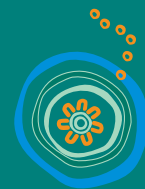


Innovate Reconciliation Action Plan

November 2023 – November 2025



About the artwork

This indigenous artwork breathes life into ancient tales, painted with the wisdom of ancestors and the spirit of the land. Its vibrant hues and intricate patterns carry the essence of Dreamtime, echoing stories of creation and connection. As it journeyed along Toll Group's trucks, modern-day carriers of culture, it became a modern storyteller, bridging cultures and highways, weaving unity through yarning circles at each stop.

The big and small circles, like guiding constellations in the night sky, represent the gatherings and communities that the artwork touched upon its journey. They are the heartbeats of our land-coastal towns, desert oases, and everything in between. And as the yarning circles formed, they were a celebration of unity-a coming together of voices, a melding of stories. They spoke of shared experiences, common threads that make us all Australians, connected in a tapestry of history and identity.

Amidst the orange journey dots that mark the national highways, this artwork served as a beacon, illustrating the power of culture, movement, and connection. As it reached diverse destinations, it not only symbolized the delivery of cargo, but the delivery of heritage and a shared understanding that makes us one, embodying the timeless rhythm of our nation.



About the artist Kristopher Khamis

Kristopher Khamis, a seasoned professional with over six years in the transport industry at Toll Group, is also a celebrated Wiradjuri digital artist. Born away from Wiradjuri lands, his career and art beautifully blend. Though not native to Wiradjuri territory, he's cultivated a profound connection with the lands he has inhabited, inspiring his digital art. His work reflects the natural beauty and untamed essence of the land.

As a father of two daughters, Kristopher passes down Wiradjuri traditions through his art, ensuring the culture thrives even in distant places. What sets Kristopher apart is his unwavering authenticity. His art isn't influenced by trends but is a genuine expression of his Wiradjuri heritage, carrying the wisdom of his ancestors.



In Kristopher Khamis, we find a modern guardian of Wiradjuri traditions, using his art to celebrate his roots and preserve the Wiradjuri legacy, no matter where life takes him.

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Toll acknowledges the First Peoples, the Traditional Owners of the lands where we live

...e and work, and we recognise their continuing connection to land, water and community.

We pay respect to Elders past, present and emerging. May we find ways to walk gently and compassionately on these ancient lands and come to a place where every person is respected and valued, and has a strong sense of belonging.

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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Toll Group continues to be part of a strong network of more than 1,100 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 Toll Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Toll 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 Toll 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, Toll Group will ensure shared and cooperative success in the long-term.



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

Congratulations Toll Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

*Chief Executive Officer,
Reconciliation Australia*

Toll's ongoing commitment to Reconciliation in Australia

On behalf of Toll, I'm proud to present our 2023–2025 Reconciliation Action Plan (RAP) for our operations in Australia. As an international company, Toll celebrates diversity. We acknowledge that diverse cultures enrich our workplace which in turn, contributes to Toll's ongoing success. We are working hard to build a culture where our values of inclusion and diversity are reflected in everything we do, and importantly, a workplace where our people feel they belong.

Every day, our people work all over Australia and traverse the lands of the many different Traditional Owners, touching the lives of many First Nations people. The nature of our work gives us a unique opportunity to positively influence the outcomes for these communities every day.

I am proud to release our 2023–2025 Reconciliation Action Plan (RAP) that formally recognises our commitment to reconciliation, and outlines how we will work with First Nations communities to continue to make valuable contributions towards reconciliation.

Our RAP recognises the part that First Nations peoples have played in our business, as employees, as customers, as suppliers and as communities throughout our history. It defines our vision for a culture where everyone is understood and celebrated.

In our new RAP we will focus on strengthening our relationships with Indigenous organisations and communities, increasing our procurement spend with Indigenous businesses, and recruiting and retaining First Nations workers.



I encourage you to read Toll's Reconciliation Action Plan and take part in events and engagement activities that will come your way. Together we can continue to drive positive outcomes for our First Nations communities.

