



Reflect

Reconciliation Action Plan

January 2025 – July 2026



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Acknowledgement of Country

Procurement Australia acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, waters, and community. We pay our respects to them and their cultures; and to Elders both past and present.



Statement from our CEO



As CEO of Procurement Australia, I am proud to introduce our Reflect Reconciliation Action Plan (RAP), a critical initiative that reflects our commitment to fostering meaningful and lasting relationships with Aboriginal and Torres Strait Islander peoples.

This plan is an important roadmap guiding us on a journey of discovery and learning, where we seek to deepen our understanding of the rich cultures, histories, and contributions of Australia's First Peoples. By embracing this journey, we aim to build a more inclusive and respectful workplace, where cultural respect is at the heart of everything we do.

Our RAP outlines our dedication to developing strong partnerships with Aboriginal and Torres Strait Islander businesses. We believe that by nurturing these relationships, we can create mutually beneficial opportunities that contribute to the economic empowerment of First Nations communities.

Additionally, we are focused on attracting and retaining Aboriginal and Torres Strait Islander peoples and suppliers to our organisation. By doing so, we hope to enrich our team and stakeholder communities with diverse perspectives and experiences, ultimately driving innovation and success.

This Reconciliation Action Plan represents our commitment to making a tangible difference. We recognise that this is an ongoing journey, and we are fully committed to walking this path with integrity, respect, and a genuine desire to contribute to reconciliation in Australia.

Steven Chaur

Chief Executive Officer
Procurement Australia

Statement from CEO of Reconciliation Australia



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

Procurement Australia joins a network of more than 2,500 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 close to 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 Procurement Australia 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 Procurement Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business



Procurement Australia had its origins in 1985, when the City of Melbourne established a buying group, the Municipal Authorities Purchasing Scheme for a group of 14 Melbourne based municipal councils working together to aggregate their buying powers. In 1993, the newly established entity, MAPS Group Ltd purchased the Municipal Authorities Purchasing Scheme from the City of Melbourne and started trading as Procurement Australia.

For 40 years Procurement Australia has provided specialised procurement services to its members including aggregated and tendered purchasing contracts, procurement governance and advisory, tender process management and commercial analytical services to assist government, corporates, SME and not-for-profit organisations to reduce costs and improve commercial outcomes.

Today, Procurement Australia has a national reach and provides over 25,000 customers with access to leading product and services solutions across 300+ tier 1 suppliers, supporting a combined annual member expenditure of \$500+ million.

Procurement Australia's head office is based in Melbourne CBD, on the traditional lands of the Wurundjeri people of the Kulin Nations. We also have operations in Sydney on the land of the Gadigal people of the Eora Nation; Brisbane on the Meanjin land of the Turrbul and Jagera nations and Adelaide, the traditional country of the Kaurna people.

Procurement Australia employs 35 team members. Currently our organisation has no known staff that identify as Aboriginal and/or Torres Strait Islander peoples.

Our RAP

In developing a Reconciliation Action Plan, Procurement Australia seeks to understand and commit to tangible actions to better support all the communities we work in, including Aboriginal and Torres Strait Islander communities.

To deepen our understanding of the cultures, histories and contributions of First Peoples and in doing so, empower our organisation to help address the social and economic barriers faced by Aboriginal and Torres Strait Islander peoples.

Our Team

Procurement Australia's commitment is at the highest level, with the CEO as the chair of the RAP Working Group and representatives of our Leadership Team.

Our RAP Working Group includes participation from our staff, including:

- Chief Executive Officer - RAP Chair
- Director Strategy - RAP Champion
- Chief Commercial Officer
- Chief Procurement Officer
- Director Finance
- EA & HR Administrator

Our Focus

The key focus areas of our Reconciliation Action Plan include:

- Undertake a journey of discovery and learning.
- Encourage cultural respect.
- Develop partnerships with Aboriginal and Torres Strait Islander businesses.
- Attract Aboriginal and Torres Strait Islander peoples to our organisation.

Our Promise

Our Reconciliation Action Plan will be a place to start our journey and set goals to move forward. We intend to implement our Reconciliation Action Plan by establishing a RAP Working Group and assigning initiative leads. The implementation of the deliverables would be managed via a standing agenda item in our Executive meetings and communicated to the broader team via our Town Hall gatherings.



