

Cater Care Group

# Reconciliation Action Plan

January 2025 – January 2027



 CATER CARE



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**Front Cover:** Thank you to Ms Jessma Edwards, Catering Assistant, for her valuable support of Cater Care's Reconciliation Action Plan by being featured on the cover of our RAP.

# Acknowledgement of Country

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In the spirit of reconciliation, we begin today by acknowledging the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

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

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## **Cultural Content Warning**

Readers should be aware that this document may contain images of Aboriginal and Torres Strait Islander people who may be deceased or culturally sensitive areas of significance.

# Reconciliation Australia CEO message



**Reconciliation Australia commends Cater Care Group on the formal endorsement of its third 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.**

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. Cater Care Group continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways. An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Cater Care Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Cater Care Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders. The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Cater Care Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Cater Care Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Cater Care Group's future RAPs and reconciliation initiatives, providing a meaningful impact toward Australia's reconciliation journey.

Congratulations Cater Care Group on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



# The CEO



**At Cater Care, our team is guided by our core values of Care, Pride, and Community. We are dedicated to fostering an inclusive culture that promotes the success of all our employees. We aim to promote equality and understanding between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians through our Reconciliation Action Plan (RAP) for 2025-2027.**

Our goal is to make a real difference in the lives of Aboriginal and Torres Strait Islander communities where we operate by building relationships, deepening our knowledge, and forming partnerships with community stakeholders.

Our efforts to form effective supply chain partnerships go beyond offering economic development opportunities to the community. It's about working together to increase awareness and respect for Aboriginal and Torres Strait Islander peoples' languages, cultures, and traditions. We are proud to work with businesses with a clear, long-term vision for growth. We see great value in their successes and continue to support them in achieving their goals.

As we continue to grow, we are committed to promoting reconciliation through our business activities, services, and programs. Our team invests in continual learning and understanding, because respect and opportunity are essential to creating a brighter future for all communities.

We strive to build partnerships with Aboriginal and Torres Strait Islander groups and suppliers to help them make a genuine difference. We add value to our Aboriginal and Torres Strait Islander partnerships by providing real opportunities, open and honest communication, and technical assistance if required.

We believe that a vision for lasting sustainable success and growth is crucial in any business, and we have learned that we can add the most value by supporting our community partner businesses to achieve this.

**Neil East**  
Chief Executive Officer

# The RAPWG Chair



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**As the Chair of Cater Care's Reconciliation Action Plan (RAP) Working Group, I have the privilege to lead a team from different departments across the organisation.**

Our vision for reconciliation, '**Building Partnerships and Inspiring Change**,' is at the heart of the RAP Working Group. We are committed to actively engaging First Nations representatives and value their participation in our meetings, knowledge sharing, feedback, and their guidance in realising our vision.

Our commitment to learning and growth has remained steadfast throughout our ten-year journey for reconciliation. The RAP Working Group is crucial in challenging our thinking and continuously exploring partnership opportunities with our clients and partners. We aim to inspire and educate our team members while doing so.

We look forward to fulfilling our promises and are eager to see what we can accomplish together within the next two years.

## **Duncan Matthews**

Group Manager Marketing  
Chair of the RAP Working Group

# Our Business

**Cater Care provides hospitality and facilities management services nationwide. We work with aged care, business and industry, education, mining, and retail sectors. With offices in all capital cities, we manage more than 220 projects and are deeply embedded in local communities.**

Over 70% of our 2,800 employees have participated in cultural events, promoting empathy and understanding and raising awareness for reconciliation. We are proud of our diverse and inclusive community, which is strengthened by 70 Aboriginal and Torres Strait Islander team members, representing 2.1% of our workforce.

We prioritise partnerships with Indigenous-owned businesses, contributing to the economic growth of Aboriginal and Torres Strait Islander communities and enriching our operations with their unique perspectives and expertise. Our 2025 - 2027 Reconciliation Action Plan aims to further amplify Aboriginal and Torres Strait Islander peoples participation within Cater Care, building on our strong foundation of support and collaboration.

# Our Vision

## **BUILDING PARTNERSHIPS AND INSPIRING CHANGE**

**Cater Care's robust vision for reconciliation centres on bringing together individuals who embrace the values of Care, Pride and Community. The ultimate goal is to build a more inclusive, tolerant and resilient community that embraces all Australians.**

We respect and celebrate the rich heritage of Aboriginal and Torres Strait Islander peoples, and our continued goal is to create employment and economic opportunities for their communities.

