

Innovate
**Reconciliation
Action Plan**
June 2023 – June 2025



About the Artist



Pat was born creative, a skill he has expertly applied in product creation and life cycle management across his career working with brands including Harris Scarfe, Vili's Family Bakery, Hyundai and Aboriginal Health Council.

Pat's family background is of an Eastern Arrernte person whose connection to country and community was disrupted by his mother's removal in Alice Springs in the mid-1950s. Despite this event, he strongly identifies as both a person of Eastern Arrernte background and the Sultan family.

Pat has spent 20 years reconnecting to his roots, taking his children, communities, and clients on a

profound journey of knowledge sharing and reflection, and encouraging us all to embrace all facets of our unique identities.

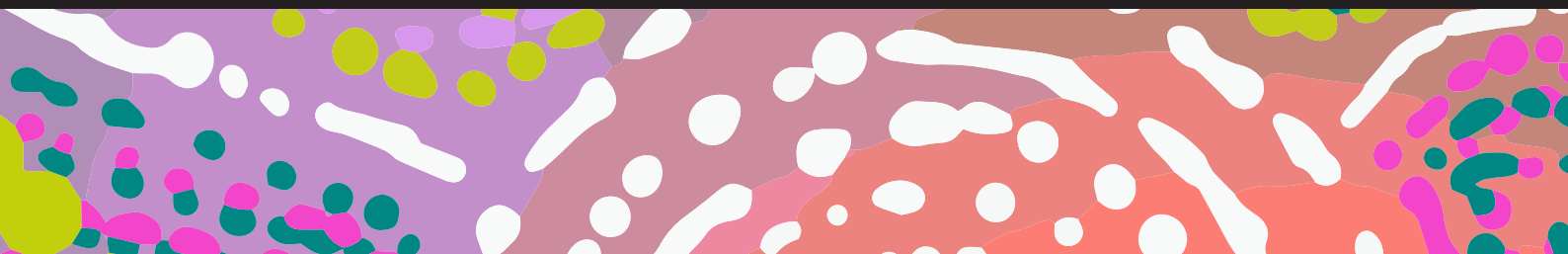
Through We Create Print Deliver, an advertising and business agency he founded in 2015, Pat is building a legacy that honours his cross-cultural identity.

Pat Caruso

Graphic Artist
WE CREATE
PRINT DELIVER



The artwork created for Zancott Knight is representative of people, community, achievement, and services in which it provides. The colours are striking and different; its design is both eye-catchingly bold and intentionally so, by the artist. Representing the culture, opportunity, and diversity of the people within Zancott Knight.

