



# RECONCILIATION ACTION PLAN

September 2023- August 2026



RECONCILIATION  
ACTION PLAN

**STRETCH**

## Acknowledgement of Country

Ventia respectfully acknowledges the Traditional Owners of Country both past and present on whose lands we work and recognise their continuing connection to land, water, sea, sky, and community.

We pay our respects to their Elders past and present.

We recognise that Aboriginal & Torres Strait Islander people sustained and cared for this country for 65,000 plus years. We respect local customary needs and practices of Aboriginal and Torres Strait Islander people and their communities. We understand the significance and importance of preserving and protecting Aboriginal and Torres Strait Islander cultures and customs.

To the Traditional Owners, Elders and community members in the communities in which we work, we will respect your lands and Country and walk lightly on it while we are there.



A formal welcome to Larrakia land with a sunrise Saltwater Ceremony at Lake Alexander, Darwin Northern Territory.



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## About the artwork

Our Reconciliation Action Plan (RAP) artwork is an outcome of our engagement with Karratha Senior High School in Western Australia who brought together their arts students, Star and Clontarf Foundation students, local Elders and artists from Juluwarlu art group who guided the students to design the beautiful artwork.

Titled "Connections", the artwork depicts the landscape, the sea, its plentiful bush tucker and bush medicine that has nourished the peoples of this land for over 60,000 years and amongst this on the far right depicts Ventia people working on Country.

# We are **Ventia** – Our business

Ventia is one of the largest essential infrastructure services providers in Australia and New Zealand. Our business is built on years of combined knowledge, understanding and experience in providing infrastructure services; our legacy dates back to the 1950's.

Our business is structured into four sectors: Defence and Social Infrastructure, Infrastructure Services, Telecommunications and Transport. We operate in all states and territories of Australia and throughout New Zealand and have corporate offices in Sydney (New South Wales), Melbourne (Victoria), Perth (Western Australia), Brisbane (Queensland) and Auckland (New Zealand), as well as satellite project offices across our regions.

Our employees and subcontractors are spread over 400+ project sites, with 40% of our people working in regional and rural areas. Our workforce comprises over 35,000 people, of which approximately 16,000 are direct employees. 4.8% (almost 700) of our Australian direct workforce identify as Aboriginal and/or Torres Strait Islander.

We have clients across our four sectors with whom we have relationships going back 20+ years, including the Department of Defence, Department of Transport WA, Transpower, Energy Australia and Transport for NSW.



## Keeping you connected, moving and safe

While you might not notice us, we will most certainly have touched your day no matter where you are, making sure your world runs as smoothly as it can.

If you are living or working in Melbourne, we make sure there is great quality water for your teeth, shower and refreshment. If you catch the train to Sydney or Brisbane airports for work, school or holiday, help ensure the trains run on time and you have a great customer experience.

Perhaps you drive to your office in Melbourne, Sydney or Brisbane. Our roads contracts mean we keep you moving by keeping the highways and roadways safe. Or maybe you are travelling in the north of Western Australia? We're maintaining the roads you travel on to ensure they're safe, and it might even be one of our teams that cleaned your office overnight.

When you make work calls or call your family and friends, we keep you connected by ensuring network functionality through our contracts with major mobile carriers. Our delivery of the NBN network to communities across the nation means in many areas your high-speed internet is thanks to us. And while you're busy at work, our schools' contracts mean your children are learning in a clean, safe and sustainable environment.

We also understand that sometimes, life does not run smoothly. Our social infrastructure contracts contribute to making sure critical services like social housing, justice services and health meet the needs of individuals, families and communities who access, or depend on, these essential services from time to time. Of course, our work with Defence means we are there too, in the background, keeping personnel fed, clothed and their equipment maintained, and when natural disasters happen, we're there supporting our Defence forces.

Through our provision of services across Australia, we are reminded through places and stories of the importance of the nation's Aboriginal and Torres Strait Islander heritage. We engage, respect and learn from Aboriginal and Torres Strait Islander people to ensure our delivery of services embed their culture into our work as we keep people and families connected, moving and safe.

In this, we also acknowledge and respect Māori of New Zealand where Ventia also has substantial business across the region.



Defence and Social Infrastructure



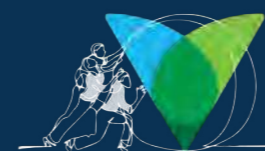
Infrastructure Services



Telecommunications



Transport



**35,000+**  
WORKFORCE  
(employees and subcontractors)



**400+**  
PROJECT SITES



**40%+**  
OF OUR PEOPLE WORK IN  
REGIONAL AND RURAL AREAS

# Message from Dean Banks

Group Chief Executive Officer  
Ventia

I am honoured to present Ventia's Stretch Reconciliation Action Plan (RAP) 2023-2026, which demonstrates our ongoing commitment to reconciliation at the national, community and organisational levels.

People are at the heart of our business. With a workforce of over 35,000 passionate people I believe that through the actions in this RAP, we have an opportunity to continue to make a real difference when it comes to diversity, equity and inclusion, not only in our own business but in the communities in which we operate.

Ventia has a long history of commitment to Aboriginal and Torres Strait Islander engagement and meaningful connections with those communities and the individuals within them.

Ventia's strategy is to Redefine Service Excellence and we differentiate ourselves by focusing on three priorities: being client focused, innovative and sustainable. This strategy includes actively participating in the process of reconciliation through respectful engagement with Aboriginal and Torres Strait Islander people across Australia. We have passionately invested in integrating engagement into all aspects of our business, and in building a strong, values-driven and inclusive workplace.

Our commitment to reconciliation is integral to what we stand for as an organisation and is reflected in this RAP. While we are proud of our achievements from previous RAPs, we understand there is still much more for us to do. Developing this RAP gave us the opportunity to reflect upon the actions we've taken so far to improve Aboriginal and Torres Strait Islander engagement, to foster education and employment, and to support Aboriginal and Torres Strait Islander communities. This reflection has informed our future commitments and how we can continue to contribute to reconciliation in Australia, specifically in the areas of education, training, employment and procurement.

I am most excited about the actions in our RAP that will lead to a completely different way of bringing our processes to life. They align with our expectations of inclusive leadership, and our values of collaboration, integrity, challenge and ingenuity.

We have included actions that mean our leaders experience locations, cultures and histories they have not previously had the opportunity to. My hope is that it will lead to a genuine culture of anti-racism, seeing us do business differently, forever. We don't stop with the actions outlined in this RAP, we are continuously working with our clients and partners to work collaboratively on other projects that enhance reconciliation and we will continue to do so over the life of this RAP.

Over the next three years as we deliver on our reconciliation commitments and continue the collaboration with Reconciliation Australia and key Aboriginal and Torres Strait Islander stakeholders, we will provide greater opportunities and a better future for Australia's First Nations peoples.

## Dean Banks

Group Chief Executive Officer



# Message from Karen Mundine

Chief Executive Officer  
Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Ventia on its formal commitment to reconciliation, as it implements this Stretch RAP.

The RAP program provides organisations with a framework to contribute to the reconciliation movement through the pillars of relationships, respect and opportunities. This framework allows for continuous development, pushing organisations to embed and expand on their commitments, while adapting to obstacles as they arise.

One of Australia's largest essential infrastructure services providers, Ventia works behind the scenes to keep us all moving along safely and smoothly. Through its reconciliation journey so far, Ventia has recognised that this core business of connecting a country-wide network of workers, suppliers and clients means it is in prime position to help rectify historical barriers to opportunities for Aboriginal and Torres Strait Islander people.

In 2021 Ventia realised that up to 10% of its First Nations job applicants were being knocked back due to a past criminal record. Ventia worked with its clients, its internal First Nations Network and HR teams, as well as policing agencies to change current policies that prevent the employment of Aboriginal and Torres Strait Islander people with minor criminal records. It also created a set of guidelines and a framework to model these changes to other organisations.

It is clear from this project – as well as its work with Bunjilwarra Koori to give young Aboriginal adults work experience following rehabilitation – that rather than letting its size and public profile prevent it from being brave, instead Ventia has learnt to use these factors as the motivation and backing to in fact be more courageous in its commitments.

This is not the only place where Ventia has been brave. The most important part of a RAP is honest reflection and frank assessment on what is being achieved, and what needs more attention. By moving to a Stretch RAP Ventia is taking the crucial time and space to thoughtfully consider what comes next.

It is focussing on its internal capacities, developing informed practices to create a Trauma Aware – Healing Informed workplace; as well as implementing Aboriginal and Torres Strait Islander Cultural Learning Plans for all Board Directors

and Executive Leaders. Ventia will also continue to model reconciliation to its industry and support Aboriginal and Torres Strait Islander suppliers.

Ultimately, Ventia has demonstrated maturity and transparency in its engagement with Reconciliation Australia in developing this latest RAP. With this Stretch RAP, it continues to be an exemplary and aspirational leader in this ever-growing network.

On behalf of Reconciliation Australia, I commend Ventia on this Stretch RAP and look forward to following its ongoing reconciliation journey.

## Karen Mundine

Chief Executive Officer  
Reconciliation Australia



# Message from Eddie Fry

Chair

Ventia Indigenous Advisory Board

It has been an absolute pleasure to be part of Ventia's reconciliation journey. As I reviewed the actions in this new RAP, I look forward to the ongoing opportunities Ventia will create through several initiatives and projects. I also reflect on more than 15 years of action and think back to the early days when the company was wondering what to do and how to do it - it seems like a long time ago.

While the company has undergone changes of ownership, leadership and name changes, in a context of changing governments and policies, traded through a global financial crisis and more recently a global pandemic, what I have observed is an unwavering commitment to ensuring Aboriginal and Torres Strait Islander people and communities share in the ongoing success of the business. Through all these changes, the company has achieved every employment and procurement target it has set over 15 years.

The Indigenous Advisory Board (IAB) is pleased to see that this new RAP is strongly informed by the achievements and lessons learnt. It has been developed with new energy and experience and it is bringing enhanced and new commitments that speak into a national narrative of truth-telling and reconciliation.

Specifically, I am looking forward to increased integration between the work of the IAB and Ventia's operation and its broader governance structure and the very important and life changing work of TRECCA, Ventia's in-house dedicated First Nations employment support network. I am also particularly looking forward to working with the CEO and Ventia Board, who remain passionate to learn and leave a positive legacy on the national reconciliation narrative.

