



**Innovate  
Reconciliation  
Action Plan**

*March, 2022 - March, 2024*



**RECONCILIATION  
ACTION PLAN**

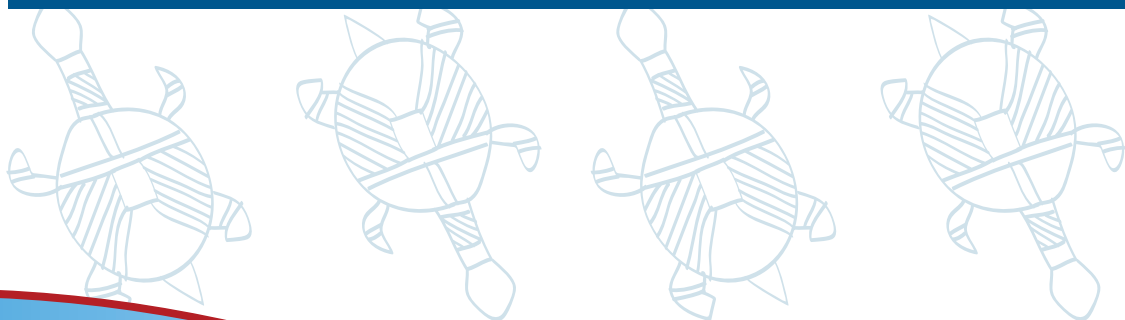
**INNOVATE**

# Bayton Innovate Reconciliation Action Plan



## **Art Work Story**

*In 2020 Bayton commissioned the creation of our own custom designed Aboriginal art work created by Aboriginal Artist Amber Jayy. The art focuses on capturing one of Bayton core values on to the canvas, that being teamwork. The meeting place in the middle represents everybody coming together as one. The hands around the outside represent the Traditional Custodians, past, present and future. It also shows that it takes more than one set of hands to build something great.*



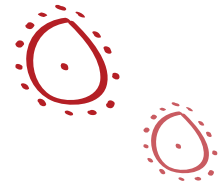


*Bayton acknowledge the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of land and sea on which we live and work. We also pay our respects to Elder's past, present, and emerging.*

*An Acknowledgement of Country is a sign of respect dedicated to the nation's First Peoples and a step forward in our reconciliation journey.*



# Bayton Innovate Reconciliation Action Plan



## Our Vision for Reconciliation

Our vision for reconciliation is a united harmonious country where all Australians are proud to call Australia home. A country which embraces Aboriginal and Torres Strait Islander peoples, and one that recognises its history and the rightful landowners. An Australia where collectively we accept our multicultural differences and understand that it is this, that uniquely defines us as Australian.

## Message from our CEO

“Bayton is steadfast in our commitment to reconciliation. In a time, which saw our team work tirelessly, diligently, and meticulously protecting our community against the COVID-19 pandemic, reconciliation remained front of mind. First, we reminded ourselves of those most vulnerable, the communities most affected, and the essential service Bayton provided. We then pivoted to work with the constraints presented to us by the pandemic and found new innovative ways to achieve our reconciliation objectives.

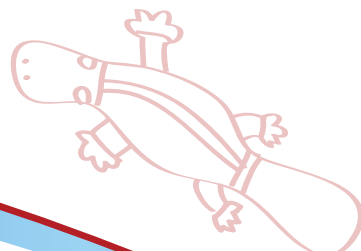
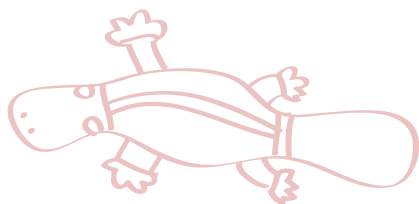
I am proud of Bayton's progress over the past 24 months as part of our first Innovate Reconciliation Action Plan. We have made significant headway in increasing awareness and respect of the Aboriginal and Torres Strait Islander peoples not only within our team but within our sphere of influence. I am honoured to have erected at each of our state offices a plaque acknowledging each of the Traditional Owners from each nation and in addition in our head office, have mounted our Bayton Aboriginal Artwork.

