



STRETCH RECONCILIATION ACTION PLAN
NOVEMBER 2021 – NOVEMBER 2024



PSG HOLDINGS®
Achieving Reconciliation Through Business



RECONCILIATION
ACTION PLAN
STRETCH



Apology to **A**ustralia's **I**ndigenous **P**eoples
House of Representatives
Parliament House, Canberra

I move:

That today we honour the Indigenous peoples of this land, the oldest continuing cultures in human history.

We reflect on their past mistreatment.

We reflect in particular on the mistreatment of those who were Stolen Generations - this blemished chapter in our nation's history.

The time has now come for the nation to turn a new page in Australia's history by righting the wrongs of the past and so moving forward with confidence to the future.

We apologise for the laws and policies of successive Parliaments and governments that have inflicted profound grief, suffering and loss on these our fellow Australians.

We apologise especially for the removal of Aboriginal and Torres Strait Islander children from their families, their communities and their country.

For the pain, suffering and hurt of these Stolen Generations, their descendants and for their families left behind, we say sorry.

To the mothers and the fathers, the brothers and the sisters, for the breaking up of families and communities, we say sorry.

And for the indignity and degradation thus inflicted on a proud people and a proud culture, we say sorry.

We the Parliament of Australia respectfully request that this apology be received in the spirit in which it is offered as part of the healing of the nation.

For the future we take heart; resolving that this new page in the history of our great continent can now be written.

We today take this first step by acknowledging the past and laying claim to a future that embraces all Australians.

A future where this Parliament resolves that the injustices of the past must never, never happen again.

A future where we harness the determination of all Australians, Indigenous and non-Indigenous, to close the gap that lies between us in life expectancy, educational achievement and economic opportunity.

A future where we embrace the possibility of new solutions to enduring problems where old approaches have failed.

A future based on mutual respect, mutual resolve and mutual responsibility.

A future where all Australians, whatever their origins, are truly equal partners, with equal opportunities and with an equal stake in shaping the next chapter in the history of this great country, Australia.

The Hon Kevin Rudd MP
Prime Minister
February 13th, 2008

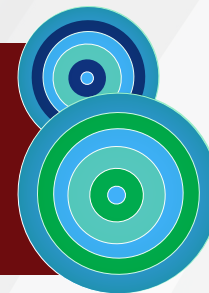


We acknowledge and pay respect to the Traditional Owners of the land on which we conduct business:

the Aboriginal and Torres Strait Islander nations of Australia who long before us lived, loved and raised their children in this land. We pay respect to their Elders both past and present and acknowledge their deep physical and spiritual connections to their land and waterways.

We hope to continue to learn, share and journey together.

Promote greater understanding of Aboriginal and Torres Strait Islander peoples' culture and heritage through a unique service delivery model which challenges the markets in which we operate to think differently and provide a positive transformative experience for our clients, partners and other stakeholders.





RECONCILIATION AUSTRALIA ENDORSEMENT

On behalf of Reconciliation Australia, I congratulate PSG Holdings on its continued commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. With the creation of this Stretch RAP, PSG Holdings continues to be a member of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

As an Indigenous-owned and Supply Nation certified organisation, with offices and employees across the country, PSG Holdings is uniquely placed to drive significant action for reconciliation. On its RAP journey so far, PSG Holdings has become a key leader and aspirational role model for First Nations and non-Indigenous businesses alike. An impressive 25 per cent of its staff identify as Aboriginal and/or Torres Strait Islander people, and the organisation has proven it is committed to sustainable employment, continuously investing in training. This approach is evident in its initiative to employ and upskill local First Nations community members to fulfill its contract with CSIRO, showing that PSG Holdings is dedicated to creating long-lasting and transformative opportunities for Aboriginal and Torres Strait Islander peoples.

This Stretch RAP sees PSG Holdings embedding and expanding its reconciliation commitments for further impact. Continuing its role as an example and guide for others, it plans to support two external organisations to start their own RAPs. It is also maintaining its focus on First Nations leadership, educating its staff on the Uluru Statement from the Heart, as well as sponsoring its Aboriginal and Torres Strait Islander employees to undertake leadership courses. PSG Holdings is planning brave and courageous action in this RAP, including advocating on Aboriginal and Torres Strait Islander issues to government. These initiatives, among others, show PSG Holdings' Stretch RAP creating substantive change for First Nations peoples.

On behalf of Reconciliation Australia, I commend PSG Holdings on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

The Kangaroo tracks represent travelling and the passing on of information and works through different groups of people. The space created by the tracks represents the land mass of the Wiradjuri people and the family heritage. The eight groups of people gathered represent the eight states and territories of Australia.



The canvas represents the Eastern Coast of Australia. The blue circles are representative of The Torres Strait Islander people. The different shapes and circles within the water represent international bodies for trade opportunities and sharing of knowledge and multiculturalism, recognising and valuing the diversity within PSG Holdings staff.

The Leaders of PSG Holdings, Troy Rugless and Mark Coleman are represented by the central circle and two people sitting in the meeting position collaborating ideas.

The Shoreline represents the NSW Coastline.

THE ARTIST - PAT CARUSO

Pat's background is of an Eastern Arrernte heritage whose connection to country/community has been disrupted by his mother's removal from Alice Springs in the mid-1950s.

As a part of his reconnection to community and country, Pat studied visual arts at university, and uses his artwork and visual conceptions as an expression of his strengthening connection. He has had the pleasure of creating artwork for organisations such as Babcock, Reconciliation SA & Aboriginal Health Council of South Australia.



DIRECTOR'S MESSAGE

Firstly, to all our staff, clients and partners, thank you for believing in us and helping us on our reconciliation journey.

As a Supply Nation certified supplier, PSG Holdings is committed to supporting Aboriginal and Torres Strait Islander owned and operated companies to gain access to valuable business opportunities through all possible avenues of our business.

With well-established ties to the Indigenous community, PSG Holdings is committed to advancing business opportunities, industry partnerships and employment opportunities for Indigenous Australians. Our Innovate RAP, 2019 - 2021 assisted us embed appropriate cultural procedures throughout the business to assist our Diversity and Inclusion initiatives.

2021 is PSG Holdings 10-year anniversary and we are pleased to present our Stretch Reconciliation Action Plan (RAP) for 2021 - 2024.

PSG Holdings is an award-winning construction, cleaning and maintenance company that was founded in 2011.

My family originate from both Wiradjuri Nation and the Torres Strait Islands. Their stripped identity, exclusion from society and experience with systemic failings continue to motivate me and the PSG Holdings team to join Reconciliation Australia in striving for our whole country coming together, celebrating and achieving true reconciliation.

