



Innovate Reconciliation Action Plan
November 2021 – November 2023



Index

Our vision for reconciliation	4
Acknowledgement of Country	6
A Message from Our CEO	8
Reconciliation Australia Chief Executive Officer Message	10
Our Business – About MTC Australia	12
People and geographical reach	17
Sphere of influence	18
Our Reconciliation Action Plan	20
Contact	24

Our vision for reconciliation

Our vision for reconciliation is an Australia that values and embraces the unique cultures, contributions, perspectives, and strengths of Aboriginal and Torres Strait Islander peoples, with a national culture that promotes equality, acceptance, and the recognition of our longstanding shared history.

For MTC, reconciliation represents the equal participation of Aboriginal and Torres Strait Islander peoples in education and employment opportunities, and an inclusive workplace that reflects the diversity of the communities and customers that we work with,

as we strive to foster a society where everybody is able to create a life of their choosing.





Acknowledgement of Country

MTC Australia acknowledges all Traditional Custodians from all Aboriginal and Torres Strait Islander nations across Australia and extends our thanks for sharing the land that we live, meet and work on every day. We acknowledge and pay our respects to all Elders past, present and future and welcome all Aboriginal and Torres Strait Islander peoples to our services, to walk together into reconciliation.



About The Artwork

Creating Connections

The artwork consists of many circle clusters. These clusters are symbolic of the many facets of our community. Each circle contains a network of connected circles to signify the relationship between families, community groups, services and organisations.

The reason for using circle clusters in this artwork is to highlight the values of MTC such as collaboration and innovation. The colours are loosely based around the corporate style for MTC but also offer a great contrast of natural colours across Australia which can be seen in the mountains, deserts, lakes and oceans.

The title of the artwork was chosen to illustrate the influence and ability of MTC to offer help. Through their mission of assisting people to achieve their potential through employment and education opportunities they are Creating Connections to improve the lives of so many.

About The Artist

Jasmine Sarin

I am a proud Kamilaroi and Jerrinja woman from NSW. I grew up predominantly on the South Coast in Nowra (Jerrinja and Yuin country) and Wollongong (Dharawal country) but have country influences from Coonabarabran in Central West NSW (Kamilaroi country). I am a self taught visual artist and graphic designer. My artwork tells the story of my experiences and allows me to bring contemporary methods and concepts to the oldest culture on earth. I pay my respects to my Elders both past and present and acknowledge that the land on which I work and play on was, is and always will be Aboriginal land.



Image shows: Michael O'Loughlin, Managing Director & Founder of ARA Indigenous Services and Colin Lloyd, Chief Executive Officer of MTC Australia shaking hands.

A Message from Our CEO

MTC Australia launched our first Reconciliation Action Plan (RAP) in 2018, and we are excited to continue our journey with our second Reconciliation Action Plan over 2021-23. This Reconciliation Action Plan aims to consolidate the foundations that were laid as we continue to improve our relationship with Aboriginal and Torres Strait Islander communities.

Firstly, on behalf of MTC, I would like to acknowledge the Traditional Custodians of the land on which we live, meet, and work on, and extend our respect to their Elders past, present and emerging. As an organisation that has roots in more than 20 locations across New South Wales, we understand the importance of engaging with and assisting members of the community from all cultural and social backgrounds.

Since 2014, MTC has been delivering the Opportunity Hub program to Year 5–12 students in Campbelltown and as of 2019, the Wollondilly LGA. Through the Opportunity Hub Program, we work with young Aboriginal and Torres Strait Islander students and empower them to develop their confidence and knowledge while following a supported pathway between secondary school and further education and/or employment. It is our ambition to build upon the success of the Opportunity Hub and develop similarly strong relationships with our adult Aboriginal and Torres Strait Islander customers as they work towards achieving their employment goals.

Our company-wide participation in celebrating Aboriginal and Torres Strait Islander cultures has improved measurably since the implementation of our first Reconciliation Action Plan, with staff joining in on NAIDOC and National Reconciliation Week events, as well as taking part in Aboriginal and Torres Strait Islander Cultural Awareness Training conducted by our Opportunity Hub Manager, Rachael March. These well-received workshops are designed to extend our knowledge about Aboriginal and Torres Strait Islander histories and cultures, explore how attitudes and values can influence perceptions and behaviours in a customer-focused

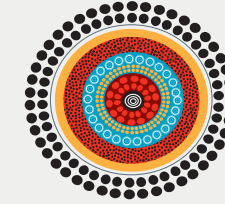
setting, discuss key ways our teams can be more culturally aware, and explore the importance of effective service when working with Aboriginal and Torres Strait Islander peoples.

Among our key goals for the next two years are to further increase Aboriginal and Torres Strait Islander representation across our workforce, implement Cultural Leave (to attend events such as NAIDOC week and Sorry Business) and to implement an Aboriginal and Torres Strait Islander employment and retention strategy in consultation with our existing Aboriginal and Torres Strait Islander staff. These goals will be explored further later in this document.

We recognise that we still have a way to go, but we are committed to fostering positive employment and development outcomes for Aboriginal and Torres Strait Islander peoples of all ages across New South Wales. We are extremely passionate about our commitment to the Reconciliation Action Plan, and it is an organisational priority for MTC Australia – now, and into the future.



Reconciliation Australia Chief Executive Officer Message



Reconciliation Australia commends MTC on the formal endorsement of its second Innovate Reconciliation Action Plan (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.

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. MTC 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.

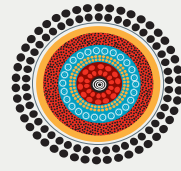
The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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 MTC will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to MTC 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 MTC 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, MTC will ensure shared and cooperative success in the long-term.

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

Congratulations MTC on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine



Image shows: Karen Mundine, Chief Executive Officer of Reconciliation Australia smiling at the camera.

Our Business – About MTC Australia

VISION AND VALUES

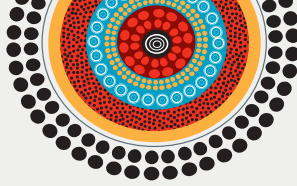
Our Vision:

To shape a society where everyone has the means and motivation to create a life of their choosing.

