



INNOVATE

Reconciliation Action Plan

April 2024 - April 2026

TUTT BRYANT GROUP LIMITED

A Member of Tat Hong Holdings Ltd





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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Artist & Artwork

ABOUT THE ARTIST

Cooper Finn Thompson is a Wiradjuri Artist. He was born on Bidjigal Land, raised on Gadigal and Dharawal Country. Cooper learnt his art-making practices from his Mother and is inspired by his Grandfather's eclectic style. With inspiration from Central and Western Australian desert land art styles, as well as his own unique professional practice, a lot of his art contains references freshwater and saltwater.

These references represent Coopers songlines: descending from freshwater people (Wiradjuri) and being raised on saltwater Country (across the Eora Nation).

Cooper is inspired to work with bright colours and likes to use different techniques and tools to integrate dot painting into his work. He looks to use his art in a contemporary way to tell stories that represent community, connectedness, mother earth, our waterways and the skies.



ABOUT THE ARTWORK

The three circles connected in the middle of the artwork represent the three main functions of Tutt Bryant:

- Equipment Sales & Services
- Heavy Lift & Shift
- Hire

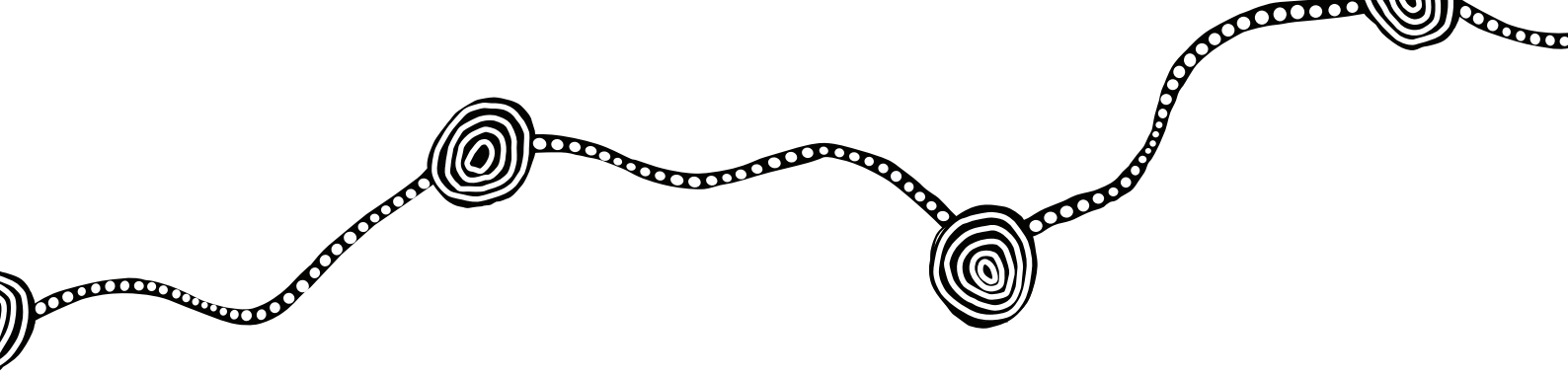
The symbols around the three-circle pathway represents all the staff and contractors who work for Tutt Bryant.

The two goannas represent Tutt Bryant customers (those who hire, and those who buy), and the yellow circles next to the goannas is the Tutt Bryant equipment the customers use.

The animal tracks represent all the wildlife across Australia that needs to be protected and cared for when construction takes place.

The waterways both through the middle of the painting and near the goannas represents all the Tradespersons, skilled and unskilled workers, apprentices working together moving from site to site and travelling across the country.

These circles are symbolic of our Aboriginal and Torres Strait Islander Tradespersons, Construction and Horticulture workers who are emerging in their fields.



COLOUR REPRESENTATION:

- **YELLOW** represents hire equipment (diggers, rollers, equipment etc.).
- **LIGHT GREENS** represent Tutt Bryant staff and their reach to community as a nationwide business.
- **DARK GREENS** represent our landscapes and mother earths foundation.
- **LIGHT BLUES** represent the waterways that run throughout and surround Australia.
- **DARK BLUES** represent our blue-collar workers.
- **PURPLE** represents Tradeswomen and the growing representation (rising up) of women in non-traditional trades such as construction, engineering and agriculture.



