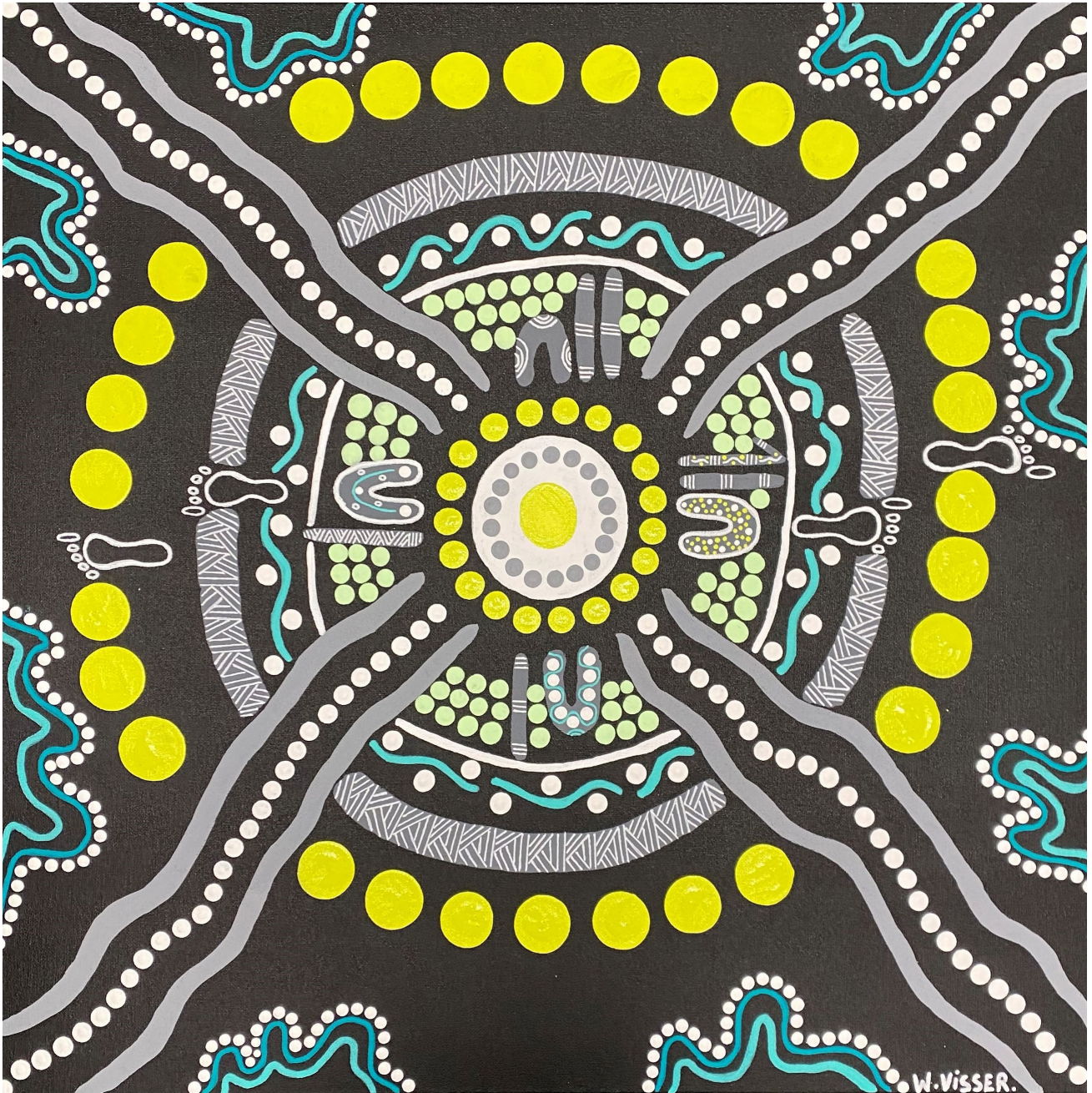




Reconciliation Action Plan

March 2024 - February 2026



Artwork: **Journey on Country on Bidjigal Land** by **Wayne Visser, Red Dust Original.**



RECONCILIATION
ACTION PLAN

INNOVATE

Statement from CEO of Reconciliation Australia

NA Group acknowledges the Bediagal people, a clan group of the coastal Dharug people, the Traditional Custodians of the land on which our business operates. We pay our respect to all First Nation peoples and Elders; past, present, and emerging. We recognise their strength, cultures and connection to Country and the importance of respect and learning for our future generations. Always was, always will be - Aboriginal land.

