



CATER CARE GROUP
Reconciliation Action Plan

JULY 2017 - JULY 2019



RECONCILIATION
ACTION PLAN

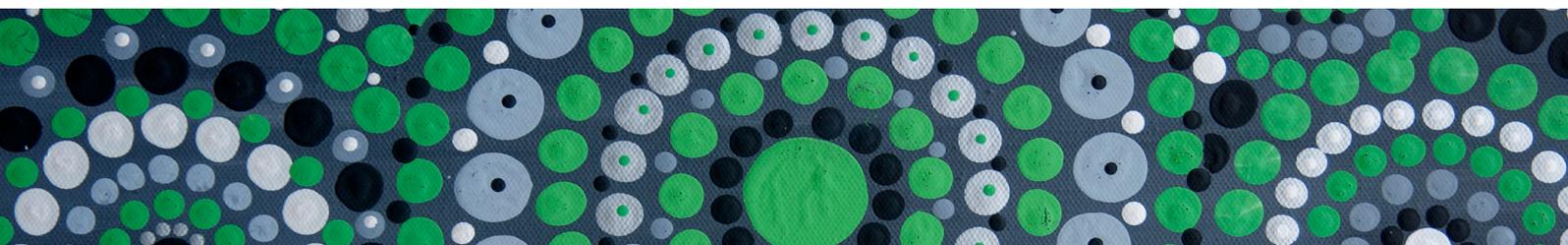
INNOVATE

LANI

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LANI BALZAN

AUSTRALIAN INDIGENOUS ARTIST



My name is Lani Balzan, and I am a proud Aboriginal woman from the Wiradjuri people.

My family comes from Mudgee, but I was born in Penrith. Today I live in Figtree NSW with my husband John and our three beautiful boys.

I am a recognised Indigenous artist, an Aboriginal Education Officer, and conduct art therapy within my community. Painting is my passion, it's a means of showcasing and sharing our

beautiful and amazing culture.

Being the Aboriginal Education Officer at Warrawong High School gives me the opportunity to help our young people; this is a job I love. I am committed to help motivate the children, their families, and carers within our community. I am driven by a strong desire to make a positive difference in the students' lives and to teach them about our culture and to share it with the school and the community.

In late 2016, a fire tore through my family home and destroyed everything we owned, including all the paintings I had lovingly created over many years.

I have since turned this devastating time in my life as an inspiration to create new art and to learn more about my culture. It was a heartbreaking time, but by embracing my culture through my art, it gave me the strength to continue doing what I love and sharing it with others.

CATER CARE'S CONNECTION

The green and grey areas represent Cater Care and the states and territories where Cater Care are based.

The orange, blue and red dotted areas represent our values of, care, pride and community and the services that we provide, which all link together as one, and connect.

Strength of the company (green and grey areas) flows towards the colours (services and values), and the dotted line leading out represents growth in the company.

The overall painting style represents the connection between Aboriginal and non-Aboriginal with Cater Care.



ACKNOWLEDGEMENT OF COUNTRY

Cater Care acknowledges and honours the Ancestors of all Aboriginal and Torres Strait Islander peoples, past, present, and future, and the many Countries they belong to and care for.

We recognise the rich cultural diversity that exists across the areas we operate in, and that each area has its own language, Country and cultural protocols that deserve to be respected.

MESSAGE FROM THE COO



It is with great pleasure that I present our Reconciliation Action Plan (RAP) for 2017-2019.

Cater Care's core values of care, pride and community, are the keystones of our business and therefore form the basis of our third RAP.

These values and genuine desire to positively contribute to closing the gap between Aboriginal and

non-Aboriginal Australians, have been the driving force for us to continue to support the Aboriginal and Torres Strait Islander communities in which we operate.

As we grow as a company, so too does Aboriginal and Torres Strait Islander participation in our business.

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We are committed to growing employment opportunities and nurturing mutually beneficial economic partnerships with an increasing number of Aboriginal and Torres Strait Islander businesses.
.....

The successes we have seen throughout our RAP journey have been very rewarding. Sharing these successes with our local communities and within our

organisation, allows us to build our team's knowledge, skills, and cultural understanding and foster both respect and opportunity.