Ventia's partners and communities can be assured, the IAB will continue to hold Ventia to account, not only to the actions in this RAP, but to the vision and values that guide those actions at both the corporate and operational levels. We will ensure reconciliation remains everyone's business at Ventia.

**Eddie Fry**

Chair  
Indigenous Advisory Board



# Making a positive impact in Western Australia

Case Study

Our commitment to progressing reconciliation through engagement of local Aboriginal and Torres Strait Islander communities and providing employment and procurement opportunities is very evident on one of our transport contracts in Western Australia.

Ventia, in partnership with Johnson Controls as a joint venture (JV) company called Venture Smart, commenced work on the Statewide Electrical Infrastructure Services Contract for client Main Roads Western Australia in 2018.

The Venture Smart team delivers critical work for all Main Roads WA's electrical assets across the state and are leading the way in diversity and truly putting people at the heart of the business.

Venture Smart has a strong track record with its approach of 'Buy local, Live Local', which also applies to Aboriginal and Torres Strait Islander participation.

**During the mobilisation of the contract, Venture Smart set an initial target of 3% direct Aboriginal and Torres Strait Islander employment. They have since well exceeded that target, with Aboriginal and Torres Strait Islander people now representing 17% of Venture Smart's field-based workforce.**

By taking on apprentices the team are also helping develop young engineering talent. They on-boarded ten apprentices including four women and four Aboriginal and Torres Strait Islander people, as well as trainees of various ages and employment backgrounds. Between September 2021 and February 2023, three of the Indigenous apprentices have gone on to achieve their full qualifications and are now working on the contract full-time. Venture Smart plan to continue this program, ensuring a strong pipeline of talent into the future.

To get school kids interested in undertaking apprenticeships, the team engages with local community and schools and attends events such as career expos. The team also works with Ventia via the ABCN mentoring program for high school students, and has established an Indigenous mentoring program with Wesley College, a local high school.

The focus is not only on direct employment – opportunities are also identified in the supply chain and in ways they can support Aboriginal and Torres Strait Islander start-ups. Venture Smart was the first contract to engage and support Rioli Traffic Management, who are now used for most of Venture Smart's major traffic management jobs. Rioli Traffic was started by Ben Rioli, former footballer with South Fremantle in the West Australian Football League.

"When the opportunity came up to provide Ben with his first start, we were keen to be involved, as I was really impressed with his work ethic and enthusiasm," said Venture Smart Project Director Mick O'Bradaigh. "The achievements made throughout his career showed he was committed and willing to work hard to deliver quality outcomes."

Ben said he was really enjoying taking on a new challenge.

"I didn't think it would be possible to have my own business," Ben Rioli said.

"Venture Smart was the first company to give me the opportunity, and I can't thank them enough. They have opened so many doors for me and they have been very supportive and we work as a team."



Members of the Venture Smart team.

# Our vision for reconciliation

As a provider of essential infrastructure services, people are at the heart of our success. Our vision is to be an organisation where Aboriginal and Torres Strait Islander people feel accepted and included and, importantly, feel culturally safe and valued.

We want to create a workplace where non-Aboriginal and Torres Strait Islander people have their understanding of reconciliation transformed by the experiences they have while employed with or subcontracted by us. By ensuring we drive that culture within our organisation, we recognise that this in turn will support reconciliation externally as the sphere of influence of our employees and subcontractors goes beyond Ventia. They influence and have the potential to transform the people they interact with, the communities in which they work and live, and the future workplaces with which they will engage.

While these are easy words to place on a page, we know that sitting behind those words we need leadership that is culturally proficient, with partnerships based on trust and respect. In addition, Aboriginal and Torres Strait Islander cultures need to be more than acknowledged, they need to be recognised, understood, highly valued and incorporated into all parts of our business.

We recognise and have aligned our vision and actions to the five areas Reconciliation Australia has identified to measure reconciliation.

## 1. RACE RELATIONS

All Australians understand and value Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free from racism.

Ventia's commitment

**We will develop and support positive two-way relationships based on trust and respect with Aboriginal and Torres Strait Islander people, organisations and communities.**

## 2. EQUALITY AND EQUITY

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander people are recognised and upheld.

Ventia's commitment

**We will ensure Aboriginal and Torres Strait Islander people, organisations and communities participate equitably in all areas of our business.**

## 3. UNITY

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

Ventia's commitment

**We will value and recognise Aboriginal and Torres Strait Islander histories, cultures and rights to contribute to a shared national identity that leads to national unity.**

## 4. HISTORICAL ACCEPTANCE

All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the past and ensures these wrongs are never repeated.

Ventia's commitment

**We will commit to actions that support a future where the wrongs of the past are both understood and never repeated and where truth, justice, healing and historical acceptance are strengthened.**

## 5. INSTITUTIONAL INTEGRITY

The active support of reconciliation by the nation's political, business and community structures.

Ventia's commitment

**We will actively support and advance all dimensions of reconciliation through leadership, partnerships, action and reporting.**



# Stepping up to give Aboriginal youth a second chance

## Case Study

A chance conversation at a BBQ led to the opportunity for young Aboriginal adults in Victoria to gain valuable work experience before re-entering their communities following rehabilitation.

Jarvis Toomey is the Natural Systems Coordinator on Ventia's Mornington Peninsula Shire facilities management contract and is as passionate about giving back to his community as he is about protecting and improving the environment.

At a weekend BBQ around four years ago, the conversation turned to opportunity and rehabilitation for Aboriginal youths, and the role that individuals and companies play in giving them a second chance.

"This topic was in the news at the time, so a group of us were chatting about it, and a guy by the name of Tom said these kids just need someone to give them a go," Jarvis says. "This stuck with me, but it wasn't till a few months later that I discovered Tom worked at the Bunjilwarra Koori youth alcohol and drug healing service in Hastings on the Mornington Peninsula."

Jarvis reached out to Tom to find out what role he could play in giving these young men and women a chance to learn new skills and potentially discover a passion for conservation and land management.

"There are three stages to the rehabilitation process at Bunjilwarra, and it's in that third stage that the centre likes to get the residents work experience," Jarvis explains.

Those interested in work like fire management, brush cutting, mowing and other bushland maintenance, including weed spraying activities, are put on labour hire contracts through our talent engagement business.

Over a six-month period in 2022, the contract team supported six participants, and the program continues to grow.

One of the young men offered work experience on the contract ultimately wanted to become a carpenter. The work he undertook with the Mornington Peninsula Shire team allowed him to put money toward the purchase of a ute.

**“ Participants really get a lot out of this program. Don't underestimate the value of being able to do a day's work for a day's pay,” says Jarvis. ”**

When asked why he decided to get involved, Jarvis says he felt now was the time where he could do something, rather than just being another person that was all talk and no action.

Participants from Bunjilwarra Koori youth alcohol and drug healing service completing work experience on Ventia's Mornington Peninsula Shire Facilities Management (FM) contract.

**“ I figured that we have the capacity and capability to offer that work experience, so why not now. Actions are better than words, I wanted to do something practical to help. ”**

Ventia's size, scope and breadth of roles and opportunities mean we are well positioned to work with community organisations like Bunjilwarra.

"I've been chatting to other contracts and teams across Victoria, including in roads maintenance and facilities management in particular," Jarvis says. "There are so many different roles and different regions, so we can offer these candidates opportunities they may not otherwise get."

"Many of these kids will move back home once they complete their time at Bunjilwarra, and it'd be great if Ventia was able to offer them more permanent opportunities for work," he says. "There are also a number of other similar facilities around the state we could be engaging with to offer work experience."

Collaboration between the different parts of our business enables great results for the communities in which we operate, and individuals like those from Bunjilwarra. And the leadership of people like Jarvis helps ensure that opportunities are capitalised upon.

"It just makes sense to do as much as we can for as many people as we can," Jarvis states.

Ventia employs over 3,000 people across Victoria, almost half of whom are based outside metropolitan Melbourne. Opportunities like these can also lead to apprenticeships and traineeships at one of our sites across the state.

Bunjilwarra is a 12-bed alcohol and other drugs residential rehabilitation and healing service for Aboriginal young people (male and female) aged between 16 and 25. It is a purpose-built, statewide service situated on a 1.7-hectare site in Hastings, Victoria.

The Bunjilwarra service model is firmly placed in context of the Aboriginal-defined notion of healing and in a cultural framework; supported by trauma-informed practice, adolescent developmental framework, therapeutic community and recovery frameworks.

# Our RAP

The development and implementation of our RAP has always been driven by the collective pride and passion of our people, whose focus on seeking out ways to make a positive impact on our communities has seen the implementation of innovative programs to drive reconciliation. Our IAB has played an instrumental role in our reconciliation journey to date.

## Learning from our past

Our first RAP was launched in 2009. We were then known as Transfield Services, later as Broadspectrum. This RAP focused on developing the systems and tools we needed to prepare the organisation for our reconciliation journey.

Our second RAP, launched in 2012, saw us harness our early success in the areas of employment and procurement, develop cultural awareness training, more confidently engage with Aboriginal and Torres Strait Islander communities and organisations and establish strong governance informed by Aboriginal and Torres Strait Islander knowledge. If our second RAP felt like we had firmly bolted reconciliation onto our business, our third RAP, launched in 2015, made sure reconciliation was built into our business. We continued to learn and develop, and this positioned us for our fourth RAP in 2018, where we demonstrated leadership through strategic initiatives and set bold and aggressive targets.

In July 2020 Ventia acquired Broadspectrum which saw two companies come together with different RAP types - Broadspectrum at Elevate and Ventia at Reflect.

A detailed integration plan was developed to embed specific RAP actions across the new entity. It focused on exploring new and increased relationships and opportunities, the development of education and communication, and increasing cultural understanding across our workforce and supply chain. We also focused on actions embedding the Indigenous Governance structure into the new entity and ensuring all tools, systems and process to enhance Aboriginal and Torres Strait Islander employment and procurement were embedded and understood by the entire organisation. All actions set out in the Integration Plan were achieved and closed out. We then began the process of developing this RAP.

## Learning from our performance

We have learnt from the key challenges we faced during the implementation of our last RAP and Integration Plan. Importantly, where things did not go to plan, we utilised a “lessons learnt” process to ensure future success.

COVID-19 impacted all aspects of our business but particularly our ability to engage with local communities, across the 300+ locations we work in throughout Australia. In some circumstances, we were restricted in our ability to provide opportunities such as work experience, traineeships, apprenticeships and offer in-kind support activities such as donation of time, goods and services as well as opportunities to showcase our business at schools and job fairs. With full Ventia leadership commitment, we have developed actions in this RAP to increase local community-based partnerships, programs and engagement.

