



# INNOVATE

## *Reconciliation Action Plan*

June 2022 - June 2024



**KAEFER**  
When it counts, count on us.



# Artwork



## Kevin Bynder

### Artist

#### About the Artist

Kevin Bynder is a proud Whadjuk-Yuet Ballardong man and talented artist. Kevin was born in Perth in 1975 to a Whadjuk-Yuet Nyungar Mother and a Widi-Badimia Yamatji Father.

He started painting at the age of 23 in Fitzroy Crossing before moving to Broome where he had his first art studio. In February 2020, Kevin made the decision to become a full-time working artist, so he could create his art and speak about his culture.

A celebrated artist who has been practising for over 20 years, Kevin has been commissioned by more than 30 sporting clubs and associations across the country to create their uniforms, including the West Coast Eagles, Port Adelaide, Perth Scorchers and Qantas.

Kevin's art conveys vibrancy and meaning. His works represent the Perth region, its landscape, animals and vegetation.

## About the Artwork

Kevin was commissioned by KAEFER to capture his interpretation of our values as well as our work across the Energy, Mining, Marine & Offshore sectors. His commemorative artwork captures 100 years of KAEFER's journey of culture & history across Australia, highlighting our values & SMART Choices cultural pillars.



### Our People

Through building relationships with our people on our journey, our art symbolises connection with communities, clients, and stakeholders, while promoting opportunities and education.



### Our Locations

KAEFER has been operating in Australia for 40 years and our art symbolises the locations in which we operate.



### Heritage & Environment

Our art symbolises and highlights the importance of respecting the land on which we operate. By protecting the land's environment, we are also protecting its cultural Heritage.



### Our Core Services

Our art symbolises KAEFER's core services across the Energy, Mining, Marine & Offshore sectors.



### Supporting Local Communities

KAEFER continues to support local communities through several initiatives including sponsorship programs, donations to community institutions and traineeships.



### Supporting Local Communities

KAEFER is committed to providing opportunities for local communities and businesses by working together collaboratively and sharing information and knowledge.

# Acknowledgement of Country

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*KAEFER Integrated Services recognises Aboriginal & Torres Strait Islander peoples as the Traditional Owners of the lands on which we work and acknowledge the unique cultural and spiritual relationships that Traditional Owners have to the land, waters, and seas.*

*We pay our respects to Elders, past, present, and emerging.*

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*Midn Marr Dreaming Dancers, led by Coren Noongar Neil Coyne, shared their stories through dance and singing at the opening of KAEFER's Naval Base Facility in June 2022*

# Message from the Managing Director

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As part of KAEFER's ongoing reconciliation journey, we are proud to share KAEFER Integrated Services' first Innovate Reconciliation Action Plan (RAP).

KAEFER was established in Bremen, Germany in 1918 and has been operating in Australia for over 40 years. We are guided by the philosophy of being welcomed by the communities that host our business activities. We work towards this goal through effective engagement with stakeholders, respect for cultural heritage and diversity, creating economic opportunities and investment in community projects and programs.

KAEFER has a proud history of working to create opportunities for Aboriginal & Torres Strait Islander peoples and businesses and we recognise the ongoing need to continually improve in this space. It is important for KAEFER to respect and recognise the rich history and culture of Aboriginal & Torres Strait Islander peoples within our business. We are committed to strengthening and building an inclusive workplace where our employees and contractors understand and respect First Nations histories and cultures and where cultural diversity is celebrated.

This RAP provides a framework as we continue to develop long-term, sustainable opportunities for Aboriginal & Torres Strait Islander peoples and businesses. This will be achieved through a number of commitments outlined in this RAP, including:

- > Targeted initiatives to improve and increase Aboriginal & Torres Strait Islander employment across the business.
- > Structured development pathways for Aboriginal & Torres Strait Islander trainees and apprentices.
- > Fostering an inclusive work environment with support systems in place for Aboriginal & Torres Strait Islander employees to succeed and grow.
- > Developing and maintaining partnerships with Indigenous businesses.
- > Improving cultural awareness through training conducted at all levels of the business.



On behalf of KAEFER, I would like to thank Reconciliation Australia for supporting and guidance on this important journey. At KAEFER, we encourage all our people, clients, suppliers and business partners to support us as we deliver our Reconciliation Action Plan. Let's walk this journey together.

