

Calleo




RECONCILIATION
ACTION PLAN

REFLECT

Calleo Group Reflect Reconciliation Action Plan

September 2024 – March 2026



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Directors' Message

Yumalundi
'Welcome' from Ngunnawal country

Calleo remains fully committed to our journey of reconciliation with First Nations people, and we support the Uluru Statement From the Heart of 2019. At Calleo, we learned a great deal in implementing our initial Reflect Reconciliation Action Plan (RAP) in 2022-23. We are keen to build on this by further enhancing our knowledge of Aboriginal and Torres Strait Islander peoples and strengthening relations with the many organisations we already partner with, while also developing new partnerships. This Reflect RAP enhances our awareness of, and our commitment to, our fellow First Nations Australians. As part of our journey we have created our unique First Nations artwork for the Calleo Group, and we have commissioned artists from all over Australia to provide paintings to enhance our understanding and appreciation of Australia's First Nations peoples histories and cultures. Our primary focus, however, is on growing our partnerships to provide better outcomes for Aboriginal and Torres Strait Islander peoples, with our commitment to provide multi-year program funding through our Calleo Indigenous Community Fund (CICF) to achieve sustainable outcomes.

As a specialist recruitment company, the Calleo Group delivers skilled resources to our clients and supports First Nations causes through our CICF: specifically, the enhancement of employment, education, and career development opportunities for Aboriginal and Torres Strait Islander peoples. Our focus is to empower Aboriginal and Torres Strait Islander peoples by supporting worthwhile initiatives across the sectors of education and training, healthcare, sports development, leadership, and assisting the capacity-building of First Nations organisations. During our initial RAP we supported around 20 First Nations organisations, providing grants of c. \$345,000 in FY 2022-23, and over \$400,000 in FY 2023-24.

Calleo is actively working to increase the number of Aboriginal and Torres Strait Islander students pursuing tertiary education and to assist them through mentorship and in seeking employment opportunities. To enable input from our staff and provide advice to our Board we have established a Development Advisory Committee (DAC) to drive and monitor implementation of our RAP, consider project proposals and track their progress.

Our DAC performs the functions (and more) of what Reconciliation Australia calls a 'RAP Working Group'. To ensure relevant expertise and impartiality on our DAC we are fortunate to have attracted external First Nations colleagues to assist us.

Our Reflect RAP is for the entire Calleo Group. We are extremely encouraged by the commitment of our staff to better understand First Nations histories, cultures, and the challenges to be overcome in contributing to the important process of reconciliation in Australia. At Calleo we realise that we are on a journey. Our second Reflect RAP is another important step on our journey, helping us achieve a better understanding of, and reconciliation with, Aboriginal and Torres Strait Islander peoples.

Dhjan Yimaba
'Thank you' from Ngunnawal country

Calleo Group Directors:

Ian Mc Shane



Mel Brown
A proud Ngunnawal woman



John Lewis



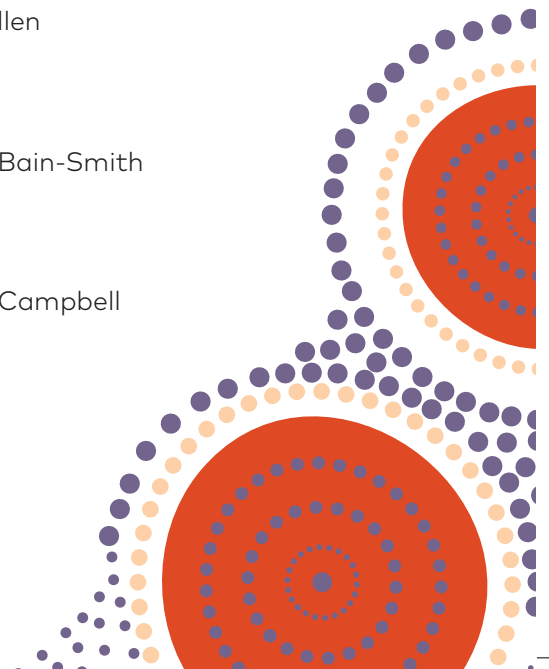
Paul Allen



David Bain-Smith



Gavin Campbell



Statement from the CEO Reconciliation Australia

Reconciliation Australia congratulates Calleo Group on continuing its reconciliation journey by formally endorsing Calleo Group's Reflect Reconciliation Action Plan (RAP).

