



# RECONCILIATION ACTION PLAN

DECEMBER 2021 - DECEMBER 2023



RECONCILIATION  
ACTION PLAN

INNOVATE

 CATER CARE

# RECONCILIATION AUSTRALIA CEO STATEMENT



Reconciliation Australia commends Cater Care on the formal endorsement of its 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. Cater Care continues to be part of a strong network of more than 1,100 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 Cater Care will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Cater Care 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 Cater Care 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, Cater Care will ensure shared and cooperative success in the long-term.

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

Congratulations Cater Care on your fourth RAP and I look forward to following your ongoing reconciliation journey.

**KAREN MUNDINE**  
Chief Executive Officer  
Reconciliation Australia





## ACKNOWLEDGEMENT OF COUNTRY

We respect and honour Aboriginal  
and Torres Strait Islander Elders  
past, present and future.

We acknowledge the stories,  
traditions and living cultures  
of Aboriginal and Torres Strait  
Islander peoples on this land and  
commit to building a brighter  
future together.

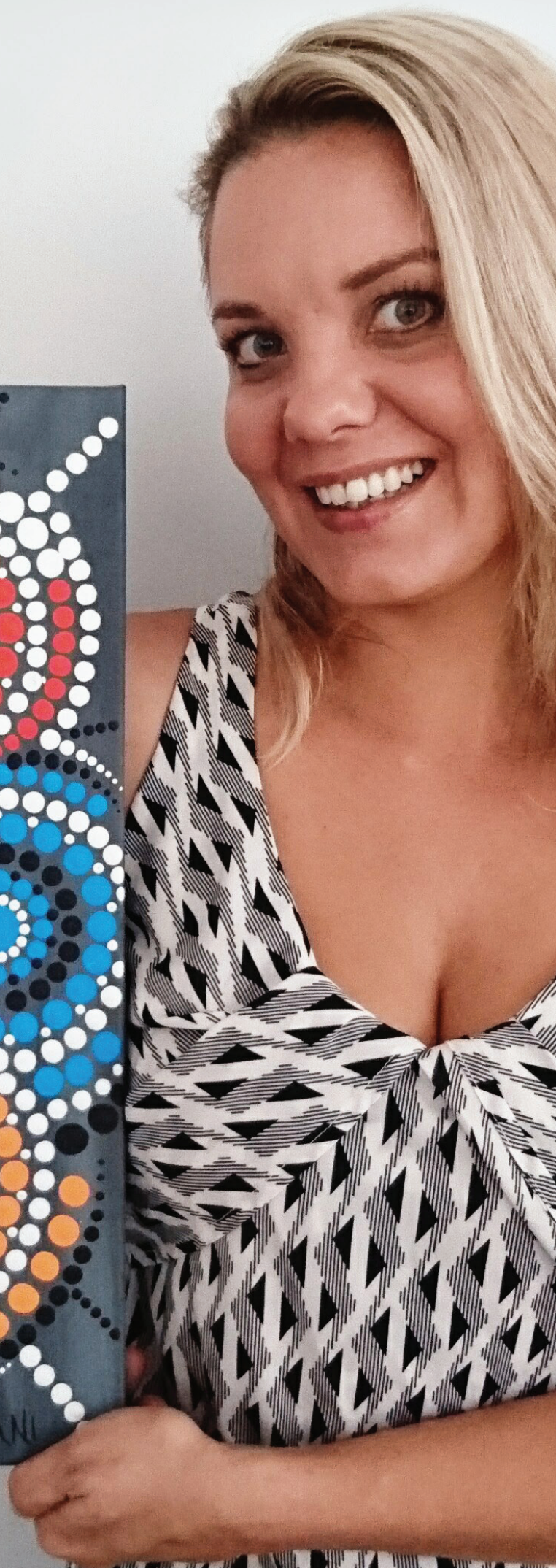
## TABLE OF CONTENTS

Acknowledgement of Country.....	3	Our RAP.....	10
Australian Indigenous Artist: Lani Balzan .....	4	Our RAPWG Committee.....	11
The CEO .....	6	Our 2017-2019 RAP Achievements.....	13
The RAPWG Chair.....	7	Reconciliation Action Plan 2021 - 2023.....	23
Our Vision for Reconciliation .....	8	Governance.....	30
Our Business .....	9		



# AUSTRALIAN INDIGENOUS ARTIST

LANI BALZAN







Lani Balzan is a proud Aboriginal woman from the Wiradjuri people.

Lani is a recognised Indigenous artist, an Aboriginal Education Officer, and conducts art therapy within her community. Painting is her passion; it's a means of showcasing and sharing her beautiful and unique culture.

