



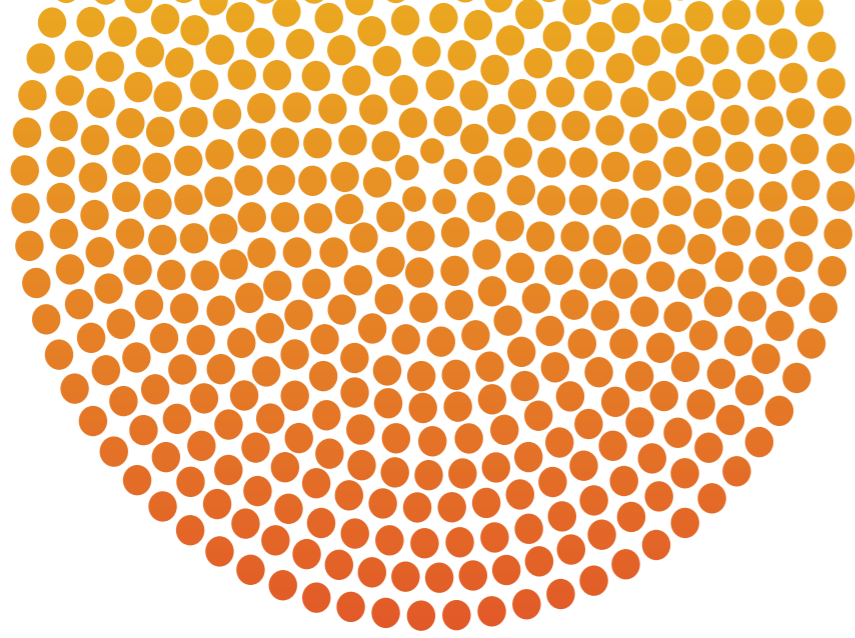
Generational Firsts

Reconciliation Action Plan
October 2023 - October 2025



Essential services for your
facility and infrastructure





Generational Firsts

Reconciliation Action Plan
October 2023 - October 2025



Acknowledgement of Country

The ARA Group acknowledges the connection of people, land and communities within the areas that we work. We pay our respects to Elders past, present and emerging.

We seek to maintain meaningful partnerships by undertaking the appropriate engagement practices within our business and for our communities. We know the importance of respecting, understanding and sharing the oldest living cultures in the world.

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ARA Group Limited
ABN 47 074 886 561



Our vision for reconciliation

The ARA Group is committed to creating a culturally safe work environment for Indigenous employees and building a partnership with Indigenous communities and businesses.

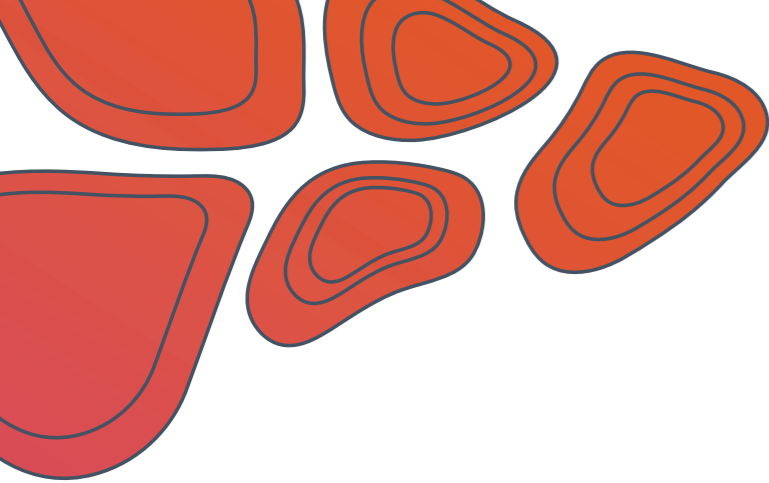
The overriding goal of the ARA Group is to ensure Indigenous employment reflects the percentage of Indigenous people in the Australian community.

Given the uniqueness of the ARA Group businesses we are in a position to offer various employment, training and career opportunities for First Nation's Peoples. To ensure the success of employment and training ARA has committed to have Senior Indigenous Engagement Managers drive the internal Wiimali initiative.

Given the breadth of the ARA Group businesses, ARA is in a position to enhance procurement from Indigenous Suppliers.

ARA is also committed to continuous cultural awareness training of all its staff to ensure ARA is a culturally safe workplace and is committed to contributing financially to Indigenous organisations that support education, literacy and well-being.

Photograph
Ebony Walk - Apprentice Security Technician



Message from **The Chief Executive Officer**

It is with great pride that I endorse the ARA Group's 2023-2025 Reconciliation Action Plan (RAP). This is our second RAP at the Innovate level. We have learned many lessons from our first RAP. The process has allowed us to identify the areas where we need to improve and make a more meaningful impact on the lives of Aboriginal and Torres Strait Islander peoples in Australia.

