

# Reflect Reconciliation Action Plan

September 2022 - September 2023



RECONCILIATION  
ACTION PLAN

REFLECT

**WACO**  
AUSTRALASIA 

# Acknowledgement of Country

Waco Kwikform Ltd acknowledges First Nations people as the Traditional Custodians of Country throughout Australia, and their continuing connection to community, land, and sea.

We pay our respects to the past, present, and future Elders of this nation and the continuation of cultural, spiritual, and educational practices of Aboriginal and Torres Strait Islander peoples.

## Image permissions

Food for All RAP artwork graphics copyright of the artist, Maddison Gibbs, are used with permission.

# Our Reconciliation Action Plan

Waco recognises and acknowledges the need for change, not just within our organisation but our wider communities, to be more inclusive and commit greater engagement with Aboriginal and Torres Strait Islander peoples within our business. We understand that actively engaging and supporting the reconciliation process will drive cultural change across our organisation and allow us to positively influence communities residing in areas in which we operate. Our Reflect RAP is the first step in creating a more inclusive cultural change for our business and our project communities.

Waco also recognises the need to encourage greater cultural awareness of the histories, achievements, and capabilities of Aboriginal and Torres Strait Islander peoples and in doing so, facilitate the creation of viable and sustainable employment opportunities for First Nations peoples, communities, and businesses.



**Mike Els**  
Chief Executive Officer  
Waco Group





# A Message from the CEO of Reconciliation Australia

## First Reflect RAP

Reconciliation Australia welcomes Waco Kwikform to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP

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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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

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

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

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

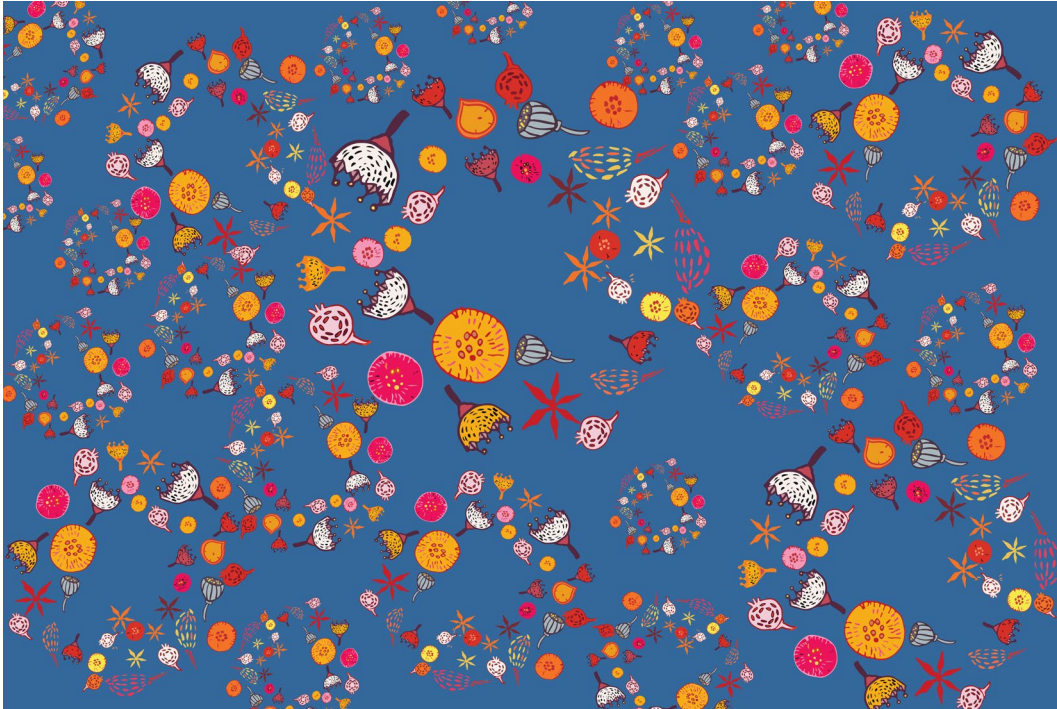


**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Food for All

## Maddison Gibbs



### Our RAP Artwork

Food for all is an acknowledgment of our mother nature and the food she provides for all of us to thrive. We are so privileged to share this country with one of the oldest living cultures in the world and we must respect and care for the country the way she cares for and nurtures us. Each day we thank nature and mother earth and tread lightly on this country, Aboriginal land.