Our range of services and geographical spread across many remote areas provides a broad scope of possibilities for engaging with Aboriginal and Torres Strait Islander Communities.

This RAP will further cement our RAP programs within the business, and we look forward to expanding our future contributions within our local Aboriginal and Torres Strait Islander Communities.

DENIS ANDRE
Chief Operating Officer /
Chair of the RAP Working Group

OUR BUSINESS

Cater Care is a national hospitality and facilities management provider to the urban, mining and remote industry sectors throughout Australia. Furthermore, we are proud to be one of Australia's largest locally owned and operated catering and facilities management contractors.

From a national head office in Sydney and state offices in each capital city, we service more than 160 projects throughout Australia. We currently employ 33 Aboriginal and Torres Strait Islanders in full-time, part-time and apprenticeship positions.

We are committed to building strong common-sense commercial relationships with complementary businesses. Because of this approach, we have 20 formal and informal partnerships with Aboriginal and Torres Strait Islander businesses.

We genuinely care about the communities in which we live and work. We are committed to developing the skills of our people, and creating an inclusive culture that is reflective of these

communities and is consistent with our values.

During the last 12 months, 900 staff members have undertaken cultural awareness training which is more than half of our total workforce.

We encourage participation by staff, customers and guests to recognise the history, culture and achievements of Aboriginal and Torres Strait Islander peoples through recognised events. Soft and hard copy marketing materials, merchandising and support materials are specifically developed to support the events.

Each year a bespoke recipe is created by our executive food team and shared with our community, staff, clients and guests through multiple media channels and sharing of the dish at recognition events.

Through the implementation of our buy local focus, we have established long-term and beneficial relationships with suppliers throughout Australia. Our longstanding presence means that we have many trusted, preferred local suppliers.

Our goal is to build on this strong foundation and continue to expand Aboriginal and Torres Strait Islander participation within our supply chain.

OUR VISION FOR RECONCILIATION

Cater Care's vision for reconciliation is an environment where all our employees acknowledge and celebrate the proud heritage of Aboriginal and Torres Strait Islander peoples.

To promote career development opportunities, sustainable business growth, and economic security of Aboriginal and Torres Strait Islander peoples.

We will achieve this through two-way learning. Sharing our business knowledge and expertise with Aboriginal and Torres Strait Islander peoples will build on their capabilities, help them gain meaningful employment, support their professional growth, and provide encouragement toward the development of business opportunities.

We will focus on listening to, and learning from Aboriginal and Torres Strait Islander peoples on how to conduct ourselves appropriately on their Country to encourage mutual respect and successful economic partnerships.

We recognise that reconciliation is about moving towards a better understanding of the past and how the past affects the lives of Aboriginal and Torres Strait Islander peoples today. Our commitment to deliver our vision reflects this.

We will continue to deliver positive outcomes in the areas of supplier development and contracting, employment and training, and community engagement.

We are determined to create a working environment in which reconciliation is taking place every day.

OUR RAP

Driven by Cater Care's core values of, care, pride and community, our reconciliation journey formally began in 2012 with our first RAP.

It has been a rich and rewarding learning experience that has confirmed our aspiration to build our organisational capability to work with Aboriginal and Torres Strait Islander peoples, businesses, and communities.

Our genuine desire to make a difference and contribute to closing the gap between Aboriginal and Torres Strait Islanders and non-Aboriginal and Torres Strait Islanders has led to our continued RAP support and development.

Since our last progress report, we have increased the number of Aboriginal and Torres Strait Islander employees in our workforce, our procurement spend with Aboriginal and Torres Strait Islander businesses is growing, and we have improved our community involvement initiatives.

Our 2017-2019 RAP outlines our intention to further develop employment and training opportunities, business partnerships and community participation.

Denis Andre Chief Operating Officer and Chair of the RAP Working Group and Raylene Bellottie, our 2014-2017 National Aboriginal Liaison Manager, has championed our RAP successes and positioned us for growth in these areas. We acknowledge and thank Raylene for her outstanding contributions.

