

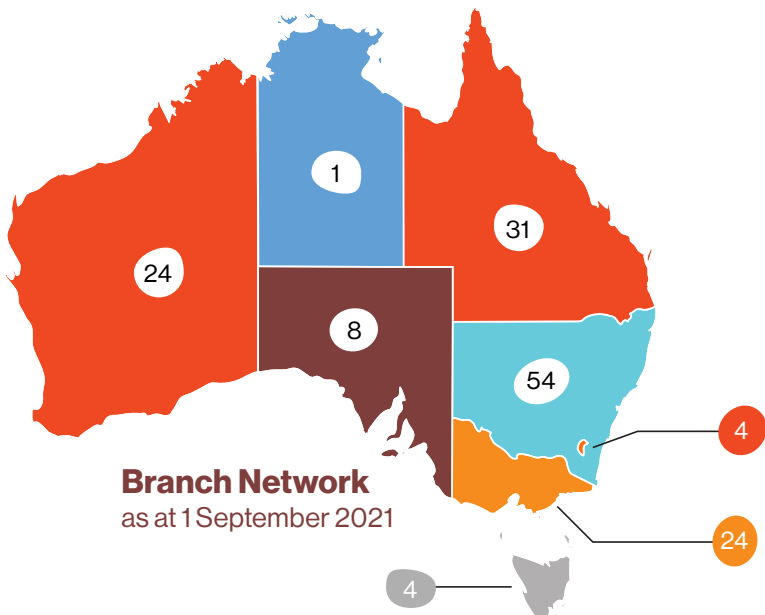


**Coates**



March 2022 to March 2024





# Our business

- **We are 137 years old**
- **1900 employees**
- **150 sites nationally**
- **Australian owned**
- **Largest hire solutions business in Australia**

Coates is Australia's leading equipment hire and solutions provider, operating across a range of markets including engineering, mining and resources, infrastructure, manufacturing, construction, agriculture and major events.

In 2021, Coates celebrated 136 years of commitment to supporting their customers who build Australia.

With a national footprint of over 150 branches across Australia, more than one million pieces of equipment and 1,900 highly skilled employees, Coates provides expert equipment solutions for nearly 19,000 customers. This includes end-to-end solutions for temporary works, traffic management, water management, industrial shutdowns, maintenance, events and delivering training through its Registered Training Organisation.

Our sphere of influence not only encompasses our employees and customers but also extends to the wider construction, infrastructure, mining and environmental resource industries, as well as local government and to the communities and townships where we operate.

At Coates, 37 employees identify as Aboriginal and/or Torres Strait Islander peoples (data as at 1 February 2022).

# Developing our RAP

**Coates commenced the creation of their Innovate RAP in July 2021 with Reconciliation Australia. The Coates RAP Committee which comprises of representative employees from across the organisation, including; Operations, Sales, Maintenance, Finance, and People and Safety, worked closely with Reconciliation Australia to develop the Coates Innovate RAP. With over 20% Aboriginal and Torres Strait Islander representation, the RAP Committee built on the progress and success of the previous Reflect RAP, identifying three core focus areas:**

- Cultural Education
- Employment
- Increasing the First Nations supplier pool

The Innovate RAP was also developed in consultation with key external partners who work closely with Coates on its reconciliation journey, in addition to Reconciliation Australia.

## **Our partners are:**

- Clontarf Foundation
- NSW Indigenous Chamber of Commerce (NSWICC)
- Kinaway Chamber of Commerce (VIC)
- Noongar Chamber of Commerce & Industry (WA)

Meetings were held with each partner to gain feedback on the Coates Innovate RAP. As we progress, Coates will also look to add further First Nations Chambers of Commerce in other states and territories. These are important partnerships that have positive impacts on our three core focus areas. We have also established bi-monthly meetings with each Indigenous Business Chamber of Commerce on how to progress our commitments against our focus areas.

Coates has set key targets to achieve by 2024 when the Innovate RAP will be fully implemented across the three core areas:

- Cultural Education – we will deliver formal cultural awareness training to over 90% of the workforce by 2024.
- Employment – we have a target participation rate of 10% of our apprentices to identify as Aboriginal and Torres Strait Islander and a 2.5% employee overall participation rate – both by 2025.

- Increasing the First Nations supplier pool – we are committed to Aboriginal and Torres Strait Islander business procurement targets by 2024, with 5% of non-capital spend across two key business categories by 2024.

It is our intention to collaborate with the Aboriginal and Torres Strait Islander communities in locations where we operate to ensure these commitments develop respectful relationships and create meaningful opportunities that are sustainable.