Themes of joy, togetherness, connection through food and sharing stories. Themes of caring for country all living things. The health of the country reflects how we care for ourselves and each other and we all have a part to play in changing current paradigms mentally, physically, environmentally, spiritually, culturally. Exploring the role, we all have to create healthy resilient communities.

Building each other up by sharing stories, conversations and strengthening bonds between people and country, culture, health, and wellbeing. In a time without physical/social interaction we build new Songlines and ways of connecting through art dance, conversation, exploration, and expression.

### About the artist

Current works include themes such as activist art, dual histories, stories of past and present contemporary Aboriginal societies and spirit. Multidisciplinary artist with a wide spectrum of cultural praxis, methods, and ideologies. Current thematics are women into intergenerational stories of contemporary Aboriginal affairs. Maddison's work is polarising, offering up culturally feminine intuitive visual poetics. Starkly contrasted with her art activism at the barricades. The dual sensitivities of caring for a country and fighting injustice is an interesting tension. Maddison is at a very exciting nexus for an emerging artist career.





# About Waco Kwikform

Waco Kwikform is a leading provider of access solutions to the construction and industrial markets in Australia and New Zealand. Our services include:

- Access – scaffolding, rope access, hoists, and mast climbers
- Engineering and design services
- On-site labour and project management personnel
- Specialist services such as rigging, painting, and blasting

As a subsidiary company of Waco International headquartered in South Africa, and with 129 branches globally, we have the ability to draw on our global expertise to enhance the local knowledge skill base.

Currently in Australia, we directly employ over 500 staff across 17 branches and support many more through our subcontractors and suppliers. Headquartered in Sydney, Waco Kwikform is a nationally recognised safe access solutions provider with branches in every capital city and regional locations.

As a business built on fostering meaningful relationships, we are proud that over 80% of our projects are from repeat customers. Furthermore, we are committed to partnering with Aboriginal and Torres Strait Islander peoples to increase cultural awareness, connections, and opportunity. Once Waco has initiated a customer relationship with Aboriginal and Torres Strait Islander peoples, we will strive to build on that relationship to ensure it is purposeful and long-lasting.

*While the number of Aboriginal and Torres Strait Islander staff is currently not known, we are conducting a Diversity and Inclusion survey to better understand the company's demographics and our people's perceptions of Diversity and Inclusion within the business. We are committed to widening this understanding to expand to all our projects that comprise subcontractors.*



Rouse Hill  
Sydney Project



# About our Reflect Reconciliation Action Plan



## Relationships

Work within our network to strengthen our established industry relationships in ways that will help to increase the impact of our RAP.



## Respect

Commit to increasing internal cultural awareness and training within the business. Explore various connections, tools, and channels to improve our people's knowledge and understanding of the social and cultural contribution of the Aboriginal and Torres Strait Islander peoples.



## Opportunities

Explore opportunities to improve employment, retention, and representation for Aboriginal and Torres Strait Islander peoples at Waco. Find ways to innovate and improve our current successful procurement strategy.



## Governance

Define our approach to the development, implementation, and reporting of our RAP. This will include ways to track, measure and improve our future RAPs. Form an appropriate Working Group, inclusive of all functions and levels of our business including our subsidiaries. Seek out appropriate external consultation and support for the development and implementation of our RAP.

