



Artist: Anthony Lew-Fatt, Southern Arrernte man from Central Australia



Reconciliation Action Plan

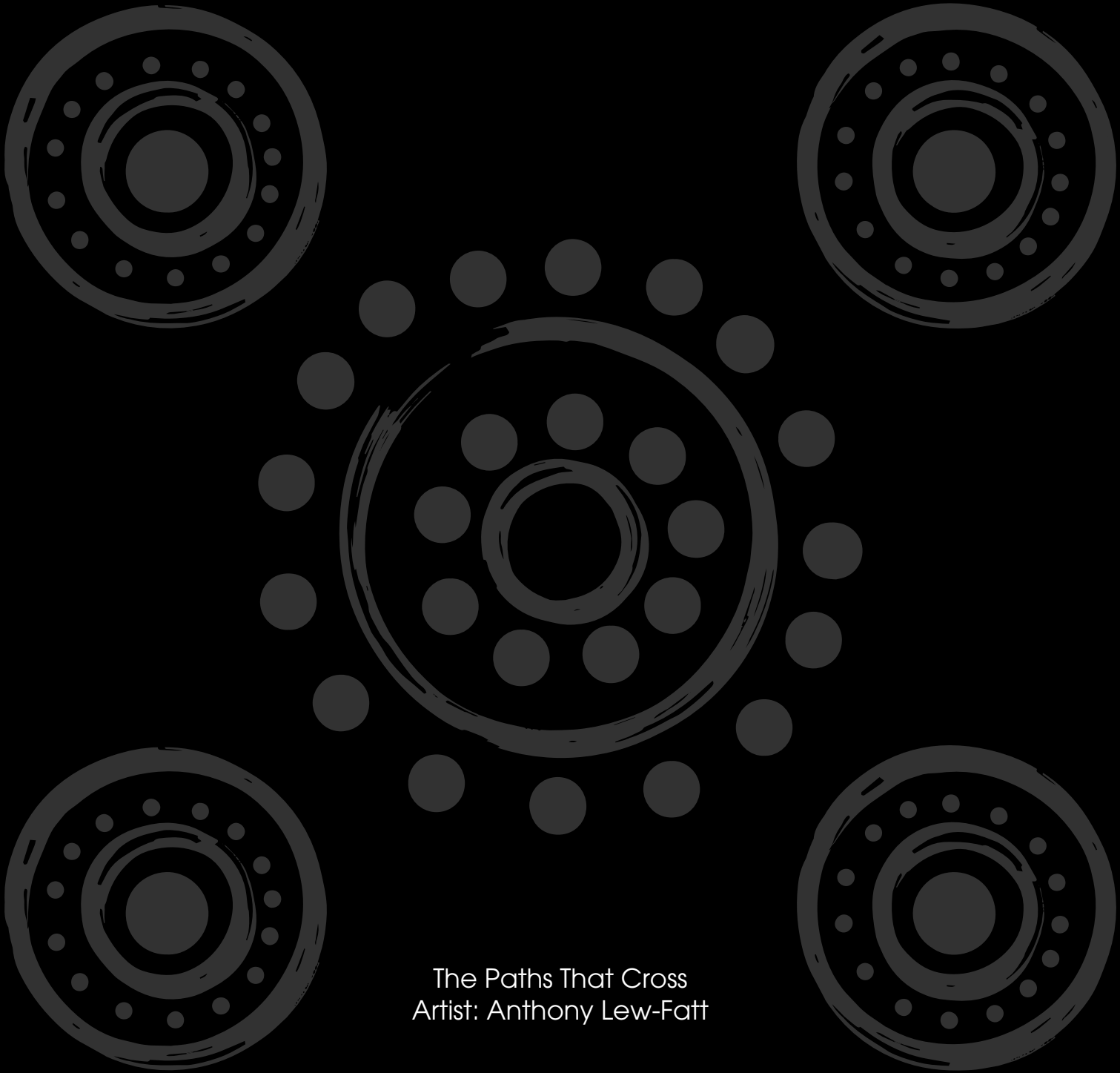
Innovate

June 2022-June 2024



Maxima acknowledges the Traditional Owners and Custodians of this country. Through our actions we respect cultural heritage and recognise their connection to lands, waters and community. We pay respect to Australia's First Peoples and to their Elders past, present and emerging.





The Paths That Cross
Artist: Anthony Lew-Fatt



RAP Artist

Anthony Lew-Fatt

Anthony Lew-Fatt is a Southern Arrernte man from Central Australia who was born and raised in Alice Springs. Spending time on his traditional homelands south of the town meant Anthony grew up with a deep connection to the place he calls home. Anthony is a proud father and husband who spends his spare time with his family on his homelands and playing footy.

Anthony began painting whilst living in Sunbury, Victoria, as a way to stay connected to his home more than 2000kms away. He believes there is an inherent connection between the past and the present and that connection guides our future. Anthony believes that this connection can be communicated using a combination of modern and traditional art that pays respects to his past and strengthens the present.