Alan Beacham

*Managing Director
Toll Group*

Our vision for reconciliation

Toll has significant presence across urban, regional and remote Australia, as such we touch the lives of many First Nations people. Our vision for reconciliation is one where Aboriginal and Torres Strait Islander peoples, cultures and histories are understood and celebrated alongside all Australians.

As both a national and international company, we celebrate diversity and acknowledge that diverse cultures enrich our workplace, which in turn, contributes to Toll's ongoing success. We aim to achieve this through building a culture of education and understanding of the Aboriginal and Torres Strait Islander peoples and their stories.

Through demonstrating our commitment to reconciliation, we wish to ensure that in all areas of our business, we work with, listen, and empower First Nations peoples, communities, and businesses.

We aim to achieve this by focusing on:



Continuing to develop our understanding of cultural diversity in the workplace and giving our employees access to resources to develop and grow their awareness of the richness and diversity of First Nations cultures and histories, in addition to the other cultures that are represented in our organisation.

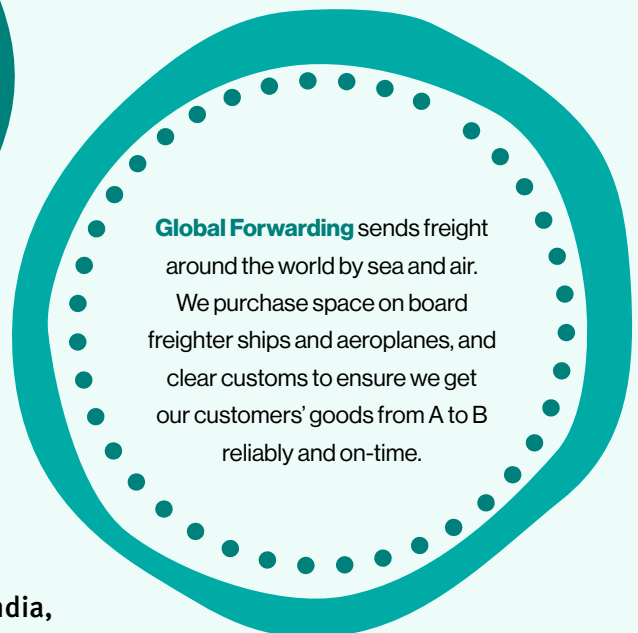
Increasing First Nations representation throughout Toll by continuing to build a culture of acceptance that will encourage First Nations people to apply for roles and allow our existing First Nations peoples to feel safe and supported.

Continuing to build partnerships with First Nations businesses through community and procurement opportunities, through our partnership with Indigenous Defence Infrastructure Consortium.

Our business

Founded in Newcastle, Australia in 1888, Toll Group today is proudly part of Japan Post. Operating an extensive global freight forwarding and logistics network across 500 locations and 150 markets, our 16,000 employees provide a diverse range of transport and logistics solutions covering road, air, sea and rail to help our customers best meet their global supply chain needs.

Domestically, our 9,000+ team members, including approximately 100 Aboriginal and Torres Strait Islander employees, operate a full range of logistics and transport solutions – from warehousing and freight forwarding to project logistics. Put simply, we perform almost every logistics task you can think of. We have two main aspects of the business that we call our divisions.




So, whether we need to provide warehousing in India, shipping from China to Europe or transport across Australia we have the capacity, and the people with a wide range of skills to help us do just that.



Our RAP story

At Toll, we recognise that the nature of our business means that we play an important role towards a reconciled Australia. Every day, our people travel across the lands of many different Traditional Owners and the diverse nature of our work, means that we can positively influence the outcomes for these communities every day through employment and procurement opportunities. We recognise the histories, cultures and contributions that First Nations peoples and communities have and, continue to make, and we are proud to work in partnership with them to drive positive outcomes. Our RAP is our public commitment to how we will work with First Nations communities to continue to make successful and valuable contributions towards reconciliation. This includes our commitment to all Australian staff undertaking Indigenous cultural awareness training.

 *We have worked with and alongside First Nations peoples throughout our long and proud history. Our RAP formally recognises the part that First Nations peoples have played in our business, as employees, customers, suppliers and communities throughout our history.*

Our 2020–2022 RAP was implemented during a time of great change and disruption. We worked together as an organisation to meet the challenges presented, including an unprecedented global pandemic which saw ongoing lockdowns and travel restrictions. We are committed to continuing our reconciliation journey and achieving new goals as well as those deliverables previously set.

