



BSA Limited

Reflect Reconciliation Action Plan

February 2023 – August 2024





Acknowledgement of Country

BSA Limited respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waters of Australia.

We pay our respects to Elders past and present and emerging, for they hold the cultural and spiritual connection to Country where we live and work.

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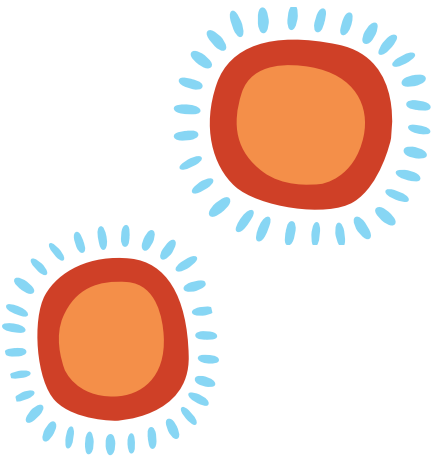
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A Message from Reconciliation Australia



Reconciliation Australia welcomes BSA Ltd to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

BSA Limited 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 BSA Limited 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 BSA Limited, 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



A Message from our Interim CEO



I am delighted to present BSA's first Reconciliation Action Plan (RAP).

We are very proud of the work we have completed to date in the areas of employing First Nations peoples, working with First Nations businesses, and engaging with communities. However, we know there is much more work to be done and partnering with Reconciliation Australia to build our structured Reflect RAP is helping us on the path to become a culturally competent organisation that respects and delivers opportunities for First Nations peoples and their communities.

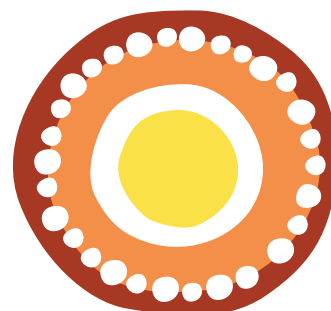
It's important for me to acknowledge the commitment of our employees and local branches that are maintaining relationships and community networks at the grassroots, who's expertise has driven our progress thus far. Also, our employees identifying as First Nations peoples, making a valuable contribution to our business today. Particularly, I'd like to thank those working to co-design culturally appropriate programs for our current and future First Nations talent and developing external initiatives that are authentic and meaningful.

With our existing achievements providing the baseline, our Reflect RAP focuses on laying the foundations for further success by defining our vision, strategies and actions; establishing a governance framework; and implementing mechanisms to efficiently report on our progress Group-wide.

As a national organisation with operations touching communities right across the country, we have a significant opportunity and responsibility to contribute to reconciliation. Through job and career development opportunities, training and upskilling programs, supporting local industry and community involvement - our commitment to diversity and inclusiveness underpins every action that we take.

As we embark on our formal Reflect RAP journey, our promise is to listen, learn and grow.

Arno Becker
Interim Chief Executive Officer
BSA





About the Artwork

People feature at the heart of this artwork, standing together with a shared purpose. Seedlings represent a flourishing and nurturing culture where people can grow. A vibrant matrix of colours and shapes represent the diversity of communities that BSA serves nationally.

Background elements symbolise coastal, inland, desert and rainforest Countries. Bright coloured circles and shapes represent vital infrastructure and services allowing communities to live and thrive. Four large U-symbols represent shared stories and experiences on a journey of reconciliation.

About the Artist

Charmaine Mumbulla is a Kurna and Narungga woman from Point Pearce SA, with family ties to the Gumbaynggirr people of the NSW Mid-North Coast. Together with her partner she runs an Aboriginal creative agency on Gadigal and Wangal Country.

Charmaine is passionate about working on projects that support social justice and works closely with organisations to tell their stories through her art.

Our Business

BSA's core business is end-to-end asset management solutions for our customers across a diverse range of industries.

