



REFLECT RECONCILIATION ACTION PLAN (RAP)

November 2019 – November 2020



Hastings Deering





Our commitment

Hastings Deering respects the rights of Indigenous peoples and acknowledges their right to maintain culture, traditions and customs. We are committed to honouring 65,000 years of Aboriginal and Torres Strait Islander history and partnering with the Traditional Owners of the land, on or near our operations in Queensland and the Northern Territory, to build a better future.

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Amunda (Kngwarraye) Gorey

Amunda Gorey is one of the younger generation of artists who paint in the Eastern Aranda or "Keringke" style. This style involves the use of intricate patterns and detail usually in vivid colours, but can also be in striking black and white compositions.

Amunda started painting as a child, learning from her mother and aunts. Originally from Santa Teresa in the Northern Territory, Amunda now lives in Melbourne with her three children.



The artwork honours
65,000 years of ancient history



The artwork illustrates the Aboriginal and Torres Strait Islander history of Alice Springs and the journey the Hastings Deering family has taken from its birth place as a dealer for Caterpillar in Alice, to its current locations across Queensland and the Northern Territory.

The artwork honours 65,000 years of ancient history and over 70 years of Hastings Deering's operations as a Cat® dealer on or near lands traditionally owned by Indigenous peoples.



Message from our CEO

On behalf of everyone at Hastings Deering, I'm immensely proud to launch our first Reconciliation Action Plan. It's been in the pipeline for some time now, with lots of people within our organisation working tirelessly to see this great initiative come to fruition. The Reconciliation Action Plan marks an important milestone for our business, and everyone associated with it, as we continue on our journey towards reconciliation.

Hastings Deering has a long association with Aboriginal and Torres Strait people and their communities across Australia, going back almost 90 years when the organisation was established in 1932. Over time we've established many positive working relationships with Traditional Owners of the land through our present day operations in Queensland and the Northern Territory, while also becoming actively involved with local communities and investing in the future by way of traineeships and other opportunities.

Going forward, the Reconciliation Action Plan will enable us to further strengthen our ties with Aboriginal and Torres Strait communities as we roll out a number of key strategies, such as a long term plan to increase our number of Indigenous employees, as well as engaging all of our workforce in training to gain a better understanding and appreciation of Aboriginal and Torres Strait cultures.



I look forward to seeing the incredible differences the Reconciliation Action Plan will make to our operations in Queensland and the Northern Territory, and witnessing the even stronger relationships that will develop between Hastings Deering and Aboriginal and Torres Strait people.

Dean Mehmet
Chief Executive Officer
Hastings Deering (Australia) Limited



"We're actively involved with local communities and investing in the future."

Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Hastings Deering to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Hastings Deering joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

RAPs provide organisations with a blueprint to contribute toward the five dimensions of reconciliation: race relations; equality and equity, institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership within and across all sectors of Australian society.

By committing to this Reflect RAP, Hastings Deering will establish structures to guide reconciliation initiatives and commence a lifelong cultural learning journey amongst all employees. Hastings Deering will deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions of reconciliation. Getting these first



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

On behalf of Reconciliation Australia, I commend Hastings Deering on its first Reflect RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

