteeship arrangement with the Townsville City Council locate land for the Garbutt Magpies Sporting and Cultural Association.



CASE STUDY
TOWNSVILLE, NORTH QLD

Garbutt Magpies

Community – Respect/Ownership

The club will undertake a Business Plan for the development of the land, building a multipurpose centre, and develop cultural programs for both “Boys and Men’s Camps”, “Girls and Women’s Camps” and expand on the sporting activities for the community.

Ausco has progressed the work done with the Garbutt Magpies Sporting Association to align with other key local businesses to empower communities, we have worked together to assist likeminded businesses with their Reconciliation Action Plan development.

The Garbutt Magpies put the artwork design for the shirt out to the schools as a competition to encourage participation by the youth of the community and laying down the foundation of ownership for the Cup. The winner for the 2017 Jersey design was a student Eccles Tamwoy from St Teresa’s who combined both First Nation design elements that was embraced by RAP Working Group the students and supporters. In 2018 Ausco engaged with Ochre Dawn to produce a design that incorporated features from the Songline of the Garbutt Magpies.

Ausco was excited to provide its RAP Artwork developed in 2018 by the RAP Team and We Are 27 Creative Team. Our artwork featured on the front of the Garbutt Magpies 2019 shirt along with the Magpies Songline featured on the back of the shirt. The shirts were handed out after the cup day at the schools by Ausco RAP Representatives, Elders from the community, AFLQ Representatives, Youth Justice and the President and Vice President of the Club. It was a wonderful opportunity to thank the players and connect back to the school community to reinforce that the Elders and Club support them in their endeavours and reinforce the message of Respect and positive behaviour both in and out of school towards their peers, family and greater community.





CASE STUDY
SOUTH AUSTRALIA

Hansen Yuncken
Relationships – Opportunities

Hansen Yuncken in South Australia partner with the South Australian Aboriginal Secondary Training Academy and Carey Training to deliver construction training. Ausco Modular worked with Hansen Yuncken to supply a modular building and materials for the SAASTA Students to work with.



Johnathan Thurston Academy: JT Believe
Community - Respect

Ausco Modular working alongside Lendlease were able to assist the JT Program, JT Believe. The Johnathan Thurston Academy aims to harness the potential of a powerful and positive networks for a sustainable long-term collaborative approach. The programs encourage behavioural change, develop positive attitudes, and assist students in completing school and securing employment.

The Johnathan Thurston Academy is a community of learning through storytelling of personal growth and experience from one generation to the next. The participants achieve personal growth and life success through the inspiration of belief. Ausco Modular supplied a building for the Yarrabah Girls and was proud to display our Reconciliation Artwork along with Lendlease on the front of the building.

CASE STUDY
YARRABAH, TOWNSVILLE
NORTH QLD



CASE STUDY
CAIRNS, NORTH QLD

AFL Cape York House Building
Community – Respect

AFL Cape York House Alliance for Education and Training located in Portsmith Cairns is a residential facility for young First Nation men who come from remote communities in Far North Qld. The House provides them with a culturally appropriate and secure place to live while they attend local partner schools during the day. The House provides case-by-case management under a three-pillar approach to Education, Wellbeing & Career & Transition.

The Ausco Cairns branch is located along the same road as the House and a strong relationship has been forged between Ausco and AFL Cape York House and the work, they do in supporting the First Nations youth and communities. Ausco has been involved in donating buildings for the House to utilise and have provided a building that

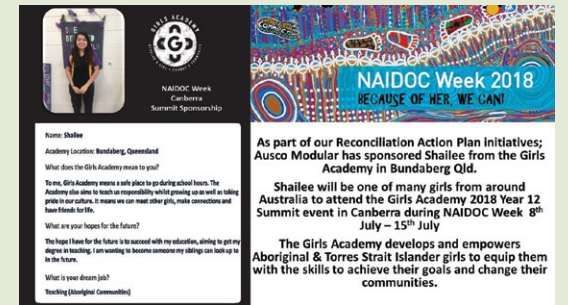
has been wrapped with Ausco's RAP Artwork that was developed by the RAP Team and We are 27 Creative.



