

Plenary Group

Reflect Reconciliation Action Plan

November 2020 to November 2021



A message from Reconciliation Australia



NGUMPIN KARTIYA PURRUPURRU JARRAKAP NGULU MANANA (Blackfellas and whitefellas speaking together)

As in traditional dot painting of the desert regions, this artwork is an aerial perspective – an observation and understanding from afar. Men and women are depicted as a yellow ochre U-shape, the traditional Aboriginal symbol for people seated. They face each other in dialogue, speaking and listening equally. They have all ‘come to the table’, gathering together to share knowledge and ideas. As they do so, ripples from the conversation spread.

The colour red talks about how, as human beings, we may come from diverse places, have differing skin colour and features, yet underneath, we all share red blood. Red also references the land and how water (blue) replenishes the earth as it courses through our Country. Water is a source of life and survival for both the land and for the human body.



ABOUT THE ARTIST

Leah Leaman Yinpingali Namitja is a Malngin / Gurindji artist. She is a proud member and Director of Karungkarni Art and Culture – a non-profit organisation working to preserve and promote Gurindji art, language and culture based in Kalkaringi, a remote Aboriginal community located 480 kilometres southwest of Katherine in the Northern Territory. Blending the telling of traditional stories in a contemporary format, Leah’s artwork has featured in a number of events and exhibitions including the annual exhibition at Charles Darwin University ACIKE Unit commemorating the Vincent Lingiari Memorial Lecture and the Darwin Aboriginal Art Fair. Her artwork, *Women Collecting Flowers and Bushfood*, is currently touring Australia as part of the Karungkarni Art / Brenda L. Croft exhibition, *Still In My Mind: Gurindji location, experience and visibility*.

karungkarniart.com.au



Reconciliation Australia welcomes Plenary Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Plenary joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program’s potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program’s strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Plenary to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia’s reconciliation journey.

Congratulations Plenary, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

A message from our Chief Executive



Plenary Group takes great pride in joining the Reconciliation Action Plan program following the formal endorsement of our inaugural Reflect RAP by Reconciliation Australia.

We embrace the need to raise awareness and understanding around reconciliation, and this Reflect RAP represents a formalisation of that commitment – a commitment to develop respectful relationships with Aboriginal and Torres Strait Islander peoples, to foster respect for their cultures and communities, and to improve socioeconomic outcomes.

We also appreciate the need for mutual recognition of the importance of this commitment with those organisations with whom we partner to deliver and manage our projects.

The Reflect RAP process has allowed us to deepen our understanding of the influence we are able to have through our role in developing quality public infrastructure for the communities in which it exists.

Our desire to continue to make a positive contribution is reflective of our core values of respect, integrity and diversity.

We want to foster and maintain a diverse and inclusive culture – one that treats all people, their culture, and the communities that they are part of, with the greatest understanding and respect.

These values are important to us as an organisation and also to our people.

I am delighted to be directly involved in our journey as a RAP champion, and have been greatly encouraged by the many team members who have contributed so far to this journey.

I have no doubt that, in the years to come, we will continue to fully embrace this commitment as we continue to make strong progress on our reconciliation journey.

David Lamming
Chief Executive Officer
Plenary Group

Our business

Plenary is Australia's leading independent developer, manager and long-term investor in public infrastructure, specialising in public-private partnerships.

We are delivering and managing 19 infrastructure assets in partnership with governments across Australia.

This includes infrastructure like hospitals, schools, trains, trams and roads – things you use every day.

Combined, these project are worth more than \$22 billion, and are part of our global portfolio worth more than \$42 billion across Australia, Canada and the US.

Our holistic approach embraces infrastructure financing, managing design and construction, providing complementary commercial development, and ongoing management and operation of infrastructure assets.

We pride ourselves on collaborating with our government and project partners to deliver public infrastructure that makes a real difference to the communities in which it exists.

Established in Melbourne in 2004, we have now grown to more than 140 Australia-based staff and offices in Melbourne, Sydney, Brisbane and Adelaide.

Information regarding whether any of our staff identify as Aboriginal and/or Torres Strait Islander peoples is not yet collected, however, as part of our reconciliation journey we will be putting culturally-appropriate processes in place to address this.

Our RAP

This Reflect Reconciliation Action Plan (RAP) marks the next step in our journey to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples, communities and organisations.