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

Since 2006, RAPs 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. NA Group continues to be part of a strong network of more than 2,500 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 NA Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to NA 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 NA 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, NA Group will ensure shared and cooperative success in the long-term.

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

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia

About the RAP Artwork and Artist

Journey on Country on Bidjigal Land by Wayne Visser, Red Dust Original

"The middle is the meeting place where NA Group all began, the colours represent the business. The half 'U' shape with one line is a woman and the half 'U' shape with two lines is a man. The one with the digging stick symbolises Nick Argyropoulos [NA Group, CEO], as it is where the business all began with Nick digging up the roads. The meeting place is where the staff meet every day and the tracks going out to the land and the footprints on their journey bringing us all together as one. For many years our people walked this land bringing knowledge, passing it down to the next generation. Nick and NA Group provides a great story of belonging to a great community on Bidjigal land of the Dharug people."



Wayne Visser is a proud Wiradjuri man, born in Sydney, his family is from Peak Hill. A little country town in Central West N.S.W. Wayne grew up having a passion for learning the meaning of his Indigenous culture and soon found himself expressing his connection to his culture through his artwork, which led him to painting for the 2000 Sydney Olympics and in his local areas of the Sutherland Shire.

Wayne also sells his artwork on the premises of Kurranulla Aboriginal Corporation.

Instagram: @reddust_original

A message from our CEO

As we venture into the substantial undertaking of formulating our second Reconciliation Action Plan (RAP), I reflect on the strides we've taken in our journey thus far. It's evident that our concerted efforts have brought about meaningful changes within our business. Looking ahead, I am mindful of the continued transformations that await us, recognising the importance of further changes that are integral to our commitment to reconciliation.

I am compelled to convey my heartfelt appreciation to our local Aboriginal Elder and Advisor, Aunty Lyn for her invaluable contributions to our reconciliation journey thus far. Aunty Lyn's guidance and wisdom have been instrumental in shaping our understanding of the rich cultural tapestry of First Nations peoples. Her commitment to fostering mutual respect and understanding has undoubtedly paved the way for a more profound connection between our organisation and the Aboriginal and Torres Strait Islander communities.

I firmly believe that our team is the cornerstone of our business success, and now, we are also continually committed to channeling our collective efforts towards fostering reconciliation. My vision is for NA Group to emerge as a catalyst for transformative change, cultivating an environment that is not only culturally safe but also warmly welcoming to Aboriginal and Torres Strait Islander peoples. Outlined in our Innovate Reconciliation Action Plan (RAP) are detailed commitments that underscore our proactive stance toward fostering integrity and reconciliation between Aboriginal and Torres Strait Islander communities and other Australians.

The RAP articulates our strategic goals, which include:

- Continually building robust relationships with Aboriginal and Torres Strait Islander communities.
- Cultivating and demonstrating profound respect for Aboriginal and Torres Strait Islander peoples as the First Australians.
- Pioneering employment and developmental opportunities for Aboriginal and Torres Strait Islander individuals within our business and industry.

It is crucial to acknowledge that even upon achieving the outlined goals in this RAP, our journey does not conclude. We are aware that there will always be more work to be done. I take immense pride in leading NA Group toward a deeper understanding and active contribution to enhancing the lives of the Traditional Owners of the land.

Together, let us forge ahead on this noble path of reconciliation, guided by our commitment to meaningful change.

Nick Argyropoulos
Chief Executive Officer
NA Group



CEO, Nick Argyropoulos with
Aboriginal Elder Aunty Lyn Martin

Our Vision for Reconciliation

Our vision for reconciliation is to create a culturally safe and inclusive business environment that embraces Aboriginal and Torres Strait Islander peoples. Our commitment extends beyond symbolic gestures, aiming to instigate tangible and lasting change that actively contributes to unity and reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

Our envisioned work culture is one characterised by unwavering integrity, where our dedicated staff ardently champion principles of equity, historical acceptance, and the eradication of negative race relations both within our organisational structure and across our communities. To achieve this, we are dedicated to fostering a comprehensive understanding of our shared Australian histories, one that encapsulates the richness of the world's oldest living cultures.