Girls Academy
Community – Respect and Care

In 2018 Ausco Modular Pty Ltd sponsored a girl from Girls Academy Bundaberg to attend the 2018 "Because of her we can" NAIDOC Summit Week in Canberra and as part of the Summit Ausco Modular had a stall at the Career Opportunities Expo and our representative attended the Gala Dinner. This promoted the positivity of working hard, getting a good education, that learning can be fun and also ways that an education positively impacts on the girls communities.

CASE STUDY
BUNDEBERG





CASE STUDY
STAYOVER BY AUSCO

Clontarf Foundation Community – Respect and Care

Our Remote Accommodation Stayover by Ausco business engages with the Clontarf Foundation at a number of Stayover Villages. This partnership has promoted development and opportunities for a number of students who have been able to experience first hand what it is like to work in the hospitality industry and what is required to ensure a well-equipped and efficiently run accommodation village. The students were exposed to and able to participate in practical activities which involved meal preparation, food

hygiene and health practices as well as some minor facility maintenance tasks. It provided the students with real life experience to help assist them with finding employment after the completion of school.



Qld Reconciliation Awards Finalist Business Category

Ausco Modular was recognised by the Qld Government in 2018 as a Finalist in the Qld Reconciliation Awards in the Business Category.

CASE STUDY
RECONCILIATION AWARDS



CASE STUDY
BRISBANE, QLD

We Are 27 Creative Relationships – Opportunities

In 2018 after launching our Reflect RAP Ausco engaged, We Are 27 Creative to workshop our own RAP Artwork, the RAP Working Committee came together with Riki and Diana Salam to map our Reconciliation Story.



Building Connections by Riki Salam (Mualgal, Kaurareg, Kuku Yalanji), We are 27 Creative.

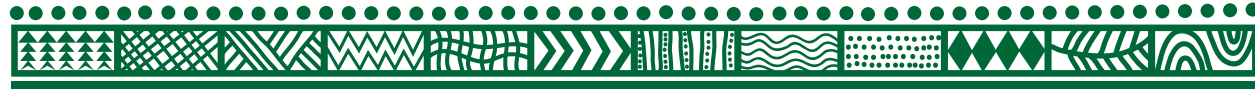
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Relationships

Building trust, respect and equality

Ausco Modular will continue to build and encourage sustainable relationships with First Nation Peoples based on a strong foundation of trust, respect and equality. Through these relationships, we will create mutually-beneficial and meaningful opportunities for First Nation peoples and the communities which we live and work in and

develop strong partnerships with organisations aligned to our Reconciliation journey.

We believe that fostering strong relationships creates a connection towards a better understanding, awareness and acceptance of Australia’s First Peoples and their cultures.

Action	Deliverable	Timeline	Actioned By
1. Establish and maintain mutually beneficial relationships with First Nation stakeholders and organisations.	1.1. Meet with local First Nation stakeholders and organisations to develop guiding principles for future engagement. – utilise our external RAP members and connections with Local Commerce and Community Groups.	Nov 2021	Lead: Craig Canning – RAP Liaison Officer Supported by: Stephen Morley – RAP Champion
	1.2 Develop and implement an engagement plan to work with First Nation stakeholders and organisations.	Oct 2021	Rehannon Sanderson – RAP Manager
	1.3 Generate a hubsite on the Intranet/ Sharepoint for easy access to information about established relationships with First Nation communities and update when action requires.	Feb 2022	Lead: Rehannon Sanderson – RAP Manager Supported by: Sam Tierney – RAP Champion & IT
	1.4 Maintain commitment for ongoing support to Garbutt Magpies (NQ) sporting club and the community partners that support it.	August 2022 August 2023	Craig Canning – RAP Liaison Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2022 May 2023	Lead: Leanne McKellar RAP Champion Supported by: Rachele Jowett RAP Champion
	2.2 RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2022/2023	RAP Working Group