ARA began our RAP journey in 2018. We set many goals at the start of our journey. As we have reviewed our progress, we have recognised that we have achieved some of our goals, but not all. As a result of our self-assessment, we are revisiting our Innovate RAP and continuing our journey to ensure that our impact upon reconciliation in Australia is meaningful.

To update and refine our new RAP, we have formed a Steering Committee. This Committee has been working diligently on identifying our goals and objectives to make certain they are meaningful, achievable, and measurable. In the process of the developing this RAP, we have engaged the Senior Management

Team to ensure their commitment and agreement with the goals and objectives of our RAP.

The ARA Group has a proud history of social responsibility. It is an integral component of the culture of ARA, that our company is a member of the communities in which we work, and we recognise our responsibility to give back to those communities. This RAP and the actions associated with it are a component of all that we do in the communities where we carry out our work. In addition to the stated goals and objectives of this RAP, we will be encouraging all of the ARA Group employees to discover means of reconciliation as we work every day.

We are excited about the continuation of the ARA journey as we play a meaningful role towards reconciliation in Australia. We look forward to strengthening the partnerships with Aboriginal and Torres Strait Islander peoples throughout Australia. ARA is committed to making a meaningful contribution.

Edward Federman

Executive Chair and Chief Executive Officer
ARA Group Limited



Message from **Reconciliation Australia**

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ARA Group continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable

resources that ARA Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to ARA Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

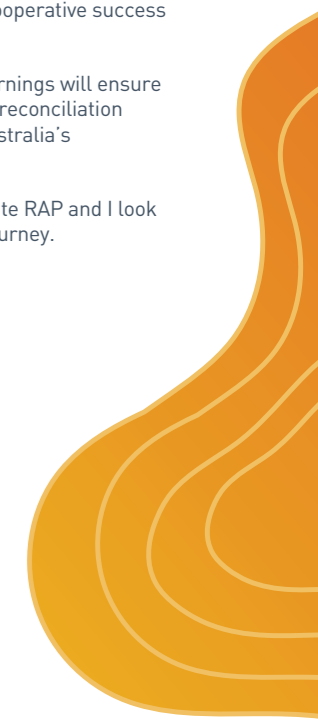
This Innovate RAP is an opportunity for ARA Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, ARA Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of ARA Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Our business

Since the ARA Group began its business in 2001, our companies have evolved at a rapid pace. We have been able to successfully navigate tough economic times and changing landscapes.

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

As a provider of essential services for facilities and infrastructure throughout Australia, we take great pride in the quality of work we perform. Over the past 21 years, we have grown and now have a workforce of approximately 2800 employees in Australia and New Zealand. As of 30 June 2023, ARA Group employed approximately 2,700 staff in Australia, of which 83 were Indigenous Australians. This represents 3% of the Australian workforce.

A core value of the ARA Group is to build strong relationships with the communities where we work. Our social responsibility is an integral part of the culture of ARA. Reconciliation is about changing the hearts and minds of non-Indigenous people in order

to shift societal thinking and reduce discrimination and systemic barriers. Reconciliation with Australia's Indigenous communities is an essential component of this value.

ARA Indigenous Services works with each of the ARA Divisions shown below to deliver many of the divisions' services. ARA Indigenous Services leads the ARA Group's engagement strategy and employment objectives. The ARA Group Wiimali program mentors the Aboriginal and Torres Strait Islander employees in a culturally safe environment.

At the time of the initial ARA Group RAP in 2018, there were just four Indigenous employees working at ARA. This number has grown exponentially throughout the organisation to 83 employees who identify as Indigenous. The growth of Indigenous employees within ARA is indicative of the success of the Wiimali program and the efforts since our initial Innovate RAP in 2018.



\$885 Million

Total Group revenue 2023



\$106 Million

Total revenue 2023

Revenue by Division 2023

Revenue through ARA Indigenous Services



\$276 Million

\$57 Million

Integration of and solutions for electronic security and fire protection



Fire Protection

- Inspection and testing
- Sprinkler systems
- Detection and EWIS systems
- Passive and fire doors
- Portable systems
- Special hazards
- Fire suppression systems

Electronic Security

- Access control
- Intrusion systems
- CCTV
- ATM security
- Electronic security solutions
- Safes, vaults and teller units
- Locksmith services

Marine Services

- Fire fighting systems and equipment
- Hyperbaric/breathing air systems
- Pressure vessels, relief valves and mechanical equipment
- Ships boats and davits
- Lifeboats and davits
- Ship repair and underwater services
- Marine electrical and automation



\$264 Million

\$38 Million

Commercial cleaning, energy management and building services



Cleaning Services

- Commercial cleaning
- Healthcare cleaning
- Food processing cleaning
- Grounds maintenance
- Waste management and recycling

