



# Reflect

## Reconciliation Action Plan

September 2023 - March 2025



RECONCILIATION  
ACTION PLAN

REFLECT



# Acknowledgement of Country

Hacer Group acknowledges the Traditional Owners and Custodians of the lands on which we live and work. We celebrate the oldest living culture and respect the land on which we build.

We pay our respect to Elders – past, present and future – and we strive together to embrace an optimistic outlook for our future in harmony, across all of Australia and for all of its people.

Our Reflect Reconciliation Action Plan (Reflect RAP) considers Aboriginal and Torres Strait Islander peoples across Australia. This includes factors that directly and indirectly affect the wellbeing, cultural and socio-economic outcomes of Australia’s First Nations Peoples.

We deeply appreciate and acknowledge the Aboriginal and Torres Strait Islander people who provided their time, knowledge and perspectives throughout the development of our Reflect RAP.



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## CEO, Reconciliation Australia **Statement**

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



## Hacer Group Directors **Message**

*Hacer's first Reflect Reconciliation Action Plan (RAP) marks an important milestone in our 23-year history. We're committed to a positive future in reconciliation and recognise the importance this paves for the next generation.*



Reconciliation is a journey for all Australians, and we all have a part to play. We are committed to developing respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander peoples. With the support of the Killara Foundation, our initial efforts will focus on improving cultural awareness for all employees and subcontractors.

We'll strive to increase employment and educational opportunities in the construction sector for Aboriginal and Torres Strait Islander peoples and build partnerships with Aboriginal and Torres

Strait Islander-owned businesses. We believe that reconciliation is not just a moral imperative, but a strategic imperative. A commitment to reconciliation helps us to build stronger relationships with the communities in which we operate, better understand the needs and perspectives of our customers and stakeholders and build a more inclusive and diverse workforce.

We are proud to launch Hacer's Reflect Reconciliation Action Plan (RAP) and look forward to working with our employees to help accelerate reconciliation in Australia.



## CEO, The Killara Foundation **Bio**



*Kyle Vander-Kuyp is an Olympian and proud Yuin and Woromi man, dedicated to mentoring and driving initiatives related to Indigenous mental health and wellbeing; and bridging the education and workplace gap for Indigenous Australians.*



Kyle is passionate about giving back to the community and has worked with various organisations as a mentor for Indigenous youth throughout the course of his career. In 2019, Kyle co-founded the Killara Foundation to bring to life his vision for excellence in the lives and careers of young Aboriginal and Torres Strait Islander people and is currently the CEO and Director.

In 2020, Kyle co-founded the Tjungu Project to reconnect Aboriginal people to Country and to take corporate groups out on Country to truly connect to and understand the Culture. Also, to teach them how to

incorporate what they have learned into their leadership and teambuilding skills.

Kyle also sits on the Koori Court as an Elder/ Respected Person, where he works alongside the Magistrate and Courts Victoria to provide support, cultural and personal advice to Aboriginal and Torres Strait Islanders who have come into the justice system. With a strong understanding of complex relationship management, Kyle aims to be an inspiring and positive role model for Indigenous people across the country, including his own family, whom he looks forward to seeing grow and achieve their own dreams.



## About Hacer **Who We Are**



*With offices in Melbourne (Wurundjeri land) and Sydney (Gadigal land), Hacer Group continues to grow a reputable portfolio of work across a diverse range of sectors. With a strong emphasis on quality, we deliver long-standing developments as well as long-standing relationships.*

When Hacer Group first launched its Victorian operation in 2000, we became one of the first retail construction firms to offer a fully integrated design and construct service.

Our focus was on achieving excellence and innovation in end-to-end property development. Nothing has changed. Hacer Group still delivers top-quality projects, while maintaining optimum cost and time efficiency.

We offer a range of project delivery systems, from fixed-price contracts to construction management, design and construct, and early contractor involvement.

We build for a range of industries including residential, retail, commercial, mixed-use, build-to-rent, medical and recreation.

We build end-to-end, giving our clients consistency and cost efficiency. We build quality – striving for excellence in every job we take on. Above all, we build confidence.

We're renowned for the highest level of expertise and experience, having successfully managed and completed projects for a range of major Australian companies, and winning multiple awards for excellence in building. Hacer Group employs over 220 staff; while the number of Aboriginal and / or Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

## Looking Ahead **Our Approach**

We have established an internal RAP committee and will continue to partner with Aboriginal and Torres Strait Islander consultants such as Killara Foundation to ensure the appropriate delivery of our RAP. We will develop relationships and partnerships with Aboriginal and Torres Strait Islander businesses and organisations.

Implementing our RAP requires a commitment to meaningful and tangible actions that fosters reconciliation. Our aim is to take a balanced approach combining both top-down and bottom-up perspectives to roll out our RAP. This will ensure a more meaningful, well-rounded conversation is had at all levels in the business.

