



Reflect Reconciliation Action Plan

March 2023 - March 2024



RECONCILIATION
ACTION PLAN

REFLECT





ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, the Jaybro Group respectfully acknowledges the Traditional Custodians of the land where we live, learn and work and their continuing connections to land, sea and community.

We recognise, celebrate and respect Aboriginal and Torres Strait Islander people as the First Australians.

We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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About the Artwork

'COMING TOGETHER'

by the Aboriginal artists Trevor Eastwood and Jason Douglas of Dalmarri.

The artwork represents Jaybro Group's journey on reconciliation.

The large concentric circle in the middle represents Darug Land where Jaybro Group was founded in 1996.

The lines joining the circles represents coming together and spreading reconciliation across the many lands we operate across.

Our values of belonging, support, opportunity, growth and safety are shown in the smaller circles and dots.

About the Artists

Jason Douglas is a proud member of the Kubi-Kubi people. Trevor Eastwood is a proud member of the Ngamba people. Together the artists own Aboriginal business Dalmarri.

Dalmarri is a Supply Nation Certified business operating on Darug Land in Western Sydney. Dalmarri collaborated with Jaybro Group employees to develop *Coming Together*.

Trevor and Jason understand the importance of art and culture and the power it has to connect people.

These Jaybro Group employees contributed to this artwork:

- | | | |
|--------------------|-------------------------|--------------------|
| • Aaron Stevens | • Catalina Escare Baeza | • Matthew Taylor |
| • Alda Pacetta | • Christie Nowland | • Mitchell Kennedy |
| • Alex Marr | • Corey Chandler | • Rebecca Meli |
| • Alison Passey | • Gabriel Esber | • Salman Shaikh |
| • Amanda Brazier | • Gavin Jones | • Shane Alexander |
| • Antony Benyamin | • Jarrod Merriman | • Suzanne Whaley |
| • Belinda Zizovski | • Kerrie Boness | • Wesam Refahi |
| • Bijay Ghimire | • Matthew Payens | |

Our Vision for Reconciliation

Our vision for reconciliation is an Australia that recognises, celebrates and respects Aboriginal and Torres Strait Islander peoples as First Australians.

Reconciliation should strengthen relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community, for the benefit of all Australians.

For our organisation, reconciliation is also about:

- genuine, meaningful and sustainable relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations
- celebrating and respecting Aboriginal and Torres Strait Islander peoples and cultures
- better awareness and understanding of Aboriginal and Torres Strait Islander cultures
- equitable opportunities and outcomes for Aboriginal and Torres Strait Islander peoples.

Reconciliation must live in the hearts, minds and actions of all Australians as we move forward. Respectful relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples are key to a stronger nation.

As an organisation, we commit to advancing reconciliation. Our Reflect Reconciliation Action Plan (RAP) is part of Jaybro Group's ongoing work to embrace unity between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

Message from the CEO of Reconciliation Australia

Reconciliation Australia welcomes Jaybro Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Jaybro Group joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Jaybro Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Jaybro Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Statement from our COO

I acknowledge the Traditional Custodians of this land and recognise and respect their continuing connections to land, sea and community.

I pay my respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people reading this important document.

Our organisation developed this RAP to contribute towards a reconciled Australia.

Over the past 12 months, we have worked hard to listen to the community. We now better understand how we can contribute to improving the lives of Aboriginal and Torres Strait Islander people in Australia.

This RAP is a framework showing the areas where we will focus our efforts. It is an important step in our reconciliation journey.

Over the next 12 months, we will work in a respectful way with Aboriginal and Torres Strait Islander people, organisations and communities to:

- achieve our goals
- spread reconciliation awareness
- make positive change.

We will continue to grow our knowledge and take action as a culturally respectful, safe and responsive organisation.

I would like to thank Jaybro Group employees and stakeholders who have contributed to developing this RAP.