Building Services

- Remedial building repairs
- Insurance building repairs
- 24/7 Emergency service
- Exterior and interior design
- Fit outs of interior spaces
- Multi-trade services
- Thermal imaging
- Building maintenance

Mechanical Services

- HVAC design
- Mechanical ventilation
- Air conditioning and chiller plants
- Building automation
- Energy management and metering



\$157 Million

\$11 Million

Electrical, high voltage, data and engineering



High voltage installation and service

Low voltage installation and service

Engineering design and solutions

Manufacture of switchboards and switchrooms

Structured cabling



\$188 Million

Manufacturing and distribution



Manufactured Products

- Commercial doors
- Industrial doors
- High security doors
- Physical security systems
- Ballistic glass
- Bollards, gates and commercial bicycle racks
- Joinery and lockers

Electronic Security Products

- Access control
- CCTV
- Photo ID systems
- Identity security
- Architectural hardware

Commercial cleaning services



Operates as a commercial cleaning business and is a conduit for all ARA capabilities.

Indigenous employees

83

As of 30 June 2023

Indigenous apprentices

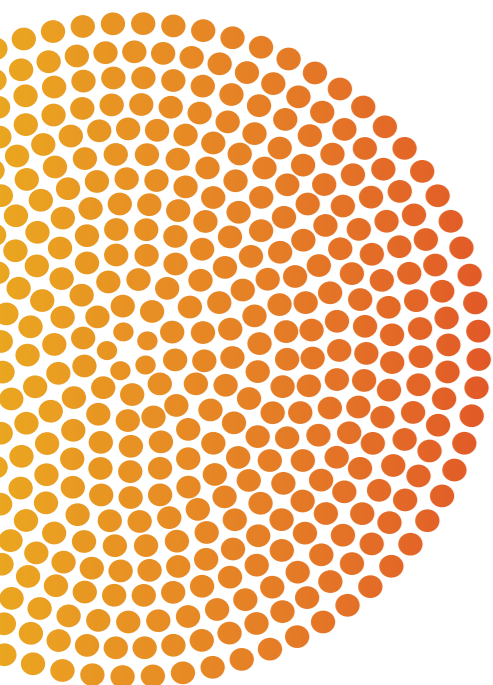
5%

As of June 2023

Total Indigenous employment

3%

As of 30 June 2023



ARA Group Locations

The ARA Group services facilities and infrastructure throughout Australia and New Zealand. With over 50 locations, we are well-positioned to deliver multi-site contracts and provide immediate support through our national base of service technicians. We are also experienced in setting up remote and temporary work sites for major industrial projects.



4 Key Services



3,000+ Employees



50+ ARA Locations



Employee Owned

Photograph
Electrical engineer - ARA Electrical



ARA Group

1300 233 305
aragroup.com.au
83 Alexander Street
Crows Nest NSW 2065

ARA Electrical

1300 272 353
araelect.com.au
18-20 Investigator Dr
Unanderra NSW 2526

ARA Products

1300 111 010
araproducts.com.au
Unit 8 10 Technology Dr
Arundel QLD 4124

ARA Fire & Security

1300 272 347
arafire.com.au
20 Binney Road
Kings Park NSW 2148

ARA Property Services

1300 889 210
arapropertyservices.com.au
442 - 450 Auburn Road
Hawthorn VIC 3122

1300 304 440
aramanufacture.com.au
19 Taminga St
Regency Park SA 5010

AUS 1300 303 325
NZ 0508 272 732
arasec.com.au
9b Commercial Road
Kingsgrove NSW 2208

1300 440 573
arabuildingservices.com.au
Unit 30 192A Kingsgrove Road
Kingsgrove NSW 2208
1300 332 237
aramechanical.com.au
Unit 1 192 Kingsgrove Road
Kingsgrove NSW 2208

Office Locations

AUSTRALIA

Airport West
Arundel
Balcatta
Baulkham Hills
Baynton
Bayswater North
Bella Vista
Belmont
Beresfield
Berrimah
Bundaberg
Bungalow
Caringbah
Chatswood
Cheltenham
Crows Nest

Dandenong South
Derrimut
Dubbo
Eagle Farm
Eastwood
Frenchs Forest
Fyshwick
Gap Ridge correct
Gladstone Central
Hawthorn
Heatherbrae
Ingleburn
Kings Park
Kingsgrove
Loganholme
Mackay Harbour

Mayfield
McDougalls Hill
Middlemount
Milton
Minto
Mount Thorley
Murarrie
Narrabri
North Parramatta
Orange
Parkhurst
Pegs Creek
Penrith
Piccadilly
Port Melbourne
Portsmith

Queanbeyan East
Regency Park
Rydalmere
Singleton
South Kalgoorlie
South Melbourne
Springwood
Tingalpa
Tomago
Tuggerah
Tullamarine
Two Wells
Unanderra
West Gosford

NEW ZEALAND

Albany
Avondale
Tauranga
Christchurch
Dunedin
Hamilton
Hornby
Lower Hutt
Mt Wellington
Napier
New Plymouth
Queenstown
Wairau Valley
Wellington

CHINA

Ningbo



Our RAP

Generational Firsts

The ARA Group is seeking to develop enduring change. We understand that if long lasting effects are to be delivered through reconciliation, that the solution must be led by Indigenous peoples in close partnership with non-Indigenous Australians.

