

**SIEMENS**

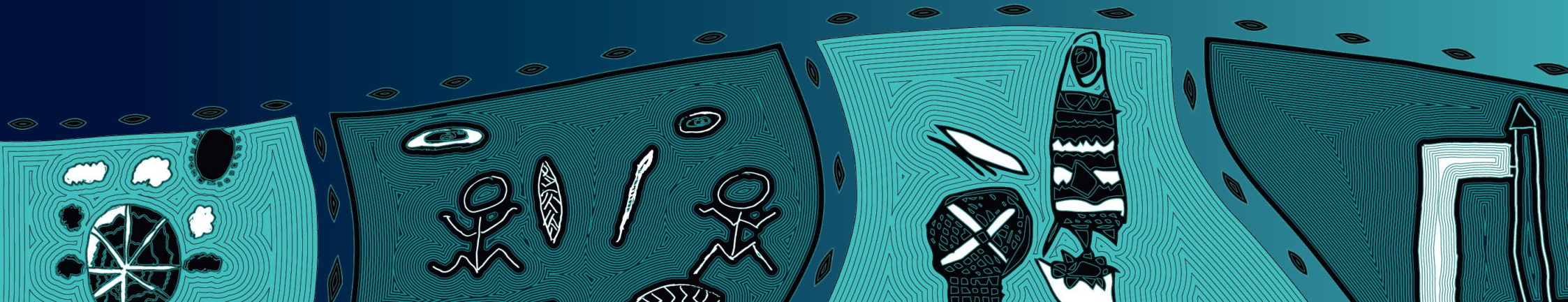
MAY 2023 – MAY 2025

# Innovate Reconciliation Action Plan



RECONCILIATION  
ACTION PLAN

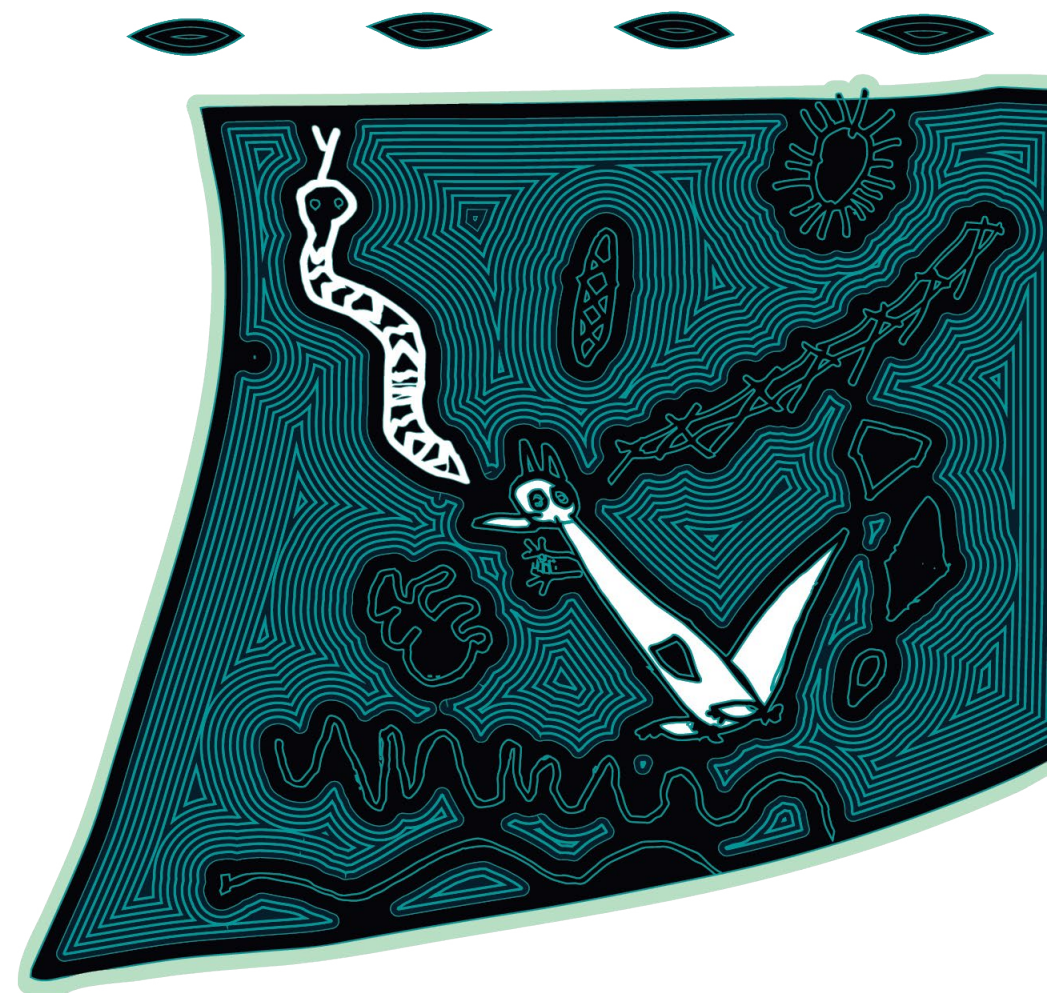
INNOVATE



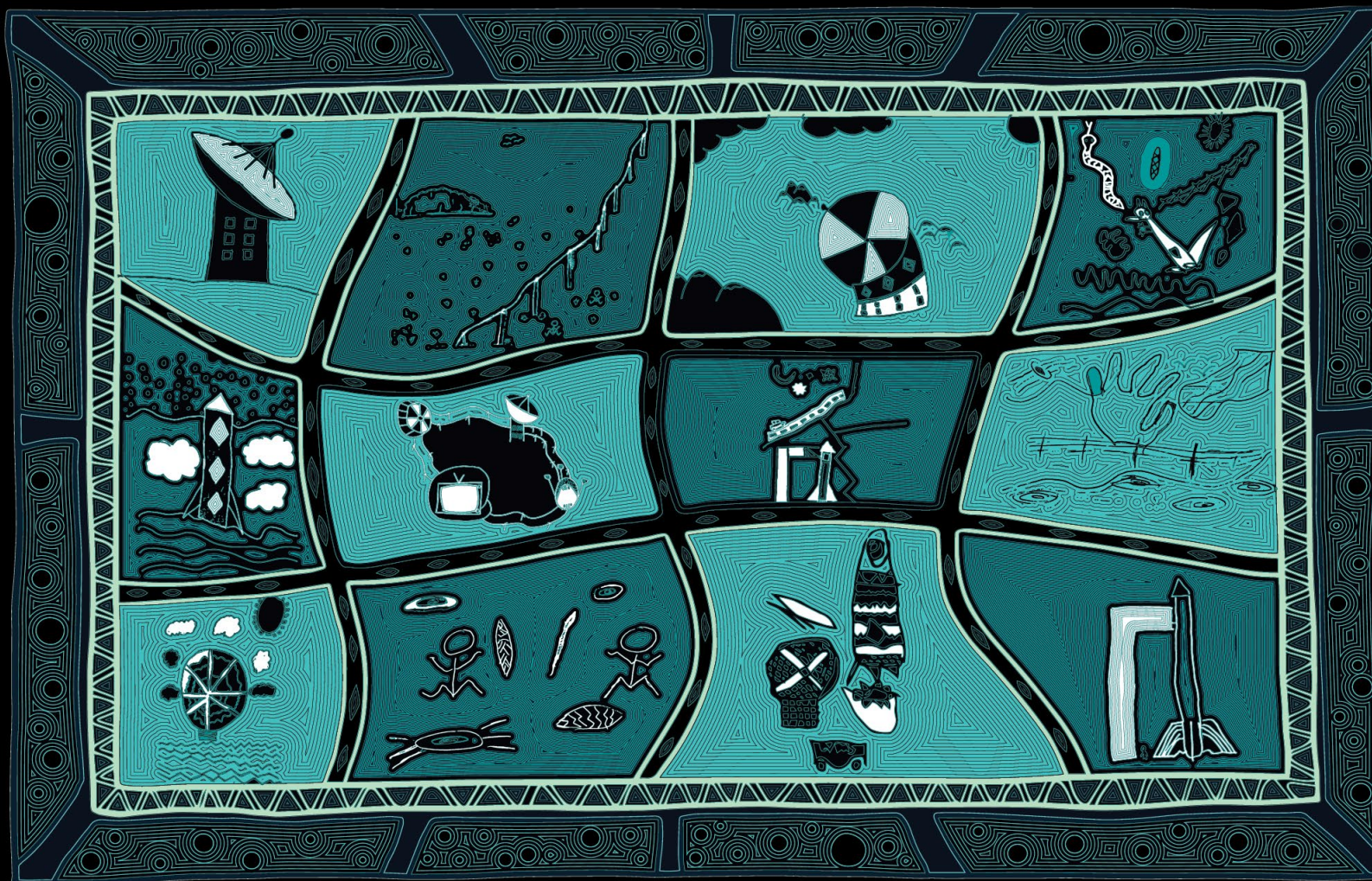


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## SIEMENS IN AUSTRALIA – 150TH ANNIVERSARY COMMEMORATIVE ARTWORK

‘Siemens in Australia’ is an artwork that tells the story of Siemens’ contribution to the story of Australia and New Zealand over the course of 150 years. The company’s journey is celebrated as an Aboriginal artwork, in a South-Eastern Australian style, and is told through the eyes of the youngest generation of people belonging to the world’s oldest living cultures.

In partnership with Sunbury Aboriginal Corporation, and led by historian, educator and artist – John Patten, a group of Aboriginal youths created an artwork that celebrates key Siemens projects such as the Overland Telegraph, technical controls for the Parkes radio telescope, computer generated design at Rocket Lab, energy efficiency at the MCG, and turbines for southern hydro in Tasmania.

South-Eastern Australian Koori art is a form that is rich in geometric forms, concentric linework, and depictions of the land and people. The colours of the artwork reflect Siemens corporate palette, and an approach to presenting Aboriginal art that is responsive to tradition and respectful of the past, whilst also open to a modern palette and new ideas. This artwork reflects Siemens’ commitment to advancing Australia and New Zealand, and its burgeoning efforts to work with and learn from the land’s First Peoples.



