



**CUSHMAN &  
WAKEFIELD**



# RECONCILIATION ACTION PLAN

# INNOVATE

SEPTEMBER 2025 - SEPTEMBER 2027



# ACKNOWLEDGEMENT OF COUNTRY

Cushman & Wakefield respectfully acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to the lands, waters and communities in which we live, work and operate.

We celebrate Aboriginal and Torres Strait Islander cultures; the oldest continuous living culture and pay our respect to their Elders past and present.

**ARTWORK:  
NGUMBAAY NGURAMBANG  
("ONE HOME" IN WIRADJURI)**

by

**NATHAN PECKHAM**

# A STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Cushman & Wakefield 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Cushman & Wakefield 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 Cushman & Wakefield will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Cushman & Wakefield 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 Cushman & Wakefield 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, Cushman & Wakefield will ensure shared and cooperative success in the long-term.

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

Congratulations Cushman & Wakefield on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# A STATEMENT FROM OUR CEO **NORAL WILD**

I am honoured to present Cushman & Wakefield's Innovate Reconciliation Action Plan (RAP) 2025-2027. This plan is a reflection of our unwavering commitment to reconciliation and our dedication to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples.

Our journey towards reconciliation is one that we hold close to our hearts. Over the years, we have made significant strides in embedding Aboriginal and Torres Strait Islander cultures and awareness throughout our organisation. Our previous RAPs have laid a strong foundation, and we are immensely proud to continue this important initiative with renewed passion and commitment. The Innovate RAP 2025-2027 builds on our past achievements and sets ambitious goals for the future, ensuring that we contribute positively to First Nations peoples.

We recognise that the history, cultures, and contributions of First Nations peoples are integral to Australia's identity. This RAP reflects our commitment to acknowledging and celebrating this rich heritage. We aim to make greater contributions each year through the five dimensions of reconciliation: Race Relations, Equality & Equity, Institutional Integrity, Unity, and Historical Acceptance.

Our approach is proactive and inclusive, focusing on creating job opportunities, supporting First Nations businesses, and providing cultural awareness training for our staff. We are dedicated to working with our clients and partners to increase the participation of First Nations businesses in our supply chain, thereby fostering economic empowerment and sustainable growth.

This commitment to reconciliation is embraced at every level of our organisation, from our dedicated executives who are committed to meaningful change, to our passionate employees who drive these initiatives forward every day. It is this collective dedication, from top to bottom, that empowers us to make a lasting impact.

