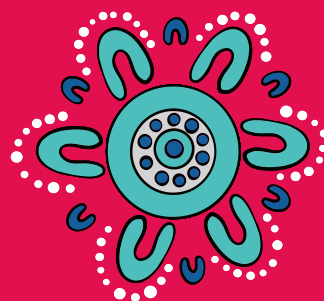
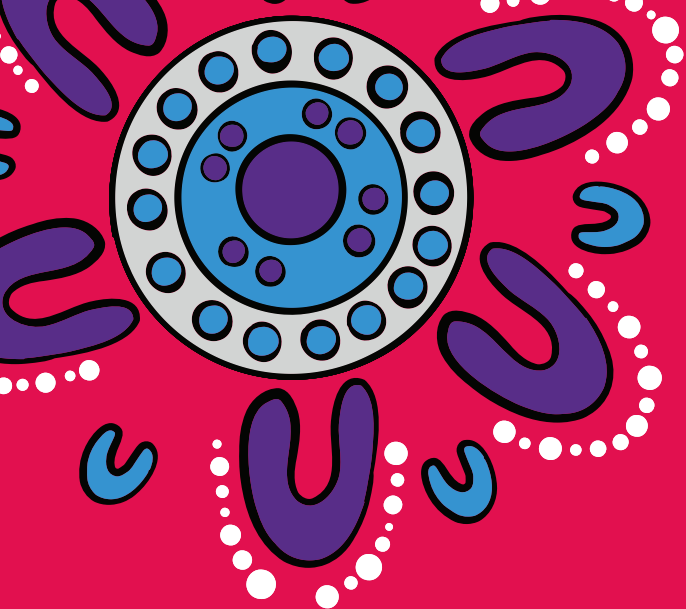


AMES Australia Innovate Reconciliation Action Plan

January 2024 - January 2026



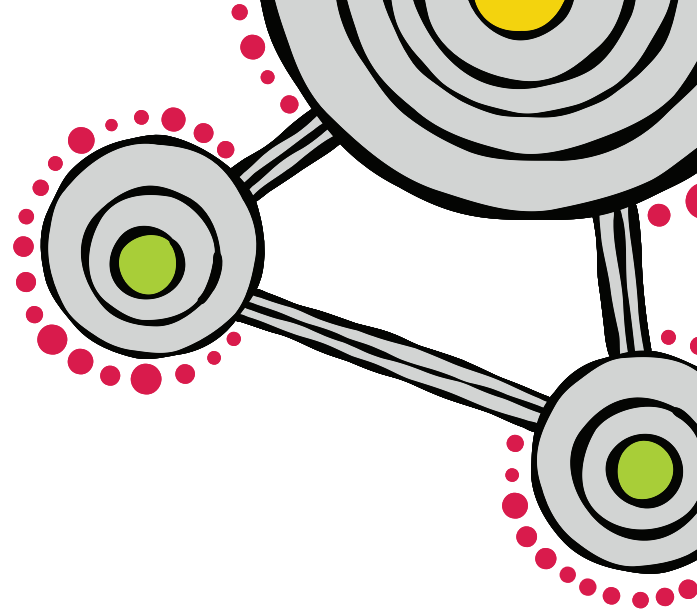


AMES Australia acknowledges
the Traditional Custodians of the
lands and waters where we live
and work. We pay respect to the
Elders past, present and emerging.



Front Cover: The Journey, malu.bajigal (Brenda Mau),
proud Torres Strait Islander, Mandubarra, Kalkadoon,
Wuthathi, Ngadjonjii woman.





Inside our RAP

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A message from Reconciliation Australia



Reconciliation Australia commends AMES Australia 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 AMES Australia 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, AMES Australia 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. AMES Australia is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

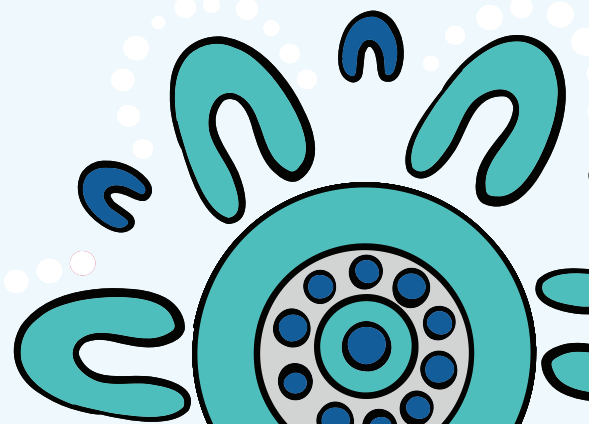
Implementing an Innovate RAP signals AMES Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations AMES Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



A message from our Chief Executive Officer



We acknowledge the Traditional Owners and Custodians of the lands where we live and work across Australia. We pay our respect to their Elders past, present and emerging and recognise their continuing connection to Country, land, waters, sky and cultures.

For over seventy years, AMES Australia (AMES) has provided Education, Settlement and Employment services to individuals and communities from diverse backgrounds. As a result, AMES has a genuine understanding of the importance and value of culture, traditions, history and language.

In our work of welcoming newcomers to the country, we are always mindful of the heritage and customs of Aboriginal and Torres Strait Islander peoples and the example they have set over a millennia of unity and goodwill between diverse people.

AMES works closely with a range of advisory and community groups that provide insight into ways to increase participation in AMES services to achieve outcomes for clients supported by AMES. These groups include those representing or providing services for Aboriginal and Torres Strait Islander Communities, young people, culturally and linguistically diverse communities as well as people with disabilities.

I am pleased to progress AMES ongoing commitments towards reconciliation through the commitments and actions included into the Innovate Reconciliation Action Plan (RAP).

AMES endeavours to be welcoming in all our activities, from supporting people from diverse backgrounds to settle in Australia and achieve economic and social participation, to fostering

social cohesion between communities while promoting Australia's successful brand of multiculturalism. This is in line with our own organisational vision of 'full participation for all in a cohesive and diverse society'.

As a provider of education and training, we are committed to sharing the message of reconciliation; while also making our learning and working environments culturally safe spaces and recognising the strength and resilience of Aboriginal and Torres Strait Islander Peoples.

I want to acknowledge and thank our own Aboriginal and Torres Strait Islander employees, the RAP Working Group and the team that has developed the AMES Innovate RAP and, not least, Reconciliation Australia for their ongoing partnership and collaboration.

I look forward to working with our community partners, Board, Executive, our employees and volunteers in implementing this plan and bringing about meaningful and sustainable change.

Cath Scarth

Chief Executive Officer
AMES Australia

A message from our General Manager People & Development



As the Executive Sponsor for the AMES Innovate Reconciliation Action Plan (RAP), I am committed to creating an inclusive and diverse workplace that enables all employees to contribute at their best.