Over the life of our last RAP, we committed to having more Aboriginal and Torres Strait Islander people in leadership roles within the company. We have had several successes, such as apprentices moving into leadership roles to mentor new apprentices. This occurred on our Venture Smart contract in WA (as detailed on page 9) and our TRACE JV contract in the Northern Territory. However, we continue to seek more examples of this career progression. We have included actions in this RAP which include targets in relation to Aboriginal and Torres Strait Islander people in leadership roles, addressing barriers within the recruitment and retention processes, and the development of leadership skills, capacity and knowledge (e.g. provision of governance training), and greater involvement in Regional Indigenous Steering Committees (RISCs) and the IAB.

Whilst our Aboriginal and Torres Strait Islander employment outcomes have been successful, we understand that not all Aboriginal and Torres Strait Islander applications have progressed into employment. This RAP includes steps to determine the reasons behind this and find solutions.



Ventia teamed up with Rotary Clubs, Melbourne University, Monash University and our client INPEX to design and deliver an interactive water trailer to help educate indigenous children in remote communities about good hygiene practices.





The Ventia team onsite at the Inyarrimanha Ilgari Bundara (the CSIRO Murchison Radio-astronomy Observatory), SKA-Low telescope site located in the traditional lands of the Wajarri Yamaji, Western Australia. for an official ceremony marking an important infrastructure milestone.

## Learning from our people

Our RAPs are always developed with the voices of Aboriginal and Torres Strait Islander people at the heart of reflection and future planning. Indeed, we found the process of development of this RAP was just as important to the reconciliation process as the output, being the set of actions contained in this RAP.

The expertise of the IAB guided the process all the way through, and the RISCs also provided significant input.

We also had the results of our contribution to the Workplace RAP Barometer, RAP Impact Report and Reconciliation Australia's Leadership Survey analysed by an independent research company.

The same company also undertook a series of internal focus groups, yarning circles and interviews with our Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander employees exploring what had been done well, what could be improved and what were new initiatives Ventia could undertake.

Four focus groups were held with 40+ employees and key internal stakeholders. The four focus groups were stratified by the following functions / roles:

- Corporate with 10 participants holding senior corporate roles
- Contract Managers with 12 participants representing all states and industry sectors
- Aboriginal and Torres Strait Islander employees with 12 participants representing a diversity of roles and locations
- RISC Chairs from all RISCs represented

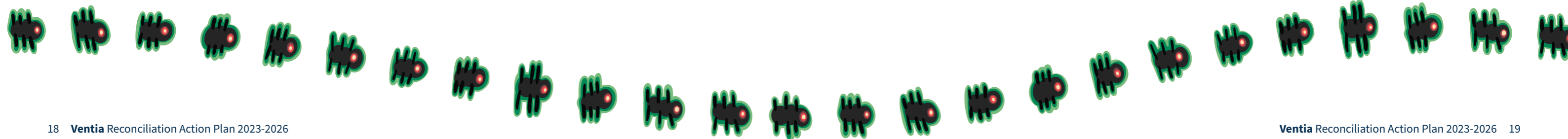
Semi-structured interviews were undertaken with six members of Ventia's IAB - four external members and two internal members.

Of those that participated in the focus groups and interviews more than 30% were Aboriginal and / or Torres Strait Islander people.

The key themes that emerged from these consultations and that have then informed the actions in this RAP are:

- Cultural awareness: We need to significantly increase the reach of the Cultural Learning Pathway with more on-Country – face-to-face training
- Cultural safety: Building a culturally safe workplace through leadership, strategy, measurement and accountability
- Leadership: We are developing tools for measuring and supporting increased cultural proficiency at the leadership level
- Employment: While targets are being met, more needs to be done to ensure our workplaces are culturally safe and ready for Aboriginal and Torres Strait Islander employees. Retention is a key focus area
- Procurement: Social procurement needs to be embedded in strategy with success less reliant on the passion of individuals

- Operations: Not every contract shares the same commitment to the actions (voluntary and / or mandatory) in our RAP and therefore we need to increase the consistency of commitment and performance across all contracts
- Aboriginal and Torres Strait Islander governance: Internal awareness of our governance structure needs to be strengthened, and there needs to be increased representation and confidence built for Aboriginal and Torres Strait Islander employees to participate and lead
- Community engagement: Due to organisational changes and the effects of COVID-19, meaningful engagement with key communities in which we operate has declined. There needs to be an intentional strategy to regain momentum
- Branding / marketing: We need to be authentic, whave integrity and develop our reconciliation purpose statement regarding what it is we want to be known for.



# Our achievements

## 2009

- Ventia (then named Broadspectrum) became the first services organisation in Australia to have a registered RAP, launched by Australia's then Deputy Prime Minister the Hon. Julia Gillard.
- Regional Indigenous Steering Committee (RISC) groups were established across the country to monitor, measure and report on Aboriginal and Torres Strait Islander participation throughout all sectors and regions of our Australian operations. The RISCs report into the Ventia Indigenous Advisory Board (IAB) which was established in 2006.

## 2010

- The establishment of our Aboriginal and Torres Strait Islander Cultural Learning Pathway completed our commitment to promoting Aboriginal and Torres Strait Islander engagement and providing cultural training for all our employees.
- We began supporting Aboriginal and Torres Strait Islander businesses through our partnership with Supply Nation.
- The results from our 2010 workforce survey identified that our Aboriginal and Torres Strait Islander employment figures had increased from 2.20% to 3.06%.
- Our Global Aboriginal and Torres Strait Islander Framework was established to be inclusive of all First Nations Peoples as our business operated in many other countries.

## 2011

- We commissioned a third-party to interview Aboriginal and Torres Strait Islander employees to examine the degree to which we are providing a culturally safe workplace. We determined to administer the survey every 18 months across all sectors and regions.
- We won the Ethical Investor 2010 Australian Sustainability Award in the Social – Community category for our RAP.

## 2012

- Our second RAP was launched by the NSW Minister for Aboriginal and Torres Strait Islander Employment and Economic Development the Hon. Julie Collins.
- We became a supporter of CareerTrackers and continue to work with them to enhance career outcomes for young Aboriginal and Torres Strait Islander university students.

## 2013

- The results from our 2013 workforce survey identified that our Aboriginal and Torres Strait Islander employment figures had increased from 3.06% to 4.50%.
- We became one of five corporations to be invited by Reconciliation Australia to apply for an Elevate RAP and we were successful in being awarded the Elevate RAP as a demonstrated leader in the field. This was our first Elevate RAP endorsement from Reconciliation Australia.
- The RISCs were restructured with Chairs being nominated by the CEO and given authority to act on the delivery of regional activities that support Aboriginal and Torres Strait Islander Participation programs.

## 2014

- National Economic Contribution assessment completed and identified that we conservatively contributed \$88 million to the national economy through our Aboriginal and Torres Strait Islander employment program.
- A random sample of almost 10% of Aboriginal and Torres Strait Islander employees' showed that prior to employment with the company 57% were unemployed for longer than three months.
- Impact and Evaluation Report commissioned by the IAB provided evidence of long-term impacts and made recommendations for program improvements.
- The Health, Safety and Environment Committee, a sub-committee of the Ventia Board, oversees Aboriginal and Torres Strait Islander Participation to ensure compliance with legislation and to identify opportunities to deliver policies and processes that contribute to a sustainable and positive working environment.



## 2015

- We launched our third Reconciliation Action Plan, which was endorsed by Reconciliation Australia as an Elevate RAP for the second time.
- We participated in the six-week secondment, Jawun program in Cape York Peninsula, QLD.
- We sponsored the inaugural Aboriginal Business Industry Chamber of South Australia summit. The vision of the summit was to facilitate sustainable Aboriginal and Torres Strait Islander business development and growth through effective advocacy with both private and public sectors.

## 2016

- New recruitment and employment database created encourages employees to identify their Aboriginal and Torres Strait Islander heritage as part of the job application process.
- Development of Aboriginal and Torres Strait Islander Employment Parity Initiative contract – engaging with Prime Minister and Cabinet, who in turn recognised our organisation as one of the top 30 employers of Aboriginal and Torres Strait Islander people. The Indigenous Employment Team formed then is still in place and known as TRECCA (Training, Recruitment, Employment, Care, Career Advancement).
- We established a Cultural Immersion Program as part of our Cultural Learning Pathway.
- We established an Aboriginal and Torres Strait Islander Youth Advisory Council in recognition that the Aboriginal and Torres Strait Islander population is young, and therefore youth voices are important in advising the company on Aboriginal and Torres Strait Islander youth engagement.
- The results from our 2016 workforce survey identified that our Aboriginal and Torres Strait Islander employment figures had increased from 4.5% to 4.8%.

## 2017

- Launched our new Procure to Pay system known as ARIBA, which enables the identification of Aboriginal and Torres Strait Islander vendors and generates more accurate data for reporting our Aboriginal and Torres Strait Islander procurement.
- Development and implementation of the IAB Strategic Plan.
- Became a member of the Emerging Aboriginal and Torres Strait Islander Executive Leadership Program Working Party with other Elevate RAP companies to co-design and manage the process of selecting AGSM, University of NSW to implement the program. The initial purpose of the program is to support the development of Aboriginal and Torres Strait Islander leaders to progress to executive levels.
- Committed \$750,000 over 10 years to the CareerTrackers internship program supporting Aboriginal and Torres Strait Islander university students.

## 2018

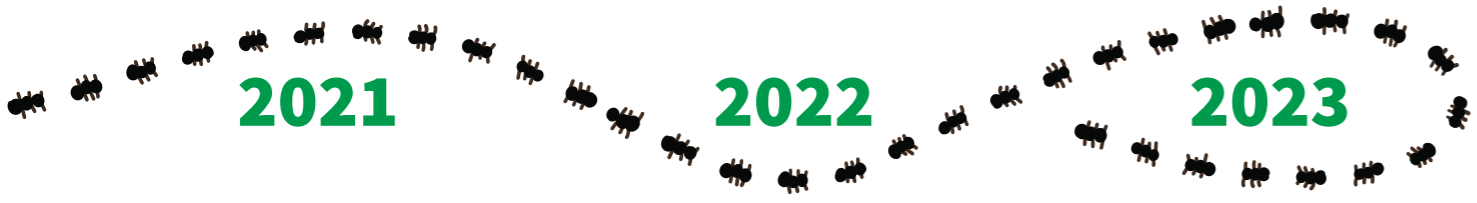
- Launched our fourth Reconciliation Action Plan with Reconciliation Australia, endorsement of our third Elevate RAP and recognising our continued leadership in reconciliation.
- Our group procurement specialist won the Supplier Diversity Advocate of the Year Award at Supply Nation's Supplier Diversity Awards. The award recognises the driving of supplier diversity growth and development within an organisation.
- Aboriginal and Torres Strait Islander Procurement strategy developed and implemented.