Lani relishes the opportunity to help Indigenous young people, teach them more about their culture, and to share it with the school and the community. Her commitment to motivate the children, their families, and carers within the community, and her strong desire to make a positive difference in the students' lives is commendable.

Like many, Lani's story isn't without hardship, but the passion for her heritage inspires her to embrace her culture and continue doing what she loves, by creating new art and sharing it with others.

### CATER CARE'S CONNECTION

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

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

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

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



# THE CEO

---



Cater Care's Reconciliation Action Plan (RAP) for 2021 - 2023 describes our deep commitment to continuing our positive contribution to closing the gap between Aboriginal and non-aboriginal Australians. To build on the eight years of relationships, partnerships and knowledge that we have formed since our first RAP.

Like our previous RAPs, our 2021 - 2023 RAP commitments have been guided by our core values of Care, Pride and Community, and a genuine desire to continue to support the Aboriginal and Torres Strait Islander communities in which we work.

I am extremely proud of the Cater Care team and what we have been able to achieve; an inclusive culture which supports the success of Indigenous team members, effective supply chain partnerships that continue to provide economic development opportunities in the community, and increased awareness and appreciation of Aboriginal and Torres Strait Islander peoples' language, culture and traditions.

As our business continues to grow and expand, we will use these opportunities to build our awareness and understanding of how we can drive reconciliation through our business activities, services and programs. We will also maximise the opportunity to continue development of our team's knowledge, skills and cultural understanding to foster both respect and opportunity.

A handwritten signature in white ink, appearing to read 'Colin Redman'.

**COLIN REDMAN**  
Chief Executive Officer



# THE RAPWG CHAIR

---



I am very excited and proud to be the Chair of Cater Care's Reconciliation Action Plan (RAP) Working Group; a dedicated, passionate group of volunteer staff from across the organisation.

Our vision for reconciliation 'Building Partnerships and Inspiring Change' is central to the role of the RAP Working Group and we take seriously our role in embedding our commitments for reconciliation into all business units within Cater Care. An important focus for the committee is to engage Indigenous representatives to not only participate in our meetings, but also share their knowledge, provide feedback and guide us toward realising our vision.

Even after eight years on our RAP journey, we recognise that we still have many things to learn, so a key role of the group is to challenge our thinking, look for different perspectives and continually seek out opportunities for partnerships with our clients and partners while endeavouring to educate and inspire our team members.

Through strong leadership from our Indigenous Participation Manager, we look forward to delivering on our commitments, and are excited by the prospect of what we can achieve over the next two years together.

A handwritten signature in white ink, reading 'Melanie Shortt'.

**MELANIE SHORTT**  
Director - People & Culture  
Chair of the RAP Working Group



# OUR VISION FOR RECONCILIATION

## BUILDING PARTNERSHIPS AND INSPIRING CHANGE

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

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

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

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

We will continue to realise and deliver positive outcomes in the areas of supplier development and contracting, employment and training, and community engagement. We are determined to create a working environment in which reconciliation is taking place every day.



**KEVIN ALLEY**  
Indigenous Participation Manager

Over the next two years, my focus is to drive positive contribution to the Indigenous communities where we operate, and to expand Indigenous participation within Cater Care.

To not only improve on what we do now, but develop and implement new strategies for active community initiatives, and find more ways to source, train, employ and retain Indigenous employees.

By engaging respectfully with Aboriginal and Torres Strait Islander peoples to meet our RAP commitments, we can demonstrate our intention for positive change.



# OUR BUSINESS

Cater Care is a hospitality and facilities management provider to the aged care, business and industry, education, mining, and retail sectors nationally. We are proud to be one of Australia's largest privately owned and operated catering and facilities management contractors. From a national head office in Sydney and state offices in each capital city, we service more than 220 projects throughout Australia.

We genuinely care about the communities in which we live and work, and are active in building on the skills of our people to inspire an inclusive culture that is reflective of these communities and our values.

During the last 12 months, more than half of our workforce has undertaken cultural awareness induction training. The benefits sought from a participatory approach are to increase empathy, promote the development of new ideas, and increase the awareness of the need for reconciliation.

We encourage participation by staff, customers and guests to recognise the history, culture and achievements of Aboriginal and Torres Strait Islander peoples through developing appropriate materials and actively promoting our support for recognised events.

Participation is essential for understanding inclusivity, so to promote this, we pursue employment opportunities for Aboriginal and Torres Strait Islanders in a range of full-time, part-time and apprenticeship positions.

We are committed to aligning and strengthening our commercial relationships with complementary Indigenous-owned businesses. Through the implementation of our Fresh Food - buy local focus, we have now established over 20 long-term and beneficial formal and informal relationships with Indigenous-owned businesses and suppliers throughout Australia .

One of our key 2021 - 2023 RAP goals is to build on this strong foundation and continue to expand Aboriginal and Torres Strait Islander participation within Cater Care.



