



DMTC Reflect Reconciliation Action Plan

March 2021 – June 2022





We acknowledge the Traditional Owners of Country across Australia and recognise their continuing connection to land, waters and culture.

We pay our respects to their Elders past, present and emerging.

From the CEO

As specialists in technology development and innovation, DMTC is at its best when harnessing the expertise of our partners, and when open to new approaches and new ideas.



We are developing a Reconciliation Action Plan in support of the substantial contribution that First Nations peoples can and do make to society, not least in the area of professional business operations. Being bold in seeking to unlock opportunities for Aboriginal and Torres Strait Islander-owned businesses to contribute and succeed in our economy, including in the defence sector through DMTC, can only be a positive for our nation and for all of its people.

Australia has a tarnished record in respecting and acknowledging Aboriginal and Torres Strait Islander cultures, heritage and history. No amount of well-meaning reflection can change this. However, we can learn from it and resolve to do better. DMTC wishes to go one step further and take action to help Aboriginal and Torres Strait Islander businesses to flourish.

I see so much opportunity for all Australians to collaborate in more open, more straightforward and more respectful engagement. There is much to celebrate in the rich talents of the First Nations peoples of Australia, not the least of which is the resilience and pride that is so evident in the

desire to protect and preserve cultural heritage, and equally to contribute to a more unified Australia.

I'm very proud that DMTC has always had a strong focus on diversity and this will continue to be a key component of our approach to innovation. New perspectives are vital to our decision making and business processes and I'm absolutely convinced it makes us a better organisation.

The release of this, our first Reconciliation Action Plan, is not an 'end' in itself. It picks up on things we are already doing, and commitments to do more in the future. It is about highlighting practical actions that will have a meaningful and positive impact. It is part of our journey as a proudly Australian company.

Collectively we say *it's the right thing to do* and, as for when to do it, *why not now?*

Mark Hodge, CEO DMTC

February 2021



Our Vision for Reconciliation

DMTC acknowledges the Traditional Owners of the land on which we meet and operate our business across Australia.

DMTC acknowledges the Traditional Owners of the lands on which we meet and operate our business across Australia.

We also acknowledge and respect the Histories and cultures of this great land and recognise that our past and future are intrinsically entwined with First Nations peoples. We pay our respects to First Nations traditions, heritage, peoples and Elders, past, present and emerging.

As a company and as a team, our vision for reconciliation is one where an enhanced awareness of the histories and cultures of Australia's First Peoples contributes to greater understanding, respect and relationships between Aboriginal and Torres Strait Islander peoples and other Australians.

We see many opportunities for highly capable Aboriginal and Torres Strait Islander-led and owned businesses to make a significant and positive mark in the defence industry. We are committed to highlighting the potential for partnership and providing opportunities to showcase their skills, talents and aspirations.

As a proudly Australian company, furthering opportunities for diversity, inclusion, and partnership is in our DNA. The formation of this Reflect RAP builds on and strongly reflects

our values, to be inclusive, committed, inspiring and trusted, and to act with integrity.

Our Business

DMTC is a research and development company, established in 2008 to support technology developments that underpin better capability outcomes for Australia's defence forces. We are passionate about furthering development of our country's expertise and wealth of knowledge, with a strong ethos of collaboration, commitment to business excellence and social impact.

Our dedicated team works with best-in-field researchers, engineers and innovators to create and enhance Australian industrial capacity. We develop technology solutions and provide advice to enhance Australian Defence and national security capability.

DMTC has a small team of 20 people based across three states, with our Head Office and the majority of our team located in Melbourne. We currently have no team members that identify as Aboriginal and Torres Strait Islander people.

Case Study

Willyama



An emphasis on collaboration is a hallmark of DMTC's operations, and it is collaboration that will be one of the keys to success in implementing this Reconciliation Action Plan.

“

We are delighted to have formed strategic partnerships with both IDIC and DMTC. This is a significant meeting point in relation to shared values and practical commitments that will unlock economic opportunity and develop our people and our business.

Kieran Hynes
Founder & Director, Willyama

We are forging strong relationships with highly capable Aboriginal and Torres Strait Islander-owned businesses so that together, we can make an indelible and positive mark on Australia's defence industry.

These are important steps towards improved relationships and better outcomes for all Australians and therefore critical to the success of reconciliation.

One of the highlights of 2020 for DMTC was the signing of a Memorandum of Understanding (MOU) between DMTC and the Indigenous Defence and Infrastructure Consortium (IDIC), during DMTC's Annual Conference in March.