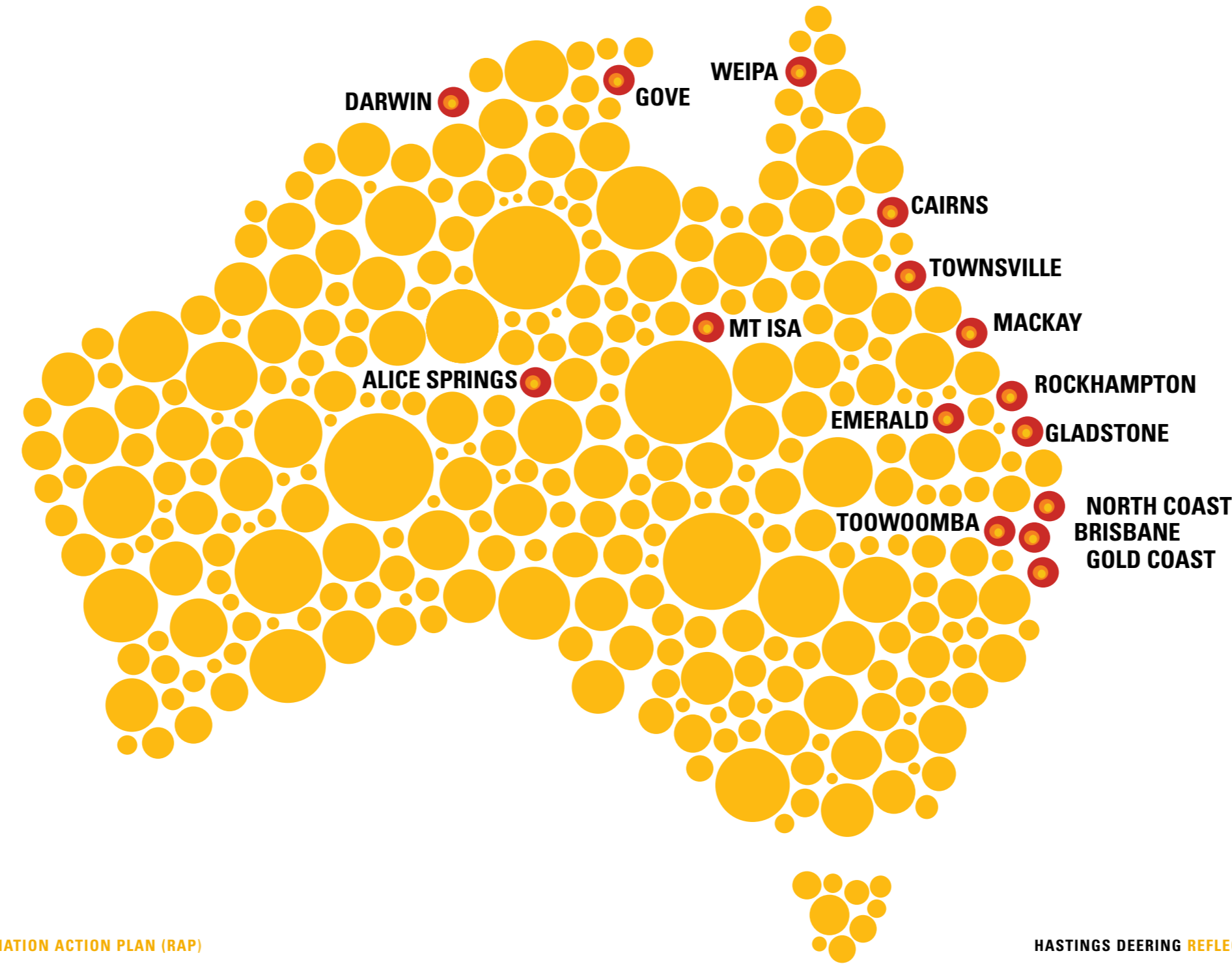


Our business

With over 70 years as a Cat® dealer, Hastings Deering sells, rents, and offers support and parts distribution services for customers across a range of industries, including mining, general construction, civil transport and commercial construction, power systems, government, primary industries, and marine.

We have over 3,500 employees, across 23 business service centres throughout Queensland, Northern Territory, Papua New Guinea, the Solomon Islands and New Caledonia, with our headquarters based in Brisbane, Australia.

Our values underpin our purpose and define our culture.



Our corporate purpose is to partner to build a better future and we do this through partnerships with our customers, communities, suppliers, our people, and our shareholders.

Across our business operations everything we do is underpinned by our values of no harm, integrity, care and transparency. Our staff are committed to living our values at work and at home. Our values reflect our approach to business and the importance we place on relationships. Our values underpin our purpose and define our culture. They communicate the high expectations we have for our operations and our people.

Fundamental to our culture, is our primary commitment to not harm our people, environment and communities. We hold ourselves accountable to deliver on our promises and commitments.

We value long-term relationships with our customers, communities and stakeholders. We strive to understand their needs, so through collaboration, we can achieve the best outcomes for all.

Our RAP

In line with our core values of no harm and care, Hastings Deering's inaugural RAP will outline our initial strategy to demonstrate ways the organisation and its staff will publicly commit to the national goal of reconciliation.