# Artist Statement

## KENGATHA KATHIWATHA KATHINI

*To grow, flowing water*

Like the elements of the earth, we too find the current of culture flows. It is a spiritual essence to understand the Lore's of Nature. The body of knowledge. It is what gives us presence in its destruction, and rebirth.

The flowing water speaks of the nature of the spirit, the journey through life. The land is represented by the orange and yellows.

Also, the rocks and pebbles that sit upon the edges of the waters mouth, filtering its flow, guiding its table descent.

We all have our own dance, song and echo. Though Nature draws us in visually capturing the "Thalekatha" Dreaming. Being invited by the call of nature is its own blessing on earth.

We are connected, inspire and endure.

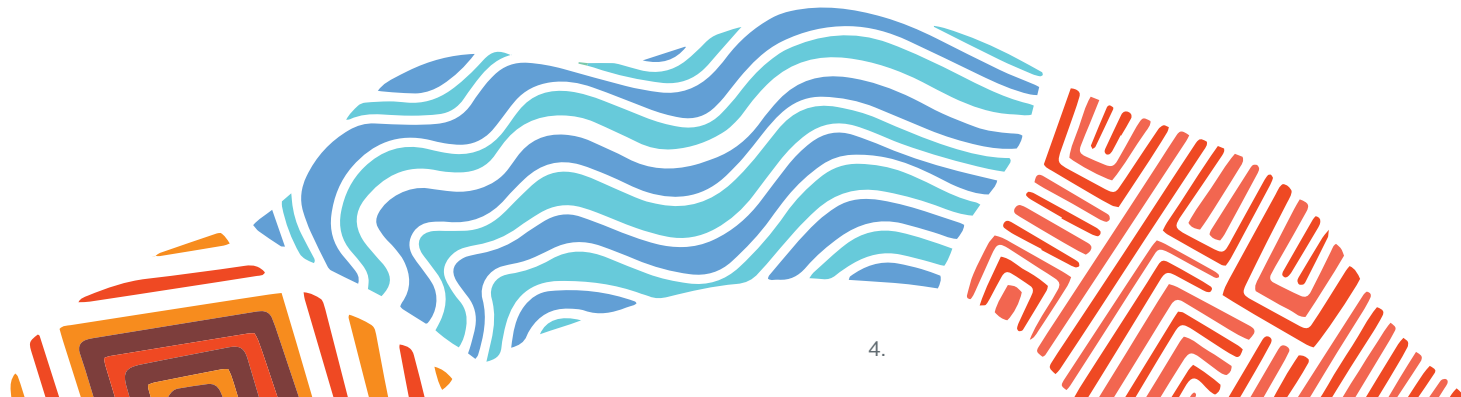
Narrative written by Jade Kennedy of the Tatti-Tatti/Wadi-Wadi/Muddi -Muddi - West Kulin Nation and Wajak/Kaardjin - Noongar Nation.



# Key outcomes for an Innovate RAP

An Innovate RAP outlines actions that work towards achieving an organisation's unique vision for reconciliation. Commitments within this RAP allow organisations to be aspirational and innovative in order to help organisations to gain a deeper understanding of its sphere of influence and establish the best approach to advance reconciliation. An Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander people, engaging staff and stakeholders in reconciliation and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

The Innovate RAP will have a lifespan of two years.





# From our CEO

**At Coates, we recognise that reconciliation is a journey for all of us as Australians – as individuals, families, communities, organisations and importantly as a nation. At the heart of this journey are relationships between the broader Australian community and Aboriginal and Torres Strait Islander peoples.**

**Since the launch of our Reflect RAP in November 2020, Coates has implemented a solid foundation to support the national reconciliation movement and I am proud to introduce our second Reconciliation Action Plan (RAP) – the Innovate RAP.**

When I reflect on our RAP journey to date, we have learned so much about the First Nations histories, peoples, customs and protocols. It has been a very humbling experience for me and the Coates team. Our journey is still in its early stages and there is still so much more to do to create real change, but I believe we are taking steps in the right direction.

## **Some of our achievements include:**

- Launching our Reflect RAP at a company-wide event, broadcasted to employees, customers and special guests
- A three-year national partnership with the Clontarf Foundation
- Partnerships with the NSWICC, Kinaway and the Noongar Indigenous Chambers of Commerce
- Increasing our Aboriginal and Torres Strait Islander employee participation rate by over 200% since the commencement of our Reflect RAP
- Introducing an Acknowledgement of Country guide to employees and formally recognising and acknowledging the traditional lands and Owners where we operate
- National Reconciliation Week and NAIDOC Week celebrations

We are proud of the achievements of our Reflect RAP and what we have learned from these rich experiences however we must continue to challenge ourselves to do more to build stronger relationships with our local First Nations communities and employees in the coming years. Together, we will continue to drive many initiatives nationally, focused on relationship building and improving cultural and historical awareness for all employees.