CEO Personal Statement

For me personally, Maxima's Innovate RAP is more than just an expression of our public commitment to reconciliation, it is a call to action. Genuine reconciliation requires more than platitudes and empty promises.

I believe it should be about supporting healing and self-determination where we can, as well as job and career pathway creation for Aboriginal people and not just entry level jobs. There is so much we can and should do, especially in the context of our NDIS expansion and aspirations. While we've made a good start, the targets in this RAP will challenge our resolve and commitment to reconciliation over the next 12 months. I'm very proud to be an Australian, however I'm also cognisant of the devastating effects that colonisation has had on Australia's First Nations people. The positive and really exciting thing is the goodwill and passion that exists within our organisation and the broader community to create a more fair and equitable society, which truly values and upholds the principles of reconciliation.



David Cockram, Maxima CEO

Message from the CEO

Welcome to our Innovate Reconciliation Action Plan (RAP)

The RAP forms the backbone of Maxima's commitment to reconciliation and reaffirms our work with and for Aboriginal and Torres Strait Islander peoples through the key activities.

The Innovate RAP builds on the achievements of our Reflect RAP, and our goal to further embed positive relationships, respect, and opportunities for Aboriginal and Torres Strait Islander peoples will ensure that our core activities contribute actively to reconciliation.

As our national presence has expanded to 70 offices across the country, so too has our influence and reach into these communities. We pay our respects to the Traditional Owners of these lands and recognise their Elders past, present and emerging, and acknowledge the rich Aboriginal cultural heritage in the regions and cities in which we operate.

Through this RAP we hope to strengthen partnerships with Aboriginal and Torres Strait Islander communities and create meaningful opportunities for Aboriginal youth and all Maxima customers to embed knowledge and respect for Aboriginal and Torres Strait Islander cultures amongst staff and stakeholders.

As we continue to drive our reconciliation journey, Maxima will focus on:

- » Building our Aboriginal and Torres Strait Islander workforce.
- » Growing the reach and scope of our Indigenous Employment traineeship program and other services which support Aboriginal and Torres Strait Islander customers, including those supporting people with disability.
- » Promoting awareness of Aboriginal and Torres Strait Islander cultures and peoples by celebrating significant cultural events and sharing history and knowledge.
- » Engaging outwards: leveraging our relationships to promote sustainable opportunities within our sphere of influence for Aboriginal and Torres Strait Islander Australians.
- » Voicing our commitment to change.

I am especially proud of Maxima's firm commitment to creating positive outcomes for Aboriginal and Torres Strait Islander Australians and I look forward to contributing and guiding our Innovate RAP to fruition.



A Message from Reconciliation Australia CEO



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

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. The Maxima Group continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that The Maxima Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to The Maxima Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for The Maxima Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, The Maxima Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of The Maxima Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations The Maxima Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Maxima's vision for reconciliation is to see Aboriginal and Torres Strait Islander people have access to pathways to meaningful employment and training, improved health outcomes and opportunities for social development and growth.

Maxima will work in partnership with Aboriginal and Torres Strait Islander peoples, including people with disabilities, enabling and empowering through economic participation, community engagement and social inclusion. As a leading national provider we will create and facilitate meaningful employment and training pathways as well as social support programs which places us in a unique position to lead this reconciliation journey and promote the interests of Aboriginal and Torres Strait Islander people nationally. We will play a genuine and meaningful role in building a fair, equitable and reconciled nation.



Our Business

Maxima is a not-for-profit, community-oriented organisation supporting people to live a purposeful and meaningful life. We develop the skills and confidence to overcome barriers and meet the needs of customers and local communities – bringing the two together to mutually beneficial outcomes.

Over our proud 35-year history, Maxima has grown to support 70 communities and currently supports approximately 11,000 people across Australia with diverse employment and recruitment services. Maxima's scope includes Disability Employment Services, Temporary and Permanent Recruitment, Apprenticeships and Traineeships, Allied Health Services, NDIS related services and Indigenous Employment Services. Our combined offering is one of the most extensive not-for-profit employment and support services in Australia and Maxima is committed to growing partnerships with Aboriginal and Torres Strait Islander organisations and extending influence within our sphere.

Supported by some 600 staff across the country, we are committed to actively promoting diverse workplaces. We are especially proud that 5% of our staff identify as of Aboriginal and/or Torres Strait Islander origin, and of the representation from many cultural groups and people with disability. Our sphere of influence extends broadly into the many communities in which we operate including our customers, corporate clients, students, schools and the governments with whom we engage.

We are a proud organisation with a genuine emphasis on an inclusive culture and positive outcomes for staff, customers and the wider community.



600

A growing team of over 600 staff



70

A network of 70 offices nationally





Our Reconciliation Action Plan

Maxima aspires to actively drive positive, lasting change that promotes a more inclusive Australia, and to be leaders in this process.

We recognise that Aboriginal and Torres Strait Islander peoples are the longest surviving culture, and we recognise that the social, political and economic disadvantages experienced by Aboriginal and Torres Strait Islander peoples are the result of our nation's history of colonisation, dispossession and unjust practices.

