



March 2022 - February 2024



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends NA Group 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 NA Group 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, NA Group 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 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. NA Group 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 NA Group'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 NA Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

A message from our Director

For almost 30 years, I have led NA Group to success through using the best-in-class tools and processes and by infusing my passions into the business. I strive to continuously innovate the business strategy to develop a business that is not only successful in the infrastructure industry, but also successful within the community that we work in.

My team is the foundation to the success of the business, and now we want to drive our efforts towards contributing towards reconciliation. My aim is for NA Group to be the driving force in achieving change to provide an environment that is culturally safe and welcoming of Aboriginal and Torres Strait Islander peoples.

Our Innovate Reconciliation Action Plan details the commitments that we will achieve to actively support integrity and reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.

Our RAP also outlines how we will achieve the following goals:

- Develop strong relationships with Aboriginal and Torres Strait Islander communities.
- Develop and demonstrate respect for Aboriginal and Torres Strait Islander peoples as the First Australians.
- Create employment and development opportunities for Aboriginal and Torres Strait Islander peoples within our business and industry.

We know that even after we have achieved all our goals outlined in this RAP, there will still be more work to do. I am so proud to be leading NA Group towards understanding and improving the lives of the Traditional Owners of the land.



Nick Argyropoulos
Director
NA Group

Our Vision for Reconciliation



Our vision for reconciliation encompasses a business that is culturally safe and welcomes Aboriginal and Torres Strait Islander peoples. We will strive to encourage and implement change that actively contributes towards unity and reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.

We envision a work culture that fosters integrity with staff that are passionate about equity, historical acceptance, and the removal of negative race relations organisationally and throughout our communities. We aim to realise this vision by providing our people with cultural learning opportunities, anti-racism training and foster an appreciation of our shared Australian history that encompasses the longest living cultures in the world.

These strategies will create an opportunity for our staff to contribute to drive the culture of NA Group towards heightened equality and equity, historical acceptance, and removal of negative race relations. Our vision also includes actively supporting integrity and reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians not just within our business but also within our community.



NA Group Tree of Change

The tree of change represents the NA Group commitment to make changes towards achieving reconciliation.

Each branch symbolises the steps required to achieve each action to flourish the tree. With ongoing attention and care, we aim to grow this tree and make a considerable contribution towards the reconciliation movement.

Our Business

NA Group are providers of road construction product and services including asphalt supply, lay and milling services, concrete production and slab replacement services, minor civil works, spray seal services, traffic management and complete road management programs.

We provide road construction services to motorways, highways, major and minor roads throughout Sydney, Newcastle, Wollongong regions and rural NSW. Founded over 30 years ago by our Director, Nick Argyropoulos, NA Group employs over 80 staff state-wide within New South Wales. Our headquarters include our depot, office and material storage located in Padstow, in Sydney's south-west. Currently, NA Group employs 1 identified Aboriginal staff member, and we are actively committed to increase this by becoming an Employer of Choice. We aim to achieve this by providing a safe workplace, innovative training, career development opportunities and a caring culture.

NA Group aims to deliver a positive change that will actively contribute towards reconciliation that creates a lasting impact for all Australians. We want to see an environment where Aboriginal and Torres Strait Islander peoples are empowered to gain maximum social and economic advantage.

As we work in road construction, we respect and acknowledge the Traditional Custodians of the land that we work on and aim to develop this respect and acknowledgement throughout our organisation to work towards unity between all Australians. NA Group also works with major road infrastructure businesses, and we are committed to influence our business community in historical acceptance, equality and equity, and develop our relationships and communication to overcome racism.



A stylized white tree graphic on a dark blue background. The tree has several branches, and at the end of some branches are circular nodes. These nodes are composed of concentric circles of dots. One node at the bottom right is highlighted in yellow, while the others are white. The title 'Our RAP' is written in white text to the left of the tree.

Our RAP

NA Group first began developing a RAP with our Director being the driving force to encourage and highlight the focus on reconciliation through the business.

The RAP Working Group was developed to include members from across the business in different fields and levels. We also have Amanda as internal Aboriginal representative. Amanda identifies as Aboriginal and is accepted by the community of Gunnedah. We are working towards ensuring we have external community representatives by utilising Amanda's contacts. Our members of the RAP Working Group includes:

- Nick Argyropolous, Director [RAP Chair]
- Amanda Kelada, Human Resource & Administration Manager [Aboriginal representative]
- Steve Thomas, HSEQ Coordinator
- Nicky Rodriguez, Marketing Manager [RAP Champion]

Nicky Rodriguez champions our RAP internally by creating and driving the RAP, allocating responsibilities to each member, and ensuring follow up so that our goals are met by scheduled dates.