Through our business activities, we are committed to fostering an inclusive environment, improving employment opportunities and participation for all Aboriginal and Torres Strait Islander peoples and to supporting Australia's reconciliation journey.

With the introduction of the Federal government's Indigenous Procurement Policy in 2015, participation of Aboriginal and Torres Strait Islander businesses in the Australian economy is increasing exponentially. These businesses are demonstrating their capabilities by competing for, winning, and successfully delivering contracts for federal, state and territory governments. Winning such contracts allows us to work with non-Indigenous colleagues and achieve our vision of reconciliation through business.

Through our commitment to government and private clients across our nation, PSG Holdings strives to provide appropriate, sustainable, economic and social development opportunities for Aboriginal and Torres Strait Islander peoples. In so doing, we seek to contribute to an Australia in which there is equality and equity for Aboriginal and Torres Strait Islander peoples and genuine respect for our true history and worth by all Australians.

We continuously participate in conversations about opportunity and capacity and strive to rise above and dismantle the current and persistent barriers that Aboriginal and Torres Strait Islander peoples face. With cultural sensitivity, we strive to advocate for Aboriginal and Torres Strait Islander peoples such that they are empowered to achieve their goals.

Whilst we have achieved a lot with our Innovate RAP, as our company grows and strengthens, we are committed to facilitating similar growth for all our staff and making bolder actions for substantive reconciliation throughout Australia.

PSG Holdings welcomes you to be a part of this rewarding journey of reconciliation with us.



Troy Rugless
Director
PSG Holdings

Provide appropriate, sustainable
**economic and social
development opportunities**
for Aboriginal and Torres Strait Islander
peoples and non-Indigenous Australians
through our business activities



OUR VISION FOR RECONCILIATION

Our vision is to achieve reconciliation through business. Troy Rugless, Director aims to be a role model and set an example for Indigenous owned and operated businesses and business people. We continue to push the boundaries for government departments and private corporations for real and genuine opportunities for robust contracts and culturally appropriate delivery of services. PSG Holdings continually collaborates with the Indigenous business sector to encourage strong business governance and advocates with the wider community to enhance understanding of capacity and capability for the Aboriginal and Torres Strait Islander business sector.



OUR BUSINESS

PSG Holdings was founded in 2011. Director, Troy Rugless grew up in Sydney with strong ties to the La Perouse community and is a member of the local La Perouse Aboriginal Land Council. We provide mentoring to various Aboriginal and Torres Strait Islander individuals and companies such that they can actively grow and develop and be economically sustainable.

PSG Holdings provides construction, cleaning and maintenance services to both government and private sector clients. PSG Holdings delivers commercial construction projects throughout the eastern states of Australia and maintenance and cleaning services nationally. We provide excellent construction, cleaning and maintenance services whilst maintaining a high standard of governance. Our cost effective and efficient solutions provide our clients with excellent value for money whilst also supporting the Indigenous business sector with employment opportunities, supplier engagement, mentoring and advocacy.

PSG Holdings' head office is situated in Botany, Sydney, NSW. We also have offices in QLD, WA, NT and the ACT. We have a national footprint, having delivered work in each State and Territory in Australia.

PSG Holdings has a new target of a minimum of 30% Indigenous employment. We currently employ approximately 170 staff of whom 45 (25%) are Aboriginal and / or Torres Strait Islander. We have procured approximately 5 % of our supplies from Indigenous businesses and we aim to reach 10 % by the conclusion of this Stretch RAP.

Within a commercial framework, PSG Holdings delivers a significant difference to the lives of Indigenous men and women. This is achieved by providing a platform of equality, which is underpinned through education and training. PSG Holdings' thrives on a culture based on respect, humility, ingenuity and hard work. We set high standards and embed culturally appropriate practices throughout the business. These values pervade all aspects of the business and our staff. With a commitment to excellent customer service and driven to improve economic opportunities for Indigenous Australians, PSG Holdings is leading the way for Indigenous businesses.

Local stakeholder engagement and participation in local, national and international supplier diversity events ensure we are continually refining our processes and collaborating with Indigenous communities across Australia and overseas to deliver culturally sensitive business practices.



CELEBRATING WITH PSG HOLDINGS

NAIDOC WEEK





OUR RAP

PSG Holdings wishes to publicly confirm our commitment to reconciliation and facilitate the positive image and experience with Aboriginal and Torres Strait Islander businesses. We aim to positively influence the interactions between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

As an Indigenous owned and operated business with approximately 25% Aboriginal and Torres Strait Islander employment, a RAP Working group (RWG) consisting of 13 members, 9 internal and 4 external of whom 61 % are Aboriginal and / or Torres Strait Islander, our continual involvement, collaboration and consultation with our network of Aboriginal and Torres Strait Islander businesses and participation in a variety of cultural and community events has assisted us collect information and share experiences for this RAP. Our RAP is championed by Troy Rugless, Director. Each of the divisions are represented and we have included staff from various states to assist represent the unique characteristics of distinct communities we operate in. Our external members come with various industry experience and from different Nations to facilitate greater coverage of cultural issues.

Our experience has helped inform this RAP and encouraged us to 'stretch' ourselves as individuals and as an organisation to further consolidate Reconciliation through our business dealings.

Over the last 2 years, we have implemented our Innovate RAP. This has allowed us to embed additional culturally appropriate practices within our business and advocate for Aboriginal and Torres Strait Islander peoples in the wider business community. Our intentions were to help build a higher level of trust for Aboriginal and / or Torres Strait Islander peoples, lower prejudice toward Aboriginal and Torres Strait Islander businesses and increase pride in Aboriginal and Torres Strait Islander cultures.

The photographs throughout this RAP show our staff participating in cultural events throughout the last two years and are testament to our vision of achieving reconciliation through business.

Learnings have included;

- Diversity itself is so great amongst Aboriginal and Torres Strait Islander peoples. As we worked in many locations across Australia, we were welcomed by different mobs and shared stories with many local communities. Taking time in developing relationships, listening and addressing unique differences has allowed positive relationships to develop. From Darkinjung, Worimi, Kamilaroi and Wiradjuri in NSW to Butchella Community in QLD, to Pia Community in WA, to Gove Island in Nhulunbuy, NT, we acknowledge the various Land and Sea Councils we work and travel on. Each communities' unique qualities, capabilities and needs are considered respectfully when interacting with each other.
- Whilst most of our Indigenous suppliers are Supply Nation Certified, some are not. Our Aboriginal and Torres Strait Islander procurement strategy has addressed governance processes to ensure accurate information is collected and retained.
- We are committed to ongoing learnings from research on the value of Indigenous procurement. We are currently participating in two research projects and will share any findings once completed.
- Consistent small positive actions help achieve a more culturally sensitive delivery model.

