



CROSSMULLER

END-TO-END ENGINEERING SOLUTIONS



INNOVATE RECONCILIATION ACTION PLAN

September 2024 - September 2026

In the spirit of reconciliation, Crossmuller acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community.

We pay our respect to the Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

GARRY PURCHASE



Garry is a proud Aboriginal man of Dharawal, Bidjigal and Dhungutti descent. He grew up in Sydney's Eastern suburbs in Botany and was raised amongst the Aboriginal community of La Pouse.

Garry is a member of the Timbery family of which there are many famous members. He is the Great-Great-Great-Great Grandson of Timbery (Or Timberé), leader of the Dharawal people and was bestowed the title "King Of The Five Islands" by Governor Lachlan Macquarie. Garry is also the Great-Great Grandson of Queen Emma Timbery and is a cousin of Esme Timbery who are both internationally renowned for their artistic shell-work. His great uncle is Joe Timbery, world champion boomerang thrower who also presented one to Queen Elizabeth II in 1954.

Garry has always had a creative passion and was a musician for various years, playing drums in

Sydney rock bands. He played 100 of shows in the 90's and 2000's on the Sydney scene.

Artistically, he first started painting after he moved to the Central Coast with his wife and three sons in 2013.

He has a very loyal fan base and has thousands of followers on social media.

His works have attracted a lot of attention and have also earned Garry awards. He took out the major first prize Tony Donovan Award at Reconciliation Exhibition at Gosford Regional Gallery in both 2014 and 2016 with "One Nation" and "Under The Southern Cross" respectively.

His painting "The Journey" won both the Aboriginal Health award and the People's Choice award at Mental Health Art Works! 2014 along with winning the Aboriginal Health award again in 2016 with "Missing Pieces" and in 2017 with his piece "Tribal Blood".

His style is a more modern take on traditional Aboriginal art, steering away from the common dreamtime stories and focusing on his own personal journey, experiences and social issues that pushes a lot of creative boundaries as he stretches the limits of what Aboriginal art can be.

TOM HAGAN



Our commitment to the RAP process has strengthened during the past year and continues to have the enthusiastic support of our Owners, Executive Team and our staff.

On behalf of the Crossmuller team, I am pleased to provide this update on our reconciliation journey, guided by our RAP Champions and the processes of the Reconciliation Action Plan (RAP).

During 2022–23 we completed our inaugural Reflect RAP, which included embracing a number of activities to help strengthen our cultural awareness and engagement with Aboriginal and Torres Strait Islander peoples and stakeholders. We engaged with Aboriginal and Torres Strait Islander businesses and community groups to collaborate and join programs that create improved economic, health and social outcomes for Aboriginal and Torres Strait Islander peoples.

As we embark on the next phase of our Reconciliation journey, our Innovate RAP builds on the foundations set in our Inaugural RAP and provides challenging but necessary targets and

goals we have set. We aim to further build confidence and strengthen our relationships, both internally and externally and support's Crossmuller's aspirations to become a more diverse and inclusive organisation.

Crossmuller has connected with Bara Barang and other Aboriginal and Torres Strait Islander businesses and community groups in a consortium to co-design a program "Make Manufacturing for Tomorrow" to support young people navigate their way to find lasting meaningful employment. This program will assist Crossmuller in reaching our Innovate RAP goals.

Our commitment to the RAP process has strengthened during the past year and continues to have the enthusiastic support of our Owners, Executive Team and our staff. We welcome the opportunities created through the RAP to deepen our ties with Aboriginal and Torres Strait

Islander peoples and make a positive contribution to national reconciliation.

I warmly thank reconciliation Australia for their guidance and support in the development of this RAP and welcome their continued leadership in advancing reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous people in Australia.

Tom Hagan
Chief Executive Officer
Crossmuller

KAREN MUNDINE

First Innovate RAP

Reconciliation Australia commends Crossmuller on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Crossmuller to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Crossmuller will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Crossmuller is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Crossmuller's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Crossmuller on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.