It describes the way we will inform and drive our contribution to reconciliation by increasing awareness and understanding within Plenary and the communities in which we operate, and aims to:

- build relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations;
- foster and embed respect for the world's longest surviving cultures and communities; and
- continue to develop opportunities to improve socioeconomic outcomes for Aboriginal and Torres Strait Islander peoples and communities.

While we are already part of a number of partnerships and initiatives through our infrastructure portfolio, we recognise the importance of a consolidated, consistent approach across all parts of our business.

As this is the start of Plenary's broader corporate reconciliation journey, we have developed a Reflect RAP.

This will help us prepare and implement meaningful, mutually beneficial and sustainable reconciliation initiatives.

An initial RAP working group has been established, comprising our Communications Director as inaugural chair, an Executive Director of Origination and our Compliance and Risk Manager, with input from our Sustainability Leadership Group, an 11-member group tasked with developing and advancing our environmental, social and governance (ESG) agenda.

Further RAP working group members will be added over the 12-month commitment period.

RAP champions have been established in each office including our Chief Executive Officer and Chief Financial Officer in Sydney, our Head of Origination and Chief Operating Officer in Melbourne, a Senior Asset Manager in Brisbane, and a General Manager in Adelaide.

This Reflect RAP aligns with the broader diversity and inclusion commitments made in our 2020 diversity and inclusion policy statement and plan.

Current partnerships and activities

NEXT GENERATION ACADEMY

Since 2017 we have partnered with Australian Football League club Richmond, providing financial and promotional support to its Next Generation Academy (NGA).

The NGA introduces the game of Australian rules football to boys and girls with Aboriginal and Torres Strait Islander backgrounds, highlighting the importance of a healthy lifestyle, providing a culturally-affirming environment and a talent identification pathway for players, coaches, umpires, and administrators.

It is an extension of the success of Richmond's centre for Aboriginal and Torres Strait Islander

youth, Korin Gamadji Institute (KGI), and the ongoing connection KGI has with Aboriginal and Torres Strait Islander communities in regional Victoria.

Richmond's NGA covers a significant part of Victoria, including the regional centres of Bendigo, Echuca, Mildura, Shepparton, Swan Hill, Wangaratta and Wodonga.

Plenary's support enables Richmond to further engage Aboriginal and Torres Strait Islander peoples at a grassroots level, building more connected and healthier communities.



Next Generation Academy participants and Plenary chairman John O'Rourke at the 2017 launch of the partnership

Current partnerships and activities

A number of our projects include workforce development initiatives providing long-term, sustainable employment opportunities and pathways for Aboriginal and Torres Strait Islander peoples, as well as other relationships benefiting Aboriginal and Torres Strait Islander businesses.

TOOWOOMBA BYPASS

We are part of the Nexus consortium that delivered and now manages the \$1.6 billion Toowoomba Bypass, a 41-kilometre bypass that runs to the north of Toowoomba via Charlton in southeast Queensland.

Employment and training of Aboriginal and Torres Strait Islander peoples exceeded expectations during the four-year delivery phase, accounting for 142,346 hours of 4.6 million hours worked (three per cent of all hours worked).

Aboriginal and Torres Strait Islander peoples accounted for 31 per cent of all training hours, exceeding targets.

In the current operations phase, one of the roughly 30 employees identifies as Aboriginal and/or Torres Strait Islander people.

Business supply relationships include drafting services from Snap Underwood, office supplies including Waddi Specialty Coffee from COS, and project employees are part of the monthly Black Coffee business network initiative.

WESTERN ROADS UPGRADE

We are part of the Netflow consortium delivering the \$1.8 billion Western Roads Upgrade project, priority road upgrades and more than 260 kilometres of road maintenance across western Melbourne for 23 years.

Partnerships with organisations such as Killara Foundation, Goal Indigenous Services, Bunji Hire, Indigenous Employment Partners, Zancott Recruitment and CareerTrackers provide sustainable employment pathways for Aboriginal and Torres Strait Islander peoples, as well as a range of housing, income management and transport support for employees.

The Aboriginal and Torres Strait Islander participation target during the project's development phase has been exceeded, with more than 44,800 hours achieved to date, compared to the 29,487 hours commitment.

More than 70 Aboriginal and Torres Strait Islander peoples worked on the project in its first three years, and three Aboriginal interns were placed on the project through the CareerTrackers Indigenous Internship Program.