**MELANIE SHORTT**  
Director - People & Culture  
Chair of the RAP Working Group

Each of us plays an integral part in reconciliation. I'm committed to promoting continued discussion of Indigenous participation at the highest level within Cater Care.

It is essential that we, as a company, understand our RAP commitments and can align them with those of our current and prospective partners, to ensure whole of company participation and pursuit of our obligations.

To seek opportunities that value Aboriginal and Torres Strait Islander peoples' history and culture with the broader community.



# OUR RAP

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

It has been a rich and rewarding learning experience that has confirmed our aspiration to build our organisational capability to work with Aboriginal and Torres Strait Islander peoples, businesses, and communities. Our genuine desire to make a difference and contribute to closing the gap between Aboriginal and Torres Strait Islanders and non-Indigenous Australians has led to our growing RAP support and development.

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

Championed throughout the business by our Indigenous Participation Manager Kevin Alley and Director - People & Culture Melanie Shortt, Chair of the RAP Working Group, our RAP successes are growing and maturing.

The RAP Working Group (RWG), have played a lead role in the development of our new RAP. It has been an inclusive process; internal consultation across the organisation has been extensive, to ensure it is aligned to reconciliation objectives, employee expectations, business outcomes and our company values.

The key learnings from our journey so far:

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



**DONNA ELLIS**  
Human Resources Business Partner

I am incredibly proud of the partnerships and support that we have been growing with Aboriginal and Torres Strait Islander communities through our dedication and commitments in our RAP.

Our support includes education, employment and business opportunities for local communities, with acknowledgement of the past and a focus on working together for equality.

By enhancing employee awareness of the Aboriginal and Torres Strait Islander culture with our RAP across our very diverse people, we strengthen and build our Cater Care culture.



# OUR RAPWG COMMITTEE



**MELANIE SHORTT**  
Director - People & Culture  
Chair of the RAP Working Group



**KEVIN ALLEY**  
Indigenous Participation  
Manager



**ROB RUTTER**  
Chief Operating Officer Retail



**CHRISTINE CHARLTON**  
Director - Marketing & Business  
Development



**JOHN MOONEY**  
General Manager Western  
Region Operations



**MIKE ADAMS**  
State Manager SA & NT Urban



**DUNCAN MATTHEWS**  
Group Marketing and  
Merchandising Manager



**DONNA ELLIS**  
Human Resources Business  
Partner



**GARY PEACOCK**  
General Manager Procurement



**DAWN REDLEY**  
Marketing and Communications  
Coordinator



**DAVID ROGERS**  
SHE Training Manager







# OUR 2017-2019 RAP ACHIEVEMENTS

## RELATIONSHIPS

Relationships built on mutual understanding and trust are the foundations for meaningful reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.



### ABUNDANCE PRODUCE AUSTRALIA

Abundance Produce Australia is a wholly-owned Australian Indigenous company established in 2015 by Phil Matera, a proud Noongar person. Abundance combines proven capabilities, with an innovative approach to the supply of fresh produce, processed foods, ready to eat foods and quarantine services.

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

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

Cater Care has purchased fresh fruit and vegetables from Abundance Produce Australia since their inception, and together continue to build on their mutual commitments every day - providing meaningful, sustainable employment, and assisting other Aboriginal businesses to be a part of both supply chains.

Abundance has consistently provided a high standard of product and service and is a preferred supplier of Cater Care.



**JOHN MOONEY**  
General Manager - Western Region  
Operations

I look forward to promoting practical discussion and communication to identify initiatives and activities that can be supported and shared with our site teams.

A proactive approach with procurement will contribute to identifying Indigenous businesses as suppliers and contractors to Cater Care.

Increasing our activity in pursuing Indigenous employment opportunities is a win-win for all involved.





## YIRARA COLLEGE

Yirara College is a Lutheran Indigenous boarding school - Finke River Mission, located outside of Alice Springs in the Northern Territory. Cater Care's relationship with Yirara College began in 2006. The college is comprised of 32 hectares and includes college buildings, dormitories for students, sporting facilities, staff accommodation and camping areas.

Up to 200 girls and boys from SA, NT, WA, QLD aged 12 years and older live at Yirara during the school term. Our offer includes seven days a week Indigenous-specific menu, and cleaning and laundry service.

Over the past 14 years we have worked closely with the college leaders to continually develop a service that meets the community's needs. We can attribute our lengthy partnership with Yirara College to always listening, understanding the objectives and maintaining flexibility for social and economic needs.