Our Purpose:

MTC is the social enterprise that gives people the inspiration, capability, and opportunity to create a fulfilling life. We deliver high-impact employment, youth, community, and education and training programs that help more than 20,000 people every year gain skills for employment and entrepreneurship, build self-worth, and enable possibilities for transformative change.





CORE BUSINESS

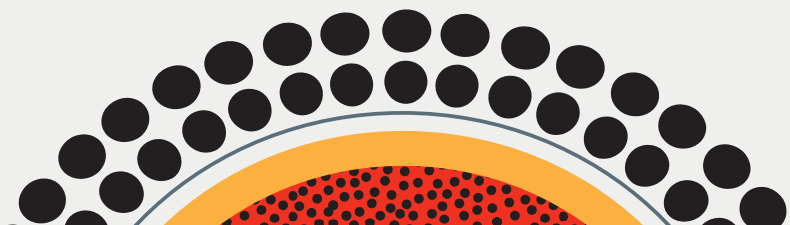
For more than 30 years we have been working with communities, empowering people to reach their full potential through delivery of high-quality employment, education, training, and community programs. We do this through three core entities:

MTC Australia

We run a number of employment, youth, community, and education and training programs to customers across the Greater Sydney region, including:

- **jobactive:** a government-funded program that helps participants find work through identifying their individual needs and goals, developing employability and industry-specific skills, participating in work experience, finding suitable roles, and engaging in ongoing support.
- **Disability Employment Services (DES):** a government-funded initiative that helps people living with a disability find and keep a job that they love. The program connects participants with employers who understand their individual needs, and who want to provide them with accessible work.

- **New Enterprise Incentive Scheme (NEIS):** a government-funded program designed to help aspiring entrepreneurs realise their dream of starting a new, viable business through small business training, expert mentoring, and income support.
- **Transition to Work (TTW):** a government-funded service that supports young people aged 15–24 on their journey to complete their education or obtain sustainable employment, an apprenticeship or traineeship.
- **Skills for Education and Employment (SEE):** a government-funded program that helps participants improve their English language, numeracy, computer, and job searching skills.
- **Vocational Education and Training (VET):** we offer a variety of VET courses to those looking for work or wanting to build their skills. Our flexible learning options and friendly, knowledgeable trainers help students gain new skills, nationally recognised qualifications and build their confidence, helping them create a clearer path for their future.



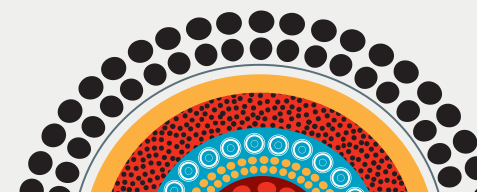
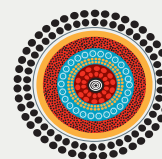
- **Career Transition Assistance (CTA):** an Australian Government-funded program designed to support people aged 45 and over on their path to employment through one-on-one mentoring from career development experts.
- **Foundation Skills for Your Future:** funded by the Australian Government, Foundation Skills for Your Future is designed to assist employers with developing the Language, Literacy, Numeracy and Digital (LLND) skills of their workforce through the delivery of free employer workplace training, increasing employee productivity and efficiency, whilst reducing risk and turnover. It is also available to individuals wanting to improve their LLND skills and increase their employability through free personalised training.
- **No Interest Loans Scheme (NILS):** through NILS, we provide small loans (\$200-\$1,500) to people on low incomes, affording them the opportunity to purchase essential household or educational items, or pay for a service, without the burden of interest, fees, or charges.
- **Student Wellbeing Support Program:** a program that enables schools to hire a Student Wellbeing Support Officer (SWSO) through MTC for two days per week.
- **Opportunity Hub:** a program that helps Aboriginal and Torres Strait Islander young people in Years 5–12 build the skills and confidence they need to successfully transition from secondary school into further education or employment through group workshops and one-on-one sessions.

MTC Recruitment

MTC Recruitment is an agency driven by social purpose. We provide tailored recruitment services to both public and private sector organisations across industries such as Logistics and Warehousing, Local and State Government, Manufacturing and Office Administration.

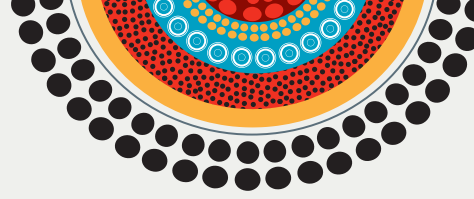
Warakirri College

Warakirri College is an independent high school for young people aged 15–22 who are completing Year 10 and Higher School Certificate (HSC) studies. As a social impact initiative of MTC Australia, it's a different kind of high school where students are encouraged to be themselves as they study in a flexible adult learning environment.









People and geographical reach

MTC Australia has 380 employees, four of whom identify as Aboriginal people. **MTC currently operates in 22 locations across metropolitan New South Wales. These are:**



We acknowledge that our sites reside on the traditional lands of the Dharug, Tharawal, Deerubbin, Gandangara, La Perouse and Gadigal Peoples of the Eora Nations who are the Traditional Owners of this land, and we make great efforts to build connections with the Elders of these lands.

Sphere of influence

Through our Reconciliation Action Plan, MTC aims to engage all of our employees in reconciliation and we hope that each employee discusses our reconciliation efforts with their family, friends, and communities.

Beyond this, we hope to engage each of our customers.

This includes:

- Our students in the SEE program and Warakirri College learning about Aboriginal and Torres Strait Islander cultures and histories and sharing their knowledge and experiences with their networks.
- Aboriginal and Torres Strait Islander customers feeling welcomed into our sites and empowered to learn new skills, build their confidence, overcome barriers to employment and gain work.
- Supporting our Aboriginal and Torres Strait Islander students at Warakirri College with completing their high school education and transition into employment; and through their success, influencing others in their community who may not have experienced these opportunities previously.
- Positively impacting the Aboriginal and Torres Strait Islander communities we operate within by working alongside youth, students, customers, and community groups on reconciliation initiatives.
- Other organisations in the for-profit and not-for-profit education and employment industries. We hope that by having a Reconciliation Action Plan, we will act as an exemplar to our industry; and through the initiatives we adopt and report on, we may influence the government departments that provide our funding to mandate reconciliation activities across the industry.