**Victor Bogos, Managing Director & Executive RAP Sponsor**  
KAEFER Integrated Services

# Message from Reconciliation Australia

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Reconciliation Australia commends KAEFER on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for KAEFER to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, KAEFER will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. KAEFER is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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



Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey. Congratulations KAEFER on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine, Chief Executive Officer**  
Reconciliation Australia

# Our Vision for Reconciliation

KAEFER's vision for reconciliation is an Australia where we work together to remove barriers to inequality and provide an environment where we continue to embrace all cultures, allowing for ongoing learning, growth, and development.

To achieve this, KAEFER commits to strengthen relationships and implementing pathways for Aboriginal and Torres Strait Islander peoples in building strong, respectful, and mutually beneficial relationships and to raise awareness to promote Aboriginal and Torres Strait Islander cultures, histories, and connection to Country.

We will achieve our vision by embracing opportunities to work collaboratively with communities, clients, and stakeholders, while promoting opportunities towards education and development across our workforce through employment opportunities, training, and cultural awareness learning.

At KAEFER we will continue to stay strongly committed to conserving, protecting, and making positive changes, providing a culture that is respected, committed, and celebrated through inclusion and equality that benefits for all Australians.



*Whadjuk Noongar Elder Shaun Nannup presented an information and storytelling session for National Reconciliation Week 2022*



# Our Business

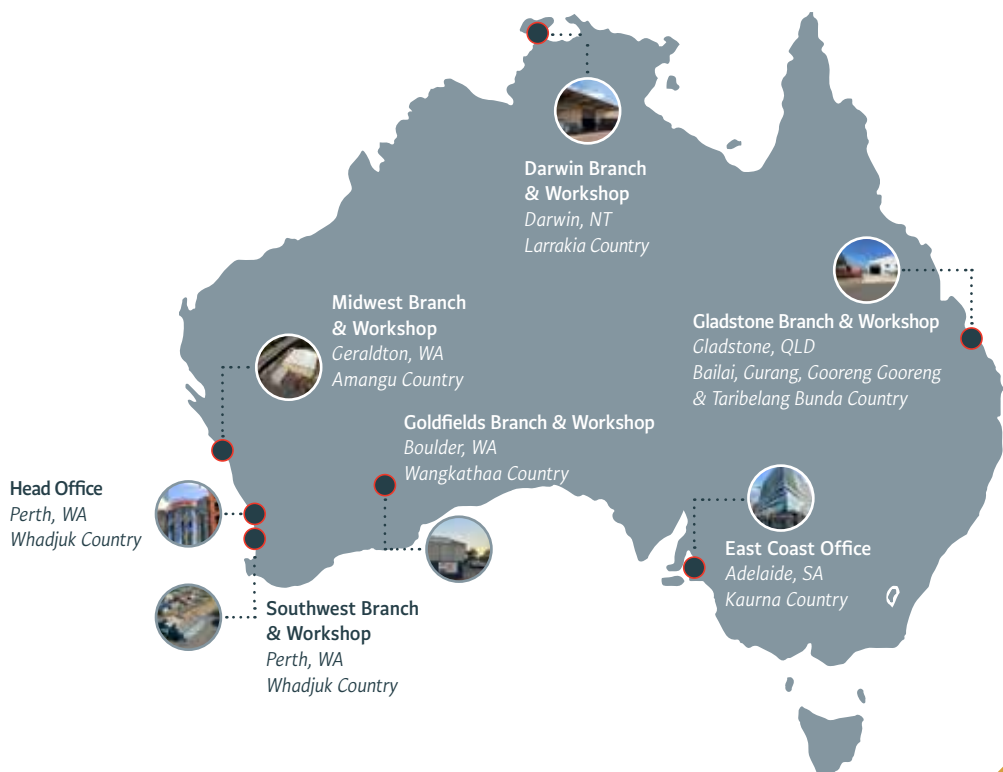
KAEFER Integrated Services has an established and widespread presence across Australia, operating in the country for 40 years and globally for over 100 years. KAEFER was established in Bremen, Germany in 1918, initially providing insulation services to the local shipbuilding industry. The company has since developed into a market leader for plant integrity services and solutions, with over 30,000 employees in over 30 countries.

KAEFER Integrated Services has been operating in Australia for over 40 years. We are a leading provider of turnkey construction, maintenance and industrial services. We specialise in the delivery of mechanical services, surface protection, insulation & cladding, access solutions, passive fire protection, marine structures remediation and asbestos management.