We believe that one of the biggest barriers to Reconciliation and for the social and economic development of Indigenous peoples, has been the historical limitations to education and employment. ARA Group provides a unique range of employment opportunities including skilled trades, business administration as well as tertiary education, available to Indigenous peoples within the Group.

Currently, approximately 3% of the ARA Group workforce are Indigenous. The majority are the first in their family and community to undertake the career path they have chosen, becoming Generational Firsts.

We understand, that to break any cycle of deficit, dramatic change is needed, often through something that has not been seen to be achieved previously. Being the first in a family or community unit to undertake something as fundamental as an apprenticeship or skilled employment can become a monumental task. Often the family and community around that person does not understand the level of support required. ARA Group has the understanding through its Indigenous leadership group, of what is required.

Proudly, ARA's team of Indigenous employees speak passionately about their individual and personal journeys. Our team calls it Generational Change. The impact we have and potential we offer to each and every individual working as an integral member of our organisation has a trickle-down effect, which does not only affect the livelihood of the individual, but as each individual grows and develops in their respective role, the tangible outcomes positively demonstrate to their friends, families, children and communities the benefits of maintaining a truly meaningful role in the Group.

The ARA Group focuses on providing an innovative and leading employee mentoring program designed by ARA

and delivered to all our internal staff who identify as Indigenous people. The Mentoring Program is named Wiimali. The Wiimali program focuses on the individual's need to excel at work, and extends to provide help in their home life. Wiimali is a 360 Degree mentoring program initiated and managed by a leadership team of Indigenous employees who work nationally to ensure we are supporting and encouraging our Indigenous staff to succeed as recognised and valued members of the business as we promote reconciliation throughout the entire business.

With each Indigenous employee becoming a member of the Wiimali Program we hope to see lasting, meaningful and life changing employment opportunities.

The Wiimali program is created to support business processes for inclusion of Indigenous employment. It is holistic and mindful of cultural, business, and social needs and is implemented with the full support of ARA Indigenous Services and the ARA Group.

Wiimali is designed to create a smooth operational process, vetting potential applicants for the placement of Indigenous employees into the ARA workforce, with collaboration, ongoing support and interaction; the program aims to provide suitable personnel appointed to deliver positive results with high quality and high retention outcomes through our unique and discrete mentoring program Ngurra.

Wiimali takes focus on three key elements:

- Strategic Recruitment for the employment of Indigenous personnel
- Ngurra / Kin-Necting, a 360-degree Mentoring Program
- Community Engagement

ARA engage confidently and proudly with external partners in sharing our reconciliation journey and achievements. We have witnessed aligned interests and a growth in the uptake by clients seeking to partner with us based on our recognised determination to create positive and permanent change for the future.

Photograph
Ebony Walk - Apprentice Security Technician

“For me, being the first in my family to achieve success when it comes to work, means success in life and has enabled me to break generational cycles for my own little family and my extended mob. The hard work pays off three fold when it has a lasting impression on the younger generation within my mob... “if Mum, Aunt, Sis can do it, then what’s stopping me?!”

— Nicole Glynn ARA Indigenous Services, Contracts Lead



Indigenous Word Definitions

Wiimali (pronounced Wee-ma-lee)
Ngurra (pronounced New-ra)

To light a fire.
Place of belonging.

Our Reconciliation Action Plan

The ARA Group launched our first RAP in 2018. As noted in our CEO's message, our first RAP represented a formal commitment to ARA's values of inclusion and positive community engagement.

It detailed our engagement in reconciliation initiatives across the ARA Group. The goals of this first RAP included developing and participating in cultural awareness programs and engaging with Indigenous businesses. Our initial RAP provided a primary focus for our business divisions to increase our Indigenous employment.

As we reflected on our first RAP, it was agreed we could build on these foundations by developing a second Innovate RAP. In consultation with our external advisors and with Reconciliation Australia, we will reset our commitments.

What have we learnt since the implementation of our last RAP?

Our previous RAP journey invoked a greater understanding of what reconciliation means, how it works across our business and that reconciliation achievement is successful only when both Indigenous and non-Indigenous peoples both work together.

The second part of our understanding brought insight around acting on our commitments, establishing goals and setting time frames, tasks and objectives, so that the responsibility rests on the entire workforce to deliver on our commitments.

As a result, we understand that commitment from Senior Management across the business is required in order to successfully fulfil our commitments. Commitment needs to be internalised stemming from our Directors, Senior Management and Middle Management to shape and develop a sphere of influence. Understanding that the delivery of our RAP commitments requires not only a financial commitment, but a commitment of resources and time to maintain the strength of our brand.