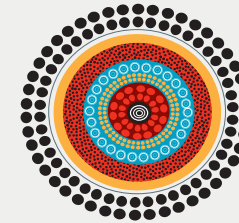
MTC provides workshops, intensive engagement, and mentoring services to Aboriginal and Torres Strait Islander youth through our Opportunity Hub program in South Western Sydney and Wollondilly local government areas. Since 2014, we have engaged and supported 2,364 Aboriginal and Torres Strait Islander students.

Our independent high school, Warakirri College, is registered with NESA to prepare students for their Year 10 Record of School Achievement (RoSA) or the Higher School Certificate (HSC). The College accepts young people aged from 15–24 who have disconnected from mainstream education or who do not feel comfortable in a traditional school setting. Warakirri College has a significant number of Aboriginal and Torres Strait Islander students at each campus – 15% at Fairfield, 20% at Blacktown and 30% at Campbelltown.

Furthermore, we work with Aboriginal and Torres Strait Islander people through our numerous other programs, as listed in 'Core business' above.



Our Reconciliation Action Plan



MTC Australia delivers services for, and within, a number of Aboriginal and Torres Strait Islander communities. By committing to a RAP, MTC hopes to support these communities to improve employment and educational outcomes for Aboriginal and Torres Strait Islander peoples. MTC also hopes to role model to the education and employment sectors the importance of a commitment to reconciliation.

Our 2018–20 Reconciliation Action Plan (RAP) focused on implementing protocols, cultural awareness, making a clear statement of commitment to reconciliation within our sphere of influence and celebrating Aboriginal and Torres Strait Islander cultures and customs among our workforce.

Key achievements include:

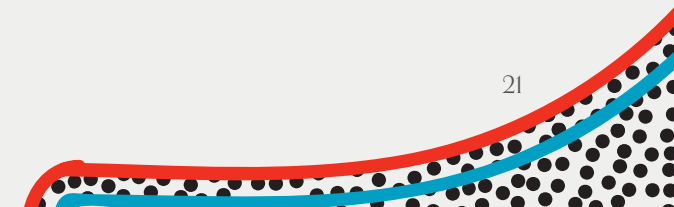
- The launch of our first RAP, with strong community support and Executive sponsorship.
- The formation of a strong RAP Working Group, with representation from across our business segments, executive sponsorship, and representation from MTC's Aboriginal and Torres Strait Islander staff.
- The development of relationships with local land councils and Elders, both through our RAP events and committees, and our Opportunity Hub program.

- A raised profile in our organisation among the staff and students we teach about NAIDOC and National Reconciliation Week; including internal events and teaching Aboriginal and Torres Strait Islander history and cultures in our English language program (SEE).
- Over 130 MTC staff received cultural awareness training, written, and delivered by one of MTC’s own Aboriginal staff members.
- Creation of an MTC-specific Acknowledgement of Country and a set of protocols detailing when it should be used.
- Creation of Acknowledgment of Country plaques displayed at every site as well as decals of the RAP artwork displayed at certain sites.
- The Australian Literacy and Numeracy Foundation (ALNF) officially commenced its delivery of the Certificate III in CALIL and Certificate IV in EL&L in February 2021 under MTC Australia’s RTO scope of registration. ALNF’s programs are targeted, specialised and community driven, aimed at improving literacy standards for Aboriginal and Torres Strait Islander communities. They give parents, educators and

community members the tools they need to break the cycle of trans-generational illiteracy. Most importantly, they are proven, with 92% of participating students improving their phonemic awareness, meaning that they can start school ready to read, write and continue their educational journey.

Implementing our employment strategy was a challenge. Owing to staffing changes and a temporary refocus of priorities for the People and Culture team during the COVID-19 pandemic, some aspects of the recruitment strategies in our RAP were not fully undertaken. Attracting Aboriginal and Torres Strait Islander candidates for identified roles has been difficult and whilst MTC did increase representation to a small extent, this will be a priority area for the 2021–23 plan. We have learnt that establishing credibility and trust in the communities we work with is essential.

The RAP Working Group have worked tirelessly on the plan and our RAP commitments, and a goal for 2021–23 will be to increase involvement in the RAP beyond the working group, and across all levels of leadership.



MTC Australia's second Reconciliation Action Plan builds on the progress made through our first RAP, and gives our organisation a set of specific, measurable goals to build relationships with Aboriginal and Torres Strait Islander communities across New South Wales.

For our 2021–23 Reconciliation Action Plan, we are focusing on increasing our Aboriginal and Torres Strait Islander representation across our workforce, and we are putting strategies in place to ensure that employment retention rates increase.

Included in our actions for this Reconciliation Action Plan are major items such as meeting with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement, providing quarterly updates on Reconciliation Action Plan progress to all our staff, implementing mandatory cultural training for all customer-facing employees, developing an Aboriginal and Torres Strait Islander employment and retention strategy in consultation with our existing Aboriginal and Torres Strait Islander staff, implementing paid cultural leave, and introducing an internal mentoring program for Aboriginal and Torres Strait Islander staff.

Our Reconciliation Action Plan is championed by our Chief Executive Officer, General Manager – People and Culture, and Opportunity Hub Manager.