Maxima acknowledges that access to and participation in community, education, health, training and employment are fundamental to increasing the living standards of Aboriginal and Torres Strait Islander peoples.

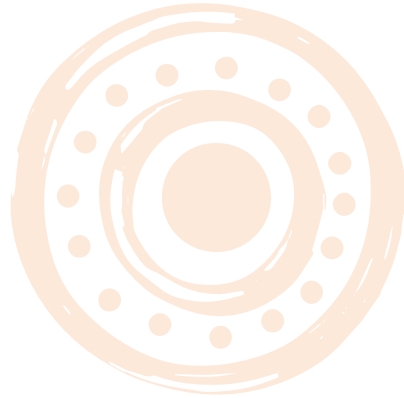
Our organisation is uniquely positioned to contribute to better outcomes with and for Aboriginal and Torres Strait Islander peoples by working towards the following Closing the Gap outcomes:

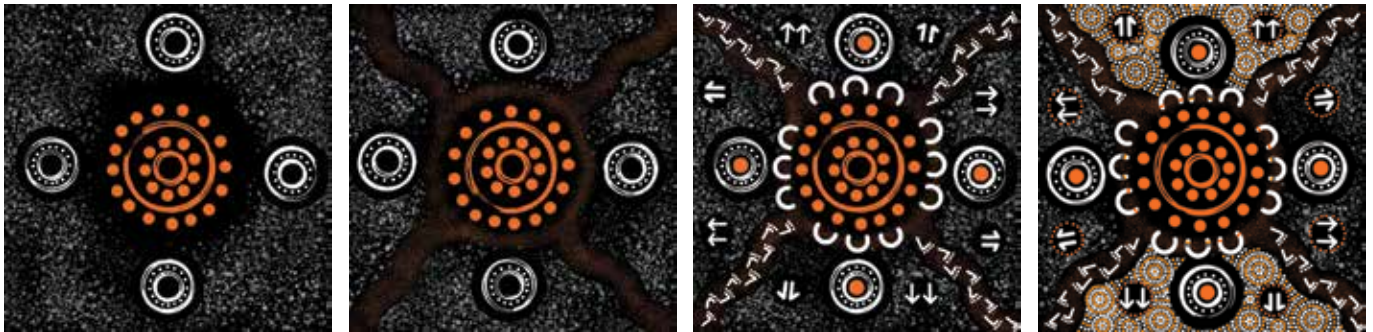
- » Everyone enjoys long and healthy lives.
- » Students achieve their full learning potential.
- » Students reach their full potential through further education pathways.
- » Youth are engaged in employment or education.
- » Strong economic participation and development of people and their communities.

In doing so, Maxima recognises that differences in spirituality, culture, family practice and language need to be understood and embraced.

Maxima has committed to a Reconciliation Action Plan (RAP) to promote empowerment, self-determination and create space for improved outcomes with Aboriginal and Torres Strait Islander peoples. We started the RAP journey with the determination to better understand our organisation's connection and commitment to driving change and improving relationships with Aboriginal and Torres Strait Islander peoples through our Reflect RAP. We now look to furthering our commitment through this Innovate RAP, which clearly outlines how Maxima intends to contribute to change, build internal and external awareness and create improved and meaningful outcomes for Aboriginal and Torres Strait Islander peoples.

We believe that our approach must be developed with the full engagement of Aboriginal and Torres Strait Islander staff, stakeholders, and community groups. This is a living document which all staff and relevant stakeholders will have access to.





As we look upon our journey so far there have been many highlights and achievements for Maxima, including:

- » The formation of a collaborative RAP Working Group, comprising staff members from across the organisation.
- » The appointment of our RAP Project Officer, Tina Pelucchi.
- » Documenting the internal and external RAP stakeholders and our sphere of influence.
- » Strengthening ties with Tauondi College, establishing the Tapa Warpulayi-itya Joint Venture.
- » Greater participation in NAIDOC Week, National Reconciliation Week and other culturally significant events.
- » Commissioning the artwork 'Walking Together – Creating Pathways – Our Journey' to depict Maxima's undertaking towards reconciliation. The artist, Mel Agius, is an Adjahdura and Ngadjuri woman from South Australia, and former Maxima trainee.
- » Framed prints of the Maxima RAP artwork sent to each office across Australia (70 offices).
- » Continuing regular RAP communications in the "Maxima Times", "IEP Quarterly Newsletter" and the "RAP Update".
- » Increased engagement from senior leadership and staff across the country.
- » The engagement of Reconciliation SA to help develop clear direction, momentum, improved systems and understanding.
- » Inclusion of an Aboriginal staff member to our Board of Directors, thereby providing a voice for Aboriginal and Torres Strait Islander peoples at the highest decision-making table.



Our Reconciliation Action Plan

Celebrating Culture

Maxima's RAP endeavours to celebrate, promote and recognise Aboriginal and Torres Strait Islander cultures. As well as events promoted company-wide, Maxima's local teams have increasingly embraced the opportunity to participate in national events, engage with local communities, or take the time to immerse in cultural awareness training and programs.

