



Reconciliation Action Plan

INNOVATE - January 2025 – January 2027



RECONCILIATION
ACTION PLAN

INNOVATE

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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.

Chief Executive Officer Statement

I feel very proud to oversee the launch of Broadlex's third Reconciliation Action Plan. Our journey has seen improvements in many areas including development and implementation of more effective and efficient processes. Our organisation has become more inclusive as has our support for First Nations peoples. Our RAP working group continues to bring a range of different experiences and voices to the table which ultimately encourages us to continue improving in this area of our business. I have learned a lot throughout the process and focus on the importance of improving cultural awareness within our organisation and engaging a zero-tolerance approach to any racism towards First Nations peoples. Our organisation supported the Yes! Campaign, and although disappointed by the referendum outcome we remain committed to supporting reconciliation and equity throughout our business. This new RAP assures our deep commitment to reconciliation with a focus on increasing cultural awareness and improving employment and retention outcomes within our organisation. We look forward to continuing our RAP journey with our employees, contractors and suppliers, and continuing to learn from and be guided by First Nations peoples. Walter Perdomo (Chief Executive Officer – 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 is an Australia that embraces Aboriginal and Torres Strait Islander peoples as the original Custodians of Australia including their histories, languages and cultures as part of a national identity, where Aboriginal and Torres Strait Islander peoples are empowered to make decisions affecting their future. We envision a nation that acknowledges our shared true history and a cleaning industry where Aboriginal and Torres Strait Islander peoples experience equitable employment and business opportunities.

The focus on improving cultural awareness and knowledge through training programs increases understanding of the actions and behaviours that lead to a healthy and safe workplace culture, and healthier and safer workplaces are more able to engage in education and learning.

Our management teams shall be attending cultural events and cascading their learnings throughout the organisation. Our organisation shall be aiming to reach targets associated with increasing the numbers of Aboriginal and Torres Strait Islander employees and businesses.

Broadlex will promote First Nations cultures throughout the entire operation specifically via monthly bulletins addressing cultural learnings 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 with a focus on truth telling.

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

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

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).

Property Soft Services

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

Specialised and Ancillary

- 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 has a national reach with office locations in Sydney, Brisbane, and Canberra and approximately 180 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 Aboriginal and Torres Strait Islander peoples. 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. Furthermore, we are guided by our values of inclusion, respect, motivation, excellence, innovation, and integrity.

Acknowledgment of Reconciliation Action Plan Cover Artwork



The cover artwork is the work of Lawson Dodd (Kurna, 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 (The artist has confirmed that Broadlex has a full licence to use this artwork for this RAP).



Broadlex RAP Artwork by Lawson Dodd (Kurna, Narungga & Ngarrindjeri).

Our RAP

Our previous RAPs have presented a range of challenges such as identifying ways to improve our understanding of Aboriginal and Torres Strait Islander cultures and increasing our spend with Aboriginal and Torres Strait Islander businesses. We have learned that our management teams must embrace cultures through attending Aboriginal and Torres Strait Islander events and cultural exhibitions. We now know that increasing our managers awareness of cultures is opening the door to their engagement of Aboriginal and Torres Strait Islander contractors within their cleaning operations.

Broadlex recognises that genuine and lasting reconciliation provides prosperity for all Australians because at its heart, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander people and non-Indigenous people for the benefit of all Australians.

A further focus shall be “truth telling”, where Aboriginal and Torres Strait Islander artworks depicting state violations and suppression of information about the treatment of oppressed groups shall be a focus of training activities. Such bulletin and toolbox-based training shall provide an open forum for all employees to recognise and engage with a fuller account of Australia’s history and its ongoing legacy for Aboriginal and Torres Strait Islander peoples. Our RAP working group shall discuss the content of such training so different understandings and assumptions can be carefully navigated prior to training delivery and group discussion. During training there shall be a specific focus on Stolen Generations, Frontier Violence, Stolen Wages, Deaths in Custody, Intergenerational trauma and the importance of discrimination laws and policies.

This approach is important to Broadlex because truth-telling is an essential step in redefining the relationship between First Nations peoples and wider Australia. Research findings highlight that Aboriginal and Torres Strait Islander people and non-Indigenous people do not always have a shared understanding of what truth-telling involves, what it might achieve or how to go about it. Reference: Payne, AM and Norman, H. Coming to terms with the past. Identifying barriers and enablers to truth-telling and strategies to promote historical acceptance. UNSW Sydney / Reconciliation Australia; 2022.

We see our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders as an area for improvement we shall be focusing upon in future.