We have also made noticeable improvements to increased communication and education throughout our business which includes our employee induction covering cultural and RAP awareness. We have found that this aids us as a cleaning business to foster relationships of trust and respect between the nation's First Peoples with other Australians.

And finally, we have increased opportunities for Aboriginal and Torres Strait Islander peoples with a particular focus on procurement from majority Indigenous-owned suppliers.

As we all know, reconciliation is a journey that Bayton will continue travelling on as we look hopeful towards a future with a united, harmonious country. It is with passion and dedication that we embark on our next Innovate Reconciliation Action Plan. A plan dedicated to further expand on our progress with respect, relationships and opportunities.”

Con Katsinas,  
Chief Executive Officer,  
Bayton Group.



# Bayton Innovate Reconciliation Action Plan

## Our Business

The Bayton Group have been developing and improving cleaning solutions to help their clients succeed since 1965. The company has grown from a small Sydney family business to become one of Australia's largest privately-owned cleaning companies. Wholly Australian owned and operated, Bayton currently provide cleaning maintenance services to over 550 sites nationally, covering a variety of industries including Health and Age Care, Retail, Commercial, Hospitality and Industrial.



### Aged & Health Care

Aged Care  
Hospitals  
Medical Centres  
Covid Quarantine Hubs

### Commercial & Industrial

Small to Large Buildings  
Offices Complexes  
Warehousing  
Manufacturing

### Hospitality

5 Star Facilities  
Budget Accommodation  
Housekeeping  
Public Areas

### Retail

Shopping Centres  
Department / Specialty Stores  
Outdoor Centres

### Government

Federal  
State  
Local

### Education

Pre-schools and Day Care Centres  
Libraries and Community Buildings  
Student Accommodation  
Training and Workshop Centres

From small to large business, multi-story office complexes to age care facilities, Bayton offer services which include:

- General Cleaning
- Staff Transition (In-house Teams)
- Water Extraction
- Upholstery Steam Cleaning
- Tenancy Cleaning
- Sanitary Services
- Pest Control
- Public Area Cleaning
- Emergency Cleaning
- Window Cleaning
- Hygiene Services
- Waste Management
- Graffiti Removal
- Laundry Services
- Outbreak Management (incl COVID-19)
- Carpet Steam Cleaning
- Strip & Seal - Floor Maintenance
- Pressure Washing
- Street and Car Park Sweeping
- Cleaning Consumables
- Garden Maintenance

# Bayton Innovate Reconciliation Action Plan

## Our Points of Difference

Our business practices and service delivery are based on the following pillars:

ISO Certified Governance & Compliance



Operational Excellence



Equal Employment Opportunity



Sustainable Supply Chains



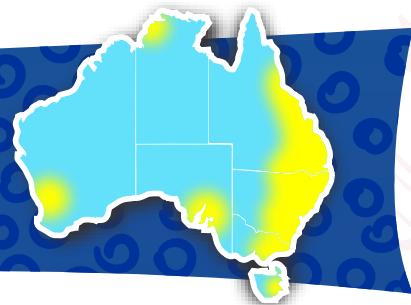
Continuous Improvement



Corporate Social Responsibility



Bayton have a national presence with office locations in NSW, QLD and VIC. Our sphere of representation includes the following areas:

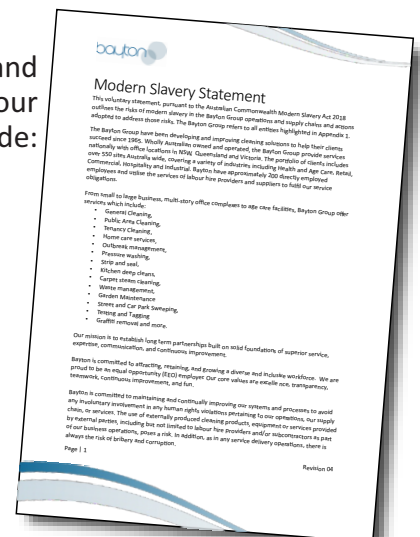


Bayton are proudly an Equal Opportunity Employer with approximately 188 directly employed employees from various international and local cultural backgrounds, of which three identifies as an Aboriginal and Torres Strait Islander person. Bayton also partner with several labour suppliers' Australia wide increasing our engagement to over 1000 dedicated cleaning specialists nationally.

