



Reconciliation Action Plan


January 2023 – January 2025





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Acknowledgement of Country

Broadlex acknowledges the Traditional Owners of Country throughout Australia. We pay our respects to Elders past and present.

Cultural Sensitivity

Aboriginal and Torres Strait Islander people should be aware that this document may contain names of deceased persons.

Managing Director and Company Owner Statement

I feel extremely privileged to have been part of a journey which commenced for us in 2021. This is our second RAP and we have come a long way. Broadlex's journey has been about many things, including developing more proactive and effective systems and processes. The establishment of our RAP Working Group, an action from our first RAP, was a significant first step. This group brings a range of different experiences and voices to the table which ultimately encourages us to do better. Along the way we have learned a lot and there have been many experiences that have shaped my thinking, grew my awareness, and reinforced my commitment to reconciliation. This new RAP signifies our deep commitment to reconciliation. Through it, we are supporting Australia's First Peoples to achieve better outcomes in addressing employment and engagement inequities experienced by Aboriginal and Torres Strait Islander peoples. With this RAP, our journey continues. Angela Sakellis (Managing Director – Broadlex Services Pty Ltd).



RA CEO Statement

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

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.

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 Broadlex Services 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, Broadlex Services 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. Broadlex Services is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Broadlex Services' 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 Broadlex Services on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer

Reconciliation Australia

Our Vision for Reconciliation

Our vision for reconciliation involves working together in partnership with Aboriginal and Torres Strait Islander peoples; to build understanding and respect of Aboriginal and Torres Strait Islander peoples' cultures, and to create sustainable opportunities in the Aboriginal and Torres Strait Islander peoples' communities and areas in which we live and clean.

Broadlex will embrace and promote reconciliation within our organisation. We recognise the importance of respect for, and the engagement of, the Aboriginal and Torres Strait Islander peoples and their communities, and we are committed to 'closing the gap'.

Our commitment to 'closing the gap' includes a focus on employment and training. By improving training standards for Aboriginal and Torres Strait Islander peoples, this helps to increase their employment rates within Broadlex and across our industry due to learning, experience, and growth.

The focus on training leads to a healthier and safer community. Greater education increases understanding of the actions and behaviours that lead to a healthy and safe culture, and healthier and safer communities are more able to engage in education and learning. This circular relationship is enhanced by community support, sponsored events, and employment opportunities, all of which are reflected in our RAP and our commitment to 'closing the gap'.

Broadlex fully supports vision of a nation which values Aboriginal and Torres Strait Islander heritage, cultures and peoples and recognises their unique position as the original Custodians of Australia. Broadlex will promote culture throughout the entire operation via monthly bulletins

addressing culture which will be discussed monthly within the entire operation. This will be done with a vision to continuously improve the values of inclusion and diversity throughout our workforce.

Guided by our values of inclusion, respect, motivation, excellence, innovation, and integrity, Broadlex's vision for reconciliation is an Australia in which Aboriginal and Torres Strait Islander cultures are openly embraced as part of a national identity, and Aboriginal and Torres Strait Islander peoples are empowered to make decisions affecting their future.

Broadlex has encouraged staff to embrace the creation of a society that recognises and values Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity. Broadlex's main objective is to continue to establish stronger and more respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and stakeholders which has continued in the development of our second RAP.

Broadlex recognises the self-determination and resilience of Aboriginal and Torres Strait Islander peoples. We highly respect the importance of connection to land, culture, spirituality, and ancestry. We fully encourage participation of Aboriginal and Torres Strait Islander peoples in decision making and are presenting more opportunities for this.

Through our RAP approach, Broadlex continues to work toward its aim of making a difference – endeavouring to create a level playing field for all employees, contractors, and suppliers in our day-to-day business.



