

randstad reflect reconciliation action plan

may 2021 to nov 2022



nick pesch, CEO of randstad ANZ.

As a global leader in the world of HR and talent acquisition, we understand the value of work as a unifying force, shaping society for the better. This is the purpose that is at the heart of our business and underpins the broader desire that we have to meaningfully touch 500 million people's work lives by 2030.

I am proud to be part of Randstad's Reflect RAP as it is the first step to laying the foundations for reconciliation initiatives. Our RAP is based on successful plans and describes the structures we will put in place to create and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders, communities, whilst building awareness across all areas of Randstad's business.

It is our responsibility to have greater representation of Aboriginal and Torres Strait Islander peoples in our organisation and to continue to make it a culturally safe place to work and help educate and advance reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous people.

By working with Aboriginal and Torres Strait Islander communities, we can explore what reconciliation means in the context of our organisation and the role that we can play in creating meaningful pathways, education and training to create a sustainable future.

Our commitment towards reconciliation over the next two years is detailed in the actions of this plan, and we hold ourselves accountable for every commitment we have made.

I am honoured to present Randstad's first RAP and wish to thank Reconciliation Australia for their help and support in making this a reality.



karen mundine, CEO at reconciliation australia.

Reconciliation Australia welcomes Randstad to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Randstad joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Randstad to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Randstad, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



our business.

As the Global number 1 recruitment and HR Services company, Headquartered in the Netherlands, the Randstad Group was founded in 1960 and has since expanded to 39 countries, representing more than 90% of the global HR Services market.

We are a leading global HR services provider and have top three positions in various key markets as well as major positions in countries including Australia and the United States. Worldwide Randstad has over 29,000 corporate employees working from 4,473 branches, employing over 597,400 people every day.

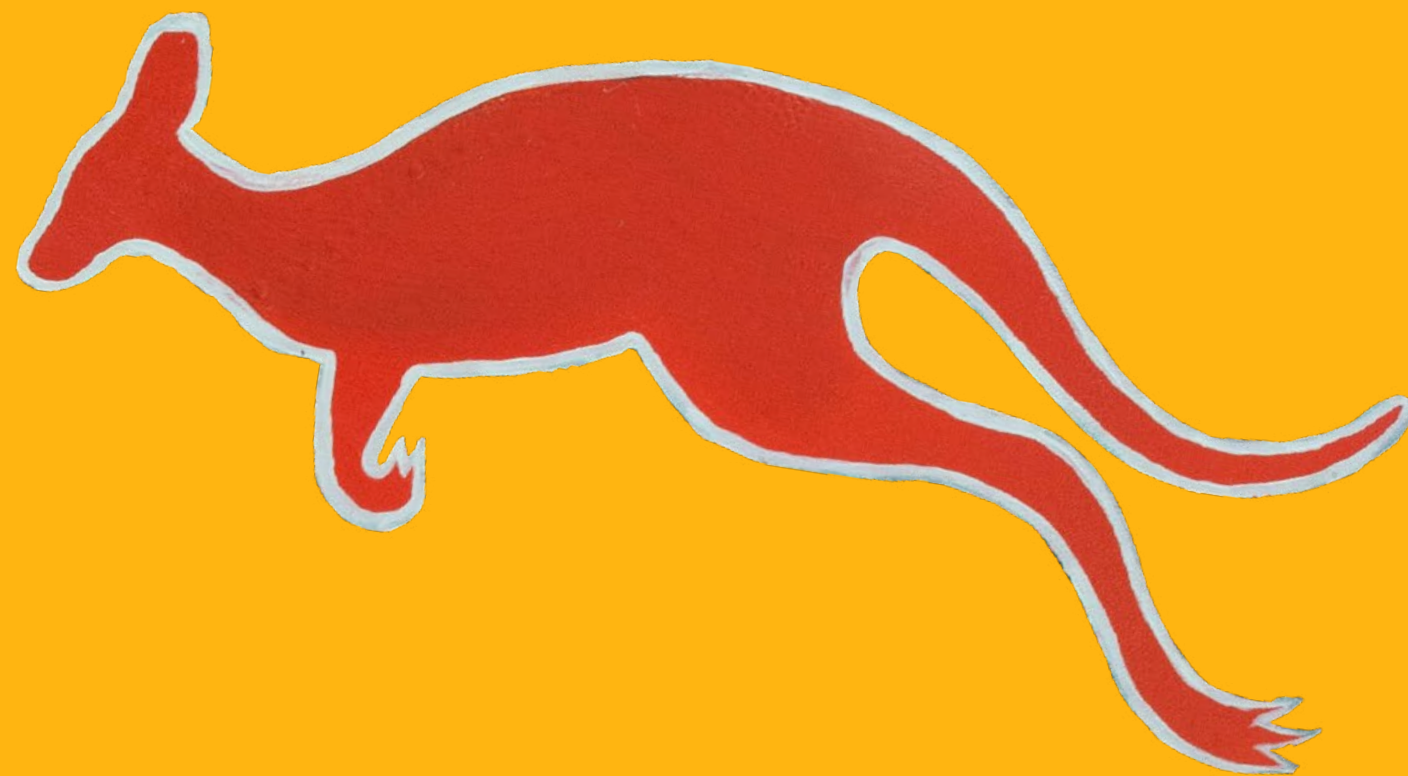
In Australia, Randstad has been working with clients across the private and public sector for more than 28 years. Our business comprises specialist divisions dedicated to the recruitment of candidates both by industry sector and role specialization, enabling us to offer a more tailored and expert service to our clients.

