



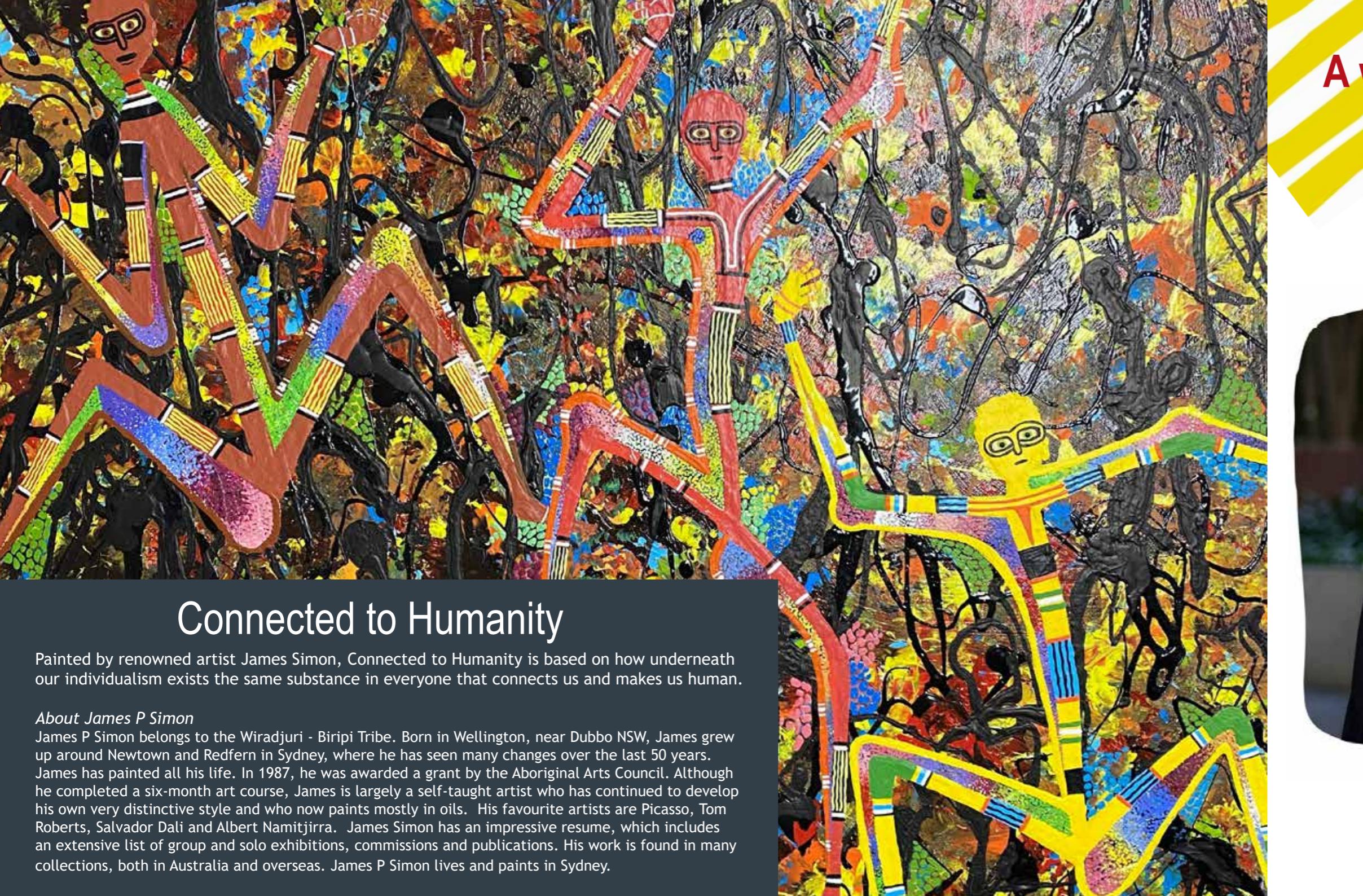
Georgiou Group

INNOVATE RECONCILIATION ACTION PLAN

December 2021 - December 2023



Georgiou 



Connected to Humanity

Painted by renowned artist James Simon, Connected to Humanity is based on how underneath our individualism exists the same substance in everyone that connects us and makes us human.