With this MOU, DMTC and the IDIC will realise a shared ambition to support the development of a new generation of Aboriginal and Torres Strait Islander peoples and businesses with the skills and qualifications to benefit from growth in defence, infrastructure and related industries

“This is about real work with a shared purpose.”
Mark Hodge, Chief Executive, DMTC

As such, the engagement in June 2020 of information technology and cyber security services business, Willyama, was both a significant milestone in regard to

this shared ambition and the first major undertaking since the signing of our MOU.

A team of analysts from Willyama will undertake a comprehensive cyber security audit of systems to be deployed through DMTC's Industry Capability Development Program.

Willyama's analysts will review DMTC's Smart Enough Factory solution, which seeks to realise benefits of Industry 4.0 adoption for Australian small businesses, and equip those companies to contribute to defence sector supply chains.

“

We are committed to demonstrating the expertise and experience within the Indigenous business sector in Australia. We don't want hand-outs, we want a hand-up.

Reach down and grab our hand. Incubate us, pass on your knowledge and skills, and mentor us. Give us feedback and challenge us, because that's going to be the best way that you can support and help us.

Adam Goodes
Chief Executive Officer, IDIC





The Framework

Reconciliation Australia's framework for the Reconciliation Action Plan (RAP) program is a structured approach to advancing reconciliation and supporting the national reconciliation movement.

Formed around the key pillars of relationships, respect and opportunities, the RAP program asks organisations to consider the critical role they can play in driving reconciliation across their work and area of expertise.

The program includes four types of RAP that organisations can develop as they mature in their understanding and approach to reconciliation.

In developing a Reflect RAP, DMTC commits to completing the following actions over the next 15 months, to ensure we are well-positioned to implement effective and mutually beneficial initiatives. This Reflect RAP will allow our organisation to focus on building relationships and raising awareness, internally and externally, to ensure shared understanding and ownership of our RAP both within our organisation and with external stakeholders.

As we implement this Reflect RAP, we are already looking towards future steps we can take to further develop our working relationships and partnerships with Aboriginal and Torres Strait Islander stakeholders and Aboriginal and Torres Strait Islander-led and owned businesses.

DMTC's own framework, based on the RAP guidelines, will allow us to spring forward and achieve many more bold and meaningful goals in the future. It will build on the relationships and networks we have already sought to establish, and new partnerships with Aboriginal and Torres Strait Islander-led and owned businesses that will further promote reconciliation and positive outcomes, both for the defence industry and economic growth in Australia.



Our Reconciliation Action Plan

DMTC's Reconciliation Action Plan (RAP) will highlight coordinated and practical actions that will meaningfully contribute to reconciliation in Australia. DMTC is currently completing the Reflect RAP.

During the development of this Reflect RAP, DMTC has prepared our team to work effectively and respectfully with Aboriginal and Torres Strait Islander stakeholders and Indigenous-led and owned businesses.

While this document outlines our formal commitment to a RAP, our efforts towards reconciliation began in earnest in mid-2018 with our first meeting with the Indigenous Defence and Infrastructure Consortium (IDIC), during which we discussed the development of a Memorandum of Understanding.

Our partnership with IDIC is one way we will seek to support the goal of creating 'defence-ready' Indigenous-led and owned companies across Australia and creating opportunities for companies that wish to partner with us. .

To do so, we will collaborate and partner in:

- development of pathways for Indigenous businesses to engage in the defence and infrastructure sectors
- development of pathways and training for Aboriginal and Torres Strait Islander people to gain employment in the defence sector
- development of networking, training and development programs
- partnership and business opportunities.

Our RAP is already a living document, a guiding framework for actions we are taking as well as those we aspire to

achieve. We are committed to building on the relationships and networks we have sought to establish to promote and foster reconciliation through our business operations.

In embarking on the process of developing a RAP, DMTC has established a RAP Working Group drawn from members of the Management Team as follows:

- Harry Baxter – Head Government Relations (RAP Champion)
- Maddy Walters – Program Support Officer
- Bronwynne McPherson – Executive Coordinator
- Miles Kenyon – Head Maritime Strategy
- Steve Evans – Chief Financial Officer
- Neil Sims – Program Leader High Altitude Sensor Systems

DMTC gratefully acknowledges the advice and support we have received from Swinburne University's Moondani Toombadool Centre, the Koorie Heritage Trust and Reconciliation Australia in developing this Reflect RAP.