Today we have over 1,400 personnel nationally, including 14 employees who identify as Aboriginal and / or Torres Strait Islander Peoples. We have offices located in Perth (Head Office), Naval Base, Geraldton, Kalgoorlie, Adelaide, Darwin and Gladstone as well as fully-equipped workshop facilities located in Naval Base, Kalgoorlie, Geraldton, Darwin and Gladstone to support our site-based teams.

We strive to offer the best possible opportunities for Aboriginal & Torres Strait Islander peoples. From vocational and educational training to management & leadership development and employment opportunities, KAEFER provides an environment where growth is not just supported but also fostered. The reasoning behind this is simple: the more we support our people, the more they support us and our clients.

A promise KAEFER stands for: When it counts, count on us.



# Our Reconciliation Action Plan

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Since 2016 KAEFER has been committed to creating a diverse and multicultural business that promotes and supports greater diversity and inclusion in the work environment. Our first RAP is focused on recognising and building respect and understanding within our organisation of Aboriginal and Torres Strait Islander cultures, as well as building a framework in line with KAEFER commitments - "When it counts, count on us."

Developing a RAP is a way of demonstrating our commitment to advancing Aboriginal & Torres Strait Islander and non-Indigenous participation in our business through efforts towards Reconciliation. This will also allow us to continue to promote and build respectful relationships with local Aboriginal & Torres Strait Islander communities and foster opportunities in supplier diversity, Aboriginal & Torres Strait Islander recruitment and cultural learning.



*KAEFER commenced an in-house Scaffold Cadetship Program in WA during April 2022, with 5 Aboriginal and / or Torres Strait Islander participants*

# RAP Steering Committee

KAEFER's RAP committee reflects the diversity of our organisation from various areas of the business, with members holding responsibilities across the country given their respective regional and national roles. The RAP committee is responsible for driving and implementing change within the business and building relationships and partnerships in our service areas.

Our primary RAP Champion, Kylie Thorn, is our Aboriginal & Torres Strait Islander representative on the RAP Steering Committee, with Kylie being supported by another RAP Champion committee member who holds National responsibility as a General Manager.

Our terms of reference ensure that we meet once a month and we have extended the opportunity to all Aboriginal & Torres Strait Islander employees to be included to participate in meetings and workshops.



Kylie Thorn  
*Aboriginal Engagement Officer*  
RAP Champion



Victor Bogos  
*Managing Director*  
Executive Sponsor



Richard Harry  
*GM Strategy & Development Australia*  
RAP Champion



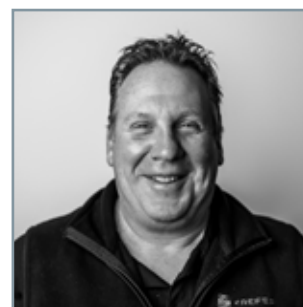
Trent Northover  
*Chief Operating Officer*  
Steering Committee Member



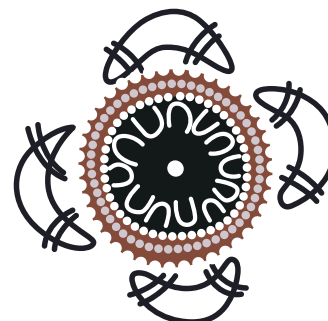
Adie Kadir  
*National HR / IR Manager*  
Steering Committee Member



Bruce Abrahams  
*GM Strategy & Development APAC*  
Steering Committee Member



Roy Abraham  
*HSEQ Manager Eastern Australia*  
Steering Committee Member



# Case Studies



## Scaffold Cadetship Program

KAEFER has created an in-house Scaffold Cadetship Program, coinciding with the opening of our new Southwest Facility in Naval Base, WA. The Program commenced in April 2022. The initial cohort of cadets includes 5 Aboriginal or Torres Strait Islanders.

The 12-week program will upskill the cadets to be job ready and enter the KAEFER workforce with the required skills, qualifications and knowledge to begin a career in scaffolding. The cadets will progress to site-based roles throughout Western Australia following completion of the program.

KAEFER intends to roll out similar cadetship programs to other regional branches including Geraldton, Darwin, Adelaide and Gladstone.