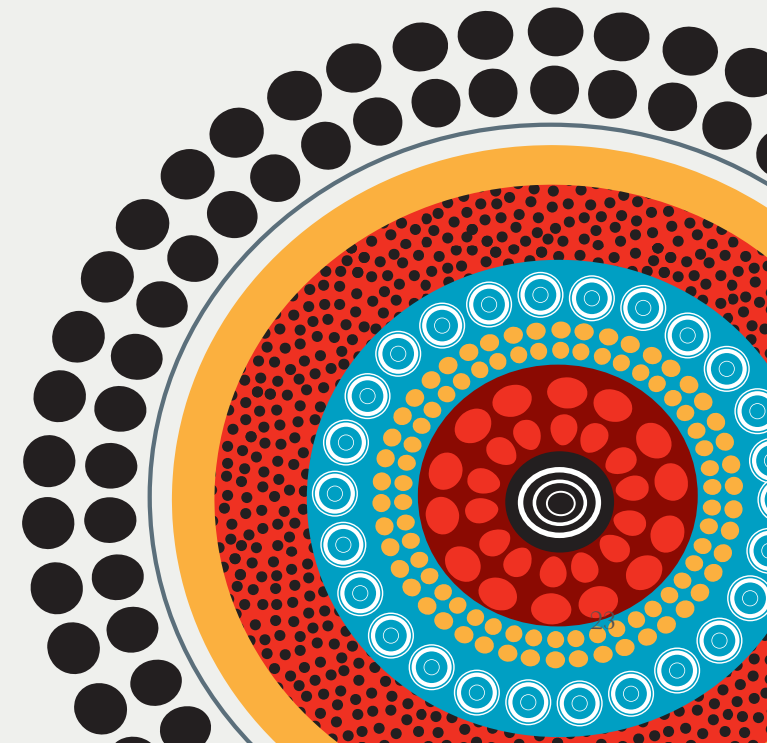
Our RAP Working Group includes:

- Chief Executive Officer
- General Manager – People and Culture (Chair)
- General Manager – MTC Recruitment
- Deputy Principal – Warakirri College
- Head of Government Programs
- Payroll and Systems Manager
- Opportunity Hub Manager
- Opportunity Hub Youth Mentor x 2
- Marketing Manager
- Youth and Community Manager

Our RAP Working Group has representation from our Aboriginal and Torres Strait Islander staff who are currently employed in programs that work with Aboriginal and Torres Strait Islander participants. The RAP Working Group works together to review our RAP actions each quarter and to champion the RAP within their business area. The RAP Working Group collectively input into our draft RAP, and all members have reviewed it multiple times prior to its submission to Reconciliation Australia.

Our Reconciliation Action Plan has been endorsed by our Opportunity Hub External Advisory Group. The Opportunity Hub External Advisory Group are stakeholders from partner organisations and members from our RAP Working Group who meet three times a year. The Advisory group consists of 12 members; four of whom are from within MTC Australia, and eight of whom are external to MTC and represent the Tharawal Local Aboriginal Land Council, Campbelltown TAFE, James Meehan High School, Ability Options, Aboriginal Employment Services, AFL Indigenous Academy and Campbelltown Council. All external

members of the council identify as Aboriginal people, as do two of the internal members. Our members report on the RAP initiatives and participate in the open forum meeting. The external stakeholders promote our RAP initiatives and hold our members accountable on initiatives we are undertaking.



Relationships

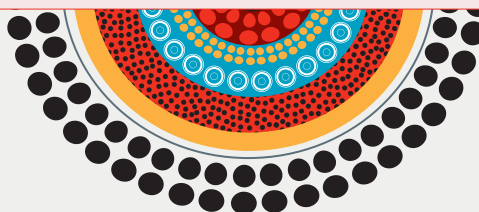
MTC operates across a number of Aboriginal and Torres Strait Islander communities. Engaging meaningfully with the communities we operate in is pivotal to our success in achieving educational and employment outcomes.

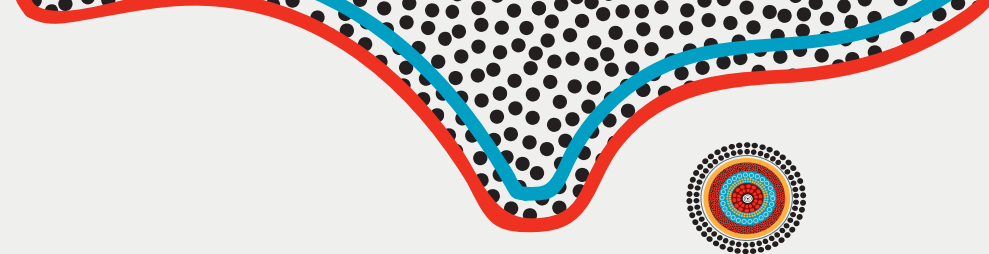
MTC Australia has developed a network of partnerships and relationships with state and federal governments, local community organisations and industry to provide our customers with the best possible opportunities to meet their goals. These relationships have facilitated innovative projects and programs which have built connections amongst communities. Our relationships have also played a key role in helping customers gain employment, access higher education courses, and develop self-confidence for over 20 years.

MTC's aim is to continue to build strong relationships with our Aboriginal and Torres Strait Islander staff, partners, and communities to ensure the services we provide result in positive outcomes.

Focus area: MTC’s 2021–23 Strategic Plan endeavours to further develop us as person centred and best in class provider of choice within our industry.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with MTC’s Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	By Nov 2021	Opportunity Hub Manager
	Develop and implement an engagement plan to work with the above Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2021	Chair, RWG
	Develop a directory of all advisory boards, land councils, Aboriginal and Torres Strait Islander organisations and programs, within MTC Australia has a relationship with the stakeholder and the purpose of the relationship.	Dec 2021	Chair, RWG
	Continue to actively consult with Local Aboriginal Land Councils in the areas MTC operates to receive cultural advice and guidance on RAP development and implementation.	Review: Dec 2021, Jun 2022, Dec 2022, Jun 2023	Opportunity Hub Manager
	Aboriginal and Torres Strait Islander employees to attend Tharawal Land Council and Tharawal Land Corporation events.	May 2022, Jul 2022	Opportunity Hub Manager
2. Build relationships through celebrating National Reconciliation Week (National Reconciliation Week).	Circulate Reconciliation Australia’s National Reconciliation Week resources and reconciliation materials to our staff – posters, information, local events.	27 May - 3 Jun 2022, 2023	Marketing Manager
	Ensure MTC’s financial contributions to NRW and NRW learning events are highlighted to our employees through updates on our intranet.	27 May - 3 Jun 2022, 2023	Marketing Manager
	Reconciliation Action Plan Working Group members to participate in an external National Reconciliation Week event.	27 May - 3 Jun 2022, 2023	Chair, RWG