Achievements have included;

Successful implementation of Wajarri PSGH JV which involves the Pia Community in remote WA. Over the last 4 years we have utilised community members for staffing our CSIRO contract in this local area. Upskilling of staff with on the job learning and TAFE courses has also been completed. Study peers are also available on request. 2021 has seen the transitioning stages of the contract which will result in the Wajarri local community taking over the contract and directly contributing revenue to their land council. PSG Holding staff arise from 26 different nationalities. This is in addition to approximately 25% of our staff identifying as Aboriginal and / or Torres Strait Islander.

Sharing Acknowledgement of Country and Welcome to Country as well as creating and displaying artwork around our offices and participating in cultural awareness activities has strengthened our induction and training program to ensure it is culturally inclusive. Positive feedback has been received from multiple staff expressing their gratitude for their increased knowledge about Australian history and Aboriginal and Torres Strait Islander culture.

- Online training via the Share our Pride website as a tool to provide an overview of reconciliation and cultural face to face experiences with Elders providing smoking ceremonies and teams completing quad biking cultural experiences on Country are examples of staff participating in cultural excursions.
- PSG Holdings is part of CBRE's Centre of Indigenous Excellence which pledged \$50M in contracts toward Aboriginal and Torres Strait Islander businesses. Ongoing work needs to be completed to enhance culturally appropriate procurement practices.
- Commercial partnership with Harvey Norman Commercial Division for Furniture, Fixtures and Equipment (FFE)
- Facilitating staff to achieve personal achievements is something we are proud of at PSG Holdings. Promotions, qualifications and home ownership have all been materialized for some of our staff who set a great example for their mob.
- Assisting large organisations with their own RAP journeys and Aboriginal and / or Torres Strait Islander engagement. We are continually referring Aboriginal businesses to others and linking individuals and groups of people together to enhance overall business development.
- Sustained Evolve FM, a Joint Venture with JLL
- Completion of the Bayinguwa Project, Garden Island Wharf redevelopment, Joint Venture with Lend Lease achieving great outcomes for Indigenous procurement and employment.
- Joint Venture with iDiC as major contract for BAE Defence projects
- Presentation of 2021 Ngunnawal Lecture
- Participation on Supply Nation Indigenous Advisory Board and UTS Indigenous advisory Group
- Panel member for Indigenous Leaders for the Western Sydney Indigenous Business Summit
- Development of a stand-alone Reconciliation Action Plan Policy to quickly demonstrate our companies' ongoing commitment to reconciliation
- Development of an Aboriginal and / or Torres Strait Islander Procurement Policy
- Development of an Aboriginal and / or Torres Strait Islander Employment and Retention Strategy
- Development of a cultural communication document for remote communities in Northern Territory to assist staff and clients understand correct cultural protocols
- Recruitment of an Indigenous apprentice
- Recruitment and / or promotion of 3 Indigenous managers
- Facilitated and participated in 4 meet the buyer events to strengthen relationships with potential clients and to create opportunities with other Indigenous businesses
- Commencement of TAFE training for 2 Indigenous staff
- Implementation of Acknowledgement of Country in email signatures
- Finalist 2019 Ethnic Business Awards Indigenous in Business
- Finalist Defence Awards 2019 Indigenous Business of the Year
- Finalist 2019 Supply Nation Diversity Awards Diversity Advocate of the Year (Mark Coleman)
- Winner 2019 Supply Nation Diversity Awards Supply Partnership Award with Lend Lease
- National Indigenous Times review to assist promote Indigenous business
- Indigenous spend 2020 \$1,644,354.00
- Work experience opportunities and mentoring for Aboriginal and / or Torres Strait Islander students with local high schools
- Sponsorship of La Perouse Aboriginal Knockout team 2019 and Lloyd McDermott Rugby Union Team



Key Achievements



\$1,644,354.00
Indigenous spend in 2020



2019 Winner
Supply Nation Diversity
Awards Supply Partnership
Award with Lend Lease



2020: 43 Aboriginal and /or
Torres Strait Islander
employees = 25 % employment



Cultural learning strategy



Aboriginal and Torres Strait Islander
Cultural protocol document



Aboriginal and Torres Strait Islander
procurement document

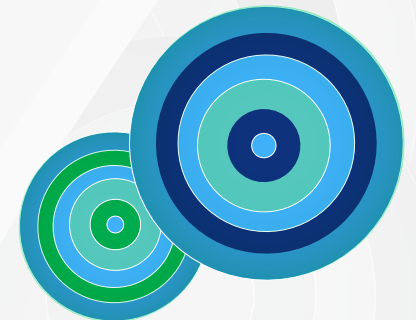
Challenges have included;

Being an Indigenous business can attract us to other companies wishing to benefit from the IPP. Transactions need to be multidimensional such that in addition to business needs being met, cultural education and resourcing are completed appropriately and respectfully. At times this has not been done and reminds us that ongoing enhancements are required to truly understand the cultural mechanisms in place and create sustainable improvements for the Indigenous business sector.

More recently, for many organisations, resourcing has been revised given COVID limitations. This has resulted in less emphasis on face to face and community based cultural activities. This has reaffirmed our practice of embedding even the smallest cultural information and practices throughout the business such that there is ongoing opportunity to enhance one's cultural identity and feeling of belonging whilst developing the business.

Calling out businesses that misrepresent their Aboriginal and / or Torres Strait Islander involvement such that contracts are being awarded to genuine Indigenous businesses, owned and operated by Aboriginal and / or Torres Strait Islander peoples where employment and procurement rates are evident of management systems that are culturally responsive.

PSG Holdings have participated in numerous meet the buyer events, panels and delivered the Ngunnawal Lecture in July 2021 to maintain the conversations about Indigenous procurement in an active and positive manner. PSG Holdings support other Indigenous businesses, even in our own sectors so that the benefits are achievable to all.





