

Reflect Reconciliation Action Plan

OCTOBER 2022 - OCTOBER 2023

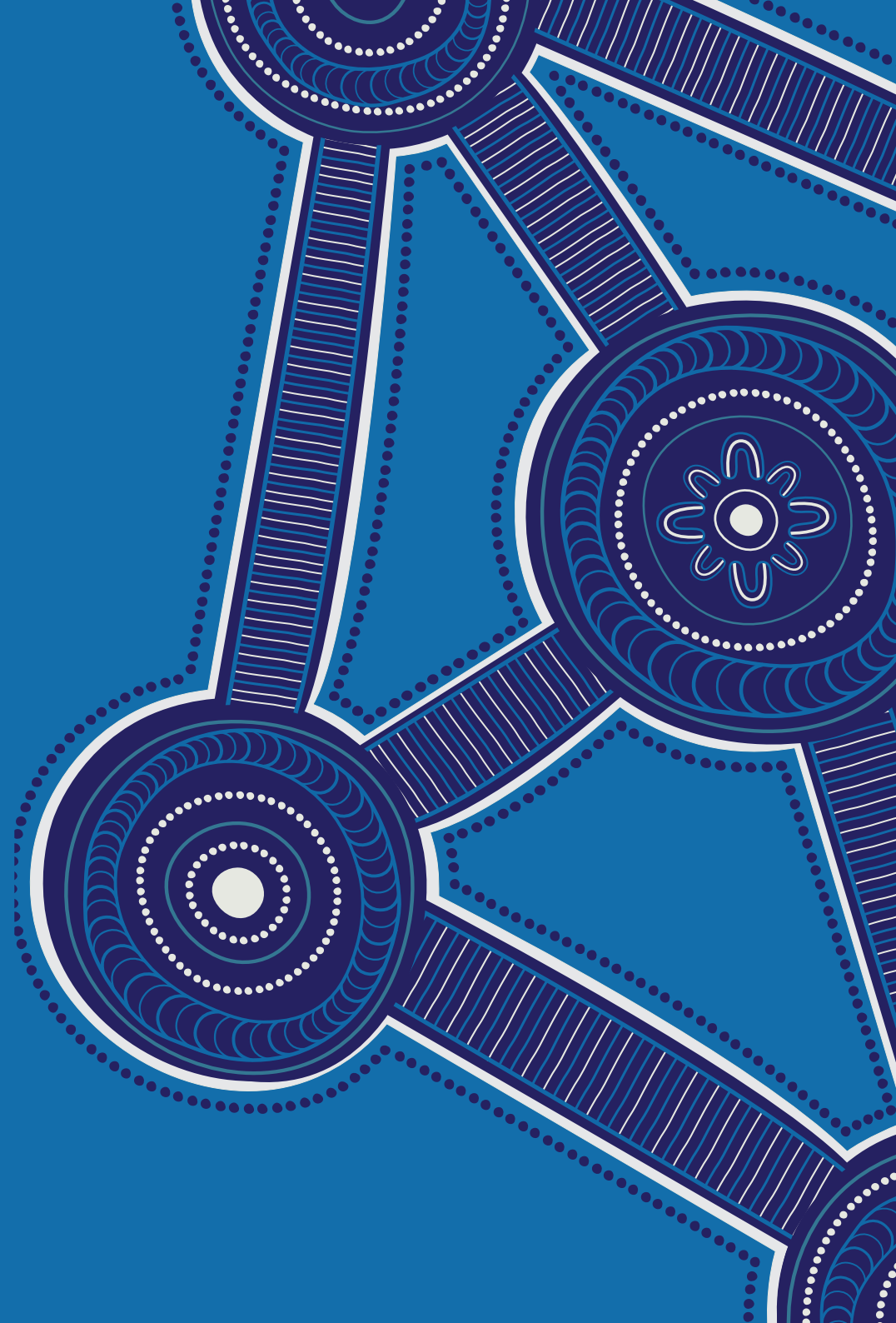


RECONCILIATION
ACTION PLAN

REFLECT



THE BUCKNER GROUP





Artwork Story

Ganada (meaning path)

This artwork represents the strength of The Buckner Group's commitment to Reconciliation.

It shows a view of the future and an acknowledgement of the past, with a focus on detail, whilst still allowing vulnerability and openness.

