

**Jarrahd**



**REFLECT RECONCILIATION ACTION PLAN**

OCTOBER 2025–APRIL 2027



JARRAH ACKNOWLEDGES  
ABORIGINAL AND  
TORRES STRAIT ISLANDER  
PEOPLE AS TRADITIONAL  
CUSTODIANS OF  
COUNTRY AND FIRST  
NATIONS OF AUSTRALIA.

WE HONOUR ELDERS,  
PAST AND PRESENT,  
WHOSE KNOWLEDGE  
AND WISDOM HAS  
ENSURED THE  
CONTINUATION  
OF CULTURE AND  
TRADITIONAL PRACTICES.

ALWAYS WAS,  
ALWAYS WILL BE.



Reflect.

# From Reconciliation Australia.

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

Jarrah joins a network of more than 3,000 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.

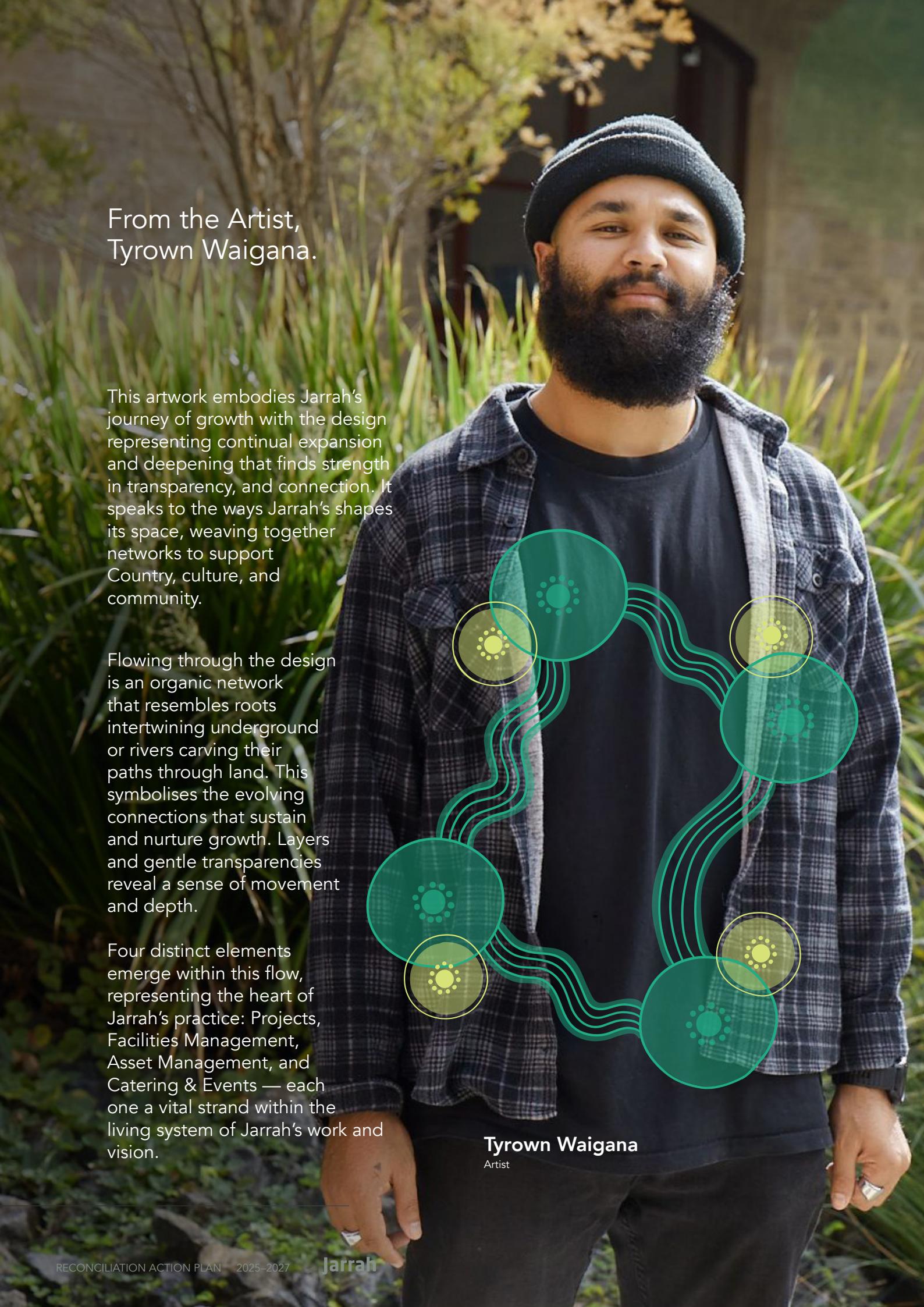
This Reflect RAP enables Jarrah to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful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