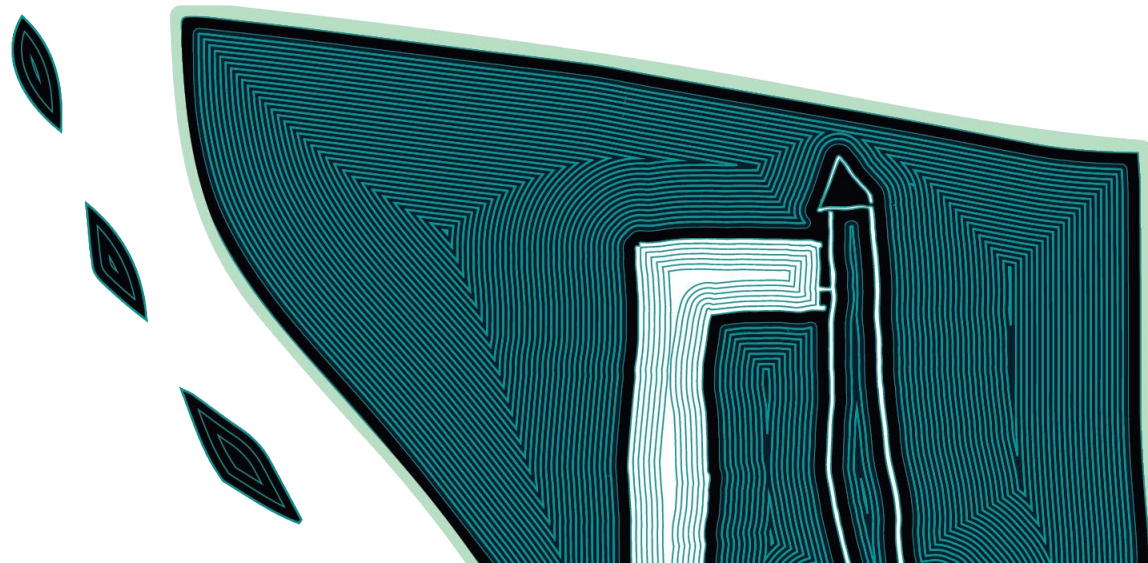
## About the Artist



**John Patten**  
RAP Consultant and First Nations  
Representative – Museums Victoria

John Patten is a Yorta Yorta and Bundjalung man whose traditional Country is situated along the Murray River and on the far North Coast of New South Wales.

Dedicated to his work as Manager of Diversity and Belonging at Museums Victoria, John is a cultural educator, historian, artist, game designer, and filmmaker. He is also an important mentor and guide for Siemens on our reconciliation action plan journey.







Creation of the artwork  
by John Patten and  
the kids from Sunbury  
Aboriginal Corporation.

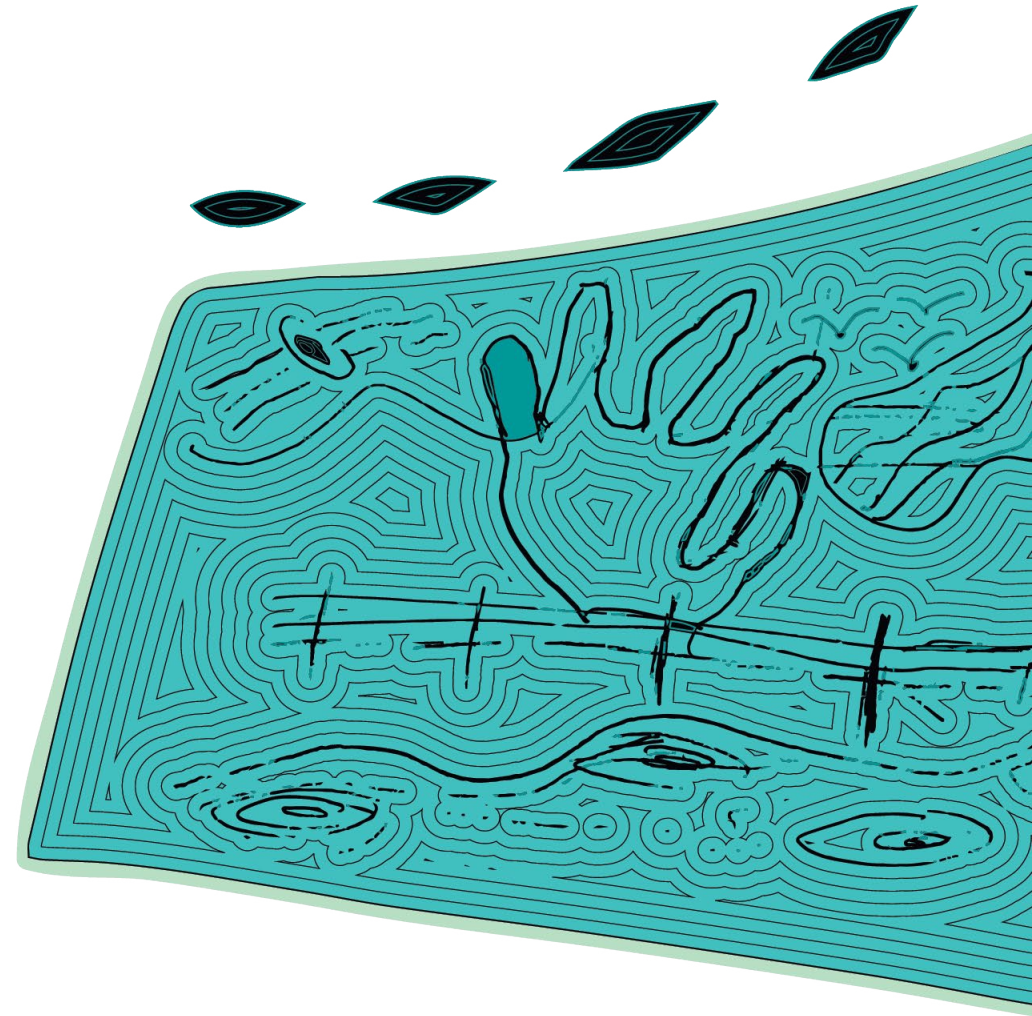




# Our Vision for Reconciliation

Siemens acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of our lands. We pay our respects to their Elders past, present and emerging. They are the keepers of the memories and traditions, and an integral part of the foundation on which we all build together.

We recognise the vital role that technology plays in shaping the future, and we are dedicated to using our expertise and resources to empower First Nations communities and promote greater equity, diversity and inclusion. Our vision for reconciliation is an Australia where Siemens works closely with First Nations representatives, leaders and organizations to create opportunities that bridge societal divides and contribute to an equitable community for all. In the context of our organisation, this represents equal access to technology for Aboriginal and Torres Strait Islander stakeholders and an inclusive and diverse workplace that is culturally safe, culturally ample and proud.