The realisation of our vision hinges on a multifaceted approach. We are determined to empower our workforce through cultural learning opportunities and anti-racism training, equipping them with the knowledge and skills needed to actively contribute to the transformation of NA Group's culture. By nurturing an appreciation for our shared histories, we aim to create a collective consciousness that recognises and values the diverse perspectives within our society.

These strategic initiatives not only give our staff the chance to be catalysts for cultural change within NA Group but also actively contribute to the broader goals of promoting heightened equality, historical acceptance, and the elimination of negative race relations. Our commitment to integrity and reconciliation extends beyond the confines of our business, reaching into the communities we serve.

In alignment with our vision, we pledge to be proactive advocates for unity, equity, and reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. By integrating these values into our business practices and actively participating in community initiatives, we strive to be a positive force for change, fostering a harmonious and inclusive environment that transcends organisational boundaries.



The recently installed flagpoles at the NA Group office.

Our Business

NA Group is the provider of comprehensive road construction products and services, offering expertise in asphalt supply, laying and milling services, concrete production and slab replacement services, minor civil works, spray seal services, traffic management, and holistic road management programs. Our extensive portfolio encompasses projects on motorways, highways, major and minor roads spanning the regions of Sydney, Newcastle, Wollongong, and rural NSW.

Established more than 30 years ago by our esteemed Director, Nick Argyropoulos, NA Group employs over 50 dedicated staff members statewide, with our headquarters, including our depot, office, and material storage facilities, strategically situated in Padstow, located in Sydney's south-west.

Currently, 4% of our staff are Aboriginal identified, and we are actively committed to expanding our First Nations representation through a concerted effort to become an Employer of Choice. Our commitment to fostering a diverse and inclusive workplace is reflected in our dedication to providing a safe environment, innovative training programs, career development opportunities, and a supportive organisational culture.

At the core of NA Group's mission is the aspiration to effect positive change that significantly contributes to the reconciliation journey, leaving a lasting impact on all Australians. Our vision extends beyond our immediate business interests to encompass a broader societal transformation, where Aboriginal and Torres Strait Islander peoples are empowered to realize maximum social and economic advantage.

We aspire to magnify and disseminate our dedication to reconciliation across our sphere of influence, encompassing our management team, staff, clients, the local community, and all essential stakeholders. Our goal is to actualise this vision through internal training initiatives, refining our policies, fostering employment opportunities, actively collaborating with First Nation-owned businesses, and maintaining transparent communication and reporting practices. We aim to achieve this vision in seeking guidance through ongoing consultations with Aunty Lyn, a respected Darug Elder who has played a crucial role in advising us throughout our Reconciliation Action Plan (RAP) journey to date.

We are steadfast in our commitment to imbuing this respect and acknowledgement throughout our organisation, fostering a culture of unity among all Australians. In our collaborations with major road infrastructure businesses, we are resolute in our commitment to influence the broader business community towards historical acceptance, equality, and equity. Moreover, we actively seek to enhance our relationships and communication strategies to contribute to the eradication of racism, thereby creating a more inclusive and harmonious industry landscape.



Our RAP

NA Group's first Reconciliation Action Plan (RAP) developed with our CEO being the driving force. Now, with our second RAP, the push comes from the collective strength of our business, propelling us to fortify community relationships, advance national reconciliation objectives, and champion diversity and inclusion as integral aspects of our corporate culture.

The NA Group RAP Working Group

RAP Working Group, a dynamic assembly representing various fields and organisational levels, has been established to drive this initiative forward. An internal Aboriginal representative, Amanda, a proud Kamilaroi Woman who is accepted by the community of Gunnedah, adds invaluable perspectives to our efforts. Our members of the RAP Working Group includes:

Nick Argyropoulos, CEO [RAP Chair]
Amanda Kelada, Human Resource Manager [Aboriginal representative]
Steve Thomas, HSEQ Coordinator
Jessica Liwanag, Marketing Executive [Rap Champion]

Jessica Liwanag champions our RAP internally by creating and driving the RAP, allocating responsibilities to each member, chairing and reporting on our RAP meetings, and ensuring follow up so that our goals and commitments are achieved by scheduled dates.

