

APOLLO

# REFLECT RECONCILIATION ACTION PLAN

JANUARY 2024 - JANUARY 2025



# ACKNOWLEDGEMENT OF COUNTRY

APOLLO ACKNOWLEDGES THE TRADITIONAL OWNERS  
OF THE LAND WHERE OUR OFFICES ARE LOCATED.

WE PAY RESPECTS TO ELDERS PAST, PRESENT AND  
EMERGING, AND TO ALL ABORIGINAL AND TORRES  
STRAIT ISLANDER PEOPLES. WE RECOGNISE AND  
CELEBRATE THEIR CULTURES, TRADITIONS, AND  
PROTOCOLS.



SHAPING THE LAND  
BY NATHANIEL CHAPMAN

# CONTENTS

STATEMENT FROM OUR DIRECTOR	5
SHAPING THE LAND BY NATHANIEL CHAPMAN	6
ABOUT THE ARTIST	7
ABOUT APOLLO	9
OUR RAP	10
THE APOLLO RAP WORKING GROUP	12
STATEMENT FROM RECONCILIATION AUSTRALIA	14
OUR CURRENT ACTIVITIES	15
APOLLO RAP ACTIONS	18





# STATEMENT FROM OUR DIRECTOR

**AT APOLLO WE ARE A VALUES-BASED  
BUSINESS, WITH A DEEP COMMITMENT TO  
LEARNING, GROWING AND REFLECTING.**

As Managing Director, I am excited to present our inaugural Reconciliation Action Plan (RAP), signifying our commitment to advancing reconciliation. This is the first step for our business in ensuring cultural understanding and identifying opportunities to support Aboriginal and Torres Strait Islander people within our industry and the wider community.

Ultimately as a business and as Australians, we will be judged by our peers and community by our actions rather than our words.

I am deeply proud of the energy, passion and commitment of our RAP Working Group and the Apollo staff collectively. We feel very honoured and privileged as a business to have the opportunities that we have and look forward to being part of meaningful action creating a more equitable and inclusive environment for tomorrow.

**LEON BOWES**  
MANAGING DIRECTOR



**APOLLO**



# SHAPING THE LAND BY NATHANIEL CHAPMAN

FOR MANY THOUSANDS OF YEARS, THE FIRST PEOPLES OF THE AREA HAVE BEEN CUSTODIANS OF THIS PLACE. THEY, ALONGSIDE THE NEIGHBOURING TRIBES OF THE REGION HAVE ASSEMBLED AT TRADITIONAL GATHERINGS TO DISCUSS COUNTRY AND THE MANY WAYS IN WHICH WE SHAPE AND MAINTAIN THE LANDSCAPE.

This artwork tells the story of how Apollo shapes their landscape. The vivid orange circular designs, bearing Apollo's company colours, symbolize community and collaboration. These circles are surrounded by multihued concentric circles with symbols that depict men and women convening around the edges. These symbols evoke the way **People** and community are at the heart of Apollo's company values.

In the centre-right side of the artwork I have incorporated the symbol of hands holding a tree as a symbol for the aspiration of **Growth**. In the top right corner are hands again, bonded together to represent the importance of **Communication** and the **Attitude** of mutual respect, humility, hard work, honesty, integrity and the commitment to forge strong relationships with each other and Apollo's **Customers**.

In the artwork's upper right, 'KUBUL' the carpet snake, an important totem of the Yagara people, sits in prominence. Beside it, the seed pods and leaves of the tulipwood, known as Magan in Yagara language, serve as a tribute to Brisbane's original name, Magan- . A symbol of sustenance, medicine, and innovation, the Magan tree encapsulates the essence of truly understanding and respecting the significance of one's location whenever working on a project.

