



# RECONCILIATION ACTION PLAN

FEBRUARY 2019 - FEBRUARY 2021

 **protech** GROUP  
strategic recruitment

  
RECONCILIATION  
ACTION PLAN  
INNOVATE





**Protech Group would like to recognise  
the Traditional Custodians of this land  
and we pay respects to Elders past,  
present and future.**




# TABLE OF CONTENTS

|           |   |
|-----------|---|
| <b>04</b> | <b>A Message from Reconciliation Australia</b>      |
| <b>07</b> | <b>A Message from the Managing Director</b>         |
| <b>09</b> | <b>Meet the Artist</b>                              |
| <b>10</b> | <b>Our Vision for Reconciliation</b>                |
| <b>11</b> | <b>Our Business</b>                                 |
| <b>13</b> | <b>Our Reconciliation Action Plan</b>               |
| <b>14</b> | <b>Flexible Solutions</b>                           |
| <b>15</b> | <b>Relationships</b>                                |
| <b>19</b> | <b>Respect</b>                                      |
| <b>21</b> | <b>Opportunities</b>                                |
| <b>23</b> | <b>Governance, Tracking, Progress and Reporting</b> |



# A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome the Protech Group to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.



As a member of the RAP community, Protech joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Protech with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Protech will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Protech well as it explores and establishes its own unique approach to reconciliation. We encourage Protech to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

**Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.**

On behalf of Reconciliation Australia, I commend Protech on its first RAP, and look forward to following its ongoing reconciliation journey.

*Karen Mundine*  
*Chief Executive Officer*  
*Reconciliation Australia*





**Marc Meili**

Managing Director



# A MESSAGE FROM THE MANAGING DIRECTOR

We are incredibly proud to present Protech Group's inaugural Reconciliation Action Plan for 2019–2020. I founded Protech in early 2006 with the purpose to be a positive influence in people's lives and over the past few years we have worked exceptionally hard to realise that purpose.

Through the introduction of our Aboriginal and Torres Strait Islander People's employment program in 2017, I am pleased to say we have progressed on our Reconciliation journey and have great ambitions to significantly broaden our sustainable connection.

Many of our present and future project sites are in regional and remote locations where Aboriginal and Torres Strait Islander communities live and we shall ensure the policies, processes, training and workforce solutions we provide demonstrate our commitment to delivering a diverse and inclusive workforce; more importantly, we should embrace the opportunity to experience these cultures and the histories, experiences and knowledge they bring.

Protech's Core Values of Respect, Integrity and Acknowledge and our relationship based approach to both our clients and employees are the foundations for everything we do.

Our team has worked tirelessly in recent times to create a platform, underpinned by our values, where we can provide employment, education and training opportunities to Aboriginal and Torres Strait Islander people.

The establishment of this Reconciliation Action Plan gives me enormous satisfaction as it demonstrates a maturing and formal recognition of our ongoing commitment to Reconciliation.

Our Vision is to be 'First Choice' and as an Australian leader in the provision of flexible workforce solutions we have the opportunity to share our Reconciliation journey with many others.

This Reconciliation Action Plan will inform our staff, field employees, clients and delivery partners how we share and celebrate the cultures of Aboriginal and Torres Strait Islander peoples.

I acknowledge the Traditional Owners past and present on who's land I stand on.





## Robin 'Goma' Conlon

Artist and Indigenous Employment Coordinator



Artwork titled '*Protech's Journey*'  
by Robin 'Goma' Conlon.

© 2019





# MEET THE ARTIST

# ROBIN 'GOMA' CONLON

I am a proud Kullilli, Koa, Wakka Wakka and Kabi Kabi man. I am one of 15 children and my story stems from both sides of my families. I have been inspired to take up art through my mother, uncles and brothers who have their own unique styles. I have been painting for the past 25 years capturing stories of my journey and journey's of others, expressing it through Aboriginal art.

My desire is to pass on my style to my family, daughter, grandchildren, nephews and nieces. The knowledge others gave me I want to continue the process to keep our tradition and culture alive.

.....

Goma joined Protech Group in 2017 and provides recruitment, community engagement, mentoring and guidance to Indigenous employees on site, from a cultural and community perspective.

