



September 2023 – September 2025

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Cover

**Kyra Mancktelow**

*Gingali IV, 2022*

Ink impression on Hannemühle paper  
80 x 60 cm

Image courtesy of N.Smith Gallery

# Message from Reconciliation Australia CEO



Reconciliation Australia commends Slattery on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national Reconciliation movement.

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. Slattery continues to be part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen Reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's Reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Slattery will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Slattery using the lens of Reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Slattery to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Slattery will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Slattery's future RAPs and Reconciliation initiatives, providing meaningful impact toward Australia's Reconciliation journey.

Congratulations Slattery on your second Innovate RAP and I look forward to following your ongoing Reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Slattery Vision for Reconciliation 2023 – 2025

At Slattery, we are committed to our vision of creating better outcomes for all communities through the built environment.

We envisage an Australia where the Traditional Custodians of the land are appreciated and represented throughout the property and construction industry. Our industry will represent the diversity of Australia, enriched by mutually beneficial partnerships between First Nations peoples and non-Indigenous Australians.

We look forward to contributing to a built environment that holistically recognises, respects, and upholds the cultural heritage of First Nations peoples – their connection to Country, language, and history.

### Acknowledgement of Country

Slattery acknowledges the Australian Aboriginal and Torres Strait Islander peoples as the first inhabitants of the nation and the Traditional Custodians of the lands where we work and live.

We pay our respect to Elders, past and present.

We are committed to a positive future with Aboriginal and Torres Strait Islander communities.

In particular, we recognise the Traditional Owners of the land on which we are privileged to have our offices occupy and work within – the Wurundjeri people of the Kulin Nation in Naarm, the Jagera and Turrbal peoples in Meeanjin, the Gadigal people of the Eora Nation in Warrang and the Whadjuk Noongar people in Boorloo.

### Uluru Statement from the Heart

Slattery supports the Uluru Statement from the Heart in full and will continue to show vocal support for the Uluru Statement from the Heart and constitutional recognition. At the same time, we acknowledge the diverse views of First Nations peoples across the country, and are committed to listening, learning and looking to their guidance as the national discussion continues.

# Message from the CEO



## **It is with great pride that we present our 2023-2025 Reconciliation Action Plan.**

Slattery launched our first Reconciliation Action Plan in February 2021 with a clear vision to provide empowering and meaningful opportunities for First Nations peoples, and to play our part in recognising, respecting and upholding the heritage of the Traditional Custodians of our land.

That vision remains crystal clear, but we now have a richer understanding of the work required to achieve that vision and where our influence, as quantity surveyors and industry problem-solvers, can deliver the greatest impact.

Our plan for the next two years is aligned with our company mission and vision – to create better outcomes for all communities through the built environment.

The formal structure of the RAP framework has helped us to shape our activities and actions over the last two years, and we are proud of our achievements to date. These range from rolling out cultural awareness training to sponsoring the First Nations program at Melbourne Fashion Week to hosting career information sessions for young First Nations students.

We have established new partnerships and strengthened existing ones. The RAP journey has helped us to cultivate a work environment where our team can table new ideas, ask questions, share knowledge and listen to others. Knowledge sharing and networking among our peers and clients has embodied this spirit of teamwork and undoubtedly helped us to go further faster.

Our work with Yemurraki Egan (Yemma Egan), who was instrumental in the formulation of this RAP, goes from strength to strength. A proud Yorta Yorta, Wemba Wemba and Gunditjmara man, Yemma Egan has offered invaluable advice and suggestions to ensure our RAP can create real world outcomes and show sincere respect for cultural sensitivities.

While executing our first RAP, we learnt that one of our most powerful spheres of influence is First Nations procurement. Our clients are looking to us to quantify their spend with First Nations-owned businesses and we are beginning to embed this into our cost plans.

In collaboration with Yemma Egan, we are thinking deeply and widely about the ways we can help our clients increase their First Nations procurement and deliver the best outcomes for First Nations peoples. It is an ambitious undertaking, but one we believe can have industry-wide, mutually beneficial impacts.

The 2023 National Reconciliation Week theme – ‘Be a Voice for Generations’ – is an important one and Slattery will continue to show vocal support for the Uluru Statement from the Heart and constitutional recognition. At the same time, we acknowledge the diverse views of First Nations peoples across the country, and are committed to listening, learning and looking to their guidance as the national discussion continues.

One of our greatest lessons over the last two years has been to play the long game. For built environment professionals accustomed to seeing tangible outcomes in relatively short timeframes, this can mean a shift in mindset. But, just as the work we do during design delivers buildings that remain standing for many decades, we must take methodical and measured steps. Only then can we lay the foundations for a truly reconciled Australia.

**Sarah Slattery**  
*Chief Executive Officer*  
Slattery

# Our Business

Slattery is a property and construction advisory firm specialising in early phase advisory, quantity surveying, cost and carbon planning. Founded in 1976 and fully Australian owned, Slattery's reputation is built on a commitment to excellence and innovation, which has seen the delivery of over 16,000 unique public and private sector projects.

With offices in Naarm (Melbourne), Warrang (Sydney), Meeanjin (Brisbane) and Boorloo (Perth), Slattery's sector experience spans arts & culture, commercial, education, health & research, residential and transport infrastructure.

