

# REFLECT

ONE MICHELIN GROUP AUSTRALIA  
SEPTEMBER 2023 – SEPTEMBER 2024



## ***ACKNOWLEDGEMENT OF COUNTRY***

One Michelin Group Australia acknowledges and pays respect to Aboriginal and Torres Strait Islander people and recognise their continuing connection to the lands, waters and airways.

We pay respect to the Traditional Custodians of the lands on which our companies are located and where we conduct our business.





*Smoking Ceremony on Whudjuk Country for the CPS Roller Facility Open Day (2022).*

# ***OUR VISION FOR RECONCILIATION***

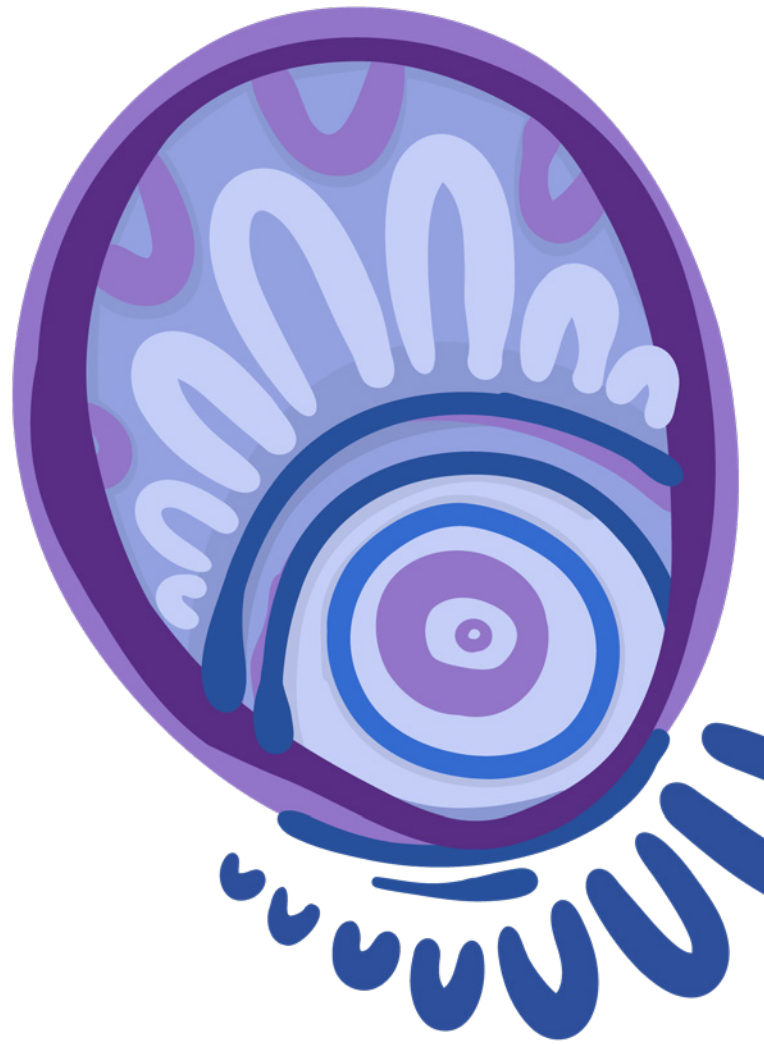
Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples participate and benefit from the social and economic opportunities created by the industries we serve: mining, transport, agriculture, energy, ports and processing.

As Michelin Group companies, we are committed to an All-Sustainable approach, based on balanced development between People, Profit and the Planet. This means delivering products and services which are focused on the safety, sustainability, and efficiency for our clients, stakeholders, shareholders and employees.

Michelin's 2050 'Dream' outlines four key frontiers – two of which link back to our commitments to diversity and inclusion; *"By 2050 everybody has equal chances to have a job they love"*, and *"Everybody lives healthier longer."*

In terms of reconciliation, we will create equal employment opportunities, strive to be an open and inclusive workplace for all, and support Aboriginal and Torres Strait Islander individuals and businesses within our communities to thrive.