**Yirara**  
COLLEGE





We introduced Indigenous-owned wholesale butcher Something Wild products into Cater Care sites in SA and NT. Something Wild has partnered with Indigenous communities to supply a range of standard meat products as well as a selection of game meats and native greens. These products have given us the opportunity of developing more home-style meals to our Indigenous schools. Cater Care supply chain is working with Something Wild to identify and expand on opportunities.



## WADDI SPRINGS - INDIGENOUS BEVERAGES PTY LTD

Established by Indigenous Beverages Australia, Waddi Springs is an Indigenous majority owned and managed business. Waddi Springs offers a range of quality Natural Spring Water, Beverage and Specialty Coffee Products. They specialise in supplying the Mining and Resources Sectors, Residential, Construction, Catering, Hospitality Sector, Marine Services, Corporate and Government agencies.



**ROB RUTTER**  
Chief Operating Officer - Retail

Challenge the organisation to provide real and measurable change in order to drive Indigenous participation in our business.

Active in the advocacy and support for Indigenous suppliers and staff in the retail business.

Provide the framework for inclusion in the retail business and encourage training that is culturally inclusive.

## AUSTRALIAN INDIGENOUS COFFEE (AIC)

We are proud to have been AIC's first customer and support them in their product development, especially as AIC is the leading Aboriginal owned coffee supplier company in Australia. Cater Care initially engaged AIC to provide coffee beans for two of the three villages associated with the FMG Eliwana projects in WA. We are looking forward to continuing our mutual vision for growth and expansion.









# OUR 2017-2019 RAP ACHIEVEMENTS

## RESPECT

Understanding the cultural protocols, lived experiences and challenges faced by local communities is critical in implementing successful management strategies and developing the broader cultural competency of the Cater Care workforce.



## INDIGENOUS EDUCATION PROJECT

Cater Care is a catering services provider for Indigenous boarding schools nationally, and commenced the Indigenous Education Project in late 2019, with a key objective to create a resource for the Indigenous Boarding sector. The development of an eBook was a collaborative effort which included support from the Indigenous Health organisations in South Australia, Indigenous Boarding, and Wiltja Indigenous Boarding - a prominent Indigenous boarding facility in Adelaide.

As a result, Cater Care developed and promotes the eBook, and also produced a short video (scan QR code above to watch), which provides information on how to create an environment to support healthier outcomes for Indigenous students. The healthy eating information is tailored to promote menus specifically for our Indigenous boarders, designed with a lean toward a diet that is pre-diabetic. This ensures the offer is low in sugar and salt to assist kidney health. Wholemeal bread, extra roughage, and plenty of fresh fruit are also encouraged.

The video was filmed at Wiltja Indigenous Boarding facility, where we have a dedicated catering team who have created an open, supportive environment for the Indigenous students who are predominantly from the APY Lands.

We thank the generosity of the Wiltja community, Anthony Bennett and the staff at Wiltja for their support in helping us create this resource for Indigenous Boarding.



**DUNCAN MATTHEWS**  
Group Marketing and  
Merchandising Manager

I will actively promote and champion our indigenous activities internally and externally.

Importantly, I'll continue to develop activities that further supports our vision, aspirations and commitments.

Furthermore, I'll ensure indigenous engagement will be central to our Corporate Social Responsibility program.

Finally, I plan to encourage the project team and my own team to think outside the boundaries to position Cater Care as leaders in Indigenous engagement.





Cater Care respects Traditional Owners' connection to their country and that this connection is an opening for economic empowerment which is the foundation for economic growth, employment opportunity and sustainability for the broader community.



## NAIDOC CELEBRATIONS

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

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

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

Our community, staff, clients and customers are encouraged to create and attend events, and celebrate the NAIDOC message. Over the past two years our data shows Indigenous event participation has increased more than 20% across our sites nationally.

To truly appreciate these events, it's important to find a connection, and for us, that's food. A bespoke recipe featuring Australian native ingredients is developed annually (by our Corporate Food Team) for NAIDOC and is the featured dish at the celebrations. Food is a leveler, and we connect social groups and work communities through our food.

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



## WINTAWARI GURAMA TRADITIONAL OWNERS - FMG ELIWANA MINE RAIL PROJECT

Our relationship with Eastern Gurama Traditional Owners and their business arm, Muntulgura Guruma Pty Ltd - commenced when Cater Care tendered for the Fortescue Metals Group (FMG) - Eliwana Project. We engaged with the Traditional Owners and their business partners to find ways we could work together to support the economic expectations that FMG had committed to under their Land Use agreement with the Traditional Owners. As a result of the engagement, Cater Care engaged Woollahra - an Indigenous owned cleaning chemical supplier with ties to Eastern Gurama Traditional Owners, to supply cleaning chemicals for the three construction camps on the Eliwana Project - as a result the Traditional Owners have benefited economically from this arrangement.