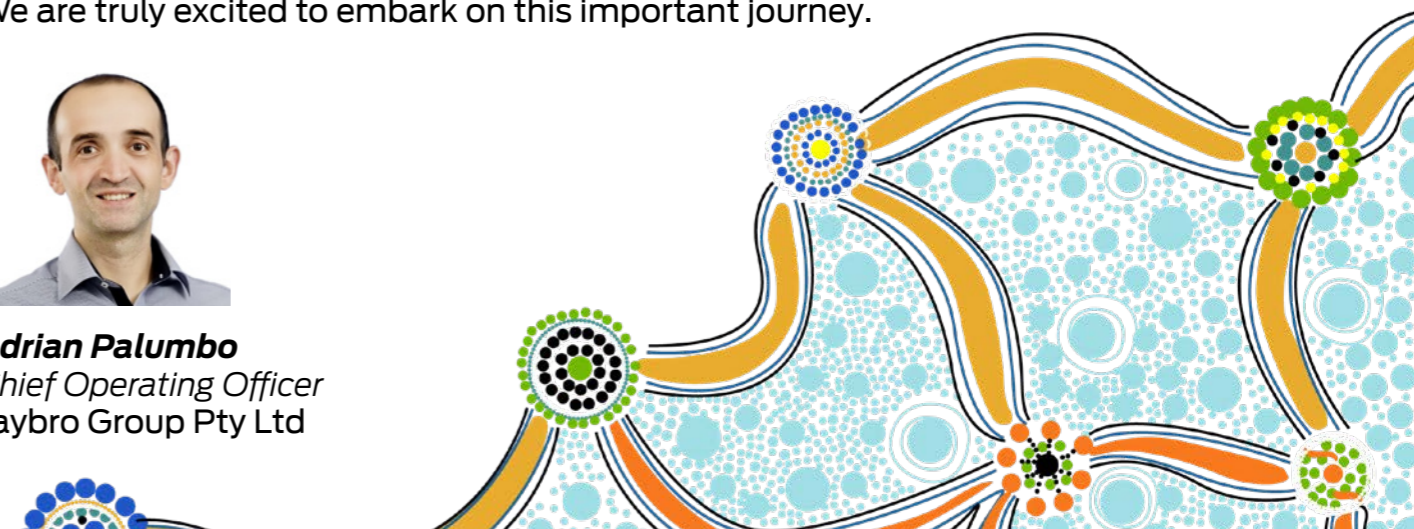
I am also very grateful to the senior leadership team and the RAP Working Group for dedicating their time to advancing reconciliation.

I kindly thank the team at Ngurra Advisory for their expertise and assistance to develop our Reflect RAP.

We are truly excited to embark on this important journey.



Adrian Palumbo
Chief Operating Officer
Jaybro Group Pty Ltd



About Jaybro Group

A leader in the civil construction sector for over 20 years, Jaybro Group is a full-service supplier of consumables, safety, geosynthetic fabrics, temporary fencing and barriers. With offices and warehouses across Australia and New Zealand, Jaybro Group strives to provide its customers with industry-leading service, fast delivery, expert advice and quality products.

Since its inception, the business has experienced strong organic growth underpinned by its commitment to 'wow customers with service'. In addition to this organic growth, Jaybro Group has flourished through thoughtful and considered acquisitions that complement the core business model. In 2012 Jaybro Group acquired the first of many companies which now make up the Jaybro Group. The company now has a dozen brands in its portfolio, each of which has been selected to enable Jaybro Group to better serve its core customer base.

A trusted supplier to some of Australia's biggest infrastructure projects including Westconnex and Sydney Metro, Jaybro Group is now firmly entrenched as one of the leading names in civil consumables. Despite its rapid growth, the Jaybro Group is still a family company at heart. This strong family environment and positive working culture is constantly nurtured so that it remains steadfast as the company continues to evolve.

We are an Australasian-based company with offices located in Sydney (Head Office), Newcastle, Melbourne, Brisbane, Adelaide, Perth, Auckland and Christchurch. The Jaybro Group team is made up of 346 employees across these locations, with a total of five employees who identify as Aboriginal and/or Torres Strait Islander.



Our RAP

Jaybro Group Pty Ltd commits to reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

Our vision is to create a culturally rich workplace at Jaybro Group. One that embraces and celebrates Aboriginal and Torres Strait Islander peoples and cultures.

We aim to show our commitment inside and outside of the organisation by:

- increasing training and support for, and participation of, Aboriginal and Torres Strait Islander people in our workforce
- creating respectful and sustainable community partnerships.

Our RAP has been a collaboration with:

- Aboriginal consultancy, Ngurra Advisory
- members of the Jaybro Group senior executive team
- Jaybro Group employees
- the RAP working group.

