

# **REFLECT** RECONCILIATION ACTION PLAN

June 2022 - June 2023



**TUTT BRYANT GROUP LIMITED**  
*A Member of Tat Hong Holdings Ltd*



Photo courtesy of Garlbagu Tutt Bryant Joint Venture - Driving social change through business



## **ACKNOWLEDGEMENT OF COUNTRY**

Tutt Bryant Group acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities.

We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders past, present and emerging.

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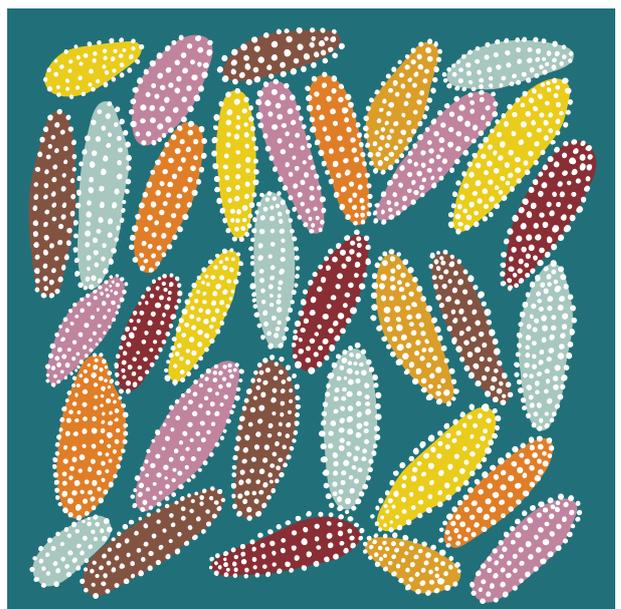
# RAP

## ARTIST AND ARTWORK

**Alice Guinness – Yindjibarndi Elder**, Alice Guinness has been painting for many years. She began painting in 2003 at the Warawarni-gu Healing Art Centre in Roebourne when Lorraine Coppin was Chairperson. Warawarni-gu was set up to provide a place and arts activities for community members with disabilities. When Warawarni-gu closed from lack of funding, Alice joined the Ngarluma people's Roebourne Art Group in 2009. Alice is widely known for her artworks created with two key themes: Her paintings of Bajila Seeds, and her concentric rainbow coloured Burndud Dance Circles are often marked by her distinctive painted signature, Alice.

Alice is a passionate member of our Yindjibarndi Artists Development group and she paints daily at Juluwarlu Arts Centre. Over the past five years, Alice has extended her painting mediums and themes to include works in ink on paper, and paintings that celebrate her life stories.

Each of Alice's paintings of Bajila show the open Bajila pods of this colourful fruit. The Bajila, also known as the caper bush is a native Australian plant and can be found in the Pilbara. It is known as a good source of bush tucker, bush medicine and food for emus. She paints them with pleasure; pleasure in the rhythm and flow of her hand and the brush on canvas, and her deep understanding of colour. Every bajila painting has its own life, each holds Alice's deep attachment to her ngurra and the plants that give her joy as she recalls the seasons of her childhood spent on her ngurra. She describes the process of eating the fruits with her cousin Banyji Pansy saying that 'when you eat the fruit, you suck the flesh and the seeds are rolled around in your mouth and then spat out. Where the seeds fall, new plants grow'. The bright colours Alice chooses are the colours of her Pilbara tablelands. Her spirit is deeply imbued by her attachment to Yindjibarndi Law and traditions.



© Alice Guinness, Seedpods 2022  
Juluwarlu Art Group

**Photo Credit (Alice's portrait): Claire Martin**

# A WORD FROM OUR MANAGING DIRECTOR

“ *Making an effort to understand the customs, traditions and cultural practices of the Traditional Custodians of the land, sea and waterways where we live, work, and conduct our daily activities, is a good start towards bringing people together.* ”

In today's multicultural Australia, Tutt Bryant Group is a microcosm of our society with a workforce of diverse backgrounds and cultures, engaging with a wide range of stakeholders across the country. Through our multiple businesses and operations nation-wide, Tutt Bryant strives to actively participate in our local communities, and support our people and their families in deep and purposeful ways.