Message from our Managing Director

The first Reconciliation Action Plan by Tutt Bryant over the period of 2022-2023 has laid solid foundations for our group through the thoughtful engagement with our people, stakeholders and the community at large. Listening, learning and understanding – we have grown and expanded our perspective, and honed in on the actions for achieving Tutt Bryant’s vision for reconciliation.

As a national organisation operating from approximately 30 locations in most states and territories, our reach is wide, and we understand the role that we are able to play within our sphere of influence to create meaningful connections and achieve practical outcomes.

Building on the important relationships that we have developed with Aboriginal and Torres Strait Islander stakeholders and people, we will continue to advocate for a more inclusive, respectful and reconciled Australia.

Our first Innovate Reconciliation Action Plan marks a significant milestone in Tutt Bryant’s ongoing journey in this area. This is the next step up for the group to outline a structured approach where we have identified the most effective initiatives that can be implemented and delivered by Tutt Bryant.

Looking ahead across the 2024-2026 horizon, we seek to make continuous efforts and commit substantive resources to support the completion of all actions. I am confident that tangible opportunities and considerable progress will be made by the time we look back on Tutt Bryant’s first Innovate RAP.



Chen Wei Ng
Managing Director

Message from Reconciliation Australia CEO

FIRST INNOVATE RAP

Reconciliation Australia commends Tutt Bryant Group Limited on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Tutt Bryant Group Limited to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Tutt Bryant Group Limited will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Tutt Bryant Group Limited is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Tutt Bryant Group Limited's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these 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 Limited on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from NYFL-Tutt Bryant Chairperson

For Ngarda-Ngarli (Aboriginal people), relationships are very important. I cannot tell you how important. We have our Ghallara, our skin group system. It is part of our culture. And it is all about relationships. That's why our partnerships are also so important to us.

Over the last few years we have built a strong bond with Tutt Bryant. Not just business, but as people. And we are going on this journey together. Together we want to see our joint venture do well, so that we can support more of our community. Together we are finding ways for our mob to gain employment and experience. We will work together to empower our mob. It's not just about business. It's about relationships.



Kevin Guinness

NYFL-Tutt Bryant Chairperson





Adam Mannino, Training & Development Manager of Tutt Bryant, attended the Clontarf Employment Forum in Mawson Lakes SA.



Year 12 graduates from the Canobolas Academy visited the Tutt Bryant Hire branch in Portsmith QLD.



Tutt Bryant took part in the Clontarf Employment Forum in Bunbury WA.

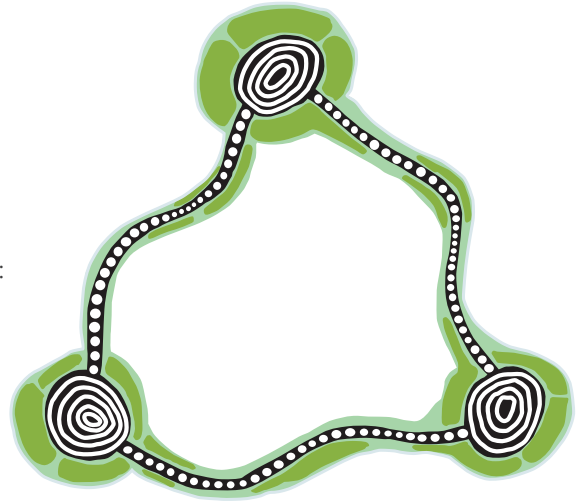


Chen Wei Ng, Managing Director of Tutt Bryant Group, attended the Clontarf East Kimberley Experience.

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 550 people across 30 locations within Australia, including approximately 16 identify as Aboriginal and 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 of 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.