Congratulations Jarrah, 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 Victoria



## From the Artist, Tyrown Waigana.

This artwork embodies Jarrah's journey of growth with the design representing continual expansion and deepening that finds strength in transparency, and connection. It speaks to the ways Jarrah's shapes its space, weaving together networks to support Country, culture, and community.

Flowing through the design is an organic network that resembles roots intertwining underground or rivers carving their paths through land. This symbolises the evolving connections that sustain and nurture growth. Layers and gentle transparencies reveal a sense of movement and depth.

Four distinct elements emerge within this flow, representing the heart of Jarrah's practice: Projects, Facilities Management, Asset Management, and Catering & Events — each one a vital strand within the living system of Jarrah's work and vision.

**Tyrown Waigana**  
Artist

# From Our Leadership.

**In this journey towards reconciliation, Jarrah Integrated Services (Jarrah) acknowledges the profound significance of understanding and respecting the rich cultures and histories of Aboriginal and Torres Strait Islander peoples. Our commitment goes beyond mere recognition; it's an integral part of our identity and operations.**

Here's what our leaders have to say.

## Message from Matthew Block, Jarrah CEO

At Jarrah, we recognise that reconciliation is an ongoing journey—one that requires deep listening, meaningful action, and genuine partnership. As a purpose-driven organisation, we are committed to fostering an inclusive and culturally safe environment where First Nations voices are heard, valued, and elevated.

Our Reconciliation Action Plan reflects this commitment, providing a framework for how we embed respect, collaboration, and opportunity into every aspect of our business. We understand that true reconciliation is not just about acknowledgement but about action—creating pathways that empower First Nations communities, build economic opportunities, and strengthen cultural connections.

Through our partnerships, employment pathways, and community initiatives, we aim to drive lasting impact. We are dedicated to learning from the wisdom of First Nations peoples, integrating this knowledge into our approach to sustainability, business, and social responsibility.

At Jarrah, reconciliation is a responsibility. We will continue to challenge ourselves, hold ourselves accountable, and lead with integrity, ensuring that our actions contribute to a more just, equitable, and inclusive future.

Together, we walk this path with purpose, respect, and a commitment to creating lasting change.



**Matthew Block**

Chief Executive Officer, Jarrah

A handwritten signature in black ink, appearing to read "Matthew Block".

## Message from Matthew Ellis, General Manager, Jarrah

As General Manager, I am proud of Jarrah's dedicated journey towards reconciliation. The commitments and actions outlined in this document reflect our deep respect for Aboriginal and Torres Strait Islander cultures, providing a clear plan with meaningful steps for lasting, positive change. This work is not just about today—it is about building a future that my children and future generations can be proud of, fostering understanding, inclusion, and shared progress.



**Matthew Ellis**

General Manager

A handwritten signature in black ink, appearing to read "matty".

## Message from Jacob Beattie, Director, Jarrah

As Director, I hold a deep personal commitment to reconciliation and its role in shaping the future of Jarrah. Our dedication to reconciliation is a fundamental part of our corporate values, guiding us toward a more inclusive and respectful society.

