



RECONCILIATION  
ACTION PLAN

REFLECT

JULY 2020 - JUNE 2021

**coates**hire





## Our business

Coates Hire is Australia's leading equipment hire provider, operating across a range of markets including engineering, mining and resources, infrastructure, manufacturing, construction, agriculture and major events.

Coates Hire celebrates **135 years** of commitment to supporting their customers who help build Australia. With a national footprint of over **150 branches**, more than one million pieces of equipment and **over 1,900** highly skilled employees, Coates Hire provides expert equipment solutions for nearly 19,000 customers. This includes end-to-end solutions for temporary works, traffic management, water management, industrial shutdowns, maintenance, training services and events.

Diversity and inclusion is at the very heart of our culture. We are committed to continually increasing diversity across our workforce, including in leadership.





# Artist Statement

## KENGATHA KATHIWATHA KATHINI

### *To grow, flowing water*

Like the elements of the earth, we too find the current of culture flows. It is a spiritual essence to understand the Lore's of Nature. The body of knowledge. It is what gives us presence in its destruction, and rebirth.

The flowing water speaks of the nature of the spirit, the journey through life. The land is represented by the orange and yellows. Also, the rocks and pebbles that sit upon the edges of the waters mouth, filtering its flow, guiding its table descent.

We all have our own dance, song and echo. Though Nature draws us in visually capturing the "Thalekatha" Dreaming. Being invited by the call of nature is its own blessing on earth.

We are connected, inspire and endure.

Narrative written by Jade Kennedy of the Tatti-Tatti/Wadi-Wadi/Muddi-Muddi - West Kulin Nation and Wajak/Kaardjin - Noongar Nation.

# From our CEO

**I am proud to introduce our first 'Reflect' Reconciliation Action Plan (RAP) which provides a framework for Coates Hire to support the National Reconciliation movement with Aboriginal and Torres Strait Islander peoples and communities.**

Coates Hire has always been about relationships – with each other, with our customers and the communities in which we operate. We are committed to developing respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander peoples, and aim to increase employee participation and continue to support local Aboriginal and Torres Strait Islander businesses through the procurement of goods and services. We are proud of the work we have done to date through our existing partnerships, however there is so much more to do to create real change.

This is a significant milestone in our 135 year history as we take our initial steps to embed the actions and foundations of our 'Reflect' RAP. This important journey will further embed a culture of diversity and inclusion across our national branch network, and build on the strengths of our diverse workforce to encourage cultural awareness and different ways of thinking.

I am honoured to lead the Coates Hire reconciliation journey to create meaningful and respectful reconciliation opportunities, as well as acknowledge what the First Nations peoples bring to us and how we are all enriched by it. Together, we will drive many initiatives nationally, focused on relationship building and improving cultural and historical awareness for all employees.

Being an Australian owned organisation, this journey is important to our heritage and for all of our Aboriginal and Torres Strait islander employees. It's now time to stand together and be a part of Australia's reconciliation movement. We share this journey with the support and endorsement of Reconciliation Australia, our Board, employees, customers and the communities who rely on us.



**Murray Vitlich**  
Chief Executive Officer,  
Executive Director

# Our RAP

Our goal is to implement the Coates Hire 'Reflect' Reconciliation Action Plan by 2021 to support Aboriginal and Torres Strait Islander peoples and communities. This is an important journey for us as a business to further embed a culture of inclusiveness as part of our broader Diversity & Inclusion Strategy, which impacts our national branch network across all regions.

Gail Symons - Executive General Manager, People and Safety will champion the Coates Hire Reconciliation Action Plan by driving awareness through the initiatives delivered to all employees. Gail's extensive background in diversity and inclusion, together with her passion for promoting sustainable opportunities to Aboriginal and Torres Strait Islander peoples will see Coates Hire drive many initiatives nationally, starting with cultural awareness training for all employees.

Our strategy is focused on building on the strengths of our diverse workforce and encouraging different ways of thinking. Additionally, we believe that it is a strengthening message to send to our people, customers and the external market that Coates Hire, like many other large Australian organisations, is committed to developing respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

A culture of inclusivity matters. We know that people, organisations and communities thrive when everyone feels included, can bring their true selves to work, and can voice their different perspectives. With strong deliverables and targets, we hope to increase employee participation, support local Aboriginal and Torres Strait Islander businesses through the procurement of goods and services, as well as ensuring we are partnering with our customers to do the same.



**Gail Symons**  
Executive General Manager,  
People and Safety



# Our Journey

Our journey started with the creation of our Diversity & Inclusion Working Group in June 2019, and a sub RAP Working Group was created in October 2019 with various employees from across our business including operations, sales, maintenance, finance and people & safety. With 20% Aboriginal and Torres Strait Islander representation in the group, they conducted a review of cultural learning needs within our organisation. The group looked at various diversity groups and discovered that 1% of our workforce identified themselves as Aboriginal and Torres Strait Islander people, which was something we immediately wanted to address and create inclusion within. As such, we have created very clear targets in implementing Cultural Awareness Training in 2020, with 90% of all employees required to complete this training by June 2021.

