



RECONCILIATION
ACTION PLAN

INNOVATE

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RECONCILIATION ACTION PLAN (RAP) JUNE 2019 - JUNE 2021



CEO LETTER



SHAPE HAS BEEN CREATING INSPIRATIONAL SPACES AND MEMORABLE EXPERIENCES FOR PEOPLE AND COMMUNITIES.

People and relationships are at the heart of everything we do, so we are pleased to be embarking on the next stage of our journey in progressing towards an Australia that is committed to fairness and equality for all. Over the past two years, we have grown as a company through the commitment to our Reflect RAP. We are dedicated to creating an all encompassing workplace and closing the economic, social and health gap once and for all.

SHAPE is committed to working alongside Reconciliation Australia and our Aboriginal and Torres Strait Islander partners to continue the development of our RAP. We are dedicated to evolving as socially responsible corporate citizens and contributing to ongoing reconciliation efforts by establishing opportunities for Aboriginal & Torres Strait Islander people, with a focus on employment and career progression.

I have been personally moved by the willingness and enthusiasm of our team at SHAPE to embrace the RAP. Over the last twelve months, it has been an educational and humbling experience that has allowed us to strengthen our commitments to equal opportunity as a collective.

We are certain that our actions will translate into a benefit for Aboriginal and Torres Strait Islander peoples and will also aid in the personal development of our staff and partners. We believe our team's contribution to the journey of reconciliation will empower us as an organisation and promote positive change, awareness and respect in Australia.

I am confident that through this RAP, we will move forward together in the spirit of reconciliation and work towards an Australia that is equitable for all.