***WE ARE COMMITTED MORE THAN EVER TO A BETTER WAY FORWARD FOR ALL.***





## OUR COMPANY

Part of the publicly listed French multinational, Michelin, One Michelin Group Australia (OMGA) is made up of five entities: Michelin Australia, Fenner Conveyors, Bearcat, Hallite and KLINGE. Employing around 1500 people and operating across more than 50 locations throughout metro and regional Australia, OMGA serves key sectors including: mining, energy, ports, agriculture, processing, aerospace, and transport (domestic and commercial).

OMGA embodies all three of Michelin's core pillars; With Tyres, Around Tyres, and Beyond Tyres. Michelin Australia and Bearcat deliver for customers with tyres, Klinge design solutions based around tyres, and Fenner Conveyors and Hallite deliver beyond tyres. Movement is what unites each entity across various industries, employee skill-sets and customer-bases, pushing us toward our Group purpose of *A Better Way Forward*.

We have always strived to be an open and inclusive employer. Equality and diversity are long-term central principles for the Michelin Group, with 'Respect for People' a Group Value, since inception. Diversity is viewed as an asset and performance-booster which is measured, supported, and communicated across the Michelin Group.

In Australia, Michelin initiated an Aboriginal and Torres Strait Engagement Strategy through the Fenner Conveyors entity. The Fenner Conveyors Board of Directors passed resolution on the Strategy in February 2021, in alignment with OMGA Directors and Michelin's Corporate Social Responsibility initiatives. This was initiated as part of the Michelin Specialty Material Recovery Australia (MSMR) Project in Western Australia. The Strategy enabled Michelin to begin identifying and building a sustainable framework for creating employment opportunities for Aboriginal and Torres Strait Islander people and businesses, where benchmarking of, and success from, can be integrated within the other Michelin entities within Australia.

Within this Strategy, Aboriginal and Torres Strait Islander engagement was defined as methods that could be established to build relationships and foster dialogue with Aboriginal and Torres Strait Islander people affected by the project, and to maximise the opportunities for Aboriginal businesses and employees to benefit from the project during construction and importantly for the long-term operation.

The number of Aboriginal and/or Torres Strait Islander staff employed across the One Michelin Group is currently being assessed. People & Culture teams across entities will develop a method to capture diversity statistics, including employees that identify as Aboriginal and Torres Strait Islander descent.

Entities across the Group continue to explore partnerships with Aboriginal and Torres Strait Islander agencies for employment pathways, on-site and in workshops as part of apprenticeship programs.







## ***PARTNERSHIPS & ENGAGEMENT***

OMGA have demonstrated a commitment to reconciliation over the years by supporting local Aboriginal and Torres Strait Islander groups through sponsorship and fundraising opportunities.

The Group recognises and celebrates National Reconciliation Week and NAIDOC week each year. Such events are an opportunity to improve our employees' cultural awareness and learning, in order to ensure our workplace is a safe space for Aboriginal and Torres Strait Islander people.

Over the years, cultural awareness training sessions have been held across entities in both online and face-to-face formats. These activities are intended to continue and build across the Group to assist in meeting our targets in becoming a culturally inclusive and safe organisation, and ensure all attraction, retention and engagement targets of our current and future RAPs are met and sustained.

Where possible, locations across Australia use internal initiatives as an opportunity to support local Aboriginal and or Torres Strait Islander-owned businesses, including printing, catering, training organisations, guest speakers, etc. We are exploring a formal approach to procurement which considers percentage engagement with Aboriginal and Torres Strait Islander owned businesses.

In recent years, when we have opened new places of work we have welcomed Traditional Owners or approved representatives to our offices, factories, workshops and service branches to complete Welcome to Country and smoking ceremonies. We appreciate these opportunities to connect, learn, and grow the communities in which we operate.

As a Group, we are increasing our understanding of how to appropriately and respectfully acknowledge Country. With a broad network of location nationally, this will be a focus throughout our Reflect RAP.

## ***WORKING GROUP***

OMGA has formed a RAP Working Group with representation from all Group entities. This is a group people that are passionate about growing our businesses to be diverse and inclusive, where every team member can achieve their potential and our workforce fully reflects the vibrant communities in which we operate.