By participating in activities such as National Reconciliation Week and NAIDOC Week, our staff are building respect and raising cultural awareness. Staff are also building knowledge of the importance of these milestones to Aboriginal and Torres Strait Islander peoples, many of which represent a painful past. Despite the restrictions of the COVID-19 pandemic felt across many sites, our teams were able to participate in a range of activities through National Reconciliation and NAIDOC Weeks respectively including native food demonstrations, silk painting workshops, basket weaving classes, morning teas and more. Where possible, a broad cross section of staff also attended National Reconciliation Week breakfasts and participated in Sorry Day activities.

An important outcome in this process is engaging with Aboriginal and Torres Strait Islander peoples within our own Maxima communities. In Hillcrest, Queensland, staff were treated to a firsthand account from Disability Employment Services Customer, Duane Doyle, who donated his time to share his story and facilitate an art class. Similarly, in Hindmarsh, South Australia, Maxima engaged former trainee Tjimari Sanderson-Milera from Kumarninithi to provide silk painting classes to the teams. Maxima also proudly communicated the stories of its own Aboriginal and Torres Strait Islander staff through 'Maxima's Mob' profiles, sharing the varied cultural identities of staff and their families.

While we recognise that these activities are a starting point, we see this hands-on engagement as an important tool to continue to learn and grow on our reconciliation journey.



Voice at the table

"Being part of this RAP as an Aboriginal Board Member fills with me pride. It assures me that Maxima is taking its commitment to Reconciliation seriously. Having a seat at the Maxima Board table has been a great experience for me - we are all learning from each other as we gather together in this way. I'm excited that these gathering meetings are shaping this RAP - a document which affirms actions and policies as we walk together on the path of Reconciliation with integrity, commitment and genuine engagement."

Rebecca Wessels, Maxima Board Member



Moving from Reflect to Innovate

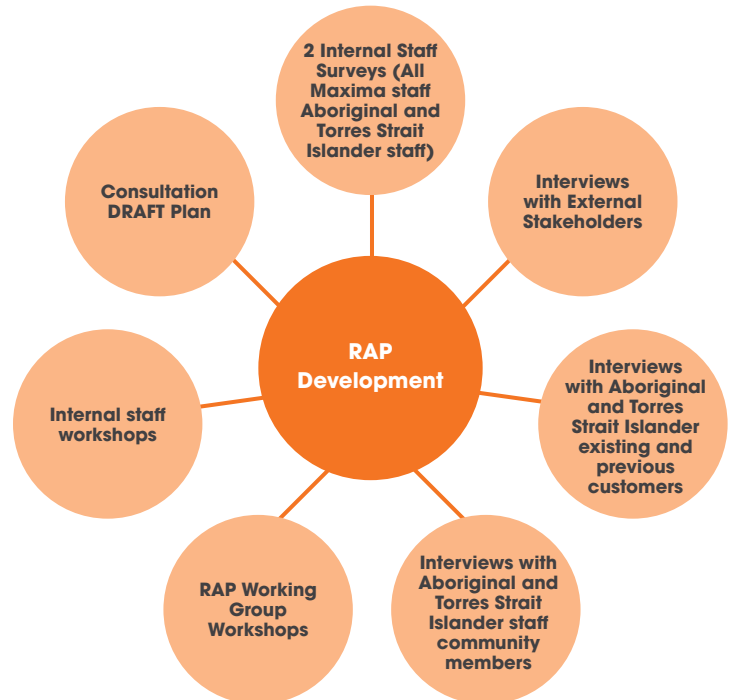
In 2021 Maxima took an in-depth look at our journey so far and how it could capitalise on the genuine desire of our Board, staff, and community to make greater progress towards reconciliation and our role within it. With support from Reconciliation SA, Maxima undertook a significant engagement process with surveys, workshops and interviews with staff, leadership, customers, external partners and the Aboriginal and Torres Strait Islander communities across Australia.

There emerged several common themes:

- » An appreciation for a considered and meaningful approach to reconciliation and inclusion of Aboriginal and Torres Strait Islander people.
- » The positive and caring engagement of Maxima staff towards Aboriginal and Torres Strait Islander customers and stakeholders.
- » The need to increase awareness about the RAP and its commitments among our staff and stakeholders across the country.
- » Ensuring people, internal and external to Maxima have more opportunities to be more directly involved in reconciliation activities and deliverables.
- » Promoting greater opportunities to hear about the positive things being done and how everyone can contribute.
- » Increasing efforts to eliminate racism and discrimination towards Aboriginal and Torres Strait Islander staff.
- » Exercising our sphere of influence across our clients, external stakeholders and host employers' networks.

In developing this Innovate RAP we have sought to involve Maxima staff, stakeholders and key influencers engaged in our services to inform the RAP working group, thus ensuring ownership and participation in the creation of our approach and our commitment to reconciliation.

Maxima understands that the successful delivery of its RAP can only be achieved by engaging, consulting and creating genuine and meaningful partnerships with Aboriginal and Torres Strait Islander staff, stakeholders and communities. We are excited by the opportunity to further our work in the reconciliation movement nationally by building upon our RAP, working closer with Aboriginal and Torres Strait Islander communities, and ensuring the work we do will improve our cultural competency and inclusivity.