Peter Marix Evans
CEO

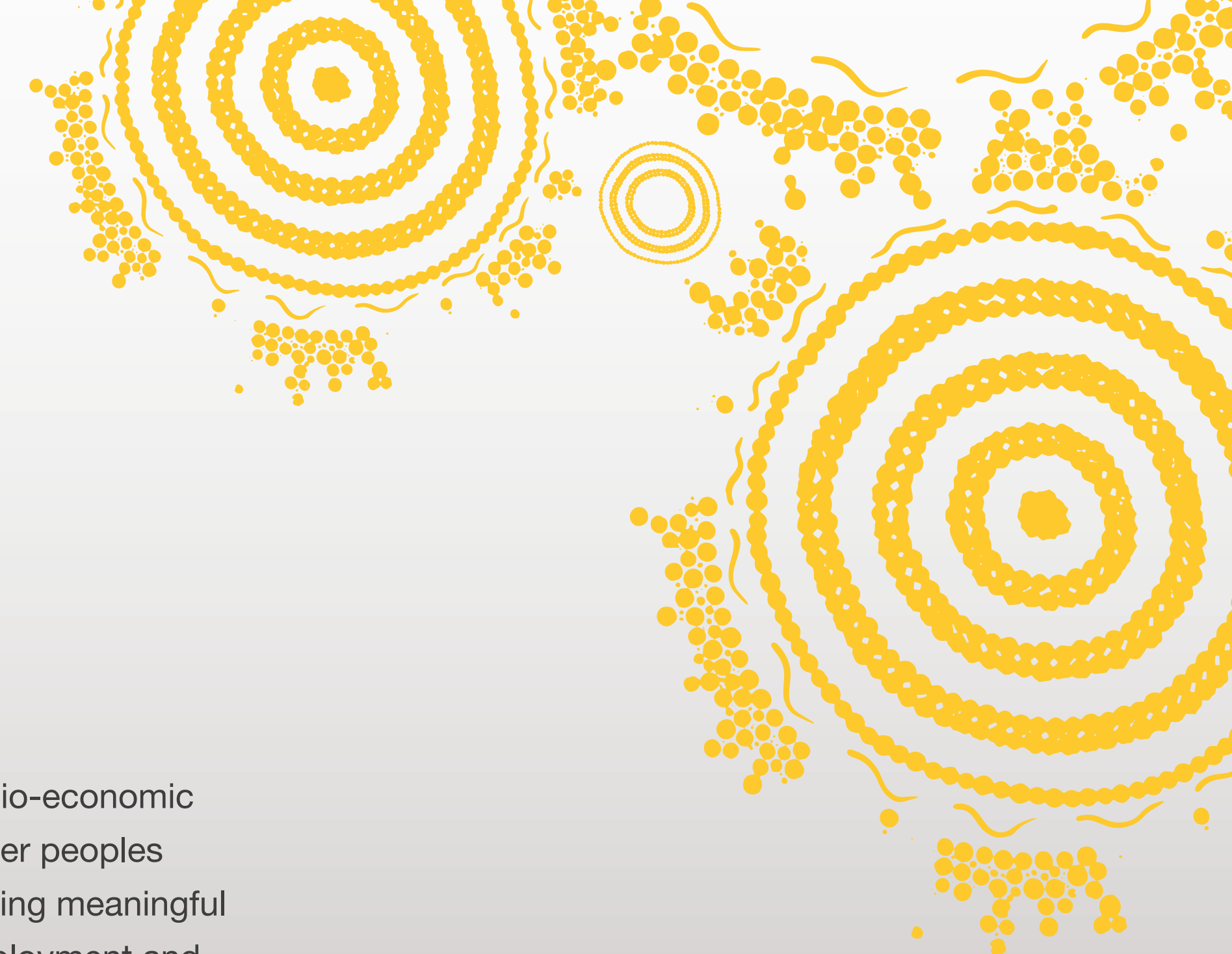


OUR VISION

SHAPE HAS A VISION OF AN AUSTRALIA WHERE THERE ARE EQUAL OPPORTUNITIES FOR ALL. WE BELIEVE THAT ALL AUSTRALIANS THAT HAVE NOT HAD A FAIR GO, DESERVE THE CHANCE TO EXPERIENCE BETTER.

Our vision for Reconciliation starts with all members of the SHAPE team acknowledging and valuing the cultures and histories of Australia's First Peoples, and recognising their role as the original custodians of the land on which we live. This will come from closing the gaps in our own knowledge and understanding.

We also want to play our part in closing the socio-economic gap between Aboriginal and Torres Strait Islander peoples and the broader Australian community, by building meaningful relationships and creating opportunities for employment and sustainable business to business engagement.





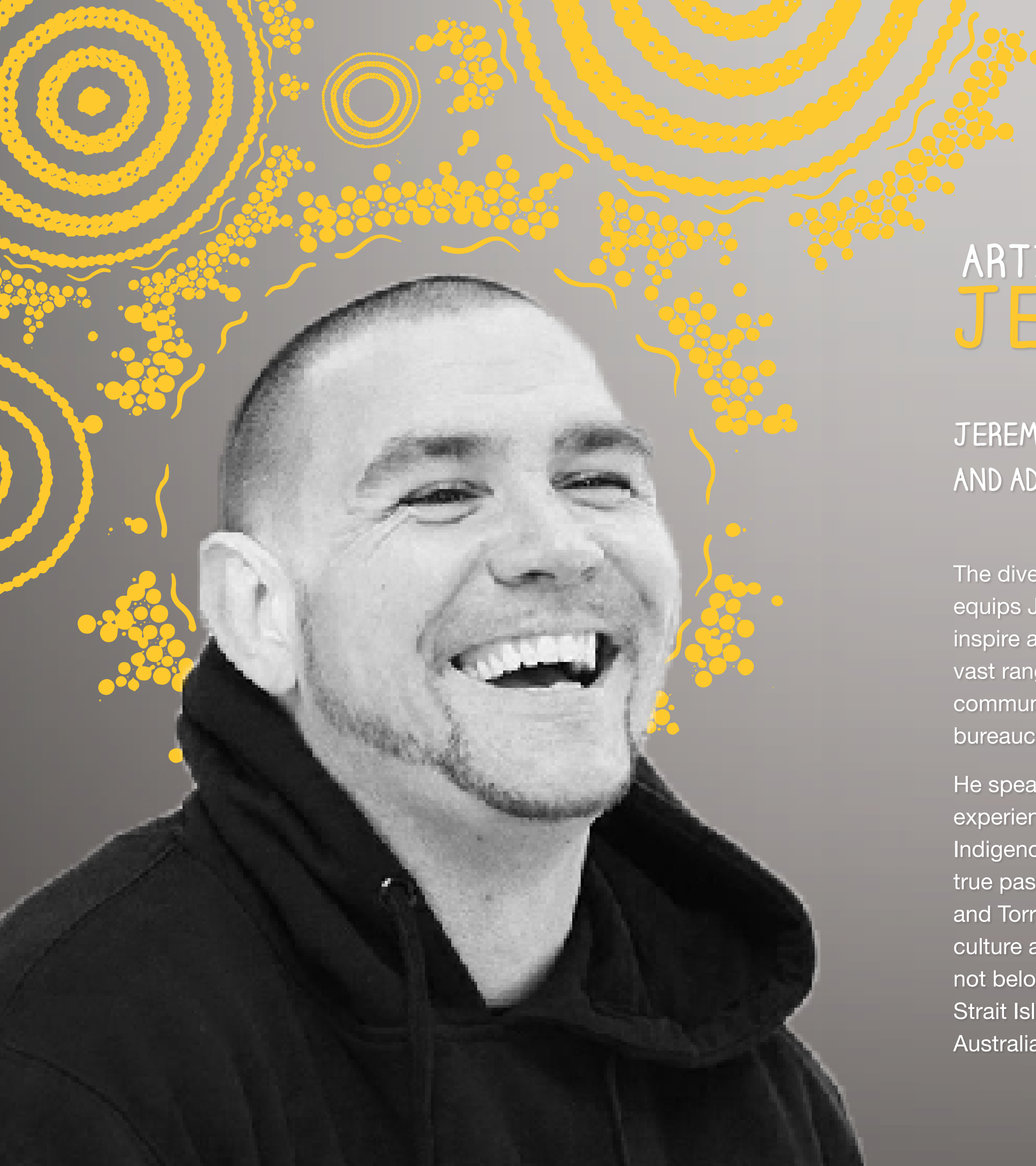
SHAPE IS AUSTRALIA'S
LEADING FITOUT
AND REFURBISHMENT SPECIALIST
DELIVERING PROJECTS,
BOTH LARGE AND SMALL, FOR
GOVERNMENT, PUBLIC AND PRIVATE
ORGANISATIONS ACROSS A RANGE
OF SECTORS, INCLUDING OFFICE,
HOTELS, EDUCATION,
HEALTHCARE
AND RETAIL.