Broadlex understands that more productive and respectful long-term relationships with Aboriginal and Torres Strait Islander peoples can be achieved through promoting opportunities in supplier diversity, enhanced cultural and anti-racism training within our organisation, and higher levels of Aboriginal and Torres Strait Islander recruitment. After the experience of our previous Innovate RAP, these are all areas we are always striving to improve upon during the upcoming Innovate RAP.





**Three members of Broadlex RAP Working Group illustrated discussing the outcome of a RAP meeting in 2023.
Left to right: Daniel Vargas (National Operations Manager), Ossie Lopez (State Manager Queensland), Walter Perdomo (Chief Executive Officer).**

It is now our aim to develop and deliver innovative reconciliation strategies throughout the business. Through our Innovate Reconciliation Action Plan we aim to 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. Furthermore, our strong focus on compliance with our anti-discrimination policy must continue with zero tolerance.

Broadlex's Chief Executive Officer 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:

Daniel Vargas (National Operations Manager)

George James (National Warehousing Manager)

Walter Perdomo (Chief Executive Officer)

Ossie Lopez (State Manager Queensland)

Denis Boulais (National Risk and Human Resources Manager of Yuin descent).

Our RAP working group has been trained in Broadlex's Gender Equity policy. With 62% of Broadlex employees being women, then the working group openly encourages female membership.

During 2024, Broadlex's commitment to maintaining a positive and inclusive workplace was recognised by our industry association (Building Services Contracting Association of Australia) via awarding Broadlex their Company of the Year Award. At Broadlex we believe in the importance of maintaining an organisational culture that understands and embraces reconciliation. As a result of our Innovate 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 systems improvement.



Left to right: Daniel Vargas (Broadlex National Operations Manager), Walter Perdomo (Broadlex Chief Executive Officer), Denis Boulais (Broadlex National Risk & HR Manager) and the industry association President Debbie Delimitros. (The three Broadlex people in this photo are part of Broadlex's RAP working group).

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. This training was developed as a result of management visits to cultural events and museum exhibitions and incorporated into training bulletins. All employees have had training on the content of this bulletins, and it has become 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 ongoing 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 from our previous two RAPs 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.

Our learnings from our past RAPs 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.
- 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.
- Attend more Aboriginal and Torres Strait Islander related events and provide sponsorship where possible.

Our attendance at Aboriginal and Torres Strait Islander cultural sporting events has been a vital key in meeting Aboriginal and Torres Strait Islander people in their communities as a corporate supporter of their sporting event. This connection has provided us the chance to mention employment and business opportunities with a view to making Broadlex an employer of choice in Aboriginal and Torres Strait Islander communities. Over the past two RAPs Broadlex has explored business partnership opportunities with Supply Nation registered organisations and is always open to discussions with future potential partners.

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 continues to remain a priority.

During July 2022 and 2023 Broadlex decided to apply its learnings and become the Official sponsor of the NAIDOC Cup (Soccer). Our management team attended the cup to watch the games and enjoyed the event. During July 2024, Broadlex sponsored the NAIDOC week round of the Bankstown Sports Netball Club. A happy group of Aboriginal netball players from the Bankstown Kookaburra's (supported by the Bankstown Sports Netball Club) are illustrated to the right.



As a result of our previous two RAPs, our policies in the area of anti-racism and discrimination and gender equity have dramatically improved. During Women's week in 2023 our Industry Association BSCAA awarded our Queensland Regional Manager Carolyn Hickey their inspiring leadership award at their Queensland Women in Leadership Awards. Carolyn is proudly pictured below with her award.



During our previous Innovate RAP, Broadlex commissioned Wiradjuri artist Nanni Davies to create an artwork called Lake Burrumatta. Lake Burrumatta is the visual narrative of Broadlex's reconciliation journey, our commitment to our employees and community, and our acknowledgement of the Traditional Caretakers of Country and all of the Traditional Countries that we work on; in particular for this painting, Dharug Country. The painting remains on display at one of our clients' sites. The main aim of this initiative was to share our learnings of Aboriginal and Torres Strait Islander cultures and encourage a more diverse workplace.



Wiradjuri Artist Nanii Davies (Centre) with Broadlex National Operations Manager Daniel Vargas (Right) and National Risk & HR Manager Denis Boulais (Left) and the artwork Lake Burrumatta in the background.



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. We have learnt that mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders are vital for a RAP to move forward successfully. During our previous RAP our Aboriginal and Torres Strait Islander spend increased significantly in return for quality cleaning products and service. We aim to focus on spend in the upcoming RAP and increase spend as our business grows with a view to strengthening relationships with our suppliers.

