

Innovate Reconciliation Action Plan

September 2023 — September 2025



Contents



Programmed acknowledges and respects the Traditional Custodians on whose ancestral lands we have the privilege to live and work on.

We further recognise the deep connection that Aboriginal People and Torres Strait Islander People have to the Land, the Water, the Animals and Plants as well as the Sky and the Sea with respect and appreciation.

Programmed values the ongoing strength, contribution and capability of all First Nations People that have come before, are here now and are yet to come.

A word from our CEO

At Programmed Staffing, our values underpin our approach to business, and the people in it. Recognising and celebrating diversity of culture, thought and experience is fundamental. The importance of understanding and acknowledging First Nations Peoples is one we believe in strongly.

Each year we support over 10,000 customers and provide employment opportunities to around 20,000 people. We recognise that each of those people are individuals, who bring their unique experience, skills and perspectives to help their team and communities succeed.

We're committed to ensuring our workforce reflects the communities we work in by recruiting and collaborating with organisations and individuals on a local and national scale. We seek to ensure our recruitment, procurement, and business relationships reflect the society in which we operate with specifically to First Nations cultures. But we're not there yet. We acknowledge we still have a long way to go, and therefore value the role of this Reconciliation Action Plan and its governance, recognising this as paramount to our learning, development and continuous improvement.

We are pleased to present our very first Innovate Reconciliation Action Plan – which is not just an exciting opportunity for us but is also a very important step towards change for good and in demonstrating our support of this approach across Australia. The commitments made to this point and confirmed further within, demonstrate the value Reconciliation holds for us an organisation, and recognises just how important it is to create a safe, inclusive, and prosperous environment for Aboriginal and Torres Strait Islander peoples to work, live and thrive as part of Programmed Staffing.

Our goal is to continue to grow our First Nations workforce through authentic and sustainable pathways, as well as with development and leadership opportunities. And we're committed to creating opportunities for our current and future First Nations employees to learn new skills through training pathways which further their career.

We want to build a workplace that is safe to share experiences and stories which help us respectfully understand – all with the purpose to work together to positively shape our future as a people, a business and a nation.

Together with our customers, communities, suppliers, and partners, I am looking forward to being part of actioning this change that puts us all closer to Reconciliation.

We are proud to be part of this change.



Francis Koh
CEO, APAC Staffing

A statement from the Australian executive team

As a team of executives with diverse backgrounds and experiences, we collectively support and actively endorse this Innovate Reconciliation Action Plan.

The working group, comprising of a mix of Programmed Staffing employees of various nationalities and from all over Australia, worked alongside external Aboriginal advisors to produce a set of actions in line with our values and goals to work towards reconciliation. The word Reconciliation is, by definition in itself, describing a journey. A journey of understanding – where there will be failures and successes – but where ultimately the progression is towards unity and parity of two conflicting or unequal parts. This RAP is our commitment to come together in the spirit of unity, to understand and acknowledge the past and to be well educated to lead into the future. It is our commitment to focus on culturally safe workplaces, cultural awareness and education, to partner with community, to support the development of First Nations employees and their families and to ensure we do so in a collaborative manner that allows for discussion and feedback.

We commit to championing this RAP within our roles as divisional leaders and executive managers throughout the business and to our People and Customers.

Kurt Gillam, Executive General Manager, PERSOLKELLY

David Hele, Executive General Manager, Programmed Skilled Workforce

Dean Archbold, Executive General Manager, Programmed Industrial Maintenance

Helen Delmenico, Head of Finance

Amelia Collins, Regional Director, Head of Marketing – APAC

Dale Fraser, Head of Technology

Kevin Cameron, Head of People

Francis Koh, CEO, APAC Staffing

Reconciliation Australia CEO

Reconciliation Australia commends Programmed Skilled Workforce 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 Programmed Skilled Workforce 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, Programmed Skilled Workforce 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. Programmed Skilled Workforce is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Programmed Skilled Workforce'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 Programmed Skilled Workforce on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



About our artwork



Rohin Kickett
2021
Acrylic and Oil on canvas

This artwork, created by Noongar artist Rohin Kickett, was commissioned to reflect Programmed Staffing's past and its vision to engage, understand and create respectful relationships with Australia's First Peoples. Rohin's artwork showcases the extensive reach and relationships that have been formed between our business and Aboriginal communities around the country as well as the promise of more to come.

Rohin looked at how to create a piece that best represents Australia and the locations of our offices connecting to traditional Country from a birds view. Rohin looked at the different capital cities and took different parts from these areas to make the composition of the artwork.

The big dot circles represent the different locations where our Programmed Staffing branches are located across the Country, presented in our company colours.

The smaller dot circles represent all the many different communities around Australia that we interact and connect with in our work, and the little dots in between represent the community reach and relationships that Programmed Staffing has formed and continues to form with First Nations communities.

Our vision for reconciliation

Our vision for reconciliation is an Australia that looks to, listens to and collaborates for a unified culture where First Nations Peoples stories, sentiments and knowledge are valued and heard equally at every table.

Within the parameters of our business, we see this as an opportunity to review and provide equity in the way we train, recruit, employ and support First Nations colleagues. Our vision includes genuine actions towards ensuring our business understands and accepts historical wrongs and negative race relations. We are determined to move forward with respect and unity so that all our people feel included, valued and supported with a culturally safe and strong foundation.

Our vision for reconciliation at Programmed Staffing is to be a business of hearing the truth, acknowledging the past, actioning change and genuinely committing to working with First Nations Peoples to ensure our workplace is one of cultural safety and pride.

Our business and portfolio

Programmed Staffing is one of Australia's leading labour hire providers. Our safety-first culture is key to our success, helping to ensure we operate with Zero Harm to our people, customers and communities.