Our core values of excellence, transparency, teamwork, continuous improvement, and fun are the foundations on which we have built our company.

Bayton maintain partnerships with numerous esteemed companies such as Uniting, Anglicare, Benetas, IRT, Downer, Westpac, Komatsu, Sydney Fish Markets and Barangaroo Precinct in collaboration with Cushman & Wakefield.

Bayton have always been a strong advocate on giving back to the community and our environment wherever possible. We show our commitment to improving our society, environment, and community through a variety of initiatives which include:





## Our RAP

Bayton commenced its reconciliation journey in **2018 with a Reflect Reconciliation Action Plan (RAP)**. It is through this plan that we were able to identify the gaps within our own workforce and business pertaining to the reconciliation framework and then lay the foundations of reconciliation throughout the company to close out these gaps. The Reflect Reconciliation Action Plan was a huge success within Bayton. With the commitment and guidance of the RAP working group, Bayton stepped through the three pillars of reconciliation and laid the core foundations of reconciliation throughout the company.

In 2020 Bayton commenced working on our **Innovate Reconciliation Action Plan**. It was with this RAP that we could explore, develop, and shape Reconciliation strategies throughout Bayton operations under the three pillars of respect, relationships, and opportunities. Working within an industry that was significantly impacted because of the COVID-19 pandemic in 2020-2021, Bayton was presented with unprecedented challenges. In an industry on the pandemic front line, it was necessary to consider the risks of COVID-19 to our workforce including those identified as a higher risk, people aged over 55, those with a compromised immune system and Aboriginal and Torres Strait Islander peoples. We have however retained our reconciliation course, **deepening our understanding and working with challenges** to ascertain the best approach for Bayton to advance reconciliation in our unique sphere of influence.

As part of this process, several important learnings were made:

The first key learning identified was that recruiting cleaning roles in a pandemic was extremely difficult. As Aboriginal and Torres Strait Islander peoples were identified as high risk, essential service cleaning on the front line presented concern for candidates. Bayton as a result had to delay deliverables pertaining to reconciliation and retention and then consider alternative ways outside of recruitment to increase opportunities.

We found our cultural awareness initiatives did help to foster **positive race relations** within our sphere of influence. With a diverse employee base, many members of our workforce had limited knowledge of Australia's history and its impacts on Aboriginal and Torres Strait Islander peoples and cultures. Initiatives such as our commissioned artwork **created opportunities** to discuss Aboriginal and Torres Strait Islander cultures, promote respect and education.

We discovered for our workforce hearing experiences firsthand resonated the most and aided in fostering an environment of respect.

Finally, we found several of our esteemed partners were commencing their own reconciliation journey or already had a RAP. They considered our RAP as an asset which allowed us to **collaborate and connect**, sharing our reconciliation strategies together.



## Our RAP



With these key learnings identified numerous actions were put in place including:

- Partnering with majority Indigenous-owned supplier Wirrpanda Supplies to tender as a collaboration for new and current work
- Introduction of Acknowledgement of Country within our toolbox talks and at Client meetings
- Acknowledgement of Country plaques created and mounted at all Bayton office locations
- Commissioned artwork by Aboriginal artist Amber Jayy
- NAIDOC week celebrations including a special gathering to acknowledge the country and unveil plaques at each Bayton state office location recognising the Traditional Custodians of the land and sea on which the office is located. All Bayton client facing staff received a custom-made NAIDOC pin to help promote the week in each of their interactions.
- National Reconciliation Week event participation where the team attended online conferences and where invited to attend the screening of the movie High Ground to raise awareness of the theme in 2021, more than a word.
- Benchmarking the knowledge of the existing employee base regarding

**84%** of all employees agree that they have an understanding of Aboriginal and Torres Strait Islander cultures, history and achievement. This is an 11% increase since 2019.