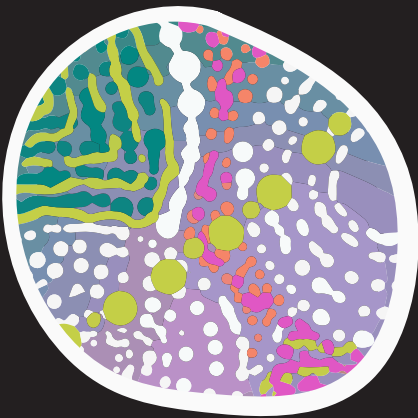


Creative Design Elements

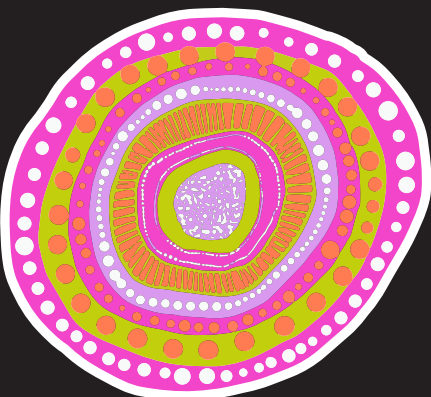
Key Elements of Artwork Representation



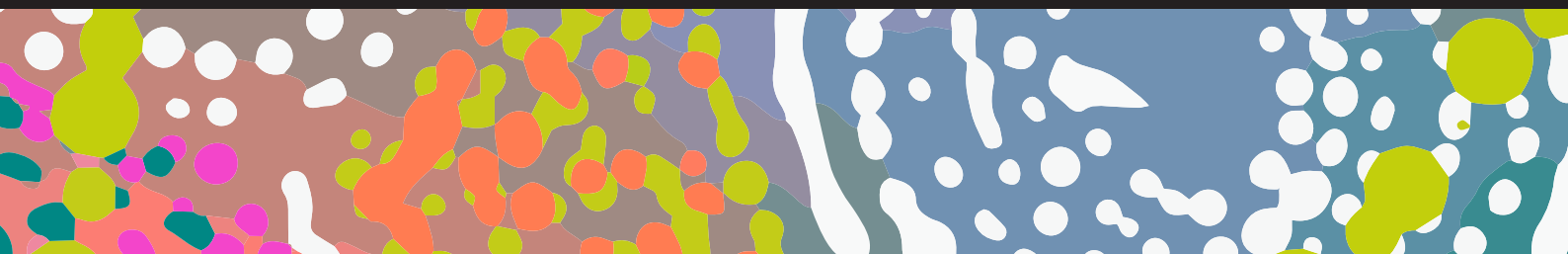
At its centre, the meeting place, an image that is resolute as a culturally safe space, to speak, listen and be heard. The different textures and sizes of the images encircled within, coloured with iridescent pinks, greens, oranges and purples represent the many; relationships, discussions, people and community, working autonomously and collectively on various projects and parts of the business. They show strength of skill, character, service, structure and delivery. All of which are seated at the same table, symbolic of each being as important as the one it is positioned next to, they are all on the same level, armed ultimately with the same focus to achieve best outcomes.



In the background 12 large white dotted circle shapes can be seen, each dot that contributes to its shape is as unique as the achievement that it represents, some touch and others blur into each other, mimicking these accomplishments, representing the journey, big and small. These shapes are beacons in the Zancott timeline, symbolic of the proudest achievement throughout the teams' journey and into their first innovate Reconciliation Action Plan.



Finally, view this art from a distance! Looking deeper into the background, you can see an intricate network of connectivity. Symbolic of the amazing people that work alongside each other, the Zancott Knight team, clients, suppliers and community alike. This organisation is constantly evolving with the ever-changing landscape that it resides among.







Our Vision For Reconciliation



Zancott Knight envisions equitable working and professional development opportunities for Aboriginal and Torres Strait Islander peoples within our sector, supporting holistic growth. We envision a thriving team of healthy, empowered employees, who are supported professionally, personally, and culturally. As a true advocate for reconciliation and real change, we recognise the powerful role that we can play to realise this future and deliver on our vision.

We place considerable importance on education in our reconciliation journey as a means of facilitating respect and understanding. We are committed to creating a dialogue that enables the ongoing education of all Zancott Knight staff on respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, and histories.

We are committed to growing our Aboriginal and Torres Strait Islander workforce and strive to support, mentor, and grow other Aboriginal and Torres Strait Islander businesses, to build a stronger future for all. Our long-term vision is to create a professional hub of First Nations employees from a range of trades, professions and working backgrounds that operate with the common goal of advancing health, education and employment opportunities.

We are proud to be an industry leader and are wholeheartedly committed to using our success to positively contribute and strengthen our ties to community.





Our Business



Zancott Knight is an Aboriginal owned, managed and controlled joint venture between national leaders in recruitment and facilities management, Zancott Recruitment and Knight FM.

With unrivalled technical expertise, best-in-breed digital solutions, and an unrelenting focus on continual improvement, Zancott Knight holds a proven ability to deliver integrated facilities management nationally, incorporating:

- Asset maintenance and management
- HVAC, mechanical and electrical services
- Project management and construction
- Catering and hospitality
- Security and alarm services
- Cleaning
- Facilities management.

The integration of our exceptional personnel, industry-leading technology, our ISO-certified Integrated Management System ensures our delivery of high-quality services and a commitment to continual improvement.

Since forming in 2015, Zancott Knight has developed an impressive client list working closely with Commonwealth Government Departments, and industrial and commercial clients alike. This creates a dynamic sphere of influence, as we work alongside internal and external stakeholders to influence individuals, organisations, community, and

society through education, institutional integrity, equality and equity, and unity.

We pride ourselves on being experienced and accessible, with offices across Australia including Victoria, South Australia, Queensland, and the Northern Territory and over 85 exceptional employees working nationally.

By leveraging our expertise in project management and construction, we anticipate and mitigate risks, navigate challenges, and work collaboratively with our clients to successfully execute complex projects that realise their vision.