About James P Simon

James P Simon belongs to the Wiradjuri - Biripi Tribe. Born in Wellington, near Dubbo NSW, James grew up around Newtown and Redfern in Sydney, where he has seen many changes over the last 50 years. James has painted all his life. In 1987, he was awarded a grant by the Aboriginal Arts Council. Although he completed a six-month art course, James is largely a self-taught artist who has continued to develop his own very distinctive style and who now paints mostly in oils. His favourite artists are Picasso, Tom Roberts, Salvador Dali and Albert Namitjirra. James Simon has an impressive resume, which includes an extensive list of group and solo exhibitions, commissions and publications. His work is found in many collections, both in Australia and overseas. James P Simon lives and paints in Sydney.

A word from Reconciliation Australia





Reconciliation Australia commends Georgiou Group on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP). Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With 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. Georgiou Group 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 Georgiou Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Georgiou Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders. The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

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

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

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

Karen Mundine
Chief Executive Officer, Reconciliation Australia

Georgiou Group

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Our business and vision

Our operations

Established in 1977, Georgiou Group is a leading national building and civil construction company, delivering a wide range of engineering services professionally and capably.

With more than 40 years' experience and a team of more than 900 located in Western Australia, New South Wales and Queensland, it is our vision to be '**the best people to work with**'. Currently, 2.5% of Georgiou's workforce identify as Aboriginal and/or Torres Strait Islander people.

Georgiou provides a diverse range of civil and building construction services to government and private clients across Australia.

- In the civil sector, we provide contracting services to the following markets: transport - road and rail, urban development, oil & gas, mining, defence and water.
- In the building sector, we provide contracting services to the following markets: commercial, health, retirement and aged care, education, industrial, mining, oil and gas, public infrastructure and defence.

Our vision for reconciliation

Georgiou's vision for reconciliation is to work hand-in-hand with Aboriginal and Torres Strait Islander peoples, businesses and communities to enhance employment and training opportunities, increase our team's understanding of the importance of reconciliation and forge strong, enduring relationships that promote recognition, respect and ultimately achieving our overarching RAP vision to '*walk together as equals*'.

The 2021-2023 RAP aims to build on our earlier RAPs by taking our lessons learnt and improving our engagement with the Aboriginal and Torres Strait Islander communities; supporting and mentoring emerging Aboriginal and Torres Strait Islander businesses to become long-term partners to industry; growing sustainable careers for Aboriginal and Torres Strait Islander peoples across both professional and construction roles; promoting a culture of respect for Aboriginal and Torres Strait Islander cultures across the business; and through cultural awareness bringing our team - at all levels - on the journey for reconciliation where actions become business as usual and we are one step closer to reconciliation.

As a company, we expect our shareholders to share our vision of reconciliation and strive to mirror our commitments within their sphere of influence. With operations across three Australian states, our sphere of influence extends past our employees and shareholders, to our joint venture and alliance partners, our subcontractors and suppliers and the communities in which we work.



"It's very rare to have worked with a company since their first Reconciliation Action Plan, but in 2011 I worked with Georgiou's leadership to craft their pathway towards reconciliation and I'm proud to say that more than a decade later, the company is more committed than ever to achieving their vision to 'walk together as equals'. Through our business, Kambarang Services, we've assisted Georgiou in recruitment, education and procurement services and are working hand-in-hand to ensure they achieve their RAP objectives while improving the way Georgiou interacts with our people. It's genuine and authentic and a relationship valued greatly by both parties," Danny Ford, Owner, Kambarang Services

Our journey

As the first construction company to have their Reconciliation Action Plan (RAP) endorsed by Reconciliation Australia in 2011, it's important Georgiou continue to lead the way when it comes to providing opportunity and employment outcomes with Aboriginal and Torres Strait Islander peoples. These initial steps of our reconciliation journey have now matured into a business strategy where ownership is paramount, actions are deep and accountability sits with everyone. It's no longer about meeting client requirements when it comes to Aboriginal and Torres Strait Islander involvement, it's about breaking through and taking steps towards excellence in engagement, superior employment outcomes and never-done-before programs that have tangible results and reap benefits for not only the individuals involved, but all involved.

Along with success, there have been challenges and opportunities for learning and improvement in our reconciliation journey. We recognise that there needs to be the correct resourcing and engagement with local communities and businesses in order to drive results. In line with our learnings, we discovered, for meaningful change to occur in our business, we need employees from all levels to be engaged.

