



# Reconciliation Action Plan

April 2023 - June 2024



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## **ACKNOWLEDGEMENT OF COUNTRY**

We acknowledge the Traditional Owners of Country throughout the lands upon which we operate and recognise their continuing connection to lands, waters and communities.

We pay our respects to Aboriginal and Torres Strait Islander cultures,  
and to Elders past and present.



## INTRODUCTION LETTER FROM OUR MANAGING DIRECTOR

In our 50th year in business, Arinex has taken the opportunity to reflect on our past and chart a course for the future. As one of Australia's leading event management companies, we recognise the significance of acknowledging and respecting the rich cultural heritage of Aboriginal and Torres Strait Islander peoples. We understand that we have much to do to integrate First Nations histories and cultures into our everyday operations.

To achieve our goal of becoming a more inclusive and culturally respectful organisation, we are developing a Reconciliation Action Plan (RAP). Through our RAP, we aim to educate ourselves, our key stakeholders and clients on the importance of reconciliation and its relevance to our industry. Our efforts will focus on understanding how we can better integrate Aboriginal and Torres Strait Islander peoples, cultures and knowledge into our organisation and events across the Country.

We are committed to promoting a diverse and inclusive workplace that recognises and supports the First Nations peoples of Australia. Additionally, we plan to further build and strengthen partnerships and initiatives that lead to positive economic and social outcomes for Aboriginal and Torres Strait Islander businesses and communities.

We believe that our RAP represents an essential step towards creating a more inclusive and culturally respectful organisation where Aboriginal, Torres Strait Islander and non-First Nations Australians can thrive. We are enthusiastic about the opportunities that lie ahead as we work towards our goals and strive to make a positive impact.

Nicole Walker  
CEO, The Arinex Group

## STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

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

Arinex joins a network of more than 2,200 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.

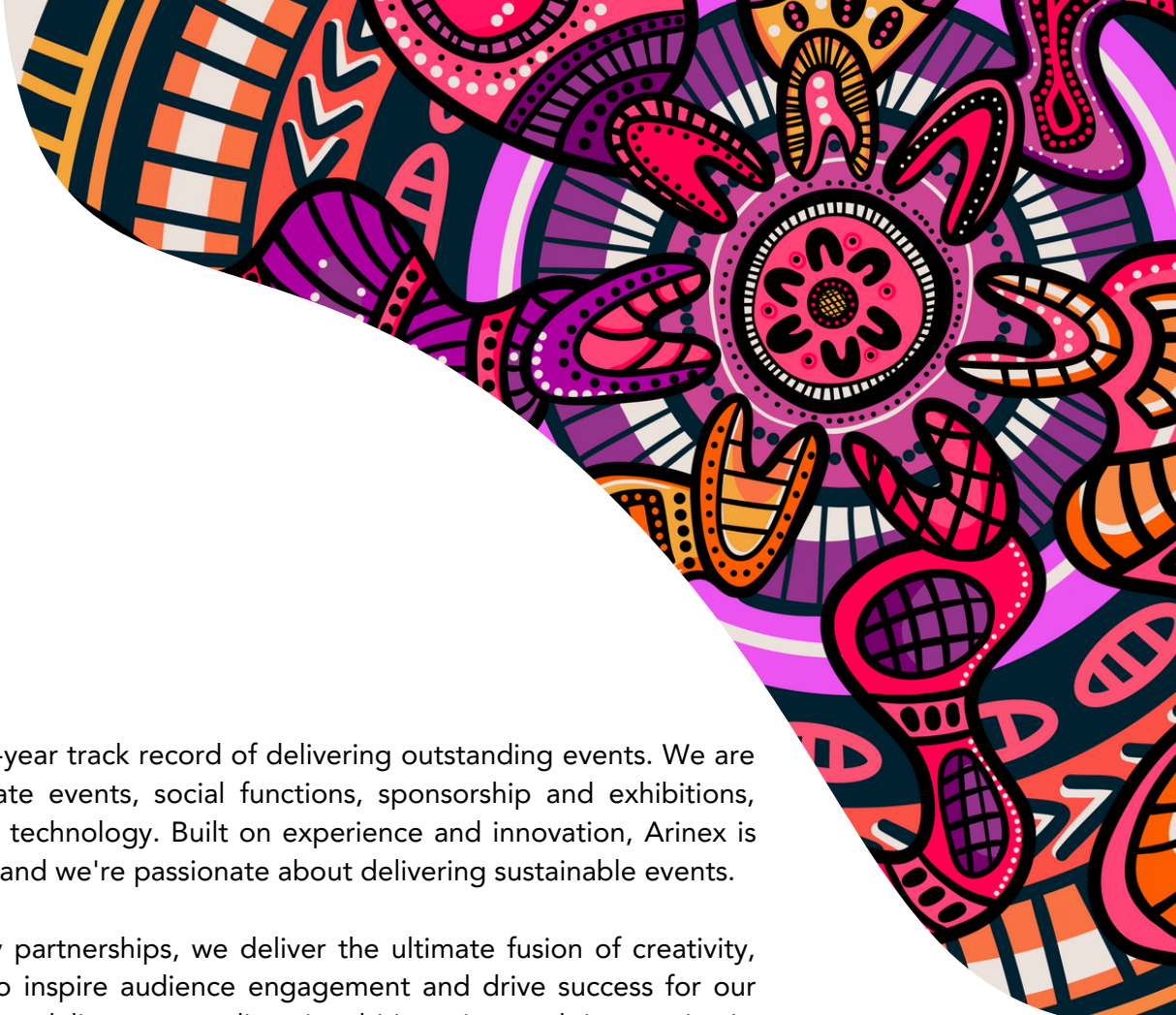
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables 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 Arinex, 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