Slattery was founded in 1976 by Peter Slattery, who left a global QS practice to build his own company, shaped by the underlying principle of an inclusive culture to power creativity and spark innovation. Peter believed that by having a workplace that

recognises and nurtures diversity, it cultivates a sense of belonging. This in turn, sustains retention, drives recruitment, and creates a profitable, high-performance work environment. This philosophy has contributed to the continued success of Slattery over the last 47 years. Ultimately, it is Slattery's clients that are the main beneficiaries of this approach.

Although Slattery has always been passionate about environmental and social sustainability, over the past three years, we have ramped up our Environment, Social and Governance (ESG) approach. We strive to regularly identify, review and assess the environmental impacts of our business operations, and to assist our clients in reducing the environmental impact of their projects. For example, we have operated a Greenhouse Gas Emissions Inventory in line with ISO 14064

since 2008, which assists us in targeting reductions in our business emissions per employee. However, our emboldened commitment to environmental sustainability is evidenced through the launch of our carbon planning service, as well as the completion of a company-wide carbon audit in 2022 – a key aspect of our carbon neutral journey. We were trusted by Bushfire Recovery Victoria to provide our services on the Bushfire Recovery 2020/2021 and are still providing services on the 2021/2022 Flood and Storm Clean up. Seeing the devastating effects of extreme weather threats directly linked to the climate crisis has certainly strengthened our resolve to operate sustainability.

We are proud of the workforce we have at Slattery. With over 120 employees nationally, we are diverse in age, cultural background, religious belief, and are proud to announce that

we have two First Nations employees who have joined us in our Naarm office as part of our Scholarship program. As part of their scholarship, they can work up to 2 days per week at Slattery to complement their studies. We hope to offer scholarships to a further two First Nations students in our Warrang office in 2024. Slattery has long been committed to gender equity in the property industry, so we were delighted to achieve a 50:50 gender balance in early 2022. Annually, we run a Diversity, Equity and Inclusion survey to ensure we can better understand the demographic characteristics of employees, as well as how included they are feeling at Slattery. This allows us to identify our strengths, as well as areas for improvement. For example, we are currently working to increase cultural diversity within our executive team. Further, although Slattery's partnership with

Yemma Egan has been immensely successful, we have not yet succeeded in increasing representation of First Nations amongst full-time employees. This will continue to be a key focus of our wider recruitment and retention strategy over the coming two years.

Currently, we are working to align our ESG strategy including reporting, with the United Nations' Sustainable Development Goals (SDGs). We know that Reconciliation with First Nations communities and environmental justice are intrinsically linked – often an initiative in support of one cause will automatically further the other. We also know that Reconciliation with First Nations communities is a crucial aspect of the achievement of the SDGs; specifically, the following:

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**Goal 1** – *No poverty*

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**Goal 3** – *Good health and wellbeing*

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**Goal 5** – *Gender equality*

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**Goal 8** – *Decent work and economic growth*

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**Goal 10** – *Reduced inequality*

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**Goal 16** – *Peace, justice and strong institutions*

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As such our RAP represents a key metric of success as part of our ESG strategy.



**Joan Ross**  
 Let's Party Like it's 1815, 2022  
 HD video animation  
 8 min 12 sec  
 Image courtesy of N.Smith Gallery

## Slattery's Naarm Art Collection: Spotlighting First Nations Artists

**In 2022, Slattery's Naarm (Melbourne) art collection grew to include several essential contemporary First Nations artists, which now sit alongside existing pieces by non-Aboriginal artists. The artists' practices and artworks are established and emerging trailblazers in the southeast and beyond through their work in painting, sculpture, photography, and**

**film. This project is an ongoing collaborative process between Slattery, Lardil and Yangkaal curator Maya Hodge and Waanyi and Kalkadoon designer and Director of Cause/Affect, Keisha Leon.**

These new pieces now form part of Slattery's wider national art collection, which includes the purchase of several pieces by First Nations artists for our Warrang (Sydney) office

in 2020. Details of these pieces can be found in our previous RAP. With the curatorial assistance of Maya Hodge, we are currently in the process of curating new pieces for our Boorloo (Perth) and Meeanjin (Brisbane) offices. Thea Anamara Perkins, who created bespoke painted portraits for our Warrang office, has recently completed digital art installations for our Naarm office.



**Kyra Mancktelow** is a Quandamooka artist with links to the Mardigan people of Cunnamulla and recent graduate of Queensland College of Art's Contemporary Australian Indigenous Art program. Her printmaking, ceramics, and sculpture practice explores legacies of colonialism and acknowledging First Nations histories. In 2021, Mancktelow won the Telstra Emerging Artist Award at The National Aboriginal & Torres Strait Islander Art Awards and a Special Commendation at the Churchie National Emerging Art Prize.