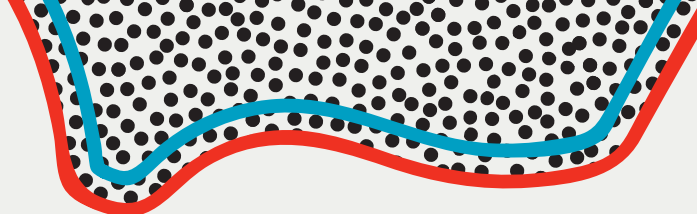
Action	Deliverable	Timeline	Responsibility
	Encourage and support staff and senior leaders to participate in at least one event to recognise and celebrate National Reconciliation Week.	27 May - 3 Jun , 2022, 2023	Chair, RWG
	Organise at least one National Reconciliation Week event each year.	27 May - 3 Jun , 2022, 2023	Marketing Manager
	Register all our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	27 May - 3 Jun 2022, 2023	Marketing Manager
	Promote NRW events externally via our social media platforms.	27 May - 3 Jun 2022, 2023	Marketing Manager
	Participate in NRW by raising awareness by delivering specific content through our education programs (SEE & Youth).	27 May - 3 Jun 2022, 2023	Head of Government Programs
	Ensure MTC youth mentors attend NRW school celebrations.	27 May - 3 Jun 2022, 2023	Opportunity Hub Manager
	Ensure Warakirri College students participate in NRW celebrations.	27 May - 3 Jun 2022, 2023	Deputy Principal – Warakirri College
	Trainers to run workshops with Skills for Education and Employment (SEE) students highlighting the themes and meanings of NRW.	27 May - 3 Jun 2022, 2023	Head of Government Programs
	Encourage SEE students to participate in local NRW events.	27 May - 3 Jun , 2022, 2023	Head of Government Programs
	Promote individual reconciliation stories of our customers and staff during NRW on social media and on our internal intranet.	27 May - 3 Jun 2022, 2023	Marketing Manager



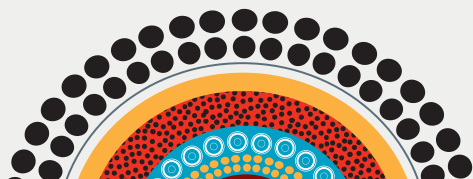
Action	Deliverable	Timeline	Responsibility
<p>3. Promote reconciliation through our sphere of influence.</p>	<p>Implement strategies to engage our staff in reconciliation.</p>	<p>Review: Dec 2021, Jun 2022, Dec 2022, Jun 2023</p>	<p>General Manager – People and Culture</p>
	<p>Develop a communication plan to communicate our RAP to internal stakeholders.</p>	<p>Nov 2021</p>	<p>Head of Government Programs</p>
	<p>Continually update RAP intranet page for all employees to be able to engage, consult, share information, learn, and receive progress updates.</p>	<p>Review: Dec 2021, Jun 2022, Dec 2022, Jun 2023</p>	<p>Payroll and Systems Manager</p>
	<p>Ensure all new permanent employees are aware that MTC has a RAP and the RAP forms part of employee induction.</p>	<p>Review: Dec 2021, Jun 2022, Dec 2022</p>	<p>General Manager – People and Culture</p>
	<p>Direct casual and contract employees to review RAP intranet page.</p>	<p>Review: Dec 2021, Jun 2022, Dec 2022</p>	<p>Payroll and Systems Manager</p>
	<p>Communicate our commitment to reconciliation publicly.</p>	<p>Dec 2021</p>	<p>Marketing Manager</p>
	<p>Develop and implement a strategy to communicate our RAP to external stakeholders – including promotion in annual reports, our website, statements of commitment at our sites, inclusion of artwork, develop an Acknowledgement of Country for use in all staff email signatures.</p>	<p>Dec 2021</p>	<p>Marketing Manager</p>
	<p>Ensure RAP Working Group annually reviews communication strategy for MTC’s promotion of reconciliation to be incorporated into MTC’s annual planning processes.</p>	<p>Nov 2021</p>	<p>Chair, RWG</p>
	<p>Ensure MTC launches the new RAP through a designated event and externally through our webpage and social media.</p>	<p>Nov 2021</p>	<p>Marketing Manager</p>
<p>At time of launching new RAP, get staff to write “I will” personal commitments to MTC’s reconciliation journey.</p>	<p>Jan 2022</p>	<p>General Manager – People and Culture</p>	



Action	Deliverable	Timeline	Responsibility
	Provide key staff members with RAP artwork shirts – Opportunity Hub (continue), MTC Recruitment and RAP Working Group.	Dec 2021	Marketing Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Dec 2021	General Manager – People and Culture
	Become a corporate member of Reconciliation NSW.	Dec 2021	General Manager – People and Culture
	Ensure MTC promotes our RAP with state and federal government departments through the tender and service agreements under which we deliver our services and programs.	Review: Dec 2021, Jun 2022, Dec 2022	Head of Government Programs
	Extend RAP launch invites to key departmental contacts.	Dec 2021	Marketing Manager
	Collaborate with businesses who have a Reconciliation Action Plan, and other like-minded organisations, to develop ways to advance reconciliation.	Jun 2022	General Manager – People and Culture
	Promote partners who have RAPs on our website.	Dec 2021	Marketing Manager
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Jan 2022	General Manager – People and Culture
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	Dec 2021	General Manager – People and Culture
	Engage with Aboriginal and Torres Strait Islander staff, and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Dec 2021	General Manager – People and Culture
	Educate senior leaders on the effects of racism.	Jan 2022	Payroll and Systems Manager