For Zancott Knight, the success of our organisation isn't simply measured by increasing revenue – it is measured by the positive outcomes achieved by our team and the growth of the First Nations business sector as a whole. We are proud that over 3% of our workforce identifies as Aboriginal or Torres Strait Islander people and we are working to continue to increase this participation via training, recruitment, retention, and professional development measures. Strategic partnerships with Aboriginal and Torres Strait Islander organisations and suppliers, and a commitment to continual reinvestment into our local communities drives our achievement of economic empowerment and job creation, creating a positive change for all Australians.



Case Study: Equality of Opportunity



We advocate, promote, and celebrate Aboriginal and Torres Strait Islander cultures, stories, and languages on Indigenous Literacy Day.

DRIVING RECONCILIATION

Our organisation is more than just an initiative to promote diversity and inclusivity; it is a commitment to create and maintain an organisational culture that is welcoming and culturally safe for Aboriginal and Torres Strait Islander peoples.

We are committed to:

- Contributing 10% of profits in support of First Nations groups.
- Engaging our community of Supply Nation Certified Aboriginal and Torres Strait Islander businesses as a first preference.
- Growing a workforce of First Nations employees in all aspects of our business.
- Training our employees so that they leave our organisation more knowledgeable.
- Driving community engagement with a broad range of First Nations companies through mentoring and supporting growth.
- Driving greater social procurement outcomes for our clients and throughout our own organisation.

This year we (virtually!) got together with our team to support the cause and learn more about the Indigenous Literacy Foundation's hard work and how we can best support them. They are a national book industry charity dedicated to lifting literacy levels in remote First Nations communities, so all children across Australia have the same choices and opportunities.

We're proud supporters of the Foundation as they gift engaging and culturally relevant books to those communities that really need them, to ensure that the joy of reading is being passed down to the next generation.

“Having First Nations content is great because the kids can relate to the stories and feel empowered”



Our RAP is Critical to Our Success



We recognise First Nations peoples are the original Custodians of the land on which we live on, and work to share knowledge and understanding to build an organisation that shares a reconciliation commitment from the top down.

Building relationships between Aboriginal and Torres Strait Islander peoples and other Australians is a key element of our vision of promoting First Nations business opportunities through partnerships and mutual support. We hope to allow other Aboriginal and Torres Strait Islander peoples to share in our success and ensure our staff and business partners remain aware of the importance of building relationships with Aboriginal and Torres Strait Islander businesses like our own. This is achieved through an inclusive culture which is led from the top, and supported through cultural awareness activities driven by our RAP Working Group.

Our RAP remains a written demonstration of our commitment, allowing us to pause and reflect on progress, remain accountable to our vision, and set the path for future success.

We hope to encourage non-First Nations businesses within our sphere of influence and are proud of the work we have done to mentor and support other First Nations businesses.

OUR RAP WORKING GROUP

With diverse backgrounds and passions, they are all committed to championing actions and outcomes that further our reconciliation journey.

It is important that our RAP Working Group represents who we are as an organisation and it's critical that this involves Aboriginal and Torres Strait Islander perspectives, with the Margany and Arabunna peoples represented within the Group.

Name	Role	Line of Business	Location
Cameron Buzzacott	Executive Director (RAP Chair)	Executive	Tarndanya
Naveen Radhappan	GM Growth, Strategy, & Operations	Growth & Strategy	Naarm
Eloise Treacy	National Bids & Marketing Manager	Growth & Strategy	Naarm
Jharal Yow Yeh	Indigenous Engagement Coordinator	Operations	Meanjin
Harish Singh	Operations Manager – NOCC	Operations	Naarm
Swati Swaminathan	Project Administrator	Projects	Naarm



Meet the Working Group

I recently joined the RAP committee as I want to learn more so that I can encourage and motivate my team. I think it's important that we work together so that we can make a real difference.



Harish Singh

Operations Manager - NOCC
NAARM



Case Study Driving First Nations Engagement Via Mentoring

Our RAP guides our commitment to working with Aboriginal and Torres Strait Islander businesses, to expand their reach and capabilities. We take this commitment seriously, and have contributed significant time and funds into mentoring smaller businesses to upskill and provide further employment opportunities.

Through his close connection with the Kokatha Traditional Owners, our Managing Director Cameron Buzzacott began working with Glen Wingfield and David Bear of WB Enterprises. WB Enterprises is a newly created company designed to deliver civil engineering and a range of environmental and mining services throughout the Roxby Downs area.

