



# Reconciliation Action Plan

November 2023 - November 2024

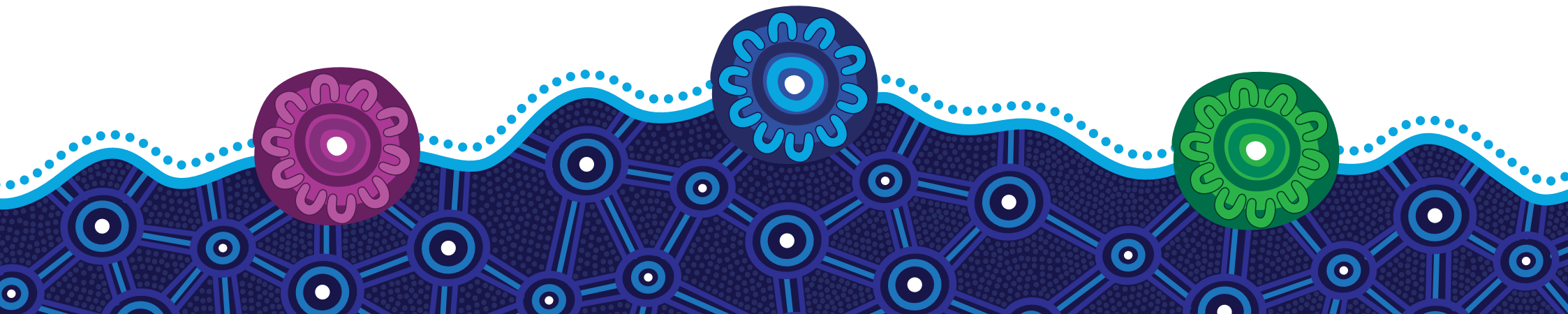
WORLDWIDE REACH. HUMAN TOUCH.

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## Welcome from International SOS' General Managers

**Welcome to our Reconciliation Action Plan (RAP), a significant step on our journey towards creating a more inclusive and harmonious future.**

In the spirit of reconciliation, International SOS acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

The journey ahead will be one of learning, understanding, and collaboration. We acknowledge that reconciliation is a shared responsibility and that we have much to learn from the wisdom and experiences of Aboriginal and Torres Strait Islander communities. We commit to actively listen and learn, recognising that reconciliation requires meaningful action.

Our initial steps towards this are through the active promotion of Aboriginal and Torres

Strait Islander inclusivity and respect across the business with focus in the field of medical and security risk management services in Australia.

Thank you for being a part of our commitment to reconciliation. Together, we can make a difference.