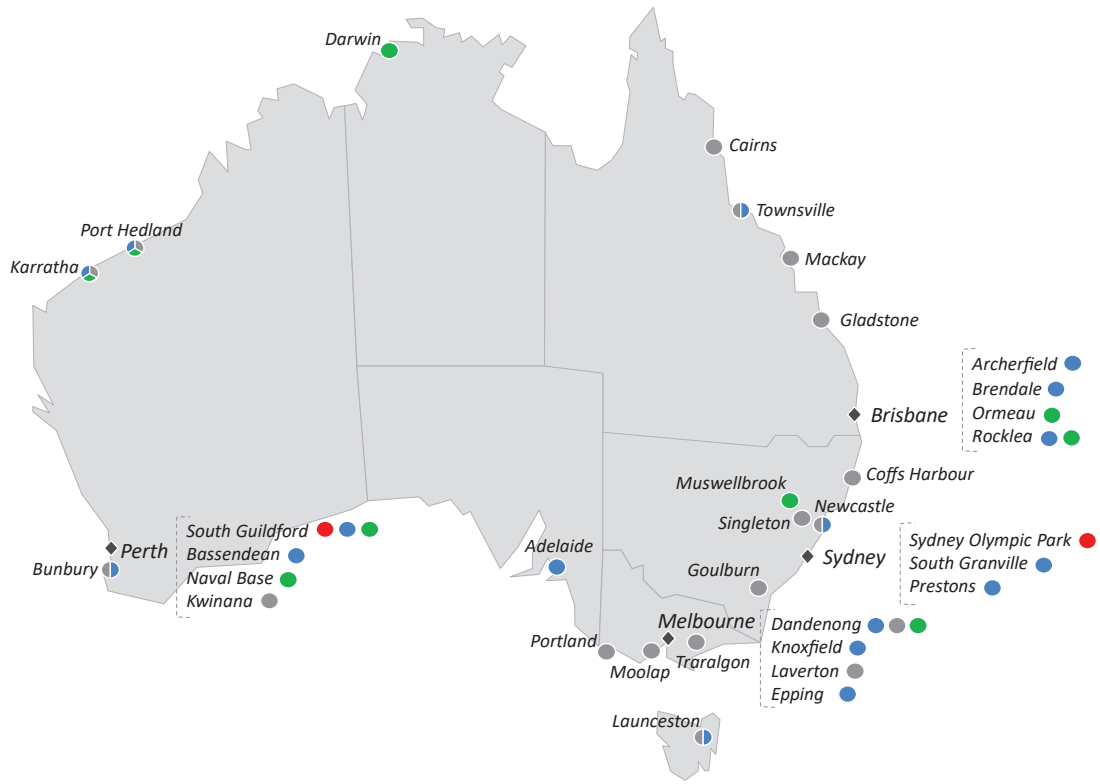
FAMILY
We care for our people, customers, communities, safety and the environment.

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



● Tuttbryant Group ● Tuttbryant Equipment | 600 Cranes Australasia ● Tuttbryant Heavy Lift & Shift ● Tuttbryant Hire



OUR SPHERE OF INFLUENCE

By gaining a better understanding of our sphere of influence, we can adopt a more efficient approach to progress reconciliation. We have been further aided by the five dimensions of reconciliation identified by Reconciliation Australia to achieve a more inclusive, equitable and reconciled Australia: **Race Relations; Equality and Equity; Unity; Institutional Integrity; and Historical Acceptance.**

Our sphere of influence includes our employees and customers, suppliers, subcontractors, our JV partners, local communities and government agencies where we supply our services. Tutt Bryant aims to promote awareness and educate our employees in order reach the wider construction, infrastructure and mining industries, as well as (local) government agencies.

OUR VISION

Our vision for reconciliation is an industrial services sector in Australia that is inclusive and proactively engages with Aboriginal and Torres Strait Islander people in the workforce through affirmative training and employment programs. This extends to ensuring opportunities are maximised to support and help scale up Aboriginal and Torres Strait Islander owned businesses in a sustainable manner, whether as a vendor, contracting party, joint venture participant or through other forms of business relationships.

OUR RAP

Tutt Bryant Group's RAP is intended 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 First Nations peoples in and around areas of Tutt Bryant operations.

In June 2022 Tutt Bryant published its Reflect RAP as the first formal step in our reconciliation journey. Our first RAP was focused on creating awareness and building respect and understanding within our company of Aboriginal and Torres Strait Islander cultures.

Our Executive Manager - Corporate and Executive Manager – Operations jointly will champion the initiatives outlined in this Innovate 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.



RAP WORKING GROUP

Tutt Bryant's RAP Working Group aims to reflect the diversity of our organisation from various areas of the business and providing national coverage. Two members of our RWG identify as First Nations people.