The vibrant colours in the artwork paint a story and represent a coming together of diverse people and experience. They depict the importance **Teamwork** to the prosperity of Apollo as well as a reminder that **Fun** is an important part of that success. The artwork is intricately weaved together with each element in relationship with one another and a metaphor for the way that Apollo's success is the product of many small parts working together and reminder of why it is important to **Sweat The Small Stuff** and to work with **Urgency** in everything that Apollo does. Each artwork element represents various facets of a project: the location and geographical terrains, the people involved, their collective gatherings, the environments they cherish, and new technologies, all of which Apollo aims to utilise to get the job done **The Apollo Way**.

Much like the first peoples of this country our tribal leader of Yagara Country 'KING SANDY' developed a reputation for the way he responded to Mother Nature & how he lead our people through times of hardship. The winding Brisbane River, depicted in earthy shades along the left side of the artwork, is a testament to nature's might and unpredictability. Recalling the tumultuous times of the 2011 floods or a time we call 'Warrar', that caused great destruction throughout Yagara Country. This is included as a reminder of the power of land and waterways and underscores the importance of working harmoniously with the environment and to always have respect for Country.

Goori belief holds that care for country keeps spirit of place, people and land healthy and nurtured. Apollo facilitates another way for bringing together people, place & community and can hold on to this message to guide you on your continuing journey.



## ABOUT THE ARTIST NATHANIEL CHAPMAN GOENPUL / YAGARA

Nathaniel Chapman is a proud Goenpul / Yagara man from North Stradbroke Island and Brisbane City, also hailing from the Wambia clan of the Northern Territory. Many of his talents descend from the Wambia tribes' artistic nature that runs thick through his bloodline.

Nathaniel works as and artist and designer whose bold and graphic works are centered around story-telling, community, culture and Country.



## THE APOLLO VALUES



### OUR PEOPLE

Apollo is a people business. We celebrate each other's individuality and treat everyone with respect. We give each other the benefit of the doubt and back each other as mates do.



### GROWTH (ANCORA IMPARO)

We are problem solvers not makers. We are curious about learning new possibilities and act to explore them. We respond to challenges, not shy away from them.



### COMMUNICATION

We're not click heads. We prefer face to face or phone contact over email. We continually ask questions of each other and our clients as we believe deeper personal connections drive success.



### ATTITUDE

We are fiercely proud of our culture and values system built around: humility, hard work, honesty and integrity.



### OUR CUSTOMER

We recognize our customer always has a choice. We take pride in being viewed as a professional, trusted and transparent builder. The ultimate measure of success is the fair margin we are paid resulting in a business profit and repeat business.



### TEAMWORK

Collaboration is crucial to our success. We believe in supporting each other, our consultants, subcontractors, suppliers and clients. We don't tolerate egos period. There is no them or us in any of our interactions, rather we are all equal.



### FUN

Construction can be a tough working environment. Part of our DNA is to be able to laugh at or with ourselves because having a bloody good time is important to us.



### SWEAT THE SMALL STUFF

We always challenge ourselves to do the best we can do. In the pursuit of excellence, the little things matter and we strive to do more with less. Everyone participates equally and we all do our own 'Shit Work!'



### URGENCY

Our business has been built around speed of quality project delivery. This is possible because we have autonomous people that take responsibility, make decisions and take calculated risks.



### THE APOLLO WAY

The back bone of our business is our common-sense operating systems. These are followed with religious discipline. They are our non-negotiables.





# ABOUT APOLLO



**WITH OVER 16 YEARS OF BUILDING EXPERTISE AND A PROVEN TRACK RECORD IN CONSTRUCTION, APOLLO IS RECOGNISED AS A LEADER IN THE COMMERCIAL CONSTRUCTION INDUSTRY, DELIVERING HIGH-QUALITY WORKS AND PERSONALISED SERVICE FOR OUR CLIENTS.**

We specialise in creating fit-for-purpose and functional spaces across a range of industry sectors including Defence, childcare and education, workplace fitouts, commercial asset upgrades, hospitality, retail, greenfield construction and healthcare. With a team of 74 skilled employees across Australia, we are committed to diversity, currently employing one Aboriginal staff member. Our successful project completions span North Queensland, Queensland and New South Wales. We have established permanent office locations in Fortitude Valley and Townsville in Queensland, and Tweed Heads South in New South Wales.