# OUR VISION FOR RECONCILIATION

**Our vision for reconciliation is to create a diverse and inclusive workforce for both Protech and our clients.**

As a leader of flexible workforce solutions across the country, we believe we have the potential to create a national workforce that is capable of widely sharing and celebrating the cultures of Aboriginal and Torres Strait Islander peoples. Protech aims to utilise our Aboriginal and Torres Strait Islander Employment Programs to deliver positive employment outcomes for Aboriginal and Torres Strait Islander peoples, providing them a means to reach their full potential and through their placement within the workforces' of our clients, broadly share the knowledge's, cultures and experiences they have developed throughout history. While Protech recognises our Reconciliation journey must acknowledge the past; our vision for Reconciliation is aimed at the future and the role we can play in helping to build strong and sustainable futures for Aboriginal and Torres Strait Islander peoples and their communities.



# OUR BUSINESS

The Protech Group is Australia's largest technical recruitment and flexible workforce solution business with a dedicated focus on technical and skilled personnel. Protech was established in 2006 with a goal to provide technically specialised, customer-focused workforce solutions. Throughout our history, we have consistently challenged the status quo in order to deliver value to our clients and employees. By striving to innovate and gain a deeper understanding of our clients' broader goals, we have created better outcomes, better services and a higher benchmark for the industry.

## Our Purpose

To be a Positive Influence in People's Lives.

## Our Vision

**First Choice.** For people who value quality and high performance without limit or compromise.





## Our Values



### Respect

We respect the safety, goals, contributions and achievements of ourselves and others. We actively strive to protect our people from harm, empower our teams and achieve outcomes for our clients.



### Integrity

We act with integrity by providing exceptional customer service, every time. We are open, honest and ethical in all of our interactions, and we deliver on the promises we make.



### Acknowledge

We value the contributions of our staff, and we recognise and reward leading behaviours. We promote a culture of continuous improvement and celebrate our successes as a team.

Protech is a National Supplier of flexible workforce solutions with a number of permanently staffed and satellite offices across the country. Whilst our largest offices are in the capital cities we do operate some smaller permanent offices and also recruit and supply to regional areas through pop-up satellite offices that are operated as required.

Where a project requires it, we can support remote project locations. Protech currently has 18 offices across all States and Territories (exc ACT).

Protech employs approximately 2500 field employees each day, depending on our current operations. Of our field staff approximately 200 identify as Aboriginal or Torres Strait Islander peoples. In addition, we have a permanent staff of 147 employees of which seven are Aboriginal or Torres Strait Islander peoples.

Of our approximately 200 Aboriginal or Torres Strait Islander field employees, which includes 55 Trainees and Apprentices, over 95 have been employed through our Aboriginal and Torres Strait Islander Employment Programs since September 2017.



# OUR RECONCILIATION ACTION PLAN

Our organisational purpose is to *'be a positive influence in people's lives'*. At Protech, we are all about people. Our own people, the people we work with and the people we help into work every day. We understand that talent and potential comes from every section of society, regardless of gender, race, age or physical ability. That is why we celebrate inclusion and champion Equal Opportunities. Over the past 5 years, Protech has experienced a significant period of growth and is now a large, strong business, who is in a position to truly realise our company purpose to be a positive influence in people's lives. We feel it is our privilege and opportunity to engage across the community through our RAP to drive that purpose.

Protech recognises the historical injustices and unique challenges faced by Aboriginal and Torres Strait Islander peoples and our RAP demonstrates that Protech is committed to Reconciliation and the provision of employment opportunities to Aboriginal and Torres Strait Islander peoples and this is part of our future business focus. Protech has already taken steps to address this through the creation of our Aboriginal and Torres Strait Islander Program, which has provided Full Time Equivalent Employment Opportunities to over 95 Aboriginal and Torres Strait Islander Men and Women in the last 16 months. In addition, we have employed four Aboriginal Mentors to support our employees throughout their employment with Protech. We see the development of our RAP as a maturing and formalisation of our commitment to Reconciliation.

Our RAP provides an opportunity for non-Aboriginal and Torres Strait Islander employees to understand the cultures and values of our Aboriginal and Torres Strait Islander colleagues and how Protech can provide meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples and assist them to achieve at their full potential.

At Protech, the Group General Manager People & Culture and National Diversity and Programs Manager are responsible for championing the Protech RAP internally. The following participants have been identified as RAP Working Group Members.