While we are proud of our long and rich heritage, it is understood that we are just a small part of Australia's evolving fabric and history, which originates with the oldest continuing living cultures in the world. The unique and ancient cultures of Aboriginal and Torres Strait Islander Australians, who are the First Peoples of this land must be acknowledged and celebrated.

We realise however that Aboriginal and Torres Strait Islander Australians still face significant challenges that most other ordinary Australians do not fully appreciate. Many young Aboriginal and Torres Strait Islander peoples in particular simply do not get the same opportunities that are seemingly limit-less for those of different backgrounds.

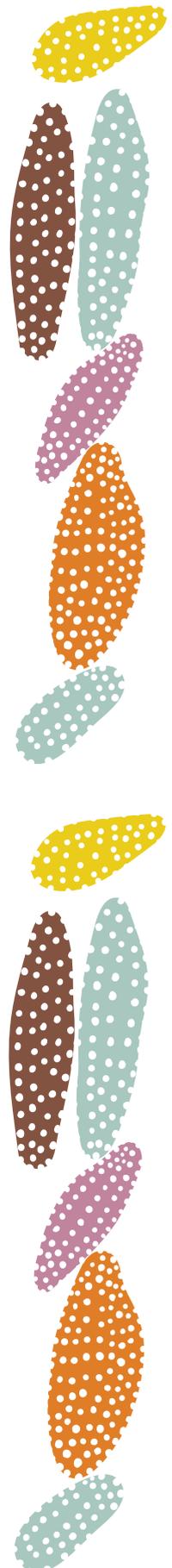
Tutt Bryant recognises that we have a role to play in the many places where we operate and the various stakeholders and communities that we connect with. It may be small, but we can contribute to the reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian population.

We are clear-eyed about our values and beliefs, where all people are expected to be treated with respect, dignity and fairness. Making an effort to understand the customs, traditions and cultural practices of the Traditional Custodians of the land, sea and waterways where we live, work, and conduct our daily activities, is a good start towards bringing people together.

Over time, Tutt Bryant aims to have more impactful engagements where we are able to contribute to long-term sustainable change and achieve genuine outcomes in those specific areas where we are best placed to effect results. These include but are not limited to providing pathways for training and employment opportunities, developing and transferring skills, capabilities and business capacity to Aboriginal and Torres Strait Islander organisations, increasing the scope for Aboriginal and Torres Strait Islander business content, and participating in social initiatives, such as Close the Gap, to promote equity between Aboriginal and Torres Strait Islander Australians and the broader Australian population.

This is Tutt Bryant's first Reconciliation Action Plan, and we have chosen the Reflect format to scope out and begin our reconciliation journey. Through the Reflect RAP, we hope to further develop our understanding in this complex area and mature in our approach to reconciliation with Aboriginal and Torres Strait Islander peoples. The deeper connections that we seek to establish with our First Australians can only enrich us respectively.

**Chen Wei Ng**  
Managing Director



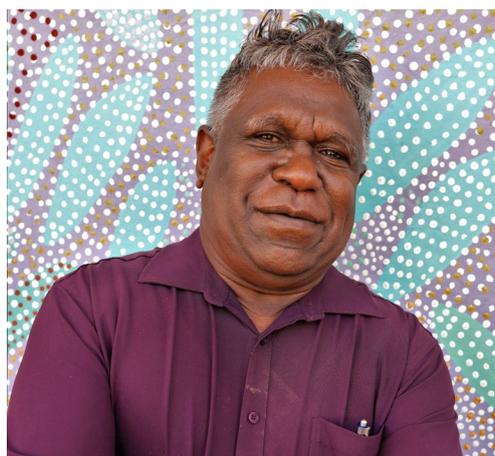
# A WORD FROM GARLBAGU TUTT BRYANT CHAIRPERSON

“ *As chairperson of Garlbagu Tutt Bryant, I am proud that the joint venture provides good opportunities for our youth in training and employment. The joint venture’s success will also allow NYFL to continue to deliver social programs to our community.* ”