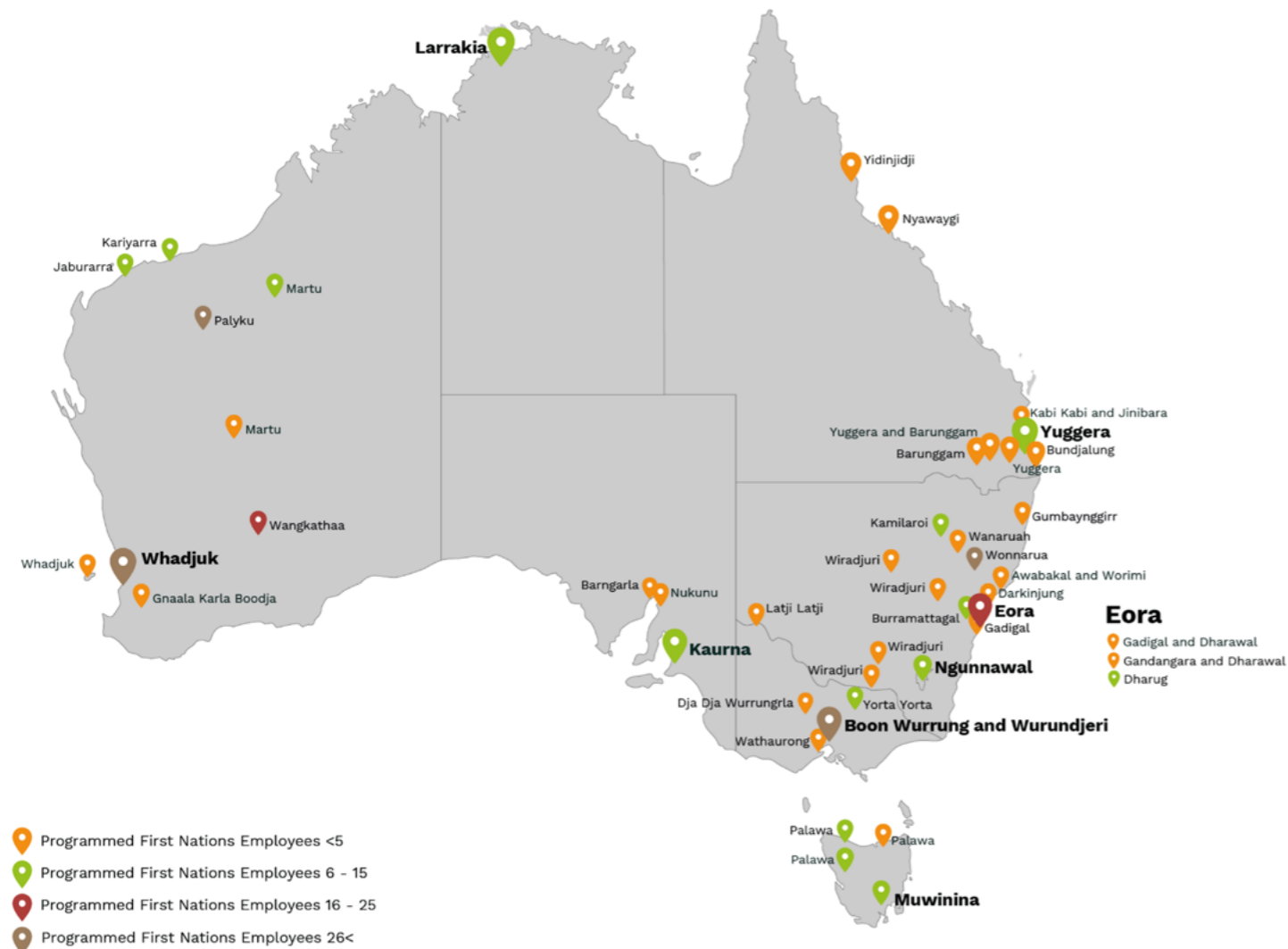
We operate across over 50 sites and regions in Australia which means we can provide hands-on and local support to recruit, deploy, manage and maintain labour as it is needed.

At the time of writing, we provide 18,506 employees in a huge variety of roles to industry in every state and territory. Of this total number, 1,189 employees have identified as Aboriginal or Torres Strait Islander, or Aboriginal and Torres Strait Islander, meaning we currently have a 6.42% employment ratio.

We deliver quality employees, education platforms and training programs including Cultural mentoring, working in partnership with many of Australia's leading businesses across major industries including Mining and Resources, Oil and Gas, Government and Defence, Education, Aviation, Health, Infrastructure, Manufacturing, Transport and Logistics to name a few.

Through this, we provide the people, knowledge, expertise and support to help our customers, people and communities grow and succeed.

Where we operate



Our values

At Programmed Staffing, we have four core values that we ask our employees to observe, act on and deliver.



Personal Safety Leadership

We display personal safety leadership every day and believe all injuries are preventable. We act to ensure the health, safety, and environmental wellbeing of our customers, the public and ourselves in all we do, say and represent.



Care and Empathy

We show care and empathy for the people around us; our employees, customers, and the communities we work in. We respect everyone's contribution by working together to achieve common goals and project outcomes. We believe that everyone should come to work wanting to do a great job, and we work to support them in achieving this. We are prepared to ask, "R U OK?" any day of the year if our colleagues are performing differently and follow this up with appropriate action and change.



Customer Service

Our people display what we like to call good old-fashioned customer service. We ask ourselves to imagine how we would like to be treated in every interaction we have and prepare for, and we live up to these expectations. Further, we commit to doing what we say we are going to do every time.



Diversity, Inclusion and Equality

We seek a workforce that is representative of the communities we work in. We strive for a team that reflects a diverse society in consideration of culture, gender, age, identity and ability amongst other individual traits. We recognise the value and importance of attracting, engaging and retaining employees from different backgrounds, experience and perspectives and understand the value this diversity brings in innovative and progressive mindsets. We consistently aim to create a safe and inclusive environment, where people are free from detriment, treated equally and allowed to organically reach their true potential.

Our RAP and reconciliation journey

Programmed Staffing is proud to support and partner with the communities in which we live and work.