Sam Corpus, Indigenous Employment Consultant (WA) 17

Our RAP Committee

We acknowledge the valuable contribution of our extended leadership team and previous RAP Working Group members. Moving forward, the Working Group has been transformed into a smaller RAP Committee.

The RAP Committee provides input and engagement from a cross section of people across Maxima, including Leadership, the Indigenous Employment Team and Aboriginal and Torres Strait Islander staff members. Our Reconciliation portfolio sits at the highest level of our organisation's structure, with the Board. Maxima's Chief Executive Officer, David Cockram, is our RAP Champion and Chair of the Committee. Senior Leaders from across Corporate Services, Group Training, Disability Employment Services, National Disability Insurance Scheme and Tempskill are accountable to the Board, staff, communities, stakeholders and customers for its implementation.

The new RAP Committee consists of our Chief Executive Officer, Appointed Aboriginal Board Member, People and Culture General Manager, Marketing and Communications General Manager, Indigenous Employment Programs General Manager, Disability Employment Services General Manager, National Disability Insurance Scheme General Manager, Recruitment Services General Manager, Jobs Victoria Employment Services General Manager, Stakeholder Relations and Growth Advisor, Procurement Advisor and the RAP Project Officer, three of whom identify as Aboriginal. Our RAP Committee will be supported by State Leads and Sub-Committees as representatives from each state.

Maxima will work towards establishing a national Aboriginal and Torres Strait Islander Advisory Group with representatives from each state, to provide guidance and cultural understanding to Maxima's Board, Executive General Managers and Senior Leadership Group.





Relationships



Bringing people together, building relationships and inspiring growth is at the heart of what we do at Maxima, and we believe that promoting respectful relationships is the foundation upon which we achieve this. By creating space to listen openly and prioritising Aboriginal and Torres Strait Islander participation in our organisation, we can enrich the way we work and our contribution to the reconciliation movement.

Action 1

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable		Timeline	Responsibility
1.1	Meet with key stakeholders to develop the guiding principles for future engagement, including but not limited to: <ul style="list-style-type: none"> » Local Aboriginal and Torres Strait Islander stakeholders and organisations. » Aboriginal and Torres Strait Islander Advisory Group. 	May 2023	Aboriginal and Torres Strait Islander Board Member
1.2	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	December 2023	General Manager, Indigenous Employment

Action 2

Engage with and build positive relationships through celebrating National Reconciliation Week (NRW).

Deliverable		Timeline	Responsibility
2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 & 2024	General Manager, People & Organisational Development
2.2	Maxima's Executive Leadership Group, RAP Committee members and RAP State Leaders to participate in an external NRW event within their state.	27 May - 3 June 2023 & 2024	General Manager, People & Organisational Development
2.3	Ensure all Senior Managers across Maxima participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023 & 2024	CEO
2.4	Encourage and support all staff including Board Members to participate in at least one NRW (internal or external) event to recognise and celebrate NRW.	27 May - 3 June 2023 & 2024	General Manager, People & Organisational Development





2.5	Organise at least one NRW event each year in each state.	27 May - 3 June 2023 & 2024	General Manager, Marketing Strategy
2.6	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	RAP Project Officer

Action 3

Promote reconciliation across Maxima networks and areas of influence within each state.

Deliverable		Timeline	Responsibility
3.1	Review and update existing strategies used to engage our staff in reconciliation, in consultation with the National Aboriginal and Torres Strait Islander Advisory Group	Feb 2023, February 2024	Indigenous Employment Programs General Manager
3.2	Communicate our commitment to reconciliation publicly, through: <ul style="list-style-type: none"> » RAP Launch » CEO communications » external stakeholder communications » social media engagement » regular website updates » physical office space 	September, December, March, July, 2022 & 2023	General Manager, Marketing Strategy
3.3	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, sharing these outcomes publicly via platforms highlighted in 3.2.	September 2022 & 2023	General Manager, Marketing Strategy
3.4	Engage and collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation, including opportunities to partner such as hosting an annual gathering of RAP organisations that work with Maxima to showcase RAP achievements and challenges, and partnership opportunities.	May 2023 & 2024	General Manager, Recruitment Services

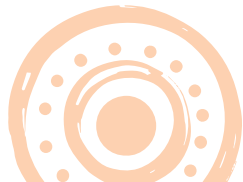




Action 4

Promote positive race relations across our organisation through anti-discrimination strategies and zero tolerance of racism.