# A Message from the CEO of Siemens Australia and New Zealand



*"The development and implementation of our Innovate RAP is a key step to addressing some of the economic and social imbalances experienced by Aboriginal and Torres Strait Islander peoples and communities."*

Reconciliation is a journey, and I am proud to share that Siemens has taken another significant step forward towards acknowledging the generations of the past and supporting meaningful future change with the launch of our Innovate Reconciliation Action Plan (RAP). This follows our Reflect RAP that helped build the initial framework for our reconciliation efforts. Whilst the launch of our Innovate RAP is a proud moment for us, it is also our commitment to the significant work that still lies ahead.

Siemens has been operating in Australia since 1872. We celebrated our 150th anniversary in the region in 2022. From 1872, when our technology was used in building the Overland Telegraph line, through the last century and half you can see the impact of our technology in every corner of Australia; our progress has been Australia's progress. As the nation progresses in its reconciliation journey, we take the responsibility as a business to do so as well. In every country we operate, we practice a culture of openness and inclusivity, creating a work environment where everyone feels welcome and valued. Through the Reflect RAP journey, our RAP Working Group have endeavoured to build strong foundations across the organisation and our supply chain to ensure there's meaningful action, strong relationships and thought-provoking conversations that set the foundation for future change.

It gives me great pride to say that since we commenced our Reflect RAP, we have gone beyond our initial commitments and harnessed our relationships with local Aboriginal communities to do more. We constantly reviewed avenues to engage with local Aboriginal communities at key events and activities to increase awareness and engagement amongst our employees.

The development and implementation of our Innovate RAP is a key step to addressing some of the economic and social imbalances experienced by Aboriginal and Torres Strait Islander peoples and communities.

Through the continuation of our reconciliation journey, we aim to enhance our relationships with Aboriginal and Torres Strait Islander peoples and communities.

This RAP outlines actions which we will take during the next 24 months to further develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples and engage our Siemens community and stakeholders in reconciliation. In addition, in this next step of our reconciliation journey we will focus on developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

As we continue this valuable and rewarding journey, we look forward to creating a better today and tomorrow.

Regards,  
**Peter Halliday**  
 CEO  
 Siemens Australia and New Zealand

# A Message from the CEO of Reconciliation Australia

Reconciliation Australia commends Siemens on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Siemens to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Siemens will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Siemens is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

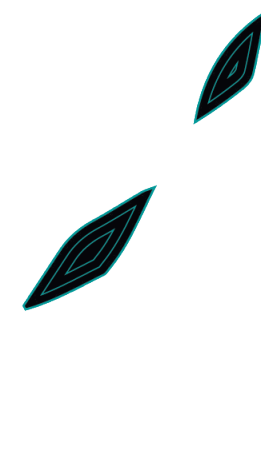
Implementing an Innovate RAP signals Siemens' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Siemens on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Regards,  
**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

*"This Innovate RAP is both an opportunity and an invitation for Siemens to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders."*





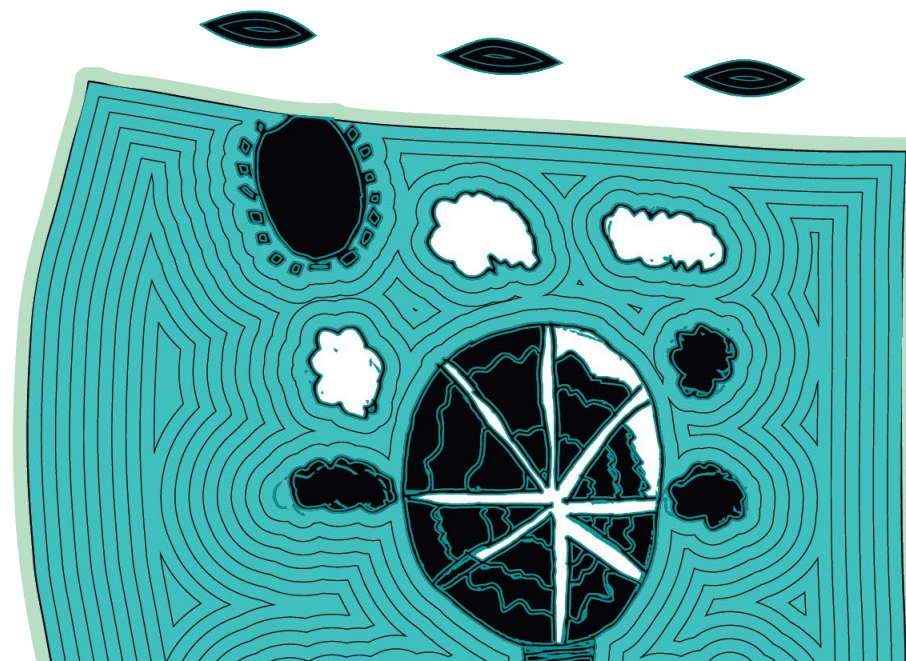
# Our Business

**Siemens has been in Australia for over 150 years. Siemens Ltd. (Siemens Australia and New Zealand) offers a wide range of products, services, and solutions in the areas of electrification, automation, and digitalization.**

Our mission is to help customers and partners increase productivity, safety, and sustainability through our advanced technology and services, while promoting social and environmental responsibility. Our first project in the region was the Overland Telegraph line from Darwin to Adelaide in 1872, a significant feat of engineering that opened up communication across Australia and to the world. In the decades since, we have played an instrumental role in delivering some of the nation's defining projects. We have helped to move, power, heal and even deliver entertainment to millions of Australians.

Siemens long-term commitment to Australia means we employ over 550 people in Australia; headquartered in Bayswater, Victoria and with offices in Adelaide, Sydney, Brisbane, Yatala, and Perth. The number of Aboriginal and Torres Strait Islander employees within Siemens has not yet been identified.