**Gubagulabu, 2022**  
 Unique bronze sculpture  
 20 x 40 x 24 cm  
 Image courtesy of N.Smith Gallery



**Moongalba IV, 2022**  
 Ink impressions on Hannemühle paper  
 120 x 80 cm (each)  
 Images courtesy of N.Smith Gallery



**Thea Anamara Perkins** is an Arrernte and Kalkadoon artist, raised and currently based in Warrang. Perkins has family ties to the Redfern community. She has worked in a broad range of community projects and is also an active member of Seed, Australia's inaugural First Nations youth-led climate network. Perkins' portraiture and landscape practice seeks to depict authentic representations of First Peoples and Country in contemporary Australia. Perkins is a three-time Archibald Prize finalist. In 2020, Perkins won the Alice Prize & Dreaming Award and in 2021 the Brett Whiteley Travelling Art Scholarship. In 2023, Perkins won the \$80,000 prize for the La Prairie Art award, and her work was also selected for the exhibition *The National* at Art Gallery NSW. Perkins is represented by N.Smith Gallery.



**Dylan Mooney** is a Yuwi, Torres Strait and South Sea Islander artist whose works are in various collections, including the National Gallery of Victoria, the Museum of Brisbane and the Australian Queer Archives, and exhibited in solo and group exhibitions across the southeast. Mooney's practice in painting, printmaking, digital illustration and drawing captures the beauty and immense strength of Queer storytelling, inspiring a whole generation into the future.



*Atherreyurre* (01.20.23), 2023  
Time-lapse animation, sound recorded on site  
15 mins, ed. of 10 + 2 AP  
Image courtesy of N.Smith Gallery



*Neisosperma Kilneri* – Ornate-Fruited Neisosperma, 2022  
Digital illustration hand painted with Yuwi ochre  
120 x 88 cm  
Image courtesy of N.Smith Gallery



*Graptophyllum Excelsum* – Scarlet Fuchsia, 2022  
Digital illustration hand painted with Yuwi ochre  
120 x 88 cm  
Image courtesy of N.Smith Gallery



**Joan Ross** has been working since the 1980s across various projects and mediums including drawing, painting, installation, photography, sculpture and video. Her work is politically charged and enthusiastic in her dedication to unveiling dark narratives of colonialism, particularly regarding its effect on First Nations peoples. Recent projects include designing the hoarding for The Art Gallery of New South Wales Sydney Modern expansion and illuminating the façade of The National Gallery of Australia for the 2021 Enlighten Festival.



Colonial Grab, 2022  
 HD video animation  
 7 min 38 Sec  
 Image courtesy of N.Smith Gallery

Three of our featured Tangentyere Artists, **Doris Thomas, Nyinta Donald Peipei** and **Sally M Nangala Mulda**, have all had work shortlisted for the 2023 Sulman Prize.

# First Nations Artist Representing Australia 2024 Venice Biennale

**Archie Moore** is a Kamilaroi/Bigambul multi-disciplinary artist living and working in Meeanjin. His works focus on portrayals of self and the borders of intercultural understanding (and misunderstanding) of racism. Moore's installation *United Neytions* was commissioned as part of the partnership between Sydney Airport and the Museum of Contemporary Art, and now sits as a permanent public artwork in the Sydney Airport International Terminal. Moore has been selected to represent Australia at the 2024 Venice Biennale. Slattery will support this significant achievement by way of a contribution to 'Australia at Venice' a collaboration with the Australia Council for the Arts. CEO, Sarah Slattery, will also attend the event in April 2024 in Venice.



Left:  
*Barkunjee Nation*, 2014  
 Linen  
 170 x 83 cm  
 Image courtesy of The Collective

Two waterholes with a path between them. Map of how to get to waterhole. Stripe colours ochre (earth), dark green (forest), black (people).

Right:  
*Parnkalla Nation*, 2014  
 Linen  
 170 x 83 cm  
 Image courtesy of The Collective

Concentric circles are waterholes. Colours left to right: black (people), dark brown, ochre, red (three shades of earth), yellow (sun). Different colours of earth from Google Earth.





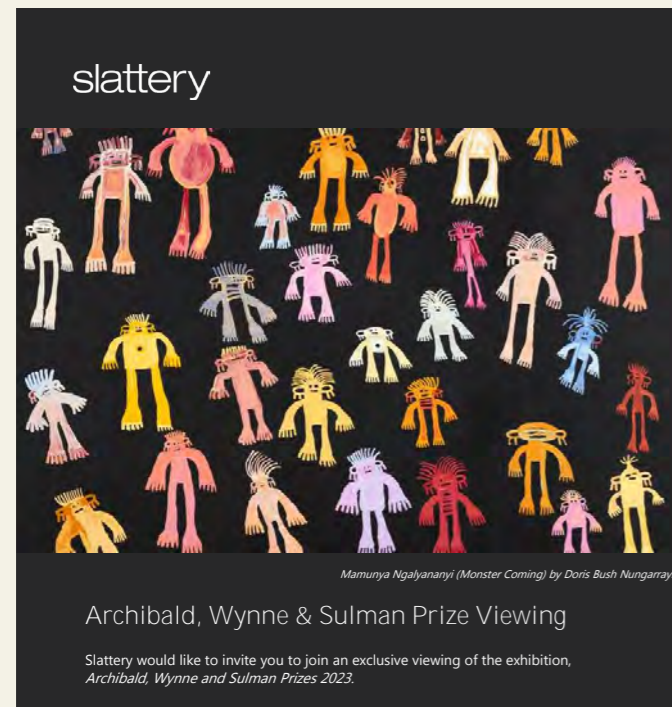
# Our Journey so Far

**While executing our first RAP, we learnt that one of our most powerful spheres of influence is First Nations procurement. Our clients look to us to quantify their spend with First Nations-owned businesses and we now embed this into our cost plans.**