During the development of this RAP, various representatives from various Aboriginal and Torres Strait Islander communities were engaged, with many now partners and assisting with many of the actions laid out in this document. Additionally, two external First Nations representatives have been appointed to our RAP Committee to assist Georgiou in implementing objectives and driving results.

KEY ACHIEVEMENTS IN OUR RAP JOURNEY

- Review of recruitment and procurement processes, resulting in the appointment of four Aboriginal recruitment partners (ARRA Group, Indigenous Managed Services (IMS), Aboriginal United Services and DK Kaardijin)
- Formal arrangements in place to grow Aboriginal and Torres Strait Islander trainee numbers
- Development of an Aboriginal Supplier Register with companies known to Georgiou with proven capability
- Appointment of a Learning and Indigenous Engagement Manager and two Indigenous Engagement Coordinators
- Donation of laptops and computing equipment to Ebenizer Aboriginal Corporation for men and women preparing for employment
- Introduction of subcontractor workshops to introduce subcontractors to our Aboriginal recruitment partners to better understand traineeships and funding processes
- Growing network of community organisations, not-for-profit and schools to better connect with the Aboriginal and Torres Strait Islander communities
- Mentoring of businesses such as ARRA Group and Kambarang Services to improve their training capability and grow their businesses
- Commission artwork to incorporate cultural designs into PPE and project artwork

Meet the team

RAP COMMITTEE

Simon Welfare - GM Engineering (RAP Champion)

Jason Stern - Learning and Indigenous Engagement Manager

Alisha Carter - Communications Manager

Jason Grima - Business Development Manager

Jon Williams - Construction Manager, NSW

Andrew Morris - Construction Manager, WA

Kieren Walters - Construction Manager, Qld

Steven Pilling - Construction Manager, WA

Gerhard Van Wyk - Estimating Manager

Brendan Littlechild - Director, Revolution Australia

Liam Wilson - CEO, Yurra

RAP WORKING GROUPS (RWGs)

The RWGs will support and take ownership of their respective areas in order to drive organisational change and better outcomes for and with the Aboriginal and Torres Strait Islander communities we work with. The three working groups have an individual focus area: Culture, Community and Commercial. The 3 C's model - inspired by Yurra (one of Georgiou's Aboriginal and Torres Strait Islander partners) is about sustainable, long-term economic and development opportunities for Aboriginal and Torres Strait Islander peoples, which are essential to achieving improved communities and services. It is hoped throughout the lifespan of this RAP, there will be Aboriginal and Torres Strait Islander representation on each of these RWGs.

CULTURE

Communications Manager (Lead)

Senior Community Relations Advisor

Proposals Writer

Environmental Manager

Project Manager

Communications Coordinator

Recruitment Advisor

COMMUNITY

Learning and Indigenous Engagement Manager (Lead)

HR Manager

Community Relations Advisor

Project Manager

Communications Coordinator

Environmental Manager

COMMERCIAL

Business Development Manager (Lead)

Commercial Manager

Project Controls Manager

Environment and Sustainability Advisor

Project Manager

Senior Community Relations Advisor



The journey of reconciliation for Georgiou requires a collective effort from all areas of the business. To provide a structure to support collaboration across the business, we have introduced three RAP working groups (RWG) as a part of this Innovate RAP. I'm confident this approach combined with the dedication of our committed RAP Committee and working groups plus external First Nations representation will see this Reconciliation Action Plan our most successful to date.
- Rob Monaci, CEO.



Case study 1:

Sydney Metro FAW Project, NSW

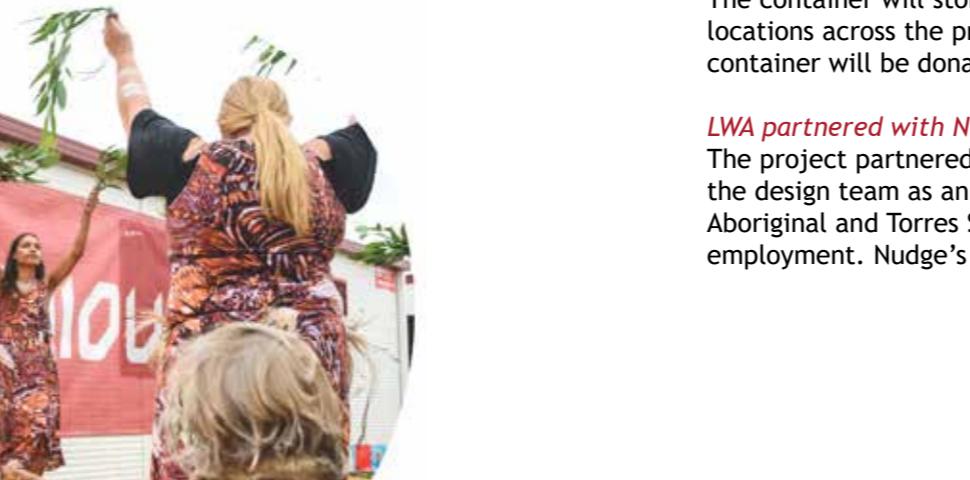
The Sydney Metro FAW Project involved the design, procurement and construction of the finishing and ancillary works package required to activate the new Sydney Metro Northwest rail network. The scope of works included road and building construction, pedestrian and cycling bridges, utilities relocations, demolition and landscaping.