Each Working Group member is invested in bridging the gap to reconciliation, ensuring culture is respected on our journey to a Better Way Forward.

***NOW, WE ARE CONFIDENT TO EXPAND THIS FOUNDATION INTO A FORMAL COMMITMENT TO RECONCILIATION, BRINGING TOGETHER ALL MICHELIN GROUP ENTITIES OPERATING IN AUSTRALIA.***



## **RECONCILIATION ARTWORK STORY**

### ***BRENDA MAU // TORRES STRAIT ISLANDER (WAIBEN), MANDUBARRA, KALKADOON, WUTHATHI AND NGADJONJII WOMAN***



This artwork symbolises the One Michelin Group Australia (OMGA) and their journey for Reconciliation – Connecting with First Nations people, First Nations communities, Respecting the Environment, Education and Training, Unity and being Culturally aware of the significance that First Nations people have to the land.

Each large element represents what OMGA represents and their shared values, visions and goals. These elements fit into the industries of mining, transport, agriculture, energy, ports and processing.

The formed lines that connect each individual element with the next have detailed characteristics between them, and represent the journeys and material movement across the continent, while keeping the respect for the land, waterways and people. The details within the formed lines capture the country in its wholeness, this includes acknowledging the tools used to transform it.

The land is made up of all different layers and not one layer is the same- every rock, every tree, every body of water has its own uniqueness and place. When animals and people travel and leave their tracks behind, they add to the richness and reformation of the land, creating another layer of beauty to what already is.



### ***KEVIN WILSON // WONGI MAN***

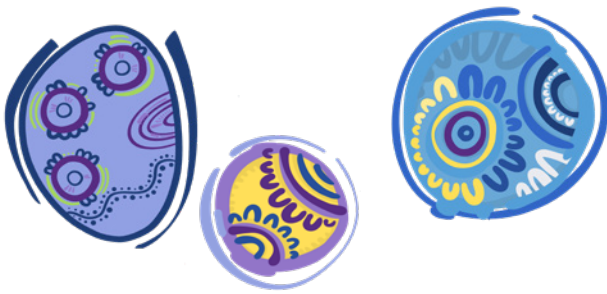
The story I've weaved into this work is around representing the ways our communities are interconnected. These are the places we share stories, understand and create opportunities for our mob to thrive. I've expressed that within the artwork using symbols for yarning circles, community, and waters, all important to keep the community strong. Along with this are themes of balance, sustainability and caring for the land we stand on.

The blue and white background represent the connection of east to west, our connection to either side of the continent.



## **VISION WORKSHOP**

During the development of our RAP, the Working Group met with artists, Brenda Mau and Kevin Wilson, to develop the story we wanted to tell through our reconciliation artwork. Each RAP Working Group member spoke about what reconciliation means to them as an individual, as well as to the company as a whole. This helped form our vision for reconciliation, as detailed in the following pages and represented in our reconciliation artwork.



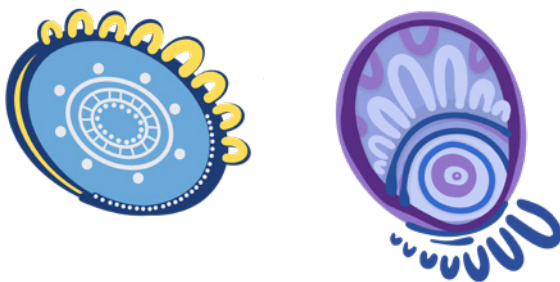
### **COMMUNITY**

Connecting respectfully and meaningfully with the Indigenous communities, Yarning, Unlearning and Relearning, Creating Safe Spaces.



### **RESPECT FOR COUNTRY**

Learning cultural awareness for Country. Respecting the cultural significance for the landscape.



### **PARTNERSHIPS**

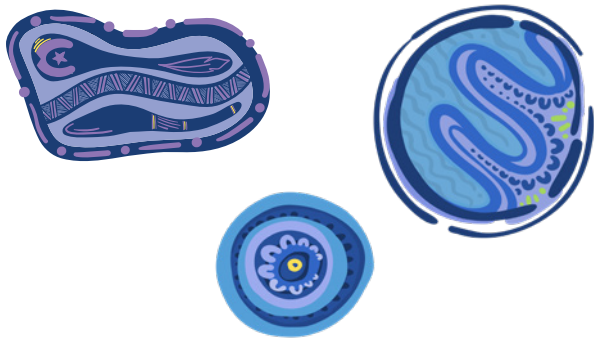
Respected partnerships between all brands within OMGA, and broadening that respect to the First Nations communities we connect with.