Being an Australian owned organisation, this journey continues our commitment to reconciliation, and I call on everyone to stand together and be a part of Australia's reconciliation movement.

We share this journey with the support and endorsement of Reconciliation Australia, our Board, employees, customers and the communities who rely on us.



**Murray Vitlich**  
Chief Executive Officer,  
Coates / Executive Director

# Statement from CEO, Reconciliation Australia

## **Reconciliation Australia commends Coates on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).**

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Coates to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Coates will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres

Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Coates is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Coates' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Coates on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer,  
Reconciliation Australia



# The Coates Vision for Reconciliation

**Our vision for reconciliation is simple. By implementing all of the Innovate RAP key actions, we will build an organisation that advocates for Aboriginal and Torres Strait Islander peoples and communities, and respects traditional lands and Owners.**

Coates will increase Aboriginal and Torres Strait Islander employee representation to reflect our communities. We will provide more opportunities for First Nations Businesses and help those enterprises create meaningful opportunities in the communities where we co-exist. Underpinning it all, we will be an inclusive organisation that embraces people from all walks of life regardless of their backgrounds.

## Our RAP Committee

**Our Reconciliation Action Plan Committee is made up of a diverse group of Aboriginal and Torres Strait Islander peoples and non-Indigenous Coates employees representing different parts of the business.**

The Committee is responsible for developing and monitoring Coates' RAP. There are four employees who identify as Aboriginal and/or Torres Strait Islander people in the RAP committee.

### The Coates RAP committee members are:

- Elise Manns - Executive General Manager, People and Safety (RAP Champion)
- Jay Kattel - Group Manager, Organisational Effectiveness (Chair)
- Bron Dodd - Service Delivery Lead
- Nathan Ross - Workshop Supervisor
- Melissa Salter - Financial Systems Manager
- Rhys Kelly - Regional Operations Manager
- David Grant - National Talent Manager
- Adam Spink - Indigenous Liaison Officer
- Sheridan Jones - Group Manager, Corporate Communications and Sustainability
- Paul McDonough - RTO Manager
- Anton de St Pern - Major Account Manager
- Kate Carulli - External Communications & Community Manager
- Rowan Ezman - National Organisational Development Manager
- Meisha Maloney - Senior Talent Manger
- Adnan Muminovic - Procurement Manager
- Andres Naranjo - Group Manager, Procurement & Purchasing

The RAP committee meets monthly and a formal monthly report will be published through Enterprise and Board reports on the progress of the Innovate RAP key actions.

# Reconciliation through the eyes of Coates people

**Nathan Ross, Workshop Supervisor at Brooklyn Portables Branch in Victoria has been working at Coates for nearly 10 years.**

Nathan is a Gamilaraay man also rendered Kamilaroi, Kamillaroi and other variations. The Gamilaraay First Nations People are one of largest with lands extending from Northern NSW; Qrindi, Moree, Dubbo and Tamworth to Southern Queensland. He is a descendant of the Tighe and Nean families.

Nathan sees reconciliation within Australia as intrinsic to life as an Indigenous Australian.

“It’s healing and an acknowledgment of equality to be able to wear my Aboriginal flag t-shirt without being judged.”

He believes that when companies like Coates aim to understand First Nations cultures and ways, it is a small part of the necessary education that needs to happen if Australia is to

preserve and own its incredible and rich history.

“At Coates, I love the fact that we’re embracing our culture, as every little bit of positive exposure makes a difference and helps us move forward.

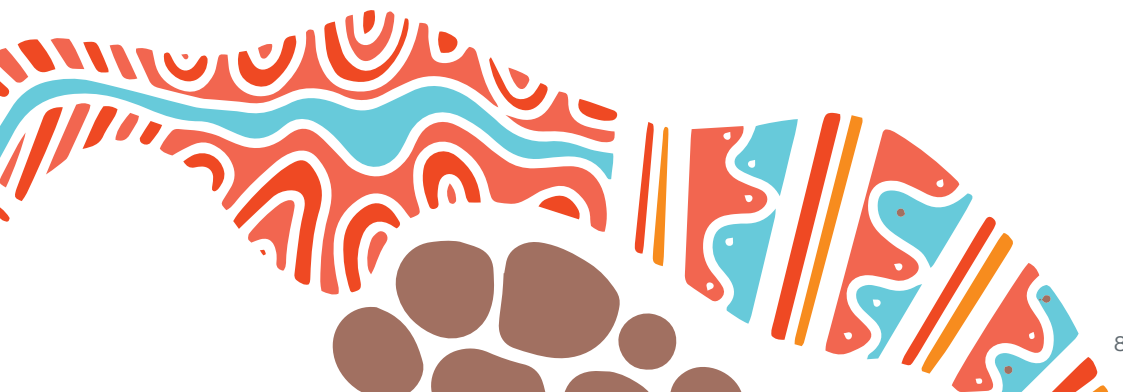
If we all embrace our history, we can all gain thousands of years of culture,” Nathan explained