The foundation of our success, our reputation and our relationships is firmly rooted in our commitment to delivering exceptional quality works on time and within budget. We collaborate with top-tier architects and clients, maintaining an extensive network of high-performing, trusted subcontractors and consultants. Our highly skilled teams are equipped with extensive knowledge, technology and resources. Supported by our financial capacity, we undertake projects of any size, ensuring successful completion within specified timeframes and budgets.

We are known for our responsive approach to meeting client needs and project requirements. We take pride in being viewed as a professional and transparent builder with an unparalleled commitment to delivering works of exceptional quality.

We are ISO, AS/NZS and PQC3 certified, OFSC accredited and maintain long-term membership with the Green Building Council, attesting to our commitment to excellence. We have extensive experience in successfully delivering a broad range of complex, technically intricate and architecturally designed buildings and spaces, earning acclaim and recognition within the industry.



# OUR RAP

**ON 16TH MARCH 2023, THE APOLLO ANNUAL EVENT WAS ATTENDED BY OVER 120 PEOPLE WHICH INCLUDED APOLLO'S EMPLOYEES AND THEIR PARTNERS, ALONG WITH OUR CLOSEST CLIENTS, CONSULTANTS AND SUBCONTRACTORS.**

**AT THIS EVENT, APOLLO INVITED TRADITIONAL CUSTODIAN DEREK ORAM SANDY TO PERFORM APOLLO'S FIRST WELCOME TO COUNTRY CEREMONY. LEON BOWES, OUR MANAGING DIRECTOR THEN EXPLAINED THE FOLLOWING IN HIS ADDRESS TO ALL ATTENDEES –**

“

*Before I get started, I want to speak more about what you have just witnessed. That being the first time we have had a Welcome to Country at an Apollo Event. In our business we talk often about being 'brave' and showing 'dare' – to not play safe, and to encourage our people to constantly extend themselves.*

*So, it's ironic that I as our leader have held back doing a welcome to country for fear of failure or not delivering it properly. It was Michelago who at the ripe age of 87 said the famous line Ancora Imparo.... 'I am still learning'.*

*At Apollo we talk about being curious of new possibilities and brave enough to explore them. We respond to challenges and do not shy away from them! As Apollo's Leader, I will not shy away from what is right and I am committed to learning and understanding how Apollo can play any small part in making our country a better place for all.*

*I am committed to reconciliation because being able to say you are sorry is the first step towards growing and learning and only then can you start the work, the real work about collectively figuring out the way to make something better.*

*So, to the Apollo Team thank you for being brave. Thank you all for wearing your hearts on your sleeves. Your bravery to extend and advance yourselves has pushed me to not play safe and I will continue to do my best to stand up and make decisions for what I believe are the right reasons.*

*Can I extend a huge thank you to Derek Oram Sandy for delivering the Welcome to Country tonight as we gather on Turrbal Land.*

”

**APOLLO**



This event and Leon's speech were ultimately the beginning of our reconciliation journey. The following week, we launched a campaign welcoming staff to submit their interest to become a member of the RAP Working Group. Two weeks later, the RAP Working Group was formalised, and we officially took our first steps on a long path ahead.

The Apollo Leadership Team has long held a deep desire for the business to actively contribute to achieving reconciliation in Australia. Throughout our fifteen-year journey, it has been ingrained in our ethos to be courageous and embrace the spirit of 'dare'—to push boundaries and encourage our employees to continually stretch themselves.

Embedded within the Apollo values is the famous line by Michelangelo, "Ancora Imparo," or 'I am still learning.' This phrase resonates with our commitment to growth and continuous improvement.

Developing and implementing the Apollo Reflect Reconciliation Action Plan (RAP) is a pivotal milestone for our business. Through our RAP, we will actively seek to foster meaningful relationships with Aboriginal and Torres Strait Islander communities, working together towards shared goals.

