



Reconciliation Action Plan
May 2022 – May 2023

FLEETWOOD
AUSTRALIA





About the cover:

The cover artwork has been created by Garry Purchase. Garry is a proud Aboriginal man of Dharawal, Bidjigal and Dhungutti descent. He grew up in Sydney's Eastern suburbs in Botany and was raised amongst the Aboriginal community of La Perouse.

Garry is a member of the Timbery family of which there are many famous members. He is the Great Great Great Great Grandson of Timbery (Or Timberé), leader of the Dharawal people and was bestowed the title "King Of The Five Islands" by Governor Lachlan Macquarie. Garry is also The Great Great Grandson of Queen Emma Timbery and is a cousin of Esme Timbery who are both internationally renowned for their artistic shell work. His great uncle is Joe Timbery, world champion boomerang thrower who also presented one to Queen Elizabeth II in 1954.

Garry first started painting after he moved to the Central Coast with his wife and 3 sons in 2013.

ACKNOWLEDGEMENT OF COUNTRY

Fleetwood Australia acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

In this artwork, Fleetwood Australia is depicted as the meeting place in the bottom left-hand corner. The red colour references the company's early and continuing connection to remote and northern parts of Australia. Other symbols in this artwork represent Fleetwood's journey into places and doing work in these areas. The people symbols represent the willingness to expand and the difference that is made, which is also represented in the yellow colours used.

Garry's style is a more modern take on traditional Aboriginal art, steering away from the common dreamtime stories and focusing on his own personal journey, experiences and social issues that pushes a lot of creative boundaries as he stretches the limits of what Aboriginal art can be.

His works have attracted a lot of attention and have also earned Garry a few awards. He took out the major first prize Tony Donovan Award at Reconciliation Exhibition at Gosford Regional Gallery in both 2014 and 2016 with "One Nation" and "Under The Southern Cross" respectively.

Our RAP

We understand that developing a Reconciliation Action Plan (RAP) is essential to providing a culturally safe workplace for Aboriginal and Torres Strait Islander peoples. We aim to develop sustainable and mutually beneficial relationships with Aboriginal and Torres Strait Islander communities.

As a proud Australian company with its roots in family business, we have a rich history of helping Australians explore the land they live on through recreational vehicles. We now contribute to remote and urban communities, providing building and accommodation solutions that create spaces for people to thrive.

This Reflect RAP is our first step in committing to the values of reconciliation and doing our part to promote reconciliation in our work and communities. We are on a journey of learning the meaning of this land and its integral ties to Traditional Custodians.

To implement our RAP, we have assembled a RAP Working Group made up of members from across the organisation that have volunteered to be part of the group. The Working Group have overseen the development of the RAP and will provide support for its implementation. Senior management are involved with this Working Group, working strategically with our Diversity and Inclusion Committee.

To date, our involvement with reconciliation has been unofficial, with related events and activities taking place at a local level. We have conducted an initial review of these events and activities while creating this RAP, to understand our opportunities and move forward with a renewed and cohesive commitment to reconciliation within the scope of our organisation.



Statement from CEO of Reconciliation Australia

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

Fleetwood Australia joins a network of more than 1,100 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 Fleetwood Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Fleetwood Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



I am delighted to present Fleetwood Australia's Reconciliation Action Plan (RAP) May 2022 to May 2023.

My deepest thanks go to General Manager WHSE & HR, Andrew McCormack for leading this work, our Reconciliation Action Plan Working Group and Diversity and Inclusion committee for bringing our first reconciliation plan to fruition, with the support and guidance of Nyoongar Elder, Irene Stainton.

Developing our first RAP is a significant step for Fleetwood Australia, as we officially begin our reconciliation journey across our many operational locations across of Australia.

We are delighted to now have a formal framework to promote reconciliation inside and outside our Building Solutions, Community Solutions and RV Solutions businesses.

At Fleetwood Australia, we embrace diversity and inclusion. We believe that our ongoing commitment to the reconciliation process creates an important opportunity to enjoy greater shared success, drive cultural learning and celebrate Aboriginal and Torres Strait Islander cultures and contributions.

We look forward to launching our RAP during National Reconciliation Week 2022 and working in partnership with First Australians in the spirit of reconciliation for many years to come.

Bruce Nicholson
CEO



Our business:

From humble beginnings, Fleetwood Australia was founded in Perth in 1964 as a family caravan business. Over the last 57 years, Fleetwood has evolved to become a leader in innovative, sustainable and world leading quality products and services in the modular, community and recreational vehicle (RV) solution sectors.