We have over 700 corporate professionals working to provide our clients with value-adding HR and recruitment services and solutions from over 32 locations nationwide.

Recently we conducted an Inclusion Survey and 3% of the respondents identified as Aboriginal and Torres Strait Islander people.

While we seek global leadership, our focus is on local excellence and always delivering the highest quality service solutions. With a best practice approach, the consistency of our five distinctive service concepts means our clients and candidates know they can trust Randstad to meet their needs anywhere, anytime.

Randstad aims to touch the work lives of 500 million people worldwide by 2030. Randstad recognizes it needs to go beyond our current core activities and as such needs to, amongst others, tackle youth employment, establish diversity, support inclusion of people who experience a distance to the labour market and ensure better functioning labour markets.





our mission

We believe in the value of work as a unifying force, shaping society for the better. Our mission is to be a world leader in matching demand for, and supply of labour and HR services.

our values

The core values we live by are to know, serve and trust, striving for perfection, and simultaneous promotion of all interests.

our building blocks

Everything we do is based on our four strategic building blocks, guaranteeing our services are consistent and more efficient for both clients and candidates in every office, and every country.



1

strong concepts

Our strong service concepts are based on best practices and proven procedures, ensuring efficient working methods and excellence in service delivery.

2

best people

Our knowledgeable and experienced consultants understand the needs of our clients and candidates to ensure exceptional outcomes.

3

excellent execution

All of our activities are supported by best practice work processes, stimulating efficiency and delivering consistently high service quality.

4

superior brand

The Randstad brand is our genuine determination to ensure our clients and our candidates receive excellent service worldwide.

diversity & inclusion at randstad.

At Randstad Australia, we believe that it is the combination of diverse views and an environment of inclusion that will benefit our business, our customers and our community. We do this to create opportunities, innovation and belonging for all. As a leader in our field, we believe it is our obligation to support people in obtaining meaningful employment and reduce as many barriers as possible. We strongly believe that to be successful, an organisation must champion diversity.

We value diversity. We do not discriminate on the grounds of age, skin colour, disability, gender, marital status, nationality, race, religion, or sexual orientation, and we have a non-discrimination policy to underline this. Many of our operating companies have long-standing diversity and reintegration programs, and some provide consultancy services to clients on equal opportunity and competency management.

By forging links with local community stakeholders, including public, private, NGO, and institutional partnerships, we stimulate diversity in the workplace.

Randstad works hard to attract and select diverse candidates to be presented to our clients, through open, fair and objective recruitment policies, encouraging applicants through diversity initiatives and positive action.

We actively support, complement and promote our clients' policies and existing initiatives in this area, both through our ongoing interaction with our candidates and also in practical ways through alignment on specific projects.





Randstad partners with our clients to assist in their requirements. We are able to do this by helping to create culture change through leadership and strategy; talent sourcing and retention; talent management; and organisation and individual assessment.

Across a number of these areas, we provide a specific focus on diversity and inclusion to assist our clients to build more diverse and high-performing cultures in their organisations.

Randstad partners with our client's leaders within their businesses to help create an inclusive culture that fosters innovation, retention of their staff and create an attractive Employee Value Proposition to attract the most diverse candidates. This creates a more open and trusting workplace which helps foster employees achieving their own desires and goals.

our RAP.