The Apollo Reflect RAP will provide a comprehensive framework for engaging with Traditional Owners and Indigenous Businesses, cultivating cultural awareness within our organization. Through our RAP, we will empower our sphere of influence in the construction industry to expand employment opportunities and procurement channels, supporting economic development.

In addition, by embedding the principles of reconciliation into our business practices, we can attract a more diverse range of talent and gain access to new markets. Ultimately, developing and implementing a RAP will serve as a catalyst for driving positive social change within Apollo, making our first steps into a more inclusive and equitable landscape—one that embraces and celebrates the diversity of Australia's First Peoples.

The first step we have taken toward a successful implementation of our Reflect RAP was ensuring sufficient representation of our Executive Team within the RAP Working Group. This group now includes three of our Executive Team members, underlining the significance of this endeavour and demonstrating that it is a top priority guided by our leadership. Reece Beutel is our RAP Champion and is responsible for championing reconciliation at Apollo and supporting the implementation of the RAP.

The RAP Working Group also includes driven and enthusiastic individuals that have a strong passion for reconciliation and are well-connected to their peers. These relationships will be crucial to ensure communication and participation at all levels of the business.

As a growing, mid-tier construction business aiming for an annual turnover of \$100 million this financial year, we have a strong reach across an extensive subcontractor, consultant and employee market. We aim to use this growth and pre-existing relationships to foster new engagement opportunities, exploring possibilities for education and connection with the wide array of people in our network.

Apollo will formalise relationships with key stakeholders and use these to help us on our journey. An example of this is our connection to Brisbane-based Traditional Custodian Derek Oram Sandy, who has attended several events with our team and shared valuable insights and resources.

We will implement the RAP, track it, and celebrate it through our Managing Director's monthly newsletter and at quarterly business-wide team events. The RAP Working Group will provide an annual report to the entire business and will remain transparent and accountable in achieving our objectives.





# THE APOLLO RAP WORKING GROUP



**EMILY LOVE-LINAY**  
ACCOUNTANT  
RAP WORKING  
GROUP CHAIR

Emily is a passionate individual who has recently joined the Apollo RAP Working Group (RWG) and is very excited for this significant step for the business. Her motivation for joining the RWG stems from her personal experiences and her belief in the importance of addressing institutional and systemic racism in Australia.

Over the years, Emily has actively participated in various events organised by First Nations activists. Attending these events has empowered Emily with knowledge and a better understanding of the experiences faced by First Nations communities, as well as the role that individuals, particularly non-Indigenous Australians, can play in supporting positive change.

Emily prides herself on acting with integrity and respect, particularly in her professional capacity, and strives to ensure that no one feels diminished or marginalised. She recognises that reconciliation is a long process and understands that

expecting perfection or shaming efforts only discourages people from actively pursuing change.

Emily is excited to contribute in any capacity she can and brings a genuine passion for reconciliation, a commitment to learning and growth, and a willingness to engage in difficult conversations. Emily firmly believes that her contributions, coupled with those of her colleagues, can bring about meaningful change within Apollo and contribute positively to the broader reconciliation efforts.

Emily's involvement in Indigenous activism, her commitment to addressing racism, and her dedication to acting with integrity make her a valuable addition to the RWG. Her enthusiasm and willingness to learn will undoubtedly contribute to the RGW's efforts in promoting reconciliation and fostering a more inclusive environment within Apollo.



**LEON BOWES**  
DIRECTOR

Leon Bowes is the Founder and Director of Apollo. With an extensive background spanning over 16 years in Queensland's construction industry, Leon has garnered a wealth of experience, completing successful projects across various sectors. His intimate understanding of local markets sets him apart in the industry.

Leon's mindset embodies a commitment to growth and the pursuit of new possibilities. He firmly believes in embracing challenges rather than shying away from them, recognizing that challenges present the most valuable opportunities for development. Since Apollo was born, Leon's leadership has consistently emphasized the importance of pushing boundaries, continuously seeking improvement, and fostering a culture of exploration and innovation.