Our RWG meets quarterly – in line with our Terms of Reference – to keep us on track with the goals outlined in our Innovate RAP.

Current RWG members:

- Paul Roberts, Executive Manager – Corporate, Tutt Bryant Group, New South Wales (RAP Champion)
- Neville James, Executive Manager – Operations, Tutt Bryant Group, Western Australia (RAP Champion)
- David Taylor, Business Development Manager, Tutt Bryant Heavy Lift & Shift, Western Australia
- Adam Mannino, Training and Development Manager, Tutt Bryant Group, Queensland
- Kelly Walton, Administration Officer, Tutt Bryant Group, New South Wales
- Cindy Ribbe, Senior Contracts and Commercial Advisor, Tutt Bryant Group, Western Australia
- Troy Burns, Branch Manager, Tutt Bryant Hire, Queensland
- Malakai Corpus, Apprentice, Tutt Bryant Group, Western Australia
- Liam Hutchison, Major Accounts Manager, Tutt Bryant Hire, Victoria



CREDIT: Clontarf Foundation

Our Reconciliation

May 2021

Establishment of RAP Working Group.

- A working group was established to start the process of the Tutt Bryant Reconciliation journey. The working group has been maintained throughout our journey with 4 original members.

June 2021

Establishment of Tutt Bryant's incorporated joint venture with Traditional Owners – NYFL Tutt Bryant JV (previously Garlbagu Tutt Bryant JV).

- NYFL and Tutt Bryant has formed a joint venture, with the aim to provide support to the NYFL and Ieramugadu community, while creating employment and training opportunities.
- Garlbagu Tutt Bryant seeks genuine outcomes that create long-term sustainable change under the motto '*driving social change through business*'

October 2021

Major Sponsor of the Cossack Dragon Boat Festival. 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.

May 2022

Public announcement and commencement of national partnership with Clontarf Foundation. Formal arrangements in place with Clontarf Foundation and NYFL to grow Aboriginal and Torres Strait Islander apprentice/trainee numbers through the new Tutt Bryant Academy.

June 2022

Tutt Bryant published its Reflect RAP as the first formal step in our reconciliation journey. Our first RAP has cemented our commitment to achieving certain outcomes that were already set in progress as part of our vision of reconciliation within our organisation and our determination to make progress.

Reconciliation Week National Morning Tea

- Tutt Bryant held multiple morning tea's around Australia to stop and reflect/discuss what Reconciliation means and how the branch can **Be Brave. Make Change.**

August 2022

Gawun engagement for shirts and promotional materials

- Tutt Bryant engaged Gawun to be the premier supplier of our Reconciliation uniform.

Journey

September - November 2022

Cultural Awareness Training for Senior Management of the Group. As part of Tutt Bryant's commitment to reconciliation all Executive and Senior Management within the Group as well as the members of the RAP Working Group have attended face-to-face Cultural Awareness Training to ensure their full understanding of the Aboriginal and Torres Strait Islander peoples' cultures, beliefs, and common practices.

October 2022

Executive Manager – Corporate participated in the South Australia Clontarf Experience, hosted by the Clontarf Academies in Ocean View and Salisbury SA.

March 2023

On Country experience and yarning sessions with Tutt Bryant Executives and Senior Managers in Roebourne, WA

- The Tutt Bryant team spent time on Ngarluma Ngurra and Yindjibarndi Ngurra with Ngarda Ngarli which included yarning with Elders.

May 2023

Commencement attending Clontarf Foundation Employment forums

- Clontarf Foundation employment forums attended:
 - » May - Perth, Bunbury, Karratha, Mackay, Townsville, Newcastle
 - » June - Brisbane
 - » August - Adelaide, Sydney

May - June 2023

National Reconciliation week events

- All of Tutt Bryant branches were asked to hold a small event to stop and reflect on how each person can **Be a Voice for Generations**.

June 2023

Managing Director participated in the East Kimberley Clontarf Experience, hosted by the Clontarf Academy in Kununurra WA.

