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RECONCILIATION
ACTION PLAN

REFLECT

REFLECT RECONCILIATION ACTION PLAN

May 2022 - May 2023

In the spirit of reconciliation, Crossmuller acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea, and community.

We pay our respect to the Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

GARRY PURCHASE



Garry is a proud Aboriginal man of Dharawal, Bidjigal and Dhungutti descent. He grew up in Sydney's Eastern suburbs in Botany and was raised amongst the Aboriginal community of La Perouse.

Garry is a member of the Timbery family of which there are many famous members. He is the Great-Great-Great-Great Grandson of Timbery (Or Timberé), leader of the Dharawal people and was bestowed the title "King Of The Five Islands" by Governor Lachlan Macquarie. Garry is also the Great-Great Grandson of Queen Emma Timbery and is a cousin of Esme Timbery who are both internationally renowned for

their artistic shell-work. His great uncle is Joe Timbery, world champion boomerang thrower who also presented one to Queen Elizabeth II in 1954.

Garry has always had a creative passion and was a musician for various years, playing drums in Sydney rock bands. He played 100 of shows in the 90's and 2000's on the Sydney scene.

Artistically, he first started painting after he moved to the Central Coast with his wife and three sons in 2013.

He has a very loyal fan base and has thousands of followers on social media.

His works have attracted a lot of attention and have also earned Garry awards. He took out the major first prize Tony Donovan Award at Reconciliation Exhibition at Gosford Regional Gallery in both 2014 and 2016 with "One Nation" and "Under The Southern Cross" respectively.

His painting "The Journey" won both the Aboriginal Health award and the People's Choice award at Mental Health Art Works! 2014 along with winning the Aboriginal Health award again in 2016 with "Missing Pieces" and in 2017 with his piece "Tribal Blood".

His style is a more modern take on traditional Aboriginal art, steering away from the common dreamtime stories and focusing on his own personal journey, experiences and social issues that pushes a lot of creative boundaries as he stretches the limits of what Aboriginal art can be.

TOM HAGAN



This RAP is a reflection of our commitment to create improved economic, health and social outcomes for Aboriginal and Torres Strait Islander peoples.

On behalf of the Crossmuller team, I am delighted to introduce our inaugural Reconciliation Action Plan (RAP) for Crossmuller, which marks the formal beginning of our journey to reconciliation.

This RAP is a reflection of our commitment to create improved economic, health and social outcomes for Aboriginal and Torres Strait Islander peoples. Our business operates within the traditional country of the Darkinjung, Awabakal, Dharug, Wiradjuri and Buandig peoples. We recognise and deeply value their cultural heritage and beliefs and in particular, their custodianship of the lands of these various regions.

Given this is the start of Crossmuller's Reconciliation journey, we are embarking on a Reflect-level RAP that will be implemented over the next 12 months. This provides Crossmuller the foundation to build confidence

and strengthen our relationships, both internally and externally and to develop an understanding and respect for our First Peoples' culture, history and accomplishments. Our RAP compliments and support's Crossmuller's aspirations to become a more diverse and inclusive organisation and seeks to provide suitable employment opportunities, services and resources to improve resilience within our communities. This will see us increase our recruitment, retention and engagement of Aboriginal and Torres Strait Islander talent, develop a deeper understanding of customs and cultural awareness and to celebrate significant events together.

Our Reflect RAP: forms an essential part of our efforts to increase the number of Aboriginal and Torres Strait Islander peoples employed at Crossmuller, works to promote Crossmuller as an employer of

choice to Aboriginal and Torres Strait Islander peoples, commits us to continue to promote an understanding of Aboriginal and Torres Strait Islander peoples, communities, cultures, heritage and aspirations.

Working with Reconciliation Australia, and our employees to develop our RAP has been valuable and rewarding and we are looking forward to building on these relationships as we work to create a better today for Australia's First Peoples.

Tom Hagan
Chief Executive Officer
Crossmuller

KAREN MUNDINE

Reconciliation Australia welcomes Crossmuller to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect 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. The program's potential for impact is greater than ever, with over 2.3 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 Crossmuller 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 Crossmuller, 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

Crossmuller 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.