AMES has strived to complete the actions highlighted in AMES 2020 Reflect RAP. This has allowed us as an organisation to raise awareness of Aboriginal and Torres Strait Islander cultures across our workforce and our journey towards Reconciliation. The Reflect RAP was a recognition of how we engage respectfully with First Nations' peoples; and it underpinned our commitment to the reconciliation process and to the principles of justice, equity, consultation, democracy, and respect for human dignity.

Through our Reflect RAP, we explored and built our sphere of influence by building relationships with local Aboriginal and Torres Strait Islander peoples in the communities where we operate. We introduced cultural awareness training, embedded cultural awareness protocols and proudly celebrated NAIDOC Week across our locations. We also developed opportunities for Aboriginal and Torres Strait Islander peoples to mentor and assist Aboriginal and Torres Islander peoples into employment.

Our Innovate RAP builds on the actions and steps that were established in our inaugural RAP in 2020. It further outlines our commitment to the ongoing journey towards reconciliation and articulates the actions we will take over the next two years to forge stronger and more inclusive communities.

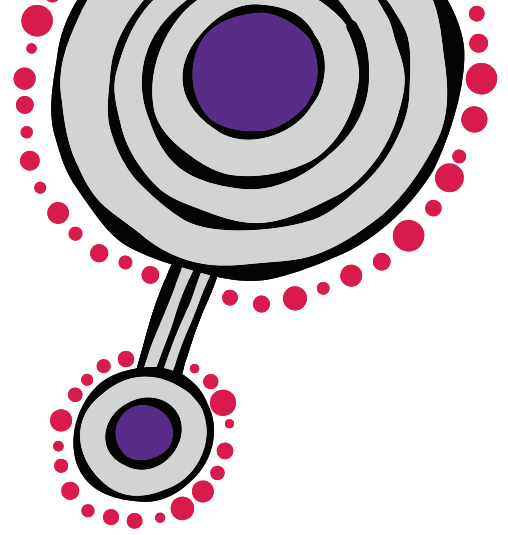
To develop this RAP, we consulted our workforce and local Aboriginal and Torres Strait Islander peoples. We have challenged ourselves to look more deeply into ways we can further strengthen relationships and enhance respect for Aboriginal and Torres Strait Islander peoples.

We will continue to work together and engage honestly and openly with Traditional Owners and Custodians to understand and demonstrate respect for the cultural significance of the lands on which we operate.

We will seek more ways to share the value of our operations with Aboriginal and Torres Strait Islander peoples by improving economic opportunities. And importantly, we will continue to listen, share our progress towards reconciliation.

Catharine O'Grady

General Manager People and Development
AMES Australia



About AMES Australia

AMES head office is located in Melbourne, Victoria and has over 25 sites spread across metropolitan Melbourne, regional Victoria, New South Wales and South Australia.

AMES provides a comprehensive range of settlement and social participation programs and services for migrants, refugees and asylum seekers. These include on-arrival settlement support, English language and literacy training, vocational education and training, and employment services.

Delivering seamless end-to-end services gives AMES a unique perspective of our clients' journeys and provides insights that allow us to build individual client pathways and to adapt or create bridging programs between the core services. AMES not only works with new arrivals, but also with the community, businesses and governments to develop sustainable and effective settlement solutions for our communities.

Vision and strategic priorities

AMES vision is "full participation for all in a cohesive and diverse society." AMES achieves this through innovation, advocacy, partnership, influence and sustainability.

Our focus is on achieving social and economic participation outcomes for individuals, families and the broader community, guided by the following strategic and supporting priorities:

- Extend work to improve client outcomes including the economic wellbeing of women.
- Apply digital technologies to achieve better outcomes.
- Contribute to the evidence base to improve settlement policies and practices.
- Promote the benefits of the diverse social capital of newly arrived communities to the broader society.
- Invest in the capacity, diversity, resilience and innovation of AMES, its employees and volunteers.

AMES works closely with a range of advisory and community groups that provide information about ways to increase participation in AMES services to achieve outcomes for clients supported by our services. These groups include those representing or providing services for Aboriginal and Torres Strait Islander communities, young people, culturally and linguistically diverse communities and people with disabilities.

Vision for Reconciliation

Our vision for reconciliation is to provide all Australians with access and support to actively participate in AMES Services. In line with this, our vision for reconciliation is the participation of Aboriginal and Torres Strait Islander Peoples in programs and workplaces which are truly inclusive.

Through education and personal development opportunities, AMES employees will be equipped with cultural competency, knowledge and compassion to provide culturally safe and appropriate Settlement, Education and Employment services.

By developing organisational capacity to support and build meaningful relationships with the First Peoples, AMES will enhance its capacity and understanding to facilitate trust in the services offered, which will assist in the settlement, employment and education of refugees and migrants in a diverse society.

Values

AMES values reflect what is important to us as a Victorian Public Sector organisation and relate to what we aim for in our reconciliation journey.

Responsiveness:

We respond in a timely way with our best work

Integrity:

We are honest, ethical and transparent

Impartiality:

We behave in the best interests of the public by making fair and objective decisions

Accountability:

We hold ourselves and others to account for the work that we do

Respect:

We value others and accept their differences

Leadership:

We are genuine, supportive and do the right thing

Human Rights:

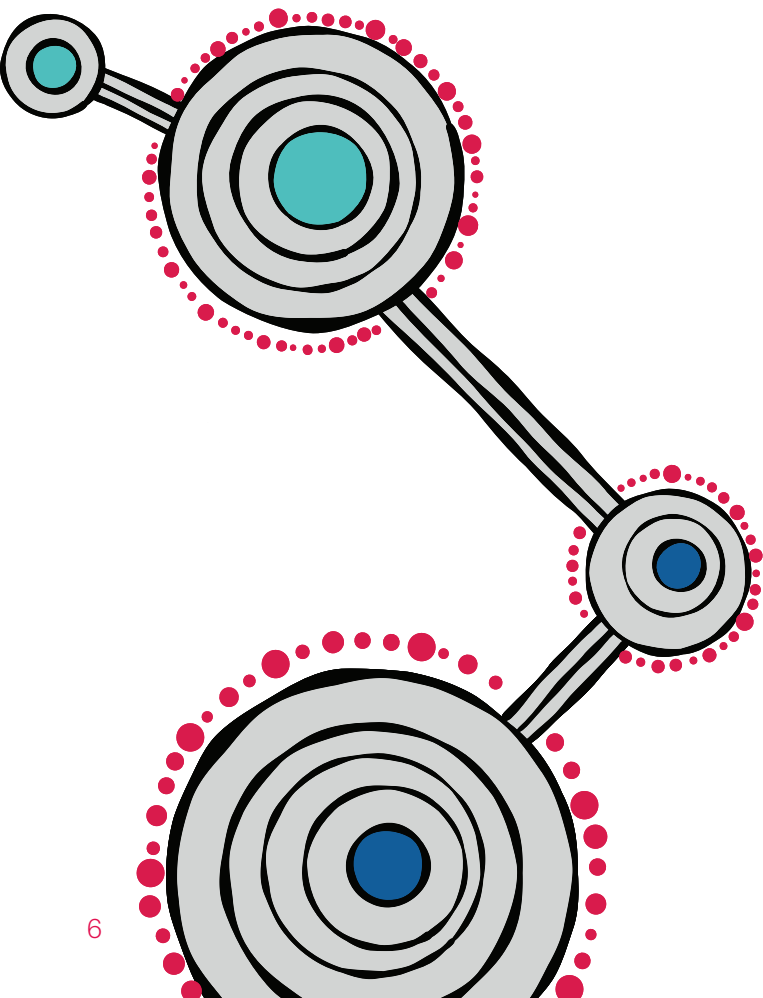
We uphold and respect the rights of others