For our initial RAP period, we have successfully established external and important First Nations community members who have advised us and invited our RAP team to some important local events including the National Sorry Day event hosted by Bankstown Girls High School, Canterbury Bankstown Council and the New South Wales Aboriginal Education Consultative Group.

Important External Stakeholders

Externally, our RAP benefits from the wisdom and guidance of esteemed community representatives. Aunty Lyn, a respected Darug Elder, and Wade Natty from the Gunnedah community who both contribute their insights. Further, Barbara Grant, the First Nations Community Development Officer at Canterbury Bankstown Council, plays a pivotal role in shaping our external engagement strategies. Together, we are united in our commitment to fostering meaningful relationships, cultural awareness, and contributing to the broader goals of reconciliation.



Aunty Lola, Nick Argyropoulos CEO, NA Group], Wendy Lindsay MP and Aunty Lyn Martin at NA Group National Reconciliation Week 2024.

Our RAP

Our Reconciliation Action Plan Journey

It's been an enlightening experience filled with valuable insights and lessons. In our previous Reconciliation Action Plans, we encountered various challenges that have shaped our understanding and commitment to fostering meaningful change. As we delve into our new Reconciliation Action Plan, we acknowledge these challenges and outline our adapted approaches based on our learnings. We've actively engaged in a series of impactful events at our office, commemorating National Reconciliation Week in 2022 and 2024, as well as NAIDOC Week during these years. A highlight of these occasions was the presence and enlightening talks delivered by esteemed guests Aunty Lyn and Aunty Lola, providing our staff with profound insights into the histories of the Darug people and the significance of the land. To deepen our connection, a moving smoke ceremony, led by Yamandirra from Giralang Guwal, was performed on our office grounds. Adding to our commitment, we proudly unveiled new flagpoles flying the Aboriginal, Torres Strait Islander, and Australian flags, symbolising our dedication to reconciliation. Our engagement with the Uluru Statement of the Heart further enriched our understanding of the Aboriginal and Torres Strait Islander people's perspectives. Within our office entry area, a custom acknowledgment piece crafted by First Nations artist Sandon Gibbs-O'Neill of Burruguu Art stands proudly, representing our respect and recognition.

In our pursuit of cultural understanding, our staff delved into the histories, cultures, and accomplishments of Aboriginal and Torres Strait Islander peoples. Educational sessions covered the inspirational story of William Cooper, an influential Aboriginal leader in New South Wales and Victoria. Additionally, two enlightening screenings were hosted: "The Final Quarter," a documentary on AFL legend Adam Goodes and his experiences with racism, and "Stolen Generations | One Family's Story," revealing the poignant narrative of the Richards family's separation and the lasting impact of the stolen generation. Our commitment to cultural celebration continued with the RAP team's participation in the NAIDOC celebration day organised by Fairfield City Council in collaboration with the Fairfield Engaging Families of Aboriginal Heritage (FEFAH) Network. The day featured story times, performances, and arts and crafts, all dedicated to celebrating the rich histories, cultures, and achievements of Aboriginal and Torres Strait Islander communities.

Demonstrating our ongoing commitment to learning and cultural competence, members of our RAP team— Amanda, Nicky, and Steve—achieved certification in Trauma-informed Aboriginal and Torres Strait Islander Cultural Capability from the Centre of Cultural Competence Australia. These initiatives collectively showcase our dedication to fostering a workplace culture rooted in understanding, respect, and reconciliation.

By actively seeking input, involving Indigenous voices in decision-making processes, and fostering mutual respect, we aim to create enduring partnerships built on trust and shared goals. As a business we look forward to expanding our Reconciliation Action Plan experience through education and action.



Yamandirra from Giralang Guwal fo performing a traditional smoke ceremony at NA Group National Reconciliation Week 2024.

Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and Non-Indigenous people is paramount for NA Group's Reconciliation Action Plan. Connecting people from diverse backgrounds fosters an inclusive workplace where shared experiences contribute to creativity and innovation. Emphasising governance principles ensures that our operations align with cultural respect and ethical considerations.