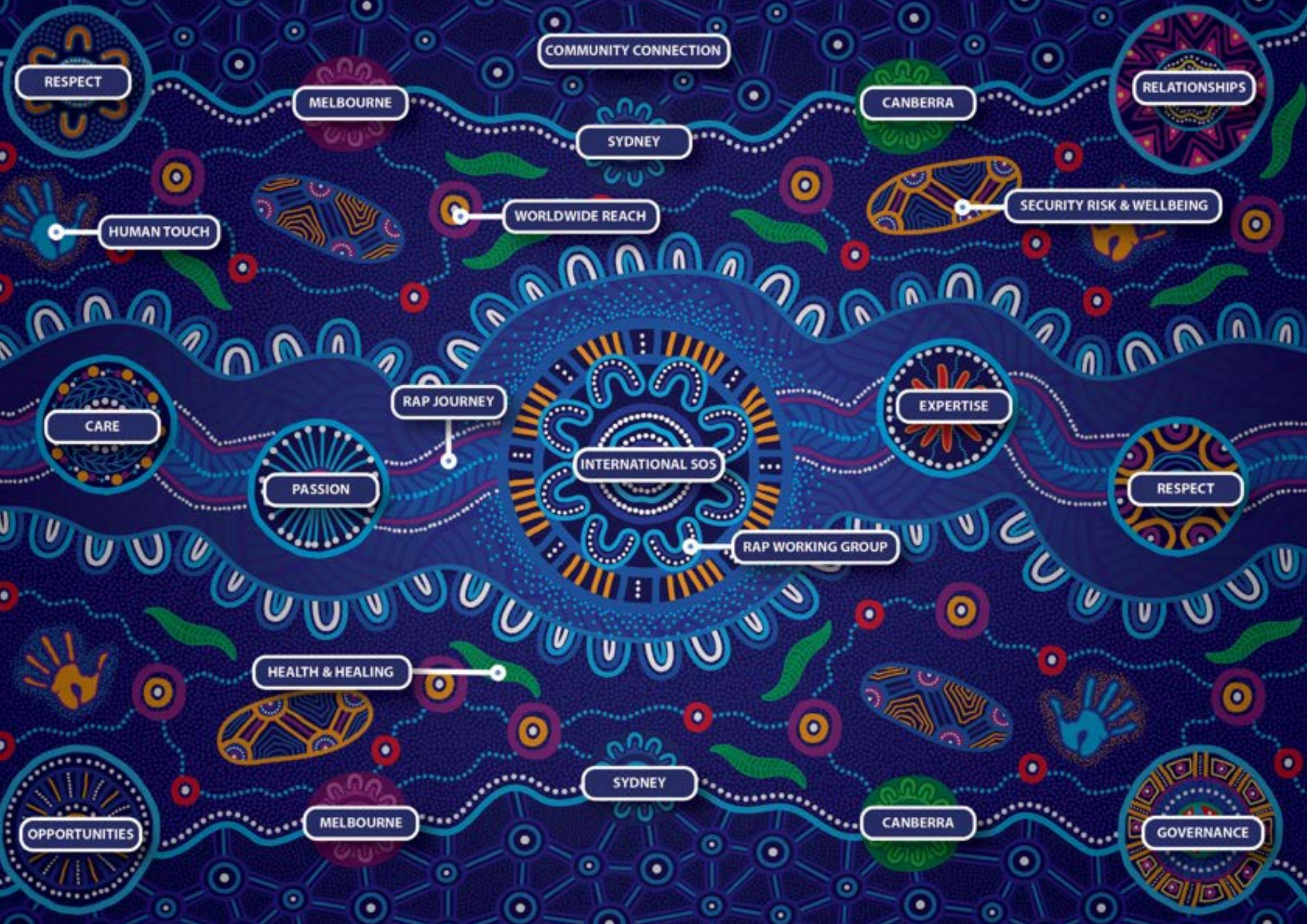
**Ian Gilbert**

Australian based Director  
for International SOS  
(Australasia) Pty Ltd



**Jessica Beatson**

Australian based Director  
for International SOS  
(ANZ) Pty Ltd



# RAP Artwork Storyline

The artwork title “Together We Can Make a Difference” is a representation of International SOS’ commitment towards reconciliation and creating a more inclusive and harmonious future.

The four pillars of our Reconciliation Action Plan (RAP) Respect, Relationships, Opportunities, and Governance are located in the four corners of the artwork. With evolving awareness and knowledge of the Aboriginal and Torres Strait Islander cultures in our day-to-day operations we look forward to creating new pathways to improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development, in addition to improving economic and social outcomes through Aboriginal and Torres Strait Islander partnerships.

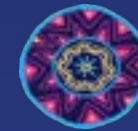
At the top and bottom are our three offices located Sydney, Melbourne, and Canberra where we operate. Branching off these are the connection to communities that we will make through the active promotion of Aboriginal and Torres Strait Islander inclusivity and respect across the business with a focus on the field of medical and security risk management services in Australia.

Moving across the centre of the artwork is International SOS’ journey towards reconciliation highlighting our company values Care, Passion, Expertise and Respect.

## THE FOUR PILLARS:



RESPECT



RELATIONSHIPS



OPPORTUNITIES

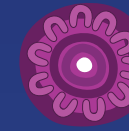


GOVERNANCE

## OUR OFFICES:



SYDNEY



MELBOURNE



CANBERRA

## OUR VALUES:



CARE



PASSION



RESPECT



EXPERTISE

## RAP WORKING GROUP:



INTERNATIONALS SOS

## OUR SUPPORT:



WORLDWIDE REACH



COMMUNITY CONNECTION

## OUR BUSINESS:



SECURITY RISK & WELLBEING



HEALTH & HEALING



HUMAN TOUCH

The motif at the centre represents International SOS and the members of the RAP working group, the driving force behind our Reconciliation Action Plan and the implementation of our RAP goals. Supporting our journey towards creating a more inclusive and harmonious future at the centre are International SOS employees from across the business.

Flowing through the mid top and bottom is our Worldwide Reach and international networks where we operate. No matter where you are in the world, we are there to support you.

Security Risk & Wellbeing is at the forefront of our business and is represented by the shields. Gum leaves throughout the artwork represent Health & Healing, the Hands represent our Human Touch.



We acknowledge that reconciliation is a shared responsibility and that we have much to learn from the wisdom and experiences of our Aboriginal and Torres Strait Islander community. We commit to actively listen and learn, recognising that reconciliation requires meaningful action and **“Together, we can make a difference.”**

## Artist Bio – Rhonda Sampson

**Rhonda Sampson is a proud Kamilaroi woman who lives on Dharawal country in South Western Sydney. Art is central to Rhonda’s cultural identity, and she is passionate about sharing this with all people both Indigenous and nonindigenous so they can come together on the journey of understanding Aboriginal culture, stories and identity.**

Rhonda specialises in contemporary digital Aboriginal art. From a young age Rhonda was highly influenced by artists such as Albert Namatjira, Sally Morgan and Bronwyn Bancroft as well as her two idols Cathy Freeman and Eddie Mabo. She hopes that her art might also inspire the next generation of Indigenous artists to be proud of their culture.

