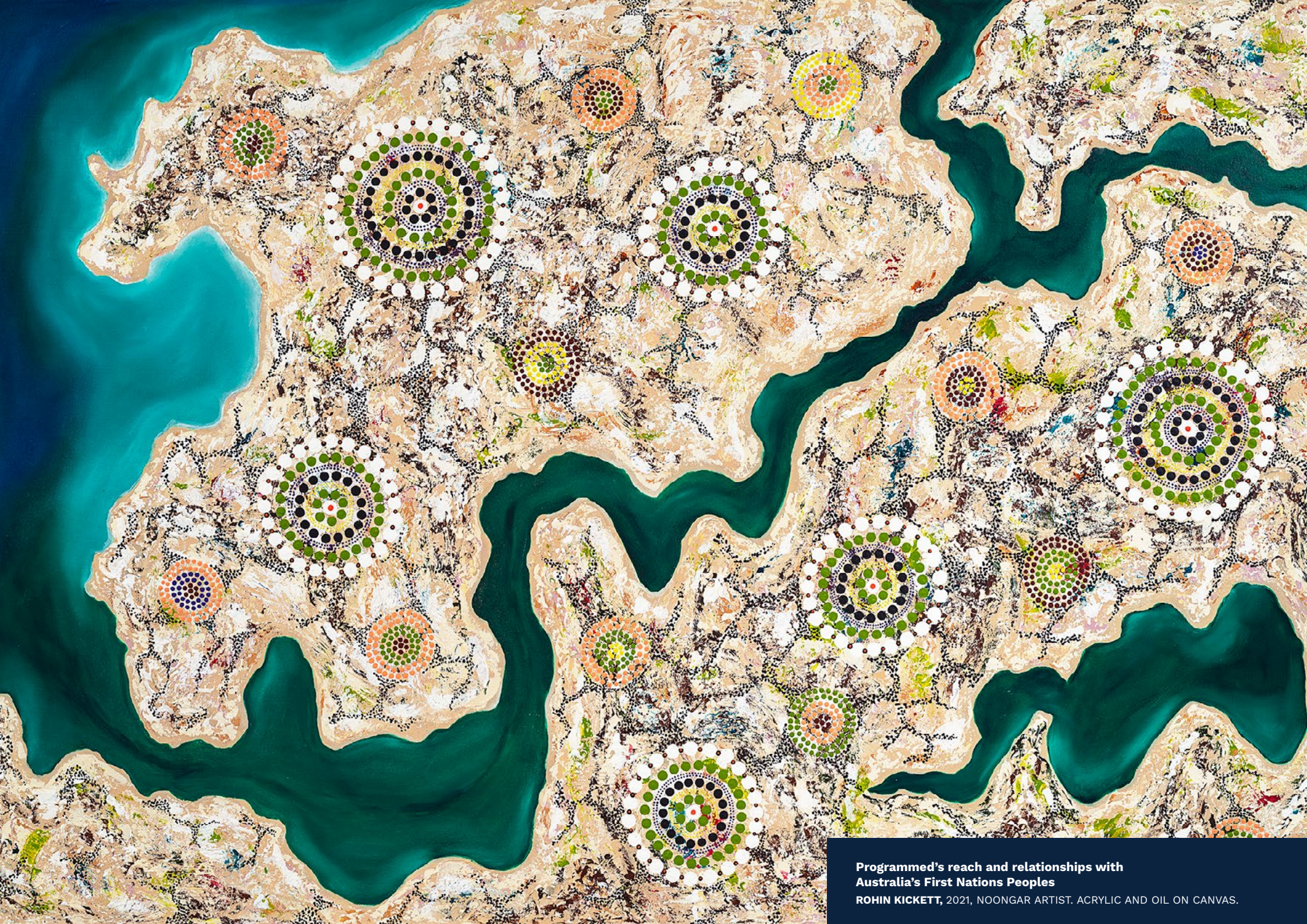


Innovate Reconciliation Action Plan

June 2024





**Programmed's reach and relationships with
Australia's First Nations Peoples**

ROHIN KICKETT, 2021, NOONGAR ARTIST. ACRYLIC AND OIL ON CANVAS.

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01 —

Acknowledgement of Country

Programmed acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians across Australia. We pay respect to the Elders of the past present and future in maintaining the culture, Country and their spiritual connection to the land.

A note from us

In the spirit of inclusion, Programmed refers to all Aboriginal and Torres Strait Islander Australians as First Nations peoples. Any references to Indigenous in this document have only been used to refer to a name of a title or direct quote. This choice has been made with the utmost respect for the many First Nations peoples and their identities, communities, and histories.

02 — CEO Statement



I am delighted to introduce the launch of Programmed Facility Management's 'Innovate' Reconciliation Action Plan (RAP) for 2025 to 2026, which signifies our long-term commitment towards reconciliation.

Programmed's identity has always been built on Diversity, Inclusion and Equality in its people across regions. We are committed to strengthening this even further through our RAP Framework. While Programmed has a long history of community initiatives and partnerships with First Nations peoples, this RAP is a key step towards a more strategic

and structured approach towards our reconciliation efforts over the next 24 months. This Framework will help outline our vision for reconciliation, reflecting clear actions to be implemented in the next two years.

In this Innovate phase, the focus will be on building a solid foundation as well as gaining a deeper understanding of Programmed's impact to identify the best approach possible, ensuring its alignment with our values and culture. This will be done through education efforts, developing deep and long-term relationships with First Nations

communities, and execution of various initiatives involving a lot of staff engagement and participation.

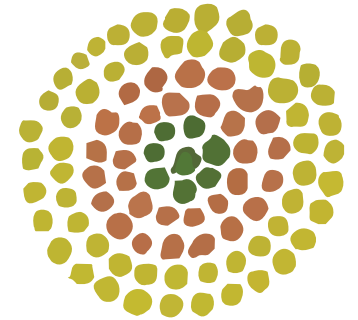
Key strategies and long-term stakeholder communication plans will be put in place which will play a key role in the development of these initiatives. This process will guide us as we move forward to ensure that our RAP is sustainable, impactful and deeply embedded in our organisation.