OUR VISION FOR RECONCILIATION

Crossmuller's vision for reconciliation is for all Australians to understand, respect and value Aboriginal and Torres Strait Islander peoples, cultures, and heritages. This includes accepting our shared history and addressing its effects on Australian society.

Our vision is for all Australians to have the same opportunities for social, economic and cultural prosperity, and a standard of living that is not compromised by their identity by providing meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples.

To help bring this vision to life Crossmuller is committed to collaborate with Aboriginal and Torres Strait Islander peoples, businesses and the community and to learn from Aboriginal and Torres Strait Islander peoples. Our commitment is to work with these business and the community and strive to employee Aboriginal and Torres Strait Islander peoples in our work place leading to positive social and economic outcomes.



'Make Tomorrow In Manufacturing' community co-design workshop #1.
Photo Courtesy of Bara Barang



'Make Tomorrow In Manufacturing' community co-design workshop #2.
Photo Courtesy of Bara Barang

OUR BUSINESS

Crossmuller is an innovative and progressive multi-disciplined company specialising in manufacturing design, automation and systems integration. Our Engineering and Construction division designs and constructs manufacturing facilities, refurbishes existing facilities and designs and constructs automation plant for manufacturing plants and warehouses..

Crossmuller currently has 356 employees located in New South Wales and South Australia with the main head office based in Somersby on the New South Wales Central Coast with our customers based all throughout Australia. Our sphere of influence includes a number of internal stakeholders, including all our employees and various external stakeholders including our business partners and customers, schools and community groups who we engage with and the wider community who we communicate with.

Currently, we understand that we have 10 Aboriginal and/or Torres Strait Islander employees in the business, however, the exact number is not known. Over the next 2 years, Crossmuller is committed to grow the number of employees who identify as Aboriginal and/or Torres Strait Islander people to 7% of the business, which represents 21 people in total. At the same time, Crossmuller will continue to raise awareness of Aboriginal and Torres Strait Islander cultures for non-Indigenous employees.

OUR RECONCILIATION ACTION PLAN

Crossmuller is continuing on its reconciliation journey following up from our inaugural Reflect Reconciliation Action Plan (RAP) in 2022-2023 with a further commitment to engaging with Aboriginal and Torres Strait Islander communities and increasing Aboriginal and Torres Strait Islander peoples participation in our workforce and supply and customer chain.

We believe it is our responsibility to promote a positive attitude to reconciliation within our company, contractors, suppliers and stakeholders. Crossmuller is extending its commitment to increase Aboriginal and Torres Strait Islander peoples participation on our projects through direct employment as well as through contractor and supplier arrangements.

During our first Reflect RAP journey, driven by our RAP Champion and Facilitator, Crossmuller engaged with local Aboriginal and Torres Strait Islander peoples Corporations to partner in programs to promote employment, work experience and training pathways. Crossmuller is further committed to engaging with our partners to assist with attracting, selecting and employing Aboriginal and Torres Strait Islander peoples and mentoring on career development for current employees.

We are continuing on our journey with our Innovate RAP to further strengthen our partnerships and programs and to engage senior leaders and the wider business in our activities. We would like to further understand the fundamentals of Aboriginal and Torres Strait Islander culture and look to develop respectful practices that will enhance the cultural safety experience of our Aboriginal and Torres Strait Islander peoples at Crossmuller and their families and communities.

We have an established RAP Working Group consisting of Senior Management, Human Resources

and Safety, including Jason Fretwell and Karen McDermid, two members of the RAP working Group who identify as First Nations people. Their input and leadership is crucial in our Connection to Country, other employees and businesses.

