

RECONCILIATION ACTION PLAN

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# INNOVATE

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March 2021 - March 2023



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ACTION PLAN  

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**ATCO**

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**ATCO's vision** for reconciliation is for Aboriginal and Torres Strait Islander peoples to have equal opportunity, respect and empowerment, by working towards achieving an Australia where our First People's histories and cultures are respected and ATCO plays a leading role in providing opportunities for Aboriginal and Torres Strait Islander communities.

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## ACKNOWLEDGEMENT OF COUNTRY

ATCO Australia acknowledges Aboriginal peoples as the Traditional Custodians of Country throughout Australia and Torres Strait Islander peoples as the Traditional Custodians of the Torres Strait. We pay respect to their cultures, Elders past and present, and in the spirit of reconciliation, we commit to working together for our shared future.

## ATCO'S VISION FOR RECONCILIATION IN AUSTRALIA

As a values driven organisation, our Reconciliation Action Plan is guided by our organisational vision of 'delivering inspired solutions for a better world'. Our vision for reconciliation is for Aboriginal and Torres Strait Islander peoples to have equal opportunity, respect and empowerment, by working towards achieving an Australia where our First People's histories and cultures are respected and ATCO plays a leading role in providing opportunities for Aboriginal and Torres Strait Islander communities. Our commitment towards reconciliation, is to build meaningful and respectful relationships with Aboriginal and Torres Strait Islander businesses, partners and our employees within the communities where we work and live which contribute to sustainable economic and social outcomes for Aboriginal and Torres Strait Islander peoples, to further demonstrate our commitment towards creating a more inclusive and culturally diverse organisation.

To do this, ATCO will work towards building a better Australia, by building better relationships, understanding and trust in partnership, with Aboriginal and Torres Strait Islander peoples. This will be guided by our values of:

**Integrity:** We never break a promise; we do the right thing; we are transparent and respectful; we are ethical; we hold ourselves and each other accountable.

**Caring:** We seek to understand; we care enough to challenge each other; we celebrate our successes; we care about communities; we care about each other.

**Agility:** We stay relevant; we are agile; we innovate; we challenge the status quo; we reward action and learn from failure.

**Collaboration:** We are One ATCO; we communicate openly; we share our ideas and learn from our failures and successes; we value and encourage diversity and different perspectives; we work together to build bridges and strong networks.

Our Innovate Reconciliation Action Plan is the culmination of ideas from many of our staff whose enthusiasm and passion underpins the authentic and genuine change we would like to experience in Australia. Thank you to these employees who are the true embodiment of the ATCO values.





## THE TRAVELING **ART** (COVER)

The cover of our Innovate RAP holds a special place in all our hearts as it was created as a collaboration between ATCO staff and artist Kamsani Bin Salleh, descendent from the Nimunburr and Yawuru people of the Kimberley and the Ballardong Nyoongar people of the Perth region. He was also named WA Young person of the year 2018.

This Artwork was created during the first

National Reconciliation Week activities hosted by ATCO and through Art and Yarn sessions, masterfully facilitated by the International Community Education Australia Foundation (ICEA), we sparked important, sometimes confronting but necessary discussions amongst our teams about the importance of reconciliation and the future of our reconciliation journey.



# A MESSAGE FROM OUR MANAGING DIRECTOR & CHIEF OPERATING OFFICER

Partnering with Aboriginal and Torres Strait Islander communities is part of the fabric of our organisation and has become the way we do business every day. ATCO has over 40 joint venture partnerships globally with Indigenous communities which have contributed to sustainable economic and social outcomes for Indigenous peoples.

The last number of years in Australia has been a great journey for our organisation as we implemented our inaugural Reflect RAP. We have seen an increase in knowledge and understanding throughout our organisation as we learned more about Aboriginal and Torres Strait Islander histories and cultures. For me personally it has been a great learning journey, but also a great opportunity to compare with my experiences in Canada.

We are particularly proud of the Six Season's Garden designed by Denice Kickett, local Whadjuk Nyoongar woman, that we were privileged to open in July 2019 alongside our Clean Energy Innovation Hub. For us, this was a great way to recognise and bring together the importance of understanding culture and the special connection to the land and earth with the future of energy that focuses on low to no carbon emissions.

