

# Reconciliation Action Plan Innovate

November 2022 — November 2024



ServiceStream



RECONCILIATION  
ACTION PLAN  
INNOVATE

## Acknowledgement of Country

Service Stream acknowledges Aboriginal and Torres Strait Islander peoples and we recognise their role in connection to lands, waters and culture Australia-wide. We pay our respects to the Ancestors and Elders past, present and emerging, especially those within Service Stream and our broader stakeholder networks.

Service Stream is enriched by Aboriginal and Torres Strait Islander peoples' contribution to our organisation and we are committed to working with you to build a prosperous and inclusive Australia.

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## About the Artwork

### Coterie Connections Artist Statement

This painting portrays the coterie of Service Stream collaborators working together to keep communities connected to essential network services throughout Australia.

The dots are the people, and the multiple circles represent the many layers of our community which include the non-indigenous people that live and work in our community. The painting depicts the networks and pathways in which communities come together to live in harmony.

The elements in this painting represent nature, sustainability, connectivity, and growth:

- The dot work around the Service Stream logo is the community connecting within the Service Stream network.
- The leaves and flora represent the regeneration and sustainability which flows into the towns and communities.

- The dot work represents growth through reconciliation.
- The large concentric dotted circles are the communities we connect with.
- The moon phases represent the spirit guardian that connects the land and sky based on a traditional knowledge system. Similarly, Service Stream implements systems for the betterment of the community by determining how to connect essential services efficiently.
- In this painting the totems poles represent the cityscape.
- Earth and marine colours are used to depicts the interconnection of the waterways, land, desert, and communities.
- The sun in the top right corner is sustaining life.
- This painting speaks of "hope for the future and hope for the present".



Coterie Connections | painted by Lee-Anne Hall (Bundjalung and Gomerioi/Euahlayi) | 2022

### About the Artist: Lee-Anne Hall (Bundjalung and Gomerioi/Euahlayi)

Lee-Anne Hall from Bundjalung NSW, is the daughter of Aboriginal activist and artist Harry Phillip Hall Indigenous artist Pam Brandy Hall. Lee-Ann is the great granddaughter of activist, the late Jack Patten. Lee-Anne is inspired by Dreamtime stories passed on to her from her parents.

Lee Anne has a contemporary style and detailed technique while maintaining traditional storylines. Lee Anne has been painting since 1999 and works with vivid combinations of pastels and ochres, painting graphic symbols, dynamic lines and bold shapes which characterise her designs. Her paintings often tell the stories of the Freedom Rides, her country and people.

“

I paint stories about the Dreamtime, myths, Aboriginal survival, land, animals, and waterways. I use rich vivid colours, earth tones and traditional style to tell the stories of the Dreamtime, my country, and my clan. The dots represent the connection to other Aboriginal groups within the nation. The bush tucker and animals are part of our daily life for hunting and gathering. Our people live in harmony with the land. I believe strongly in our Aboriginal spirituality and that our lifecycle evolves and is connected to everything in the universe.”

Lee-Anne Hall  
Bundjalung and Gomerioi/Euahlayi





## Our vision for reconciliation



Service Stream’s vision for reconciliation is one of unity — to see all of Australia’s communities truly connected with access to equitable standards of living and the abundant opportunities offered across the essential Utilities, Telecommunications and Transport industries that our business is proud to support and millions of Australians rely on every day, improving liveability for all.

Underpinned by our company’s vision **‘to be Australia’s leading essential network services provider’** and by actively listening and learning from Aboriginal and Torres Strait Islander peoples, we will support and assist our clients to continue connecting communities.

We will seek to realise and achieve our vision by:

- Embracing relationships with Aboriginal and Torres Strait Islander employees, businesses and communities.
- Creating respectful, inclusive environments that embrace equity and inclusion and acknowledge our shared histories and cultures.
- Working hand-in-hand to create opportunities that inspire and empower Aboriginal and Torres Strait Islander peoples in our business, supply chains and communities, by investing in our business’ cultural capability.

The practical actions that we commit to in this Innovate Reconciliation Action Plan will be guided by Aboriginal and Torres Strait Islander voices, perspectives and cultures, to connect communities, show respect for the connection to land, identity and culture, and value the contribution of our Aboriginal and Torres Strait Islander employees and partners.





## Message from the Managing Director



It gives me great pleasure to present Service Stream's inaugural Reconciliation Action Plan (RAP) 2022-2024 and affirm our Group's strong commitment to the reconciliation process.

As a trusted partner to our clients, Service Stream plays a vital role keeping communities connected to the essential infrastructure that Australians depend on every day.

Connection is a central theme to our business and extends to the people we engage with and the communities that we operate in and support. We are enriched by the contribution of Aboriginal and Torres Strait Islander peoples to our organisation, and we are committed to working collaboratively to build an inclusive culture for everyone involved across our operations.

Service Stream's Innovate RAP aligns to Reconciliation Australia's framework, focusing on fostering partnerships, promoting connection and creating opportunities for Aboriginal and Torres Strait Islander peoples within our sphere of influence. Our RAP aligns with our Group's vision and values, consolidating our thinking and efforts to support and achieve reconciliation across our workplaces and the communities in which we operate as we aspire to be Australia's leading essential network service provider.

Service Stream's RAP seeks to raise awareness and promote our reconciliation journey to achieve both short and long-term change as we work to promote cultural awareness and inclusion, increase engagement, establish mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and businesses, whilst promoting cultural awareness and inclusion for all.

I look forward to realising our vision for reconciliation with Aboriginal and Torres Strait Islander peoples, achieved with the support and leadership of our Executive Leadership Team, the RAP Working Group and colleagues across the business.