Jason Fretwell and Tom Hagan will continue their roles as the company's RAP Champions, responsible for driving internal engagement and awareness of the RAP. The RAP Facilitator and RAP Champions are

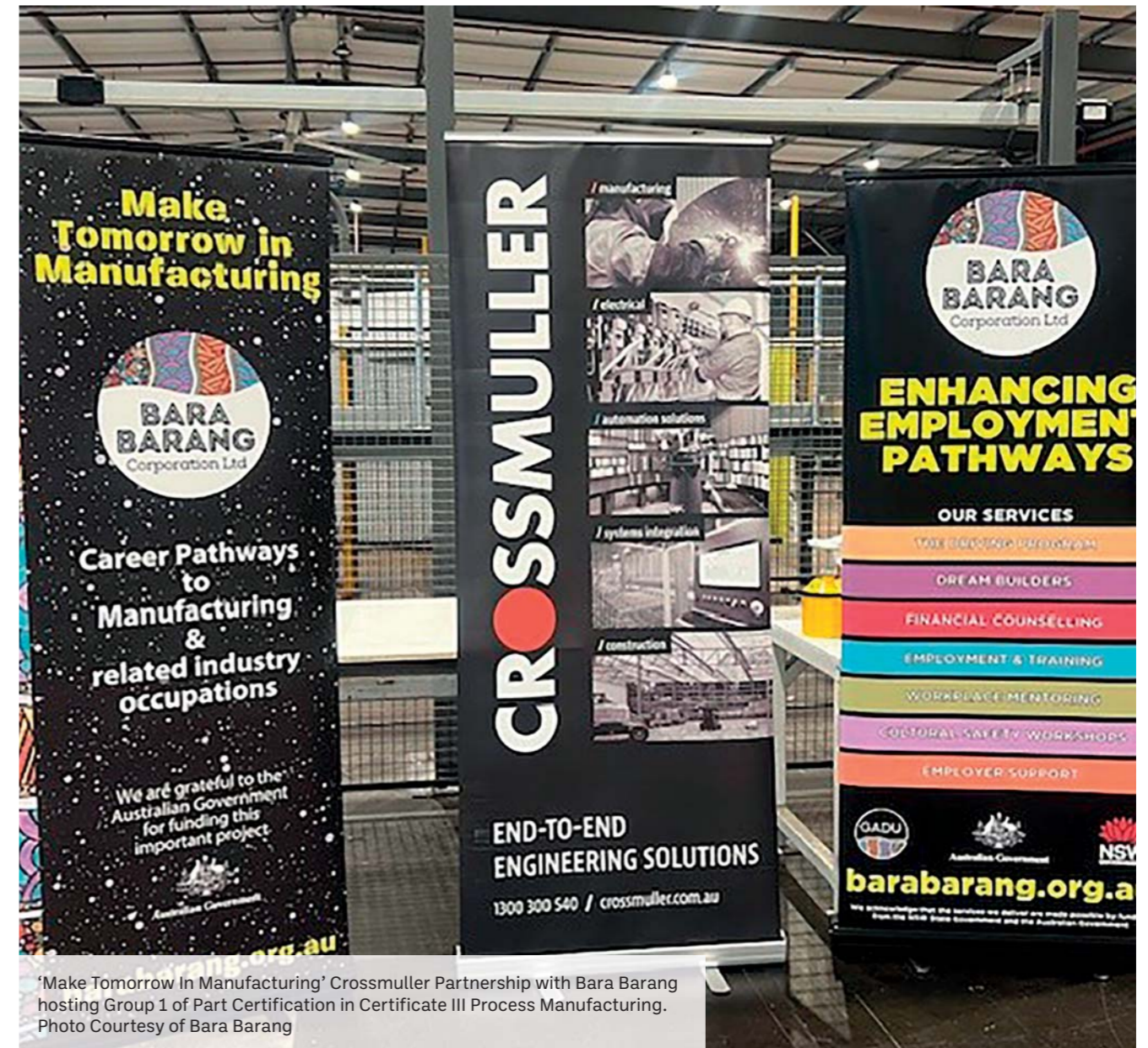
responsible and accountable for the outcomes and will develop a RACI (Responsible, Accountable, Consulted and Informed) with members of the wider Crossmuller Human Resources and Administration teams to be delegated certain tasks.

As we continue our Innovate RAP Journey Crossmuller will look to engage the wider business on RAP activities and provide more information and resources about the actions and goals for reconciliation.