The key learnings from our journey so far:

- Monitor RAP activities and seek feedback from internal and external participants, to better understand what works well and what doesn't.
- Continually refine the RAP to ensure alignment with business goals and strategies.
- Cultural awareness training has been a key driver to achieve a diverse and cohesive workforce.

OUR RAP WORKING GROUP (RWG)

Denis Andre
Chief Operating Officer and Chair of the RAP Working Group

Neil East
Chief Operating Officer

Peta McDonnell
Group Human Resources Manager

John Mooney
General Manager
- Western Region Operations

Arnaud van der Burgt
National Commercial & Contracts Manager

Duncan Matthews
Group Marketing Manager

Matthew Buckley
General Manager
Procurement

National Aboriginal Liaison Manager

Dawn Redley
Marketing & Communications Coordinator

OUR 2014-2016 RAP ACHIEVEMENTS

RELATIONSHIPS

ABUNDANCE PRODUCE AUSTRALIA

Abundance Produce Australia is a wholly owned Australian Indigenous company established in 2015 by Gerard and Phil Matera, Noongar people.

Abundance combines their proven capabilities, with an innovative approach to the supply of fresh produce, processed foods, ready to eat foods and quarantine services.



Abundance

SOURCED LOCAL - PREPARED FRESH

.....

It became evident that Cater Care and Abundance shared a vision to provide customers with quality, fresh food in remote locations, and increase Indigenous employment opportunities.

.....

Abundance strives to be a leader in meaningful employment and training of Aboriginal people which aligns with our vision and values, and RAP objectives. We also recognise that Indigenous operated business can be exceptional drivers of change as they are often more likely to employ Aboriginal people than other businesses.

Long-term growth requires strategic partnerships, and offering products and services that have strong marketplace demand - identifying sustainable growth opportunities. A strong operational foundation creates a workplace culture that can help employees thrive, build the right teams to increase productivity, and form the external partnerships to grow business.

Cater Care and Abundance are working together to build on their mutual commitments every day - providing meaningful, sustainable employment, and assisting other Aboriginal businesses to be a part of their supply chain.

OUR 2014-2016 RAP ACHIEVEMENTS

RELATIONSHIPS

NGUKU

Our relationship with Nguku, the Kariyarra Traditional Owner group from the Port Hedland region of WA, delivers industrial cleaning services to local port and rail operations.



Creating local employment opportunities and assisting in business capacity helps build commercial knowledge for Kariyarra people.

The partnership is comprised of a management committee which allows both parties to discuss mutual obligations and provides an open process for reporting and strategic business development.

MYUMA GROUP

The Myuma Group is a not for profit organisation comprised of three interlinked Aboriginal and Torres Strait Islander corporations centred on the upper Georgina River in far-west Queensland.



The local Traditional Owners, Indjalandji-Dhidhanu people, established the Group to administer a combination of enterprises; engagement project management, prevocational training, construction, service delivery and cultural heritage activities.

Our engagement with Myuma is to help them achieve their goals. This has created many opportunities in business development, operational support, cross-cultural awareness training and networking.

Maximising Aboriginal and Torres Strait Islander employee retention will increase long-term employment participation, and have many social and financial benefits to all.

OUR 2014-2016 RAP ACHIEVEMENTS

RESPECT

OUR FUTURE LEADERS AT MEEKATHARRA SCHOOL

We are proud of our supportive role for improved rural education opportunities. Ongoing commitment and support for the local Indigenous communities where we live and work are a chance to improve education, employment and business opportunities.

Investing in an educational sponsorship is an investment for everyone; a good education is healthy for a community both socially and economically.

Meekatharra K-Y12 School, is located more than 800 km northeast of Perth. Representing Aboriginal, pastoral, mining and related services communities,

the 180 students are drawn from a diverse local and district-wide population of more than 3,000. Many students are primary school aged, and mostly from Aboriginal families.

The school places significant emphasis on a long-term goal for social change; working to improve the educational outcomes and



aspirations of rural and Indigenous students and encourage them to reach their full potential.

