

# Reflect

## Reconciliation Action Plan

**JUNE 2021 – JUNE 2022**

Smartgroup Corporation Ltd





## Acknowledgement of Country

Smartgroup acknowledges the Custodians of Country throughout Australia. We pay our respect to them and to Elders past, present and emerging 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.*

# Our Business

Smartgroup is an award-winning, ASX-listed company widely recognised for its customer centricity and bar-raising innovation. It partners with organisations across Australia to deliver meaningful, easy-to-access employee benefits, including salary packaging, novated leasing, fleet management, payroll administration, employee share plan administration and workforce optimisation.

At Smartgroup, our focus is to provide the highest levels of service to our customers. We strive to provide a thriving workplace for our team members, while maintaining our dedication to being a responsible corporate citizen in the community. Our aim is to be an organisation that shareholders, team members, partners and customers are proud to be associated with.

To achieve this, we've taken a proactive approach to ensuring diversity and inclusion in the workplace through team member education and new market-leading people policies. To support our community, we've established a charitable foundation and diversified our charitable partners. We will continue to find new ways to contribute to the community, while delivering exceptional value and service to all our stakeholders.

## Smartgroup's core values are:

### **We Think as WE Not ME | *Team***

We share information openly and proactively. We can count on each other. We win together.

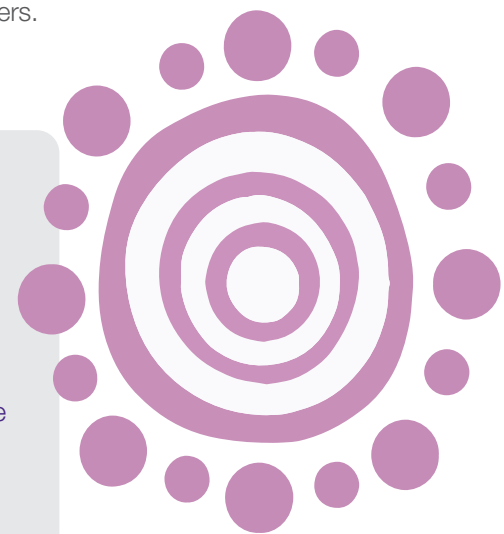
### **We Own It | *Accountability***

We hold ourselves accountable for outcomes, good and bad. When we see a problem, we move to solve it. We never say, "that's not my job".

### **We Care | *Care***

We respect and care for each other. We show our customers that they matter. We create positive impacts in our community and environment.

Smartgroup currently employs 666 team members, none of our team members identify as Aboriginal and/or Torres Strait Islander people. The organisation is present across different regions in Australia, including offices located in Sydney, Melbourne, Brisbane, Perth, Adelaide and Canberra.





## Our RAP

Our goal is to implement this Reflect Reconciliation Action Plan in 2021 to better support and work with Aboriginal and Torres Strait Islander peoples and communities. Our commitment to creating and sustaining a diverse and inclusive culture, where every person feels valued, respected and welcome at Smartgroup, has been a priority to us. Our diversity focus has not been limited to gender: we embrace diversity in work background, experience, perspectives, education, age, race, ethnicity, physical abilities, religious belief, sexual orientation, marital or family status and other real and perceived differences.

Our approach in implementing this RAP will be in building an understanding of our Aboriginal and Torres Strait Islander stakeholders and sphere of influence, raising awareness of our commitment to reconciliation, embedding the values and recognition of Aboriginal and Torres Strait Islander cultures, preparing business cases (including team members' engagement and cultural learning), increasing the representation of First Peoples in our organisation and supply chain and intensifying our support to the community. This is an important journey for us as a business to further embed a culture of inclusiveness as part of our broader diversity and inclusion strategy.