'Make Tomorrow In Manufacturing' Crossmuller Partnership with Bara Barang hosting Group 1 of Part Certification in Certificate III Process Manufacturing. Photo Courtesy of Bara Barang

The development of our Innovate RAP has been informed by our learnings, experiences, accomplishments and challenges from our reconciliation journey so far.



'Make Tomorrow In Manufacturing' Crossmuller Partnership with Bara Barang hosting Group 1 of Part Certification in Certificate III Process Manufacturing. Photo Courtesy of Bara Barang

OUR PARTNERSHIPS AND ACTIVITIES

Through the actions of the Reflect RAP, we have achieved a range of key milestones that have embedded our understandings and commitment to Reconciliation. During our Reflect RAP journey, driven by our RAP Champion and Facilitator, Crossmuller engaged with local Indigenous Corporations to partner in programs to promote employment, work experience and training pathways. One of our challenges was gaining traction with securing committed applicants given our geographical location at Somersby.

At present the limited public transport is a barrier to potential applicants who may not have access to a private vehicle. By moving forward with an Innovate RAP we aim to engage with as many employees and business as we can to address these challenges and barriers by looking to implement a “Transport Network” to potentially assist applicants to secure a position at our sites.

Another challenge was getting Senior Management involved in our RAP activities, mostly due to time constraints. As we embark on our Innovate RAP we plan on increasing frequency of RAP Meetings and activities involving our Senior Leaders.

1. Formalised a RAP Working Group.

Increase meeting frequency and Improve communications with Senior Management.

Two members of the RAP Working Group identify as Aboriginal and Torres Strait Islander people, Jason Fretwell and Karen McDermid.

Jason Fretwell

Human Resources Officer
RAP Champion & RAP Facilitator

Tom Hagan

Chief Executive Officer
RAP Champion

Grant Sullivan

People & Culture Manager

Karen McDermid

Human Resources Officer

David Ward

Senior Workplace Health & Safety Coordinator

Hayley Cooper

Human Resources Officer

Ben Lamb

Manufacturing Manager

Aaron Goldie

Construction Manager

Sammy Morrison

Purchasing Officer - Projects

2. Launched Inaugural Reflect Reconciliation Action Plan and

Raised Internal Awareness through Social Media Posts, Internal correspondence and onsite BBQ.

3. Established Relationships with Bara Barang, Local High Schools and other community partners

including Industry Training Hub and Central Coast Industry Connect and attended and hosted events in relation to employment of Aboriginal and Torres Strait Islander young people.

- Attended Gudjagang Ngara li-dhi (GNL) for a presentation on Hidden Talents and Retaining Workers

- Co-Hosted with Bara Barang and Industry Training Hub a Manufacturing for the Mob Industry Day at Girrakool Picnic Area Kariang where we participated in a Smoking Ceremony and Cultural Dance and then hosted students and community partners at our Somersby manufacturing Facility.

4. NAIDOC Week

- Members of the RAP Working Group attended Central Coast NAIDOC Community Day at Wyong Race Course.

5. NRW

- Members of the RAP Working Group attended a morning tea discussing Cultural Awareness and Cultural Safe Workplaces.

6. Hosted Work Experience Week

for a young Indigenous student who is interested in an Apprenticeship.

7. Make Tomorrow in Manufacturing

Make Manufacturing for Tomorrow is our own primary action with tangible outcomes to boost First Nations People employment in our sphere of influence. Make Manufacturing for Tomorrow is a partnership that Crossmuller joined in a Consortium with Bara Barang and other community and industry partners to Co Design a program to attract and train Aboriginal and Torres Strait Islander young people on the Central Coast. The Program's desired outcome is to employ 100 Aboriginal and Torres Islander Peoples young people over the next 4 years. We are aiming to facilitate, work experience, work trials, training, professional development leading to meaningful paid employment and apprenticeship opportunities.