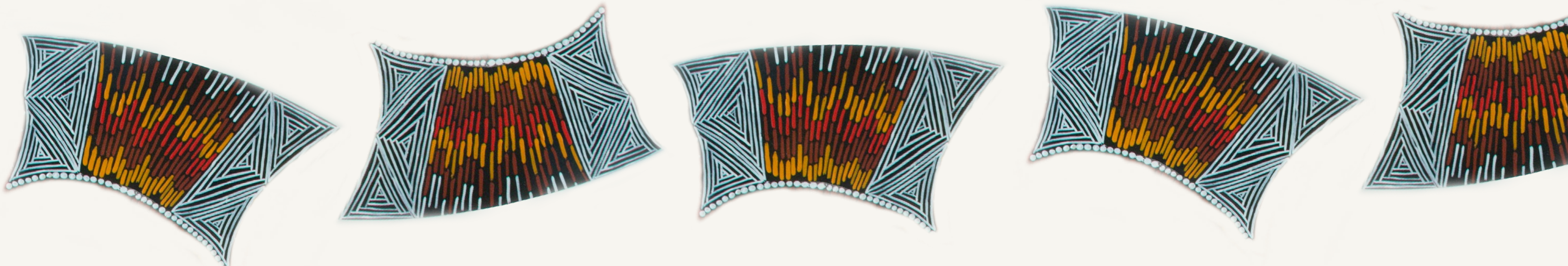
Randstad's Reflect RAP aims to lay the groundwork for future activities and RAP's and to publicly commit to helping create employment pathways for First Australians. As an employer, it is our responsibility to have greater representation of Aboriginal and Torres Strait Islander peoples in our organisation and to continue to make it a culturally safe place to work and help educate and advance reconciliation between Aboriginal and Torres Strait Islander people and non-Indigenous people.

Being the global leader in recruitment, we have a responsibility to work with the local communities we serve and deliver results that benefit Aboriginal and Torres Strait Islander people to achieve meaningful employment pathways, break down barriers and educate our clients.

As well as endorsement from our Senior Executive Leadership Team, our RAP Champion and RAP Working Group Leader, Adam Weekley, National Director - Industrial and Inhouse services, VIC and TAS State Director will help support and drive internal engagement and awareness.



Our Reflect RAP reflects our values; to know to serve to trust, striving for perfection, and simultaneous promotion of all interests.



to know

Education and awareness of Aboriginal and Torres Strait Islander peoples, histories and cultures.

to serve

Creating employment pathways for Aboriginal and Torres Strait Islander peoples.

to trust

Partnering with organisations owned or support Aboriginal and Torres Strait Islander peoples.

striving for perfection

Creating policy and programs to support our mission.

simultaneous promotion of all interests

Creating sustainable outcomes.

Randstad works hard to attract and select diverse candidates to be presented to our clients, through open, fair and objective recruitment policies, encouraging applicants through diversity initiatives and positive action. We actively support, complement and promote our clients' policies and existing initiatives in this area, both through our ongoing interaction with our candidates and also in practical ways through alignment on specific projects.

Since the beginning of 2018, 3% of our permanent placements were with candidates that identified as Aboriginal and/or Torres Strait Islander people. Our Indigenous Recruitment offering consults closely with Indigenous Employment agencies to make sure we provide the best support and recruitment processes for our Aboriginal and Torres Strait Islander candidates.

These partnerships ensures all processes are adapted to recognise and meet the cultural needs of participants and provides quality, tangible results for both our clients and the Aboriginal and Torres Strait Islander communities. We aim to achieve this with authenticity and meaning.



relationships.



Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	Aug 2021	GM D&I
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Aug 2021	GM D&I
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2021, 2022	RAP Working Group (WG) Sponsor
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	May 2021, 2022	RAP WG Sponsor
	<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 2021, 2022	CEO + GM
	<ul style="list-style-type: none"> Organise an internal event across Australia for NRW each year where we invite Aboriginal and Torres Strait Islander people to share their reconciliation stories with our employees. Register all events on the NRW website. 	May 2021, 2022	RAP WG Sponsor
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	May 2021	D&I and RAP WG Sponsor
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	May 2021	D&I and RAP WG Sponsor
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	May 2021	D&I and RAP WG Sponsor
	<ul style="list-style-type: none"> Communicate across our external communication channels our commitment by publishing our RAP. 	May 2021	D&I and RAP WG Sponsor
	<ul style="list-style-type: none"> Communicate a key message from CEO re reconciliation journey internal and external websites, publish RAP. 	May 2021	D&I and RAP WG Sponsor
	<ul style="list-style-type: none"> Develop an engagement and implementation plan to work with our key stakeholders. 	May 2021	D&I and RAP WG Sponsor
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	Jan 2022	HRD
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. 	Jan 2022	HRD