Our Business

Broadlex is an Australian owned company, established in 1969. Our expertise and comprehensive service delivery is why we are one of the most reputable cleaning and property service providers in the country. Broadlex offers services which include:

Cleaning Services

- Commercial and Industrial Cleaning
- Waste management
- Grounds maintenance
- Laundry services
- Catering cleaning
- Pest control
- Consumables procurement
- Site management

Property Soft Services

- Handy man services
- Grounds maintenance
- Landscaping and gardening
- Road sweeping

Infection Control

- Routine environmental cleaning
- High touch cleaning
- Precautionary deep cleans
- Preventative cleans
- Biohazard cleans

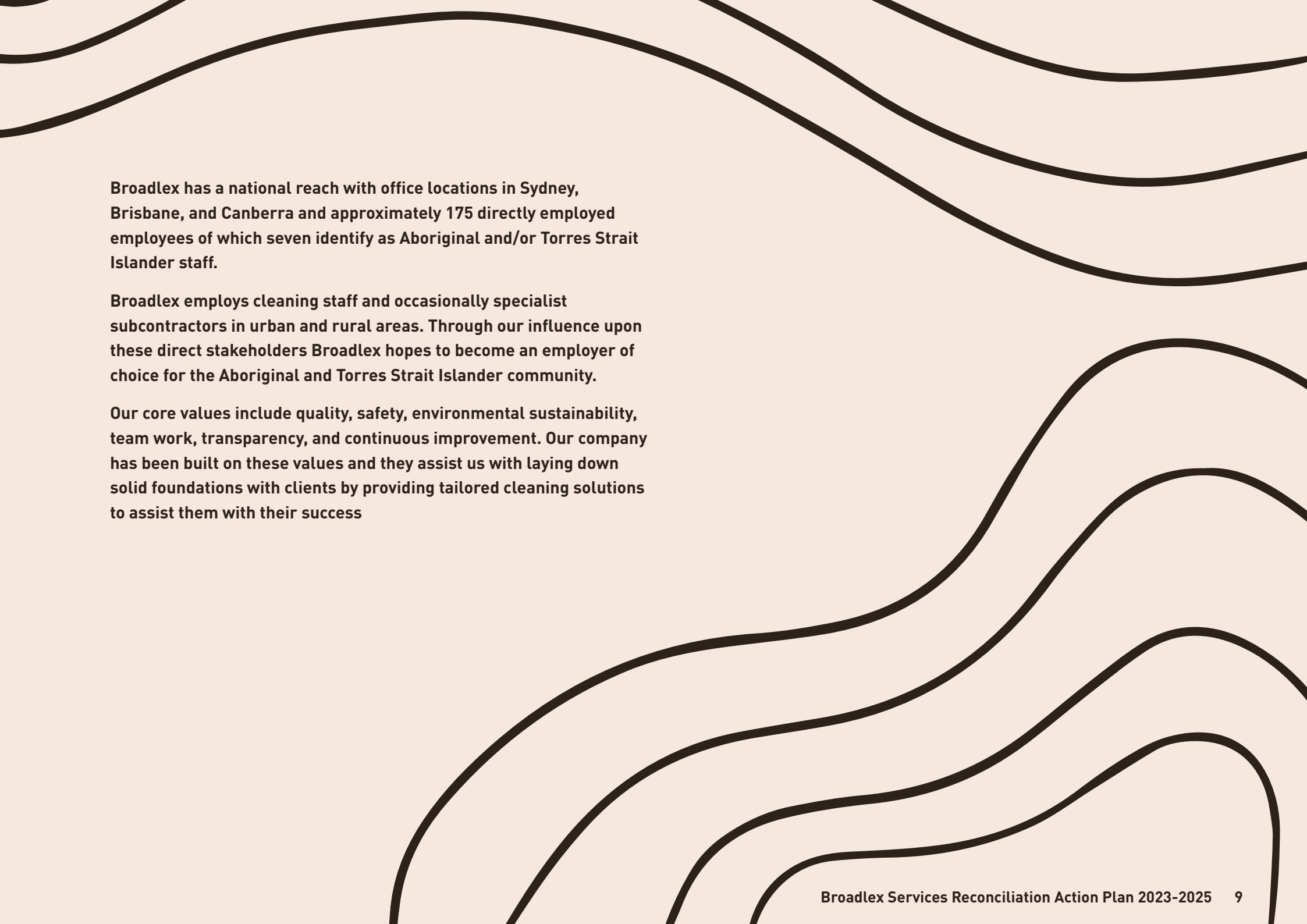
- Forensic cleans
- Hospital, rehabilitation, and hostel biological cleans
- Aged care facilities cleaning
- COVID-19 Prevention treatment

Specialised and Ancillary Services

- Computer room services
- Hospitality services
- Emergency cleaning services
- Specialist escalator cleaning treatment
- Flood control
- Graffiti removal
- Industrial kitchen cleaning
- Linen services
- Pressure washing
- High access window cleaning
- Independent slip testing
- Special event cleaning services

Broadlex is currently focused and experienced in the sectors of:

- Commercial and Industrial Cleaning (Small to large buildings).
- Education (Schools, colleges, and universities).
- Transport (Air, bus, and rail).
- Government (Local, state, and federal).
- Retail (Shopping centres, outdoor cleaning, specialty stores).