Some of the ways in which we aim to implement our Reflect RAP, in addition to the items mentioned in our Reconciliation Action Plan commitments, are below:

- 1. Cultural Training:** Continue providing cultural awareness training for our employees, engaging our partner Killara Foundation, to create a shared knowledge base.
- 2. Smoking Ceremonies:** Our aim is to actively listen, learn and engage in open

dialogue with Aboriginal and Torres Strait Islander people to understand their cultural practices and perspectives.

- 3. Engaging a First Nations artist:** In 2023, we engaged Emma Hollingsworth to provide a custom painting using the Hacer values (refer to page 11 for details).

- 4. NAIDOC Week/National Reconciliation Week activities:** We will work both with our internal committee and with external organisations to participate in NAIDOC Week / National Reconciliation Week such as internal First Nations colouring competitions, attending community events, and engaging guest speakers.

### **Our RAP Champions**

Members of our senior management including our Managing Director (Mark Lewis) and HR Manager (Claire Wall) actively demonstrate strategic leadership commitment to reconciliation. They are supported by our RAP Committee who implement our actions. The purpose of this group is to raise awareness, learn more about cultures and listen to Aboriginal and Torres Strait Islander voices to make better, informed decisions.





Smoking Ceremony at Richmond Quarter commencement of works

# Company Values

*Our values are a representation of who we are and what we're accountable for. They encompass our passion and drive to ultimately achieve success as a team.*



## SAFETY

We ensure safety is paramount everywhere.



## QUALITY

We build and commit to highest quality standards.



## COMMUNICATION

We openly communicate and develop respectful, trustworthy teams.



## SUSTAINABILITY

We work to make sustainability business as usual.



## RESPONSIBILITY

We follow through on our responsibilities and commitments.



## RELATIONSHIPS

We build close relationships with our people, clients and the industry.



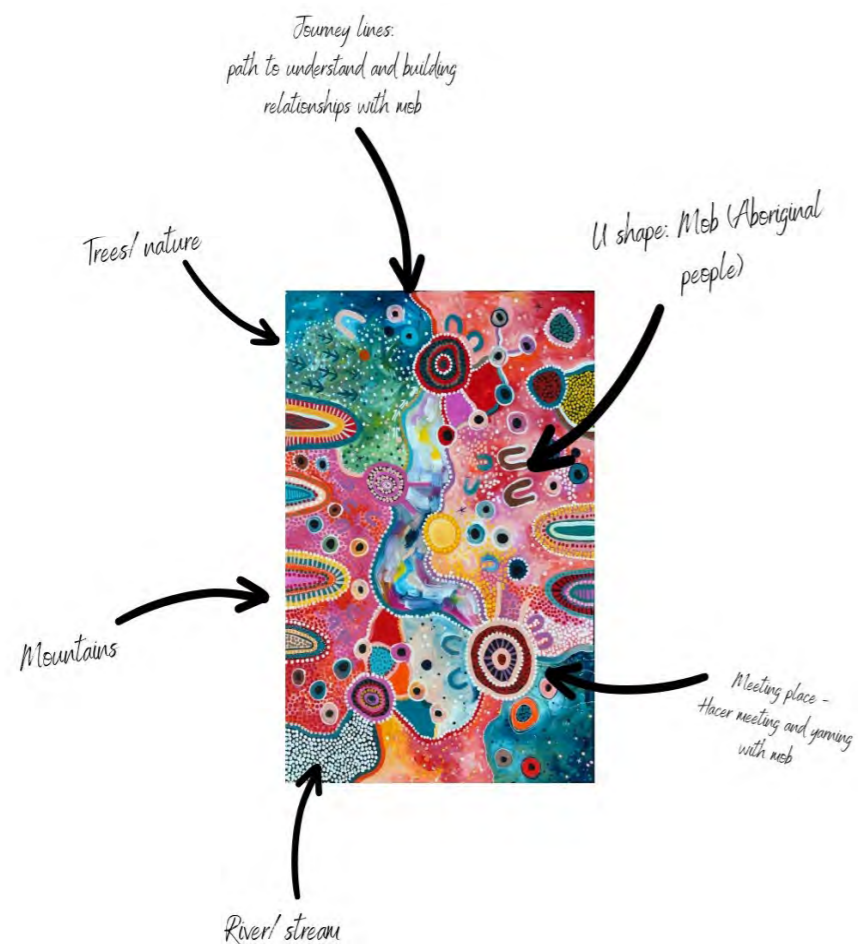
Our RAP

# Artwork

*This art piece represents connection and community, and it honours the Land that we all reside on, and its first people who have been Custodians over it for thousands of years.*

*This land provides for us, and we in turn must nurture it. The 'u' shapes in the artwork represent mob living on Country and caring for it. The concentric circles represent Hacer paying their respects and meeting with mob to yarn and speak about important things. The lines going outwards represent Hacer's journey to understanding and building relationships with the First Nations people of this country.*

*This artwork acknowledges and pays respect to the many Aboriginal and Torres Strait Islander peoples and serves as a reminder that the Land always was and always will be Aboriginal Land.*



## About the Artist

# Meet Emma

*Emma Hollingsworth is a Kaanju, Kuku Ya'u, Girramay woman who grew up in tropical far north Queensland. Her work tells her own story of a young Indigenous woman growing up and paving a path in a modern world, and all of the trials and tribulations that go in hand with that.*



From a young age, I knew I wanted to be an artist. My mother said that before I could even walk, I was drawing on just about anything I could find - including the walls - and when I came of age, I began taking it more seriously. It took me a few years to learn and develop my own style, but eventually I reached the point where I could paint intuitively.

