



RECONCILIATION  
ACTION PLAN

---

**REFLECT**

---

January 2026 - July 2027

**Baseline**

# Better building begins here.

## **Acknowledgement of Country**

Baseline Projects acknowledges and pays respects to the Traditional Custodians of the land and waters in which we live and work. Operating across NSW, QLD, VIC and ACT, Baseline works on the traditional lands of many Nations. We maintain deep respect for the different Traditional Owners, languages, customs and cultures that distinguish these regions across Australia. We acknowledge the Elders, past present and emerging and their connection to the sky, land, sea, and Country.

Baselines head office is located on the traditional lands of the Cammeraygal people, now known as Crows Nest, however our projects extend across: Eora Nation, Wonnarua Nation, Tharawal Nation, Biripi Nation, Dharug Nation, Gumbainggir Nation, Kuring-gai Nation, Bundjalung Nation, Awabakal Nation, Wiradjuri Nation





**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Statement from CEO of Reconciliation Australia

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

Baseline Projects 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 over 5.5 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 Baseline Projects 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 Baseline Projects, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



# Introduction & approach

## Our commitment to reconciliation

This Reflect Reconciliation Action Plan is Baseline's first RAP, and we intend this document to outline our commitment towards strengthening the relationship between Baseline and the Aboriginal and Torres Strait Islander communities that we work amongst.

It is our intention to increase cultural understanding and awareness of our team and systems to ensure we can engage in meaningful partnerships with the Aboriginal and Torres Strait Islander organisations that operate on lands where we deliver projects, fostering increased knowledge sharing, community engagement and developing ongoing meaningful relationships



Celebrating Baselines successful refurbishment of the Tribal Warrior facilities.

## Our Business

Baseline is a Head Contractor construction company specialising in the planning, design and delivery of Defence, Commercial and Education sector projects across Australia. We believe every successful build needs the right foundation. That's what we deliver, with a culture defined by transparency, safety and quality. We go beyond, and we get it done.

We currently employ between 80-90 people across our 5 regional hubs with two of our employees identifying as Aboriginal and/or Torres Strait Islander peoples.



# Our RAP

Baseline's Reconciliation Action Plan (RAP) outlines the objectives and deliverables established for contribution to the reconciliation of Australia's First Nations Peoples.

Foundational to the integration of restorative practices into the operations of Baseline is the need to create awareness of First Nations cultures and experience, reconciliation, and the deliverables established in this RAP. Baseline will work towards reconciliation through the development and integration of this RAP, with the implementation of achievable, yet challenging targets set to reach meaningful outcomes for First Nations peoples and workforces.

To contribute to reconciliation of Australia's First Nations peoples, Baseline aims to understand the multiple histories and lived experience of Aboriginal and Torres Strait Islanders across Australia. Baseline will endeavour to acknowledge the experience of First Nations peoples, and center Aboriginal and Torres Strait Islanders perspectives in the way in which we operate. Baseline will strive to partner with First Nations owned and run contractors and businesses, in combination with ongoing efforts to raise our own understanding and awareness of First Nations cultures, histories and the importance of reconciliation.

Aligned with the continuous improvement model under which Baseline operates and the principals of forming respectful and trusting relationships, the RAP will be implemented, monitored and reviewed, striving to exceed the industry standard





Baselines refurbishment of the Bindijine Jetty working with the Jerrinja Local Aboriginal Land Council.

# RAP Journey

## Why is Baseline developing a RAP?

Baseline understands the significance of Aboriginal and Torres Strait Islanders histories and cultures. We acknowledge that First Nations peoples cared for the Country on which Baseline operates for thousands of years and that First Nations communities maintain important connections to Country now and into the future. Aboriginal and Torres Strait Islander peoples are key custodians and play a critical role in caring for and shaping lands throughout Australia. This RAP outlines our approach and commitment to meaningfully engaging with First Nations communities in our work and outlines steps towards reconciliation. Baseline is committing to developing a RAP because we want to raise our awareness of First Nations practises, cultures and histories to establish and maintain supportive systems that will uplift the experience of First Nations peoples working with us, making Baseline a welcoming place to work for everyone.

## Implementation of the RAP

This Reflect RAP is the first of many steps Baseline pledges to take to advance the principles and actively raise Baselines internal awareness of reconciliation. To do this, Baseline intends to implement the pillars of relationships, respect and opportunities based on a foundation of governance

As we implement this Reflect RAP, Baseline will establish a RAP Working Group, led by RAP Champion David Vella, to grow the companies understanding of First Nations histories and reconciliation and found partnerships and stakeholder engagement with First Nations organisations and supply chains. David is co-owner and Managing Director of Baseline and is well positioned to implement the goals outlined in this document. The RAP Working Group will be formed of key staff members from across the business, including Aboriginal and Torres Strait Islander employees if they would like to be involved.

# Goals of Reconciliation

## Partnerships & Relationships

Baseline recognises that our greatest contribution to reconciliation will be through the engagement of First Nations enterprises and workers. We aim to shape our organisations future partnerships and engagement with the guidance of Reconciliation Australia's framework and our Company Policy of respectful and culturally sensitive engagement with First Nations employees, stakeholders, individuals and groups. Baseline is committed to building respectful, collaborative relationships with Aboriginal and Torres Strait Islander communities, suppliers, staff, and industry bodies to support greater participation across the industry. These partnerships help support the space for Aboriginal and Torres Strait Islander peoples and businesses to thrive.