'Ganada' artwork created by Danielle Leedie Gray (Bidjara and Wakka Wakka)

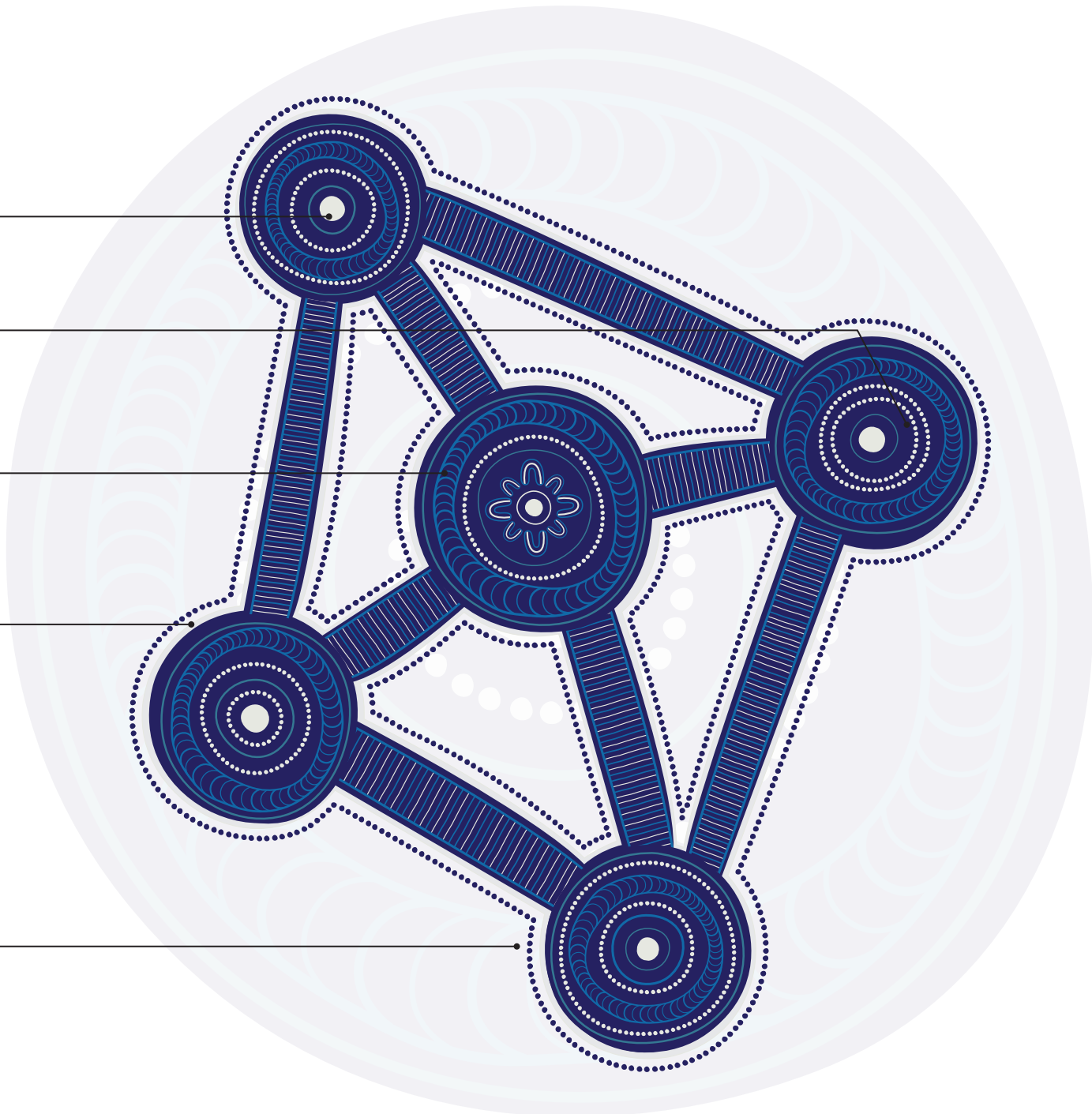
Freedom to do the right thing

Empowered people

Do good things

Focus on the future

Attention to the basics



About the Artist



Danielle Leedie Gray is a graphic artist, designer and a descendant of the Bidjara and Wakka Wakka people of south west and east Queensland, Australia.

Danielle creates bold, contemporary pieces that make people feel joy and connection, and her artworks are a unique expression.

Danielle's work is guided by a deep sense of empathy towards her cultural heritage and family history, and invites unity and healing through the unique combination of culture and contemporary vision.

More personally, important symbols for Danielle are the people gathering (the circle with c's surrounding) and the travelling sign (three circles with three lines between them) because they reflect unity and moving forward.

Danielle wants to invite her work into the homes and businesses of non-indigenous people, and promote understanding of the symbols, stories and meaning in Aboriginal culture so together we create a united future for all Australians.