September 2023

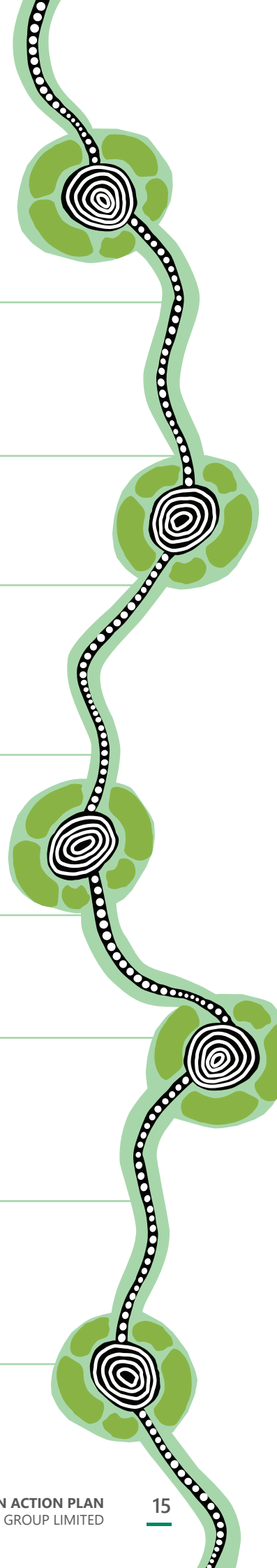
RWG members attended the Reconciliation Roadshow

- Attending the Reconciliation Roadshow allowed our RWG Member the opportunity to connect with other companies face to face. It was a day for sharing ideas and hearing about the challenges being face.

Tutt Bryant Group entered into a formal partnership with Kinaway Chamber of Commerce in Victoria.

December 2023

NYFL Tutt Bryant Pty Ltd is listed as a "Registered Indigenous Joint Venture" on Supply Nation's "Indigenous Business Direct" database.



CASE STUDY

Tutt Bryant's involvement with the Clontarf Foundation.

Tutt Bryant has been partnered with the Clontarf Foundation on a national basis since April 2022. The foundation is a widely known organisation which exists to improve the discipline, self-esteem, education, life skills and employment prospects of young Aboriginal and Torres Strait Islander men. Founded in 2000 by Gerard Neesham, the program has grown to have more than 11,000 students, many more alumni Australia wide, and now in over 159 schools.

The Tutt Bryant business fits in very well geographically with their locations which has aided in a range of interactions both at Clontarf academies as well as Tutt Bryant branches.

Our staff have attended employment forums around the country which has been a great way to introduce the boys to our business and what we are about, as well as hearing their stories and plans for the future.

Sport has been and continues to be an important pillar for the foundation, so it's been great attending cricket and football carnivals where our staff have had a lot of fun, and are definitely shown how it's done on the pitch!

The partnership has also seen Clontarf academies attend Tutt Bryant branches which is a fantastic opportunity for the students to really experience our workplace, as well as our staff having another opportunity to mix and hear from Clontarf's young men.

This year we are continuing our Tutt Bryant work experience program which will give the young Clontarf student's the opportunity to complete a week's work, participating in general servicing and entry level mechanical duties. This could also flow onto a permanent position, a great opportunity for the students to join several other ex-Clontarf men who are now Tutt Bryant staff.

We look forward to continuing this partnership and having many more young Clontarf men involved in our business.



EMPLOYMENT clontarf.org.au

Townsville Academy
October 2023
Written by Eddie Sansbury

**FROM LITTLE TRAINERS
GROW**
clontarf
foundation

Work Experience: A Path To Professional Growth and Success

John Seaton's work experience with Tutt Bryant.

John Seaton is a current Year 12 student at the Townsville State High Academy who has been fortunate enough to spend one week on work experience with partner Tutt Bryant. This opportunity arose at the Townsville Employment Forum in May when John was introduced to Andrew Hall, the Maintenance Manager, and Adam Marano, the Training and Development Manager, from Tutt Bryant. John expresses his anticipation for this week and hopes that he has made a positive impression. He also expresses his gratitude for the support he has received from Workshop Supervisor John Dean and apprentice Mitchell Roberts (pictured below) throughout the entire week.