As a proud Mutthi Mutthi and Nari Nari man, I understand the vital importance of cultural considerations in ensuring the ongoing success of our business. Aboriginal ways of being, knowing, and doing are embedded in how we operate—shaping the way we engage with our clients, care for our staff, and support the communities we work alongside.

At Jarrah, we have taken meaningful steps to strengthen our commitment, including implementing cultural competency training, supporting Aboriginal and Torres Strait Islander businesses, and developing initiatives like the Cultural Wellbeing Liaison program to prioritise the personal and cultural wellbeing of our employees. These initiatives are not just policies—they are integral to fostering a workplace that not only values diversity but thrives because of it.



**Jacob Beattie**

Director

A handwritten signature in black ink, appearing to read "J. Beattie".

# Our Business.

Jarrahd Integrated Services operates across Australia, deeply rooted in Aboriginal land, including Wurundjeri Woi-Wurrung Country in Naarm (Melbourne), where our head office has been based for the past 7 years, as well as locations in Brisbane (Meanjin), Adelaide (Tartanya), Sydney (Eora), and Perth (Boorloo). Our commitment to service excellence and innovation is inextricably linked to our respect for traditional knowledge and our dedication to reconciliation.

Jarrahd's operations are built around four core capabilities, each tailored to meet the specific needs of its clients. These capabilities—Advanced Asset Management, Facilities Management, Projects, and Catering + Events—work together seamlessly to deliver comprehensive solutions across multiple sectors, ensuring that each client benefits from the highest level of service and expertise.

With 9% of our people identifying as Aboriginal and/or Torres Strait Islander, we are actively working to increase First Nations employment as a core tenet of our Reconciliation Journey, fostering a strong and diverse workforce that reflects the communities we serve.

Benefiting from a strategic relationship with The Group\*, Jarrahd leverages their 30-year track record of leadership and robust infrastructure to deliver reliable service and mitigate risks. This allows us to focus on what matters most: creating meaningful opportunities, fostering growth in harmony with our values, and delivering outcomes that respect and honour both cultural heritage and environmental responsibilities.

# Purpose.

To harness the power of innovation and cultural wisdom to create transformative solutions that uplift First Nations communities and foster a more equitable and sustainable world.

# Values.

## Integrity + Transparency

Embracing honesty and openness in all our actions, we build trust and accountability within and outside the organisation. Our commitment to transparency guides every decision, ensuring we are always faithful to our word.

## Values-Driven Leadership + Culture

Our values are not just words but the essence of our leadership and organisational culture. They guide our interactions and decision-making, promoting a culture where openness, innovation, and continuous learning are encouraged and embedded in our DNA.

## Impactful Change for First Nations Peoples

We are dedicated to creating significant, enduring changes in the lives of First Nations peoples. Our bold and innovative approach aims to achieve equality and uplift communities with courage and focus.

## Respect for Tradition + Heritage

Honouring our First Nations heritage, we ensure our approach and solutions are deeply rooted in respect for culture and history. This commitment strengthens our connection to community and upholds the values that have guided generations.

## Empowerment + Inclusion

At our core is a deep respect for diversity and a commitment to challenging inequality. We empower individuals in our programs and workforce, fostering an environment where everyone can grow, contribute, and change their lives.

## Sustainable Practices for Future Generations

Recognising our responsibility to future generations, we incorporate sustainable practices in our operations. We aim to create a better world where First Nations communities thrive harmoniously with the environment.

## Collaborative Excellence

Our strength lies in collaboration. We work seamlessly with partners and colleagues, fostering a supportive environment encouraging goal achievement and solution-oriented teamwork. Our success is a collective effort, reflecting the unity within Jarrahd and with our partners.

## Continuous Learning + Innovation

We are committed to constant growth and learning, fostering an environment where innovative thinking is nurtured. This value supports our goal to stay ahead in providing impactful solutions and services.

**Our values are at the heart of everything we do.**

Jarrahd

TO CREATE + CARE FOR SPACES THAT WELCOME, INSPIRE, + NURTURE, THE WELL-BEING OF ALL.



