



# Reconciliation Action Plan (RAP)

September 2021 - September 2023







## Front Cover: The Airmaster Journey

In acknowledgement and support of reconciliation in Australia, a canvas was taken by our RAP launch team around the Country for the addition of paintings at each ceremony. This canvas symbolises unity between branches and the Traditional Custodians in solidarity.

The circles (roundels) represents the individual state branches, painted in the Airmaster colours and surrounded by the 'U' shape icons that the Airmaster employees and Traditional Custodians painted themselves.

These are surrounded by pastel bands to symbolise the role that Airmaster plays in the Australian community and industries. These bands also include the old Airmaster colour scheme which represents its origins and continuity. It also symbolizes growth and maturity.

The penultimate coloured band, the oxide red, represents the Australian continent, the giver of life. Finally, the white used throughout the painting represents the spirit and the spiritual connection amongst each other, with our communities, families and the land.

Special thanks to Culture Evolves members, Brent Watkins, Sean Ryan and Mitch Boney who feature throughout this publication.

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## Our vision

Airmaster's vision of reconciliation of equity and equality between Aboriginal and Torres Strait Islander peoples and non-Indigenous people – making Australia a more inclusive and stronger country. We believe recognising the injustices suffered by the First Peoples of Australia is the first step in helping to achieve reconciliation.

As active business leaders, we believe helping to achieve reconciliation is not just optional but rather a responsibility to help move Australia forward in the right direction.

Providing building services through extensive and diverse areas of Australia often mean opportunities to connect with local communities. Through thoughtful and relevant education on reconciliation we envision an organisation where all staff have the resources to connect with these local communities in a respectful and normalised way.





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# Message from Reconciliation Australia CEO, Karen Mundine

## First Innovate RAP

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

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

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

This Innovate RAP is both an opportunity and an invitation for Airmaster to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Airmaster will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Airmaster is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Airmaster's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Airmaster on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

## Karen Mundine

Chief Executive Officer Reconciliation Australia



## Our business

Airmaster is an award-winning building services company, providing heating, ventilation, air conditioning and refrigeration HVAC&R management, smart building solutions and fire services across Australia, New Zealand and South-East Asia. Employment extends to over 850 staff, 11 of whom identify as Aboriginal people or have Aboriginal heritage.

Founded in Melbourne in 1988 and with 13 branches located in Brisbane, Sunshine Coast, Newcastle, Sydney, Canberra, Adelaide, Hobart, Launceston, Perth, Melbourne, Scoresby, Geelong and Albury, Airmaster's holistic approach to building management makes for a comprehensive range of service offerings.

As a leader in the building services industry, Airmaster prides itself on delivering sustainable, cost effective and energy efficient products, services and solutions. As the built environment landscape changes, Airmaster has adapted, ensuring every service and solution offered aligns with best practice in building services management.

Our sphere of influence covers clients in a diverse range of markets including commercial, retail, education and health care. The organisation also works closely with external stakeholders including industry partners, regulating bodies, and local community and sporting groups sponsored by Airmaster.

Karen Mundine, Reconciliation Australia CEO



# Our Reconciliation Action Plan

Airmaster recognises the injustices that were suffered by the First Peoples of this country. Though we cannot change the past, we have a part to play in achieving reconciliation. Through the services we provide and the areas we operate in, we believe our influence and resources will go a long way in helping to achieve reconciliation.

We believe the relationships we build with Aboriginal and Torres Strait Islander organisations provides a positive and normalised culture within our workplace by promoting learning, development and knowledge within the everyday lives of our employees.

Outside of the RAP Working Group (RAPWG), our RAP is championed by our CEO, Noel Courtney who personally values the importance of reconciliation and endeavours to instil these values into the staff he leads. Airmaster's Marketing Service Manager, Natasha Wall also champions the RAP. Natasha believes internal communication is an integral part of delivering overall success to the company, not just limited to business outcomes but also a positive culture within the workplace. Through strong internal communication, staff can be educated on the importance of reconciliation and the steps we can do as company in achieving this.

Our RAPWG brings together a diverse range of roles and locations throughout Australia. These include: the Airmaster CEO, Management System Coordinator, National Business Development Manager, National Account Manager, Victorian Account Manager, Project Manager, Corporate Services Manager, Engineering Business Development Manager, Marketing Services Manager, Branch Manager. The RAPWG members have a diverse background of experience and skill sets collectively offering broad and open dialogue on issues that affect the outcomes of the RAP deliverables.