Garlbagu is the commercial arm of Ngarluma and Yindjibarndi Foundation Ltd (“NYFL”), and we have a close relationship with Tutt Bryant not just through the Garlbagu Tutt Bryant joint venture but also from Tutt Bryant’s involvement in many of our social programs designed to benefit the Ngarluma and Yindjibarndi people.

As chairperson of Garlbagu Tutt Bryant, I am proud that the joint venture provides good opportunities for our youth in training and employment. The joint venture’s success will also allow NYFL to continue to deliver social programs to our community.

The connections we share are strong both personally and between our organisations. I was very happy to learn that my eldest sister, Alice Guinness, had been asked to provide the artwork for Tutt Bryant’s first Reconciliation Action Plan. This is wonderful for my family and my community.



Photos courtesy of the Juluwarlu Aboriginal Corporation

## Kevin Guinness

Yindjibarndi Elder, Board Member NYFL /  
Garlbagu, Chairperson Garlbagu Tutt Bryant



# A WORD FROM RECONCILIATION AUSTRALIA CEO

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

Tutt Bryant Group joins a network of more than 1,100 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 Tutt Bryant 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 Tutt Bryant Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Photo courtesy of Reconciliation Australia

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# OUR BUSINESS

Our origins can be traced back to 1938, with the Tutt Bryant name long associated with quality, excellence and professionalism in the construction and heavy equipment industry. Since our humble beginnings as a manufacturer and supplier of earthmoving and construction equipment, Tutt Bryant has grown to be a diverse construction equipment sales and industrial hire service provider in Australia that conducts operations nationally in **three principal areas**:

- **Tutt Bryant Equipment** - Equipment Sales & After-Sales Support
- **Tutt Bryant Hire** - General Equipment Hire, and
- **Tutt Bryant Heavy Lift & Shift** - Cranes, Heavy Lifting & Specialised Transport

We employ approximately 520 people across 30 locations within Australia, including approximately 10 Aboriginal and/or Torres Strait Islander employees across a variety of roles. As part of Tutt Bryant's lineage and ethos, our people and honest dealings underpin how the group conducts our business, enabling continued growth and development of all stakeholders.

Our philosophy is expressed clearly in the **Tutt Bryant Way**, which is embraced by all our employees. The Tutt Bryant Way encapsulates the Vision, Mission and Values of Tutt Bryant Group. There are five values that are central to our culture and beliefs, upon which all activities associated with the Group are underpinned. They are: Teamwork, Family, Integrity, Versatility and Enterprising.