AMES Workforce

AMES Australia is a proud employer of multicultural and multilingual workforce, representing the diversity of Australian population. Our 600+ employees comprise of people coming from more than 80 countries around the world as well employees who identify as Aboriginal and/or Torres Strait Islander Peoples coming from First Nation's Lands in Australia.

Sphere of influence

AMES sphere of influence includes: State and Federal Government, AMES Employment Alliance members, TAFE networks, local councils, Universities, suppliers, employers, community members and groups, employees and their families.



AMES RAP Journey

In 2020, AMES embarked on the RAP journey with the creation of AMES Acknowledgement of Country. Since then, AMES has implemented actions to improve the cultural safety of our services and has sought to formalise the organisation's commitment to reconciliation. This included embedding cultural symbols such as Aboriginal and Torres Strait Islander flags at reception areas and publishing our Acknowledgement of Country banner on our websites and email signatures.

During the Reflect RAP journey, AMES formed a RAP Working Group to work collaboratively to influence and implement the actions in the RAP. The Working Group collaborated to identify AMES sphere of influence, and organisations that AMES could work or partner with to further strengthen relationships with Aboriginal and Torres Strait Islander Peoples and our communities.

AMES is committed to the continued exploration and improvement of our contribution towards reconciliation, with the CEO and General Manager People and Development as champions of our RAP.

The Journey artwork, utilised on AMES shirts.



Acknowledgement of AMES Australia's key achievements to date

The launch of AMES new Aboriginal and Torres Strait Islander Employment Service in Western Sydney

AMES launched a new Aboriginal and Torres Strait Islander Employment Service for Western Sydney in 2022. The service supports Aboriginal and Torres Strait Islander jobseekers across Western Sydney to find rewarding and sustainable employment. It provides services in Blacktown, Parramatta, Auburn, Granville, Penrith, Windsor, St Marys, Merrylands and Richmond.

Under the provisions of section 126 of the Anti-Discrimination Act 1977 (NSW), an exemption was given to AMES to advertise, designate and recruit up to 15 frontline roles for Aboriginal and or Torres Strait Islander persons only, in pursuit of a 3% Aboriginal and Torres Strait Islander workforce participation rate. This exemption will remain in force for 5 years and was published on NSW Gazetted paper Friday 18 November 2022.

The new Federal Government Workforce contract, which began on July 1, focuses greatly on case management support for individual jobseekers. AMES has since recruited Employment mentors to work with jobseekers and Employer Engagement Specialists to effectively mentor employers. The aim is not only to support jobseekers into work, but also to work with employers to help them embrace job seekers from Aboriginal and Torres Strait Islander, CALD and refugee cohorts.


AMES Service Delivery Manager for Western Sydney, a First Nations' representative, is passionate in assisting the Aboriginal and Torres Strait Islander community into sustainable employment. She said, "the new service is more about progressing people towards the right job, rather than getting them in to the first job that comes along".

Having Aboriginal and Torres Strait Islander employees working with First Nations' clients enables better connection and greater affinity between clients and employees. In January 2023, 20 Aboriginal and Torres Strait Islander clients were assisted in securing employment through the AMES employment services.

At the launch of AMES Western Sydney Employment Services on June 2022, a smoking ceremony was organised recognising and respecting the local Aboriginal culture and protocols. The ceremony also brought best wishes and success to our newly established workplace and team.



The launch of Aboriginal and Torres Strait Islander Employment Services

A photograph of a man with a long white beard and chest, wearing a red headband and a red wrap around his waist. He is holding a large, flat, brown object (possibly a piece of bark or a large leaf) in his hands, and a thick plume of white smoke is rising from it. He is looking down at the object. The background is a blurred outdoor setting with a fence and some greenery. A decorative arc of purple dots is in the upper right corner.

“A smoking ceremony is a traditional Aboriginal custom which involves burning native plants just enough to produce smoke. The smoke will cleanse the area and ward off bad spirits from the people and the land.”

Gumaraa (<https://gumaraa.com.au/>, 2023)

Partnership with Melaleuca on Employment Services delivery

Since 1 July 2022, AMES Australia has partnered with Melaleuca Australia in Darwin to provide employment services under the new Workforce Australia contract. Melaleuca Australia provides employment assistance to the majority of Aboriginal and Torres Strait Islander jobseekers located around Casuarina and Palmerston in the Northern Territory. The office services over 1000 clients, where more than 50% are from Aboriginal and Torres Strait Islander communities. AMES and Melaleuca Australia work closely together to achieve the same objective of assisting clients to find sustainable employment.

Supporting Aboriginal and Torres Strait Islander Rugby league – Koori knockout

AMES Aboriginal and Torres Strait Islander employment services sponsored the Blacktown Red Belly Warriors in the 2022 and 2023 Koori Knockout rugby league tournament. Established in 1992, Blacktown Red Belly Warriors Rugby League Football Club aims to promote and encourage a safe, friendly and supportive environment for Aboriginal youth and their families. The Koori Knockout, held annually in NSW, is Australia's largest First Nations' sporting event attracting around 30,000 players and spectators. It was formed with the objective of creating a platform for talented Aboriginal and Torres Strait Islander Rugby league players to show their skills. AMES employees took part in the 2022 tournament held on the NSW South Coast, marking its 50th anniversary.



AMES employees holding the team's T-shirt for the 2022 Koori Knockout.

AMES employees with our clients who successfully completed the Traffic Controller qualification.