A wholly owned subsidiary of Fleetwood Limited, Fleetwood Australia has been listed on the Australian Stock Exchange (ASX) since 1987 and our group of businesses are industry leaders in their respective fields.

Our company is largely based in Australia, with offices in five Australian states, and one office in New Zealand. We have headquarter offices in Sydney and Perth. We operate in 19 locations, with one location in New Zealand and 18 locations across Australia – comprising seven locations in Victoria, five in Western Australia, three in New South Wales, two in Queensland and another location in South Australia.

We proudly employ 650 people in Australia and New Zealand, with six employees working in New Zealand and 644 employees working in Australia. Nine employees identify as Aboriginal and/or Torres Strait Islander people.



Relationships

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation from CEO to all staff.	May 2022	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2022	GM, WHSE & HR
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2022	GM, WHSE & HR
	Send a survey to our Australian employees inviting them to comment on and inform our reconciliation journey.	June 2022	GM, WHSE & HR
	Display one art piece from local Aboriginal artist in each state.	May 2023	GM, WHSE & HR
	Communicate our commitment to Aboriginal and Torres Strait Islander peoples on our website.	May 2022	National Manager, Marketing and Communications
	Publish our Reconciliation Action Plan on our company website.	May 2022	National Manager, Marketing and Communications
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2022	GM, WHSE & HR
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2022	GM, WHSE & HR
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 areas or spheres of influence that we could approach to connect with on our reconciliation journey.	April 2023	Lead: GM, WHSE & HR/ Support: Operations or Business Managers
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2023	GM, WHSE & HR
Participate in and celebrate National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW 2022 resources and reconciliation materials to our staff.	Early May 2022	National Manager, Marketing and Communications
	RAP Working Group members to participate in an external NRW event.	May and June 2022	GM, WHSE & HR
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2022	GM, WHSE & HR
	Celebrate NRW with an internal communication from the CEO.	May 2022	GM, WHSE & HR



Action	Deliverable	Timeline	Responsibility
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.	May 2022	GM, WHSE & HR
	Conduct a review of cultural learning needs within our organisation.	May 2022	GM, WHSE & HR
	Develop plan to deliver cultural awareness training to all staff.	December 2022	GM, WHSE & HR
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, by promoting a Group-wide engagement activity.	June 2022	National Manager, Marketing and Communications
	Ensuring senior management and other staff participate in NAIDOC Week by getting involved in local NAIDOC activities in each State.	July 2022	GM, WHSE & HR
	Celebrate NAIDOC Week with an internal communication from the CEO.	July 2022	CEO
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols and languages.	Identify the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2022	GM, WHSE & HR
	Develop company acknowledgement of Country.	June 2022	GM, WHSE & HR
	Establish protocol around using the Acknowledgement to support understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	GM, WHSE & HR
	Develop plaques for display in a prominent area in each business location that acknowledge local Traditional Owners or Traditional Custodians.	December 2022	GM, WHSE & HR
	In consultation with Traditional Owners, name meeting rooms in every state in local Traditional Owner language.	May 2023	GM, WHSE & HR
	Celebrate NRW with an internal communication from the CEO.	May 2022	GM, WHSE & HR



Opportunities

Action	Deliverable	Timeline	Responsibility
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.	January 2023	GM, WHSE & HR
	Build understanding of current Aboriginal and Torres Strait Islander employment opportunities to inform future employment and professional development opportunities.	January 2023	GM, WHSE & HR
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.	June 2022	GM, WHSE & HR
	Investigate Supply Nation membership and explore opportunities associated with Supply Nation to increase Aboriginal and Torres Strait Islander engagement within our company estimating and procurement processes.	June 2022	GM, WHSE & HR





Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern the RAP implementation, including a regular schedule of meetings.	May 2022	GM, WHSE & HR
	Draft a Terms of Reference for the RWG.	May 2022	GM, WHSE & HR
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2022	GM, WHSE & HR
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2022	GM, WHSE & HR
	Engage senior leaders throughout the year in the delivery of RAP commitments.	May 2022	GM, WHSE & HR
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2022	GM, WHSE & HR
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 2022	GM, WHSE & HR
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022	GM, WHSE & HR
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022	GM, WHSE & HR
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2023	GM, WHSE & HR

Contact details
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Use your phone or tablet
to find out more about
Fleetwood's extensive
range of solutions.

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