Artwork Breakdown



Patterns

Movement, Journey, Sacred rocks



Weaving Patterns

Movement, Journey (past and future)



Patterns

Movement, Journey (past and future)



Concentric Circles

Do good things



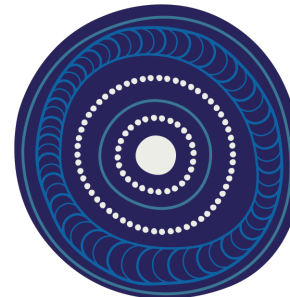
Concentric Circles

Attention to the basics



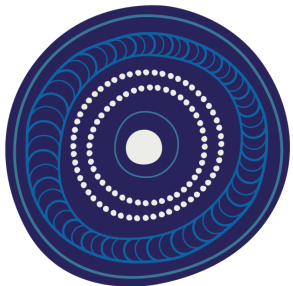
Concentric Circles

Freedom to do the right thing



Concentric Circles

Focus on the future



Concentric Circles

Empowered people

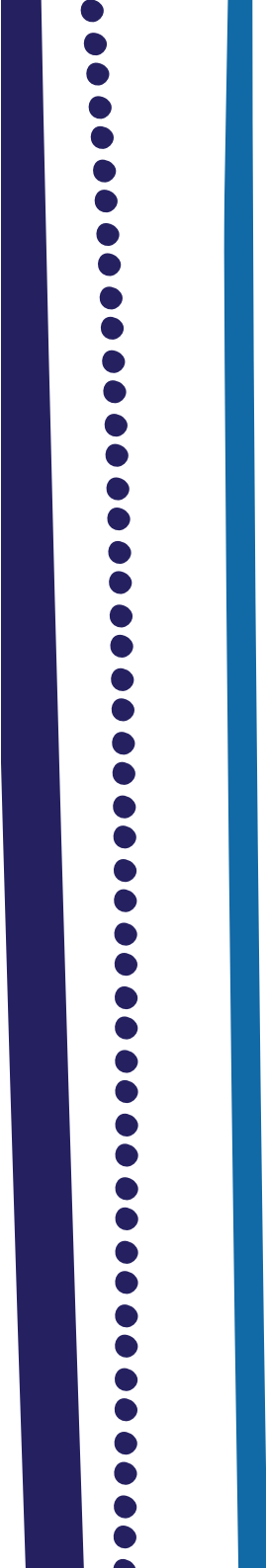
Acknowledgement of Country

The Buckner Group acknowledges the Traditional Custodians of the lands on which we work and live. We pay our respects to the Elders and Leaders; past, present, and emerging along with their ongoing effort to protect, revitalise and share First Nations customs, culture and practice.

Aboriginal and Torres Strait Islander viewers are advised that this document may contain the names, images, and / or reference to people that may have passed.

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Reconciliation Australia Statement



Karen Mundine
CEO
Reconciliation Australia

Reconciliation Australia welcomes The Buckner Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

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The Buckner Group joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever,

with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables The Buckner Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations The Buckner Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.





Director's Statement



Malcom Buckner
Director

As Owner and Director of The Buckner Group it is my privilege to present our inaugural Reconciliation Action Plan (RAP). The Reflect journey has provided The Buckner Group with a unique opportunity to explore reconciliation broadly, and within our business. In deepening our understanding of the Australian socio-cultural landscape, our team has further united in our dream for a better future – a working culture that supports the call for justice, equality and reconciliation for First Nation's peoples within Australia.

The Buckner Group is built upon heart, and innovation. Put simply, our purpose has always been to make good things happen. In working with Reconciliation Australia, we've asked our team to stretch our corporate edges – we want to think big, whilst listening deeply. Our goal – to learn from the rich cultural practices and knowledge structures embodied by Aboriginal and Torres Strait Islander peoples.

Our workforce is proudly made up of staff from a range of diverse backgrounds and life experience. We are deeply committed to further growing a culture that celebrates this diversity, while empowering our team to feel safe, appreciated and supported within our organisation. In taking steps towards deeper learning, we hope to further identify

the ways in which we can support First Nations Peoples in their active preservation of culture and their profound connection to country, whilst increasing Aboriginal and Torres Strait Islander representation at The Buckner Group.

I would like to thank our RAP Working Group, and the Aboriginal and/or Torres Strait Islander People's, cultural consultants, and organisations who have supported and challenged us to increase our engagement with and improve opportunities for First Nations communities within Australia today. Our progress, and any steps we make in the future are made possible only through this guidance and collaboration.

CEO Statement



Stephen Gell
CEO

On behalf of The Buckner Group, I am proud to announce the implementation of our first Reflect, Reconciliation Action Plan. It is with great privilege and respect that we embark on our Reconciliation journey in consultation with Aboriginal and Torres Strait Islander peoples, communities, and organisations, and our dedication to prioritising cultural understanding, growth, and connection, to promote a diverse and united future, reflects this. The Buckner Group sincerely acknowledge and deeply respect the cultural heritage and beliefs of First Nations Peoples across Australia and recognise the significance and value in learning from their history and wisdom.

