



SAAB

REFLECT RECONCILIATION ACTION PLAN

MAY 2018 – MAY 2019



RECONCILIATION
ACTION PLAN

REFLECT



FOREWORD BY THE MANAGING DIRECTOR

I am extremely proud of the fact that Saab Australia is commencing its reconciliation journey; this *reconciliation action plan* (RAP) will help us to gain a better understanding of Aboriginal and Torres Strait Islander cultures.

It will act as a framework to develop a deeper engagement with the Aboriginal and Torres Strait Islander community and will help Saab Australia to define its vision for reconciliation so that subsequent RAPs are meaningful, enduring and truly supportive of the community.

By publishing this RAP we are stating our commitment towards the Australian Government's *Closing the Gap* strategy by supporting Indigenous students to complete year 12 and providing employment opportunities for Indigenous Australians either through direct employment or engaging with suppliers who employ Aboriginal and Torres Strait Islander peoples.

Andy Keough
Managing Director, Saab Australia Pty Ltd



OUR BUSINESS

Saab has maintained a presence in Australia since 1984 with a focus on the defence and civil security sectors. Our capabilities have grown from providing local solutions and support to Royal Australian Navy submarines and ships; to providing equipment, services and support across the entire Australian Defence Force. Our business extends to services provided to other Federal and State Governments, privately owned organisations and exporting Australian developed capabilities throughout Asia Pacific and North America.

We employ over 400 personnel in our offices in South Australia, Victoria, the Australian Capital Territory, Western Australia and remotely in New South Wales and Queensland. Our personnel provide specialist engineering and project management services in a range of sectors including, defence, civil aviation, port services, civilian security and emergency services. We actively encourage engagement and participation of local industry in our programs. A voluntary survey of all staff conducted in September 2015 indicated that at that time, Saab had one staff member who identified as an Aboriginal or Torres Strait Islander.

Saab maintains an active diversity and inclusion committee tasked with ensuring the organisation has an inclusive culture which makes best use of the available talent within the organisation and considers diversity during recruitment. The committee also leads the internal education and engagement processes that support diversity and inclusive behaviours to ensure we both meet our social responsibility and remain an employer of choice.

WHAT IS THE RECONCILIATION ACTION PLAN PROGRAM?

The reconciliation action plan (RAP) program is a framework for organisations to realise their vision for reconciliation. Through the program, organisations develop a business plan that documents what an organisation commits to do to contribute to reconciliation in Australia.

This RAP will enable Saab to commit to implementing and measuring practical actions that build respectful relationships and create opportunities for Aboriginal and Torres Strait Islander peoples.

There are four different phases within a RAP program which reflect the stage an organisation is at and the current goals the organisation would be trying to achieve. This RAP is focused in the *reflect* phase which highlights that Saab is commencing its reconciliation journey. A description of each RAP phase follows.

• REFLECT

A *reflect* RAP is for organisations just starting out on their reconciliation journey and who need to build the foundations for relationships, respect and opportunities. A *reflect* RAP will give your organisation the time and opportunity to raise awareness and support for your RAP inside your organisation. It will also assist you to develop a solid RAP governance model and build the business case for future commitments to cultural learning, and practising cultural protocols considering Aboriginal and Torres Strait Islander employment.

• INNOVATE

An *innovate* RAP is for organisations that have developed relationships with their Aboriginal and Torres Strait Islander stakeholders and are ready to develop or implement programs for cultural learning, Aboriginal and Torres Strait Islander employment and supplier diversity. An *innovate* RAP will give your organisation the freedom to develop and test new and innovative approaches, and embed the RAP in your organisation.

• STRETCH

A *stretch* RAP is for organisations ready to challenge themselves by setting targets for the actions outlined in their RAP. A *stretch* RAP will give your organisation the opportunity to focus on tried and tested strategies and programs and set clear and measurable targets to deepen its impact.

• ELEVATE

An *elevate* RAP is for organisations with a long, successful history in the RAP program; a current *stretch* RAP and a willingness to significantly invest in reconciliation. *Elevate* RAP organisations are among an elite group of leaders driving reconciliation in their sector.



REFLECT



INNOVATE

OUR RECONCILIATION ACTION PLAN

The RAP outlines our commitment to sustainable engagement within our organisation and with the wider community. Our RAP is based on the following building blocks:

- Developing Aboriginal and Torres Strait Islander education and employment opportunities;
- Engaging our people with the local communities in which we operate; and
- Empowering Indigenous businesses through procurement and contracting opportunities.