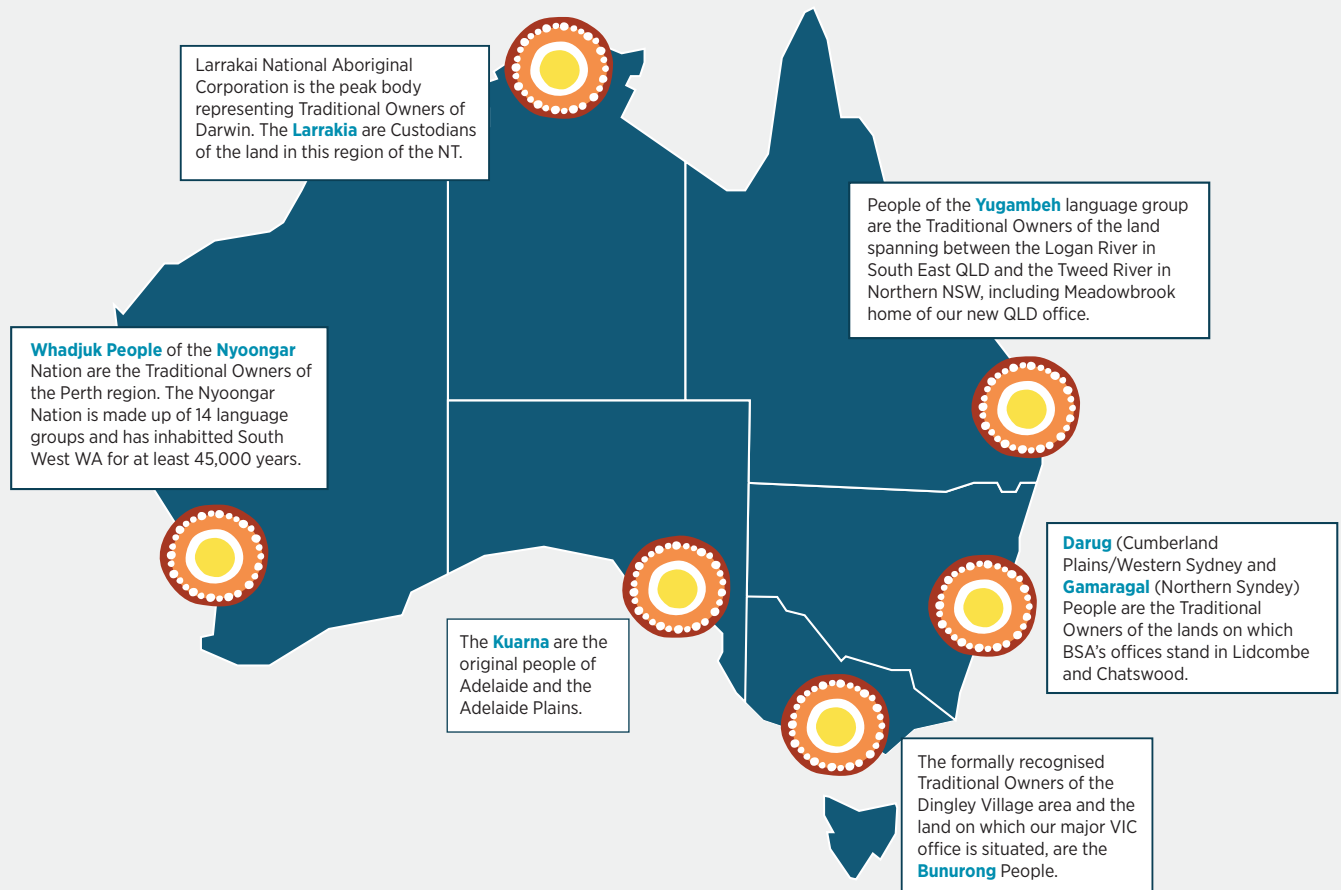
Our services are structured into four strategic business units, as follows: Fixed Line Communications, Wireless Communications, Smart Energy Solutions, Residential and Enterprise Services. BSA is a national provider of strategic advice, design, construction, implementation, operations and maintenance services, specialising in telecommunications networks and technologies, and utility smart metering for high volume contracts.

BSA is a nation-wide ASX-Listed (ASX:BSA) organisation that is 100% Australian owned and operated, directly employing approximately

315 people across Australia. In addition, we have a network of over 1,323 business partners to supplement our workforce. Today, BSA employs 2 personnel that identify as Aboriginal and/or Torres Strait Islander people.