The Gamilaraay man is, personally, keen to do as much as possible along the path to reconciliation.

“Whatever helps people understand it and brings equality,” he said.



**Nathan Ross,**  
Workshop Supervisor,  
Proud Gamilaraay man



**Bron Dodd, Senior Delivery Lead – Strategy & Customer Experience, Meadowbrook, Queensland has been working at Coates for nearly three years.**

From her accent Bron sounds like a New Zealander, which she is on her mother's side, but she is also an Indigenous Australian, her Dad being from the Arabana mob in South Australia.

"The border of our land is Kati Thanda that you would know as Lake Eyre. Two mobs border the lake and Arabana land is around the majority of it."

Despite growing up in New Zealand, Bron's parents both placed an enormous emphasis on her being an Arabana woman.

"My Dad did a really good job of making sure we knew about our Arabana heritage. Every three years they brought us back to country and even when we were in New Zealand my parents would really push that focus, particularly when it came to doing things like school projects."

Bron remembers visiting the house where her father grew up on Finnis Springs Station, on Arabana lands.

"It was located on a missionary then and was four-square-metres with a dirt floor and tin walls, with a single stretcher bed and a wood-burning oven.

So, only 65-years ago my Dad slept on a dirt floor," she reveals.

For her, reconciliation comes back to equity and equality for all Australians.

"In short, it's education and healing of the past and embracing Indigenous culture"

She sees iconic Australian companies, like Coates, as having an important role in that education.

"These companies have a platform to create change."

Bron cites Coates' partnership with Clontarf, a not-for-profit Foundation aimed at improving education, self-esteem and life-skills for young Aboriginal and Torres Strait Islander men, as a progressive step forward by the company on the path to reconciliation – A step that Bron couldn't be prouder of.

"I have nephews going through school who are part of the Clontarf Foundation and are already being advantaged," she explains.

Bron also uses her own professional experience to contribute to the reconciliation journey, by assisting her mob create new businesses and get them up and running.

"I am a proud Arabana woman and feel privileged to be elected as a Director on the Board of the Arabana Aboriginal Corporation. I have had opportunities in my life that I can use to help my mob and put us in a better position in the long term." she explains.



**Bron Dodd,**  
Senior Delivery Lead,  
Proud Arabana woman

# Clontarf and Coates

**Coates has a national partnership with the Clontarf Foundation, a not-for-profit organisation that exists to improve the education, discipline, self-esteem, life skills and employment prospects of young Aboriginal and Torres Strait Islander men. Nationally there are more than 9,700 young men enrolled with Clontarf with the aim to equip them with the life skills necessary for them to participate more meaningfully in society.**

This partnership supports the 137 Clontarf Academies (as of January 2022) located across Australia, in particular the locations which Clontarf and Coates co-exist throughout WA, NT, QLD, NSW, VIC and SA.

Coates Clontarf Champions have been appointed nationally and matched up to coexisting regions. Academy visits have commenced in all states, while entry level pathways for 2021/22 have been identified with a focus on school-based traineeships, cadetships, apprenticeships and work experience placements.

Since the commencement of the Clontarf partnership, we have activated a range of interactions both at Clontarf Academies as well as at Coates branches. Our employees have attended early morning training sessions, been participants and volunteers at football and cricket carnivals, conducted employment forums as well as attending end of year Clontarf award nights.

This two-way interaction has also seen Clontarf groups participate in worksite visits at branches to gain a better understanding of the Coates work environment, daily duties and entry level employment opportunities.

Work experience has commenced for those students who have shown an interest in Coates. This will include assisting in Coates workshops, Branches or office sites shadowing employees such as mechanics or yard people, and participating in general low risk tasks. In addition to this, five Clontarf alumni have been placed into roles within the business and have commenced employment.