Effective communication is key to understanding and acknowledging the perspectives of Aboriginal and Torres Strait Islander communities, while active engagement establishes meaningful partnerships. These relationships are not only ethically sound but also strategically significant, enhancing NA Group's ability to connect, learn, and collaborate for mutual benefit and sustainable success.

Focus area: Expanding upon our established connections with external Aboriginal and Torres Strait Islander Advisors, we aim to collaborate with our clients in fulfilling our reconciliation commitments.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with our local Aboriginal and Torres Strait Islander Elder Advisor, Aunty Lyn and organisations to develop guiding principles for future engagement.	June 2024	Marketing Executive
	Review and update an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	Marketing Executive
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff including NRW poster and event details in office, kitchen and depot spaces.	May 2024 May 2025	HSEQ Coordinator
	Identify and prepare NRW resources, identify local event details to provide to HSEQ Coordinator for staff circulation.	May 2024 May 2025	HSEQ Coordinator
	Investigate all local events held by Canterbury Bankstown Council to share with all staff.	May 2024 May 2025	HSEQ Coordinator
	RAP Working Group members to participate in an external NRW event.	27 May 2024 3 June 2025	Marketing Executive
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. Investigate and share information to all staff for Canterbury Bankstown NRW events including Canterbury Bankstown Arts Centre.	27 May 2024 3 June 2025	CEO
	Organise at least one NRW event each year. Include catering by First Nations owned business, invite external Aboriginal and Torres Strait Islander Elder Advisors.	27 May 2024 3 June 2025	Marketing Executive
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024 May 2025	Marketing Executive
	Hang NRW posters on notice boards and in depot.	May 2024 May 2025	HSEQ Coordinator
	Organise bush tucker feast/event to celebrate NRW for work crew.	27 May 2024 3 June 2025	Marketing Executive
	Continue to utilise Supply Nation registered catering companies for our event and meeting catering requirements.	27 May 2024 3 June 2025	Marketing Executive

Relationships

Action	Deliverable	Timeline	Responsibility
3. To monitor and report critical components of the Reconciliation Action Plan. Committing to accountability, transparency, and continuous improvement.	Develop and implement continuous improvement plans based on the insights gained from monitoring and reporting. Adjust strategies, set new targets, or introduce additional actions as needed to ensure ongoing progress.	May 2024 May 2025	HSEQ Coordinator
	Review and update Terms of Reference outlining aims, objectives and responsibilities of the group.	May 2024 May 2025	HSEQ Coordinator
	Explore education offered by Centre of Cultural Competence Australia.	May 2024 May 2025	Marketing Executive
4. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. Include structured training, cultural immersion experience and informative office screening days.	June 2024	Human Resource & Administration Manager
	Communicate our commitment to reconciliation publicly. This includes all social media platforms and the NA Group website.	September 2024	Marketing Executive
	Publish regular, positive updates and stories on internal channels about activities and progress related to our RAP.	August 2024 February 2025	Marketing Executive
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2024	Marketing Executive
	Explore our client lists that currently have a RAP in place and consider partnered projects we could work on together.	December 2024	Human Resource & Administration Manager
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2024	HSEQ Coordinator
	Collaboration with local stakeholders is key to building stronger and inclusive communities, where understanding, respect, and unity can thrive in support of reconciliation goals.	December 2024	Human Resource & Administration Manager
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.	June 2024	Human Resource & Administration Manager
	Review and improve our existing anti-discrimination policy for our organisation. Communicate the new version throughout the business.	January 2025	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. At NA Group, we are committed to recognizing, respecting, and compensating individuals for their cultural contributions while promoting a culture of reciprocity and mutual support.	September 2024	HSEQ Coordinator Human Resource & Administration Manager
	Educate senior leaders on the effects of racism.	March 2025	Marketing Executive
	Research anti-racism education opportunities for staff. Include a mix of virtual and in person education opportunities.	March 2025	Marketing Executive

Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is fundamental to NA Group's Reconciliation Action Plan, profoundly influencing our core business activities. By fostering pride in First Nations cultures and histories, we promote an inclusive environment that values diversity and acknowledges the richness of Australia's heritage. Understanding and appreciating the depth of Aboriginal and Torres Strait Islander's knowledge contribute to informed decision-making, enriching our approaches to various aspects of our work.

