



# Innovate

Reconciliation Action Plan

January 2024 - December 2025  
Smartgroup Corporation Ltd







## Acknowledgement of Country

Smartgroup acknowledges the Custodians of Country throughout Australia. We pay our respect to them and to Elders past and present and thank them for their ongoing custodianship of this land and community. This always was and always will be Aboriginal and Torres Strait Islander land and seas.



# Artist Statement

**kengatha-nak-thangi**

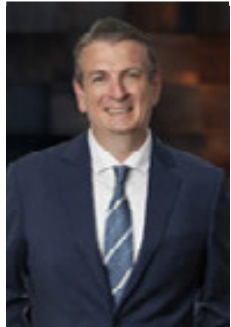
***Grow Mother Country***

Co-existing with mother earth from the first days of understanding of kinship and the importance of caring for Country. Preparing for the future and prospering by putting country first which started through gatherings of our ancient ancestors which continues through time to this day, Country has always been important part of First Peoples of Australia cultures.

Country has sustained us, revitalised, and rejuvenated our mind, body, and spirit for many millennia. And by putting Country first it will continue to do so. It has been our most important commandment handed to us down throughout the generations through loving careful instructions. A nourishing thought for the ages of our continuous culture on this ancient landscape.

*Narrative written by Jade Kennedy of the Tatti-Tatti/WadiWadi/Muddi-Muddi - West Kulin Nation and Wajak/Kaardjin - Noongar Nation.*





# A message from Scott Wharton

**Chief Executive Officer & RAP Champion  
Smartgroup**

It is with great pride that we present the next step in Smartgroup's reconciliation journey. Having a Reconciliation Action Plan (RAP) has been very important to our organisation, and we are thrilled to have an opportunity to move to the next stage.

We began on our path in 2021, creating our Reflect RAP, where we formalised our commitment to reconciliation and laid out the first steps we wanted to take as an organisation. Having completed that process, we are keen to strengthen our understanding, support and relationships that will move us further toward reconciliation through our Innovate RAP.

Smartgroup is committed to building better relationships with First Nations peoples in all elements of our business. With our Innovate RAP, we plan to work hard to create more cultural awareness, both internally with our team members, and externally with our various stakeholders. We will also continue to identify and implement policies and processes that aim to improve employment, economic and social outcomes for Aboriginal and Torres Strait Islander peoples. Throughout, we will take accountability and use the right resources within our organisation at the right time.

At Smartgroup, we want to create real and lasting reconciliation opportunities. And as a diverse employer, we are committed to playing an active and ongoing role in equal employment opportunity to everyone. This includes paying close attention to the opportunities we are providing to Aboriginal and Torres Strait Islander peoples. We have committed to targets for employment and supply chain diversity within our Sustainability Strategy.

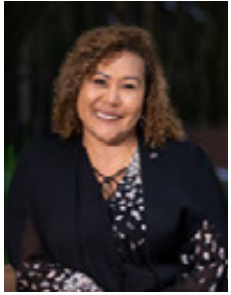
Personally, I am deeply passionate about reconciliation, and I am very pleased to be taking part in my first RAP at Smartgroup. As the Co-Chair of Supply Nation (a not-for-profit that connects First Nations suppliers with other organisations), I have been fortunate to work first-hand on the important issues that affect First Nations peoples. It truly is a privilege to get involved here and I look forward to sharing my knowledge and experience as Smartgroup moves ahead on this reconciliation pathway.

All of us at Smartgroup would like to thank Reconciliation Australia for the guidance and support they provided as we put together our RAP and keep us on track to set meaningful and realistic targets.

There are also many Aboriginal and Torres Strait Islander partners, clients, customers, team members and suppliers within our environment that I would like to acknowledge. We would not be who we are without their support.

We cannot wait to connect with and update all our stakeholders as we progress further through our journey toward reconciliation.





# First Innovate RAP

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

Reconciliation Australia commends Smartgroup Corporation 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 Smartgroup Corporation 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, Smartgroup Corporation 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. Smartgroup Corporation 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 Smartgroup Corporation 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 Smartgroup Corporation on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



## Our vision for reconciliation

Smartgroup's vision for reconciliation is an Australia in which Aboriginal and Torres Strait Islander peoples have equal access to financial and social wellbeing, including workplaces that empower their employees to control their financial wellness.

Facilitating financial wellbeing is the very purpose of our organisation and lies at the heart of our services. We offer our clients a range of services to assist with their employee benefits programs, including salary packaging, novated leasing, payroll and workforce optimisation services. Our services strengthen our clients ability to provide essential services in a range of areas, including government, healthcare, not-for-profits, and education, with the impact extending into the communities that they serve.

Our focus is on making a positive impact on the communities in which we operate. We are driven to create and promote sustainable choices within our organisation and to support our clients, customers and suppliers.


We understand the importance of creating a diverse and thriving work culture, including our commitment to reconciliation, and working closely with Aboriginal and Torres Strait Islander team members and stakeholders. Our commitment is demonstrated through our Sustainability Strategy to *A Smarter, More Sustainable Tomorrow*.