Through this plan, Calleo Group continues to play an important role in 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 continues the journey and primes 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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Calleo Group 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Calleo Group on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.



Karen Mundine
*Chief Executive Officer
Reconciliation Australia*





Proud and Passionate

My name is Melinda Brown, known as Mel. I am a proud Ngunawal woman from Canberra, with links to Ngarigo through my great grandfather. However, I have been living in Bundjalung Country for a number of years now. I am also a Director of Calleo Indigenous Pty Ltd, and the Founder of Spirit Dreaming which provides training and capacity-building resources for First Nations people.

My family name is Blewitt and my great Grandfather, Nigger Blewitt, was a Ngarigo man born on the banks of the Cooma River, and my family has lived in Canberra as Ngunawal people for more than five generations. Painting provides me with a medium and opportunity to visually tell stories. The old saying that "a picture is worth a thousand words" accurately describes my passion for painting, as every eye sees something different which is meaningful to the seer. The wisdom is found within the way the seer interprets the painting and the message and feelings which accompany the experience.

The title of our Calleo painting is BUNI GAUAR YURWAN, which in Ngunawal language means "make heart strong". For me, making our hearts strong, means having opportunities for growth and success, which can increase our sense of resilience and add to our self-esteem. I believe that when a person's sense of purpose is increased, this is likely to positively impact on their overall wellbeing. This is how my art inspires me, and hopefully all of us at Calleo.

Education, training, and employment are very important and can help inspire us. For those who can benefit from these opportunities they can often find satisfaction in knowing they're contributing to their communities, families, and themselves, thereby achieving outcomes for future generations... for their children, grandchildren, great grandchildren... and beyond.

The story of my artwork

I like to work in layers, as it depicts the complexities of a story ... the same story which may be interpreted differently, but with the hope to extract a similar sense from those who view it. In BUNI GAUAR YURWAN, the back purple layers represent the many communities and families who make-up the broader Canberra region. The communities within communities, the families within families, and importantly, the individuals who are the platforms from which our families and communities are built and sustained. The black and grey tracks represent the rivers and pathways that connect our families and communities and lead us to the front layer, which is Canberra. The purple in the front layer represents Lake Burley Griffin which follows the path of the Molonglo River. In time the river became Lake Burley Griffin and became the centrepiece for the Canberra community, the 'Meeting Place'. My Mum tells of childhood stories of playing at the river when the work was being done to create the lake, and how over a short time the landscape changed and a lake was born. The large orange circle represents the Calleo's Head Office at Yarralumla near Lake Burley Griffin, and the medium sized orange dots represent the many workplaces that Calleo partners with - the smaller dots being the individuals in those workplaces who contribute to their families and their communities, and through their work have the potential to influence far beyond the reach of Canberra.

Through the story of my artwork, Calleo has been inspired to commission similar First Nations art from all over Australia. By displaying this artwork in our workplaces and throughout the community Calleo helps raise consciousness of the importance of reconciliation for Australia's future.



Our Business

Calleo is a specialist recruitment group of companies providing skilled professionals to Government and other clients.

We provide specialist people and services to most Federal Government departments across Australia from our offices in Canberra, Melbourne and Brisbane. Simultaneously, we empower Aboriginal and Torres Strait Islander peoples and organisations, including by enhancing their employment, education and career development opportunities.

We offer our clients the highest quality of specialised candidates in the disciplines of technology and transformation, business support services, SAP delivery, project-based resourcing and scribing services. We remain dedicated to helping our clients solve their ongoing challenges, and we work in the best interests of our contractors by offering roles that reflect their individual skills and goals, building trust and confidence to assist them in their careers.

Calleo has a proven track record of successfully delivering client outcomes whilst supporting the career aspirations of our staff and our contractors. In doing so, Calleo is one of Australia's fastest growing and most respected skills providers. Since its establishment in 2015, the Calleo Group has grown to 30 staff and over 250 contractors. One of our Directors is a proud Ngunnawal woman, and two of our current staff are First Nations people. We have successfully engaged several First Nations contractors for our clients and we are keen to increase this number.

