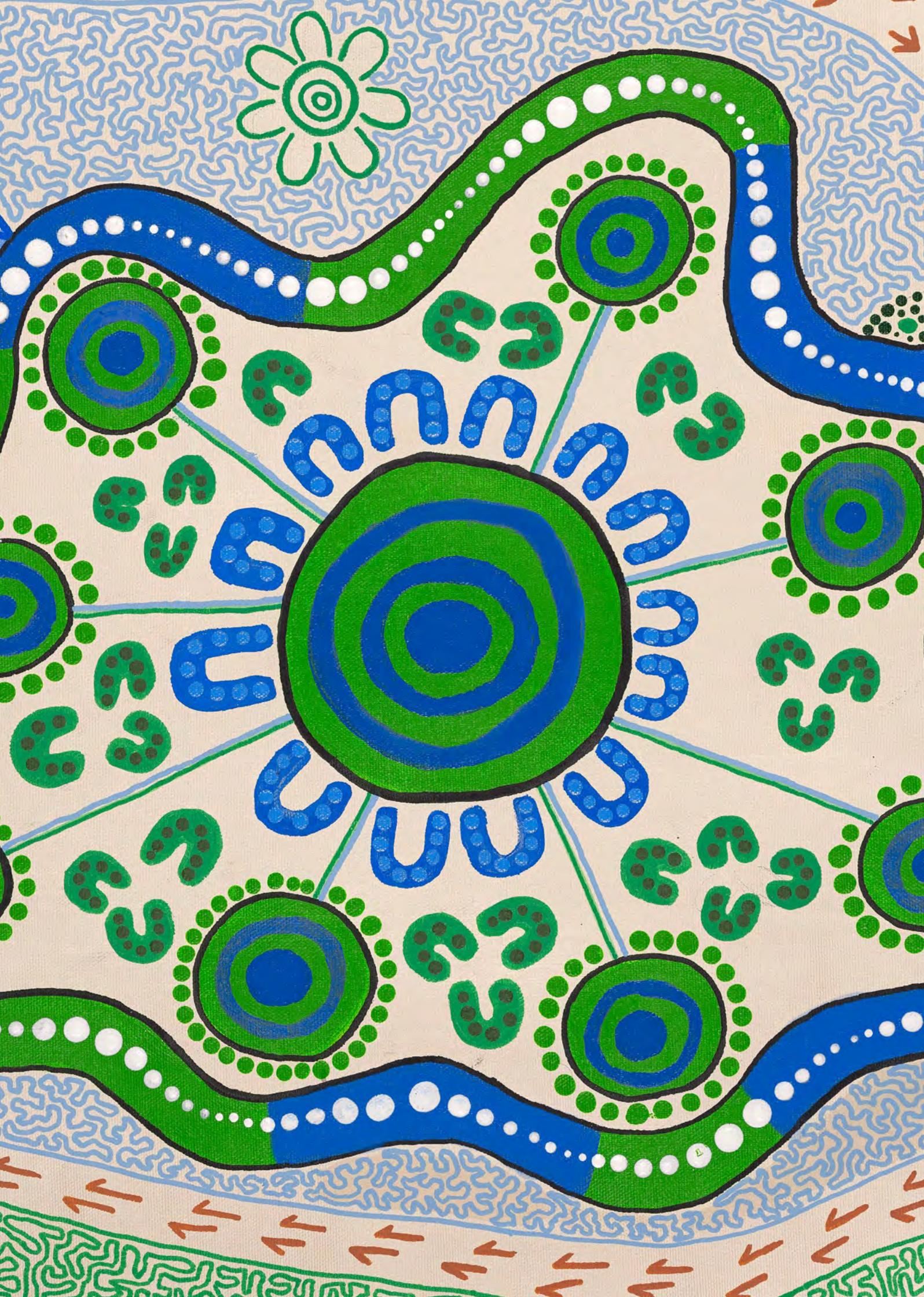


# Johnson Controls Australia

## Reflect Reconciliation Action Plan

June 2023 - September 2024





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# Reconciliation and Johnson Controls Australia

**A message from Director Government & Defence,  
Johnson Controls, Pacific**

It's an honour for me on behalf of Johnson Controls Australia, to introduce our first Reconciliation Action Plan (RAP).