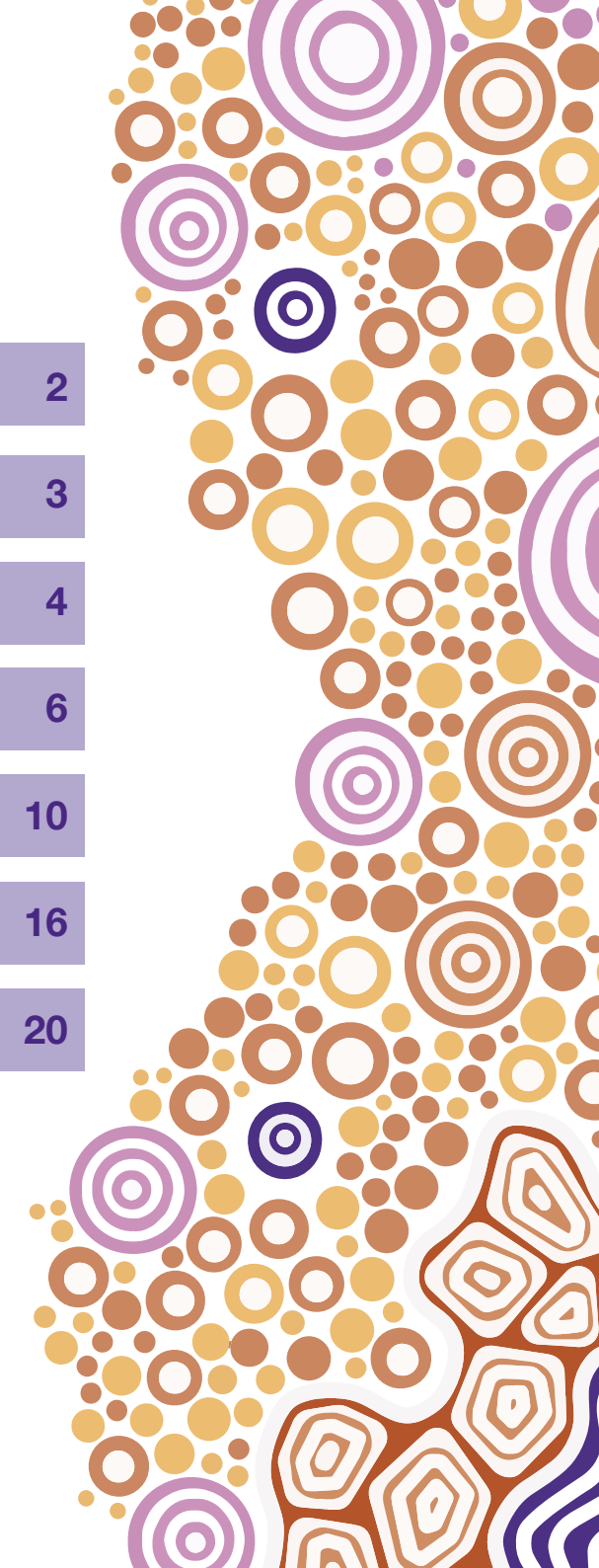
We aim to work closely with Aboriginal and Torres Strait Islander stakeholders, raising awareness of reconciliation, embedding the values and recognition of First Nation's cultures, increasing representation in our organisation and supply chain, and strengthening our support to the community.

Our vision for reconciliation centres on equality for all people in a united country. We want to build bonds and come together in mutual respect and cultural understanding. This will only be possible by strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, fostered by a spirit of collaboration.

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-  Relationships
-  Respect
-  Opportunities
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# Our Business

Our vision is to be the trusted partner for Australian employers to deliver benefits to their employees. For over 20 years, Smartgroup has provided Australian employers with employee management services that include salary packaging, novated leasing, fleet management, payroll, and workforce optimisation. As one of the largest salary packaging providers in the country, we focus on helping people maximise savings and empower them to control their financial wellness. We have a diverse range of clients across industries such as government, healthcare, not-for-profits, education and corporates.

Smartgroup provides meaningful benefits to our clients and customers through our dedicated and talented workforce, made up of a broad group of people from a diverse array of backgrounds. We provide payroll and administration services that often cover complex arrangements, and our tailored fleet solutions have simplified processes for businesses which help keep their costs low. We are also proud to help achieve significant savings for hospitals by using workforce modelling and optimisation.

Smartgroup has offices around Australia and employs approx. 785\* team members, with locations in Sydney, Melbourne, Adelaide, Brisbane, Perth, Canberra and the Philippines.

Smartgroup provides services to clients and customers throughout Australia including regional areas such as Cairns, Townsville, Dubbo, Port Macquarie. Four team members (0.6% of our workforce) identify as Aboriginal and Torres Strait Islander peoples across multiple offices.



\*across Smartgroup brands

## Industries we work with:

|                      |                       |                       |                      |                            |                      |                   |
|----------------------|-----------------------|-----------------------|----------------------|----------------------------|----------------------|-------------------|
| <br><b>Corporate</b> | <br><b>Government</b> | <br><b>Healthcare</b> | <br><b>Education</b> | <br><b>Not-For-Profits</b> | <br><b>Uniformed</b> | <br><b>Mining</b> |
|----------------------|-----------------------|-----------------------|----------------------|----------------------------|----------------------|-------------------|



We're looking at actively increasing our sphere to make a more positive and lasting impact with our work.