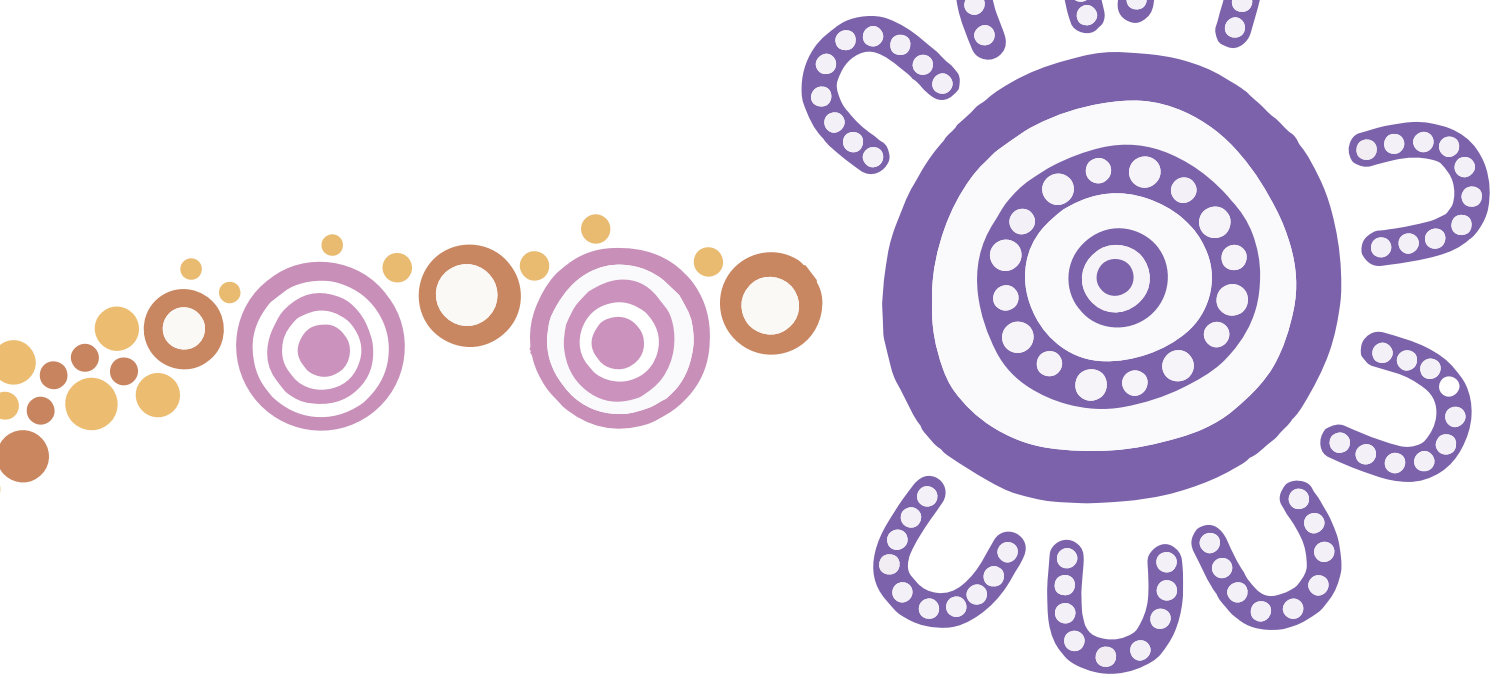
## Message from Tim Looi

### Chief Executive Officer & RAP Champion

Smartgroup is pleased to be launching our first Reconciliation Action Plan. This is a significant milestone in our history, and it has been an important and valuable process for us, as we reflect on how Smartgroup can empower First Nations peoples. I am honoured to lead Smartgroup's reconciliation journey to create meaningful and respectful reconciliation opportunities, as well as acknowledging the enriching diversity First Nations peoples bring to our organisation

As a diverse employer, we are committed to playing an active and ongoing role in providing equal employment opportunity to everyone. Our Reconciliation Action Plan includes practical actions that will drive Smartgroup's contribution to reconciliation, both internally, and in the communities in which we operate. It is designed to advance the five dimensions of reconciliation through the development of respectful relationships and meaningful opportunities with Aboriginal and Torres Strait Islander peoples.





