



Reflect  
**Reconciliation Action Plan**  
January 2024 - January 2025



## Statement from CEO of Reconciliation Australia

### INAUGURAL REFLECT RAP

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

ACE joins 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 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.

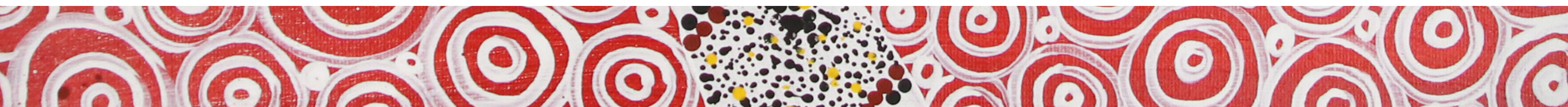
This Reflect RAP enables Australian Ceramics Engineering to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.



Congratulations ACE, 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





## The Artwork

### “Because of her we can shine and grow”

The energy is strong above the lady spirit. The spirit tree represents strong women in your life, who have helped you shine. The semi circle and star around the spirit is the fire/representing your spirit shining. The leaves represent growth.

All the small dots connected are the connections/journeys that have been made because of her, the places/homes you have lived or met women with strong spirit.

The river is the middle line section and represents life. The waterholes also at the bottom to connect the important birthing places to the women and life itself. The spirit celebrates the strong women, and Strong roots that make us who we are.. our identity comes from this strong beginning.

## About The Artist

**NEROLIE BYNDER** is a proud Whadjuk-Noongar-Badimia Yamatji woman, contemporary visual artist, mother and grandmother. Her family connects from the southwest areas of Albany, Kendenup, Mt Barker areas to the Midwest, Gascoyne regions around Geraldton, Mt Magnet and Paynes Find. Nerolie is very proud to express her connection to her country. Nerolie has always been interested in art from a very young age and had paint, arts, crafts, and other arts around her which inspired her to create her own style. Nerolie also likes to workshop with youth to build strength and spirit in the community as she loves working on projects with others and especially enjoys seeing the outcomes.



### About this document:

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## Acknowledgement of Country

ACE acknowledges the Traditional Owners of the land on which we work, the Whadjuk people. We pay our respects to the Elders, past, present and to the young people who are working towards a brighter tomorrow. ACE offers national products and services - we acknowledge the Traditional Owners, Custodians and Elders of lands on which we work across Australia.

**Our Business** - ACE are the market leaders in the supply of wear protection systems, including components and services used to overcome the issues of excessive wear experienced in mining and other bulk materials handling applications. ACE's main priority is to provide clients with an end-to-end material handling solution that includes design, fabrication and on-site support services.

Whilst having a proven track record in reducing wear rates which means an increase in time between shutdowns for clients, ACE take pride in their on-site services, offering a unique process where liners can be cut to fit and shipped to site either same day for WA sites or next day for national deliveries.

ACE strive to continue to lead the way by committing to constant research into the latest technology and processes to ensure they are always delivering quality products and services, safe working procedures and a better environmental footprint.

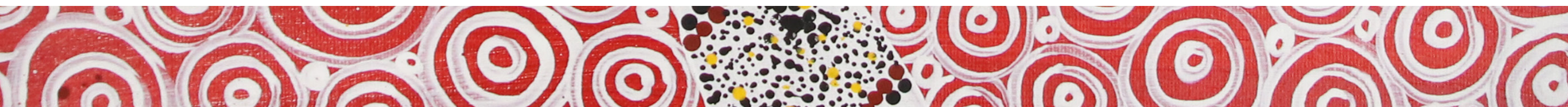
At ACE, we take pride in our diverse team of over 50 highly skilled individuals, with 6% of our workforce being Aboriginal or Torres Strait Islander. We place great emphasis on collaboration with the Ebenezer Aboriginal Corporation to further enhance Aboriginal employment opportunities. Our goal is to achieve an Aboriginal employment rate of 15% by 2025.

Headquartered in Wangara, Perth, Western Australia, ACE also operates a regional workshop in Port Hedland. These strategic locations enable us to cater to clients not only in Western Australia but also nationwide, providing our exceptional range of products and services.

**Our RAP** - ACE are committed to driving reconciliation both internally and externally in the communities where we operate or plan to operate. Our Reconciliation Action Plan (RAP) will include practical actions and deliverables that align with the five critical dimensions of Race Relations, Equality and Equity, Institutional Integrity, Unity, and Historical Acceptance.