Johnson Controls Australia's purpose is to build smarter, healthier and more sustainable tomorrows – for our customers, our communities and our planet. We will achieve this through an inclusive and culturally safe organisational mindset.

Our ambition is to drive the right behaviours, unlock engagement, accelerate productivity and foster innovation, leading to exceptional outcomes for Aboriginal and Torres Strait Islander peoples and Our customers.

Within our Reflect Reconciliation Action Plan, we have detailed the actions and contributions that our organisation will implement over the next 12-18 months. These actions will lay the foundation for future RAP's, whilst most importantly – allowing Johnson Controls to further develop relationships and trust with Aboriginal and Torres Strait Islander peoples within our local communities and sphere of influence.

Johnson Controls Australia has long understood the value of diversity and inclusion. Our RAP has the full support of the Board and Australian Leadership Team, to ensure that we have the resources and support to deliver against our commitments. As part of our RAP, we will be reporting annually on our progress.

I would like to acknowledge the Reconciliation Working Group for their commitment, contribution and leadership in developing our Plan. I look forward to leading the group on our reconciliation journey and developing respectful and meaningful opportunities, as we work alongside Aboriginal and Torres Strait islander peoples to deliver our Reconciliation Action Plan.



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# Reflect CEO Statement

**Karen Mundine - Chief Executive Officer  
Reconciliation Australia**

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

Johnson Controls joins a network of more than 1,100 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 Johnson Controls 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 Johnson Controls, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



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# About the Artist

Cass is a proud Walbunja Traditional Custodian of the Yuin Nation with cultural connections also to the Narrungdera People of the Wiradjuri Nation and currently lives, works and creates on Ngunnawal and Ngambri Country, ACT.



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Cass works full-time in Indigenous Affairs as a recruitment and engagement specialist, is a wife and mother to two Aboriginal and Fijian girls and an emerging contemporary Aboriginal Artist. Her paintings represent her connection with her ancestors, especially her Pop, Keith Stewart, who was a Walbunja Traditional Custodian, respected Elder and talented Aboriginal Artist.

Cass paints under her business, Garray Barra Barra Aboriginal Art. Garray means sand in Wiradjuri language and Barra Barra means sea in Dhurga, language of the Walbunja People. All her art represents her two tribal groups and everything in between 'sand and sea'. Being a contemporary Aboriginal Artist Cass' work is a modern interpretation of her ongoing connection to culture while walking in two worlds.



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# Our vision for reconciliation

Johnson Controls has long understood the value of diversity and inclusion. It is present in everything we embody. Building on this history, our leadership is moving diversity and inclusion beyond a foundational value to a business imperative.