**Leigh Mackender**  
Managing Director  
[Service Stream Limited](#)

## Message from Reconciliation Australia



Reconciliation Australia commends Service Stream 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 Service Stream 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, Service Stream 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. Service Stream 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 Service Stream'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 Service Stream on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
[Reconciliation Australia](#)

# About Service Stream



## Keeping Communities Connected

Service Stream is a proud Australian S&P/ASX listed business, which plays a vital role in keeping communities connected to the essential infrastructure that Australians depend on every day. The business provides end-to-end services associated with the design, construction, operations and maintenance across diverse infrastructure assets, including electricity, gas, water, renewable energy, roads, rail and telecommunications networks.

**Our Vision**  
To be Australia's leading essential network service provider.

**Our Purpose**  
To partner with our valued clients and keep communities connected to the essential infrastructure that Australians depend on every day.

**Our Values**  
As a proud Australian business, we are guided by a set of core values. Service Stream is ONE team and collectively we place the highest value on:

- Safety**  
We care about the safety of our people, our customers and the community.
- Delivery**  
We are reliable and deliver against our commitments.
- People**  
We are inclusive, respectful and support each other.
- Accountability**  
We are accountable for the results we deliver to our stakeholders.

**Our Strategy**  
Our aspiration to be Australia's leading essential network service provider is supported by our five strategic principles.

**Key Strategic Pillars**

- Delivery**  
Operational excellence, innovation and continuous improvement.
- People**  
Position the business as an employer of choice.
- Clients**  
Build and enhance enduring client relationships as a trusted business partner.
- Sustainability**  
Drive and support sustainable business operations.
- Growth**  
Grow and diversify business operations.