The background of the page features several thick, dark brown wavy lines that flow from the top left towards the bottom right, creating a sense of movement and organic shape.

Broadlex has a national reach with office locations in Sydney, Brisbane, and Canberra and approximately 175 directly employed employees of which seven identify as Aboriginal and/or Torres Strait Islander staff.

Broadlex employs cleaning staff and occasionally specialist subcontractors in urban and rural areas. Through our influence upon these direct stakeholders Broadlex hopes to become an employer of choice for the Aboriginal and Torres Strait Islander community.

Our core values include quality, safety, environmental sustainability, team work, transparency, and continuous improvement. Our company has been built on these values and they assist us with laying down solid foundations with clients by providing tailored cleaning solutions to assist them with their success

Acknowledgment of Reconciliation Action Plan Cover Artwork

The cover artwork is the work of Lawson Dodd (Kaurna, Narungga & Ngarrindjeri). His artwork represents Broadlex. Lawson used a contemporary approach to his art with the aim of taking the idea of traditional Aboriginal art to the next level. His piece maintained a theme of motion and progression. The dynamic nature of his piece has been designed to be interpreted multiple ways. This technique was also a great way of presenting the story of Broadlex. Each colour represented a different part of the company and together they symbolise chemicals/soaps combining to clean away nasty germs and bacteria. The small, dotted symbols can be interpreted as either flowers or bubbles. The three large circular shapes are meeting places and symbolise the Broadlex community, and the diverse people involved.

Broadlex learnt a great deal from the development and launch of our Reflect RAP. We engaged Supply Nation Certified Ochre Dawn to create the artwork and design of our RAP document and they did a fantastic job. Most memorable was the artwork of Lawson Dodd (Kaurna, Narungga & Ngarrindjeri) that represented Broadlex. Lawson used a contemporary approach to his art with the aim of taking the idea of traditional Aboriginal art to the next level.

His piece maintained a theme of motion and progression. The dynamic nature of his piece has been designed to be interpreted multiple ways. This technique was also a great way of presenting the story of Broadlex. Each colour represented a different part of the company and together they symbolise chemicals/soaps combining to clean away nasty germs and bacteria. The small, dotted symbols can be interpreted as either flowers or bubbles. The three large circular shapes are meeting places and symbolise the Broadlex community, and the diverse people involved. The artwork is proudly illustrated to the right.



Our RAP

Broadlex recognises that genuine and lasting reconciliation improves prosperity for all Australians. Broadlex believes it is the time to take a more strategic approach to developing more respectful long-term relationships with Aboriginal and Torres Strait Islander peoples via promoting opportunities in supplier diversity, enhanced cultural training within our organisation, and higher levels of Aboriginal and Torres Strait Islander recruitment. After the experience of our Reflect RAP, we are excited to continue this journey of greater commitment to reconciliation.

It is now our aim to develop and deliver innovative reconciliation strategies throughout the business. Through our Innovate Reconciliation Action Plan we aim to better develop the best approach for advancement of reconciliation throughout our business, and the businesses of our subcontractors and suppliers. Engagement and retention of Aboriginal and Torres Strait Islander employees, subcontractors and suppliers is a main focus.