## Our vision for reconciliation

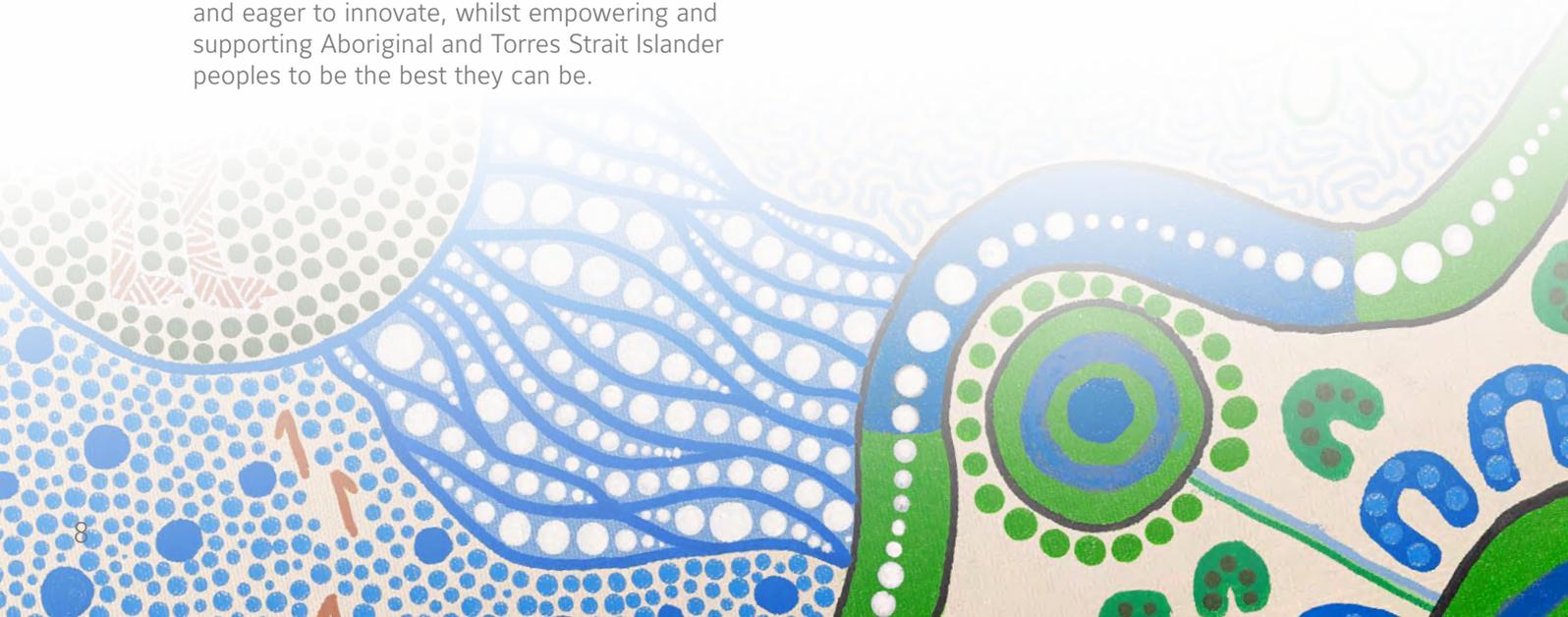
Johnson Controls vision for reconciliation is an Australia in which Aboriginal and Torres Strait Islander cultures are embraced in a rich culture of inclusion.

Our ambition is to drive the right mindsets and behaviours, unlock engagement, accelerate productivity and foster innovation, leading to exceptional outcomes for Aboriginal and Torres Strait Islander employees and Our customers.

Our dedication to diversity and inclusion starts with our values. We lead with integrity and purpose, focusing on the future and aligning with Aboriginal and Torres Strait Islander cultures and our customers' vision for success. Our High-Performance Culture ensures that we have the best talent that is highly engaged and eager to innovate, whilst empowering and supporting Aboriginal and Torres Strait Islander peoples to be the best they can be.

As Johnson Controls Australia strives to be a business partner, employer and supplier of choice, we realise that our ability to make progress in these areas will require increased collaboration with local Aboriginal and Torres Strait Islander cultures. Our vision for reconciliation elevates each employee's responsibility to contribute to our culture.

It's through these contributions that we'll drive the mindsets and behaviours we need to power our vision for reconciliation and our customers' missions. You have the power. You have the voice. You have the culture in your hands.



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# Our business

Johnson Controls is a world leader in smart buildings, creating safe, healthy and sustainable spaces. Globally we have more than 100,000 employees working across 150 countries.

For nearly 140 years, we've made buildings better and now we're transforming them again with our award-winning digital technologies and services. Johnson Controls is renowned for innovative HVAC, BMS, digital, security & fire products, installations and services.

We deliver building technology solutions for industries such as healthcare, schools, defence, data centres, airports, stadiums, hotels, manufacturing and beyond through 'OpenBlue', our comprehensive suite of connected solutions.

Johnson Controls Australia offers the world's largest portfolio of building technology and operates across a network of 15 branches. Supported locally by a team of 800 dedicated employees with representation in each State and Territory, we're helping customers achieve their sustainability goals and power their mission. Currently we are aware of 2 Aboriginal and Torres Strait Islander Staff within our Australian workplace.

Our passion is to build smarter, healthier and more sustainable tomorrows – for our customers, our communities and our planet.



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# Our RAP

Johnson Controls has long understood the value of diversity and inclusion. Our local Leadership see diversity and inclusion as a business imperative. We want to be a business partner, employer and supplier of choice and we realise that to do this, we require an increased collaboration with local Aboriginal and Torres Strait Islander peoples and cultures.

Through our RAP Champion Andrew McCabe, local Leadership and our Reflect RAP - Our ambition is to drive the right mindsets and behaviours, unlock engagement, accelerate productivity and foster innovation, leading to exceptional outcomes for Aboriginal and Torres Strait Islander employees and Our customers. Through a top-down approach, our Leadership Team will govern, participate and support our RAP Action plan and deliverables.