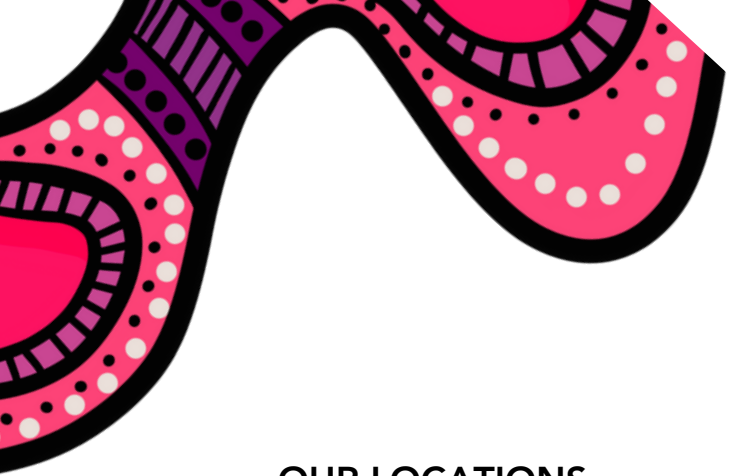
## OUR BUSINESS

Arinex is an award-winning event management company with a 50-year track record of delivering outstanding events. We are experts in conference management, incentive programs, corporate events, social functions, sponsorship and exhibitions, registration services, accommodation, marketing and digital event technology. Built on experience and innovation, Arinex is also proud to be Australia's first carbon neutral event organisation, and we're passionate about delivering sustainable events.

With teams based across Australia and backed by global industry partnerships, we deliver the ultimate fusion of creativity, strategic guidance, project planning and integrated technology to inspire audience engagement and drive success for our clients. Our holistic approach and progressive mindset ensure that we deliver on our clients' ambitions time and time again. As industry leaders, stand to leave a legacy for every client partner. A legacy that inspires and connects people through memorable and impactful experiences.

### **Our Locations**

Arinex employs over 60 people across Australia with offices in Brisbane, Melbourne, Perth and Sydney, serving a global clientele. We take pride in our diverse workforce that comprises individuals from various cultural and ethnic backgrounds. However, with the inclusion of Aboriginal and Torres Strait Islander peoples is unknown in our workforce, we acknowledge that we need to do more to increase their representation and better understand cultural learning needs within our organisation.