When establishing the RAP Working Group, it was important that a percentage of the staff represented Aboriginal and Torres Strait Islander groups allowing for better insights and recommendations. The following roles who are part of our RAP Working Group identify as Aboriginal employees or have Aboriginal heritage: National Account Manager, Victorian Account Manager, Project Manager, Engineering Business Development Manager and our Djirrimali Consultant.

Airmaster also felt it was vital to have external advisory group whose thoughts, beliefs and opinions would help to create a RAP that was relevant and delivered the best impact for our organisation. The advisory group includes: Supply Nation – Paul Exarhos, Bundyi Girri Consultancy, The Black Card - Mundanara Bayles, Kulbardi - Uncle Kim Collard, Djirrimali Consultancy – Sean Ryan.



# Our Reconciliation Journey to Date

Since implementing our first RAP, we are proud of what we have achieved to date.

2020 proved difficult around connecting with Traditional Owners and Aboriginal and Torres Strait Islander groups with the onset of COVID-19. Our RAPWG however took this as an opportunity to work on further development of reconciliation within our workplace. The Airmaster CEO has become actively involved in the RAPWG activities and deliverables, and as a sponsor to the group on behalf of the Board of Directors.

Our RAPWG members engaged with a major client who developed a Reconciliation training program. We were invited to participate in the pilot program with members of our RAPWG, executive management and employees who attended the training.

Our organisation officially rolled out the wearing of Aboriginal and Torres Strait Islander flags on all uniforms with an overwhelmingly positive response from our employees and the community both Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. A training program was rolled out across the company to introduce the flags, history, and their meanings.

The RAPWG were able to bed down processes within the framework of the business to further achieve set targets and goals around RAP deliverables particularly in the area of equal opportunity and race relations. The development and implementation of processes to guide the RAPWG were achieved.

We have built a strong relationship with Supply Nation who continue to provide training to our RAPWG and are assisting with further developments in procurement and tendering opportunities.

Our RAP journey is progressing positively in our organisation and this is verified by the conversations our employees engage in amongst one another. We recognise that conversations around reconciliation are an indication that people are becoming more open to learning fostering a deeper understanding of our country's history and its' First Peoples, including the land and waters.



## Relationships

Having open two-way relationships with local Aboriginal and Torres Strait Islander community groups and commercial organisations increases communication and fosters an understanding of the importance and beneficial outcomes each have toward building strong prosperous communities.

Airmaster is an industry service provider with developed strategies in place for maintaining good relationships with our clients. Maintaining strong relationships with Traditional Owners and Aboriginal and Torres Strait Islander organisations and communities is paramount and we also acknowledge cultural protocols and respect that is required when engaging in these relationships. Our key strategy over the course of our Innovate RAP is to strengthen reciprocity and mutual benefits in our relationships with the Traditional Owners of the communities in which we operate.



## Respect

Respect for the diversity of our staff and customers is one of Airmaster's core values. As a primarily Anglo-Australian run business we are concentrating on improving our understanding and appreciation of Aboriginal & Torres Strait Islander peoples and cultures. We want our staff and customers of all cultures to feel pride in their history and know they are all equally valued and supported. We encourage all of our staff to share, participate and learn from cultural experiences so that together we can encourage equality and celebrate Aboriginal and Torres Strait Islander peoples and traditions.



## Opportunities

At Airmaster, we recognise that having a skilled workforce from a diverse range of backgrounds helps create a strong culture to our organisation. Providing opportunities to Aboriginal and Torres Strait Islander peoples helps to align our values of being part of the local community.