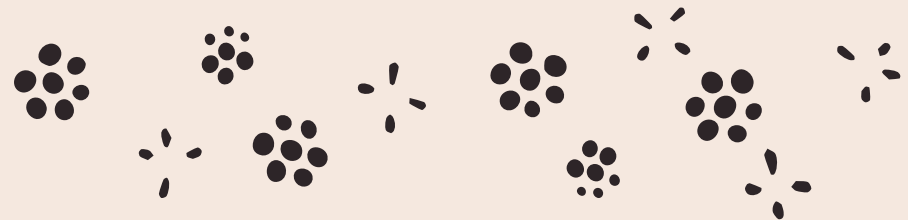
Broadlex's Managing Director Angela Sakellis is a strong advocate for reconciliation. Our Senior RAP champion is Dr Denis Boulais (National Risk and Human Resources Manager). Denis has a strong interest in Aboriginal and Torres Strait Islander cultures and enjoys attending culture related events and cascading his learnings throughout our workforce through bulletins and toolbox training sessions. Denis also enjoys facilitating the activity of our RAP working group.

Our RAP working group is made up of the following:

- Ossie Lopez (State Operations Manager – QLD).
- Daniel Vargas (National Operations Manager).
- Denis Boulais (National Risk and Human Resources Manager).
- George James (National Warehousing Manager)
- Sarah Harrison (Site Manager and of Dharug descent).

Broadlex RAP Working Group is illustrated at our March 2022 meeting - all holding our Reflect RAP.

Left to right: Daniel Vargas (National Operations Manager), Ossie Lopez (State Operations Manager), Sarah Harrison (Site Manager of Dharug descent) and George James (National Warehousing Manager). The photograph was taken by RAP working group member Denis Boulais (National Risk & HR Manager).





At Broadlex we believe in the importance of maintaining an organisational culture that understands and embraces reconciliation. As a result of our Reflect Reconciliation Action Plan (RAP) we were able to identify and analyse gaps within our business relating to the reconciliation framework and then commence the process of closing these gaps.

We identified that it was important to capture more detailed information relating to our employees who identified as Aboriginal and Torres Strait Islander peoples. Once more information was gathered this enabled us to better understand our diversity ratio and provide more opportunities to our Aboriginal and Torres Strait Islander staff.

We also identified that more cultural awareness training was required throughout the business. With bulletins and training delivered throughout the business it became clear that many of our employees favoured reconciliation and took an interest in Aboriginal and Torres Strait Islander cultures.

Our learnings led to:

- Commencement of cultural bulletin distribution throughout the business.
- Site toolbox training that included cultural learnings.
- Better capture of employee information to identify Aboriginal and Torres Strait Islander staff.
- Greater awareness among our managers in relation to increasing Aboriginal and Torres Strait Islander employment and supplier levels.

Furthermore, our cultural learnings of the Reflect RAP consisted of several visits via our RAP Working group to Aboriginal and Torres Strait Islander cultural events. The learnings from these events were collated into bulletins and distributed to all employees. These bulletins are then placed on the agenda for discussion at our monthly site toolbox meetings. Broadlex National Risk & HR Manager also attended the National RAP Conference during 2022 which also assisted in learning more about reconciliation and consequently cascading these findings throughout our workforce.

Broadlex management attended the Supply Nation Expo and Gala dinner and as a result have now commenced purchasing cleaning products from Aboriginal owned suppliers at numerous sites.

Our learnings from our Reflect Reconciliation Action Plan have been extremely valuable to our business leading to significant progress in this area.



In addition to completing the obligations of our Innovate Reconciliation Action Plan, our learnings have influenced us to focus more heavily upon the areas outlined below to ensure ongoing progress:

- Continuing to learn more about Aboriginal and Torres Strait Islander cultures and cascade these learnings into our workforce.
- Attend more Aboriginal and Torres Strait Islander related events and provide sponsorship where possible.
- Increase Aboriginal and Torres Strait Islander employment and business opportunities.
- Promote reconciliation through our sphere of influence.
- Observing Aboriginal and Torres Strait Islander cultural protocols within our business activities.
- Continue with a heavy focus upon the guidance of our RAP Working Group.

It is important that through learnings, bulletins and training that Broadlex continues to promote reconciliation through our sphere of influence and promotes positive race relations via fair and ethical human resources policies. As we proceed through our RAPs, Aboriginal and Torres Strait employee and supplier engagement and retention is increasing in priority.

During July 2022 Broadlex decided to apply its learnings and become the Official sponsor of the NAIDOC Cup (Soccer). Football NSW and Northern NSW Football participated in the inaugural NAIDOC Cup on July 6 on Awabakal land at the Lake Macquarie Regional Football Facility. Our management team attended the cup to watch the games and enjoyed the event played in high spirits despite the wet weather. Everyone enjoyed the day, and the sponsorship is likely to continue each year.