Relationships

Action	Deliverable	Timeline	Actioned By
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2022/2023	Lead: Rehannon Sanderson – RAP Manager Supported by: Leanne McKellar RAP Champion
	2.4 Organise at least one NRW event each year.	27 May- 3 June, 2022/2023	Lead: Rehannon Sanderson – RAP Champion Supported by: RAP Working Group
	2.5 Register RAP Working Group our NRW events on Reconciliation Australia’s NRW website.	May 2022/2023	Leanne McKellar – RAP Champion
3. Promote reconciliation through our sphere of influence.	3.1 Implement strategies to engage our staff in reconciliation by promoting sponsorship activities, work experience stories.	May 2022 May 2023	Lead: Leanne McKellar RAP Champion Supported by RAP Working Group
	3.2 Promote calendar events through internal social media platform.	May 2022 May 2023	Leanne McKellar – RAP Champion
	3.3 Communicate our commitment to reconciliation by updating Ausco website & Social Media Sites.	Oct 2021 Jan 2022	Leanne McKellar – RAP Champion Supported by: Marketing
		June 2022 Oct 2022 Jan 2023 June 2023 Oct 2023	
3.4 Attend Indigenous networking events, forums and conferences to network with stakeholders and develop ongoing relationships, with intent to develop alliances or partnerships.	Oct 2021 Jan 2022 June 2022 Oct 2022 Jan 2023 June 2023 Oct 2023	RAP Working Group	





Relationships

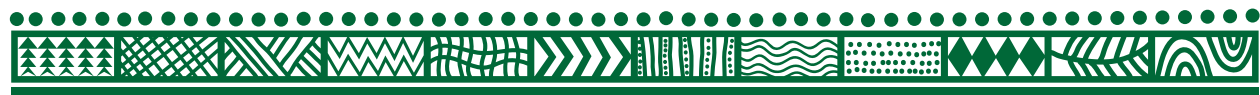
Action	Deliverable	Timeline	Actioned By
3. Promote reconciliation through our sphere of influence.	3.5 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by working with our Clients to collaborate on projects, especially in locations of remoteness or on Native Title Land Projects.	Nov 2021	Lead: Craig Canning – RAP Liaison Officer Supported by: Stephen Morley – RAP Champion
	3.6 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation by supporting suppliers and sub-contractors with advice and guidance on our RAP journey.	Nov 2021	Sam Tierney – RAP Champion
	3.7 Provide resources, and education to managers and line supervisors about Ausco’s commitment to Social Responsibility, Diversity and Cultural Learning.	June 2021	Lead: Anthony Walsh – Executive/Program Sponsor Supported by: Jo Mugglestone Executive/Program Sponsor
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Oct 2021	Rehannon Sanderson – RAP Manager
	4.2 Implement and communicate an anti-discrimination policy for our organisation. Review existing policy to reflect current language and references.	Oct 2021	Rehannon Sanderson RAP Manager
	4.3 Engage with First Nation staff and/or First Nation advisors to consult on our anti-discrimination policy.	Mar 2022	Rehannon Sanderson RAP Manager
	4.4 Educate senior leaders on the effects of racism.	Feb 2022	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager



Relationships

Action	Deliverable	Timeline	Actioned By
5. Investigate community and local council groups to meet with First Nations communities on Project Execution locations	5.1 Work with our Clients and connect with First Nations communities and councils to find opportunities to provide open days, training and other support by ensuring our Project Execution Plans include Community Stakeholder engagement policy, planning and implementation strategies.	April 2022	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Project Delivery Teams and Construction Managers