Deliverable		Timeline	Responsibility
4.1	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	General Manager, People & Organisational Development
4.2	Engage with Aboriginal and Torres Strait Islander staff/advisors and National Aboriginal and Torres Strait Islander Advisory Group to consult on our anti-discrimination policy.	February 2023	General Manager, People & Organisational Development
4.3	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2023	General Manager, People & Organisational Development and Diversity and Inclusion Committee
4.4	Provide education about anti-racism to all staff when communicating new anti-discrimination policy.	March 2024	General Manager, People & Organisational Development Diversity and Inclusion Committee
4.5	Educate through face-to-face training for Maxima Board Members, Executive Leadership Group, Senior Managers on the definition of and effects of racism, and the role of Board Members, Executive Managers and Senior Managers in ensuring zero tolerance.	September 2023	General Manager, People & Organisational Development
4.6	Ensure education about anti-racism and Maxima's Anti-Discrimination Policy are provided for all staff and Board inductions.	March 2024	General Manager, People & Organisational Development





Respect

We celebrate and take pride in Aboriginal and Torres Strait Islander cultures across these lands and waters. We believe our capacity as a national employment and social support service provider can offer leadership and role modelling for the respect and appreciation for Aboriginal and Torres Strait Islander cultures and its diversity. As an organisation committed to empowering Aboriginal and Torres Strait Islander peoples, we believe that respect for culture, shared understanding and mutual respect will help shape our national identity and create safe community and professional spaces.

Action 5

Support the cultural learning and positive engagement with Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights across the organisation.

Deliverable	Timeline	Responsibility
5.1 Conduct a review of cultural learning needs within our organisation, ensuring exploration of specific needs in each state.	December 2022	General Manager, People & Organisational Development
5.2 Consult national Aboriginal and Torres Strait Islander Advisory Group on the development and implementation of Maxima's Cultural Plan.	February 2023	General Manager, People & Organisational Development
5.3 Develop, implement, maintain and communicate Maxima's Cultural Plan to our staff.	September 2023	General Manager, People & Organisational Development
5.4 Ensure the Maxima state-based Leaders provides updates at each meeting on their respective state's implementation of Maxima's Cultural Plan.	September, December, March, July 2022 & 2023	RAP Project Officer
5.5 Develop relationships with Aboriginal and Torres Strait Islander communities to explore of opportunities for cultural learning activities through cultural immersion	May 2024	Executive General Managers
5.6 Ensure Cultural Awareness training is provided (online or face-to-face) as part of the staff and Board induction.	December 2022, April, August, December 2023	General Manager, People & Organisational Development





Action 6

Demonstrate respect and increase understanding of significance of Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
6.1	Develop, implement and communicate a cultural protocol document (including Acknowledgement of Country and Welcome to Country protocols) to support staff's understanding of the significance and appropriate use of these protocols.	July 2022 Executive General Managers
6.2	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2022 General Manager, People & Organisational Development
6.3	Each site to investigate and invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2022, April, August, December 2023 General Manager, People & Organisational Development
6.4	Engage with local Traditional Owners from each of our office sites to explore the history of the land our offices are situated on in each state.	July 2023 General Manager, People & Organisational Development
6.5	Organise and display the following at each of our permanent office sites: <ul style="list-style-type: none"> » Acknowledgement of Country signage at entrances. » Short history about the land our offices are situated on. 	July 2023, June 2024 General Manager, Marketing Strategy

Action 7

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
7.1	RAP Committee to participate in an external NAIDOC Week event.	July 2022, 2023 RAP Project Officer
7.2	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022, 2023 General Manager, People & Organisational Development
7.3	Promote and encourage participation in at least one external NAIDOC events to all staff (including Senior Managers) in each state.	July 2022, 2023 RAP Project Officer
7.4	Organise at least one internal NAIDOC event each year in each state.	July 2022, 2023 RAP Project Officer

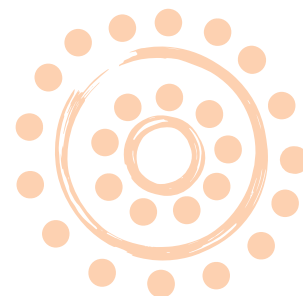




Action 8

Sharing pride in Aboriginal and Torres Strait Islander cultures, good news stories and successful engagements across all states.

Deliverable		Timeline	Responsibility
8.1	Increase the number of communications featuring 'Maxima Mob', internal and external to Maxima.	December 2022, April, August, December 2023	General Manager, Marketing Strategy
8.2	Executive General Managers and the Maxima Aboriginal and Torres Strait Islander Staff Network Group to meet face to face to: <ul style="list-style-type: none"> » Share positive stories of workforce and community engagement. » Address any challenges that exist that relate to Aboriginal and Torres Strait Islander workforce and community engagement. » Facilitate 'two-way' reporting on progress of the RAP and key Aboriginal and Torres Strait Islander Initiatives. 	December 2023, May 2024	CEO
8.3	Explore opportunities to engage with Aboriginal and Torres Strait Islander client network to: <ul style="list-style-type: none"> » Support improved service delivery and offering, by enabling Aboriginal and Torres Strait Islander voices to be sought after and heard. » Create opportunities for additional cultural input and learning into the organisation. 	August 2022, 2023	General Manager, Indigenous Employment
8.4	Develop, share and continually update a 'Significant Events Calendar' tailored to each state to highlight key local, state and national Aboriginal and Torres Strait Islander events that are of significance.	September 2022, 2023	RAP Project Officer





Opportunities

Our partnerships with Aboriginal and Torres Strait Islander communities and businesses enriches our contribution to the national job skill and placement network. As national leaders, we are committed to utilising these partnerships, our staff and our skills to create genuine and meaningful opportunities for improved employment outcomes for Aboriginal and Torres Strait Islander peoples across this country.