Additionally, we have a target participation rate of 10% of our apprentices to identify as Aboriginal and Torres Strait Islander and a 2.5% employee overall participation rate - both by 2025. Coates Hire has also committed to Aboriginal and Torres Strait Islander business procurement targets by 2022, with 5% of suppliers engaged in a tender and 1% of total supplier spend contracted to Aboriginal and Torres Strait Islander owned businesses.



## Our partnerships/ current activities

- Many of our local teams across the country are partnering and supporting local communities. A most recent example is our engagement with Aboriginal owned business Spartan First, an Occupational Health provider of occupational health services. This engagement helps to support our Western Australia business with all pre-employment medical checks.
- Another partnership is at Cloudbreak & Christmas Creek, where Coates Hire frequently partner with Warrikal for the provision of hire equipment associated with on-going project work and shutdowns. Warrikal is a Western Australian owned and operated engineering provider tailoring innovative engineering solutions.
- Our partnerships across the East Coast with NPM Indigenous who specialise in project management, design and construction services. A majority owned Aboriginal Company, who proudly represents the Kamilaroi and Wiradjuri Nations.
- Goanna Services, is a majority owned Aboriginal contract services and labour solutions business which supports our New South Wales business with contract transport and labour.

The above Coates Hire partnerships strive towards supporting the growth of Aboriginal and Torres Strait owned businesses.



# Relationships

| Action   | Deliverable  | Timeline                      | Responsibility   |
|--|--|-------------------------------|--|
| 1 <b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.                | July 2020                     | External Communications & Community Manager                  |
|  | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | December 2020                 | Aboriginal and Torres Strait Islander Reference Group Leader |
|  | Explore a financial partnership with the Clontarf Academy through the Coates Foundation.   | January 2021                  | Group Manager - Corporate Communications & Sustainability    |
| 2 <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.  | May 2021                      | Group Manager – Corporate Communications & Sustainability    |
|  | RAP Working Group members to participate in an external NRW event.   | May 2021                      | External Communications & Community Manager                  |
|  | Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.           | May 2021                      | Group Manager – Corporate Communications & Sustainability    |
| 3 <b>Promote reconciliation through our sphere of influence.</b>   | Communicate our commitment to reconciliation to all employees.   | July 2020                     | Chief Executive Officer                                      |
|  | Identify external stakeholders that our organisation can engage with on our reconciliation journey.  | July 2020                     | Executive General Manager - People & Safety                  |
|  | Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.                 | July, August & September 2020 | Group Manager – Strategic Sales                              |
| 4 <b>Promote positive race relations through anti-discrimination strategies.</b>   | Research best practice and policies in areas of race relations and anti-discrimination.  | August 2020                   | Group Manager - Organisation Effectiveness                   |
|  | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.                      | September 2020                | Group Manager - Organisation Effectiveness                   |