As the first mid-tier company to be engaged by Sydney Metro, Georgiou had a fantastic opportunity to develop partnerships with small to medium Aboriginal businesses and engaging under-represented groups in the workforce.

One key partnership with Indigeco provided the project team specialised services in project management and the development of the Workforce Development & Industry Participation Plan (WD&IP). The WD&IP Plan was to serve as a reference document to provide guidance on the management processes to support the target deliverables committed to Sydney Metro and in accordance to Georgiou's RAP.

Together as a collaborative partnership, the FAW Project Team were able to achieve the following successes:

- Employ 34 Aboriginal people during the project [Professional Services and Construction Trades]
- Cultural Awareness Training and Welcome to Country appreciation of the entire project team
- Engage 11 Apprentices or trainees during the project
- Employ 52% of the workforce from the local area of Greater Western Sydney
- Engage more than 121 ANZ Small and Medium Enterprises (SMEs) during the life of the project [7% were recognised Aboriginal and Torres Strait Islander businesses]
- Establish the 'Koori West United Pre-Employment Program'
- Well-exceeded the project Aboriginal Participation in Construction Policy (APiC) target and achieved a spend of more than \$2 million in supporting employment opportunities for Aboriginal and Torres Strait Islander peoples and supporting sustainable growth for Aboriginal-owned businesses.



The Sydney Metro Pre-Employment Program was a collaborative model providing accredited entry level technical skills and employability training for the long-term unemployed and other under-represented groups in the workforce. Designed to prepare job ready candidates for entry-level positions, the program saw eight long-term unemployed Aboriginal and Torres Strait Islander students complete four weeks of study covering a range of civil accredited competencies.

Some 23 candidates pre-qualified for the course, gaining valued experience, mentoring and competencies allowing them to enter the workforce as qualified construction workers.

The program enabled students to mix theoretical learning with hands-on workshops and small projects involving power tools, measuring, cutting and assembling small designs. At completion, the students completed competencies across WHS/Safety and risk control, gained tickets to operate plant/equipment and power tools and obtained their white cards.

Now complete, five graduates completed 20 weeks of full-time employment on the Sydney Metro project, building their confidence and job-readiness for future career opportunities. Another three were able to find full time employment outside the project.

Case study 2:

Leach Welshpool Alliance, WA

The Leach Welshpool Alliance (LWA) is committed to achieving genuine, authentic Aboriginal and Torres Strait Islander engagement. The Alliance engaged ARRA Group as Business Lead to help support the project's engagement and onboarding of Aboriginal subcontractors. ARRA Group is a majority owned Aboriginal business based in Perth providing both professional and blue-collar jobs to construction, oil and gas and mining clients. The partnership is two-fold for the Alliance - fostering local talent and attracting Aboriginal men and women into apprentice roles. For ARRA Group, working on the Alliance is a great opportunity to embed themselves in the Leach Welshpool project, providing expanded capability to hire, train and retain good talent in construction, helping to close the gap.

Celebrating Noongar history

The project commissioned local Noongar artist Justin Martin to design and paint a sea container in conjunction with Queens Park Primary School students. The concept behind Justin's design was the 'Six Seasons' of the Noongar nation which coincided with the Queens Park Primary School curriculum. Georgiou felt this would be a good opportunity to expand on the teaching with a local Aboriginal artist to promote his Aboriginal culture. Throughout the painting process, the students had the opportunity to learn about the significance of the Six Seasons and Aboriginal culture. The school of 218 students had the opportunity to experience the cultural teaching from Justin and painted dots and hand prints on the sea container.