As part of an association formed with mining resources, our contribution assists with much-needed funding and help to support education within the local community.

IRRUNGADJI WOMEN'S MURAL PROJECT

The Irrungadji Women's Mural Project supports a group of Irrungadji women dedicated to preserving and celebrating their cultural knowledge and to transfer this knowledge to the younger generations through art and music projects.

The arts initiative was formed in 2013 after the Budadee Foundation was successful in acquiring a grant to run the first Return to Country Arts Program and exhibition in the community. The Budadee Foundation brings together senior Law people from several Traditional Owner Groups to

support and develop cultural and environmental activities.

The women organised themselves into groups of teachers and learners for the painting of a traditional piece of art; collectively deciding what story their mural would tell.



The result is an inspirational Seven Sisters mural that is displayed with pride in the Nullagine Hotel to help promote the art group.

This is just one project we have proudly supported by supplying art supplies and stationery items.

OUR 2014-2016 RAP ACHIEVEMENTS

RESPECT

NAIDOC

Naidoc celebrations are held annually across Australia; bringing people together to celebrate the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples.

Incorporating these significant events into our business are well thought out and planned months in advance. Working collaboratively with key stakeholders; soft and hard copy communications and marketing collateral is designed, supported, and distributed to our sites to encourage participation.

Each year the NAIDOC committee choose a theme based on a significant event or social issue. We incorporate the theme in our collateral, and by doing so, we are helping to highlight the NAIDOC message.

Our community, staff, clients and customers are encouraged to attend events and celebrate. To truly appreciate these events, it's important to find a connection, and for us, that's food. A bespoke recipe featuring Australian native ingredients is developed annually (by our executive food team) for NAIDOC and is the featured dish at the celebrations. Food is a leveler, and we connect social groups and work communities through food.

We recognise these events as an opportunity for us all to learn about our shared histories that make our country, our workplaces, and our society great.



Barramundi Steamed with Lemon Myrtle and Chive Butter
Serves 4

Celebrating NAIDOC Week with a delicious Barramundi recipe that features the native ingredient Lemon Myrtle.

TASTE OF NAIDOC FACT
NAIDOC Week each year celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples, and our Barramundi recipe has been proudly developed to acknowledge and commemorate this year's event. Barramundi or Asian Sea Bass has been eaten for thousands of years in Australia. Its name is a loanword from the Aboriginal language of the Rockhampton area in Queensland meaning 'large scaled river fish'. Lemon Myrtle is a flowering plant found in the subtropical rainforests of central and south-eastern Queensland, and Indigenous Australians have long used the plant's leaves as both a flavouring for food and as a medicine.

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OUR 2014-2016 RAP ACHIEVEMENTS

OPPORTUNITIES

THE BROMUS STORY

Bromus Pty Ltd was established in 2012 by Ngadju siblings Donna and Adrian Schultz in Norseman WA, and is a Traditional Owner business that provides the important services of Mine Site Cleaning, Security, and Airport Reporting Officer duties at the Nova Mine Operation in WA.

After many years of working across the Government and Mining sectors, gaining extensive skills and experience, both Donna and Adrian decided to take the next step in becoming role models for their community.

This will help pave the way for sustainable change, creating job opportunities, and demonstrates that with a little determination, anyone can be entrepreneurial. The Industrial Cleaning services have created multiple employment opportunities for the local Ngadju people.

Bromus are making an impact on the local community, creating long-term, sustainable jobs. This new endeavour is crucial to Donna and Adrian as they strive to assist in empowering their people, provide hope, and show that they too, can follow their dreams.

Cater Care, in conjunction with a valued client, are proudly supporting a partnership with Bromus.

“It takes a lot of hard work, commitment, and perseverance but the reward in making a difference for your community outweighs it all.”

- DONNA SCHULTZ

OUR 2014-2016 RAP ACHIEVEMENTS

OPPORTUNITIES

MY PATHWAY - AN EMPLOYEE TRAINING INITIATIVE



Our collaboration with My Pathway is helping to create job opportunities for a major mining project in Queensland.