Our Core RAP Steering Committee has now established working groups connected to the core pillars of Relationships, Respect and Opportunities which we will focus on moving forward and broken this down further to link to our core business needs around – Engagement, Human Resources and Procurement. These working groups will ensure we have a broad range of engagement from across our business and will work to deliver on our promises in line with our values of customer, teamwork, progress, accountability, and integrity. We recognise that we still have a long way to go in our journey towards reconciliation. However, with a focus on workplace culture and inclusion, attraction and recruitment, engagement and development and partnerships and community, we are confident that we can make great progress in delivering on our new RAP promises.



Our RAP working group

Our core working group is made up of representatives from across our different business units including two Indigenous representatives and is responsible for the implementation and management of our RAP.

Co-Sponsors

- **Chris Carbone**, Executive General Manager Resources & Industrials
- **Perry Singh**, Executive General Manager, Government & Defence

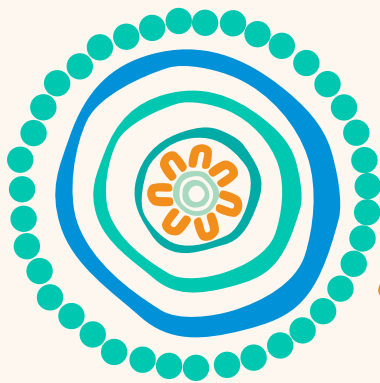
Members

- **Ruth Oakden**, Group Manager Wellbeing, Employee Support and Engagement, Group Human Resources
- **Sharon Abbott**, Graduate Program Manager, Group Human Resources
- **Richard Turner**, Global Head of Health, Safety and Environment
- **Jessica Gibson-Jones**, Head of Talent Acquisition, Group Human Resources
- **Louise Elks**, Senior Manager HR, Resources and Industrials, Government and Defence
- **Andrew Boughen**, Service Delivery Manager, Government and Defence
- **Tyrone Connors**, Transitions Consultant, Government and Defence
- **Ross Di Raimondo**, Client Services Manager, Global Forwarding
- **Sonja Stockton**, Head of Communications, Group Corporate Affairs
- **Rhiannon Merrifield**, Recruitment Consultant, Toll People
- **Hong Weerasekara**, Global Head of Procurement Excellence, Enterprise Services

Working subcommittees

- **Engagement**
- **HR**
- **Procurement**

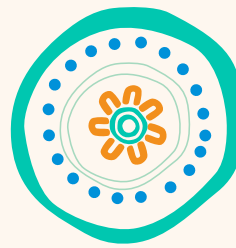
Our 2020–2022 achievements



Cultural protocols and Acknowledgment to Country

From our beginnings on the traditional land of the Awabaki and Worimi peoples, Toll's vision for reconciliation in Australia is one that understands, embraces and celebrates its Indigenous culture and heritage. An important part of this journey is the acknowledgement of the land that we work upon and recognising its Traditional Custodians. We have introduced an Acknowledgement to Country at all major meetings to demonstrate respect for Aboriginal and Torres Strait Islander people and increase employee understanding of the purpose and significance behind cultural protocols. An internal guide has been developed for use across Australia to provide guidance for Acknowledgement to Country in meetings.

As part of demonstrating our respect to First Nations people by observing cultural protocol, we have placed Acknowledgment to Country decals at every Toll site.



Indigenous Employment Index

Toll participated in the inaugural Indigenous Employment Index, led by the Minderoo Foundation's Generation One initiative, which was an Australian first in measuring and identifying practices within large organisations that improve the quantity and quality of Indigenous employment. Providing opportunities for employment of First Nation's people is one of the core areas of focus at Toll and participating in the Indigenous Employment Index has provided further guidance for Indigenous employment parity.