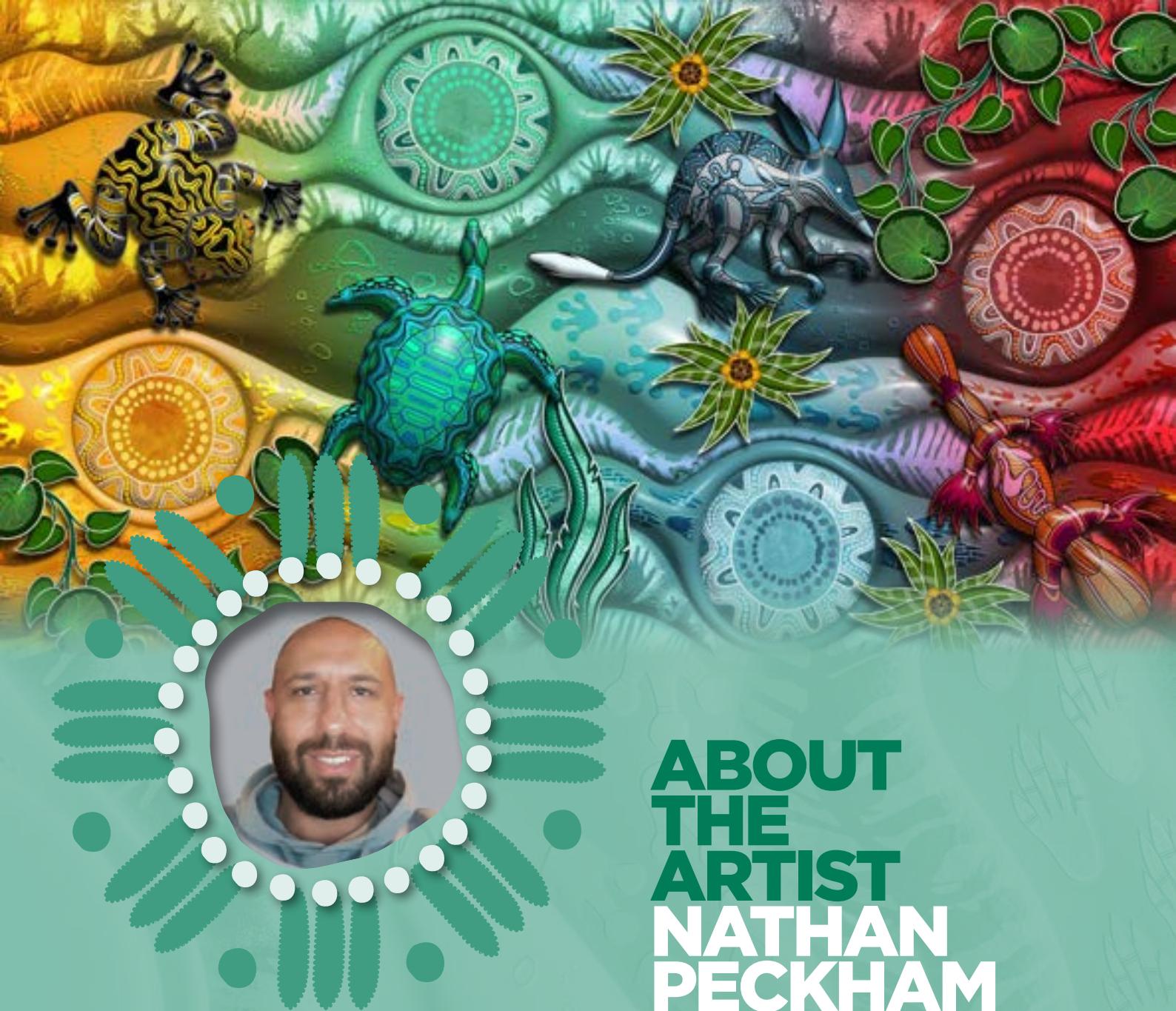
I would like to extend my heartfelt gratitude to our RAP working group and all those who have contributed to this plan. Your efforts are instrumental in driving our reconciliation initiatives forward. Together, we can make a meaningful difference and create a more inclusive and equitable future for all Australians.

Thank you for your continued support and commitment to reconciliation.

Warm regards,

**Noral Wild**  
Chief Executive  
Australia, New Zealand & North Asia





## ABOUT THE ARTIST **NATHAN PECKHAM**

Although a contemporary artist by definition, Nathan Peckham leans upon the teachings of his Elders and draws from them to a rich mixture of modern media and methods to give life to his unique brand of artwork and design. Nathan endeavours to reach his audience by showcasing the many facets of Australia's rich Aboriginal and Torres Strait Islander cultures and in particular, the depth of the culture specific to the Dubbo region which is his ancestral homeland.

As direct descendants of the Tubbah-Gah clan within the Wiradjuri Nation of New South Wales, the Peckham family is dedicated to the advancement and recognition of Aboriginal art and culture. It is Nathan's tacit objective to continue that undertaking by sharing his artistic talents and understanding.

For the past 25 years, Nathan has been slowly gathering knowledge and skills and applying them to his craft. Over that time, sales of his work have proudly reached all parts of the world, while within Australia he has worked with numerous businesses, government organisations, universities, schools, and community groups, continuing the work of his family by sharing his art.

For the future, Nathan strives to continue evolving his style and methods, to ensure he stays on the cutting edge of contemporary Aboriginal art and design.

# OUR VISION FOR RECONCILIATION

At Cushman & Wakefield, our vision is for a reconciled Australia that honours and celebrates the unique cultures, experiences, and rights of Aboriginal and Torres Strait Islander peoples. We are committed to creating opportunities and achieving equitable outcomes for all.

We believe that by working together, we can make a meaningful impact on the lives of Aboriginal and Torres Strait Islander peoples. Embracing diversity enriches our nation, and as a responsible corporate entity, we strive to uphold the highest social values to support diversity and inclusion. Our goal is to realise greater equity in the engagement of Aboriginal and Torres Strait Islander businesses and employees.