OUR BUSINESS

Some of our major national clients include Qantas, Westpac, Commonwealth Bank, WeWork, Amazon and the Department of Defence.

With a focus on collaboration and zero disruption to business operations, SHAPE brings a partnership approach to project delivery to ensure the journey is enjoyable for all stakeholders.

SHAPE has a national footprint, with an office in each mainland state and territory, and delivers 300-400 projects a year, in both metropolitan and regional areas. This work is delivered by our amazing team of 380+ people, of which three identify themselves as Aboriginal Australians.



ARTIST JEREMY DONOVAN

JEREMY DONOVAN'S JOURNEY TO THIS POINT HAS BEEN ONE OF CHALLENGE AND ADVERSITY BUT ALSO ONE OF CELEBRATED ACCOMPLISHMENT.

The diversity of his own personal experiences equips Jeremy with the unique ability to inspire and connect with people from a vast range of backgrounds from remote communities to the highest levels of bureaucracy and business.

He speaks from a high level of individual experience and expertise in the field of Indigenous disparity and is motivated by a true passion to elevate the lives of Aboriginal and Torres Strait Islander people. The culture and the wisdom of this country does not belong to us as Aboriginal and Torres Strait Islander people, it belongs to us as Australians.

Jeremy 'Yongurra' Donovan is a proud Kuku-Yalanji man with family connections to several other language groups.

Jeremy is also an accomplished and published artist, musician and poet. He has spoken and performed extensively throughout Australia and the world at some of the most prestigious international venues and events.

Jeremy chose to paint SHAPE's artwork from our Head Office in Sydney so that he could get a sense of who we are, and how we undertake our work. The finished artwork is a representation of many people coming together, to build great spaces.

OUR RAP

SHAPE'S JOURNEY TOWARDS RECONCILIATION BEGAN IN 2015 WHEN WE FIRST ENCOUNTERED THE INDIGENOUS PROCUREMENT POLICY.

This Federal Government initiative, designed to increase participation of Aboriginal and Torres Strait Islander peoples in employment and procurement, sparked a desire to understand how SHAPE could play a role and respond more fully to the requirements and spirit of the policy.

Through this process we started to develop a deeper understanding of the disparity in socio-economic indicators (including employment), between Aboriginal and Torres Strait Islander peoples and other Australians.