BSA has reach in every state and territory of Australia, with technicians available in every state, utilising a dynamic and flexible model of work. To help our employees understand more about the rich histories and cultures surrounding us, we've developed a map identifying the Traditional Landowners of the places where our major corporate offices stand and in which we have a large technician presence.

Our Footprint



Sponsor Statement

I am proud to be a part of building BSA's strategy and commitment to reconciliation as BSA's Sponsor and RAP Champion. BSA is an organisation that respects diversity, equality, and inclusion, and we focus on social value (not just economic value) to positively impact our people, customers, suppliers, shareholders and importantly the communities around us.

While it is early stages in the process of formalising our RAP, we recognise the positive impact that First Nations peoples working within BSA have on our diverse and inclusive workplace culture.


Our RAP is developed by our employees and leaders from multiple areas of our business and across Australia, bringing together many diverse perspectives to form our vision, passion, and commitment to reconciliation. It impresses me greatly to know that

BSA's drive for change has come from within the heart of our business, our people on the ground responsible for connecting with and supporting the communities that we touch through our work. I'm also honoured to work for an organisation whose leadership so quickly rallied to commit and create ownership to ensure we develop and fulfill a structured plan.

On behalf of the team at BSA, we are pleased to launch our first Reflect RAP.

Paul McSherry

Director Customer Delivery



BSA completed an upgrade design, environmental planning, and acquisition of this remote site, "Warrawolong", at the peak of Mount Warrawolong within the Olney State Forest, for inclusion in the Public Safety Network (OSN). Due to the location, the design phase necessitated particular sensitivity to the natural landscape.

Our RAP Working Group

Name	Role
Paul McSherry Director Customer Delivery	Executive Sponsor
Sarah Bosco Head of People	People
Philippa Murch Head of Supply Chain	Procurement
Lewis Roberts-Thomson Business Development	Business Engagement
Gene Chilcott National Workforce and Compliance Manager	Business Engagement
Jess Yeend Head of Bid Management	Events & Communications
Ellen Dodson Graphic Designer	Marketing & Communications
Paul Cook Head of Business Development	Business Engagement



Our RAP

Every year, the BSA team connects with millions of customers across construction, business and residential sites Australia-wide to deliver our services.

With a large technical workforce touching many communities within these areas, we acknowledge that BSA has a significant responsibility to contribute. We do this by implementing programs to train and upskill youth, Aboriginal and Torres Strait Islander peoples and disadvantaged groups; prioritising local industry participation; and supporting community initiatives and events.

Our RAP demonstrates our desire to have an impact and achieve outcomes for First Nations peoples and communities. It is our aim to:

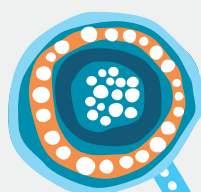
- **Make a Difference**
Be part of a meaningful movement that can make a real difference to our people and the surrounding communities.
- **Create Value**
Create value for our stakeholders, as rightfully our employees and our customers demand it. This is a cornerstone of our success.
- **Be a Responsible Corporate**
Instil a culture of acting lawfully, ethically and responsibly in line with our obligations as an ASX-listed company.



Reconciliation Week Colouring-In Activity

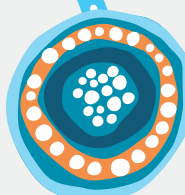
Why is reconciliation important to BSA?

First Nations Engagement Plan



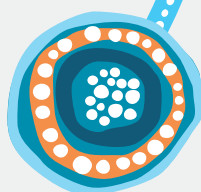
Make a difference

Be part of a meaningful movement that can make a real difference to our people and surrounding communities.



Create Value

Create value, as rightfully our employees and our customers demand it. This is a cornerstone of our success.



Be a responsible corporate

Instil a culture of acting lawfully, ethically and responsibly inline with our obligations as an ASX-listed company.

