

REFLECT RECONCILIATION ACTION PLAN

May 2023 - May 2024



ACKNOWLEDGMENT OF COUNTRY

Mettle acknowledges First Nations people as the Traditional Custodians of the lands on which we work and live.

We respect their rights and interests in their lands and waters and recognise the unique relationships of Aboriginal and Torres Strait Islander peoples with the environment in which they lived.





About the Artist

Chern'ee Sutton is a proud Kalkadoon woman & Aboriginal artist from Mount Isa, QLD, Australia who is passionate about her culture & history & wants to share that with the rest of the world through her art. Her unique style combines 2 worlds of traditional Aboriginal heritage with a modern contemporary twist which has caught the eyes of collectors around the world including Royalty & on the 2018 Commonwealth Games mascot Borobi. Chern'ee has her artwork hanging in The Royal Collection in Buckingham Palace, Queensland Parliament House, Queensland State Library and has exhibited her artworks in London, Tokyo, Singapore, Hong Kong, Melbourne and Sydney.

Chern'ee's artworks have been commissioned by The Queensland Government, Tennis Australia, The National Rugby League, The Royal Australian Mint, Dreamworld Theme Park, The 2018 Commonwealth Games, Rainforestation, The Australian Defence Force, Northrop Grumman, FIFA, V8 Supercars, AusCycling, The Australian Department of Veteran Affairs and The Australian Public Service Commission to name a few.

Due to Chern'ee's passion for reconciliation and equality she has received numerous accolades including National NAIDOC Youth of The Year, Australia Day Awards for 2013 and 2014, Queensland Pride of Australia Award, Local NAIDOC Awards including Artist of the Year and has been an Australia Day Ambassador for the past 6 years.

Chern'ee has designed the NRL's Indigenous All Stars Jerseys for 4 years the most recent being 2021, has just launched a new circulating and uncirculated Indigenous Military Service \$2.00 coin which she designed and features her artwork in partnership with The Australian Defence Force and The Royal Australian Mint and has collaborated with Australia Post to create an Indigenous Military Service Stamp and Coin Set featuring her artwork for Remembrance Day 2021.

The Story Behind the Artwork

My name is Chern'ee Sutton and I am a contemporary Indigenous artist from the Kalkadoon people, this painting is my interpretation of Mettle and their Journey.

In my painting Mettle's journey begins in the bottom left corner with the boomerang and first community symbol. The boomerang represents returning business and customers since Mettle's foundation in 2015 due to their quality work and service.



The small green community symbol contains a seed, to symbolise Mettle's humble beginnings and the first steps of their business, the footprints represent Mettle's journey and continue to the second community symbol, which has grown into a sapling, as the company has also grown. The footprints reach the final community symbol which has now grown even larger into a tree, as the continually expanding company that it is today, with its roots symbolising Mettle's strong foundations. The large green community symbol at the top of the trees leaves, represents Mettle and its employees, with more branches and leaves growing as Mettle continues to grow and more employees join the team.

The sun in the top left corner represents Mettle's vision of **"Good People Doing Good Things Together"** as well as Mettle's definition, which is "The ability to rise and meet a challenge in a spirited and resilient manner." As Mettle rises in much the same way as the sun does, the hand prints and people within are the good things and people that Mettle work with and who they are as a company creating a brighter future for all of those they work with.

The artwork contains 3 large grey circles, the first contains kangaroo and emu footprints, these represent Mettle's Reconciliation Action Plan and how they are moving forwards towards reconciliation, just like the kangaroo and emu. The handprints and community symbol represents Mettle's community work and their Corporate Social Responsibility (CSR) and the third grey circle which contains the Map of Australia with a community symbol on the eastern side represents the areas where Mettle works along the East coast of Australia. With the 3 larger U symbols representing the traditional owners of the lands on which they work. The grey rectangles in the background are the silhouettes of buildings, to symbolise Mettle's services as a construction, fit out and refurbishment business.

Finally the 6 green dotted circles with icons inside them, that are connected the Mettle's community symbol, represents Mettle's values which underpin Mettle's culture. These are *"Be Accountable, Be Curious, Ask Questions, Listen, Take Care, Be Proactive, Problem Solve, Be Authentic, Come as You are and Make it Happen."* These values connect to each other and to Mettle, helping them to do good things and shaping them into the quality business that they are today.

A Message from Reconciliation Australia

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

Mettle joins a network of more than 2,200 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 Mettle 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 Mettle, 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



A Message from Our Managing Director

Mettle acknowledges the Traditional Owners of the land on which our sites and offices are located and where we work. We pay our respect to Aboriginal and Torres Strait Islander Peoples and to Elders, past, present and emerging. It is with great pride that we present Mettle's Reflect Reconciliation Action Plan.

Mettle is all about **'Good People Doing Good Things Together'**. It is our mantra and underpins how we do business and interact with the communities we work in and are a part of. An integral part of 'good people doing good things together' is respect. Mettle and its staff have a deep respect for the enduring and continuous culture that Aboriginal and Torres Strait Islander people represent on the land we work and live on.

Mettle's positive impact on the communities we operate in is measured each year via our Corporate and Social Responsibility targets. Giving back and furthering improvement in communities in which we work is very important to Mettle and its staff.

We look forward to this journey ahead of us and are excited to find out how we can further our contributions to community and people.

Marc Kenney
Managing Director
Mettle





A Little About Us

Mettle

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Mettle began its life in 2015 and since its inception has grown from humble beginnings to become a sustainable, well recognised and respected construction, fitout and refurbishment business.

Mettle's values underpin its culture and set an operating standard that everyone at Mettle understands and most importantly delivers upon. The culture that these values underpin is a culture that resonates around ***"Good People Doing Good Things Together"***.