Since joining the academy in 2021 as a Year 10 student, John has consistently participated in Clontarf worksite visits, after-school activities, and partner engagement sessions. Therefore, this feedback does not come as a surprise to everyone at Clontarf! It is also worth mentioning that John has worked as a casual at Bunnings over the past 12 months, working three days a week from 8 pm to 9 pm while simultaneously studying Year 12. John states that if given the opportunity, Tutt Bryant is a place where he would like to work. We extend our sincere thanks to everyone at Tutt Bryant for making this week possible and providing John with a valuable experience.

Relationships, Respect, Opportunities, Governance

RELATIONSHIPS

Tutt Bryant Group is committed to maintaining respectful and meaningful connections with Aboriginal and Torres Strait Islander peoples of the Lands on which we operate. We aim to promote reconciliation and social change through business by establishing strong and mutually beneficial relationships with local communities, businesses and through our national partnership with Clontarf Foundation.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	April 2024, December 2025	Executive Manager – Corporate
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	July 2024	<ul style="list-style-type: none"> Executive Manager - Corporate Training and Development Manager
2. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff. 	April 2024, 2025	Administration Officer
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2024, 2025	Administration Officer
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2024, 2025	<ul style="list-style-type: none"> Managing Director Executive Manager - Corporate
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	April 2024, 2025	Administration Officer
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia’s NRW website. 	May 2024, 2025	Administration Officer

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	May 2024	<ul style="list-style-type: none"> Executive Manager - Corporate Executive Manager - Operations
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	April 2024	<ul style="list-style-type: none"> Managing Director Executive Manager - Corporate
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	August 2024	Administration Officer
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	April 2025	<ul style="list-style-type: none"> Executive Manager - Corporate Executive Manager - Operations
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	April 2024	<ul style="list-style-type: none"> Executive Manager - Corporate Senior Contracts and Commercial Advisor
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	May 2024	Executive Manager - Corporate
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	April 2024	<ul style="list-style-type: none"> Executive Manager - Corporate Training and Development Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	July 2024	<ul style="list-style-type: none"> Managing Director Executive Manager - Operations
5. Increase staff awareness and acceptance with engagement strategies.	<ul style="list-style-type: none"> Develop and maintain a resource library on best practices to promote reconciliation awareness among staff and to encourage Aboriginal and Torres Strait Islander engagement strategies throughout the business. 	April 2024 April 2025	<ul style="list-style-type: none"> Administration Officer Senior Contracts and Commercial Advisor
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and advisors to consult on our anti-discrimination policy. 	March 2024	Executive Manager - Corporate
	<ul style="list-style-type: none"> Investigate partnership with Stars Foundation/ CHECK for East coast alternative. 	April 2025	<ul style="list-style-type: none"> Executive Manager - Corporate Executive Manager - Operations

Tutt Bryant Group aims to promote an environment within our workplaces that is inclusive, welcoming and culturally safe, regardless of a person's race or heritage. Providing education opportunities to our employees, celebrating and commemorating culturally significant events, and engaging with local communities will open us up with unique learning opportunities to continually improve our approach to reconciliation and building our understanding of Aboriginal and Torres Strait Islander peoples, cultures, histories and achievements.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	April 2024	<ul style="list-style-type: none"> Executive Manager - Corporate Administration Officer
	<ul style="list-style-type: none"> Consult local Traditional Owners along with relevant Aboriginal and Torres Strait Islander bodies to inform our cultural learning strategy. 	June 2024	Training and Development Manager
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy document for our staff. 	October 2024	<ul style="list-style-type: none"> Training and Development Manager Administration Officer
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	October 2024	Training and Development Manager
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	March 2025	<ul style="list-style-type: none"> Training and Development Manager Administration Officer
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	March 2025	<ul style="list-style-type: none"> Training and Development Manager Senior Contracts and Commercial Advisor
	<ul style="list-style-type: none"> Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	April 2024 January 2025	Training and Development Manager
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	April 2024	Administration Officer

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2024, 2025	Administration Officer
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	April 2024, 2025	<ul style="list-style-type: none"> Executive Manager - Corporate Senior Contracts and Commercial Advisor
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2024, 2025	Administration Officer
9. Create a visual sign of respect to local Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> Engage with local First Nations communities to enquire about purchasing local artwork to be displayed at each Tutt Bryant location. 	April 2025	Administration Officer
	<ul style="list-style-type: none"> Investigate the procurement of local Aboriginal and Torres Strait Islander artwork to be displayed at each Tutt Bryant location around Australia. 	November 2025	Administration Officer