Our RAP achievements include:

Scholarships - NIDA

ARA is the Principal Partner for Property Services for the National Institute of Dramatic Art (NIDA). The sponsorship also includes the award of \$30,000 of scholarships for up to three Indigenous NIDA students annually.

Indigenous cadetship

ARA has established a Cadet program for an Indigenous student studying at Macquarie University in partnership with Walanga Muru. Walanga Muru is an Indigenous support group at university.

Endowment Fund

In 2009, the ARA Group established the ARA Endowment Fund as part of our mission to create a lasting legacy of support for our community. Our goal is to grow the principal balance of the Fund and provide meaningful donations in perpetuity. The Fund is a registered Australian charity in its own right. Every year, 100%

of the annual interest earned on the Fund balance is donated to three select partnerships: The GO Foundation - empowering Indigenous youth through education, The Indigenous Literacy Foundation - providing Indigenous children access to books and the David Lynch Foundation - providing scholarships for our Indigenous Employees to learn transcendental Meditation.

Curtin University - The Carrolup Story

With ARA's help, Curtin University is creating a permanent home for the precious Indigenous Carrolup artworks, allowing their important lessons to be widely shared with our local, national and international communities and encouraging us to walk together towards a more just and inclusive future.

Macquarie University Cultural Safety Training

Design of training program in collaboration with Macquarie University.

Photograph
The Carrolup Story - Curtin University



Indigenous Word Definitions



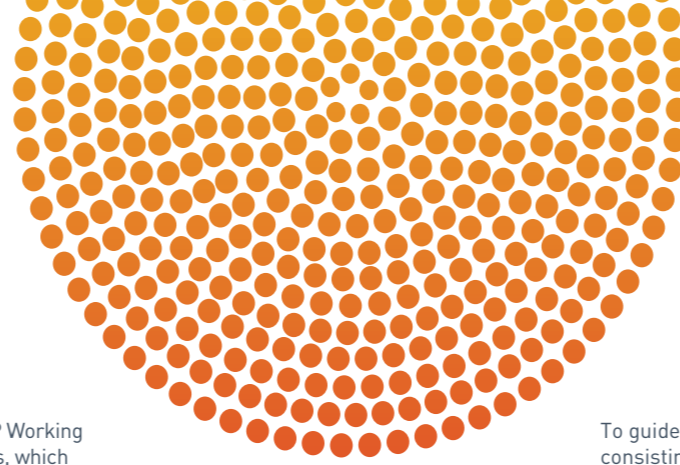
Walanga Muru

(pronounced
Wa-lang-ah Moo-roo)

Follow your path

The RAP Working Group

ARA Group formed a RAP Working Group which was endorsed by the ARA Group Board of Directors. The RAP Working Group consists of eight key members, both Indigenous representatives and a non-Indigenous representatives, which include one of the ARA Group's founders and CEO Edward Federman; Rohan Tobler-Williams, General Manager ARA Indigenous Services; Nicole Glynn, Contracts Lead ARA Indigenous Services; Gary Stoker, National Account Manager; Daniel Paul, General Manager ARA Locksmiths; Steve Alley, Estimator ARA Manufacture; Steve Fazakerly, WHSQE Manager ARA Electrical and Paul Dieckmann, Creative Director.



The RAP Advisory Panel

To guide this Working Group through ARA Group's next RAP journey, an Advisory Panel has been established consisting of Indigenous and Non-Indigenous members including Indigenous Community Elders. The panel members bring with them a diverse range of expertise from areas such as education, sports, business and arts, community and cultural knowledge.

Meet the Working Committee



Edward Federman
RAP Champion
Chief Executive Officer
- ARA Group



Rohan Tobler
General Manager
- ARA Indigenous Services



Nicole Glynn
Contracts Lead
- ARA Indigenous Services



Gary Stoker
National Account Manager
- ARA Group



Daniel Paul
General Manager
- ARA Locksmiths



Steve Alley
Estimator
- ARA Manufacture



Steve Fazakerly
WHSQE Manager
- ARA Electrical



Paul Dieckmann
Creative Director
- ARA Group

Meet the Advisory Panel



Michael O'Loughlin
Managing Director
- ARA Indigenous Services



Rohan Tobler
General Manager
- ARA Indigenous Services



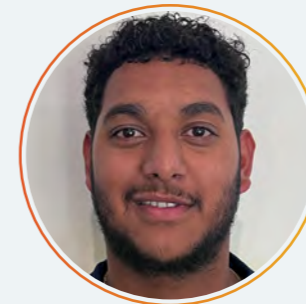
Geoffrey Bilney
Indigenous Corporate
Engagement Manager
- Macquarie University



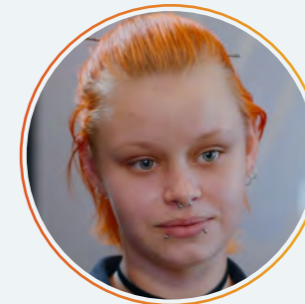
Rose Manzini
Chief Operating Officer
- Cape York Partnerships



Alex Stengle
Indigenous
Engagement Manager



Jonah Patterson
Security
Technician



Ebony Walk
Security
Apprentice



Edward Federman
RAP Champion
Chief Executive Officer
- ARA Group

The RAP Working Group meets regularly to establish the terms of reference, develop objectives, and create the framework on which the ARA Group will deliver on the commitments in this Reconciliation Action Plan.