We are dedicated to cultivating an inclusive workplace that is culturally safe, vibrant, and proud. We empower Aboriginal and Torres Strait Islander staff to reach their full potential and acknowledge their invaluable contributions as custodians of First Nations wisdom, knowledge, and teachings. Through engagement and collaboration, we aim to build awareness and understanding of traditional cultures. As custodians of the built environment, we recognise our unique opportunity to work with our clients to achieve the same.

- Together, we will welcome, learn from, and embrace Aboriginal and Torres Strait Islander perspectives, embedding these values into our daily business practices and community interactions. While we acknowledge that there is still much work to be done, we are proud to be committed to the journey of healing and reconciliation.

## OUR BUSINESS

**Cushman & Wakefield** is a global commercial real estate services firm, operating in over 60 countries with more than 50,000 professionals. We deliver tailored, insight-driven solutions that help occupiers and investors optimise real estate performance and drive business outcomes.

Whether it's devising strategies that look to the future, navigating intricate transactions, streamlining operations, or leading transformational projects, we approach every challenge with a blend of ingenuity and precision. Our goal is to empower clients by offering fresh perspectives and practical solutions that drive meaningful progress throughout the entire property lifecycle.

What truly defines us is our focus on relationships that last. By striving to deliver real value and fostering connections grounded in mutual respect and trust, we aim to make a positive impact—not only in real estate but also in the wider communities where we work and live. Together, we're building a future centred on growth, inclusivity, and opportunity for all.

Unveiling in 2025 our DRIVE values: Driven, Resilient, Inclusive, Visionary and Entrepreneurial, we will harness the power of inclusivity every day, growing stronger teams with more diverse viewpoints on client and community challenges.

Cushman & Wakefield is proud to have a strong presence across Australia, employing around 1,400 talented professionals, of which 14 employees identify as First Nations people. Spanning 10 locations and numerous client sites nationwide, our people work together to deliver exceptional commercial real estate services tailored to the needs of our clients.

## Cushman & Wakefield Office Locations

- Adelaide – Kaurna
- Brisbane – Bunbilla
- Canberra – Ngunnawal
- Melbourne – Wurundjeri
- Mulgrave- Bunurong
- Parramatta – Dharug
- Perth - Whadjuk
- Sydney – Eora
- Torrensville, Adelaide – Kaurna

## Cushman & Wakefield Australia and New Zealand services include:

- Agency Leasing
- Alternatives
- Asset Services
- Capital Markets
- Facility Services
- Integrated Facilities Management
- Investment Sales
- Logistics & Industrial
- Project & Development Services
- Retail
- Strategic Advisory
- Tenant Representation
- Valuations

# OUR RAP & RECONCILIATION JOURNEY

Cushman & Wakefield is engaging in reconciliation and the development of Reconciliation Action Plans (RAPs) because we recognise our responsibility to contribute to a more inclusive, equitable, and respectful Australia. As a national employer and service provider, we understand that reconciliation is not a one-off initiative, but an ongoing journey grounded in relationships, respect, and opportunity. Through our RAPs, we aim to build meaningful partnerships with Aboriginal and Torres Strait Islander peoples, embed cultural understanding across our business, and create sustainable pathways for First Nations participation. This commitment reflects our core values and our belief that reconciliation strengthens not only our organisation but the communities we serve.

Cushman & Wakefield embarked on its reconciliation journey in 2016 with the development of our first Reconciliation Action Plan (RAP). This RAP served as a framework to implement tangible actions aimed at building respectful relationships and creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples. Recognising the need for both structural and cultural change, the RAP reflected our organisation's commitment to contributing to reconciliation within our workplace and the broader communities we serve. Our previous RAP built the foundation for current initiatives and included the establishment of the RAP Working Group in 2016. The RAP was established as part of our commitment to building equality and equity between non-Indigenous and Aboriginal and Torres Strait Islander Australians.