It goes to show the significance of understanding our histories and the unique knowledge of Aboriginal and Torres Strait Islander peoples and how important this knowledge is towards contributing to a bright future for all Australians.

I would once again like to take this opportunity to thank the passionate and engaged employees that have had such an important hand in bringing our ideas together into this plan. I especially would also like to thank our Aboriginal and Torres Strait Islander employees for taking part and helping us to refine and improve what we are doing but also setting the direction and tone for what we will be doing in the future.

This is an exciting time for ATCO, and I sincerely look forward to what the next two years will bring.

**Patrick Creaghan**  
Managing Director &  
Chief Operating Officer  
ATCO, Australia



# A MESSAGE FROM RECONCILIATION AUSTRALIA

## CEO STATEMENT

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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ATCO continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that ATCO will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to ATCO using the

lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for ATCO to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, ATCO will ensure shared and cooperative success in the long-term.

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

Congratulations ATCO on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# OUR BUSINESS

ATCO is a customer-focused company that develops and delivers flexible, innovative, sustainable and affordable energy and infrastructure solutions. In Australia for almost 60 years, ATCO builds, owns and operates a range of energy infrastructure assets - supporting residential, business and commercial consumers.

We are committed to investing in people, innovation and technology to drive leading-edge application-based research.

More than 760,000 customers in Western Australia have access to safe, reliable and affordable energy via ATCO's natural gas distribution network, our power generation stations provide secure baseload electricity to WA's Pilbara region and South Australia (a joint-owned facility in Adelaide and a wholly-owned facility in Karratha); and we provide temporary and permanent modular building solutions in metropolitan and remote locations around Australia.

ATCO's Australian operations are part of the worldwide ATCO Group, engaged in pipelines and liquids (natural gas transmission, distribution and infrastructure development, energy storage, and industrial water solutions); electricity (electricity generation, transmission, and distribution); retail energy; and structures and logistics.

ATCO has over 600 employees in Australia and more than 6000 globally.

Prior to the launch of our Reflect RAP, ATCO Australia did not record the heritage of employees. During implementation of our Actions, we have updated our processes to now capture this information for all new employees and as at 2021, currently have seven Aboriginal employees as part of the ATCO team. ATCO is committed to continuing to provide employment and development opportunities to Aboriginal and Torres Strait Islander peoples.







# OUR RAP

The last few years has seen ATCO implement its inaugural Reflect RAP, which brought together and highlighted initiatives we were already doing, and helped us plan for how we could build on these and implement new initiatives. In reflection, it has been a journey of growth and education not only for the governance group, but for the whole organisation as we explored truths, reflected and built trust together. Our journey has emphasized how far we have come, but also how far we have to go.

Our governance group and multiple working groups, have done a great job by implementing a range of initiatives. A few highlights include:

- Completing our Muminbulah Wilak Six Seasons Garden, which is an educational tool for staff, visitors and contractors about the Nyoongar Six Seasons, history and culture.
- Incorporating traditional language into our everyday by including Nyoongar language in meeting room names, including Nyoongar language in our Blue Flame Kitchen Schools Program reaching around 900 students a year and starting to use traditional place names, season names and including an Acknowledgement of Country throughout our reports.
- Diversifying our supply chain from negligible Aboriginal and Torres Strait Islander suppliers to over 13 in one year spending over \$3.1M.
- Recognising the richness, diversity and complexity of different cultures in different locations thus establishing a group of Local RAP Champions, to understand the local history and story and build local relationships.



*Honourable Alannah MacTiernan MLC and Nancy Southern Chair & Chief Executive Officer ATCO Ltd. touring the Muminbulah Wilak Six Season's Garden at ATCO's Jandakot Depot.*



ATCO globally has a long and proud tradition of working collaboratively and respectfully with Indigenous peoples. Partnering with Aboriginal and Torres Strait communities is part of the fabric of our organisation and has become the way we do business every day.

We have over 40 joint venture partnerships globally with communities which have contributed to sustainable economic and social outcomes for Aboriginal and Torres Strait Islander peoples.