Action	Deliverable	Timeline	Responsibility
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 a review of cultural learning needs within our organisation. Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. Encourage staff to use Reconciliations Australia's Share our Pride tool (online). Continue providing training on cultural awareness and bias. 	<p>Jan 2022</p> <p>Feb 2022</p> <p>Jun 2021</p> <p>Oct 2021</p>	<p>HRD</p> <p>CEO and GM</p> <p>RAP WG Sponsor</p> <p>HRD</p>
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. Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. Encourage use of Acknowledgement of Country and Welcome to Country at the commencement of key meetings and events – internal and external. Display an Acknowledgement of Country plaque in each office location. 	<p>May 2021</p> <p>Feb 2022</p> <p>May 2021</p> <p>Dec 2021</p>	<p>RAP WG Sponsor</p> <p>GM D&I</p> <p>GM D&I</p> <p>D&I and RAP WG Sponsor</p>
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. Introduce our staff to NAIDOC Week by promoting external events in our local area. RAP Working Group to participate in an external NAIDOC Week event. Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week. 	<p>July 2021, 2022</p> <p>July 2021, 2022</p> <p>July 2021, 2022</p> <p>July 2021, 2022</p>	<p>D&I and RAP WG Sponsor</p> <p>D&I and RAP WG Sponsor</p> <p>D&I and RAP WG Sponsor</p> <p>D&I and RAP WG Sponsor</p>

opportunities.



Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Aug 2021	Internal Talent Team and D&I
	• Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jun 2021	GM and D&I
	• Review HR and recruitment procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander Peoples working with us.	Dec 2021	HRD
	• Review and development of partnerships with Aboriginal Employment organisations, universities, and employment service providers to support candidates for roles with clients.	Nov 2021	GM and D&I
	• Develop a relationship with Career Trackers – to create employment pathways internally and externally.	Jan 2022	GM and D&I
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Dec 2021	GM and D&I
	• Investigate Supply Nation membership.	Dec 2021	GM and D&I



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form an RWG to govern RAP implementation.	May 2021	GM D&I
	• Draft a Terms of Reference for the RWG.	May 2021	GM D&I
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2021	GM D&I
Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	May 2021	RAP Exec Sponsor
	• Engage senior leaders in the delivery of RAP commitments.	May 2021	RAP Exec Sponsor
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2021	RAP Exec Sponsor
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.	Sept 2021, 2022	GM D&I
	• Report to the Senior Leadership Team on RAP progress every 6 months.	Oct 2021	GM D&I
	• Report internally on RAP progress to all staff every 6 months.	Oct 2021	GM D&I
Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Aug 2022	RAP Exec Sponsor