As we implement our first RAP, it is of particular importance to me that our commitments remain something that we aspire to, rather than claim. The journey to reconciliation is one without a defined destination, and we are devoted to constantly learning, growing, and welcoming and reflecting upon feedback, to deepen our understanding and guide our future. This RAP reflects our insistence for reconciliation, justice, and equality for all First Nations Peoples, and we recognise the responsibility that we hold in contributing to this.

Our Reflect RAP has been designed to include meaningful activities that promote positive race relations through anti-discrimination

strategies, demonstrate respect through increased understanding and recognition, and directly support economic and social outcomes for First Nations communities and organisations. We will monitor and transparently report on the value of these outcomes to demonstrate our continuous commitment, and guide future reconciliation efforts.

With the position we hold within our industry, The Buckner Group recognise the opportunity bestowed upon us to guide our customers, people, and contending organisations to work together towards reconciliation. Reinforced by the key pillars of our internal culture, Freedom to do the right thing, Attention to the basics, Empowering our team of experts, and Focussing on the future, we are dedicated to developing and solidifying relationships with Aboriginal and Torres Strait Islander peoples, and implementing key reconciliation efforts in all areas of our organisation.

On behalf of The Buckner Group, I would like to thank everyone who contributed throughout the culmination of our RAP. Together, we look forward to embarking on this journey, embracing the commitment, and striving to achieve the current and future goals on our path to reconciliation.

General Manager - People and Growth



Rosalyn Dunn
General Manager - People
and Growth

The Buckner Group is proud to present our Reflect Reconciliation Action Plan. This is the first time that we as a business have embarked on a formal commitment to reconciliation and, in developing our plan, we have already learned much about how we can advance our approach to reconciliation in our own sphere of influence.

Commitment to family and kin is at the heart of First Nations Peoples' cultures and, as a family-owned business, we recognise this as an area whereby we can connect so that we better understand and strengthen our relationships with First Nations Peoples. Importantly, we will focus on further developing education and employment opportunities available to First Nations' communities and young people by expanding our partnership and supplier relationships.

We hope that our RAP, and the actions contained within it will provide strong foundations which will enable us to build trust through a number of collaborative

initiatives whilst also broadening our understanding and respect for our First Nations Peoples' rich history, cultures, and achievements. To accomplish this, we have designed specific strategies to guide and empower employees in building greater cultural awareness and appreciation of First Nations' cultures and histories.

We look forward to celebrating the achievements and milestones outlined within our RAP and we aim to form a strong partnership with Reconciliation Australia as we progress along our journey.



Our Business

Commencing operations in 1926, The Buckner Group is a 100% Australian-owned family business that offers brand communication solutions, creative services and innovative technology across all media types; including print and digital channels. Through a national and international supply chain, we provide a comprehensive list of services including print, apparel, signage, merchandise, event management, e-commerce, procurement, and marketing services.

We have a national geographic reach and also service a number of customers in New Zealand. Our offices are located in Brisbane and Sydney, with multiple satellite warehouses across Australia. We currently employ 42 staff members nationally, with one member who has voluntarily identified as an Aboriginal and / or Torres Strait Islander person. We seek to take culturally appropriate measures to begin to understand this data via the development and subsequent implementation of our first Reconciliation Action Plan.

Our RAP

We have committed to developing our RAP because we understand that reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. It is an ongoing journey that reminds us that whilst many Australians have advocated for meaningful change, inequality for First Nations peoples is an insidious problem that requires active participation for change. Any advancement requires a greater effort especially from the business community. We strongly believe that our organisation can play a significant role in taking important steps forward in the national reconciliation movement.

By developing a Reflect RAP, we endeavour to implement a structured approach to supporting reconciliation enabling our team to work towards creating a more just, equitable and ethical organisation. Importantly, through our RAP, we aim to foster a supportive environment for Aboriginal and Torres Strait Islander peoples to access sustainable employment and business opportunities. Our plan will be a physical manifestation of the resolve we have to engage respectfully with First Nations' peoples in Australia. Our commitment to reconciliation aligns deeply with our value for equity, justice, consultation, and democracy. In working with Reconciliation Australia, we endeavour to centre inclusivity, carving out a novel framework that champions economic and social equality with a specific focus on First Nation's peoples. While we understand that the outcomes of such an effort are yet to be seen, our plan (during this initial RAP) is to drive economic equality through strategic partnership and proactive, inclusive employment opportunities. It is from this space that we truly hope advancements in social justice will, similarly, be made. Systemic

change begins with small actions at the individual level – it is through a deep process of unlearning that we hope to create just one of the schisms necessary for change.