As Apollo's Director, Leon is deeply invested in growing a

company that contributes positively to the betterment of our community as a whole. With a genuine desire to learn and understand, Leon actively explores ways in which Apollo can play its part in driving meaningful change toward reconciliation. He firmly believes that embracing our reconciliation journey is not only the right path but also a crucial step forward for our business, with our RAP serving as an expression of our commitment to this cause.

Leon's overarching goal is to guide Apollo in the direction of sustainable growth while fostering an inclusive environment. The collective efforts made by the Apollo RAP Working Group and the broader company represent our dedication to achieving progress in this space. Under Leon's leadership, the company fully supports initiatives that facilitate inclusivity and a sense of belonging for all.



**JAMES FLACK**  
CONTRACTS  
ADMINISTRATOR

James has been with Apollo for over a year and brings with him extensive experience in fast-paced and challenging environments, such as general labour and hospitality.

Hailing from an Indigenous culture in New Zealand, James possesses a profound understanding of the significance of belonging. He keenly recognises the existing disparities between Aboriginal and Torres Strait Islander and non-Indigenous communities in Australia. With an unwavering desire to contribute to positive change, especially within the Indigenous community, James sees an opportunity to fulfill his long-held aspiration by joining Apollo's reconciliation team.

Having been an integral part of several successful football teams and having played at a high level, James understands the essence of motivation and resilience in the face of challenges. He perceives the journey of reconciliation as a formidable yet rewarding task, and an opportunity to effect positive change for the past, present, and future generations.

James embraces the notion that reconciliation is a marathon, not a sprint, and his commitment to this cause is resolute. He is unwavering in dedicating his time and efforts to this movement, embodying the spirit of reconciliation with unwavering dedication and enthusiasm.

appreciated. However, during this process, Ash identified a significant gap and shortcoming in the company's knowledge and understanding of the rich history and heritage of Aboriginal and Torres Strait Islander peoples.

Ash plays a crucial role as a direct conduit to the executive group. He ensures that there is a strong connection, ownership, and transparency across all levels of the company. He believes that by building strong relationships and partnerships, Apollo can become a beacon of cultural understanding and collaboration within the construction industry. With Ash's leadership and advocacy, Apollo is poised to create a more culturally enriched and socially responsible work environment.



**ASHLEY DAWSON**  
GENERAL  
MANAGER

Ash is a highly experienced professional with over 18 years of valuable experience in the Construction industry.

For the past 8 years, Ash has been an integral part of Apollo, where he has consistently demonstrated his commitment and dedication to the company. Throughout his career, Ash has developed a strong passion for people and culture, which has become a significant focus of his role as General Manager.

Recognising the importance of fostering a diverse and inclusive workplace, Ash has taken the lead in establishing and nurturing a vibrant organisational culture at Apollo. His efforts to CREATE a strong culture baseline have been widely recognised and



**JACOB BUCKLEY**  
JUNIOR PROJECT  
MANAGER

Jacob is a dedicated professional with a diverse background in the construction industry. His career began in 2009 as an apprentice carpenter, where he quickly developed a passion for the field. During his apprenticeship, Jacob completed a Cert IV in Building and Construction, solidifying his knowledge and skills.

Upon graduating from QUT, Jacob continued his work in contracts administration. However, seeking a change and new challenges, he made the decision to relocate to Canberra. There, he served as a structural foreman, successfully overseeing the construction of a 95-apartment building. After completing the project, Jacob returned to Brisbane and joined Apollo, driven by the opportunity to assume a leadership role as JPM (Junior Project Manager) and the company's strong emphasis on leadership development.

Jacob's decision to join the Apollo RWG stems from his deep

belief in the importance of reconciliation in Australia. He views reconciliation as a means to unite the nation's people and bridge the gap between Indigenous and non-Indigenous communities in all aspects of society. He envisions a future where Aboriginal and Torres Strait Islander cultures are widely recognised and celebrated, fostering harmony, support, and growth for all Australians.

