

REFLECT RECONCILIATION ACTION PLAN

VEITCH LISTER CONSULTING
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ACKNOWLEDGMENT OF COUNTRY

Veitch Lister Consulting (VLC) acknowledges the Traditional Owners and Custodians of the Land throughout Australia and recognise their continuing connection to land, waters and culture.

We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders - past, present and emerging.

INTRODUCTION

VLC has worked with Reconciliation Australia to prepare a Reconciliation Action Plan (RAP). The RAP program provides a framework for organisations to advance reconciliation. There are four types of RAP that an organisation can develop: Reflect, Innovate, Stretch, Elevate.

Each type of RAP is designed to suit an organisation at different stages of their reconciliation journey. It includes practical actions that will drive an organisation's contribution to reconciliation both internally and in the communities in which it operates.

To learn more about Reconciliation Australia visit www.reconciliation.org.au

A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Veitch Lister Consulting to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Veitch Lister Consulting 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 Veitch Lister Consulting 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 Veitch Lister Consulting, 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

OUR BUSINESS

VLC is a multi-disciplinary advisory firm, specialising in transport planning, analytics and modelling, policy and economics, and data science and visualisation. With our data and evidence-led approach, we help clients to make planning and policy decisions which support the creation of livable and connected communities. We are industry leaders in strategic modelling and develop and maintain our own models. This gives us a unique value proposition in delivering a wide range of projects including strategic modelling application and development, planning studies, economic analysis, and business case preparation for both public and private sector clients.

Having operated for 35 years, we are well established in the Australian market with 4 locations in Brisbane, Sydney, Melbourne, and Perth. In 2021, we expanded our geographic reach, with the launch of operations in the United Kingdom to service both the UK and European markets. We have 60 employees total, with 58 based in Australia and 2 in the UK as of December 2021. None of our current employees have identified as Aboriginal and/or Torres Strait Islander people.

OUR VISION

Is to be a diverse, collaborative team of trusted advisors providing world class evidence-based mobility and spatial services to create a sustainable future for our people, our clients and our communities.

OUR PURPOSE & VALUES

Our purpose is to create a better future for our people, their families and friends, and everybody living in our cities and regions. We build long-term trusting relationships with our clients and partners leading to communities that are better connected, more liveable and sustainable.

Our core values are our guiding principles and fundamental beliefs that motivate our team to work towards our common business goals.

Curiosity: With curiosity and courage we are open to new things and are willing to innovate and take risks to find smarter solutions.

Honesty: We know that trust is earned, and we are open and honest with ourselves and our clients. We are proudly independent and act with integrity and transparency.

Inclusivity: We are proud of our diversity and understand that our strength lies in our differences. With mutual respect we embrace a culture where our team members feel supported and can be their authentic selves

DIVERSITY & INCLUSION

We're proud of our diversity and understand that our strength lies in our differences. We value the contributions of people with a broad range of abilities, experiences and perspectives, and those from a variety of different cultural origins. With mutual respect we embrace a culture where our team members feel supported and can be their authentic selves.

Together, we create a workplace where we hold ourselves and each other to account to demonstrate our values. Where our people are empowered to be the best they can be, contributing to exceptional business performance and sustainable outcomes. We attract, retain and develop people who want to make a real difference through the work they do.

OUR PRINCIPLES ARE:

- To treat all employees, prospective employees, clients, consultants and suppliers, fairly and equally regardless of their sex, gender identity, age, race, cultural background, religious belief, sexual orientation, marital or family status, disability, socio economic background or flexible workplace arrangement.
- To value diversity by maintaining a safe work environment and taking action against inappropriate workplace behavior including discrimination, harassment, bullying and victimisation.
- To promote a workplace culture that values diversity and supports differences by providing work arrangements that help to meet the needs of a diverse team.
- To ensure the recruitment of employees is conducted impartially and welcome a diverse field of suitably qualified candidates.
- To provide learning and development opportunities to develop the knowledge, skills and experience of all employees.

This means that we will:

- Investigate diverse approaches and opportunities and use various strategies to achieve our diversity goals and objectives;
 - Regular opportunities for employee feedback and collaboration including staff surveys, workshops and meetings
 - Recruitment strategies including developing a business case for Aboriginal and Torres Strait Islander employment within our organisation, targeting Aboriginal and Torres Strait Islander recruitment in particular
 - Gender Diversity recruitment & retention targets; 50% of all new hires to be female, succession planning and investment in future female leaders
- Commit to further developing the skills and experience of employees
 - All staff training: Centre for Cultural Competence Australia, 10 hour Aboriginal and Torres Strait Islander Cultural Competence Course
 - Manager training: Fair and Effective Interviewing for Diversity and Inclusion
 - All staff training: Diversity & Inclusion training including Trans and gender diversity as part of LGBTIQ+, inclusive engagement and allyship
 - All staff training: Confronting Bias: Thriving Across Our Differences
- Enhance our workplace culture, management system, processes and procedures to promote our goal to become more diverse
 - Engage employees via various events throughout the year including; NAIDOC week, National Reconciliation Week, International Women's Day, Harmony Week and Pride Month
 - New Diversity Policy and Corporate Social Responsibility Policy, regular reviews and revisions of current policies and procedures
- Develop, implement and measure initiatives and programs to promote diversity across VLC
 - Introduction of a Reflect RAP to explore opportunities to have meaningful recognition of and engagement with indigenous issues