**THE TUTT BRYANT WAY**

**OUR VISION**  
**HOOKING UP TO SUCCESS**

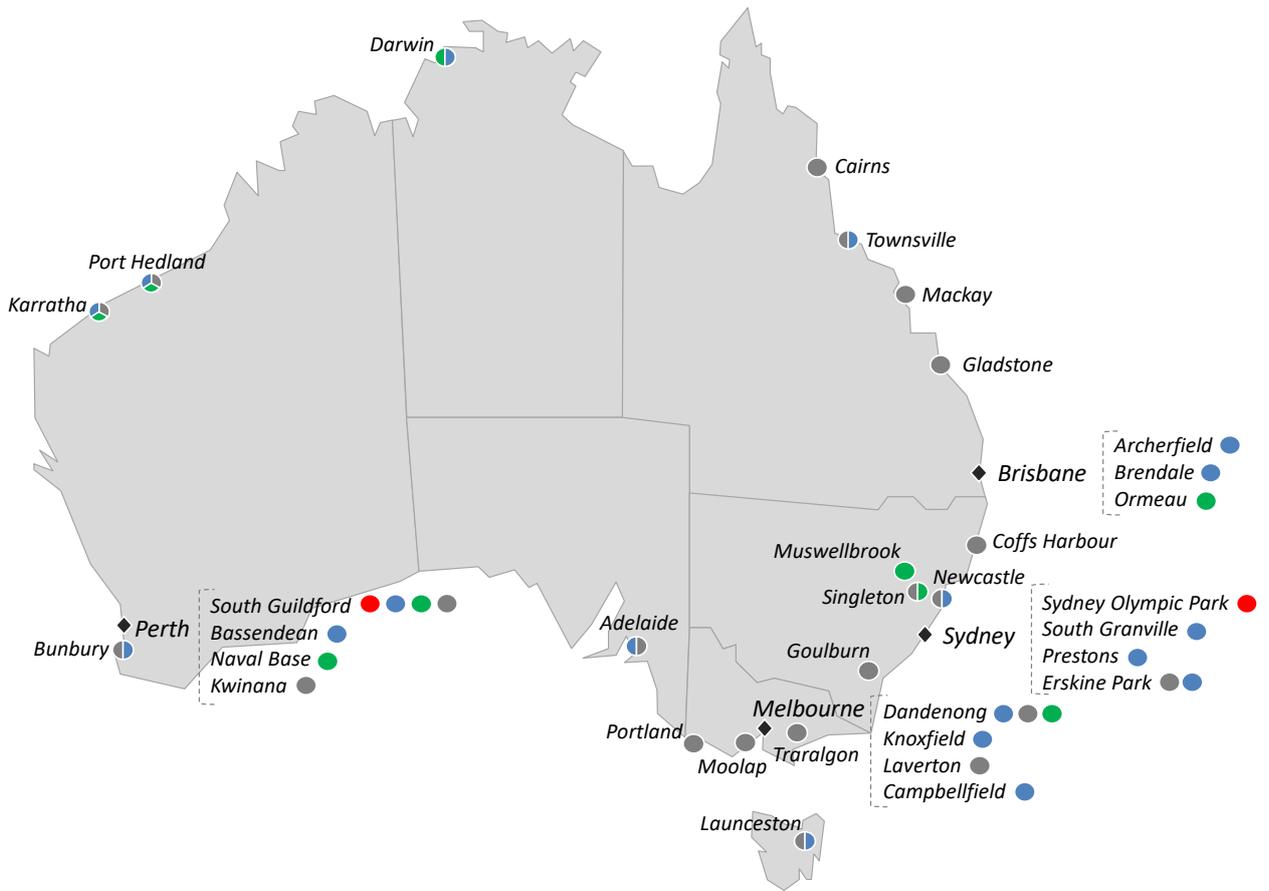
**OUR MISSION**  
**TO UPLIFT**

**OUR CUSTOMERS** with quality equipment, service and support.  
**OUR PEOPLE** in a safe, positive and family oriented environment.  
**OUR STAKEHOLDERS** by ensuring long-term sustainability and growth.

**OUR VALUES**

- TEAMWORK**  
We work as a team under the one hook.
- FAMILY**  
We care for our people, customers, communities, safety and the environment.
- INTEGRITY**  
We are fair, respectful, and accountable in our conduct.
- VERSATILITY**  
We are resourceful and adaptable to changing needs and situations.
- ENTERPRISING**  
We take initiative and challenge conventional thinking.

# OUR LOCATIONS



● Tutt Bryant **Group**    ● Tutt Bryant **Equipment** | 600 Cranes Australasia    ● Tutt Bryant **Heavy Lift & Shift**    ● Tutt Bryant **Hire**



Photos courtesy of Tutt Bryant Group, showing examples of Tutt Bryant operational activities

# OUR RAP

At Tutt Bryant we understand that our social responsibility transcends dollars and cents, and that the Group's long-term sustainability can only be assured by upholding our core values and by running our business responsibly and ethically. We are committed to implement our RAP to support Aboriginal and Torres Strait Islander peoples in the local communities in which we operate. To accomplish this, we aim to expand our community engagement by utilising local suppliers and (sub)contractors, attract and train more Aboriginal and Torres Strait Islander peoples in our workforce, as well as providing cultural awareness training for all Tutt Bryant employees.