Together with My Pathway (Australia's largest national community development program provider), and in association with Western Cape Regional Partnership Agreement and the

Albatross Bay Resort in Weipa, we are seeing the benefits of a successfully implemented employee training initiative.

The Cleaning and Hospitality Services Training Program creates a two-way learning initiative, shares our business knowledge and expertise to build on the existing capabilities of trainees.

The program includes a contextualised training package that covers potential jobs and practical work experience and has

drawn interest from international, national, and local businesses.

Subsequently, it will increase employment opportunity, support for professional growth, and will ultimately provide sustainable futures through education and employment.

Congratulations to the women and men who have now achieved their Certificate III in Cleaning Operations qualifications through this initiative.

RECONCILIATION ACTION PLAN

2017-2019



RELATIONSHIPS



RESPECT



OPPORTUNITIES

RELATIONSHIPS

The foundation of our reconciliation agenda is built on respect and trust.

Our core business is to provide catering and services to urban and remote areas. Our business success relies on strong, respectful relationships, particularly with

Aboriginal and Torres Strait Islander businesses, and their communities where we operate. Our focus remains on nurturing genuine relationships by engaging

with Traditional Owner Groups and communities to further our understanding of local culture, challenges, aspirations and opportunities.



OUR FOCUS

Strong relationships that allow us to develop opportunities for social and economic security.

RELATIONSHIPS

Our relationship objectives throughout 2017-2019 will be achieved through the following actions.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Actively monitor the RAP development and implementation of actions, tracking progress and reporting	<ul style="list-style-type: none"> • Develop, endorsement and launch the 2017–2019 RAP. • Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. • Meet at least twice per year to monitor and report on RAP implementation. • Establish Terms of Reference for the RWG. 	July 2017 July 2018, 2019 Feb & Aug 2018, 2019 March 2018	Chair of RWG
Provide opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	<ul style="list-style-type: none"> • Organise at least one internal event for NRW each year. • Register an NRW event to Reconciliation Australia's (RA) NRW website. • Collaborate an external NRW event. • Ensure our Working Group participates in an external event to recognise and celebrate NRW. • Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories. • Encourage staff to participate in external events to recognise and celebrate NRW. • Circulate RA's NRW resources to staff. 	May 2018, 2019 May 2018, 2019 May 2018, 2019 May 2018, 2019 May 2018, 2019 July 2018, 2019 April 2018, 2019	Group Marketing Manager

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</p>	<ul style="list-style-type: none"> • Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. • Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. • Develop business opportunities, partnerships, pro bono support or secondment and community capacity opportunities. 	<p>Sept 2018, 2019</p> <p>March 2018, 2019</p> <p>March & Sept 2018, 2019</p>	<p>National Aboriginal Liaison Manager</p>
<p>Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<ul style="list-style-type: none"> • Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. • Promote reconciliation through ongoing active engagement with all stakeholders. 	<p>July 2017</p> <p>April 2018, 2019</p>	<p>Group Marketing Manager</p>

RESPECT

Cater Care employs and works with a range of Aboriginal and Torres Strait Islander peoples, communities and Countries across Australia.

Through our previous RAPs we learnt that understanding the cultural protocols, life experiences and challenges faced by local communities has been critical in implementing successful management strategies and developing the broader cultural competency of our workforce.

We have built our business by providing catering and hospitality services to both urban and remote areas. To honour our core values of, care, pride and community, we must always recognise that we are guests on the lands of Traditional Owners.

Without understanding and respecting the culture and history of the Traditional Owners it would be difficult for our business to succeed in the areas in which we operate.



OUR FOCUS

We are committed to building a strong cultural awareness and knowledge in the workforce to foster genuine appreciation for the diverse cultures within our sphere of influence.