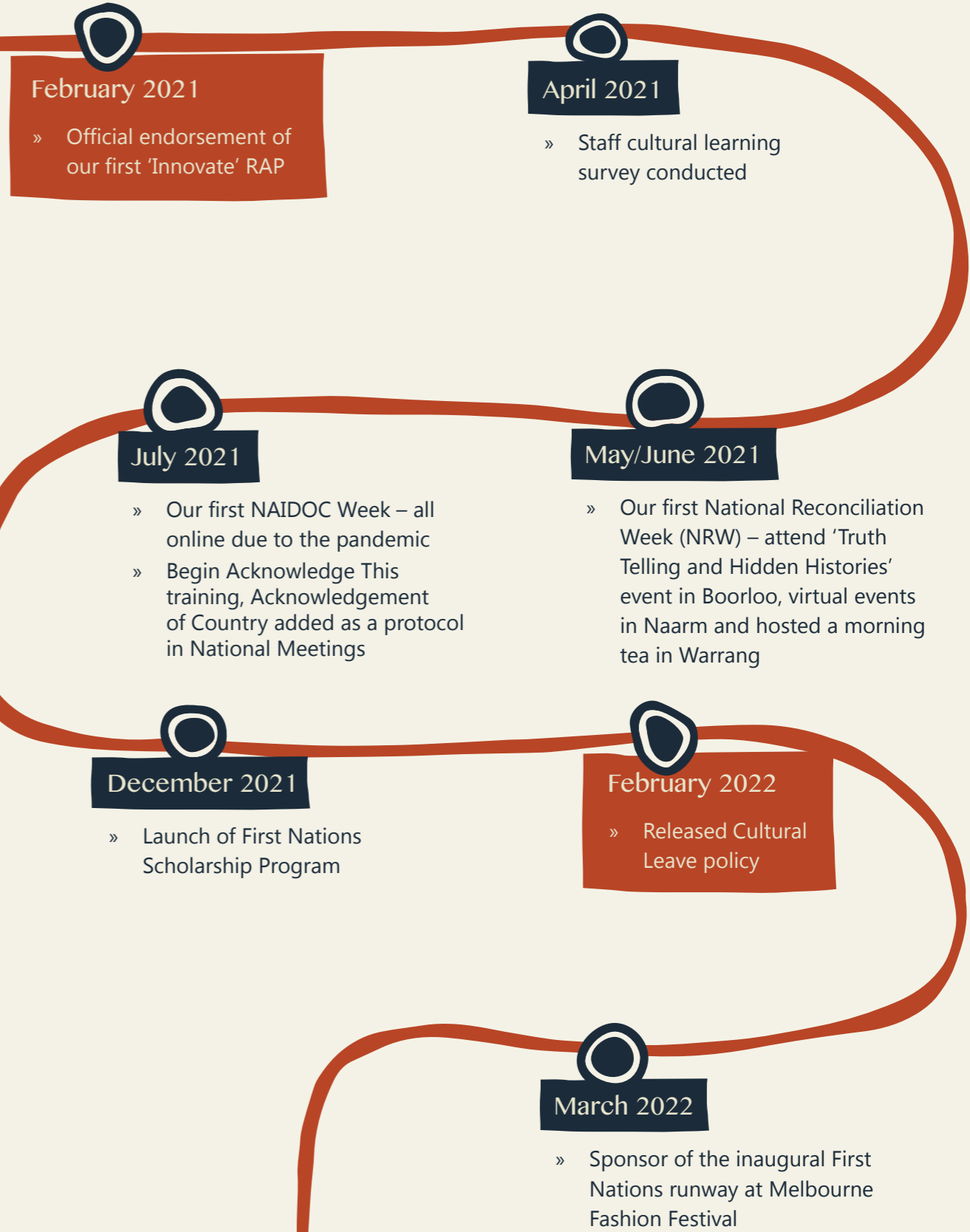
Our Innovate RAP journey has helped us to improve our work environment in accordance with cultural protocol. We now have a richer appreciation of the work required to achieve our collective vision and where our influence, as quantity surveyors and industry problem-solvers, can deliver the greatest impact.

One of the greatest lessons learned over the last two years is recognising that to create sustainable and positive change in the industry, we must continuously expand our understanding of First Nations cultures and strengthen our relationships with First Nations communities.

**We are dedicated to making a tangible contribution to advancing Reconciliation and First Nations peoples through the implementation of our RAP initiatives and our day-to-day business practices.**



In keeping with our focus on First Nations artists, we were delighted to host an evening at the 2023 Archibald, Wynne and Sulman Prize Viewing, where a number of the artists featured by Slattery were among the shortlisted finalists.