A significant percentage of our revenue is allocated to our CICF, which publicly provides guidelines and invites applications from Aboriginal and Torres Strait Islander peoples and organisations. All applications are reviewed by our DAC which provides recommendations to the Calleo Indigenous (CI) Board for decision. All successful projects focus directly on empowering First Nations people, and continuation funding is dependent on performance and outcome. Our CICF does not directly manage any projects and is used exclusively to support our project partners. All ancillary costs (including for our RAP, artwork acquisition, salaries, and major sponsorships) are funded separately by Calleo.



Our Reconciliation Action Plan

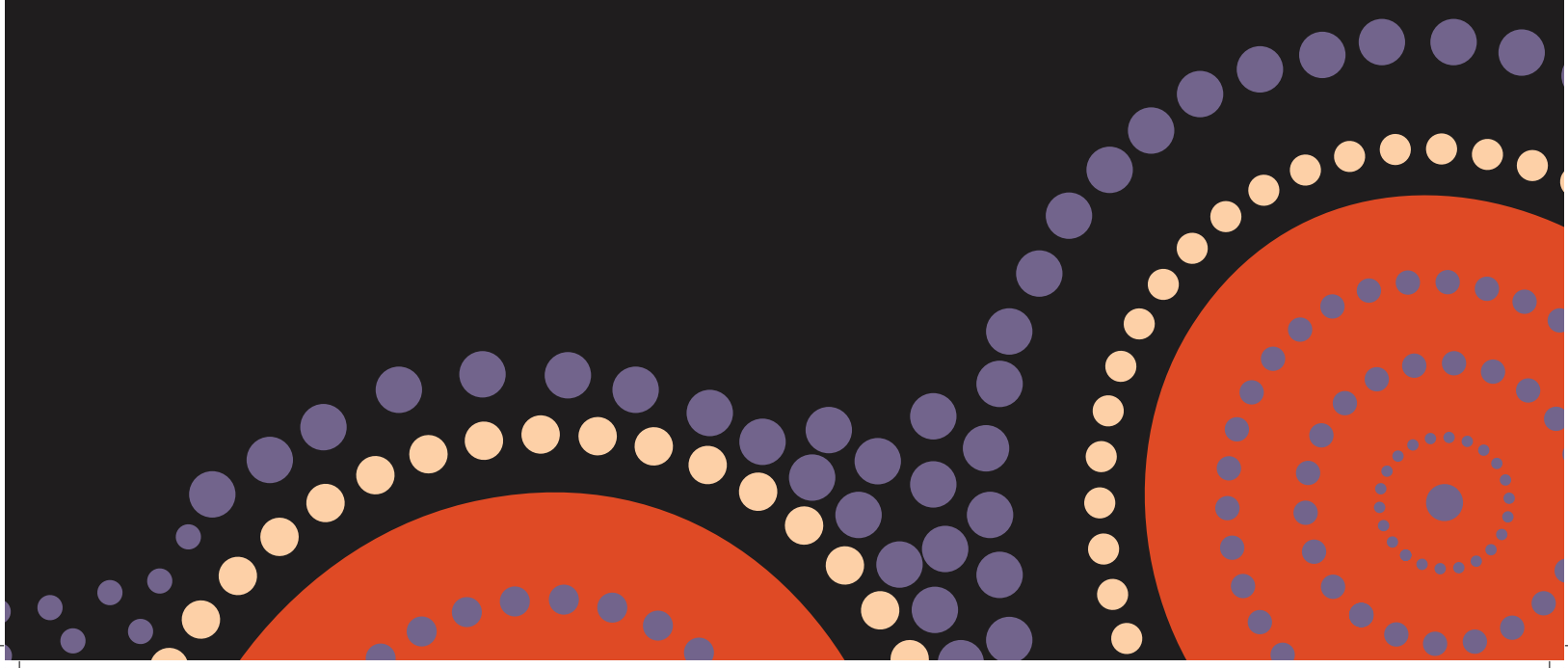
At Calleo we are committed to contributing positively to reconciliation, and we realise that we are on a journey of learning and action.

On this journey, we are led and inspired by our RAP Champion and Director, Mel Brown, who guides and drives us through internal engagement and heightens our awareness of reconciliation.

One of our companies is registered as Calleo Indigenous Pty Ltd, and we have established our CICF to better enable us to connect with and productively assist Aboriginal and Torres Strait Islander peoples to realise their potential. This is why our Reflect RAP is so important to us: it unites everyone within the Calleo Group, it highlights our partnerships with First Nations people, and it provides an essential blueprint for us to monitor and build upon.