Safety - Teamwork - Results - Integrity - Dynamic - Environment



The RAP will provide a framework for fostering respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander peoples to build connections rooted in mutual collaboration and trust. By having a RAP endorsed by Reconciliation Australia, we demonstrate our ongoing commitment to supporting initiatives and advocating for the rights of Aboriginal and Torres Strait Islander peoples.

As we make progress on the RAP goals, we will continue to reflect and learn using the lens of reconciliation to inform our future RAPs by understanding our core business, expanding our sphere of influence, and diversifying our community, staff, and stakeholders.

We will have a diverse working group comprising ACE personnel and Aboriginal and Torres Strait Islander representation to drive and monitor the RAP implementation. Our Chief Operations Officer will champion our commitment to the RAP, with the full support of our organization's senior leaders. We will embed the principles and purpose of reconciliation in our business and turn our existing good works into a formal commitment to reconciliation.

ACE's current commitments include many actions and deliverables required of a RAP, as set out below.

- ACE's 'Aboriginal and Torres Strait Islander Engagement Strategy' describes the processes undertaken for identifying and engaging with Aboriginal People within areas of direct or indirect impact. The objectives of the strategy are to:
  - Enable employment opportunities for Aboriginal people via direct employment or via contractor engagement
  - Maximise procurement of Aboriginal businesses for contract work on projects
  - Ensure transparent communication and consultation between our employees and project parties
  - Ensure that the importance of Aboriginal heritage is communicated to the ACE workforce and contractors
- National Reconciliation Week messaging is circulated to all personnel by ACE's senior leaders each year, encouraging employees to reflect on the shared histories, cultures and achievements and to respect those matters when representing ACE.
- ACE's Diversity and Inclusion policy ensures the professional application of the company's values and commits to a workplace free from discrimination and encourages diversity at all levels regardless of (amongst others) ethnicity, race or cultural background.
- ACE's employees attend training which equips attendees with skills on how to effectively manage inappropriate and unacceptable behaviours conduct.
- NAIDOC week is celebrated at ACE
- Relevant celebrations/events include an Acknowledgement of Country

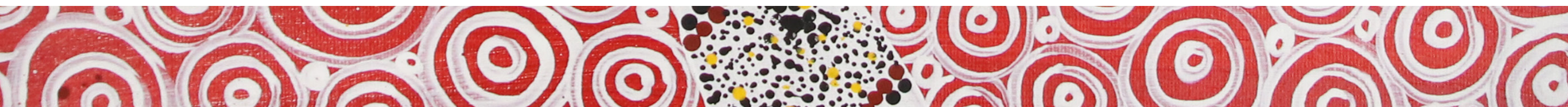
ACE's Reconciliation Action Plan (RAP) will include the above foundational commitments while expanding to incorporate further initiatives in support of the reconciliation movement.

### **Our Partnerships/Current Activities**

ACE takes pride in the initiatives previously mentioned, and acknowledges its role and responsibility towards enhancing long term community reconciliation.

ACE participate in local NAIDOC Week and National Reconciliation Week events in collaboration with Traditional Owners.

ACE has committed to achieve over time specific Aboriginal and Torres Strait Islander employment targets, aiming to reach these through its regional presence, natural employment, training and development strategies, flexible working relationships, building a respectful and inclusive workplace culture and structured plans such as this RAP.



Section 1

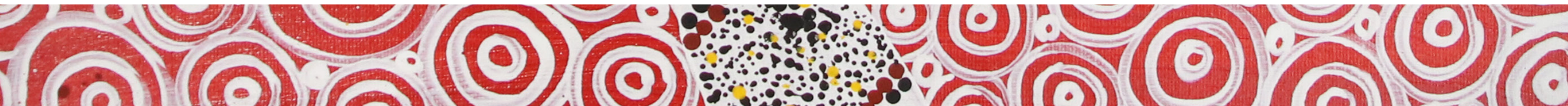


**RELATIONSHIPS**

ACE acknowledges the importance of developing strong relationships based on mutual respect and trust. ACE recognises that our business dealings with Aboriginal and Torres Strait Islander peoples and their families needs to be informed by their values, beliefs and cultures. ACE's RAP will support our organisation to build meaningful working relationships with Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify and introduce ACE to Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	July 2024	Chief Operations Officer
		January 2025	HR Manager
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.</li> <li>RAP Working Group members to participate in an external NRW event.</li> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	May 2024	Marketing Officer
		27 May - 3 June 2024	Director, Chief Operations Officer, Marketing Officer, Hr Manager
		27 May - 3 June 2024	Marketing Officer & HR Manager