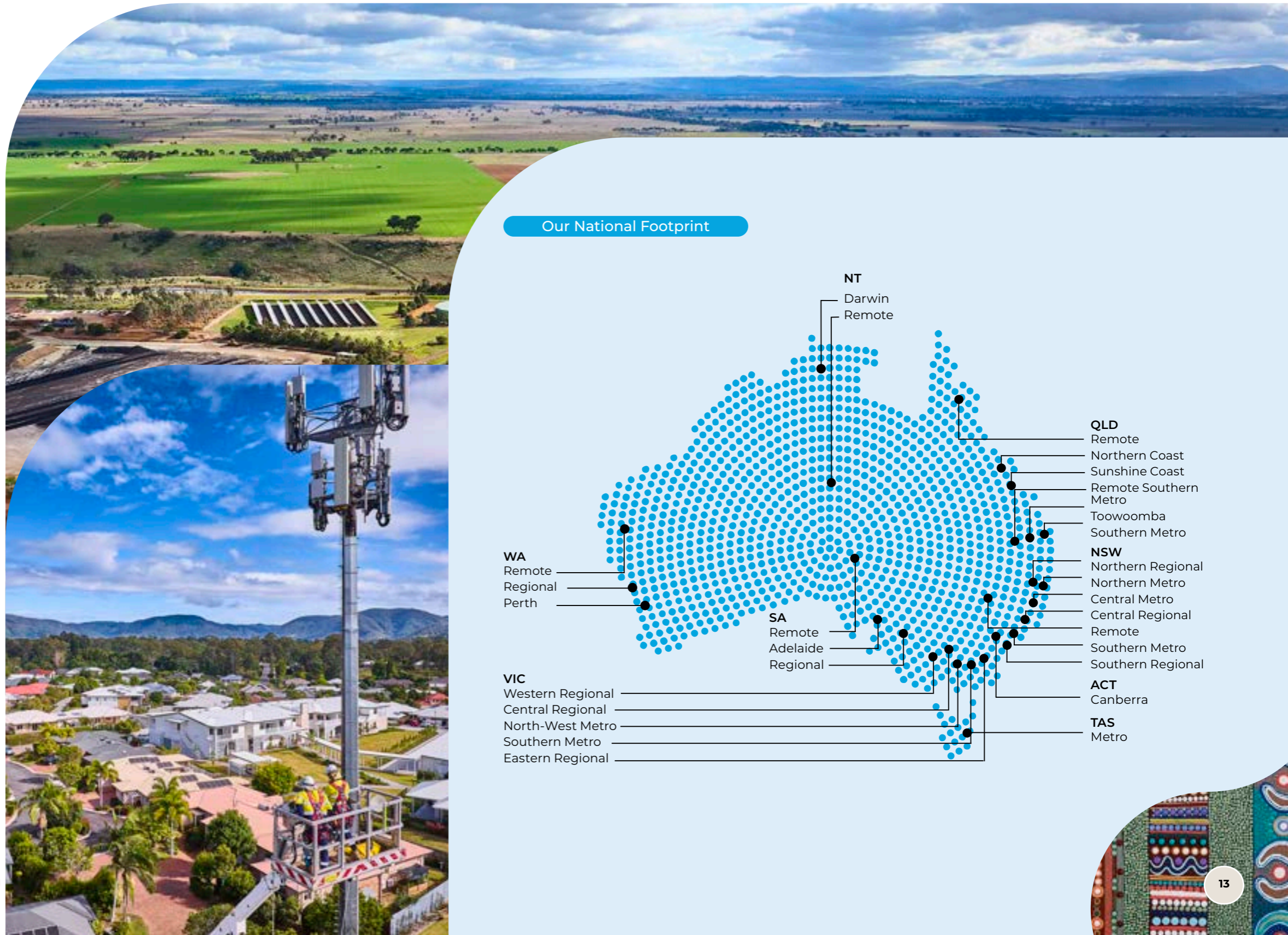


## An essential network service provider.

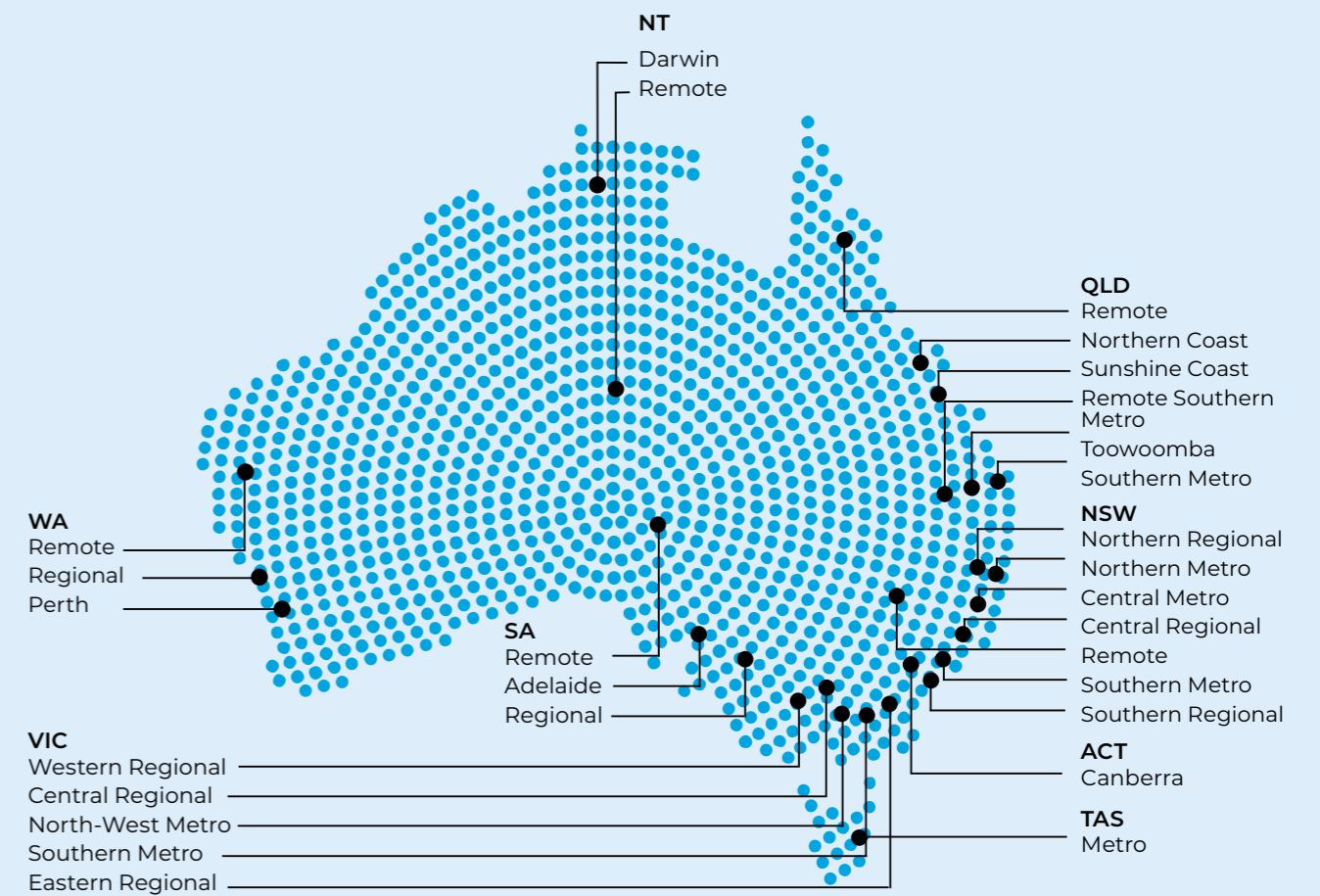
As a leading essential network services provider, Service Stream is committed to long-term sustainable practices which support and enhance the Group's economic, social, and environmental performance, its expansive stakeholder groups, and the communities in which our people live and work.

With over 4,500 employees and access to a pool of more than 5,000 skilled subcontractors, Service Stream is present in every State and Territory and often operates within proximity to Aboriginal and Traditional Owner Groups. As such, there are significant opportunities for Service Stream to contribute positively to local communities, including community engagement activities, employment opportunities and engaging with Indigenous-owned suppliers and subcontractor businesses.

Service Stream currently has 68 employees that identify as Aboriginal or Torres Strait Islander (as at 31 August 2022), making up 1.5% of our total workforce.



### Our National Footprint



# Our Reconciliation Journey

This Innovate Reconciliation Action Plan (RAP) is Service Stream's first RAP and represents a significant milestone in our reconciliation journey.

This RAP represents a significant progression from our previous First Peoples Engagement Plan which set our initial approach to establishing connections, building relationships, identifying opportunities and preparing our business for a more strategic approach to reconciliation initiatives.

Service Stream supports all employees with cross-cultural training, promotes opportunities to participate in cultural events, respects Aboriginal and Torres Strait Islander cultural protocols and heritage and provides a range of opportunities to support education, training, employment and business development.

We recognise that some areas in our business are more advanced in their understanding of Aboriginal and Torres Strait Islander cultures and have made significant progress in maximising employment, enhancing business participation and building and maintaining positive community and supplier relationships. One key aspect of our Innovate RAP is to recognise and establish best practice activities across our operations and continue sharing our experiences across the Group through a consistent framework that is overseen by our RAP Working Group and supported by Service Stream's Executive Leadership Team.



## Reconciliation Highlights over the Last Five Years

### Relationships

- Implementing a Diversity and Inclusion Framework, focused on driving improvement, engagement and improved representation of the communities in which we operate.
- Conducting Acknowledgement of Country to recognise our Aboriginal and Torres Strait Islander employees, the Country on which we work and its traditional custodians.
- Engaging with local communities and inviting local representatives to conduct Welcome to Country and smoking ceremonies at our sites.
- Establishing our RAP Working Group in late 2021 with strong representation from Aboriginal and Torres Strait Islander employees.
- Proudly accepting the nomination of one of our Aboriginal employees as Co-Chair of our RAP Working Group.

### Opportunities

- Supported the sustainable growth of Aboriginal and Torres Strait Islander businesses, by forming collaborative contract arrangements through our First Nations Contractor Development Program.
- Elevated our efforts as a Supply Nation member, promoting diversity in our contractor workforce and supply chains and encouraging engagement with Aboriginal and Torres Strait Islander suppliers.
- Encouraged Aboriginal and Torres Strait Islander employees to openly embrace their heritage and provided them with opportunities to explore further professional development and career opportunities within Service Stream.
- Onboarded a significant number of Aboriginal or Torres Strait Islander owned businesses to provide subcontract and supply services, resulting in a total spend of \$38 million in FY22.