## 2019

- Commenced the development of revised Online Cultural Awareness Training Program to be incorporated in our onboarding process.
- Our bi-annual survey reports for the third time that over 90% of Aboriginal and Torres Strait Islander employees feel culturally safe in the workplace.
- We commenced work to transition away from Purchase Orders to Whole of Life contracts adding an additional \$60 million to Aboriginal and Torres Strait Islander suppliers.

## 2020

- In April we exceeded 6% Aboriginal and Torres Strait Islander employment for the first time.
- Building organisational capacity – through seconding a senior leader into Arnhem Land Progress Association (ALPA), we shared our internal 'Safe for Life Program' with ALPA enhancing their safety capability and systems by sharing of our safety systems, processes and tools (toolbox talks, videos strategies etc).
- New and revised online Cultural Awareness Training Program went live.
- Our Aboriginal and Torres Strait Islander governance structure is endorsed by the Ventia Board.



- Ventia is a finalist for the Corporate Member of the Year Award by Supply Nation.
- Increased the number of Aboriginal and Torres Strait Islander suppliers to 130+.
- Our spend with Aboriginal and Torres Strait Islander businesses exceeds \$120 million.
- Addressed the barrier of minor criminal records to Aboriginal and Torres Strait Islander employment.
- Online cultural awareness training mandated in our onboarding process.
- Enhanced engagement with localised Indigenous Chambers of Commerce in the Northern Territory and Victoria.
- Commenced partnership with Amazon Web Services to scope the development of cultural recognition app/tool to support the understanding on whose country people are working on whenever they log onto their system, providing further information about the local Aboriginal and Torres Strait Islander community, and also supporting the practice of personalised Acknowledgement of Country.
- Cultural Proficiency Survey rolled out with our Group Executive Leadership Team.
- Launched Ventia's revived Indigenous Relations Policy.
- Celebrated 12 years of financial and in-kind support of the Santos Adelaide Power Cup.
- Rolled-out second one week pre-employment program providing #JobsforourMob skilled in Hospitality work in the Northern Territory for Ventia's Defence Base Services.
- Reviewed our Indigenous governance structure to enhance the Aboriginal and Torres Strait Islander Voices across all layers of Ventia's governance structure.
- Established an internal Acknowledgement of Country educational campaign and communication to all employees.
- Implemented an internal educational campaign around the Voice to Parliament consisting of an InVent (SharePoint) page, lunch & learn sessions, toolbox talks and resources.
- Won the Supply Nation Corporate Member of the Year 2023 and the Dr Dean Jarrett Award recognising outstanding impact we are creating through our Indigenous procurement performance.



Ventia's TRECCA Team showing their support at the Santos Power Cup.

## Moving from safe to brave

One of our most successful leadership projects that captured the idea of moving from 'safe to brave' as set out in our Elevate RAP 2018-2021 was the project that focused on addressing the barrier to employment due to criminal records.

### Issue

One of the key criteria for employment on many of our contracts is an unblemished criminal record. We found that up to 10% of Aboriginal and Torres Strait Islander applicants are denied the opportunity to progress their application due to a past criminal record. Most often, the cases are minor in nature and have occurred when the applicant was a teenager and / or over a decade ago. Therefore, a criminal record potentially becomes an unreasonable and permanent barrier to employment.

### Action

We advocated on behalf of industry and with industry partners to change current policies and remove the barriers that prevent organisations from employing Indigenous people within minor criminal records beyond a recent past. Ventia created a set of guidelines and a framework to guide recruitment in this area.

### Systemic change

This change challenged perspectives and demonstrated the power of the RAP. This project involved clients, the IAB, policing agencies, commercial teams, and HR teams, which resulted in a detailed framework. This framework can now encourage other organisations to follow this approach.

### Impact

While this RAP initiative initially focused on Indigenous employees, these guidelines are now being applied more broadly across the business. For example, Ventia's TRECCA team implemented this across two pre-employment programs in the Northern Territory and Western Australia and successfully facilitated the second chance opportunities program with a 100% success rate. 27 candidates were employed within Ventia that were initially rejected based on their criminal history.

# Our Governance Structure

Ventia's Aboriginal and Torres Strait Islander Governance Structure has been consistent for over a decade and has driven our commitment to reconciliation. It ensures there are clear accountabilities for Aboriginal and Torres Strait Islander participation across every part of our business. The structure was implemented in 2008 and has evolved to include clear reporting groups, support networks, planning and monitoring tools to ensure responsibility, accountability, and measurement of our Aboriginal and Torres Strait Islander participation.

In the first instance our RAP Champion is always one of the Executive team and for the life of this RAP our RAP Champion is our Group Executive – People, Safety and Culture.

Going forward, we will be undertaking a significant review of our Indigenous Governance structure to ensure that Aboriginal and Torres Strait Islander voices are embedded throughout existing and potential new layers of our structure, including formalising a RAP Working Group.

Currently, the cornerstone of our Governance Structure is the Indigenous Advisory Board.

## Indigenous Advisory Board

The twelve-member IAB comprises six senior Ventia employees representing both operations and our corporate functions, and six independent Aboriginal and Torres Strait Islander subject matter expert leaders. They each bring their unique perspectives, experiences and skills to the table in looking at ways we can improve our performance and implement new and better ways of working toward reconciliation. The IAB meets quarterly and is responsible for ensuring key performance measures are met and charts the progress of stated objectives as detailed in Ventia's RAP.

In this RAP we are committed to increasing the representation of Aboriginal and Torres Strait Islander employees and community members on the IAB.

## State-based Regional Indigenous Steering Committees (RISC)

Our RISCs report into the IAB and meet every six weeks and operationalise our RAP actions. There are five RISCs (Western Australian, Northern Territory/South Australia, Queensland, New South Wales/Australian Capital Territory and Victoria/Tasmania). The RISCs consist of over 90 contract and project managers as well as other employees who have expressed an interest in participating and have the ability to influence activity across their sectors and contracts. This is an operational senior management committee tasked to ensure RAP accountabilities and commitments are embedded in all regions, states, sectors and contracts. While membership is determined by operational role, and includes representation of Aboriginal and Torres Strait Islander employees, a specific action in this RAP is to increase the representation across all RISCs. The IAB and the RISCs are underpinned by a Charter covering their governance and operating principles.

## Indigenous Relations Policy

Our governance structure is supported by our Indigenous Relations Policy. This executive-led and board-endorsed Policy sets out that all Ventia employees, subcontractors and suppliers are expected to demonstrate Ventia's commitments to increase our engagement with Aboriginal and Torres Strait Islander people and communities by developing long-term respectful relationships. During 2022 we reviewed our objectives set out in the Policy. Through extensive internal consultation with Aboriginal and/or Torres Strait Islander networks we altered our Policy, recognising those localised needs and voices.

Signing into and demonstrating our commitment to Country at Yellomundee (Yarramundi), NSW.



Member's of Ventia's 'Deadly Network' and special guest Dean Rioli.

# Indigenous Employment Program in the Northern Territory

## Case Study

Forty-two Indigenous jobseekers completed a pre-employment program launched for Ventia's Defence Base Services contract in the Northern Territory.

Equipping these jobseekers with hospitality and catering skills, the program saw almost 80% of the graduates accept positions supporting the US Marine Rotational Force – Darwin.

Up to 2,200 U.S. Marines began arriving for the six-month military rotation each year during March. The Marines Darwin deployment to train alongside Australian Marines began in 2012.

The pre-employment program gave participants work experience in Defence production kitchens, familiarising themselves with the unique hospitality environment that they would work in.

Carolyn Spindler, a Gooreng Gooreng woman and Senior Indigenous Case Manager in the TRECCA Team, says that the Indigenous graduates who have signed job offer contracts – some of whom were long-term unemployed – are proud to have the opportunity to earn a reliable income and see development pathways.

“During the course, the jobseekers had to turn up every day, be on time, take instructions and complete tasks within specific timeframes,” says Carolyn. “These actions demonstrated commitment, reliability and dedication to achieving employment.”

“At the completion of each program intake, participants had

already begun to support and encourage each other, eager to take on additional shifts,” she says.

**“ We’ve observed a growing sense of pride and achievement in so many of the new team members, it’s been such an important journey for everyone involved. ”**

Carolyn credits the support mechanisms encouraged and facilitated by our leadership team as being pivotal to the successful outcomes of the program. She believes that without the leaders’ commitment, it would not have been possible for established Indigenous employees to provide transport and welfare support to the new team members.

Leila Sariago, a 2020 pre-employment program participant and current Hospitality and Catering Utility, has been sustaining this year’s program in the seconded position of Welfare and Support Officer.

Leila states, “It was important for each program participant to know that they wouldn’t be the only Indigenous person working in hospitality and catering at Ventia.”

It was wonderful to see that throughout each program intake, personalities emerged, confidence grew, and everyone really started communicating.

## A mentoring network

To support Indigenous employees across the NT workplace, a mentoring network was created in 2021 by some of Ventia’s Indigenous business leaders. Known as ‘The Deadly Network’, the group’s leaders support other Indigenous employees, helping create an atmosphere of cultural safety where everyone can thrive. The Deadly Network is just one of a variety of initiatives supported by the framework of our Reconciliation Action Plan.

Additionally, to further ensure broad-based support for Indigenous employees on this contract, Ventia’s front-line hospitality leaders and team members complete cultural diversity awareness training.

Byron Davis, General Manager Indigenous Participation with Ventia’s specialist Indigenous employment initiative, TRECCA, points out that some non-Indigenous people may not take into consideration, or understand, certain things that may stand in the way of Indigenous people achieving a job.

“Things that might be taken for granted by others are sometimes outside the experience of TRECCA jobseekers, such as having control or ownership of legal photo identification, a birth certificate, or employment records,” Byron says.