## From Our Team.



**Jacob Beattie**

Jarrah Director  
Mutthi Mutthi, Nari Nari

"I have worked for Jarrah for the last 4 years, being employed by an indigenous company has been a very proud time for me especially as an indigenous person.

I feel with being part of the RAP committee my input is helping our people and also other nationalities thrive and feel belonging in such an important role in respect and reconciliation for our workforce. Also to strive for acceptance for future indigenous workers .

Jarrahd is moving forward with our Reconciliation Action Plan which will provide us with endless opportunities for our people. We are striving to do this the right way with respect and to initialise action by our commitment to RAP by moving forward to better and greater things in the present and future. I am a proud employee of Jarrah and will show eagerness to advance in reconciliation and move through each stage of RAP with them ." KB

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"Never did I think growing up that something like this could be possible—that I'd be leading a business like Jarrah, shaping a Reconciliation Action Plan, and creating real opportunities for our people.

The Reflect stage is just the beginning, but it means everything. It's about listening, learning, and ensuring we do this the right way, with respect and action, not just words. Working with RAP has been a significant step in that journey, helping us lay the foundations for something greater than ourselves. And we're not stopping here—this is only the start of something that will grow, strengthen, and bring real change to our communities." JB



**Aunty Karen Braakman**

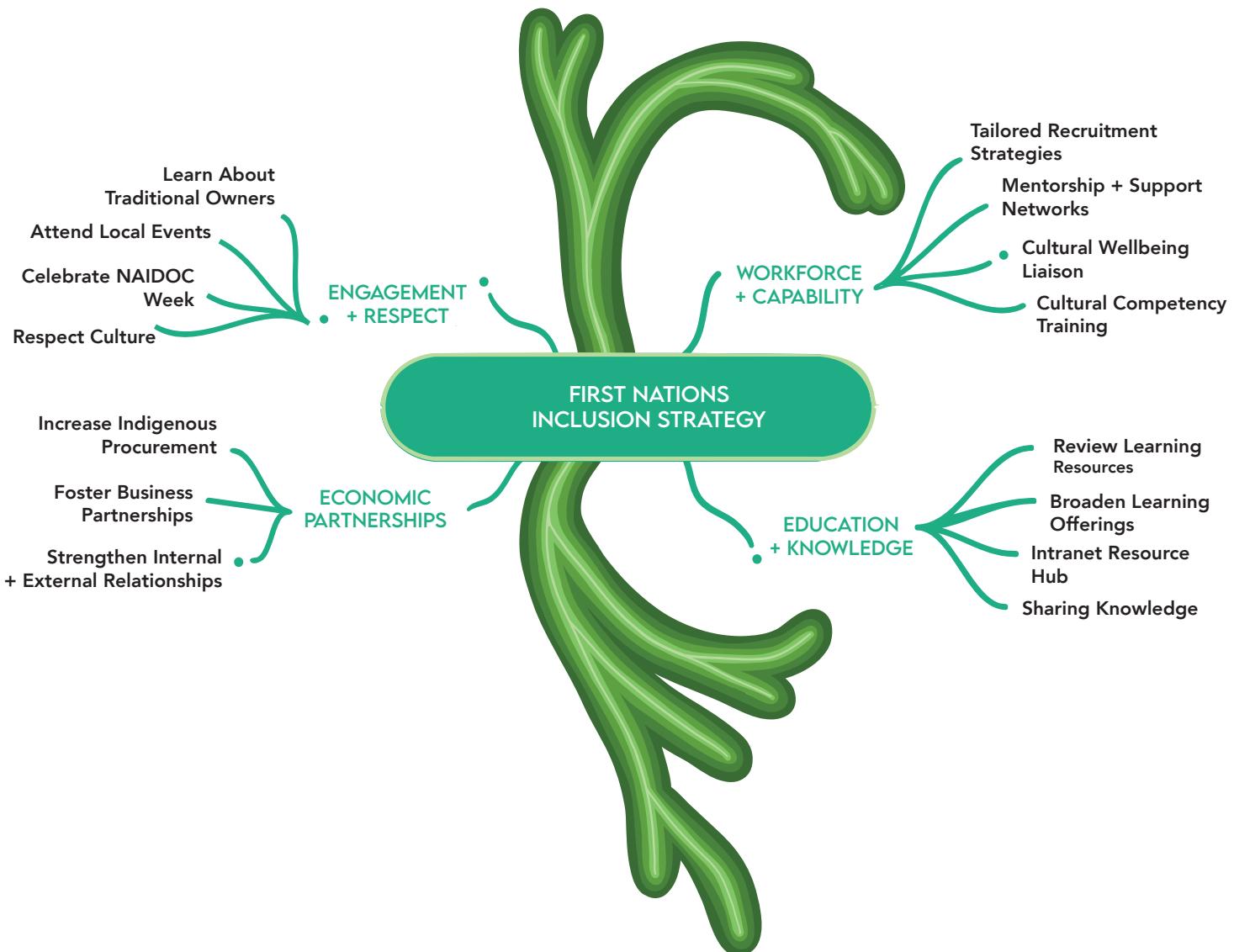
Jarrah Area Manager, ACT  
Wiradjuri

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## Our Thoughts.

During the course of developing this RAP, we had multiple some brainstorming sessions as a collective committee team. These are some of the ideas and thoughts that came up.



## Jarrah

ADECCO looks to JARRAH for a modern approach to facilities management reporting and data analysis, with a specific focus on asset management, lifecycle management, and financial reporting.

Jarrah implemented a comprehensive strategy to meet the client's needs, capturing 25,000 assets in six weeks with an asset management approach aligned with ISO 55000 standards. An annual maintenance plan was introduced for ADF Careers' tenancies, achieving a 75% engagement rate with Supply Nation-verified contractors through national procurement.

Using Urbanise and Fulcrum systems, detailed asset management reporting was delivered, including lifecycle analysis and maintenance recommendations. Work order closure periods, site performance, financial trends, and compliance were monitored through customised reporting, empowering site coordinators and minimizing asset downtime.