# Overview of the journey so far



- Clontarf staff and students helped launch the first ever Coates RAP Reflect
- 20+ Academy Visits – Coates team members attended academies and learnt about the values of Clontarf
- 10+ Worksite Visits – Clontarf students visited Coates Branches and met with team members
- 10+ Morning Training Sessions – Coates Executives and team members joined students for morning fitness activities and breakfast
- 20+ Clontarf Awards Nights – Showed support to the students on the years achievements
- 15+ Carnivals and major events – Supporting and participating in various events across Australia
- 4 Employment forums – Coates team members met with students to discuss employment pathways and opportunities within Coates
- 1 Cultural Immersion Trip – Senior Coates team members immersed in nature with Clontarf students and learnt more about their culture

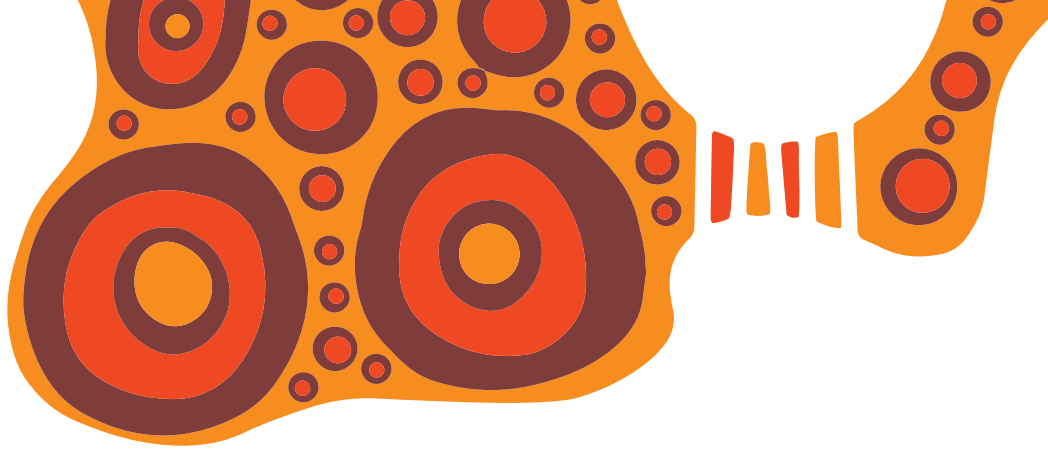




# Relationships

Coates operates across 150 sites in Australia on many different traditional lands and interacts with the local communities frequently. Coates aims to build strong and lasting relationships with those Aboriginal and Torres Strait Islander communities, clients, stakeholders and partners to one with reciprocity, collaboration, trust and integrity. Through these relationships we share knowledge, expertise and experience with each other. This enables Coates to build a strong foundation upon which to give back to the communities in a meaningful, respectful and engaged way.

Action	Deliverable	Timeline	Responsibility
1 <b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	External Communications & Community Manager
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. Including: – Monthly meetings with the Indigenous Business Chamber of Commerce across NSW, VIC and WA.	November 2022 Monthly (Review November 2022)	External Communications and Community Manager & Indigenous Liaison Officer
2 <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 and 2023	Internal Communications Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022	External Communications & Community Manager and Indigenous Liaison Officer
	RAP Working Group members to participate in an external NRW event.	27 May– 3 June 2022 and 2023	Lead: Reconciliation Working Committee, Chair Support: Reconciliation Working Committee
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May and June 2022 and 2023	Executive General Manager, People and Safety
	Celebrate National Reconciliation Week, including communication of the significance of the milestone from CEO, Coates and the Executive Leadership Team.	May and June 2022 and 2023	National OD Manager External Communications & Community Manager Indigenous Liaison Officer



Action	Deliverable	Timeline	Responsibility
<b>3</b> <b>Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation publicly.	June 2022	External Communications & Community Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2022	Indigenous Liaison Officer
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2022	Group Manager, Organisational Effectiveness & Indigenous Liaison Officer
	Implement branch visits for Clontarf academy students nationally and encourage all staff to participate in Clontarf Academy visits.	February 2023	Indigenous Liaison Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2023	National OD Manager
	Identify local community activities to sponsor and support aligned to our reconciliation plan.	February 2024	External Communications & Community Manager and Indigenous Liaison Officer
<b>4</b> <b>Promote positive race relations through anti-discrimination strategies.</b>	Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2023	National OD Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2023	National OD Manager
	Educate senior Leaders on the effects of racism and discrimination.	June 2023	National OD Manager