We intend to implement our RAP by involving our staff and by keeping our clients and contractors informed. We value their advice and support, and we listen to and learn from our First Nations partners. To monitor our RAP progress, and to consider and monitor our projects, we have appointed a Development Advisor and established our DAC comprising staff and external First Nations advisors. Our DAC performs the functions (and more) of a RAP Working Group.

At Calleo, we recognise that we are at the early stages of our reconciliation journey. In our initial Reflect RAP we established partnerships with First Nations organisations and communities, and we commenced embedding cultural awareness and reconciliation throughout the Calleo Group. However, we did not achieve all our objectives. As a result of reviews by our staff, our DAC, and our Board, we realised that we need to provide more opportunities to better engage our staff in the reconciliation journey. For this reason, we have decided to continue with a Reflect RAP before advancing to the next level.



Our Current Partnerships and Activities

Through our CICF we have established partnerships with organisations to undertake projects that promote reconciliation. Within our financial means we are committed to providing opportunities for Aboriginal and Torres Strait Islander peoples. To help attract applications we have provided clear guidelines on our website and we quickly respond to all applicants to assist them with their applications. In summary, our current major projects include:

First Nations education, training & leadership

- Up-to 40 Calleo Indigenous Scholarships per year by FY 2024-2025 for deserving First Nations students to undertake tertiary study for up-to three years. Current partnerships exist with the Gallipoli Scholarship Fund and seven universities (University of Canberra, Australian National University, RMIT University, Monash University, Newcastle University, University of Wollongong and Griffith University);
- Annual financial support to Enrise / Need-a-Tutor from 2022 to provide tutoring support for five First Nations senior high school children per year;
- Annual financial support from 2023 to Library-for-All's Our Yarning Program for provision of First Nations children's books, particularly in remote areas;
- Annual financial support from 2024 to assist a minimum of 10 First Nations students at the University of Wollongong to receive financial support for their unpaid mandatory tertiary placements;
- Annual financial support since 2021 to NSW Northern Border Senior Access Centre to enable First Nations students and families to attend high school graduation ceremonies;
- Annual financial support to Spirit Dreaming since 2021 to enable attendance by Aboriginal and Torres Strait Islander peoples at their annual National Aboriginal Wellbeing Conference at Coffs Harbour, NSW;
- Financial support to CIT Yurauna in 2023 to better enable training programs for First Nations students;

- Up-to 10 Calleo Indigenous Leading the Way Scholarships per year in 2022 and 2023 to the Australian Indigenous Leadership Centre to enable Aboriginal and Torres Strait Islander peoples to undertake Certificate IV and Certificate II courses, and
- Financial support to Young Australians in International Affairs in 2023 to develop leadership for young Aboriginal and Torres Strait Islander peoples in international relations.

First Nations community health and wellbeing

- Financial support to Karinya House in Canberra since 2022 to better provide services to First Nations women and children;
- Financial support to University of Newcastle Indigenous Speech Pathology Project since 2022; and
- Financial support to Katungul Aboriginal Corporation Regional Health & Community Services on the far south coast of NSW from 2021 to 2024, principally for programs for Aboriginal boys and girls.

First Nations sports development

- Annual financial support since 2022 to Royals Canberra Rugby Union Indigenous Opportunity Program.

First Nations capacity-building

- Financial support to Dr Steve Burroughs Foundation since 2022 for a community sewing project in Barcaldine, and establishment of a Portable Aboriginal Communications Environment (PACE) in remote communities; and
- Annual financial support to Worldview Technologies Foundation since 2023 for Indigenous Driver Training in the Canberra region.



The Calleo Melbourne team

We encourage Aboriginal and Torres Strait Islander peoples and organisations to submit project proposals for multi-year funding, and we provide guidelines on our website to assist them. Our goal is to commit and sustain over \$400k per annum to Aboriginal and Torres Strait Islander community programs.

In addition to projects funded through our CICF, Calleo provides sponsorship to support worthwhile First Nations people, organisations and events.