## Supervisor Development Program

In 2020, through KAEFER’s internal supervisor training and development program, KAEFER promoted our first Aboriginal and / or Torres Strait Islander person to a leadership role.

Aaron Fairweather (pictured centre in the above image) was appointed to the role of Rope Access Supervisor (IRATA Level 3) for our Ichthys LNG Maintenance Contract. As part of this role, Aaron supports and manages our rope access crews on-site. His performance has been recognised both internally and by our clients with multiple awards for safe and efficient work execution.

This promotion is directly-aligned with KAEFER’s growth and development objectives, with Aaron now providing mentoring for new Aboriginal & Torres Strait Islander peoples engaged by KAEFER.



## Gladstone Trainees & Apprentices

In 2020, KAEFER established a joint initiative with Programmed First Nations Employment Services in Gladstone, QLD. As part of the program, KAEFER committed to providing Aboriginal & Torres Strait Islander Peoples with sustainable employment opportunities on our local projects in the region as well as in our workshop facility.

The joint initiative led to the successful completion of two Scaffold Traineeships and one Sheet Metal Worker Apprenticeship and further employment opportunities across our Australian operations.

## Ichthys Joint Development Program

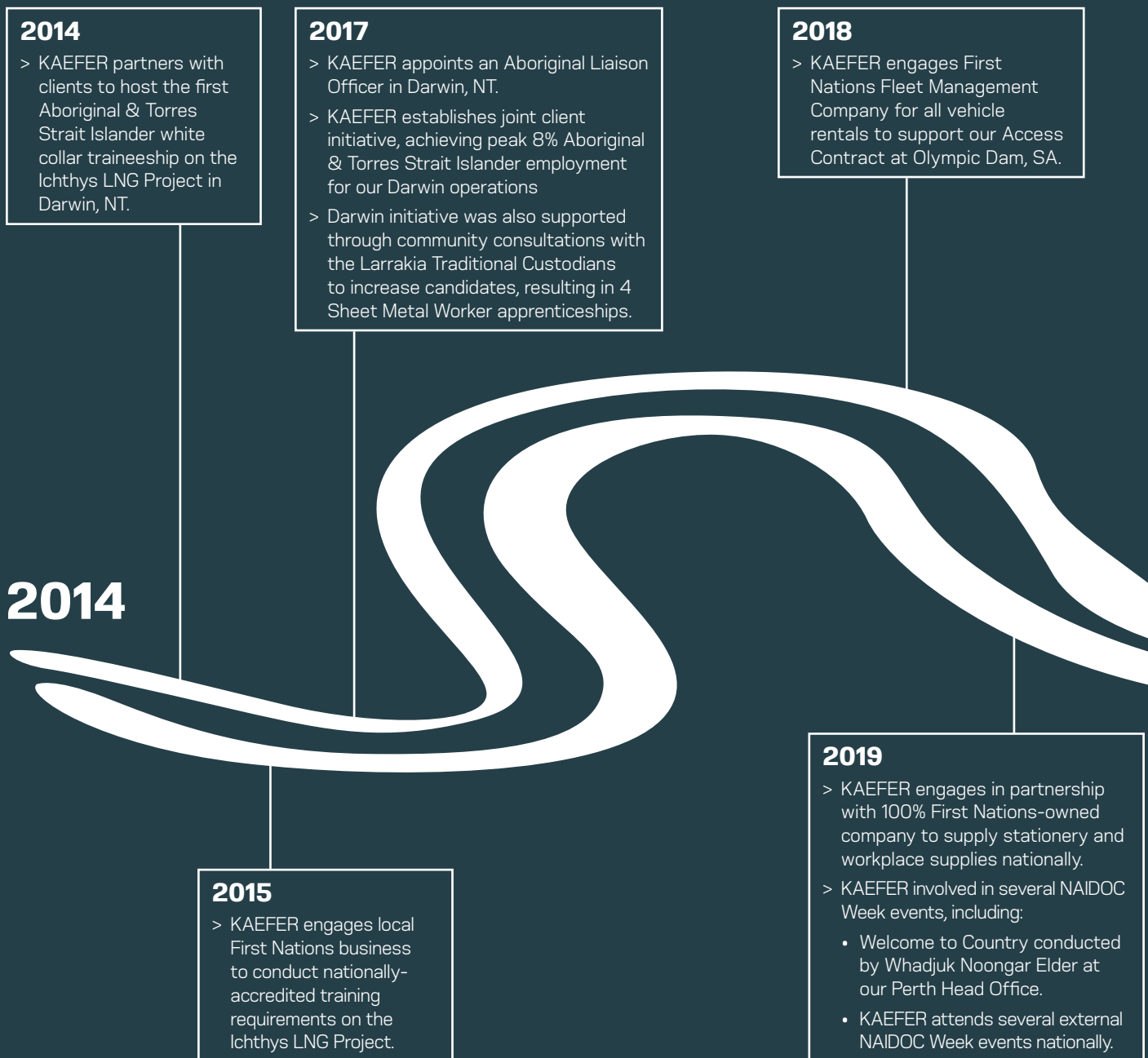
In 2014, KAEFER and client JKC Australia implemented a joint program to increase Indigenous participation on the Ichthys LNG Project. Focusing on training and employment opportunities, KAEFER achieved a peak Indigenous employment of 8% on the project through the joint program.