Broadlex announced as official partner of Football NSW NAIDOC Cup teams - Football NSW



29 June , 2022 By Football NSW



Relationships

Broadlex believes that building relationships is important to our business as they cause a group of people to function together as a team and work towards a common business goal. Mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders are vital for a RAP to move forward successfully. Our attendance at the National RAP conference was instrumental in driving home the importance of relationships. On the opening night of the National RAP Conference, the welcoming by Uncle Brendan was inspirational particularly his life experiences and thoughts on Australia's movement towards reconciliation. Furthermore, the performance at the Gala event of Uncle Archie Roach was extremely moving and a great representation of culture.

Focus area: Increasing the opportunity for relationships by attending events that promote the opportunity to develop relationships. Such events include the Supply Nation Gala dinner and Expo and the National RAP Conference.

Action	Deliverable	Timeline	Responsibility
1. 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.	March 2023	National Operations Manager
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2023	National Risk & HR Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2023 and 2024	Administration Manager
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023 27 May - 3 June 2024	National Risk & HR Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2023 27 May - 3 June 2024	Managing Director
	• Organise at least one NRW event each year.	27 May- 3 June 2023 27 May - 3 June 2024	Customer Service Manager
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 May 2024	National Risk & HR Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023	National Warehouse Manager
	• Communicate our commitment to reconciliation publicly.	June 2023	Administration Manager
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2023	National Warehouse Manager
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2023	Business Development Manager
	• National Risk & HR Manager to attend the National RAP Conference annually.	Attend this event during 2023 and 2024	Managing Director
	• National Risk & HR Manager to attend a NAIDOC week event each year and develop a bulletin about the cultural aspects of the event and distribute it to all employees and coordinate toolbox sessions to discuss the cultural aspects of the event.	July 2023 July 2024	National Risk & HR Manager
	• Include the RAP as an agenda item for all management meetings.	January 2023	Managing Director
	• Research other RAP minded organisations to observe their progress and develop methods to continuously improve reconciliation through identifying and implementing their learnings.	March 2023 March 2024	National Risk & HR Manager
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2023	National Risk & HR Manager
	• Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2023	Administration Manager
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2023	National Operations Manager
	• Educate senior leaders on the effects of racism.	July 2023	Customer Service Manager



Respect

Aboriginal and Torres Strait Islander peoples are First Nations peoples. They were here thousands of years prior to colonisation and their cultures and histories are vital in understanding the country we live and work in. Broadlex is committed to working within a respectful partnership with Aboriginal and Torres Strait Islander people. Building respect is a two-way process that is rewarding for all those involved. Respect results in lowering unintended barriers and we can all learn from each other's experiences.

Focus area: For members of our RAP working group to attend Aboriginal and Torres Strait Islander events and demonstrations, learn from the attendance, and cascade the learnings throughout our workforce with training related activities. This extends to training in regard to respecting cultural protocols and promoting attendance at events that celebrate Aboriginal and Torres Strait Islander histories such as NAIDOC week events. Furthermore, by gaining knowledge and respecting Aboriginal and Torres Strait Islander peoples and their cultures, Broadlex employees, contractors and suppliers can deepen their connections and enable Broadlex to provide culturally respectful cleaning services throughout the entire business operation.

Action	Deliverable	Timeline	Responsibility
5. 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.	March 2023	National Operations Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	April 2023	Customer Service Manager
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	May 2023	National Risk & HR Manager
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	May 2023	National Risk & HR Manager
	• Attend all major Sydney based museum related Aboriginal and Torres Strait Islander related exhibitions.	April and October 2023 April and October 2024	National Risk & HR Manager
	• Produce bulletins on learning for distribution throughout the workforce and train employees on these bulletins during site toolboxes.	April and October 2023 April and October 2024	National Risk & HR Manager
	• Consistently review and integrate cultural learning into the organisations training strategy.	March 2023 March 2024	National Risk & HR Manager
	• Provide opportunities for managers to attend local events to immerse themselves culture and improve their cultural knowledge and cascade it down into their worksite through on-site toolbox training.	July 2023 July 2024	Managing Director