Clients achieving employment outcomes through training

AMES Aboriginal and Torres Strait Islander Employment services team in Western Sydney coordinates a monthly Traffic Controller Licence Program in collaboration with the Transport Management Centre (TMC). The objective of this program is to create employment opportunities for AMES clients in the field of traffic management.

The training was organised by AMES Employment Engagement Specialist, along with an Employment Mentor, to support job seekers throughout the employment process. Job seekers were provided with Opal and Fuel Cards to ensure their full participation in the program. AMES employees volunteered in assisting two clients who had never worked previously to complete the course.

The training involved completing OH&S White Cards, learning traffic control protocols and implementing traffic management plans. The final practical assessment was conducted in a simulated workplace using full-scale devices in a controlled and safe environment.

As a result of the commitment by AMES Employment team, 10 out of the 14 clients who participated in the training successfully secured employment and are currently working.

Strengthening relationship

During the Reflect RAP, AMES identified Aboriginal and Torres Strait Islander stakeholders and organisations within our sphere of influence, and worked on understanding best practices that support partnerships and further engagement with the community. The RAP Working Group raised awareness around the meaning of National Reconciliation Week to further enhance the connection with Aboriginal and Torres Strait Islander Peoples and inform AMES RAP journey.

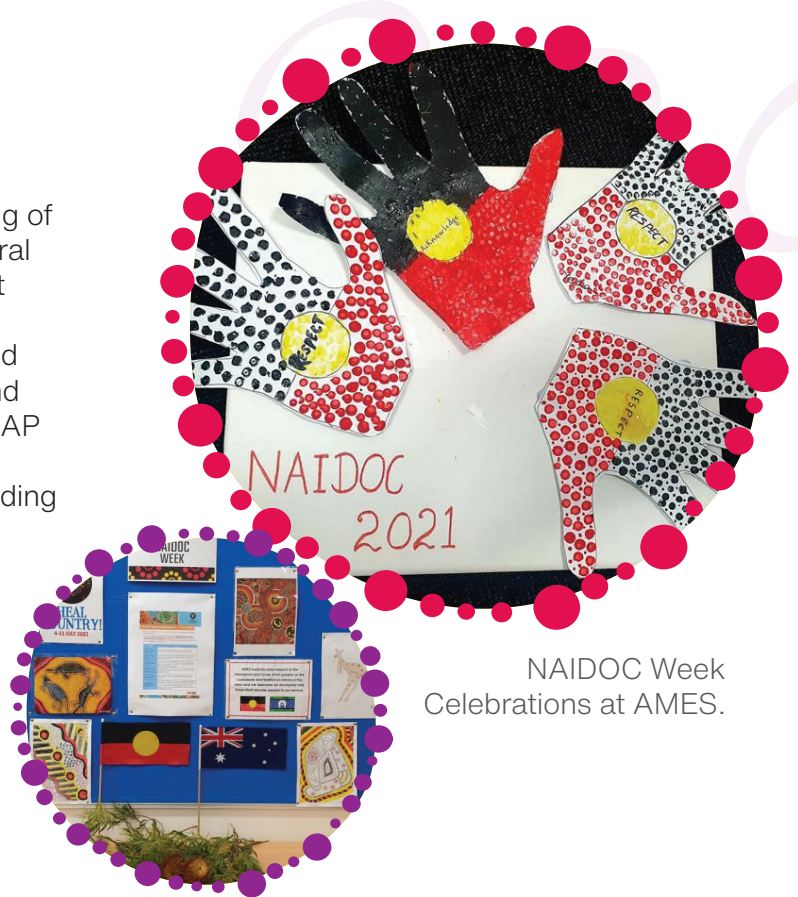
AMES employees volunteered in multiple community events to build trust and strong relationships with Aboriginal and Torres Strait Islander communities. Our dedicated First Nations' employees from the AMES NSW Employment team in Western Sydney volunteered in the Willmot Community Hub Christmas event in 2022. AMES further sponsored the Koolyangaarra Aboriginal Family Centre, by supplying vouchers to community members during the festive seasons.

The NSW Employment team is actively involved in regular local Aboriginal and Torres Strait Islander interagency meetings. These monthly meetings bring together community service organisations in the region to discuss current issues, plan resolutions and initiate required community assistance programs.



Celebrating NAIDOC Week at AMES

For the last two years, AMES has proudly celebrated NAIDOC Week with several activities to build employees' understanding of the purpose and significance behind cultural protocols, including the Acknowledgement of Country and Welcome to Country practices. The COVID-19 pandemic allowed AMES employees to think creatively around celebrating NAIDOC Week virtually. The RAP Working Group hosted daily meetings to engage the whole of AMES workforce, leading activities dedicated to understanding First Nations' cultures, artwork, histories, food and languages



NAIDOC Week Celebrations at AMES.

Dharug Country Art Work

The Dharug Country artwork was commissioned for the grand opening of AMES Blacktown NSW site. The Aboriginal & Torres Strait Islander employment services team worked with Chloe Eastwood & Tay-la from Bindi Bindi Art, proud Wiradjuri and Ngemba women living on Darug land. The objective of the art work was to create a concept of belonging and welcoming atmosphere to our clients.

The art work is named as “Belonging”. It is a representation of the importance of inclusion and connection with culture and the community, emphasising coming together and providing a sense of belonging that encourages participation and engagement.



Little Rocket Organisation

In line with AMES commitment to partner with Aboriginal and Torres Strait Islander suppliers, AMES worked closely with Little Rocket, a First Nations' business, to design AMES 2022-2025 Gender Equality Action Plan. Little Rocket is an Aboriginal and Torres Strait Islander owned full-service marketing and creative agency, providing end-to-end strategic and innovative solutions. It has been a pleasure for AMES to continue to work with Little Rocket for the design of the AMES Innovate RAP.

Improving social and economic outcomes

AMES has an ongoing commitment to support and work with Aboriginal and Torres Strait Islander organisations to improve socio-economic outcomes. To date, AMES has achieved 0.14% participation of Aboriginal and Torres Strait Islander businesses in our supply chain and procurement operations. AMES continues to strive to increase participation by removing barriers to relationships with these businesses and entrepreneurs. Below is an overview of suppliers and organisations that AMES has worked closely with to date.



Little Rocket team during the YES campaign for the referendum, 2023.

First Nations' Employers and Community Organisations

To increase employment opportunities and pathways to employment for Aboriginal and Torres Strait Islander clients, AMES works closely with First Nations' employers and community organisations. Aboriginal Employment Service, Aboriginal Medical Service (Mt Druitt and Penrith), Job Train, Lack group, Sydney Regional Aboriginal Corporation and Koolyengarra Aboriginal Family Centre are some of the organisations that work collaboratively with AMES to find and place clients into sustainable employment.