### **BOOMERANG**

Sharing knowledge, Learning, Connecting with the wider community.





***INCLUSIVITY***

Torres Strait Islander culture, Create learning, Create awareness, Torres Strait Islanders are included in the history of Indigenous Australia.



***SHIELD***

Safety within the workplace, throughout community interactions and against discrimination.



***MOVING AND WORKING ON COUNTRY***

Connecting and respecting the First Nations communities and the land while working throughout Country.



***MATERIALS MOVEMENT***

OMGA using the industry supplies for reach throughout Country.



## ***FOREWORD FROM ONE MICHELIN GROUP AUSTRALIA***

I am delighted to present the One Michelin Group Australia's first Reconciliation Action Plan (RAP), the first such document produced by our group of companies and an important step in our broader goal of nation-wide reconciliation.

I was born and raised on Wurundjeri land, although at an early age I was not educated to understand the significance of that. Today, I choose to live and work on Wurundjeri land and enjoy a growing knowledge and respect for our shared histories, culture and country.

The OMGA board operates to coordinate business interests for the purpose of alignment and cooperation of: talent development, stakeholder engagement, brand equity, and one voice for Michelin in Australia. I believe the need for our Reconciliation Action Plan is evident across these pillars of our board vision and will provide our people with a coordinated approach to champion reconciliation across the Group.

My passion to lead a Reconciliation Action Plan for our Group has stemmed from a long-held belief that everyone deserves to reach their full potential. Over the last four decades, as I have travelled our country and world for my occupation, it is clear to me that not everybody is afforded the same opportunities to reach their full potential.

We have much to be proud of as Australians; our beautiful lands, our diversity and our collaboration as people elevates us as a nation. Aboriginal and Torres Strait Islander people were the first to see the beauty and significance of our Country. As a nation we are overdue in recognising their contribution to Country and respect our First Nations as the oldest living culture on earth. Through this commitment to reconciliation, we hope to play a genuine part in rectifying that.

The OMGA Reconciliation Action Plan will guide us to collectively act with respect and integrity for our First Nations colleagues, clients, and stakeholders; to increase economic equity and support self-determination of First Australians by opening up relationships and opportunities within our industries and communities; and to move as a Group towards a better way forward for all.

***DAVID LANDGREN // RAP SPONSOR  
CHAIRPERSON OF THE OMGA GOVERNANCE BOARD,  
EXECUTIVE DIRECTOR OF FENNER CONVEYORS***





## ***MESSAGE FROM RECONCILIATION AUSTRALIA***

Reconciliation Australia welcomes One Michelin Group Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

One Michelin Group Australia joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

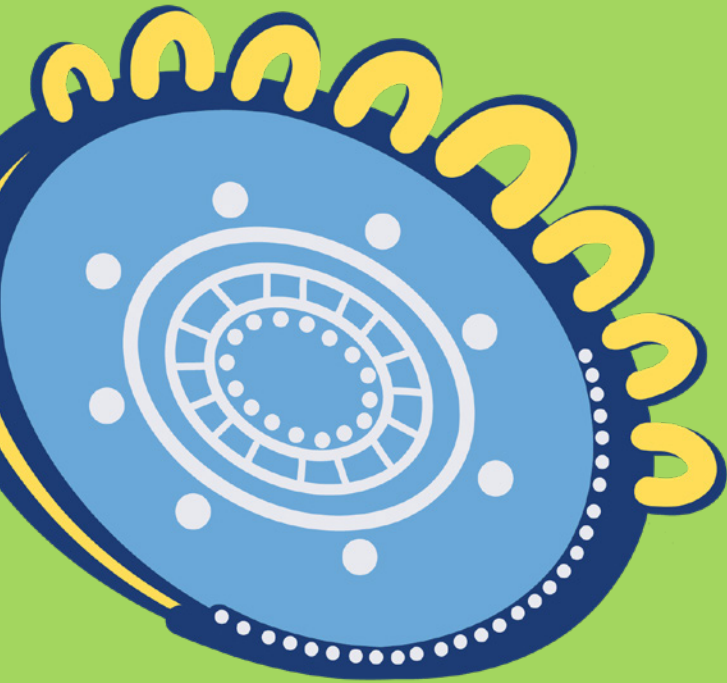
Congratulations One Michelin Group Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