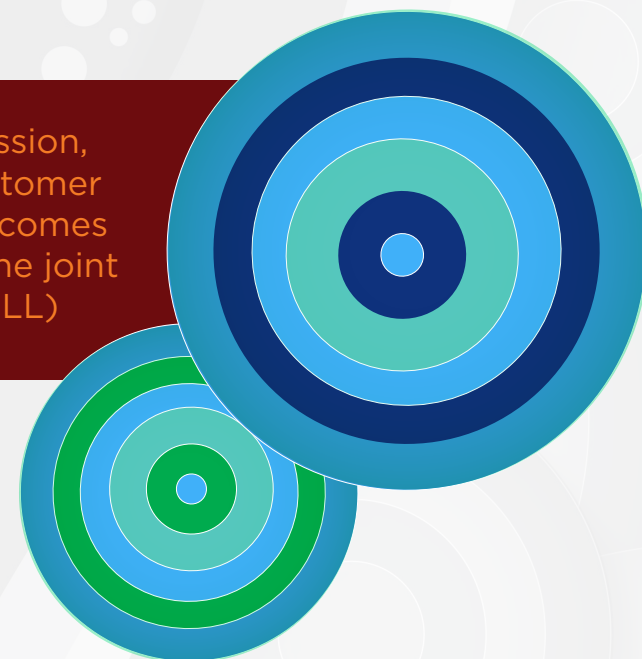
OUR JOURNEY

Our initial internal RAP, 2018 was modelled on the Reflect RAP however was not submitted and endorsed by Reconciliation Australia. This was an internal document only however it essentially formalised our intentions to further support our efforts in reconciliation and advocacy of Aboriginal and Torres Strait Islander issues. We enhanced our resources in 2019 to systematically review our cultural activities and in collaboration with internal and external stakeholders developed our Innovate RAP 2019 - 2021, endorsed by Reconciliation Australia. This facilitated our growth and development for cultural activities within the company. As our company has expanded with diverse service offerings and increased staffing, we aim to further embed cultural considerations into each step, process and role within the company by developing and committing to this Stretch RAP 2021 - 2024. We have widened our staff's involvement so that actions and deliverables are spread across the company and expect that having champions within each division and at every level of the company will further assist healthy and constructive conversations and actions to empower Aboriginal and Torres Strait Islander peoples and all people and organisations we deal with. Driven by our Directors and CEO, Mark Coleman, the expectation is that we strive to be a positive and proactive role model for both individuals and organisations both Indigenous and non -Indigenous to be the best we can be, to contribute to the best environment we can create, acknowledging that change takes persistence, time and constant action.

OUR CULTURAL DAYS OF RECOGNITION include a selection of days, typically one per calendar month to regularly remind all staff and stakeholders of culturally significant events and to continuously raise culturally appropriate conversations supported by more widely acknowledged days. This also assists share accurate historical information.

- NATIONAL APOLOGY DAY
- NATIONAL CLOSE THE GAP DAY
- HARMONY DAY
- NATIONAL SORRY DAY
- NATIONAL RECONCILIATION WEEK
- NAIDOC WEEK
- INTERNATIONAL DAY OF THE WORLD'S INDIGENOUS PEOPLES

“We saw in PSG Holdings a passion, energy and commitment to customer satisfaction and sustainable outcomes for Indigenous Australians and the joint venture evolved from this” (JLL)



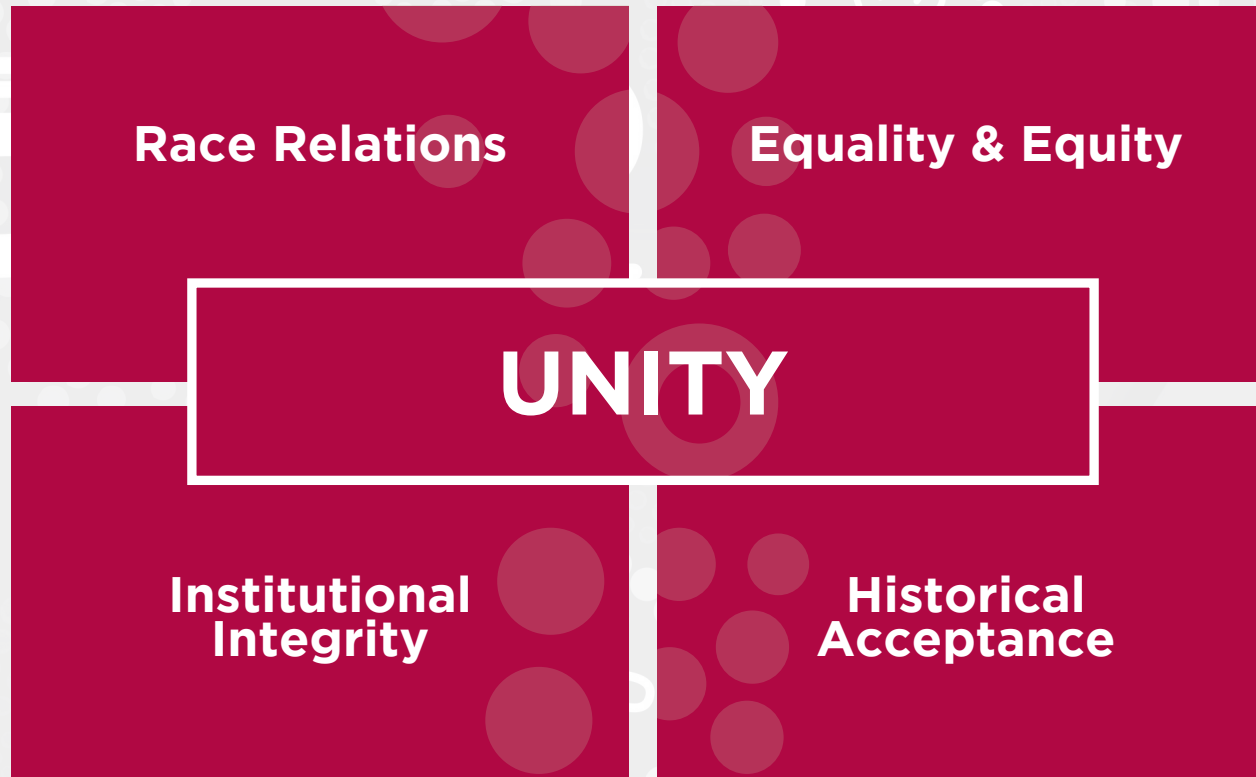


FIVE DIMENSIONS

Five dimensions of reconciliation as defined by Reconciliation Australia, <https://www.reconciliation.org.au/>

Our vision of national reconciliation is based on five critical dimensions: race relations, equality and equity, institutional integrity, unity and historical acceptance. These five dimensions do not exist in isolation; they are inter-related, and Australia can only achieve full reconciliation if we progress in all five.