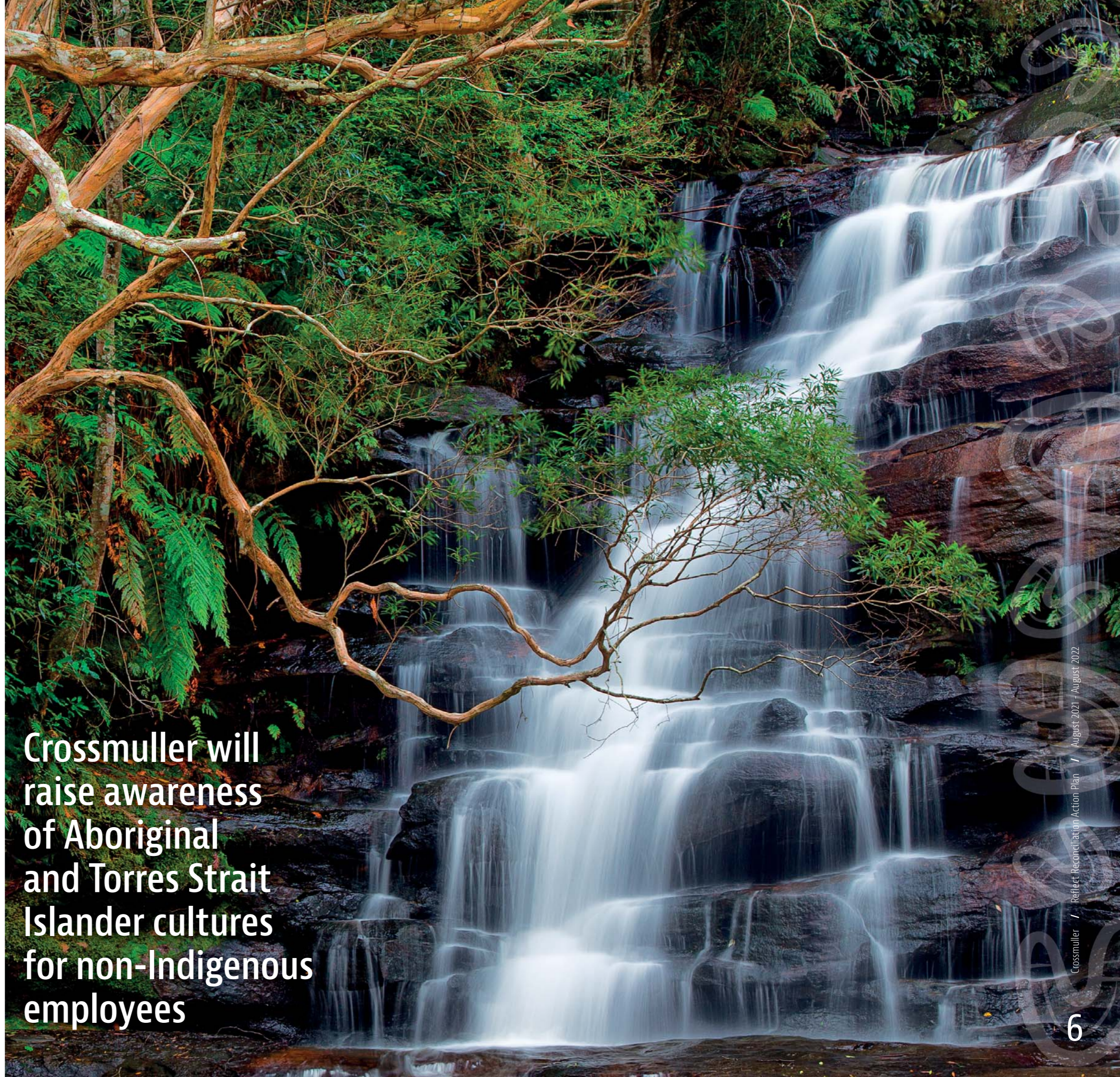
OUR BUSINESS

Crossmuller is an innovative and progressive multi-disciplined company specialising in manufacturing design, automation and systems integration. Our Engineering and Construction divisions design and construct automation plants for manufacturing facilities and warehouses, and refurbish existing facilities.

Crossmuller currently has 308 employees located in New South Wales and South Australia with the main head office based in Somersby on the New South Wales Central Coast with customers all throughout Australia.

