

Reflect
Reconciliation
Action Plan
September 2024 – August, 2025





Our Journey Starts Here

Acknowledgement of Country.

Facilitate acknowledges the Traditional Owners of all the lands on which our offices are located and sites on which we work. We pay our respect to Aboriginal and Torres Strait Islander peoples and to Elders past, present and emerging.

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Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Facilitate Corporation to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.



Facilitate Corporation joins a network of more than 3,000 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 Facilitate Corporation 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 Facilitate Corporation, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our Journey Through Art

The artwork by Wayde Clarke is a powerful reflection of our journey towards reconciliation. The **black songlines** represent the path we have taken as a company, marking the significant milestones we've celebrated along the way. The **red songline** symbolises the journey we share with our clients, illustrating the growth and understanding we've built together. The **flowers** scattered throughout the piece represent the ever-growing community we are helping to foster, and the contributions we've made towards collaboration and reconciliation. The **U shapes** represent us—our team, employees, communities, and contractors—coming together and working as one. At the heart of the artwork is our **Facilitate logo, reimagined as a symbol of meeting and connection**, which reinforces our commitment to partnership and our shared purpose on this journey.

ARTIST BIO

Wayde Clarke also known as Alejandro is a talented multidisciplinary artist and a proud Wiradjuri and Birpai man from New South Wales. Wayde is known for his vibrant storytelling through contemporary art. Drawing on his rich cultural heritage, his work reflects a deep connection to Country and the importance of community, collaboration, and reconciliation – bringing together traditional symbolism and modern interpretations, offering powerful visual narratives that engage and inspire. Passionate about fostering cultural understanding, Wayde continues to use his creative talents to bridge communities and celebrate the diversity of Indigenous cultures.





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About Facilitate

Facilitate is an independent Project Management & Delivery company operating globally. We provide a seamless service delivery from strategy and planning through to construction and final occupancy for office and business fit outs.

We're a business built on trust. Accountability is at the heart of everything we do. We pride ourselves on superior customer service, forming strong long-term relationships with our clients.

Through skill, integrity and accountability, we work towards a solution that works for our clients' needs. Above all else, we make it our priority to:

- Manage our client risk effectively
- Handle our client money responsibly. We have expert cost planners, who work closely with industry experts to manage overall project spend.
- Ensure our clients peace of mind
- We are proudly independent, which means we're flexible, agile and accountable.

By providing a dedicated, accountable point of contact throughout the entire project, we are an extension of clients business with the client being front of mind. Always.

Anytime, Anyplace, Anywhere

Our client focus puts us where our clients need us to be. We have grown with our clients over 30 years and now have a network of strategic partnerships across the globe that gives us the ability to realise our clients vision.

In Australia we engage employees across our offices in Sydney, Melbourne, Perth and Brisbane delivery projects across the breath of the country, nationally.

A culturally diverse and nimble team

Within our current Australian team of twenty employees, we pride ourselves on our diverse mix of cultures. We have remained committed to creating an environment that respects and values the unique perspectives and experiences of each of our employees. While we partner with organisations that employ First Nations staff, we currently rely on self-disclosure and acknowledge that at present we don't have employees who identify as Aboriginal and/or Torres Strait Islander people. This gives us an opportunity to highlight our inclusive culture to create future opportunities for Aboriginal and Torres Strait Islander peoples, this will form part of our RAP commitment.



Working with Reconciliation Australia, Facilitate has a vision to enable Aboriginal and Torres Strait Islander peoples to have equal opportunities in employment, participation and supplier relationships.

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Our Reconciliation Action Plan

A Reflect Reconciliation Action Plan (RAP) will enable Facilitate Corp to put in place activities that will take us on the journey in supporting reconciliation within the construction industry. We will continue to build on this plan as our journey takes us through the various stages of reflection for meaningful change.

As a project management company, Facilitate Corp will draw on the unique opportunities to support our clients and partners in the construction industry to provide equal opportunities for employment, education, participation and supplier relationships. We understand that at the core of these initiatives, reconciliation is the foundational work.

Implementing our RAP

Facilitate Corp recognises the process of reconciliation is important to our business, our people, our clients and the contractors in the environments we work.

With support from the CEO and our designated RAP Champion (Karen Clark), the RAP Working Group will be responsible for the design, execution and review of the Reflect RAP. The RAP Working Group will be represented by an individual from Business

Operations/HR, Project Management and Marketing teams. Fundamental to this Working Group is the acknowledgement that the reconciliation process is to be approached with respect and sensitivity and will therefore need to be supported by an internal education focus.

We have partnered and engaged suppliers for various bespoke client projects, showcasing Aboriginal and Torres Islander people skills and cultural importance through art. We recognise that we are at the very beginning of our workplace reconciliation journey and for this reason have made the commitment to work with Reconciliation Australia. We have much to learn and welcome the opportunity as a business to encourage reconciliation within Australian.



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Partnerships & Current Activities

Image: McMillan Shakespeare Group Melbourne
Artist: Emily Crockford (Studio A)

Our project work has enabled us to partner with various Aboriginal and Torres Strait Islander businesses to deliver unique experiences for our clients. For several years, Facilitate Corp has established an extensive working relationship with **AWM Commercial Furniture**, a First Nations specialist commercial office supplier and **DICE Renascent**, a First Nations builder. As part of our engagement with WPP Australia, our team has learnt much from **HardyHardy Interiors**.