We are committed to supporting a workforce that recognises, encourages, and respects reconciliation by providing opportunities for employees to build their cultural understanding and make their own personal journey towards reconciliation. In addition, we will develop culturally appropriate and inclusive services that enable a wider participation; therefore, team members will be afforded the opportunity to strengthen their own understanding of Aboriginal and Torres Strait Islander histories and cultures.

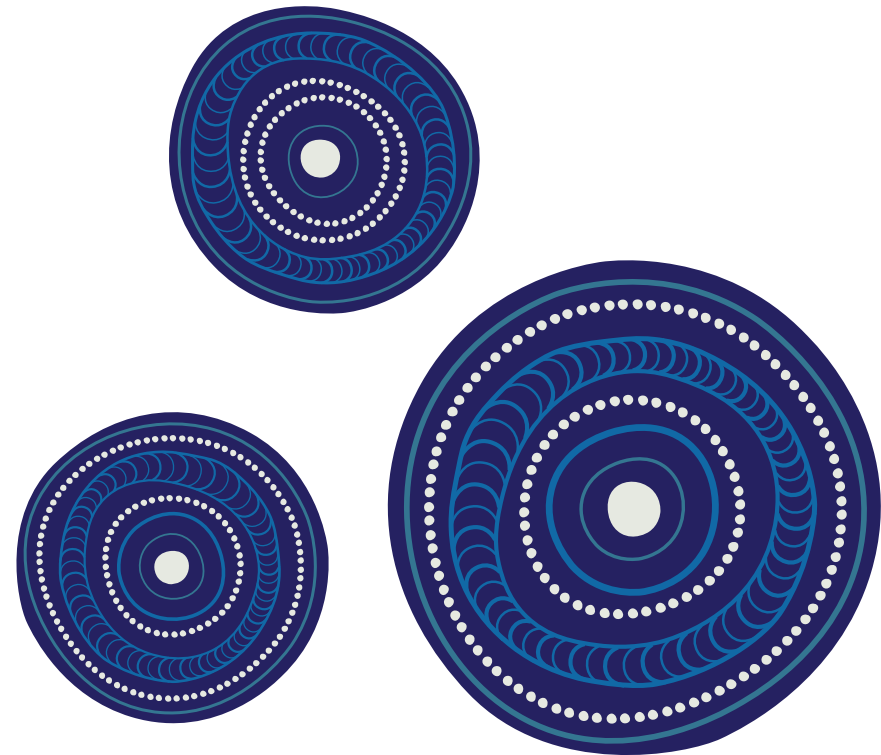
Reconciliation is working together to build relationships between Aboriginal and Torres Strait Islander Peoples and the wider community for the benefit of all. Our Reflect RAP will focus on internal reflection to facilitate a higher level of cultural knowledge and awareness within our organisation.

In doing this, we will engage and build meaningful relationships with Aboriginal and Torres Strait Islander stakeholders in the communities in which we operate and seek their guidance on how we can better support and include First Nations peoples throughout our business.

Inclusion is at the heart of reconciliation and that will form the basis of our approach to implementing our RAP. Importantly, our RAP is championed by the Chief Executive Officer and the General Manager -People and Growth. We will also establish a RAP Working Group consisting of individuals across the organisation which in time (we hope) will include Aboriginal and Torres Strait Islander Representation. The RAP Working Group will be invited to review our own Terms of Reference and offer guidance and support on the implementation and governance of our RAP. Key to our approach will be the plan for our RAP commitments to be implemented by our dedicated RAP Coordinator who is supported by key members of the Leadership Team, our RAP Working Group and local RAP Champions across the organisation.

In summary, our approach to implementing our RAP has four key steps as outlined below. We will:

- 1.** Set achievable goals that will deliver meaningful outcomes.
- 2.** Engage with Aboriginal and Torres Strait Islander communities, within the geographic regions where we have offices and representation, to inform and contribute to our reconciliation journey.
- 3.** Build cultural awareness among leaders and people within our business to increase their knowledge, understanding and engagement of Aboriginal and Torres Strait Islander peoples and cultures.
- 4.** Identify and collaborate with like-minded organisations, including clients and suppliers, to strengthen our impact.



Our Partnerships/Current Activities

As an Australian-owned business, we recognise that our journey to date has been unstructured and lacking in defined outcomes. Whilst we have developed relationships with Indigenous-owned businesses we recognise that we need to become more proactive in our efforts toward outcome oriented reconciliation.

We have highlighted the initiatives below that we have implemented to support and celebrate Aboriginal and Torres Strait Islander peoples and communities:

During National Reconciliation Week 2022, we undertook the following activities:

1. Shared the resources provided by Reconciliation Australia on our socials and through our signature blocks.

2. Hosted morning teas with catering supplied by Indigenous-owned and certified businesses who are members of Supply Nation. During these morning teas, we circulated Reconciliation Australia's NRW resources and reconciliation materials to our team members to encourage a deeper understanding of reconciliation and respect for Aboriginal and Torres Strait Islander cultures.