We strive to share our business expertise and knowledge through mutual learning, empowering individuals to secure meaningful employment and develop their careers. We also strive to conduct ourselves respectfully on their Country, fostering mutual respect and successful economic partnerships.

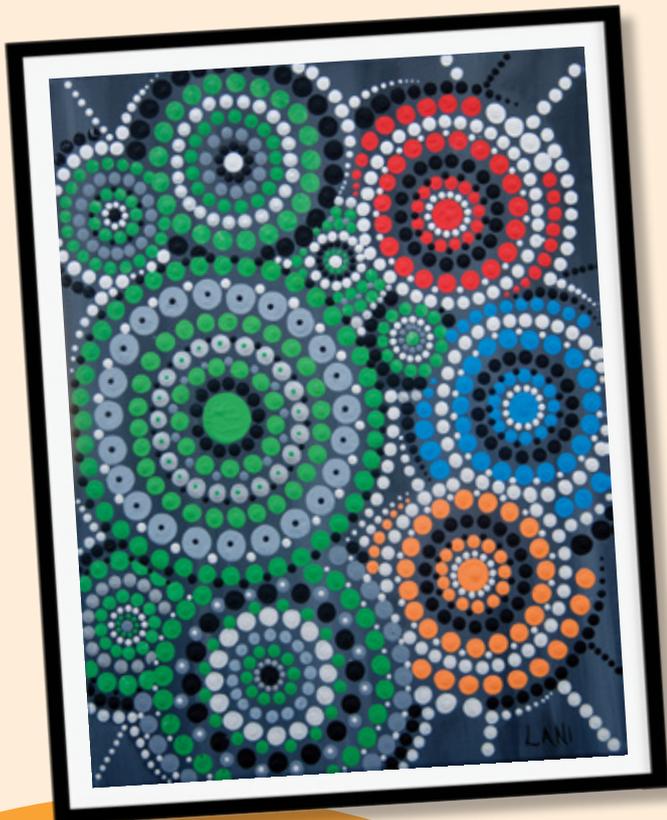
Our approach centres on learning from Aboriginal and Torres Strait Islander peoples. We can create a more tolerant and resilient community and achieve sustainable business growth by working together.

# Artist

*Lani Balzan*

**Lani Balzan is a proud Aboriginal woman from the Wiradjuri people.**

Lani is a recognised First Nations artist, an Aboriginal Education Officer, and conducts art therapy within her community. Painting is her passion; it's a means of showcasing and sharing her beautiful and unique culture.



## Cater Care's Connection

The green and grey areas represent Cater Care and the states and territories where Cater Care are based.

The orange, blue and red dotted areas represent our values, care, pride and community and the services that we provide, which all are linking together as one, and connect.

Strength of the company (green and grey areas) flows towards the colours (services and values), and the dotted line leading out represents growth in the company.

The overall painting style represents the connection between Aboriginal and non-Aboriginal within Cater Care.

# Our RAP

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## **Cater Care is pursuing the reconciliation journey with our Innovate Reconciliation Action Plan (RAP), further building on the reconciliation efforts that began in 2012.**

The Reconciliation Action Plan Working Group (RAPWG) has been pivotal in guiding the RAP's success and growth over time.

The RAPWG comprises representatives from all departments and various roles, promoting diversity in participation and perspectives, including 2 Aboriginal and Torres Strait Islander members. With support from the RAP champion and Cater Care's CEO, Neil East, the RAP Working Group Chair, the First Nations Engagement Manager and the RAPWG members have all played a crucial role in developing Cater Care's latest RAP.

Cater Care is committed to creating sustainable employment opportunities, offering training, business partnerships, and encouraging community participation through the RAP.

Over the last five years, our participation in National Reconciliation Week and NAIDOC Week has almost doubled, with over 80% of sites now holding events. We plan to continue supporting these important occasions and working towards strengthening relationships with and respect for Aboriginal and Torres Strait Islander peoples and cultures.

Cater Care proudly supports Indigenous-owned businesses by setting clear spending goals and working with Supply Nation certified suppliers. In 2023, Cater Care invested over \$6,000,000 with Indigenous-owned companies, highlighting our ongoing commitment to identifying and supporting new suppliers.