Programmed Facility Management's Innovate RAP has the full support of our senior executive team.

Our RAP working group will work to ensure that all commitments will be delivered and achieved.

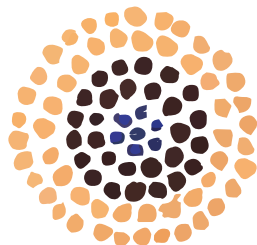
On behalf of Programmed's RAP working group, I am honoured to embark on this journey towards reconciliation. We look forward to building on existing relationships with First Nations peoples, their communities and organisations.

Graeme Hurn
Chief Executive Officer,
Programmed Facility Management



03 —

Reconciliation Australia CEO Statement



Reconciliation Australia commends Programmed Facilities Management 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 Programmed Facilities Management 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, Programmed Facilities Management 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. Programmed Facilities Management 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 Programmed Facilities Management's readiness to develop and strengthen

relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations Programmed Facilities Management on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

04 —

Our Vision for Reconciliation

Our vision for reconciliation at Programmed is to be a business of hearing the truth, acknowledging the past, actioning change and genuinely committing to working with First Nations Peoples to ensure our workplace is one of cultural safety and pride.

Relationships lie at the heart of our reconciliation journey.

Programmed aims to build strong relationships with First Nations peoples and communities to create an inclusive and vibrant environment where everyone can achieve their full potential.

As we deliver on our Innovate RAP, we are committed to strengthening our ties to the First Nations communities and peoples. We will continually improve the way we engage with and share stories with our people about First Nations' achievements, cultures and rights.



The Purple Hands Program and Fremantle Football Club Kimberley Connect organised a football carnival at Cable Beach in Broome, which Programmed supported.

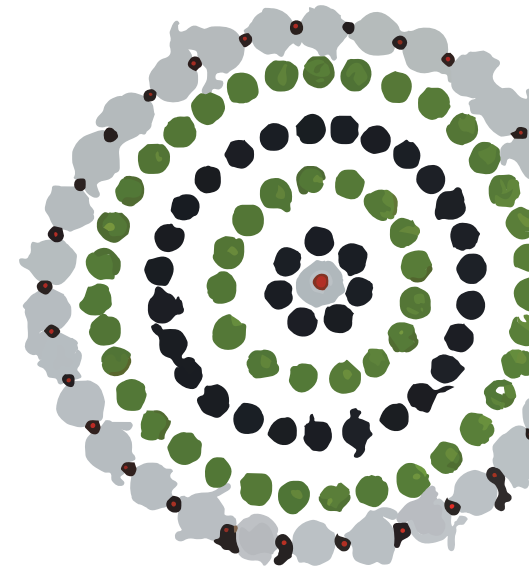
Developing this understanding is vital to our success in building strong relationships with the communities where we work.

Our reconciliation journey also involves working collaboratively with First Nations communities to develop respectful and mutually beneficial partnerships. We recognise that this requires building genuine relationships based on trust, understanding, and shared values.

We are committed to embedding cultural safety and awareness into our policies and practices to ensure that we create

a safe and inclusive environment for all our people. We acknowledge that past actions have contributed to the ongoing injustices experienced by First Nations peoples, and we are committed to taking meaningful steps towards reconciliation.

We recognise that reconciliation is not just a symbolic gesture but requires us to take tangible actions to address the root causes of inequality and discrimination. We are committed to working towards a future where First Nations peoples have equal opportunity, representation, and voice in our organisation and society more broadly.



05 — Our Values

Programmed has four core values that we seek for all our people to observe, act and deliver on. They form the foundation of our behaviours and expectations of one another.

Our Innovate RAP will support and promote our values of:



Diversity, Inclusion and Equality

- We seek a workforce that is representative of the communities we work in
- We strive for a team that reflects the diversity of society by culture, gender, age, sexual orientation and abilities
- We recognise the value of attracting, engaging and retaining employees with different backgrounds, experience and perspectives
- We aim to create a safe and inclusive environment, where people are treated equally and are free of all forms of discrimination.



Care and Empathy

- We will show care and empathy for the people around us; employees, customers and the communities we work in
- We respect everyone's contribution by working together to achieve common goals and project outcomes
- We believe that everyone comes to work each day wanting to do a great job
- We are prepared to ask "R U OK", if someone is performing differently today.



Personal Safety Leadership

- We will display personal safety leadership each and every day
- We believe all injuries are preventable
- We will act to ensure the health, safety and environmental well-being of our customers, the public and ourselves.



Customer Service

- We seek to deliver what we like to call, "good old fashioned" customer service
- We imagine how we would like to be served if we were the customer
- We do what we say we are going to do.

06 —

OUR BUSINESS



06 — Our Business

Programmed is a leading Facility Management, Staffing, Maintenance and Care services provider.

Our purpose is to build outstanding people, strong customers, and great communities.

We partner with many of Australia and New Zealand's leading businesses across major industries, including mining and resources, oil and gas, Government and defence, education, aviation, health, infrastructure, manufacturing, transport and logistics.

Founded in Victoria, Australia in 1951 with one paint van and a few tradesmen and brushes, Programmed has grown into a multi-national business owned by Persol and

underpinned by local expertise and capability. We proudly support the largest branch network in our industry, with over 200 locations across Australia.

We bring together teams of the right people with the right skills to deliver the services that our customers expect. We manage people by fostering an inclusive culture with career development opportunities and an environment where people feel safe and can be themselves. We also strive to deliver operational improvements, flexibility and high satisfaction levels to our customers.



Our core offerings include:

- Facility and asset management, maintenance and operational support
- Property maintenance
- Electrical installs, repairs and servicing
- Managed skilled workforce personnel
- Managed professional workforce personnel
- HR and recruitment
- Industrial maintenance, shutdowns and minor capital works
- Home care support for disability and aged care communities
- Operations and maintenance
- Village management and soft services.



Top: Aboriginal Elder Nick Abraham performed the Welcome to Country and Smoking Ceremony – an especially poignant moment for Programmed staff.
Middle: Programmed supported the Rottne Island Authority (RIA) in hosting the Wadjemup Cup and BBQ Dinner at Wadjemup Rottne Island. This event brought together over 130 students from the Clontarf Football Academy to play in a round-robin Aussie Rules football competition.
Bottom: Team members across Programmed Facility Management visited Willum Warrain as part of our commitment to learning more about First Nations cultures and Country.