To advise and assist the RAP Working Group achieve these commitments, the Group agreed to appoint an advisory panel of select First Nations experts, Elders and Indigenous role models.

In addition to the RAP Working Group members and RAP Advisory Panel members, specific RAP sub-committees and/or working groups may be established to assist in achieving RAP deliverables. Other external stakeholders may also be engaged to ensure all ARA Group RAP actions and deliverables are developed and measured.

Ultimately, the ARA Group RAP sponsor Edward Federman, is responsible for its implementation and success. ARA Group Division Managing Directors are responsible for the deliverables within their divisions as set out below and will receive regular progress updates on the RAP developments and implementation.



“To be the first woman in my family and possibly the first person to do a technical trade like Locksmithing, is a big thing for my mob. These young ones need to be able to see what’s possible, I want to be the one who shows them.”

— Renee Webb ARA Locksmiths

Case Study

Renee Webb

A generational first story

Renee Webb is a proud Narrunga and Nukunu woman from Adelaide, South Australia. Renee attended an information session at a jobs expo. After hearing about what the ARA Group delivers, Renee decided to apply for a cleaning role within the ARA Property Services division.

Renee spent four years successfully working with the ARA cleaning business in South Australia servicing high profile buildings and customers in the city of Adelaide.

Renee was looking to grow personally and professionally and was ready to move on to something more challenging. Instead of leaving ARA, the Indigenous Services support team sought to identify other opportunities within the Group, which led Renee to an apprenticeship with our Locksmithing business. Since joining as an apprentice, Renee has shown great initiative and drive and is now thriving in her new role while navigating life hurdles as many young Indigenous women face in today’s society.

What this means for Renee, is that after completing her apprenticeship, she will be trade certified. She will have learned that all the hard work she’s doing right now will create stability through a lifelong career path. She will be able to look after her father as she plays a pivotal support role within her family. Renee has the opportunity to become a role model to younger generations.



Photographs

Left: ARA Locksmiths vehicle
Above: Renee Webb - second year apprentice locksmith



Artwork **'Ngadjung'**

Digital Media
Jordan Ardler 2022

About the artwork

In this digital media piece, Jordan explores the foundations of ARA and our partners through the land, waters and environments in which our people work and live.

ARA's foundations highlight a working place of community, commitment, integrity and growth through togetherness. Working with our clients to ensure a sustainable future, Jordan saw Ngadjung as an appropriate starting point to create a piece to visually communicate ARA.

The three circles in the background represent the ownership, commitment and solidarity on which the company has been built upon.

The layers to follow tell the story of the company's values. The white circular symbols acknowledge the multicultural staff, clients and community of ARA. They are placed in the artwork to represent togetherness, connection and acceptance. ARA's workplace comprises Aboriginal, non-Aboriginal and overseas peoples, which creates a presence of a welcoming nature. The pathways connecting are a journey to connecting cultures and embracing a new community.

Each pathway represents the travelling and many footsteps the ARA community takes across various lands and surrounding communities. The intricate mapping of the line work throughout the artwork are symbolic of the song lines of those communities, peoples, and animals of the lands and water.

The overall colour palette was selected to represent each of ARA's services, paying homage to the hard work and dedication to all of ARA's workers.

The artwork was created to tell the story of ARA and pay respect to all of our communities. It is meant to be an adventure of discovery to the audience who will each see something different in the piece. The audience engaging with the artwork creates another community.

Welcome to the journey.

About the artist

Titled 'Ngadjung' meaning 'drinking water' in the Dharawal language, this artwork has been designed specifically for ARA's Reconciliation Action Plan by proud Bidjigal artist Jordan Ardler.

Jordan has a Bachelor of Design (Hons) from UNSW and has won recognition at the 2015 Nura Gili Indigenous Awards for her ongoing volunteer work within the Indigenous community.

Jordan currently works with the La Perouse Youth Haven and the Gujaga Foundation to help build confidence and capacity of youth at risk of anti-social behaviours by teaching them about identity, community and culture.

In addition to commissions such as this piece, Jordan has recently painted a large scale mural on Alfreda Street, Coogee entitled 'Greetings from Koojaj' which brings the First Nations story of Coogee to life.