## OUR LOCATIONS

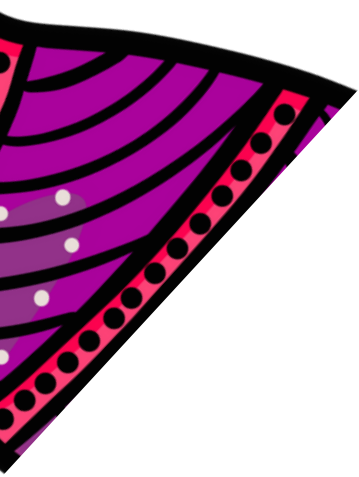
Arinex has office locations in:

Brisbane | Meeanjin

Melbourne | Naam

Perth | Boorloo

Sydney | Warrane





## OUR RAP

The 50th anniversary of Arinex in 2023 has prompted us to reflect on our past, reassess our identity and determine our future aspirations. As one of the largest and leading event management companies in Australia, we recognise that our success is primarily dependent on our people, who deliver on our vision and provide exceptional services to our clients.

Promoting a diverse and inclusive workplace culture is vital to our continued success and we acknowledge that there is much work to be done to better understand and incorporate First Nations peoples, histories and cultures into our day-to-day operations. Therefore, developing a RAP is critical to achieving our vision of becoming a more inclusive and culturally respectful organisation.

To implement our RAP, we aim to further educate ourselves on the importance of reconciliation, its significance to our society and its relevance to our industry. To achieve this, we will establish a Working Group that comprises team members from various locations across Australia. The Working Group's objective will be to better understand how we can respectfully integrate First Nations cultures and knowledge into our organisation and our events across the country. We believe this approach will enable us to take positive steps towards establishing a culturally considerate environment, both for our team and the communities in which we operate.

We have also appointed Virginia Loyola, Client Relationships and Event Revenue Manager as the Arinex RAP Champion. As a senior leader within our organisation, Virginia will spearhead our efforts to promote internal engagement and raise awareness about our RAP. She has already taken the first step by delivering a company-wide briefing on the RAP during the Arinex Conference held in Cairns in March 2023.



## OUR PARTNERSHIPS AND CURRENT ACTIVITIES

As a company committed to recognising and supporting Australian First Nations peoples, Arinex has established several partnerships and initiatives that aim to achieve positive economic, social and cultural outcomes for Aboriginal and Torres Strait Islander peoples.

One of our significant partnerships is with the International Convention Centre Sydney, a leading organisation in our industry with its own Reconciliation Action Plan. Our teams work closely together to deliver exceptional global and national events that integrate First Nations cultural experiences, promoting greater cultural awareness and understanding.

In efforts to promote reconciliation and support the sustainability of Aboriginal and Torres Strait Islander businesses, we have taken a proactive approach to collaborating with Aboriginal and Torres Strait Islander suppliers and operators for our event requirements. To make this process easier for our staff, we have created the Arinex Sustainability Hub, an internal resource that provides access to a growing range of Aboriginal and Torres Strait Islander enterprises that offer services such as Acknowledgement of Country and Welcome to Country, catering, speaker gifts and experiences. By utilising this resource, we can actively support local Aboriginal and Torres Strait Islander-owned businesses, and their cultural and environmental sustainability efforts, while providing exceptional service to our clients. The Arinex Sustainability Hub was launched in early 2023 and has already become a valuable tool for our team.

Internally, we promote NAIDOC Week by sharing valuable resources and encouraging our teams to develop a deeper understanding and appreciation of First Nations cultures and histories. In addition, we provide email signatures and Zoom backgrounds for the week, commemorating and celebrating NAIDOC. These internal activities help raise awareness and foster greater understanding and respect for Aboriginal and Torres Strait Islander cultures, and further our commitment to reconciliation.