**81%** of all employees agree that they have an awareness of the Bayton RAP and why we have one. This is a 12% increase since 2019.

**84%** of all employees agree that Bayton is dedicated to diversity and inclusiveness, a 9% increase since 2019.

- Inclusion of procurement options within tenders that support Aboriginal and Torres Strait Islander businesses
- In Client meetings, we specified in the agenda time to provide an update on our RAP progress. Clients found our update, insights and experience useful as they embarked on their own journey.
- Hosting a webinar with Aboriginal and Torres Strait Islander advocate who worked as a Men's Youth Engagement Officer at Pupunya, Mt Liebig and Kinto – Traditional Custodians being the Luritja/Pintipi peoples in the Northern Territory

Bayton continue to have a strong engagement in reconciliation and are unwavering in their commitment to further develop and assess innovative reconciliation strategies throughout our business. It is our aim that through this next *Innovate* Reconciliation Action Plan that we will be able to determine the best approach for advancing reconciliation not only for our business but throughout the cleaning industry.

The Bayton Executive Leadership Team lead by Bayton Group CEO Con Katsinas are strong advocates for reconciliation and champion the RAP internally throughout the company. Kim Rahi, Head of Cultural and Innovation is the RAP champion and facilitates the RAP working group which all Bayton team members are invited to join directly via our Bayton induction processes. Bayton have representation from all areas of the business, and we utilise our supplier partners to provide representation of Aboriginal and Torres Strait Islander peoples.

The Bayton RAP Working Group is made up of the following roles:

- Head of Culture and Innovation
- Quality Environment Health and Safety (QEHS) Officer
- National Sales Coordinator
- National Senior Business Development Manager
- HR Administration Manager
- Accounts Receivable-Credit Control Officer
- GM Operations
- Client Service Manager, QLD/ VIC / NSW
- Senior Account Manager
- Site Supervisor
- Cleaning Specialists who represent Aboriginal and/or Torres Strait Islander peoples





# Bayton Innovate Reconciliation Action Plan

## Relationships



Building strong relationships is an essential part of the Bayton mission statement. To achieve our mission, we need to ensure that all relationships especially those within our sphere of influence are harmonious, positive, and built on solid foundations of trust and mutual understanding.

By developing relationships between Aboriginal and Torres Strait Islander peoples and other Australian's, we begin to bring down barriers that exist between the two. The insights and experience that the nation's First Peoples have to offer will strengthen the knowledge of our workforce and improve the ways in which we operate. Through increased communication and education strong respectful relationships of trust can form based on a mutual understanding. This was one of the major accomplishments from the first Innovate RAP, with 84% of the Bayton workforce agreeing that they now have a solid understanding of Aboriginal and Torres Strait Islander cultures, histories, and achievements. Stronger relationships have led to greater success in recruitment, retention, operations, and customer service and we will strive to further increase our teams understanding as a united Australia is stronger than a divided one.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March, 2022	National Senior Business Development Manager
	• Review and update an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April, 2022	National Senior Business Development Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2022, 2023	Quality Environment Health and Safety Officer
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2022, 2023	Quality Environment Health and Safety Officer
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2022, 2023	Quality Environment Health and Safety Officer
	• Organise at least one NRW event each year.	27 May- 3 June, 2022, 2023	Quality Environment Health and Safety Officer
	• <a href="#">Register all our NRW events on Reconciliation Australia's NRW website.</a>	May, 2022, 2023	Quality Environment Health and Safety Officer
	• Create wearable merchandise (e.g. T-shirt or Pin) for operational management to wear during NRW to promote reconciliation.	May, 2022, 2023	Office Manager
	• Utilising Reconciliation Australia NRW resources post the NRW poster in the cleaner's room of category A (4+ cleaners) sites.	May, 2022, 2023	Client Service Manager
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation including: <ul style="list-style-type: none"> <li>o Publish on our website, social channels and intranet "Coffee with" articles on Bayton employees, suppliers or clients who identify as Aboriginal and Torres Strait Islander peoples</li> </ul>	November, 2022	Head of Culture and Innovation
	• Communicate our commitment to reconciliation publicly via <ul style="list-style-type: none"> <li>o Social media channels</li> <li>o Bayton website</li> <li>o Bayton intra/extranet</li> </ul>	March, 2022	Head of Culture and Innovation
	Explore further opportunities to positively influence our external stakeholders to drive reconciliation outcomes. This was commenced in our previous RAP by providing progress updates with Clients.	November, 2022	Client Service Manager
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	October, 2022	Client Service Manager
	• Encourage our business partners and / or clients to develop RAPs by sharing our RAP with them in meetings.	December, 2022	Client Service Manager
	• Annually hold a conference/ webinar showcasing Bayton's reconciliation journey open to all employees, subcontractors, suppliers, vendors and business partners.	January 2023, January 2024	Head of Culture and Innovation
	• Organise webinar's with allies who have worked closely with Aboriginal and Torres Strait Islander communities to share their experiences and views on why reconciliation is important	November, 2022	Head of Culture and Innovation
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March, 2022	HR Administration Manager
	• Annually communicate our anti-discrimination policy to all staff	March 2022, January 2023	HR Administration Manager
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March, 2022	HR Administration Manager
	• Educate senior leaders on the effects of racism.	January, 2023	HR Administration Manager
	• Create a National wide Toolbox talk to promote zero-tolerance approach to racism and discrimination	January, 2023	Quality Environment Health and Safety Officer