Almost half (45%) of our clients are in the not-for-profit sector, and many of those clients work with Aboriginal and Torres Strait Islander peoples, especially in health, education and support services. With our own services, we support a diverse community from a broad range of backgrounds. For us, it is critical we do everything we can to make our services as widely accessible as possible.

We highlight our commitment to reconciliation in our RAP and communicate this to our team members throughout the year. In particular, we hold cultural awareness training for all staff, and run several events, including for National Reconciliation Week and NAIDOC Week. We also look to collaborate and learn from other like-minded organisations, while identifying initiatives with which we can enhance our RAP.

Throughout our organisation, we provide support for our RAP at all levels, aligning it with our values, business strategy and sustainability strategy. Our Sustainability Strategy includes a number of relevant initiatives and targets that will be vital for our progress.

First, we have included the delivery of our Reconciliation Action Plan (including this Innovate RAP) within the Sustainability Strategy

We also set a target to implement an Aboriginal and Torres Strait Islander employment program by 2024.

On top of this, we intend to have diverse organisations make up 20% of our supplier base (by number) by 2026. That includes B Corps, Aboriginal and Torres Strait Islander businesses, female-owned organisations, small and medium enterprises (SMES) and not-for-profit enterprises.

**We're committed to establishing Aboriginal and Torres Strait Islander employment pathways in order to enhance opportunities for First Nations Peoples in our organisation.**

This includes ongoing advertising of our roles in Koori Mail, a national Aboriginal and Torres Strait Islander newspaper which is 100% Aboriginal owned.

To support future First Nations talent, we took part in the CareerTrackers Winter Work Shadow Program, hosting a high school student in July 2022.

Attended a career expo in South Australia to share internship opportunities with students who will be finishing school in the near future (July 2022).

We have also created a new role 'Diversity and Communications Manager', to develop and lead initiatives aligned with our frameworks and provide expert advice to ensure Smartgroup continues as an inclusive and diverse workplace and play a lead role in the organisation's internal communications and ensure a diversity and inclusion lens is aptly applied throughout.





We are also looking to make a positive difference with our Smartgroup Foundation. Each year, the foundation provides financial grants to Australian charitable organisations. As part of our application process, we take special consideration into whether the project or organisation in question is Aboriginal and Torres Strait Islander led and/or will have a positive financial, social or environmental impact on First Nations communities

Smartgroup is also an active member of Supply Nation to help close the gap between Indigenous and non-Indigenous Australians through procurement.





# Our Reconciliation Action Plan

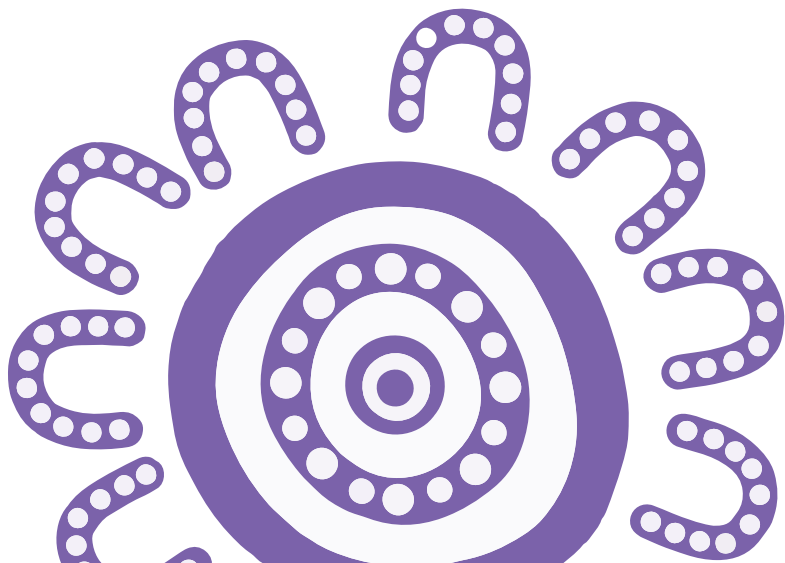
We began this journey with our first Reflect RAP in 2021 and we're now putting new steps in place to elevate our RAP to the next level of Innovate. One of the big outcomes of our first RAP was raising awareness of our commitment to reconciliation and setting the foundation in understanding Aboriginal and Torres Strait Islander cultures. It is important to us to be an active participant towards real and lasting reconciliation, and we are committed to contributing to positive change. We take diversity and inclusion of utmost seriousness and we're passionate about providing equal employment opportunity to all, not only offering Aboriginal and Torres Strait Islander peoples employment opportunities but also ensuring they feel supported, included, and welcomed.

While everyone in our organisation is on board to champion our RAP and help make sure it is a success, our CEO Scott Wharton is the RAP Champion, and is a strong advocate for reconciliation, particularly with his position as Co-Chair of Supply Nation. We have an additional two executive team members, and several senior team members who are directly involved in the RAP Working Group, driving key outcomes for our business. Some of their work will include building relationships during National Reconciliation Week (NRW) celebrations, and employing anti-discrimination strategies to promote positive race relations.