Continues on the next page

# Our Journey so Far Cont.

April 2022

- » Presentation to ASHE students in Shepparton, VIC

May/June 2022

- » Second NRW – Naarm office hosts a Welcome to Country and morning tea, Yemma Egan presents to staff on 'The Importance of Indigenous Pathways', Boorloo takes a guided tour of Boola Bardip WA Museum

June 2022

- » Curating pieces for the Naarm office begins, Maya Hodge and Keisha Leon engaged

July 2022

- » Second NAIDOC Week – Naarm attends 'The Mission', national morning teas

November 2022

- » Partnered with Parlour Collective to create space for diversity and inclusion in the workplace

October 2022

- » 'First Nations engagement' added as a line in our cost plans

September 2022

- » Slattery hosts ESG boardroom lunch – Reconciliation learnings are shared between key industry leaders

August 2022

- » Launch of the First Nations Work Experience Program

December 2022

- » Yemma Egan returns to the Naarm office to present 'Indigenous Placemaking' research
- » Richard Kemp attends Reconciliation Australia's Learning Circle in Meeanjin
- » Traditional place names added to all Slattery communications & collateral

January 2023

- » Launch of Cultural Protocol document

March 2023

- » Sponsored the Urban Oasis runway, to showcase First Nations Designers at the PayPal Melbourne Fashion Festival

April 2023

- » First uptake in our First Nations Scholarship program

August 2023

- » Plans in place to continue discussions with FNFD around a Fashion Bursary and how Slattery can best support this outcome

July 2023

- » Naidoc Week – as part of our collaboration with Parlour, members of our RWG attended an event hosted by Parlour and the Deadly Djurumin on the joy and complexities of working with First Nations Elders and Community Members. Our Boorloo based team attended a theatre performance from Yirra Yaakin

May/June 2023

- » Third NRW – events around the country – Warrang office held an artwork tour to showcase First Nations art; Naarm hosted a film viewing of SBS Reconciliation Film Club's 'Occupation'; Meeanjin attended the Blak markets held by University of Queensland; and Boorloo attended Reconciliation Memoirs with Dr. Richard Walley

May 2023

- » Initial discussions with First Nations Fashion Design (FNFD) and the Powerhouse Museum around a potential collaboration / Fashion Bursary for this NGO

# Case Study: Increasing First Nations Representation in the Built Environment

Since the launch of our first RAP, we have implemented several strategies to attract First Nations employees to join our workforce, as increasing the representation of First Nations peoples in the property and construction industry is of utmost importance to Slattery. These strategies constitute some of our key achievements and learnings over the past two years and can be found in more detail below.



## December 2021: Scholarship Program – First Nations University Students

In December 2021, Slattery launched the inaugural First Nations Scholarship Program, which provides a part-time employment opportunity for successful candidates. This opportunity extends to four Aboriginal and/or Torres Strait Islander students – 2 in Naarm (Melbourne) and 2 in Warrang (Sydney) – who

obtain successful entry to a Construction or Engineering related degree.

The scholarship runs for 3 years, in conjunction with our Student and Graduate Programs. Program participants are offered part-time employment (2 days per week) for the duration of their degree, with ample mentoring and career development opportunities. Recipients also receive a stipend of \$2,500 per annum, to assist with any educational expenses. Through this program, we hope to attract young First Nations people to the industry and foster the visibility and status of First Nations people in the property and construction sector.

Slattery has advertised this opportunity on our website, LinkedIn, and through First Nations businesses and representative centres at universities. In April 2023, we successfully engaged

two applicants in Naarm, and we are continuing our work with Yemma Egan to further our engagement strategy across other geographical areas. Slattery maintains continuous reflection on key learnings from this initiative strategy with Yemma Egan, namely:

- » **Widening the eligibility criteria:** Limiting scholarship opportunities to students in construction or engineering degrees is too narrow. Students from a variety of educational backgrounds could also work at Slattery in several roles, including marketing, administration, social impact & ESG, finance and events.

- » **The need to play the long game:** Before representation can increase at universities, we understand that we all have a role to play in ensuring young First Nations students feel supported and inspired to attend university. This long-term strategy includes collaboration between the private and public sector over several years and has informed our future 'Opportunities' strategy.



## April 2022 – Ongoing: Increasing the Pipeline of First Nations University Students – Engaging with High School Students

Slattery recognises the need to support a pipeline of young First Nations students, who may be questioning whether university is the right option for them.

In April 2022, Slattery representatives travelled with Yemma Egan to The Academy of Sport, Health and Education (ASHE) in Shepparton, Victoria. Established by The University of Melbourne, ASHE uses participation in sport to undertake education and training within a trusted, culturally appropriate environment, particularly for First Nations students.

Slattery and Yemma Egan held a careers information session for the students in conjunction with Architectus and Hansen Yuncken. At this session, Yemma Egan gave a personal delivery of his journey through the property industry, and students learned about the many opportunities and career paths available in the property and construction sector.

To strengthen this relationship, Slattery is investigating the organisation of a week-long work experience camp in Naarm (Melbourne CBD) for interested ASHE Students in collaboration with other firms in the industry.

Further to our youth outreach program, in June 2022, Slattery launched an internal work experience program for First Nations high school students. The week-long immersive work experience program is designed to give students a 'taster' in different careers in the property and construction sector. As part of the program, students

are provided with a brief overview of the various areas of our business – including quantity surveying, site work, marketing, construction, design, people & culture management, finance, administration and more.