Relationships

Action →

The ARA Group supports the development of strong open and transparent communication throughout our entire workforce. We encourage and promote an unbiased workforce which includes all people treating one another with respect, fairness, and equality. We bring our staff, contractors, and suppliers together in the pursuit of sharing experiences, understanding of cultures, and working without prejudices. This is integral to the development of our people and the culture of our business.

Building strong relationships with Aboriginal and Torres Strait Islander peoples and all other people and cultures is important to the ongoing growth of the ARA Group and the personal development of our people. Through the normalising of these relationships, we will influence change and create a safe environment which transforms lives for the next generation to pursue successful careers in harmonious communities.

Working and collaborating with our clients, we seek to share our experiences and foster opportunities to expand on the generational change we can make on the lives of our Indigenous staff and contractors.

Our work with Aboriginal and Torres Strait Islander community groups and organisations enables the positive contributions of ARA to reach further into Indigenous communities to positively affect the lives of the infants, the youth, and the elderly.

Photograph
Michael O'Loughlin - Managing Director
ARA Indigenous Services



Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October - December 2023	GM Locksmiths National Account Manager
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October - December 2023	GM Locksmiths National Account Manager

2. Build relationships through celebrating National Reconciliation Week (NRW).

Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Reconciliation Week May 2024, May 2025	Creative Director
RAP Working Group members to participate in an external NRW event.	Reconciliation Week 27 May - 3 June 2024, 2025	Creative Director
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Reconciliation Week 27 May - 3 June 2024, 2025	ARA Group CEO
Organise at least one NRW event each year.	Reconciliation Week 27 May - 3 June 2024, 2025	ARA Group CEO
Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, May 2025	Creative Director
Each working group member to take a Senior Manager to an external NRW event.	Reconciliation Week 27 May - 3 June 2024, 2025	ARA Group CEO

3. Promote reconciliation through our sphere of influence.

Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2024, 2025	Creative Director ARA Group CEO
Communicate our commitment to reconciliation publicly.	June 2024, 2025	Creative Director ARA Group CEO
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2024, 2025	ARA Group CEO GM ARAIS
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024, 2025	GM ARAIS Contracts Lead ARAIS

4. Promote and Celebrate Indigenous Excellence and Achievement in the ARA Group and Wiimali Program.

Identify awards categories for Indigenous Staff and non-Indigenous Staff involved in the Wiimali Program.	Feb 2024, 2025	Creative Director ARA Group CEO
Create a nomination process and a panel to select finalist and winner of awards to be presented at the Wiimali Luncheon.	Feb 2024, 2025	ARA Group CEO General Manager ARAIS
2024-25 luncheon and awards ceremony to celebrate the efforts across the ARA Group and ARA Indigenous Services, in reconciliation and the Wiimali Program by First Nations and Non-Indigenous staff.	July 2024, 2025	GM ARAIS Contracts Lead ARAIS

5. Promote positive race relations through anti-discrimination strategies.

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2024	ARA Group CEO General Counsel
Develop, implement and communicate an anti-discrimination policy for our organisation.	September 2024	ARA Group CEO General Counsel
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2024	ARA Group CEO General Counsel
Educate senior leaders on the effects of racism.	December 2023	ARA Group CEO

Respect

Action →

Respect is an important pillar that acknowledges the importance of truth-telling and seeks to further embed a knowledge, appreciation and understanding of Aboriginal and Torres Strait Islander cultures within the ARA Group, our people, our suppliers and our contractors. We believe that the Aboriginal and Torres Strait Islander peoples of this country should be restored to a place of equity, dignity and respect.

The ARA Group seeks to show respect to Aboriginal and Torres Strait Islander staff members, contractors, clients and community groups to increase cultural learning opportunities across the organisation and to make our workplace culturally safe for First Nations and non-First Nations Australians.

We are committed to reflecting on Aboriginal and Torres Strait Islander history as well as the history of the nation and celebrating the Aboriginal and Torres Strait Islander cultures within the communities in which we work.

Photograph
ARA Indigenous Services
cleaning contract, Canberra NSW



Deliverable

Timeline

Responsibility

6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Conduct a review of cultural learning needs within our organisation.	October 2023, 2024	GM ARAIS
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2024	Contracts Lead ARAIS Creative Director
Review, update, and communicate a cultural learning strategy document for our staff.	July 2024	Creative Director GM ARAIS Producer/Director
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2024	Contracts Lead ARAIS
Develop and utilise training videos for cultural learning for ongoing use across the ARA Group.	July 2024	Creative Director GM ARAIS Producer/Director

7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Increase ARA staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	GM ARAIS Contract Lead ARAIS Creative Director
Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2024	Estimator ARA Manufacture Creative Director
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2024 & 2025	National Account Manager Contracts Leads
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings (as per cultural protocol document).	June 2024 & 2025	HSEQ Manager EA/Project Manager

8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

RAP Working Group to participate in an external NAIDOC Week event.	NAIDOC Week July 7 – 13 2024, July 6 - 12 2025	HSEQ Manager EA/Project Manager
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2024	General Counsel
Promote and encourage participation in external NAIDOC events to all staff.	June 2024, 2025	ARA Group CEO



Opportunities

Action →

The ARA Group's commitment to Indigenous Australians has been demonstrated through the various opportunities created within the business to date, in particular the partnership with ARA Indigenous Services. ARA Group takes pride in our commitment to providing opportunities to Indigenous Australians in a positive and culturally safe environment where all Indigenous staff can thrive professionally.