**Marc Meili**

Group Managing Director

**Natalie Stewart**

Group General Manager People & Culture

**Nicholas Elston**

National Diversity and Programs Manager

**Adrian Baker**

General Manager – Queensland

**Robin ‘Goma’ Conlon**

Indigenous Employment Coordinator

**Lewis Brown**

Aboriginal and Torres Strait Islander Mentor

**Terry Kelly**

Aboriginal and Torres Strait Islander Mentor

**Joshua McIlwain**

Aboriginal and Torres Strait Islander Mentor

**Alyssa Hughes**

Communications Manager

**Peter Pedersen**

Business Development Manager – Northern Territory

**Daniel Fowler**

Business Manager – Perth

**Lauren Derkacz**

Account Manager – New South Wales

**Les Cohen**

Business Development Manager - Victoria

Protech utilises the knowledge of our own Aboriginal and Torres Strait Islander Mentors to provide input from the Aboriginal and Torres Strait Islander communities. Our mentors have strong ties to their local community and are very good sources of information on Aboriginal and Torres Strait Islander cultures. We also work closely with the Queensland Department of Aboriginal and Torres Strait Islander Partnerships and Aboriginal Land Councils who we intend to seek advice and support from.

Whilst Protech has not previously had a RAP, we do have a formal Aboriginal and Torres Strait Islander Employment Program and Women-In-Construction Program. Both of which have contributed to the employment of 95 Aboriginal and Torres Strait Islander Men and Women in the last 16 months plus four Aboriginal and Torres Strait Islander mentors to support those individuals.



# RELATIONSHIPS

As a supplier of flexible workforce solutions Protech has a strong focus on finding the right person for the right role and so much of this focus on the establishments of strong relationships between our employees and their host clients. As a national organisation that has broad geographic reach Protech is in a position to facilitate the establishments of strong relationships between our clients and the Aboriginal and Torres Strait Islander communities with which we operate in and employee people from. Further, Protech's core value of Integrity requires us to deliver on the promises we make. We recognise that relationships are built upon trust and only through the building of trust can we effectively build meaningful relationships. Protech has demonstrated this in practice by withdrawing our commitment to run a number of Aboriginal and Torres Strait Islander Employment Programs where we felt we were not in a position to deliver on the commitments we said we wanted to deliver for local communities. Whilst this came at financial cost to Protech, we retained the relationship with the Aboriginal and Torres Strait Islander community we were working with – something we see as fundamental to our Reconciliation journey.

Additionally, our experience recruiting Aboriginal and Torres Strait Islander people is that they bring with them a wide range of cultures, knowledge, skills and experiences that make Protech and our client workplaces a better place to work.





## ***'To be a Positive Influence in People's Lives'***

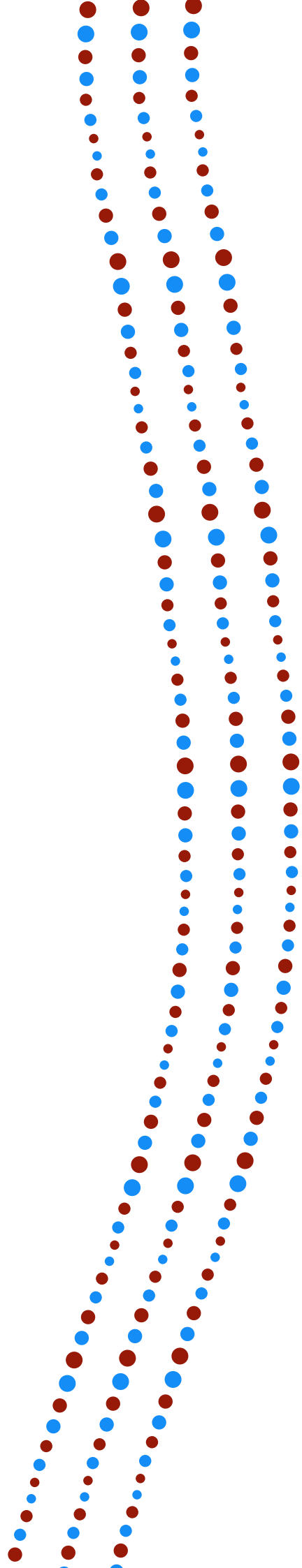
| Action   | Deliverable  | Timeline                                   | Responsibility  |
|--|--|--|---|
|  | RWG oversees the development, endorsement and launch of the Protech RAP.   | February 2019 - March 2019                 |   |
| <b>1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting</b> | Ensure ongoing representation of Aboriginal and Torres Strait Islander peoples on the RWG. In addition, the RAP working group should include representatives from across the country to ensure actions are properly, resourced, monitored and implemented. | February 2019 - February 2021              | National Diversity and Programs Manager<br>Group General Manager<br>People & Culture<br>Aboriginal and Torres Strait Islander Mentors<br>Aboriginal and Torres Strait Islander Employment Coordinators<br>RAP WG member State Representatives |
|  | Establish Terms of Reference for the RWG.  | May 2019                                   |   |
|  | Review Terms of Reference for the RWG  | June and December annually                 |   |
|  | Meet at least four times per year to monitor and report on RAP implementation.   | January, April, July and October, annually |   |