“We’re helping address this issue by working with nationally recognised Indigenous businesses such as HoldAccess, which offers personal document software solutions like the ‘Dijiwallet.’”

## Increasing Indigenous representation

Promisingly, Indigenous employee levels in Ventia’s Northern Territory Defence business have increased from 2% in 2017 to 12% (as of January 2023), with representation across all organisational business functions including Operations, SHEQ (Safety, Health, Environment and Quality), People and Capability, and Projects.

In developing the Indigenous pre-employment program, TRECCA and our operating teams collaborated with key stakeholders.

“The NT Government funded the skills training component of the program,” says Stephen Mitchell, Project Manager with Ventia’s TRECCA team.

“Other key stakeholders included the Australian Government’s Department of Education, Skills and Employment, and the Department of Defence; the Northern Territory Government’s Department of Industry, Tourism and Trade; Jobactive providers; and ECB Training Services, an Indigenous-owned training organisation.”

We are committed to making the Ventia NT Indigenous Pre-employment Program a great success and expanding the capabilities of our program’s graduates, supporting both the Australian Defence Force and NT economic development in the process.

Uncle Lex, a Warmuli man of the Darug Nation shares his knowledge with members of the Sydney Transport team on Country at Yellomundee.

# RAP actions

Through this RAP and the actions outlined under the four pillars of relationship, respect, opportunity and governance we aim to contribute to reconciliation efforts by achieving the following outcomes over the life of the RAP:

- Extend our relationships with Aboriginal and Torres Strait Islander organisations, with a significant effort on localised engagement, and increase our advocacy efforts with Reconciliation Australia and RAP partners.
- Broaden a culturally safe workplace through enhanced awareness and reduce racism, progressing to a Trauma Aware Healing Informed workplace.
- Increase Aboriginal and Torres Strait Islander recruitment and retention (with a stronger focus on leadership roles).
- Enhance Aboriginal and Torres Strait Islander procurement (percentage spend as well as number of businesses engaged).
- Strengthen all layers of our Indigenous Governance structure with concentrated effort to amplify Aboriginal and Torres Strait Islander voices.

# Our plan

Through our Reconciliation Action Plan we aim to create and support equitable outcomes for Aboriginal and Torres Strait Islander Peoples.

We do this through building strong relationships, respecting Aboriginal and Torres Strait Islander people in all our activities and creating meaningful opportunities guided through consultation to preserve and protect Aboriginal and Torres Strait Islander cultures and customs.

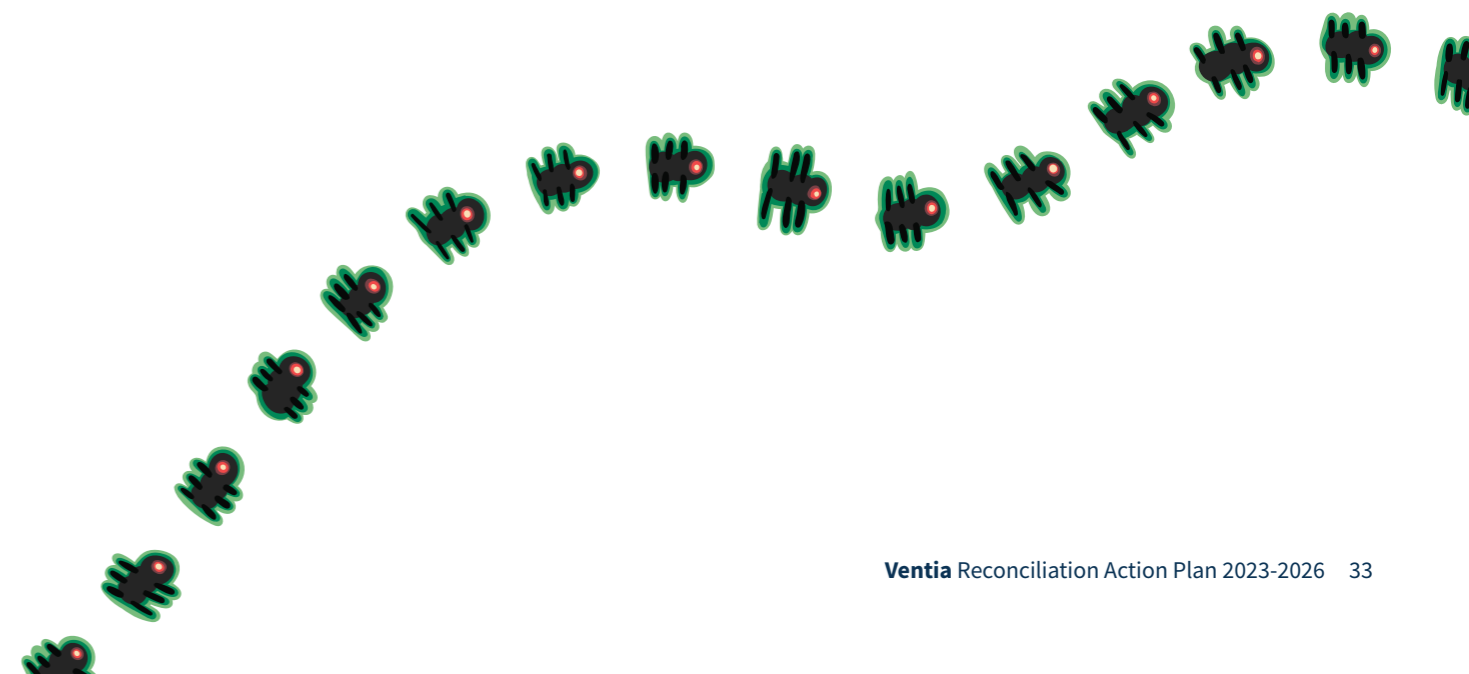


# Relationships

*Building and maintaining strong, sustainable, and respectful relationships with Aboriginal and Torres Strait Islander people and their communities is essential for Ventia in creating more equitable outcomes for Aboriginal and Torres Strait Islander peoples.*

Vivica Turnbull, a student from the Bandu program and member of the Energy Solutions team with Lena Parker, GM Energy Solutions.

Actions	Deliverables	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with external Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Map key Aboriginal and Torres Strait Islander stakeholders across the organisation.	December 2023, 2024, 2025	General Manager Brand and Engagement, Indigenous Affairs Manager
	Establish an ongoing engagement plan to engage with Aboriginal and Torres Strait Islander communities and/or organisations.	December 2023, 2024, 2025	General Manager Brand and Engagement, Indigenous Affairs Manager
	Establish and maintain at least eight formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. including CareerTrackers, Bandu, Stars Foundation, Clontarf Foundation, Bunjilwarra, Supply Nation, Kinaway Aboriginal Chamber of Commerce, Northern Territory Indigenous Business Network.	December 2023, 2024, 2025	Indigenous Affairs Manager
	Ensure ongoing engagement with Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve the way we engage to drive better outcomes – review annually.	July 2024, 2025, 2026	Indigenous Affairs Manager
<b>2. Partner with national/state-based organisations to strengthen education outcomes for Aboriginal and Torres Strait Islander people.</b>	Establish at least one new relationship each year in each state and territory.	February 2024, 2025, 2026	Indigenous Affairs Manager
	Review our engagement and develop a plan to strengthen mutually beneficial outcomes.	December 2023, 2024, 2025	Indigenous Affairs Manager
<b>3. Partner with national/state-based organisations for employment outcomes for Aboriginal and Torres Strait Islander people.</b>	Establish at least one new relationship each year in each state and territory with stakeholders/organisations who can support us with our Aboriginal and Torres Strait Islander employment.	February 2024, 2025, 2026	Project Manager Indigenous Employment (TRECCA)
	Review our engagement with key employment stakeholders and develop a plan to strengthen identified mutually beneficial outcomes.	December 2023, 2024, 2025	Project Manager Indigenous Employment (TRECCA)



Actions	Deliverables	Timeline	Responsibility
<b>4. Partner with national/ state-based organisations to foster stronger relationships and engagement with the Aboriginal and Torres Strait Islander business sector and supplier marketplace.</b>	Maintain our corporate buyer memberships with Supply Nation, Kinaway, Northern Territory Indigenous Business Network, and continue to scope additional corporate memberships (such as other Indigenous Chambers of Commerce).	October 2023, 2024, 2025	General Manager Group Supply Chain
	Maintain senior leadership representation at the Supply Nation Leadership Roundtable and similar business forums.	September 2023, 2024, 2025	General Manager Group Supply Chain
	All states to send representation to at least one regional event annually to engage with Aboriginal and Torres Strait Islander businesses such as Supply Nation Connect, Black Coffee and others.	September 2024, 2025	General Manager Group Supply Chain
<b>5. Partner with key organisations to support our development for creating a Trauma Aware – Healing Informed workplace.</b>	Establish relationship with key stakeholder groups that have expertise in trauma aware and healing informed practices.	October 2023	Social Sustainability Manager, Indigenous Affairs Manager, General Manager Indigenous Participation (TRECCA)
	Maintain and implement project plan identified with key external stakeholders and review plan annually.	April 2024, 2025, 2026	Social Sustainability Manager, Indigenous Affairs Manager, GM Indigenous Participation (TRECCA)
<b>6. Partner with Aboriginal and Torres Strait Islander local communities to develop programs that provide business and community value.</b>	Review our Aboriginal and Torres Strait Islander community engagement approach(s) to ensure it delivers business and community value.	October 2023	Social Sustainability Manager, Indigenous Affairs Manager
	Apply the recommendations from the review and implement approaches with key actions and targets to enhance reconciliation at the local level.	February 2024	Social Sustainability Manager, Indigenous Affairs Manager, Transport, Telco, Defence and Social Infrastructure and Infrastructure Services Executive Leaders