These successful elements of the scope delivered significant value to the client by providing enhanced asset visibility, proactive maintenance strategies, strong Indigenous engagement, comprehensive data reporting, improved compliance and safety, empowered site management, and precise alignment with budgetary goals. These outcomes not only met but exceeded the client's expectations, ensuring long-term operational efficiency and a solid foundation for continued collaboration.

**Jarrah has elevated our facilities management with strategic oversight, proactive maintenance, + clear reporting.**

**Their commitment to Indigenous engagement + compliance has been key to Adecco's success + sphere of influence.**

ADECCO LEADERSHIP

**Adecco**

JARRAH PROVIDES SERVICES TO THE COMMONWEALTH OF AUSTRALIA AND THE AUSTRALIAN DEFENCE FORCE VIA SUB-CONTRACT WHICH DOES NOT CONSTITUTE AN ENDORSEMENT OF THOSE SERVICES.

## Our Journey.

Jarrahd's reconciliation journey reflects our learning, growth, and aspirations. We are committed to continual progress and understanding of the local and wider Aboriginal and Torres Strait Islander communities. This is demonstrated in our commitment to community involvement by participating and supporting local activities and establishing partnerships in the past year which include:



### Melbourne Indigenous Transition School (MITS)

"Our collaboration with Jarrah over the past two years has been a great example of Indigenous organisations working together to support young First Nations future leaders. Their commitment to our students' and our school's vision is truly appreciated."

**Brad Carmody | Principal**  
Melbourne Indigenous Transition School



### City Building Indigenous Corporation

Our partnership with Jarrah reflects the strength of Indigenous business networks. They bring professionalism, cultural awareness, and a real commitment to supporting First Nations enterprises.

**Jason Manley**  
Chief Operating & Indigenous Services Officer / Director



### Kulbardi

"Partnering with Jarrah has been a fantastic experience and a true testament to the strength of Indigenous businesses supporting each other. Their commitment to collaboration, cultural integrity, and creating real opportunities for our communities is something we deeply appreciate. Jarrah understands the power of Indigenous-led business, building relationships on trust, respect, and a shared vision for stronger, self-determined communities. Their dedication to prioritising Indigenous suppliers ensures we can grow and succeed together."