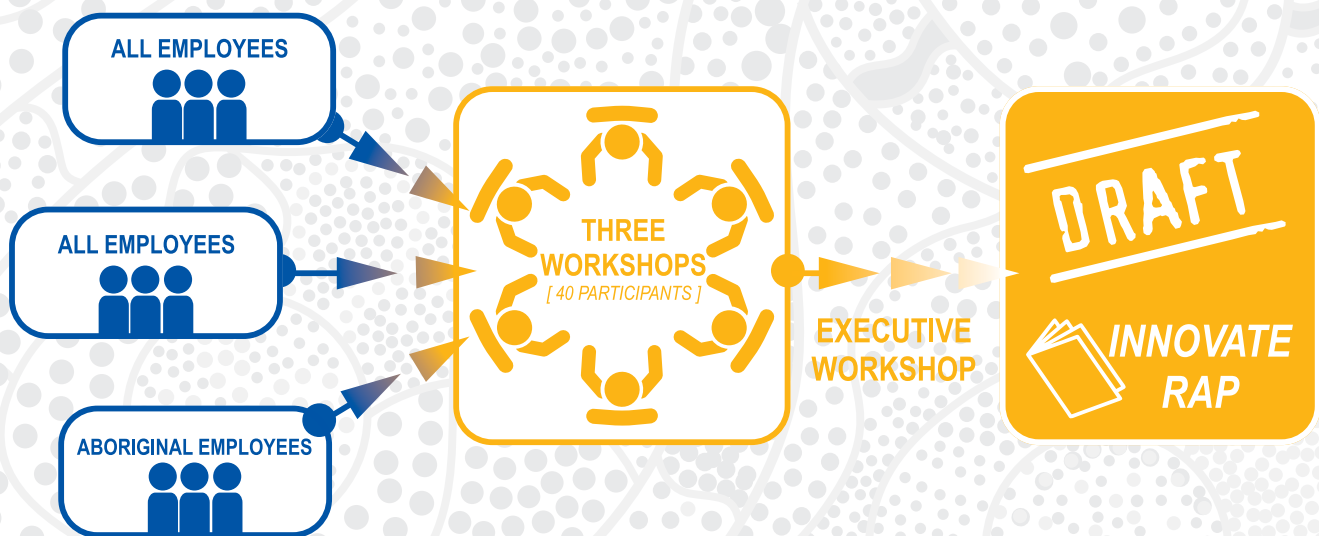
As a company operating in Australia, we believe that we have a responsibility to contribute to reconciliation by influencing positive change, not only within our organisation, but also through our sphere of influence.

Our RAP is championed by our Managing Director & Chief Operating Officer, Patrick Creaghan, and was developed through an inclusive process.

The RAP development process included 40 employee volunteers taking part in workshops, including one workshop specifically for Aboriginal and Torres Strait Islander employees.

Additionally, the ATCO Australia executive team also took part in a workshop to ensure contribution and commitment from all levels of the organisation.

## INNOVATE RAP DEVELOPMENT PROCESS



This strategic document is intended to assist ATCO Australia to deliver a practical contribution towards reconciliation both internally and within the communities where we work. The RAP supports ATCO's 2018 & Beyond Indigenous Relations Strategy by localising reconciliation priorities and actions in Australia.





**ATCO employees come together in RAP development activities to discuss our ideas, plans and hopes for the future to help shape our Innovate RAP.**



# RAP DEVELOPMENT AND GOVERNANCE GROUPS

ATCO was proud to have over 40 employees volunteer their time as part of our RAP development, including five Aboriginal employees. Together as a collective group our employees discussed ideas, plans and hopes for the future which helped to shape our Innovate RAP.

RAP Workshop Participants and other Contributors		
Patrick Creaghan	Jayne Scriven	Brad Wallace
Amy Stanley	Renae Hughes	John Lane
Stevan Green	Francis Tan	Howard Miles
Russell James	Paige Berdal	Leon Bin Omar
John Ivulich	Josh Cox	Tilly Cornwall
Simon Byrne	Callum Rudrum	Josh Bailey
Teresa Maguire	Jonathan Nordman	Sian Edgill
Kapz Malhotra	Karen Slaughter	Josh Watene
Neil Butt	Blasé Fernandez	Mark Elliot
Myles Delos Reyes	John Short	Brad Tucker
Chris Marshall	Marius Strydom	Tania Kable-Pluck

RAP Development Champions		
Relationships	Opportunities	Respect
Fiona Snellin	Hamish Johnston	Leila Rowell
Neil Jordan	Annabel Parsons	