Cultural Awareness Training

Partnering with Wayarang Creative Agency, Toll designed our first Indigenous Cultural Awareness on-line training program which will be rolled out for all staff across the nation. With an extremely diverse workforce of thousands of employees operating in a range of different environments, we were able to develop a meaningful, Indigenous cultural awareness training program that leaves a lasting impact on staff and the broader organisation to help foster a culture of awareness and learning.

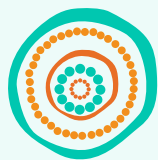
Procurement Spend

Over the course of the previous RAP period our Indigenous spend was over \$8 million, which demonstrates our commitment to helping stimulate economic growth for First Nations businesses with the biggest spend across transportation, logistics and facilities management.

Our reconciliation journey

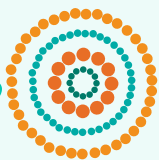
Toll has been engaging with Aboriginal and Torres Strait Islander communities throughout Australia in relation to employment, training, procurement of business and in-kind support for many years. In 2012, we developed our first RAP, aimed at acknowledging the role that Aboriginal and Torres Strait Islander peoples and communities play within our business, as suppliers, customers, employees and in wider society. Since then, we have made many steps towards reconciliation, but we know the journey is not over. We launched our second RAP in 2014 and our third RAP in 2019. Our new RAP will continue our journey by looking for more opportunities to engage, drive relationships and provide long term sustainable economic and social outcomes.

Our journey highlights



2011

Toll changes the focus of our Second Step employment and training program to become an employment pathways program for Aboriginal and Torres Strait Islander peoples.



2012

Toll launches national approach to Reconciliation.

Toll joins Supply Nation and starts utilising Aboriginal owned Businesses as part of our procurement of goods and services.



2013

Toll launches first Reconciliation Action Plan.

Toll commences delivery of Cultural Awareness training across our operations.



2014

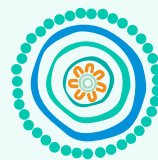
Toll supports the Long Walk.

Toll launches second Reconciliation Action Plan.



2015

Toll supports APY Lands and the delivery of fresh food into the community through partnership with Mai Wiru Regional Stores Council.



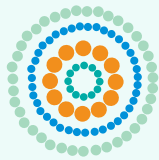
2016

Toll actively supports Aboriginal football player, turned artist, Gavin Wanganeen in moving his artwork across the country.



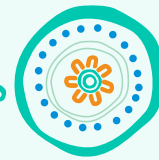
2017

Toll supports the training and development of APY Land community members through offering traineeships and a dedicated Aboriginal mentor on local projects.



2018

Aboriginal trainee, Nathan Paige, wins Indigenous Trainee of the Year at the Civil Contractors Federation of SA Industry & Training Awards.



2019

Toll continues to build proactive relationships with Traditional Owner Groups, including in the Pilbara and across our operations by employing local Indigenous team members across specific sites.



2020

Toll launches third Reconciliation Action Plan.

Toll announces their community partnership with the Graham Polly Farmer Foundation.

Toll launches new RAPup site to report on Indigenous Engagement deliverables and activities.

Toll commences 2020 rollout of Cultural Awareness Training (first phase).

Toll secures Traineeship provider to support development of Indigenous Career pathways.

Toll launches their Toll Indigenous Employee Network (TIEN) and holds inaugural virtual meeting.



2021

Toll records highest spend to date with Indigenous suppliers of \$12.1m.

Implementation of Acknowledgment to Country decals and protocols for sites.

Acknowledgment of National Reconciliation Week with four Welcome to Country / Smoking ceremonies held across various sites.

Facemasks with RAP artwork rolled out across Fuels.

Toll partners with Indigenous Creative Agency Wayarang to develop Cultural awareness learning modules.

Toll partners with Indigenous Defence Infrastructure Consortium.

Participate in Indigenous Employment Index.

Engage Indigenous artist Sarah Richards to commission artwork for Toll offices.

Relationships

Relationships are core to our success at Toll. We recognise that as an organisation we need to continue building strong and lasting relationships with First Nations communities and we must continue raising awareness across all levels of our organisation to ensure we promote a workplace where Australia's First Peoples feel culturally safe, acknowledged and that they belong.