'Make Tomorrow In Manufacturing' On Country experience. Photo Courtesy of Bara Barang

Make Tomorrow in Manufacturing

Activities in Stage 1 to date as follows:

EVENT	DATE	LOCATION	RESPONSIBILITY
Workshop #1	Wed 8 Feb 2023	GNL Aboriginal Community Space, 4 Church Street Wyong	Arrive 8.30am Workshop 9am - noon Catered lunch noon Finish 1pm
Spare Online Workshop #1 if needed	Fri 17 Feb 2023	Online	9am-10am
Workshop #2 & Tour	Fri 3 Mar 2023	E-bisglobal, Tuggerah	Workshop 9am - 11.30am Tour 11.30am
Workshop #3 & Tour	Wed 8 Mar 2023	Borg Head Office, Somersby	Workshop 9am - 11.30am Tour 11.30am
On-Country Experience	Sat 11 Mar 2023	Raspberry Fields, McPherson State Forest, Mangrove Mtn	Start 8am - 11am Family members welcome

Funding for Stage 2 was granted in October 2023.

Funding for Stage 2 and Stage 3 to be distributed in April 2024.

RELATIONSHIPS



Crossmuller, through Make Manufacturing for Tomorrow, will build positive relationships with Aboriginal and Torres Strait Islander peoples and communities, and by doing so Crossmuller can entrench differing perspectives and learnings into our business operations, ensuring representation and understanding of a diverse Australia. We will support these relationships through education, training, and active engagement with our employees and community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2025	RAP Champions
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2025	RAP Facilitator
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 May 2026	RAP Facilitator
	RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2025 & 2026	RAP Facilitator
Build relationships through celebrating National Reconciliation Week (NRW).	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 2025 & 2026	RAP Facilitator
	Organise at least one NRW event each year.	27 May - 3 Jun 2025 & 2026	Lead RAP Facilitator Support People & Culture Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 May 2026	RAP Facilitator
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Nov 2024	RAP Facilitator
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	Sep 2024	RAP Champions
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Aug 2024	Lead RAP Facilitator Support WHS Coordinator, Purchasing Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Sep 2024	RAP Facilitator
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jan 2025	Lead RAP Facilitator Support HR Officer
Promote positive race relations through anti-discrimination strategies.	Review, implement and communicate an anti-discrimination policy for our organisation.	Review Current Policy Jan 2025	Lead RAP Facilitator Support HR Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Feb 2025	RAP Champions
	Educate senior leaders on the effects of racism.	May 2025	Lead RAP Facilitator Support CEO
Engage with business and community in a Consortium, working together to build meaningful relationships and employment for young people.	Make Manufacturing for Tomorrow is a partnership that Crossmuller joined in a Consortium with Bara Barang and other community and industry partners to Co-Design a program to attract and train Aboriginal and Torres Strait Islander young people on the Central Coast. Crossmuller is focused on meaningful employment either in apprenticeships or trade assistant related positions that deliver positive social and economic outcomes.	Sep 2024 Sep 2025	Lead RAP Facilitator Support HR Officers

RESPECT



Through increasing awareness of Aboriginal and Torres Strait Islander cultures, Crossmuller will seek to create a working environment in which collaborative knowledge sharing, mutual respect and understanding are common practice. Crossmuller seeks to encourage a culture which promotes Aboriginal and Torres Strait Islander peoples, cultures, histories, and achievements in the manufacturing industry and our local communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Nov 2024	Lead RAP Facilitator Support HR Officers
	Consult and remunerate local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors in preparation of the development of our cultural learning strategy.	Nov 2024	RAP Facilitator
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Mar 2025	RAP Champions
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Oct 2024	RAP Facilitator
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Sep 2024	RAP Facilitator
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Sep 2024	Lead RAP Facilitator Support People & Culture Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jun 2025	RAP Facilitator
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Commence Sep 2024	RAP Facilitator
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2025 & 2026	Lead RAP Facilitator Support HR Officer and People & Culture Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jan 2025	HR Officer
	Promote and encourage participation in external NAIDOC events to all staff.	First week in Jul 2025 & 2026	Lead RAP Facilitator Support HR Officer and People & Culture Manager
Engage with business and community in a Consortium, working together to build meaningful relationships and cultural awareness	Through Make Manufacturing for Tomorrow and its community partners, increase employees understanding behind cultural practices through our partnership with Bara Barang hold Cultural Safety Workshops.	Sep 2024 Aug 2024 May 2026	Lead RAP Facilitator Support People & Culture Manager
	In partnership with Bara Barang develop a Workplace Mentoring program for current and new employees.	Feb 2025	Lead RAP Facilitator