It creates a sustainable and healthy workplace which allows Mettle to deliver certainty and exceptional results for its clients.

Mettle's values are: Be Accountable; Be Curious, Ask Questions, Listen; Take Care; Be Proactive, Problem Solve; Be Authentic, Come As You Are; and Make It Happen.

Mettle employs 60 employees predominately across Queensland and New South Wales. Mettle has offices in:

Brisbane which is traditionally owned by both the Turrbal People and the Jagera People

Sydney which is traditionally owned by the Gadigal People of the Eora Nation

Townsville which is traditionally owned by the Bindal and Wulgurukaba People.

While the number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.



What We Do

Mettle offer projects delivery services under Design and Construct, ECI, Construction Management, Lump Sum and Guaranteed Maximum Price methods

SECTORS



COMMERCIAL



INDUSTRIAL



EDUCATION



RETAIL



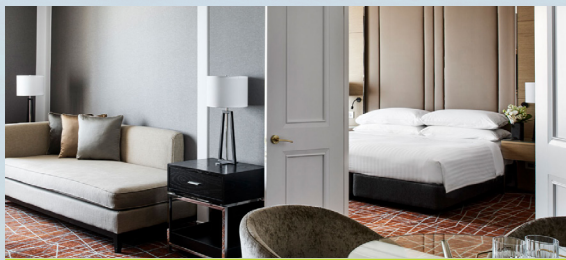
HEALTH



DEFENCE



HERITAGE



HOTELS & HOSPITALITY

SERVICES



FITOUT



CONSTRUCTION



REFURBISHMENT





Our RAP

Mettle started with a vision that was fundamentally underpinned by the definition of 'Mettle'*, and **“Good People Doing Good Things Together”**. It is our desire to extend that vision to contribute to First Nations peoples and commence our journey towards reconciliation by establishing a Reflect Reconciliation Action Plan.

Mettle understands the value of reconciliation and what this means to our communities throughout Australia. Mettle is all about **“Good People Doing Good Things Together”**. As part of this mantra, Mettle actively promotes Corporate Social Responsibility throughout the business – it is a big part of who we are as people and as a company.

As we embark on our reconciliation journey, we believe we have an opportunity to deepen our relationships and create mutually beneficial opportunities for Aboriginal and Torres Strait Islander peoples and Mettle. We are dedicated and committed to commencing our reconciliation journey, and developing our strategies outlined in our Reflect RAP over the next 12 months.

Our journey to date has been sporadic but we would like to formalise and implement an Action Plan moving forward. By implementing our Reflect Reconciliation Plan we will strive for:

- Development of beneficial partnerships with Aboriginal and Torres Strait Islander peoples in our community
- Building a culturally aware workplace that is welcoming and safe for Aboriginal and Torres Strait Islander employees to feel respected
- Increase employment of Aboriginal and Torres Strait Islander employees at Mettle
- Embed our reconciliation actions throughout all aspects of our business
- Implement best practices that support partnerships with First Nations peoples and organisations



**Mettle, by definition, is the ability to rise and meet a challenge in a spirited and resilient manner.*



Our RAP Committee

Mettle has created our RAP Working Group, which is championed by our Human Resources Manager, Tammy Medhurst. The purpose of this group is to ensure that Mettle is achieving its goals as outlined in our Reconciliation Action Plan. Our RAP Working Group consists of the following people.



Marc Kenney
Managing Director



Matt Hoffman
Director NSW



Michael Sutcliffe
Director QLD



Brant Wood
National Defence Director



Marty Platz
Chief Financial Officer



Ronnie Westdorp
Construction Manager NSW



Joel Oliver
Construction Manager QLD



Tammy Medhurst
Human Resources Manager

Our RAP Working Group will meet regularly and consistently to ensure our goals are met and to establish opportunities to connect with each other and our wider team.





Our Partnerships/Current Activities

Some of our initiatives to date include:

- Pairing up with Clontarf Foundation and Blacktown City Council to offer boys in the later years of high school the opportunity to meet with some Mettle employees in the construction industry to discuss trades they are interested in, find out more about life in the construction industry and take a tour of a live construction site.
- Delivered Cultural Awareness Training to a small number of employees.
- Engagement of 5 Aboriginal and Torres Strait Islander peoples on a particular project site.
- Identified and utilised Aboriginal and Torres Strait Islander subcontractors on projects that we have delivered.





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 2023	Managing Director
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2023	Managing Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Human Resources Manager
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023	Human Resources Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023	Human Resources Manager
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	June 2023	Managing Director
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2023	Managing Director
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2023	Managing Director
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	July 2023	Human Resources Manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2023	Human Resources Manager

RESPECT

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 understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2023	Construction Manager QLD
	• Conduct a review of cultural learning needs within our organisation.	June 2023	Human Resources Manager
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.	September 2023	NSW Director
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	NSW Director
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.	June 2023	Human Resources Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Human Resources Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023	Managing Director



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 2023	Human Resources Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2023	Human Resources Manager
9. 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.	December 2023	QLD Director
	• Investigate Supply Nation membership.	December 2023	QLD Director

GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	October 2022	Human Resources Manager
	• Draft a Terms of Reference for the RWG.	November 2022	Human Resources Manager
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2024	NSW Director
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	February 2023	Managing Director
	• Engage senior leaders in the delivery of RAP commitments.	February 2023	Managing Director
	• Maintain a senior leader to champion our RAP internally.	February 2023	Managing Director
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2023	National Defence Director
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.	June 2023	Human Resources Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023	Human Resources Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	Human Resources Manager
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	April 2024	Human Resources Manager

Contact Details

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