Respect

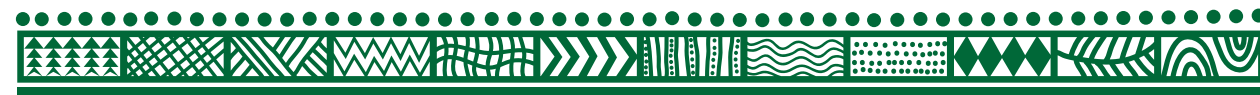
Walking together as equals

Respect is one of Ausco Modular’s core values and focuses on treating others as we expect to be treated. As part of our Reconciliation vision, we want to ‘walk together as equals’ and this can only be achieved through establishing genuine partnerships with First Nation Peoples and organisations in the areas, we work and

live in. This partnership must be based on respect, understanding, knowledge and creating opportunities to establish common ground which is integral in making a meaningful difference to the lives of Australia’s First People.

Action	Deliverable	Timeline	Actioned By
6. Increase understanding, value and recognition of First Nation cultures, histories, knowledge and rights through cultural learning.	6.1 Conduct a review of cultural learning needs within our organisation by reviewing how Ausco delivers cultural training to new and existing employees.	Nov 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
	6.2 Investigate how Cultural learning be incorporated into the Ausco Peoplestream system.	Dec 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by; Suzanne O'Brien HR Business Partner
	6.3 Consult local Traditional Owners and/or First Nation advisors on the development and implementation of a cultural learning strategy that could be delivered face to face, and on digital platform, Peoplestream.	Dec 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
	6.4 Implement and communicate a cultural learning strategy for our staff that can be used for onboarding and ongoing education.	Jan 2022	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
	6.5 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning by engaging with external RAP members and their networking connections to advise and provide constructive outcomes.	Dec 2021	Lead: Craig Canning – RAP Liaison Officer Supported by; Stephen Morley – RAP Champion & RAP Working Group

Respect



Action	Deliverable	Timeline	Actioned By
7. Demonstrate respect to First Nation Peoples by observing cultural protocols.	7.1 Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager & RAP Working Group
	7.2 Develop a list of key contacts for organising or advising on Welcome to Country protocols.	Nov 2021	Lead; Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager & Leanne McKellar – RAP Champion & Craig Canning RAP Liaison Officer
	7.3 Ensure Acknowledgement is incorporated on email signature blocks when signature block changes focus.	Oct 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager & IT
	7.4 Implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Nov 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager & Neil King Technical Writer
	7.5 Communicate on our Internal Social Media platform important dates and activities that occur for First Nation Peoples.	Jan 2022	Lead: Leanne McKellar RAP Champion Supported by: Marketing Dept
	7.6 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Oct 2021	Lead: Anthony Walsh – Executive/Program Sponsor Supported by: Jo Mugglestone Executive/Program Sponsor & Rehannon Sanderson RAP Manager
	7.7 Provide company organisers for Key meetings and conferences with Ausco specific “Acknowledgement of Country” wording as part of the Cultural Protocol document developed.	Nov 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager



Respect

Action	Deliverable	Timeline	Actioned By
8 Build respect for First Nation cultures and histories by celebrating NAIDOC Week.	8.1 Select appropriate forums and events across Ausco locations to participate in registered events for the RAP Working Group during NAIDOC Week.	July 2022 July 2023	Lead: Jo Mugglestone Executive/Program Sponsor Support by: Rehannon Sanderson RAP Manager
	8.2 Promote and encourage participation in external NAIDOC events to RAP Working Group staff. Utilise Internal Social Media platform and TV Screen with information and communicate expectations from staff attending.	July 2022 July 2023	Jo Mugglestone Executive/Program Sponsor Rehannon Sanderson RAP Manager RAP Working Group
	8.3 Review HR Policies and procedures to remove barriers for employees to participate in NAIDOC week.	Oct 2021 June 2022 June 2023	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager



Opportunities

A better future

Through creating opportunities in employment, partnerships and training for First Nation Peoples, we will endeavour to create an environment where we can truly learn, grow and develop from each other. Through being diverse and inclusive, this will benefit Ausco, our clients, stakeholders and First Nation Peoples and help create a better future.