**Smartgroup has put together a RAP Working Group made up of 16 team members across a variety of disciplines in the organisation. The Working Group includes:**

- Chief Legal and Sustainability Officer (Executive sponsor)
- Chief People Officer
- Diversity and Communications Manager
- People and Culture Manager
- Customer Service Consultants
- Customer Service Manager and Team Leader
- Client and Customer Marketing Managers
- Customer Education Specialist
- Vehicles Consultant
- Operations Manager

We have one Aboriginal and Torres Strait Islander person represented in our RAP Working Group.





# Our achievements and learnings from our Reflect RAP journey

## Key Achievements

Throughout our Reflect RAP, we took on board many important lessons, but we are also happy to report some great achievements.

Perhaps most pleasingly, we were able to create greater awareness among our employees about reconciliation and how important it is. We did this by actively engaging the team and delivering education to them, which we tied to our consistent values of diversity and inclusion.

Our RAP Working Group picked up some important lessons with the help of our partners and guests. Members of the group were advised of key challenges and processes in dealing with traditional land owners, especially when it comes to environmental projects. We were also thrilled to hear from guest speaker Jade Ritchie from the Yes23 Campaign. She helped our team better understand the topic, allowing us to provide our own education piece to further raise awareness to our staff.

Our Reflect RAP journey gave us the opportunity to find out more about our sphere of influence. It was particularly important to us to find out more about how our clients are working in communities. The first stage of our RAP journey helped us to get a greater understanding of our clients and what they expect (and even require) around our own commitment to reconciliation. We are glad to have made strong commitments in this area, and we take an active role working with clients to understand how we can share information and collaborate better.



## DELIVERABLES ACHIEVED

Reconciliation has always been important to Smartgroup, particularly as we focus on diversity and inclusion. Since developing our first Reflect RAP, some of our actions/deliverables include:

Engaged Jade Kennedy to create our RAP artwork 'kengatha-nak-thangi' / Grow Mother Country.

Annually conduct reviews of HR policies and identify existing anti-discrimination provisions and future needs.

Continue to celebrate the importance of NAIDOC Week each year with events in key offices including guest speakers to learn from.

Continuously review language on our intranet and external website to promote inclusivity, and developed a First Nations best practice guide with information on a Welcome to Country and Acknowledgement of Country, tips, advice and resources for team members.




## CHALLENGES

Along the way, we did face a number of challenges. We had no visibility of the number of First Nations suppliers we dealt with through the business, nor the spend with these suppliers. We deal with thousands of suppliers across the board, and in order to understand this better, we took steps with the help and guidance of Supply Nation, to determine which of our suppliers were registered with them, and then utilised their platform to determine the spend.

Another challenge we faced and continue to address is to provide a culturally safe environment for Aboriginal and Torres Strait Islander people to identify within the workplace. We hope that by taking action to show visible signs of support, team members feel empowered to do this. Some of the actions we've taken include introducing Acknowledgement of Country, displaying Aboriginal Artwork in our Head Office, as well as a Map of Indigenous Australia in all offices, changed a meeting room name in each office to reflect the Traditional Custodians, and provided greater visibility of the RAP Working Group.

Introducing Acknowledgment of Country is the first step, however embedding this and encouraging team members to action it is a continuous challenge we are working to address.

And finally, although we have taken action to increase Aboriginal and Torres Strait Islander peoples representation within the organisation, such as advertising roles in Indigenous media outlets, it hasn't been effective. Our Innovate RAP highlights further actions we will be implementing to address this challenge.



Increase visibility of the RAP Working Group and undertake actions to raise awareness amongst team about our RAP commitments

We launched First Nations Cultural Awareness training to over 700 team members to build cultural competencies, highlight our shared histories, First Nations cultures and encourage team members to be part of the reconciliation journey. Now part of mandatory onboarding.

# Team engagement

## A diverse and inclusive culture

Through our participation in the Inclusive Employer Index, diversity and inclusion remained strong in our results which show:

**93%**

of our people surveyed report working as part of an Inclusive Team (compared to 81% in the Australian workforce).

Our people in inclusive teams are

**4.5x**

more likely to work effectively than workers in non-inclusive teams, and 4 times more likely to innovate.

**93.6%**

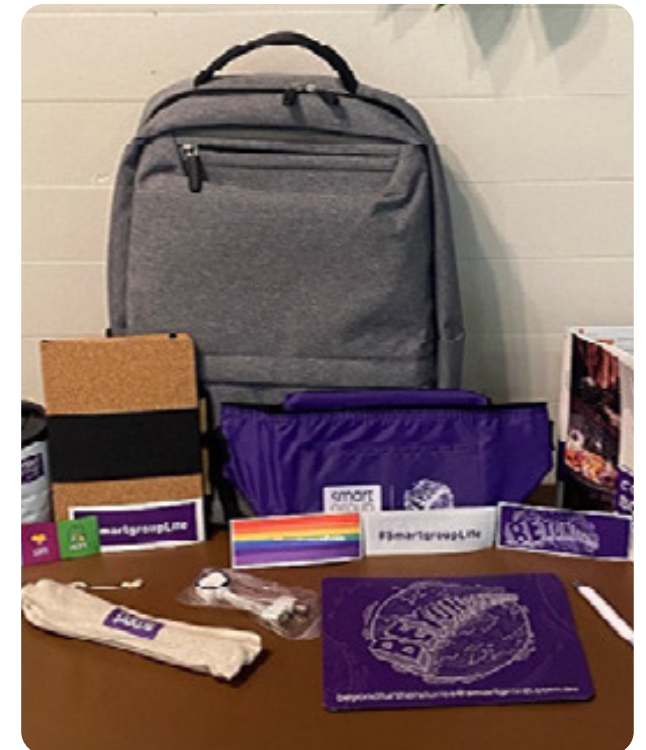
of our people surveyed are often or always willing to work extra hard to help their team succeed.