After completing a Diploma in Graphic Design in 2019, Rhonda launched her own creative design company, RS Creative Solutions. She has since been commissioned to create artwork for a range of high-profile projects including the Pemulwuy ferry at the 2022 Ferrython, Lend Lease project’s Mount Gilead and upcoming Macarthur Square and artworks for Reconciliation Action Plans for Youth off the Streets, South Sydney Rabbitohs, One Door Mental Health, Endeavour Energy and Western Sydney Airport.

Rhonda’s has been commissioned by various businesses including Lend Lease, South Western Sydney Local Health District, National Apprentice Employment Network, Mental Health Commission of NSW, Fire and Rescue NSW Campbelltown City Council, Uniting and Manpower Group. Rhonda also enjoys empowering and working with similar Indigenous entrepreneurs offering them creative support which have included Indigiearth, Marrga Ngoongie, Goodradigbee Cultural and Heritage Aboriginal Corporation to name a few.

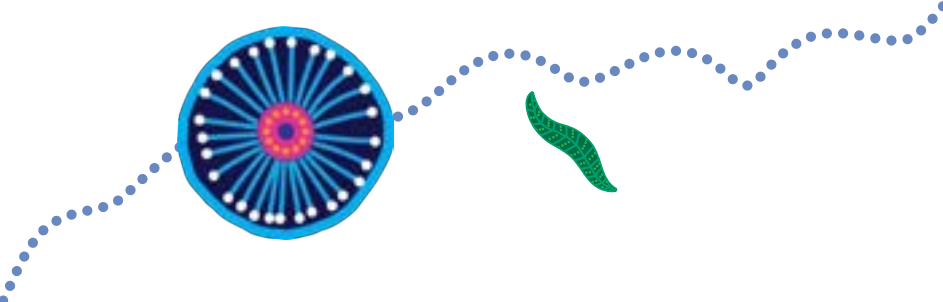
Rhonda has been recognised for her outstanding achievements, receiving numerous accolades at the NSW Training Regional Awards, TAFE NSW Gili Awards and TAFE NSW Excellence Awards. She was also the first recipient of the Indigenous Changemaker Award at the 2021 Western Sydney Women’s Awards.



“Art is a powerful tool that connects people. My vision is to empower others to embrace their creative talents and share that gift with the world. **Dream beyond your ability. Create your vision. Inspire future generations.**”

- Rhonda Sampson





## Statement from CEO of Reconciliation Australia

### Reconciliation Australia welcomes International SOS to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

International SOS 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 International SOS 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 International SOS, 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

## Our Business

**As the world's leading provider of medical assistance, international healthcare and security services, International SOS is in the business of saving lives. International SOS has been protecting our clients' global workforces for over 30 years.**

Millions of people put their trust in us to support their health and safety whilst abroad. We work with businesses, governments, NGOs and education institutions to deliver customised health & security risk management and wellbeing solutions to fuel clients' growth and productivity. In the event of extreme weather, an epidemic or a medical or security incident, we provide an immediate response to ensure employee safety, providing peace of mind. Our innovative travel risk technology

and medical and security expertise focuses on prevention, offering real-time, actionable insights and on-the-ground assistance delivery. We help protect our client's most valuable asset – their people – as well as their reputation. By partnering with us, organisations fulfil their Duty of Care responsibilities, while empowering business resilience, continuity, and sustainability.

Founded in 1985, the International SOS Group, headquartered in London & Singapore, is trusted by more than **9,000 organisations**, including the majority of the Fortune 500. **Over 13,000 multicultural medical, security and logistics experts** stand with our clients to provide support & assistance from over **1,000 locations in 90 countries, 24/7, 365 days a year.**

In Australia, International SOS employs 782 people with offices located in Sydney, Canberra and Melbourne, and we also provide services from more than 15 client clinic facilities. With this Reconciliation Plan (RAP) we hope to understand the Aboriginal and Torres Strait Islander representation of our workforce.

A decorative Aboriginal-style pattern in shades of blue and orange, featuring intricate geometric and organic shapes, positioned at the top of the page.

## Our Reconciliation Action Plan

**We want, through the RAP, to outline our vision and plan for reconciling the First Nations Peoples and the wider population.**

Initially achieving this through the active promotion of Aboriginal and Torres Strait Islander inclusivity and respect across the business and with focus in the field of medical and security risk management services in Australia. With evolving awareness and knowledge of the Aboriginal and Torres Strait Islander cultures in our day-to-day operations.