BSA is committed to Diversity and Inclusion and this is reflected in our company Core Values, which are our guiding principles and essential to our success:



We are eager and committed to playing a part in reconciliation. Our Reflect RAP outlines our approach and targets with focus on establishing the foundations of our plan and defining our vision, strategies and actions.

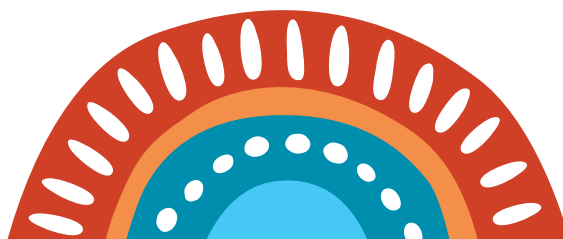
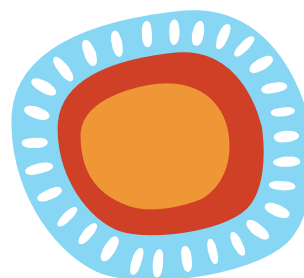
Aligned with the pillars of the Reflect RAP framework and in the first year of our plan, we aim to:

Relationships	<ul style="list-style-type: none">• Develop & nurture partnerships• Continue support for community initiatives
Respect	<ul style="list-style-type: none">• Develop programs to create a culturally safe workplace & build cultural competency
Opportunities	<ul style="list-style-type: none">• Review/update employment policy & process• Track and validate employment rates• Review/update procurement policy & process• Track and validate procurement activity
Governance	<ul style="list-style-type: none">• Maintain our RAP Working Group• Establish a governance framework

BSA's approach to implementing our RAP is to continue to build on our existing First Nations initiatives, which to-date have been location based and specific to customer contract requirements. It is our intention to connect them, along with our new planned initiatives, into our structured RAP. Year one of our formal RAP journey is about reflection. During this period, we are understanding where we at as a business, how we need to improve, who can assist us achieve, and how to enhance the mechanisms to be able to report on our progress against the plan.

A pivotal part of our plan involves exploring a major corporate partnership with a First Nations business. A corporate partner can support BSA with strategic advice about our RAP approach, assist us to achieve targets, support First Nations community and business engagement and collaborate on marketing, media and communications opportunities. Mutual benefits for our partner may include contracting opportunities, networking, as well as coaching and support for capability and capacity building. At the current time, BSA is in the identification and discovery phase with potential partners.

While reflecting on our reconciliation activity to-date, our RAP Working Group (RWG) discovered that across the country, within our individual business units and branches, BSA already has First Nations initiatives and partnerships in place, and an increasing number of First Nations peoples employed. BSA has 'engagement' or 'participation' plans in place for many of our key customer contracts and this results in a drive for localised and project specific participation.



Using the data we have access to, prior to implementation of reporting improvements, the RWG has established our base-line performance metrics and statistics, aligned with our 8 primary RAP goals:



Relationships

- **Partnerships**
Our answer to Action Item 1 describes a number of partnerships already in place with First Nations organisations.
- **Support of community initiatives**
Our support for social First Nations activities is provided in the section below. We envisage that initiatives will increase in number and size as our RAP develops.



Respect

- **Staff Awareness & Training**
Some employees have undertaken client/project specific cultural awareness training and BSA has participated in National Reconciliation Week and NAIDOC week events in 2021 and 2022, which has involved sharing information and resources with our workforce.



Opportunities

- **Procurement**
Our current manual report suggests 0.24% of BSA's total spend in FY22 (Q2, Q3 and Q4) was with First Nations-owned businesses that are Supply Nation Registered or Certified (16 active suppliers). We believe this percentage will increase with improvements to reporting capability including tracking spend with First Nations-owned businesses that are not yet Supply Nation registered.
- **Employment**
BSA had achieved a 45% increase in the number of employees that identify as Aboriginal and/or Torres Strait Islander people since we commenced reporting in 2019 (currently, BSA group has 2 employees recorded, equivalent to 0.63% of our workforce).
- **Employment Policy & Process**
BSA currently has a Diversity & Inclusion Policy in place.



Governance

- **RWG**
BSA's official RAP Working Group formed in October 2021.
- **Governance Framework**
Meeting cadence and terms of reference were established in early 2022.