Our 2022 team member survey showed that our workforce is passionate about increasing ties with Aboriginal and Torres Strait Islander peoples, which will further help us on our path to reconciliation. We are proud to have been recognised as an Inclusive Employer by Diversity Council Australia. We believe our diverse and inclusive culture is one of our key competitive advantages and contributes to our ongoing success.

Through creating gender balanced and diverse leadership and teams, and a truly inclusive working environment, we are building an agile, high-performing organisation, which actively leverages diversity for the benefit of our people, our customers and the overall success of the business. Everyone belongs and is welcome at Smartgroup.

## Supply Nation Membership

Smartgroup's supplier diversity program aims to enhance supplier diversity and promote better economic and social outcomes by prioritising First Nations procurement. To accomplish this goal, Smartgroup has obtained membership with Supply Nation, an organisation dedicated to connecting First Nations suppliers with procurement opportunities. By sourcing goods and services from First Nations businesses, Smartgroup contributes to community empowerment, job creation, and the generation of sustainable income for First Nations people.



## National Reconciliation Week 2023

Smartgroup team members across the country joined in for a special event in Sydney. Broadcast virtually, our team members were fortunate to have Gadigal Elder, Uncle Allen Madden perform a Welcome to Country, and learn more about National Reconciliation Week (NRW). Hosted by our then CEO Tim Looi and the Reconciliation Action Plan (RAP) Working Group, insights and learnings were shared from various NRW2023 events attended, as well as highlights from our RAP.

‘Be a Voice for Generations’ was last year’s theme and is a reminder for all Australians to use the power of their words to create a better and just Australia – something Smartgroup is passionate about.



## Brooke Boney for International Women’s Day 2023

We were pleased to welcome beloved Australian TV personality Brooke Boney to our 2023 International Women’s Day event where we celebrated gender equality and embraced this year’s theme of equity. Brooke is no stranger to breaking the mould in the best way possible and advocating for a fair and inclusive world. This was evident when she became the first ever Aboriginal woman to star on a commercial breakfast television show, as a presenter for Channel 9’s Today Show.

A proud Gamilaroi Gomeri woman, Brooke is a champion of Aboriginal and Torres Strait Islander peoples and cultures, using her platform to advocate for social justice and promote Indigenous education through

bodies such as the Indigenous Advisory Group for the Museum of Contemporary Art (MCA) where she is the chair. We loved hearing about Brooke’s upbringing and the strength she draws from her grandparents, who faced challenges when trying to build a better life for their family away from the missions. She credits them as the inspiration behind her drive and resilience, leading her to become the first person in her lineage to go to university and working (and flourishing) in industries that weren’t traditionally friendly to women or First Nations people.





# Community highlights

## Community partnership

Community partnerships are incredibly important to us at Smartgroup, as they give us an opportunity to support vital causes that are making a positive impact. In particular, we want to support First Nations communities wherever we can to empower at-risk youths and address needs within the community.

We have spent several years supporting a number of important programs at Police-Citizens Youth Clubs Queensland (PCYC QLD), who is a leading provider of youth and community programs. Through such partnerships, communities get assistance with youth development and crime prevention, while building up more engagement and positive interaction.

Smartgroup has been glad to provide financial support to programs that offer services and facilities to address community needs, while promoting greater social cohesion and understanding between people from different walks of life.

We plan to continue providing support to vital causes like these well into the future, with the right partners providing support and opportunities to First Nations youth, which supports our vision for equal access to financial and social wellbeing.

## Smartgroup Foundation supports Nature Foundation with grant

The Smartgroup Foundation loves supporting great causes. We care about the environment, as well as helping young people, which are two of the four focus areas for the Foundation. Additionally, we have a strong interest in better outcomes for Aboriginal and Torres Strait Islander peoples.

That's why we were so grateful for the opportunity to team up with [Nature Foundation](#) and their Kids on Country Program – a unique approach to educating young Aboriginal people.

### Nature Foundation

Nature Foundation has grown into one of the leading conservation not-for-profits in South Australia. The team focuses on taking care of Australian biodiversity in a sustainable way, using the latest in scientific research to protect and conserve landscapes.

### A different experience with Kids on Country

Kids on Country Junior Ranger Program is a youth engagement program for Aboriginal High School students, that inspires future careers in conservation and land management, strengthens cultural learning and wellbeing, and supports ongoing engagement in education.

Kids on Country camps have a culture-first approach, where participants are afforded the opportunity to grow under the mentorship of senior Aboriginal people, whilst engaging in practical on-country studies in conservation and land management.



*Photo credit: Nature Foundation*

More specifically, Kids on Country is designed to increase the capacity of young Aboriginal people to build skills and aptitude for personal growth and development, strengthens cultural identity and fosters a desire for learning which positively impacts students' commitment and capacity for and engagement in education.