Local RAP Champions	
Mick Sheaf	Supervisor Bunbury and Busselton, Gas Division
Johnee Nichols	Regional Customer Service and Maintenance Technician, Gas Division
Craig Picen	Regional Customer Service and Maintenance Technician, Gas Division
Callum Rudrum	Gas Distribution Officer, Gas Division
Neil Butt	Senior Engineer Recoverable Projects, Gas Division
Sally Lee	Administration Assistant, Structures and Logistics



## RAP Governance Group

ATCO's RAP Governance Group is responsible for the implementation of our Innovate RAP. The Governance Group will work together to guide decision making and ensure the delivery of all our commitments. Our Governance Group is made up of employee volunteers, including three of our Aboriginal employees.

John Ivulich	Chief Financial Officer, Australia
Russell James	General Manager Business Development West, Australia
Hamish Johnston	Manager Supply Chain, Australia
Fiona Snellin	Land Management, Gas Division
Leon Bin Omar	Gas Distribution Officer, Gas Division
Sian Edgill	Gas Distribution Officer, Gas Division
Tania Kable-Pluck	Human Resources Manager, Structures and Logistics
Francis Tan	Project Engineer, Gas Division
Josh Bailey	Gas Distribution Officer, Gas Division
Sandra Smith	Project Support Officer, Gas Division
Brad Wallace	Senior Advisor Environment & Sustainability, Gas Division

## Internal Facilitators

Wilmari Nel	Manager Community Investment & Partnerships, Australia
Jayne Scriven	Advisor Community Investment & Events, Australia





# OUR PARTNERSHIPS

Recognising in our Reflect RAP that we had much work ahead in terms of building partnerships, our RAP Governance Group has worked hard toward building trust, relationships and partnerships. The section below outlines some of these partnerships, but we look forward to continuing this focus on our Innovate RAP Journey.

## COMMUNITY PARTNERSHIPS

In 2018, ATCO Australia reviewed the Community Investment Framework, in which the importance of supporting Aboriginal and Torres Strait Islander communities is highlighted. Thus in 2018-19, we had the privilege of supporting a number of community partners doing amazing things in their community and have included three of these projects below.

### **Emerging Aboriginal Leaders Program in Partnership with the West Australian Aboriginal Leadership Institute (WAALI)**

This is the first program of its kind, established by WAALI to develop the leadership qualities of Aboriginal young people in a culturally focused way. The 10-week program covers topics such as cultural identity, connecting with elders, self-awareness, self-development, financial literacy and leadership development goals and ends with an on-country experience. Eight participants completed the pilot program in 2019.

### **South West Aboriginal Medical Service (SWAMS)**

SWAMS is a Nyoongar Community controlled health organisation that is the only Aboriginal medical service in the region. Due to an ongoing need in the community, ATCO partnered with SWAMS to host a healing seminar for female clients coping with feelings of isolation and trauma, caused by the impact of alcohol, disconnection from family or domestic violence the loss of a family member or loved one through suicide or mental health issues.

### **Earbus Foundation of WA**

The Earbus Foundation of WA is the largest not-for-profit provider of ear health services in Australia. In the South West of WA, ATCO was able to support the Foundation in their work of reducing the impact and prevalence of inner ear disease in Aboriginal children which if left untreated can result in hearing loss in early childhood affecting their ability to learn and speak.

## SUPPLIER AND BUSINESS PARTNERSHIPS

Our procurement team have been working to diversify our suppliers moving from negligible supplier spend to now using over 13 Indigenous suppliers spending over \$3.1M annually. Two of these partnerships are included below.

### **Countryman Safety**

Countryman Safety is an Indigenous-owned safety supply company. ATCO partnered with Countryman Safety to become their foundation client, supporting them to build and grow their business and to become a bigger employer of Aboriginal people.

“As a brand new and fairly small business, for Countryman Safety to have a major company like ATCO choose us as their supplier is a tremendous opportunity for us to demonstrate our capabilities for meeting the safety workwear and PPE requirements of their workforce” Yamatji man Lawrence Hillary, Managing Director.