To further support our Reconciliation Journey, we will launch the JCI Allyship Pledge Program. The program is designed to be a self-sustaining model that meets employees personal needs to feel supported and to build strategic alliances within diverse communities. This program allows employees to 'pledge' their support for our RAP. They can become an ally, ambassador, or leader - to deliver a safe working culture for Aboriginal & Torres Strait Islander peoples - in line with our RAP.

Our Reconciliation Journey has been short. We founded a Reconciliation Working Group in September 2022 and since then we have been developing our RAP. We ensured that our working group has Aboriginal and Torres Strait Islander representation and engaged with inspirational leaders such as Michael West (CEO & Founder: Guwaali - Artist & Cultural Educator) and Pauli Ryan who is from the Dharawal mob. As part of our Reconciliation Working Group, we will have a RAP representative in each state. They will work closely with employees and local management, to ensure that our RAP actions are being delivered and reported.



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# Our RAP working group



**Andrew McCabe**  
RAP Champion,  
Director Government & Defence



**Sarah Loose**  
Sales Operation Manager



**Jaala Howell-Unmeopa**  
(First Nations)  
Service Delivery Team Leader



**James Mair**  
(First Nations)  
National Retrofit Manager



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# Our partnerships / current activities

Through the Jonathon Thurston Foundation, JCI conducted an employment engagement workshop that took place on the 20th October 2021 and focused on giving confidence to the school students and getting them ready for employment after they leave school. During the 'Lead like a Girl' one-day Workshop, Cassandra Rowan (JCI Business Development Manager) and Sarah Loose (JCI Service Program Manager) shared their personal career journeys with the High School Students. Their stories were insightful, inspiring and gave a real-life example of how you can achieve your career goals.





Community partnerships  
Internal activities / initiatives





Action	Deliverables	Timeline	Responsibility
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 in each major city where Johnson Controls are located.	July 2023	Lead: Branch Manager Support: Reconciliation Working Group
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Lead: RAP Champion Support: Reconciliation Working Group
	Develop and implement an engagement plan for each JCI branch.	July 2023	Lead: Branch Manager Support: Reconciliation Working Group
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all JCI Branch Managers via MS Teams.	May 2023 and each subsequent year	Lead: Reconciliation Working Group Support: Local RAP Representative
	Encourage participation and raise awareness during Leadership Town Hall.	May 2023 and each subsequent year	Lead: RAP Champion Support: Reconciliation Working Group
	RAP Working Group and SLT members to participate in an external NRW event each year – supporting local JCI branches.	May 2023 and each subsequent year	Lead: RAP Champion Support: Reconciliation Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023 and each subsequent year	Lead: RAP Champion Support: Reconciliation Working Group
Promote reconciliation through our sphere of influence.	SLT and Branch managers to communicate our commitment to reconciliation and NRW, to all staff during JCI Townhalls.	June 2023 and subsequent quarterly Townhalls	Lead: SLT Support: RAP Champion
	Promote JCI's commitment to our RAP and encourage local engagement, through internal JCI Pacific social platforms.	June 2023 and subsequent quarterly Townhalls	Lead: RAP Champion Support: Reconciliation Working Group
	Each JCI branch to identify a minimum of one internal and external stakeholder, that they can engage with on our reconciliation journey.	July 2023	Lead: RAP Champion Support: Reconciliation Working Group
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	June 2023	Lead: RAP Champion Support: Reconciliation Working Group
	Publicly promote JCI's commitment to NRW through our external social platforms.	June 2023	Lead: RAP Champion Support: JCI Communications Team
Promote positive race relations through anti-discrimination strategies.	Through engagement with Aboriginal and Torres Strait Islander representatives, research best practice and policies in areas of race relations and anti-discrimination and align with JCI employment policies.	October 2023 – annual review	Lead: HR Manager Support: RAP Champion
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2023 – annual review	Lead: HR Manager Support: RAP Champion
	Develop strategies and relative learning materials (as required) to drive race relations and ongoing cultural engagement.	October 2023	Lead: HR Manager Support: RAP Champion