06 — Our Business

Sphere of Influence

Programmed leads by example and commits to communicating and championing the vision and actions of this Innovate RAP through our business activities. This responsibility rests with our leadership team, who will equip our operational teams with the resources they need to drive reconciliation in our communities.

Achieving reconciliation across our broad and diverse business will create

advocates who are more aware of and better understand the aspirations of First Nations peoples. We actively promote reconciliation to the over 30,000 people we employ annually of which 4.2% identify as First Nations.

Our commitment towards Reconciliation will encompass all engagements with customers, suppliers, subcontractors, Government, community bodies.

Programmed RAP Champion

To truly seek a workforce that represents the communities in which we work, we must recognise First Nations peoples. A cornerstone of that journey is to seek reconciliation which, for me, is about understanding cultural differences, acknowledgement of past history and implementing tangible meaningful action.



MARK RADEMAKER,
HEAD OF HUMAN RESOURCES
AND CORPORATE SERVICES

A part of any healing process is acknowledgement. I acknowledge the painful history in Australia with First Nations peoples and the gap in outcomes. Action takes many forms. This RAP provides meaningful actions we can take to be better people, a better company and influence change.

Here at Programmed, we encourage and support our First Nations employees across all areas of the Programmed Business, and this creates a learning and teaching environment where our First Nations Managers share their connection to Country and talk about their communities and extended family members.

Through these discussions, I have learnt about different language groups, their totems and what it represents to them. I learnt about their storyline, passed down from generation to generation which is quite strong in First Nations cultures.

Our First Nations Managers explained the challenges of working in a Western workplace and the importance of equality and inclusiveness for First Nations peoples; these discussions have now led to Cultural Awareness Training for the Facility Management team. With the cultural leadership of the First Nations Managers, Programmed will continue to build strong partnerships with community organisations, provide further training and employment programs that lead to employment with Programmed, and acknowledge and celebrate specific cultural events such as Reconciliation and NAIDOC Week. Since employing the two First Nations Managers, we now have policies and procedures for employing First Nations peoples. We have engaged with several community members and partners, which increased our employment numbers for First Nations peoples across the Programmed business.

I'm looking forward to the work we can do together in this RAP; it is a privilege to champion it.

Programmed National Social Inclusion Manager

“This is the way of our people, working together to improve our people’s quality of health, education, and employment.

The way of our people which is passed down from our ancestors is teaching and maintaining our cultural heritage, and passing those cultural teachings onto the next generation, so they become strong leaders to continue the work our ancestors have started for justice and equality, we do this by passing down our cultural heritage and knowledge for generations to come”.



LYNETTE GRAHAM,
NATIONAL SOCIAL
INCLUSION MANAGER

Lynette is our National Social Inclusion Manager and a proud Dunghutti woman from Kempsey New South Wales. Lynette develops and implements sustainable social inclusion programs across Programmed. She collaborates and works in partnership with our customers, communities, Government and non-Government agencies to deliver educational and employment pathways for customer cohorts, creating opportunities for First Nations peoples.

Lynette has been instrumental in enhancing our engagement with First Nations peoples across Programmed. Some of her achievements include:

- Opening the hearts and minds of the broader team by sharing personal experiences, educating us on the histories of First Nations peoples and creating a safe environment to ask questions to broaden our understanding
- Delivering cultural awareness training and workshops to our people
- Reducing barriers to entry for First Nations suppliers and subcontractors to our supply chain
- Introducing a comprehensive First Nations social inclusion program for our Housing and Community Services (ACT) maintenance contract
- Championing First Nations capability and representation across our customer base
- Advising on the installation of culturally appropriate signage for display across Programmed sites
- Providing strategic and practical input into Programmed policies, plans and procedures
- Developing and maintaining partnerships with First Nations partners and community groups to achieve mutually beneficial outcomes.

07 —

OUR RAP WORKING GROUP



07 —

Our RAP Working Group

We are a team of achievers united to drive our reconciliation efforts forward.

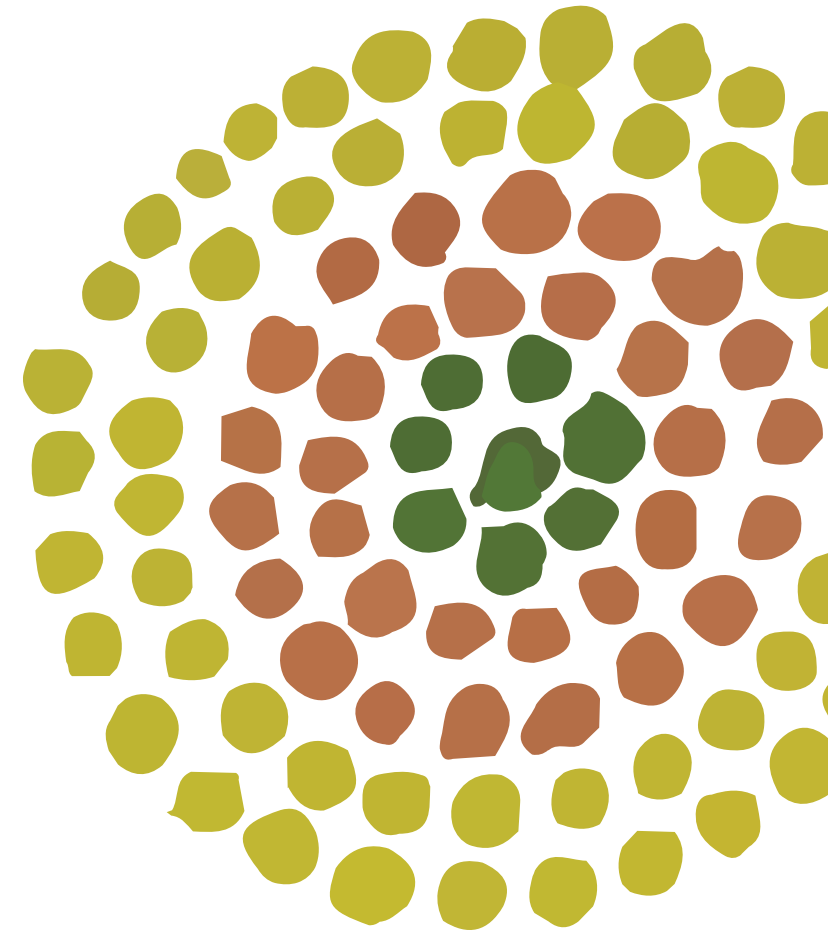
Our RAP Working Group (RWG) comprises nine dedicated members from various Programmed business units. Since the working group's formation in February 2023, the team has worked collaboratively to develop our RAP and plan how the deliverables will be achieved over two years.