Kylie Thorn (pictured above right) was initially engaged on the program through our client and was recognised with the “JKC High Achiever of the Year” award.

Kylie subsequently secured employment with KAEFER and has been with the company since 2015. Kylie now holds the role of Aboriginal Engagement Officer, responsible for all Aboriginal & Torres Strait Islander engagement activities across KAEFER including our RAP commitments.

# Our RAP Journey

KAEFER has a recorded journey towards Reconciliation dating back to 2014 of engagement with Aboriginal and Torres Strait Islander peoples to provide employment and training opportunities across our projects. Our efforts to date throughout our journey have had a number of key challenges and learnings, which have assisted in developing a RAP to provide a solid framework of future objectives. This has been complemented by gaining feedback from our people of what is important to them and how we can further improve Aboriginal and Torres Strait Islander strategies and future planning, connecting with employees and promoting a “coming together” of cultures. The timeline below shows our journey to date.



## 2020

- > KAEFER holds Cultural Awareness Session for Senior Leaders.
- > KAEFER establishes joint initiative with First Nations employment business in Gladstone, QLD, leading to completion of 2 Scaffold Traineeships and 1 Sheet Metal Worker Apprenticeship.
- > KAEFER engages in partnership with First Nations labour hire company to provide Business Traineeships across WA operations.
- > KAEFER promotes our first Aboriginal & Torres Strait Islander person to a leadership role (Rope Access Supervisor - IRATA Level 3).

## 2022

- > KAEFER commissions local Noongar artist Kevin Bynder to capture his interpretation of KAEFER's culture and journey. The artwork is now displayed at KAEFER's Head Office in Perth, WA.
- > KAEFER rolls out Cultural Awareness Session to Senior Leaders across Australia.
- > KAEFER HR inductions updated to include Acknowledgement of Country and Cultural Awareness, demonstrating awareness of and respect for First Nations cultural protocols.
- > KAEFER obtains Memberships with Reconciliation SA and QLD.
- > KAEFER commences in-house Scaffold Cadetship Program in WA, including 5 Aboriginal & Torres Strait Islander participants.
- > KAEFER implements changes to SAP system to identify Aboriginal & Torres Strait Islander businesses, achieving a 2020-2021 spend increase of 78%, whilst the number of prequalified suppliers increased 140% from 2021-2022.

2022

## 2021

- > KAEFER makes a commitment to Reconciliation and strengthening relationships between Aboriginal & Torres Strait Islander peoples and non-Indigenous peoples.
- > KAEFER obtains memberships with Reconciliation WA and Diversity Council Australia.
- > KAEFER Australia's Board Members commit to forming a Reconciliation Committee and formally commence KAEFER's RAP framework.
- > KAEFER Reconciliation Action Committee and subsequent RAP Committee put in place. KAEFER also meets with companies in the Resource Industry, Asset Owners and Government bodies to discuss and learn from their RAP journeys.
- > KAEFER engages Reconciliation Australia to lodge our RAP expression of interest and commitment towards reconciliation.

# Relationships



KAEFER is committed to maintaining respectful and meaningful connections with Traditional Owners on the lands in which we operate on. We will continue to build strong, meaningful and long-lasting relationships with Aboriginal & Torres Strait Islander peoples in order to grow and understand First Nations’ histories, knowledge and cultures through new and ongoing collaborations and partnerships.