My artworks tell the story of my life. I paint about things I have experienced and things that inspire me, I also paint with vibrant

colours because I am inspired by how I see the world. I paint about the Land and waterways, the animals, the peoples and our traditions, and I paint about how all of those things are intrinsically connected.

My art is contemporary and it has evolved over the years. I am proud to now have my own style of creativity that tells my story and brings my culture and peoples to life through art.



## Our Reconciliation **Working Group**

*Our working group is responsible for ensuring the actions outlined in the RAP are implemented.*



### **Kyle Vander-Kuyp**

CEO, Killara Foundation  
Worimi and Yuin People



### **Mark Lewis**

Director, General Manager  
Hacer Group



### **Jillian West**

Killara Foundation  
Bunurong and Palawa  
People



### **Claire Wall**

HR Manager  
Hacer Group



### **Matt Love**

Talent Acquisition Coordinator  
Hacer Group



### **Matt Hyams**

Senior Project Manager  
Hacer Group



### **Daniela Pizarro**

Brand Marketing Manager  
Hacer Group



### **Andie Leggett**

Post Construction Manager  
Hacer Group

Opening Ceremony at Richmond Quarter  
Coles and retail precinct



Our Action Plan

# Relationships

*We are committed to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples. Through our Reflect RAP commitments, we will actively learn best-practice approaches to help build relationships with greater courage, respect and a commitment to listen and to learn.*



Richmond Quarter smoking ceremony

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.	October 2024	HR Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	HR Manager
	Commission an Aboriginal or Torres Strait Islander artist to create a unique painting for Hacer, reflecting our values and display in our office with plaque detailing art piece information.	October 2023	HR Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	HR Manager
	RAP Working Group members to participate in an external NRW event.	27 May 2024 - 3 June 2024	HR Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May 2024 - 3 June 2024	HR Manager
3. Promote reconciliation through our sphere of influence.	Engage community involvement (e.g employee families) in activities to celebrate NRW.	27 May 2024 - 3 June 2024	HR Manager
	Communicate our commitment to reconciliation to all staff.	June 2024	HR Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2024	HR Manager
4. Promote positive race relations through anti-discrimination strategies.	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2024	HR Manager
	Research best practice and policies in areas of race relations and anti-discrimination.	December 2024	HR Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2024	HR Manager

# Our Action Plan

## Respect

*Respect and recognition are foundational to our business. We aspire to embed deep cultural knowledge in our team members, too - so we all understand the histories, cultures, customs and beliefs of Aboriginal and Torres Strait Islander peoples.*



Opening Ceremony at ECQ XL - Stage 2 NSW

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Develop a cultural development document for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	October 2024	HR Manager
	Smoking Ceremonies to be conducted for new projects	July 2024	HR Manager
	Introduce cultural training	February 2024	HR Manager
	Conduct a review of cultural learning needs within our organisation.	December 2024	HR Manager
2. 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.	December 2024	HR Manager
	Increase staff's understanding of the purpose and significance behind community and cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2024	HR Manager
3. 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.	July 2024	Brand Marketing Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Brand Marketing Manager
	RAP Working Group and other staff to participate in an external NAIDOC Week event.	First week in July 2024	Brand Marketing Manager

Our Action Plan

# Opportunities

*By deepening relationships with Aboriginal and Torres Strait Islander peoples, we strive to improve economic, employment and educational outcomes with these communities.*



Richmond Quarter smoking ceremony

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Research effective employment and retention strategies in similar organisations to understand best practice for our future employment and retention strategy.	December 2024	Talent Acquisition Coordinator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	Talent Acquisition Coordinator
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Research effective procurement strategies in similar organisations to understand best practice for our future First Nations procurement strategy.	December 2024	HR Manager
	Investigate Supply Nation and Kinaway membership.	October 2024	HR Manager/ Procurement Manager

# Our Action Plan

## Governance

*Our consultation and governance processes are both rigorous and authentic. We will continue to develop them to inform and guide us as we put our RAP into action.*



Opening Ceremony at ECQ XL - Stage 2 NSW

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	May 2024	HR Manager
	Review and update Terms of Reference for the RWG.	June 2024	HR Manager
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	May 2024	HR Manager
2. Provide appropriate support for effective implementation of RAP commitments.	Continue to review resource needs for RAP implementation.	February 2024	HR Manager
	Continue to engage senior leaders in the delivery of RAP commitments.	May 2024	HR Manager
	Review the progress of our senior appointed RAP Champion and their internal engagement.	May 2024	HR Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2023	Brand Marketing Manager
3. 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 annually	HR Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	HR Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	HR Manager
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	HR Manager

**Contact Details**

**For enquiries about our RAP**

please contact Claire Wall, HR Manager

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