Community partnerships and internal initiatives

At Calleo we:

- Actively monitor and develop our partnerships with Aboriginal and Torres Strait Islander peoples through our DAC;
- Empower our DAC to drive our commitment and engage with staff to achieve our RAP;
- Work with First Nations experts to provide cultural and language awareness opportunities for our Calleo team;

- Work with First Nations experts to translate our Acknowledgement of Country into the local languages where Calleo offices are located;
- Provide non-academic mentoring to Calleo Indigenous Scholars and offer them pro bono assistance in seeking employment;
- Plan to establish an Alumni for our Calleo Indigenous tertiary Scholars to assist them in achieving their career goals;
- Seek opportunities to assist our Calleo Indigenous Scholars to find intern placements;
- Include First Nations art, books, flora, and memorabilia to decorate our offices and enhance staff awareness; and
- Engage with First Nations businesses for merchandise procurement, website design, and the provision of other services.



Relationships

1.

Action	Deliverable	Responsibility	Timeline
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations to enable Calleo's reconciliation journey, with priority given to locations where Calleo has a presence.	Lead: Development Advisor (DA) Support: Secretary Development Advisory Committee (DAC)	Feb 2025
	Identify local Aboriginal and Torres Strait Islander groups/ organisations that would benefit from Calleo's support.	Lead: DA Support: Secretary DAC	Oct 2024
	Collaborate with Aboriginal and Torres Strait groups/ organisations to enable delivery of services.	Lead: DA Support: Secretary DAC	Oct 2024
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Lead: DA Support: Secretary DAC	Nov 2024

2.

Action	Deliverable	Responsibility	Timeline
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Business Support Officer (BSO)	May 2025
	DAC members to participate in an external NRW event and Calleo to undertake an internal event.	Lead: National Operations Manager (NOM) Support: General Manager (GM) Victoria	27 May - 3 June 2025
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Lead: Managing Director (MD) Support: NOM	27 May - 3 June 2025

3.

Action	Deliverable	Responsibility	Timeline
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Marketing and Communications Manager (MCM)	Nov 2024
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Lead: DA Support: Secretary DAC	Oct 2024
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Lead: DA Support: Secretary DAC	Feb 2025

4.

Action	Deliverable	Responsibility	Timeline
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Lead: NOM Support: BSO	Dec 2024
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Lead: NOM Support: BSO	Jan 2025



Respect

5.

Action	Deliverable	Responsibility	Timeline
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.	Lead: MD Support: DA	Feb 2025
	Conduct a review of cultural learning needs within our organisation.	Lead: CI Director Support: DA	Feb 2025

6.

Action	Deliverable	Responsibility	Timeline
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 areas.	Lead: BSO Support: Office Manager (OM)	April 2025
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Lead: GM Support: DA	March 2025

7.

Action	Deliverable	Responsibility	Timeline
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.	Lead: Secretary DAC Support: OM	May 2025
	Introduce our staff to NAIDOC Week by promoting external events in our local areas.	Lead: Secretary DAC Support: OM	June 2025
	DAC to participate in an external NAIDOC Week event.	Lead: DA Support: Secretary DAC	First week in July 2025



Opportunities

8.

Action	Deliverable	Responsibility	Timeline
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.	Lead: MD Support: DA	April 2025
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Lead: NOM Support: Secretary DAC	May 2025

9.

Action	Deliverable	Responsibility	Timeline
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.	MCM	Nov 2024
	Investigate Supply Nation membership.	Lead: NOM Support: MCM	Oct 2024



Governance

10.

Action	Deliverable	Responsibility	Timeline
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Continue to empower our DAC to govern RAP implementation.	Executive Director (ED) – Board Chair	Oct 2024
	Continue and review Terms of Reference for the DAC.	ED	Nov 2024
	Continue Aboriginal and Torres Strait Islander representation on the DAC.	MD	Sept 2024

11.

Action	Deliverable	Responsibility	Timeline
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Lead: ED Support: MD	Oct 2024
	Engage senior leaders in the delivery of RAP commitments.	ED	Dec 2024
	Appoint a senior leader to champion our RAP internally.	ED	Oct 2024
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Lead: MD Support: NOM	Oct 2024

12.

Action	Deliverable	Responsibility	Timeline
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.	Lead: DA Support: Secretary DAC	June annually
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	Lead: DA Support: Secretary DAC	1 August annually
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Lead: DA Support: Secretary DAC	30 Sept annually

13.

Action	Deliverable	Responsibility	Timeline
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Lead: DA Support: Secretary DAC	Dec 2025

Contact Us

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Exceptional.
With no exceptions.