In August 2022, AMES NSW Employment services took part in the KARI career exhibition. Established in 1999, KARI is an organisation which supports the Aboriginal community via multiple aspects. This was a great opportunity to build relationships with like-minded organisations with whom AMES worked collaboratively during our reconciliation journey, and to exhibit AMES services to the broader community.

AMES NSW Employment team regularly collaborates with Aboriginal and Torres Strait Islander businesses for catering and cleaning services, including Kallico Catering, Willmot Currawong Kitchen and Killara cleaning company, demonstrating our efforts to strengthen business relationships with local entrepreneurs.



AMES representation at Real Futures Employment Connection Day in September 2023.

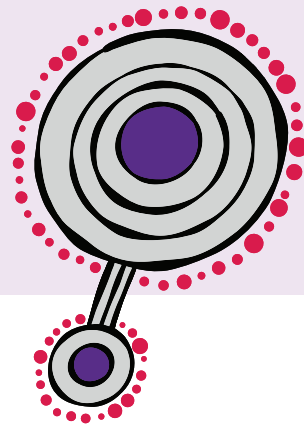
Artist Brenda Mau

At the launch of AMES Aboriginal and Torres Strait Islander Employment services in Western Sydney in July 2022, AMES involved multiple First Nations' artists to create and showcase artworks depicting the AMES client journey. Among them, Brenda Mau, a First Nations' contemporary artist, designed an insightful artwork called the "The Journey", which represents the ongoing journey of AMES clients from the time that they arrive in Australia to when they settle and integrate into the community. This artwork is AMES official artwork incorporated throughout the Innovate RAP document.



Above: Brenda Mau, creator of AMES 'The Journey' RAP Artwork (pictured opposite).





About the artwork

The Journey

Story and artwork by malu.bajigal

We all are on a continuing journey throughout every aspect of our lives. From when we are first born, we begin by learning how to take our first breath, which follows on to our first words and first steps. These are made easier with the help of our family, our community.

First Nations people of Australia have had to endure the pain of being taken away from our families by ways like the “Stolen Generation”, and being run off our country to then resettle on country and land that are not our own. This is not unlike people who come to Australia to take refuge, they are also enduring the same impacts of pain, starting over again in a new country away from the life that they know.

This artwork is called “*The Journey*”. Look at it from the bottom to the top. Elements start off small and then grow, until you reach the top where it represents the settlement in anew community.

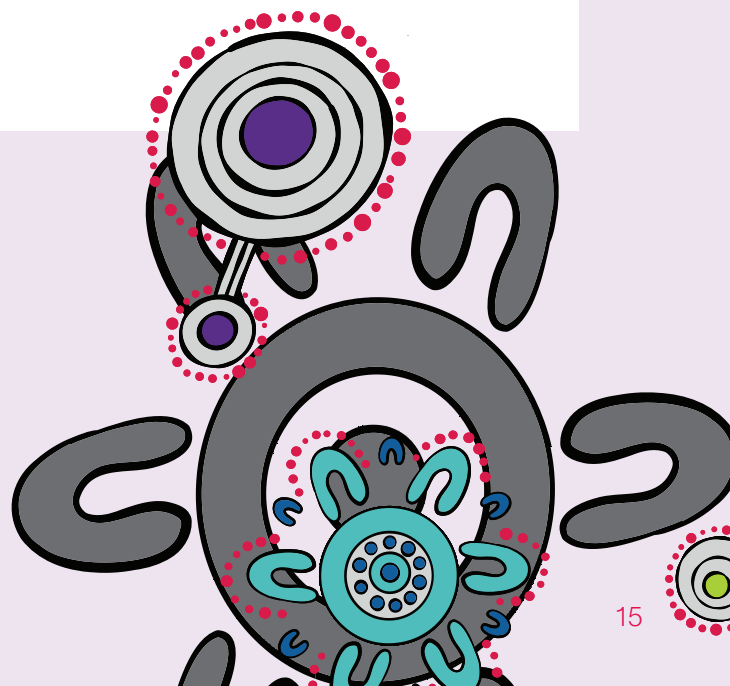
The snake represents the AMES snake, the steps taken for settlement into Australia and work.

The footprints start off at the bottom, and ascend from small to large. This represents the steps that we make through the journey- they will always grow with the confidence that we will make it through both the bad times as well as the good.

The symbols of the people sitting around together also ascend from smallest at the bottom to the largest at the top- we may seem like we walk through life alone, but their will be people to surround us with the support and encouragement we need.

The circles with the dots surrounding them and connecting to each other represent both origins and resettlement communities- it doesn't matter where we go, we will always be connected to our home and country through our hearts, minds and spirits.

The colours used are from the AMES colour palette, as well as the Aboriginal flag colours for the footprints.