Cushman & Wakefield RAP working group is comprised of internal key stakeholders:



**NORAL WILD**

Chief Executive  
Australia, New Zealand & North Asia



**CHRISTINA GASSMANN**

Head of National Operations & Sales Enablement  
Australia and New Zealand



**AMANDA CARTER**

People Partner Director  
Australia, New Zealand & North Asia



**WENDY YEE**

Head of Business Development Services  
Australia and New Zealand



**JON MCCORMICK**

Head of IFM & Asset Services Australia - and  
RAP champion



**MICHAEL BRIGHT**

Senior Facilities Manager and  
Indigenous Officer



**JOSE IRAHETA**

Executive Assistant to Chief Executive  
Australia, New Zealand & North Asia

Through the introduction of our RAP, we established the RAP Working Group, which continues to play a vital role in driving efforts towards reconciliation. This group has been instrumental in guiding our initiatives, fostering collaboration between employees at all levels, and ensuring that reconciliation remains a central tenet of our organisational values. The RAP was built on the belief that connecting non-Indigenous and Aboriginal and Torres Strait Islander Australians is essential for creating a more equitable and inclusive Australia.

Our most recent RAP, which spans 2023-2025, builds on the foundation laid by our previous plans and serves as a testament to our ongoing focus on achieving meaningful and measurable progress. Over the years, we have forged relationships with Aboriginal and Torres Strait Islander communities and organisations, participated in cultural awareness programs, and supported initiatives that create economic and educational opportunities.

#### **Our previous reconciliation initiatives highlights include:**

- Developed the first Reconciliation Action Plan (RAP) in 2016 as a framework to build respectful relationships and meaningful opportunities for Aboriginal and Torres Strait Islander peoples.
- Re-established the RAP Working Group in 2021 to develop our new RAP, guide reconciliation initiatives and ensure alignment with organisational values.
- Implemented cultural competency training for all employees to enhance awareness, strengthen relationships, and foster cultural intelligence.
- Procured over AUD\$74 million in goods and services from 42 First Nations certified and/or registered businesses across Australia since 2022, demonstrating economic support and empowerment.
- Strengthened partnerships with Aboriginal and Torres Strait Islander communities and organisations through sustained engagement and participation in cultural awareness programs.
- Embedded reconciliation into organisational culture and strategies, driving measurable progress and significant internal change.
- Learned the importance of consistent and meaningful engagement, leading to a focus on measurable and lasting impacts in the ongoing 2023-2025 RAP.
- Cushman & Wakefield has proudly sponsored and supported the Bennelong Cup since its inception in 2016. This initiative connects the First Nations community with the facilities management and corporate real estate industry, fostering employment opportunities for young Aboriginal and Torres Strait Islander peoples. The event features a friendly touch football game followed by a fundraising luncheon, which funds scholarships and creates meaningful pathways for participants.
- Partnering with Workstars, MEGT, Asquith Workforce to provide internship opportunities for Aboriginal and Torres Strait Islander university students, empowering the next generation of First Nations professionals.
- Engaged extensively with First Nations owned Small and Medium Enterprises (SME's), supporting service delivery for clients while driving local employment and economic prosperity in First Nations communities.
- Collaborated with First Nations-owned recruitment agencies, including Workstars, MEGT, and Asquith Workforce, to deliver permanent and temporary labour hire solutions across key regions such as Sydney, Newcastle, the Hunter Valley, and the Central Coast.
- Actively acknowledged and celebrated National Reconciliation Week and NAIDOC Week through both internal and external communications, reinforcing the importance of these occasions as part of the company's reconciliation efforts.
- Integrated First Nations cultural awareness training into the company's diversity strategy, ensuring all employees enhance their understanding. Diversity and Inclusion is now a measurable goal for all teams across the business.
- Expanded traineeship opportunities through initiatives like the Schools Infrastructure account, successfully onboarding one First Nations employee with Property NSW and another within Schools programs.
- Partnered with Dimeo Indigenous to provide cleaning services across the national Commercial portfolio, creating substantial employment opportunities and empowering First Nations businesses.
- Engaged Assetlink Indigenous Services for cleaning services on a key client's portfolio nationally, further highlighting a commitment to First Nations engagement, employment, and social impact.
- Developed a comprehensive First Nations Procurement Policy to strengthen relationships with and provide opportunities for Aboriginal and Torres Strait Islander businesses.
- Continued our collaboration with artist Nathan Peckham to create a unique artwork, embodying reconciliation and the celebration of First Nations culture.