Our RAP artwork

'JOURNEYS'

"When creating this artwork I was really inspired by the colour scheme and the vision that Procurement Australia has over the next three years, which are represented by the three circles. The first year being the yellow and orange circle on the left which represents transformation and renewal, using the colours from a wattle flower and Country. This part of the design is year one, which starts with colours from Country where all journey's start.

We then move onto the second year which is the pink circle, where we focus on expansion and growth using colours from a flowering gum. In this stage of the journey in year two, we are flourishing and thriving. You can see in the design that I have used a lot of lines that lead outward of the circle, to represent that expansion. The third circle uses colours from the saltwater and gumnuts.

The third year is about empowerment, self-determination, resilience and sovereignty. In this circle I have tried to capture that with the black lines in the centre that, to me, almost seem like an abstract exclamation point. It's strong thick lines that make a statement. They're strong. They are resilient.

This design is connected through lines because although this journey is over three years, each stage is connected and will continue to be connected as Procurement Australia embarks on their mission to create a fairer world together. "



About the artist

Bree Buttenshaw is a proud Kalkadoon woman living on Quandamooka Country.

Bree mixes traditional and contemporary art together to create unique stories. She is inspired by her environment and her art reflects her feelings and experiences. Bree's art practice reflects on health and wellbeing, racism, Aboriginal issues and feminism. Art is a way in which the artist heals and discovers more about herself, her culture and the world.

Bree brings a contemporary style, with fresh colour palettes to creative projects.





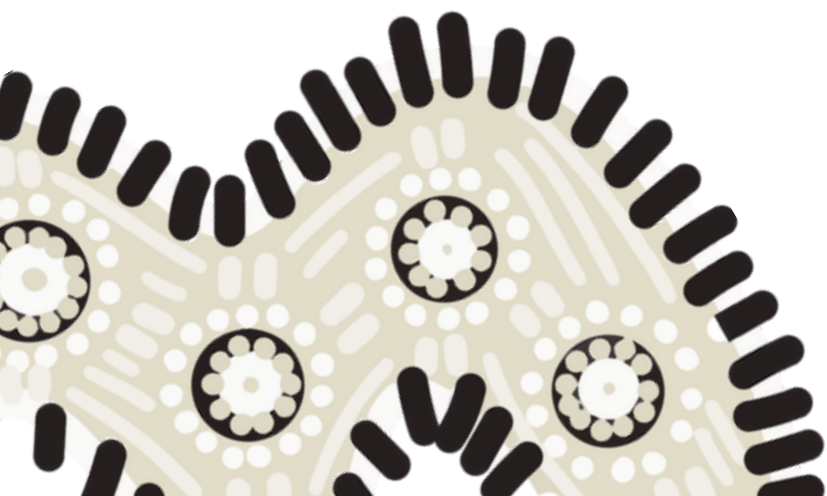
Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2025 – phase 1 Dec 2025 – phase 2 June 2026 – phase 3	Chief Procurement Officer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2025	Chief Procurement Officer
2. Build relationships through celebrating National Reconciliation Week (NRW), 27 May to 3 June 2025.	Circulate Reconciliation Australia' NRW resources and reconciliation materials to our staff and create awareness with our customers and suppliers through social media posts, our company website, etc.	March 2025	EA/HR Administrator
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025	RAP Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025	RAP Chair

3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff by sharing updates to all staff on RAP activities and progress through our Town Hall program, including providing updates to staff on all upcoming events in relation to First Nations engagement/solidarity.	March 2025 (& quarterly thereafter)	RAP Chair (Supported by EA/HR Administrator)
	Identify and establish meaningful collaborations with external stakeholders that our organisation can engage with on our reconciliation journey.	August 2025	Chief Procurement Officer (Supported by Chief Commercial Officer)
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2025	Chief Procurement Officer (Supported by Chief Commercial Officer)
	Feature artwork from an Aboriginal and Torres Strait Islander peoples artist on the RAP and our website to visually express our reconciliation message.	February 2025	Chief Commercial Officer
	Website and social media updates on actions or events undertaken or supported by Procurement Australia.	June 2025 (& quarterly thereafter)	Chief Commercial Officer

4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	July 2025	EA/HR Administrator
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025	EA/HR Administrator

"At the heart of reconciliation is the relationship between the broader Australian community and Aboriginal and Torres Strait Islander peoples. When we get to know each other, attitudes and behaviours toward each other improve." (Source: Reconciliation Australia).