We continue to develop strong relationships with and provide opportunities for First Nation Peoples through:

- Direct employment of First Nation Peoples
- Provide work experience and placement opportunities for First Nation Peoples;

- Engagement with Subcontractors and other Third Parties to employ First Nation Peoples on Ausco projects/sites;
- Establishing partnerships with First Nation Peoples organisations that align with our vision for reconciliation;
- Engagement with businesses that are wholly owned by First Nation Peoples;

Work in partnerships with organisations who provide opportunities for First Nation Peoples to provide goods and services

Focus area: Developing and implementing the tools for our employees to make it easier to source, identify and engage with Aboriginal and Torres Strait Peoples Business's.

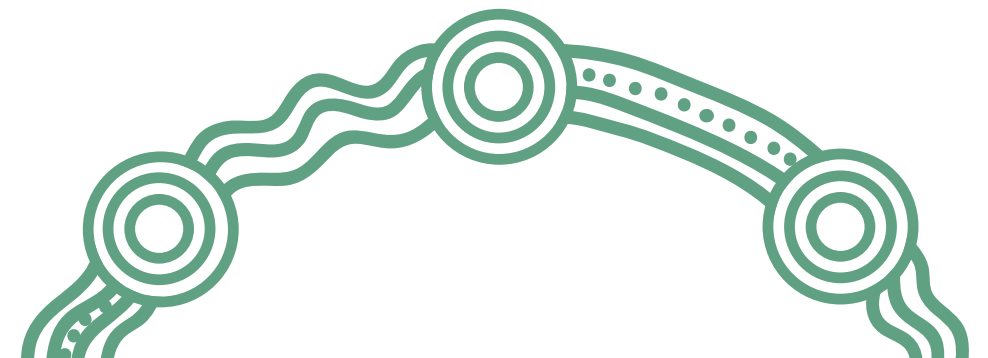
Action	Deliverable	Timeline	Actioned By
9. Increase the percentage of First Nation employees by recruitment, retention, and professional development strategies.	9.1 Collect information on our current First Nation employees to inform future employment opportunities.	Nov 2021 Nov 2022	Lead: Jo Mugglestone Executive/Program Sponsor Support by: Rehannon Sanderson RAP Manager & Josef Cabachete Student Recruitment and Development Advisor
	9.2 Have open conversations with existing First Nation employees to consult on our recruitment, retention, and professional development strategy.	Jan 2022 July 2022 Jan 2023	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager & Josef Cabachete Student Recruitment and Development Advisor
	9.3 Develop supplier pre-qualification forms to be issued to our major Subcontractors to report and identify their First Nation staff numbers and provide our support in their endeavours.	Feb 2022	Lead: Rehannon Sanderson RAP Manager

Opportunities

Action	Deliverable	Timeline	Actioned By
9. Increase the percentage of First Nation employees by recruitment, retention, and professional development strategies.	9.4 Advertise job vacancies to effectively reach First Nation stakeholders.	Nov 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager & Josef Cabachete Student Recruitment and Development Advisor
	9.5 Increase the percentage of First Nation staff employed in our workforce.		
	9.6 Implement a First Nation recruitment, retention and professional development strategy.	Oct 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager & Josef Cabachete Student Recruitment and Development Advisor
	9.7 Continue to include in RAP Working Group job advertisements, 'First Nation Peoples are encouraged to apply.'	Oct 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
	9.8 Review Human Resources and recruitment procedures and policies to ensure there are no barriers to First Nation employees and future applicants participating in our workplace.	Oct 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
10. Increase First Nation supplier diversity to support improved economic and social outcomes.	9.9 Work with our Managers to develop and implement First Nation employment pathways. Identify Government assistance programs that can assist.	Dec 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager & Josef Cabachete Student Recruitment and Development Advisor
	10.1 Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from First Nation businesses.	Oct 2021	Lead: Sam Tierney RAP Champion Supported by: Sarah Moore - Procurement Specialist