Our Reflect RAP will outline the specific activities the organisation will undertake, and how it will hold itself accountable to its reconciliation action and goal of partnering with the Traditional Owners of the land, on or near our operations in Queensland and the Northern Territory, to build a better future.

To us, a better future will be represented by tangible contributions to reconciliation in the communities we serve, such as:

- Improved relationships and engagement with the local Aboriginal and Torres Strait Islander communities;
- Respectful, welcoming and understanding workforce able to work and engage with Aboriginal and Torres Strait Islander peoples, histories, cultures and communities;
- Stronger partnerships with organisations that share similar values and commitments to Aboriginal and Torres Strait Islander communities;
- Embedded community programs that deliver sustained and meaningful benefits to health and education within our communities; and

- Increased Aboriginal and Torres Strait Islander participation in direct employment and vendor service opportunities.

To assist Hastings Deering in setting our vision, goals and achieve our actions, we have established a RAP working group. Members of this group represent a variety of organisational roles, cultures, ages and experiences. The diversity of this group is its strength.



The RAP working group is supported by its Board of Directors and Executive Leadership Team.

Our journey

Hastings Deering is focused on supporting reconciliation activities through local partnerships with our customers, vendors and local community groups. We work in partnership with Aboriginal and Torres Strait Islander and non-Indigenous organisations who embody our values to achieve long lasting benefits in areas including arts and culture, job creation, environment, and social and community development.

Our continued focus is on equal opportunities and increasing our commitment to Indigenous Engagement across Hastings Deering, to create a diverse workforce that is respectful of differences and recognises the unique contribution all employees bring to the business.

Our partnerships/current activities

Hastings Deering has invested in strategic partnerships that encourage the recruitment of Aboriginal and Torres Strait Islander peoples to its annual Apprenticeship program, which currently has 7% Aboriginal and Torres Strait Islander participation.

Hastings Deering currently partners with the Clontarf Foundation, and together have undertaken the following activities:

- Hastings Deering has hosted Clontarf Foundation students through our facilities in Darwin, Cairns, Townsville, Toowoomba and Brisbane over the last 2 years.
- Hastings Deering has employed a number of Clontarf Foundation students in Darwin, Cairns and Toowoomba.
- Hastings Deering participates in employment forums to showcase possible employment pathways into the construction and resources sectors



- Ongoing participation in 'Clontarf Experiences' – spending 2 days with students to learn about Indigenous culture.

Other partners include:

- Brisbane Lions
- Queensland Rugby League
- Queensland Resources Council
- Civil Contractors Federation Queensland
- Yilay Group

Hastings Deering is also growing its internal initiatives. In 2019 we:

- Prepared and released online cultural awareness training for all staff;
- Hosted cultural morning teas to encourage the expression of culture (through food and dress) and to break down cultural barriers in the workplace;
- Celebrated National Reconciliation Week and NAIDOC Week with staff, customers and suppliers; and
- Ongoing attendance and sponsorship of the Queensland Resources Council's Indigenous Training Awards (annual contribution).

● RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE ROLE
1. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	To be completed by February 2020	Recruitment Partner
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	To be reviewed by February 2020	Recruitment Partner
2. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	To be completed by February 2020	Executive Assistant
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	To be completed by February 2020	Executive Manager Safety + Sustainability
3. Participate in and celebrate National Reconciliation Week (NRW).	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	To be completed by June 2020	Senior Marketing Advisor
	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	To be completed by June 2020	Senior Marketing Advisor
	• RAP Working Group to arrange Hastings Deering's participation in an external event to recognise and celebrate NRW.	To be completed by June 2020	Senior Marketing Advisor
	• Recognise National Reconciliation Week with flag raising ceremonies across our business centre network..	To be completed by June 2020	Executive Assistant