These building blocks are designed to provide a foundation for the organisation to develop targeted actions that will build the foundations for relationships, respect and opportunities for those whom identify as Aboriginal and Torres Strait Islander, both within the workplace and the wider community.

OUR PARTNERSHIPS/CURRENT ACTIVITIES

OUR RECONCILIATION JOURNEY

Our reconciliation journey began in 2015 with the establishment of a diversity committee. As part of the committee's work, research was conducted that highlighted the barriers that Aboriginal and Torres Strait Islander students face when exploring future careers within the science, technology, engineering and mathematics (STEM) fields.

This initial research was subsequently expanded in scope to look at the role that Indigenous businesses could have supporting Saab by providing key enablers and capabilities to programs of national significance. The development of a RAP was identified as an initial step in Saab seeking to build the foundations for relationships, respect and opportunities with the Aboriginal and Torres Strait Islander communities in which we operate.

In April 2015 we ratified our diversity and inclusion committee charter, providing management direction and empowerment to employees to drive and frame our policies and actions around inclusion and diversity in the workforce. In 2016, the committee was directed by the managing director, as the company sponsor, to commence the reconciliation process reporting and responsible directly to senior management.

Our RAP seeks to solidify our commitment to our reconciliation journey and develop long-lasting, successful relationships with Aboriginal and Torres Strait Islander businesses and educational institutions to grow future employees and leaders for the company.

2021

STRETCH

2022

ELEVATE

2023

Through our reconciliation journey to date we have:

- Engaged with the South Australian Department of State Development and commencing a cultural education program with the Saab Australia management team.
- Participated in the Smith Family South Australian STEM Indigenous camp in October 2017 providing Aboriginal students in years 10, 11 and 12 with exposure to Saab's work in STEM related fields.
- Our managing director chairs the South Australian Governor's Aboriginal Employment Defence Industry Cluster.
- Engaged with Goompi Ugerabah of the Gureng Gureng tribe to create a series of art works that represents the story of Saab in Australia. This art is now on display in Adelaide, Canberra and Saab's global headquarters in Sweden.
- Engaged with Reconciliation SA who provided review comments on a draft of this RAP.

CHAMPIONS OF OUR JOURNEY

This RAP was developed by Nathan Parsons, head of Saab's industry engagement program and Karen Hughes and Trent Schroeter from Saab's diversity and inclusion committee.

The champion for implementing our *reflect* RAP will be Karen Hughes who will chair the reconciliation working group for this phase, with the endorsement and support of the managing director, Andy Keough.

THE PATH OUR JOURNEY WILL TAKE

Saab has offices in multiple states in the traditional lands of the Kurna (Adelaide), Ngunnawal (Canberra), Woiworung (Melbourne) and the Nyungar (Rockingham) peoples. Saab is committed to ensuring our reconciliation journey engages with all of the traditional owners/custodians in the locations we operate; however we wish to ensure that these connections are honest and long-lasting. We recognise that real relationships take time.

Our path to reconciliation will be gradual and will grow from our initial engagement with the Kurna people through the Ngunnawal and Woiworung peoples and conclude with the Nyungar people of Rockingham. This path will ensure a measured approach to our engagement ensuring a lasting connection between Saab and each of the first peoples of Australia. Our employees will be able to consider and learn from each engagement before starting the journey with the next group.

RELATIONSHIPS

Developing long-lasting relationships with the first peoples of Australia and communities in which we work is important to Saab. Through these relationships we will educate our staff on the histories, cultures and traditions of our local Aboriginal and Torres Strait Islander communities. This will provide a foundation for our business to work together with Australia's first peoples towards reconciliation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish a RAP working group	<ul style="list-style-type: none"> Form a RAP working group for the <i>reflect</i> RAP building upon the existing group. The group will include Aboriginal and Torres Strait Islander peoples and key decision makers from Saab. This working group will support the implementation of our RAP. 	May 2018	Chair, Diversity and Inclusion Committee
2. Build internal and external relationships	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander community organisations and schools within our local area or sphere of influence that we could approach to connect with on our reconciliation journey. 	June 2018	Chair, Reconciliation Working Group
	<ul style="list-style-type: none"> Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey. 	July 2018	Chair, Reconciliation Working Group
	<ul style="list-style-type: none"> Engage with the Aboriginal and Torres Strait Islander community through identified community organisations and schools to understand how we might work together. 	August 2018	Chair, Reconciliation Working Group
3. Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Host an NRW event to launch our RAP at Saab's Adelaide office and extend an invitation to a local Aboriginal and Torres Strait Islander group to participate. 	May 2018	Managing Director
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff in support of staff deepening their understanding. 	May 2018	Chair Reconciliation Working Group
	<ul style="list-style-type: none"> Ensure our RAP working group and senior management team participate in an external event to develop connections with our local community, plus recognise and celebrate NRW. 	27 May - 3 June 2018	Managing Director
	<ul style="list-style-type: none"> Include NRW events on the Saab volunteer day community engagement organisation list to enable staff to participate in an event during working hours. 	May 2019	Managing Director
	<ul style="list-style-type: none"> Encourage our staff to attend a NRW event to develop understanding of the culture of Aboriginal and Torres Strait Islander cultures. 	May 2019	Managing Director
4. Raise internal awareness of our RAP	<ul style="list-style-type: none"> Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. 	May 2018	Chair, Reconciliation Working Group
	<ul style="list-style-type: none"> Issue communiques on commitments through the RAP. 	May 2018	Managing Director
	<ul style="list-style-type: none"> Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments. 		Chair, Reconciliation Working Group