The ARA Group understands our responsibility as a large business to offer opportunities in employment, procurement, professional development, tertiary education and enabling access to systems and processes. To support Indigenous Australians through the opportunities at ARA, the Group established the Wiimali Program, ensuring that Indigenous peoples' well-being is supported along with a focus on retention.

In ARA's RAP journey, the Group is aiming to build on the success of the past three years by focusing on the following areas:

- Nation wide Indigenous supplier diversity strategy
- Review of current engagement and employment strategy
- Review of current cadet/intern program
- Creation of Indigenous leadership program
- Rewards and recognition for Indigenous staff and suppliers

Photograph
ARA Indigenous Services
cleaning contract, Canberra NSW



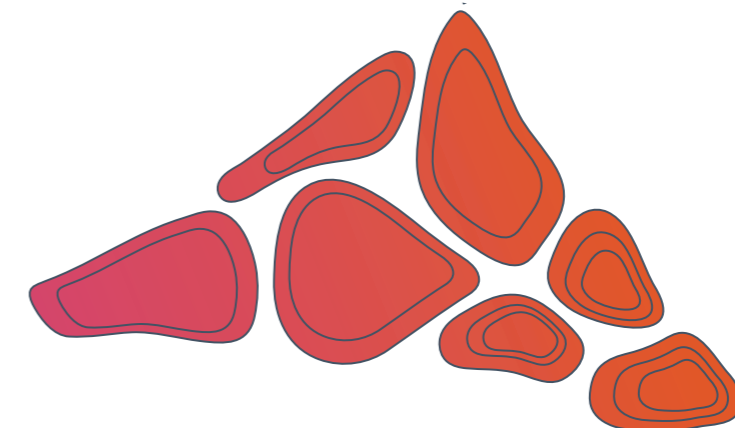
Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
Build understanding of current Aboriginal and Torres Strait Islander staffing challenges to inform future employment and professional development opportunities.	October 2023	GM ARAIS
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2023	National Account Manager
Review and update ARA's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2024	GM ARAIS
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2024, 2025	Contracts Lead ARAIS
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2023	General Counsel

10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Review and update ARA's Aboriginal and Torres Strait Islander procurement strategy.	December 2024	GM ARAIS GM ARA Locksmiths
Maintain Supply Nation membership.	June 2024, 2025	ARA Group CEO General Manager ARAIS
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2025	Creative Director
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2025	HSEQ Manager General Counsel
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2024, 2025	GM ARAIS National Accounts Manager

11. Develop Indigenous supplier portal on the ARA Group intranet.

Utilising the review of the ARA Group Indigenous procurement strategy, upload Indigenous business details to the ARA Group bridge.	August 2025	GM ARA Locksmiths Creative Director
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Governance

Action →



Photograph
ARA Indigenous Services
switchroom installation, Dubbo NSW



Deliverable Timeline Responsibility

12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Maintain Aboriginal and Torres Strait Islander representation on the RWG.	October 2023	ARA Group CEO
Establish and apply a Terms of Reference for the RWG.	December 2023	GM ARA Locksmiths
Meet at least four times per year to drive and monitor RAP implementation.	June 2024, 2025	ARA Group CEO

13. Provide appropriate support for effective implementation of RAP commitments.

Define resource needs for RAP implementation.	June 2024, 2025	ARA Group CEO
Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2024, 2025	ARA Group CEO
Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2024, 2025	Creative Director
Appoint and maintain an internal RAP Champion from senior management.	December 2023	ARA Group CEO
Meet every month to drive and monitor RAP implementation.	June 2024, 2025	ARA Group CEO

14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

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 2024, 2025	Contracts Lead ARAIS
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	October 2023, 2024, 2025	Contracts Lead ARAIS
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	October 2023, 2024, 2025	Contracts Lead ARAIS
Report RAP progress to all staff and senior leaders quarterly.	June 2024, 2025	ARA Group CEO
Publicly report our RAP achievements, challenges and learnings annually.	June 2024, 2025	Creative Director GM ARAIS
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Contracts Lead ARAIS
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2025	GM ARA Locksmiths

15. Continue our reconciliation journey by developing our next RAP.

Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	Creative Director
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Contact

For RAP enquiries

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Here for you
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