Since we first established our First Nations Engagement Strategy in 2017, we have partnered with many organizations and community groups that work towards the goal of Reconciliation. These partnerships include:

- Celebrating First Nations cultures through employee training, participation in National Reconciliation Week and NAIDOC Week events, and the development of internal policies and protocols which are underpinned by respect for First Nations cultures and traditions.
- Supporting First Nations Employment through our long-term commitments to the Australian Employment Covenant (now Generation One/The Minderoo Foundation – www.minderoo.org)
- Supporting key community events e.g. Dreamtime Career Expo with Korin Gamadji Institute; and partnering with Reconciliation WA for Aboriginal Elders to be part of the AFL's First Nations Round; as well as contributing to the Northern First Nations Employment Working Group and the Rumbalara Aboriginal Co-Operative;
- Participating in other community events such as the National Rugby League's "Close the Gap" Round and Clontarf's Aboriginal Academy, Community Camp and Wadjemup Cup, Rottnest Island.
- Advocating for change by participating in industry networks and assisting our customers with their diversity strategies. In those endeavours, we have contributed to:
 - GenerationOne's inaugural Career Guide and Employer Network
 - Business Council of Australia's Business First Nations Network
 - Facility Management Association Diversity Interest Group
- Engaging with Aboriginal businesses through our membership with Supply Nation. Over the past 12 months, we have spent more than \$760,000 with 18 different First Nations businesses. This has included developing partnerships with Muru Office Supplies, Umbarra Services Group and Kulbardi. Muru Office Supplies is now our sole provider of all office supplies, with 15% of their profits used to fund First Nations community initiatives.
- Establishing metrics including senior leader key performance indicators and external reporting tools specific to First Nations Engagement and retention
- Providing input to best practice guides including Generation One's Everybody's Business Handbook and Reconciliation Australia's Reconciliation Enabling Diversity and Inclusion Diagnostic; and
- Initiating an employer forum in WA, called Yokai, to share knowledge with other businesses about First Nations engagement.

For Programmed Staffing, these partnerships represent initial steps in a sustained and long-term journey that we intend to build on to become a leading advocate for and employer of First Nations peoples.

Alongside the introduction of this RAP, we see these partnerships continue to grow and expand. Our aim is to start to give back to these communities and the Peoples that have already given us so much.

"Programmed has contributed significantly to our Award-winning Indigenous Employment Program. At our flagship Maules Creek operation, we committed to a voluntary target of 10% Indigenous employment to be reflection of the Indigenous population in the area in which we operate. I can proudly say we have never been under 10% since operations commenced at Maules Creek. Indeed, for the last three years we have reached a high of 20% for Indigenous employment which is a fantastic result. The commitment from Programmed to reaching 20% is directly linked to both companies shared commitment to empower Indigenous people through direct long-term employment in the mining industry."

Bob Sutherland

Manager, Aboriginal Community Relations
Whitehaven Coal Limited, Gunnedah, NSW

First Nations Ambassador Program

Our First Nations Ambassador Program provides a platform to develop Aboriginal People and Torres Strait Islander People into strong leaders within our own business, our community and our customer workplaces.

The 18-month program offers our First Nations staff the opportunity to grow their leadership skills through training, as well as add cultural insight and understanding to our business through their connection to local community.

Program benefits include, but not limited to:

- \$7,500 allowance, paid monthly on top of current salary (gross)
- Undertake the Certificate IV Indigenous Leadership online (time and certification paid)
- Ability to give back to local community and their workplace, and make a difference
- Develop into the Professional and Cultural Leader the individual wants to be

In our first year of the program, we had six successful Ambassadors across the country in the program. These employees all completed the online Certificate while also having the opportunity to develop these skills by talking to and for their communities in the workplace.

We are proud to note that with the 2022 intake only 75% of the way through, already one Ambassador has applied for and been offered a dual Leadership position that took into account the Ambassadors skill set, their wishes for career development and their cultural growth. Another has taken a mentoring role on their worksite and developed it into a formidable and effective function. We can't wait to see where the program takes all our current and future participants on their own journeys.

Projects commenced to be further enhanced during this RAP duration:

- Monthly mandatory cultural awareness training
- Career employment programs (trainee and scholarship opportunities in corporate roles and functions)
- Yarning circles and dedicated spaces online to share safely
- Cultural safety audits including follow up recommendations
- An East and West First Nations advisor for support and guidance to all employees including cultural mentoring and regular touch points
- A dedicated national First Nations engagement team that works with and for community at a local level

Our Reconciliation targets

- a) **To provide safe, varied and sustainable roles that support the individual growth and potential of First Nations candidates and employees.** Our aim is to do this by working within and for the communities we operate in, engaging more with First Nations corporations and businesses and actively listening to our First Nations candidates and employees to support beneficial and positive change.
- b) **To give back.** We ask so much of our communities across the country and feel it's important to start to ask more about what we can do to give back and be more involved in the lives of our employees and potential candidates. This is not always to be a financial motivator, but to respond to communities needs for support in a range of areas including sponsorship, donations, volunteering and mentoring
- c) **To be more aware of and understand the scope of First Nations businesses in the communities we work in.** To be more inclusive with our tendering and application processes and allow for flexibility when it comes to smaller businesses.



Noeleen Hamlett (WA)

Displayed here is the incredible artwork by Noeleen Hamlett, a Programmed Staffing employee who works onsite at a BHP site in Northern WA . She has a lifelong passion for art and undertook her Certificate IV in Visual Arts back in 2015 at North Metropolitan TAFE in WA. She was the winning artist in the logo competition for the TAFE's Koolark Centre for Aboriginal students and has since produced beautiful artwork that resides across corporate offices and the art gallery of WA.

This amazing piece of art was painted in her donga (mining accommodation) during a lock down period in 2021 using what she had available – milo and coffee!

Pictured in the background you can see the three sisters which is an iconic landform of the site in which she works and completed the picture.

Noeleen is a proud Wajarri Yamatji woman who has had an inspiring journey with Programmed Staffing and BHP. Noleen contributes effortlessly to engaging with and for her people across the community. She has successfully achieved her goal in receiving a full-time contract with BHP and we look forward to continuing to work with her and admiring the successes she has both on site and in her art.