Our partnership with Jarrah has also played a significant role in supporting the Bibbulmun Fund – an initiative that delivers tangible social and economic benefits to Aboriginal communities. Thanks in large part to Jarrah's continued support over the past 12 months, the Bibbulmun Fund has been able to reinvest in critical programs, including Education, Numeracy & Literacy; Youth Aspiration Programs; Work-Ready Programs; Youth Scholarships; Health Programs; Entrepreneurs Programs; Disaster Relief Programs; and Cultural Identity and Language Programs.

The Bibbulmun Fund is extremely important to Kulbardi, and we value partnerships with key organisations like Jarrah that share our vision for meaningful impact. Together, we are fostering a unique and powerful offering that supports the holistic and sustainable growth of Aboriginal communities."

### Kulbardi Team



# Relationships.

Jarrahd is committed to continuing to build and nurture strong, meaningful and long-lasting relationships with the local Aboriginal and Torres Strait Islander communities our sites are fortunate to be situated on. This includes Traditional land owners, Indigenous businesses, independent contractors and the wider First Nations community. Jarrahd strives to create and promote opportunities and maintain transparent governance to ensure meaningful progress on our reconciliation journey between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

As an Aboriginal business we are strongly committed to nurturing relationships with our local First Nations communities and ensuring that trust is established and sustained through listening, addressing and uplifting Aboriginal and/or Torres Strait Islander staff and community members.

## Relationships.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> 	<p>1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</p> <p>1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations</p> <p>1.3 Develop Memorandums of Understanding with local land councils where Jarrah operates from.</p>	<p>Dec 2026</p> <p>Oct 2026</p> <p>Jan 2027</p>	<p>Director, Head of People + Culture, General Manager</p> <p>Head of People + Culture, General Manager</p> <p>Director, General Manager</p>
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b> 	<p>2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</p> <p>2.2 RAP Working Group members to participate in an external NRW event.</p> <p>2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</p> <p>2.4 Communicate our commitment to reconciliation to all staff.</p>	<p>Nov 2026</p> <p>27 May–3 June 2025 + 2026</p> <p>27 May–3 June 2025 + 2026</p> <p>27 May–3 June 2025 + 2026</p>	<p>Head of People + Culture</p> <p>General Manager, Head of People + Culture</p> <p>All Senior Stakeholders, General Manager</p> <p>CEO, General Manager, Head of People + Culture</p>
<b>Promote reconciliation through our sphere of influence.</b> 	<p>3.1 Identify external stakeholders that our organisation can engage with on our reconciliation journey.</p> <p>3.2 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</p> <p>3.3 Communicate our commitment to reconciliation to all staff through existing Town Hall meetings, staff newsletters, and events.</p>	<p>Now–Ongoing 2026</p> <p>Dec 2026</p> <p>Dec 2026</p>	<p>General Manager, Director</p> <p>General Manager, BDM</p> <p>CEO, Head of People + Culture</p>
<b>Promote positive race relations through anti-discrimination strategies.</b> 	<p>4.1 Research best practice and policies in areas of race relations and anti-discrimination</p> <p>4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</p>	<p>Dec 2026</p> <p>May 2026</p>	<p>Director, CEO, Head of People + Culture</p> <p>Head of People + Culture</p>

# Respect.

Jarrahd recognises the need for open and transparent dialogue to learn from our Aboriginal staff and the broader Aboriginal community. Following facilitated yarning sessions led by external Aboriginal consultants, Jarrahd's Aboriginal staff emphasised the importance of increased awareness and education training needed for the development of a more inclusive and understanding environment and developing broader cultural competency of our workforce.

We are committed to building strong cultural awareness and knowledge in the workforce to foster genuine respect and understanding for the diverse cultural backgrounds within our company and broader community our company services.