4. Promote reconciliation through our sphere of influence.	• Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.	To be completed by November 2019	Senior Marketing Advisor
	• Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	To be completed by November 2019	Senior Marketing Advisor
	• Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.	To be completed by November 2019	Senior Marketing Advisor
	• Build on the existing relationship with the Clontarf Foundation.	To be completed by November 2019	General Manager People & External Affairs
	• Engage our current, and educate our potential, customers, communities and stakeholders in our RAP goals and actions.	To be completed by November 2019	Senior Marketing Advisor
	• Raise external awareness of our RAP through publication on Hastings Deering's external website www.hastingsdeering.com.au	To be completed by November 2019	Senior Marketing Advisor
	• Support the Statement from the Heart Campaign; establishment of a 'First Nations Voice' in the Australian Constitution and a 'Makarrata Commission' to supervise a process of 'agreement-making' and 'truth-telling' between governments and Aboriginal and Torres Strait Islander peoples.	To be reviewed by February 2020	Executive Manager Safety + Sustainability
• Commence corporate membership with Reconciliation Queensland Incorporated (RQI).	To be completed by December 2019	Senior Marketing Advisor	

● RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE ROLE
5. Investigate Aboriginal and Torres Strait Islander cultural learning and development.	• Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	To be completed by October 2020	Executive Assistant
	• Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	To be completed by October 2020	Senior Marketing Advisor
	• Encourage all staff to complete the 'Share our Pride - Aboriginal and Torres Strait Islander Cultural Awareness Training' made available for all staff through the Hastings Deering Learning Management System.	To be completed by October 2020	Senior Marketing Advisor

6. Participate in and celebrate National Reconciliation Week and NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities. 	To be completed by August 2020	Executive Assistant
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week, and encourage participation in event activities, by promoting community events in our local areas. 	To be completed by August 2020	Senior Marketing Advisor
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external NAIDOC Week event. 	To be completed by July 2020	Executive Assistant
7. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols.	<ul style="list-style-type: none"> Develop and understanding of the Traditional Owners of the lands and waters in our local area. 	To be reviewed by March 2020	Executive Manager Safety + Sustainability
	<ul style="list-style-type: none"> Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence. 	To be reviewed by March 2020	Executive Manager Safety + Sustainability
	<ul style="list-style-type: none"> Develop and implement a plan to raise awareness and understanding of the meaning and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	To be completed by June 2020	Executive Manager Safety + Sustainability

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE ROLE
8. Investigate Aboriginal and Torres Strait Islander employment.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	To be reviewed by March 2020	Recruitment Partner
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities. 	To be reviewed by March 2020	Recruitment Partner
	<ul style="list-style-type: none"> Investigate Aboriginal and Torres Strait Islander employment pathways with with the Clontarf Foundation for new apprentices. 	To be completed by June 2020	General Manager People & External Affairs
9. Investigate Aboriginal and Torres Strait Islander supplier diversity.	<ul style="list-style-type: none"> Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. 	To be reviewed by October 2020	Senior Procurement Specialist
	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	To be completed by October 2020	Senior Procurement Specialist
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	To be completed by December 2019	Senior Procurement Specialist

GOVERNANCE AND TRACKING PROGRESS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE ROLE
10. Maintain an effective RAP Working Group to drive governance of the RAP and accountability for achieving deliverables.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	To be reviewed by June 2020	Project Management Advisor
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	To be reviewed by June 2020	Project Management Advisor
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	To be completed by October 2020	Project Management Advisor
11. Build accountability and transparency through reporting RAP achievement, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia. 	To be completed by 30 September 2020	Senior Marketing Advisor
12. Build support for the RAP.	<ul style="list-style-type: none"> Define resource needs for RAP development and implementation. 	To be completed by October 2020	Project Management Advisor
	<ul style="list-style-type: none"> Define systems and capability needs to track, measure and report on RAP activities. 	To be reviewed by April 2020	Project Management Advisor
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	To be completed by December 2019	Executive Manager Safety + Sustainability
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. 	To be completed by May 2020	Senior Marketing Advisor
	<ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for review. 	To be completed by July 2020	Senior Marketing Advisor
	<ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for formal endorsement. 	To be completed by October 2020	Senior Marketing Advisor

Thank you

Hastings Deering expresses its gratitude to the many partners, Aboriginal and Torres Strait communities, and our staff who are supporting our RAP commitment. By working together as one, we can achieve long lasting benefits through better understanding and collaboration that will make a real difference and create a better future for all.



Hastings Deering