## NGUKU

Our relationship with Nguku, the Kariyarra Traditional Owner group from the Port Hedland region of WA, delivers industrial cleaning services to local port and rail operations. Creating local employment opportunities and assisting in business capacity helps build commercial knowledge for the Kariyarra people. The partnership is overseen by a management committee which allows both parties to discuss mutual obligations and provides an open process for reporting and strategic business development.



**DAWN REDLEY**  
Marketing and Communications  
Coordinator

My vision is to raise awareness of Aboriginal and Torres Strait Islander culture by continuing to promote, communicate and support our RAP commitments and events. My goal is to continually develop the Reconciliation Action Plan to further grow reconciliation awareness our business.

In addition, I will support a culturally supportive and safe environment for all Aboriginal and Torres Strait Islander people, to build relationships and respect through mutual learning experiences. It's about inspiring each other to find the right partnerships and opportunity for change.



# OUR 2017-2019 RAP ACHIEVEMENTS

## OPPORTUNITIES

We believe that real engagement can only occur within a framework of self-determination and economic partnerships, where Indigenous people can share in the wealth produced on their Traditional Country. For commitment to be meaningful, it must provide tangible economic benefits to communities in a way that is sustainable and culturally appropriate.



### SUPPLY NATION

Since 2009, Supply Nation has worked with Aboriginal and Torres Strait Islander businesses along with procurement teams from government and corporate Australia to help shape today's emerging and rapidly evolving Indigenous business sector. Supply Nation has a vision of a prosperous, vibrant and sustainable Indigenous business sector and endeavour to deliver that by:

- driving understanding that the purchasing power of businesses can be used to deliver positive social outcomes
- facilitating connections between Indigenous businesses and their members' procurement departments
- a world-leading 5-step verification (registration, certification and audit) process

Cater Care has been a Supply Nation member since 2015 and will continue to build the relationship into the future. Cater Care understands that supporting a developing Indigenous economy is an integral component for "Closing the Gap" between non-Indigenous and Indigenous Australians in the areas of employment, training and business.

We will continue to leverage our relationship with Supply Nation to engage with Indigenous suppliers nationally, to explore opportunities for diversifying supply chains for us and our clients.



**GARY PEACOCK**  
General Manager Procurement

Our commitment is to work collaboratively with the Indigenous Engagement team and Operations to develop a meaningful Indigenous Procurement Policy that reflects our RAP to build strong, diverse and inclusive partnerships.

We will continue to report on spending progress with Indigenous Companies and work toward continuous improvement with real-world outcomes for Indigenous communities.

We will ensure our Procurement team understands their responsibilities towards this program, and be an advocate when interacting with internal departments.

Furthermore, we will encourage our top tier suppliers to engage with and develop Indigenous businesses within their own supply chains.



## SIX SEASON RESOURCES

Six Seasons Resources is a wholly Aboriginal owned business specialising in security, labour-hire, road safety, and consulting services.

Cater Care engaged Six Seasons Resources for the FMG Eliwana project to deliver security across the three sites with two security officers on each site. Throughout our agreement, Six Seasons Resources has proven to be reliable, efficient and gives personable service.

Our teams have enjoyed working with the team at Six Seasons Resources, and we look forward to providing our support in helping to develop their business through networking, mentoring and other capacity-building initiatives - resulting in mutual business opportunities.

## PROMOTE HEALTHY EATING AMONGST INDIGENOUS STUDENTS AND DIETETIC AWARENESS

Opportunities for active reconciliation objectives are not only found in the Supply Chain. Cater Care's Corporate Food Team has developed an ongoing school healthy eating program that incorporates a menu specifically tailored for our Indigenous boarding students.

Our goal is to offer the variety that inspires the students to choose the foods that best suit their health needs. Each menu is planned with a view that it should provide healthy food and lean toward a pre-diabetic diet. In addition to more standard fare, meals low in sugar and salt to benefit kidney health are on offer. Wholemeal bread is served, and students are encouraged at every opportunity to eat plenty of fresh fruit.