Our aim is for the RAP to provide a structured approach for us to strengthen the reconciliation message to our staff and customers, and utilise a hands-on strategy with a focus on providing training and practical experience for Aboriginal and Torres Strait Islander peoples in and around areas of Tutt Bryant operations.

Tutt Bryant's Executive Manager - Corporate, in close consultation with the Managing Director, will champion the initiatives outlined in this Reflect Reconciliation Action Plan and will represent the RAP Working Group (RWG) in communications with the company's executive team. Our RWG comprises representation from each operating division of Tutt Bryant, including our executive leadership and a mix of employee representatives spread across our Australian locations to establish a national footprint for our RAP.

# OUR JOURNEY

Our journey started with the creation of our RAP Working Group in May 2021, consisting of the following Tutt Bryant employees selected from across all divisions and branch locations nationally:

- **Business Development Manager**, Tutt Bryant Heavy Lift & Shift, Western Australia
- **Hire Controller**, Tutt Bryant Hire, South Australia
- **Branch Manager**, Tutt Bryant Hire, Far North Queensland
- **National Customer Relations Officer**, Tutt Bryant Equipment, Victoria
- **Executive Manager – Corporate**, Tutt Bryant Group, New South Wales
- **Administration Officer**, Tutt Bryant Group, New South Wales
- **Senior Contracts and Commercial Advisor**, Tutt Bryant Group, Western Australia

Of the Group's RAP Working Group members, two people identify as First Nations people. Since the initial RWG meeting in June 2021, the RWG members have worked hard towards preparing for and drafting Tutt Bryant's first Reconciliation Action Plan. The composition of the RWG was important to Tutt Bryant to ensure representation from all levels within the Group rather than at a Head Office or Corporate level - this was achieved by an 'Expression of Interest' process to all employees nationally.

Shortly after the establishment of the RWG, Tutt Bryant proudly formed its first Indigenous Joint Venture, Garlbagu Tutt Bryant Pty Ltd, in June 2021, further cementing its reconciliation vision and mission.

One of the key action points identified during the first RWG meetings was to increase cultural awareness within our workforce. As such, we will endeavour to have most (if not all) of our employees complete an online cultural awareness training course in 2022. In addition, we are planning to provide more in-depth training for employees when and where the need arises. It is also noted that all of the Tutt Bryant Executive Team, Senior Management, and the members of the RWG will complete more formal cultural awareness training.

# OUR PARTNERSHIPS/ CURRENT ACTIVITIES



## Garlbagu Tutt Bryant JV

Established in June 2021 and operating from the heart of traditional Ngarluma and Yindjibarndi lands in Karratha and Roebourne, the Garlbagu Tutt Bryant Joint Venture aims to support customers and projects with general equipment and plant hire services. Through these business and social activities, the Joint Venture's purpose is to create genuine outcomes for Traditional Owners and long-term sustainable change under the motto **"driving social change through business"**.

Deploying quality well-maintained plant and equipment for hire that is backed by locally based customer service and technical support, the Joint Venture is committed to being the supplier of choice in the Pilbara region.

In addition to plant and equipment hire, the Joint Venture also offers equipment servicing and transportation services, while aiming to provide training pathways and employment opportunities to First Nations people in the local community.