### Respect

- Celebrating NAIDOC Week and National Reconciliation Week with coordinated events and communications nationally across the Group.
- Developing and endorsing corporate policies that support flexible work conditions and arrangements, including cultural leave arrangements.
- Engaging cultural heritage advisors and local communities following the discovery of significant Indigenous artefacts during excavation or earthworks.
- Commissioning local artists to produce bespoke art for proud display in our project and corporate offices.
- Working with language advisors to respectfully use local language to name our workspaces.





## Supporting Cultural Diversity and Cultural Heritage

Service Stream's Executive Leadership Team supports and provides oversight of our RAP Working Group and RAP to:

- Embed inclusion into all policies, programs and procurement.
- Build a workplace free of harassment and discrimination.
- Leverage the diversity of all employees and respond to the changing social environment.
- Invest in the capability of our managers, fostering inclusive leaders.

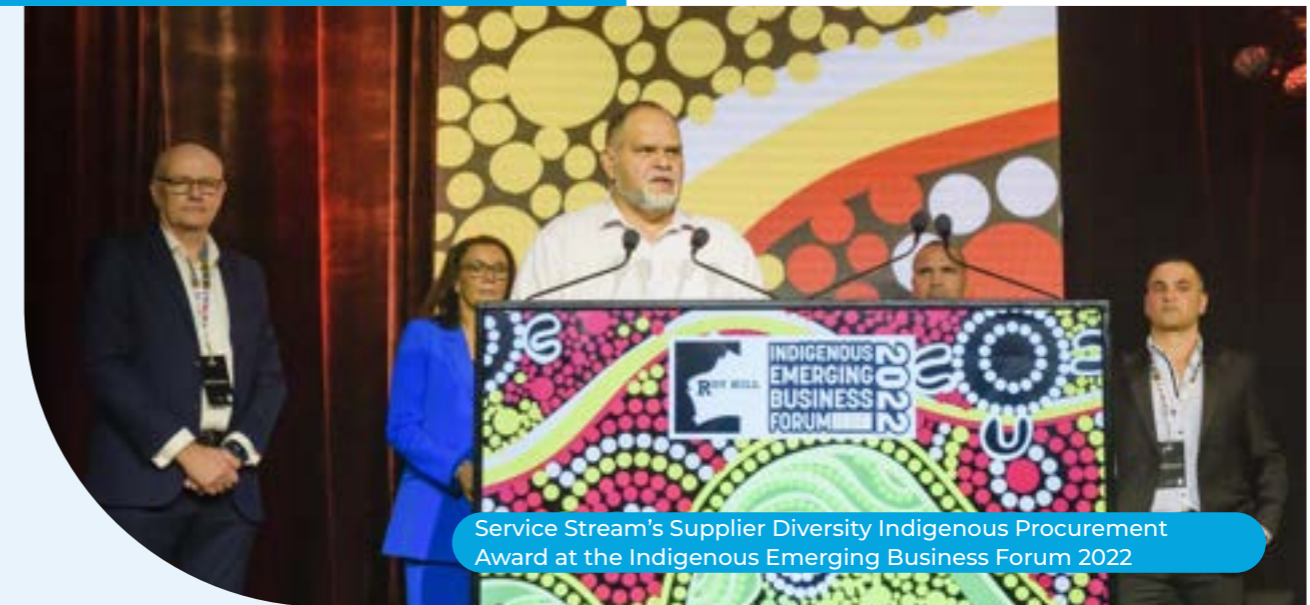
To address these objectives, several important initiatives have been delivered, including:

- Specific targeted campaigns to recruit and train Indigenous employees, including a partnership with the Nudge Foundation in WA.
- Membership with Supply Nation, to connect our operations with successful Aboriginal and Torres Strait Islander business suppliers.
- Flexibility policies which assist employees make working arrangements that suit their needs and support participation in cultural events.
- Recognition, events and communications during National Reconciliation Week and NAIDOC Week.
- Recognition and business-wide celebration of Harmony Day with events observed in all major office locations and teams across the Group.



Service Stream's ConnectSydney project NAIDOC Week 2022 event

## Case Study



Service Stream's Supplier Diversity Indigenous Procurement Award at the Indigenous Emerging Business Forum 2022



## First Nations Contractor Development Program

Service Stream has implemented a First Nations Contractor Development Program in Western Australia to support and develop contractors. The program recognises that:

- First Nations engagement requirements are included in most government construction projects but these are ad hoc opportunities not conducive to business sustainability and growth.
- We have long-term contracts where we operate and can partner with regional businesses to grow in a more sustainable manner.
- Service Stream can create sustainable supply chain opportunities by:
  - Understanding the skills and capabilities of First Nations businesses to match work opportunities.
  - Continuously seeking to identify and engage with new First Nations businesses.
  - Identifying businesses to mentor and provide a higher level of support.

The Program supports selected First Nations businesses by creating opportunities to develop additional skills and experience that support their businesses to grow to a level that aligns with their business plans and goals. Where appropriate, we partner with businesses to deliver larger value projects, providing additional work opportunities.

The program is tailored to meet the different needs of First Nations suppliers and contractors. This ensures our approach is aligned to available work opportunities and will provide real and sustainable benefits to their businesses and employees. For example, the Contractor Pathway involves the development of a Contractor Business Plan, provides a contractual commitment (e.g. financing for the purchase of plant) and provides appropriate payment terms for work packages (e.g. schedule of rates rather than lump sum).





### Case Study



Maarli has partnered with Service Stream since 2020, providing civil construction plant with qualified operators



### Partnering for success with Maarli Services

Maarli Services (Maarli) is an Aboriginal contractor providing a wide range of engineering, civil, construction, mining, maintenance and support services across the public and private sectors in Western Australia. The company offers a unique contracting service that maximises Aboriginal participation for clients, together with strong project management skills and technical expertise.