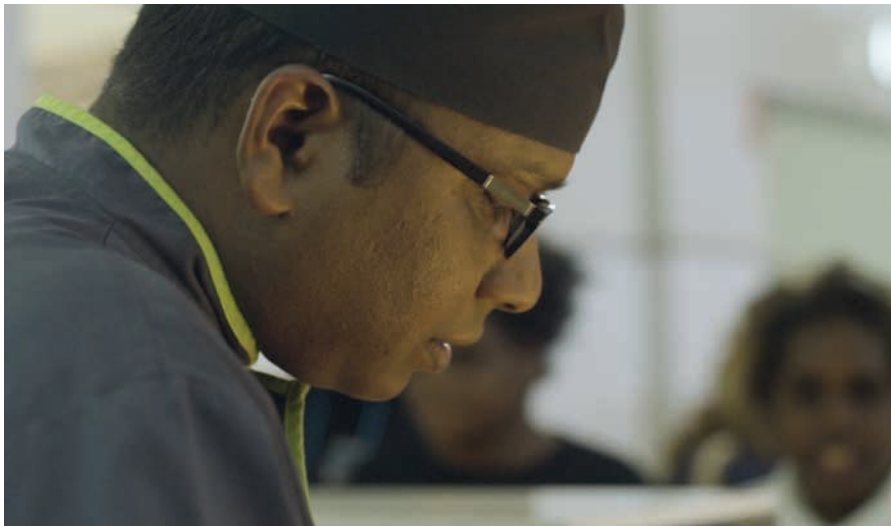


## WORK EXPERIENCE

We are working with our clients at Indigenous schools to improve students' employment prospects, to contribute to their work experience for entry into the workforce. Keys to success...

- identify the schools that have similar goals for success, and lay the groundwork
- promote a culture of partnership with open and respectful dialogue
- communicate the opportunities
- give time and encouragement to students who demonstrate initiative
- where possible, work with the schools' facilities to provide student food safety and barista training
- schedule regular training to assist with VET and job skills for part-time work to supplement income during study time.

We are very excited about this program, and have moved forward in our discussions with the National Indigenous Culinary Institute regarding apprenticeship opportunities.



## UNEXPECTED OPPORTUNITY

In January 2019, an experienced catering professional joined Cater Care to accept a Site Manager position at Wiltja Boarding, a high profile Indigenous boarding facility - central for Indigenous students attending nearby schools. Having spent several years in remote communities while growing up, the manager had become proficient in two Indigenous languages and is currently learning a third language to facilitate greater cross-communication with the students.

Once the Site Manager's language skills and desire to increase communication was known, it became apparent there were opportunities to engage help from within the facility and introduce programs to help the students expand their learning outside the school curriculum. One such program is creating and growing a garden - a complete circle approach. Design, seasonal timing, plant suitability, maintaining, harvest and finally, how the produce is best used in meals.

The vision of the RAPWG is Building Partnerships and Inspiring Change, to build relationships and respect through mutual learning experiences is not the only opportunity for development and growth - achieving this will require us to look beyond our current successes.



**MIKE ADAMS**  
State Manager SA & NT Urban

Advancing our successful Indigenous school 'Student Work Experience' program; this program is giving Indigenous students valuable work-life knowledge, is just one of my goals.

My others include continuing to promote healthy eating and dietetic awareness amongst Indigenous students.

Building relationship development with Indigenous suppliers to promote business opportunities is just one of my main focuses.

And, the addition of an agenda item to our internal meetings will offer the opportunity to update on our RAP progress and ensure new initiatives are captured and communicated across the teams.



# RECONCILIATION ACTION PLAN 2021 - 2023



RELATIONSHIPS



RESPECT



OPPORTUNITIES



# RELATIONSHIPS



Our core business is supplying catering services to proponents in urban and remote areas. Our business success relies on strong, respectful relationships, particularly with Aboriginal and Torres Strait Islander Traditional Owners, Indigenous communities and businesses where we operate.

We strive to promote positive and collaborative relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians in our workforce.

We strive to build and maintain relationships with Aboriginal and Torres Strait Islander Traditional Owners, employees and contractors built on mutual trust and respect, that is free from racism or bias.

Our focus remains on nurturing genuine relationships by engaging with Traditional Owner Groups and communities to further our understanding of local culture, challenges, aspirations and opportunities. Strong relationships that allow us to develop opportunities for social and economic security.

Our relationship objectives throughout Cater Care's Reconciliation Action Plan, 2021 - 2023 will be achieved through the following actions.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2022, February 2023	Indigenous Participation Manager
	• Cater Care to review and update Indigenous Engagement documents to help guide all staff interactions with Indigenous peoples and communities.	May 2022	Indigenous Participation Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Organise minimum one internal event for NRW annually.	May 2022, May 2023	Indigenous Participation Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognize and celebrate, NRW.	May 2022, May 2023	Indigenous Participation Manager
	• Register all or any internal or public NRW event organized by Cater Care to Reconciliation Australia's A website annually.	May 2022, May 2023	Indigenous Participation Manager