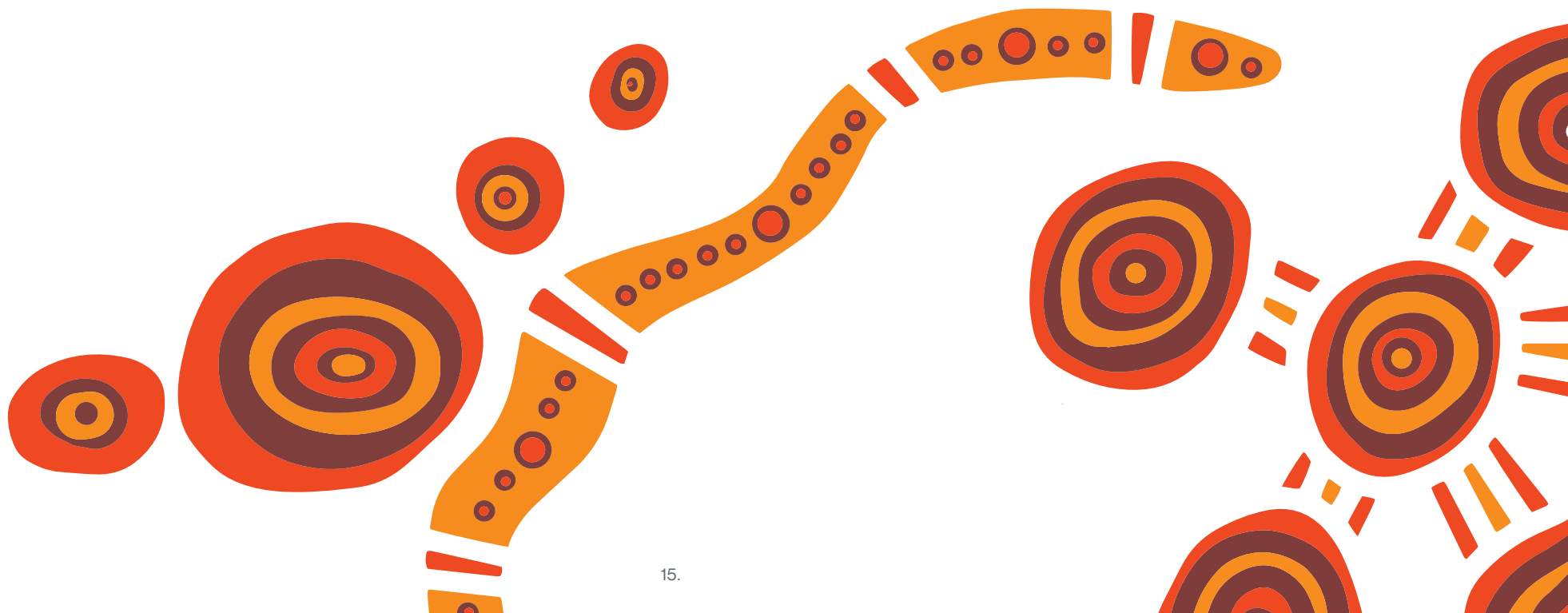
# Respect

Coates aims is to foster a culture where people take pride and celebrate our connection to the traditional lands, culture and importantly one that respect all the Traditional Peoples and Elders that were here before us. Through the following actions we endeavour to realise our vision of fostering a culturally safe work environment and wider community that respectfully advocates the cultural protocols of the local Custodians.

Action	Deliverable	Timeline	Responsibility
5 <b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	December 2022	National OD Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	February 2023	National OD Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	June 2023	National OD Manager and National Learning Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2023	Group Manager, Organisational Effectiveness
	Deliver formal Aboriginal and Torres Strait Islander cultural awareness training to all staff.	December 2023	National OD Manager
6 <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	Group Manager, Organisational Effectiveness
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2022	National OD Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2022	National OD Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2022	Indigenous Liaison Officer

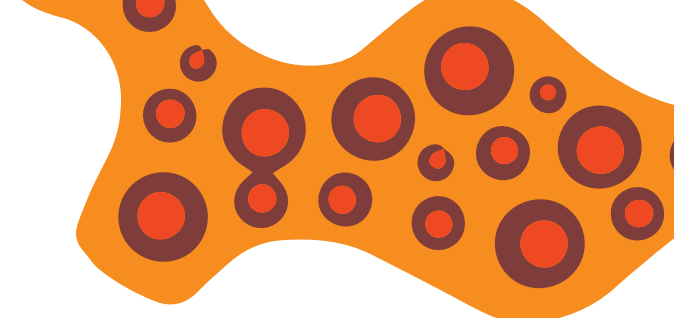


Action	Deliverable	Timeline	Responsibility
<b>7</b> <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	July 2022 and 2023	Lead: Reconciliation Working Committee, Chair Support: Reconciliation Working Committee
	Celebrate National NAIDOC week, supported by communication to all staff from the CEO and Executive Leadership team recognising the significance.	July 2022 and 2023	Executive General Manager, People and Safety
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	February 2023	Executive General Manager, People and Safety





# Opportunities



Coates aspires to be an organisation that is reflective of the community it serves, especially its connection to the Aboriginal and Torres Strait Islander people and communities. We strive for this to be reflected in our employees, contractors and suppliers to enable economic opportunities that will strengthen the community as a whole.