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2025	Chief Commercial Officer
	Conduct a review of cultural learning needs within our organisation.	July 2025	EA/HR Administrator
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2025	Chief Commercial Officer
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement to Country and Welcome to Country protocols.	September 2025	Director Strategy (Supported by EA/HR Administrator)
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country at significant events such as the Annual Conference.	August 2025	Chief Commercial Officer

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	March 2025	RAP Chair
	Introduce our staff to NAIDOC Week by promoting external events on our area.	June 2025	RAP Chair
	RAP Working Group to participate on an external NAIDOC Week event.	First week in July 2025	RAP Chair

“Without respect for Aboriginal and Torres Strait Islander ways of doing things, respectful relationships cannot be built. Without pride in Aboriginal and Torres Strait Islander cultures and heritage, we cannot foster a shared national identity.

..... Crucially, respect for and protection of culture, along with equality and non-discrimination are also fundamental human rights that apply to all peoples, including Aboriginal and Torres Strait Islander peoples.”

(Source: Reconciliation Australia).





Opportunities

Action	Deliverable	Timeline	Responsibility
8. 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.	October 2025	EA/HR Administrator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	EA/HR Administrator
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop targeted strategies aimed at engaging and supporting Aboriginal and Torres Strait Islander owner business (for Procurement Australia purchasing).	November 2025	Chief Procurement Officer (Supported by Director Finance)
	Investigate Supply Nation membership.	July 2025	Director Finance

	Explore strategies to enhance Aboriginal and Torres Strait Islander supplier diversity within our Tendered and Partnership Solutions available to our customers.	November 2025	Chief Procurement Officer
	Design a program that assists companies in effectively engaging with Aboriginal & Torres Strait Islander service providers.	November 2025	Chief Procurement Officer

"Equal participation in a range of life opportunities is crucial for the well-being of all peoples including Aboriginal and Torres Strait Islander peoples."
 (Source: Reconciliation Australia).





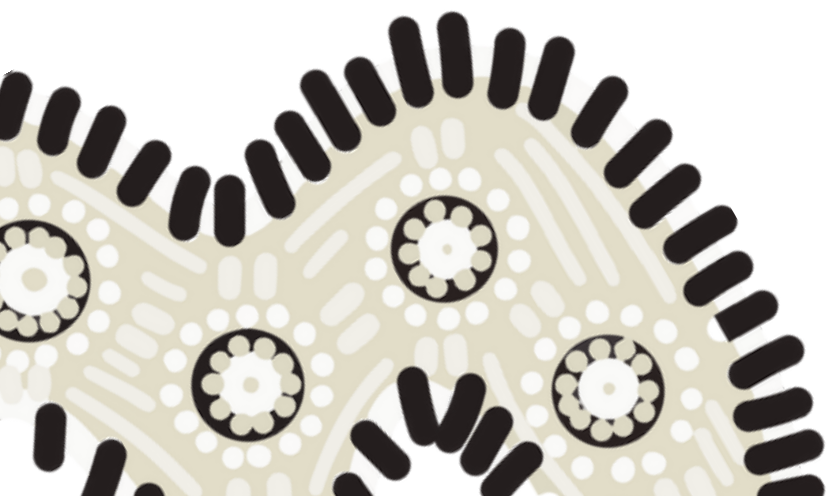
Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain and effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	February 2025	Director Strategy
	Draft a Terms of Reference for the RWG.	February 2025	Director Strategy
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2025	RAP Chair
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation (incl RAP Champion)	February 2025	RAP Chair
	Engage senior leaders in the delivery of RAP commitments.	July 2025	RAP Chair
	Appoint a senior leader to champion our RAP internally.	March 2025	RAP Chair
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2025	Director Strategy
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	January 2025	Director Strategy

	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	30 September 2025 and annually thereafter	Director Strategy Responsibility
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	1 October 2025 & annually thereafter	Director Strategy
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP, the Innovate RAP.	May 2026	Director Strategy

"The act or process of governing or overseeing the control and direction of something. Fundamental principles are people, purpose, process and performance".

(Source: Webster Dictionary).



Contact Us

For public enquiries about Procurement
Australia's Reconciliation Action Plan,
please contact:

Steven Chaur

Chief Executive Officer / RAP Chair

Tel: 03 9810 8600

Email: info@paltd.com.au

Website: paltd.com.au

Head Office: Level 10, 440 Collins Street,
Melbourne, VIC 3000