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>• Provide annual NRW updates in C-Salt magazine.</li> </ul>	May 2022, May 2023	Marketing and Communications Coordinator
	<ul style="list-style-type: none"> <li>• Ensure our RAPWG participates in an external event to recognise and celebrate NRW.</li> </ul>	May 2022, May 2023	Chair RAP Working Group
	<ul style="list-style-type: none"> <li>• Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their stories or reconciliation experiences.</li> </ul>	May 2022, May 2023	Indigenous Participation Manager
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>• Cater Care's RAP Champion in each state will arrange a membership with the Reconciliation entity in that state and pass on information about events and activities to staff members.</li> </ul>	March 2022	Chair RAP Working Group
	<ul style="list-style-type: none"> <li>• Engage with members of the Australian Reconciliation Network state entities in each state Cater Care is operating to receive state specific information on events or updates to share with RAPWG and Cater Care staff members to encourage participation in Reconciliation programs.</li> </ul>	March 2022, September 2022, March 2023, September 2023	Indigenous Participation Manager
	<ul style="list-style-type: none"> <li>• Implement strategies to engage our staff in Reconciliation.</li> </ul>	February 2022, February 2023	Chair RAP Working Group
	<ul style="list-style-type: none"> <li>• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes</li> </ul>	February 2022, February 2023	Chair RAP Working Group
	<ul style="list-style-type: none"> <li>• Implement strategies to engage our staff in Reconciliation.</li> </ul>	April 2022, April 2023	Indigenous Participation Manager
	<ul style="list-style-type: none"> <li>• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.</li> </ul>	May 2022, May 2023	Indigenous Participation Manager
	<ul style="list-style-type: none"> <li>• Communicate our commitment to reconciliation publicly.</li> </ul>	May 2022, May 2023	Group Marketing and Merchandising Manager
4. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> <li>• Conduct refresher training to all staff including senior leaders on an annual basis regarding anti-discrimination.</li> </ul>	December 2022, December 2023	Director - People & Culture
	<ul style="list-style-type: none"> <li>• Implement, review and update our anti-discrimination policy.</li> </ul>	March 2022, March 2023	Director - People & Culture
	<ul style="list-style-type: none"> <li>• Conduct a survey of our Aboriginal and Torres Strait Islander staff to learn what is going well and what we could do better or what we could introduce to have our Aboriginal and Torres Strait Islander staff feel more included and succeed and stay with Cater Care.</li> </ul>	August 2022	Director - People & Culture
	<ul style="list-style-type: none"> <li>• Engage with Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	September 2022	Director - People & Culture



# RESPECT



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

We recognise that we are guests on the land of Traditional Owners, for without understanding and respecting the culture and history of the Aboriginal and Torres Strait Islander people it would be difficult for our business to succeed in the remote regions in which we operate.

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

Our respect objectives throughout 2021 - 2023 will be achieved through the following actions.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Deliver cultural awareness training to Cater Care, human resources teams nationally.	June 2022, June 2023	Indigenous Participation Manager
	• Conduct a review of cultural learning needs within our organisation.	February 2022	Indigenous Participation Manager
	• Discuss Cater Care's cultural awareness requirements with an Aboriginal and Torres Strait Islander Advisor.	June 2022	Indigenous Participation Manager
	• Collaborate with an Aboriginal and Torres Strait Islander advisor to develop a cultural awareness strategy for Cater Care.	August 2022	Indigenous Participation Manager
	• Deliver Cultural Awareness training for Cater Care's Executive Team and RAPWG.	December 2021	Indigenous Participation Manager
	• Continue to roll out Cater Care's Indigenous Participation inductions for new managers.	September 2021, June 2023	Indigenous Participation Manager

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• RAPWG to select staff members to become RAP Champions who will support and encourage the participation of Cater Care staff in the delivery of cultural protocols like Acknowledgement of Country.	June 2022	Indigenous Participation Manager
	• Cater Care will invite Traditional Owners to deliver a Welcome to Country for special events.	June 2022	Indigenous Participation Manager
	• Review current cultural protocols documents and update them.	June 2022	Chair RAP Working Group
	• Conduct refresher training for staff on the importance of cultural protocols to Aboriginal and Torres Strait Islander people.	Mar 2022	Chair RAP Working Group
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	May 2022, May 2023	Human Resources Business Partner
	• Provide NAIDOC week updates and information via Toolbox Topics and internal communications to all staff and allow them to participate in NAIDOC Week activities.	June 2022, June 2023	Indigenous Participation Manager
	• Develop an internal NAIDOC Week event.	June 2022, June 2023	Indigenous Participation Manager
	• RAPWG to attend a NAIDOC event in their local area or region during NAIDOC week.	June 2022, June 2023	Chair RAP Working Group
4. Communicate, celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	• We will acknowledge, communicate, promote and celebrate at our head offices in each state and contracted sites.	May 2022, May 2023	Indigenous Participation Manager
	• Publish the key annual dates of significance for Aboriginal and Torres Strait Islander peoples in C-Salt quarterly magazine.	May 2022, May 2023	Marketing and Communications Coordinator



# OPPORTUNITIES



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

We are working to become an employer of choice for Aboriginal and Torres Strait Islander peoples. Our goals are to provide effective leadership and enhance employment opportunities and to develop Aboriginal and Torres Strait Islander employees into management and professional roles.