Action	Deliverable	Timeline	Responsibility
<b>8</b> <b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	National Talent Manager & Indigenous Liaison Officer
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2023	National Talent Manager & Indigenous Liaison Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2023	National Talent Manager & Indigenous Liaison Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2023	National Talent Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2023	National Talent Manager & Indigenous Liaison Officer
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	February 2024	Executive General Managers National Talent Manager
<b>9</b> <b>Provide opportunities for Aboriginal and Torres Strait Islander youth to enter the workforce and build professional development and experience.</b>	Deliver an annual cadetship program targeting Aboriginal and Torres Strait Islander school leavers and promote employment outcomes through hosting work experience for school students.	June 2023	National Talent Manager & Indigenous Liaison Officer
	Add at least one specialist Aboriginal and Torres Strait Islander recruitment company to the pre-qualified recruitment panel.	Dec 2023	National Talent Manager & Indigenous Liaison Officer & GM Procurement

Action	Deliverable	Timeline	Responsibility
<b>10 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Identify two spend categories that are non-capital and target 5% annual spend within those categories to Aboriginal and Torres Strait Islander businesses.	June 2022	GM Procurement and Indigenous Liaison Officer
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2022	GM Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2022	GM Procurement & Indigenous Liaison Officer
	Sign up as a member with the Aboriginal and Torres Strait Islander business Chamber of Commerce across required states and territories in Australia.	November 2022	External Communications & Community Manager & Indigenous Liaison Officer
	Provide access to all key sales and procurement roles nationally to all Aboriginal and Torres Strait Islander business Chamber of Commerce approved supplier lists.	February 2023	External Communications & Community Manager & Indigenous Liaison Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	February 2023	Indigenous Liaison Officer, GM Procurement & Executive General Managers of Business Units





# Governance

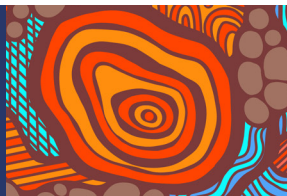
Action	Deliverable	Timeline	Responsibility
<b>11</b> <b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2022	Group Manager, Organisational Effectiveness
	Provide opportunities for any Aboriginal or Torres Strait Islander employee to be a part of the RAP Committee	June 2022	Group Manager, Organisational Effectiveness
	Establish and apply a Terms of Reference for the Reconciliation Action Plan Committee	June 2022	Group Manager, Organisational Effectiveness
	Meet monthly to drive and monitor RAP implementation.	Monthly (Review June 2022)	Group Manager, Organisational Effectiveness & Indigenous Liaison Officer
<b>12</b> <b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	June 2022	Group Manager, Organisational Effectiveness & Indigenous Liaison Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2022	Group Manager, Organisational Effectiveness
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2022	Group Manager, Organisational Effectiveness
	Provide monthly reports with updates via the Enterprise and Board reports.	Monthly (Review June 2022)	National OD Manager
	Appoint and maintain an internal RAP Champion from senior management.	June 2022	Group Manager, Organisational Effectiveness



Action	Deliverable	Timeline	Responsibility
13 <b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Report RAP progress to all staff and senior leaders quarterly.	February, July, October and December 2022 and 2023	Group Manager, Organisational Effectiveness
	Contact Reconciliation Australia to ensure that our primary and secondary contact are up to date to ensure we are receiving important correspondence.	June 2022, 2023 and annually	Group Manager, Organisational Effectiveness
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2022	Group Manager, Organisational Effectiveness
	Publicly report our RAP achievements, challenges and learnings, annually.	July 2022 and 2023	Group Manager, Organisational Effectiveness
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 and 2023	Group Manager, Organisational Effectiveness
14 <b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2023	Group Manager, Organisational Effectiveness



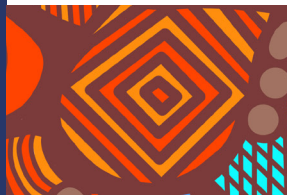
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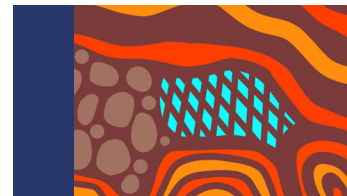
Circle of life, representing the death and growth of life on the land. A mound where Gathering commences for remembrance in corroboree ceremony.