We have also engaged with First Nations communities, Elders, and organisations to provide meaningful and authentic collaboration throughout our RAP implementation. Cater Care continues to prioritise First Nations representation within the RAPWG and across the business to promote reconciliation efforts.

Our motivation stems from a commitment to address historical injustices, promote diversity and inclusion, and contribute to Closing the Gap in social, economic, and health outcomes for Aboriginal and Torres Strait Islander peoples. We are excited to watch our RAP continue to build successful outcomes and positively contribute to Aboriginal and Torres Strait Islanders peoples and their communities within Cater Care's sphere of influence.

# Our RAPWG Committee

## Duncan Matthews

Group Marketing and Merchandising Manager



## Christine Charlton

Director - Marketing & Business Development



## Jodi Bracken

First Nations Engagement Manager



## John Mooney

General Manager Western Region Operations



## Melanie Shortt

Director - People & Culture



## Damian Jardine

Client Development Manager



## Gary Peacock

Chief Operating Officer of Procurement & Buylink Services



## Alastair McLean

State Manager WA Urban



## Sue Borhan

Head of Learning & Development



## Dawn Redley

Communications Coordinator



# Relationships



**Our core business is supplying catering services to proponents in urban and remote areas. Our success relies on strong, respectful relationships, particularly with Aboriginal and Torres Strait Islander Traditional Owners, First Nations communities and businesses where we operate.**

We strive to promote positive and collaborative relationships between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples in our workforce.

We aspire to build and maintain relationships with Aboriginal and Torres Strait Islander Traditional Owners, employees, and contractors built on mutual trust and respect, that is free from racism or bias.

Our focus remains on nurturing genuine relationships by engaging with Traditional Owner Groups and communities to further our understanding of local culture, challenges, aspirations and opportunities.



**We were honoured to host two distinguished guests, Terry Williams and his son Keith Williams, at our employee National NAIDOC Toolbox event.**

Through their captivating storytelling, they shared their valuable perspectives on the 2023 NAIDOC theme, For Our Elders. Terry's journey towards maintaining a positive outlook despite the suppression of cultural identities was a powerful and inspiring message that resonated with our audience.

We are grateful for the opportunity to continue our relationship with Terry and Keith, and we thank all those who contributed to making NAIDOC a success for our team members.

# Relationships



**Strong relationships allow us to develop opportunities for social and economic security.**

Relationships built on mutual understanding and trust are fundamental for meaningful reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

The following actions will guide us in achieving our relationship goals as outlined in Cater Care's Reconciliation Action Plan, 2025 - 2027.

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.	Jan 2025, 2026	First Nations Engagement Manager
	• Develop an engagement plan to work with recognised Aboriginal and Torres Strait Islander stakeholders and organisations.	Jan 2025, 2026	First Nations Engagement Manager
	• Continue to strengthen the partnership with Kari Foundation by providing financial support for Foundation fundraising activities.	Jan 2025, 2026	Group Marketing and Merchandising Manager
2. Build relationships through celebrating National Reconciliation Week (NRW)	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 June 2025, 2026	Communications Coordinator
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025, 2026	RAPWG Chair
	• 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, 2026	First Nations Engagement Manager
	• Organise at least one NRW event each year.	27 May - 3 June 2025, 2026	Communications Coordinator
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Communications Coordinator

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.	Apr 2025, 2026	First Nations Engagement Manager
	• Communicate our commitment to reconciliation publically.	May 2025, 2026	Communications Coordinator
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Apr 2025, 2026	Group Marketing and Merchandising Manager
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Mar 2025, 2026	First Nations Engagement Manager
4. Promote positive race relations through anti-discrimination strategies.	• Ongoing engagement with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Aug 2025, 2026	First Nations Engagement Manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Aug 2025, 2026	Head of Learning & Development
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	Aug 2025, 2026	Head of Learning & Development
	• Educate senior leaders on the effects of racism.	Aug 2025, 2026	RAPWG Chair

### Key:

*Reconciliation Action Plan Working Group Chair, Group Marketing Manager, Duncan Matthews*

**First Nations Engagement Manager, Jodi Bracken**

**Director - People & Culture, Melanie Shortt**

**Chief Operating Officer of Procurement & Buylink Services, Gary Peacock**

**Head of Learning & Development, Sue Borhan**

**Director - Marketing & Business Development, Christine Charlton**

**General Manager Western Region Operations, John Mooney**

**Client Development Manager, Damian Jardine**

**State Manager WA Urban, Alastair McLean**

**Communications Coordinator, Dawn Redley**



# Respect



Through the successful implementation of previous RAPs, we have come to understand that grasping the cultural protocols, life experiences, and challenges faced by Aboriginal and Torres Strait Islander communities is critical.