The Siemens business group has several smaller manufacturing and service centres for the mining, energy, oil and gas, and rail industries as well as people working directly on customer sites, some of which are in remote regions. The core focus areas of the Siemens business group are technologies in industries as diverse as medical imaging equipment, building technologies, wind turbines, oil and gas, and rail. Siemens technology can be found in everything from the lane change control systems on the Sydney Harbour Bridge through to energy efficiency at the Melbourne Cricket Ground. It is also used to help manage crowds at Optus Stadium in Perth; and our high-tech simulation equipment is used to help protect the Great Barrier Reef.





# Our RAP

Siemens is a proud equal opportunity employer, creating an environment of diversity and inclusion where everyone feels welcome and valued. Sustainability is an integral part of our business.

Our global sustainability framework, DEGREE, takes a 360-degree approach for all stakeholders – our customers, our suppliers, our investors, our people, the societies we serve, and our planet. A key pillar of this framework is our contribution to people and society. Having been in Australia for over 150 years, we have strived to always foster diversity, inclusion and community development to create a sense of belonging. Our RAP is one of our ongoing commitments to living our DEGREE framework through meaningful actions that help make a difference for good: now and into the future.

At Siemens, we recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the land on which we operate and the communities we serve. We believe we have a duty to our workforce and the communities in Australia to take action to contribute towards reconciliation. While this RAP illustrates our second formal step towards making a commitment to reconciliation, our aim is to continue the relationships established during and prior to our previous Reflect RAP for the ongoing development and long-term partnerships with First Nations peoples, which are inclusive, respectful and culturally appropriate. In doing so, we will continue to enrich our Siemens workplace through an enhanced and broader

understanding of the traditional cultures and history of Aboriginal and Torres Strait Islander peoples and communities in Australia. Our Reflect and Innovate RAPs have been developed by our RAP Working Group and are championed by our CEO.

Lastly, our approach to reconciliation is focused on tangible actions with intent to make a real difference to First Nations peoples and our organisation. Our Innovate Reconciliation Action Plan will include several key initiatives, including:

- **Reporting regularly on RAP progress:** We have established clear actions and milestones and will regularly report on our progress towards achieving these goals. This will ensure that we are held accountable for our actions and that meaningful progress is being made.
- **Engaging with First Nations stakeholders:** We will work closely with Aboriginal and Torres Strait Islander leaders to seek guidance and advice on how we can best support reconciliation. This will help us to understand the issues that are most important to Aboriginal and Torres Strait Islander communities and to ensure our actions are responsive to their needs.
- **Business representation in the RAP Working Group:** To ensure that the deliverables are rolled out across the organisation, our RAP Working Group continues to include members from across the business. This ensures that employees throughout the business are aware of the company's commitment to reconciliation and that they have a role to play in achieving our goals.
- **Education and training:** We will also focus on providing education and training to our employees to increase their cultural awareness and understanding of First Nations peoples and cultures.

## Our locations:

**Bayswater, VIC**  
885 Mountain Highway  
Bayswater VIC 3153  
*Wurundjeri and Bunurong people*

**Osborne Park, WA**  
136 Hasler Road  
Osborne Park WA 6017  
*Wadjak people*

**North Ryde, NSW**  
3 Richardson Place  
North Ryde NSW 2113  
*Wallumedegal people*

**Bowen Hills, QLD**  
153 Campbell Street  
Bowen Hills QLD 4006  
*Jagera and Turrbal people*

**Yatala, QLD**  
2-4 Union Circuit  
Yatala QLD 4207  
*Yugambeh people*

**Tonsley, SA**  
9 MAB Eastern Prom  
Tonsley SA 5042  
*Kaurna people*





# Our RAP *continued*

## Our RAP Working Group Members:



**Peter Halliday**  
Chief Executive Officer



**Keith Ritchie**  
Head of Communications  
and Government Affairs



**Darryl Kauffman**  
Country Operating Company  
Head for Digital Industries



**Chloe Homutowsky**  
Sustainability Manager  
and RAP Co-ordinator



**Krupa Uthappa**  
Media and Internal  
Communications Lead



**Noel Pierre**  
National Service Manager  
for Smart Infrastructure RSS



**Coralee Hayden Long**  
Learning Professional



**Simon Morgan**  
Head of Sales for  
Smart Infrastructure



**Prue Booth**  
People and Organisation  
Business Partner



**Elise Breadmore**  
Head of People and  
Organisation



**John Patten**  
RAP Consultant and  
First Nations Representative –  
Museums Victoria



# Siemens' Reconciliation Journey

## 2017

### Hornsdale Wind Farm

Hornsdale Wind Farm became the first wind farm in the world to feature Australian Aboriginal artwork created by artists from the Ngadjuri and Nukunu people, the Traditional Owners of the land and where the Hornsdale wind farm is located. The art tells the stories of each People's connection to the land and the elements in this area and is symbolic of the symbiotic relationship between wind energy, the land and nature.



PICTURED ABOVE: WORLD'S FIRST WIND FARM TOWERS FEATURING ABORIGINAL AUSTRALIAN ARTWORK IN SOUTH AUSTRALIA.

## 2018

### Yatala Factory Opening

Siemens Yatala Factory opening in 2018 was heralded by a special Welcome to Country from Shaun Davies, a man of the Yugameh Tribe. Paying homage to the history and the people of the land, he welcomed Siemens.



PICTURED ABOVE: SHAUN DAVIES OF YUGAMBEH PEOPLE DELIVERING THE WELCOME TO COUNTRY AT THE OPENING OF SIEMENS' YATALA MANUFACTURING FACILITY IN QUEENSLAND

## 2018

### Aurora Awards – Acknowledgement of Country

The 'Night of Stars' employee awards event included an Australian Aboriginal performance about 'the creation of the sun' and how the sun came to be, which held great significance as it connected to Siemens' Aurora 150 strategy.