THIS PROMPTED THE SEARCH FOR A WAY TO ADDRESS THESE CHALLENGES IN A POSITIVE WAY

THROUGH OUR BUSINESS.

Our Reflect RAP was developed by a Working Group led by Michael Barnes, our CEO at the time, with the support of the David Liddiard Group, and was launched at our all staff conference in November 2017.

The implementation of our Reflect RAP has led to:

- Establishment of new relationships with Aboriginal & Torres Strait Islander peoples and businesses.
- Organisation of events that have led to an increased understanding of Aboriginal & Torres Strait Islander cultures, histories and stories.
- Development of recommendations to support greater participation and employment for Aboriginal & Torres Strait Islander peoples at SHAPE.
- Identification of Aboriginal and Torres Strait Islander businesses to connect with.

However, we realise that we have only just taken the first steps in our journey towards Reconciliation.

This Innovate RAP outlines the steps we will take in the next two years to ensure that our commitment to Reconciliation continually informs our business decisions and paves the way for and the development of meaningful relationships with Aboriginal and Torres Strait Islander peoples.

Our RAP Working Group is led by our CEO, Peter Marix-Evans, and involves representatives from across the business and from each SHAPE office.

It includes one staff member who identifies as Aboriginal. Our RAP Working Group, driven by our CEO is made up of committed, enthusiastic and energetic staff who will support the RAP champions in each state.

"AT SHAPE, WE ARE DEDICATED TO CREATING A RESPECTFUL AND NURTURING WORKING ENVIRONMENT FOR ALL AUSTRALIANS. RAISING CULTURAL AWARENESS AND PROVIDING OPPORTUNITIES FOR INDIGENOUS AUSTRALIANS IS A VITAL PART OF OUR JOURNEY TO RECONCILIATION"