## Respect.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<p><b>5.1</b> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</p> <p><b>5.2</b> Conduct a review of cultural learning needs within our organisation.</p>	<b>Dec 2026</b> <b>Dec 2026</b>	<b>Director</b> <b>Head of People + Culture</b>
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<p><b>6.1</b> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</p> <p><b>6.2</b> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p> <p><b>6.3</b> Establish a Cultural Liaison/Workforce Liaison position; Establish a Cultural Liaison Officer role who will work alongside Jarrah in the creation of opportunities and partnerships with local schools and universities supporting career pathways.</p> <p><b>6.4</b> Deliver an Acknowledgement of Country at the beginning of meetings (where applicable).</p> <p><b>6.5</b> Engage a local Traditional Owner to deliver a Welcome to Country at all major events, for example RAP launch and NAIDOC Week</p>	<b>April 2027</b> <b>Dec 2026</b> <b>Dec 2026</b> <b>Now-Ongoing 2026</b> <b>Now - Ongoing 2026</b>	<b>Director</b> <b>Director, General Manager, Head of People+ Culture</b> <b>Director, CEO</b> <b>All Senior Stakeholders</b> <b>Director</b>
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<p><b>7.1</b> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</p> <p><b>7.2</b> Introduce our staff to NAIDOC Week by promoting external events in our local area.</p> <p><b>7.3</b> RAP Working Group to participate in an external NAIDOC Week event.</p>	<b>First week in July 2026–Ongoing</b> <b>June 2026–Ongoing</b> <b>First week in July 2026–Ongoing</b>	<b>Head of People + Culture</b> <b>Director, Head of People + Culture</b> <b>Director, Head of People + Culture</b>

# Opportunities.

Jarrahd is strongly committed to building partnerships that support employment and procurement outcomes. We are committed to opportunities to support Aboriginal and Torres Strait Islander employment, professional development, and retention of First Nations staff. We aim to create a welcoming and safe environment throughout the employment process and journey into the Jarrahd workforce. We are committed to reviewing and improving procurement processes that support improved economic and social outcomes for the local Aboriginal and Torres Strait Islander Communities.

## Opportunities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<b>8.1</b> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation with strong plans in place to increase the number of First Nations employees.	Dec 2026	Head of People + Culture
	<b>8.2</b> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2026	Head of People + Culture
	<b>8.3</b> Advertise job opportunities through specific First Nations channels such as the Koori Mail or First Nations employment agencies	Now	Head of People + Culture
	<b>8.4</b> Commit to creating and implementing a position for a cultural liaison officer/cultural workforce support officer	Dec 2026	CEO, Head of People + Culture
	<b>8.5</b> Explore culturally appropriate alternative pathways for recruitment, interview processes and orientation for First Nations applicants.	Dec 2026	Head of People + Culture
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<b>9.1</b> Continue to implement the business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2026	Procurement Officer
	<b>9.2</b> Maintain Supply Nation membership..	August 2026	General Manager, Director

# Governance.

Jarrahd deeply understands and values the importance of accountability, transparency within our governance and broader company. Jarrah is strongly committed to reconciliation and our responsibility and role as an Aboriginal owned company in building opportunities and better outcomes for Aboriginal and Torres Strait Islander peoples.

## Governance.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1 Maintain RAP Working Group (RWG) to govern RAP implementation.	Now-Ongoing	General Manager
	10.2 Update Terms of Reference for the RWG.	August 2026	General Manager
	10.3 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2026	General Manager, Director
Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	June 2026	General Manager, Head of People + Culture
	11.2 Engage senior leaders in the delivery of RAP commitments.	September 2026	General Manager, CEO, Director
	11.3 Appoint a senior leader to champion our RAP internally.	July 2026	General Manager, RAP Committee
	11.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2026	General Manager
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 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 2026	General Manager
	12.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2026	General Manager
	12.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2026	General Manager
Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Dec 2026	General Manager

# **Jarrah**

Matthew Ellis, General Manager  
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