With his extensive experience in the construction industry and his commitment to reconciliation, Jacob brings a unique perspective and valuable insights to the committee. He is eager to collaborate with like-minded professionals and contribute his skills and experience to further the organisation's efforts towards reconciliation. Jacob's passion for fostering positive change and his dedication to reconciliation make him a valuable asset to the committee and a strong advocate for social progress.



**MIA KELLEHER**  
MARKETING  
MANAGER

Mia is an experienced marketing professional with a diverse skill set spanning various channels such as print, social media, content writing, and photography and film. In 2022, Mia joined Apollo, bringing with her extensive experience within the construction industry.

Since relocating to Australia in 2013, Mia's has developed a profound interest in immersing herself in the rich tapestry of this beautiful country. Joining the committee presents a unique opportunity for Mia to deepen her understanding of the experiences of Aboriginal and Torres Strait Islander peoples and find ways to contribute, however small, to the journey of reconciliation. Mia is immensely grateful that Australia has embraced her and her family, and being a part of the RAP Working Group enables her to pay her respects to the Traditional Owners of the land.

Recognising that she still has much to learn, she approaches life with an ongoing commitment to growth. At Apollo, our culture is characterised by a collective eagerness to learn from one another, fostering an environment of humility and mutual respect. Mia wholeheartedly embraces this ethos and remains dedicated to continuous learning throughout her professional journey and personal life.



**REECE BEUTEL**  
CONSTRUCTION  
MANAGER  
RAP CHAMPION

Reece brings a wealth of experience in the construction industry, having worked with Tier 1 to Tier 3 contractors in the building and mining sectors.

However, it is his extensive involvement in the Defence sector for nearly a decade that sets him apart. Seeking a change, Reece joined Apollo with the desire to be part of a small, dynamic and family-oriented builder where he could truly make a difference and not just be another face in the crowd. The organisation's integrity and commitment to following through on their promises resonated deeply with him.

Reece's motivation to join the RGW stems from his aspiration to contribute to a cause that transcends individual and organisational boundaries. He believes that waiting for the government to achieve reconciliation is not enough; it must be driven by the community. Being part of the RWG allows him to actively make far-reaching and transformative contributions to the reconciliation movement.

To Reece, reconciliation holds profound meaning. It signifies the establishment of connections and nurturing of relationships between all members of society and the Aboriginal and Torres Strait Islander community. He recognises the importance of deeply understanding and celebrating Aboriginal and Torres Strait Islander cultures, ensuring its preservation for future generations. Reece believes that reconciliation is key to building a future where Aboriginal and Torres Strait Islander cultures flourish alongside others.

His dedication to fostering understanding and meaningful connections will undoubtedly contribute to the committee's goals of promoting cultural celebration, education and reconciliation within the organisation and the broader community.

# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

## RECONCILIATION AUSTRALIA WELCOMES APOLLO TO THE RECONCILIATION ACTION PLAN (RAP) PROGRAM WITH THE FORMAL ENDORSEMENT OF ITS INAUGURAL REFLECT RAP.

Apollo 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 Apollo 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 Apollo, 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 CURRENT ACTIVITIES

## WELCOME TO COUNTRY AT THE APOLLO ANNUAL EVENT

Apollo recently celebrated our 15-year anniversary by hosting The Apollo Annual event, an occasion which brought together our staff, friends and family along with our closest subcontractors and suppliers. We had the privilege of inviting Derek Oram Sandy, a Traditional Custodian of the Miguntyun Yuggara country (Brisbane region) representing the Miguntyun and Yerongpan clans to lead Apollo's first Welcome to Country ceremony at this event.

The ceremony held a deep significance for us, as it not only allowed us to express our deep respect for the Traditional Owners of the land on which we operate but also served as a reminder of the rich connections between Australia's First Peoples and the natural environment.



## NATIONAL RECONCILIATION WEEK MORNING TEA

During National Reconciliation week, Apollo welcomed Derek Oram Sandy to our Fortitude Valley office for a special morning tea. Derek joined us for an insightful talk to share his knowledge on the history behind National Reconciliation Week and provide some cultural insights on local areas.