Key learnings

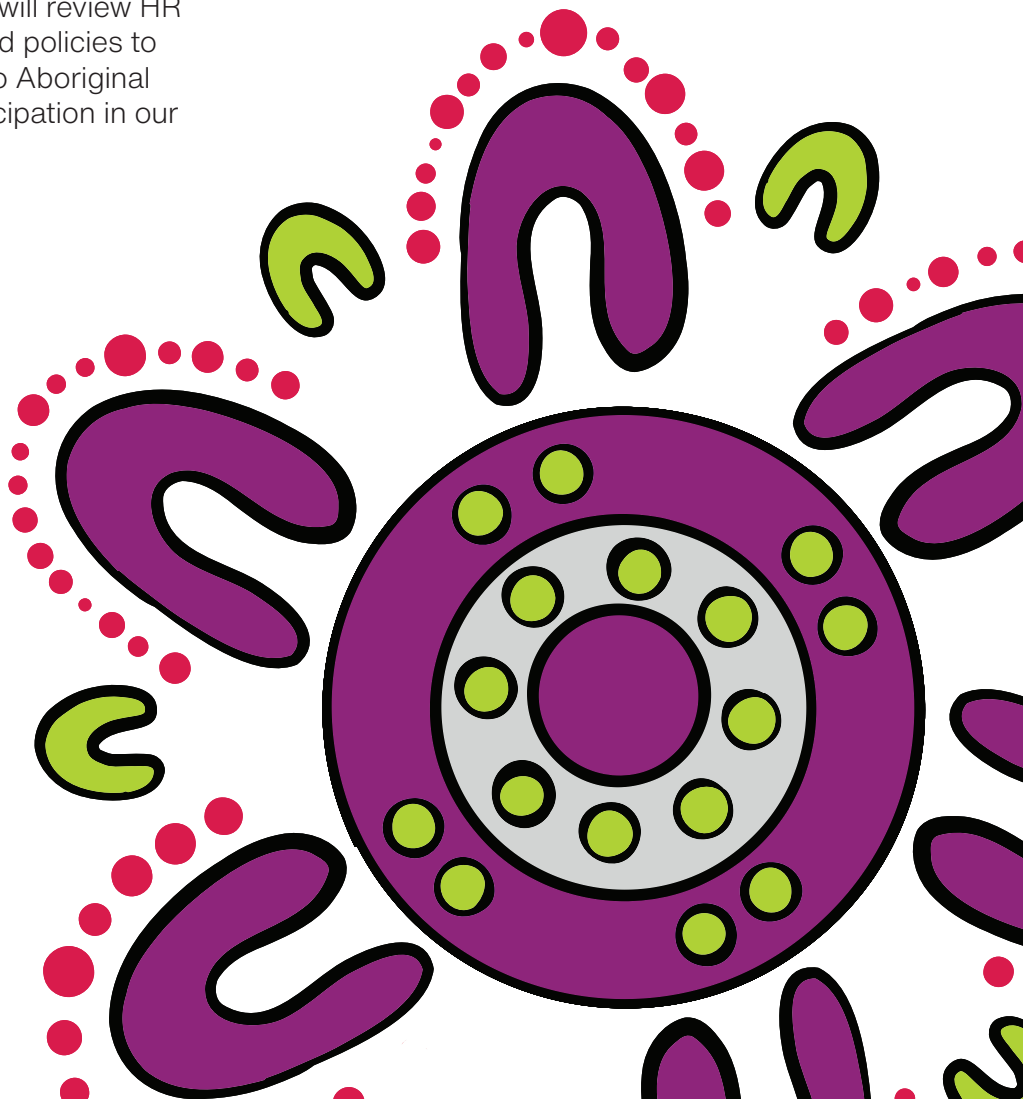
During the Reflect RAP journey, AMES identified several key learnings. Innovate RAP aims to build on these learnings.

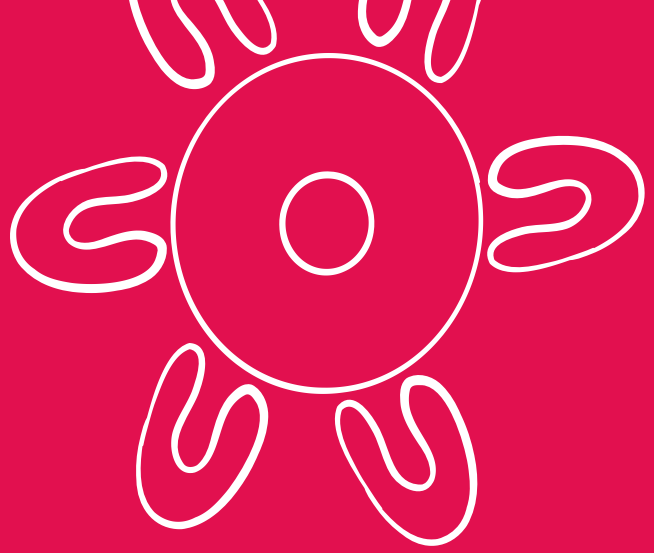
AMES recognises the need to increase all AMES employees' and volunteers' awareness and understanding of the cultural significance of the land on which we operate, and the significance behind cultural protocols. This will be built on through initiatives such as celebrating NAIDOC week at AMES locations annually to enable employees to learn about First Nations' Cultures and Histories.

Through AMES Aboriginal and Torres Strait Islander Employment Services, AMES will continue to focus on supporting Aboriginal and Torres Strait Islander clients into suitable and sustainable employment. AMES will work closely with our internal Aboriginal and Torres Strait employees to identify ways to improve employment outcomes. AMES will review HR and recruitment procedures and policies to remove any potential barriers to Aboriginal and Torres Strait Islander participation in our workplace.

Further to this, AMES acknowledges the importance of strong communication channels to distribute information about actions that are taken towards reconciliation and how each member of our organisation can contribute towards achieving our objectives.

To continue AMES journey towards reconciliation, we have continued to build our employees' knowledge of the history and cultural backgrounds of Australia's First Nations' Peoples. AMES continues to reflect on our journey to reconciliation by acknowledging achievements to date.





Our Innovate RAP

AMES aspiration is to develop a RAP to support a workplace culture that understands, values and respects the histories, cultures and contributions of Aboriginal and Torres Strait Islander Peoples.

During our Innovate RAP, we plan to develop and initiate strategies to enhance our relationship with Aboriginal and Torres Strait Islander Peoples and increase self-determination through our involvement in reconciliation.



The RAP Working Group

At AMES, the Chief Executive Officer and the General Manager People and Development champion our RAP.

The RAP Working Group established during the Reflect RAP has continued to play a key role in developing the Innovate RAP and will meet quarterly to drive the implementation of the RAP actions across AMES. The Working Group comprises of representatives from AMES three major service areas, namely Employment, Education and Settlement services, corporate services including

Procurement, People & Development and Marketing. The RAP Working Group is privileged to have five members who identify as Aboriginal and/or Torres Islander Peoples. These Group members play a key role by sharing their knowledge and insights to enable better understanding of the areas of focus, and on how to implement the actions we take.

AMES RAP Working Group involves members from diverse positions, and spreads across different locations of AMES.

Executive Sponsor

- General Manager People & Development

Project management

- HR Business Partner
- Employee Relations and Diversity Coordinator

Project support & administration

- Volunteer Recruitment and Training Coordinator

Project Advisory & Support

- Senior Manager Development and Innovation
- Senior Manager Community Education Services
- Senior Manager Settlement Support and Community Care
- Senior Manager Community Development & Social Participation
- Senior Manager Employment - NSW
- Senior Manager Procurement and Administration
- Manager Marketing and Communications
- Manager Operations & Practice
- Manager Recruitment and HRIS Projects
- Service Delivery Manager- NSW
- Employer Engagement Specialist
- Senior Employment Mentor
- Employment Mentor

The RAP Working Group members will be the first contact points for other employees in understanding the steps AMES is taking towards reconciliation and to encourage them to actively participate in every step of our RAP journey.

Through consultation with the RAP Working Group AMES has identified the key actions and deliverables that we aim to achieve during the Innovate RAP. The sphere of influence will play a major role in executing the actions that are proposed in the Innovate RAP.





Relationships

AMES values and respects all individuals and is committed to creating an inclusive workplace. Better understanding Aboriginal and Torres Strait Islander Peoples, their cultures and their aspirations towards reconciliation allows AMES to correctly address the necessary actions required to develop a sound relationship with First Nations' Peoples and other communities that live in Australia. A sound relationship with First Nations' individuals and other Australians in the workplace leads to increased performance and higher employee retention.