OPPORTUNITIES

Tutt Bryant Group aspires to contribute towards reconciliation and social change through business and employment opportunities. We are committed to working with Aboriginal and Torres Strait Islander businesses, organisations and communities to improve employment prospects, increase procurement opportunities, and maximise business referrals and collaboration.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	February 2025	<ul style="list-style-type: none"> Executive Manager - Corporate Administration Officer
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	June 2025	<ul style="list-style-type: none"> Administration Officer Training and Development Manager
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	September 2025	<ul style="list-style-type: none"> Executive Manager - Corporate Administration Officer

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Advertise job vacancies through channels and platforms that to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	October 2025	<ul style="list-style-type: none"> Executive Manager - Corporate Administration Officer
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	April 2026	Executive Manager - Corporate
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	September 2025	<ul style="list-style-type: none"> Executive Manager - Operations Business Development Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	April 2025	<ul style="list-style-type: none"> Managing Director Executive Manager - Operations
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	November 2025	Business Development Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	January 2026	Business Development Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and Torres Strait Islander businesses. 	April 2025	Business Development Manager
12. Create and develop Aboriginal and Torres Strait Islander student opportunities within Tutt Bryant.	<ul style="list-style-type: none"> Develop Tutt Bryant Academy programs for Aboriginal and Torres Strait Islander students that deliver school-based work experience and training opportunities In conjunction with Clontarf Foundation. 	October 2024	Training and Development Manager
	<ul style="list-style-type: none"> Running quarterly mock interview sessions with graduating Clontarf students. 	October 2024	Training and Development Manager
	<ul style="list-style-type: none"> Attending regional Clontarf employment forums around the country. 	September 2024	Training and Development Manager

Action	Deliverable	Timeline	Responsibility
12. Create and develop Aboriginal and Torres Strait Islander student opportunities within Tutt Bryant.	<ul style="list-style-type: none"> Attending Clontarf morning training sessions. 	May 2024, May 2025	Training and Development Manager
	<ul style="list-style-type: none"> Annual review of Clontarf Foundation program 	May 2024, May 2025	Training and Development Manager
	<ul style="list-style-type: none"> Survey participants of the Tutt Bryant Academy for Aboriginal and Torres Strait Islander students to collate feedback and ascertain improvements for our programs 	December 2024, December 2025	<ul style="list-style-type: none"> Executive Manager - Corporate Training and Development Manager



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
13. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	April 2024 April 2025	<ul style="list-style-type: none"> Administration Officer Senior Contracts and Commercial Advisor
	<ul style="list-style-type: none"> Review and update our Terms of Reference for the RWG. 	April 2024 April 2025 April 2026	Senior Contracts and Commercial Advisor
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	April, July, October and December 2024, 2025	Administration Officer
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	April 2024	Administration Officer
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	April 2024 April 2025	<ul style="list-style-type: none"> Managing Director Executive Manager - Corporate Executive Manager - Operations
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	April 2024 April 2025	<ul style="list-style-type: none"> Administration Officer Senior Contracts and Commercial Advisor
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	April 2024 April 2025	Executive Manager - Corporate

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Incorporate RAP actions into performance expectations of individual staff including Senior Managers 	June 2024, June 2025	<ul style="list-style-type: none"> Managing Director Executive Manager - Corporate
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<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 out on important RAP correspondence. 	June 2024, June 2025	Administration Officer
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August 2024 1 August 2025	Administration Officer
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September, 2024 30 September 2025	Administration Officer
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	December, March, June and September 2024, 2025	<ul style="list-style-type: none"> Administration Officer Senior Contracts and Commercial Advisor
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	September 2024, 2025	Administration Officer
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	<ul style="list-style-type: none"> Executive Manager - Corporate Administration Officer
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	March 2026	Administration Officer
		<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	December 2025



TUTT BRYANT GROUP LIMITED

A Member of Tat Hong Holdings Ltd



For enquiries about our RAP, contact:

Name: Paul Roberts

Position: Executive Manager - Corporate

Phone: 02 9646 6000

Email: paul.roberts@tuttbryant.com.au