Action 9

Invest in and improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable		Timeline	Responsibility
9.1	Continue to build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities, taking each state's needs into consideration.	September 2023	General Manager, People & Organisational Development
9.2	Engage and work closely with existing Aboriginal and Torres Strait Islander staff on our recruitment, retention, and professional development strategy.	December 2022, 2023	Executive General Managers
9.3	Finalise the development and implementation of an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2023	General Manager, People & Organisational Development
9.4	Continue to explore new opportunities (within each state) in advertising job vacancies across all Maxima teams to effectively reach Aboriginal and Torres Strait Islander stakeholders (review annually).	May 2023, 2024	Internal HRBP Recruitment Partners
9.5	Establish and maintain a Maxima Aboriginal and Torres Strait Islander Staffing Network Group, that will: <ul style="list-style-type: none"> » Provide network and support opportunities for Aboriginal and Torres Strait Islander staff across all states. » Enable effective and efficient engagement opportunities for Maxima Leadership in seeking input for Aboriginal and Torres Strait Islander staffing cohort on matters relating to recruitment, retention, and professional development. » Support the inclusion of Aboriginal and Torres Strait Islander voices in design, delivery, and evaluation of Maxima services. » Create a linkage between Aboriginal and Torres Strait Islander staff and the national Aboriginal and Torres Strait Islander Advisory Group. 	June 2023, 2024	General Manager, Indigenous Employment





9.6	<p>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, in consultation with the Maxima Aboriginal and Torres Strait Islander Staffing Network Group, including:</p> <ul style="list-style-type: none">» Automatic flagging of any Aboriginal and Torres Strait Islander candidates to be escalated to the first round of screening.» People & Culture Team Members to undertake cultural awareness training specific to ensuring respectful and supportive interviewing.» Strengthening Maxima's HR recruitment practices, by having Aboriginal and Torres Strait Islander representation on interview panels.	June 2023	General Manager, People & Organisational Development
9.7	<p>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</p>	June 2024	Diversity and Inclusion Committee, Executive General Managers
9.8	<p>Work with partner organisations, host employers and stakeholders to ensure they have culturally sensitive employment practices:</p> <ul style="list-style-type: none">» Encourage and support partner organisations, host employers and stakeholders to develop a Reconciliation Action Plan.» Host employment forums for existing and future partner organisations, host employers and stakeholders, to ensure they create a safe environment before onboarding new Aboriginal and Torres Strait Islander employees and trainees.» Investigate developing an Aboriginal and Torres Strait Islander Leadership pathways programs.» Continue to develop resource toolkits that support better education of our staff, host employers, partner organisations, school students and candidates to make our own onboarding practices more effective.	December 2022, 2023	General Manager, Indigenous Employment, General Manager, Recruitment Services
9.9	<p>Increase opportunities for Maxima to engage with Aboriginal businesses to investigate employment pathways and opportunities across all states.</p>	March 2023, 2024	General Manager, Indigenous Employment
9.10	<p>Investigate Maxima's participation in the Jawun Secondment Program.</p>	January 2024	General Manager, Recruitment Services





Action 10

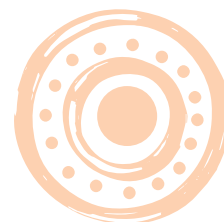
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable		Timeline	Responsibility
10.1	Finalise the development and implementation of an Aboriginal and Torres Strait Islander Procurement Strategy.	September 2022	Procurement Advisor
10.2	Investigate Supply Nation membership and access to the Australian Aboriginal Business Register in the Industry Advocates Office.	April 2023	General Manager, Finance
10.3	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff, to ensure: <ul style="list-style-type: none">» All staff across all states and business areas are confident sourcing and engaging with Aboriginal and Torres Strait Islander businesses.» Executive General Managers Group can measure and monitor the organisation's engagement with Aboriginal and Torres Strait Islander businesses.	May 2023, 2024	Procurement Advisor
10.4	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2022, 2023	Procurement Advisor
10.5	Review current commercial relationships with Aboriginal and Torres Strait Islander businesses to explore new opportunities for broadening engagement.	December 2022, 2023	Procurement Advisor

Action 11

Increase volunteering and cultural immersion opportunities for Maxima staff and engagement with Aboriginal and Torres Strait Islander organisations and businesses.

Deliverable		Timeline	Responsibility
11.1	Explore opportunities for staff across all states to volunteer in the local community for: <ul style="list-style-type: none">» National Reconciliation Week and NAIDOC Week focussed activities.» Aboriginal and Torres Strait Islander events or activities.» Community based initiatives that positively impact outcomes for Aboriginal and Torres Strait Islander peoples.	April 2023, 2024	RAP Project Officer
11.2	Explore and increase opportunities for leadership staff across all states to participate in local Aboriginal and Torres Strait Islander cultural immersion activities.	April 2023, 2024	CEO





Governance

Action 12

Demonstrate national and state leadership across Maxima in reconciliation.