Actions	Deliverables	Timeline	Responsibility
<b>7. Build national, state, and local relationships through celebrating National Reconciliation Week (NRW).</b>	Develop and implement a Ventia-wide NRW engagement and communications plan.	October 2023	Indigenous Affairs Manager, General Manager Enterprise Strategy
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees.	May 2024, 2025, 2026	Indigenous Affairs Manager, General Manager Enterprise Strategy
	Representation from all Regional Indigenous Steering Committees to participate in at least one external NRW event.	May 2024, 2025, 2026	Indigenous Affairs Manager
	RAP Working Group members to participate in at least three external NRW events to recognise and celebrate NRW and bring along employees from each of Ventia's four Sectors and Functions.	May 2024, 2025, 2026	RAP Working Group
	Organise six internal NRW events, including at least one organisation wide NRW event, each year.	May 2024, 2025, 2026	Indigenous Affairs Manager, General Manager Brand and Engagement
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025, 2026	Indigenous Affairs Manager
<b>8. Build stronger connections between Aboriginal and Torres Strait Islander employees within Ventia</b>	Develop a culturally sensitive process to gather the perspectives of Aboriginal and Torres Strait Islander employees across different levels of employment to identify how we can improve engagement and networking across the organisation.	November 2023	Project Manager Indigenous Employment (TRECCA)
	Implement ongoing engagement process with Aboriginal and Torres Strait Islander employees.	October 2023, 2024, 2025	Project Manager Indigenous Employment (TRECCA)
	Apply the recommendations from the perspectives of Aboriginal and Torres Strait Islander employees to improve their engagement and networking opportunities.	November 2023, 2024, 2025	Project Manager Indigenous Employment (TRECCA)



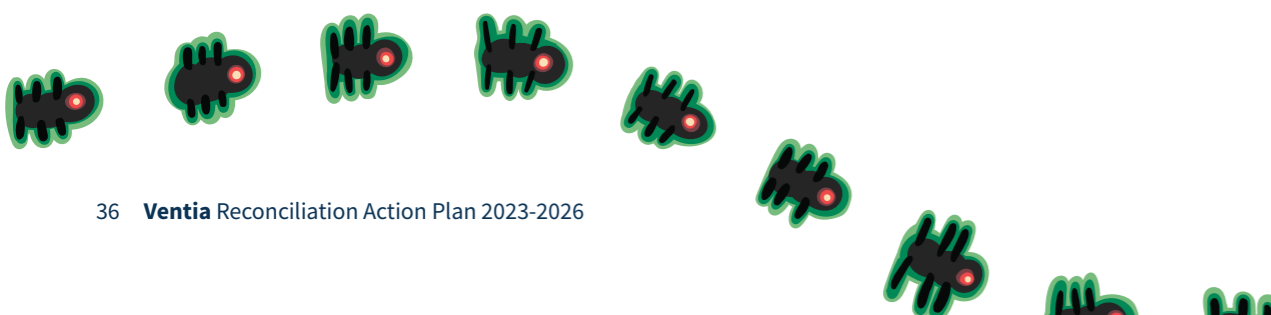
Actions	Deliverables	Timeline	Responsibility
<b>9. Promote reconciliation through our sphere of Influence</b>	Develop and implement a employee engagement strategy to raise awareness of reconciliation across our workforce which will outline specific deliverables and activities.	October 2023, 2024, 2025	Indigenous Affairs Manager, General Manager Enterprise Strategy
	Communicate our commitment to reconciliation publicly.	February 2024, 2025, 2026	Indigenous Affairs Manager, General Manager Enterprise Strategy
	Positively influence our external stakeholders such as our clients and / other RAP partners in their reconciliation efforts through sharing tools, resources, infographics, and other mediums of support.	April 2024, 2025	Social Sustainability Manager, Indigenous Affairs Manager
	Engage with RAP partners and attend at least two quarterly RAP Leadership gatherings annually.	December 2023, 2024, 2025	Indigenous Affairs Manager
	Support hosting RAP Learning Circle organised by RA at our new office in Cremorne, Victoria.	January 2024	Indigenous Affairs Manager, Social Sustainability Manager
	Advocate reconciliation through two industry forums per annum and ensure that at least one forum shares what Ventia has learnt in the area of reconciliation through its 2019 merger.	December 2023, 2024, 2025	Indigenous Affairs Manager, Social Sustainability Manager
<b>10. Promote positive race relations through anti-discrimination strategies.</b>	Establish an Anti-Racism Framework and action plan with strong focus on improvement of our HR policies and procedures concerned with anti-discrimination.	November 2023	Indigenous Affairs Manager, General Manager Indigenous Participation (TRECCA)
	Implement all identified activities over the life of the RAP with strong engagement of Aboriginal and Torres Strait Islander employees and advisors to continuously improve our anti-discrimination approach and communication.	March 2024, 2025, 2026	Indigenous Affairs Manager, General Manager Indigenous Participation (TRECCA)
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	March 2024, 2025, 2026	General Manager Organisational Effectiveness
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, or stances against racism.	March 2024, 2025, 2026	General Manager Enterprise Strategy



### Nathan Ross - Ventia's Indigenous Affairs Manager

Nathan Ross is Ventia's Indigenous Affairs Manager. Nathan is a proud Wakka Wakka and Wulgurukaba man with strong Aboriginal community connections across the country and will drive the implementation of this RAP.

Nathan worked in Ventia's Transport Sector, where he was the Workplace Health and Safety Manager on the Sydney Harbour Tunnel contract. He transitioned into his new role in May 2023. Nathan firmly believes in connecting "Mob to industry and industry to Mob" to overcome the existing disadvantages faced by the Aboriginal and Torres Strait Islander community. His extensive portfolio of skills and experience positions him strongly to work across Aboriginal and Torres Strait Islander participation and engagement across Ventia.



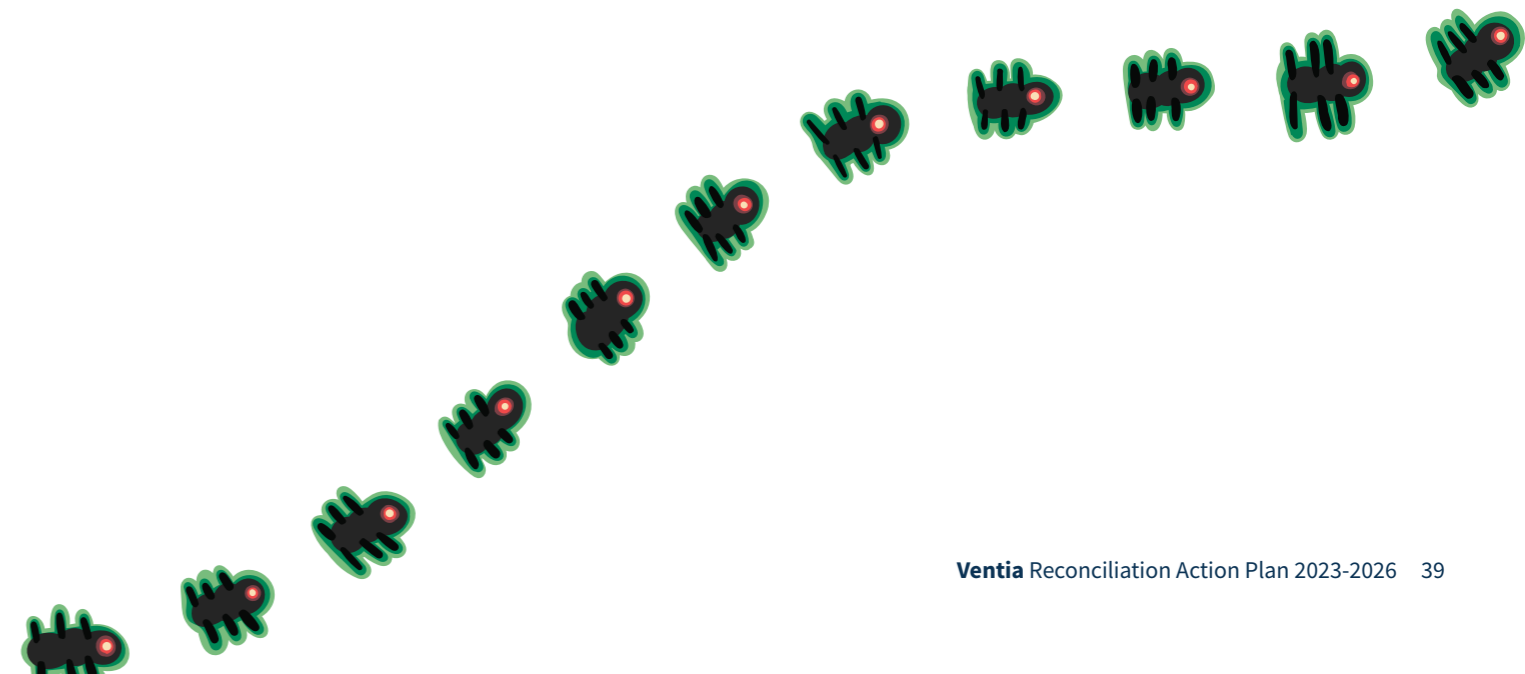


# Respect

*Understanding local culture, rights and experiences of Aboriginal and Torres Strait Islander people and their communities to ensure Ventia can build respectful relationships and foster a shared identity and ensure wrongs of the past are not repeated.*

Our pre-employment program in the Northern Territory equips Aboriginal and Torres Strait Islander job seekers with hospitality and catering skills.

Actions	Deliverables	Timeline	Responsibility
<b>11. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through our company-specific Cultural Learning Pathway.</b>	Review cultural learning pathway to ensure it still addresses the needs within our organisation, with a strong focus on reviewing the Cultural Immersion component.	March 2024, 2025, 2026	Indigenous Affairs Manager, Social Sustainability Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on any changes to our cultural learning pathway.	April 2024, 2025, 2026	Indigenous Affairs Manager, Social Sustainability Manager
	Implement a communication plan on our cultural learning pathway to all employees.	May 2024, 2025, 2026	Indigenous Affairs Manager, Social Sustainability Manager
	100% of employees to complete the Online Cultural Awareness Training as part of the induction / on-boarding process.	March 2024, 2025, 2026	General Manager Organisational Effectiveness
	30% of our direct (fulltime/parttime) employees to participate in face-to-face training (physical or virtual) in Year 1, 40% in Year 2, and 50% in Year 3. This will include all RAP Working Group members and P&C Business Partners.	April 2024, 2025, 2026	General Manager Organisational Effectiveness
	Roll out 2-day Cultural Awareness Training to at least 40 leaders annually.	July 2024, 2025, 2026	Indigenous Affairs Manager
	Implement and review the Aboriginal and Torres Strait Islander Cultural Learning Plans for all Board Directors and Executive Leaders.	November 2023, 2024, 2025	Indigenous Affairs Manager
	100% of all Executive Leaders to attend face-to-face training within six months of employment.	March 2024, 2025, 2026	Indigenous Affairs Manager