Water that curves and flows, ideal locations for camping, depicted with children close to their mothers upon the sandbars that walk out to shallow waters.



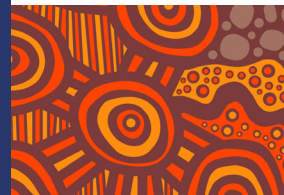
Man and his understanding of kinship, the natural seasonal yearly changes in the tides. Also seasons of reproduction of water species and other creatures that dwell along the waterways.



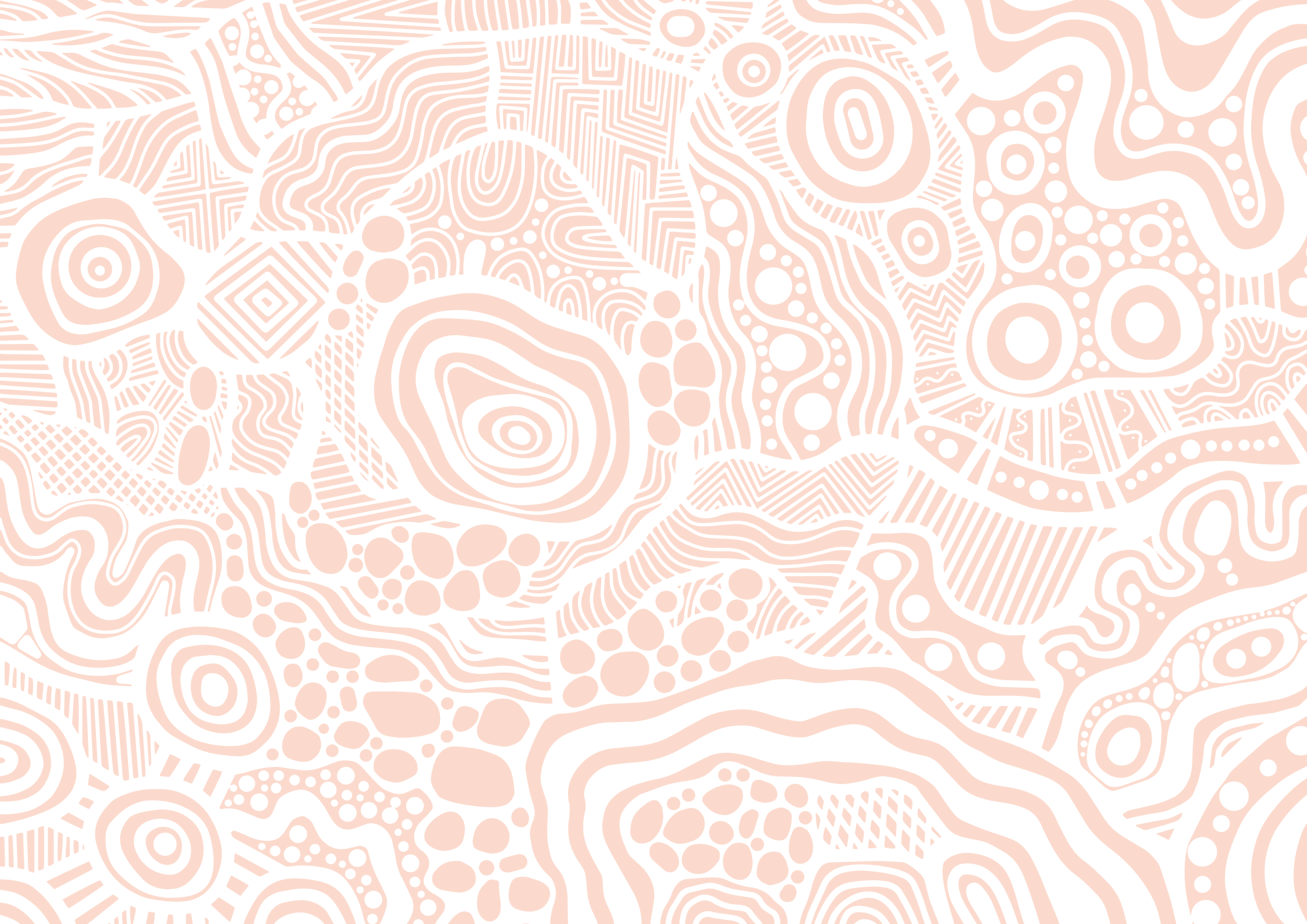
Crafting of fishnets and fishtraps through the weaving of reeds.



Woman surrounded by her ancestors.



Journeys to gatherings and the connection of songlines.



## Contact details

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**Coates**

 BALARINJI