***KAREN MUNDINE //***  
***CHIEF EXECUTIVE OFFICER, RECONCILIATION AUSTRALIA***



## ***RELATIONSHIPS***

We are committed to collaborating with Aboriginal and Torres Strait Islander peoples and communities, to build long-term and mutually beneficial relationships, whilst demonstrating our Group behaviours of awareness and trust.







# RELATIONSHIPS

## TIMELINE

## RESPONSIBILITY

### **ACTION 1 // ESTABLISH AND STRENGTHEN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER STAKEHOLDERS AND ORGANISATIONS**

#### **DELIVERABLES**

Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.

Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.

**DECEMBER 2023**

**DECEMBER 2023**

Lead: Regional Manager QLD Operations  
Support: Branch Managers

Lead: People Progress Specialist  
Support: P&C Business Partner

### **ACTION 2 // BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW).**

#### **DELIVERABLES**

Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.

RAP Working Group members to participate in an external NRW event.

Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.

**MAY 2024**

**MAY - JUNE 2024**

**MAY - JUNE 2024**

Internal Communication Manager

Lead: RAP Champion  
Support: RAP Secretary

Lead: RAP Champion  
Support: Internal Communication Manager

### **ACTION 3 // PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE**

#### **DELIVERABLES**

Communicate our commitment to reconciliation to all staff during the launch of RAP and RAP artwork.

Identify external stakeholders that our organisation can engage with on our reconciliation journey.

Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.

**SEPTEMBER 2023**

**MARCH 2024**

**MARCH 2024**

Lead: RAP Champion  
Support: Marketing Manager

Lead: Regional Manager QLD Operations  
Support: Branch Managers

Lead: Regional Manager QLD Operations  
Support: Branch Managers

### **ACTION 4 // PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES**

#### **DELIVERABLES**

Research best practice and policies in areas of race relations and anti-discrimination.

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.

**DECEMBER 2023**

**DECEMBER 2023**

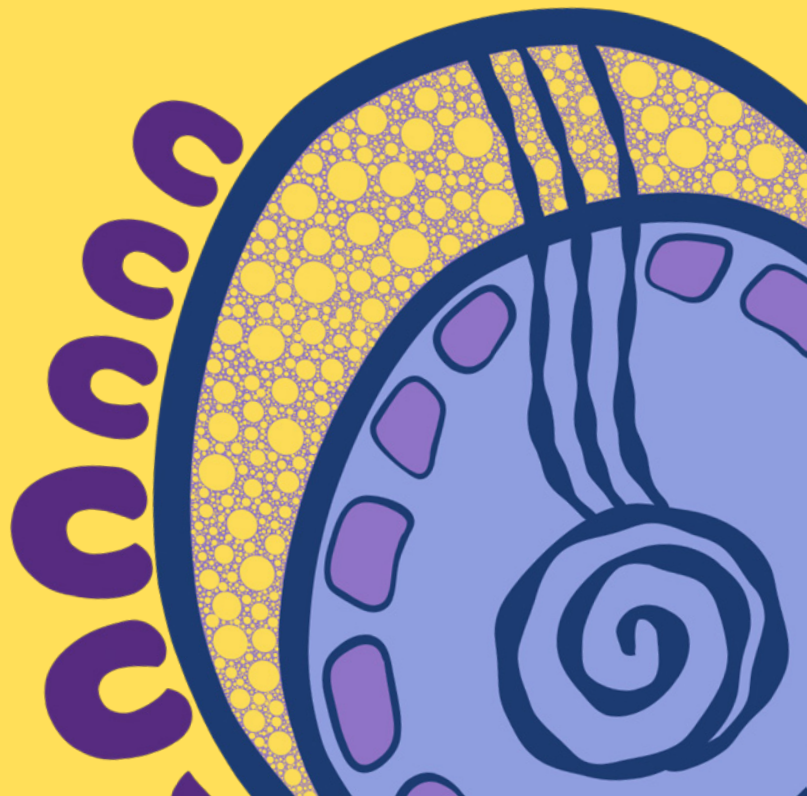
Lead: P&C Business Partner  
Support: P&C Regional Managers