KATE EVANS,
GROUP EXECUTIVE

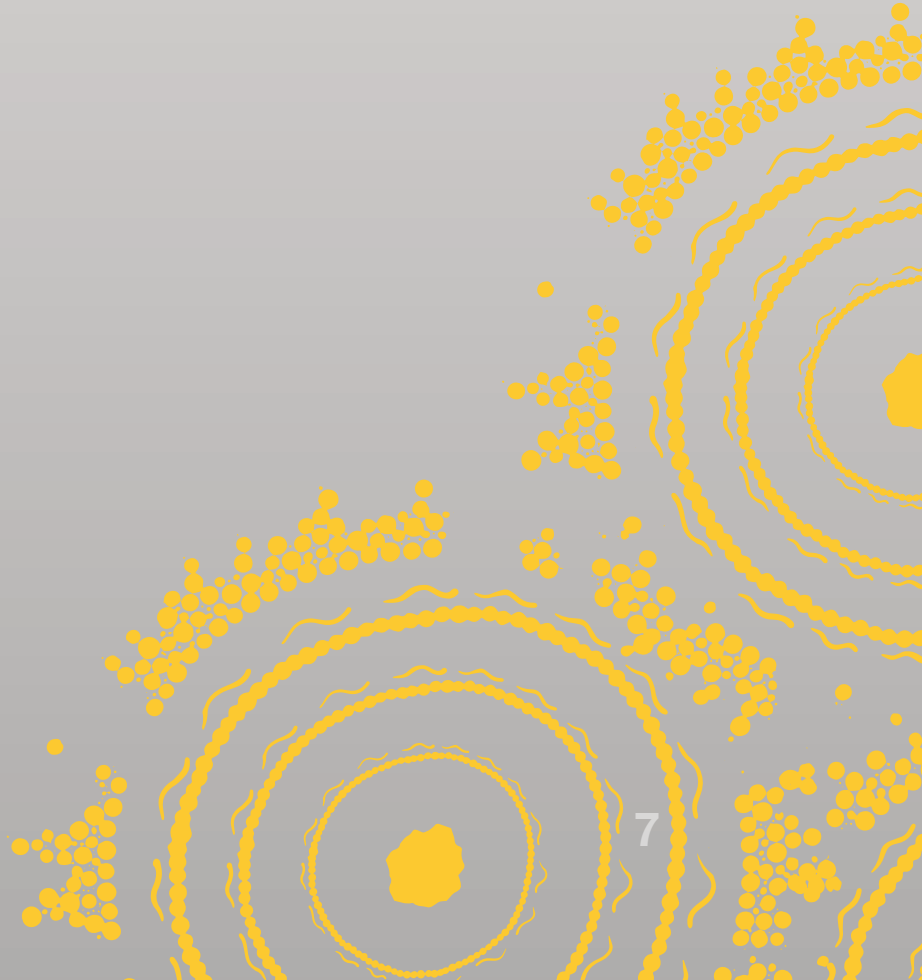


RAP MEMBERS

OUR RAP WORKING GROUP IS MADE UP OF A DIVERSE RANGE OF COMMITTED, ENTHUSIASTIC AND ENERGETIC STAFF WHO REGARD THEMSELVES AS RAP CHAMPIONS IN THEIR STATE OFFICE. EACH MEMBER HAS A GENUINE PASSION TO RAISE AWARENESS AND ACCEPTANCE OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES IN AUSTRALIA.

The RAP working group consists of 14 representatives, including one Aboriginal member representing Aboriginal and Torres Strait Islander communities.

NICK BARRY	Project Coordinator (ACT)	KATE EVANS	Group Executive People, Brand & Communications
BRANDON BLUNDELL	Building Cadet	KELLY PARKER	Office Administrator
BRONTE GOBBO	Project Coordinator (VIC)	MEGAN KENNEDY	Executive Business Partner
EMMA FOSTER	Project Coordinator (NSW)	MICHAEL BELLOMBRA	Project Manager
ERIN OXLEY	Project Coordinator (QLD)	MICHAEL MANIKAS	DLG SHAPE General Manager
GEORGE PANACHERIL	Group Executive Strategy	PETER MARIX-EVANS	Chief Executive Officer
JODIE PITCHER	Business Development Manager	SHANE MORGAN	Procurement Manager



NAIDOC WEEK

NAIDOC WEEK IS HELD ACROSS AUSTRALIA EACH JULY. IT CELEBRATES THE HISTORIES, CULTURES AND ACHIEVEMENTS OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.

NAIDOC Week provides an opportunity to participate in a range of activities that help support your local Aboriginal and Torres Strait Islander Communities.

Last year, we celebrated both National Reconciliation and NAIDOC Week nationally for the first time in our organisation's history.

To commemorate the occasion, we invited Jeremy Donovan to our Head Office in Sydney to perform a Welcome to Country, play his traditional songs on the didgeridoo and share his thoughts with our people on what the events mean to him as a proud Kuku-Yalanji man.






RELATIONSHIPS

SHAPE'S SUCCESS IS ONLY POSSIBLE THROUGH AN EXTENSIVE NETWORK OF RELATIONSHIPS.

Every project we do presents opportunities to forge new relationships and renew established ones. Through our Reflect RAP we have begun to develop both personal relationships and formal partnerships with Aboriginal and Torres Strait Islander people, and Aboriginal and Torres Strait Islander owned businesses. We wish to broaden and deepen this engagement throughout our entire business.



WE SEE THESE RELATIONSHIPS AS IMPORTANT OPPORTUNITIES FOR OUR ORGANISATION TO LEARN AND GROW AND HOPE THAT THEY WILL GIVE RISE TO POSITIVE OPPORTUNITIES AND OUTCOMES FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 RAP Working Group (RWG) actively monitors RAP Development and implementation of actions tracking process and reporting	<ul style="list-style-type: none"> Invite external Aboriginal and Torres Strait Islander people to partner with SHAPE in the development and decision-making involved with the development and implementation of our RAP. 	Jun 2019	Chief Executive Officer
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. 	Jun 2019-2020	Executive Business Partner
	<ul style="list-style-type: none"> Meet at least twice per year to monitor and report on RAP implementation. 	Jun & Sept 2019, 2020 & 2021	Executive Business Partner
	<ul style="list-style-type: none"> RWG oversees the development, endorsement and launch of RAP. 	Jun 2019	Executive Business Partner
	<ul style="list-style-type: none"> Establish Terms of Reference for the RWG. 	Jun 2019	Procurement Manager
2 Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	<ul style="list-style-type: none"> Organise at least one internal event for NRW each year in each of our offices and register the NRW events via Reconciliation Australia's NRW website. 	May 2020, 2021	Executive Business Partner
	<ul style="list-style-type: none"> Connect with, support and attend an external NRW event in each state where SHAPE have an office. 	May 2020, 2021	Project Coordinator (QLD)
	<ul style="list-style-type: none"> Ensure our RAP Working Group members participate in an external NRW event to recognise and celebrate NRW. 	May 2020, 2021	Executive Business Partner
	<ul style="list-style-type: none"> Each office to connect with and extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories. 	May 2020, 2021	Project Coordinator (QLD)
3 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders with; <ul style="list-style-type: none"> – Our RAP development and implementation. – Our employment and development opportunities. – Our understanding and connection with Aboriginal and Torres Strait Islander peoples. 	Jun 2020	Chief Executive Officer, Group Executive Strategy, Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Meet with Local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	Jun 2020	Procurement Manager
	<ul style="list-style-type: none"> Utilise our existing Aboriginal and Torres Strait Islander relationships to find ways to broaden our networks and connections with Aboriginal and Torres Strait Islander peoples. 	Jun 2020	Project Manager & Project Coordinator (QLD)