Our RWG reflects our workforce's diversity and is a team of achievers who will drive our reconciliation efforts forward. The composition of our RWG is as follows:

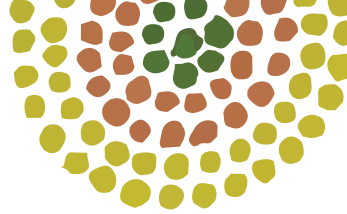
Mark Rademaker (Champion)

Mark is Programmed's Head of Human Resources and Corporate Services. Mark is responsible for developing the people in our business and overseeing corporate services strategies, governing principles, and frameworks. Mark has extensive experience in building and nurturing relationships and delivering practical solutions for Programmed.

As RAP Champion, Mark heads Programmed's RAP Committee and leads the development and implementation of the RAP across our business.



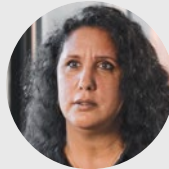
07 — Our RAP Working Group



Lynette Graham

Lynette is Programmed's National Social Inclusion Manager. She is a Dunghutti woman from Kempsey New South Wales responsible for developing and implementing sustainable social inclusion programs across Programmed. Lynette's strengths are community engagement and building strong stakeholder partnerships to achieve exceptional outcomes. Lynette is a passionate, positive change agent for First Nations peoples and closing the gap in education and employment outcomes.

Lynette's commitment to the RAP is to provide her perspective as a First Nations woman and lead the implementation of First Nations engagement initiatives across our business



Matthew Priatel

Matthew is Programmed's Head of Strategy, Growth and Business Transformation. Matt leads a high-performance team of specialists focused on strategy, brand, and organisational growth. Matt creates value for our customers and has highly attuned stakeholder engagement and management skills. Matt believes in building a values-based organisation that contributes to the communities in which it operates.

Matt's commitment to the RAP is to align our First Nations commitments with our customers and the community.



Roslyn Harley

Roslyn is Programmed's First Nations Engagement Manager based in Perth. Roslyn Harley is a Bibbulman Goreng woman and a Traditional Owner of Wagyl Kaip in the Southern Noongar region of Noongar booja.

Roslyn advises and assists with implementing social initiatives that deliver positive outcomes for First Nations peoples. Roslyn liaises closely with First Nations organisations, businesses, Traditional Owners and key Government and private sector stakeholders. Roslyn's commitment to the RAP is to engage with First Nations stakeholders on Programmed's behalf and support our National Social Inclusion Manager.



Gary Gietzmann

Gary is Programmed's Procurement Manager. With over 20 years of experience in supply chain management, Gary understands how to develop and grow supplier relationships and drive continuous improvement. Gary is a superb negotiator, collaborative project leader and effective communicator.

Gary's commitment to the RAP is to engage with our supply chain on our journey to reconciliation with First Nations peoples.



07 — Our RAP Working Group

Amelia Wilson

Amelia is Programmed's Marketing and Communications Manager. She is responsible for Programmed's internal and external marketing and communications activities. Amelia is experienced in brand development, local, national and global marketing and transformation strategies. She uses her skills to build relationships and drive high levels of customer satisfaction.

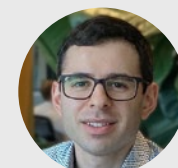
Amelia's commitment to the RAP is to lead all associated marketing and communications activities to deliver positive outcomes for First Nations peoples.



Andrew Kotsimbos

Andrew is a Bid Writer at Programmed, he creates winning written proposals to secure new opportunities for the business. Andrew works with subject matter experts across Programmed to develop customer-focused solutions for prospective customers across various sectors. Andrew is passionate about creating concise and compelling content that meets the needs of our customers.

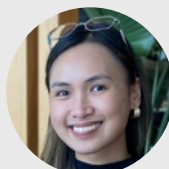
Andrew's commitment to the RAP is to support the plan's development and maintenance and to communicate our initiatives with prospective customers.



Hannah Villaruz

Hannah is a Digital Communications Coordinator at Programmed. Hannah's role is to execute Programmed's Marketing and Communication Plan, telling our story through digital channels. Hannah previously held roles in a leading marketing research company and a global media agency. Hannah genuinely understands the transformative effect that digital communications can have on organisations.

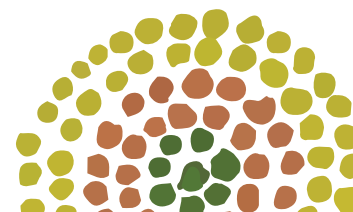
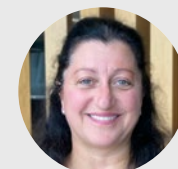
Hannah's commitment to the RAP is to bring our aspirations for First Nations peoples to life through digital channels.



Loretta Costabile (Secretariat)

Loretta is Programmed's Learning and Development Advisor. She is committed to supporting Programmed's workforce to upskill, reskill and provide expert advice and guidance about continued learning opportunities at Programmed.

Loretta's commitment to the RAP is to lead the development and implementation of First Nations training programs across Programmed, raise awareness and support education within Programmed.