Focus area: Increasing the opportunity for relationships by attending events that promote the opportunity to develop relationships. Such events include the Supply Nation Expo, where it is important to increase and strengthen business relationships with Supply Nation registered and certified suppliers for mutually beneficial outcomes.

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 2025	National Operations Manager
	• Maintain, review and update our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2025	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 2025 and 2026	Administration Manager
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025 27 May - 3 June 2026	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 2025 27 May - 3 June 2026	Chief Executive Officer
	• Organise at least one NRW event each year.	27 May- 3 June 2025 27 May - 3 June 2026	Customer Service Manager
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 May 2026	National Risk & HR Manager
	• Invite Aboriginal and Torres Strait members of an event that we sponsor to our NRW event each year to hear about our RAP and consult with our RAP working group.	27 May- 3 June, 2025 27 May- 3 June, 2026	Customer Service 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 2025	National Warehouse Manager
	• Communicate our commitment to reconciliation publicly.	June 2025	Administration Manager
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2025	National Warehouse Manager
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2025	Business Development Manager
	• Include the RAP as an agenda item for all management meetings.	January 2025	Chief Executive Officer
	• Research and connect with other RAP minded organisations to observe their progress and develop methods to continuously improve reconciliation through identifying and implementing their learnings. Such methods of connecting should involve Supply Nations Indigenous Business Direct and the National RAP conference.	March 2025 March 2026	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 2025	National Risk & HR Manager
	• Continue to maintain, review, update, implement and communicate an anti-discrimination policy for our organisation.	July 2025	Administration Manager
	• Engage and remunerate Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2025	National Operations Manager
	• Educate senior leaders on the effects of racism.	July 2025	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. Through our past two RAPs we have learnt that sponsoring NAIDOC week sporting events enables Broadlex to enjoy cultural and sporting events with Aboriginal and Torres Strait Islander peoples and learn more about their cultures. Our significant investment in sponsoring NAIDOC week events over the past three years has resulted in rich and enjoyable cultural learnings for Broadlex.

Focus area: For management and members of our RAP working group to attend Aboriginal and Torres Strait Islander cultural and sporting events, 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. This is now a strong focus area for Broadlex, so our 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 2025	National Operations Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	April 2025	Customer Service Manager
	• Maintain, improve and further communicate a cultural learning strategy document for our staff.	May 2025	National Risk & HR Manager
	• Investigate cultural immersion activities for staff.	May 2025	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 2025	National Risk & HR Manager
	• Our RAP working group to attend all major Sydney based museum related Aboriginal and Torres Strait Islander related exhibitions.	April and October 2025 April and October 2026	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 2025 April and October 2026	National Risk & HR Manager
	• Consistently review and integrate cultural learning into the organisations training strategy.	March 2025 March 2026	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 2025 July 2026	Chief Executive Officer

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 2025	National Risk & HR Manager
	• Maintain, improve and further communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2025	Customer Service Manager
	• Invite and remunerate a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2025	Chief Executive Officer
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2025	Chief Executive Officer
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 2025 First week in July 2026	National Operations Manager
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2025	National Risk & HR Manager
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025 First week in July 2026	Business Development Manager
	• Sponsor a significant NAIDOC week event.	May and June 2023 May and June 2024	Business Development Manager
	• 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 prioritising the events importance.	July 2025 July 2026	National Risk & HR Manager
	• Sponsor a significant NAIDOC week external sporting event.	First week in July 2025 First week in July 2026	Business Development Manager
	• Develop and distribute a bulletin to all employees dedicated to NAIDOC week celebrations and the event that Broadlex is sponsoring with a view management attending the event and encouraging staff to also attend and join Aboriginal and Torres Strait Islander communities in their celebrations.	April 2025	National Risk & HR Manager
	• Organise at least one NAIDOC week event each year at our head office for all managers to attend and learn about NAIDOC and the NAIDOC event that we sponsor.	First week in July 2025 First week in July 2026	Business Development Manager