Key Joint Venture objectives are to:

- Enable the Joint Venture parties to generate income through commercial activities that provide an economic return.
- Develop the First Nations business party's skills, capabilities, and business capacity from participating in Joint Venture business activities.
- Expand and exchange between the Joint Venture parties' business and non-business contacts to enhance business development, social initiatives, and other combined scopes.
- Increase First Nations business content by actively seeking Aboriginal and Torres Strait Islander-owned suppliers, subcontractors, and vendors to the Joint Venture, and facilitate business referral opportunities arising from Joint Venture activities.
- Provide pathways for training and employment opportunities for Aboriginal and Torres Strait Islander peoples in the construction equipment, hire, cranes, and heavy lifting industries.
- Provide additional practical and tangible skills for young Aboriginal and Torres Strait Islander peoples in areas that are not necessarily related to the Joint Venture business activities, for example, lifestyle choices, personal health and hygiene, timekeeping, goal setting, etc.



Photos courtesy of Garlbagu Tutt Bryant Joint Venture - Driving social change through business



## Major Sponsor of the Cossack Dragon Boat Festival

In October 2021, the Garlbagu Tutt Bryant Joint Venture was a major sponsor of the inaugural Cossack Dragon Boat Festival. The event was held over two days featuring culturally specific ceremonies from both the Traditional Owners of the land and those that shared these lands during the gold and pearling industry boom times in the 19th century.

It was a family orientated event with people coming from far and wide to visit the historic town of Bajinhurba (Cossack), which is located in traditional Ngarluma country at the mouth of the Ngurin (Harding) River in North-western WA. With a rich but tumultuous history, it is not widely known that Bajinhurba (Cossack) was truly one of the first multi-cultural places in Australia. A highly unique event that celebrates the coming together of cultures and heritage of this significant area, the Cossack Dragon Boat Festival is set to be held every year with the Garlbagu Tutt Bryant Joint Venture continuing its commercial and logistical support.



Photos courtesy of City of Karratha

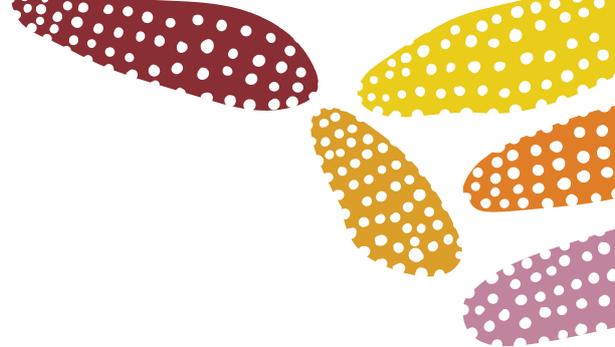


## Roebourne Senior High School Visit

Garlbagu Tutt Bryant hosted a visit at its Karratha facility for the students of Roebourne Senior High School providing the students with an insight to the diversity of Tutt Bryant Group and its business activities. The students were taken on a tour of the facility and provided with an oversight of what is involved in the operation of a diverse industrial services business. This visit also served as a pre-cursor to the prospective employment opportunities available through Tutt Bryant Group and its recently established Tutt Bryant Academy.



clontarf  
foundation



## Clontarf Foundation

Tutt Bryant has recently formed a partnership with the Clontarf Foundation on a national basis to extend its reach into the communities in which it operates whilst also adding value by way of support and involvement. Our commitment to the Clontarf Foundation is not only by way of financial support to enable the foundation's ongoing commitment to education, discipline, self-esteem, life skills and improving / providing employment prospects of young Aboriginal and Torres Strait Islander men, but also engaging with the foundation's operations across Australia through Tutt Bryant's geographical spread of operational locations.

Tutt Bryant's physical involvement with the Clontarf Foundation will be by way of providing staff engagement with the foundation by attending local academy activities including breakfasts, training programs, award events and Clontarf sporting events. This is also opening the door for Tutt Bryant employees to participate in other activities such as camps and excursions.