The container will store construction equipment and be placed on prominent locations across the project. Once the project has been completed, the sea container will be donated back to the school.

LWA partnered with Nudge

The project partnered with Nudge to source a candidate for a position within the design team as an Engineering Support Trainee. Nudge is a charity supporting Aboriginal and Torres Strait Islander peoples gaining meaningful and long-term employment. Nudge's structure in sourcing and retaining candidates has proven to

be successful over the years hence why LWA believe this will be a successful partnership.

The position attracted a high interest rate from the community, this sparked the opportunity to create more employment opportunities for the Noongar community.

The LWA Alliance Director created another position as a Trainee Surveying Assistant tailored to a young individual interested in technology, maths and gaming.

Through the Nudge partnership, LWA gained two Noongar candidates working full-time on the project, which will develop into meaningful and long-term employment opportunities with Georgiou.



Respect

We want to raise awareness of, and respect for, Aboriginal and Torres Strait Islander cultures, histories and achievements, within Georgiou in order to build an appreciation of life in Australia from Aboriginal and Torres Strait Islander perspectives. In doing this, we will empower our people to confidently engage with First Nations stakeholders.



ACTION	DELIVERABLE	RESPONSIBILITY	IN CONSULTATION WITH	TIMELINE
Engage employees in continuous cultural learning opportunities to increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	Review and enhance our Aboriginal and Torres Strait Islander cultural awareness training strategy for employees by consulting with Traditional Owners and/or Aboriginal and Torres Strait Islander advisors	Learning and Indigenous Engagement Manager Chief Executive Officer HR Manager(s)	RWG - Community	Dec 2021, Dec 2022, Dec 2023
	60% of total employees to undertake face-to-face cultural learning activities			Dec 2021, Dec 2022, Dec 2023
	100% of total employees to undertake online cultural learning activities with all newly-engaged employees to complete online Aboriginal cultural awareness training within the first 100 days of employment			Jan 2022, Jan 2023
	Executive Team to undertake an 'on Country' cultural immersion			Dec 2021, Dec 2022, Dec 2023
	Measure employees' level of knowledge and understanding around Aboriginal and Torres Strait Islander cultures through our annual engagement survey			Aug 2022, Aug 2023
	Annually review all HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week			May 2022, May 2023
Celebrate NAIDOC and provide opportunities for Aboriginal and Torres Strait Islander employees to engage with culture and community during NAIDOC Week	Promote NAIDOC Week to all employees, supporting annual themes with appropriate information on Aboriginal and Torres Strait Islander cultures, and encourage employees to participate in local NAIDOC week events	Communications Manager	RWG - Culture	Jul 2022, Jul 2023
	Organise at least one NAIDOC event in each regional office, with at least 50% of projects undertaking an event on site	Communications Manager	All RWGs	
	RAP Working Group to participate in an external NAIDOC Week event	Communications Manager		

RWG = RAP Working Group

ACTION	DELIVERABLE	RESPONSIBILITY	IN CONSULTATION WITH	TIMELINE
Celebrate NAIDOC and provide opportunities for Aboriginal and Torres Strait Islander employees to engage with culture and community during NAIDOC Week (cont)	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC	HR Manager(s)	RWG - Culture	Jul 2022, Jul 2023
Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way Georgiou functions	Annually review, communicate and promote cultural protocols for the wider workforce, inclusive of Welcome to Country and Acknowledgement of Country	Communications Manager		Dec 2021, Dec 2022, Dec 2023
	Senior leaders to include an Acknowledgement of Country at the commencement of other key internal and external events	Executive General/General Managers		Jul 2022, Jul 2023
	Encourage employees to include an Acknowledgement of Country at the commencement of meetings as deemed appropriate	Communications Manager		Dec 2021, Dec 2022, Dec 2023
	Invite Traditional Owners to provide a Welcome to Country at significant Georgiou events each year, including the commencement of projects and conferences	Project Managers	RWG - Culture	Jul 2022, Jul 2023
	Maintain and disseminate across the business a list of key contacts for organising a Welcome to Country	Communications Manager		Mar 2022, Mar 2023
	Embed Acknowledgement of Country signage as standard practice on all construction projects and corporate offices	Project Managers		Dec 2021, Dec 2022, Dec 2023
	Include an Acknowledgement of Country into our PowerPoint presentations and email signature	Communications Manager		Sep 2022, Sep 2023

Relationships

We want to partner with and learn from Aboriginal and Torres Strait Islander communities and stakeholders who have knowledge and experience, fostering strong leadership for reconciliation. This in turn will increase our team's understanding of the importance of reconciliation and forge strong, mutually-beneficial relationships.