Opportunities

Action	Deliverable	Timeline	Actioned By
10. Increase First Nation supplier diversity to support improved economic and social outcomes.	10.2 Continue with Supply Nation membership and conduct training on Supply nation use with new employees.	Oct 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
	10.3 Develop and communicate to staff a list of First Nation businesses that can be used to procure goods and services.	Mar 2022	Lead: Sam Tierney RAP Champion Supported by; Rachele Jowette RAP Champion
	10.4 Continue to investigate and enter into First Nation partnerships and work with First Nation Government and Resource bodies to contribute to First Nation organisations and businesses.	Mar 2022	Lead: Sam Tierney RAP Champion Supported by; Rachele Jowette RAP Champion
	10.5 Implement a First Nations procurement strategy to develop commercial relationships with Aboriginal and/or Torres Strait Islander business so it is "Business as Usual". Utilise Supply Nation Relationship Manager to provide guidance and relationship engagement.	June 2022	Lead: Sam Tierney RAP Champion Supported by; Rachele Jowette RAP Champion



Governance

Action	Deliverable	Timeline	Actioned By
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP. And establish and apply a Terms of Reference for the RWG	11.1 Maintain existing First Nation representation on the RWG and network to identify potential new members for future reference.	Nov 2022	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
	11.2 Create a Terms of Reference to define purpose, chair, membership, meeting schedule, level of administrative support, and dispute resolution processes for the RAP Working Group.	Feb 2022	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Leanne McKellar RAP Champion & Rehannon Sanderson RAP Manager
	11.3 After reviewing minutes from RAP meetings develop and implement systems and capability needs to track, measure and report on RAP activities.	Feb 2022	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
	11.4 Prepare a schedule/calendar for the year to meet with RAP Working Group members present once a year and schedule meetings with Skype and phone ins for other three times per year to drive and monitor RAP implementation.	Oct 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Meet with RWG to define resource needs for RAP implementation and do a gap analysis.	Oct 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
	12.2 Make presentation at Executive Team Leaders & Operational Group Meetings to update our senior leaders and other staff in the delivery of RAP commitments and how they can provide support in its implementation.	Nov 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rachele Jowette

Governance

Action	Deliverable	Timeline	Actioned By
12. Provide appropriate support for effective implementation of RAP commitments.	12.3 Maintain appropriate systems to track, measure and report on RAP commitments by utilising Supply Nation tools and utilising existing Ausco systems and procedures.	Oct 2021	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Sam Tierney RAP Champion
	12.4 Ensure internal RAP Champion from senior management is kept engaged and part of the decision process for RAP Actions.	Jan 2022 April 2022 July 2022 Sept 2022	Lead: Jo Mugglestone Executive/Program Sponsor
13. Build accountability and transparency reporting RAP achievements, challenges and learnings both internally and externally.	13.1 Collate and compile information and activities throughout the year to complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept 2022 Sept 2023	Lead: Rehannon Sanderson RAP Manager Supported by: Sam Tierney RAP Champion & Leanne McKellar RAP Champion
	13.2 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	Lead: Rehannon Sanderson RAP Manager Supported by: Sam Tierney RAP Champion
	13.3 Report RAP progress to RAP Working Group staff and senior leaders quarterly by means of Ausco Social Media platform and TV screens.	July 2023	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager
	13.4 Report our RAP achievements, challenges and learnings, annually by compiling a brief report of activities, achievements for access from website.	Oct 2022	Lead: Jo Mugglestone Executive/Program Sponsor Supported by: Rehannon Sanderson RAP Manager



Governance

Action	Deliverable	Timeline	Actioned By
14. Continue our reconciliation journey by developing our next RAP.	14.1 Liaise with RAP Working Group and start Draft RAP and register via Reconciliation Australia's website to begin developing our next RAP.	Oct 2023	RAP Working Group

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