People Progress Specialist



## ***RESPECT***

We are committed to our Group value of acting with respect for people, respect for our customers and respect for the environment. We respect the continuing connection of Aboriginal & Torres Strait Islander peoples to the lands, waters and airways, and aim to deepen our understanding of the First Nations cultures across our Australian operations.







**TIMELINE**

**RESPONSIBILITY**

**ACTION 5 // INCREASE UNDERSTANDING, VALUE AND RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES, KNOWLEDGE AND RIGHTS THROUGH CULTURAL LEARNING**

**DELIVERABLES**

Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.

Conduct a review of cultural learning needs within our organisation.

**DECEMBER 2023**

**SEPTEMBER 2023**

Lead: Regional Manager QLD Operations

Support: Branch Managers

Lead: General Manager - Learning & Capability

Support: People Progress Specialist

**ACTION 6 // DEMONSTRATE RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS**

**DELIVERABLES**

Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.

Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.

Create and distribute Acknowledgment of Country collateral for meeting rooms featuring RAP artwork.

**MARCH 2024**

**MAY 2024**

**JULY 2024**

Lead: Conveyor Components & Asset Manager

Support: Branch Managers

Lead: Conveyor Components and Asset Manager

Support: General Manager Operations

Lead: Internal Communications Manager

Support: Marketing Manager

**ACTION 7 // BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK**

**DELIVERABLES**

Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.

Introduce our staff to NAIDOC Week by promoting external events in our local area.

RAP Working Group to participate in an external NAIDOC Week event.

**JULY 2024**

**JULY 2024**

**JULY 2024**

Lead: HR Manager  
Support: Internal Communication Manager

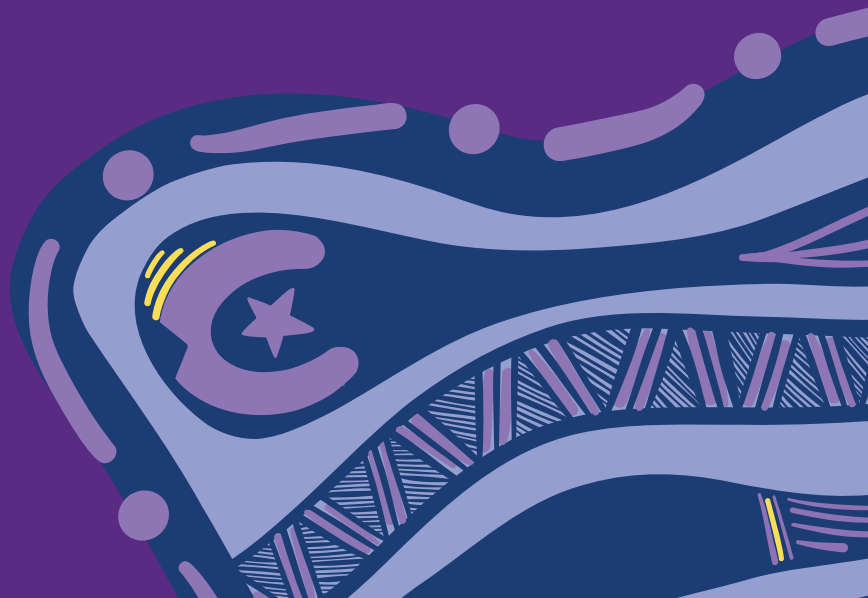
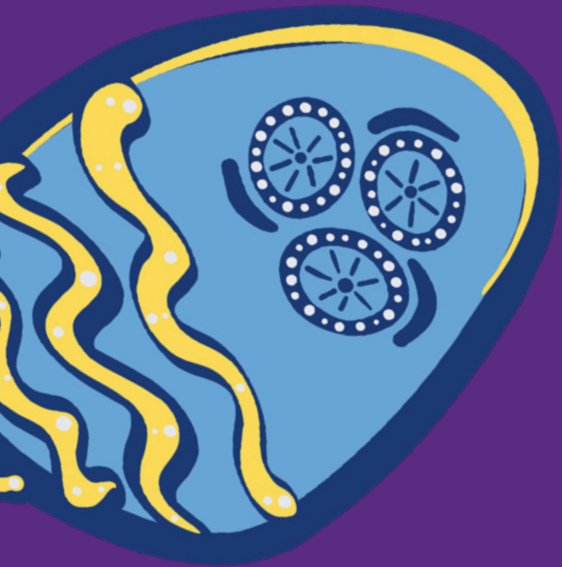
Lead: HR Manager  
Support: Internal Communication Manager