Action	Deliverable	Timeline	Responsibility
6. 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.	October 2023	Business Development Manager
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2023	Customer Service Manager
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2023	Managing Director
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2023	Managing Director
7. 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 July 2023. First week in July 2024	National Operations Manager
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2023	National Risk & HR Manager
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023. First week in July 2024	Business Development Manager
	• Sponsor a significant NAIDOC week event.	May and June 2023 May and June 2024	Business Development Manager
	• Develop and distribute a bulletin dedicated to respect and the direction to business is taking to prioritise its importance.	April 2023	National Risk & HR Manager



Opportunities

It is important to always strive to improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment and professional development. This approach also extends to supplier diversity in the pursuit of improving economic and social outcomes for the Aboriginal and Torres Strait Islander communities. It is important to achieve this in order to continuously develop opportunities so Aboriginal and Torres Strait Islander people are able to access any part of life they choose. Such a positive approach is mutually beneficial because equality and cultural richness is continuously improved within our organisation, and we will all learn from Aboriginal and/or Torres Strait Islander voices as we embark on this journey together.

Focus area: Supplier diversity is a focus because it promotes innovation, drives competition in the market, and allows Broadlex to gain access to a wider network of expertise and experience. Enhanced engagement and retention of Aboriginal and Torres Strait Islander employees, contractors and suppliers is important. This is important particularly in the operations area of the business as it provides greater opportunities for the business to grow – particularly into rural areas and regional centres.

Action	Deliverable	Timeline	Responsibility
8. 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.	February 2024	National Risk & HR Manager
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2023	Customer Service Manager
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2023	National Risk & HR Manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2023	Administration Assistant
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2023	National Risk & HR Manager
	• Survey Aboriginal and Torres Strait Islander staff to improve the organisations understanding of their needs.	March 2023	National Risk & HR Manager
	• Consult with Aboriginal and Torres Strait Islander staff regarding the survey results with a view to improving culturally appropriate approaches to training, recruitment, and retention.	April 2023	National Risk & HR Manager

Action	Deliverable	Timeline	Responsibility
9. 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.	March 2024	National Warehouse Manager
	• Maintain and renew Supply Nation membership.	Throughout 2023 and 2024. Review progress July 2023 and July 2024	Managing Director
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2024	National Warehouse Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2024	National Warehouse Manager
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2024	Customer Services Manager
	• Remain a member of Supply Nation.	January 2023 January 2024	Managing Director
	• Management to attend the Supply Nation gala award and expo annually.	April 2023 April 2024	Managing Director
	• Remain a member of the NSW Indigenous Chamber of Commerce.	January 2023 January 2024	Managing Director
	• Work closely with Supply Nation's Indigenous Business Direct database to identify appropriate Aboriginal and Torres Strait Islander businesses. This tool acts to improve Indigenous engagement and retention throughout the operation.	April 2023 April 2024 August 2023 August 2024	Customer Service Manager and National Operations Manager
10. Support leadership opportunities for Aboriginal and/or Torres Strait Islander peoples.	• Encourage Aboriginal and Torres Strait Islander staff to participate in the development of future RAP documentation.	June 2024	Customer Service Manager
	• Explore the development of a strategy to connect Aboriginal and Torres Strait Islander employees to mentoring opportunities.	March 2023	Administration Manager



Governance

Action	Deliverable	Timeline	Responsibility
11. 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.	March, June, September, November in 2023. March, June, September, November in 2024.	National Operations Manager
	• Review and update terms of reference for the RWG.	July 2023 July 2024	Administration Manager
	• Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, November in 2023. March, June, September, November in 2024.	National Operations Manager
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	January 2023	National Risk & HR Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2023	Business Development Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2023	National Risk & HR Manager
	• Appoint and maintain an internal RAP Champion from senior management.	March 2023	Managing Director

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	National Risk & HR Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	National Risk & HR Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	National Risk & HR Manager
	• Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2023. March, June, September, December 2024	Administration Manager
	• Publicly report our RAP achievements, challenges and learnings, annually.	September 2023 September 2024	Administration Assistant
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	National Risk & HR Manager
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2025	National Risk & HR Manager
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2024	National Risk & HR Manager



Contact details:

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