## Our Journey

Our engagement with reconciliation and Aboriginal and Torres Strait Islander peoples to date has been manifested through:

### Community partnerships

Smartgroup is an ongoing supporter of Police-Citizens Youth Clubs (PCYC) Queensland programs. PCYC Queensland is a leading provider of youth and community programs, services and facilities, encouraging social cohesion, addressing whole of community needs and positively impacting local communities through youth development, crime prevention and community engagement.

Our support includes funding of Catch Me If You Can programs in communities such as Mareeba and Yarrabah in Far North Queensland. Catch Me If You Can is a program using sports to develop and improve relationships between First Nations school students and local police. We have also previously been the major partner for the Bunburra and Culture Corroboree Series and Touch Football Tournament, which brought 31 First Nations' communities together.

### Internal initiatives

NAIDOC Week celebrations are held around the country each year to celebrate the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples. In 2019, Smartgroup celebrated NAIDOC Week for the first time. With the theme *Voice, Treaty, Truth*, the organisation has celebrated the element of voice and has organised a special performance to explore the art of the didgeridoo.

With the theme *Always Was, Always Will Be*, the 2020 celebrations focussed on another important element of the culture: First Nations' knowledge of land and bush foods.



# Relationships

Action	Deliverable	Timeline	Responsibility
<b>1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	September 2021	P&C Business Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2021	People & Culture Advisor
<b>2 Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members.	May 2022	People & Culture Advisor
	RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2022	People & Culture Advisor
	Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2022	People & Culture Advisor
<b>3 Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all team members.	November 2021	People & Culture Advisor
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2021	P&C Business Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2021	P&C Business Manager
	Develop and implement a plan to raise awareness amongst all team members across the organisation about our RAP commitments.	June 2022	Chief People Officer
<b>4 Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	March 2022	Group People & Culture Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2022	Group People & Culture Manager





# Respect

Action	Deliverable	Timeline	Responsibility
<b>5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2022	Group Learning & Development Specialist
	Conduct a review of cultural learning needs within our organisation.	December 2021	Group Learning & Development Specialist
<b>6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	April 2022	Chief Operating Officer
	Increase team members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2022	Chief Operating Officer
<b>7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our team members about the meaning of NAIDOC Week.	July 2021	People & Culture Advisor
	Introduce our team members to NAIDOC Week by promoting external events in our local area.	July 2021	People & Culture Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2021	People & Culture Advisor
<b>8 Build cultural competency by updating internal communications and promoting awareness within our external sphere of influence.</b>	Review intranet and website to ensure appropriate terminology is used when referring to issues affecting Aboriginal and Torres Strait Islander communities	October 2021	General Manager Customer & Marketing and People & Culture Advisor
	Review website and other sources of information to ensure they are culturally appropriate.	October 2021	General Manager Customer & Marketing
	Develop a best practise/style guide for the organisation	October 2021	General Manager Customer & Marketing



# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>9</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2022	Talent Acquisition & Retention Specialist
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2022	Talent Acquisition & Retention Specialist
	Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).	January 2022	Talent Acquisition & Retention Specialist
<b>10</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2021	Chief Legal Officer & Chief Financial Officer
	Investigate Supply Nation membership.	November 2021	Chief Legal Officer & Chief Financial Officer



# Governance

Action	Deliverable	Timeline	Responsibility
<b>11</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	September 2021	Chief People Officer
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2021	Chief People Officer
	Draft a Terms of Reference for the RWG.	September 2021	People & Culture Advisor
<b>12</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2021	Chief People Officer
	Engage senior leaders in the delivery of RAP commitments.	August 2021	Chief People Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2021	Chief People Officer
<b>13</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	People & Culture Advisor
<b>14</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2022	People & Culture Advisor

## Contact details

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