## OUR ARTIST

Bree Buttenshaw is a proud Kalkadoon woman who loves creating interesting pieces of art. Bree grew up on and is currently living on beautiful Quandamooka Country.

Art has always been something heavily involved in her life. Her family are the type of people who would see something and say, "I can do that myself". So they always had some sort of creative project going on, from making a mosaic birdbath to creating concrete gnomes for their garden. Creativity has always been an outlet for Bree, to explore her culture, explore herself, and as a form of therapy. Art is very special to Bree and everything she creates has a meaning that she connects with on a deep level.

Little Butten is a space where Bree can express herself. Her art often looks at themes of mental health, feminism, cultural identity and being a young person in today's society.

"The world is a scary place, but I feel safe in my art." Bree Buttenshaw

## THE MEANING BEHIND OUR ART

The circle in the middle of this artwork represents a gathering, which is at the core of what Arinex does. Connecting people together to share knowledge. The outer circle, with symbols for people, are the seven Arinex values of Innovative, Nurturing, Sustainable, Progressive, Inclusive, Refreshing and Experienced. This is a trail of knowledge leading into the event, and to instil those values into the gathering. The circle type background, is almost a spiral, showing how the knowledge gained from these events will be carried out into the wider community.



ACTIONS AND  
DELIVERABLES



## RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<ul style="list-style-type: none"> <li>• Identify 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>	<p>July 23</p> <p>Sep 23</p>	<p>Office Managers in each State</p>
<p>Build relationships through celebrating National Reconciliation Week (NRW).</p>	<ul style="list-style-type: none"> <li>• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our 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>	<p>May 23</p> <p>27 May-3 Jun 23</p> <p>27 May-3 Jun 23</p>	<p>Event Revenue Manager</p>
<p>Promote reconciliation through our sphere of influence.</p>	<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>	<p>April 23</p> <p>May 23</p> <p>May 23</p>	<p>Managing Director</p> <p>Event Revenue Manager</p> <p>Event Revenue Manager</p>
<p>Promote positive race relations through anti-discrimination strategies.</p>	<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>	<p>Sep 23</p> <p>Sep 23</p>	<p>People and Culture Manager</p>

# RESPECT



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<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> <li>• Conduct a review of cultural learning needs within our organisation.</li> </ul>	<p>Oct 23 Oct 23</p>	<p>Event Revenue Manager People and Culture Manager</p>
<p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<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> <li>• Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	<p>Jul 23 Jul 23</p>	<p>Office Managers in each State Event Revenue Manager</p>
<p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> <li>• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> <li>• Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> <li>• RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	<p>June 23 July 23 1st week Jul 23</p>	<p>Event Revenue Manager</p>

## OPPORTUNITIES



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<ul style="list-style-type: none"> <li>• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> <li>• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	<p>Aug 23</p> <p>Aug 23</p>	<p>People and Culture Manager</p>
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> <li>• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> <li>• Investigate Supply Nation membership.</li> </ul>	<p>Jul 23</p> <p>Jul 23</p>	<p>Head of Conference Operations</p> <p>Event Revenue Manager</p>

## GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</p>	<ul style="list-style-type: none"> <li>• Form a RWG to govern RAP implementation.</li> <li>• Draft a Terms of Reference for the RWG.</li> <li>• Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	<p>Apr 23 Apr 23 Jun 23</p>	<p>Event Revenue Manager</p>
<p>Provide appropriate support for effective implementation of RAP commitments.</p>	<ul style="list-style-type: none"> <li>• Define resource needs for RAP implementation.</li> <li>• Engage senior leaders in the delivery of RAP commitments.</li> <li>• Maintain a senior leader to champion our RAP internally.</li> <li>• Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	<p>Jun 23 Jun 23 Jun 23 Jun 23</p>	<p>Event Revenue Manager</p>
<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 Measurement Questionnaire.</li> <li>• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	<p>Jun annually  1 Aug annually  30 Sep annually</p>	<p>Event Revenue Manager</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>Mar 24</p>	<p>Event Revenue Manager</p>



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