Our paid placements are designed to suit students' timeframes and interests. Similar to the scholarship program, this initiative was advertised on our website, LinkedIn, by Yemma Egan to his contacts, and by contacting local schools with a known First Nations population. Unfortunately, we have not had any applicants – leading to more key learnings:

- » **Generally, interest in the property industry amongst young First Nations people remains low,** with interest directed more towards areas perceived to have directly positive community outcomes (such as education, health and law). As such, a key aspect of our employment strategy for 2023 – 2025 will be to raise awareness about the positive impact the property industry can have on First Nations communities.

# Our RAP Working Group

Our RAP Working Group is comprised of passionate Slattery team members from every level of the business with representation in all four of our offices. Our core mission is to authentically champion the deliverables in our RAP with the guidance of Yemma Egan, our First Nations Consultant.

With a strong focus on genuine engagement and clear position descriptions and responsibilities, the 2023 – 2025 RAP Working Group is a result of a competitive EOI submission process. CEO, Sarah Slattery, is a passionate advocate for Reconciliation and as such, is the company's RAP Champion.

We understand that the scope of work extends beyond the working group, with the working group action items seamlessly integrated throughout the organisation – Reconciliation is everybody's business.

**Sarah Slattery**  
Slattery CEO  
*RAP Chair and RAP Champion*

**Yemurraki (Yemma) Egan**  
*First Nations Consultant*

**Rhona Maclean**  
Executive Assistant to the CEO  
*RAP Coordinator*

**Agnes Tan**  
Senior Associate, WA  
*WA State Champion*

**Richard Kemp**  
Director, QLD  
*QLD State Champion*

**Anthea Chang**  
Director, NSW  
*NSW State Champion*

**Sarah Ryan**  
Associate, VIC  
*VIC State Champion and Governance*

**Uditha Rajakaruna**  
Quantity Surveyor, NSW  
*NSW Representative*

**Mahesha Jayakody**  
Quantity Surveyor, VIC  
*VIC Representative Relationships & Respect*

# Our RAP Deliverables

Slattery recognises and endorses Reconciliation Australia's 'Five Dimensions of Reconciliation', understanding that true Reconciliation encompasses a range of practical, institutional, and symbolic outcomes: (Race Relations, Equality and Equity, Institutional Integrity, Unity, Historical Acceptance)

By actioning deliverables categorised into the four pillars, we hope to contribute to the achievement of all five dimensions.

- » Relationships
- » Respect
- » Opportunities
- » Governance

# Relationships

**Slattery remains committed to fostering and creating enduring connections with First Nations peoples, communities, and businesses. We are proud of the relationships we have built through National Reconciliation Week participation and industry collaboration. Over the next 2 years, we hope to strengthen our approach to developing and maintaining mutually beneficial relationships with First Nations peoples.**

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	1. Meet with local Aboriginal and Torres Strait Islander stakeholders, particularly local land councils, to develop guiding principles for future engagement.	February 2024	VIC State Champion; NSW State Champion; QLD State Champion; WA State Champion
	2. Continue development of our Engagement Plan, including partnerships with Educational Institutions, First Nations Artists, and diversification of our Supply Chain to include First Nation suppliers.	June 2024	Lead: NSW State Champion Support: NSW Representative
	3. Complete implementation of the Guiding Principles for our Engagement Plan.	December 2024	Lead: NSW State Champion Support: NSW Representative
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	4. Circulate Reconciliation Australia's NRW resources and Reconciliation materials to all national staff.	Annually in April 2024, 2025	Lead: RAP Coordinator Support: First Nations Consultant
	5. RAP Working Group members to participate in an external NRW event.	Annually in June 2024, 2025	VIC State Champion; NSW State Champion; QLD State Champion; WA State Champion
	6. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Ongoing	RAP Chair
	7. Organise at least one NRW event each year.	Annually in June 2024, 2025	RAP Coordinator
	8. Register all our NRW events on Reconciliation Australia's NRW website.	Annually in May 2024, 2025	RAP Coordinator

Action	Deliverable	Timeline	Responsibility
<b>Promote Reconciliation through our sphere of influence.</b>	9. Develop and implement a staff engagement strategy to raise awareness of Reconciliation across our workforce.	December 2023	VIC State Champion; NSW State Champion; QLD State Champion; WA State Champion
	10. Continue communicating our commitment to Reconciliation publicly, at events such as B2Bs, boardroom lunches, and promotion of First Nations suppliers to our clients.	December 2023, July 2024, December 2024, July 2025, December 2025	RAP Chair
	11. Maintain consistency of messaging and engagement with Slattery staff to ensure that our commitment to Reconciliation is part of everything we do on a day-to-day basis.	During the Slattery staff induction process and six-monthly updates in July and December 2023, 2024, 2025	Lead: RAP Coordinator Support: VIC State Champion and Governance
	12. Explore opportunities to positively influence our external stakeholders to drive Reconciliation outcomes.	December 2023, July 2024, December 2024, July 2025, December 2025	Lead: QLD State Champion Support: VIC Representative, Relationships & Respect
	13. Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance Reconciliation.	August 2024, August 2025	Lead: NSW State Champion Support: VIC Representative, Relationships & Respect
	14. Invite key clients and peers in for at least one of our First Nations Consultant - Yemma Egan's four presentations per year.	December 2023, December 2024, December 2025	RAP Chair
	15. Ensure that staff understand the meaning of First Nations dates of importance, through ongoing Cultural Awareness training.	During the Slattery staff induction process; and annual updates in August 2024, August 2025	Lead: RAP Coordinator Support: NSW Representative
	16. Provide meaningful outcomes of Cultural Awareness training, including the promotion of Reconciliation action on social media by our staff.	December 2023	Lead: RAP Coordinator Support: VIC State Champion and Governance
	17. Host another ESG boardroom lunch for key clients and industry peers, ensuring we have First Nations representation.	March 2024	RAP Chair
	18. Continue showing vocal support for Reconciliation related causes, by embedding Acknowledgement of Country on emails, presentations, and meetings.	December 2023, December 2024, December 2025	RAP Coordinator
	19. Show support of the Uluru Statement from the Heart by acknowledging our support on formal documents, email signatures and website.	September 2023	VIC State Champion and Governance