PICTURED ABOVE: CELEBRATING OUR 2018 'NIGHT OF STARS' SIEMENS EMPLOYEE AURORA AWARDS WITH AN ABORIGINAL AUSTRALIAN PERFORMANCE ABOUT 'THE CREATION OF THE SUN'.

## 2018

### Museums Victoria

A global video was created to showcase the energy efficiency and technology modernisation program for Museums Victoria, Melbourne Museum in particular. The narrative was told through the eyes of Melbourne Museum's Aboriginal Curator, John Patten who talked about the importance of protecting past objects for the future generations.



PICTURED ABOVE: JOHN PATTEN, MANAGER OF BUNJILAKA ABORIGINAL CULTURAL CENTRE AT MELBOURNE MUSEUM





## 2019

### Murchison Hydrogen Project

Siemens partnered with Hydrogen Renewables Australia (HRA) who, in a significant milestone, entered into a Heritage Agreement with the local Nanda Aboriginal Corporation (NAC) who have given formal support for the Section 91 Licence needed to allow resource monitoring process to proceed.



PICTURED ABOVE: SIEMENS REPRESENTATIVES WITH LOCAL LAND OWNERS FROM NANDA ABORIGINAL CORPORATION (NAC) AND TERRY KALLIS FROM HYDROGEN RENEWABLES AUSTRALIA.

## 2021

### NAIDOC Week Participation



During 2021, there were limited in-person activities and events held during NAIDOC week due to the pandemic. Fortunately, there were virtual options available and several of our employees participated in the 'NAIDOC Week: Understanding Mental health within our Indigenous Communities' session which was an industry and alumni professional development event of the Australian College of Applied Psychology.

## 2021

### Reflect Reconciliation Action Plan

In 2021, we commenced our reconciliation journey, the first milestone being the creation and implementation of our Reflect Reconciliation Action Plan (RAP). In 2021, we formed our Reconciliation Action Plan Working Group and achieved many of the targets set out in our RAP and through 2021 – 2022, added more activities that contributed to our reconciliation journey.

When we launched our Reflect Reconciliation Action Plan, we were amid the global pandemic. Even though our capacity for in person engagement was reduced, we were able to conduct many virtual consultations with indigenous organisations and leaders and gather as our Reconciliation Action Plan Working Group.

## 2022

### Cultural Competency

Siemens Ltd piloted a Cultural Competency Program facilitated by John Patten. John Patten is a cultural educator, historian and artist who comes from a culturally rich and politically active Yorta Yorta and Bundjalung family. This program is a unique offering, designed as a cornerstone for the education and development of knowledge, systems and procedures relating to working with and representing the history and culture of the First Peoples of Australia.

## 2022

### Cultural Awareness Panel discussion at Siemens' National Sales Conference

In May, John Patten and a selection of Siemens employees engaged in a panel discussion at Siemens' National Sales Conference. The discussion was aimed at increasing cultural awareness and our reconciliation journey. This presentation tied to our Siemens Global DEGREE framework.



PICTURED ABOVE: CULTURAL AWARENESS PANEL DISCUSSION AT THE NATIONAL SALES CONFERENCE IN MAY 2022.

## 2022

### Supply Nation Registered Business Partnership

Siemens partnered with Luke Penrith Arts and Designs to design and deliver hi-vis shirts with two styles of First Nations design on the sleeves and collar. These shirts are being worn workers when they visit sites and have been used as gifts locally and globally. We have amplified this partnership via employee town halls and communication with sales and service teams.

Luke Penrith's ancestry is connected through the Wiradjuri, Wotjobaluk, the Yuin and the Gumbaynggirr Nation.



## 2022

### First Nations Protocols at Siemens

Our RAP Working Group designed and published our First Nations Protocol Guide on a platform accessible by all employees. The First Nations Protocol Guide outlines Siemens' reconciliation goals and the meaning of 'Country' and contains an overview of what an Acknowledgement of Country is in contrast to a Welcome to Country. This guide provides examples of an Acknowledgement of Country and Welcome to Country (and explains the value in personalising these statements).

In addition, our local employee town halls always commenced with an Acknowledgement of Country by our CEO, and we published an Acknowledgement of Country on Siemens' website as well as our internal SharePoint.

## 2022

### First Nations Talent Acquisition

We commenced with the draft of Siemens First Nations Talent Acquisition Strategy via Siemens internal talent team. We also consulted with an external talent company to gain further insights into this process.

## 2022

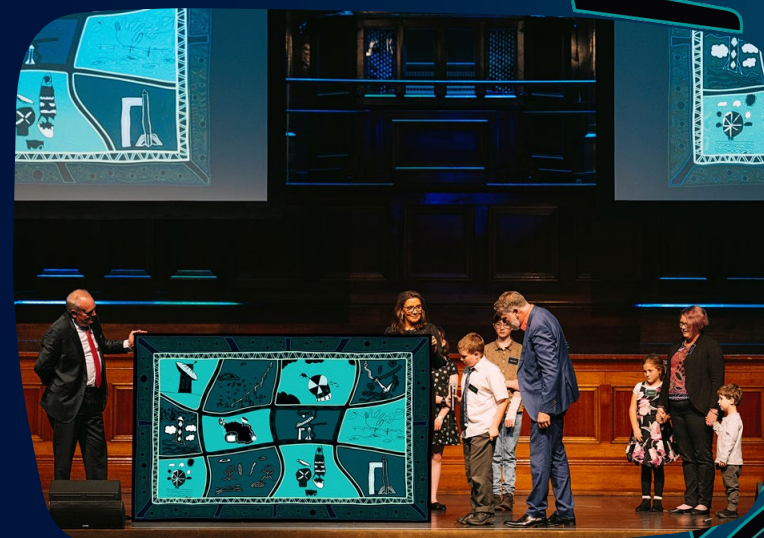
### Commissioning special Aboriginal artwork