Action	Deliverable	Timeline	Responsibility
Promote Reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	April 2024	Director
		January 2024	Marketing Officer & HR Manager
		January 2024	Marketing Officer & HR Manager
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	January 2024	HR Manager
		January 2024	HR Manager



Section 2

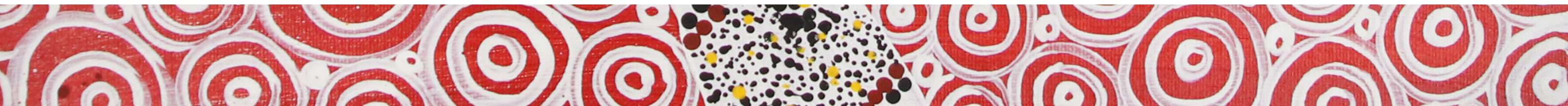


**RESPECT**

ACE is committed to respecting and acknowledging the values, perspectives and experiences of staff, clients and stakeholders. ACE believes that respect for Aboriginal and Torres Strait Islander peoples, cultures, lands and histories is fundamental to create a safe environment for Aboriginal and Torres Strait Islander peoples to access our services and work with our organisation. ACE's Reconciliation Action Plan will support our organisation to ensure our policies and practice reflect these values.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	January 2024	HR Manager
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	January 2024	HR Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	January 2024	Marketing Officer & HR Manager
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	January 2024	HR Manager

Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	May 2024	Marketing Officer
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June 2024	Marketing Officer
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2024	Marketing Officer



Section 3



**OPPORTUNITIES**

ACE recognises and respects the wealth of knowledge and experience that the Aboriginal and Torres Strait Islander peoples have. ACE's Reconciliation Action Plan will support our organisation to investigate opportunities with Aboriginal and Torres Strait Islander staff, businesses, communities and organisations to ensure ACE is inclusive and a culturally appropriate business.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Research effective employment and retention strategies in similar organisations to understand best practice for our future employment and retention strategy.</li> </ul>	April 2024	HR Manager
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	April 2024	HR Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	June 2024	Procurement Controller
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	June 2024	Procurement Controller

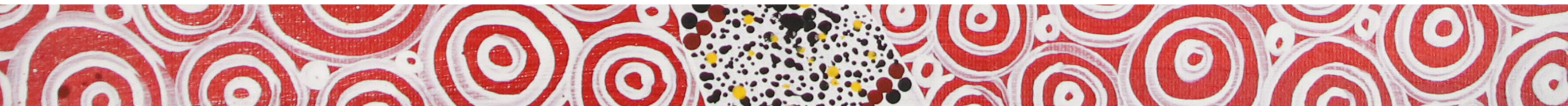
Section 4



**GOVERNANCE**

ACE is committed to respecting and acknowledging the values, perspectives and experiences of staff, clients and stakeholders. ACE believes that respect for Aboriginal and Torres Strait Islander peoples, cultures, lands and histories is fundamental to create a safe environment for Aboriginal and Torres Strait Islander peoples to access our business and work with our organisation. ACE's Reconciliation Action Plan will support our organisation to ensure our policies and practice reflect these values.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain a RWP to govern RAP implementation.</li> </ul>	January 2024	Marketing Officer
	<ul style="list-style-type: none"> <li>Review and update the Terms of Reference for the RWG.</li> </ul>	January 2024	HR Manager
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	January 2024	HR Manager
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Continue to review and provide resource needs for RAP Implementation.</li> </ul>	January 2024	HSEQ Officer
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments</li> </ul>	July 2024	Marketing Officer
	<ul style="list-style-type: none"> <li>Maintain a senior leader to champion our RAP internally.</li> </ul>	July 2024	Chief Operations Officer
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	January 2024	HSEQ Officer



<p>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> <li>• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	<p>June, annually</p> <p>1st August, annually</p> <p>30th September, annually</p>	<p>Marketing Officer</p> <p>Marketing Officer</p> <p>Marketing Officer</p>
<p>Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> <li>• Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	<p>October 2024</p>	<p>Marketing &amp; HR Manager</p>