Our RAP Champion



Along with our Executive Management team who each represent their division, our RAP champion is Kevin Cameron (Head of People, Programmed Staffing) who will be responsible for driving engagement and awareness of the RAP across the organisation and externally towards our customers nationally in conjunction with the Working Group. Kevin has been with the business for 16 years and has seen significant change in that time, especially within the People Team. He is passionate about employee welfare and stability, and firmly believes in flexibility and inclusive workplaces to enable every employee to fulfill their potential. A believer in development and growth, Kevin was passionate about being both a representative on the inaugural RAP committee and to also represent the organisation as our Champion towards Reconciliation.











“To me, Reconciliation is an Australian society recognising and respecting the First Nations peoples, acknowledging and attempting to understand their history and a commitment to work towards a more equal and respectful future.”


Kevin Cameron
Head of People, Programmed Staffing

RAP working group

Identity	Reasoning	Responsibility	Working on
 <div>Kelly Beckman <i>Kokatha</i></div>	<p>What does reconciliation mean to you? Unity and respect between people, moving forward with an understanding of what has passed.</p> <p>Why did you want to be on the RAP Working Group? To give back and to be involved with active change.</p> <p>What word describes success to you in terms of a RAP? Change and Courage</p>	<i>First Nations Engagement Manager – National</i>	<i>Boon Wurrung Land With respect</i>
 <div>Jordan Mogridge <i>Whadjuk, Ballardong and Yued</i></div>	<p>What does reconciliation mean to you? Reconciliation to me means acknowledging the past and committing to a unified and equitable future for First Nations peoples by building relationships and trust with the broader Australian community.</p> <p>Why did you want to be on the RAP Working Group? To help shape the Programmed Staffing's reconciliation journey, to have a deeper understanding of what is involved in developing a RAP, and to be an ambassador for the implementation of the objectives.</p> <p>What word describes success to you in terms of a RAP? Buy-In and Achievable</p>	<i>First Nations Engagement Advisor – West</i>	<i>Whadjuk Noongar Land With respect</i>

Identity	Reasoning	Responsibility	Working on
 <div>Maya Cockran</div>	<p>What does reconciliation mean to you? Coming Together – to be able to eliminate biases within our country and create a safe and inclusive environment for all.</p> <p>Why did you want to be on the RAP Working Group? To be able to contribute to change within the business and also grow in my role and gain knowledge/experience working on a Reconciliation Action Plan.</p> <p>What word describes success to you in terms of a RAP? Unity</p>	<i>First Nations Engagement Coordinator – National</i>	<i>Whadjuk Noongar Land With respect</i>
 <div>Kevin Cameron</div>	<p>What does reconciliation mean to you? Australian society recognizing and respecting the First Nations Peoples, acknowledging and attempting to understand their history and a commitment to work towards a more equal and respectful future.</p> <p>Why did you want to be on the RAP Working Group? Drive change through the business</p> <p>What word describes success to you in terms of a RAP? Opportunities</p>	<i>Head of People</i>	<i>Wurundjeri Land With respect</i>
 <div>Kurt Gillam</div>	<p>What does reconciliation mean to you? Coming together as one, respecting the past and forging a better future.</p> <p>Why did you want to be on the RAP Working Group? To better educate myself and help pay it forward for others.</p> <p>What word describes success to you in terms of a RAP? Unity</p>	<i>Executive General Manager, PERSOLKELLY Australia</i>	<i>Whadjuk Noongar Land With respect</i>
 <div>Manaaki Tai</div>	<p>What does reconciliation mean to you? Healing, growth and positives steps forward that put the "unity" in community.</p> <p>Why did you want to be on the RAP Working Group? To contribute to making a positive difference within the First Nations community specifically and by extension the wider community as a whole.</p> <p>What word describes success to you in terms of a RAP? Positive difference</p>	<i>Employment Services Coordinator</i>	<i>Whadjuk Noongar Land With respect</i>
 <div>Rebecca Anderson</div>	<p>What does reconciliation mean to you? Recognizing injustice and struggles of First Nations people, committing and working towards an equal Australia.</p> <p>Why did you want to be on the RAP Working Group? To be part of driving reconciliation and collaboration between Programmed Staffing and First Nations Communities and businesses.</p> <p>What word describes success to you in terms of a RAP? Equality</p>	<i>National Account Manager</i>	<i>Wurundjeri Land With respect</i>
 <div>Megan Williams</div>	<p>What does reconciliation mean to you? To work in partnership with local communities to offer opportunities with Programmed Staffing</p> <p>Why did you want to be on the RAP Working Group? To assist in raising awareness of First Nations Culture and bringing it into our workplace at all levels.</p> <p>What word describes success to you in terms of a RAP? Respect</p>	<i>Account Manager</i>	<i>Dharug Land With respect</i>

Identity	Reasoning	Responsibility	Working on
	<p>Jodie Mott</p> <p>What does reconciliation mean to you? The journey of working towards mutual respect, engagement and opportunities for all.</p> <p>Why did you want to be on the RAP Working Group? I was keen for the company to capitalize on my First Nations engagements and actively contribute to the development of a meaningful plan whilst taking learnings back to my team.</p> <p>What word describes success to you in terms of a RAP? Inclusion</p>	<p><i>General Manager QLD, PERSOLKELLY</i></p>	<p>Yuggera & Turrbal Land</p> <p><i>With respect</i></p>
	<p>Katherine Stevens</p> <p>What does reconciliation mean to you? The bringing together of two communities through education of culture, and the changing of behaviours and attitudes, all with the aim of achieving equality.</p> <p>Why did you want to be on the RAP Working Group? To be part of "making a difference" not only within the business but also the wider community.</p> <p>What word describes success to you in terms of a RAP? Equality</p>	<p><i>Talent Acquisition Business Partner, PERSOLKELLY</i></p>	<p>Wurundjeri Land</p> <p><i>With respect</i></p>
	<p>Tenielle Pillar</p> <p>What does reconciliation mean to you? The coming together of culture and people with the purpose of building of trust and respect while recognising Aboriginal and Torres Strait Islander people as the First Peoples of the land we live and work on.</p> <p>Why did you want to be on the RAP Working Group? To deepen my understand of Indigenous Australian history and assist in the journey of Aboriginal and Torres Strait Islander people towards achieving equality.</p> <p>What word describes success to you in terms of a RAP? Strength</p>	<p><i>Apprentice Advisor, Programmed Skilled Workforce</i></p>	<p>Wadandi Noongar Land</p> <p><i>With respect</i></p>