## Commencement

To commence our RAP process, the Waco executive committee met to discuss our approach and understanding of reconciliation. In discussions with our CEO, Mike Els, we agreed to proceed with our Reflect RAP and formed our initial RAP Working Group (RWG). Over the coming months this Working Group will be extended into additional roles and levels of the organisation as part of our Reflect process, and we recognise the importance of integrating our site-based people into this group.

## RAP Working Group

As this is the start of our reconciliation journey, we wish to ensure everyone in our organisation is provided opportunities to reflect, contribute, participate, and connect as part of this process. We wish to position ourselves in such a way to effect meaningful change and create opportunity in our future RAPs.

### Our RAP Working Group

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**Andrew Heng**, Human Resources Director

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**Simon Humphrey**, Commercial Director

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**Marc Reed**, NSW/ACT Regional Manager

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**Debra Cook**, Head of WHSEQ

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**Deanna Stones**, Central Sales Manager

Our CEO, Mike Els is our RAP Champion. The Waco Executive Committee have affirmed their support and involvement in relation to our RAP, particularly those actions related to their individual roles. As a business we commit to completing specific actions outlined in our Reflect RAP over the next 12 months.



# Our Partnerships and Current Activities

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To date, our reconciliation activities extend to:

Diversity & Inclusion Policy - Which articulates our commitment to create a workplace that values, respects, and welcomes people of all backgrounds and differences.

External Engagement for Awareness, Corporate Culcha (Paul Rodd) - Thought leadership and training program provided to assist our organisation to understand how to be more inclusive and accessible to Aboriginal and Torres Strait Islander peoples.

Partnership discussions with First Nations owned entities wanting to work with Waco in Western Australia

Western Sydney University - Indigenous Engineering Aspire Program, Waco will offer an internship that aims to support the career development of aspiring Aboriginal and Torres Strait Islander engineers with suitable candidates identified by Western Sydney University.

Labour arrangements on specific contracts - Each contract to be evaluated for labour inclusiveness of Aboriginal and Torres Strait Islander peoples.

JobTrail (First Nations Organisation) Traineeship Program to assist with recruitment and provide solutions around First Nations employment and traineeship engagement with local communities.





# Our Reflect Reconciliation Action Plan



## Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Aug-22	Central Sales Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Aug-22	Central Sales Manager
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, June 2023	Central Sales Manager
	RAP Working Group members to participate in an external NRW event.	May, June 2023	Central Sales Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, June 2023	Central Sales Manager
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Sep-22	HR Director / CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Jul-22	Central Sales Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Sep-22	Central Sales Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Oct-22	HR Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Oct-22	HR Director

## Waco Reflect Reconciliation Action Plan 2022

Respect			
Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	Mar-23	Central Sales Manager
	Conduct a review of cultural learning needs within our organisation.	Mar-23	Central Sales Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Mar-23	Central Sales Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Mar-23	Central Sales Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jul-23	Central Sales Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jul-23	Central Sales Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	Central Sales Manager



## Waco Reflect Reconciliation Action Plan 2022

Opportunities			
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Mar-23	Workforce Services Specialist
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jan-23	Workforce Services Specialist
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Dec-22	Central Sales Manager
	Investigate Supply Nation membership.	Dec-22	Central Sales Manager





## Waco Reflect Reconciliation Action Plan 2022

Governance			
Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	May-23	Central Sales Manager
	Draft a Terms of Reference for the RWG.	May-23	Commercial Director
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	May-23	HR Director
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May-23	Commercial Director
	Engage senior leaders in the delivery of RAP commitments.	May-23	Central Sales Manager
	Maintain a senior leader to champion our RAP internally.	May-23	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May-23	Central Sales Manager
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	May-23	Central Sales Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug-23	Central Sales Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep-23	Central Sales Manager
Continue our reconciliation journey by developing our next RAP.	<a href="#">Register via Reconciliation Australia's website to begin developing our next RAP.</a>	May-23	Central Sales Manager



# Contact Us



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