### **PSG Holdings**

ATCO has worked innovatively in partnership with suppliers to ensure we can work within and grow their capacity to continually meet our business needs. PSG Holdings an Indigenously owned cleaning company working with ATCO to initially only service our newly built extension at our Jandakot Depot in Perth, by continually delivering excellent service won the tendering process to provide services to the whole ATCO Gas Depots throughout Western Australia.



# RELATIONSHIPS

*ATCO is committed to building long-term relationships with Aboriginal and Torres Strait Islander peoples built on the foundations of trust and respect, to further our commitment to Reconciliation. ATCO is proud to have operations all over Australia and we are committed to being active members of the local community and building meaningful relationships in the areas where we work and live.*

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	July 2021	Manager Community
	<ul style="list-style-type: none"> <li>Maintain Relationships Register developed in Reflect RAP. The Relationships Register is ATCO's internal database to track progress of relationships developed with a wide variety of our Aboriginal and Torres Strait Islander suppliers and contractors. Including but not limited to cultural advisors, Aboriginal and Torres Strait Islander suppliers businesses, local Elders and key contacts.</li> </ul>	Ongoing - July 2021, December 2021, July 2022, December 2022	Manager Community
	<ul style="list-style-type: none"> <li>Implement and maintain our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations</li> </ul>	Ongoing - July 2021, December 2021, July 2022, December 2022	Manager Community
2. Mobilise and train Local RAP Champions to build and maintain local knowledge and mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> <li>Through building relationships with local Elders, commit to understand the local history where we operate.</li> </ul>	July 2021	Manager Community
	<ul style="list-style-type: none"> <li>Hold quarterly Local RAP Champion meetings to share knowledge, stories and ideas.</li> </ul>	Ongoing - April 2021, August 2021, December 2021, April 2022, August 2022, December 2022	Manager Community
	<ul style="list-style-type: none"> <li>Share knowledge and stories with the broader organisation.</li> </ul>	Ongoing - April 2021, August 2021, December 2021, April 2022, August 2022, December 2022	Manager Community



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Provide opportunities for Aboriginal and Torres Strait Islander employees to become part of the NRW organising group.</li> </ul>	March 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>Organise accessible and informative internal NRW events each year for ATCO staff to attend during work hours. These events could include cultural awareness type activities and events which bring staff together to discuss NRW including Art &amp; Yarn sessions or Muminbulah Wilak Six Seasons Garden tours and educational activities.</li> </ul>	May 2021, 2022	Advisor Events
	<ul style="list-style-type: none"> <li>Register all planned internal and external ATCO NRW events and activities on Reconciliation Australia's NRW website.</li> </ul>	May 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>Encourage and support all staff and senior leaders to participate in events to recognise, understand and celebrate NRW.</li> </ul>	May 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>Ensure RAP Governance Group members participate in external NRW events and activities</li> </ul>	May 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.</li> </ul>	May 2021, 2022	Manager Community
4. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Encourage staff to engage in reconciliation by joining RAP working groups and activities. <b>Please note:</b> RAP working groups are staff volunteer groups outside of our core RAP Governance Group to encourage wider staff participation on RAP initiatives.</li> </ul>	March 2021	Manager Community
	<ul style="list-style-type: none"> <li>Utilise regular staff toolbox meetings to promote reconciliation and cultural learning.</li> </ul>	April 2022	Manager Community
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders including suppliers, contractors and visitors to drive reconciliation outcomes.</li> </ul>	December 2021	Manager Community

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Collaborate with other like-minded organisations to develop ways to advance reconciliation.</li> </ul>	December 2022	Manager Community
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publically through:               <ul style="list-style-type: none"> <li>Our owned channels</li> <li>Developing a 'badge' that staff can wear (designed in partnership with Aboriginal and Torres Strait Islander employees) that shows ATCO's commitment to reconciliation in a visible way.</li> </ul> </li> </ul>	April 2022	Manager Community
	<ul style="list-style-type: none"> <li>Investigate the feasibility of displaying Aboriginal art on ATCO Assets in the community.</li> </ul>	January 2022	Manager Community
	<ul style="list-style-type: none"> <li>Implement strategies to engage staff in reconciliation</li> </ul>	March 2021	Manager Community
5. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Finalise ATCO's Respect in the Workplace Policy (anti-discrimination policy), implement and communicate to all staff</li> </ul>	May 2021	General Manager HR
	<ul style="list-style-type: none"> <li>Conduct a review of ATCO's Respect in the Workplace Policy (anti-discrimination policy), to identify improvements, and future needs.</li> </ul>	December 2021	General Manager HR
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors about the review of ATCO's Respect in the Workplace Policy (anti-discrimination policy).</li> </ul>	December 2021	General Manager HR
	<ul style="list-style-type: none"> <li>Educate senior leaders on unconscious bias and the effects of racism.</li> </ul>	March 2021	General Manager HR