ACTION	DELIVERABLE	RESPONSIBILITY	IN CONSULTATION WITH	TIMELINE
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Georgiou to foster working relationships with Traditional Owners, businesses, and their people throughout project lifecycle	Project/Construction Managers	RWG - Community	Dec 2021, Dec 2022, Dec 2023
	Continue to engage with local Traditional Owners across all our projects, with constant review against the cultural protocols document	Project/Construction Managers	RWG - Community	Sep 2022, Sep 2023
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Business Development Manager(s)	RWG - Commercial	Mar 2022, Mar 2023
Celebrate National Reconciliation Week (NRW) by building and maintaining relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Develop an annual NRW celebration campaign to promote across our operations	Communications Manager	RWG - Culture	May 2022, May 2023
	Organise at least three internal events for NRW each year, with at least 50% of projects undertaking an event on site			
	RAP Committee and RWG members to participate in at least one external events to recognise and celebrate NRW			
	Encourage all staff and senior leaders to participate in external events to recognise and celebrate NRW			
	Register all NRW events on Reconciliation Australia's website			
Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	HR Manager(s)	RWG - Culture	Aug 2022, Aug 2023
	Communicate Georgiou's anti-discrimination policy	EGM Shared Services		Dec 2021, Oct 2022, Oct 2023
	Engage with Aboriginal and Torres Strait Islander employees and/or advisors to consult on our anti-discrimination policy	Learning and Indigenous Engagement Manager		Jan, May, Oct 2022 Jan, May, Oct 2023
	Continue to educate senior leaders on the effects of racism	HR Manager(s)		June 2022, June 2023

RWG = RAP Working Group



Opportunities

We want to focus on providing opportunities in areas where we can make the greatest impact such as focusing on our direct hire opportunities to employ, train and develop Aboriginal and Torres Strait Islander people within our workforce. This also extends to two-way mentoring where we can learn to be more inclusive and diverse and our mentee companies can grow and prosper within the industry.



ACTION	DELIVERABLE	RESPONSIBILITY	IN CONSULTATION WITH	TIMELINE
Build opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within Georgiou	<p>Develop and implement a plan which increases our Aboriginal and Torres Strait Islander managed workforce while meeting the requirements of our clients. This includes employees, subcontractors, partners and suppliers</p> <p>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform employment and professional development opportunities</p> <p>Advertise job opportunities to effectively reach Aboriginal and Torres Strait Islander people</p> <p>Develop and implement an Aboriginal and Torres Strait Islander Award to acknowledge and promote proactive strategies in the workforce to support the development and promotion of Aboriginal and Torres Strait Islander candidates nationally</p> <p>Annually review recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in the our workforce</p> <p>Develop, implement and promote a Corporate Employment Strategy and Partnership to identify Aboriginal and Torres Strait Islander candidates for professional roles with sustainable employment outcomes</p> <p>As part of the annual pay parity review, ensure there is parity representation of Aboriginal and Torres Strait Islander peoples across the business</p>	<p>HR Manager(s)</p> <p>Communications Manager</p> <p>HR Manager(s)</p>	RWG - Community RWG - Culture RWG - Community	<p>Jun 2022, Jun 2023</p> <p>Dec 2021, Dec 2022, Dec 2023</p> <p>Jan 2022, Jan 2023</p> <p>Jul 2022, Jul 2023</p> <p>Aug 2022, Aug 2023</p> <p>Mar 2022, Mar 2023</p> <p>Apr 2022, Apr 2023</p>
Build opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Provide opportunities to local Aboriginal and Torres Strait Islander businesses through discrete packages of work or potential joint ventures through large-scale capital projects	Construction/Project Managers	RWG - Commercial	Oct 2022, Oct 2023
<i>RWG = RAP Working Group</i>				