To commemorate our 150th anniversary in Australia, we commissioned John Patten to produce a special piece of artwork reflecting Siemens' journey through the decades. 'Siemens in Australia' is an artwork that tells the story of Siemens contribution to the story of Australia and New Zealand over the course of 150 years. The company's journey is celebrated as an Aboriginal artwork, in a South-Eastern Australian style, and is told through the eyes of the youngest generation of people belonging to the world's oldest living cultures. In partnership with Sunbury Aboriginal Corporation, and led by historian, educator and artist – John Patten, a group of Aboriginal youths created an artwork that celebrates key Siemens projects such as the Overland Telegraph, technical

controls for the Parkes radio telescope, computer generated design at Rocket Lab, energy efficiency at the MCG, and turbines for southern hydro in Tasmania.

South-Eastern Australian Koori art is a form that is rich in geometric forms, concentric linework, and depictions of the land and people. The colours of the artwork reflect Siemens corporate palette, and an approach to presenting Aboriginal art that is responsive to tradition and respectful of the past, whilst also open to a modern palette and new ideas. This artwork reflects Siemens commitment to advancing Australia and New Zealand, and our efforts to work with and learn from the land's First Peoples'.

The artwork will be displayed at Siemens offices across Australia.



PICTURED ABOVE: THIS ARTWORK WAS UNVEILED BY SIEMENS AUSTRALIA CEO PETER HALLIDAY (LEFT) AND JOHN PATTEN AND THE YOUNG ABORIGINAL ARTISTS, AT SIEMENS' 150TH GALA EVENT AT THE MELBOURNE TOWN HALL ON TUESDAY THE 15TH OF NOVEMBER 2022.



## 2022

### Incorporating and respecting First Nations culture at the Siemens Australia 150 Customer Gala event

Held in November 2022 at the Melbourne Town Hall, over 300 customers and stakeholders attending a special evening which celebrated and recognised the Siemens contribution to Australia's important developments over the past 150 years. The story of the role of Siemens technology was told throughout the evening through a creative visual and musical narrative. To recognise Australia's important relationship with the Aboriginal and Torres Strait Islander peoples and communities, the musical opening of the evening began with an enchanting and emotional soloist performance

from leading didgeridoo artist Ron Murray combined with images of the land reminiscent of the time of early pioneers who rolled out the first Siemens project in 1872 – the Overland Telegraph line between Darwin and Adelaide.

The evening included the unveiling of the 'Siemens in Australia' aboriginal artwork, which included the artists (John Patten and the young artists from Sunbury Aboriginal Corporation). The young artists and their parent/guardian also participated as special guests of the evening.



PICTURED ABOVE: SIEMENS' 150TH GALA EVENT AT THE MELBOURNE TOWN HALL ON TUESDAY THE 15TH OF NOVEMBER 2022.



## 2022

### Sydney office opening Welcome to Country

To commemorate the new Sydney office opening in North Ryde, Siemens invited Michael West of Wallumedegal land and the local Aboriginal Land Council to do an official Welcome to Country.

Michael talked about the history of Ryde and Wallumedegal people who were Traditional Owners in the area. He highlighted the importance of Country and nature, calling on everyone to be respectful to the land

and people around them, in Ryde and across the world, and celebrate diversity of all kinds.

Rekindling a long-forgotten tradition and ancient form of art – handprints on cave walls – and as a homage to ancient owners of the land, employees were given paint to place their handprints on canvases that will be hung up in the space in commemoration of the new home of Siemens in Sydney.



PICTURED ABOVE: RECREATING THE ART OF HANDPRINTS ON ANCIENT CAVE WALLS.



PICTURED ABOVE: MICHAEL WEST FROM WALLUMEDEGAL LAND AT SIEMENS' SYDNEY OFFICE OPENING

## 2023 – 2025

### Innovate Reconciliation Action Plan

In 2022, our Reconciliation Action Plan Working Group achieved the targets outlined in our Reflect Reconciliation Action Plan and are continuing our journey. We are looking forward to the growth that this Innovate Reconciliation Action Plan will bring for Siemens and First Nations communities. In the first phase of our Reconciliation Journey with our Reflect Reconciliation Action Plan, we had some challenges with resourcing due to staff transitions. In this next phase of our Reconciliation journey, we have expanded our Reconciliation Action Plan Working Group to include additional business leaders and top management, who will champion our Innovate Reconciliation Action Plan to ensure wider reach both internally and externally.



# Relationships

Building strong relationships with Aboriginal and Torres Strait Islander peoples is important to Siemens because in doing so, this helps to build an equitable society, connect people who can share experiences, build understanding and appreciation, promote engagement and partnerships for education, training and employment.

Action	Deliverable	Timeline	Responsibility
1. Strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2023	Lead: Head of Communications
	Develop and implement an engagement plan for Siemens to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	Support: RAP Working Group
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our Siemens employees.	May 2023 and May 2024	Lead: RAP Coordinator Support: Communications
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2023 and 2024	Lead: RAP Coordinator Support: Communications and RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2023 and 2024	Lead: RAP Coordinator Support: RAP Working Group
	Organise at least one NRW event each year.	27 May – 3 June 2023 and 2024	Lead: RAP Coordinator Support: RAP Working Group
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2023 and May 2024	RAP Coordinator

