

# APMS Operations Australia Pty Ltd

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## Reconciliation Action Plan

### REFLECT

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April 2025 - April 2026



RECONCILIATION  
ACTION PLAN

REFLECT



DIVISIONS OF

APMS OPERATIONS AUSTRALIA



## Acknowledgement of Country

APMS Operations Australia Pty Ltd respectfully acknowledges the Whadjuk Noongar people as the Traditional Owners of Wajuk land (Henderson & Rockingham) from which we operate on in Western Australia

We also respectfully acknowledge the Jagera people and the Turrbal people of Meanjin, (Brisbane) as Traditional Owners of Jagera Land, (Murarrie) from which we operate on in Queensland.

We recognise the Aboriginal and Torres Strait Island people as the First Australians and their enduring connection to the land, seas and waterways which have always been places of community and culture.



## A Word From Our Artist

‘Kaya, my name is Ilesha Wyatt. I am a Yued Noongar artist born and raised here in Boorloo. I work mostly digitally but love to paint on canvases and natural elements such as emu eggs, wood slices etc.

I enjoy taking stories and ideas and putting them into an artwork that tells a story and starts conversation. I have begun focusing on exhibitions and open studio events to showcase more of my physical work and hope to have my first solo exhibition soon.’

‘This artwork highlights the concept of travel from various APMS locations, connecting back on Noongar Land. The colours symbolize the land and sea, representing the region around the main office in Henderson, and serve to visualize both interstate and international journeys. The artwork serves to unite all APMS members and reflects their journey of reconciliation.’

**As we continue through our reconciliation journey, we hope to continue to work with Ilesha to expand on our artwork, to incorporate what we learn about the land on which we work on.**

# A Message from CEO of Reconciliation Australia

## Inaugural Reflect RAP

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

APMS Operations Australia Pty Ltd joins a network of more than 2,500 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 APMS Operations Australia Pty Ltd 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 APMS Operations Australia Pty Ltd, 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 the Director of APMS Operations Australia Pty Ltd

As owner and director of APMS Operations Australia, I am excited to announce our commitment to creating a Reconciliation Action Plan (RAP) that will guide us on a journey of meaningful and lasting change.

The RAP is not just a document or a process – it represents our dedication to fostering stronger relationships, respect, and opportunities with Aboriginal and Torres Strait Islander peoples within our workplace and the broader community.

Our company has always valued diversity and inclusion, and with the development of this RAP, we are taking an important step towards healing, understanding, and respect. We acknowledge the rich cultures, histories, and contributions of First Nations peoples, and we aim to integrate these values into every facet of our business operations.

The RAP is a collaborative effort, and we encourage all employees to actively participate, engage, and reflect on the actions we will take together. These efforts are designed to create a more inclusive environment where everyone feels valued, heard, and supported.

In the coming weeks, we will outline the specific initiatives, goals, and timelines associated with our RAP. These will include educational programs, partnerships with Aboriginal & Torres Strait Islander organisations, and opportunities to support reconciliation both within and beyond our company.

I am personally committed to leading this journey with transparency and accountability. Together, we will contribute to building a future where unity, understanding, and respect define our company and the communities we serve.

Warm regards,  
David Osman  
Owner- Director, APMS Operations Australia



# Our Business

APMS Operations Australia (APMS) is a family-owned business that has been operating for over a decade. We currently employ 30 full time staff and a roster of casual staff of between 60-90 employees at any one time who assist on a project-by-project basis.

APMS Engineering are technical professionals capable of assisting with quality engineering, design, manufacture, install and maintenance projects. We are highly experienced in fabricating with exotic materials and specialise in fabricating Pressure Vessels, Heat Exchangers and non-standard structural fabrication projects.

Acid Plant Management Services are specialists in the Sulphuric Acid industry with extensive experience in sulphuric acid plant management, shutdown execution and maintenance services. Our team is experienced in confined space entry, high-risk, rescue and sentry certified. We meet all relevant International Standards relating to fully encapsulated suits, self-contained breathing apparatus, chemical insertions and internal inspections.

APMS Storage Tank Services have comprehensive experience in tank inspection, design, fabrication, maintenance, repairs, and cleaning. We also provide construction and project management services relating to all types of bulk storage tanks and associated piping. We operate according to international construction codes and standards ensuring high quality and safety standards are met.

Our services geographically are both national (Western Australia, South Australia, Queensland, and Tasmania) and international (Canada and New Caledonia).

We have four office locations, three of them being on Wajuk land (Henderson & East Rockingham, WA) and one being on Jagera land (Murarrie, QLD)

Included in our key focuses, is to engage more with the Aboriginal and Torres Strait Islander stakeholders and to seek consultation about how we can positively contribute to reconciliation. We're excited to explore pathways of employment through consultation and collaboration with companies within our industry and sphere of influence. Presently, we do not have any Aboriginal and Torres Strait Islander people employed with us. Through the process of developing a RAP we are hoping to create opportunities for Aboriginal and Torres Strait Islander people to join and grow in our company.

We have begun that process with opening dialogue with organisations such as Kambarang and Buru Rehab with regards to contacting local community, providing guidance with different cultural protocols and putting into context to understand the actions needed in the plan.



APMS welders working on a tank at our Henderson workshop  
Image By: Sum Effect Photography



# Our RAP

APMS began developing a RAP as we recognise the need to integrate Aboriginal and Torres Strait Islander cultural awareness and understanding into the values of APMS Operations Australia. This will be our first ever RAP plan and we look forward to building strong relationships internally and externally with Aboriginal and Torres Strait Islander communities and organisations.

The commitments in this RAP will help us build, involve and engage our Aboriginal and Torres Strait Islander employees, customers and community to ensure our approach and supports are developed with respect and cultural awareness.