# RESPECT

*Building respect between ATCO and Aboriginal and Torres Strait Islander Peoples is vitally important for our commitment towards reconciliation and developing meaningful relationships in the areas we operate and live. Through building respect, we are working together with Aboriginal and Torres Strait Islander peoples towards the shared goal of reconciliation, through committing to learn about shared histories, cultures and achievements.*

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Implement and communicate the 'Towards Cultural Confidence Framework' developed as part of the Reflect RAP in consultation with an Aboriginal Advisor</li> </ul>	March 2021	Manager Community
	<ul style="list-style-type: none"> <li>Provide both formal and informal cultural learning opportunities for staff</li> </ul>	Ongoing - July 2021, December 2021, July 2022, December 2022	Manager Community
	<ul style="list-style-type: none"> <li>Utilise a range of media for cultural learning including videos, images, podcasts and books.</li> </ul>	Ongoing - July 2021, December 2021, July 2022, December 2022	Manager Community
	<ul style="list-style-type: none"> <li>Link Cultural Learning to our Performance Development Reviews and capture learnings completed.</li> </ul>	July 2022	General Manager HR
	<ul style="list-style-type: none"> <li>Provide pop-up cultural learning activities such as yarns in the six season garden or lunch and learns accessible for office and field staff.</li> </ul>	Ongoing - July 2021, December 2021, July 2022, December 2022	Manager Community
	<ul style="list-style-type: none"> <li>Review success of implementation of Towards Cultural Confidence framework and further cultural learning needs within our organisation.</li> </ul>	March 2022	Manager Community
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural learning strategy for our staff that builds on the successes of the 'Towards Cultural Confidence Framework'.</li> </ul>	January 2023	Manager Community

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li> </ul>	January 2023	Manager Community
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Governance Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	Ongoing July 2021, December 2021, July 2022, December 2022	Manager Community
	<ul style="list-style-type: none"> <li>Build on our knowledge and improve on our awareness of Cultural Heritage Obligations as part of our operations, respecting places and sites of significance for Aboriginal and Torres Strait Islander peoples by documenting a robust process for managing such operations and educating our staff.</li> </ul>	September 2021	Senior Advisor - Carbon, Sustainability and Environment
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	May 2021	Manager Community
	<ul style="list-style-type: none"> <li>Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	Ongoing July 2021, December 2021, July 2022, December 2022	Manager Community
	<ul style="list-style-type: none"> <li>Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. <ul style="list-style-type: none"> <li>Keep a database of suitable contacts to support various departments in arranging a Welcome to Country</li> </ul> </li> </ul>	Ongoing July 2021, December 2021, July 2022, December 2022	Events Advisor



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>• Include an Acknowledgement of Country at the commencement of important meetings becoming the norm by:               <ul style="list-style-type: none"> <li>• Providing laminated sheets of Acknowledgement of Country examples and guide in all meeting rooms</li> <li>• Providing examples of Acknowledgement of Country in either written or video format</li> <li>• Including Acknowledgement of Country in site inductions</li> <li>• Including Acknowledgement of Country on email signatures</li> </ul> </li> </ul>	May 2021	Manager Community
	<ul style="list-style-type: none"> <li>• Create a cultural warning for documents where there is a possibility of images and names of deceased Aboriginal and/Torres Strait Islander peoples.</li> </ul>	May 2021	Manager Community
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>• RAP Governance Group to participate in an external NAIDOC Week event</li> </ul>	July 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	June 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>• Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	June 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>• Investigate opportunities to visibly display support for NAIDOC Week including vehicles, a badge for work uniforms, Aboriginal art on assets</li> </ul>	March 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>• Provide opportunities for Aboriginal and Torres Strait Islander employees to become part of the NAIDOC promotion organising group</li> </ul>	June 2021, 2022	Manager Community
9. Bring an understanding of Aboriginal and Torres Strait Islander cultures into our every day	<ul style="list-style-type: none"> <li>• Include an Acknowledgement of Country in important project and work scheduling documents</li> </ul>	May 2021	GM Engineering
	<ul style="list-style-type: none"> <li>• Display Aboriginal and/or Torres Strait Islander art throughout the organisation including regional depots</li> </ul>	January 2023	Manager Community
	<ul style="list-style-type: none"> <li>• Promote and display the Noongar Six Seasons Garden to visitors, students and staff</li> </ul>	January 2022	Manager Community