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.	April 2024	Lead: Group Manager Wellbeing, Employee Support and Engagement Supported by: Engagement committee
	Review and further develop previous engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations (nationally).	August 2024	Lead: Head of Communications Supported by: Engagement Subcommittee
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 2024, 2025	Head of Communications
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024, 2025	RAP Lead
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024, 2025	RAP Work Group Sponsor
	Commit to hosting at least one internal NRW event each year per state.	27 May – 3 June 2024, 2025	RAP Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May – 3 June 2024, 2025	RAP Lead

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 workplace.	May 2024	Lead: Group Manager Wellbeing, Employee Support and Engagement Supported by: Engagement committee
	Publish regular, meaningful and engaging stories via our internal channels about Indigenous activities such as NWR and our progress related to our RAP.	October 2024, 2025	Head of Communications
	Communicate our commitment to reconciliation publicly.	May 2024, 2025	Head of Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2024, 2025	Lead: Group Manager Wellbeing, Employee Support and Engagement Supported by: Engagement committee
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2024, 2025	Lead: Group Manager Wellbeing, Employee Support and Engagement Supported by: Engagement committee

Action	Deliverable	Timeline	Responsibility
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.	March 2024	Graduate Program Manager
	Continuously review and communicate Global EEO and Discrimination Operational Policy to all staff.	June 2024, 2025	Senior HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors when reviewing our anti-discrimination policy.	Ongoing. Review April 2024, 2025	Senior HR Manager
	Continue to educate senior leaders on the effects of racism and how to create a culturally safe workplace.	Ongoing. Review March 2024, 2025	Lead: Senior Manager HR Supported by: HR Subcommittee

Respect

As an organisation which operates on many different lands, the ability to show respect to each other and other countries' cultures and histories, helps drive us towards reconciliation. Toll will continue to work towards delivering on this under our Diversity, Inclusion and Belonging practices as well as our RAP.

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.	November 2023	Lead: Graduate Program Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	January 2024	Lead: Graduate Program Manager
	Develop, implement, and communicate a cultural learning strategy for our staff.	March 2024	Lead: Graduate Program Manager Supported by: HR Subcommittee
	Ensure onboarding processes for all new starters include an introduction to Toll's RAP commitments and cultural learning opportunities.	November 2023, 2024	Lead: Graduate Program Manager Supported by: HR Subcommittee
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	May 2024, 2025	Lead: Graduate Program Manager Supported by: HR Subcommittee
	Provide access to cultural awareness training to build knowledge and understanding of issues affecting Aboriginal and Torres Strait Islander peoples to all staff with target of 100% completion rate.	December 2023	Lead: Graduate Program Manager Supported by: HR Subcommittee

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Lead: Head of Communications Supported by: Engagement committee
	Review and update our current cultural protocol document and tailor for sites we operate in, including protocols for Welcome to Country and Acknowledgement of Country.	February 2024	Lead: Graduate Program Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2024, 2025	Lead: Head of Communications Supported by: Engagement committee
	Continue to encourage staff to include an Acknowledgement of Country at the commencement of important internal and external meetings.	May 2024, 2025	Lead: Head of Communications
	Ensure that all new sites are provided with Acknowledgement of Country decals to be displayed at reception / site entry.	December 2023, 2024	Lead: Graduate Program Manager Supported by: HR Subcommittee
	Update our RAP sharepoint site to include the names of Traditional Custodians of Country for all our site locations across Australia.	February 2024	Lead: Graduate Program Manager

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RWP to participate in an external NAIDOC Week event.	July 2024, 2025	RAP Work Group Sponsors
	Review Australian business HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	February 2024, 2025	Lead: Senior Manager HR Supported by: HR Subcommittee
	Promote and encourage participation in external NAIDOC events to all staff.	June 2024, 2025	Head of Communications
4. Visually display respect for First Nations peoples throughout our various workplaces.	Introduce artwork into Toll workspaces and onto our fleet, to increase cultural awareness and understanding by displaying local Indigenous artists.	December 2024	Lead: Executive General Manager Resources & Industrials Supported by: Engagement committee
	Engage with local Traditional Owners to name meeting rooms at new / renovated sites.	December 2023, 2024	Lead: Graduate Program Manager Supported by: HR Subcommittee

Opportunities

With more than 9,000 employees in roles from the east to and west coasts of Australia, Toll is able to provide employment and supplier diversity opportunities. We aim to increase First Nation representation throughout Toll by continuing to build a culture of acceptance that attract and encourage First Nations people to apply for new roles, and allow our existing First Nations peoples to feel safe and supported. Through our partnership with the Indigenous Defence Infrastructure Consortium, Toll will continue to build relationship opportunities and promote growth with Indigenous businesses.