This understanding has paved the way for successful management strategies and for the development of a broader cultural competency within our workforce.

We respect and acknowledge that we are guests on the land of Traditional Owners. Without a profound understanding and respect for the cultures and histories of Aboriginal and Torres Strait Islander peoples, our business would face significant challenges in the remote regions where we operate.

**Natalia Cox is a Wirangu and Kokotha Aboriginal woman from Ceduna, a town located on the far west coast of South Australia.**

For the past three years, Natalia has worked as a kitchen utility at a mine site, employed by Cater Care. This job has allowed her to stay connected to her roots and continue practising her traditions.

Natalia's dedication to her Aboriginal Traditional Owner role demonstrates the importance of preserving cultural identity and heritage. Her family's traditions are deeply rooted in their cultural identity and serve as a reminder of the significance of the land, water, and food sources to Aboriginal and Torres Strait Islander peoples.

Cater Care congratulates Natalia on her dedication to achieving her career and personal goals.

**St. Teresa's College, Abergowrie, Queensland, has provided an outstanding educational environment for Aboriginal and Torres Strait Islander peoples for over a decade.**

During the annual NAIDOC Week celebrations, the site's catering team, which includes Cater Care Chef Allan Kum Sing, a proud Gangalidda man, prepares traditional food for a feast that serves over 550 people. Allan's dedication to sharing his culture and knowledge is evident. He encourages the students to learn about the traditional fire pits and to assist with preparation and cooking for significant events.

These events are a highlight for the surrounding communities, and Cater Care is proud to support the College.



# Respect



We are committed to building a workforce that values and respects the rich and diverse Aboriginal and Torres Strait Islander cultures.

Understanding Aboriginal and Torres Strait Islander cultures, significance and unique contributions is integral to our core values. From 2025 to 2027, our ongoing efforts and initiatives will focus on promoting respect and understanding in all aspects of our workforce.

Action	Deliverable	Timeline	Responsibility
1. 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.	Jan 2025, 2026	RAPWG Chair
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Feb 2025, 2026	First Nations Engagement Manager
	• Develop, implement and communicate a cultural learning strategy for our staff.	Jun 2025, 2026	RAPWG Chair
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Aug 2025, 2026	First Nations Engagement Manager
	• Continue to roll out and educate Cater Care's Aboriginal and Torres Strait Islander peoples participation inductions for new managers, this will include the history to date, our values and relationships with the community.	Sept 2025, 2026	First Nations Engagement Manager
	• Develop and deliver training modules that incorporate cultural awareness and understanding for new and existing team members through our Learning & Development portal.	Sept 2025, 2026	First Nations Engagement Manager
2. 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.	June 2025, 2026	First Nations Engagement Manager
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2025, 2026	Communications Coordinator
	• Cater Care will invite Traditional Owners to deliver a Welcome to Country for special events.	June 2025, 2026	First Nations Engagement Manager
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025, 2026	RAPWG Chair

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Develop an internal NAIDOC Week event. Provide NAIDOC week updates and information via Toolbox Topics and internal communications to all staff and allow them to participate in NAIDOC Week activities.</li> </ul>	June 2025, 2026	Communications Coordinator
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2025, 2026	RAPWG Chair
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week and other cultural and training opportunities.</li> </ul>	July 2025, 2026	Head of Learning & Development
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	July 2025, 2026	First Nations Engagement Manager
4. Communicate, celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	<ul style="list-style-type: none"> <li>Promote and celebrate dates of significance for Aboriginal and Torres Strait Islander peoples at each state head offices and contracted sites.</li> </ul>	July 2025, 2026	First Nations Engagement Manager
	<ul style="list-style-type: none"> <li>Publish Aboriginal and Torres Strait Islander peoples significant dates via communication channels</li> </ul>	July 2025, 2026	Communications Coordinator





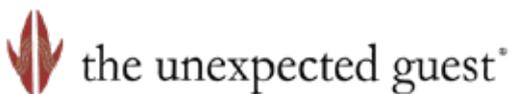
# Opportunities



**We can create significant sustainable business and employment opportunities for Aboriginal and Torres Strait Islander peoples.**

We are working to become an employer that Aboriginal and Torres Strait Islander candidates choose. Our goals are to provide effective leadership, enhance employment opportunities, and develop Aboriginal and Torres Strait Islander employees into management and professional roles.