Actions	Deliverables	Timeline	Responsibility
<b>12. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols and build this into our Engagement and Communications Plan.	October 2023, 2024, 2025,	General Manger Enterprise Strategy
	Implement and communicate the Cultural Protocol Document, including protocols for Welcome to Country and Acknowledgement of Country and implement the protocols contained within the document.	October 2023, 2024, 2025,	General Manger Enterprise Strategy
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country annually in each of our four Sectors (in depots) and at least one in our corporate offices (e.g., Award of new contract, NAIDOC Week or National Reconciliation Week).	December, 2023,2024, 2025	Indigenous Affairs Manager
	Ensure Acknowledgement of Country or other appropriate protocols are in place so that they are available for all Ventia employees and conducted on a regular basis internally.	October, 2023, 2024, 2025	Indigenous Affairs Manager
	Employees and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	October, 2023, 2024, 2025	Indigenous Affairs Manager
	Display Acknowledgment of Country plaques in all of our office/s or on our buildings.	October 2023	General Manager Property and Depot
	Change names of key meeting rooms to Aboriginal and Torres Strait Islander names following a consultation process with local Aboriginal and Torres Strait Islander stakeholders.	October 2023	General Manager Property and Depot

Actions	Deliverables	Timeline	Responsibility
<b>13. Reduce the cultural load experienced by our Aboriginal and Torres Strait Islander employees.</b>	Develop communications to enhance leaders understanding of the impact of cultural load on Aboriginal and Torres Strait Islander employees.	November 2023	Indigenous Affairs Manager, General Manager Indigenous Participation (TRECCA)
	Develop a consultation process where employees can share their experiences of cultural load and where they can be empowered to speak up when cultural loading is taking place.	December 2023	Indigenous Affairs Manager, General Manager Indigenous Participation (TRECCA)
<b>14. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	At least two employees from each Sector and Function to participate in external events that recognise and celebrate NAIDOC Week. This includes members of the RAP Working Group.	July 2024, 2025, 2026	Indigenous Affairs Manager, Transport, Telco, Defence and Social Infrastructure and Infrastructure Services Executive Leaders
	Ensure there are no barriers (in policy or behaviours) for employees to participate in NAIDOC Week and implement key communications (toolbox and intranet) prior to NAIDOC Week.	June 2024, 2025, 2026	Indigenous Affairs Manager, General Manager Enterprise Strategy
	In consultation with Aboriginal and Torres Strait Islander stakeholders, offer specific support (either in-kind or financial) to at least one external NAIDOC Week event each year in each state and territory.	June 2024, 2025, 2026	Indigenous Affairs Manager, General Manager Brand and Engagement
	Organise internal events in each state and territory to recognise and celebrate NAIDOC Week, including at least one organisation-wide event, each year.	July 2024, 2025, 2026	Indigenous Affairs Manager, General Manager Brand and Engagement



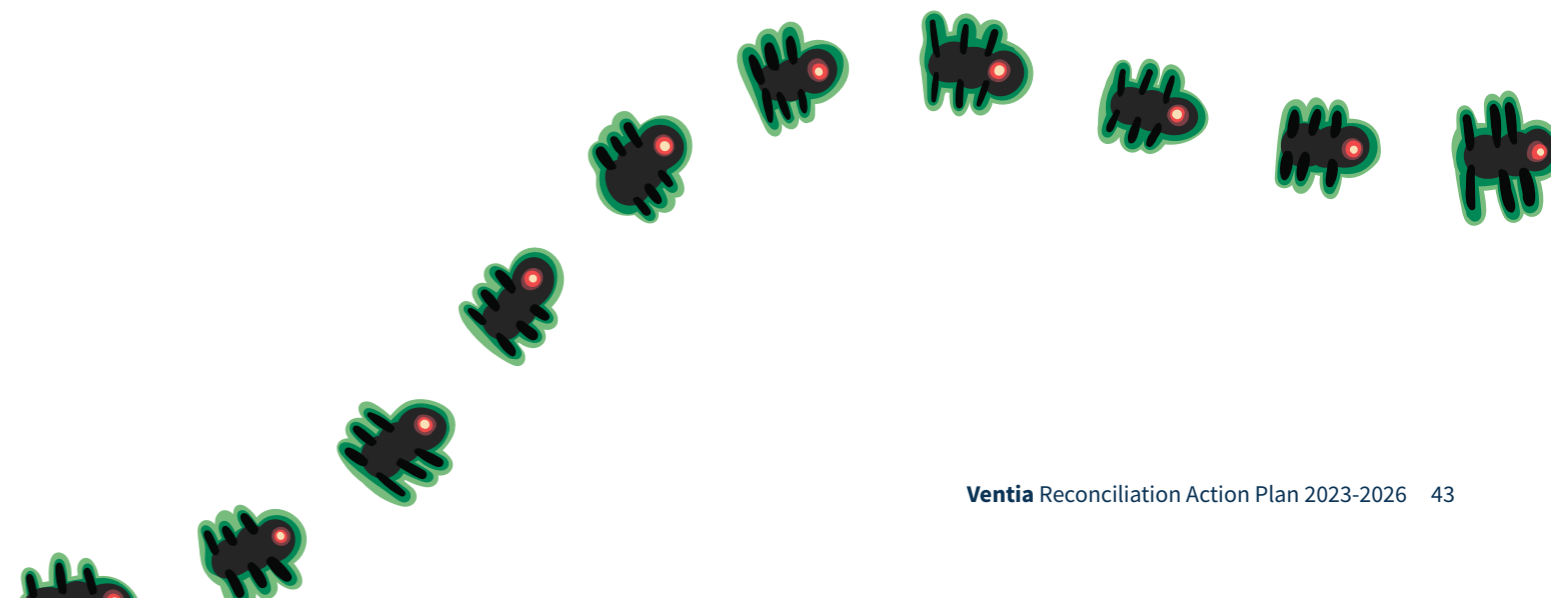


# Opportunities

*Providing long-term, sustainable employment, training, education and business opportunities for Aboriginal and Torres Strait Islander people and their communities to ensure that Ventia contributes to closing the gap between Aboriginal and Torres Strait Islander people and other Australians.*

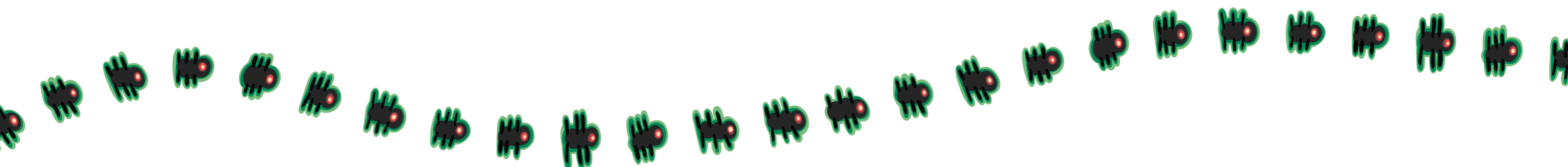
Eighteen-year-old apprentice, Michaela Espie is giving her future self a fantastic start and opening a whole new world of opportunities with a career in the energy industry.

Actions	Deliverables	Timeline	Responsibility
<b>15. Provide pathways into employment opportunities for Aboriginal and Torres Strait Islander people.</b>	Establish two pre-employment programs nationally per year.	Feb 2024, 2025, 2026	Project Manager Indigenous Employment (TRECCA)
	Scope the implementation of a national trainee and apprenticeship program for Aboriginal and Torres Strait Islander people.	Feb 2024, 2025, 2026	General Manager Operational Effectiveness
<b>16. Annually increase the percentage of Aboriginal and Torres Strait Islander employees across our organisation.</b>	Consult with Aboriginal and Torres Strait Islander employees and external applicants on the effectiveness of our recruitment, retention and professional development strategy.	March 2024, 2025, 2026	Project Manager Indigenous Employment (TRECCA), General Manager Skout Solutions
	Review and update our Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy (including policies and procedures) based on the feedback provided.	May 2024, 2025, 2026	Project Manager Indigenous Employment (TRECCA), General Manager Skout Solutions
	Target for Aboriginal and Torres Strait Islander employment: <ul style="list-style-type: none"> <li>• 2024 target is 5.2% (Stretch target 5.5%)</li> <li>• 2025 target is 5.6% (Stretch target 6.3%)</li> <li>• 2026 target is 6% (Stretch target 7%).</li> </ul>	August 2024, 2025, 2026	Project Manager Indigenous Employment (TRECCA), General Manager Skout Solutions
	Report quarterly to our IAB and Executive Leadership Team on our recruitment and retention activities with strategies to continue build on our strengths and address gaps.	March, June, September, December 2023, 2024, 2025	Project Manager Indigenous Employment (TRECCA), General Manager Skout Solutions



Actions	Deliverables	Timeline	Responsibility
<b>17. Build stronger employment pathways for Aboriginal and Torres Strait Islander employees.</b>	Set targets for Aboriginal and Torres Strait Islander Leadership roles and build into the Employment Strategy.	October 2023, 2024, 2025	Project Manager Indigenous Employment (TRECCA), Group Executive People and Capability
	Develop professional development opportunities in the overall Aboriginal Torres Strait Islander Employment Strategy for existing Aboriginal and Torres Strait Islander team leaders, supervisors, managers and others in leadership positions to ensure Aboriginal and Torres Strait Islander employees are set up for success in leadership positions.	November 2023, 2024, 2025	Group Executive People and Capability
	Embed a tailored career development program across our 4 Sectors to suit the individual needs of Aboriginal and Torres Strait Islander employees to progress.	August 2024, 2025, 2026	Group Executive People and Capability
	Conduct 1 Aboriginal and Torres Strait Islander Future Leaders forum.	November 2024	Project Manager Indigenous Employment (TRECCA), Indigenous Affairs Manager, Group Executive People and Capability
<b>18. Increase our understanding of why Aboriginal and Torres Strait Islander employees stay and leave the business.</b>	As part of our annual consultation with our employees (e.g., Have your Say Survey and through our listening strategy) capture why Aboriginal and Torres Strait Islander people stay or leave the business.	February 2024, 2025, 2026	General Manager Organisational Effectiveness
	Develop a process that allows Aboriginal and Torres Strait Islander employees to provide feedback outside of our standard exit interview process.	May 2024, 2025, 2026	General Manager Organisational Effectiveness