Action	Deliverable	Timeline	Responsibility
<b>Promote positive race relations through anti-discrimination strategies.</b>	20. Continue reviewing HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2024, August 2025	Lead: RAP Chair Support: RAP Coordinator
	21. Ensure that our policies are undergoing continuous review to reflect new cultural learnings.	August 2024, August 2025	Lead: RAP Chair Support: RAP Coordinator
	22. All Slattery staff are required to read and acknowledge our Equal Employment Opportunity and Discrimination policies as part of their induction process.	During the Slattery staff induction process; and annual updates in August 2024, August 2025	RAP Coordinator
	23. Engage with First Nations staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2023	RAP Coordinator
24. Educate senior leaders on the effects of racism through our Cultural Awareness Training.	During the Slattery staff induction process; and annual updates in August 2024, August 2025	RAP Chair	

# Respect

Engaging with respect remains a core value at Slattery. Increased understanding of cultural protocols has led to an integration of traditional place names and land acknowledgements throughout our business. In the future, we plan to formalise our Cultural Awareness Training to increase our knowledge of First Nations histories and cultures. We believe that by doing so, Slattery will be a culturally intelligent business that authentically and positively contributes to increased respect for First Nations peoples and communities.

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.</b>	1. Conduct a review of cultural learning needs within our organisation and track progress against the first survey conducted in 2021.	December 2023	RAP Coordinator
	2. Continue to encourage staff engagement with Parlour and organisations such as Black and White Deadly Stories to expand on cultural learning.	December 2023	RAP Coordinator
	3. Consult local Traditional Owners or First Nations advisors to inform our cultural learning strategy.	December 2023 (Progress Update); June 2024 (Formal strategy complete)	RAP Coordinator
	4. Formalise our cultural learning strategy to include the implementation of ongoing Cultural Awareness Training for all staff, after a previous series of internal ad hoc training sessions.	December 2023	RAP Coordinator
	5. Provide opportunities for the Executive team to participate in off-site cultural immersion activities	February 2025	RAP Chair
	6. Provide opportunities for RAP Working Group members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.	December 2024	RAP Chair
	7. Continue to run Cultural Awareness Training as part of our induction sessions for new starters.	During the Slattery staff induction process; and annual updates in August 2024, August 2025	RAP Coordinator

Action	Deliverable	Timeline	Responsibility	
<b>Demonstrate respect to First Nations peoples by observing cultural protocols.</b>	8. Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	During the Slattery staff induction process; and annual updates in August 2024, August 2025	Lead: RAP Chair Support: VIC Representative, Relationships & Respect	
	9. Each RAP Champion to deliver a dedicated 'why we do it' message to their area of influence as part of our Acknowledgement of Country protocols.	December 2023	VIC State Champion; NSW State Champion; QLD State Champion; WA State Champion	
	10. Continue introducing staff to Acknowledge This! training sessions, ensuring all staff Associate level and above have participated.	During the Slattery staff induction process; and annual updates in August 2024, August 2025	RAP Coordinator	
	11. Implement our Cultural Protocol document, finalised in December 2022, with plans to undertake review of the document by October 2024.	October 2023 for review in December 2024	Lead: QLD State Champion Support: RAP Coordinator	
	12. Facilitate training for all staff on the Cultural Protocol document, as an integral part of our Cultural Awareness Training.	February 2024	Lead: QLD State Champion Support: RAP Coordinator	
	13. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2023, December 2024, December 2025	RAP Chair	
	14. Continue including an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, rotating the responsibility to ensure the approach is organisation-wide	Minimum expectation, weekly at Monday Morning Meetings attended by all Slattery staff	Lead: RAP Chair Support: RAP Coordinator	
	15. Maintain our Cultural Leave Policy implemented in February 2022 and ensure this is communicated to any First Nations staff members, with plans to review this document annually.	February 2024, February 2025	Lead: RAP Chair Support: RAP Coordinator	
	16. Ensure that traditional place names and an Acknowledgement of Country remain on all company communications, such as email signatures, bids and presentation templates.	Review annually December 2023, December 2024, December 2025	RAP Coordinator	
	<b>Build respect for First Nations cultures and histories by celebrating NAIDOC Week.</b>	17. RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024, July 2025	VIC State Champion; NSW State Champion; QLD State Champion; WA State Champion
		18. Review HR policies and procedures to remove any barriers to staff participating in NAIDOC Week.	June 2024, June 2025	RAP Chair
		19. Promote and encourage participation in external NAIDOC events to all staff.	June 2024, June 2025	VIC State Champion; NSW State Champion; QLD State Champion; WA State Champion

# Opportunities

At Slattery, we seek to foster a workplace that is diverse and inclusive – to spark innovation and power creativity. Ultimately, our clients are the beneficiaries of this approach. In the same way, we feel that First Nations representation will enrich us at Slattery, in both the services we provide, and our business culture. We wholeheartedly support the self-determination of First Nations peoples and know that we can do this tangibly by contributing to positive employment, educational and economic outcomes.