Action	Deliverable	Timeline	Responsibility
<p>5. Continue to work collaboratively with Aboriginal and Torres Strait Islander peoples, communities and organisations to facilitate positive employment and education outcomes</p>	<p>Continue to develop and/or maintain MOUs between MTC and Aboriginal and Torres Strait Islander organisations.</p>	<p>Review: Dec 2021, Jun 2022, Dec 2022</p>	<p>Opportunity Hub Manager</p>
	<p>Consult with Local Aboriginal Land Councils to gain guidance on MTC’s engagement strategies for Opportunity Hub.</p>	<p>Review: Dec 2021, Jun 2022, Dec 2022</p>	<p>Opportunity Hub Manager</p>
	<p>Engage with Aboriginal and Torres Strait Islander organisations to facilitate specific employment outcomes for our Aboriginal and Torres Strait Islander customers.</p>	<p>Review: Dec 2021, Jun 2022, Dec 2022</p>	<p>Head of Employment Services</p>
	<p>Ensure SEE program and any VET programs that teach lessons incorporating Aboriginal and Torres Strait Islander perspectives, histories, cultures, and learnings are presenting accurate and culturally appropriate information.</p>	<p>Review: Dec 2021, Jun 2022, Dec 2022</p>	<p>Head of Government Programs</p>
	<p>All lesson materials will be reviewed by an Aboriginal and/or Torres Strait Islander staff member.</p>	<p>Review: Dec 2021, Jun 2022, Dec 2022</p>	<p>Head of Government Programs</p>
	<p>Work with The Australian Literacy and Numeracy Foundation (ALNF) to deliver programs under MTC’s scope of registration aimed at revitalising Aboriginal and Torres Strait Islander languages throughout remote communities across the country.</p>	<p>Nov 2021</p>	<p>Head of Government Programs</p>
	<p>Deliver contextualised Skills for Education and Employment (SEE) program at the Mudjin-gal Women’s Centre Redfern. This program will aim to provide Aboriginal and Torres Strait Islander women with the necessary vocational skills to return to work.</p>	<p>Nov 2021</p>	<p>Head of Government Programs</p>

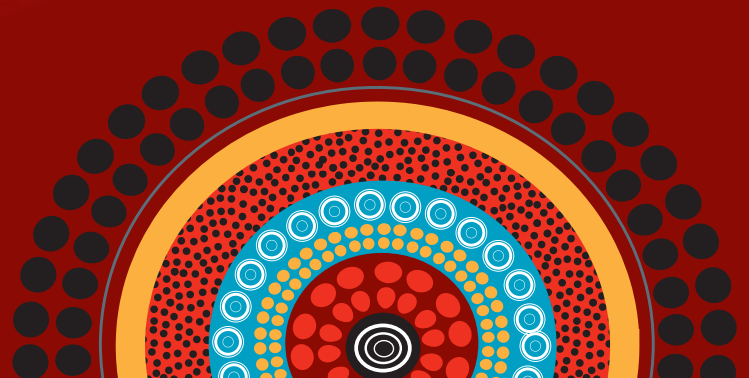


Respect

We consider respect to be foundational for building strong relationships and being effective in delivering our vision, purpose, and strategic plan.

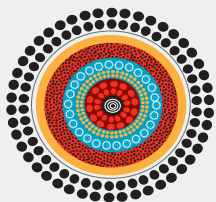
We believe that understanding, respecting, and celebrating Aboriginal and Torres Strait Islander cultures, histories and customs is integral to ensuring we offer culturally appropriate services.

We believe that the services we provide to Aboriginal and Torres Strait Islander peoples are enhanced by our workforce that is responsive and inclusive of their cultures and customs.



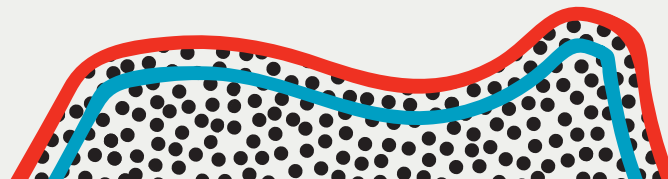
Focus area: Customer-centricity: Enhance our value propositions of service offering by identifying the value of our services to each customer group.

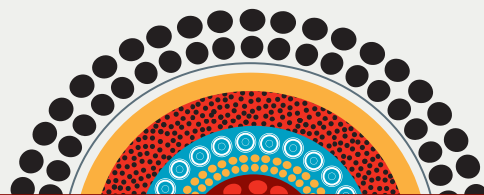
Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Dec 2021	General Manager – People and Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Dec 2021	General Manager – People and Culture
	Learn local history for MTC sites and have this available on MTC’s intranet and at sites – Redfern to be a concept site with local area history on the walls.	Dec 2021	Marketing Manager
	Develop, implement, and communicate a cultural learning strategy for our staff.	Dec 2021	General Manager – People and Culture
	Provide opportunities for RAP Working Group members, P&C Business Partners and other key leadership staff to participate in formal and structured cultural learning.	Review: Dec 2021, Jun 2022, Dec 2022	General Manager – People and Culture
	Implement online Cultural Awareness training (at a minimum) as mandatory for all customer facing staff.	Jan 2022	General Manager – People and Culture



Action	Deliverable	Timeline	Responsibility
<p>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p>	<p>Dec 2021</p>	<p>Payroll and Systems Manager</p>
	<p>All staff to use MTC's Acknowledgement of Country in email signature.</p>	<p>Dec 2021</p>	<p>Marketing Manager</p>
	<p>Create a training module to ensure all managers and staff are aware of our cultural protocol documents and the meetings at which they should be used.</p>	<p>Dec 2021</p>	<p>Opportunity Hub Manager</p>
	<p>Develop a list of local Aboriginal and Torres Strait Islander peoples, organisations or communities that are able to assist in organising Welcome to Country ceremonies.</p>	<p>Dec 2021</p>	<p>Opportunity Hub Manager</p>
	<p>Review, update and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</p>	<p>Dec 2021</p>	<p>Opportunity Hub Manager</p>
	<p>Promote cultural protocol document to staff to advance the practice of commencing meetings with an Acknowledgement of Country.</p>	<p>Dec 2021</p>	<p>Opportunity Hub Manager</p>
	<p>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</p>	<p>Dec 2021</p>	<p>Marketing Manager</p>
	<p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year – such as the RAP launch and the MTC Huddle.</p>	<p>From Nov 2021</p>	<p>Opportunity Hub Manager</p>