External advisor			
	<p>Matthew Whelan</p> <p><i>Arrernte and Ngalakan</i></p>	<p>What does reconciliation mean to you? For me it means the coming together of different people and uniting for the cause.</p> <p>Why did you want to be on the RAP Working Group? I want to make a difference for my mob and not just limit myself to the sporting area.</p> <p>What word describes success to you in terms of a RAP? Opportunities</p>	<p><i>Indigenous Projects Officer</i></p> <p><i>Melbourne Football Club</i></p> <p>Wurundjeri Land</p> <p><i>With respect</i></p>

Our commitment to the Uluru Statement from the Heart

The Uluru Statement from the Heart is acknowledged by Programmed Staffing as a petition put forward by First Nations People as an important and needed step towards reconciliation, alongside a call for Treaties across Australia.

Programmed Staffing endorses and supports the petition for a Voice and the process for treaty and asks for all Australians to join in the conversation.

To learn more about these reforms for Aboriginal and Torres Strait Islander Peoples rights under the Australian constitution, follow these links:

[Uluru statement from the Heart](#)

[Treaties \(general information\)](#)

Stories from the field

Programmed Staffing has a great partnership with Beanbri/Cargill Management, who are one of our Harvest sites in the Shire of Walgett.

Walgett is a small town located in rural NSW 230km from Bourke. It is near the junctions of the Barwon and Namoi Rivers and as such, takes its name from an Aboriginal word meaning ‘the meeting place of two rivers’. It is Gamilaroi Country and boasts a large local Aboriginal population, estimated to be 30% of the township and area.

During this partnership, ongoing and collaborative discussions were held on how to better engage local First Nations Peoples and the greater community to not just improve employment conditions, but also land management and sustainability for the entire region. It was identified early on that some of the gateways used were not attracting or even reaching local talent. Instead, they were positioned and targeted more towards backpackers, visitors and Grey Head Nomads which obviously reduced the opportunity for Walgett locals to become employed and further to become involved in the company’s progression.



In joining the partnership, Programmed Staffing not only reflected on the community’s local talent availability but also on our combined determination to support local employment. We started a process to better build and engage with



local job networks and community leaders and became more willingly present in the area which resulted in the beginning of some great working relationships that remain strong. Our genuine effort to be there, to listen and to support certainly helped in bringing everyone to the table to talk genuine next steps.

Following our joint re-introduction into the community, we established a local workforce of over 70 people, 98% of which were First Nations employees at peak harvest.

Programmed Staffing continues its welfare and ongoing commitment to the Walgett community through the Beanbri site and we make sure we are visible, available and listening to our employees there on a regular basis. In this part, and along with Cargill management, we are determined to keep our word as an employer of choice and to not lose sight of understanding and responding to local needs.

In 2023 and beyond, we continue this partnership with new ideas and recommendations in line with local Elders and our own First Nations Engagement team to ensure we continue this best practice and maintain local engagement in rural projects across Australia.



Relationships



We believe that in every minute of what we do and how we behave as a business, relationships are at the centre of being successful. Whether that be in the form of building trust with a candidate, a connection with a customer, an opportunity to learn and develop or in acknowledging the very ground we walk on and the ability we have to protect and sustain – positive driven relationships are fundamental to what we do.

Understanding this, means the bonds we form with First Nations candidates, customers and communities carry the ability to support reconciliation and so, we enter these with open eyes and ears to learn so that we can conciliate on a joint path.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	January 2024	First Nations Engagement Manager
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	First Nations Engagement Manager
	• Attend state specific and First Nations events to partner with or participate in annually. These can be through memberships, participation, attendance, committees or by invitation	November 2023	First Nations Engagement Manager
	• Partner with more local First Nations art, theatre or sporting clubs nationally to sponsor through investments and involvement needed to keep the activity sustainable and profitable for the community.	June 2024	RAP Champion
	• Build on our current list of First Nations Recruitment suppliers and allies by aiming to increase these relationships nationally so that each branch has at least one contact supplier and great pipeline relationships.	July 2024	First Nations Engagement Coordinator
	• Create, update and distribute a list of First Nations recruitment suppliers to offices to encourage stronger relationships.	July 2024	First Nations Engagement Coordinator
	• Invite First Nations Locals to present to employee on site at every branch at least once annually to update or inform or local and relevant changes in the community.	March 2024 & 2025	First Nations Engagement Manager
	• Invite First Nations Locals to be contributing members of discussions surrounding local hires, safe workplace practice and employment opportunities/pathways.	January 2024	First Nations Engagement Manager
	• Maintain contact and form key relationship with local landowners and environmentalists to ensure the protection of our people on land and the protection of the land itself is maintained and preserved. Work with such bodies to learn, embrace and action good cultural practice.	September 2024	First Nations Coordinator