While we are proud of the progress made through our previous Reconciliation Action Plans, we also encountered several challenges that have shaped our current and future approach. The aftermath of COVID brought large organisational changes and disruptions. While this posed challenges, it also presented an opportunity to reset and realign our RAP goals with the evolving values and priorities of our business. Starting afresh allowed us to reflect on our purpose and reimagine our reconciliation journey with renewed clarity and intent.

One of the initial hurdles was assembling a team with the right mix of passion, experience, and alignment with C&W's organisational values. This process took time, particularly as many involved were engaging in the RAP process for the first time. To address this, we established 2 x working groups:

- A Steering Committee with senior executives to provide strategic oversight and leadership.
- A Working Group responsible for driving initiatives and reporting progress to the Steering Committee and RAP Project Officer.
- This structure has proven effective in fostering accountability, collaboration, and clear communication across all levels of the organisation.

Another challenge was ensuring broad awareness and engagement across the business. We tackled this by embedding reconciliation into our organisational culture through cultural competency training, internal communications, and active participation in events such as National Reconciliation Week and NAIDOC Week. These efforts have helped normalise reconciliation as a shared responsibility for all AU staff.

**From these experiences, we've learned the importance of:**

- Consistent and meaningful engagement with First Peoples of Australia communities and stakeholders.
- Clear governance and accountability to maintain momentum.
- Ongoing education and cultural learning to build confidence and understanding across the business.
- As we move forward with our new RAP, we are building on this foundation by:
- Retaining key members from previous RAP to ensure continuity and use their experience and knowledge.
- Strengthening our partnerships with First Nations businesses and organisations.

Focusing on measurable, long-term impacts that align with both community needs and our business objectives.



# RECONCILIATIONSHIPS

At Cushman & Wakefield, building strong relationships with Aboriginal and Torres Strait Islander peoples is fundamental to how we do business. As a national employer and service provider, we recognise that meaningful reconciliation begins with connection, trust and mutual respect.

These relationships enhance our cultural awareness, guide our community engagement and ensure our services are inclusive, respectful and relevant. They align with our values of inclusion and impact, and support our commitment to creating long-term, sustainable outcomes for people, places and partnerships.

By collaborating with First Nations peoples, businesses and organisations — and by exchanging knowledge, experiences and perspectives — we strengthen not only our business, but the communities we serve. These connections help shape a more inclusive and reconciled future.



# RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>01</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	Nov-25  Jun-25	<b>Lead:</b> Supply Chain Business Partner <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Head of IFM <b>Support:</b> First Nations Engagement Group
<b>02</b> Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> <li>RAP Working Group members to participate in an external NRW event.</li> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> <li>Organise at least one NRW event each year.</li> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May-25  May-25  May-25  May-25  May-25	<b>Lead:</b> Head of Marketing <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Head of Marketing <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
<b>03</b> Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> <li>Communicate our commitment to reconciliation publicly.</li> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	Jun-25  Jun-25  Jun-25  Jul-25	<b>Lead:</b> Talent and Development Manager <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Supply Chain Business Partner <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Head of Marketing <b>Support:</b> First Nations Engagement Group



# RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>04</b> Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination processes</li> <li>Review and update the anti-discrimination policy for our organisation</li> <li>Educate senior leaders on the effects of racism.</li> </ul>	Aug-25 Aug-25 Aug-25 Sep-25	<b>Lead:</b> HR team <b>Support:</b> First Nations Engagement Group <b>Lead:</b> HR team <b>Support:</b> First Nations Engagement Group <b>Lead:</b> HR team <b>Support:</b> First Nations Engagement Group <b>Lead:</b> Talent and Development Manager <b>Support:</b> First Nations Engagement Group
Strengthen First Nations vendor and supply chain	<ul style="list-style-type: none"> <li>Educate and raise awareness for staff by hosting supplier webinars highlighting First Nations vendors and their business, extend the invite to all AU staff.</li> <li>Invite vendors to share their own Reconciliation journey for shared learnings.</li> </ul>	Jan-26 Jan-26	<b>Lead:</b> Supply Chain Lead <b>Support:</b> First Nations Engagement Group <b>Lead:</b> Supply Chain Lead <b>Support:</b> First Nations Engagement Group



# RESPECT

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is a cornerstone of our reconciliation commitments and core to how we operate as a business.