Action	Deliverables	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Launch JCI Allyship Pledge program specifically for Australia and to support our RAP.	June 2023	Lead: RAP Champion Support: JCI Communications Team
	Conduct a review and 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 2023	Lead: RAP Champion Support: HR Team
	Conduct a review of cultural learning needs within our organisation.	October 2023	Lead: HR Manager Support: RAP Champion
	Develop a cultural learning strategy for existing JCI staff and for onboarding new members of staff.	October 2023 – annual review	Lead: HR Manager Support: RAP Champion
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	With the assistance of local Traditional Owners and Custodians of the land, develop an understanding of the local areas on which JCI's organisation's operate.	October 2023	Lead: Branch Manager Support: Reconciliation Working Group
	Partner with an Aboriginal and Torres Strait Islander organisation to facilitate a learning program for HR Managers and Senior Members of JCI staff.	October 2023	Lead: RAP Champion Support: Reconciliation Working Group
	Have meaningful conversations to increase JCI staff awareness and understanding of, the purpose and significance behind cultural protocols.	October 2023	Lead: Reconciliation Working Group Representative Support: Branch Managers
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2023	Lead: Reconciliation Working Group Representative Support: Branch Managers
	Provide templates for meetings and email signatures to help facilitate our Acknowledgement of Country.	October 2023	Lead: Reconciliation Working Group Representative Support: Branch Managers
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Promote and raise awareness and share information amongst JCI staff about the meaning of NAIDOC Week. Providing factsheets, posters and other relevant materials.	June 2023, 2024	Lead: Reconciliation Working Group Representative Support: Branch Managers
	Introduce JCI staff to NAIDOC Week by promoting external events in our local area.	June 2023, 2024	Lead: Reconciliation Working Group Representative Support: Branch Managers
	Communicate JCI events on internal JCI social platforms – one event per major city.	June 2023, 2024	Lead: RAP Champion Support: Branch Managers & Reconciliation Working Group
	JCI RWG, SLT & Branch Managers to participate in an external NAIDOC Week event.	First week in July 2023, 2024	Lead: RAP Champion Support: Branch Managers & Reconciliation Working Group



Action	Deliverables	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build and understanding of JCI's current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2023	Lead: HR Manager Support: RAP Champion
	Engage with Aboriginal and Torres Strait Islander staff through JCI's BRG's, to consult our future recruitment and retention strategies.	July 2023	Lead: HR Manager Support: RAP Champion
	Engage with Aboriginal and Torres Strait Islander recruitment networks and agencies, to develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	October 2023	Lead: RAP Champion Support: Talent Acquisition Team
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review current procurement from Aboriginal and Torres Strait Islander owned businesses & develop a specific procurement strategy highlighting the benefits of procuring goods and services through Aboriginal and Torres Strait Islander owned businesses.	Commence review in October 2023	Lead: Head of Procurement Support: Business Unit Leaders
	Develop an internal communication strategy making JCI branches aware of local Aboriginal and Torres Strait Islander owned businesses within their location.	October 2023	Lead: JCI Communications Team Support: Head of Procurement
	Investigate Supply Nation membership.	October 2023	Head of Procurement



Action	Deliverables	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG consisting of at least two Aboriginal and Torres Strait Islander Representatives to govern RAP implementation.	April 2024	RAP Champion
	Review and update Terms of Reference for the RWG.	April 2024	RAP Champion
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	April 2024	RAP Champion
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs to maintain RAP implementation.	February 2023, review February 2024	Lead: RAP Champion Support: Reconciliation Working Group
	Continue to engage JCI Leadership Team in the delivery of RAP commitments.	February 2023 review February 2024	Lead: RAP Champion Support: Reconciliation Working Group
	Continue to engage senior JCI leader to champion our RAP internally.	April 2024	Lead: RAP Champion Support: Reconciliation Working Group
	Using existing JCI resource, define appropriate systems and capability to track, measure and report on RAP commitments.	February 2024 and continuously review	Lead: RAP Champion Support: Reconciliation Working Group
	Leverage current JCI resources such as BRG's and Allyship program.	February 2023 and continuously review	Lead: RAP Champion Support: Reconciliation Working Group
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 2023, annually	Lead: RAP Champion Support: Reconciliation Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, annually	Lead: RAP Champion Support: Reconciliation Working Group
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023, annually	Lead: RAP Champion Support: Reconciliation Working Group
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	Lead: RAP Champion Support: Reconciliation Working Group

The power behind **your mission**



**Contact Details**

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