Maarli is 100% owned by prominent Noongar Traditional Owner, Michael Hayden and the name Maarli (Black Swan in Noongar) is Michael's family totem. The company's unique growth model is focused on building capabilities within First Nations communities, and empowering local First Nations Peoples of Australia to contribute and participate in the opportunities presented by industry and government projects operating in their area.

Michael explains: "Service Stream creates the opportunities for my guys to work locally. They feel proud because they are operating gear owned by another Aboriginal person and working for an Aboriginal company."

Service Stream partnered with Maarli in early 2020, establishing a collaborative contract arrangement to promote flexibility in the scope of works and to support business growth. Maarli was initially engaged to provide litter collection services for the Wheatbelt Road Network Contract. As these services evolved, Maarli became a partner to provide civil construction plant with qualified operators.

As a result, both Maarli Services and sister company Maarli Biddi were subsequently awarded additional works including traffic management and plant hire on the Bridge 604 project and the Winter Shoulder Grading Program.

Service Stream and Maarli have focused on creating a path ahead with a strong short to medium term pipeline of works. This enables Maarli to secure plant resources for upcoming works and provides stable employment for valuable operator personnel. We are also continuing to work with Michael to plan and facilitate sustainable business growth, both on the project and with third party contract works.

### Case Study



### Supporting a First Nations contractor to achieve prequalification

Garli is a First Nations owned and operated company specialising in project management and the delivery of civil construction disciplines, such as earthworks. Service Stream first engaged Garli for the Muchea Pavement Overlay project in 2020, involving the provision of personnel and plant, and project management and supervision services.

This successful project enabled Darren Lundberg, Garli's Managing Director, to demonstrate the company's capabilities in leading project delivery efforts. This led to a multi-year partnering agreement to provide work opportunities and support business growth.

Service Stream also works in partnership with Garli to:

- Provide business-wide support with an initiative to advance Garli's health, safety, environment, and quality management systems. These systems achieved third party certification in June 2021.
- Gain the necessary experience for Garli to obtain Main Roads WA prequalification, which was achieved in August 2021. Garli and Service Stream have embraced the partnership approach as the basis for a positive and engaged business relationship.

The cultures in each organisation have common values focused on successful project outcomes, enhancing social values, and providing real and sustainable training and employment opportunities.





## Maximising Participation Opportunities on the Rural Network Contracts in Western Australia

Service Stream has shared a journey with our Aboriginal employees and partners over the last five years in our Western Australian operations. Securing two long-term road maintenance contracts in late 2017 presented a unique opportunity to provide Aboriginal people and businesses with real and sustainable opportunities.

These Rural Network Contracts (RNCs) for Main Roads WA, enabled us to build on our broader commitments through a framework designed to maximise sustainable participation and provide culturally safe and inclusive workplaces. Service



Stream continues to develop and implement this successful and dynamic framework throughout our operations. It is supported by ongoing partnerships and initiatives to further Aboriginal and Torres Strait Islander participation through reconciliation, engagement and collaboration.

## Supporting First Nations Participation in our Western Australian Operations

Andrew Yarran joined our Transport business in February 2021 to help maximise and support Aboriginal and Torres Strait Islander peoples participation through our Western Australian operations. Andrew has over 15 years of valuable experience in employment and participation programs through assisting Aboriginal and Torres Strait Islander peoples growth and development.

Service Stream benefits from Andrew's extensive experience in leading the development of overarching regional strategies, supporting Aboriginal and Torres Strait Islander candidates from recruitment to on-the-job mentoring, sourcing First Nations candidates for work opportunities, engaging with Aboriginal and Torres Strait Islander communities to identify business opportunities and coordinating events for National Reconciliation and NAIDOC Weeks.

In April 2022, Andrew was appointed as Service Stream's first National Reconciliation Advisor, with his responsibilities extended across the Service Stream Group and providing the opportunity to share his learnings from the Contractor Development Program with the broader business.



**Andrew Yarran** National Reconciliation Advisor Service Stream

## Our RAP Working Group

Service Stream's RAP Working Group was established in November 2021 to develop and support the implementation of this Innovate RAP across the business. Members include volunteer employees from a broad cross section of Service Stream, including:

- Executive General Manager, Transport (National)
- Chief People Officer (National)
- General Manager, Corporate Affairs & Sustainability (National)
- National Reconciliation Advisor (National)
- First Nations Participation Lead (NSW)
- National Communications Manager (National)
- Project Coordinator, Telecommunications (WA)
- Group Procurement Manager (National)
- Stakeholder & Community Engagement Advisor (QLD)
- Maintenance Worker, Power Stations (VIC)

Our RAP Working Group is co-chaired by Noongar woman Naomie Downey-Purnell (Project Coordinator, Telecommunications) and

Johan van Dyk (Executive General Manager, Transport). Four of the group's members identify as Aboriginal or Torres Strait Islander.

Working with stakeholders from across Service Stream, the RAP Working Group will continue to develop and support the implementation of our Innovate RAP by:

- Governing RAP implementation and providing strategic advice to the Executive Leadership Team.
- Maintaining alignment with the Terms of Reference.
- Establishing Aboriginal and Torres Strait Islander representation on the RAP Working Group.
- Sharing ideas, initiatives and activities to promote reconciliation across the business and beyond.
- Overseeing the development and delivery of RAP activities and initiatives.
- Tracking and reporting on key performance indicator progress.

## Naomie Downey-Purnell: Co-Chair of our RAP Working Group

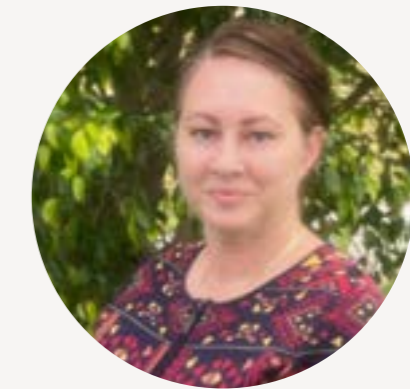
Naomie Downey-Purnell joined Service Stream's RAP Working Group in March 2022 and was proudly endorsed by the group as Co-Chair. Naomie volunteered to help guide our reconciliation journey.