## Respect

To strengthen our ties with First Nations cultures, rights and experiences, Baseline seeks to actively facilitate cultural awareness training for our workers and, where possible, our subcontracted workforce. This is how we seek to build a more culturally aware, respectful and inclusive environment across our business and our projects.

## Opportunity

Baseline commits to deploying initiatives that help grow employment and participation opportunities both internally and externally. This support strategy requires working with local First Nations communities, businesses and individuals in the industry and regions we are delivering projects to ensure successful outcomes are achieved

## Governance

Governance of Baseline's RAP will be undertaken in line with our general business governance protocols and overseen by our RAP Working Group. Baseline's corporate governance structure ensures that regular monitoring and review of company policies and procedures is undertaken. The RAP Working Group will represent Baseline in participating in reconciliation week activities, spreading awareness of the significance of National Reconciliation Week within their respective departments, and report on NAIDOC week updates. This group will ensure the progress of our Reconciliation Action Plan and will regularly report on our growing partnerships, commitments and initiatives. This will ultimately allow us to reach the targets outlined below in Our Actions. Assessment of these measurable objectives through ongoing reviews will allow us to achieve meaningful outcomes for Aboriginal and Torres Strait Islander groups and enterprises.



# RAP Working Group

The RWG plays a central role in embedding reconciliation into organisational culture, decision-making and project delivery, ensuring that commitments made through the RAP are translated into practical, measurable action.



**David** Vella



**Sarah** Moody



**Andrew** Hollands



**Lillian** Smith

# 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.'	August 2026	People and Culture Manager, Estimating Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2026	People and Culture Manager,
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Managing Director
	RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2026	Managing Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2026	Managing Director
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2026	People and Culture Manager, Design and Brand Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2026	People and Culture Manager, Design and Brand Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2026	People and Culture Manager, Design and Brand Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	May 2026	People and Culture Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2026	People and Culture Manager and Brand and Design 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.	October 2026	People and Culture Manager
	Conduct a review of cultural learning needs within our organisation.	May 2026	People and Culture Manager
	Distribute Aboriginal Heritage Site Awareness and Identification PDF amongst onsite workers to emphasise the significance of First Nations heritage, identifying and protecting it on the construction site.	May 2026	Managing Director
	Provide access to information resources to all staff regarding cultural awareness and heritage.	May - June 2026	Design and Brand Manager
	Create a "What is 'Country?' – learning from First Nations Cultures" PDF that outlines Baselines social corporate governance structure centering Country and respect for Country in our projects	October 2026	Managing Director
	Create Guidelines for respectful engagement with Aboriginal and Torres Strait Islander stakeholders and employees.	April 2026	Managing Director
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.	January 2026	People and Culture Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2026	Managing Director
	Under the guidance of a First Nations team member, create an Informative PDF on the importance of and distinction between an Acknowledgement vs. Welcome to Country, and guidelines on how to authentically and respectfully write and deliver one - will be distributed amongst the company.	May 2026	People and Culture Manager
	Attend cultural awareness training provided by Muru Mittigar program	September 2026	All staff
	Distribute and integrate the Fair Work Ombudsman guidelines for entitlements and Sorry Business, allowing for Baseline Projects to properly support First Nations employees during Sorry Business.	March 2026	Managing Director
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2026	People and Culture Manager, Brand and Design Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	5th July-12th July 2026	People and Culture Manager, Brand and Design Manager
	RAP Working Group to participate in an external NAIDOC Week event.	5th July-12th July 2026	People and Culture Manager, Brand and Design Manager

# 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.	February 2027	People and Culture Manager, Brand and Design Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2027	People and Culture Manager
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.	May 2027	Estimating Manager
	Investigate Supply Nation membership.	May 2027	Estimating Manager

# Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	January 2026	Managing Director
	Draft a Terms of Reference for the RWG.	January 2026	Managing Director
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2026	People and Culture Manager
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2026	People and Culture Manager
	Create RAF (Reconciliation Action Framework) outlining the ways in which this RAP will uplift and integrate First Nations perspectives and needs from within our company.	February 2026	All RAPWG members
	Engage senior leaders in the delivery of RAP commitments.	December 2025	Managing Director
	Provide support to a senior leader to effectively champion our RAP internally.	January 2027	Managing Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2026	Managing Director
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	People and Culture Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	June annually	People and Culture Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	People and Culture Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2027	People and Culture Manager



# RAP Enquiries

## Contact

---

Sarah Moody  
People and Culture Manager  
0488 998 662  
[sarah.moody@baselineprojects.com.au](mailto:sarah.moody@baselineprojects.com.au)

---

Build  
honestly.  
Build  
safely.  
Go beyond.



---

**Baseline**

**Albury**

583a Dean Street  
Albury, NSW 2640  
T (02) 9748 3094  
[admin@baselineprojects.com.au](mailto:admin@baselineprojects.com.au)

**Head office**

123 Willoughby Road  
Crows Nest NSW 2065  
T (02) 9748 3094  
[admin@baselineprojects.com.au](mailto:admin@baselineprojects.com.au)