3. Raised funds at our morning teas which we donated to Deadly Science; a not-for-profit organisation that provides science resources, mentoring and training to over 180 remote and regional schools across Australia with a particular focus on Aboriginal and Torres Strait Islander communities.

We have also committed to commencing a number of events and meeting with an Acknowledgement of Country and have plans to seek guidance in cultural

competency as we move forward on our journey.

Currently, we have engaged a number of certified and registered Aboriginal and Torres Strait Islander businesses as part of our Supply Panel and are pleased to be focusing on the expansion of these existing relationships. Our partnerships include;

– Geared Up Culcha

Established in 2013, Geared Up Culcha (GUC) is an Aboriginal owned and operated, Supply Nation Certified company that proudly balances diverse social priorities against commercial reality. Since November 2019, we have partnered with Geared Up Culcha to supply work wear, promotion merchandise, signage, PPE and boots to a number of our customers.

– BW Tribal

BW Tribal is a 100% Australian Indigenous owned and operated Australian brand. With Australian Aboriginal, Torres Strait Islander and South Sea Islander heritage interwoven within our brand, we have partnered with BQ Tribe to offer authentic designs with cultural

knowledge and customs to a number of our clients in order to celebrate NAIDOC week.

– Snap Underwood

Snap Underwood is owned and operated by Karen Seage, a proud Noonuccal woman from Quandamooka country (Stradbroke Island). We have engaged with Snap Underwood since 2019 and they are a member of our Supply Panel.

– Indigi-Print Pty Ltd

Indigi-Print Pty Ltd an Indigenous owned business certified by Supply Nation providing a wide range of print products and design services. They are a valued member of our Supply Panel.

– Warralang Projects

Established in 2016, Warralang Projects is a 100% Aboriginal owned organisation that provides services in printing and promotional products Located in Canberra, we have partnered with Warralang Projects to provide a range of print products to our customers in that region.





Relationships
Respect
Opportunities
Governance



Relationships



Respect



Opportunities



Governance

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	<p>October 2022</p>	<p>Lead: General Manager – People and Growth Support: Digital Content Strategist</p>
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	<p>November 2022</p>	<p>Lead: Marketing Assistant Support: General Manager – People and Growth</p>
<p>2. Build relationships through celebrating National Reconciliation Week (NRW).</p>	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members to encourage a deeper understanding of reconciliation and respect for Aboriginal and Torres Strait Islander cultures. 	<p>May 2023</p>	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>
	<ul style="list-style-type: none"> Invite and encourage all RAP Working Group members, Aboriginal and Torres Strait Islander team members, and their immediate managers to participate in an external NRW event. 	<p>27 May – 3 June 2023</p>	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>
	<ul style="list-style-type: none"> Invite and encourage all team members within the Leadership Team to participate in at least one external event to recognise and celebrate NRW to encourage a deeper understanding of reconciliation and respect for Aboriginal and Torres Strait Islander cultures. 	<p>27 May – 3 June 2023</p>	<p>Lead: General Manager – People and Growth Support: Leadership Team</p>

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Organise an internal NRW event for all team members that speaks to the NRW theme. 	27 May – 3 June 2023	Lead: General Manager – People and Growth Support: Leadership Team
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all team members. 	October 2022	Lead: Chief Executive Officer Support: General Manager – People and Growth
	<ul style="list-style-type: none"> Establish a TBG Hub on our Internal Communications Platform for our team members to access resources related to our RAP. 	October 2022	Lead: Manager -IT and Compliance Support: Digital Content Strategist
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	October 2022	Lead: General Manager – People and Growth Support: Digital Content Strategist
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	November 2022	Lead: Marketing Assistant Support: General Manager – People and Growth

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	November 2022	Lead: Marketing Assistant Support: General Manager – People and Growth
	<ul style="list-style-type: none"> Review HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2022	Lead: Manager -IT and Compliance Support: General Manager – People and Growth
	<ul style="list-style-type: none"> Review policy and procedures as per our Policy and Procedure Review framework to ensure anti-discrimination strategies have been appropriately embedded. 	February 2023	Lead: Manager -IT and Compliance Support: RAP Working Group

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</p>	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation. 	<p>February 2023</p>	<p>Lead: General Manager – People and Growth Support: Digital Content Strategist</p>
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	<p>March 2023</p>	<p>Lead: General Manager – People and Growth Support: Manager -IT and Compliance</p>
	<ul style="list-style-type: none"> Incorporate a mandatory training module within our employee induction process, as well as implement the same training module for our current team members. 	<p>March 2023</p>	<p>Lead: General Manager – People and Growth Support: Manager -IT and Compliance</p>
	<ul style="list-style-type: none"> Appoint an external member to provide cultural guidance to the RAP Working Group 	<p>March 2023</p>	<p>Lead: Marketing Assistant Support: General Manager – People and Growth</p>