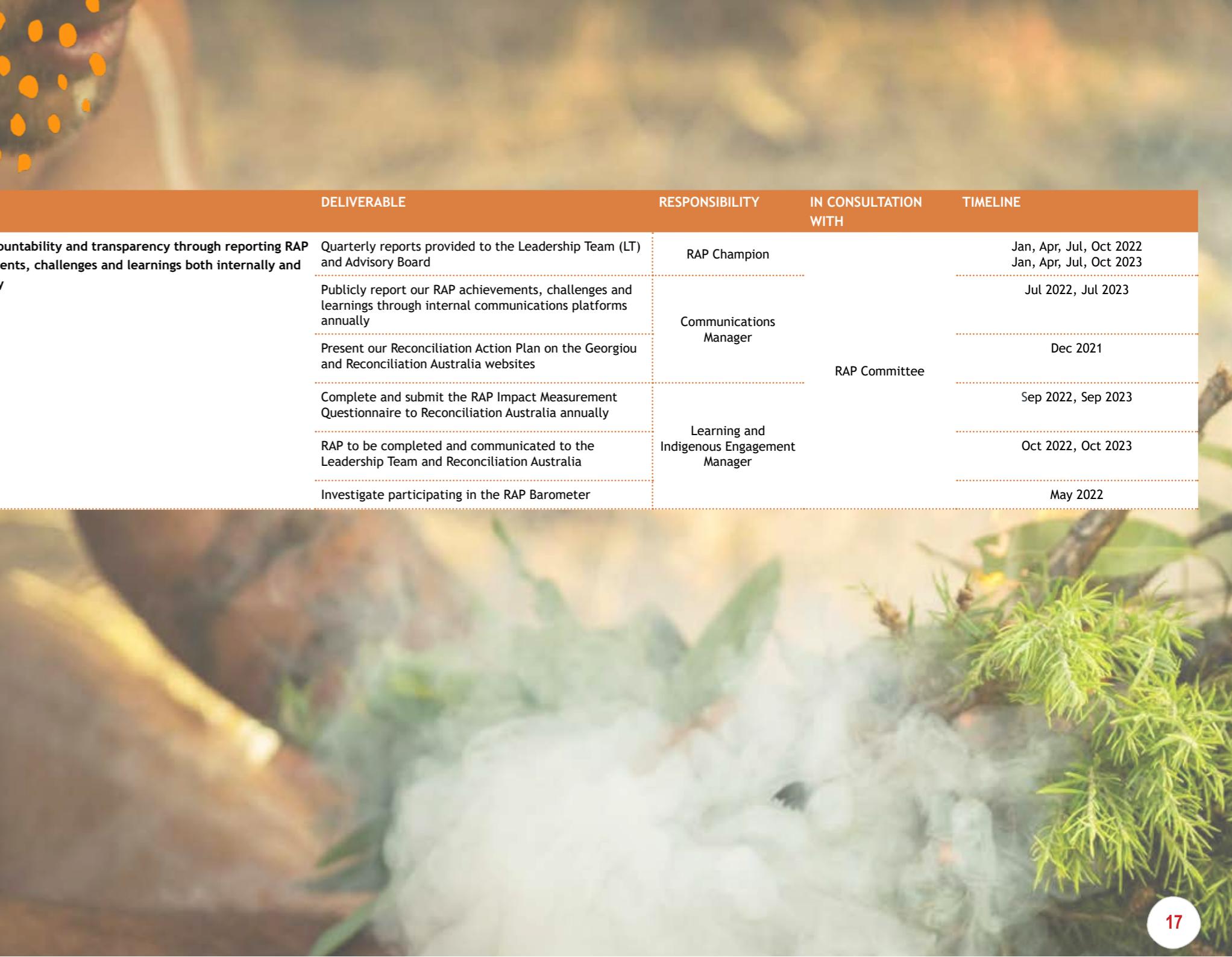
ACTION	DELIVERABLE	RESPONSIBILITY	IN CONSULTATION WITH	TIMELINE
	Build opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation (cont)	Develop and implement a company-wide Aboriginal and Torres Strait Islander procurement strategy and review regularly	Chief Financial Officer	Jan 2022, Jan 2023
	Develop and implement a Vendor Rating process and robust reporting around Aboriginal and Torres Strait Islander individual project procurement spend and employment numbers	Chief Risk Officer		Feb 2022, Feb 2023
	Develop and communicate to employees a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services	Learning and Indigenous Engagement Manager		Dec 2021, Dec 2022, Dec 2023
	Annually review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses	Chief Financial Officer	RWG - Commercial	Nov 2022, Nov 2023
	Maintain or increase our spend Aboriginal and Torres Strait Islander suppliers by 10% per year or award a minimum of 20 Aboriginal and Torres Strait Islander businesses to be contracted annually	Chief Executive Officer		Dec 2021, Dec 2022, Dec 2023
	Review and update current contract templates to ensure active engagement with Aboriginal and Torres Strait Islander-owned businesses ie. Terms of payment	Chief Financial Officer		Jan 2022, Jan 2023
	Maintain Group-wide membership with Supply Nation and Noongar Chamber of Commerce	Communications Manager	RWG - Culture	Feb 2022, Feb 2023
	Educate relevant procurement team members about supplier diversity and our membership of Supply Nation	Communications Manager	RWG - Culture	Nov 2022, Nov 2023
	Recognise and celebrate the value of Aboriginal and Torres Strait Islander cultural heritage by providing sponsorship opportunities in education and cultural events to provide for growth in capacity and capability	Construction/Project Managers	RAP - Community	Oct 2022, Oct 2023
	Develop and implement community artwork between Georgiou, local Aboriginal and Torres Strait Islander artists and project community schools on all major strategic projects nationally that acknowledges the Traditional Owners and the storylines and supports the vision for reconciliation and diversity	Construction/Project Managers	RAP - Community	
	Collaborate with organisations aligned with Georgiou's vision and values to develop and promote agreed reconciliation outcomes	Learning and Indigenous Engagement Manager	RAP Committee	Aug 2022, Aug 2023
	Consult with selected Aboriginal and Torres Strait Islander businesses to discuss guiding principles of business-to-business mentoring program	Engagement Coordinator(s)	RWG - Commercial	Oct 2022, Oct 2023
	Georgiou to nominate at least one appropriate qualified team member to participate in a 12 month pilot business-to-business mentoring program, supporting Aboriginal and Torres Strait Islanders businesses through the provision of a skilled volunteer, donating a minimum of 30 hours of service per year	Learning and Indigenous Engagement Manager	RWG - Commercial	