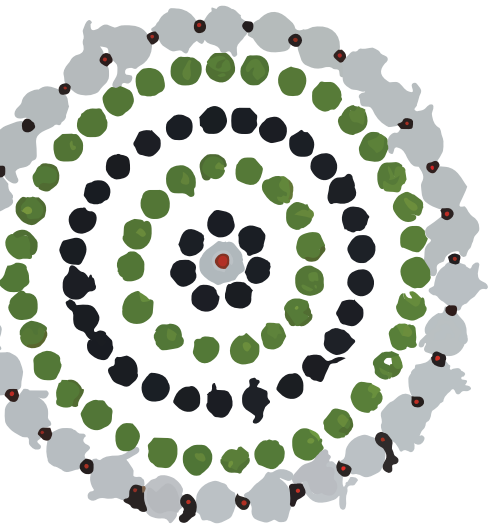
08 —

OUR RAP JOURNEY



08 — Our RAP Journey

Reflecting on our past and
looking forward to the future



Programmed's commitment to reconciliation with First Nations peoples is long standing. In 2010 we established a ten-year Aboriginal Engagement and Employment Strategy governed by the three principles of Relationships, Respect and Opportunities. The Strategy helped us find ways to attract and retain talented First Nations peoples, support the communities in which we work, assist our customers in achieving their diversity strategies, and leverage our expertise to build their capability.

Since rolling out the Strategy, Programmed has achieved a significant increase in First Nations participation in our workforce through sustainable employment, partnerships with community and business, and advocacy and encouragement of other companies to take action to close the gap. We see this RAP as an evolution of our Strategy and believe it is the best way to move forward. Some of our most significant achievements to date include:

- The recruitment of over 2,300 First Nations employees joining Programmed or our customers since signing GenerationOne's Australian Employment Covenant, a national industry-led initiative aimed at securing 50,000 jobs for First Nations peoples
- Employed First Nations employees across every part of our company and retained over 70 per cent of our new hires, in line with best practice



NAIDOC Week in Gladstone.

- Increased career progression of First Nations employees, placing them in more senior roles
- Employed a dedicated National Social Inclusion Manager to work with our customers to increase First Nations participation within our workforce
- Delivered pre-employment training for First Nations candidates to prepare them for apprenticeship and traineeship opportunities with Programmed
- Engaged with First Nations businesses and exceeded our supplier diversity targets.

These achievements demonstrate how far we have come on our reconciliation journey and show that we have the people, processes and systems in place to achieve our commitments in this RAP.

08 — Our RAP Journey

2010

Programmed established a Ten-Year Aboriginal Engagement and Employment Strategy, governed by the three principles of reconciliation: relationships, respect and opportunities.

2012

Signed Supply Nation procurement commitment of \$25,000.

Joined the Business Council of Australia's Indigenous Network.

2014

Contributed to Reconciliation Australia's cultural competency framework.

Sponsored AFL Indigenous Round and NRL Close the Gap Round.

Winner FM Industry Awards for Excellence (GenerationOne and Programmed).

Development and introduction of Diversity and Inclusion elearning which forms part of the Company Induction suite of core modules for new starters.

2011

Programmed signed Australian Employment.
Committed to 200 First Nations jobs.
Subscribed to the Koori Mail.
Northern Indigenous Employment Business Recognition Award.

2013

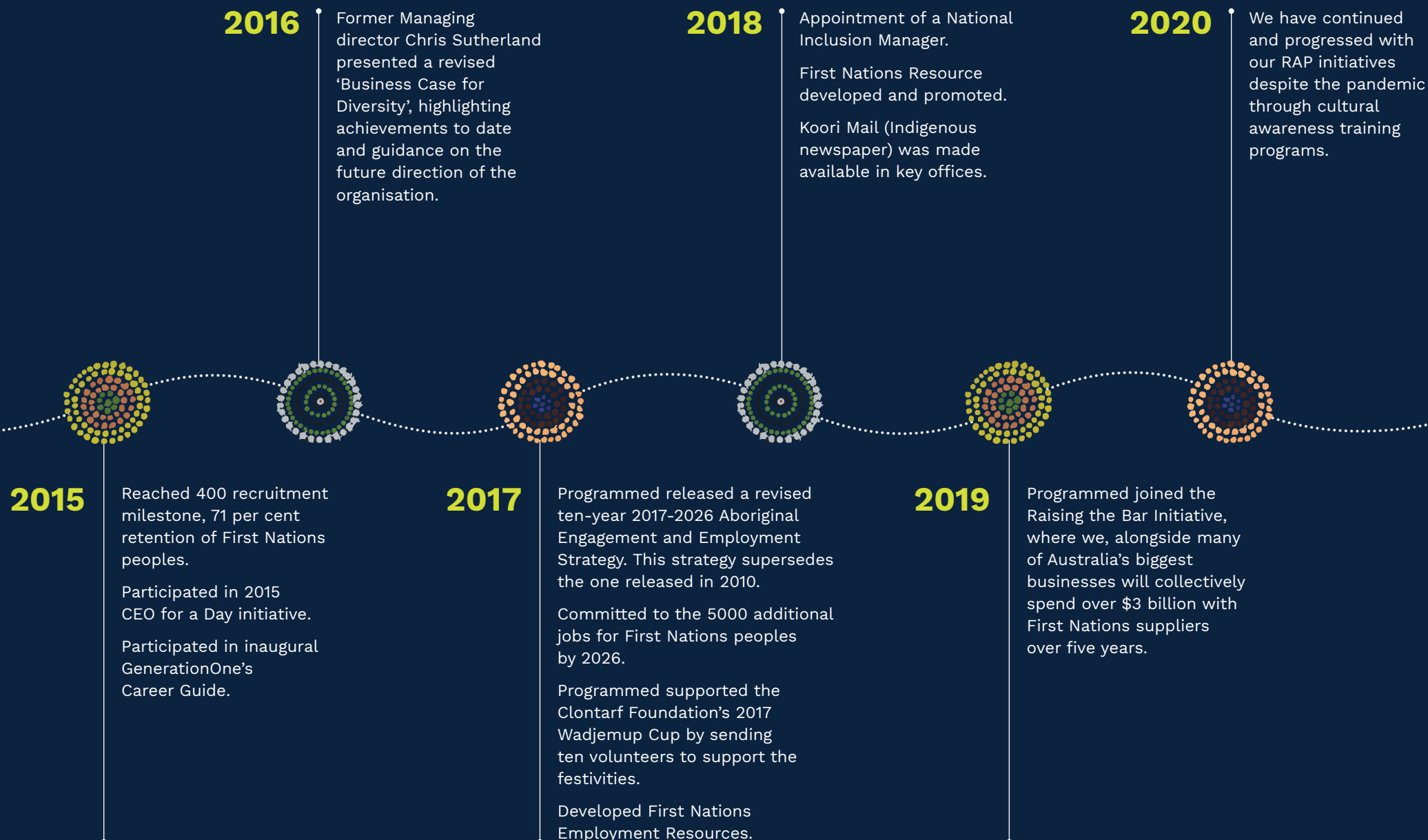
Participated in Inaugural CEO for a Day where First Nations professionals shadowed our former CEO Chris Sutherland for the day, gaining valuable business skills and mentorship opportunities.