# Respect

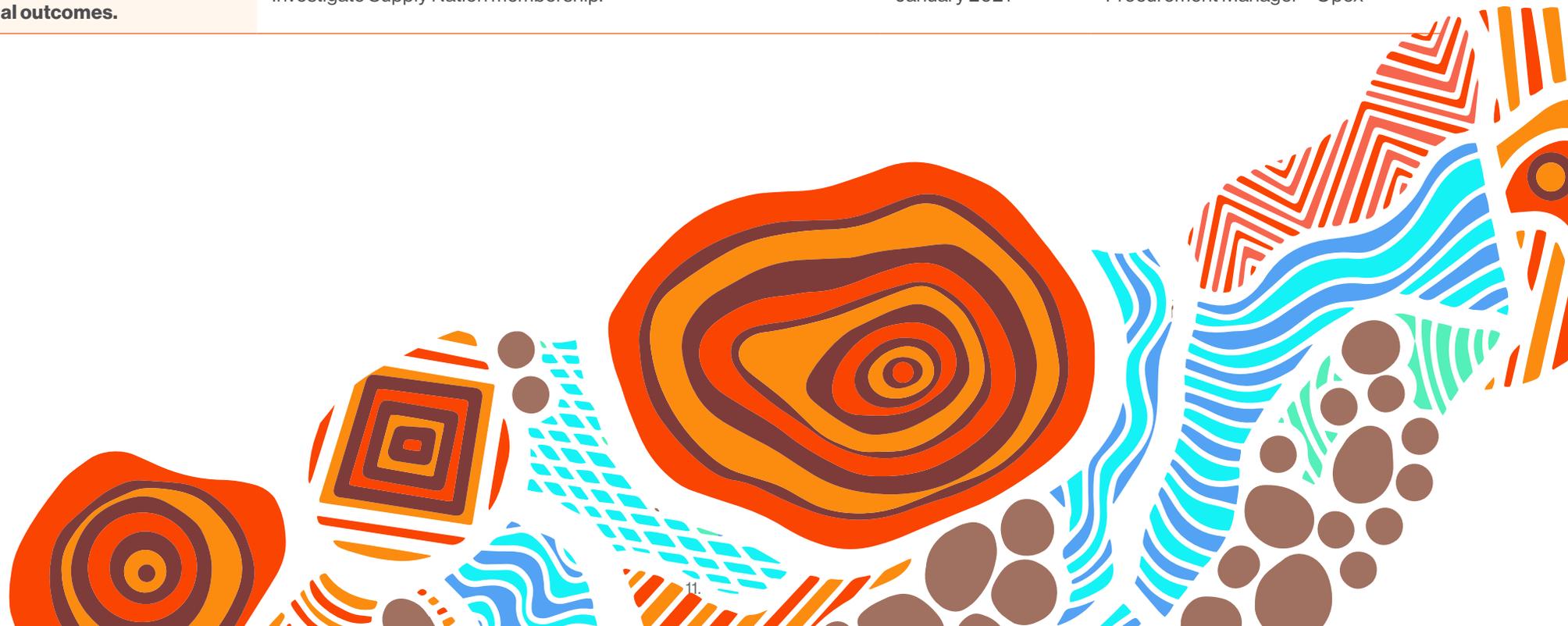


| Action  | Deliverable   | Timeline      | Responsibility   |
|---|---|---------------|--|
| 5<br><b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.                           | March 2021    | Executive General Manager - People & Safety  |
|   | Conduct a review of cultural learning needs within our organisation   | March 2021    | Group Manager – Organisation Effectiveness   |
| 6<br><b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>   | Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.  | October 2020  | Aboriginal and Torres Strait Islander Reference Group Leader   |
|   | Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.   | October 2020  | Group Manager - Corporate Communications & Sustainability  |
|   | Host an official RAP launch in National NAIDOC Week with a traditional smoking ceremony at our NSW regional Head Office. Local employees, including Indigenous employees, Elders, and senior leaders will attend. | November 2020 | Chief Executive Officer<br>Executive General Manager – People & Safety                                     |
| 7<br><b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>  | Introduce our staff to National NAIDOC Week by promoting external events in our local area.   | November 2020 | External Communications & Community Manager  |
|   | RAP Working Group to participate in an external NAIDOC Week event.  | November 2020 | External Communications & Community Manager  |
|   | Raise awareness and share information with employees about the meaning of National NAIDOC Week.   | November 2020 | Group Manager - Corporate Communications and Sustainability<br>Executive General Manager – People & Safety |



# Opportunities

| Action   | Deliverable   | Timeline      | Responsibility                                  |
|--|---|---------------|---|
| 8<br><b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> | Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.   | July 2020     | Senior Recruitment Partner - Operations & Sales |
|  | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | August 2020   | Senior Recruitment Partner - Operations & Sales |
| 9<br><b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>                  | Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.  | December 2020 | Procurement Manager – Opex                      |
|  | Investigate Supply Nation membership.   | January 2021  | Procurement Manager – Opex                      |





# Governance

| Action   | Deliverable   | Timeline       | Responsibility  |
|--|---|----------------|---|
| 10 <b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>  | Maintain a RWG to govern RAP implementation.  | July 2020      | Business Representatives and Aboriginal and Torres Strait Islander Reference Group Leader |
|  | Maintain Terms of Reference drafted for the RWG.  | July 2020      | Business Representatives - chaired by Group Manager – Organisation Effectiveness          |
|  | Maintain 20% Aboriginal and Torres Strait Islander representation on the RWG.                     | October 2020   | Group Manager – Organisation Effectiveness  |
| 11 <b>Provide appropriate support for effective implementation of RAP commitments.</b>   | Define resource needs for RAP implementation.   | July 2020      | Group Manager – Corporate Communications & Sustainability                                 |
|  | Engage senior leaders in the delivery of RAP commitments.   | December 2020  | Chief Executive Officer & Executive Leadership Team                                       |
|  | Define appropriate systems and capability to track, measure and report on RAP commitments.        | July 2020      | Group Manager - Organisation Effectiveness  |
| 12 <b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b> | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | September 2020 | Group Manager - Organisation Effectiveness  |
| 13 <b>Continue our reconciliation journey by developing our next RAP.</b>  | Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP. | February 2021  | Group Manager - Organisation Effectiveness  |





# Artwork code



Circle of life, representing the death and growth of life on the land. A mound where Gathering commences for remembrance in corroboree ceremony.



Water that curves and flows, ideal locations for camping, depicted with children close to their mothers upon the sandbars that walk out to shallow waters.



Man and his understanding of kinship, the natural seasonal yearly changes in the tides. Also seasons of reproduction of water species and other creatures that dwell along the waterways.



Crafting of fishnets and fishtraps through the weaving of reeds.



Woman surrounded by her ancestors.



Journeys to gatherings and the connection of songlines.





## Contact details

Name: Sheridan Jones  
Position: Group Manager – Corporate Communications & Sustainability  
Phone: 0434 930 191  
Email: [Sheridan.Jones@coateshire.com.au](mailto:Sheridan.Jones@coateshire.com.au)

**coateshire**

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