Governance



ACTION	DELIVERABLE	RESPONSIBILITY	IN CONSULTATION WITH	TIMELINE
Maintain RAP Committee and RAP Working Groups (RWG) to actively monitor RAP development and implementation of actions, tracking, progress and reporting	RAP Committee will meet quarterly to oversee the development and endorsement of our RAP RWG meetings will be held every two months to oversee the implementation of our RAP Ensure each RWG has representation from all internal businesses to assist in driving deliverables CEO to attend RAP Committee meetings annually with the RAP to sit as a standing agenda item each month Maintain appropriate Aboriginal and Torres Strait Islander representation on the RAP Committee	RAP Champion RAP Working Group Leads RAP Working Group Leads Chief Executive Officer Learning and Indigenous Engagement Manager	RAP Committee RAP Working Groups RAP Committee RAP Committee RAP Committee	Jan, Apr, Jul, Oct 2022 Jan, Apr, Jul, Oct 2023 Dec 2021 Feb, Apr, Jun, Aug, Oct, Dec 2022 Feb, Apr, Jun, Aug, Oct, Dec 2023 Jan, Apr, Jul, Oct 2022 Jan, Apr, Jul, Oct 2023 Jul 2022, Jul 2023 Jan 2022, Jan 2023 Dec 2022, Dec 2023 Dec 2022, Dec 2023 Feb 2022, Feb 2023 Jan 2022, Jan 2023 Jun 2023 Aug 2023
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation Continue to engage our senior leaders and other staff in the delivery of RAP commitments Develop and implement systems and capability to track, measure and report on RAP activities and capture case studies on best practice Maintain an internal RAP Champion(s) from senior executive	RAP Working Group Leads Chief Executive Officer Learning and Indigenous Engagement Manager	RAP Committee	Dec 2022, Dec 2023 Dec 2022, Dec 2023 Feb 2022, Feb 2023 Jan 2022, Jan 2023 Jun 2023 Aug 2023
Continue on our reconciliation journey by developing our next RAP and committing to actively promoting the plan and its intended outcomes	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements Submit draft to Reconciliation Australia for formal endorsement	Learning and Indigenous Engagement Manager		

RWG = RAP Working Group





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Acknowledgement
*We'd like to pay respects to the Traditional Owners on the land
on which we operate and pay our respects to their Elders - past,
present and emerging.*

Georgiou ↑

Georgiou Group
Innovate Reconciliation Action Plan 2021 to 2023
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