Programmed contributed to the Development of GenerationOne's Everybody's Business. A handbook for Indigenous Employment.

Programmed was a finalist in the Indigenous Employment category of the Australian HR Institute's Awards.

Former Managing director Chris Sutherland presented the 'Business Case for Diversity'.

08 — Our RAP Journey



08 — Our RAP Journey

2021

Programmed commissioned a customised, authentic First Nations artwork that represents both Programmed's history and brand as well as paying respect to the First Nations cultures that have contributed to our business until now and for the future.

2023

Current and Ongoing

Programmed is committed to developing a Reconciliation Action Plan (RAP).

Re-establishing a partnership with AFL Sportsready (for traineeships/ apprenticeships and intern opportunities) in Victoria.

Invitation for Programmed to attend Koori Court; and observe impact on community and support by legal industry.

Pre-prison release program in NT.

Procured over \$26m through Supply Nation since 2020.

Development of Programmed Yarning Circle resource, a comprehensive guide describing how to prepare and host a yarning circle.

Released workwear artwork, lanyards and vehicle branding featuring Rohin Kickett artwork.

Created video stories showcasing the positive impact that our National Social Inclusion Manager has on First Nations peoples.

2022

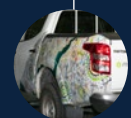
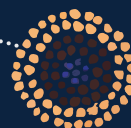
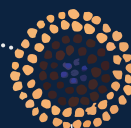
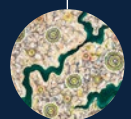
Development and delivery of Cultural Awareness training webinars (Part I) by Lynette Graham, National Social Inclusion Manager. Scoping and Development of Cultural Awareness training webinars (Part II).

Participants Guide for learning and further development and awareness post training.

Acknowledgement of Country resource developed and promoted, uploaded to YouTube.

Introduced NAIDOC Awards.

Appointment of First Nations Engagement Manager.



09 —

RECONCILIATION CASE STUDIES



Reconciliation Case Studies

Our ten-year Aboriginal Engagement and Employment Strategy has enabled us to make a tangible difference in the lives of First Nations Australians. To achieve success, we have taken a multi-pronged approach with the following groups:



Customer

We help our customers tap into the benefits of a safe and inclusive workplace



Employment

We aim to have a diverse workforce which represents the community in which we operate



Procurement

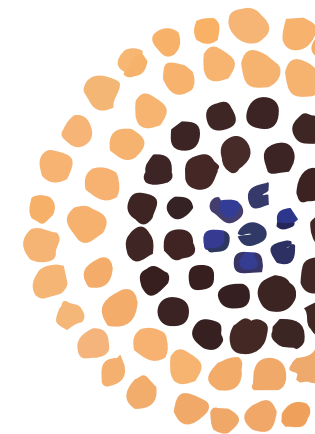
We support local suppliers and delivering value for money



Community

We engage with our local communities through partnerships, volunteering and *pro-bono* support.

Our successes with these groups are described in the Case Studies on the following pages.



09 — Reconciliation Case Studies

Target 5000 Jobs Pledge

In 2017, Programmed committed to a ten-year plan with 'GenerationOne', setting the goal of creating an additional 5,000 jobs for First Nations peoples by 2026.

Former Managing director Chris Sutherland announced the ten-year goal in Canberra alongside former Prime Minister Malcolm Turnbull and businessman Andrew Forrest.

Mr Forrest, founder of GenerationOne said Programmed's pledge set a new benchmark for the private sector. "I am incredibly grateful and inspired by their pledge," he said.

Since making the pledge, Programmed has created 2,323 positions across our core workforce, direct employment (5 per cent of our current workforce) or placed directly with our customers. We are continuing to make great progress across our business towards this 2026 goal.



Sourcing Office Supplies through Muru

Programmed has been sourcing all office supplies through Muru Office Supplies, a part of the Muru Group, since 2016. Muru Office Supplies is a purpose-driven, community-focused organisation that contributes 20 per cent of all profits from all sales to education, employment, health, and well-being initiatives supporting First Nations communities. Since 2016, Programmed has spent over \$2.3 million with Muru Office Supplies and has provided over \$15,000 in community contributions. This has enabled Muru to contribute to the following initiatives and organisations:

- An early childhood education program that provides over 30 First Nations children with early childhood education each year
- IndiGrow, a non for profit First Nations organisation focused on the propagation and revitalisation of native plants, including bush food and the critically endangered Eastern Suburbs Banksia Scrub
- Real Futures, a charity providing First Nations women with tailored employment, education and entrepreneurial mentoring and programs
- A partnership with the Lyone Foundation, where a donation was made to purchase and install new play equipment within a childcare centre
- Mudgin-Gal, meaning 'Women's Place', an organisation delivering support, referrals and community-based services to First Nations women and families in Sydney.



FROM LEFT TO RIGHT:
Mitchell Ross, CEO of Muru Office Supplies and Melanie Butler, National Account Director are joined by Gary Gietzmann, Procurement Manager of Programmed

09 — Reconciliation Case Studies

Raising The Bar For First Nations Procurement

Creating opportunities for First Nations businesses to thrive is the responsibility of organisations like Programmed. We are proud to be working towards real and lasting change in our community through procurement and purchasing decisions across Australia which create economic impact for First Nations peoples. We continue to increase engagement with First Nations businesses across our business. Over the past four years Programmed has achieved a 2,400% increase in spend with First Nations suppliers and businesses.