“Zancott have offered mentorship and support with resources, time, and knowledge to help us become established and grow within the industry.... Their support has proven invaluable and a credit to the way they conduct business and their attitude to helping fellow First Nations businesses.”

David Bear, Director,
WB Enterprises

This has involved assisting in tender preparation, supporting project management activities, and leveraging Zancott Knight systems, processes, and intellectual property to support WB Enterprises capabilities. Practically, this has included organising appropriate insurance coverage, meeting client onboarding registration requirements, and offering extended/ preferential payment terms. By supporting WB Enterprises with a soft start, Cameron is working to ensure they gain traction within the local market whilst reducing risk to the business and mitigating any concerns of potential clients. Excitingly, we have been able to bring them onboard in our works with BHP, exposing them to the workings of one of Australia's largest businesses and upskilling their talented team.





Our RAP Journey



We're extremely proud of our team and all that they have achieved since we launched our first Innovate RAP in 2020. Our RAP Working Group, and wider team of employees alike, have worked diligently to drive the achievement of our RAP, whilst simultaneously working to achieve our organisations vision of growing our First Nations workforce and striving to support, mentor, and grow other First Nations organisations. As we grow so does the First Nations business sector.

Having only been in operation for since 2015, Zancott Knight has hit some major milestone achievements early on, such as hiring full-time employees, establishing offices throughout Australia, certification by Supply Nation, mentoring of First Nations subcontractors, delivery of our first government project, and establishment of national facilities management contracts with Tier 1 organisations.

Thus far our journey has involved engaging with First Nations organisations in a number of settings. Zancott Knight has collaborated with other First Nations-owned businesses, using our combined expertise and capacities to create further opportunities our community.

MEETING THE CHALLENGES OF A NATIONAL RECONCILIATION JOURNEY

With a national team of employees situated across Australia, and with a portion of our team embedded with our clients and working from their locations, communication can cause some challenges. We have found that, at times, those situated on client sites are not always aware of the actions of our RAP Working Group if they, or their team, are not members.

To overcome this, we have focussed on regular internal communication with the team, as well as externally with our clients and the industry. This takes many forms – from the simplicity and ease of company-wide emails or news posted on our intranet site (accessible to all members of the team) to bi-monthly company updates and Q&A sessions, ensuring that all members of the Zancott Knight team are aware of our actions and achievements. In preparing this Innovate RAP we have identified an opportunity to invite a 'guest' to each Working Group meeting, to open communication for new perspectives, and provide an update on our actions to those not heavily involved in the RAP process to take back to their team mates.

SUPPORTING OUR FIRST NATIONS EMPLOYEES

Building relationships between all members of our diverse community a key element of Zancott Knight's vision of promoting First Nations business opportunities through partnerships and mutual support. At Zancott Knight, this is achieved through an inclusive culture which is led from the top, and supported through cultural awareness activities driven by our Reconciliation Action Plan Working Group.

Our employee cultural program aims to increase employment and retention of First Nations peoples through:

- Employment opportunities across all service lines at both entry and management levels.
- Pre-employment training programs.
- Work experience programs.
- Graduate management programs.
- Traineeships and apprenticeships.
- On the job training.
- Mentoring programs.
- Cultural awareness workshops.
- Supportive work environments.



ENGAGEMENT WITH INDUSTRY GROUPS

We have had to rely on the work of Supply Nation to identify local experienced contractors to support our clients in services or regions where we do not currently have a subcontractor presence. Our team have attended recent Indigenous Trade Fair's where we have met a number of contractors – from caterers to artists, uniform designers, and HVAC technicians.

For example, following an introduction to Robert at the 2019 Supply Nation Indigenous Trade Fair in Melbourne, Zancott Knight engaged Robert Young to design artwork for our Reconciliation Action Plan and new business cards. Robert is a Gonnai and Waradjurie man based in Melbourne who is inspiration comes from his family, community and life experience. Through his art, he wants to empower young Aboriginal and Torres Strait Islander men and women to be strong and help educate mainstream people about his culture, history and spirituality. In doing so, Robert hopes to raise motivation in the next generation; with a strong belief in themselves, community and social justice – which is a vision that we share.