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Provide tailored cultural awareness training for all Senior Managers and the Leadership team. 	March 2023	<p>Lead: General Manager – People and Growth Support: Manager -IT and Compliance</p>
<p>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area/s. 	October 2022	<p>Lead: Marketing Assistant Support: Digital Content Strategist</p>
	<ul style="list-style-type: none"> Increase our team members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	October 2022	<p>Lead: General Manager – People and Growth Support: : Digital Content Strategist</p>
<p>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> Raise awareness and share information amongst our team members about the meaning of NAIDOC Week and theme. 	July 2023	<p>Lead: General Manager – People and Growth Support: Digital Content Strategist</p>

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Introduce our team members to NAIDOC Week by promoting external events in our local area. 	June 2023	<p>Lead: General Manager – People and Growth Support: Digital Brand Strategist</p>
	<ul style="list-style-type: none"> Invite and encourage the RAP Working Group to participate in an external NAIDOC Week event. 	July 2023	<p>Lead: General Manager – People and Growth Support: RAP Working Group</p>
	<ul style="list-style-type: none"> Organise an internal NAIDOC week event that speaks to the NAIDOC theme. 	July 2023	<p>Lead: General Manager – People and Growth Support: RAP Working Group</p>

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</p>	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	<p>March 2023</p>	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>
	<ul style="list-style-type: none"> Build a greater understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities through the development of; <ul style="list-style-type: none"> – Mechanisms that provide the option of team members identifying as First Nations people; – Processes to understand the professional development objectives of Aboriginal and Torres Strait Islander team members 	<p>March 2023</p>	<p>Lead: General Manager – People and Growth Support: Manager -IT and Compliance</p>
	<ul style="list-style-type: none"> Develop culturally appropriate protocols to support recruitment and advertising activities 	<p>April 2023</p>	<p>Lead: General Manager – People and Growth Support: Recruitment Consultant</p>
	<ul style="list-style-type: none"> Research and contact Aboriginal and Torres Strait Islander employment networks to commence placing advertisements in these networks. 	<p>April 2023</p>	<p>Lead: General Manager – People and Growth Support: Recruitment Consultant</p>

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	<p>May 2023</p>	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>
	<ul style="list-style-type: none"> Develop and implement a Procurement Plan, with an emphasis on Aboriginal and Torres Strait Islander organisation focusing on: <ul style="list-style-type: none"> – Strengthening existing partnerships, – Forming new commercial partnerships. 	<p>May 2023</p>	<p>Lead: Operations Manager Support: Strategic Procurement team</p>
	<ul style="list-style-type: none"> Investigate Supply Nation membership 	<p>May 2023</p>	<p>Lead: General Manager – People and Growth Support: Digital Brand Strategist</p>

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</p>	<ul style="list-style-type: none"> • Create an operational RAP Working Group to govern the implementation of our RAP. 	October 2022	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>
	<ul style="list-style-type: none"> • Draft and apply the Terms of Reference for the RAP Working Group. 	October 2022	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>
	<ul style="list-style-type: none"> • Establish quarterly or more frequent RAP Working Group meetings to review the progress of the RAP deliverables. 	October 2022 December 2022 March 2023 June 2023	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>
	<ul style="list-style-type: none"> • Identify and establish Aboriginal and Torres Strait Islander representation on the RAP Working Group. 	February 2023	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>
<p>11. Provide appropriate support for effective</p>	<ul style="list-style-type: none"> • Define the resource needs for RAP implementation. 	October 2022	<p>Lead: General Manager – People and Growth</p>