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials.	May 2024 & 2025	<i>First Nations Engagement Coordinator</i>
	• Include First Nations employee and customers within the planning and design of inhouse NRW events and encourage a variety of mediums to engage as many people as possible.	27 May – 3 June 2024 & 27 May – 3 June 2025	<i>First Nations Engagement Coordinator</i>
	• Develop a piece of art, script, prose or sculpture that supports the theme of NRW in 2023. Each year this item is then built upon by any members of the team situated in that branch.	June 2023	<i>First Nations Engagement Coordinator</i>
	• Register all our NRW events on Reconciliation Australia's NRW website .	May 2024 & 2025	<i>First Nations Engagement Coordinator</i>
	• Senior leaders encouraged to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024 & 27 May – 3 June 2025	<i>RAP Champion</i>
	• Support branches to organise at least one NRW event each year that can be done in each local office, where they can invite customers and members of their local communities.	27 May – 3 June 2024 & 27 May – 3 June 2025	<i>First Nations Engagement Advisor East and West</i>
	• RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024 & 27 May – 3 June 2025	<i>RAP Champion</i>
Promote reconciliation through our sphere of influence.	• Continue to communicate our commitment to reconciliation publicly through the promotion of this document and through our business activities. Discussed in and integrally as part of our AGM, talks, dinners and conferences, stakeholder events or customer meetings.	February 2024 & 2025 August 2024 & 2025	<i>RAP Champion</i> <i>First Nations Engagement Manager</i>
	• Act on opportunities to positively influence our stakeholders and customers by communicating on what we have found to work, collaborating and sharing our successes and failures, by expressly living by what we stand for.	February 2024	<i>First Nations Engagement Manager</i>
	• Work and collaborate with other industry organisations that have RAPs, or are working towards one, to develop ways to continue to advance reconciliation collaboratively.	June 2024	<i>First Nations Engagement Manager</i>
	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2024	<i>First Nations Engagement Manager</i>
Promote positive race relations through anti-discrimination strategies.	• Engage with our First Nations colleagues, and external advisors as needed, to consult on our anti-discrimination policy on an annual basis.	October 2023 & 2024	<i>First Nations Engagement Coordinator</i>
	• Hold mandatory racial discrimination and unconscious bias training alongside cultural awareness sessions for all employees, including senior leaders.	October 2023 & 2024 January 2024 & 2025 April 2024 & 2025 July 2024 & 2025	<i>First Nations Engagement Coordinator</i>
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2023 & 2024	<i>First Nations Engagement Coordinator</i>
	• Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2023	<i>First Nations Engagement Coordinator</i>
	• Uphold a strong zero tolerance towards racist behaviour, language or attitude in end-to-end recruitment and employment.	December 2023	<i>RAP Champion</i>

Stories from the field

Jye Graham – Plumbing Apprentice (WA)



Jye is an exceptional third-year apprentice who conducts himself to a consistent high standard, which has not only resulted in a series of amazing academic achievements, but also a steady stream of positive feedback from our customer (and they in turn, from their customers).

Jye was recently awarded with South Regional TAFE Aboriginal and Torres Strait Islander Student of the Year accolade – which from a pool of more than 10,000 students, is an amazing achievement. To then also be awarded with the ‘Licenced Trade Apprentice of the Year’ is huge!

In addition to this, Jye was also one of three 2021 finalists for the WA State Training Awards and came away with the title of Indigenous Student of the Year.

We are so proud of all Jye has and continues to achieve for himself and as a mentor for so many others.

“Like most young people trying to find a career, I bounced around a few industries and tried a few jobs before pursuing the FIFO dream in my early 20’s. Working FIFO had its perks, but I knew quickly it wasn’t where I wanted to be. For me personally, I couldn’t see a career path in mining and since leaving school, the idea of getting a trade became more and more at the forefront of my thinking. With the mining industry known for its ups and downs, I wanted a career that offered me something to fall back on. If anything happened and I had a trade, I knew I would be okay.

At the same time I was trying to find my new career path my family, who I am very close to, experienced some of the most difficult, challenging years of our lives. For me, family is everything, so it was important to move home to provide support, in particular to my younger sisters. At this time, I realised more than ever I needed not just a job but a career which could provide stability for my family and I. Although I knew I wanted to pursue a trade pathway, plumbing wasn’t necessarily on my radar. When looking at available apprenticeships I saw Programmed Staffing was advertising for an Indigenous plumbing apprentice. I didn’t know much

about plumbing but have an uncle who is a plumber so between him and some of my own research, I thought this may be the opportunity I was looking for. I applied for the job, not sure where it would go but was lucky enough to get an interview. During the interview the apprenticeship (and trade) was explained to me, and I remember walking away thinking, ‘I’ve found my new career path’.

My apprenticeship has also helped me grow as a person. I’ve gained confidence in myself, my abilities, have been able to contribute to society and the community I live in along with increasing my self-worth.



I believe I always demonstrate strong leadership, and this was demonstrated in 2020 when I was awarded the Directors Safety Shield on a large-scale lithium construction project which I was working on. The award was for strong safety leadership and recognised the work I was doing to promote and educate the workforce on cultural awareness and how to communicate appropriately and effectively with Indigenous employees.

In 2022 I was a speaker at Edith Cowan University for National Reconciliation Week. This was the first time I participated in an event like this and was part of my goal towards taking on a more active role in my community. My training has driven my interest in pursuing a mentoring role within my company, industry and the community and I have already started to independently enquire about the opportunity to go back to my high school and speak to students about choosing a trade as a career pathway.

I think it’s important for Indigenous students in particular to see someone that represents them succeeding in industry. Being able to have a common conversation with them about life, culture and career while also being a genuine example of what they can achieve.”

Jye Graham
Plumbing Apprentice (WA)



Respect



Respect addresses the dignity of people and encompasses the honouring and valuing of who they are as a unique person. It is because of this understanding that we at Programmed Staffing believe it to be so important for us to uphold and demonstrate for Aboriginal People and Torres Strait Islander People. To move towards reconciliation, we understand that we as People within a business, must not only acknowledge the truth about First Nations history in this country, but we must also honour it. We need to value the stories and beliefs of all First Nations people for where they have been, where they are and where they want to go.

We are a business that respects that we have much to yet understand. To improve and to lead by example, we need to listen, support, collaborate, grow and commit to bringing about true relationships.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	• Annual calendar of events managed on intranet to show both external and internal training, events, seminars, local community events, key dates, historical moments, work and employment exhibitions, school and university open days, conferences etc.	September 2023	First Nations Engagement Coordinator
	• Conduct a review of cultural learning needs within our organisation.	November 2023	First Nations Engagement Coordinator
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	January 2024	First Nations Engagement Coordinator
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2023	RAP Champion
	• Ngulu newsletter sent to all employees.	October 2023 & 2024 December 2023 & 2024 February 2024 & 2025 April 2024 & 2025 June 2024 & 2025 August 2024 & 2025	First Nations Engagement Manager
	• Run First Nations Culturally Aware, Culturally Safe, Culturally Proud sessions in Melbourne office.	September 2023 & 2024 March 2024 & 2025	First Nations Engagement Manager
	• Run First Nations Culturally Aware and Capability sessions On-line.	September 2023 & 2024 December 2023 & 2024 March 2024 & 2025 June 2024 & 2025	First Nations Engagement Manager
	• Run First Nations Recruitment Awareness sessions every second month.	November 2023 & 2024 February 2024 & 2025 May 2024 & 2025 August 2024 & 2025	First Nations Engagement Advisor
	• Continue to consult with local First Nations advisors and Elders on appropriate content and delivery across our annual cultural learning strategy.	September 2024 & March 2025	First Nations Engagement Manager
	• Conduct mandatory cultural awareness and implicit bias for all new and inducted employees.	September 2023 & 2024 December 2023 & 2024 March 2024 & 2025 June 2024 & 2025	First Nations Engagement Manager
	• Review policies to remove any barriers to support further attendance to any cultural events and significance.	November 2023	Head of People