Actions	Deliverables	Timeline	Responsibility
<b>19. Provide opportunities for Aboriginal and Torres Strait Islander university students.</b>	Place 10 CareerTrackers interns annually through Ventia's 10x10 Agreement with CareerTrackers. (Or work through alternative arrangements through CareerTrackers to support university students).	Dec 2023, 2024, 2025	Indigenous Affairs Manager
	Engage CareerTrackers and other key organisations, including universities to provide a pathway for Aboriginal and Torres Strait Islander students into our graduate program.	February 2024, 2025, 2026	General Manager Organisational Effectiveness
	Scope an opportunity to establish a scholarship fund to support Aboriginal and Torres Strait Islander people with their education.	February 2024, 2025, 2026	Indigenous Affairs Manager, Social Sustainability Manager
<b>20. Increase the volume and value of goods and services that Ventia procures from verified Aboriginal and Torres Strait Islander businesses, through both purchase orders and the award of long-term contracts.</b>	Increase the number of verified Aboriginal and Torres Strait Islander businesses that we engage with year on year, by a minimum of 10% each year, to 200 by August 2026 <ul style="list-style-type: none"> <li>2024 – total of 165</li> <li>2025 – total of 183</li> <li>2026 – total of 200.</li> </ul>	August 2024, 2025, 2026	General Manager Group Supply Chain
	Increase our overall spend with verified Aboriginal and Torres Strait Islander businesses, year on year, to 6% by August 2026 <ul style="list-style-type: none"> <li>2024 increase to 4%</li> <li>2025 increase to 5%</li> <li>2026 increase to 6%</li> </ul> (This equates to an increase in our spend with approx. 30+ mil annually.)	August 2024, 2025, 2026	General Manager Group Supply Chain
	Ensure all the above metrics are reported on in Ventia's Procurement Power BI dashboard reports, available for all Senior Leaders to view and action.	December 2023, 2024, 2025	General Manager Group Supply Chain



Actions	Deliverables	Timeline	Responsibility
<b>21. Embed Aboriginal and Torres Strait Islander procurement into our day-to-day business.</b>	Develop and implement a comprehensive Aboriginal and Torres Strait Islander Procurement Strategy which supports Ventia's continual growth in working with Aboriginal and Torres Strait Islander businesses.	December 2024, 2025	General Manager Group Supply Chain
	Communicate this strategy across the business.	January 2024, 2025	General Manager Group Supply Chain
	Set specific Aboriginal and Torres Strait Islander spend and supplier targets at Sector / Business and Group level, with specific KPIs and performance metrics included into Senior Leaders' Performance Development Reviews to ensure these are actioned consistently.	December 2023, 2024, 2025	General Manager Group Supply Chain
	Develop specific diverse procurement training.	December 2023	General Manager Group Supply Chain
	Roll out training to all personnel involved in bidding and procurement activity and actively champion good Aboriginal and Torres Strait Islander supplier news stories / case studies to increase awareness across Ventia.	March 2024, 2025, 2026	General Manager Group Supply Chain
<b>22. Encourage and support Aboriginal and Torres Strait Islander suppliers by increasing and building capability and streamlining Ventia's internal processes.</b>	Simplify our on-boarding processes (e.g., simplified forms, information required) to make it easier for Aboriginal and Torres Strait Islander suppliers to work with us and align it with the Group-wide onboarding initiative already in train.	December 2023	General Manager Group Supply Chain
	Actively support two Aboriginal and Torres Strait Islander suppliers annually through mentoring, sharing of information and tools.	December 2023, 2024, 2025	General Manager Group Supply Chain
	Showcase lessons learnt (e.g., through webinars or videos) with key internal and external stakeholders to enhance engagement with key buyers.	February 2024, 2025, 2026	General Manager Group Supply Chain



### Game changing collaboration

A collaboration was developed by Transurban, Ventia and Muru Mittigar - a Dharug controlled, not-for-profit organisation helping people develop and build financial independence and long-term employment outcomes.

Transurban and Ventia identified an opportunity to engage a First Nations organisation to meet objectives of their Reconciliation Action Plans, providing meaningful work opportunities. Through the collaboration, Muru Mittigar employees were able to complete their Certificate III in Parks and Gardens whilst working with Ventia, on Transurban's Hills M2 motorway.





# Governance

*Incorporating the voices of Aboriginal and Torres Strait Islander people to guide Ventia's actions and to hold ourselves accountable to all our commitments.*

Loes Westerbeek-Veld, Social Sustainability Manager admiring the new RAP Artwork.

Actions	Deliverables	Timeline	Responsibility
<b>23. Maintain an effective Aboriginal and Torres Strait Islander Governance Structure including the establishment of a RAP Working Group.</b>	Implement Aboriginal and Torres Strait Islander Governance review to increase confidence, capacity, voice, representation, and rigour in line with market practice and right fit for Ventia, and review annually.	March 2024, 2025, 2026	Group Company Secretary, Indigenous Affairs Manager
	Ensure all terms of references are reviewed and up to date on all layers of the Aboriginal and Torres Strait Islander governance structure, with clear references to responsibilities and timeframes.	October 2023, 2024, 2025	Group Company Secretary, Indigenous Affairs Manager
	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	November 2023, 2024, 2025	Indigenous Affairs Manager
	RAP Working Group to meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2023, 2024, 2025	Indigenous Affairs Manager
	Enhance visibility of all elements of our Aboriginal and Torres Strait Islander Governance to enhance greater participation and opportunities for Aboriginal and Torres Strait Islander voices to be heard.	November 2023, 2024, 2025	Indigenous Affairs Manager, General Manager Enterprise Strategy
<b>24. Provide appropriate support for effective implementation of RAP commitments.</b>	Embed key RAP actions in performance expectations of senior management and all employees.	March 2024, 2025, 2026	Group Executive People, Safety & Culture
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	September 2023, 2024, 2025	Social Sustainability Manager
	Maintain an internal RAP Champion from the Executive Leadership Team.	November 2023, 2024, 2025	Group Executive People, Safety & Culture
	Include RAP as a standing agenda item at Executive Leadership Team meetings.	Bimonthly 2023, 2024, 2025, 2026	Group Executive People, Safety & Culture
	Ensure broader company governance layers support the delivery of key RAP commitments.	September 2023, 2024, 2025	Group Company Secretary, Indigenous Affairs Manager
	Ensure IAB members take on a more active role in supporting individuals and teams across Ventia in our reconciliation activities.	September 2023, 2024, 2025	Group Company Secretary, Indigenous Affairs Manager



Actions	Deliverables	Timeline	Responsibility
<b>25. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Internal - Quarterly reports to the IAB meeting.	March, June, September, December 2023, 2024, 2025	Group Company Secretary, Indigenous Affairs Manager
	Internal - Regional meetings every six weeks to operationalise our RAP actions - reports into the IAB.	July 2024, 2025, 2026	Indigenous Affairs Manager
	Internal - Dashboard – highlighting key metrics around employment and procurement to the Executive Leadership Team and report overall RAP progress on a quarterly basis to all employees.	March, June, September, December 2023, 2024, 2025	Indigenous Affairs Manager
	External - 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, 2026	Indigenous Affairs Manager
	External - Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire .	August 2024, 2025, 2026	Indigenous Affairs Manager
	External - Complete and submit the annual RAP Impact. Measurement Questionnaire to Reconciliation Australia.	September 2024, 2025, 2026	Indigenous Affairs Manager
	External - Publicly report against our RAP commitments annually through our Sustainability Report, outlining achievements, challenges and learnings.	March 2024, 2025, 2026	Social Sustainability Manager, Indigenous Affairs Manager
	External - Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024, 2026	Indigenous Affairs Manager
	External - Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2026	Indigenous Affairs Manager
<b>26. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2025	Indigenous Affairs Manager

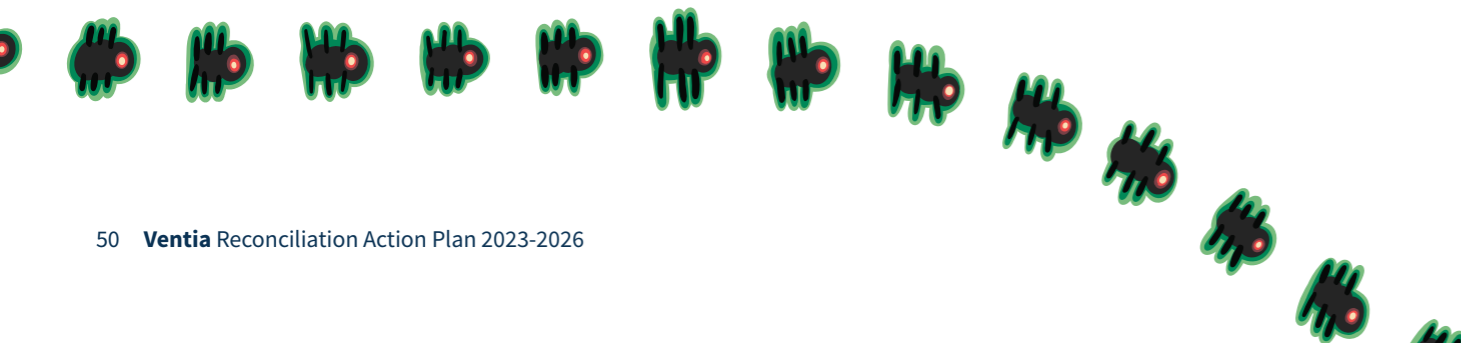
### Career Trackers 10x10

Ventia signed a 10x10 Agreement with CareerTrackers in 2017. The agreement sets out our commitment to place 10 Aboriginal and Torres Strait Islander university students into an internship over a period of 10 Years.

Ina Mills joined the Ventia CareerTrackers summer internship in 2017 in Toowoomba, QLD. Today Ina works in our Corporate Real Estate team on the Whole of Government contract based in Canberra.

Ina says that the CareerTrackers program was a great way to gain experience in a large organisation and has since flourished at Ventia with the support of her team.

“It really helps working with a great team who are there to support you and help you along the way. It’s been really good being able to go from Toowoomba to Canberra and staying with the same company, it feels like being part of a family.”





## About our RAP

Our RAP is designed by Monique Rennie, Ventia's in-house graphic designer and proud woman of the Kamilaroi nation. This is the second RAP Monique has designed for us. Monique is part of Ventia's Indigenous employmen team, TRECCA, and supports the team with all communication and design matters ensuring they are culturally appropriate and result in enhanced engagement of Aboriginal and Torres Straits Islander people with Ventia across all regions in Australia.

Our RAP is printed by Printing with Purpose in Melbourne, a Supply Nation certified supplier and was printed according to the standards of the FSC.