## Reporting



## Relationships

Action	Deliverable:	Timeline:	Responsibility:
<b>Action One</b> Establish and maintain mutually beneficial relationships with 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.	April 2022	Business Development Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2022	Business Development Manager
<b>Action Two</b> Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022, May 2023	Marketing Services Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2022, 2023	Corporate Services Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2022, 2023	Marketing Services Manager
	Organise at least one NRW event each year.	27 May – 3 June 2022, 2023	Corporate Services Manager
	Register all our NRW events on Reconciliation Australia's NRW website	May 2022, May 2023	Marketing Manager



Action	Deliverable:	Timeline:	Responsibility:
<b>Action Three</b> Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	January 2022	Account Manager
	Communicate our commitment to reconciliation publicly.	July 2022	Account Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2022	National Account Manager
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	August 2022	National Account Manager
	Encourage and support clients to develop their own RAP.	September 2022	National Account Manager

Action	Deliverable:	Timeline:	Responsibility:
<b>Action Four</b> Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2021	Engineering Business Development Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	September 2021	Engineering Business Development Manager
	Educate senior leaders on the effects of racism.	September 2021	Engineering Business Development Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2022	Engineering Business Development Manager
	Host a screening of Final Quarter and facilitate a discussion panel via a link	July 2022	Marketing Manager





# Respect

Action	Deliverable:	Timeline:	Responsibility:
<b>Action Five</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	September 2022	Engineering Business Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	September 2021	Management System Coordinator
	Develop, implement and communicate a cultural learning strategy for our staff.	September 2021	Management System Coordinator
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	September 2021	Management System Coordinator
	Develop a resource library for all staff that includes a news section relating to our reconciliation work, calendar of cultural events and dates, video library, links to relevant organisations to further educate staff.	July 2022	Corporate Services Manager
	Further strengthen communications internally to ensure all staff are aware of the resources available.	July 2022	Corporate Services Manager
	Develop and implement an online Aboriginal and Torres Strait Islander cultural awareness training program that will be made available for supervisors and above to complete.	July 2022	Corporate Services Manager

Action	Deliverable:	Timeline:	Responsibility:
<b>Action Six</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2022	Management System Coordinator
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2021	Management System Coordinator
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January 2023	CEO
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2022	CEO
	Provide opportunity for champions on Country where branches are located to engage in relationships founded in learning and respect of Aboriginal and Torres Strait Islander cultures and protocols specific to that Country.	November 2021	National Account Manager
<b>Action Seven</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First Week of July 2022 and 2023	Marketing Services Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022, 2023	Marketing Services Manager
	Promote and encourage participation in external NAIDOC events to all staff.	June 2022, and June 2023	Marketing Services Manager





# Opportunities

Action	Deliverable:	Timeline:	Responsibility:
<b>Action Eight</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2023	National Account Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2022	National Account Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2022	National Account Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2022	National Account Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2021	National Account Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	March 2023	National Account Manager
	Engage Aboriginal and Torres Strait Islander apprenticeship and traineeship recruitment agencies	March 2023	National Account Manager
	Develop support/mentor program for apprenticeship and traineeships	March 2023	National Account Manager

Action	Deliverable:	Timeline:	Responsibility:
<b>Action Nine</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2022	Business Development Manager
	Further strengthen Supply Nation relationship.	May 2022	Business Development Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2021	Business Development Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Business Development Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2022	Business Development Manager
<b>Action Ten</b> Provide support to increase the opportunity for Aboriginal and Torres Strait Islander suppliers toward growth within their industry	Develop the use of Supply Nation Jump Start program to further provide voluntary assistance to suppliers by utilising the skills of Airmaster employees, e.g., safety compliance.	November 2022	Business Development Manager





# Reporting

Action	Deliverable:	Timeline:	Responsibility:
<b>Action Eleven</b> Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2021	National Account Manager
	Establish and apply a Terms of Reference for the RWG.	September 2021	Management System Coordinator
	Meet at least four times per year to drive and monitor RAP implementation.	October 2021, January, April, July, October 2022, January, April, July 2023	Management System Coordinator
<b>Action Twelve</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2021	National Account Manager
	Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	September 2021	Marketing Services Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2021	National Business Development Manager
	Maintain an internal RAP Champion from senior management.	May 2022	Management System Coordinator
	Develop a training matrix specific to the RAP listing names of champions and roles responsible for implementing RAP deliverables, training skills required and training requirements.	March 2022	Account Manager

Action	Deliverable:	Timeline:	Responsibility:
<b>Action Thirteen</b> 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.	30 September 2021, 30 September 2022, 30 September 2023	Management System Coordinator
	Report RAP progress to all staff and senior leaders quarterly.	November 2021, February, May, August, November 2022, February, May, August 2023	Management System Coordinator
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2021, December 2022	Marketing Services Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Management System Coordinator
<b>Action Fourteen</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2022	Management System Coordinator

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