| Action  | Deliverable   | Timeline   | Responsibility   |
|---|---|--|--|
| 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"> <li>Organise at least one internal event for NRW each year.</li> <li>Register all NRW events via Reconciliation Australia's NRW website.</li> <li>Support an external NRW event.</li> <li>Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.</li> <li>Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.</li> <li>Host NRW events across a Project Site, which Protech has run an Aboriginal and Torres Strait Islander Employment Program and has employees on site.</li> <li>Download Reconciliation Australia's NRW resources and circulate to staff.</li> </ul> | 27 May – 3 June, 2019 and 2020   | National Diversity and Programs Manager<br>Communications Manager<br>RAP WG member State Representatives<br>Aboriginal and Torres Strait Islander Employment Coordinators  |
| 3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes in the communities, which Protech operate. | <ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders on specified project. At least two projects per state in 2019 - 2020</li> <li>Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future employee engagement.</li> </ul>  | Minimum of 4 weeks prior to project commencements and 4 weeks post project commencement with quarterly reviews thereafter. | Indigenous Mentors<br>General Managers<br>Account Manager<br>Aboriginal and Torres Strait Islander Employment Coordinators<br>RAP WG member State Representatives  |
| 4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector  | <ul style="list-style-type: none"> <li>Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</li> <li>Promote reconciliation by providing RAP development support to partner clients.</li> <li>Have at least two partner clients review and provide feedback on our RAP.</li> </ul>  | March 2019<br><br>January, April, July and November, annually  | National Diversity and Programs Manager<br>Group General Manager<br>People & Culture<br>Aboriginal and Torres Strait Islander Employment Coordinators and Mentors<br>Communications Manager<br>RAP WG member State Representatives |







# RESPECT

A large proportion of Protech's business is in the Construction and Mining Industries. These industries often require the resumption or alteration of significant areas of land with which Aboriginal and Torres Strait Islander peoples have a strong connection to. Through our existing Aboriginal and Torres Strait Islander workforce, including our Mentors, Protech recognise this connection and believe we have a responsibility to respect the knowledges of the local communities held by the Traditional Owners of the land which our projects operate on. We also recognise that we can show respect to the Traditional Owners by developing workforce solutions that provide employment opportunities for local Aboriginal and Torres Strait Islander peoples who reside on the land. Furthermore, we feel we can use our strategy of Co-creation with our partner clients to advocate for respectful dialogue with the Traditional Owners of the projects we participate in.

Additionally, one of Protech's core values is Respect. We respect the safety, goals, contributions, achievements, and history of others and ourselves. As an organisation, Protech is committed to better understanding and respecting the culture of Aboriginal and Torres Strait Islander peoples both within our workforce and the broader communities.

| Action  | Deliverable   | Timeline  | Responsibility  |
|---|---|-----------|---|
| 1. Assess current policies to facilitate a culturally inclusive work environment for all employees. | <ul style="list-style-type: none"><li>Review and/or amend existing policies to ensure the requirement to provide a culturally respectful and inclusive workforce is appropriately captured.</li><li>Re-disseminate final policies to ensure all staff are aware of the policies and apply them as required.</li></ul> | July 2019 | Group General Manager People & Culture to disseminate and reinforce policy expectations.<br>RAP WG member State Representatives |