Reaching Out - Relationships

Theme	Action	Timeframe	Lead Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Identify Aboriginal and Torres Strait Islander stakeholders that DMTC can build relationships with, to guide us and support our reconciliation journey	July, 2021	Head Government Relations
	1.2 Research best practice and principles that support partnerships to inform future engagements and activities, drawing on consultation and engagement with counterparts/experts including at Swinburne University, BAE Systems Australia, IDIC	July, 2021	Head Government Relations
2. Celebrate and engage in National Reconciliation Week (NRW) events	2.1 Develop events calendar and resources for team members via DMTC's collaboration portal, incorporating information about National Reconciliation Week resources and reconciliation materials	May 2021, 2022	Executive Coordinator
	2.2 Working Group members to lead by example, including participation in at least one NRW event	May 2021, 2022	Executive Coordinator
	2.3 Encourage and facilitate team participation in at least one NRW event	May 2021, 2022	Executive Coordinator
	2.4 Register any local DMTC events on Reconciliation Australia's NRW website	May 2021, 2022	Executive Coordinator
3. Promote reconciliation through our sphere of influence	3.1 Continue to communicate our commitment to reconciliation within our own team and in public	May, 2021	Head Maritime Strategy
	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey	July, 2021	Head Maritime Strategy
	3.3 Implement strategies to engage our staff in activities that advance reconciliation including building an activity around sharing identity and culture into offsite management meeting	June, 2021	Head Maritime Strategy
	3.4 Explore opportunities to positively influence our partners and other external stakeholders to drive reconciliation outcomes	March, 2021	Head Maritime Strategy
	3.5 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March, 2021	Head Maritime Strategy
	3.6 Institute an Aboriginal and Torres Strait Islander business award as part of our DMTC Annual Conference	March, 2021	Head Maritime Strategy
4. Promote positive relations and push back against discrimination	4.1 Implement an anti-discrimination policy within DMTC's overall diversity framework, and review extant HR policies and procedures to ensure alignment of anti-discrimination provisions	March 2021	Chief Executive Officer
	4.2 Research best practice and engage with ATSI stakeholders on practical steps to advance race relations	July, 2021	Chief Executive Officer
	4.3 Educate our team on the scourge of racism	July, 2021	Chief Executive Officer

Awareness & Recognition - Respect

Theme	Action	Timeframe	Lead Responsibility
5. Increase cultural awareness and understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	5.1 Develop a business case for increasing cultural understanding and awareness	March, 2021	Program Leader High Altitude Sensor Systems
	5.2 Conduct a review of cultural learning needs across DMTC	June, 2021	Program Leader High Altitude Sensor Systems
	5.3 Provide opportunities for RAP Working Group and all team members to participate in formal cultural learning	May 2021, 2022	Program Leader High Altitude Sensor Systems
	5.4 Investigate opportunities for DMTC team members to build their cultural learning and give back to Aboriginal and Torres Strait Islander communities through professional exchange programs (e.g. Jawun program)	March, 2021	Program Leader High Altitude Sensor Systems
6. Deepen understanding of and demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	June, 2021	Head Government Relations
	6.2 Implement, communicate and annually review cultural protocols for Welcome to Country and Acknowledgement of Country at DMTC events	March, 2021	Head Government Relations
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country at DMTC's flagship Annual Conference event and other significant events	April 2021	Head Government Relations
	6.4 Include an Acknowledgement of Country at the commencement of DMTC Board, Management Team, Company AGM and other significant meetings hosted by DMTC	March, 2021	Head Government Relations
	6.5 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters	March, 2021	Executive Coordinator
	6.6 Display map of Australia showing Traditional Owners and language groups in DMTC head office	March, 2021	Executive Coordinator
	6.7 Include Aboriginal and Torres Strait Islander flag icons and acknowledgement message in DMTC team members' email signature blocks	March, 2021	Executive Coordinator
	6.8 Display Aboriginal and Torres Strait Islander flags in DMTC office spaces	March, 2021	Executive Coordinator
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June, 2021	Program Support Officer
	7.2 Engage with Swinburne University around opportunities to co-host or participate in local NAIDOC events	March, 2021	Program Support Officer
	7.3 RAP Working Group to participate in an external NAIDOC Week event	July, 2021	Program Support Officer
	7.4 Introduce our staff to NAIDOC Week by promoting external events in respective local areas	July, 2021	Program Support Officer
	7.5 Facilitate participation in external NAIDOC events by all team members	July, 2021	Program Support Officer