RESPECT

Saab values inclusion and diversity in its global workforce. In our first steps towards reconciliation, we will commit to engage Aboriginal and Torres Islander communities to develop mutual respect. We will do this by embracing their cultures and traditions and sharing the Swedish culture on which Saab's values are built.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> • Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievement. • Conduct a review of cultural awareness training needs within our organisation and develop a training plan to increase staff knowledge. • Develop an awareness campaign involving online media and presentations at company meetings involving topics related to the first peoples of Australia, including the Dreamtime as well as current socioeconomic issues facing their peoples. • Work with an Aboriginal cultural awareness training provider to put together a cultural awareness training program specifically for Saab. • Rollout a cultural awareness training program for staff. • Increase awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation in consultation with local communities. Our target is to have ten percent of our employees attend awareness training. 	<p>June 2018</p> <p>June 2018</p> <p>July 2018</p> <p>August 2018</p> <p>Begin Date: Sep 2018 Completed Date: Mar 2019</p> <p>March 2019</p>	<p>HR representative on Reconciliation Working Group</p> <p>HR representative on Reconciliation Working Group and Manager – People Development</p> <p>Marketing Communications Coordinator</p> <p>Manager – People Development</p> <p>Manager – People Development</p> <p>Chair, Reconciliation Working Group</p>
6. Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> • Raise awareness of and explain the meaning of NAIDOC Week by promoting local Aboriginal and Torres Strait Islander community events in our local area and encourage staff to attend. • Ensure our senior management team and diversity and inclusion committee participate in an external NAIDOC Week event to further develop their contact network and understanding of Aboriginal and Torres Strait Islander cultures and histories. 	<p>July 2018</p> <p>July 2018</p>	<p>Chair, Reconciliation Working Group</p> <p>Managing Director</p>
7. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> • Explore who the traditional owners are of the lands and waters in our local areas. • Scope and develop a list of local traditional owners of the lands and waters within our organisations sphere of influence. • Develop and implement a plan to raise awareness and understanding of the meaning and significance behind acknowledgement of country and welcome to country protocols (including any local cultural protocols). • Ensure that before company, group level, or customer meetings, we recognise the country on which we meet. 	<p>November 2018</p> <p>December 2018</p> <p>May 2018</p> <p>June 2018</p>	<p>Chair Reconciliation Working Group</p> <p>Chair, Reconciliation Working Group</p> <p>Chair, Reconciliation Working Group</p> <p>Managing Director</p>