## Key Target

Develop an Aboriginal & Torres Strait Islander Engagement Strategy that sets targets for engagement to be tracked and mapped with outcomes shared.

KAEFER’s further key deliverables for *Relationships* are outlined in the tables below.

Action	Deliverable	Timeline	Responsibility
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and stakeholders for positive outcomes.	Continue to meet with local with Aboriginal & Torres Strait Islander peoples and stakeholders across asset owners, contractors, government bodies and consultants to enhance current understanding on opportunities and build on current networks to allow for continued development of relationships.	February 2023, 2024	General Manager Corporate Strategy & Development - Australia
	Develop and implement an Engagement Plan to work with Aboriginal & Torres Strait Islander stakeholders and organisations.	October 2022	Aboriginal Engagement Officer
	Ensure the Engagement Plan to work with Aboriginal & Torres Strait Islander stakeholders and organisations is made available to all KAEFER employees via KMS internal intranet.	October 2022	General Manager Corporate Strategy & Development - Australia
	Attend the national celebration of the AFL’s Sir Doug Nicholls round and connect with Aboriginal & Torres Strait Islander peoples and businesses.	20 May - 4 June 2022, 2023	Chief Operating Officer General Manager Corporate Strategy & Development
Build relationships though celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to KAEFER staff.	May 2023, 2024	Executive Sponsor
	RAP Steering Committee members to participate in an external NRW event.	27 May - 3 June 2023, 2024	Executive Sponsor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May - 3 June 2023, 2024	Executive Sponsor Region General Managers





Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Organise at least one internal NRW event each year.	27 May - 3 June 2023, 2024	Aboriginal Engagement Officer
	Register all KAEFER NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	Aboriginal Engagement Officer
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2022	General Manager Corporate Strategy & Development - Australia
	Communicate our commitment to reconciliation publicly through our website and social media.	June 2022	General Manager Corporate Strategy & Development - Australia
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2022	General Manager Corporate Strategy & Development - Australia
	Collaborate with RAP organisations and other like-minded organisations to develop ways to advance reconciliation.	June 2022	Aboriginal Engagement Officer
	Build on current networks to participate in key events, such as Diversity Council Australia and Reconciliation WA, SA & QLD across all states.	February 2023, 2024	General Manager Corporate Strategy & Development - Australia
Promote positive race relations through anti-discrimination strategies.	Continue to review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	July 2022	National HR / IR Manager
	Educate all KAEFER staff on the effects of racism and understanding unconscious bias.	July 2022	National HR / IR Manager Aboriginal Engagement Officer
	Engage with Aboriginal & Torres Strait Islander employees and / or Aboriginal & Torres Strait Islander advisors to consult on our Anti-Discrimination Policy.	July 2022	National HR / IR Manager Aboriginal Engagement Officer
	Continue to review, update, and communicate the Anti-Discrimination Policy across our organisation.	November 2022, November 2023	National HR / IR Manager

# Respect



KAEFER appreciates the importance of learning from respecting the First Nations cultures on the land in which we operate. We respect Aboriginal & Torres Strait Islander peoples, histories and cultures and their continuing connection to Country. It is important that we promote and actively encourage working towards developing a culturally safe workplace that respects cultural protocols and practices, which will provide our staff with the knowledge and skills to enable effective and appropriate engagement with Aboriginal & Torres Strait Islander communities.

## Key Target

Deliver different levels of Cultural Awareness training for **70%** of KAEFER workforce with a stretch target of **95%** annually.

KAEFER’s further key deliverables for *Respect* are outlined in the tables below.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal & Torres Strait Islander cultures, histories, knowledge and rights within KAEFER through cultural learning.	Conduct a review of cultural learning needs within KAEFER.	June 2022	Aboriginal Engagement Officer General Manager Corporate Strategy & Development
	Engage local Traditional Owners and / or Aboriginal & Torres Strait Islander advisors on the development and delivery of a cultural awareness training strategy.	August 2022	Aboriginal Engagement Officer General Manager Corporate Strategy & Development
	Develop and implement an Aboriginal & Torres Strait Islander cultural awareness training strategy for our staff.	September 2022	Aboriginal Engagement Officer
	Implement mandatory cultural capability training for hiring managers and recruiters.	September 2022	Aboriginal Engagement Officer
	Provide opportunities for all employees to attend cultural awareness training.	January 2023	Aboriginal Engagement Officer
	Engage a First Nations artist to create artworks that celebrate First Nations cultures where KAEFER offices are based and communicate the meaning of the artwork to all staff.	February 2022	Aboriginal Engagement Officer
	Implement quarterly cultural awareness sessions for corporate offices across the business and communicate to all KAEFER employees.	June 2022, February & June 2023, February 2024	Aboriginal Engagement Officer
	Develop and implement Aboriginal & Torres Strait Islander Toolbox session on cultural awareness to connect with site personnel.	June 2022, February & June 2023, February 2024	Aboriginal Engagement Officer