AMES plans to embed a clear framework for engaging with Aboriginal and Torres Strait Islander Peoples. Improved communication will establish mutually beneficial relationships upon which, we can work towards reconciliation. This starts by meeting local Aboriginal and Torres Strait Islander representatives to better understand their backgrounds and aspirations and by promoting reconciliation within AMES sphere of influence.

Action	Deliverable	Timeframe	Responsibility
Continue to develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Liaise with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement in the community.	Jun- 2024	Lead: Senior Manager Employment NSW Support: RAP Working Group
	Develop and implement a community engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jun- 2024	Lead: Senior Manager Employment NSW Support: RAP Working Group
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all AMES employees.	May 2024 May 2025	Lead: ER & Diversity Coordinator Support: HRBP
	RAP Working Group members to participate in an external NRW event.	May 2024 May 2025	Senior Manager Development and Innovation
	RAP Working Group members to encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024 May 2025	Lead: HR Business Partner Support: Senior Manager Development and Innovation

Action	Deliverable	Timeframe	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW). <i>(cont'd)</i>	Organise at least one NRW event each year.	May 2024 May 2025	Lead: HR Business Partner Support: RAP Working Group
	Register all our NRW events on Reconciliation Australia's website.	May 2024	Lead: ER & Diversity Coordinator Support: RAP Working Group
Promote reconciliation through our sphere of influence.	Show our commitment to reconciliation through activities such as Acknowledgement of Country at the start of all meetings.	Dec-2024	Lead: Executive Sponsor Support: RAP Working Group
	Develop and implement a communication plan to raise awareness of reconciliation across our workforce.	Jun-2024	Lead: ER & Diversity Coordinator Support: RAP Working Group
	Communicate our commitment to reconciliation publicly.	Jun-2024	Lead: Senior Manager Development and Innovation Support: RAP Working Group
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Jun-2024	Lead: Senior Manager Development and Innovation Support: RAP Working Group
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Jun- 2024	Lead: Executive Sponsor Support: RAP Working Group

Action	Deliverable	Timeframe	Responsibility
Promote reconciliation through our sphere of influence. <i>(cont'd)</i>	Present our Innovate RAP to external stakeholders via community advisory groups or similar.	Jun- 2024	Lead: Senior Manager Development and Innovation Support: RAP Working Group
	Participate in external events organised by Aboriginal and Torres Strait Islander communities to enrich the relationship with the community and promote our reconciliation objectives.	Jun-2024	Lead: Senior Manager Development and Innovation Support: RAP Working Group
Promote positive relationships through anti-discrimination strategies.	Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec-2024	Lead: General Manager People and Development Support: HR Business Partner
	Develop, implement and communicate an anti-discrimination policy for AMES.	Jun-2024	Lead: General Manager People and Development Support: HR Business Partner
	Educate senior leaders on the effects of racism.	Dec- 2024	Lead: General Manager People and Development Support: RAP Working Group
	Educate senior leaders on the effects of racism.	Dec- 2024	Lead: General Manager People and Development Support: RAP Working Group

Action	Deliverable	Timeframe	Responsibility
Promote positive relationships through anti-discrimination strategies. <i>(cont'd)</i>	Engage with Aboriginal and Torres Strait Islander employees to consult on our anti-discrimination policy.	Jun-2024	Lead: HR Business Partner Support: ER & Diversity Coordinator
	Work with AMES Gender Equality Action Plan (GEAP) and Accessibility and Inclusion Working Groups to promote a culture of fairness, equity and inclusion.	Jun-2024	Lead: ER & Diversity Coordinator Support: HR Business Partner
Advocate for systemic change, recognise and support the Aboriginal and Torres Strait Islander Community to find sustainable employment.	AMES to be actively present in a minimum of one external event such as KARI Expo, NESA conference to promote AMES services in supporting the local First Nations people to search and maintain work through the Workforce Australia tender.	Dec-2024	Lead: Senior Manager Employment NSW
	Continue to proactively seek partnerships with Aboriginal Community-Controlled Organisations, such as Careers Connect, Melaleuca Australia, Baabayn, Western Sydney Women and Indigenous Owned Businesses to provide sustainable employment opportunities and support with a minimum of one partnership per year.	Jun- 2025	Lead: Senior Manager Employment NSW Support: RAP Working Group



Respect

We, AMES Australia, pay respect to the history, culture and rights of the people and land we operate on. Increasing the understanding and the recognition of Aboriginal and Torres Strait Islander cultures, histories and rights will not only strengthen the

relationship we have with the community, but also emphasise the necessity to pay respect to them. We will continue to build AMES values of “leadership” and “respect” through cultural learning and will work towards enabling AMES employees to develop greater cultural awareness.

Action	Deliverable	Timeframe	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs specific to Aboriginal and Torres Strait Islander cultures within our organisation.	Dec-2024	Lead: General Manager People and Development Support: Manager Learning & Development
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Jun-2024	Lead: General Manager People and Development Support: Manager Learning & Development
	Develop and implement an online cultural awareness training module and include in induction for new employees.	Jun-2025	Lead: General Manager People and Development Support: Manager Learning & Development
	Design Aboriginal and Torres Strait Islander signage and roll out flags at all relevant AMES sites.	Dec-2024	Lead: Manager Marketing and communication Support: RAP Working Group
	Investigate and participate in Aboriginal and Torres Strait Islander cultural events.	Dec-2023 Dec-2024	Lead: ER & Diversity Coordinator Support: RAP Working Group

Action	Deliverable	Timeframe	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. (cont'd)	Incorporate official Aboriginal and Torres Strait Islander artwork on all AMES websites and email signatures.	Dec-2024	Lead: Manager Marketing and communication
Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec-2024	Lead: ER & Diversity Coordinator Support: RAP Working Group
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country, that incorporates local languages.	Jun-2024	Lead: ER & Diversity Coordinator Support: RAP Working Group
	Invite a local Traditional Elder or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May-2024 May-2025	Lead: ER & Diversity Coordinator Support: Senior Manager Community Development & Social Participation, Community Development, Senior Manager Development and Innovation

Action	Deliverable	Timeframe	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols. (cont'd)	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Dec-2024 Dec-2025	Lead: General Manager People and Development Support: RAP Working Group
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	Jun 2024 Jun 2025	Lead: General Manager People and Development Support: RAP Working Group
	Create internal NAIDOC events inviting local Aboriginal and Torres Strait Islander communities to share their cultural knowledge and build relationships with AMES employees.	Jun 2024 Jun 2025	Lead: ER & Diversity Coordinator Support: RAP Working Group
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jun 2024	Lead: ER & Diversity Coordinator Support: HR Business Partner
	Promote and encourage participation in external NAIDOC events to all staff.	Jun 2024	Lead: ER & Diversity Coordinator Support: HR Business Partner
	Raise awareness of NAIDOC Week's annual theme via internal communication channels.	Jun- 2024 Jun- 2025	Lead: ER & Diversity Coordinator Support: Media Manager, Marketing and Communications Manager, RAP Working Group



Opportunities

AMES will strive to remove socio-economic imbalances and widen opportunities for Aboriginal and Torres Strait Islander people and their businesses. During our RAP journey, we will identify and remove barriers to open greater opportunities within our business

and with the contractors and consultants we engage. We also plan to implement business practices to expand AMES support of Aboriginal and Torres Strait Islander people to enhance their socio-economic outcomes.