\$2.1 MILLION PROCUREMENT FROM FIRST NATIONS ORGANISATIONS



CELEBRATED NAIDOC & NRW



DONATED MEDICAL EQUIPMENT



COMPLETED LEARNING SEMINARS



UNDERTOOK WELCOME CEREMONY AT NEW OFFICE



COMMUNITY & SPORTS SPONSORSHIPS



100+ HOURS MENTORING



ROLLED OUT CULTURAL TRAINING



ENGAGED AN INDIGENOUS ENGAGEMENT COORDINATOR



ENTERED INTO CONTRACT WITH 6 FIRST NATIONS ORGANISATIONS



COMMISSIONED FIRST NATIONS ARTWORK



ENGAGED ONE STUDENT





A Message from Reconciliation Australia CEO

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Reconciliation Australia commends Zancott Knight 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Zancott Knight continues to be part of a strong network of more than 2,200 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 Zancott Knight will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

Karen Mundine

Chief Executive Officer
RECONCILIATION
AUSTRALIA

Message from Our Managing Director



I am very pleased to introduce Zancott Knight's Reconciliation Action Plan (RAP) for 2022 - 2024. The expertise of Reconciliation Australia has supported our RAP working group to ensure our ability to drive reconciliation throughout our entire organisation. This is our second Innovate RAP and provides us with the opportunity to reaffirm our commitment to Closing the Gap and building on our success.

It's great to be working back on Country in collaboration with our neighbouring Traditional Owners - it's so important to me to create employment opportunities for our people on Country. In the past two years, we've been able to expand our offering to clients by adding new services and accordingly upskill our experienced team.

Celebrating my Arabunna heritage, I am particularly proud of the relationships we have formed and those that we have bought along with us on our RAP journey.

From mentoring smaller First Nations subcontractors to driving First Nations engagement for our clients, we're working to advance reconciliation and build a strong future for all.

I encourage our employees, clients, suppliers, and wider network to support and join us on this journey.



Cameron Buzzacott

Managing Director
ZANCOTT KNIGHT



Foreword from RAP Chair



2022 has been another tough year for Australians and while we continue to navigate through the challenges thrown at us, I am pleased to say that the Zancott Knight team have not lost sight of what we set out to do and have maintained their strong passion. We have had to be creative and make adjustments to how we educate, participate, and celebrate in line with our business mission and our RAP objectives.

We are excited to continue with our new RAP and excited to see how we can take the Innovative RAP even further in the coming years. Having the support and guidance Reconciliation Australia has allowed us to refocus and prepare for the next journey and we're excited to achieve the goals set out within this RAP.

ZANCOTT KNIGHT



Relationships

Building relationships between Aboriginal and Torres Strait Islander peoples and other Australians is a key element of Zancott Knight's vision of promoting First Nations business opportunities through partnerships and mutual support. We hope to allow other Aboriginal and Torres Strait Islander peoples to share in our success and ensure our staff and business partners remain aware of the importance of building relationships with Aboriginal and Torres Strait Islander businesses like our own. Our relationships icon reflects the interconnectivity of our society.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to further develop guiding principles for future engagement. 	August 2023	Indigenous Engagement Coordinator
	<ul style="list-style-type: none"> Undertake review of our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations to ensure it is implemented appropriately to achieve required outcomes. 	December 2023	Indigenous Engagement Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Ensure our team understand the importance of National Reconciliation Week by circulating Reconciliation Australia's resources and reconciliation materials to our staff. 	May 2023	National Bids & Marketing Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	May – June 2023, 2024	National Bids & Marketing Manager
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May – June 2023, 2024	National Bids & Marketing Manager
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	May – June 2023, 2024	National Bids & Marketing Manager
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2023, 2024	National Bids & Marketing Manager
	<ul style="list-style-type: none"> Collaborate with our Aboriginal and Torres Strait Islander partners to celebrate and acknowledge National Reconciliation Week. 	May – June 2023, 2024	National Bids & Marketing Manager
	<ul style="list-style-type: none"> Utilise the services of Aboriginal and Torres Strait Islander businesses as appropriate at NRW event. 	May – June 2023, 2024	National Bids & Marketing Manager
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation by providing an update on our RAP at quarterly town halls, via RWG members updating their departments, and Employment Hero. 	Jan, April, July, October 2023, 2024	Managing Director/ RAP Chair
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly in our actions and external presence. 	June 2023	National Bids & Marketing Manager
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes and engage with our parent companies Knight FM to support their reconciliation journey. 	June 2024	RAP Chair
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation 	April 2024	Indigenous Engagement Coordinator
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct an annual review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2023	RAP Chair
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	January 2023	RAP Chair
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	March 2023	RAP Chair
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism and ensure this forms a part of our annual training matrix. 	January 2023	RAP Chair



Case Study Djarragun College



As a part of our community outreach, our Indigenous Engagement Coordinator Jharal Yow Yeh recently visited the Djarragun College.