Action	Deliverable	Timeline	Responsibility
<p>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>Reconciliation Action Plan Working Group to participate in an external NAIDOC Week event.</p>	<p>First week in July 2022, 2023</p>	<p>Chair, RWG</p>
	<p>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</p>	<p>Jun 2022</p>	<p>General Manager – People and Culture</p>
	<p>Promote and encourage participation in external NAIDOC events to all staff.</p>	<p>First week in July 2022, 2023</p>	<p>General Manager – People and Culture</p>
	<p>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</p>	<p>First week in July 2022, 2023</p>	<p>General Manager – People and Culture</p>
	<p>Internally promote the involvement of Aboriginal and Torres Strait Islander staff in NAIDOC week to all MTC staff to foster understanding and shared celebration of the achievements of Aboriginal and Torres Strait Islander peoples.</p>	<p>First week in July 2022, 2023</p>	<p>Marketing Manager</p>
	<p>Donate financially to NAIDOC events hosted by Aboriginal and Torres Strait Islander organisations, Tharawal Land Corporation and Tharawal Local Aboriginal Land Council.</p>	<p>First week in July 2022, 2023</p>	<p>Opportunity Hub Manager</p>
	<p>Senior employees from each division attend NAIDOC event to build relationships with Elders and Local Aboriginal Land Councils.</p>	<p>First week in July 2022, 2023</p>	<p>Chair, RWG</p>
<p>9. Investigate opportunities to address cultural safety for Aboriginal and Torres Strait Islander MTC customers and staff in all programs and workplaces.</p>	<p>Investigate a mechanism to understand current levels of cultural safety at MTC sites.</p>	<p>Dec 2021</p>	<p>Head of Government Programs</p>
	<p>Investigate a mechanism to understand the needs and experiences of Aboriginal and Torres Strait Islander customers and to inform changes.</p>	<p>Dec 2021</p>	<p>Head of Government Programs</p>





Action	Deliverable	Timeline	Responsibility
	Review feedback mechanisms for customers to express cultural concerns and adjust as required. Communicate the mechanisms to express cultural concerns.	Dec 2021	Head of Government Programs
	Research best-practice and principles that support cultural safety for customers.	Dec 2021	Head of Government Programs
	Investigate opportunities to purchase and display Aboriginal and Torres Strait Islander flags in our offices.	Feb 2022	General Manager – People and Culture
	Commission local Aboriginal and Torres Strait Islander art for selected offices.	Dec 2021	Marketing Manager
	Expand use of RAP artwork across sites (particularly sites with the highest proportion of Aboriginal and Torres Strait Islander customers and staff), and ensure all artwork is appropriately acknowledged.	Dec 2021	Marketing Manager
	Create MTC lanyards printed with the RAP artwork commissioned by MTC.	Dec 2021	Marketing Manager

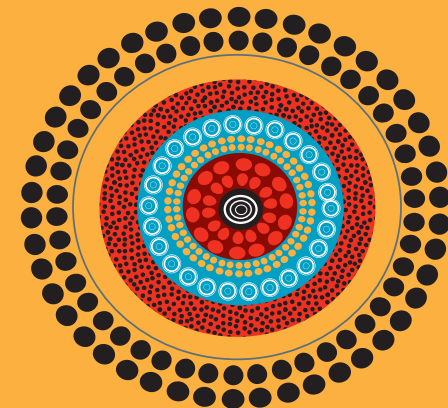




Opportunities

MTC Australia's mission is to create opportunities which enrich lives and benefit communities by empowering people to reach their full potential.

We therefore believe that creating mutually beneficial opportunities in collaboration with Aboriginal and Torres Strait Islander peoples, organisations and communities is fundamentally linked to our mission and purpose. These opportunities are developed for our workforce, customers, partnership organisations with a focus on education, employment, and social outcomes.

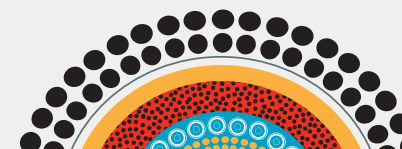


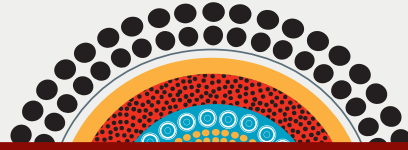


Focus area: Building a collaborative and innovative culture that puts the customer at the heart of everything we do through attracting and retaining talented, capable staff and executing on our diversity and inclusion plans and measures.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jan 2022	General Manager – People and Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Dec 2021	General Manager – People and Culture
	Conduct ongoing consultation with current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	Review: Dec 2021, Jun 2022, Dec 2022	Chair, RWG
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Dec 2021	General Manager – People and Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders: – Ensure MTC is including inclusive statements on all employment advertisements. – Advertise key vacancies within our Aboriginal and Torres Strait Islander programs in Aboriginal and Torres Strait Islander media. – Build relationships with of Aboriginal and Torres Strait Islander recruitment specialists to actively find Aboriginal and Torres Strait Islander talent.	Review: Dec 2021, Jun 2022, Dec 2022	General Manager – People and Culture
	Continue to host and support the Indigenous Careers Expo by holding a careers stand at the Expo.	May 2022, May 2023	Opportunity Hub Manager

Action	Deliverable	Timeline	Responsibility
	<p>Promote Indigenous Careers Expo through SEE and jobactive.</p> <p>Review and update recruitment application processes allowing for Aboriginal and Torres Strait Islander people to self-identify.</p> <p>Increase the percentage of Aboriginal and Torres Strait Islander staff employed by MTC Australia.</p> <p>Focus on active recruitment of Aboriginal and Torres Strait Islander staff outside of Opportunity Hub through inclusive advertising, use of specialist recruitment agencies and targeted advertisements.</p> <p>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</p> <p>Implement paid cultural leave for NAIDOC and Sorry Business in consultation with Aboriginal and Torres Strait Islander staff.</p>	<p>May 2022, 2023</p> <p>Dec 2021</p> <p>Dec 2021: 1.8% Dec 2022: 2.2%</p> <p>1 hire per year, July 2022, 2023</p> <p>Dec 2021</p> <p>Mar 2022</p>	<p>Head of Government Programs</p> <p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p>
<p>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</p> <p>Re-investigate Supply Nation membership and build into budget if affordable for 2021–2022.</p> <p>If feasible, implement supplier diversity plan and training for people who make purchasing decisions at MTC.</p> <p>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</p>	<p>Dec 2021</p> <p>Jul 2022</p> <p>Jul 2022</p> <p>Dec 2021</p>	<p>Chair, RWG</p> <p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p> <p>Chair, RWG</p>