OUR RECONCILIATION ACTION PLAN (RAP)

Guided by Reconciliation Australia, in early 2022 VLC will embark on our reconciliation journey where through education and action we work together to create a workplace culture that understands, values and respects the histories, cultures and contributions of Aboriginal and Torres Strait Islander peoples. Our RAP will support our broader company strategy and will include practical actions that will drive VLC's contribution to reconciliation both internally and in the communities in which we operate.

New strategic objectives for the 2022 financial year include the roll out of the VLC Diversity Policy, gender diversity targets, employee volunteer day and the introduction of a Reflect RAP. We aim to increase engagement by providing all employees additional diversity training, alongside the introduction of new events, celebrations and opportunities to volunteer. With these all staff initiatives, VLC will contribute to reconciliation by increasing employee awareness of Aboriginal and Torres Strait Islander cultures and histories within our communities.

Our Reflect RAP clearly sets out the steps we should take to prepare our organisation for reconciliation initiatives in successive RAPs. Committing to a Reflect RAP allows us to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on our vision for reconciliation and exploring our sphere of influence, before committing to specific actions or initiatives. This process will help to produce future RAPs that are meaningful, mutually beneficial and sustainable.

RAP WORKING GROUP (RWG)

We have identified RAP Working Group members who are considered the governing body of the RAP, and will help implement and report the effectiveness of the RAP.

RAP Champion: Gavin Nicholls, Executive Director (Advisory)

RAP Working Group Leader: Poppi Kikos, Director, People & Culture

RAP Member: Helen Na, HR Advisor

RAP Member: Harry Smithers, Senior Consultant (Transport Advisory)

RAP Member: Merryn Taylor, Consultant (Data Science)

In establishing Aboriginal and Torres Strait Islander representation within the RWG, we will spend time thoroughly investigating relevant external advisors that are available and interested in volunteering to participate as members.

This Reflect Reconciliation Action Plan is endorsed by the VLC Board.

OUR ACTION AREAS

Our RAP activity is guided by four action areas; Relationships, Respect, Opportunities and Governance & Reporting.



RELATIONSHIPS

Understanding and developing internal and external relationships in our sphere of influence.



RESPECT

Developing internal cultural awareness and understanding cultural protocols to support Aboriginal and Torres Strait Islander employees, clients, candidates and communities.



OPPORTUNITIES

Exploring new opportunities for Aboriginal and Torres Strait Islander employment and business partnership.



GOVERNANCE

Defining how VLC will develop, implement and measure our RAP activity.



Relationships

Action	Deliverable	Timeline	Responsibility
1. 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.	June, 2022	Director People & Culture
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March, 2022	Director People & Culture
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2022	Senior Consultant (Transport Advisory)
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2022	Senior Consultant (Transport Advisory)
	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	Executive Director (Advisory)
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	February, 2022	Executive Director (Advisory)
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March, 2022	Director People & Culture
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April, 2022	Executive Director (Advisory)
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	September 2022	Director People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	Director People & Culture

TIMELINE OF ACTIVITIES



Respect

Action	Deliverable	Timeline	Responsibility
5. 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.	June, 2022	Director, People & Culture
	Conduct a review of cultural learning needs within our organisation.	October, 2022	Director, People & Culture
6. 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.	March, 2022	Senior Consultant (Transport Advisory)
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March, 2022	Senior Consultant (Transport Advisory)
7. 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.	July, 2022	Consultant (Data Science)
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2022	Consultant (Data Science)
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022	Consultant (Data Science)

TIMELINE OF ACTIVITIES

Opportunities

Action	Deliverable	Timeline	Responsibility
8. 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.	March, 2022	Director, People & Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March, 2022	Director, People & Culture
9. 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.	May, 2022	Director, People & Culture
	Investigate Supply Nation membership.	June, 2022	Director, People & Culture

TIMELINE OF ACTIVITIES



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	February, 2022	Director, People & Culture
	Draft a Terms of Reference for the RWG.	February, 2022	HR Advisor
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September, 2022	Director, People & Culture
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March, 2022	Director, People & Culture
	Engage senior leaders in the delivery of RAP commitments.	March, 2022	Director, People & Culture
	Define appropriate systems and capability to track, measure and report on RAP commitments.	March, 2022	Director, People & Culture
12. 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, 2022	HR Advisor
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website.	November, 2022	Director, People & Culture
	Commence engagement with RAP Working Group members, the Management Committee, external Aboriginal and Torres Strait Islander stakeholders and Reconciliation Australia to develop VLC's next RAP.	November, 2022	Director, People & Culture

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