Situated in Cape York, the College develop proud, strong, educated First Nations men and women, who walk confidently in two worlds, to be leaders and to be role models for their families and communities.

Jharal spoke with their Senior Assembly about his former career at the Brisbane Broncos and his experience playing for the Indigenous All Stars and Queensland State of Origin. Jharal then took their NRL Academy through some drills that allowed the kids to show off their impressive skills!



Respect



Zancott Knight places considerable importance on education in our reconciliation journey as a means of facilitating respect and understanding. We hope to create a dialogue to enable the ongoing education of all Zancott Knight staff on respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories, and rights. Our respect icon reflects this dialogue and the partnerships we nurture within our sphere of influence, to the benefit of all members of our community.



Meet the Working Group

It's great to be able to see the real impact of the decisions that we make in the RAP committee. I'm proud of what we've been able to achieve as we work towards closing the gap.

Eloise Treacy

**National Bids & Marketing Manager
NAARM**



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct an annual review of cultural learning needs within our organisation. 	December 2023	RAP Chair
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	December 2023	Indigenous Engagement Coordinator
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff. 	December 2023	RAP Chair
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	October 2023	RAP Chair
	<ul style="list-style-type: none"> Celebrate the storytelling of our artists by showcasing our RAP artwork/ First Nations brand mark publicly. 	January, February 2023	National Bids & Marketing Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	November 2023	Indigenous Engagement Coordinator
	<ul style="list-style-type: none"> Undertake a review of our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	March 2023	RAP Chair
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	December 2023	Indigenous Engagement Coordinator
	<ul style="list-style-type: none"> Ensure we continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	February 2023	RAP Chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Ensure RAP Working Group participate in an external NAIDOC Week event and share learnings with their peers. 	July 2023, 2024	RAP Chair
	<ul style="list-style-type: none"> Review HR policies and procedures to ensure that there are no barriers to participating in NAIDOC Week. 	February 2023	RAP Chair
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff by providing them with information on external events. 	July 2023, 2024	RAP Chair
	<ul style="list-style-type: none"> Celebrate Aboriginal and Torres Strait Islander cultures and histories with an internal NAIDOC Week event that allows employees to participate. 	July 2023, 2024	National Bids & Marketing Manager
	<ul style="list-style-type: none"> Support other Aboriginal and Torres Strait Islander businesses through engagement to provide goods and services at internal NAIDOC Week event. 	July 2023, 2024	National Bids & Marketing Manager
	<ul style="list-style-type: none"> Investigate the application of a cultural leave policy to allow Aboriginal and Torres Strait Islander employees to engage with their community during NAIDOC week. 	November 2023	RAP Chair

Case Study Office Welcoming



Our onsite team came together with our parent companies Knight Facilities Management Australia Pty Ltd and Zancott Recruitment Pty Ltd to mark the official opening of our new office, and welcoming of our employees to their new space. Proud Wathaurong man Stan Yarramunua lead Jye Cooper, Stan Dryden, and fellow dancers in a traditional welcome. He spoke of the meaning behind the movements and led a connection back to nature

Stan is an incredible artist and painted a number of the artworks of display in our office, so he took the opportunity to explain their meaning to a captive audience.

Our COVID-safe gathering gave the team a chance to connect after a busy start to 2021!



Opportunities



Promoting employment, procurement and professional development opportunities to Aboriginal and Torres Strait Islander peoples is of high priority to Zancott Knight. As our business grows so do opportunities for us to employ and mentor First Nations employees and subcontractors, ensuring we benefit from the diversity of our teams experience. Through our RAP we can track, manage and achieve outcomes in creating these types of opportunities. Our opportunities icon reflects our commitment to these three key priorities in all that we do.



Meet the Working Group

I love giving back to the community. I've always made sure to try and help my people, to try and help them do the best they can in any field - this is at the heart everything for me.