One of our key partners, Print Junction, a family-owned Indigenous Business which was established by Sheila & Leon Torzyn in 1997.

09 — Reconciliation Case Studies

Yilabara Solutions

Programmed has partnered with Yilabara Solutions, a 100% owned Aboriginal employment, training and consulting organisation. Programmed's partnership with Yilabara is focused on improving employment through Workforce Australia Employment Services (Yilabara Solutions) to deliver sustainable employment outcomes across NSW and ACT for First Nations individuals.

Yilabara Solutions is a 100 per cent owned First Nations Employment Agency. Programmed recognise Yilabara Solutions as a local First Nations organisation that has supported the community in their delivery of employment and training programs and their engagement and partnerships with stakeholders to support Industry needs to recruit and retain a First Nations workforce.

Yilabara Solutions are based across the Illawarra South Coast region (Batemans Bay, Nowra, Shellharbour, Dapto, Wollongong) and have employed locally, supporting the community from day one

and has worked hard to engage regional employers and key stakeholders.

The partnership with Programmed and Yilabara Solutions identifies training and employment pathways for First Nations peoples across the Programmed business and our partners. Yilabara Solutions, led by their CEO Matt Clarke provides Programmed with cultural advice and support on how Programmed promotes and advertises their vacant positions that would firstly be culturally appropriate, reaching all First Nations community agencies and Yilabara Solutions who would provide cultural support, mentoring and guidance to jobseekers applying for vacant positions within Programmed.

Together with Yilabara Solutions, we developed a one-page Vacancy Profile Form highlighting the role's name, the company with the vacant position, the wages and other relevant information for Yilabara Solutions and prospective job seekers. From the one-page profile, Yilabara Solutions identifies potential applicants candidates from their



database and recommends individuals suitable for the role to apply for the vacant position.

If the candidate is successful, Yilabara Solutions provides cultural advice and support to the employer and continues mentoring and support to the individual. Programmed's National Social Inclusion Manager supports the process by ensuring that all vacancies are advertised culturally appropriately. This includes holding monthly meetings to monitor the retention and growth of referrals from Yilabara Solutions, where gaps are identified work in collaboration to resolve those gaps.

Yilabara Solutions and Programmed are also working in collaboration to identify other potential Pre-employment pathways for First Nations peoples by taking several First Nations jobseekers to several Programmed sites where they learn various skills such as safety on the worksite, wearing appropriate PPE gear, safety pre-starts and much more. This program is currently in the planning stages.

09 — Reconciliation Case Studies

Stopping Traffic with Larrakia Billira

In 2022, Programmed partnered with Larrakia Billira to deliver traffic management services on our Greater Western Water maintenance contract.

Much of our work involves planned and maintenance project work on Greater Western Water's water and sewer networks located near roads and pedestrian pathways. As a result, we have a strong need for traffic management services which Larrakia Billira has been able to meet. Their success on this contract resulted in them also being engaged on our Melbourne Water maintenance contract. To date, we have spent \$1.8 million with the organisation.

The partnership started with CEO Matt Stokes reached out to Programmed with his vision of creating jobs for First Nations Australians. Programmed supported Matt through the procurement and engagement process. Matt says that "Programmed gave me an opportunity. I felt welcomed, and I'm learning but I wouldn't be able to learn, grow a business and create career pathways without the opportunity." – Greater Western Water.



**Sisters Emma and Carmel,
with Larrakia Bilirra Managing
Director Matt Stokes**

10 —

OUR ACTION PLAN



10 — Relationships

Action	Deliverable	Timeline	Responsibility
1/ Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	March 2024	National Social Inclusion Manager
	Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	Feb 2024	National Social Inclusion Manager
	We will review our existing partnerships with First Nations organisations across our business to assist us in developing guiding principles for further engagement with First Nations businesses and stakeholders.	24 June, 2025	Procurement Manager
	Research opportunities for Programmed to contribute to community led projects or community capacity building activities.	April 2025	First Nations Engagement Manager
	Explore joint venture opportunities with First Nations organisations.	April 2025	First Nations Engagement Manager
2/ Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, 2025	Manager, Marketing and Communications
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2024, 2025	Manager, Marketing and Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2024, 2025	Manager, Marketing and Communications
	Organise at least one NRW event each year.	27 May – 3 June, 2024, 2025	Manager, Marketing and Communications
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	Manager, Marketing and Communications
	Collaborate with our First Nations partners to celebrate and acknowledge NRW.	May 2024, 2025	First Nations Engagement Manager

Action	Deliverable	Timeline	Responsibility
3/ Promote reconciliation and our RAP commitments through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2024	Head of Human Resources and Corporate Services
	Communicate our commitment to reconciliation to our customers through LinkedIn.	May 2024	Manager, Marketing and Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2024	Head of Human Resources and Corporate Services
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2024	First Nations Engagement Manager
	Celebrate First Nations cultures by showcasing our RAP artwork on Programmed vehicles, uniforms and other collateral.	June 2024	Manager, Marketing and Communications
4/ Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2024	Head of Human Resources and Corporate Services
	Continue to engage with First Nations staff and/or First Nations advisors to review our anti-discrimination policy.	July 2024	National Social Inclusion Manager
	Educate senior leaders on the effects of racism.	September 2025	National Social Inclusion Manager

Action	Deliverable	Timeline	Responsibility
5/ Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within Programmed.	October 2024	National Social Inclusion Manager
	Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.	October 2024	National Social Inclusion Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2024	National Social Inclusion Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2025	Head of Human Resources and Corporate Services
	Implement Cultural awareness training for all staff and suppliers.	May 2025	National Social Inclusion Manager
6/ Demonstrate respect to First Nations peoples by observing cultural protocols.	Increase our staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024	National Social Inclusion Manager
	Maintain the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	National Social Inclusion Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2025	First Nations Engagement Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2025	Manager, Marketing and Communications
	Display signage acknowledging Country at all Programmed sites using local First Nations language where appropriate.	July 2025	Procurement Manager
	Programmed Melbourne head office to have cultural names that identifies local traditional language. We have renamed seven of our Collins Street meeting rooms after the 7 Wurundjeri seasons.	January 2024	National Social Inclusion Manager
	All new Programmed offices are to acknowledge First Nations peoples as traditional landowners and pay our respect by implementing a 'Welcome to Country' and other appropriate cultural recognition delivered by a local First Nations Elder.	July 2025	National Social Inclusion Manager