Lead: RAP Champion  
Support: RAP Secretary



## ***OPPORTUNITIES***

We are committed to supporting, inspiring and empowering Aboriginal and Torres Strait Islander peoples to engage with or participate in our workforce, whilst creating a workplace culture that is safe and inclusive for all.





## OPPORTUNITIES

### TIMELINE

### RESPONSIBILITY

#### **ACTION 8 // IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION, AND PROFESSIONAL DEVELOPMENT.**

##### **DELIVERABLES**

Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.

Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.

Establish an understanding of Aboriginal and Torres Strait Islander peoples employed within One Michelin Group Australia.

Investigate opportunities to advertise jobs within Aboriginal and Torres Strait Islander channels

**DECEMBER 2023**

**FEBRUARY 2024**

**NOVEMBER 2023**

**MARCH 2024**

Lead: P&C Business Partner  
Support: HR Manager

General Manager - Learning & Capability

General Manager - Learning & Capability

P&C Business Partner

#### **ACTION 9 // INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES.**

##### **DELIVERABLES**

Develop a business case for procurement and sponsorship opportunities with Aboriginal and Torres Strait Islander owned businesses or community groups.

Investigate Supply Nation membership.

**MAY 2024**

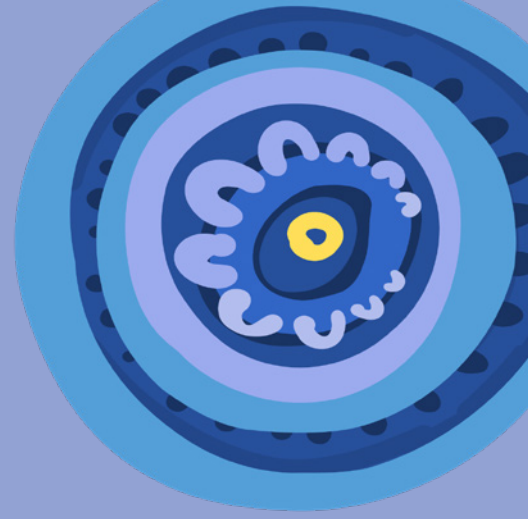
**MARCH 2024**

Lead: Marketing Manager  
Support: Supply/Procurement Manager

Lead: Supply/Procurement Manager

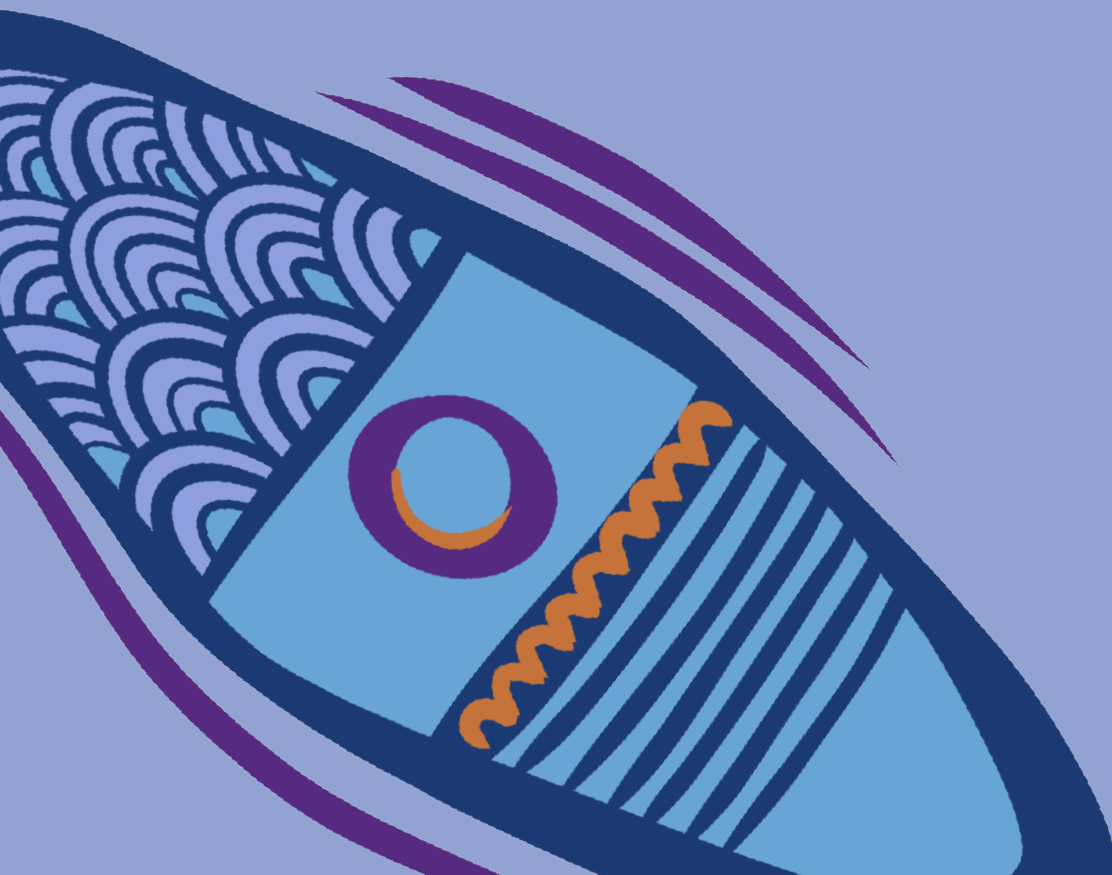
Support: Marketing Manager





## ***GOVERNANCE***

We are committed to tracking and reporting our progress towards reconciliation.