### The Smartgroup Foundation gets involved

In 2022, the Smartgroup Foundation delivered a grant of \$12,800 to Nature Foundation. The money will be used to fund 15 young Aboriginal people from Willunga High School to participate in the program this year at a camp held at Witchelina Nature Reserve.

It is a great opportunity for students to hear Stories of the Land and Stories of Inspiration, while engaging

in practice from Traditional Custodians. They will also learn more about observing the natural environment, including plants and animals in a variety of settings.

As Patrick Mentzel said to us: "Nature Foundation greatly appreciates the funding to help each individual learn more about Aboriginal culture and connection to Country with the leadership of Traditional Custodians."

With the program, Nature Foundation has put together a different way to encourage further education, as they try to increase the number of Aboriginal people staying at school.

It is also great for ties to community and personal development, and Smartgroup was so proud to be a part of it.

## Fighting for better ear health in Aboriginal communities

In 2022, the Smartgroup Foundation gave [Earbus Foundation](#) a \$15,000 grant to help improve health outcomes for Aboriginal and at-risk kids. It was an honour to support such a fantastic cause. Earbus Foundation is a leading Western Australian charity that provides vital care to Aboriginal and at-risk children, focusing on reducing the incidence and impact of middle ear disease. One of their flagship initiatives is the Earbus Program, where the team utilises a fleet of custom-made buses to deliver mobile health services.

### Earbus Foundation exists to help kids

Paul Higginbotham, Dr Lara Shur and Dee Parker founded Earbus Foundation in 2013. With vast experience as a teacher for the deaf, audiologist and nurse, they wanted to improve ear health for children in need. And in the process, give them a much better chance in life.

From what they consider 'humble beginnings around a kitchen table', Earbus has developed into an award-winning charity. The team first provided services across 12 Western Australian locations in 2014, and by the end of 2022, they had increased that to about 120 different sites. In that time, they saw and treated more than 12,000 First Nations children across more than 100,000 occasions of care.

The Foundation has a range of brilliant staff members, including Nurses, GPs, Audiologists and ENTs. Through a series of programs and clinics,

Earbus Foundation has a mission to reduce Otitis media (middle ear disease) across the state, focusing on bringing the incidence rate below the World Health Organisation benchmark of four percent.

### The Earbus Program offers mobile ear health services

Though there are several vital elements to the Foundation (including the [Hear Today](#) clinic), it supplies its core services through the Earbus Program. Originally suggested by ENT Professor Harvey Coates, he helped launch the program with the first bus.

The fleet now consists of six custom-made buses that visit sites around Western Australia, especially in some of the most rural and remote locations. The team provides ear screening, testing and treatment, as well as referrals and monitoring (re-visiting locations up to 11 times each year).

The Earbus program offers its services free to schools, daycares, kindergartens, playgroups and early learning centres. The Foundation is also looking at adding other locations like youth centres and community meeting spaces. These extra sites would allow Earbus to help more children by getting to those who no longer attend school.

Their mobile ear health clinics provide continuous care, with detailed reporting to inform and update both educators and families.

That's why we are so glad to support Earbus Foundation. Their programs provide effective treatment to monitor and tackle these health issues before they can have such lasting and devastating impacts.



Photo credit: Earbus Foundation







## Relationships

Relationships are at the heart of what we do at Smartgroup. We strive to build strong relationships within our teams, as well as with our clients, our customers and our suppliers.

Building stronger relationships with Aboriginal and Torres Strait Islander peoples is important to us because mutually beneficial relationships will make our business stronger. But more than that, such relationships will allow us to play an active role toward reconciliation. By having positive and lasting relationships that blossom over time, we can also be a model to other organisations within our sphere of influence.

Overall, we hope us building better relationships can have a positive effect on race relations in our country.





# Relationships

| Action   | Deliverable   | Timeline                    | Responsibility   |
|--|---|-----------------------------|--|
| <b>1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | August 2024                 | Diversity and Communications Manager                     |
|  | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.               | December 2024               | Diversity and Communications Manager                     |
|  | Promote and encourage team members volunteer days to work with Supply Nation certified businesses.  | December 2024               | Diversity and Communications Manager                     |
| <b>2 Build relationships through celebrating National Reconciliation Week (NRW).</b>   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members.                                      | 27 May – 3 June 2024 & 2025 | Marketing Manager / Diversity and Communications Manager |
|  | RAP Working Group members to participate in an external NRW event.  | 27 May – 3 June 2024 & 2025 | P&C Manager  |
|  | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.              | May 2024 & 2025             | P&C Manager  |
|  | Organise at least one NRW event each year.  | 27 May – 3 June 2024 & 2025 | Diversity and Communications Manager                     |
|  | Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .   | May 2024 & 2025             | P&C Coordinator  |