Currently, we understand that we have 4 Aboriginal and/or Torres Strait Islander employees in the business, however, the exact number is not known. Crossmuller is aiming to grow and cultivate the number of employees who identify as Aboriginal and/or Torres Strait Islander over the next three years. The company aims to make up 5% of the business with indigenous Australians.

Crossmuller will raise awareness of Aboriginal and Torres Strait Islander cultures for non-Indigenous employees



OUR RECONCILIATION ACTION PLAN

Crossmuller is developing a Reconciliation Action Plan (RAP) in order to inaugurate our commitment to engaging with Aboriginal and Torres Strait Islander communities and increasing Aboriginal and Torres Strait Islander peoples participation in our workforce and supply and customer chain.

Jason Fretwell and Tom Hagan will be the company's RAP Champions, responsible for driving internal engagement and awareness of the RAP. The RAP Facilitator and RAP Champions are responsible and accountable for the outcomes will develop a RACI (Responsible, accountable, consulted and informed) with members of the wider Crossmuller Human Resources and Administration teams to be delegated certain tasks. Crossmuller will present the RAP to all staff and provide information about the actions and goals for reconciliation. Crossmuller is also refining the way we track and report on Aboriginal and Torres Strait Islander peoples participation for all our projects through employment and contracting arrangements.

Crossmuller is keen to increase Aboriginal and Torres Strait Islander peoples participation on our projects through direct employment as well as through contractor and supplier arrangements.

We believe it is our responsibility to promote a positive attitude to reconciliation within our company, contractors, suppliers and stakeholders

IMPLEMENTING OUR PLAN

To lay the foundations of our RAP, a working group consisting of key team members across multiple departments in the business has been assembled to achieve the Reflect action items and deliverables, and to drive awareness and participation within the business. Jason Fretwell is our RAP Champion and descendant of Worimi peoples. Part of our first actions will be to identify any other Aboriginal and/or Torres Strait Islander peoples who would like to be a part of the RAP Working Group. This will be conducted through surveys and data collection.

Jason Fretwell
Human Resources Officer
RAP Champion & RAP Facilitator

Tom Hagan
Chief Executive Officer
RAP Champion

Grant Sullivan
People & Culture Manager

David Ward
Senior Workplace Health & Safety Coordinator

Hayley Cooper
Human Resources Officer

Ben Lamb
Manufacturing Manager

Shaun Evans
Manufacturing Manager

Verna Gibson
Purchasing Officer - Projects

Our working group will be the drivers towards reconciliation for Crossmuller

RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Raise Internal Awareness and staff participation of our RAP.	Present on Crossmuller's RAP and planned activities and actions to all employees and how employees can support the RAP.	May 2022	RAP Champions
	Develop and implement an internal engagement strategy to raise awareness and inform staff about their responsibilities as part of the RAP	May 2022	RAP Facilitator
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	RAP Facilitator
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	RAP Facilitator
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	RAP Facilitator
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2022 & 2023	RAP Facilitator
	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	RAP Facilitator
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2022	RAP Champions
	Identify and develop a list of external stakeholders that our organisation can engage with on our reconciliation journey.	September 2022	RAP Facilitator WHS Coordinator Purchasing Officer
	Identify and develop a list of RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2022	RAP Facilitator
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	July 2022	RAP Facilitator HR Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2022	RAP Facilitator HR Officer

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.	November 2022	RAP Facilitator
	Conduct a review of cultural learning needs within our organisation.	November 2021	RAP Facilitator
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.	December 2022	RAP Facilitator
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2023	RAP Facilitator
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.	June 2023	RAP Facilitator
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	RAP Facilitator
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	RAP Facilitator

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.	August 2022	RAP Facilitator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2022	RAP Facilitator
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2022	RAP Facilitator
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2022	RAP Facilitator
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.	March 2023	RAP Facilitator Purchasing Officer
	Investigate Supply Nation membership.	March 2023	RAP Facilitator Purchasing Officer

GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	May 2022	RAP Facilitator
	Draft a Terms of Reference for the RWG.	May 2022	RAP Facilitator
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2022	RAP Facilitator
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2022	RAP Champions
	Engage senior leaders in the delivery of RAP commitments.	June 2022	RAP Champions
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2022	RAP Facilitator
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	RAP Facilitator
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	RAP Facilitator