GOVERNANCE

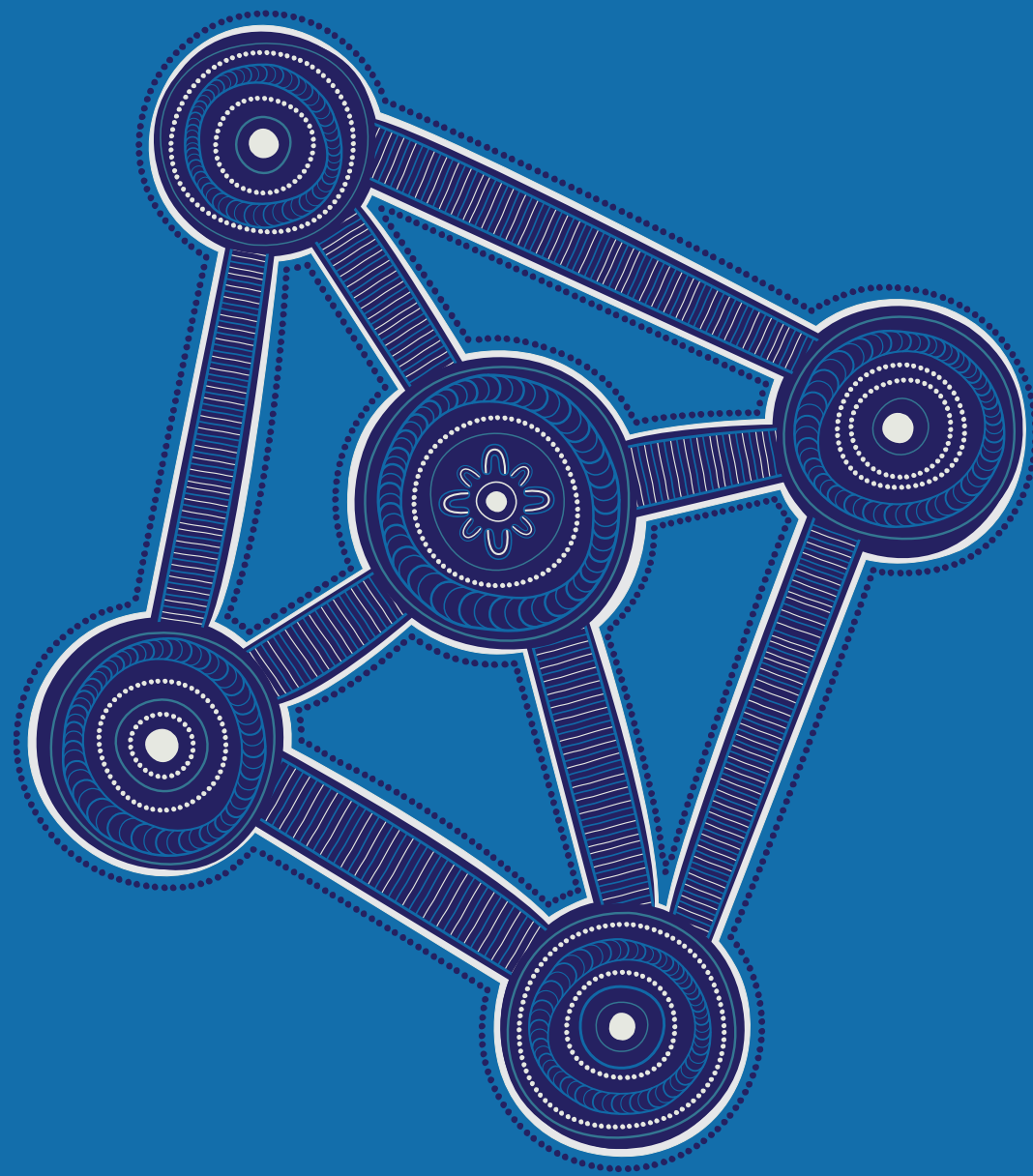
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
implementation of RAP commitments.	<ul style="list-style-type: none"> Engage senior leaders and the Leadership Team in the delivery of RAP commitments and review quarterly 	October 2022 December 2022 March 2023 June 2023	Lead: General Manager – People and Growth Support: Marketing Assistant
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	October 2022	Lead: General Manager – People and Growth Support: Chief Executive Officer
	<ul style="list-style-type: none"> Feature RAP deliverables and goals in our organisational plans including our; <ul style="list-style-type: none"> – Strategic Plan, – Human Resources Plan, – Procurement Plan. 	October 2022 July 2023	Lead: General Manager – People and Growth Support: Leadership Team
	<ul style="list-style-type: none"> Report progress of RAP initiatives through our internal and external communication channels including to the organisation’s Strategic Board. 	October 2022 July 2023	Lead: General Manager – People and Growth Support: Leadership Team
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	October 2022	Lead: General Manager – People and Growth Support:

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
			Digital Brand Strategist
<p>12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</p>	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence. 	June annually	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	August annually	<p>Lead: Marketing Assistant Support: Digital Content Strategist</p>
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September, annually	<p>Lead: General Manager – People and Growth Support: Digital Brand Strategist</p>
<p>13. Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	October 2023	<p>Lead: General Manager – People and Growth Support: Marketing Assistant</p>

The Buckner Group recognises that there is no single Aboriginal and / or Torres Strait Islander identity. Given the diversity of nations, cultures and languages that operate across mainland Australia and throughout the Torres Strait, culturally appropriate language varies, dependent on the specificities embodied within any given community. For the purposes of this document, we will use the terms; First Nations Peoples and/or Aboriginal and Torres Strait Islander peoples with reference to Aboriginal and/or Torres Strait Islander communities, with specific reference to reconciliation.





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