Promoting collaboration and understanding between Aboriginal and Torres Strait Islander and non-Indigenous peoples to learn and increase knowledge will strengthen our workforce capability.



**Cater Care organises 'Meet the Buyer' events to help businesses showcase their products or services and increase their visibility. This event facilitates networking and provides information about Cater Care's trading requirements.**

In partnership with Supply Nation, Cater Care's Procurement Team has identified new Indigenous suppliers who participated in the Meet the Buyer event. One of these suppliers is The Unexpected Guest.

The Unexpected Guest is owned and directed by a proud Wailwan woman, Jenny Khan. She is committed to producing high-quality products, supporting small businesses, and using organic and fair trade practices. Jenny practises learning through lived experiences and shares our passion for creating good food.

**Cater Care has proudly partnered with KARI Aboriginal Procurement to provide reliable and cost-effective procurement services to corporate Australia while demonstrating social commitment to First Nations people in supply chains.**

The KARI Foundation's Procurement for a Purpose initiative takes a proactive and responsible approach towards procurement.

This partnership reflects Cater Care's commitment to sustainable and collaborative business growth and promoting employment opportunities for Aboriginal and Torres Strait Islander peoples through its supply chain network.



# Opportunities



We are focused on providing tangible and shared economic benefits to communities in a way that is both sustainable and culturally appropriate.

The following actions will achieve our opportunities objectives throughout 2025 - 2027.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Engage with current Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	Jan 2025, 2026	First Nations Engagement Manager
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Jan 2025, 2026	First Nations Engagement Manager
	• Develop a network of Aboriginal and Torres Strait Islander organisations including Traditional Owner entities linked to our operations and advertise vacancies with them.	Jan 2025, 2026	First Nations Engagement Manager
	• Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	Jan 2025, 2026	RAPWG Chair
	• Ensure all Recruitment staff participate in Cultural Awareness and best practice Indigenous recruitment workshops.	Jan 2025, 2026	RAPWG Chair
	• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Jan 2025, 2026	First Nations Engagement Manager

Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop an Indigenous Procurement Policy and Strategy	Dec 2025, 2026	Client Development Manager
	• Renew Supply Nation membership and utilise the membership to build relationships with Indigenous businesses.	Jul 2025, 2026	Client Development Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sept 2025, 2026	First Nations Engagement Manager
	• Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	Sept 2025, 2026	Client Development Manager
	• Continue nurturing relationships, actively promoting established First Nations supplier's growth, and supporting new suppliers through annual procurement workshops to empower business.	Oct 2025, 2026	Client Development Manager





# Governance



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Identify and maintain Aboriginal and Torres Strait Islander representation on the RWG.	Feb 2025, 2026	First Nations Engagement Manager
	• Establish and apply a Terms of Reference for the RWG.	Oct 2025, 2026	RAPWG Chair
	• Meet a minimum of four times per year to drive and monitor RAP implementation	Apr, Jun, Sept, Dec 2025, 2026	First Nations Engagement Manager
2. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	Feb 2025, 2026	First Nations Engagement Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2025, 2026	RAPWG Chair
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2025, 2026	First Nations Engagement Manager
	• Appoint and maintain an internal RAP Champion from senior management.	Feb 2025, 2026	First Nations Engagement Manager
3. 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	First Nations Engagement Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug annually	First Nations Engagement Manager
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sept annually	First Nations Engagement Manager
	• Report RAP progress to all staff and senior leaders quarterly.	Feb 2025, 2026	RAPWG Chair
	• Publicly report our RAP achievements, challenges and learnings, annually.	Feb 2025, 2026	First Nations Engagement Manager
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	First Nations Engagement Manager
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Dec 2026	First Nations Engagement Manager
	4. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	May 2026

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