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<ul style="list-style-type: none"> Develop and implement a plan to; <ul style="list-style-type: none"> Raise awareness amongst all staff across the organisation about our RAP commitments. Engage and inform key internal stakeholders of their responsibilities within our RAP. Raise awareness amongst our supply chain about our RAP commitments. Raise awareness amongst key clients about our RAP commitments. Report on our progress and successes. 	Jun 2019	Group Executive Strategy & Procurement Manager
	<ul style="list-style-type: none"> Promote Reconciliation through ongoing active engagement with all stakeholders 	Jun 2020	Group Executive Strategy & Procurement Manager
	<ul style="list-style-type: none"> Develop a tab on our intranet and website to promote awareness of: <ul style="list-style-type: none"> Our RAP and how we are tracking against our commitments; Upcoming activities etc. 	Jun 2019	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Identify at least one RAP Champion in each of our branches to assist driving the implementation plan. 	Jun 2019	Procurement Manager
	<ul style="list-style-type: none"> Connect with clients that have undertaken a RAP journey and share stories about each other's paths. 	Jun 2019	Group Executive Strategy & Procurement Manager
5 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. 	Jun 2020	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	Jun 2020	Group Executive People, Brand & Communications
	<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. 	Jun 2020	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	Jun 2020	Group Executive People, Brand & Communications



CASE STUDY

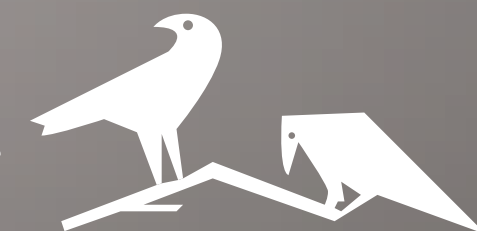
BLACKCARD TRAINING BUILDS CULTURAL COMPETENCY TO WORK EFFECTIVELY WITH INDIGENOUS AUSTRALIANS.

The BlackCard focuses on the strengthening of ethical behaviour which in turn enables all people to understand and build respectful relationships.

Our RAP Working Group has undertaken cultural awareness training to increase our understanding of Aboriginal and

Torres Strait Islander cultures, histories and stories. We have also collaborated with SHAPE people and stakeholders within each state's local community to develop an inclusive and culturally appropriate RAP.

BlackCard
Working with people
Not for people



**MUNDANARA
BAYLES**
MANAGING DIRECTOR
& FOUNDER
OF BLACK CARD



DAVID LIDDIARD
THE DAVID LIDDIARD
GROUP

CASE STUDY

THE DAVID LIDDIARD GROUP AIMS TO CREATE BRIGHT FUTURES FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.

Passionate about collaboration, opportunity and equality, DLG SHAPE believes that by using the knowledge, it can increase opportunities to enhance Aboriginal and Torres Strait Islander economic participation across the nation.

Together, the David Liddiard Group and SHAPE Australia in partnership, operate DLG SHAPE; a majority Indigenous owned business that provides construction fitout and refurbishment services. With a vision of equality for all Australians, DLG SHAPE encourages Indigenous economic independence through workplace participation and by endeavouring to have a minimum of

10% local Indigenous engagement on every project.