Promoting collaboration and understanding between Aboriginal and Torres Strait Islander and non- Indigenous people, to learn and increase knowledge will strengthen the capability of our workforce.

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

Our opportunities objectives throughout 2021 - 2023 will be achieved through the following actions.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy incorporating our Immersions program in collaboration with Recruitment / Operations Team.	December 2021	Indigenous Participation Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2022	Indigenous Participation Manager
	• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2023	Indigenous Participation Manager
	• Develop a network of Aboriginal and Torres Strait Islander organisations including Traditional Owner entities linked to our operations and advertise vacancies with them.	June 2022	Indigenous Participation Manager

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.</li> </ul>	February 2022	Indigenous Participation Manager
	<ul style="list-style-type: none"> <li>Ensure all Recruitment staff participate in Cultural Awareness and best practice Indigenous recruitment workshops.</li> </ul>	February 2022	Indigenous Participation Manager
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop an Indigenous Procurement Policy and Strategy.</li> </ul>	December 2021	General Manager Procurement
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	December 2021	Indigenous Participation Manager
	<ul style="list-style-type: none"> <li>Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.</li> </ul>	March 2022	General Manager Procurement
	<ul style="list-style-type: none"> <li>Continue to build relationships and support the development of existing Indigenous suppliers.</li> </ul>	September 2022, July 2023	General Manager Procurement
	<ul style="list-style-type: none"> <li>Renew Supply Nation membership and utilise the membership to build relationships with Indigenous businesses.</li> </ul>	July 2022, July 2023	General Manager Procurement
	<ul style="list-style-type: none"> <li>Facilitate procurement workshops for Indigenous businesses once a year.</li> </ul>	September 2022	General Manager Procurement
3. Promoting Aboriginal and Torres Strait Islander employment outcomes.	<ul style="list-style-type: none"> <li>Maintaining and review current traineeships and apprenticeships for Aboriginal and Torres Strait Islander students.</li> </ul>	March 2022	Indigenous Participation Manager
	<ul style="list-style-type: none"> <li>Identify further opportunities to provide scholarships.</li> </ul>	December 2021	Indigenous Participation Manager



# GOVERNANCE



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Identify and maintain Aboriginal and Torres Strait Islander representation on the RWG.	January 2022	Chair RAP Working Group
	• Establish and apply a Terms of Reference for the RWG.	October 2022	Chair RAP Working Group
	• Meet at least four times per year to drive and monitor RAP implementation.	November 2022	Chair RAP Working Group, Indigenous Participation Manager
	• Add an agenda item to Cater Care Executive Team meeting to provide a progress report.	March 2022, August 2022, March 2023, August 2023	Chair RAP Working Group, Indigenous Participation Manager
2. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	November 2022	Chair RAP Working Group, Indigenous Participation Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2022, May 2023	Chair RAP Working Group, Indigenous Participation Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2022	Chair RAP Working Group, Indigenous Participation Manager
	• Appoint and maintain an internal RAP Champion from senior management.	May 2022	Chair RAP Working Group, Indigenous Participation Manager
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, September 2023	Indigenous Participation Manager
	• Report RAP progress to all staff and senior leaders quarterly.	February 2022, March 2022, August 2022, November 2022	Chair RAP Working Group, Indigenous Participation Manager
	• Publicly report our RAP achievements, challenges and learnings, annually.	May 2022 - June 2023	Indigenous Participation Manager
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Chair RAP Working Group, Indigenous Participation Manager
4. Continue our reconciliation journey by developing our next RAP.	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	June 2023	Chair RAP Working Group, Indigenous Participation Manager
	• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2023	Indigenous Participation Manager







To find out more about our Relationship, Respect and Opportunities developments visit:  
[www.catercare.com.au](http://www.catercare.com.au)



**CATER CARE GROUP RECONCILIATION ACTION PLAN CONTACT:**

Dawn Redley  
Marketing & Communications Coordinator  
[dawn.redley@catercare.com.au](mailto:dawn.redley@catercare.com.au)  
08 9241 2852

**QUEENSLAND**  
107 Quay Street,  
Brisbane QLD 4000  
07 3851 8400

**SOUTH  
AUSTRALIA**  
209 Richmond Road,  
Richmond SA 5033  
08 9241 2855

**VICTORIA**  
Suite 305, 89 High  
Street, Kew VIC 3101  
03 9851 7500

**NEW SOUTH  
WALES**  
1/20 Charles Street,  
Parramatta NSW 2150  
02 8833 0200

**WESTERN  
AUSTRALIA**  
3/39 Cedric Street,  
Stirling WA 6021  
08 9241 2800