Action	Deliverable	Timeline	Responsibility
	<p>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p> <p>Maintain existing, and further develop new, commercial relationships with Aboriginal and Torres Strait Islander businesses. Expand commercial partnerships by one per year during this RAP.</p> <p>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</p> <p>Continue to engage an Aboriginal and Torres Strait Islander training provider for Cultural Awareness training.</p>	<p>Dec 2021</p> <p>Review: Dec 2021, Jun 2022, Dec 2022</p> <p>Dec 2021</p> <p>Review: Dec 2021, Jun 2022, Dec 2022</p>	<p>Chair, RWG</p> <p>Chair, RWG</p> <p>Chair, RWG</p> <p>General Manager – People and Culture</p>
<p>12. Develop professional development strategies for our Aboriginal and Torres Strait Islander Staff.</p>	<p>Continue to ensure that development goals are documented and implemented through the annual performance and development planning process for our Aboriginal and Torres Strait Islander staff.</p> <p>Engage with existing Aboriginal and Torres Strait Islander staff to consult on professional development to advance the skills, abilities, and careers of our Aboriginal and Torres Strait Islander employees.</p> <p>Establish an internal network for our Aboriginal and Torres Strait Islander staff for support, informal mentoring, and advice.</p> <p>Consider opportunities for connections to external Aboriginal and Torres Strait Islander mentoring programs.</p> <p>Implement an employee assistance program for Aboriginal and Torres Strait Islander staff to seek coaching from Aboriginal and Torres Strait Islander practitioners.</p>	<p>July 2022, July 2023</p> <p>Mar 2022</p> <p>Dec 2021</p> <p>Dec 2021</p> <p>Dec 2021</p>	<p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p> <p>General Manager – People and Culture</p>



Action	Deliverable	Timeline	Responsibility
13. Create capacity building opportunities for our Aboriginal and Torres Strait Islander clients.	Skills for Education and Employment (SEE) program to work with Aboriginal Employment Strategy (AES) to deliver contextualised SEE courses.	Dec 2021	Head of Government Programs
	Opportunity Hub to work with Transition to Work (TTW) and jobactive to provide Aboriginal and Torres Strait Islander students with direct paths to employment.	From Nov 2021	Opportunity Hub Manager
	MTC Recruitment to work with Opportunity Hub to provide employment opportunities for Aboriginal and Torres Strait Islander job seekers.	From Nov 2021	General Manager – MTC Recruitment
	Warakirri College to work with local Aboriginal and Torres Strait Islander organisations in Campbelltown to support their Aboriginal and Torres Strait Islander students.	Jul 2022	Deputy Principal – Warakirri College



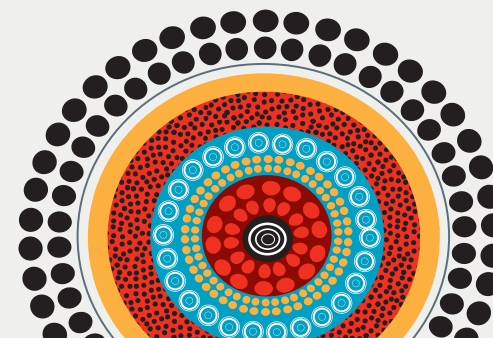
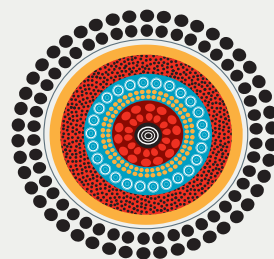
Report



To ensure MTC is effectively implementing the actions laid out in this RAP we have put in place strong governance and reporting across all areas of the business.



Action	Deliverable	Timeline	Responsibility
14. Maintain an effective Reconciliation Action Plan Working group (RWG) to drive governance of the RAP as per minimum requirements of the current Innovate RAP template.	Ensure RWG oversees the development, endorsement and launch of the second Innovate RAP.	Dec 2021	Chair, RWG
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review: Dec 2021, Jun 2022, Dec 2022	Chair, RWG
	Establish and apply a Terms of Reference for the RWG.	Dec 2021	Chair, RWG
	Meet at least four times per year to drive and monitor Reconciliation Action Plan implementation.	Feb 2022, May 2022, Aug 2022, Nov 2022, Feb 2023, May 2023	Chair, RWG
	Ensure quarterly communications are implemented for updates to all staff on RAP.	Dec 2021, Mar 2022 Jun 2022, Sep 2022, Dec 2022, Mar 2023	Marketing Manager
15. Provide appropriate support for effective implementation of Reconciliation Action Plan commitments.	Define resource needs for Reconciliation Action Plan implementation by creating a budget for RWG.	Jul 2022	Chair, RWG
	Engage our senior leaders and other staff in the delivery of Reconciliation Action Plan commitments.	Jul 2022	Chair, RWG



Action	Deliverable	Timeline	Responsibility
	Define and maintain appropriate systems to track, measure and report on Reconciliation Action Plan commitments.	Dec 2021	Payroll and Systems Manager
	Appoint and maintain an internal Reconciliation Action Plan Champion from senior management.	Mar 2022	Chair, RWG
	Review and increase number of RAP Champions throughout MTC.	Mar 2022	Chair, RWG
16. Build accountability and transparency through reporting Reconciliation Action Plan achievements, challenges and learnings both internally and externally.	Complete and submit the annual Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2022, 2023	General Manager – People and Culture
	Report Reconciliation Action Plan progress to senior leaders quarterly.	Dec 2021, Mar 2022 Jun 2022, Sep 2022, Dec 2022, Mar 2023	General Manager – People and Culture
	Publicly report our Reconciliation Action Plan achievements, challenges, and learnings, annually.	Oct 2022, 2023	Marketing Manager
	Investigate participating in Reconciliation Australia’s biennial Workplace Reconciliation Action Plan Barometer.	May 2022	General Manager – People and Culture
17. Continue our reconciliation journey by developing our next Reconciliation Action Plan.	Register via Reconciliation Australia’s portal to begin developing our next Reconciliation Action Plan.	Jun 2022	General Manager – People and Culture

Contact

Name: Samantha Elkins

Position: General Manager – People & Culture

Phone: 1300 232 663

Email: selkins@mtcaustralia.com.au