Boomalli Aboriginal Artists Co-operative has been an integral supplier for Facilitate Corp projects. With their extensive community reach, we have commissioned various First Nations pieces for our client projects supported the following artists;

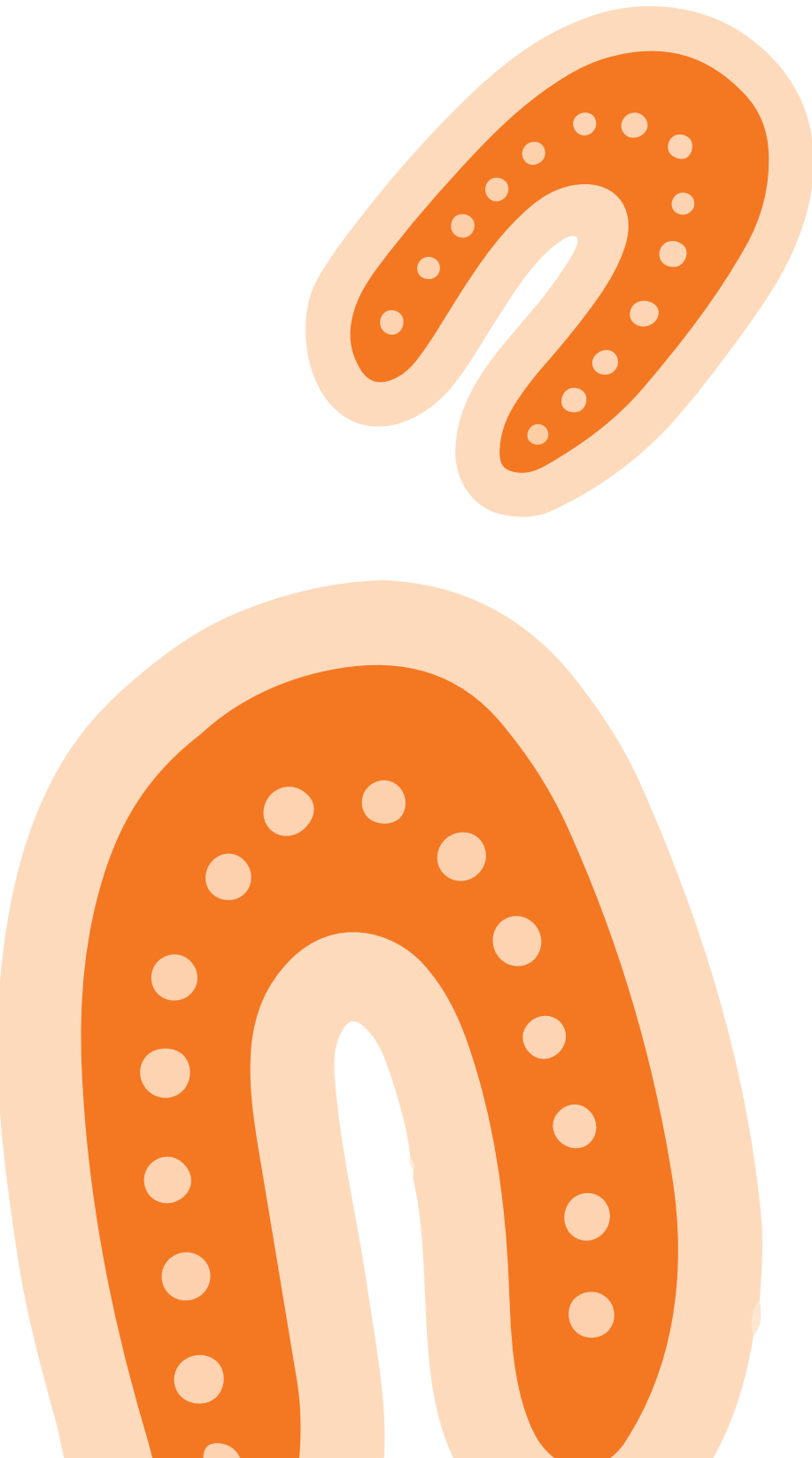
- The Moloney Brothers through Chulo Creative
- Japingka Aboriginal Art
- Kari (through Designer Rugs)

We look forward to adding future internal activities and initiatives as part of our **Reflect RAP**.

Action Plan: Relationships

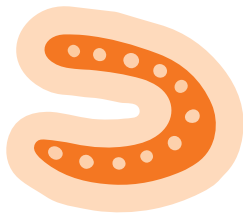


Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2024	Project Director
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	Project Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	December 2024	Business Operations Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025	Project Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025	Project Director
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	December 2024	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2024	Project Director
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2024	CEO
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	November 2024	Business Operations Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Business Operations Manager



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Action Plan: Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	January 2025	Project Director
	Conduct a review of cultural learning needs within our organisation.	January 2025	Business Operations & HR Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	March 2025	Business Operations & HR Manager
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2025	CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Business Operations & HR Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Business Operations & HR Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	Project Director

Action Plan: Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2025	Project Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	Business Operations & HR Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2025	Project Director
	Develop a list of Aboriginal and Torres Strait Islander suppliers.	July 2025	Project Director

Action Plan: Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	September 2024	Project Director
	Draft a Terms of Reference for the RWG.	September 2024	Business Operations & HR Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2024	Project Director
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2024	Project Director
	Engage senior leaders in the delivery of RAP commitments.	October 2024	CEO
	Appoint a senior leader to champion our RAP internally.	September 2024	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2024	Business Operations & HR Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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 annually	Business Operations & HR Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Business Operations & HR Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Business Operations & HR Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2025	Business Ops & HR Manager

That's a RAP!

Thank you for reading.

Contact

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