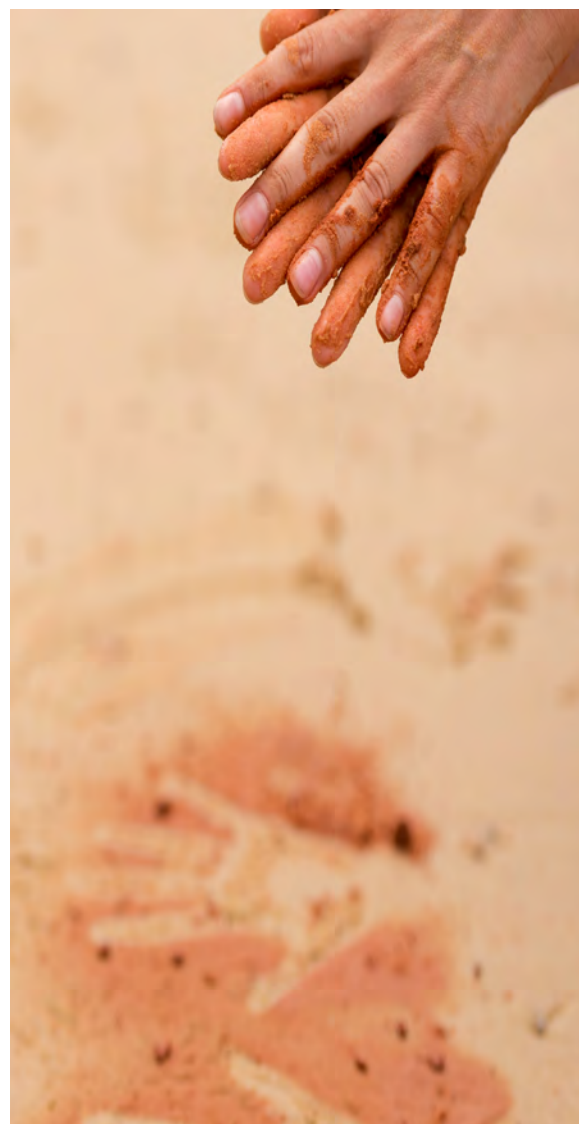
| Action  | Deliverable   | Timeline      | Responsibility  |
|---|---|---------------|---|
| 2. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievement                         | <ul style="list-style-type: none"> <li>Utilising the experience of our current Mentors, develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for face to face delivery to internal staff which defines cultural learning needs of employees in all areas of our business.</li> <li>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</li> <li>Provide opportunities for RWG members and Executive Level staff to participate in cultural experiences and immersion opportunities in local Indigenous Communities.</li> </ul>  | February 2021 | National Diversity and Programs Manager<br>Group General Manager People & Culture<br>Aboriginal and Torres Strait Islander Employment Coordinators and Mentors<br>RAP WG member State Representatives |
| 3. 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"> <li>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</li> <li>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</li> <li>Invite a Traditional Owner to provide a Welcome to Country at significant events, including Protech Conference and Indigenous Employment Program - Work Preparation course openings.</li> <li>Include an Acknowledgement of Country at the commencement of all important internal and external meetings.</li> <li>Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.</li> <li>Provide a list of Aboriginal and Torres Strait Islander cultural protocols and culturally significant days to host clients and request employees be released to participate.</li> <li>Organise and display an Acknowledgment of Country plaque in all Protech office/s or on our office building.</li> </ul> | February 2021 | National Diversity and Programs Manager<br>Group General Manager People & Culture<br>Aboriginal and Torres Strait Islander Employment Coordinators and Mentors<br>RAP WG member State Representatives |




| Action   | Deliverable   | Timeline                     | Responsibility  |
|--|---|------------------------------|---|
| 4. <b>Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week</b>                            | <ul style="list-style-type: none"> <li>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</li> <li>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</li> <li>Contact our local NAIDOC Week Committee arrange participation in local NAIDOC Week event in each State.</li> </ul> | First week in July, annually | National Diversity and Programs Manager<br>Group General Manager<br>People & Culture General Managers<br>Aboriginal and Torres Strait Islander Employment Coordinators and Mentors<br>Communications Manager<br>RAP WG member State Representatives |
| 5. <b>Internally raise awareness of Indigenous Cultural History internally and educate internal staff on the historical and current challenges facing Indigenous men and women</b> | <ul style="list-style-type: none"> <li>Internal Protech Mentors to provision Cultural Awareness Training to all internal staff.</li> <li>Provide key comparative statistics on Aboriginal and Torres Strait Islander Peoples compared to national average.</li> </ul>   | December 2019                | National Diversity and Programs Manager<br>Aboriginal and Torres Strait Islander Employment Coordinators and Mentors<br>RAP WG member State Representatives   |