# Relationships

| Action   | Deliverable   | Timeline                           | Responsibility   |
|--|---|------------------------------------|--|
| <b>3 Promote reconciliation through our sphere of influence.</b>                 | Communicate our commitment to reconciliation publicly.  | January 2024                       | Marketing Manager  |
|  | To increase visibility of our RAP commitment to team members, publish the RAP on the Smartgroup intranet site, disseminate the RAP when it's endorsed, to new starters as part of the induction process, and during National Reconciliation Week each year. | January 2024, May 2024 & 2025      | Diversity and Communications Manager                     |
|  | To increase external visibility, publish the RAP on Smartgroup's public website and reference in the Annual Report and Sustainability Report to promote awareness and cultural understanding. A copy will also available for visitors in reception area.    | January 2024, February 2024 & 2025 | Marketing Manager  |
|  | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.   | June 2024                          | Marketing Manager / Customer Service Manager             |
|  | Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.  | June 2024                          | Marketing Manager / Diversity and Communications Manager |
|  | Develop and implement a team member engagement strategy to raise awareness of reconciliation across our workforce.  | August 2024                        | Diversity and Communications Manager                     |
| <b>4 Promote positive race relations through anti-discrimination strategies.</b> | Conduct a review of People & Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.   | June 2024                          | P&C Manager / Diversity and Communications Manager       |
|  | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.   | August 2024                        | P&C Manager / Diversity and Communications Manager       |



# Relationships

| Action  | Deliverable  | Timeline      | Responsibility                                     |
|---|--|---------------|--|
| <b>4</b> Promote positive race relations through anti-discrimination strategies.<br>(Continued)   | Develop, implement, and communicate an anti-discrimination policy for our organisation.  | February 2025 | P&C Manager / Diversity and Communications Manager |
|   | Educate senior leaders and people leaders on the effects of racism.  | November 2024 | Group L&D Specialist                               |
| <b>5</b> Build and maintain partnerships contributing to financial and social wellbeing and strengthening our clients' ability to provide essential services to Aboriginal and Torres Strait Islander communities | Collaborate and sponsor a Not-for-Profit community program supporting First Nations youth employment outcomes.   | January 2024  | Marketing Manager                                  |
|   | Explore and find innovative ways to collaborate with clients on RAP goals and outcomes, especially those either supporting First Nations Communities or with high representation of Aboriginal and Torres Strait Islander employees. | October 2025  | Diversity and Communications Manager               |



## Respect

It is critical to us as a diverse employer that we have and show respect for all people and their backgrounds and cultures and we always encourage our team to show care and respect for their cultures and histories.

We plan to make even further strides here through our Innovate RAP, especially by celebrating significant cultural events, which will only help us on our path to reconciliation.

Moreover, fostering greater respect helps us build stronger relationships with Aboriginal and Torres Strait Islander stakeholders. This will, in turn, increase our opportunities with suppliers, and give us a chance to work with a greater variety of clients, building a stronger business for Smartgroup as we go.







# Respect

| Action   | Deliverable  | Timeline            | Responsibility  |
|--|--|---------------------|---|
| <b>6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | Develop, implement, and communicate a cultural learning strategy document for our team members.  | February 2025       | Group L&D Specialist  |
|  | Provide opportunities for RAP Working Group members, HR managers and other key leadership team members to participate in formal and structured cultural learning.      | March 2025          | Group L&D Specialist  |
|  | Conduct a review of cultural learning needs within our organisation.   | June 2024           | Group L&D Specialist / Diversity and Communications Manager |
|  | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.                                       | August 2024         | Group L&D Specialist / Diversity and Communications Manager |
| <b>7 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>   | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.  | January 2024 & 2025 | P&C Manager   |
|  | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.  | January 2024 & 2025 | P&C Manager   |
|  | Increase team member's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | May 2024            | Group L&D Specialist  |
|  | Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.                            | May 2024            | Diversity and Communications Manager                        |
|  | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.                  | May 2024 & 2025     | Diversity and Communications Manager                        |



# Respect

| Action  | Deliverable   | Timeline          | Responsibility                     |
|---|---|-------------------|------------------------------------|
| <b>8</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | Review HR policies and procedures to remove barriers to team members participating in NAIDOC Week.  | April 2024 & 2025 | P&C Manager                        |
|   | Promote and encourage participation in external NAIDOC events to all staff.   | June 2024 & 2025  | Marketing Manager                  |
|   | RAP Working Group to participate in an external NAIDOC Week event.  | July 2024 & 2025  | P&C Manager                        |
| <b>9</b> Visibly promote and celebrate Aboriginal and Torres Strait Islander cultures across Smartgroup             | Continue to name at least one meeting room in each Smartgroup office with the Traditional Land name in consultation with local First Nations stakeholders   | March 2024        | P&C Manager                        |
|   | Engage with a First Nations artist on additional commissioned artwork for each office, and explore opportunities to create awareness by utilising in communications across multiple channels and touchpoints. | October 2025      | Diversity & Communications Manager |





## Opportunities

At Smartgroup, we want more people to get access to better opportunities, particularly for their career. As a diverse employer, we think it is critical that people from all backgrounds and cultures get fair and equal access to employment. Having a diverse and inclusive workforce also opens us up to more and better ideas and makes Smartgroup a brighter, better place to work.

We want to include more Aboriginal and Torres Strait Islander peoples, so that they can be part of our team, showcase their skills and help strengthen our organisation. Along the way, providing more opportunities will also lead to better employment outcomes for First Nations peoples.