Relationships

Strong relationships with Aboriginal and Torres Strait Islander communities will assist NA Group to enhance and develop our RAP. By educating our employees around anti-racism and the dynamic history of reconciliation, we aim to influence positive social change and progress understanding and connection between our employees and Aboriginal and Torres Strait Islander Peoples. NA Group is committed to building strong relationships with Aboriginal and Torres Strait Islander communities and the communities in which we work in. We sincerely care about these communities and want to understand the priorities of local Aboriginal and Torres Strait Islander groups to assist us in working together successfully to contribute towards reconciliation. We want to achieve and build trust and respect of local Aboriginal and Torres Strait Islander groups specifically of the Traditional Custodians of the land that our office/depot is on and on the lands on which we work on. With this, we aim to create respect, understanding and appreciation of Aboriginal and Torres Strait Islander cultures.

Focus area: Develop strong relationships with Aboriginal and Torres Strait Islander stakeholders to advise us in our reconciliation process.

Action	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.	June 2022	Marketing Manager
	Seek contacts for local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors.	June 2022	Marketing Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2022	Marketing Manager
	Identify local Aboriginal and Torres Strait Islander stakeholders with assistance of our Aboriginal and Torres Strait Islander representative.	August 2022	Marketing Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 May 2023	HSEQ Coordinator
	Identify and prepare NRW resources, identify local event details to provide to HSEQ Coordinator for staff circulation.	May 2022 May 2023	HSEQ Coordinator
	RAP Working Group members to participate in an external NRW event.	May 2022 May 2023	Marketing Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2022 May 2023	Director
	Organise at least one NRW event each year.	May, June 2022 May, June 2023	Marketing Manager
	Plan and organise smoke ceremony at NA Group depot during NRW with assistance of local Aboriginal and Torres Strait Islander stakeholders.	May, June 2022 May, June 2023	Marketing Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022 May 2023	Marketing Manager
	Hang NRW posters on notice boards and in depot.	May 2022 May 2023	HSEQ Coordinator
	Organise bush tucker feast/event to celebrate NRW for work crew.	May, June 2022 May, June 2023	Marketing Manager

Relationships



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	June 2022	Human Resource & Administration Manager
	Investigate engaging Reconciliation NSW for potential reconciliation initiatives.	June 2022	Human Resource & Administration Manager
	Host a lunch and learn session to educate staff on the aims of the Uluru Statement from the Heart.	May 2022	Marketing Manager
	Communicate our commitment to reconciliation publicly.	September 2022	Marketing Manager
	Publish regular, positive updates and stories on internal channels about activities and progress related to our RAP.	August 2022 February 2023	Marketing Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2022	Marketing Manager
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2022	Human Resource & Administration Manager
4. 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.	June 2022	Human Resource & Administration Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	January 2023	HSEQ Coordinator
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2022	HSEQ Coordinator Human Resource & Administration Manager
	Educate senior leaders on the effects of racism.	March 2023	Marketing Manager
	Research anti-racism education opportunities for staff. Include a mix of virtual and in person education opportunities.	March 2023	Marketing Manager
	Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors to consult on the effectiveness of our anti-discrimination policy and implement any agreed recommendations for improvement.	March 2023	Marketing Manager
	Host a screening of the Final Quarter for staff and facilitate a discussion following the film utilising the associated resources.	March 2023	Marketing Manager

Respect



NA Group respects the diversity and culture of all our employees, clients, and other businesses we work with. We recognise the profound significance of respect in Aboriginal and Torres Strait Islander cultures and histories. NA Group emphasises respect as a core value in how we practice business, and we extend this respect by increasing cultural awareness of Aboriginal and Torres Strait Islander peoples and acknowledge and celebrate Aboriginal and Torres Strait Islander peoples as the First Australians. We believe that by increasing and developing this understanding and respect to all our staff members at different levels, we can become an employer of choice for Aboriginal and Torres Strait Islander peoples. By nurturing this awareness through respect, we can contribute towards reconciliation. We want to achieve and build trust and respect of local Aboriginal and Torres Strait Islander groups specifically the Traditional Custodians of the land that our office/depot is on and on the lands on which we work on. With this, we aim to create respect, understanding and appreciation of Aboriginal and Torres Strait Islander cultures.