Fostering respect across our workforce helps create an inclusive, culturally confident environment where people feel valued and heard. It supports the retention and success of First Nations staff and builds trust in how we engage with communities and clients.

Embedding cultural respect encourages learning, pride and shared understanding — enriching our workplace culture and enhancing the services we deliver. It also reflects our broader vision for a reconciled Australia and our role in shaping more inclusive, sustainable communities for future generations.



# RESPECT



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>05</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</li> <li>Develop, implement, and communicate a cultural learning strategy document for our staff.</li> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	Dec-25     Oct-25     Oct-25     Oct-25	<b>Lead:</b> Talent Development team <b>Support:</b> First Nations Engagement Officer  <b>Lead:</b> Talent and Development Manager <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Talent Development team <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> HR Team
<b>06</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> <li>Review and update the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	Oct-25     Nov-25     Nov-25     Jun-25	<b>Lead:</b> Talent Development team <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Talent Development team <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> Talent Development team
<b>07</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	Jul-25/26     Jul 25/26     July 25/26	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> HR team  <b>Lead:</b> HR Team <b>Support:</b> Talent and Development Manager.  <b>Lead:</b> Director Client Services <b>Support:</b> Head of Marketing



# OPPORTUNITIES COMMUNITIES

Providing opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is essential to building a more diverse, equitable and future-focused business.

Through employment, career development and supplier partnerships, we tap into a broader range of skills, insights and lived experiences. This makes us a stronger, more responsive organisation — one that delivers meaningful value to our clients and stakeholders.

We also recognise our responsibility to remove systemic barriers and create accessible pathways for First Nations participation across all areas of our business. These actions contribute to long-term relationships, more inclusive growth, and a workplace where everyone has the opportunity to succeed.

This focus on opportunity reflects our values of inclusion, vision and impact, and helps ensure our reconciliation efforts lead to lasting, shared success.



# OPPORTUNITIES



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>08</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> <li>Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	Dec-25 Dec-25 Dec-25 Dec-25 Dec-25	<b>Lead:</b> Talent and Development Manager <b>Support:</b> Senior Talent Advisor  <b>Lead:</b> Talent and Development Manager <b>Support:</b> First Nations Engagement Officer  <b>Lead:</b> Talent Acquisition Manager <b>Support:</b> HR team  <b>Lead:</b> Talent Acquisition Manager <b>Support:</b> Senior Talent Advisor  <b>Lead:</b> Talent Acquisition Manager <b>Support:</b> Talent and Development Manager
<b>09</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Review and strengthen our Aboriginal and Torres Strait Islander procurement strategy, as required.</li> <li>Investigate Supply Nation membership.</li> </ul>	Jan-26 Jun-25	<b>Lead:</b> Supply Chain Business Partner <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Supply Chain Business Partner <b>Support:</b> First Nations Engagement Group
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	Oct-25/26 Oct 25/26 Dec-26	<b>Lead:</b> Supply Chain Business Partner <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Supply Chain Business Partner <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Supply Chain Business Partner <b>Support:</b> First Nations Engagement Group
Establish ongoing support structures for First Nations staff	<ul style="list-style-type: none"> <li>Sponsor and support First Nations pathway programs to promote retention and recruitment</li> <li>Develop an internal support program in consultation with First Nations staff.</li> </ul>	Jul-26 Jul-26	<b>Lead:</b> HR Team <b>Support:</b> Talent and Development Manager, First Nations Engagement Officer  <b>Lead:</b> HR Team <b>Support:</b> Talent and Development Manager, First Nations Engagement Officer