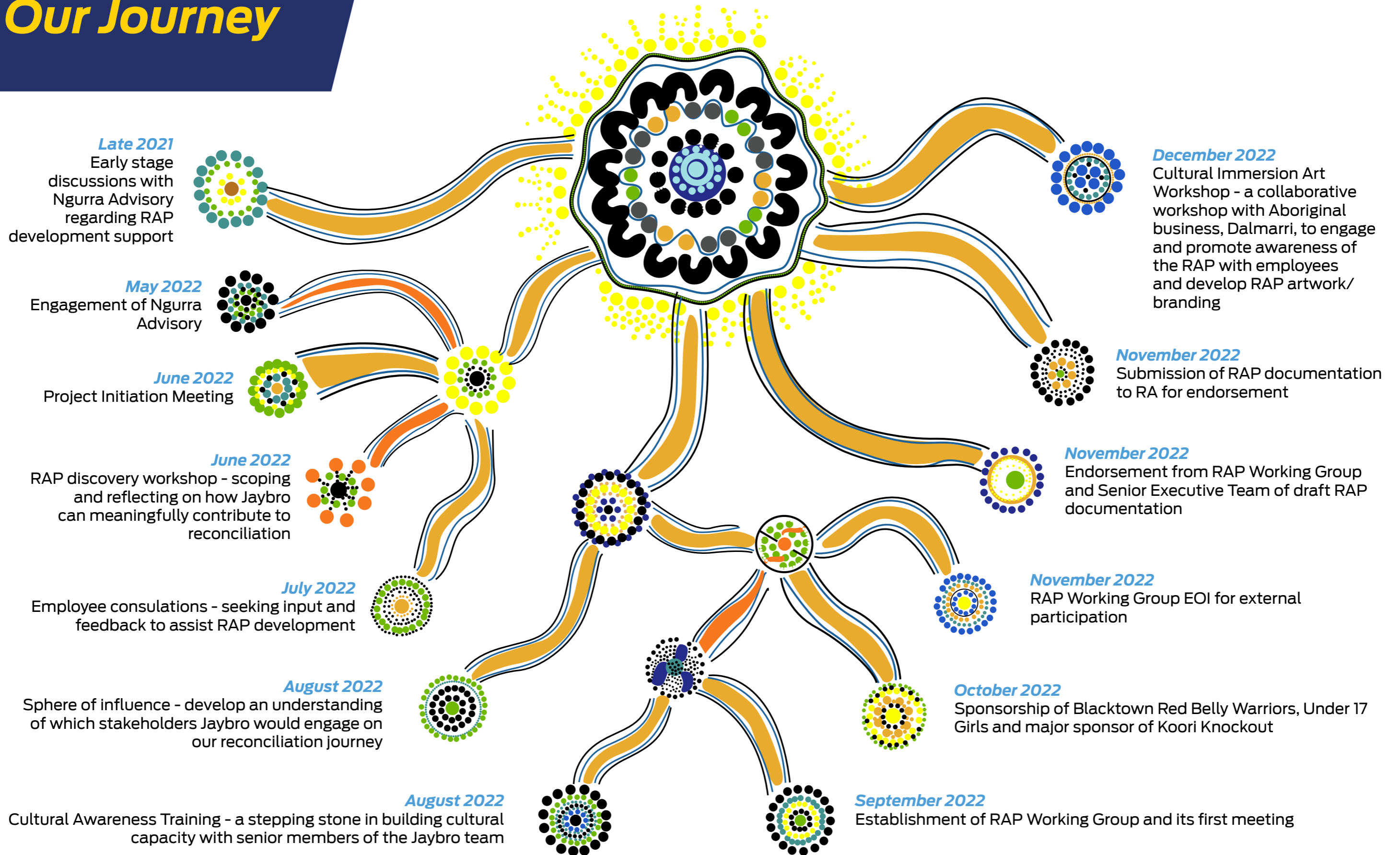
Our Reflect RAP aims to make real change through constant and determined efforts. It is how we turn good intentions into national reconciliation action.

We are excited to take our first steps towards reconciliation. But we know we have a long path ahead. As we put this RAP into action, we commit to building stronger relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community in the areas we work in.

Our Group Learning and Organisational Development Manager and RAP Champion, Belinda Zizovski and the RAP Working Group have worked hard for our intentions and delivery. We will use our platform to spread reconciliation awareness and encourage others to come on this journey with us.

Jaybro Group looks forward to implementing the Reflect RAP and moving forward with our reconciliation journey.

Our Journey



Working Together

The Jaybro Group Reflect RAP will help drive relationships and the ways we work with community and stakeholders.

We will make true efforts to continue our collaborations and partnerships and expand our networks as we implement this Reflect RAP.

Jaybro Group has current relationships with the following Aboriginal and Torres Strait Islander businesses.