# OPPORTUNITIES

*ATCO is committed to creating opportunities within our business where we can build respectful and sustainable partnerships with Aboriginal and Torres Strait Islander owned business and the local community to further our commitment to reconciliation. In addition, we aim to provide a variety of employment and training opportunities to Aboriginal and Torres Strait Islander peoples, including the continuous support of community programs which aim to educate and inspire young Aboriginal and Torres Strait Islander leaders within our community.*

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</li> </ul>	January 2022	General Manager HR
	<ul style="list-style-type: none"> <li>• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace including:               <ul style="list-style-type: none"> <li>• Consideration of an external/ impartial cultural mentor/ support person to assist with discussing cultural obligations with supervisors and dealing with personal or work related concerns</li> <li>• Develop a buddy system that ensures new Aboriginal and Torres Strait Islander employees are introduced to at least one current Aboriginal and/or Torres Strait Islander employee</li> <li>• Provide training and guidelines on how cultural leave is accessed for Aboriginal and Torres Strait Islander employees and their supervisors</li> <li>• Provide quarterly opportunities for Aboriginal and Torres Strait Islander staff to network and come together</li> </ul> </li> </ul>	May 2021	General Manager HR
	<ul style="list-style-type: none"> <li>• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	March 2021	General Manager HR



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	March 2021	General Manager HR
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	April 2021	General Manager HR
	<ul style="list-style-type: none"> <li>Develop stronger relationships with Aboriginal and Torres Strait Islander recruitment Agencies.</li> </ul>	March 2022	General Manager HR
	<ul style="list-style-type: none"> <li>Develop and create an Aboriginal and Torres Strait Islander HR panel to focus on Aboriginal and Torres Strait Islander recruitment</li> </ul>	March 2022	General Manager HR
	<ul style="list-style-type: none"> <li>Investigate VET High School programs where high school students participate in on the job training one day per week</li> </ul>	March 2022	General Manager HR
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	March 2022	General Manager HR
	<ul style="list-style-type: none"> <li>Investigate opportunity for use of our Training Building to provide High School Students with opportunities to learn various skills to facilitate job readiness (i.e. First Aid, Fire Extinguisher and Emergency Response).</li> </ul>	March 2022	Manager Community
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement a Supplier Diversity Strategic Plan and Policy focussing on Aboriginal and Torres Strait Islander supplier diversity.</li> </ul>	May 2021	Manager Supply Chain
	<ul style="list-style-type: none"> <li>Continue Supply Nation membership</li> </ul>	August 2021	Manager Supply Chain
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	July 2021	Manager Supply Chain
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	April 2021	Manager Supply Chain