Focus area: Develop and demonstrate respect to Aboriginal and Torres Strait Islander peoples as the First Australians.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2022	Marketing Manager
	Develop, implement, and communicate a cultural learning strategy for our staff.	July 2022	Marketing Manager
	Provide opportunities for RAP Working Group members, HR managers and key leadership staff to participate in formal, structured cultural learning.	July 2022	Human Resource & Administration Manager
	Investigate local cultural immersion experiences for staff in our office.	July 2022	Marketing Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2022	Marketing Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2022	Marketing Manager
	Compose an organisational Acknowledgement of Country and Land on which our office is located in consultation with Traditional Owners.	August 2022	Marketing Manager
	Organise and display an Acknowledgement of Country plaque in our entry foyer.	August 2022	Marketing Manager
	Include an Acknowledgement of Country in all company presentations.	August 2022	Marketing Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2022	Marketing Manager

Respect



Action	Deliverable	Timeline	Responsibility
	Explore including Acknowledgement of Country and Land to our company email signature.	May 2022	Marketing Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2022	Director
	Include an Acknowledgement of Country at all toolbox meetings.	August 2022	Director
7. 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.	July 2022 July 2023	Marketing Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2022 March 2023	Human Resource & Administration Manager
	Promote and encourage participation in external NAIDOC events to all staff.	June 2022 June 2023	Human Resource & Administration Manager
	Organise bush tucker feast/event to celebrate NAIDOC Week for work crew.	June 2022 June 2023	Marketing Manager

Opportunities

By striving for equality and diversity, NA Group aims to create employment opportunities for Aboriginal and Torres Strait Islander Peoples throughout different departments of our business. We are also committed to finding and increasing the use of Aboriginal and Torres Strait Islander owned suppliers. NA Group is committed to support change and increase career pathways, become an employer of choice, and provide business support for Aboriginal and Torres Strait Islander Peoples. We aim to achieve this by creating a safe and accepting, diverse culture within our workplace, provide beneficial training and career progression. We will assess our suppliers throughout our business and identify opportunities to select businesses that are Aboriginal and Torres Strait Islander owned through utilising resources such as the Supply Demand registered business listing. With these targets in place, we aim to create diversity of perspectives within our workforce.

Focus area: Create employment and development opportunities for Aboriginal and Torres Strait Islander peoples within our business and our industry.

Action	Deliverable	Timeline	Responsibility
8. 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 to inform future employment and professional development opportunities.	March 2022	Human Resource & Administration Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2022	Human Resource & Administration Manager
	Seek potential recruitment agencies to work with.	March 2022	Human Resource & Administration Manager
	Prioritise recruitment agency from Supply Demand registered business listing.	March 2022	Human Resource & Administration Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2022	Human Resource & Administration Manager
	Ensure all existing job advertisements invite Aboriginal and Torres Strait Islander Peoples to apply.	March 2022	Human Resource & Administration Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2022	Human Resource & Administration Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	April 2022	Human Resource & Administration Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	February 2024	Human Resource & Administration Manager
	Build professional development opportunities for Aboriginal and Torres Strait Islander peoples by creating a mentorship training program utilising onsite project training to specifically increase industry and procedures knowledge.	April 2023	Director
	Approach University of Technology and University of Western Sydney – Engineering Faculties for potential Aboriginal and Torres Strait Islander final year candidates in positions that become available [Junior Estimator role].	March 2022	Human Resource & Administration Manager

Opportunities



Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	April 2022	Human Resource & Administration Manager
	Investigate Supply Nation membership.	January 2023	Marketing Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2022	Director
	Brainstorm with RAP working group where from Aboriginal and Torres Strait Islander businesses may be utilised in our business [refer to Supply Demand business directory].	May 2022	Director
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2022	Director
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	January 2023	Director

Governance



Action	Deliverable	Timeline	Responsibility
10. 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.	Review February 2023	Human Resource
	Establish and apply a Terms of Reference for the RWG.	December 2023	Marketing Manager
	Meet at least four times per year to drive and monitor RAP implementation.	First week of March, May, July, September 2022 and 2023	Marketing Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2022	Marketing Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2022	Marketing Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2022	Marketing Manager
	Appoint and maintain an internal RAP Champion from senior management.	March 2022	Marketing Manager
12. 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	Marketing Manager
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2022 and 2023	Human Resource & Administration Manager
	Investigate where on website and social media platforms are best to provide reports to public.	March, June, September, December 2022 and 2023	Marketing Manager
	Create and manage quarterly report templates.	March, June, September, December 2022 and 2023	Marketing Manager
	Investigate where on NA Group website and social media platforms are best to provide reports to public.	March, June, September, December 2022 and 2023	Marketing Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	February 2023 February 2024	Marketing Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2022 February 2024	Marketing Manager
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up to date to ensure we are receiving important correspondence.	June 2022 June 2023	Marketing Manager
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August 2022 1 August 2023	Marketing Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2023	Marketing Manager



1300 627 623
55 Davies Road, Padstow, NSW, 2211
info@naroads.com
naroads.com

24/7 Emergency Response Services: 1300 276 928

Contact details regarding our RAP

Nicky Rodriguez, Marketing Manager
Email: nicky.rodriguez@naroads.com



By continually working towards the reconciliation movement, we will extend the branches of our business to encourage and implement change that actively contributes towards unity and reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.