Business supply relationships include cleaning services from Shining Knight Facilities Management, business supplies from Winc and sunscreen from Ochre Sun.

Project partner Broadspectrum is a recognised leader in social procurement and Aboriginal and Torres Strait Islander employment. A founding member of Supply Nation, it also participates in the National Indigenous Australians Agency Indigenous Employment Parity Initiative (IEPI), one of only 13 IEPI employers in Australia.

SYDNEY METRO

We are part of the NRT consortium delivering the public-private partnership (PPP) component of Sydney Metro, Australia's largest public transport project and first fully-automated passenger railway.

That includes the delivery and now operation of the \$3.7 billion North West Line PPP, and the current delivery of the \$3.7 billion City and Southwest PPP.

A proportion of the City and Southwest project workforce will be reserved for Aboriginal and Torres Strait Islander peoples, and a proportion of that workforce will be encouraged to undertake upskilling at Australian Qualifications Framework Certificate IV level training or equivalent and above.

The project is engaging Aboriginal businesses as part of its supply chain, and the consortium reporting aligns with the New South Wales Department of Finance, Services and Innovations Aboriginal Participation in Construction Policy.

SINGLE LEAP 1 AND 2

We are part of the Plenary Living consortia that delivered and now manage for 30 years the two Australian Defence Force Single Living Environment and Accommodation Precinct projects – the \$300 million Single LEAP 1 and the \$900 million Single LEAP 2 – comprising more than 4,400 single accommodation units and supporting infrastructure across 17 locations in every mainland state and territory in Australia.

Project partner Compass Group – a founding member of Supply Nation – is a leading employer of Aboriginal and Torres Strait Islander peoples, and five per cent of the roughly 100 people employed across the project identify as Aboriginal and/or Torres Strait Islander people.

HIGH CAPACITY METRO TRAINS

We are part of the Evolution Rail consortium delivering the \$2.3 billion High Capacity Metro Trains project, delivering and maintaining 65 high-capacity trains and two maintenance facilities for Melbourne's rail network for 35 years.

At least seven per cent of the more than 1,100 jobs being created on the project will be filled by Aboriginal and Torres Strait Islander peoples, people with a disability and the long-term unemployed, to provide lasting employment in the manufacturing sector.

One of the new trains will feature exterior artwork created by an Aboriginal artist or collective who are Victorian Traditional Owners.

The four artists or collectives in the running to have their artwork featured across all seven carriages are:

- Boon Wurrung man Adam Magennis (Mornington);
- Kirrae Whurrong woman Fiona Clarke (Warrnambool);
- Pitcha Makin Fellas, a Ballarat-based collective of three Koori men who belong to different language groups; and
- Wurundjeri woman Mandy Nicholson (Hampton Park).

The artwork themes range from cultural diversity and meeting places to journeys and time.

The shortlisted artists will receive a fee for their designs and a panel of judges, including two Traditional Owner representatives, will select the successful applicant.

The winning artist will receive an additional \$18,000 commission for their work to be manufactured and installed.



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	September 2021	Compliance and Risk Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	September 2021	Compliance and Risk Manager
Build relationships through celebrating National Reconciliation Week	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to all staff	May 2021	RAP Working Group Chair
	RAP Working Group members to participate in an external National Reconciliation Week event	27 May – 3 June 2021	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week	27 May – 3 June 2021	Sustainability Leadership Group Chair
Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff	November 2020	RAP Working Group Chair
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	September 2021	Compliance and Risk Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	September 2021	Compliance and Risk Manager
Promote positive race relations through anti-discrimination strategies	Research best-practice and policies in areas of race relations and anti-discrimination	September 2021	Head of Legal
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	September 2021	Head of Legal



Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	September 2021	Sustainability Leadership Group Chair
	Conduct a review of cultural learning needs within our organisation	September 2021	Sustainability Leadership Group Chair
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	June 2021	RAP Working Group Chair
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	June 2021	RAP Working Group Chair
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information among our staff about the meaning of NAIDOC Week	July 2021	RAP Working Group Chair
	Introduce our staff to NAIDOC Week by promoting external events in our local area	July 2021	Marketing and Communications Executive
	RAP working group to participate in an external NAIDOC Week event	July 2021	RAP Working Group Chair