OPPORTUNITIES



Crossmuller, through Make Manufacturing for Tomorrow and its community partners, Crossmuller is in a position to support the training, work experience and employment opportunities. Creating employment and business opportunities for Aboriginal and Torres Strait Islander peoples will help Crossmuller close the gap on Aboriginal and Torres Strait Islander economic and health disparities and enhance the diversity of our workforce and network. With our growing workforce the opportunity through Make Manufacturing for Tomorrow and our community partners forges a clear pathway to meaningful employment.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Oct 2024	RAP Facilitator
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy prior to the development of the strategy.	Oct 2024	Lead RAP Facilitator Support HR Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Sep 2024	Lead RAP Facilitator Support HR Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Apr 2025	RAP Facilitator
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jan 2025	HR Officer
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace.	Jun 2025	Lead RAP Facilitator Support HR Officer
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Mar 2025	Lead Purchasing Officer Support WHS Coordinator, RAP Facilitator
	Investigate Supply Nation membership.	May 2025	Lead Purchasing Officer Support WHS Coordinator, RAP Facilitator
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Oct 2025	RAP Facilitator
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Oct 2025	Purchasing Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Nov 2025	RAP Champions
Improve employment outcomes and employee engagement.	Create an Indigenous Liaison Officer Position Description in collaboration with the RAP working Group and key stakeholders.	Aug 2025	Lead RAP Facilitator Support HR Officer
	Advertise internally and externally to attract and hire an Indigenous Liaison Officer role and coordinate the launch of the new Innovate RAP in collaboration with the RAP working Group and key stakeholders.	Oct 2025	Lead RAP Facilitator Support HR Officer
Engage with business and community in a Consortium, to bridge gaps to employment for young people.	Through Make Manufacturing for Tomorrow and its community partners, identify barriers facing Aboriginal and/or Torres Strait Islander peoples in gaining meaningful employment.	Nov 2024	Lead RAP Facilitator Support HR Officer
	Through Make Manufacturing and partnership with Bara Barang develop programs in employment & training and supplement driving programs to bridge gaps facing Aboriginal and/or Torres Strait Islander peoples in gaining meaningful employment.	Jan 2025	Lead RAP Facilitator Support HR Officer

GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Sep, Jan, Mar, Jun annually	RAP Facilitator
	Establish and apply a Terms of Reference for the RWG.	Jul 2024	RAP Facilitator
	Meet at least four times per year to drive and monitor RAP implementation.	Jul, Sep, Jan, Mar, Jun annually	Lead RAP Facilitator Support HR Officer
	Acknowledge employees for significant contributions in driving reconciliation in a public forum.	Sep 2024 Jun 2025	
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Oct 2024	Lead RAP Facilitator Support HR Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Oct 2024	RAP Facilitator
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Sep 2024	Lead RAP Facilitator Support HR Officer
	Appoint and maintain an internal RAP Champion from senior management.	Oct 2024	RAP Facilitator
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.	Jun Annually	RAP Facilitator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug annually	RAP Facilitator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep annually	RAP Facilitator
	Report RAP progress to all staff and senior leaders quarterly.	Sep, Jan, Mar, Jun annually	RAP Facilitator
	Publicly report our RAP achievements, challenges and learnings, annually.	Mar 2025 Mar 2026	RAP Facilitator
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Jul 2026	RAP Facilitator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Feb 2026	RAP Facilitator
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Oct 2025	RAP Facilitator