Through continuous learning and acknowledgment of the unique perspectives of Aboriginal and Torres Strait Islander peoples, we strive for success that is grounded in cultural sensitivity and social responsibility. By celebrating the strengths and contributions of these communities, we not only honour our commitment to reconciliation but also strengthen the fabric of our organisation, ensuring a more harmonious and impactful engagement with all stakeholders.

Focus area: Cultivate a heightened sense of respect for Aboriginal and Torres Strait Islander peoples by emphasising our acknowledgment of their foundational role as the First Australians.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Utilise our existing Aboriginal and Torres Strait Islander Advisors to source community connections to Aboriginal owned businesses that we can utilise.	June 2024	Marketing Executive
	Actively identify and promote Aboriginal and Torres Strait Islander employees for leadership positions within the organisation.	June 2024	Marketing Executive
	Conduct a review of cultural learning needs within our organisation. Explore cultural immersion activities/events for staff.	July 2024	Marketing Executive
	Consult with our local connections to Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. Explore utilising contacts of our advisors to hold educational exercises at the NA Group office. We are dedicated to developing and maintaining compensation structures that reflect the value we place on cultural contributions. This includes recognising the time and expertise required to fulfill responsibilities related to cultural preservation, education, and engagement.	May 2024	Marketing Executive
	Review and update, develop, implement, and communicate a cultural learning strategy document for our staff to ensure this is communicated to our office staff and crew members.	July 2024	Human Resource & Administration Manager
	Book a smoke ceremony or other cultural immersion experience for NRW, lunch catering from Supply Nation registered - Plate Events.	July 2024	HSEQ Coordinator
	Collaborate with Indigenous educators or cultural experts to organise workshops, seminars, or training sessions covering relevant topics such as Indigenous histories, cultural protocols, and reconciliation principles.	July 2024	Marketing Executive
	Investigate all local events held by Canterbury Bankstown Council to share with all staff.	July 2024	Marketing Executive
	Incorporate Sales Manager in RAP team meeting to investigate clients with RAP in place to look into potential partners that we can work with.	July 2024	Human Resource & Administration Manager
	Work with our external advisors to improve our Acknowledgment strategies.	January 2025	Marketing Executive

Respect

Action	Deliverable	Timeline	Responsibility
7. 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 2024	Marketing Executive
	Review and update, develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2024	Marketing Executive
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, during NRW. In line with our commitment to reciprocity, we are open to fair remuneration that acknowledges time, expertise, and cultural knowledge.	August 2024	Marketing Executive
	Expand our custom Acknowledgement of Country or other appropriate protocols and ensure it continues to be at commencement of important meetings. Expand to business presentations, tenders, and other important documentation. Explore our existing custom Acknowledgement of Country and explore if any additions or alterations need to be made with advice from our advisors.	May 2024	Marketing Executive
8. Creating a cultural awareness strategy that involves various stakeholders ensures a more comprehensive and effective approach to raising awareness of Aboriginal and Torres Strait Islander cultures.	Develop and share online resources, including videos, articles, and interactive content, that provide accessible and accurate information about Aboriginal and Torres Strait Islander cultures.	March 2024 March 2025	HSEQ Coordinator
	Actively participating in reconciliation programs or initiatives, such as Reconciliation Action Plans to provide a structured approach to advancing reconciliation within organisations.	March 2024 March 2025	HSEQ Coordinator
9. 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. Explore local events available and coordinate attendance with RAP Working Group.	First week in July 2024 July 2025	Marketing Executive
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week including time work hours or after hours during NAIDOC week to attend events.	First week in July 2024 July 2025	Human Resource & Administration Manager
	Promote and encourage participation in external NAIDOC events to all staff. Research and share local events with staff.	First week in July 2024 July 2025	Human Resource & Administration Manager
	Hold a lunch catered by Plate Events and screening of Rabbit-Proof Fence (2002).	First week in July 2024 July 2025	Marketing Executive
	Find details of NAIDOC celebration day by Fairfield City Council in partnership with Fairfield Engaging Families of Aboriginal Heritage (FEFAH) Network, ensure RAP Working Team plan attendance.	First week in July 2024 July 2025	Marketing Executive
	Research information about events held in our local area and our clients, share this information with our staff with enough notice to ensure attendance.	March 2024 March 2025	Marketing Executive