	Deliverable	Timeframe	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Engage with Aboriginal and Torres Strait Islander employees to consult on our Aboriginal and Torres Strait Islander recruitment strategy.	Jun- 2024	Lead: Manager Recruitment & HRIS Projects Support: ER & Diversity Coordinator
	Develop and implement an Aboriginal and Torres Strait Islander retention strategy.	Dec-2024	Lead: Manager Recruitment & HRIS Projects Support: Senior Manager HR Shared Services, HR Officer Employee Experience, ER & Diversity Coordinator
	Review advertising material to better attract Aboriginal and Torres Strait Islander candidates and continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jun-2024	Lead: Manager Recruitment & HRIS Projects Support: Senior Manager HR Shared Services, HR Officer Employee Experience, ER & Diversity Coordinator

	Deliverable	Timeframe	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. <i>(cont'd)</i>	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jun-2024	Lead: Manager Recruitment & HRIS Projects Support: Senior Manager HR Shared Services, HR Officer Employee Experience, ER & Diversity Coordinator
	Share employment opportunities at AMES with Aboriginal and Torres Strait Islander organisations and community groups.	Jun-2024	Lead: Manager Recruitment & HRIS Projects Support: RAP Working group
	Identify Aboriginal and Torres Strait Islander employment agencies to explore future work relationships.	Jun-2024	Lead: Manager Recruitment & HRIS Projects Support: RAP Working group
	Identify Aboriginal and Torres Strait Islander recruitment needs for apprenticeships, volunteers and traineeships.	Jun-2024	Lead: Manager Recruitment & HRIS Projects Support: Volunteer Recruitment and Training Coordinator, ER & Diversity Coordinator
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander Procurement Strategy within the organisational Procurement Strategy (encompassing the Social Procurement Strategy).	Jun-2024 (with annual review)	Lead: Senior Manager Procurement and Administration
	Investigate membership and partnership opportunities with Aboriginal and Torres Strait Islander business directories, such as Supply Nation.	Jun-2024	Lead: Senior Manager Procurement and Administration

	Deliverable	Timeframe	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. <i>(cont'd)</i>	Review procurement activity to identify opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	Jun-2024 annually	Lead: Senior Manager Procurement and Administration (in collaboration with functional leads)
	Review and update procurement practices (including staff communication) to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun-2024 (with annual review)	Lead: Senior Manager Procurement and Administration
	Develop commercial relationships and partnership with Aboriginal and/or Torres Strait Islander businesses.	Dec-2024	Lead: Senior Manager Procurement and Administration (in collaboration with organisational buyers)
	Identify and consider prospective suppliers that are aligned with AMES reconciliation objectives, including their approach to employment and subcontracting.	Jun-2024	Lead: Senior Manager Procurement and Administration (in collaboration with organisational buyers)



Governance

AMES is committed to delivering what is agreed. We will continue to monitor the progress of the activities and work towards

reconciliation during our journey. Our RAP Working Group brings expertise and experience to drive the governance of the RAP.

Action	Deliverable	Timeframe	Responsibility
Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	Jun-2024	Lead: General Manager People and Development Support: HR Business Partner, ER & Diversity Coordinator
	RAP Working Group to actively lead and contribute to RAP commitments.	Jun-2024	Lead: ER & Diversity Coordinator, RAP Working Group
	Review and apply Terms of Reference for the RAP Working Group.	Jun-2024	Lead: General Manager People and Development Support: HR Business Partner, ER & Diversity Coordinator
	Continue to meet at least four times per year to drive and monitor RAP implementation.	15 Feb-2024 16 May 2024 15 Aug-2024 14 Nov-2024	Lead: General Manager People and Development Support: HR Business Partner, ER & Diversity Coordinator
Provide appropriate support for effective implementation of RAP commitments.	Continue to identify and review resource needs for RAP implementation.	Dec-2024	Lead: General Manager People and Development Support: HR Business Partner, ER & Diversity Coordinator

Action	Deliverable	Timeframe	Responsibility
Provide appropriate support for effective implementation of RAP commitments. <i>(cont'd)</i>	Engage all leaders and employees in the delivery of RAP commitments.	Dec-2024	Lead: General Manager People and Development Support: HR Business Partner, ER & Diversity Coordinator
	Define and maintain appropriate tools to track, measure and report on RAP commitments.	Dec-2024	Lead: HR Business Partner Support: ER & Diversity Coordinator, RAP Working Group
	RAP Working Group to share and implement the initiatives of the Innovate RAP in respective Hubs.	Jun-2024	Lead: ER & Diversity Coordinator Support: RAP Working Group managers
	Appoint and maintain an internal RAP Champion from Senior Management.	Dec-2024	Lead: General Manager People and Development Support: HR Business Partner, ER & Diversity Coordinator
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 important RAP correspondence.	Jun-2024 Jun-2025	Lead: ER & Diversity Coordinator Support: HR Business Partner

Action	Deliverable	Timeframe	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. <i>(cont'd)</i>	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug-2024 Aug-2025	Lead: ER & Diversity Coordinator Support: HR Business Partner
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept-2024 Sept-2025	Lead: ER & Diversity Coordinator
	Report RAP progress to all employees and senior leaders bi-annually.	July-2024 Dec-2024	Support: HR Business Partner
	Publicly report our RAP achievements, challenges and learnings, annually.	Dec-2024	Lead: Senior Manager Development and Innovation Support: ER & Diversity Coordinator
	Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.	Mar-2024	Lead: ER & Diversity Coordinator Support: HR Business Partner
	Submit a traffic light report to monitor progress of the Innovate RAP and submit a report to Reconciliation Australia.	Jun-2025	Lead: ER & Diversity Coordinator Support: HR Business Partner
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Mar-2025	Lead: ER & Diversity Coordinator Support: HR Business Partner



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