Respect

Action	Deliverable	Timeline	Responsibility
8. Always recognise and celebrate Aboriginal and Torres Strait Islander dates of significance.	<ul style="list-style-type: none"> Always recognise Aboriginal and Torres Strait Islander dates of significance through internal bulletins and external correspondence. 	January 2025 January 2026	National Risk & HR Manager
	<ul style="list-style-type: none"> Develop and annual calendar of events in relation to Aboriginal and Torres Strait Islander dates of significance. 	January 2025 January 2026	National Risk & HR Manager
	<ul style="list-style-type: none"> In addition to organising a National Reconciliation Week event and sponsoring a NAIDOC week event each year, to also celebrate Mabo day with a head office luncheon and discussion about Mabo. 	June 3 2025 June 3 2026.	Chief Executive Officer
	<ul style="list-style-type: none"> Research dates of significance to Aboriginal and Torres Strait Islander people in relation to Gadigal people of the Eora Nation. 	January 2025 January 2026	National Risk & HR Manager
9. Explore and focus upon training activities in truth-telling to engage all employees in learning, thought and change.	<ul style="list-style-type: none"> Our RAP working group shall explore and identify Aboriginal and Torres Strait Islander artworks that depict state violations and suppression of information about the treatment of oppressed groups shall be a focus of training activities. This shall occur through local museum visits in conjunction with our RAP working group meetings. 	March, June, September, November in 2025 March, June, September, November in 2026	National Risk & HR Manager
	<ul style="list-style-type: none"> Our RAP working group shall discuss the content of such training so different understandings and assumptions can be carefully navigated prior to training delivery and group discussion. 	March, June, September, November in 2025 March, June, September, November in 2026	RAP Working Group and National Risk & HR Manager
	<ul style="list-style-type: none"> Bulletin and toolbox-based training shall occur and provide an open forum for all employees to recognise and engage with a fuller account of Australia's history and its ongoing legacy for Aboriginal and Torres Strait Islander peoples. 	March, June, September, November in 2025 March, June, September, November in 2026	Chief Executive Officer





Opportunities

It is well understood that a strong cultural identity is vital to the wellbeing of Aboriginal and Torres Strait Islander peoples. Broadlex is focused on continuously improving our commitment to increasing our capacity to work with Aboriginal and Torres Strait Islander employees, suppliers and contractors. During this RAP we intend to strengthen our emphasis for managers to focus more heavily on Aboriginal and Torres Strait Islander engagement with a view to becoming an employer of choice within the Aboriginal and Torres Strait Islander community.

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. Our focus for enhanced engagement and retention of Aboriginal and Torres Strait Islander employees, contractors and suppliers is important particularly as it provides greater opportunities for the business to grow – particularly into rural areas and regional centres

Action	Deliverable	Timeline	Responsibility
10. 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 2026	National Risk & HR Manager
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2025	Customer Service Manager
	• Review, update and continue to implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy with focus on offering Aboriginal and Torres Strait Islander employees the opportunity to develop into managerial roles.	August 2025	National Risk & HR Manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2025	Administration Assistant
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2025	National Risk & HR Manager

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review, update and continue to implement an Aboriginal and Torres Strait Islander procurement strategy with a high focus upon managers using Supply Nation's Indigenous business direct search engine to identify potential contractors and suppliers. 	March 2026	National Warehouse Manager
	<ul style="list-style-type: none"> Maintain and renew Supply Nation membership. 	October 2025 October 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	March 2026	National Warehouse Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	March 2026	National Warehouse Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	March 2026	Customer Services Manager
	<ul style="list-style-type: none"> Remain a member of the NSW Indigenous Chamber of Commerce. 	January 2025 January 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Management to attend the Supply Nation gala award and expo annually. 	May 2025 May 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Work closely with Supply Nation's Indigenous Business Direct database to identify appropriate Aboriginal and Torres Strait Islander businesses. 	April 2025 April 2026 August 2025 August 2026	Customer Service Manager and National Operations Manager
12. Ensure our Employee Assistance Program (EAP) is culturally safe and always accessible.	<ul style="list-style-type: none"> Ensure a culturally safe environment for all Aboriginal and Torres Strait Islander employees by ensuring all new contracts are risk assessed, and all key stakeholders are trained where required after completing our Cultural safety self-evaluation questionnaire. 	March 2025 March 2026	National Risk & HR Manager
	<ul style="list-style-type: none"> Ensure management are aware of who our employee assistance provider is so they can assess risk and promptly refer employees where appropriate. 	October 2025 October 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Ensure our employee assistance provider has a Corporate Social Responsibility program in place that actively considers Aboriginal and Torres Strait Islander peoples. 	October 2025 October 2026	National Risk & HR Manager



Governance

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	March, June, September, November in 2025. March, June, September, November in 2026.	National Operations Manager
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	July 2025 July 2026	Administration Manager
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	March, June, September, November in 2025. March, June, September, November in 2026.	National Operations Manager
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	January 2025 January 2026	National Risk & HR Manager
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	March 2025 March 2026	Business Development Manager
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	January 2025 January 2026	National Risk & HR Manager
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	March 2025 March 2026	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
15. 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 Survey.	1 August annually	National Risk & HR Manager
	• Complete and submit the annual RAP Impact Survey 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 2025 September 2026	Administration Assistant
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	National Risk & HR Manager
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	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 2026	National Risk & HR Manager



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