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	September 2021	HR Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	November 2020	HR Director
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	July 2021	Melbourne Office Manager
	Investigate Supply Nation membership	February 2021	Marketing and Communications Executive



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP working group to drive governance of the RAP	Maintain a RAP working group to govern RAP implementation	November 2020	RAP Working Group Chair
	Draft a Terms of Reference for the RAP working group	November 2020	RAP Working Group Chair
	Establish Aboriginal and Torres Strait Islander representation on the RAP working group	November 2020	RAP Working Group Chair
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	November 2020	RAP Working Group Chair
	Continue to engage senior leaders in the delivery of RAP commitments	November 2020	Sustainability Leadership Group Chair
	Define appropriate systems and capability to track, measure and report on RAP commitments	December 2020	RAP Working Group Chair
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	30 September 2021	Compliance and Risk Manager
Continue our reconciliation journey by developing our next RAP	Register with Reconciliation Australia to begin developing our next RAP	August 2021	RAP Working Group Chair



ABOUT THE DESIGNER

Little Rocket is a Supply Nation-certified communications, branding and design agency based in Melbourne, Victoria. Founded and operated by Gurindji man John Burgess, Little Rocket aims to work with indigenous and non-Indigenous organisations to bridge the gap and create pathways in the communications and creative industry. *Yapakayi-nginyi Jangkarnik: From little things, big things grow.*

littlerocket.com.au



ABOUT THE PRINTER

Print Junction is an Indigenous family owned-and-operated print solutions business based in Wingfield, South Australia. Co-founder Sheila Torzyn is a proud Narungga woman from the Yorke Peninsula of South Australia and lives and works on the lands of the Kaurna people. A Supply Nation-certified supplier, Print Junction has more than 40 years of experience in industry.