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.</b>	1. Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	October 2023	RAP Coordinator
	2. Engage with First Nations advisors to review our Engagement, Employment and Procurement strategy.	November 2023, November 2024, November 2025	RAP Coordinator
	3. Refresh our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy based off our 2021 – 23 learnings.	December 2023, December 2024, December 2025	RAP Coordinator
	4. Continue advertising job vacancies to effectively reach First Nations stakeholders through LinkedIn, the Slattery website and other employment portals.	February 2024, August 2024, February 2025, August 2025	RAP Coordinator
	5. Strengthen relationships with key First Nations stakeholders and employment organisations, including schools, universities and the AFL Sportsready program.	February 2024, August 2024, February 2025, August 2025	RAP Coordinator
	6. Review HR and recruitment procedures and policies to ensure alignment with First Nations participation in our workplace.	August 2024, August 2025	Lead: RAP Chair Support: RAP Coordinator
	7. Continue ensuring our national workplaces demonstrate cultural safety through continual review of our Cultural Protocol Policies and engagement with First Nations advisors.	February 2024, August 2024, February 2025, August 2025	RAP Coordinator

Action	Deliverable	Timeline	Responsibility	
<b>Increase the pipeline of First Nations peoples in the built environment (including companies, sub-contractors, employees, and students).</b>	8. Continue promoting our First Nations Scholarship Program in Victoria and New South Wales.	February 2024, August 2024, February 2025, August 2025	VIC Representative, Opportunities	
	9. Recruitment of 2 First Nations tertiary education students to our First Nations Scholarship Program in Warrang office.	March 2024	RAP Chair	
	10. Continue promotion of our First Nations Scholarship Program through the relevant channels for high school students.	January 2024, May 2024, January 2025, May 2025	VIC Representative, Opportunities	
	11. Recruit 1 First Nations high school student to the property and construction industry.	January 2024	VIC Representative, Opportunities	
	12. Connect with organisations and schools with a population of First Nations students to provide career information sessions.	January 2024	Lead: VIC State Champion (NSW State Champion; QLD State Champion; WA State Champion responsible for schools in their state). Support: VIC Representative, Opportunities	
	13. Implement a First Nations procurement strategy – Engagement, Employment and Procurement Strategy.	February 2024	Lead: VIC State Champion Support: VIC Representative, Opportunities	
	<b>Increase First Nations supplier diversity to support improved economic and social outcomes.</b>	14. Develop capabilities to advise relevant clients on First Nations procurement during projects.	February 2025	Lead: VIC State Champion Support: VIC Representative, Opportunities
		15. Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	January 2025	Lead: VIC State Champion Support: VIC Representative, Opportunities
		16. Focus on investing in / supporting Aboriginal and Torres Strait Islander initiatives such as FNFD rather than membership of business directories (eg Kinaway / Supply Nation).	September 2023	RAP Chair
		17. Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	January 2025	Lead: VIC State Champion Support: VIC Representative, Opportunities
		18. Maintain and strengthen commercial relationships with First Nations businesses.	January 2025	Lead: VIC State Champion Support: VIC Representative

Slattery is committed to creating a culture of continuous learning and improvement, through conversations with our First Nations consultants, building accountability within our RAP Working Group, and setting clear goals and tangible outcomes for our RAP deliverables.

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	1. Maintain First Nations representation on the RWG.	December 2023, December 2024, December 2025	Lead: RAP Chair Support: RAP Coordinator
	2. Review and update our RWG Terms of Reference on annual basis.	December 2023, December 2024, December 2025	RAP Coordinator
	3. Meet at least four times per year to drive and monitor RAP implementation.	Meet quarterly in August, November, February and May in 2024 and 2025	RAP Coordinator
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	4. Define resource needs for RAP implementation.	March 2024, March 2025	RAP Coordinator
	5. Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2024, December 2025	Lead: RAP Chair Support: VIC State Champion; NSW State Champion; QLD State Champion; WA State Champion
	6. Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2023	RAP Coordinator
	7. Appoint and maintain an internal RAP Champion from senior management.	March 2024, March 2025	RAP Chair

Action	Deliverable	Timeline	Responsibility
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	8. 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	RAP Coordinator
	9. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Coordinator
	10. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	RAP Coordinator
	11. Report RAP progress to all staff and senior leaders quarterly.	September and, December 2023, April, June, September and December 2024 April, June, September and December 2025	RAP Coordinator
	12. Publicly report our RAP achievements, challenges and learnings, annually.	December 2023, December 2024, December 2025	RAP Coordinator
	13. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	RAP Coordinator
	14. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	June 2025 (for December 2025)	RAP Coordinator
<b>Continue our Reconciliation journey by developing our next RAP.</b>	15. Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	RAP Coordinator



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