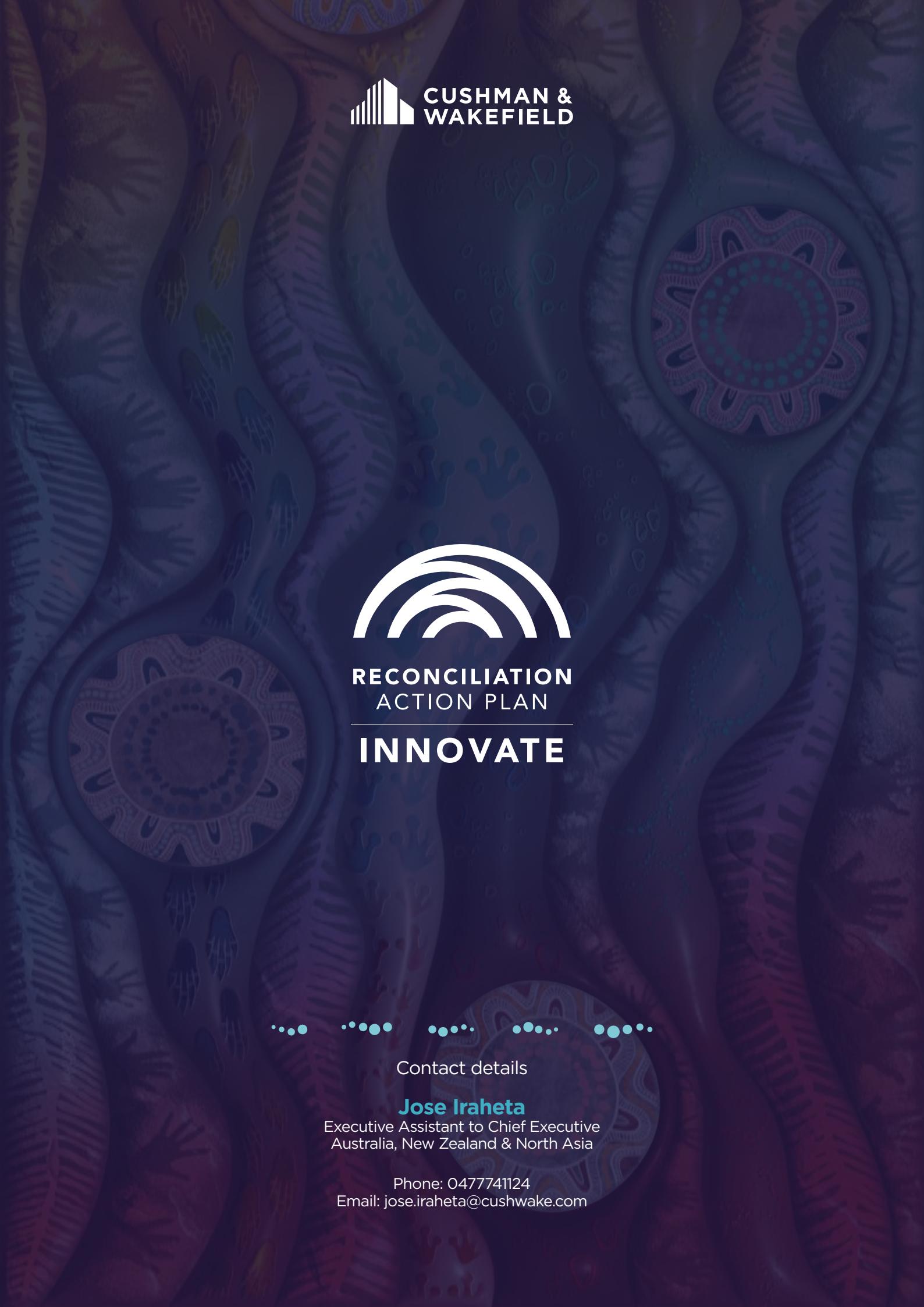
# GOVERNANCE



# GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10</b> Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> <li>Establish and apply a Terms of Reference for the RWG.</li> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	Jun-25  Jul-25  Oct-25, Dec-25, Mar, Jun-26	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
<b>11</b> Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> <li>Maintain an internal RAP Champion from senior management.</li> </ul>	Jul-25  Aug-25  Oct-25  Jun-25	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Head of Marketing <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
<b>12</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>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.</li> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> <li>Report RAP progress to all staff and senior leaders quarterly.</li> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	Dec-25/26  Jan-26  Sep-25 Dec-25 Mar-26 Jun-26  Dec 25/26  Jun-26  End of RAP Period - Jun-27	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> Head of Marketing <b>Support:</b> First Nations Engagement Officer  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group  <b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
<b>13</b> Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	Dec-26	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group



**RECONCILIATION**  
ACTION PLAN

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**INNOVATE**



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