# Bayton Innovate Reconciliation Action Plan

## Respect



Bayton is proud to be an Australian owned and operated Cleaning Company. As part of this pride, we are responsible in ensuring that all who are employed by Bayton are respectful of First Australian cultures and histories. A key lesson learnt throughout our reconciliation journey is that respect cannot be selective, it must be part of the foundation of the business, every day. Demonstrating respect with an Acknowledgment of Country in each meeting, and actively participating in NAIDOC week has helped to solidify our commitment to the respect pillar in our reconciliation journey and greatly assisted the team in becoming culturally aware. Being culturally aware will create stronger relationships resulting in greater success and likelihood in achieving our mission statement

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"> <li>Conduct a review of cultural learning needs within our organisation via bench marking results from the Employee Satisfaction Survey</li> </ul>	March, 2022	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li> </ul>	March, 2023	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Review, update , and communicate a cultural learning strategy for our staff.</li> </ul>	April, 2023	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	March, 2022	GM Operations
	<ul style="list-style-type: none"> <li>Investigate local cultural activities for staff to engage in to obtaining a practical understanding of recognising and respecting the unique position of Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the land.</li> </ul>	December, 2023	Client Service Manager
	<ul style="list-style-type: none"> <li>Create a dedicated page on Bayton Intranet/extranet to publish information on Aboriginal and Torres Strait Islander cultures, news, histories and success stories.</li> </ul>	December, 2022	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Update the Bayton Quality Environment Health and Safety events calendar with the dates of significant Aboriginal and Torres Strait Islander cultural events including NAIDOC week and National Reconciliation Week.</li> </ul>	March 2022, December 2023	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Approach Elders in the local community to share their stories pertaining to Australian history and reconciliation with our cleaning teams in the aim of:                             <ul style="list-style-type: none"> <li>Establishing a relationship based on respect and cultural understanding</li> <li>Obtain insights into First Australian's connection with the land</li> <li>Networking, building connections and ongoing mentoring</li> </ul> </li> </ul>	April, 2022	Cleaning Specialists
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	April, 2022	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Review, update, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	February, 2022	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	May, 2023	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Update Bayton website with the Acknowledgement of Country in the footer</li> </ul>	April, 2022	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings including Toolbox Talks.</li> </ul>	March, 2022	Client Service Manager
	<ul style="list-style-type: none"> <li>With all supplied agenda's including but not limited to Client meetings and tender presentations request an Acknowledgement of Country is included within the agenda.</li> </ul>	March, 2022	Head of Culture and Innovation and National Senior Business Development Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2022, 2023	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	June, 2022, 2023	HR Administration Manager
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week in July, 2022, 2023	Head of Culture and Innovation