Deliverable		Timeline	Responsibility
12.1	<p>Each state to identify and support at least one 'Reconciliation Leader' who will:</p> <ul style="list-style-type: none"> » Ensure internal awareness of RAP deliverables within geographic region. » Provide state updates to RAP Committee. » communicate national and other state achievements to within their geographical region To ensure increased awareness. » Maintain awareness of the status of their respective State Based deliverables and support person responsible for its implementation. 	July 2022	RAP Chair
12.2	<p>Host quarterly online meetings of the RAP state-based Leaders to discuss:</p> <ul style="list-style-type: none"> » Status of each state's contribution to deliverables. » Coordination of contribution of each state to relevant deliverables. » Successes and challenges. » Implementation of Maxima's Cultural Plan. » Reporting back to RAP Committee. 	July, October, January, April 2022 & 2023, 2024	CEO

Action 13

Establish and maintain an effective RAP Committee to drive governance of the RAP.

Deliverable		Timeline	Responsibility
13.1	Continue to maintain Aboriginal and Torres Strait Islander representation on the RAP Committee and State Sub-Committees.	July 2022, 2023	General Manager, Indigenous Employment
13.2	Review a Terms of Reference for the RAP Committee and update as necessary, ensuring they are accessible to all staff across Maxima.	July 2022	RAP Project Officer
13.3	Meet at least four times per year (either virtually or face-to-face) to drive and monitor RAP implementation.	July, October, January, April 2022 & 2023, 2024	RAP Project Officer





Action 14

Provide appropriate support for effective implementation of RAP commitments.

Deliverable		Timeline	Responsibility
14.1	Develop budget and approve to ensure all deliverables are fully funded for successful RAP implementation.	July 2022 May 2023, 2024	General Manager, People & Organisational Development
14.2	Executive General Managers Group Forum meetings to have a standing agenda item that focusses on RAP progress.	July, October, January, April 2022 & 2023, 2024	CEO
14.3	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2022, 2023	RAP Project Officer
14.4	RAP Committee to update state 'Reconciliation Leaders' quarterly on: » the progress on RAP deliverables nationally » success stories from across the country » areas of focus.	July, October, January, April 2022 & 2023, 2024	RAP Project Officer
14.5	Ensure education about Maxima's Reconciliation Action Plan is provided for all staff and Board inductions, including the identification of relevant deliverables if applicable.	Ongoing	General Manager, People & Organisational Development
14.6	Establish a national Aboriginal and Torres Strait Islander Advisory Group, with representative/s from each state to: » Provide advice to Maxima's Board and Maxima's Executive General Managers Leadership Group on matter of interest for Aboriginal and Torres Strait Islander peoples. » Assist in the development of positive relationships with Aboriginal and Torres Strait Islander communities. (Aboriginal and Torres Strait Islander Board Director to Chair the group and liaise with the Diversity and Inclusion Board Committee.)	June 2023	CEO

Action 15

Build accountability and transparency through reporting RAP achievements, challenges and learnings internally and externally.

Deliverable		Timeline	Responsibility
15.1	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.	June 2022, 2023, 2024	RAP Project Officer





15.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022, 2023	RAP Project Officer
15.3	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	RAP Project Officer
15.4	Maxima Board meeting to have a standing agenda item that focusses on RAP deliverables and progress	Monthly 2022, 2023, 2024	CEO
15.5	Report RAP progress to all staff and senior leaders quarterly, via: <ul style="list-style-type: none"> » All of organisation email updates. » Staff meetings. » Special announcements when deliverables have been achieved. 	July, October, January, April 2022 & 2023, 2024	RAP Project Officer
15.6	Publicly report our RAP achievements, challenges and learnings annually.	September 2022, 2023	General Manager, Marketing Strategy
15.7	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2023	RAP Project Officer
15.8	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2024	RAP Project Officer

Action 16

Continue our reconciliation journey by developing our next RAP.

Deliverable		Timeline	Responsibility
16.1	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2023	RAP Project Officer

Action 17

Ensure Aboriginal and Torres Strait Islander voices and perspectives are included in RAP development, implementation and review.

Deliverable		Timeline	Responsibility
171	Explore opportunities to engage external Aboriginal and/or Torres Strait Islander person/s to sit on RAP Committee.	May 2024	RAP Project Officer
172	Engage the following key groups in the development and review of Maxima's Innovate RAP <ul style="list-style-type: none"> » Maxima Aboriginal and Torres Strait Islander Staffing Network Group » Maxima Executive General Managers Group » National Aboriginal and Torres Strait Islander Advisory Group » Aboriginal and/or Torres Strait Islander customer cohort 	June 2023 & 2024	CEO
173	Maintain an Aboriginal and/or Torres Strait Islander position on the Maxima Board.	June 2023 & 2024	CEO





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