Reconciliation Action Plan

RAP Committee Announcements

Reconciliation Australia Report

We are pleased to provide an update on the progress of the Innovate Reconciliation Action Plan (RAP) taking place in Australia and the work being undertaken. Our Innovate RAP covers the period 2025-2027 and outlines our commitments to strengthening relationships with Aboriginal and Torres Strait Islander people, building cultural capability, creating employment and business opportunities, and ensuring accountability for our reconciliation commitments.

Over the past year, teams across the business have progressed a range of initiatives under the RAP. While many actions are ongoing, we have made important progress in several areas and established a strong foundation for future work. The following update provides an overview of activity and achievements across our four RAP pillars: Relationships, Respect, Opportunities and Governance.

Relationships

We have continued to strengthen relationships with Aboriginal and Torres Strait Islander communities, organisations and stakeholders through a range of engagement, education and awareness initiatives. We are in the development stage of relationships with universities that have strong connections to Aboriginal and Torres Strait Islander students and communities, helping to establish a foundation for future partnerships and community-led initiatives.

We also successfully delivered our 2026 National Reconciliation Week commitments, providing employees with opportunities to participate, learn and reflect on the importance of reconciliation. A highlight was a Yarning Circle facilitated by Aunty Munya Andrews and Carla Rogers, which encouraged meaningful discussion and deeper cultural understanding.

Across the organisation, work is also progressing to promote reconciliation through our sphere of influence and strengthen positive race relations. HR partnered with Andrew Johnson from Pindara Training Services to deliver anti-racism education for senior leaders and has sought his input into the review of our Discrimination, Harassment and Bullying Policy. Further work throughout 2026 will focus on increasing employee engagement, strengthening external partnerships, communicating our reconciliation commitments more broadly and recognising individuals and teams who make significant contributions to reconciliation outcomes.

Respect

A review of our cultural learning needs has been completed and is helping shape future cultural capability initiatives across the organisation. While participation in formal learning programs, RAP activities, internal communications, and cultural events has been established, future efforts will focus on strengthening practical application through role-specific learning, leadership development opportunities and participation in Aboriginal and Torres Strait Islander-led conferences, seminars and on-Country experiences. These initiatives aim to build confidence, capability and understanding across all levels of the organisation.

We have also continued to demonstrate respect for Aboriginal and Torres Strait Islander cultures using cultural protocols and participation in key cultural events. The Sydney office has progressed in the broader initiative to recognise Country and incorporate RAP artwork into our workplaces. A meeting room formerly known as "Tokyo" has been renamed "Gadigal" and has been updated to incorporate our reconciliation artwork and storyline, designed by Rhonda Sampson.

Employees have participated in learning regarding Acknowledgement of Country and Welcome to Country protocols, and our 2026 NAIDOC Week commitments were successfully completed through employee communications, promoted community events and a NAIDOC Yarning Circle for RAP Working Group members.

Opportunities

Progress continues across our employment and procurement initiatives, with a focus on creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples. The Recruitment team is working with Aurora to explore internship pathways while also promoting opportunities through services such as CoAct, atWork Australia and Workforce Australia. Recruitment policies and processes are being reviewed to remove barriers and support more inclusive, culturally safe recruitment practices. Broader work is also underway to strengthen retention, professional development, and career pathways across the organisation.

We continue to embed Aboriginal and Torres Strait Islander supplier engagement within our procurement practices through the use of Supply Nation and other Indigenous business networks. Efforts are focused on reducing barriers to participation through culturally informed procurement processes, clear communication and accessible documentation. In addition, opportunities to support First Nations leadership, mentoring and career development are being explored, with further progress expected throughout late 2026 and early 2027.

Governance

Strong governance arrangements remain in place to support implementation of the RAP. The RAP Working Group continues to meet regularly to monitor progress, coordinate activities and maintain accountability for our commitments, while senior leaders and RAP champions continue to provide support and oversight. These structures ensure reconciliation remains a visible organisational priority and that progress is consistently monitored and reported.

Thank you to everyone who has contributed to the implementation of our RAP over the past year. Whether through participation in learning opportunities, attendance at events, supporting RAP initiatives or contributing to discussions and activities, your involvement plays an important role in helping us achieve our commitments to reconciliation.

RAP Working Group

30 September 2026