# OPPORTUNITIES

Creating opportunities for Aboriginal and Torres Strait Islander peoples is in line with Protech's purpose '*to be a positive influence in people's lives*'. As a provider of flexible workforce solutions to our clients, Protech is focused on addressing the needs and aspirations of our clients whilst also providing employment opportunities to Aboriginal and Torres Strait Islander peoples. Many of Protech's client understand the importance of providing employment opportunities to Aboriginal and Torres Strait Islander peoples and have a desire to do so but they either don't know how or have had a bad experience trying to achieve this in the past. The nature of Protech's business and our company purpose mean Protech has both the desire and means to deliver the opportunities the Aboriginal and Torres Strait Islander communities are seeking.



| Action  | Deliverable  | Timeline                                    | Responsibility  |
|---|--|---|---|
| 1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | <ul style="list-style-type: none"> <li>Continue to develop and implement employment opportunities for Aboriginal and Torres Strait Islander peoples through the existing Protech Indigenous Employment Program with a goal of 100 employees per year and a minimum of one live project per state. The focus for these employment pathways should be Traineeships and Apprenticeships.</li> </ul> | Monthly                                     | National Diversity and Programs Manager<br>Group Manager People and Culture<br>Business Development Managers<br>Account Managers<br>Aboriginal and Torres Strait Islander Employment Coordinators and Mentors<br>RAP WG member State Representatives<br>National IR Manager |
|   | <ul style="list-style-type: none"> <li>Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</li> <li>Advertise all vacancies in Aboriginal and Torres Strait Islander media.</li> </ul>   | January, April, July and November, annually |   |
|   | <ul style="list-style-type: none"> <li>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.</li> </ul>   | Reviewed June, annually                     |   |
|   | <ul style="list-style-type: none"> <li>Conduct quarterly reviews of Aboriginal and Torres Strait Islander Employment Mentoring and Retention strategy.</li> </ul>  | January, April, July and November, annually |   |
|   |  |   |   |
| 2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation        | <ul style="list-style-type: none"> <li>Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> <li>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> </ul>             | December 2019                               | Chief Financial Officer<br>Account Payable Officer<br>Managing Director, Chief Operations Officer<br>National Diversity and Programs Manager<br>RAP WG member State Representatives   |
|   | <ul style="list-style-type: none"> <li>Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business to aid them in building scale which will allow them to grow.</li> </ul>  | August 2019                                 |   |
|   | <ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>  | December 2019                               |   |
|   |  |   |   |



# GOVERNANCE, TRACKING PROGRESS AND REPORTING

| Action   | Deliverable   | Timeline                            | Responsibility   |
|--|---|-------------------------------------|--|
| 1. Report RAP achievements, challenges and learnings to Reconciliation Australia | <ul style="list-style-type: none"> <li>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</li> </ul>  | September 2019 and 2020             | National Diversity and Programs Manager<br>Quality Assurance Manager           |
|  | <ul style="list-style-type: none"> <li>Participating in the RAP Barometer.</li> </ul>   | May 2020                            |  |
|  | <ul style="list-style-type: none"> <li>Develop and implement systems and capability needs to track, measure and report on RAP activities.</li> </ul>  | May 2019                            |  |
| 2. Report RAP achievements, challenges and learnings internally and externally   | <ul style="list-style-type: none"> <li>Publically report our RAP achievements, challenges and learnings.</li> </ul>   | Report June and December, annually. | National Diversity and Programs Manager<br>Communications Manager              |
| 3. Review, refresh and update RAP  | <ul style="list-style-type: none"> <li>Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</li> <li>Send draft RAP to Reconciliation Australia for review and feedback.</li> <li>Submit draft RAP to Reconciliation Australia for formal endorsement.</li> </ul> | August 2020                         | National Diversity and Programs Manager<br>RAP WG member State Representatives |





# RECONCILIATION ACTION PLAN

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## CONTACT US

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Programs Manager

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