Our partnership with the Clontarf Foundation is seen as a true collaborative partnership providing support to young Aboriginal and Torres Strait Islander boys and men through their journey to adulthood whilst also providing Tutt Bryant employees the opportunity to participate in the numerous activities facilitated by the foundation in their local communities and enhancing their understanding of the culture and unique challenges faced by the young boys and men involved in the academy. It is also to be noted that Tutt Bryant has been involved with the Clontarf Foundation in Far Northern Australia previously by providing training and apprentice opportunities prior to the formalisation of this partnership. This involvement of providing employment, training and apprenticeship opportunities will continue on a wider scale throughout Tutt Bryant's network nationally.



## Major Sponsor Kustomz Touch Football

Tutt Bryant has taken on the major sponsorship of the Kustomz Touch Football Club from 2021, this being the first major sponsorship of the Club since its commencement. Kustomz was started by Sarah Hankin (a Torres Strait Islander woman) back in 2017 as a way of bringing young (12+) and middle aged Aboriginal and Torres Strait Islander peoples together in a community sport that develops fitness, discipline, healthy eating and respect. Sarah started with one team that has now expanded to four covering multiple divisions including Men's, Women's, Mixed and Juniors. It is not unusual to see all of the Kustomz teams featured on the leader board.



Photos courtesy of the Kustomz Touch Football Club

## Maluilgal (Bluewater) Dance Group

Tutt Bryant Reconciliation Working Group member from Far North Queensland has been personally involved in the Maluilgal (Bluewater) Dance Group (Mabuiag/Badu Lag, Torres Strait) for many years. He has recently spoken at one of the Dance Groups recent meetings expressing Tutt Bryant's interest in being involved in the upcoming NAIDOC week celebrations and reflection in July and also CIAF (Cairns Indigenous Art Fair) in November, the discussion will continue as to how Tutt Bryant can assist and participate in these events.

## Cultural Awareness Training Senior Management

As part of Tutt Bryant's commitment to reconciliation it is deemed as an imperative that all executive and senior management within the Group as well as the members of the RAP Working Group attend formal Cultural Awareness Training to ensure their full understanding of the Aboriginal and Torres Strait Islander peoples' cultures, beliefs, and common practices.

In unison with the formal Cultural Awareness Training, a group-wide training program will be developed for all staff to complete, where it is envisaged that the program will be developed in consultation with Tutt Bryant's partners on its reconciliation journey and delivered through its inhouse Learning Management System.



**Photo courtesy of Chen Wei Ng (Managing Director) showing both of his children exploring Hearson's Cove in Murujuga (Burrup Peninsula) with Ngarluma man, Clinton Walker.**



Photo courtesy of Big hART;  
[www.bighart.org](http://www.bighart.org) - Australia's leading arts  
 and social change organisation



Photos courtesy of Garlbagu Tutt Bryant Joint Venture - Driving social change through business



Photos courtesy of the Maluilgal (Bluewater)  
 Dance Group (Mabuig/Badu Lag, Torres Strait)



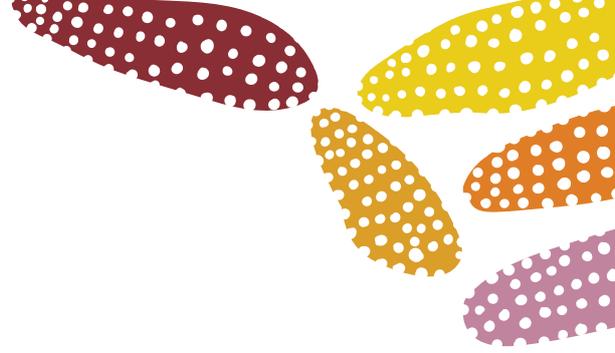
# RELATIONSHIPS, RESPECT, OPPORTUNITIES, GOVERNANCE



## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	June 2022	<b>Lead:</b> Executive Manager, Operations <b>Support:</b> State and Regional Managers
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	June 2022	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Executive Manager, Operations</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to engage with the Clontarf Foundation to understand how Tutt Bryant can support their aspirations.</li> </ul>	June 2023	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Executive Manager, Operations</li> <li>Executive Manager, Corporate</li> </ul>
	<ul style="list-style-type: none"> <li>Progress and expand our relationship with the Maluilgal (Bluewater) Dance Group.</li> </ul>	June 2023	<ul style="list-style-type: none"> <li>TBH Branch Manager, Far North Queensland</li> <li>Executive Manager, Operations</li> </ul>
<b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2023	Managing Director
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2023	<b>Lead:</b> TBH Branch Manager, Far North Queensland <b>Support:</b> RWG
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June, 2023	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Executive Manager, Corporate</li> </ul>





Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence</b>	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	June 2022	Managing Director
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	July 2022	<ul style="list-style-type: none"> <li>Executive Manager, Operations</li> <li>Executive Manager, Corporate</li> </ul>
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	July 2022	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Executive Manager, Corporate</li> <li>Executive Manager, Operations</li> </ul>
	<ul style="list-style-type: none"> <li>Remain an Ongoing sponsor of the Kustomz Touch Football team.</li> </ul>	June 2023	<ul style="list-style-type: none"> <li>TBH Branch Manager, Far North Queensland</li> <li>Executive Manager, Operations</li> </ul>
	<ul style="list-style-type: none"> <li>Remain an Ongoing sponsor the Cossack Dragon Boat Festival.</li> </ul>	June 2023	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Executive Manager, Operations</li> </ul>
<b>4. Promote positive race relations through anti-discrimination strategies</b>	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	October 2022	Executive Manager, Corporate
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	October 2022	Executive Manager, Corporate





## RESPECT

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Investigate and develop a formal cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	December 2022	Executive Manager, Corporate
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	December 2022	Executive Manager, Corporate
	<ul style="list-style-type: none"> <li>All Executive and Senior Management to participate in formal Cultural Awareness Training whilst also developing in consultation with Aboriginal and Torres Strait Islander partners internal training programs on Cultural Awareness for all employees.</li> </ul>	January 2023	<ul style="list-style-type: none"> <li>Executive Manager, Corporate</li> <li>Executive Manager, Operations</li> </ul>
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	January 2023	<b>Lead:</b> Executive Manager, Operations <b>Support:</b> Branch and State Managers
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	February 2023	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Executive Manager, Corporate</li> </ul>
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating and supporting NAIDOC Week and other significant events.</b>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	June 2022	Managing Director
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June 2022	Executive Manager, Corporate
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2022	<b>Lead:</b> Executive Manager, Corporate <b>Support:</b> RWG





## OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	April 2023	Executive Manager, Corporate
	<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 2023	Executive Manager, Corporate
	<ul style="list-style-type: none"> <li>Continue to engage with the Roebourne Senior High School to find opportunities to support employment pathways.</li> </ul>	June 2023	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Executive Manager, Operations</li> </ul>
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	May 2023	Executive Manager, Operations
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	May 2023	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Executive Manager, Operations</li> </ul>





## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	June 2023	Executive Manager, Corporate
	• Draft a Terms of Reference for the RWG.	June 2022	Senior Contracts and Commercial Advisor
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2023	Executive Manager, Corporate
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June 2022	• Managing Director • Executive Manager - Corporate
	• Engage senior leaders in the delivery of RAP commitments.	June 2022	Managing Director
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2022	Executive Manager, Corporate
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to ensure that our primary and secondary contacts are up to date to ensure we are receiving important correspondence.	June 2022	Executive Manager, Corporate
	• Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August 2022	Executive Manager, Corporate
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	• Administration Officer • Senior Contracts and Commercial Advisor
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	Executive Manager - Corporate





Photos courtesy of Big hART; [www.bighart.org](http://www.bighart.org) - Australia's leading arts and social change organisation



Photo courtesy of Ngaarda Media; [www.ngaardamedia.com.au](http://www.ngaardamedia.com.au) - to unite and broadcast the voices of the Pilbara



## TUTT BRYANT GROUP LIMITED

*A Member of Tat Hong Holdings Ltd*



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