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to First Nations People by observing cultural protocols.	• Invite a local Elder (specific to the area in which the event or meeting is being held) to provide a Welcome to Country and other appropriate customs at every significant event.	September 2023	<i>First Nations Engagement Manager</i>
	• Continue to showcase Acknowledgement of Country across internal head office TV screens.	September 2023	<i>First Nations Engagement Manager</i>
	• Include an Acknowledgement to Country and our custom artwork on all individual computer screen savers and access page to the Intranet and Website.	March 2024	<i>First Nations Engagement Manager</i>
	• Include an Acknowledgement of Country and/or other appropriate protocols at the commencement of important meetings.	September 2023	<i>First Nations Engagement Manager</i>
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	<i>First Nations Engagement Manager</i>
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2024	<i>First Nations Engagement Coordinator</i>
	• Support a culturally safe workplace by visually showcasing First Nations artwork and cultures in all national branches.	January 2024	<i>First Nations Engagement Advisors</i>
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	• Provide a good lead in time for employees to receive NAIDOC week materials and resources and can be involved both internally and externally in events.	June 2024 & June 2025	<i>First Nations Engagement Coordinator</i>
	• Host a range of internal events over NAIDOC, including the annual <i>Hall of Fame</i> award and trivia afternoon.	First week in July 2024 & 2025	<i>First Nations Engagement Coordinator</i>
	• RAP Working Group required to participate in an external NAIDOC Week event and provide feedback to the team and the business.	First week in July 2024 & 2025	<i>First Nations Engagement Manager</i>
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024 & 2025	<i>Head of People</i>
	• Review policies to remove any barriers to support further attendance to NAIDOC events.	June 2024 & June 2025	<i>Head of People</i>

Stories from the field

William Murray – Walgett, NSW

Hi, my name is William Murray and I am from the Gamilaraay nation. I joined Programmed around March 2021. Programmed came to Walgett looking for local people to join the team at the Beanbri/Cargill site and held an information day that explained what the process to employment would look like. This included information on what the interviews would be like, the onboarding documents, work conditions and responsibilities as well as medicals. There was the opportunity to ask questions, and at the end of the day, Programmed said they would be back in a few weeks after we had a chance to have a think and be prepared to apply. And they did.

I was one of the first to turn up when they came back to town to sign up and go through the process. I started at at Beanbri a few days later.

I still work at Beanbri as one of the sites Leading hands/Supervisors – but I can do almost any role there now. On several occasion I have been approached and asked to go Permanent with Beanbri /Cargill, but my answer is always the same – Thank you, but no thanks. I really like working for Programmed, because they have always followed through, they support our mob and are active in the community.

The staff at the Gunnedah branch are all so helpful and always communicate with me and the team. Some other reasons I like Programmed are they are very visible on site to talk to us.

I have always been a great advocate for supporting local Aboriginal people in obtaining work and often refer family and community members to Programmed for employment. In addition to this, I am a proud family man with six children between the ages of 3 and 17. My wish is to create a culturally safe and sustainable future for my children and community in a local setting.

“From Day one William stood out with his great work ethic. More importantly he displayed that he was willing to be a Leader/ Mentor and a person that the rest of the workforce, particularly the Aboriginal workers, could go to for support and advise. William’s strength lies in his ability to be a very good communicator, highly approachable and shows great maturity to defuse conflict.”

Lee Cousin
Customer Relationship Manager, Programmed

“William from day one was someone we have seen as a great personality and a Leader. He has maintained this standard right throughout his employment. William just has a personality that means people gravitate to him – people just want to be around him. I cannot speak more highly of William – he is an absolute champion and role model.”

Lee Cousin
Customer Relationship Manager, Programmed



Opportunities

Our core activity at Programmed Staffing is to connect the right people with the right job. We see the value in connecting with First Nations candidates to bring diversity to our teams, to better reflect the communities in which we work and provide our customers with access to a large pool of skilled people.

We have a dedicated First Nations team who provide advocacy for First Nations candidates and endeavour to remove barriers to employment.

We are strongly committed to creating a culturally safe and inviting work environment not just to attract new starters, but to also ensure we engage and sustainably retain First Nations employees.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	• Build an understanding of current First Nations employees – location, roles, feedback - to inform future employment and professional development opportunities for these and prospective candidates.	May 2024	First Nations Engagement Advisors East and West
	• Engage with current First Nations employees to gain feedback on our recruitment, retention, and professional development strategy.	February 2024	First Nations Engagement Advisors East and West
	• Using the feedback provided and the foundational work done, develop and implement a First Nations recruitment, retention and professional development strategy.	August 2024	First Nations Engagement Coordinator
	• Engage with Aboriginal and Torres Strait Islander employees (on-site and internal) to consult and contribute to our recruitment, retention and ongoing professional development strategy.	November 2023	First Nations Engagement Manager
	• Invite and compensate Aboriginal Peoples and Torres Strait Islander Peoples to be contributing and equal members on discussions involving culture and career pathways for local First Nations candidates and employees with the aim to empower and educate inhouse staff to manage into the future.	April 2024	First Nations Engagement Manager
	• Advertise job vacancies using a variety of means such as First Nations job seeker sites, normal recruitment avenues and through community, word of mouth and referral programs.	January 2024	First Nations Engagement Advisors East and West
	• Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	December 2023	First Nations Engagement Manager
	• Create options for First Nations trainees and employees to be loaned or provided with equipment, including laptops or phones or transport cards to support their study or work requirements as required.	April 2024	RAP Champion
	• Continue to deliver and improve on the First Nations Ambassador Program.	September 2023	First Nations Engagement Manager
	• Establish the First Nations peer-to-peer mentoring to support First Nations employees on the ground needing a safe and understanding connection.	October 2023	First Nations Engagement Coordinator
	• Conduct cultural safety audits to all new customers or those re tendering.	January 2024	First Nations Engagement Manager
	• Implement employment supportive programs such as financial budgeting, rights and entitlements training.	March 2024	First Nations Engagement Manager
	• Develop a support fund to assist with employment assistance, cultural leave, funerals and cultural practices.	March 2024	First Nations Engagement Manager