Making a Difference - Opportunities

Theme	Action	Timeframe	Lead Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	8.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	March, 2021	Chief Financial Officer
	8.2 Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	July, 2021	Chief Financial Officer
	8.3 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation	March, 2021	Chief Financial Officer
	8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and maximise opportunities for Aboriginal and Torres Strait Islander candidates	July, 2021	Chief Financial Officer
	8.5 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	July, 2021	Chief Financial Officer
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	9.1 Review procurement practices and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	March, 2021	Head Government Relations
	9.2 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses including: <ul style="list-style-type: none"> Continuing to implement MoU with Indigenous Defence & Infrastructure Consortium (signed March 2020) and consider IDIC client companies for both direct service provision and for involvement in DMTC's national industry capacity building programs Engaging with BAE Systems Australia to bring Aboriginal and Torres Strait Islander owned SMEs to DMTC's Annual Conference 	April, 2021 July, 2021	Head Government Relations
	9.3 Become a member of the Supply Nation network and seek to utilise certified providers for services, supplies and support	June, 2021	Head Government Relations
	9.4 Consider other opportunities including contracted event management support	July, 2021	Head Government Relations
10. Contribute to increasing higher education opportunities for Aboriginal and Torres Strait Islander Australians	10.1 Review and benchmark approaches taken by DMTC partners, particularly research providers and organisations, to identify better practices for increasing education and employment opportunities for Aboriginal and Torres Strait Islander candidates	March, 2021	Head Maritime Strategy
	10.2 Strengthen entry pathways for Aboriginal and Torres Strait Islander candidates through 'preferred position' provisions in training and higher education support (cadetships, internships)	June, 2021	Head Maritime Strategy
	10.3 Investigate Career Trackers internship program for both DMTC involvement and possible extensions across DMTC partner group	June, 2021	Head Maritime Strategy
	10.4 Investigate Career Trackers internship program for both DMTC involvement and possible extensions across DMTC partner group	June, 2021	Head Maritime Strategy

Tracking our Progress - Governance

Theme	Action	Timeframe	Lead Responsibility
11. Establish and maintain an effective RAP Working Group to drive governance of the RAP	11.1 Maintain a RAP Working Group and confirm membership through an annual review of the Terms of Reference	March, 2022	Head Government Relations
	11.2 Establish Aboriginal and Torres Strait Islander representation on the Working Group	May, 2021	Head Government Relations
	11.3 Meet at least four times per year to continue to advance reconciliation outcomes, and to monitor RAP implementation	March, June, September, December 2021; March, June 2022	Head Government Relations
12. Provide appropriate resources to deliver on RAP commitments	12.1 Define resource needs for RAP implementation	June 2021, 2022	Chief Executive Officer
	12.2 Engage DMTC senior leaders in contributing to the delivery of RAP commitments	May, 2021	Chief Executive Officer
	12.3 Define meaningful and appropriate systems to track, measure and report on RAP commitments, including a standing agenda item at DMTC Management Team meetings	March, 2021	Head Government Relations
13. Build accountability and transparency through reporting, learning and responding to challenges	13.1 Report RAP progress to our team and to our Board of Directors	March, June, September, December 2021; March, June 2022	Head Government Relations
	13.2 Submit annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September, 2021	Head Government Relations
	13.3 Publicly promote and report our RAP achievements, challenges and learnings, including via social media, DMTC's Annual Report and AGM/Partner Workshop presentations	July, 2021	Head Government Relations
14. Continue our reconciliation journey by developing our next RAP	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	February, 2022	Head Government Relations

About the artist



Jenny Johnson is an exceptionally talented artist and photographer with family connections to Wiradjuri Country. Jenny has had a lifelong passion for visual arts, but a visit to a small art gallery in Bungendore NSW in 2008 was the catalyst for her own art journey.



I realised these artworks told a story in the way they were painted and became aware that I had my own stories to share through art.

Jenny Johnson
Artist



About the artwork

Jenny has created an original artwork that adds a very special dimension to our commitment to reconciliation. This artwork is on display in DMTC's head office and has had a unifying effect throughout the design of this Reconciliation Action Plan.

The key elements of Jenny's artwork are detailed below:



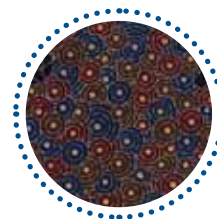
There are many interconnecting circles, **showing the relationship** between DMTC, Australian industry, research and government partners.



The **concentric circles** in the middle represent a meeting place and groups coming together as equal partners to collaborate.



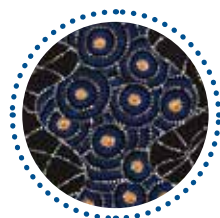
The **multiple blue circles** represent the element of unformed ideas, components and products that are put forward into the collaborative space. The **lines around the blue circles** represent communication, elements of ideas, components and products that flow into the main streams.



The **multiple clusters of circles** coming from the centre represent formed ideas and products that flow out of the DMTC community to achieve a wider impact, thanks to the spirit of collaboration in which they were formed.

Acknowledgement of design

DMTC would like to express our thanks to Jenny Johnson for her outstanding work and immense contribution to our Reconciliation Action Plan. We acknowledge Wiradjuri Country and its Elders and People, past, present and emerging.



The **streams flowing to the centre** represent the journey to become partners.



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