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Develop Supplier Diversity Section on the www.atco.com.au where suppliers can register interest. We can place case studies.</li> </ul>	April 2021	Manager Supply Chain
	<ul style="list-style-type: none"> <li>Senior Management (Executive Leadership Team ELT) to voice the importance for other ATCO Business Units to commit to increasing Supplier Diversity.</li> </ul>	April 2021	Manager Supply Chain
	<ul style="list-style-type: none"> <li>Develop Supplier Weighting Concept for Evaluation Matrix</li> </ul>	April 2021	Manager Supply Chain
	<ul style="list-style-type: none"> <li>Senior Management (Executive Leadership Team ELT) to encourage ATCO Tier One Suppliers to commit to Supplier Diversity and create Tier Two Indigenous Supplier Opportunities.</li> </ul>	April 2021	Manager Supply Chain
	<ul style="list-style-type: none"> <li>Investigate shorter Payment Terms for start-up or small Aboriginal and Torres Strait Islander suppliers.</li> </ul>	April 2021	Manager Supply Chain
	<ul style="list-style-type: none"> <li>Host one Supplier Diversity function yearly to allow networking between ATCO and Aboriginal and Torres Strait Islander suppliers. Get to know suppliers with prospective suppliers invited.</li> </ul>	April 2021	Manager Supply Chain
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	April 2021	Manager Supply Chain
12. Increase Aboriginal and Torres Strait Islander capacity building opportunities through Business Development and Communities.	<ul style="list-style-type: none"> <li>Investigate remote Partnering Opportunities outcomes through all ATCO Business units.</li> </ul>	January 2022	GM Business Development West
	<ul style="list-style-type: none"> <li>Communicate Community Grants Opportunities to Aboriginal and Torres Strait Islander suppliers to encourage their communities to apply.</li> </ul>	September 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>Continue to financially support the Emerging Aboriginal Leadership Program</li> </ul>	January 2022	Manager Community
	<ul style="list-style-type: none"> <li>Investigate creating a Dragon's Den for start-up Aboriginal and Torres Strait Islander businesses to pitch Business concept to ATCO with potential funding opportunity and/or with Pro Bono services offered from ATCO teams like Communications, Marketing, Legal, Supply Chain.</li> </ul>	January 2022	Manager Supply Chain



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Support Aboriginal and Torres Strait Islander focused projects through Community Investment	<ul style="list-style-type: none"> <li>Support at least three Aboriginal and/ or Torres Strait Islander Communities through our programs in our Community Investment Framework specifically focusing on Health, Education or Employment initiatives.</li> </ul>	January 2022	Manager Community
	<ul style="list-style-type: none"> <li>Investigate opportunities of facilitating Days of Caring supporting Aboriginal and Torres Strait Islander Organisations.</li> </ul>	October 2021	President EPIC Committee
14. Investigate opportunities to move beyond compliance in relation to heritage management	<ul style="list-style-type: none"> <li>Investigate opportunities to go above and beyond obligations relating to current compliance requirements within the Aboriginal Heritage Act 1972 (AHA) in WA and/or the Aboriginal Heritage Act 1988 in SA, where it would make a significant impact and contribute to our RAP vision.</li> </ul>	Ongoing as relevant project arise April 2021, August 2021, December 2021, April 2022, August 2022, December 2022	Senior Advisor – Carbon, Sustainability and Environment
	<ul style="list-style-type: none"> <li>Develop an Aboriginal and Torres Strait Islander Heritage Management procedure for ATCO which integrates heritage values across:               <ul style="list-style-type: none"> <li>Project design stage (implementing Aboriginal heritage into the project design to enhance value)</li> <li>Project risk assessment/ approvals (compliance requirements and engagement with Traditional Owners)</li> <li>Project implementation (ensuring ongoing strength in relationships and engagement throughout the duration of the projects and beyond)</li> </ul> </li> </ul>	December 2021	Senior Advisor – Carbon, Sustainability and Environment



# GOVERNANCE AND TRACKING PROGRESS

*ATCO is committed to delivering on all outlined RAP commitments, including the requirement for regular reporting and RAP Governance Group meetings to ensure all timelines are on target. This is part of our ongoing commitment and drive to work towards a reconciled future.*

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
15. Establish and maintain an effective RAP Governance Group to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RAP Governance Group.</li> </ul>	March 2021	Manager Community
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RAP Governance Group.</li> </ul>	March 2021	Manager Community
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	Mar 2021 & 2022, May 2021 & 2022, Aug 2021 & 2022, Nov 2021 & 2022	Manager Community
16. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	March 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	Ongoing July 2021 & July 2022	Manager Community
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	March 2021	Manager Community
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	March 2021	Manager Community
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 Sept 2021, 2022	Manager Community
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	Mar 2021 & 2022, May 2021 & 2022, Aug 2021 & 2022, Nov 2021 & 2022	Manager Community
	<ul style="list-style-type: none"> <li>Publically report our RAP achievements, challenges and learnings, annually.</li> </ul>	July 2021 & July 2022	Manager Community
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2022	Manager Community
18. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	November 2022	Manager Community







For enquiries about our Reconciliation Action Plan  
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**ATCO**

*In loving memory of friend and colleague Josh Watene.*