## Our Approach to Implementation of the RAP

**We have formed a working group of dedicated team members in senior positions throughout the organisation and under the patronage and support of the group senior management and owners.**

A strict governance framework will be applied to the project, from development to implementation, ensuring the RAP gets carried to completion in accordance with the initial terms and conditions set. We will involve as much as possible representatives from Aboriginal and Torres Strait Islander communities to help us in this process. We believe that a great deal of the implementation will be done through cultural competency training of all our employees in Australia and we are committed to developing the relevant training materials.

## Our Reconciliation Journey to Date

**We are currently at the design phase.**

We have developed a RAP Working Group and gained commitment from senior management. The RAP Working Group consists of members from across the organisation, two members identify as Aboriginal and/or Torres Strait Islander people.

## RAP Working Group

**Executive Sponsor:**

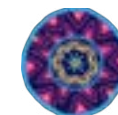
Regional General Manager, Pacific

- HR Director
- Head of Aid and Development
- Commercial Director
- Account Manager
- Director of Corporate Affairs

- Procurement Manager
- HR Contract Administrator
- Senior Account Manager
- Assistant Operations Manager
- Medical Officer
- Site Liaison Manager



# Actions and Deliverables



## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2024	Commercial Director
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2024	Senior Account Manager
	Develop an engagement plan to work with Aboriginal and Torres Strait Islander company to provide experience or job opportunity to young Indigenous people.	February 2024	HR Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024	Commercial Director
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	HR Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024	HR Director
	Organise at least one internal NRW event each year.	June 2024	Account Manager
	Make an online fund-raising event accessible through the Intranet for NRW for an Indigenous company or cause (for approval).	May 2024	HR Director
	Communicate our commitment to reconciliation to all staff.	January 2024	Account Manager
3. Promote reconciliation through our sphere of influence.	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2024	Commercial Director
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2024	Commercial Director
	Include information about our RAP during inductions and direct new employees to IAboriginal and Torres Strait Islander content on the Intranet.	March 2024	HR Director
	Create email signature for all staff to use promoting reconciliation.	October 2024	Commercial Director
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2024	HR Director
	Provide on-going education opportunities for all staff on the effects of racism and personal biases.	June 2024	HR Director
	Research best practice and policies in areas of race relations and anti-discrimination.	December 2023	HR Director

# Actions and Deliverables



## RESPECT

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2024	Head Aid and Development
	Conduct a review of cultural learning needs within our organisation.	March 2024	HR Director
	Develop a training schedule with the view of all staff undergoing Cultural Capability Training. With an initial focus to enrol all staff who are client-facing or involved with employee relations in Cultural Capability training.	August 2024	HR Director
	Promote First Nations specific content on the intranet for the purpose of developing cultural awareness and encouraging a shared perspective of Aboriginal and Torres Strait Islander cultures.	March 2024	HR Director
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Through visual collateral (posters), email signatures and information sessions, develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2024	Commercial Director
	Through training and information shares, increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Head of Aid and Development
	Develop a framework for the inclusion of an Acknowledgement of Country at the start of meetings and company events for circulation with management.	February 2024	Head of Aid and Development
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2024	HR Director
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Commercial Director
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Senior Account Manager

# Actions and Deliverables



## OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2024	HR Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2024	HR Director
	Develop a relationship with a local Indigenous youth centre to encourage and support through the application process for a position in our business.	June 2024	HR Director
	Develop a business case for adoption for a sponsorship / cadetship / Internship program for Indigenous students studying medicine or nursing.	July 2024	HR Director
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2024	Procurement Manager
	Investigate Supply Nation membership.	March 2024	Commercial Director
	Review supply chain for Aboriginal and Torres Strait Islander representation.	March 2024	Procurement Manager

# Actions and Deliverables



## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	November 2023	HR Director
	Draft a Terms of Reference for the RWG.	November 2023	Head of Aid Development
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	November 2023	HR Director
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2023	HR Director
	Engage senior leaders in the delivery of RAP commitments.	November 2023	HR Director
	Appoint a senior leader to champion our RAP internally.	November 2023	HR Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2023	HR Director
	Maintain Internal RAP champions - the Pacific Exco - who will oversee RAP targets and resource allocation, to be reviewed bi-monthly.	November 2023	HR Director
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, annually	HR Director
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	HR Director
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	HR Director
	Publicly report on our RAP commitments annually, outlining achievements, challenges and learnings. Report on RAP progress and celebrate achievements with the business quarterly.	March 2024, April 2024, July 2024, October 2024	HR Director
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	August 2024	HR Director





**Contact:**

**Suni Campbell**

Human Resources Director, Pacific  
0419 849 028  
suni.campbell@internationalsos.com

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