“It’s been a really great experience partnering with SHAPE. They are professional, respectful and genuine about making a difference through doing business. I’ve had a chance to see first-hand how committed they are by engaging local Aboriginal subcontractors to deliver work packages. It’s a win for everybody.”

– David Liddiard





RESPECT

SHAPE ASPIRES TO BE "THE PLACE WHERE EVERYONE WANTS TO WORK". WE RECOGNISE THAT THIS IS NOT POSSIBLE WITHOUT DIVERSITY AND A GENUINE UNDERSTANDING AND RESPECT FOR ALL CULTURES, INCLUDING ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.

We are committed to participating in activities and learning opportunities that will allow us to increase our knowledge of Aboriginal and Torres Strait Islander peoples, cultures, lands and histories at both an individual and corporate level. We will work to ensure that our business activities are carried out in a way that is respectful and considerate of Australia's First Peoples at all times, and will seek to increase appreciation, respect and understanding of their histories and rights among the broader community.

"SHAPE IS COMMITTED TO PROVIDING A SAFE AND INCLUSIVE WORKPLACE WITH A CULTURE OF RESPECT, UNDERSTANDING AND ACCEPTANCE FOR ALL OF OUR PEOPLE"

PETER MARIX-EVANS,
CEO



RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6 Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). 	Nov 2019	Project Director, Project Coordinator (VIC)
	<ul style="list-style-type: none"> Ensure cultural awareness training is relevant to each region by incorporating information about local Traditional Owners of each state/territory we operate in, including key protocols, local stories and histories. 	Jan 2020	Project Director, Project Coordinator (VIC)
	<ul style="list-style-type: none"> Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. 	Dec 2019	Project Director, Project Coordinator (VIC)
	<ul style="list-style-type: none"> Provide opportunities for RWG members, RAP champions and other key leadership staff to participate in cultural training. 	Sept 2019	Executive Business Partner
	<ul style="list-style-type: none"> Provide cultural awareness training for managers to support work integration. 	Dec 2019	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Investigate local cultural immersion experiences. 	Sept 2019	Project Coordinator (NSW)
7 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. 	Jul 2019	Office Administrator, Business Development Manager
	<ul style="list-style-type: none"> Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. 	Aug 2019	Office Administrator, Business Development Manager
	<ul style="list-style-type: none"> Invite a Traditional Owner to provide a Welcome to Country at significant events, for events such as Design Inn and conferences. 	Jun 2021	Executive Business Partner
	<ul style="list-style-type: none"> Include an Acknowledgement of Country at the commencement of all significant internal and external meetings. 	Jun 2019	Chief Executive Officer
	<ul style="list-style-type: none"> Encourage staff to include an Acknowledgement of Country at the commencement of meetings, where appropriate. 	Nov 2019	Chief Executive Officer



RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. 	Jun 2019, 2021	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Provide support for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. 	Jul 2019, 2020	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Provide opportunities for all staff to participate in NAIDOC Week activities. 	Jul 2019, 2020	Project Manager, Building Cadet
	<ul style="list-style-type: none"> Contact our local NAIDOC Week Committee to discover events in our community. 	Jul 2019, 2020	Project Manager, Building Cadet
9 Visibly demonstrate respect for Aboriginal and Torres Strait Islander cultures in our workplace	<ul style="list-style-type: none"> Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance. By sharing details and purpose to all staff via our SHAPE intranet. Indigenous Literacy Day (September) and National Close the Gap Day. 	Jul 2019, 2020	Executive Business Partner
	<ul style="list-style-type: none"> Guided by the local RAP Champion, each of SHAPE's offices will determine the local events to attend and plan their own suitable activities. 	Jul 2019, 2020	Executive Business Partner
	<ul style="list-style-type: none"> Display Aboriginal and Torres Strait Islander flags in head office. 	Jun 2019	Executive Business Partner
	<ul style="list-style-type: none"> Display the Aboriginal language map in each office. 	Jun 2019	Executive Business Partner

OPPORTUNITIES

WE BELIEVE THAT OPPORTUNITY CAN CHANGE LIVES. WE WANT EVERY AUSTRALIAN TO HAVE A CHANCE TO EXPERIENCE THE EMPOWERMENT THAT COMES FROM EDUCATIONAL AND VOCATIONAL PATHWAYS.