"I was born in Perth Western Australia, and am a proud Wardandi woman of the Noongar Nation. My family heritage is from Busselton WA, part of South West Boojarah. The South West Boojarah region refers to the Wardandi and Bibulmun/Piblemen Noongar language or dialectal groups.

"I currently work as a Project Coordinator, Telecommunications (Fixed Communications) WA. Throughout my working career I have been involved in RAP Committees and I have proven abilities in developing successful strategies for the companies I have been involved with.

"This experience is complemented with assisting in Leadership & Mentoring. I have been fortunate to have worked with a varied and diverse group of people in my past and present employment and have the ability to communicate effectively with people on all levels to produce excellent working relationships.

"I am excited to be part of Service Stream's vision to engage Aboriginal and Torres Strait Islander peoples and assist the business with its reconciliation efforts. My goal for a reconciled Australia is that we recognise and acknowledge Aboriginal and Torres Strait Islander peoples as the traditional landowners of Australia; sharing, engaging and embracing the culture to be a united country where we can all be proud of who we are and where we came from."



**Naomie Downey-Purnell**, Co-Chair RAP Working Group Service Stream



# Relationships

Service Stream is committed to building genuine, strong relationships and partnerships with Aboriginal and Torres Strait Islander peoples, businesses, and communities. We believe in the value of connection, inclusion, engagement, diversity and connection between people.

Embracing a spirit of cultural exchange with storytelling and the sharing of knowledge will bring positive social and economic benefits to our workforce, organisation, and the communities in which we work.

**Action 1.** Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and organisations to support positive outcomes.

Deliverables	Timeline	Responsibility	
		Lead	Support
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations that are representative across Service Stream's operational footprint to develop guiding principles for future engagement.	February 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2023	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>
Establish and maintain new relationships with a minimum of two Aboriginal and Torres Strait Islander owned and operated businesses, to maximise employment, apprenticeship, and traineeship opportunities in our business.	October 2023, 2024	<ul style="list-style-type: none"> <li>Chief People Officer</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>
Establish and maintain relationships with two service providers to offer support or mentoring opportunities to all Aboriginal and Torres Strait Islander peoples working in our business.	October 2023, 2024	<ul style="list-style-type: none"> <li>General Manager Talent &amp; Capability</li> </ul>	<ul style="list-style-type: none"> <li>Operations/ Project Managers</li> </ul>



**Action 2.** Celebrate and participate in National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander people and other Australians.

Deliverables	Timeline	Responsibility	
		Lead	Support
Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to Service Stream employees.	May 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>National Communications Manager</li> </ul>
Service Stream to internally recognise and celebrate NRW annually.	27 May – 3 June 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Affairs &amp; Sustainability Team</li> </ul>
Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>Executive Leadership Team</li> <li>Operations/ Project Managers</li> </ul>
Ensure members of the RAP Working Group participate in at least one external NRW event each year.	27 May – 3 June 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>RAP Working Group Co-Chairs</li> </ul>
Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences and stories at two or more significant internal events during NRW.	27 May – 3 June 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>
Register all our NRW events via Reconciliation Australia's website.	May 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>National Communications Manager</li> </ul>

**Action 3.** Raise internal and external awareness of our RAP and promote reconciliation through our sphere of influence.

Deliverables	Timeline	Responsibility	
		Lead	Support
Develop and implement an annual employee engagement strategy to raise awareness of reconciliation and our RAP across our workforce.	January 2023, 2024	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>National Communications Manager</li> </ul>
Ensure onboarding processes for all new employees include an introduction to Service Stream's Vision for Reconciliation and cultural learning opportunities.	December 2022	<ul style="list-style-type: none"> <li>General Manager Talent &amp; Capability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>
Communicate our commitment to reconciliation and our RAP: <ul style="list-style-type: none"> <li>Publicly using Service Stream's website, social media, and our annual Sustainability Report.</li> <li>Through targeted communications to key stakeholders.</li> </ul>	November 2023, 2024	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>Corporate Affairs &amp; Sustainability Team</li> </ul>
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through partnerships, aiming for, at a minimum: <ul style="list-style-type: none"> <li>Offer assistance to at least one client in each Operational Business Unit, to support their RAP initiatives.</li> <li>Forge new partnerships with at least one community-based Aboriginal or Torres Strait Islander organisation in each Operational Business Unit.</li> </ul>	November 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>National Brand &amp; Marketing Manager</li> <li>National Communications Manager</li> <li>Operational Executive General Managers</li> </ul>
Collaborate and knowledge share with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2023, 2024	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>



**Action 4.** Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility	
		Lead	Support
Conduct annual reviews, in consultation with Aboriginal and Torres Strait Islander employees and/or advisors, of the Service Stream Code of Conduct, Diversity, and Equal Opportunity Policies to ensure anti-discrimination provisions continue align with our vision for reconciliation.	January 2023, 2024	<ul style="list-style-type: none"> <li>Chief People Officer</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>
Provide annual training to all Senior Leadership Teams and People Managers on the effects of racial discrimination, how to identify it in the workplace and how to facilitate a culturally inclusive workplace.	March 2023, 2024	<ul style="list-style-type: none"> <li>Chief People Officer</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Talent &amp; Capability</li> </ul>
Communicate Service Stream's Code of Conduct, Diversity, and Equal Opportunity Policies to all employees.	February 2023, 2024	<ul style="list-style-type: none"> <li>Chief People Officer</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>

**Action 5.** Form collaborative and positive relationships that lead to partnerships and sponsorships with local groups and businesses to improve social outcomes in the communities in which we work.