## **GOVERNANCE**

### *TIMELINE*

### *RESPONSIBILITY*

#### ***ACTION 10 // ESTABLISH AND MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP***

##### ***DELIVERABLES***

- Form a RWG to govern RAP implementation.
- Draft a Terms of Reference for the RWG.
- Establish Aboriginal and Torres Strait Islander representation on the RWG.

***SEPTEMBER 2023***

***OCTOBER 2023***

***SEPTEMBER 2024***

RAP Secretary

Lead: RAP Champion

Support: RAP Secretary

Lead: RAP Champion

Support: RAP Secretary

#### ***ACTION 11 // PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS***

##### ***DELIVERABLES***

- Define resource needs for RAP implementation.
- Engage senior leaders in the delivery of RAP commitments.
- Appoint a senior leader to champion our RAP internally.

***NOVEMBER 2023***

***DECEMBER 2023  
MARCH 2024  
JUNE 2024  
SEPTEMBER 2024***

***SEPTEMBER 2023***

RAP Champion

Lead: RAP Sponsor

Support: RAP Secretary

RAP Sponsor

#### ***ACTION 12 // BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY***

##### ***DELIVERABLES***

- 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.
- Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.
- Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.

***JULY 2024***

***1 SEPTEMBER 2023***

***30 SEPTEMBER 2023***

RAP Secretary

RAP Secretary

RAP Secretary

#### ***ACTION 13 // CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP***

##### ***DELIVERABLES***

- Register via Reconciliation Australia's website to begin developing our next RAP.

***AUGUST 2024***

General Manager - Learning & Capability



**CONTACT**

Jen Green  
Chief People & Culture Officer, Fenner Conveyors  
[jen.green@fenner.com.au](mailto:jen.green@fenner.com.au)