# Opportunities

| Action  | Deliverable   | Timeline       | Responsibility                                    |
|---|---|----------------|---|
| <b>10</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | June 2024      | GM P&C - Talent & Capability                      |
|   | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.         | June 2024      | GM P&C - Talent & Capability                      |
|   | Engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.        | August 2024    | GM P&C - Talent & Capability                      |
|   | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.                          | December 2024  | GM P&C - Talent & Capability                      |
|   | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.  | December 2024  | GM P&C - Talent & Capability                      |
| <b>11</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                   | Investigate ways to leverage our Supply Nation membership.  | March 2024     | Diversity & Communications Manager / P&C Manager  |
|   | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.  | July 2024      | Smartfleet Operations Manager                     |
|   | Identify Supply Nation businesses where Smartgroup indirect spend (e.g. Vehicle Maintenance Program spend) could occur.                               | September 2024 | Smartfleet Operations Manager                     |
|   | Identify other Supply Nations businesses not part of Smartfleet service repairer network but suitable for inclusion (e.g. tyre provider).             | October 2024   | Smartfleet Operations Manager                     |
|   | Create a listing of First Nations businesses drivers can use for their vehicle service & repair and communicate this to clients.                      | October 2025   | Smartfleet Operations Manager / Marketing Manager |





# Opportunities

| Action  | Deliverable  | Timeline      | Responsibility                                    |
|---|--|---------------|---|
| <b>11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. (Continued)</b> | Develop and maintain a filter that features / highlights Supply Nation businesses on merchant finder.  | October 2025  | Smartfleet Operations Manager                     |
|   | Communicate with identified Supply Nation businesses the benefits of becoming a merchant and onboard where possible.                               | November 2024 | Smartfleet Operations Manager / Marketing Manager |
|   | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.  | December 2024 | National procurement Manager                      |
|   | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.   | December 2024 | National procurement Manager                      |
|   | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to team members. | December 2024 | National procurement Manager                      |
| <b>12 Explore opportunities to positively influence reconciliation outcomes through our new business and tenders process</b>              | Include our RAP commitment in all new and existing tenders.  | February 2024 | Marketing Manager                                 |
|   | Educate Business Development team members to understand our RAP journey so they can confidently discuss this with potential new clients            | February 2024 | Marketing Manager                                 |



## Governance

Everything comes together with strong corporate governance, and this is no different when it comes to our reconciliation journey. Without it, we will not be able to deliver the outcomes we set out to. Good governance will help create and maintain the systems that will allow us to reach our goals.

This includes things like our RAP Working Group, which is a vital part of our path to reconciliation. Further, our governance will provide us with the clear reporting that allows us to build accountability and transparency.





# Governance

| Action  | Deliverable  | Timeline   | Responsibility  |
|---|--|--|---|
| <b>13</b> Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP. | Maintain Aboriginal and Torres Strait Islander representation on the RWG.                | January 2024,<br>October 2024,<br>October 2025   | Diversity and Communications Manager                        |
|   | Meet at least four times per year to drive and monitor RAP implementation.               | January 2024,<br>March 2024,<br>June 2024,<br>September 2024,<br>December 2024,<br>March 2025,<br>June 2025,<br>September 2025,<br>December 2025 | Diversity and Communications Manager                        |
|   | Establish and apply a Terms of Reference for the RWG.                                    | March 2024   | Chief People Officer / Diversity and Communications Manager |
| <b>14</b> Provide appropriate support for effective implementation of RAP commitments.                | Define and maintain appropriate systems to track, measure and report on RAP commitments. | January 2024   | Diversity and Communications Manager                        |
|   | Review resource needs for RAP implementation.  | February 2024  | Chief People Officer  |
|   | Appoint and maintain an internal RAP Champion from senior management.                    | February 2024  | Diversity and Communications Manager                        |
|   | Engage our senior leaders and other team members in the delivery of RAP commitments.     | March 2024   | Chief People Officer / Diversity and Communications Manager |





# Governance

| Action   | Deliverable   | Timeline   | Responsibility   |
|--|---|--|--|
| <b>15</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Report RAP progress to all team members and senior leaders quarterly.   | January 2024,<br>March 2024,<br>June 2024,<br>September 2024,<br>December 2024,<br>March 2025,<br>June 2025,<br>September 2025,<br>December 2025 | Chief People Officer /<br>Diversity and Communications Manager   |
|  | Publicly report our RAP achievements, challenges and learnings, annually.   | February 2024 & 2025   | Chief People Officer /<br>Diversity and Communications Manager / |
|  | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.   | March 2024   | Diversity and Communications Manager                             |
|  | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | 1 July 2024 & 2025   | Diversity and Communications Manager                             |
|  | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.   | 1 August 2024 & 2025   | Diversity and Communications Manager                             |
|  | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | 30 September 2024 & 2025   | Diversity and Communications Manager                             |
|  | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.  | October 2025   | Diversity and Communications Manager                             |



# Governance

| Action  | Deliverable   | Timeline  | Responsibility                       |
|---|---|-----------|--------------------------------------|
| <b>16</b> Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP. | June 2025 | Diversity and Communications Manager |





**For any enquiries, please contact:**

**Hayley Torabi**

Diversity and Communications Manager

[RAPworkinggroup@smartgroup.com.au](mailto:RAPworkinggroup@smartgroup.com.au)