FIVE DIMENSIONS OF RECONCILIATION





RAP CALENDAR SHOWCASING RAP ACTIVITIES 2019 AND 2020

| | |
|--|--|
| <p>January 2019</p> <ul style="list-style-type: none"> Jan 26 Survival Day | <p>January 2020</p> <ul style="list-style-type: none"> Jan 26 Survival Day |
| <p>February 2019</p> <ul style="list-style-type: none"> National Apology Day | <p>February 2020</p> <ul style="list-style-type: none"> National Apology Day Feb 13th Participation in Griffith University research project "Making management controls inclusive: The importance of embedding Indigenous cultural values in the management controls used by Australian organisations". |
| <p>March 2019</p> <ul style="list-style-type: none"> Harmony Day Mar 21st | <p>March 2020</p> <ul style="list-style-type: none"> Harmony Day Mar 21st |
| <p>April 2019</p> | <p>April 2020</p> |
| <p>May 2019</p> <ul style="list-style-type: none"> Supply Nation Trade show and Gala dinner Winner Joint Venture with Lend Lease National Sorry Day May 26th National Reconciliation Week May 27th - June 3rd | <p>May 2020</p> <ul style="list-style-type: none"> National Sorry Day May 26th National Reconciliation Week May 27th - June 3rd |
| <p>June 2019</p> <ul style="list-style-type: none"> National Reconciliation Week May 27th - June 3rd | <p>June 2020</p> <ul style="list-style-type: none"> National Reconciliation Week May 27th - June 3rd |
| <p>July 2019</p> <ul style="list-style-type: none"> NAIDOC week July 5th-12th | <p>July 2020</p> |
| <p>August 2019</p> <ul style="list-style-type: none"> Participation in UNSW Research project on social value | <p>August 2020</p> <ul style="list-style-type: none"> National Aboriginal and Torres Strait Islander Children's Day Aug 4th - 8th |
| <p>September 2019</p> <ul style="list-style-type: none"> RAP Impact Measurement Questionnaire World Indigenous Business Forum Canada | <p>September 2020</p> <ul style="list-style-type: none"> RAP Impact Measurement Questionnaire |
| <p>October 2019</p> <ul style="list-style-type: none"> Ethnic Business Awards Finalist for Indigenous Supplier of the year | <p>October 2020</p> |
| <p>November 2019</p> | <p>November 2020</p> <ul style="list-style-type: none"> NAIDOC Week Nov 8th - 15th |
| <p>December 2019</p> | <p>December 2020</p> <ul style="list-style-type: none"> Draft Stretch RAP submitted |

As part of our RAP commitment, we submit data each year in September to report on our activities as part of the wider RAP community. Below are our submissions for 2019 and 2020.

| RAP IMPACT MEASUREMENT QUESTIONNAIRE SUBMISSION INFORMATION | 2019 | 2020 |
|---|--|---|
| Total number of employees | 160 | 170 |
| Total number of tertiary students | 3 | Nil |
| Current RAP type | Innovate RAP | Innovate RAP |
| How many Aboriginal and Torres Strait Islander organisations have you formed or maintained a partnership with in the last 12 months | Formal 2 Informal 5 | Formal 4 Informal 35 |
| Does your organisation have an Aboriginal and Torres Strait Islander cultural learning strategy document? | Yes | Yes |
| What is the target number of staff that your organisation committed to undertake a cultural learning program in the reporting period? | 75% Full time staff | 95% Full time staff |
| How many staff have undertaken a cultural learning program during the reporting period? A cultural learning program refers to a cultural experience on country guided by a local Traditional Owner. Breakdown: E learning cultural program Face to face cultural program Cultural immersion program | 57% Full time staff 1 25 25 | 50% Full time staff |
| Does your organisation have an Aboriginal and Torres Strait Islander cultural protocol document? | Yes | Yes |
| Does your organisation have an Aboriginal and Torres Strait Islander Employment and Retention Strategy Document? | Yes | Yes |
| What is your target for Aboriginal and Torres Strait Islander employment in this reporting period? | 20% | 20% |
| How many Aboriginal and Torres Strait Islander staff does your organisation currently employ? Breakdown; Permanent full time Permanent part time Casual Apprentices Traineeships Cadetships Contractors Secondees Non ongoing full time Non ongoing part time | 3 5 52 0 0 0 0 0 0 0 0 | 43 total 1 Board position 1 Executive role 3 Other management positions 38 Junior roles |
| Did your organisation provide professional development opportunities to Aboriginal and Torres Strait Islander people? Breakdown; Pre employment training Progression with current role training Mentorship programs Employment pathways programs Collaboration with other RAP organisations | Yes Yes Yes Yes Yes | Yes Yes Yes Yes Yes |
| Does your organisation have an Aboriginal and Torres Strait Islander procurement strategy document? | In development phase | Yes |
| What is the dollar value of procurement from Aboriginal and Torres Strait Islander businesses in the reporting period? | | \$1,644,354.00 |
| Dollar value of spend from businesses certified by Supply Nation? | | \$1,545,692.76 |
| Is your organisation a Supply Nation certified supplier? | Yes | Yes |
| What is the dollar value of donations made to Aboriginal and Torres Strait Islander organisations in the reporting period? | \$6200 | \$500 |
| What is the dollar value of contributions made to Aboriginal and Torres Strait Islander education scholarships in the reporting period? An example of a scholarship includes your organisation funding or partially funding a place at a university for Aboriginal and Torres Strait Islander students. | Nil | Nil |
| What is the dollar value of contributions made to organisations that support Aboriginal and Torres Strait Islander students? | Nil | Nil |
| What is the value of pro-bono services provided to Aboriginal and Torres Strait Islander individuals, organisations or communities in the last 12 months? Breakdown; Hours of pro bono services? Dollar value of pro bono services | 123 \$7380 | Nil |



CASE STUDIES



| Indigenous Engagement | |
|---|---|
| Contract name: | The Kimberwalli Centre, Aboriginal Centre of Excellence |
| Final or anticipated contract value (incl. GST): | \$10m |
| Duration of the contract: | 9 months |
| Actual or anticipated completion date: | 9 months |
| Client organisation: | The NSW Department of Education, Aboriginal Affairs |
| Client contact person | Kevin O'Brien, BVN Architecture |
| The Aboriginal Participation achievements were: | <p>PSG Holdings' participation in the project goes beyond a mere Head Contractor role for the construction of a new educational facility. We are proud to be part of the great story of this project. The Aboriginal Centre of Excellence was funded and commissioned for the benefit of the Indigenous community and built by an Indigenous business that supports growth of other Indigenous businesses and promotes career opportunities for Indigenous people.</p> <p>PSG Holdings' procurement approach for the project was aimed at achieving the strongest number of Indigenous subcontractors and suppliers for the project as possible. PSG Holdings' subcontractors and suppliers for the project comprised of 17 Indigenous owned businesses. Throughout the project, we have had 35 Indigenous workers with a total monetary value of spend to Indigenous contractors close to 47.5% of the total contract value.</p> <p>In addition, our Construction Administrator for the project was a young Indigenous talent, Mariah Gordon, who is a permanent full-time member of our business. Mariah is responsible for the management of construction administration tasks across a number of projects within the PSG Holdings business.</p> |
| Training Opportunities | |
| Upskilling of staff | <p>PSG Holdings has been training our cleaning staff to become Supervisors and Area Managers. With sustainable careers, the ongoing benefits to the community include;</p> <ul style="list-style-type: none"> • Creating positive role models for our Indigenous youth • Fostering community leaders • Promoting economic independence • Providing empowerment and financial stability for Indigenous families and • Creating localised solutions for local people |
| Redeployment and training opportunities | Carpentry Apprenticeship |



Natasha Davies, Services Manager
Indigenous procurement - Meet the buyer events



PSG HOLDINGS ON THE PANEL OF INDUSTRY LEADERS FOR THE WESTERN SYDNEY INDIGENOUS BUSINESS SUMMIT
The Yarpa NSW Indigenous Business and Employment Hub (the Yarpa Hub) in conjunction with the NSW Aboriginal Land Council (NSWALC) hosted the very first Western Sydney Indigenous Business Summit on 31 July 2019 at Warwick Farm.