# Relationships *continued*

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023	Lead: Head of P&O Support: RAP Coordinator
	Communicate our commitment to reconciliation publicly through Siemens website and/or social media channels.	June 2023	Lead: Head of Communications Support: RAP Coordinator
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2023	Lead: Head of Communications Support: RAP Working Group
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2023	Lead: Head of Communications Support: RAP Working Group
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of Siemens People & Organisation (P&O) policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2023	Lead: Head of P&O Support: RAP Coordinator
	Communicate Siemens Anti-Discrimination Policy to our organisation.	August 2023	Lead: Head of P&O Support: RAP Coordinator
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our Anti-Discrimination Policy.	June 2023	Lead: Head of P&O Support: RAP Coordinator
	Educate senior leaders on the effects of racism.	November 2023	Lead: Head of P&O Support: RAP Coordinator



# Respect

Recognising and embracing Aboriginal and Torres Strait Islander peoples and cultures is important to Siemens as it helps to promote inclusivity and diversity, which are part of our values. Acknowledging the contributions and significance of the First Nations community helps to promote pride and a sense of belonging. In addition, learning about these cultures and histories can lead to new insights and ideas that drive innovation and success.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	May 2023	Lead: Head of P&O Support: RAP Coordinator
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	May 2023	Lead: Head of Communications Support: RAP Coordinator
	Develop, implement, and communicate a cultural learning strategy document for our staff.	May 2023	Lead: Head of Communications Support: RAP Coordinator
	Provide opportunities for RAP Working Group members, P&O managers and other key leadership staff to participate in formal and structured cultural learning at Siemens.	May 2023	Lead: Head of Communications Support: RAP Coordinator
6. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023 and 2024	Lead: Head of Communications Support: RAP Coordinator
	Review Siemens P&O policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2023 and May 2024	Lead: Head of P&O Support: RAP Coordinator
	Promote and encourage participation in external NAIDOC events to all staff.	First week in June 2023 and 2024	Lead: Head of Communications Support: RAP Coordinator

# Respect *continued*

Action	Deliverable	Timeline	Responsibility
7. <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	<b>August 2023</b>	Lead: RAP Coordinator Support: RAP Working Group
	Communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	<b>August 2023</b>	Lead: RAP Coordinator Support: RAP Working Group
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	<b>December 2023 and December 2024</b>	Head of Communications
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	<b>December 2023 and December 2024</b>	Head of Communications



# Opportunities

We aim to grow Aboriginal and Torres Strait Islander participation across our business. In doing so, this will promote greater diversity and inclusivity at Siemens and support our objective of being an attractive employer for Aboriginal and Torres Strait Islander people.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2024	Lead: Head of P&O Support: RAP Coordinator
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2024	Lead: Head of P&O Support: RAP Coordinator
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April 2024	Lead: Head of P&O Support: RAP Coordinator
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2024	Lead: Head of P&O Support: Recruitment Lead
	Review Siemens P&O and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2023	Lead: Head of P&O Support: RAP Coordinator
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2024	Lead: Procurement Lead Support: RAP Coordinator
	Investigate Supply Nation membership.	December 2023	Lead: Procurement Lead Support: RAP Coordinator
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2024	Lead: Procurement Lead Support: RAP Coordinator

# Opportunities *continued*

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. <i>Continued</i>	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2024	Lead: Procurement Lead Support: RAP Coordinator
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2024	Lead: Procurement Lead Support: RAP Coordinator
10. Improve employment pipelines for Aboriginal and Torres Strait Islander students.	Investigate opportunities to promote and support Aboriginal and Torres Strait Islander students to pursue STEM careers.	November 2024	Lead: Head of P&O Support: RAP Coordinator
	Develop and strengthen relationships with universities to promote opportunities for careers within Siemens for Aboriginal and Torres Strait Islander students.	November 2024	Lead: Head of P&O Support: RAP Coordinator



# Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May, August and November 2023 February, May, August and November 2024 February and May 2025	Lead: RAP Coordinator Support: RAP Working Group
	Establish and apply a Terms of Reference for the RWG.	June 2024	Lead: RAP Coordinator Support: RAP Working Group
	Meet at least four times per year to drive and monitor RAP implementation.	May, August and November 2023 February, May, August and November 2024 February and May 2025	Lead: RAP Coordinator Support: RAP Working Group
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2023	Lead: RAP Coordinator Support: RAP Working Group
	Engage our senior leaders and other staff in the delivery of Siemens RAP commitments.	May, August and November 2023 February, May, August and November 2024 February and May 2025	Lead: RAP Coordinator Support: RAP Working Group
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2023	Lead: RAP Coordinator Support: RAP Working Group

# Governance *continued*

Action	Deliverable	Timeline	Responsibility
12. Provide appropriate support for effective implementation of RAP commitments. <i>Continued</i>	Appoint and maintain an internal RAP Champion from senior management.	May, August and November 2023 February, May, August and November 2024 February and May 2025	Lead: RAP Coordinator Support: RAP Working Group
	Communicate our Reconciliation Action Plan and RAP working group members via The People Hub newsletter.	November 2023 and 2024	Lead: RAP Coordinator Support: Head of P&O
13. 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	Lead: RAP Coordinator Support: RAP Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Lead: RAP Coordinator Support: RAP Working Group
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Lead: RAP Coordinator
	Report RAP progress to all staff and senior leaders quarterly.	May, August and November 2023 February, May, August and November 2024 February and May 2025	Lead: RAP Coordinator Support: RAP Working Group



# Governance *continued*

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. <i>Continued</i>	Publicly report our RAP achievements, challenges and learnings, annually on Siemens website and/or social media channels.	<b>November annually</b>	Lead: Head of Communications Support: RAP Coordinator
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	<b>May 2024</b>	Lead: RAP Coordinator Support: RAP Working Group
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	<b>April 2025</b>	Lead: RAP Coordinator Support: RAP Working Group
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	<b>October 2024</b>	RAP Coordinator

# Contact Details

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**SIEMENS**