Deliverables	Timeline	Responsibility	
		Lead	Support
Allocate a budget to support partnerships and sponsorships in Aboriginal and/or Torres Strait Islander communities where Service Stream operates.	December 2022	<ul style="list-style-type: none"> <li>Managing Director</li> </ul>	<ul style="list-style-type: none"> <li>Chief People Officer</li> </ul>
Encourage employees to volunteer in Aboriginal and Torres Strait Islander community projects.	April 2023, 2024	<ul style="list-style-type: none"> <li>Executive General Manager Transport</li> </ul>	<ul style="list-style-type: none"> <li>National Communications Manager</li> </ul>



Respect

# Respect

Greater understanding and equity for everyone starts with building mutual respect. We believe respect for Aboriginal and Torres Strait Islander peoples and cultures is built by acknowledging the past, celebrating the world's oldest living cultures and sharing its stories and knowledge with everyone connected to our business.

We understand that respect sits paramount in Aboriginal and Torres Strait Islander cultural practices, so Service Stream commits to listening and learning while sharing cultures, stories and histories to lift our cultural capability, competency and safety.

We will celebrate success and encourage staff participation to gain an appreciation of Aboriginal and Torres Strait Islander cultures, lands, waters, histories, and rights.

**Action 6.** Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning and awareness delivered through a consistent framework at all levels of our business.

Deliverables	Timeline	Responsibility	
		Lead	Support
All Executive Leadership Team members to participate in annual cultural immersion training.	September 2023, 2024	• Chief People Officer	• National Reconciliation Advisor
Conduct a review of cultural learning needs within our organisation.	January 2023	• General Manager Talent & Capability	• National Reconciliation Advisor • General Manager Corporate Affairs & Sustainability
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our approach to cultural learning.	February 2023	• National Reconciliation Advisor	• General Manager Corporate Affairs & Sustainability
Develop, implement, and communicate an annual Cultural Awareness Training Strategy, for all Service Stream employees.	March 2023	• General Manager Talent & Capability	• National Reconciliation Advisor
Develop and implement site-specific cultural requirements (e.g. the location of recognised heritage areas and need for monitoring during earthworks) and ensure these are communicated through the site induction process.	April 2023	• National Reconciliation Advisor	• General Manager Corporate Affairs & Sustainability • Operations/ Project Managers



Respect

### Action 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverables	Timeline	Responsibility	
		Lead	Support
Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Talent &amp; Capability</li> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>
Develop, implement, and communicate a cultural protocol document, including: <ul style="list-style-type: none"> <li>Protocols for Welcome to Country and Acknowledgement of Country.</li> <li>Identification of Country, clan or language group.</li> <li>Communication protocols for representative groups.</li> </ul>	December 2022	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>National Communications Manager</li> </ul>
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at the commencement of new major projects and at least two Service Stream events each year.	November 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>
Include an Acknowledgement of Country or other appropriate protocols in all formal meetings and employee events (e.g. MD Live Events).	November 2022	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Affairs &amp; Sustainability Team</li> </ul>

### Action 8. Provide culturally inclusive workplaces where Aboriginal and Torres Strait Islander peoples feel safe, valued, and recognised.

Deliverables	Timeline	Responsibility	
		Lead	Support
Each Executive Leadership Team member to participate in at least one reconciliation event each year.	November 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>Executive Leadership Team</li> </ul>
Consult with Aboriginal and Torres Strait Islander employees and contractors annually, to identify potential improvements to work culture across Service Stream.	March 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Talent &amp; Capability</li> <li>Group Head of HSEQ</li> </ul>
Reconciliation successes to be promoted through company communications channels (e.g. website and newsletter articles).	November 2023, 2024	<ul style="list-style-type: none"> <li>National Communications Manager</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>National Brand &amp; Marketing Manager</li> </ul>





Respect

**Action 9.** Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week within Service Stream and providing opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.

Deliverables	Timeline	Responsibility	
		Lead	Support
Service Stream to internally recognise and celebrate NAIDOC week with planned events held across the business.	3-10 July 2023 7-14 July 2024	<ul style="list-style-type: none"> <li>Executive General Manager Transport</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>Operations/ Project Managers</li> <li>National Communications Manager</li> </ul>
Encourage employees and senior leaders to participate in external NAIDOC week events by publicising events in internal communication channels.	3-10 July 2023 7-14 July 2024	<ul style="list-style-type: none"> <li>Executive General Manager Transport</li> </ul>	<ul style="list-style-type: none"> <li>National Communications Manager</li> </ul>
RAP Working Group to participate in at least one external NAIDOC Week event annually.	3-10 July 2023 7-14 July 2024	<ul style="list-style-type: none"> <li>Executive General Manager Transport</li> </ul>	
In consultation with Aboriginal and Torres Strait Islander employees and contractors, Service Stream to support at least one external NAIDOC Week community event each year.	3-10 July 2023 7-14 July 2024	<ul style="list-style-type: none"> <li>Executive General Manager Transport</li> </ul>	<ul style="list-style-type: none"> <li>National Communications Manager</li> </ul>





# Opportunities

We believe our commitment to building a truly diverse and respectful workforce and supply chain will deliver long-term benefits to our Aboriginal and Torres Strait Islander and non-Indigenous employees, clients and the communities in which we work and live. This commitment starts with creating and connecting Aboriginal and Torres Strait Islander peoples with more opportunities, through employment, training and development, procurement and access to leading systems.

Building reconciliation considerations into decision-making at all levels of the business, will foster greater diversity of thought and drive meaningful inclusion for everyone connected with our business.

## Action 10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander peoples' recruitment, retention, and professional development.