It is our aim that APMS values will be enhanced through creating a strong foundation which encourages and supports Aboriginal and Torres Strait Islander peoples and for our staff to build their knowledge and cultural awareness.

This RAP reflects our company values:

- Engagement
- Quality
- Constant improvement
- Teamwork
- Complement
- Safety



## Our partnerships & current activities

This RAP is the first step in our reconciliation journey, we have been in contact with organisations such as Kambarang and Buru Rehab to explore possibilities of a potential partnership and/or utilising their respective services to help develop the RAP.

We have formed a RAP Working Group which is championed by our Financial Controller and represented by a variety of roles within the company including

- Senior Management
- Financial
- Human Resources
- Workshop Crew

As well as the director of APMS, who is consulted with and updated at each step of the way.

We will continue to consult with external stakeholders as our RAP journey progresses.



# RAP Working Group

As mentioned previously, in 2024 our first RAP working group was formed to champion the Reconciliation Action Plan. The group is comprised of members from senior management, financial and human resources departments and staff from our two workshops in Perth. We look forward to welcoming an indigenous voice to this group to help guide us through this reconciliation journey.

**Aimee Osman**

Financial Controller

**Atreyu Ansett**

Boilermaker Apprentice

**Caitlin Roberts**

Human Resources Officer

**Colin Krause**

Equipment Coordinator

**Kate McDonald**

Finance/Operations Assistant

**Mark Breen**

Project Manager

**Shem Moody**

Truck Driver/Trade Assistant



# Relationships

Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>• <b>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</b></li> <li>• <b>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations</b></li> </ul>	April 2025	Project Manager (PM)
		April 2025	Equipment Coordinator (EC)
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>• <b>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff</b></li> <li>• <b>RAP Working Group members to participate in an external NRW event</b></li> <li>• <b>Support and inform staff about attending an event to recognise and celebrate NRW</b></li> </ul>	May 2025	EC
		27 May- 3 June 2025	EC, Financial Controller (FC), PM, HR, Apprentice (AP), Trades Assistant (TA), Operations Assistant (OA)
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>• <b>Communicate our commitment to reconciliation to all staff.</b></li> <li>• <b>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</b></li> <li>• <b>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</b></li> </ul>	May 2025	FC, HR, PM, EC, AP, TA, OA
		April 2025	EC & PM
		April 2025	PM
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>• <b>Research best practice and policies in areas of race relations and anti-discrimination.</b></li> <li>• <b>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</b></li> </ul>	April 2025	HR
		April 2025	HR



# Respect

<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<ul style="list-style-type: none"> <li>• <b>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</b></li> <li>• <b>Conduct a review of cultural learning needs within our organisation.</b></li> </ul>	<p>July 2025</p> <p>August 2025</p>	<p>PM</p> <p>EC</p>
<p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> <li>• <b>Develop an understanding of the local Traditional Custodians of the lands and waters within our organisations operational area</b></li> <li>• <b>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</b></li> </ul>	<p>April 2025</p> <p>August 2025</p>	<p>EC, FC</p> <p>EC, HR, TA, AP, FC, TA, OA</p>
<p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> <li>• <b>Raise awareness and share information amongst staff about the origins and importance of NAIDOC week</b></li> <li>• <b>Introduce our staff to NAIDOC Week by promoting external events in the local and surrounding area of operation</b></li> <li>• <b>RAP Working Group to attend an external NAIDOC Week event</b></li> </ul>	<p>June 2025</p> <p>June 2025</p> <p>1st week of July 2025</p>	<p>EC</p> <p>EC</p> <p>EC, FC, HR, PM, AP, TA, OA</p>





# Opportunities

<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</p>	<ul style="list-style-type: none"><li>• <b>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation</b></li><li>• <b>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities</b></li></ul>	<p>July 2025</p> <p>July 2025</p>	<p>FC, EC, PM, Managing Director (MD)</p> <p>HR, PM, FC, MD</p>
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</p>	<ul style="list-style-type: none"><li>• <b>Develop a business case for procurement from Aboriginal and Torres Strait Islander businesses</b></li><li>• <b>Develop a list of Aboriginal and Torres Strait Islander suppliers</b></li></ul>	<p>September 2025</p> <p>September 2025</p>	<p>FC, PM</p> <p>FC</p>

# Governance



<p>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</p>	<ul style="list-style-type: none"> <li>• <b>Maintain RWG to govern RAP implementation.</b></li> <li>• <b>Draft a Terms of Reference for the RWG.</b></li> <li>• <b>Establish Aboriginal and Torres Strait Islander representation on the RWG.</b></li> </ul>	<p>April 2025 April 2025 November 2025</p>	<p>EC EC HR, PM, FC</p>
<p>Provide appropriate support for effective implementation of RAP commitments.</p>	<ul style="list-style-type: none"> <li>• <b>Define resource needs for RAP implementation.</b></li> <li>• <b>Engage senior leaders in the delivery of RAP commitments.</b></li> <li>• <b>Appoint a senior leader to champion our RAP internally.</b></li> <li>• <b>Define appropriate systems and capability to track, measure and report on RAP commitments.</b></li> </ul>	<p>April 2025 April 2025 April 2025 June 2025</p>	<p>EC, FC EC, PM, HR, AP, TA FC EC</p>
<p>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<ul style="list-style-type: none"> <li>• <b>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.</b></li> <li>• <b>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</b></li> <li>• <b>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</b></li> </ul>	<p>June <i>Annually</i>  1 August <i>Annually</i>  30 September <i>Annually</i></p>	<p>EC  EC  EC</p>
<p>Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> <li>• <b>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</b></li> </ul>	<p>April 2026</p>	<p>EC</p>