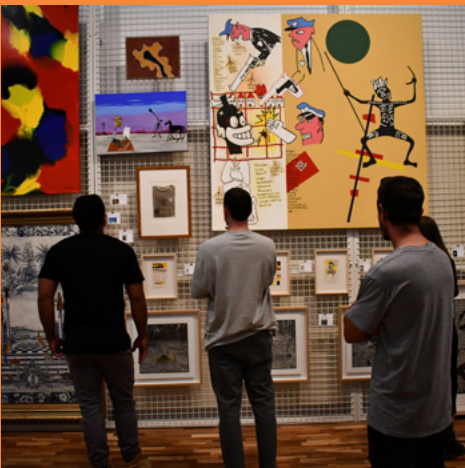
Derek also touched on how the 2023 National Reconciliation Week theme — Be a voice for generations — serves as a great prompt for us to reflect on the actions we can take both as individuals and as a company. This morning tea with Derek not only broadened our understanding of the historical context and cultural significance of National Reconciliation Week but also helped us reinforce our commitment to being proactive advocates for reconciliation.



## VISITING THE UQ ART MUSEUM TO VIEW IMPORTANT ARTWORKS BY ABORIGINAL AND TORRES STRAIT ISLANDER ARTISTS

The Apollo team visited The University of Queensland Art Museum at St Lucia to view important artworks by Aboriginal and Torres Strait Islander artists including Clifford Possum Tjapaltjarri AO, Tracey Moffatt AO, Gordon Hookey and Judy Watson. Each artwork on display represented a powerful voice in the community.

The visit was a valuable opportunity for our team to reflect on our shared history together, exploring how the actions we take in support of reconciliation can shape our future.





# APOLLO RAP ACTIONS

RELATIONSHIPS			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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. <ul style="list-style-type: none"><li>Local Elders</li><li>Employees</li><li>Suppliers</li><li>Clients</li></ul>	February 2024	Junior Project Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2024	Junior Project Manager
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Marketing Manager
	Hold an internal event to celebrate NRW with local Traditional Owner as guest speaker.	27 May – 3 June 2024	RAP Working Group Chair
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024	RAP Working Group Chair
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2024	RAP Working Group Chair
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2024	RAP Champion
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2024	RAP Champion
Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination.	May 2024	General Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2024	General Manager

RESPECT			
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.	February 2024	Contracts Administrator
	Conduct a review of cultural learning needs within our organisation.	March 2024	Marketing Manager
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.	April 2024	Marketing Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024	Contracts Administrator
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.	June 2024	Contracts Administrator
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Chair RAP Working Group
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Chair RAP Working Group
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.	August 2024	RAP Champion
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2024	RAP Champion
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.	April 2024	RAP Champion
	Investigate Supply Nation membership.	April 2024	RAP Champion



# APOLLO RAP ACTIONS

## 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 RAP implementation.	January 2024	RAP Working Group Chair
	Draft a Terms of Reference for the RWG.	January 2024	RAP Working Group Chair
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2024	RAP Working Group Chair
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2024	General Manager
	Engage senior leaders in the delivery of RAP commitments.	January 2024	General Manager
	Appoint a senior leader to champion our RAP internally.	January 2024	General Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2024	General Manager
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	RAP Working Group Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Working Group Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Working Group Chair
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	RAP Working Group Chair



For public enquiries regarding Apollo's Reconciliation Action Plan, please contact:  
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Chair RAP Working Group  
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**AMY TAYT**  
**CHAIR RAP WORKING GROUP**  
**07 3335 5649**



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## BRISBANE

LEVEL 2, 455 BRUNSWICK ST  
FORTITUDE VALLEY  
QLD 4006

## GOLD COAST

43 MINJUNGBAL DR  
TWEED HEADS SOUTH  
NSW 2486

## TOWNSVILLE

2/214 CHARTERS TOWERS RD  
HERMIT PARK  
QLD 4812

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