Action	Deliverable	Timeline	Responsibility
1.Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Ongoing. Review July, October, January, April 2024, 2025	Lead: Head of Talent Acquisition Supported by: HR Subcommittee
	Engage with Aboriginal and Torres Strait Islander staff to help develop our recruitment, retention and professional development strategy.	March 2024	Lead: Head of Talent Acquisition, Supported by: HR Subcommittee
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2024	Lead: Head of Talent Acquisition Supported by: HR Subcommittee
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing. Review November 2024, 2025	Head of Talent Acquisition
	Review and update HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review November 2024, 2025	Lead: Head of Talent Acquisition Supported by: HR Subcommittee
	Increase our Aboriginal and Torres Strait Islander employee's employment to: <ul style="list-style-type: none"> • 1.5 % by October 2024 • 2 % by October 2025 	November 2025	Head of Talent Acquisition Supported by: HR Subcommittee

Action	Deliverable	Timeline	Responsibility
2. Implement Indigenous talent pathways to help provide educational opportunities.	Engage with Aboriginal and Torres Strait Islanders to help develop an early talent pathway strategy.	April 2024	Graduate Program Manager
	Identify and develop Indigenous talent pathways across both operational and functional divisions ensuring that our workplace provides a culturally safe environment.	June 2024	Lead: Graduate Program Manager Supported by: HR Subcommittee
	Establish a partnership with CareerTrackers to host a minimum of two interns in functional roles.	January 2024, 2025	Graduate Program Manager

Action	Deliverable	Timeline	Responsibility
3. 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 that delivers an increase on previous years spend.	December 2023	Lead: Business Partner – Procurement Supported by: Procurement Subcommittee
	Continue to maintain our Supply Nation membership and meet quarterly to explore opportunities to increase supplier diversity.	March 2024, 2025	RAP Lead
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2024, 2025	Lead: Business Partner – Procurement Supported by: Procurement Subcommittee
	Review and update procurement practices to remove barriers to procuring goods and services for Aboriginal and Torres Strait Islander businesses.	April 2024, 2025	Lead: Business Partner – Procurement Supported by: Procurement Subcommittee
	Partner with Indigenous Defence Infrastructure Consortium to incorporate Aboriginal and Torres Strait Islander owned businesses in our supply chain, and in partnership while delivering services to our customers.	March 2024, 2025	Lead: Service Delivery Manager Supported by: Procurement Subcommittee
	Report to Supply Nation on our spend through Indigenous businesses.	Annually in April, July, October, January	RAP Lead
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2024	Lead: Business Partner – Procurement Supported by: Procurement Subcommittee

Governance

Action	Deliverable	Timeline	Responsibility
1. 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.	April 2024, 2025	RAP Lead
	Review current Terms of Reference for the RWG.	August 2024	RAP Lead
	Meet at least four times per year as a full committee drive and monitor RAP implementation.	January, April, July, October 2024, 2025	RAP Lead
	Subcommittees meet bi-monthly to drive progress on respective deliverables.	Ongoing 2023, 2024, 2025	RAP Lead
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2024, 2025	RAP Lead
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Ongoing. Review November 2023, 2024	Leads: Executive General Manager Resources & Industrials Executive General Manager, Government & Defence
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2024	RAP Committee
	Appoint and maintain an internal RAP Champion from senior management.	September 2024	RAP Committee

Action	Deliverable	Timeline	Responsibility
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.	Annual in June	RAP Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Annually on 1 August	RAP Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2024, 2025	RAP Lead
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September and January 2024, 2025	Head of Communications
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2023, 2024	Head of Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Lead
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2025	RAP Lead
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	RAP Lead



Contact details

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