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal & Torres Strait Islander cultures, histories, knowledge and rights within KAEFER through cultural learning.	Review our cultural awareness Toolbox sessions annually to ensure they are upholding best practice.	June 2022, February & June 2023, February 2024	Aboriginal Engagement Officer
Demonstrate respect to Aboriginal & Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural protocol document for Welcome to Country, Acknowledgement of Country and other cultural protocols.	June 2022	Aboriginal Engagement Officer Communications Specialist
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	Executive Sponsor General Manager Corporate Strategy & Development - Australia
	Ensure that all site inductions embed Acknowledgement of Country, cultural learning and information about the local Aboriginal & Torres Strait Islander communities on the land on which we operate	June 2022, February & June 2023, February 2024	National HSEQ Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2022, February & June 2023, February 2024	Executive Sponsor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events each year.	June 2022, February & June 2023, February 2024	Executive Sponsor
Build respect for Aboriginal & Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Continue to review HR policies and procedures to remove barriers to employees participating in NAIDOC week.	June 2022, 2023	National HR / IR Manager
	RAP Steering Committee to participate in an external NAIDOC Week event.	July 2022, 2023	Executive Sponsor
	Promote and encourage participation in external NAIDOC events to all employees	June 2022, 2023	Executive Sponsor
	Provide opportunities for all Aboriginal & Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week celebrations.	July 2022, 2023	Aboriginal Engagement Officer

# Opportunities



KAEFER is committed to creating and developing sustainable employment and supplier opportunities for Aboriginal & Torres Strait Islander peoples. We value the diverse knowledge and expertise that Aboriginal & Torres Strait Islander peoples provide to KAEFER and we will continue to embed the following deliverables to generate and achieve positive outcomes.

## Key Targets

### Employment

- > Work towards increasing from 1% to **4%** progressively over three years.

### Training

- > Work towards employing **1** Aboriginal and/or Torres Strait Islander in a graduate program annually.
- > Work towards employing **12** Aboriginal and/or Torres Strait Islander trainees annually over the next 3 years.

KAEFER’s further key deliverables for *Opportunities* are outlined in the tables below.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build an understanding of current Aboriginal & Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2022, February & June 2023, February 2024	National HR / IR Manager
	Consult with Aboriginal & Torres Strait Islander staff to develop and implement an Aboriginal & Torres Strait Islander recruitment, retention and professional development strategy.	June 2022	National HR / IR Manager Recruitment Manager
	Develop and implement an Aboriginal & Torres Strait Islander recruitment, retention and professional development strategy.	November 2022	National HR / IR Manager Recruitment Manager
	Advertise job vacancies to effectively reach out to potential Aboriginal & Torres Strait Islander employees and provide a report to stakeholders on the number of Aboriginal & Torres Strait Islander applicants.	June 2022, February & June 2023, February 2024	National HR / IR Manager Recruitment Manager
	Review and amend recruitment procedures, policies and position descriptions to reflect our commitment to creating a culturally-inclusive and safe workplace and remove barriers to Aboriginal & Torres Strait Islander participation in our workplace.	November 2022	National HR / IR Manager Recruitment Manager
	Include an Aboriginal & Torres Strait Islander representative on all recruitment selection panels where there is an Aboriginal & Torres Strait Islander candidate.	June 2022	National HR / IR Manager Aboriginal Engagement Officer
	Increase the percentage of Aboriginal & Torres Strait Islander employees in our workforce.	June 2022	Aboriginal Engagement Officer