PARTNERSHIP BETWEEN PSG HOLDINGS AND HARVEY NORMAN COMMERCIAL DIVISION
PSG Holdings has recently signed an agreement with the team at Harvey Norman Commercial Division (HNCD).



RELATIONSHIPS

As a 100% Indigenous owned company we are committed to building effective relationships with the local Aboriginal and Torres Strait Islander communities that we serve. We aim to service the community on a corporate and a grassroots level. Relationships are a primary foundation to achieving reconciliation and we plan to continue to raise awareness, build effective relationships and make ourselves known within Indigenous communities across Australia. We will utilise our sphere of influence to create relationships for smaller and emerging Aboriginal and Torres Strait Islander businesses such that we are assisting the whole Indigenous business sector.

| ACTION | DELIVERABLE | RESPONSIBILITY | TIMELINE |
|---|--|---|---------------------------------|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement | Feb 2022 / 23 / 24 | CEO |
| | Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders | Mar 2022 / 23 / 24 | Compliance Manager |
| | Establish and maintain 4 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations | Feb 2022 / 23 / 24 | CEO |
| 2. Strengthen and maintain relationships through celebrating National Reconciliation Week (NRW) | Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff | Mar 2022 / 23 / 24 | National Administration Manager |
| | RAP Working Group members to participate in 2 external NRW events in their respective States or Territories | May 2022 / 23 / 24 | RWG Chair |
| | Encourage and support staff and senior leaders to participate in at least one external event in each State and / or Territory to recognise and celebrate NRW | May 2022 / 23 / 24 | National Operations Managers |
| | Organise 1 internal NRW event in each State or Territory each year | May 2022 / 23 / 24 | National Administration Manager |
| | Register all our NRW events on Reconciliation Australia's NRW website | May 2022 / 23 / 24 | National Administration Manager |
| 3. Promote reconciliation through our sphere of influence | Implement communication strategies both online and face to face in team meetings, site meetings and morning teas and quarterly senior management meetings to promote our Stretch RAP and engage all staff to drive reconciliation outcomes | Jan 2022 / 23 / 24 | National Operations Managers |
| | Communicate our commitment to reconciliation publicly | May 2022 / 23 / 24 | Director |
| | Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes through project reviews and tender meetings | Feb 2022 / 23 / 24 | National Operations Managers |
| | Encourage 2 external companies to develop a RAP of their own | Mar 2022 / 23 / 24 | CEO |
| | Collaborate with 10 RAP and other like-minded organisations to implement ways to advance reconciliation | Apr 2022 / 23 / 24 | CEO |
| | Include cultural discussions with all new staff clarifying our commitment to reconciliation and creating opportunities for staff to enquire and learn | May 2022 / 23 / 24 | National Operations Managers |
| | Host a screening of the final quarter for staff and facilitate a discussion following the film using associated resources | Sep 2022 / 23 / 24 | National Operations Managers |
| | Use social media to celebrate achievements of PSG Holdings on our reconciliation journey | Jun 2022 / 23 / 24 | CEO |
| Strengthen relationship with Reconciliation Australia by attendance at 2 events per year | Sep 2022 / 23 / 24 | National Operations Managers CEO Director | |

| ACTION | DELIVERABLE | RESPONSIBILITY | TIMELINE |
|---|---|----------------------|------------------------------|
| 4. Promote positive race relations through anti-discrimination strategies | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy | Jul 2022 / 23 / 24 | Area Managers |
| | Continuously improve HR policies and procedures concerned with anti-discrimination | Jun 2022 / 23 / 24 | Finance Manager |
| | Continue to communicate an anti-discrimination policy for our organisation | Aug 2022 / 23 / 24 | National Operations Managers |
| | Provide ongoing education opportunities for senior leaders and managers on the effects of racism | Sep 2022 / 23 / 24 | CEO |
| | Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism | Oct 2022 / 23 / 24 | CEO |
| 5. Build and maintain partnerships with external stakeholders to advance reconciliation | Annually encourage staff to dedicate volunteer activity with organisations such as Reconciliation Australia and GO Foundation https://www.gofoundation.org.au/ | Nov 2022 / 23 / 24 | National Operations Managers |
| | Sponsor local communities to actively participate in sporting and cultural activities | April 2022 / 23 / 24 | Compliance Manager |



CBRE Centre of Indigenous Excellence founding members



Lloyd McDermott Rugby Sevens, PSG Holdings Sponsorship 2019

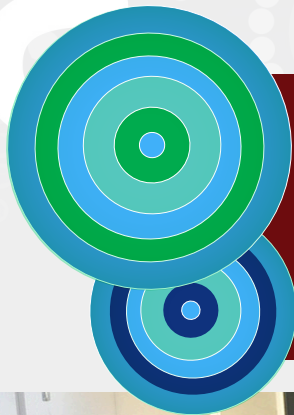


RESPECT

Respect of Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights are important to PSG Holdings and our core business activities and critical to building trust and understanding so necessary for successful substantive reconciliation. We aim to develop a greater understanding of how our different pasts and cultures are part of our shared history so we will have a better chance of working towards a shared future. We believe in empowering Aboriginal and Torres Strait Islander peoples by understanding, appreciating, acknowledging, celebrating, learning from their experiences and collaborating with them. We will not compromise local cultural practices to meet KPI's but rather communicate effectively so that all parties understand the various requirements to meet contract expectations whilst respecting Indigenous cultural practices.