OPPORTUNITIES

We will work with our local Aboriginal and Torres Strait Islander communities to develop real education opportunities in the areas of science, technology, engineering and mathematics (STEM). We will explore Indigenous businesses and assess how Saab can work with these businesses to grow their capability and provide long term skilled roles in the community. We acknowledge that through real opportunities and inspiring Aboriginal and Torres Strait Islander peoples we can lay the foundation of a true path to positive reconciliation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities. Review our recruitment policy and develop a recruitment strategy for first Australians; considering options such as potential internships for Aboriginal and Torres Strait Islander university students. 	September 2018 December 2018	HR Representative on Reconciliation Working Group General Manager Human Resources
9. Investigate Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses through engagement with Supply Nation. Update the company procurement practices to include Aboriginal and Torres Strait Islander owned businesses in the supplier selection processes. 	January 2019 October 2018	Head of Industry Engagement Procurement Specialist
10. Investigate opportunities for engagement with Aboriginal and Torres Strait Islander students in STEM based programs	<ul style="list-style-type: none"> In consultation with local communities, develop an understanding of the barriers facing Aboriginal and Torres Strait Islander students when entering STEM based programs. Engage with local communities to support STEM development to help us direct our activities appropriately. Activities that are planned and implemented as a result of this understanding may be along the lines of: <ul style="list-style-type: none"> Develop a program to engage students both within the school and through work experience at Saab to promote STEM based pathways. Work with local universities to develop a scholarship program for Aboriginal and Torres Strait Islander students pursuing a degree in STEM based areas. Continue with and increase our participation in the Indigenous STEM camp held in South Australia; as part of our involvement within the Governor's Aboriginal Employment Industry Cluster program. Investigate joining the CareerTrackers program for internships within Saab for Aboriginal and Torres Strait Islander students. Investigate the AIME mentoring group to see how Saab and our staff might become involved in this program for the 2019 school year. 	September 2018 December 2018 January 2019 October 2018 July 2018 January 2019	Chair, Reconciliation Working Group Chair, STEM Education Steering Group HR Representative on the Reconciliation Working Group Chair, STEM Education Steering Group General Manager Human Resources Chair, STEM Education Steering Group



TRACKING AND PROGRESS

Saab, through our RAP, commits to enriching the lives of our Aboriginal and Torres Strait Islander employees and the communities in which we operate.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Build support for the RAP	• Define systems and capability needs to track, measure and report on RAP activities.	June 2018	Chair, Reconciliation Working Group
	• Complete an annual RAP impact measurement questionnaire and submit to Reconciliation Australia.	September 2018	Managing Director
	• Define resource needs for RAP development and implementation.	September 2018	Chair, Reconciliation Working Group
12. Review and refresh RAP	• Liaise with Reconciliation Australia to develop a new RAP based upon learnings, challenges and achievements as a result of actions described in this RAP.	Begin Date: December 2018 Completed Date: February 2019	Chair, Reconciliation Working Group
	• Submit new RAP to Reconciliation Australia for formal review and formal endorsement.	Begin Date: February 2019 Completed Date: May 2019	Managing Director

CONTACTS

Personnel or organisations interested in speaking with Saab regarding our reconciliation journey should contact the chair of the reconciliation working group on saab.rap@au.saabgroup.com.

ARRIVING ON NEW LANDS

The Dala horse is an authentic symbol of Sweden, conceptualised in Dalahast, Sweden during the 17th Century. Saab commissioned Aboriginal artist Goompi Ugerabah to paint the story of Saab Australia on two Dala horses which were hand crafted in Sweden especially for the project.

The original canvas painting, *'A land rich in ochres and water'* is a visual representation of the collaboration and coming together of two cultures.

The four 'U' shapes at the centre represent the four Saab employees who crossed the oceans from Sweden, travelling to Australia in the late 1980s, arriving in tribal lands. These four pioneers were key to the growth of what is now Saab Australia. These four shapes grow in numbers outwards symbolising the hundreds of Australian employees. Five sectional areas of the piece depict the expansion across five Australian states.

Goompi transferred the original canvas painting story to the two Dala horses. The three pieces of art are now on display in the following Saab locations:

- Dala horse in Saab global headquarters, Stockholm
- Dala horse in Saab Australia headquarters, Adelaide
- Canvas in Saab Australia office, Canberra

About the artist

Goompi's name means 'possum from the place of the goanna'.

English Name: Stephen Larcombe

Tribe: Gureng Gureng (Bundaberg region in Queensland)

Language: Gandowal (eastern Brisbane and islands off that coastline) Stradbroke/Moreton

Skin Name: Tjuparula

Born and raised on: "Ngnarangwal" (Gold Coast, Queensland) and "Minjungbal" (Tweed Heads, New South Wales) Tribes of "Bundjalung Nation"

Photography: Ben Grant




Canvas located in Canberra



Identical Dala horses located in Sweden and South Australia.



Frank Wanganeen welcoming Goompi.



WE RECOGNISE THE TRADITIONAL OWNERS AND
CUSTODIANS OF THE AUSTRALIAN LAND, AND PAY OUR RESPECT TO
THEIR ELDERS PAST AND PRESENT. WE ACKNOWLEDGE
RECONCILIATION AUSTRALIA, THE SOUTH AUSTRALIAN DEPARTMENT OF
STATE DEVELOPMENT AND RECONCILIATION SOUTH AUSTRALIA FOR
THEIR INSIGHTS AND ASSISTANCE IN THE DEVELOPMENT
OF THIS RECONCILIATION ACTION PLAN.

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