Big River Connections

In August 2022, the Jaybro Group leadership team took part in a one-day Aboriginal cultural awareness workshop.

The workshop built people's skills in providing services to Aboriginal peoples in ways that:

- respect and support the diversity of Aboriginal cultures
- value the strengths of Aboriginal people, families and communities.

Course topics:

- Aboriginal cultures, nations and protocols, family and kinship systems
- Discrimination, myths and stereotypes
- The impact of colonisation and its effect on contemporary Aboriginal peoples
- Current statistics regarding Aboriginal peoples
- Aboriginal identity and how to improve communication.

Blacktown Red Belly Warriors

Jaybro Group proudly sponsored the Under 17's Girls team in the 2022 Koori Knockout.



Dalmarri

We have a working relationship with Aboriginal business Dalmarri, a Supply Nation Certified business local to Darug Country where our head office is located.

Jaybro Group employees took part in a Collaborative Cultural Immersion Art Workshop which engaged employees about our reconciliation journey, and RAP motivation and vision.

We will display this artwork in our head office. It will also feature in our Reflect RAP.



Ngurra Advisory

Jaybro Group has a strong working relationship with Aboriginal consultancy, Ngurra Advisory.



Ngurra Advisory has supported our team to develop this RAP over the past 12 months. Its team has helped ours to ensure:

- our Reflect RAP centres on real and mutually-useful engagement with community
- has new learnings embedded into our business-as-usual practices.

Ngurra Advisory is Supply Nation Certified and holds a membership with the NSW Indigenous Chamber of Commerce.

Indigico Creative

Indigico Creative is an Aboriginal creative communications company specialising in designing visually engaging, respectful and culturally responsive RAPs. Indigico Creative provided the graphic design for our Reflect RAP.



Indigico Creative is Supply Nation Certified and its founder and Director – Gumbaynggirr, Bundjalung and Gamilaroi woman, Amy Allerton – is a Professional Member and First Nations Councillor with the Australian Graphic Design Association.

Neat Copy

Neat Copy is an Aboriginal copywriting and editing business. Neat Copy works with government agencies, organisations and businesses to strengthen their web content and documents to be accessible, respectful and engaging. Neat Copy edited this Reflect RAP.



Neat Copy is Supply Nation Certified and its founder – Dharawal woman, Danika Davis – is a member of the Institute of Professional Editors.

Plate Events and Catering

Plate Events and Catering is Jaybro Group's preferred catering supplier.

We have an ongoing relationship with Plate Events and Catering, having used their services for events in 2022 and beyond.

Plate Events and Catering is Supply Nation Certified and holds a membership with the NSW Indigenous Chamber of Commerce.



Supply Nation

Jaybro Group is a member of Supply Nation.

We are working with Supply Nation to create relationships and increase the number of Aboriginal and Torres Strait Islander businesses in our supply chain.



YARPA NSW Indigenous Business and Employment Hub

Jaybro Group is a member of the Yarpa NSW Indigenous business and Employment Hub.

We have a working relationship with the Yarpa Hub, using their jobs board and networks to get job opportunities out to Aboriginal and Torres Strait Islander people.



Relationships

Respectful and meaningful partnerships with Aboriginal and Torres Strait Islander communities and organisations.



Jaybro Group commits to building equitable, meaningful and sustainable relationships with Aboriginal and Torres Strait Islander people, communities and organisations.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>ACTION 1: Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</i>		
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2023	Operations Manager
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Operations Manager
Investigate formalising agreements with existing key Aboriginal and Torres Strait Islander employment organisations.	August 2023	HR Advisor
<i>ACTION 2: Build relationships through celebrating National Reconciliation Week (NRW).</i>		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	April, May 2023	HR Coordinator
RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023	HR Advisor
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	HR Advisor

DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>ACTION 3: Promote reconciliation through our sphere of influence.</i>		
Communicate our commitment to reconciliation to all employees.	March 2023	HR Coordinator
Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2023	HR Advisor
Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	May 2023	HR Advisor
Identify Aboriginal and Torres Strait Islander charities and include them in Jaybro workplace giving and volunteering campaigns.	June 2023	HR Advisor
<i>ACTION 4: Promote positive race relations through anti-discrimination strategies.</i>		
Research best practice and policies in areas of race relations and anti-discrimination.	April 2023	Group Learning & Organisational Development Manager
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	May 2023	Group Learning & Organisational Development Manager, HR Coordinator

Respect

A greater understanding of and respect for Aboriginal and Torres Strait Islander peoples and cultures.