Deliverables	Timeline	Responsibility	
		Lead	Support
Build understanding of current Aboriginal and Torres Strait Islander employee numbers, roles and locations to inform future employment and professional development opportunities.	January 2023, 2024	<ul style="list-style-type: none"> <li>General Manager HR Operations</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>RAP Working Group</li> </ul>
Consult with Aboriginal and Torres Strait Islander employees to assist with developing and implementing an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, to improve career pathways within Service Stream.	February 2023	<ul style="list-style-type: none"> <li>Chief People Officer</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>General Manager HR Operations</li> <li>General Manager Talent &amp; Capability</li> </ul>
Increase the percentage of Aboriginal and Torres Strait Islander employees within Service Stream.	November 2023, 2024	<ul style="list-style-type: none"> <li>Chief People Officer</li> </ul>	<ul style="list-style-type: none"> <li>Executive Leadership Team</li> </ul>
Review People & Culture recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace	December 2022	<ul style="list-style-type: none"> <li>Chief People Officer</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>General Manager HR Operations</li> </ul>
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2022, 2023	<ul style="list-style-type: none"> <li>General Manager HR Operations</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>



**Action 11.** Support improved economic and social outcomes by investigating opportunities to increase Aboriginal and Torres Strait Islander supplier and subcontractor diversity within our organisation.

Deliverables	Timeline	Responsibility	
		Lead	Support
Review and update our Aboriginal and Torres Strait Islander procurement strategy.	February 2023	<ul style="list-style-type: none"> <li>Group Procurement Manager</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>
Review and update procurement policies and procedures to remove barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2023	<ul style="list-style-type: none"> <li>Group Procurement Manager</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>Operational Executive General Managers</li> </ul>
Establish a prequalification system for Aboriginal and Torres Strait Islander businesses to provide goods, materials, and services to Service Stream.	February 2023	<ul style="list-style-type: none"> <li>Group Procurement Manager</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>Operational Executive General Managers</li> </ul>
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	March 2023	<ul style="list-style-type: none"> <li>Group Procurement Manager</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>National Communications Manager</li> </ul>
Develop and communicate to employees, a register of prequalified Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	March 2023	<ul style="list-style-type: none"> <li>Operational Executive General Managers</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>National Communications Manager</li> </ul>
Develop commercial relationships with Aboriginal and Torres Strait Islander businesses by establishing a formalised Contractor Incubator Plan to identify prospective businesses or organisations to be involved in the First Nations Contractor Development Program.	March 2023	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>Operational Executive General Managers</li> </ul>
Investigate project level opportunities to partner with local Indigenous Chambers of Commerce.	January 2023	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>Operations / Project Managers</li> </ul>





# Governance

Service Stream is dedicated to strong corporate governance and transparency. This drives the success of the entire Group and assists our company in managing business risks, promoting ethical conduct, enhancing sustainability practices, and improving reporting to our key stakeholders and investors. The RAP Working Group will support this corporate governance by playing a leadership and key role in progress tracking and reporting on our RAP commitments.

## Action 12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Deliverables	Timeline	Responsibility	
		Lead	Support
Maintain and work in alignment with the RWG's Terms of Reference including: <ul style="list-style-type: none"> <li>• Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> <li>• Maintain an Aboriginal or Torres Strait Islander employee as Co-Chair.</li> <li>• Clear roles and responsibilities to be agreed by RWG members.</li> </ul>	November 2022, 2023	<ul style="list-style-type: none"> <li>• Executive General Manager Transport</li> </ul>	<ul style="list-style-type: none"> <li>• RAP Working Group</li> </ul>
<ul style="list-style-type: none"> <li>• Meet quarterly to drive the implementation of the RAP, formerly recording minutes and actions.</li> </ul>	January, April, July, October 2022, 2023, 2024	<ul style="list-style-type: none"> <li>• Executive General Manager Transport</li> </ul>	<ul style="list-style-type: none"> <li>• RAP Working Group</li> </ul>



**Action 13.** Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility	
		Lead	Support
Define resources needs for RAP implementation and develop a resourcing plan and work plan.	November 2022	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>
Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2022, 2023	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>National Sustainability Manager</li> </ul>
Engage with Operational Senior Leadership Teams to present and secure commitment to the resourcing and work plan, to ensure action owners are clear on deliverables and deadlines.	November 2022	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> <li>Operational Executive General Managers</li> </ul>
Build awareness and engagement across Service Stream for the delivery of RAP commitments through a structured engagement plan.	November 2022, 2023	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Communications Manager</li> <li>National Brand &amp; Marketing Manager</li> </ul>
Maintain an internal RAP Champion from the senior leadership team.	November 2022, 2023	<ul style="list-style-type: none"> <li>Chief People Officer</li> </ul>	

**Action 14.** Build accountability and transparency by reporting RAP achievements, challenges, and learnings both internally and to Reconciliation Australia.

Deliverables	Timeline	Responsibility	
		Lead	Support
Agree and communicate on objectives and metrics for Service Stream's operations nationally which report on: <ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander employment participation</li> <li>Spend with Aboriginal and Torres Strait Islander owned businesses</li> <li>Feedback from engagement with Aboriginal and Torres Strait Islander employees.</li> <li>Participation in training, learning and awareness activities.</li> </ul>	January 2023	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	<ul style="list-style-type: none"> <li>Executive Leadership Team</li> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>
Publicly report our RAP achievements, challenges and learnings, annually.	December 2023 December 2024	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> <li>Corporate Affairs &amp; Sustainability Team</li> </ul>
Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	30 September 2023, 2024	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>
Participate in the Workplace RAP Barometer.	March 2024	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2024	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Support: National Reconciliation Advisor</li> </ul>
Review and confirm primary contact details with Reconciliation Australia are up-to-date and accurate.	June 2023, 2024	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>	

**Action 15.** Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility	
		Lead	Support
Commence planning for the next phase of Service Stream's reconciliation journey.	January 2024	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>
Register via Reconciliation Australia's website to begin developing our next RAP.	May 2024	<ul style="list-style-type: none"> <li>General Manager Corporate Affairs &amp; Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>National Reconciliation Advisor</li> </ul>

For information about Service Stream's Innovate RAP, please reach out to:

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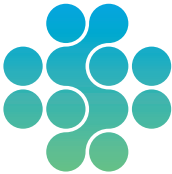


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