Governance



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain First Nations representation on the RWG.	September 2023	<i>First Nations Engagement Manager</i>
	• Review and update Terms of Reference for the RWG.	December 2023 & 2024	<i>First Nations Engagement Manager</i>
	• Meet at least four times per year to drive and monitor RAP implementation.	October 2023 & 2024 January 2024 & 2025 April 2024 & 2025 July 2024 & 2025	<i>RAP Champion</i>
Provide appropriate support for effective implementation of RAP commitments.	• Define financial resource needs for RAP implementation.	January 2024	<i>First Nations Engagement Manager</i>
	• Define people resource needs for RAP implementation.	December 2023	<i>First Nations Engagement Manager</i>
	• Engage our senior leaders and other employees in the delivery of RAP commitments.	January 2024	<i>RAP Champion</i>
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2023	<i>Human Resource Business Partners</i>
	• On all business decisions, recruitment decisions and strategies that involve people, we will include an external First Nations representative to contribute to these discussions.	January 2024	<i>First Nations Engagement Manager</i>
	• Appoint and review internal RAP Champion from senior management.	September 2023	<i>First Nations Engagement Manager</i>
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.	July 2024 & 2025	<i>First Nations Engagement Manager</i>
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	January 2024 & 2025	<i>First Nations Engagement Manager</i>
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	January 2024	<i>First Nations Engagement Manager</i>
	• Report RAP progress to all employee and senior leaders quarterly.	March 2024 & 2025	<i>First Nations Engagement Manager</i>
	• Publicly report our RAP achievements, challenges and learnings, annually.	April 2024 & 2025	<i>First Nations Engagement Manager</i>
Continue our reconciliation journey by developing our next RAP.	• Investigate participating in Reconciliation Australia's biannual Workplace RAP Barometer.	March 2024 & 2025	<i>First Nations Engagement Manager</i>
	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	<i>First Nations Engagement Manager</i>

Action	Deliverable	Timeline	Responsibility
Increase First Nations supplier diversity to support improved economic and social outcomes.	• Within the existing procurement strategy, install key processes and flexibilities to better support and encourage First Nations businesses to tender and to win work.	May 2024	<i>First Nations Engagement Manager</i>
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2023	<i>First Nations Engagement Manager</i>
	• Review our Supply Nation membership.	October 2024	<i>Procurement Manager</i>
	• Implement, review and update our Aboriginal and Torres Strait Islander procurement strategy.	February 2024	<i>First Nations Engagement Manager</i>
	• Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2024 & 2025	<i>Procurement Manager</i>
	• Make it mandatory to have at least one First Nations business present on every tender. Invite those businesses we want to and can work with to participate.	July 2024	<i>Procurement Manager</i>
	• Work with First Nations owned businesses in the first instance to design and make Programmed Staffing Acknowledgment of Country badges, RAP booklets, placards for artwork and any other related work.	August 2024	<i>Head Marketing and Brand Strategy</i>
Strengthen our partnerships and network to improve the experience of First Nations people looking for employment.	• All RAP generated activities, products and materials including catering are to be supplied by First Nations businesses in the majority.	September 2024	<i>First Nations Engagement Manager</i>
	• Continue to connect with partnerships and networks to leverage opportunities and new avenues to do business with them, whilst promoting First Nations engagement through education, procurement, supply, or employment.	September 2023	<i>First Nations Engagement Coordinator</i>
	• Look into partnering with programs and providers that support First Nations candidates from unique backgrounds and circumstances.	December 2023	<i>Industrial General Manager</i>
	• Form relationships with the First Nations departments at all University, TAFE and tertiary institutions nationally. Build these relationships and keep in touch with what we have on offer to help transition from institutions to work.	July 2024	<i>First Nations Engagement Coordinator</i>
Support greater remote and flexible work opportunities in white collar industry.	• Work with recruitment teams to develop processes to allow for easier application processes for First Nation Peoples in rural and remote locations. This includes reducing paperwork, creating more comfortable interview styles and assisting more with technology.	November 2023	<i>First Nations Engagement Coordinator</i>
	• Consult with CBD corporate customers to determine their ability to hire remote and rural workers with suitable skill sets (i.e. roles that can be easily done virtually, with limited travel to a capital city).	December 2024	<i>First Nations Engagement Coordinator</i>
	• Present these suitable customers to First Nations candidates with the skill set required for a possible match.	December 2024	<i>First Nations Engagement Advisors</i>
Using connections to grow relationships.	• Develop a referral platform for First Nations staff to suggest or recommend a candidate for a role, a business as a supplier, an educator as a coach. If the recommendation is hired in the capacity they seek, then the employee receives a gift or benefit for the introduction.	October 2024	<i>First Nations Engagement Advisors</i>
Drawing on Aboriginal and Torres Strait Islander community feedback to support projects that advance self-determination.	• Look to build on current programs or connections in community. Ideas include sponsoring a local sporting club or event or assisting with holiday care programs.	June 2024	<i>First Nations Engagement Coordinator</i>
	• Run an annual art award for First Nations employees and their families to submit a piece of art. The winning artwork may then be painted on to one of the Programmed Staffing trucks, as well as receive incentives to continue their art career.	September 2024	<i>First Nations Engagement Coordinator</i>

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