SHAPE's operations span mainland Australia, giving it unique reach and potential to be a genuine source and promoter of opportunity for Aboriginal & Torres Strait Islander peoples through participation in our workforce and supply chain.

We will be proactive to ensure that Aboriginal and Torres Strait Islander peoples are encouraged to join us and are supported as employees. We will also proactively build relationships with Aboriginal and Torres Strait Islander enterprises to source products and services that are relevant and useful to our business.





OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	Oct 2019	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. 	Jul 2019	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	Dec 2019	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Advertise all vacancies in Aboriginal and Torres Strait Islander media. 	Dec 2019	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. 	Dec 2019	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply.' 	Dec 2019	Group Executive People, Brand & Communications
11 Investigate Aboriginal and Torres Strait Islander supplier diversity within our organisation	<ul style="list-style-type: none"> Develop and maintain an internal database of suitable Aboriginal and Torres Strait Islander businesses that our people can engage with who can support our project delivery. 	Aug 2019	Procurement Manager & DLG SHAPE General Manager
	<ul style="list-style-type: none"> Identify partnership opportunities for Aboriginal and Torres Strait Islander businesses that can provide long term sustainable solutions for our corporate procurement 	Aug 2019	Procurement Manager & DLG SHAPE General Manager
	<ul style="list-style-type: none"> Connect with potential Aboriginal and Torres Strait Islander businesses and partner with them to ensure suitability and alignment with our business requirements. 	Aug 2019	Procurement Manager & DLG SHAPE General Manager
	<ul style="list-style-type: none"> Review and verify procurement policies and processes are inclusive of opportunities for Aboriginal and Torres Strait Islander businesses. 	Jun 2019	Procurement Manager & DLG SHAPE General Manager
	<ul style="list-style-type: none"> Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. 	Jun 2019	Procurement Manager & DLG SHAPE General Manager
	<ul style="list-style-type: none"> Maintain Supply Nation Membership 	Apr 2020	Procurement Manager



OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12 Investigate capacity building opportunities with the Aboriginal and Torres Strait Islander community	<ul style="list-style-type: none"> Investigate opportunities to increase pro bono activities aligned to SHAPE charity month. 	Jun 2019	Executive Business Partner, Project Coordinator (NSW)
	<ul style="list-style-type: none"> Connect with the Aboriginal and Torres Strait Islander communities where each of our offices are located. 	Jun 2019	Executive Business Partner, Project Coordinator (NSW)
	<ul style="list-style-type: none"> Investigate products from our operations and projects that can be repurposed and reused by these communities. 	Jun 2019	Executive Business Partner, Project Coordinator (NSW)
	<ul style="list-style-type: none"> Investigate community projects that our people could support. 	Jun 2019	Executive Business Partner, Project Coordinator (NSW)
13 Investigate opportunities to support Aboriginal and Torres Strait Islander students	<ul style="list-style-type: none"> Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. scholarships and/or internships). 	Dec 2019	Group Executive People, Brand & Communications
	<ul style="list-style-type: none"> Investigate internship and mentoring opportunities. 	Feb 2020	Project Coordinator (NSW)
	<ul style="list-style-type: none"> Support scholarships for Aboriginal and Torres Strait Islander students. 	Jun 2021	Group Executive People, Brand & Communications



GOVERNANCE, TRACKING PROGRESS & REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14 Report RAP achievements, challenges and learnings to Reconciliation Australia	• Complete and submit the RAP Impact Measurement questionnaire to Reconciliation Australia annually.	Sep 2019, 2020	Procurement Manager
	• Investigate participating in the RAP barometer	May 2020	Group Executive Strategy
15 Report RAP achievements, challenges and learnings internally and externally	• Publicly report our RAP achievements, challenges and learnings.	Jun 2021	Chief Executive Officer
	• Provide annual update on RAP progress to SHAPE staff.	Sep 2019, 2020	Group Executive Strategy
16 Review, refresh and update RAP	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Jan 2021	Chief Executive Officer
	• Send draft RAP to Reconciliation Australia for review and feedback	Feb 2021	Executive Business Partner
	• Send draft RAP to Reconciliation Australia for formal endorsement	Jun 2021	Executive Business Partner



SHAPE

CONTACT DETAILS

KATE EVANS

GROUP EXECUTIVE PEOPLE, BRAND & COMMUNICATIONS

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