Jaybro Group commits to more employee awareness and understanding of Aboriginal and Torres Strait Islander peoples and cultures.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>ACTION 5: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</i>		
Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2023	Group Learning & Organisational Development Manager
Conduct a review of cultural learning needs within our organisation.	June 2023	Group Learning & Organisational Development Manager
Senior Leaders to participate in cultural awareness training .	October 2023	Group Learning & Organisational Development Manager
Employees to participate in at least one cultural immersion activity.	October 2023	Group Learning & Organisational Development Manager
<i>ACTION 6: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</i>		
Develop an understanding of the local Traditional Custodians of the lands and waters within our organisation's operational area.	April 2023	Chief Operating Officer, Operations Manager, HR Advisor
Include Acknowledgement of Country at the start of all Board and formal meetings.	April 2023	Group Human Resources Manager

DELIVERABLE	TIMELINE	RESPONSIBILITY
Jaybro website to include an Acknowledgement of the local Traditional Custodians of Country.	April 2023	Digital Manager
All employee email signatures to include an Acknowledgement of the local Traditional Custodians of the lands and waters	April 2023	Digital Manager
Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023	Group Learning & Organisational Development Manager
Display a plaque in each of our offices acknowledging the local Traditional Custodians of the lands and waters.	July 2023	HR Advisor
<i>ACTION 7: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</i>		
Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	June 2023	HR Coordinator
Introduce our employees to NAIDOC Week by promoting external events in our local area.	June 2023	HR Coordinator
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023	HR Advisor

Opportunities

Enhanced opportunities and outcomes for Aboriginal and Torres Strait Islander peoples to achieve equal participation.



Jaybro Group commits to creating educational, training, employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples and businesses.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>ACTION 8: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</i>		
Build an understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	May 2023	HR Advisor
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	July 2023	HR Advisor
Explore opportunities to develop existing or potential community partnerships that provide pathways to education for Aboriginal and Torres Strait Islander people.	September 2023	HR Advisor
Develop and distribute culturally appropriate marketing materials to Aboriginal and Torres Strait Islander people and communities.	September 2023	Digital Manager
Host at least two events in partnership with Aboriginal and Torres Strait organisations that promote reconciliation and employment opportunities for Aboriginal and Torres Strait Islander peoples.	September 2023	Digital Manager
Commence the development of a Jaybro employment program that supports employment opportunities for Aboriginal and Torres Strait Islander peoples.	October 2023	Group Human Resources Manager

DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>ACTION 9: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</i>		
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	April 2023	Chief Operating Officer
Investigate Supply Nation, NSW Indigenous Chamber of Commerce or Yarpa NSW Indigenous Business and Employment Hub membership.	May 2023	Chief Operating Officer
Conduct a review of the Jaybro Procurement Policy to ensure the policy is inclusive of social and ethical procurement of Aboriginal and Torres Strait Islander businesses.	July 2023	Chief Operating Officer
Build an understanding of Aboriginal and Torres Strait Islander businesses aligned to the items and services procured by Jaybro.	August 2023	Chief Operating Officer

Governance

Strong governance will support overall direction, effectiveness and accountability.



Jaybro Group commits to acting in the best interests of Aboriginal and Torres Strait Islander peoples and the organisation. To achieve our goals, our processes will be effective, open and ethical.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>ACTION 10: Establish and maintain an effective RAP Working Group to drive governance of the RAP.</i>		
Form a RAP Working Group to govern RAP implementation.	April 2023	Group Human Resources Manager
Draft a Terms of Reference for the RAP Working Group.	April 2023	Group Human Resources Manager
Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	April 2023	Group Human Resources Manager
RAP Working Group to meet quarterly to oversee the implementation of the RAP.	March, June, September & December 2023	Group Human Resources Manager
<i>ACTION 11: Provide appropriate support for effective implementation of RAP commitments.</i>		
Define resource needs for RAP implementation.	April 2023	Group Human Resources Manager
Maintain a senior leader to champion our RAP internally.	April 2023	Chief Operating Officer

DELIVERABLE	TIMELINE	RESPONSIBILITY
Engage senior leaders in the delivery of RAP commitments.	April 2023	Group Human Resources Manager, Chief Operating Officer
Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2023	Group Human Resources Manager
<i>ACTION 12: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</i>		
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	HR Advisor
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	HR Advisor
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	HR Advisor



Enquiries

For questions about our RAP,
please contact:

Belinda Zizovski
*RAP Champion and Group Learning &
Organisational Development Manager*

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