Jharal Mow Yeh

Indigenous Engagement Coordinator
Meanjin

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	October 2023	RAP Chair
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff annually to consult on our recruitment, retention and professional development strategy. 	March 2024	RAP Chair
	<ul style="list-style-type: none"> Utilise the expertise of our parent company Zancott Recruitment to develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	March 2024	RAP Chair
	<ul style="list-style-type: none"> Advertise job vacancies to more effectively reach Aboriginal and Torres Strait Islander stakeholders through engagement of Zancott Recruitment to provide support and advice. 	March 2024	RAP Chair
	<ul style="list-style-type: none"> Complete a review of HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	June 2023	RAP Chair
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 5% 	December 2024	RAP Chair
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	October 2023	Project Manager, NT
	<ul style="list-style-type: none"> Maintain Supply Nation certification. 	December 2024	Managing Director
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff by developing a directory to be hosted in intranet of 'go to' businesses. 	May 2024	Project Manager, NT
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses and ensure that this is included as an evaluation criteria. 	December 2023	Project Manager, NT
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	December 2023	All LEAD: Indigenous Engagement Coordinator
	<ul style="list-style-type: none"> Engage the services of an Aboriginal and Torres Strait Islander business to print copies of our RAP to keep in each office for staff to access. 	May 2023	National Bids & Marketing Manager
Build formal pathways for engagement and professional development	<ul style="list-style-type: none"> Develop a subcontractor mentoring programme to better support Aboriginal and Torres Strait Islander businesses and ensure they continue to grow. 	February 2024	Indigenous Engagement Coordinator
	<ul style="list-style-type: none"> Intake first round of interns through partnership with Career Trackers. 	January 2024	RAP Chair





Governance



Our commitment to living our reconciliation values is critical to our success, and is guided by our governance structure.

Our governance icon reflects our commitment to reflect, measure, and review our actions and outcomes.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February 2023	RAP Chair
	• Review and update Terms of Reference for the RWG.	February 2023	RAP Chair
	• Meet at least six times per year to drive and monitor RAP implementation.	January, March, May, July, September, November 2023, 2024	RAP Chair
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for implementation of Innovate RAP.	Feb 2023	RAP Chair
	• Engage our senior leaders and other staff in the delivery of RAP commitments. Aim to have a representative from each Department sitting in the RAP working group or attending as a guest.	June 2023	RAP Chair
	• Refine and maintain appropriate systems to track, measure and report on RAP commitments.	February 2023	RAP Chair
	• Maintain an internal RAP Champion from senior management.	March 2023	RAP Chair
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023, 2024	RAP Chair
	• Report RAP progress to all staff and senior leaders quarterly via quarterly Town Halls.	January, April, July, October 2023, 2024	RAP Chair
	• Publicly report our RAP achievements, challenges and learnings, annually.	April 2023, 2024	National Bids & Marketing Manager
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	National Bids & Marketing Manager
	• Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2023, 2024	RAP Chair
	• Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August 2023, 2024	RAP Chair
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	National Bids & Marketing Manager
	• Submit a Traffic Light Report against our current RAP to Reconciliation Australia to help support the development of our future RAP.	March 2024	Indigenous Engagement Coordinator

Case Study Driving First Nations Engagement With BHP



We're proud to be an industry leader in First Nations engagement, using our business success to strengthen businesses and communities while creating employment opportunities.

We were recently awarded a \$2.3 million services contract from BHP to conduct site refuelling and water cartage services throughout the Olympic Dam shutdown SCM21. We are using two Aboriginal and Torres Strait Islander businesses to assist with the delivery of this project.

For Zancott Knight, the success of our organisation isn't simply measured by increasing revenue – it is measured by the positive outcomes achieved by our team and the growth of the First Nations business sector as a whole. This is of particular importance at Olympic Dam, as our Managing Director Cameron Buzzacott is a local Traditional Owner.

This project includes the provision of 4x trucks, 12 drivers working 24/7, 3 supervisors, site manager, project managers and HSE personnel.



“It’s great to be working back on country, creating employment opportunities, and working in collaboration with our neighbouring Traditional Owners. I know how important it is to create employment opportunities for our people on Country. Due to this partnership with BHP, we have been able to increase our workforce by adding 12-16 additional positions. We truly hope this is the start of a great working relationship for many years to come.”

Cameron Buzzacott, Managing Director Zancott Knight





Please send any RAP enquiries to our
Working Group Chair:

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