| ACTION | DELIVERABLE | RESPONSIBILITY | TIMELINE |
|---|---|----------------------|------------------------------|
| 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning and immersion opportunities | Conduct a review of cultural learning needs within our organisation | May 2022 / 23 / 24 | Compliance Manager |
| | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the revision of our cultural learning strategy | May 2022 / 23 / 24 | Compliance Manager |
| | Implement and communicate a cultural learning strategy for our staff | May 2022 / 23 / 24 | National Operations Managers |
| | Commit all RWG members, senior executive group and all new staff to undertake formal and structured cultural learning | May 2022 / 23 / 24 | National Operations Managers |
| | Provide cultural immersion opportunities for 1 senior staff member each year | Oct 2023 / 24 | CEO |
| | 100% full-time staff to undertake formal and structured cultural learning online 50 % full time staff to undertake face to face cultural activities 50 % above to be completed in first year 70 % to be completed in second year 100 % to be completed in third year | Nov 2022 / 23 / 24 | Compliance Manager |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols as part of the way our company functions | All staff will continue to receive written cultural information as part of company induction to increase their understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols via culturally appropriate induction pack | Sep 2022 / 23 / 24 | National Operations Managers |
| | Implement and communicate a cultural protocol document tailored for all local communities we operate in, including identification of local mob and language and protocols for Welcome to Country and Acknowledgement of Country | Dec 2022 / 23 / 24 | National Operations Managers |
| | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 4 significant events each year | Jan 2022 / 23 / 24 | Area Manager |
| | Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings | April 2022 / 23 / 24 | National Operations Managers |
| | Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events | Nov 2022 / 23 / 24 | National Operations Managers |
| | Display Acknowledgment of Country plaques in 100% of our offices. | Sep 2022 / 23 / 24 | National Operations Managers |
| | Include Acknowledgement of Country in 100% of our tenders | Dec 2022 / 23 | National Operations Managers |
| | All staff to provide culturally aware and responsive service by implementing cultural awareness information of local cultural procedures into business processes and project management | Oct 2022 / 23 / 24 | National Operations Managers |

| ACTION | DELIVERABLE | RESPONSIBILITY | TIMELINE |
|--|---|---------------------|------------------------------|
| 8. Support constitutional recognition | Support the Uluru Statement by educating staff about its content and significance https://ulurustatement.org/ | June 2022 / 23 / 24 | CEO |
| | Display Uluru Statement artwork to promote conversation about its intent and purpose | Jan 2022 / 23 / 24 | CEO |
| | Promote our commitment to Uluru Statement via internal and external digital media platforms | May 2022 / 23 / 24 | CEO |
| 9. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week | RWG to participate in external NAIDOC Week events in each State or Territory | July 2022 / 23 / 24 | RWG Chair |
| | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week | Dec 2021 / 22 / 23 | Compliance Manager |
| | Support all staff to participate in at least 1 NAIDOC Week event in their local community | July 2022 / 23 / 24 | Contract Manager |
| | In consultation with Aboriginal and Torres Strait Islander stakeholders, support 4 external NAIDOC Week events each year | July 2022 / 23 / 24 | Contract Manager |
| 10. Celebrate and recognise other Aboriginal and Torres Strait Islander dates of significance | Ensure there are no policy or procedural barriers to staff participating in other Aboriginal and / or Torres Strait Islander dates of significance | Feb 2022 / 23 / 24 | National Operations Managers |
| | Facilitate and promote learning activities that raise awareness and increase knowledge relevant to the dates of significance | Mar 2022 / 23 / 24 | Compliance Manager |
| | Encourage and support all staff to participate in other dates of significance in their local community | Apr 2022 / 23 / 24 | Area Managers |



Promote greater understanding of Aboriginal and Torres Strait Islander peoples' culture and heritage through a unique service delivery model which challenges the markets in which we operate to think differently and provide a positive transformative experience for our clients, partners and other stakeholders.



Community Day, Garden Island Bayinguwa Delivery team



Staff bonding cultural activities on Awabakal Country, Newcastle



OPPORTUNITIES

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to PSG Holdings and our core business activities. We aim to develop respectful partnerships where Indigenous and non-Indigenous Australians work together to overcome cultural bias and misconceptions about Indigenous businesses. Our commercial framework enables people engagement and social initiatives to be delivered which positively change the lives of Indigenous men and women. We aim to procure from an increasing number of Indigenous businesses and employ an increasing number of Aboriginal and Torres Strait Islander people. We will provide training opportunities to upskill our staff and assist them to maximise their potential and reach personal goals. We will continue to advocate for wider cultural issues within our sphere of influence such that transparency and acknowledgement lead to positive action and further opportunities.

| ACTION | DELIVERABLE | RESPONSIBILITY | TIMELINE |
|---|--|----------------------|------------------------------|
| 11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | Ensure Aboriginal and Torres Strait Islander staff are actively engaged in our recruitment, retention and professional development strategies | Sep 2022 / 23 / 24 | Accounts Manager |
| | Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy in line with other policies, either as changes occur or second yearly | Aug 2022 / 24 | Accounts Manager |
| | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders | Feb 2022 / 23 / 24 | National Operations Managers |
| | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace | Mar 2022 / 23 / 24 | Accounts Manager |
| | Identify and support Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions. | April 2022 / 23 / 24 | National Operations Managers |
| | Recognise value of workplace contribution and assist upskill to fulfil senior level positions via development discussions and training plans | April 2022 / 23 / 24 | National Operations Managers |
| | Achieve 30% Aboriginal and Torres Strait Islander employment by May 2023 and maintain throughout RAP | May 2023 / 24 | Accounts Manager |
| 12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes | Continue to implement and review an Aboriginal and Torres Strait Islander procurement strategy | Jun 2022 / 23 / 24 | National Operations Managers |
| | Maintain membership with Supply Nation | Jul 2022 / 23 / 24 | Finance Manager |
| | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff | Aug 2022 / 23 / 24 | Contract Manager |
| | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses | Sep 2022 / 23 / 24 | National Operations Managers |
| | Maintain commercial relationships with 30 Aboriginal and/or Torres Strait Islander businesses | Oct 2022 / 23 / 24 | Contract & Project Managers |
| | Achieve 10% annual procurement from Aboriginal and Torres Strait Islander businesses | Nov 2022 / 23 / 24 | National Operations Managers |
| | Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation | Dec 2022 / 23 | National Operations Managers |
| 13. Advocate for cultural issues and enhance positive actions to support our reconciliation journey | Advocate to highest level of government on Aboriginal and Torres Strait Islander issues via written correspondence and / or participation in stakeholder groups e.g., IPP and JVs | Sep 2022 / 23 / 24 | Compliance Manager |
| | Maintain participation on 3 Aboriginal and / or Torres Strait Islander Boards to enhance discussion and promote positive action for the benefit of all Aboriginal and /or Torres Strait Islander peoples | Jan 2022 / 23 / 24 | CEO |
| | Participate in International Supplier diversity groups e.g., World Indigenous Business Forum https://wibf.ca/ and Canadian Council for Aboriginal Business https://www.ccab.com/ to learn from overseas experience to strengthen our own programs | Mar 2022 / 23 / 24 | CEO |