# Bayton Innovate Reconciliation Action Plan

## Opportunities



Bayton is passionate about diversity and in ensuring that each individual is given equal opportunity based on their unique capabilities. Bayton proudly have a diverse workforce and is an equal opportunity employer. As part of our Reflect RAP we identified the need to enhance opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities in our sphere of influence. With the impact of the COVID-19 pandemic, Bayton have had to pivot the focus to supplier diversity opportunities from recruitment. As the pandemic continues to unfold impacting the Australian communities differently, Bayton will need to strengthen, update, and continue to innovate to meet the objectives of our RAP including recruitment opportunities.

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"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	April, 2022	HR Administration Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	October, 2023	HR Administration Manager
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	October, 2023	HR Administration Manager
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</li> </ul>	October, 2023	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	August, 2023	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	April, 2023	HR Administration Manager
	<ul style="list-style-type: none"> <li>Continue to explore government initiatives regarding the employment of Aboriginal and Torres Strait Islander peoples to assist with recruitment and training costs associated with training and development of the long term unemployed.</li> </ul>	September, 2023	National Sales Coordinator
	Establish a successful partnership with a diversity recruiter to increase the number of Aboriginal and Torres Strait Islander peoples as candidates for job vacancies	October, 2023	General Manager Operations NSW
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	February, 2022	National Senior Business Development Manager
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	September, 2022	National Sales Coordinator
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	March, 2022	National Senior Business Development Manager
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	February, 2022	National Senior Business Development Manager
	<ul style="list-style-type: none"> <li>Maintain and enhance commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	March, 2022	National Sales Coordinator
	<ul style="list-style-type: none"> <li>For new contracts, highlight benefits of improved economic and social outcomes via procurement with local Aboriginal and Torres Strait Islander suppliers.</li> </ul>	May, 2022	National Senior Business Development Manager
10. Promote opportunities for Aboriginal and Torres Strait Islander students.	<ul style="list-style-type: none"> <li>Connect with local schools, colleges, TAFE's and universities to promote Bayton as a place to work and the career pathways available.</li> </ul>	November, 2023	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Investigate employment pathways for students such as internships or transition to workplace programs</li> </ul>	November, 2023	HR Administration Manager
11. Improve retention rates for Aboriginal and Torres Strait Islander staff.	<ul style="list-style-type: none"> <li>Produce insight reporting on Aboriginal and Torres Strait Islander retention rates at Bayton.</li> </ul>	February, 2023	HR Administration Manager
	<ul style="list-style-type: none"> <li>Introduce an Exit interview / questionnaire for Aboriginal and Torres Strait Islanders staff members to obtain an understanding and rationale for leaving.</li> </ul>	March, 2023	HR Administration Manager
	<ul style="list-style-type: none"> <li>Create an Aboriginal and Torres Strait Islander Retention Insights Study focusing on the top 3 retention failures and development of strategies to combat each.</li> </ul>	December, 2023	Head of Culture and Innovation

# Bayton Innovate Reconciliation Action Plan

## Governance



Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Increase and maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	March, 2022	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	March, 2022	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	April, 2022 & 2023 July, 2022 & 2023 October, 2022 & 2023 January, 2022 & 2023	Quality Environment Health and Safety Officer
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	March, 2022	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	March, 2022	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	March, 2022	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Maintain an internal RAP Champion from senior management.</li> </ul>	March, 2022	Head of Culture and Innovation
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>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.</li> </ul>	June 2022, 2023	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	August 2022, 2023	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September, 2022, 2023	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	April, 2022 & 2023 July, 2022 & 2023 October, 2022 & 2023 March, 2022 & 2023	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	September, 2022 September, 2023	Head of Culture and Innovation
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May, 2022	Quality Environment Health and Safety Officer
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	March 2023	Quality Environment Health and Safety Officer
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li><a href="#">Register via Reconciliation Australia's website to begin developing our next RAP.</a></li> </ul>	October 2023	Head of Culture and Innovation



RECONCILIATION  
ACTION PLAN

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### Contact Details

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