Opportunities

Creating opportunities with the Aboriginal and Torres Strait Islander peoples, organisations, and communities is essential to our organisation’s Reconciliation Action Plan, aligning seamlessly with our core business activities. By actively seeking input, involving Indigenous voices in decision-making processes, and fostering mutual respect, we aim to create enduring partnerships built on trust and shared goals. Prioritising the Aboriginal and Torres Strait Islander employment and contribute to the economic empowerment of individuals and enrich our workplace with diverse perspectives and experiences. Embracing Aboriginal and Torres Strait Islander businesses through procurement initiatives supports economic development within communities, fostering sustainable growth. Our commitment extends to providing professional development opportunities, ensuring that Aboriginal and Torres Strait Islander employees have pathways for advancement and retention within our organisation. Enabling access to systems and processes enhances inclusivity, removing barriers and fostering an environment where everyone can thrive. Through these multifaceted opportunities, we strive not only to meet ethical and social responsibilities but also to build a stronger, more resilient organisation reflective of the richness of Australia’s cultural tapestry.

Focus area: Enhance employment prospects for Aboriginal and Torres Strait Islander candidates while fostering meaningful partnerships with Aboriginal and Torres Strait Islander owned businesses.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to understand our current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2024	Human Resource & Administration Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy throughout different levels of the business. This extends beyond financial considerations to include flexible work arrangements, recognising the importance of maintaining a healthy work-life balance.	March 2024	Human Resource & Administration Manager
	Continue to work with recruitment agency AEG for Aboriginal and Torres Strait Islander candidates.	April 2024	Human Resource & Administration Manager
	Review and update, develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2025	Human Resource & Administration Manager
	Ensure all existing job advertisements continue to invite Aboriginal and Torres Strait Islander Peoples to apply.	March 2025	Human Resource & Administration Manager
	Consult our Aboriginal and Torres Strait Islander advisors to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. By maintaining culture connections and participating in events, ceremonies and community engagements.	April 2025	Human Resource & Administration Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. Building on collaborative initiatives, we commit to establishing or strengthening partnerships with the Aboriginal and Torres Strait Islander people. This will be built on trust, mutual respect, and shared goals, fostering positive impacts on both sides.	February 2024	Human Resource & Administration Manager
	Establish a 'Cultural Leave Policy' that allow Aboriginal and Torres Strait Islander employees to take leave for significant cultural events, ceremonies, or community responsibilities without any negative impact on their employment.	April 2025	CEO

Opportunities

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update, develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	April 2024	Human Resource & Administration Manager
	Investigate Supply Nation membership.	January 2025	Marketing Executive
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2024	CEO
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2024	CEO
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	January 2025	CEO

Governance

Action	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.	February 2025	Human Resource & Administration Manager
	Establish and apply a Terms of Reference for the RWG.	December 2025	Marketing Executive
	Meet at least four times per year to drive and monitor RAP implementation.	April, July, October, January 2024 and 2025.	Marketing Executive
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2024	Marketing Executive
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2024	Marketing Executive
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2024	Marketing Executive
	Maintain an internal RAP Champion from senior management.	March 2024	Marketing Executive
14. 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, annually	Human Resource & Administration Manager
	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	Marketing Executive
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2024 and 2025	Human Resource & Administration Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2024 and 2025	Marketing Executive
	Publicly report our RAP achievements, challenges and learnings, annually on NA Group website (RAP page) and social media platforms.	March, June, September, December 2024 and 2025	Marketing Executive
	Create and manage quarterly report templates.	March, June, September, December 2024 and 2025	Marketing Executive
	Publicly report our RAP achievements, challenges and learnings, annually.	February 2024 February 2025	Marketing Executive
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024 and 2025	Marketing Executive
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2024 June 2025	Marketing Executive
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2025	Marketing Executive



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Contact details regarding our RAP
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Artwork: **Journey on Country on Bidjigal Land** by **Wayne Visser, Red Dust Original.**