| ACTION | DELIVERABLE | RESPONSIBILITY | TIMELINE |
|--|---|----------------------|--------------------|
| 14. Identify and implement a range of support measures for our current and future Aboriginal and Torres Strait Islander staff | Maintain and strengthen internal Aboriginal and Torres Strait Islander professional mentoring and support network | Feb 2022 / 23 / 24 | CEO |
| | Identify and implement a program to support scholarships for Aboriginal and Torres Strait Islander students | Mar 2022 / 23 / 24 | Finance Manager |
| | Identify, develop and support Aboriginal and Torres Strait Islander peoples' leadership across the business through the sponsorship of a minimum of 1 Aboriginal and / or Torres Strait Islander staff member each year to undertake external leadership course | Feb 2022 / 23 / 24 | Finance Manager |
| 15. Expect and support clients and contractors to commit to reconciliation and cultural safety | Embed a statement supporting Aboriginal and / or Torres Strait Islander employment in all new supplier arrangements | Mar 2022 / 23 / 24 | CEO |
| | Provide statement of commitment to reconciliation and cultural safety in 100% tenders and onboarding communication | Mar 2022 / 23 / 24 | CEO |
| 16. Promote Aboriginal and Torres Strait Islander activities and achievements conducted by our company throughout the year on all forms of digital media | Develop and maintain podcast series "Cultural Connections" to promote company achievements and relationships to create awareness of our vision of achieving reconciliation through business | April 2022 / 23 / 24 | Compliance Manager |
| | Maintain current developments in the business and community on our website and linked in accounts | Feb 2022 / 23 / 24 | Compliance Manager |
| 17. Support the principles tabled in the United Nations Declaration on the Rights of Indigenous peoples | Educate staff about the principles tabled in the United Nations Declaration on the Rights of Indigenous peoples https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP_E_web.pdf | May 2022 / 23 / 24 | Compliance Manager |
| | Collaborate with staff about our companies contribution to the realisation of Indigenous peoples rights including how they help or hinder the enjoyment of those rights | Jun 2022 / 23 / 24 | Compliance Manager |
| | Review areas of the business where we may not be meeting those principles | Jul 2022 / 23 / 24 | Compliance Manager |

INDIGENOUS WEATHER KNOWLEDGE

Time of Nagoonungi September-August | Murrainyunggory—cool, getting warmer

The time of the gathering of the flying foxes. A magical time of the year when the flying foxes gather in the darkening skies over D'harawal Lands. They come in from the north-east, the north, the north-west and the west, and swirl over the Sydney area in a wonderful, sky-dancing display just after sunset, before setting off for the night-time feeding grounds to the south.

Sharing of cultural knowledge in staff newsletters



NAIDOC Ball 2019



Supply Nation Awards 2019

“Our commitment to the strategic growth of Indigenous people and the enterprises they represent creates significant value for our customers and enables sustainable social returns for our community”
Troy Rugless,
PSG Holdings CEO



GOVERNANCE

Positioning PSG Holdings as a leader in reconciliation through business by implementing of our Stretch RAP with regular monitoring and reporting on our performance. Delivering excellent cleaning, construction and maintenance services using culturally appropriate business practices whilst maintaining a high standard of systems and regular reporting.

| ACTION | DELIVERABLE | RESPONSIBILITY | TIMELINE |
|---|--|---|------------------------------|
| 18. 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 | Sep 2022 / 23 / 24 | RWG Chair |
| | Continue to apply a Terms of Reference for the RWG | Jan 2022 / 23 / 24 | RWG Chair |
| | Review Terms of Reference annually | Jan 2022 / 23 / 24 | RWG Chair |
| | Meet at least four times per year to drive and monitor RAP implementation | Jan 2022 / 23 / 24 Apr 2022 / 23 / 24 Jun 2022 / 23 / 24 Sep 2022 / 23 / 24 | RWG Chair |
| 19. Provide appropriate support for effective implementation of RAP commitments | Foster transparent and culturally appropriate decision making using training and checklists to ensure adequate cultural consideration is implemented in business processes | Sep 2022 / 23 / 24 | National Operations Managers |
| | Provide culturally safe environment for all staff to participate in discussion re cultural issues, events and concerns | Oct 2022 / 23 / 24 | National Operations Managers |
| | Embed resource needs for RAP implementation in corporate and divisional budgets | Nov 2022 / 23 / 24 | CEO |
| | Embed key RAP actions in performance expectations of senior management and all staff | Dec 2022 / 23 | CEO |
| | Embed appropriate systems and capability to track, measure and report on RAP commitments | Sep 2022 / 23 / 24 | Finance Manager |
| | Maintain an internal RAP Champion from senior management | Oct 2022 / 23 / 24 | CEO |
| 20. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally | Include our RAP as a standing agenda item at senior management meetings | Oct 2022 / 23 / 24 | National Operations Managers |
| | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia | Sep 2022 / 23 / 24 | Compliance Manager |
| | Report RAP progress to all staff via staff email updates and senior leaders in quarterly management meetings | Jan 2022 / 23 / 24 Apr 2022 / 23 / 24 July 2022 / 23 / 24 Oct 2022 / 23 / 24 | Finance Manager |
| | Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings | Sep 2022 / 23 / 24 | Compliance Manager |
| | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer | May 2022 | Compliance Manager |
| 21. Champion Aboriginal and / or Torres Strait Islander engagement in governance and leadership | Ensure our Aboriginal and Torres Strait Islander staff can access culturally safe and appropriate training and development opportunities focused on developing them as leaders and into governance roles | Apr 2022 / 23 / 24 | National Operation Managers |
| | Develop performance measures that drive managers to embed reconciliation outcomes through their work | Apr 2022 / 23 / 24 | National Operation Managers |
| 22. Continue PSG Holdings' reconciliation journey by developing our next RAP | Register via Reconciliation Australia's website to begin developing our next RAP | Mar 2024 | Compliance Manager |



RECONCILIATION
ACTION PLAN

STRETCH

“There is another lesson: empowering Indigenous people, allowing them to determine their lives and grasp responsibility, works.”

Stan Grant, Journalist

If you would like to know more about the
PSG Holdings Innovate Reconciliation Action Plan, please contact:
Compliance Manager, Tristen Rugless

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Unit 2A, Level 2, Building 2A
Lakes Business Park, 2-12 Lord Street
Botany NSW 2019

This Stretch Reconciliation Action Plan 2021 - 2024 and our previous Innovate RAP 2019-2021 are available on our website, as well as Reconciliation Australia's website: www.reconciliation.org.au

www.psgholdings.com.au