Action	Deliverable	Timeline	Responsibility
7/ Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024-2025	Manager, Marketing and Communications
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2025	First Nations Engagement Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2024-2025	Head of Human Resources and Corporate Services

Action	Deliverable	Timeline	Responsibility
8/ Improve employment outcomes by increasing First Nations, recruitment, retention and professional development.	Maintain First Nations staffing to inform future employment and professional development opportunities.	July 2025	National Social Inclusion Manager
	Continue to engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	July 2025	National Social Inclusion Manager
	Continue to advertise job vacancies to effectively reach First Nations stakeholders.	July 2025	National Social Inclusion Manager
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	July 2025	Head of Human Resources and Corporate Services
	Conduct a pulse engagement survey with our First Nations staff to understand their views and help guide Programmed's reconciliation journey.	March 2025	Manager, Marketing and Communications
	Review our performance against our diversity target of having at least 4% First Nations representation across our workforce.	June 2025	Head of Human Resources and Corporate Services
	Continue to provide work experience and school-based apprenticeships for First Nations based employees.	July 2025	Head of Human Resources and Corporate Services
	Maintain processes to help identify First Nations recruits during the recruitment phase.	July 2025	National Social Inclusion Manager

12 — Opportunities

Action	Deliverable	Timeline	Responsibility
9/ Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	March 2024	Procurement Manager
	Continue with Supply Nation membership.	July 2025	Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	July 2025	Procurement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	July 2025	Procurement Manager
	Continue to develop commercial relationships with First Nations businesses.	July 2025	Procurement Manager
	Review the effectiveness of our Supplier Diversity Guideline in supporting First Nations outcomes.	June 2024	Procurement Manager
	Review and improve our procurement policies and procedures to ensure that there are no barriers to procuring goods and services from First Nations businesses.	Oct 2024	Procurement Manager
	Provide support for promising First Nations businesses that have that potential to provide goods and services across our customer base.	July 2025	Procurement Manager
	Identify First Nations suppliers who are already delivering goods to Programmed and promote them across the organisation through continued reporting.	July 2025	Procurement Manager
	Continue to leverage our Supply Nation membership, and/or state and regional based memberships with associations to grow First Nations businesses.	July 2025	Procurement Manager
10/ Investigate opportunities to provide apprenticeships and traineeships for First Nations peoples.	Review current programs and channels used for sourcing apprentices and trainees for roles within Programmed.	July 2025	Head of Human Resources and Corporate Services
	Engage with First Nations employment and training providers as well as Programmed's training division to promote working opportunities within Programmed as well as opportunities to upskill our workforce.	July 2025	Head of Human Resources and Corporate Services
	Engage with state and territory based educational departments, and local First Nations groups to encourage school aged children to consider opportunities with Programmed – through apprenticeships and school-based traineeships.	July 2025	Head of Human Resources and Corporate Services
	Continue to create internship opportunities within Programmed, its suppliers and subcontractors.	July 2025	Procurement Manager

Action	Deliverable	Timeline	Responsibility
11/ Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain First Nations representation on the RWG.	July 2025	Head of Human Resources and Corporate Services
	Maintain and apply a Terms of Reference for the RWG.	July 2025	First Nations Engagement Manager
	Meet at least four times per year to drive and monitor RAP implementation.	July, Oct, Jan, April 2025	Head of Human Resources and Corporate Services
12/ Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	Yearly	Head of Human Resources and Corporate Services
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2025	Head of Human Resources and Corporate Services
	Appoint and maintain an internal RAP Champion from senior management.	July 2025	Head of Human Resources and Corporate Services
13/ Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	First Nations Engagement Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	First Nations Engagement Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	First Nations Engagement Manager
	Report RAP progress to all staff and senior leaders quarterly.	April 2025	Head of Human Resources and Corporate Services
	Publicly report our RAP achievements, challenges and learnings, annually.	April 2025	Manager, Marketing and Communications
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	Yearly	First Nations Engagement Manager
14/ Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Nov 2026	First Nations Engagement Manager

The Artist

Rohin Kickett is a Noongar artist from the Ballardong region in Northam, Western Australia. Rohin came from a family of artists and was encouraged by his aunts and uncles to enter the profession.



The inspiration behind his work comes from experiencing and seeing first-hand the effects of colonisation on his family and his desire to explore his connection to country. Rohin believes his purpose is to help Australians better understand the issues his people face and build stronger relationships across the community through art.

As an artist, Rohin has adopted a contemporary style. In one piece, he used a rifle to shoot water balloons full of paint to create abstract art. This unconventional method wasn't just an artistic choice; it was symbolic.

"The rifle came from the idea of using something designed to kill, to create. It's completely the opposite of what it is designed for," he said.

Rohin also creates aerial landscape paintings to document his country connections and highlight the effects of farming and the destruction of local water sources.

In 2023, he was invited to be part of the Fremantle Biennale as an artist and to consult with other artists. Rohin currently sits on the National Association for the Visual Arts Board and strongly advocates for First Nations artists.



The Artwork Story

The abstract Artwork showcases the extensive reach and relationships Programmed has developed with First Nations communities around Australia.

Using earthy tones reflecting our corporate colour palette, Rohin reimagined Australia through dot painted cities and communities, contrasting with stunning blue and green waterways.

Before starting to paint, Rohin reviewed numerous maps of every Australian capital city, looking for elements he could incorporate into the Artwork.

The top left corner of the Artwork represents the inlet in Darwin, and the river mouth comes from Sydney Harbour. The big belly of the river is from the Swan River in Perth, which becomes the Murray River in Victoria. In the bottom right is Lake Burley Griffin in the Australian Capital Territory.

Programmed are incredibly impressed with Rohin's work. The original oversized oil canvas hangs in pride of place at our Burswood Office in Perth.

For enquiries about our
Reconciliation Action Plan
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