RESPECT

Our respect objectives throughout 2017-2019 will be achieved through the following actions.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ul style="list-style-type: none"> • Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business. Consider various ways cultural learning can be provided. Identify who requires what level and type of training - online or face to face workshops. • Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. • Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. • Identify cultural learning requirements specific to our staff's training need. • Utilise and promote the resources provided via the Reconciliation Australia's Share Our Pride online tool. 	<p>Oct 2017, 2018, 2019</p> <p>Oct 2017, 2018, 2019</p> <p>Feb 2018, 2019</p> <p>Feb 2018, 2019</p> <p>Feb 2018, 2019</p>	Group Human Resource Manager
Communicate, celebrate and recognise Aboriginal and Torres Strait Islander dates of significance	<ul style="list-style-type: none"> • We will acknowledge, communicate, promote and celebrate at our head offices in each state and contracted sites. 	July 2017, 2018, 2019	Marketing Manager

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	<ul style="list-style-type: none"> • Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. • Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. • Invite a Traditional Owner to provide a Welcome to Country at least one significant event. • Include Acknowledgement of Country at the commencement of important internal and external meetings. • Encourage staff to include an Acknowledgement of Country at the commencement of all meetings. • Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country. 	<p>Oct 2017, 2018, 2019</p> <p>Oct 2017, 2018, 2019</p> <p>Feb 2018, 2019</p> <p>Feb 2018, 2019</p> <p>Feb 2018, 2019</p>	<p>Group Human Resource Manager</p>
<p>Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week</p>	<ul style="list-style-type: none"> • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. • Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. • Provide opportunities for all staff to participate in NAIDOC Week activities. • Develop and promote internal NAIDOC Week events for our sites. • Contact our local NAIDOC Week Committee to discover events in our community. 	<p>July 2017, 2018, 2019</p> <p>July 2017, 2018, 2019</p> <p>July 2017, 2018, 2019</p> <p>May 2018, 2019</p> <p>May 2018, 2019</p>	

OPPORTUNITIES

We believe we can create significant sustainable business and employment opportunities for Aboriginal and Torres Strait Islander peoples.

We are working to become an employer of choice for Aboriginal and Torres Strait Islander peoples.

Our goals are to increase employment numbers and to develop employees into

management and professional roles.

Promoting collaboration and understanding between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres

Strait Islander peoples, to learn and increase knowledge will strengthen the capability of our workforce.



OUR FOCUS

To provide tangible and shared economic benefits to communities in a way that is both sustainable and culturally appropriate.

OPPORTUNITIES

Our respect objectives throughout 2017-2019 will be achieved through the following actions

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy. • Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. • Advertise vacancies in Aboriginal and Torres Strait Islander media. • Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. • Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'. 	<p>Sept 2017</p> <p>Aug 2017, 2018, 2019</p> <p>July 2017, 2018, 2019</p> <p>July 2017, 2018, 2019</p> <p>July 2017, 2018, 2019</p>	Group Human Resource Manager

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	<ul style="list-style-type: none"> • Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services. • Procurement Department to develop a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. • Develop commercial relationships with an Aboriginal and/or Torres Strait Islander owned business. • Maintain Supply Nation membership. • Investigate opportunities to partner with your local Aboriginal and Torres Strait Islander Chamber of Commerce. 	<p>July 2017, 2018, 2019</p>	General Manager Procurement
Promoting Aboriginal and Torres Strait Islander employment outcomes	<ul style="list-style-type: none"> • Maintaining and review current scholarships for Aboriginal and Torres Strait Islander students. • Identify opportunities to provide scholarships for Aboriginal and Torres Strait Islander students. 	July 2017, 2018, 2019	National Aboriginal Liaison Manager

TRACKING OUR PROGRESS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Report achievements, challenges and learnings to Reconciliation Australia	<ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. • Investigate participating in the RAP Barometer. 	Sept 2017, 2018, 2019 May 2018, 2019	Chair of RWG
Internal and external reporting	<ul style="list-style-type: none"> • Publicly report our RAP achievements, challenges and learnings. 	July 2018, 2019	Chair of RWG
Review, refresh and update RAP	<ul style="list-style-type: none"> • Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. • Send draft RAP to Reconciliation Australia for formal endorsement. • Endorsement of RAP from Reconciliation Australia. 	Feb 2019 April 2019 June 2019	Group Marketing Manager



To find out more about our Relationship, Respect and Opportunity development visit - www.catercare.com.au

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CATER CARE GROUP RECONCILIATION ACTION PLAN

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