Action	Deliverable	Timeline	Responsibility
Promote initiatives to increase Aboriginal & Torres Strait Islander employment opportunities and training programs.	Establish relationships with secondary schools, universities, organisations and foundations to promote work experience and opportunities for Aboriginal & Torres Strait Islander students.	June 2022	Recruitment Manager
	Promote First Nations traineeship, apprenticeship and graduate role opportunities.	January 2023	National HR / IR Manager
	Work towards employing one (1) Aboriginal and / or Torres Strait Islander student in a graduate program annually.	January 2023	Recruitment Manager
	Continue to develop, review and improve First Nations training and development opportunities throughout the business.	June 2022, February & June 2023, February 2024	National HR / IR Manager Aboriginal Engagement Officer
Increase Aboriginal & Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop, implement and review yearly Aboriginal & Torres Strait Islander procurement strategy.	July 2022, 2023	Procurement Manager Procurement Lead
	Investigate Supply Nation membership	October 2022	Procurement Manager Aboriginal Engagement Officer
	Complete and develop a register for procurement of goods and services from Aboriginal & Torres Strait Islander businesses and make available to KAEFER employees.	June 2022	Procurement Lead Aboriginal Engagement Officer
	Continue to communicate opportunities for procurement of goods and services from Aboriginal & Torres Strait Islander businesses to employees.	October 2022	Procurement Manager Procurement Lead
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal & Torres Strait Islander businesses to KAEFER employees.	July 2022	Procurement Manager Procurement Lead
	Continue to develop commercial relationships with Aboriginal & Torres Strait Islander businesses.	June 2022	Procurement Manager
	Continue to engage in opportunities with Aboriginal & Torres Strait Islander businesses (where feasible and appropriate) for key spend items including but not limited to: fleet, stationery, PPE, civil, electrical, cultural awareness, plant & equipment hire. This will include building on current relationships.	June 2022, 2023	Procurement Lead Aboriginal Engagement Officer
	Continue to implement KAEFER corporate objectives of engaging Aboriginal & Torres Strait Islander businesses within the tender process and procedures (where feasible) for third party spend exceeding \$250K.	June 2022, 2023	Procurement Lead Aboriginal Engagement Officer
	Continue to track and review our monthly spend on Aboriginal & Torres Strait Islander businesses and set annual targets on this, to be communicated to all operational teams.	June 2022, 2023	Procurement Lead Aboriginal Engagement Officer

# Governance



By tracking and monitoring our progress, we can ensure we are addressing the needs of Aboriginal & Torres Strait Islander communities and delivering on our RAP commitments. The relationships, respect and opportunities we have created will be reported both internally and externally.

## Key Target

*RAP Steering Committee* - Maintain RAP Committee to include representatives, managers with implementation accountability, Aboriginal & Torres Strait Islander employees and regionally-based employees.

KAEFER's further key deliverables for *Governance* are outlined in the tables below.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Meet at least four (4) times a year to drive and monitor implementation.	June, September, December 2022, March, June, September, December 2023, March 2024	Aboriginal Engagement Officer
	Establish and apply a Terms of Reference for the RAP Steering Committee.	June 2022	Aboriginal Engagement Officer
	Maintain Aboriginal & Torres Strait Islander representation on the RAP Steering Committee to guide decision making.	June, September, December 2022 March, June, September, December 2023 March 2024	Executive Sponsor
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2022	Aboriginal Engagement Officer
	Engage senior leaders and other employees in the delivery of RAP commitments.	June, September, December 2022, March, June, September, December 2023, March 2024	Executive Sponsor
	Appoint and maintain an internal RAP Champion from Executive Team.	June 2022	General Manager Corporate Strategy & Development
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June, September, December 2022, March, June, September, December 2023, March 2024	Executive Sponsor Aboriginal Engagement Officer
	Appoint and maintain an internal RAP Champion from senior management.	June 2022	Executive Sponsor Chief Operating Officer



Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023	General Manager Corporate Strategy & Development - Australia
	Report RAP progress to all employees and senior leaders quarterly.	June, September, December 2022, March, June, September, December 2023, March 2024	Executive Sponsor Aboriginal Engagement Officer
	Publicly report our RAP achievements, challenges and learnings annually.	December 2022, 2023	Executive Sponsor Aboriginal Engagement Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Aboriginal Engagement Officer
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.	June annually	Aboriginal Engagement Officer
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	August 1 annually	Aboriginal Engagement Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2024	Executive Sponsor Aboriginal Engagement Officer
	Continue our Reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2024



**KAEFER**

When it counts, count on us.

## **Contact Details**

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