Our Partnerships & Current Activities



Supply Nation Membership and Procurement Processes

In January 2022 we formalised our membership with Supply Nation. Supply Nation has worked with Aboriginal and Torres Strait Islander businesses along with procurement teams from government and corporate Australia to help shape today's emerging and rapidly evolving Indigenous business sector.

It is BSA's goal to develop genuine partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations to support the delivery of our services. To achieve this, we understand that we must implement a set of guiding partnership principles, as well as implement strategies for cultural competence within our business. As part of our research and development process, our procurement representative has arranged the following:

- Initial Supply Nation guided workshop in January 2022 with BSA's RAP Working Group.
- Supply Nations First Step Training undertaken by procurement representative in April 2022.
- Connect 2022 in May 2022 attended by BSA procurement for learning and networking.
- Research for development of our Indigenous Procurement Policy.



NT Community Engagement

In the Northern Territory, BSA has been supporting First Nations peoples and communities through sports sponsorship. Currently, BSA is a sponsor to Palmerston Crocs, Indigenous Football Academy and Katherine Indigenous 7's Cup.



National Reconciliation Week 2022

We marked National Reconciliation Week (NRW) in 2022 by launching an intranet page dedicated to NRW resources (including templates, videos, FAQ sheets and more), a series of internal communications to raise awareness, and a company-wide internal Webinar to begin the dialogue about BSA's reconciliation journey.

Many of our RWG members and senior leaders participated in an external NRW event, and throughout the week we communicated these stories along with photos with the broader business. In addition, three lucky winners received an 'Uluru Statement from the Heart' T-shirt for their response to our quiz and BSA family colouring competition.



NAIDOC Week 2022

NAIDOC Week 2022 was all about sharing resources and raising awareness within our workforce about the meaning behind the acronym and its history.

BSA developed a NAIDOC Week Quiz requiring employees to showcase their knowledge or undertake research to be in the running for one of seven amazing prizes that BSA sourced from Supply Nation Certified Businesses and Social Enterprises supporting First Nations peoples and communities. It provided a fantastic opportunity to internally promote our membership with Supply Nation and how it can be used support our Indigenous Procurement goals, as well as sharing the stories and capabilities of the suppliers involved.



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	Mar 2023	Head of Supply Chain & Vendor Management Head of Workforce Management
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Apr 2023	Head of Supply Chain & Vendor Management Head of Workforce Management
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	Apr 2023	Bid Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 Jun 2023	Bid Manager
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 Jun 2023	Bid Manager
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	27 May - 3 Jun 2023	Bid Manager
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	Dec 2023	Director of Customer Delivery
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	Dec 2023	Bid Manager
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	Dec 2023	Head of People
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. 	Dec 2023	Head of People



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.	Jun 2024	Head of People
	• Conduct a review of cultural learning needs within our organisation.	Jun 2024	Head of People
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Feb 2023	Bid Manager
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jun 2023	Head of People
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.	Jun 2023	Bid Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in Jul 2023	Bid Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2023	Bid Manager



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Jun 2023	Head of People
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jun 2023	Head of People
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Jun 2023	Head of Supply Chain & Vendor Management
	• Maintain Supply Nation membership and review how membership is tracking.	Jun 2023	Head of Supply Chain & Vendor Management



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. 	Apr 2024 Review Jun 2023	Director of Customer Delivery
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	Feb 2023	Director of Customer Delivery
	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. Review and establish pipeline of new First Nations talent to become part of the RWG in future. 	Nov 2023 Review Mar 2023	Head of Supply Chain & Vendor Management
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	Dec 2023	Bid Manager
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	Feb 2023	Director of Customer Delivery
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	Jun 2023	Bid Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence. 	Jun annually	Head of Supply Chain & Vendor Management
	<ul style="list-style-type: none"> Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire. 	1 Aug annually	Head of Supply Chain & Vendor Management
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 Sep annually	Head of Supply Chain & Vendor Management
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	Jan 2024	Head of Supply Chain & Vendor Management



Contact Details

For public enquiries about our RAP

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