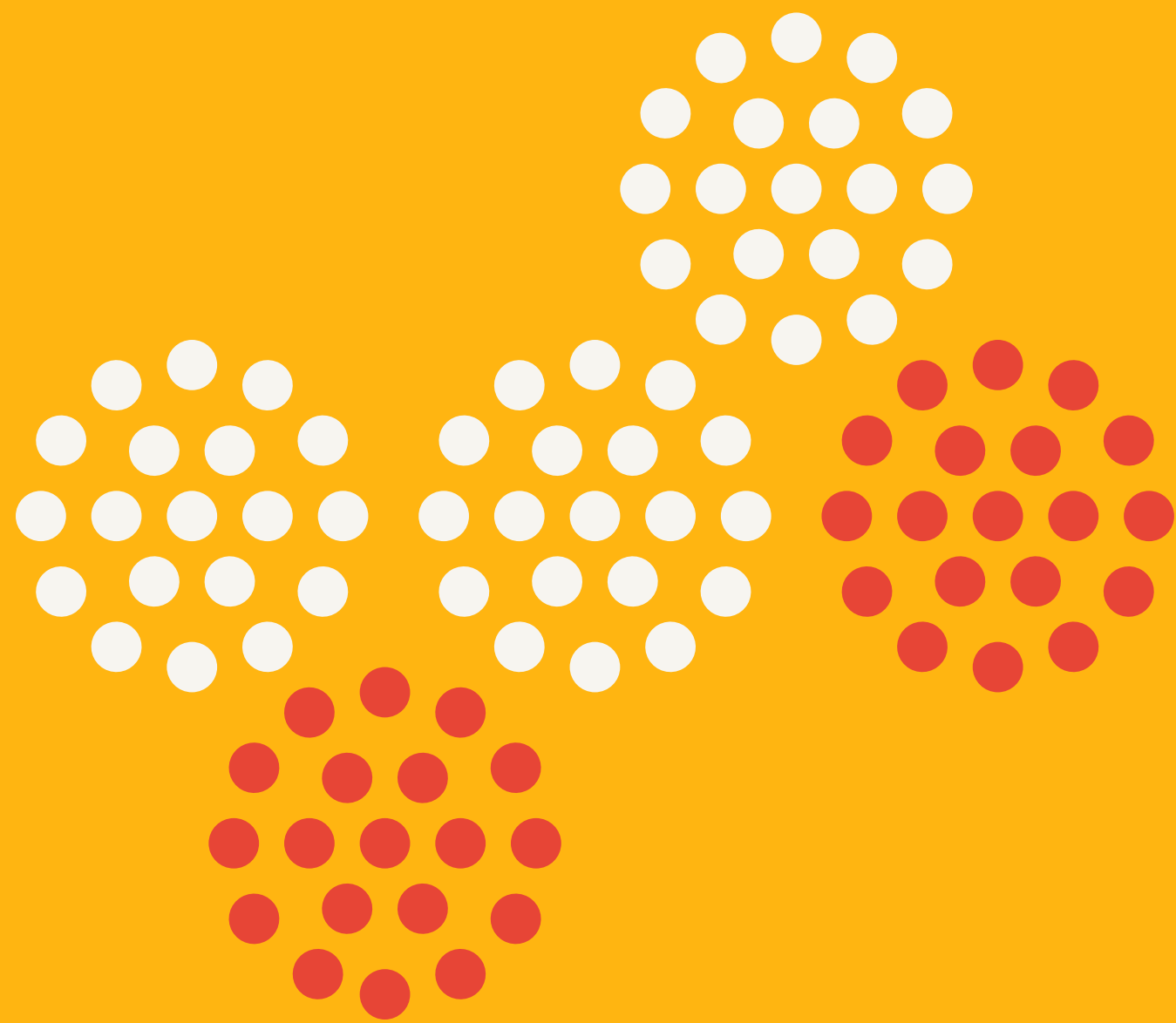
artist biography – ayesha woibo.

I am a 23-year-old Aboriginal woman with ties to the Binithii Warra and Thuppi Warra people from Hope Vale. Hope Vale is a small Aboriginal community located outside of Cooktown in Far North Queensland. It is my absolute favourite place in the world, and I consider myself blessed to belong to such a beautiful country.

From mountain ranges to coloured sands, there is nothing like it. I've lived and spent a significant amount of my life in Hope Vale, and it is there that I was taught many lessons about creation and the strength that comes with being an Aboriginal woman in Australia.

Art has always been an integral part of who I am as a person, and I believe the more I paint, the more I feel connected to the land and my ancestors. I am lucky enough to have grown up in a very strong Aboriginal family that has always supported my strong desire to learn the stories of my ancestors and the songlines of our land and people. It is through this strong desire to stay connected that I recognised there is healing in art and medicine in the Earth.

Through the many stories I was told by my elders, I was gifted with the name Gurrngul, when I was born, by my Great Grandfather. Gurrngul was the name of one my ancestors, and although the meaning behind the name is sacred, I carry it with pride and sign all my art pieces with this name. To pay respect to my ancestor and to show off my deadly name.



story of the artwork – gangarru.



Kangaroo is now known worldwide for the name of the native Australian marsupial, but before it was translated by colonisers, it was Gangarru. The word Gangarru originates from the Gugu Yimthirr Aboriginal Dialect in Hope Vale, QLD. Gangarru symbolises to me a story like many other stories for Aboriginal people, taking from the historical Aboriginal language and changing with little to no acknowledgement to the custodians of the Country.

These stories are not often told or heard, but for reconciliation, it's these stories that weave the connection between black and white, and these stories that restore balance. Reconciliation is more than acknowledgement it's about rebuilding the relationship from the ground up, from 1788 all the way through to today to create a stronger and connected Australia.

The lines in the artwork represent traditional Aboriginal weaving, and the symmetry represents balance – the divine feminine against the divine masculine, the traditional versus the contemporary and the yin beside the yang. The two kangaroos signify the scales and the artwork was created to be rotational and portray how balance creates harmony.

I want this artwork to bring healing to our beautiful Country and for us to be united and unified just as the two Gangarru are in the art.



For enquiries about our RAP, please contact:

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