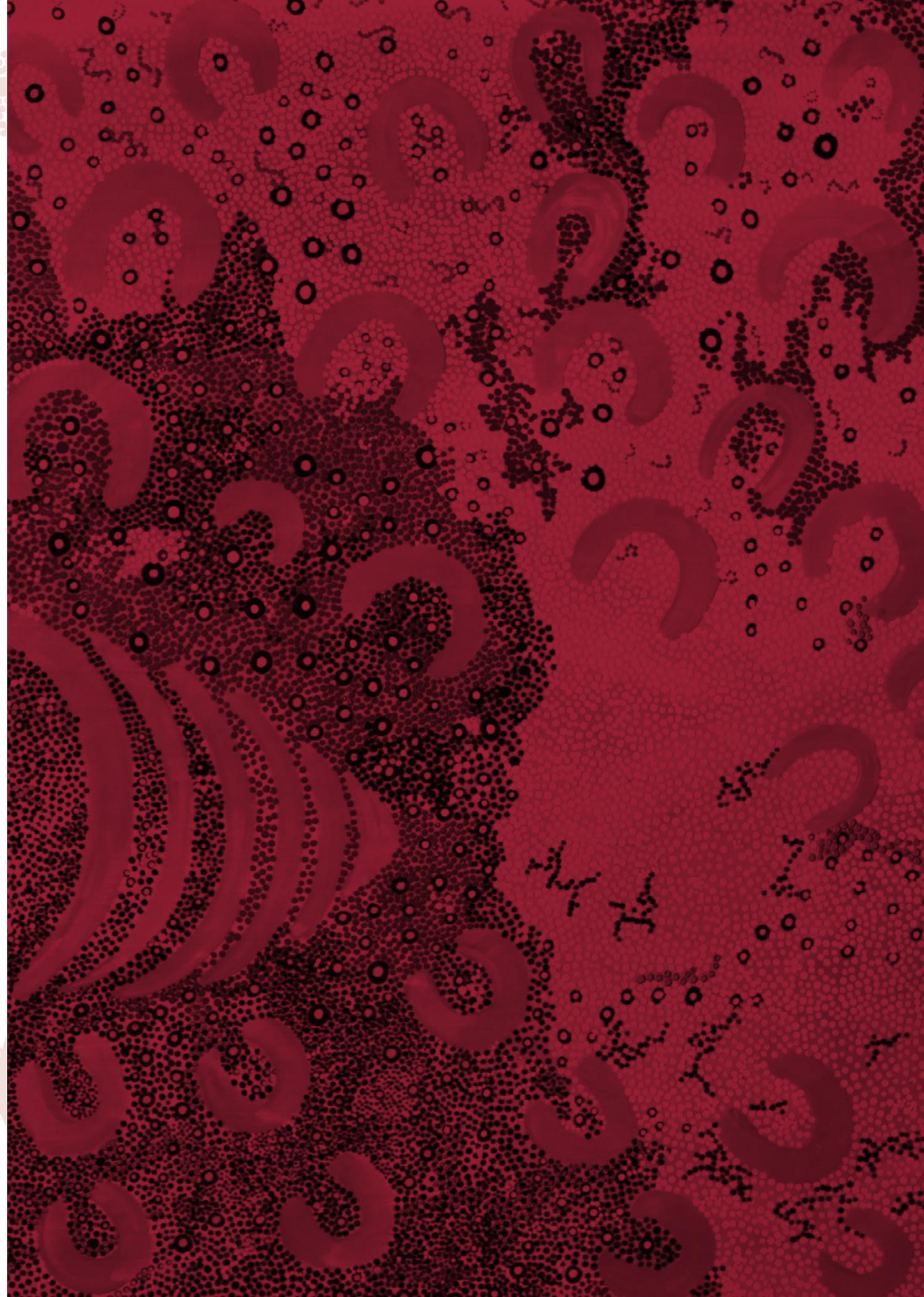
printjunction.com.au

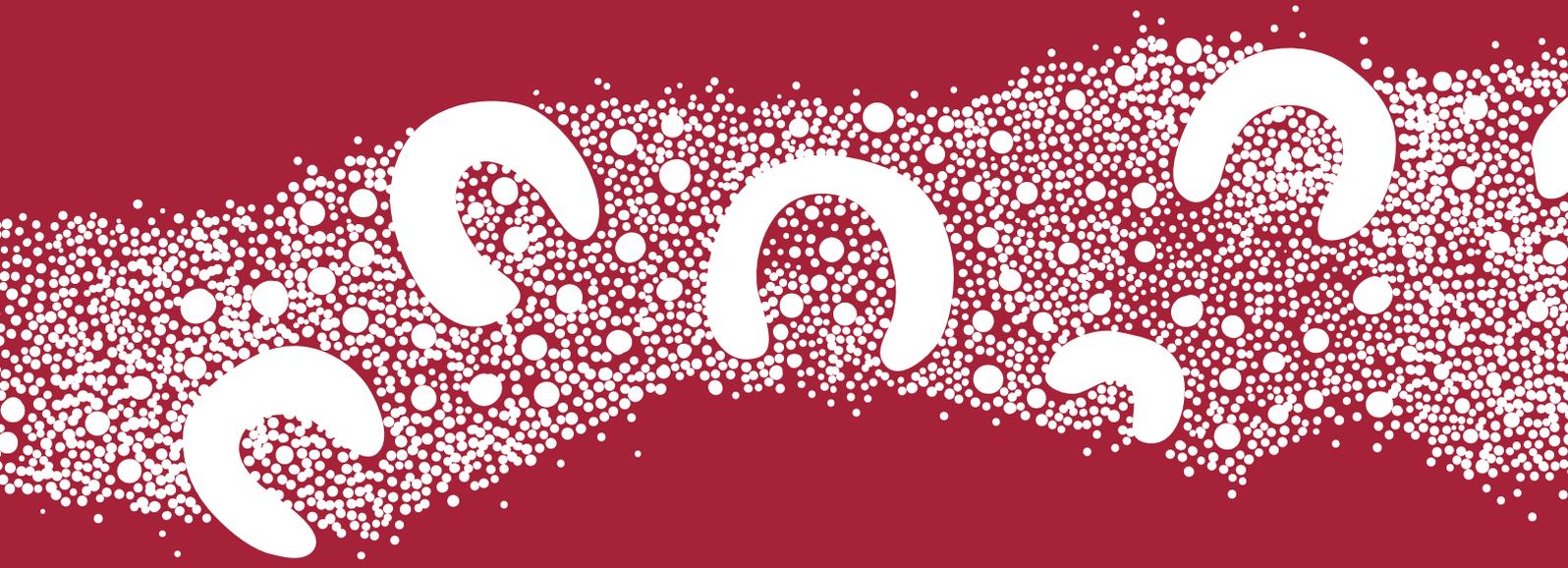
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plenarygroup.com/reconciliation