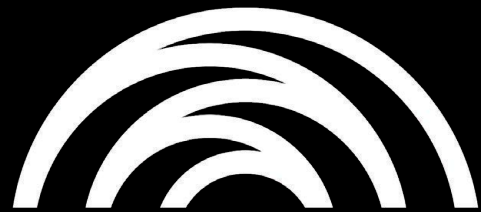




iNTREC



**RECONCILIATION
ACTION PLAN**

REFLECT

DECEMBER 2020 – DECEMBER 2021

INTREC MANAGEMENT PTY LTD

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A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

I am proud to introduce the INTREC Reflect Reconciliation Action Plan which outlines our commitment to reconciliation between Aboriginal and Torres Strait Islander peoples and the broader population in Australia. We acknowledge our place in the Australian Construction Industry; albeit as a small participant, and believe we have a responsibility to take a leadership position and contribute towards supporting Aboriginal and Torres Strait Islander peoples in relation to equal opportunity in our Industry.

INTREC Management Pty Ltd (INTREC) is committed to creating and extending opportunities for Aboriginal and Torres Strait Islander peoples and enterprises on our construction projects.

We endorse and actively support the guidelines and participation requirements as outlined in the NSW Government Policy on Aboriginal Participation in Construction February 2015 (APIC Policy).

We have and will continue to achieve these requirements by engaging subcontractors and suppliers who actively display Aboriginal and Torres Strait Islander participation directly on our projects. INTREC is adopting this process on all State Government projects.

In addition, INTREC Management will work with State Government's, agencies and affiliates by committing appropriately qualified personnel to plan, develop, and implement Aboriginal and Torres Strait Islander participation for our portfolio of projects with particular emphasis on regional and remote works.

INTREC is committed to workplace diversity, incorporating Aboriginal and Torres Strait Islander participation as a core function in the company's project management processes, and maintaining cultural awareness in the workplace with regard to Aboriginal and Torres Strait Islander peoples.



Clint Bragg
Chief Executive Officer

**“THE FIRST STEP
TOWARDS GETTING
SOMEWHERE IS TO
DECIDE THAT YOU ARE
NOT GOING TO STAY
WHERE YOU ARE.”**

**CLINT BRAGG
CHIEF EXECUTIVE OFFICER**



INTREC acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of this land.

We pay respect to the Cammeraygal People of the Eora Nation, the Jagera people of Turrbal and the Boon Wurrung and Woiwurrung (Wurundjeri) peoples of the Kulin Nation; of the lands on which our company is located and conducts business and recognise the important roles Aboriginal and Torres Strait Islander peoples perform in our business.

This respect is extended to the ancestors and Elders, past, present and future in maintaining their cultural and spiritual relationships to the land, waters and sea and for their rich contribution to society.



OUR BUSINESS

INTREC is a privately-owned Australian company, specialising in commercial fitout, building refurbishment and construction management. Founded in 1996, INTREC has established a reputation for outstanding service, quality and reliability.

Led by INTREC's original founders Clint Bragg and Thomas Ho, our professional team has extensive experience and are highly motivated and committed to delivering projects to the highest standard possible.

INTREC undertakes projects across Australia's eastern states with a proud history of engaging with local regional communities and regional businesses to build sustainability into the work we win and deliver. Our focus is on developing a thorough understanding of the needs of our clients, delivering value and excellence in every aspect of our service. We firmly believe that diversity enriches our knowledge, capability and experience, and delivers superior solutions to our customers.

INTREC's core market segments and organisations, include:

- Commercial office buildings
- Medical/Health and Aged Care
- Retail Outlets
- Financial & Legal Institutions
- Education Facilities
- Government Agencies
- IT & New Technology
- Retail & Hospitality
- Heritage

INTREC currently employs one staff member that identifies as Aboriginal. Our direct workforce is made up of approximately 180 individuals with diverse backgrounds and skill sets and our subcontract and business partners employ over 2000 trades and project staff across our four offices in New South Wales, Queensland, Victoria and Canberra.



OUR VALUES

The INTREC values of safety and wellbeing, engagement of our team, achievement, teamwork and commitment are fundamental to the way we operate and are integral to our Reconciliation Action Plan.

Boasting an energetic, positive and unique company culture, INTREC extends our dynamic enthusiasm to our wider community through our Corporate Social Responsibility (CSR) initiatives. For INTREC, Corporate Social Responsibility is so much more than just a responsibility, it is a passion and drive to improve our surroundings, shaping communities and building a better tomorrow.

INTREC are proud to support working alongside Aboriginal and Torres Strait Islander peoples in the construction industry. We're committed to building genuine relationships based on trust, respect and a shared goal of diversity within our industry. INTREC is committed to creating and extending opportunities for Aboriginal and Torres Strait Islander peoples and enterprises on our construction projects.

INTREC is committed to valuing workplace diversity, incorporating participation of Aboriginal and Torres Strait Islander peoples as a core function in the company's project management processes, and maintaining cultural awareness in the workplace.

INTREC is a community in which equal opportunity and participation is strongly encouraged. We're committed to fostering an inclusive workplace culture, where our people are valued and respected regardless of gender, age, ethnicity, sexual orientation, physical ability, lifestyle and religious beliefs.

We truly believe that our difference is our people and promote diversity as a catalyst for innovation and creativity.

OUR VISION



INTREC's vision for reconciliation is a united Australia which values the heritage and cultures of Aboriginal and Torres Strait Islander peoples, celebrates their achievements and their contributions. We share the vision presented in the National Indigenous Reform Agreement (2007), and agree that a long-term, generational commitment is required to support reforms aimed at reconciliation.

Our Vision is communicated through our four-tier approach, breaking down our participation agenda to focus on the eminent areas needed to successfully create a lasting relationship with Aboriginal and Torres Strait Islander peoples within the Construction Industry; Land, People, Business and Community.

As an organisation INTREC hopes that progress in each of these areas, both separately and as an entity, across all levels of the company, will ensure that the long-term objective of reconciliation is met.

We are committed to working in partnership with Aboriginal and Torres Strait Islander peoples, businesses and communities to create sustainable pathways for employment,

training and skills development. We want our workplace to reflect the diversity of the communities we work in, and we will play our part to ensure that Aboriginal and Torres Strait Islander peoples have the same opportunity to enjoy a prosperous and safe future as the broader population.

INTREC takes pride in supporting the community and providing significant opportunity to increase the skills and participation of Aboriginal and Torres Strait Islander peoples across the fitout industry. We will provide a mechanism for Aboriginal and Torres Strait Islander peoples to actively influence and fully participate across our Government and broader project portfolio.

In particular, we endeavour to recognise the construction industry has a key role to play in broadening opportunities for Aboriginal and Torres Strait Islander peoples and increasing employment of First Peoples at INTREC.

**INTREC TAKES PRIDE
IN SUPPORTING THE
COMMUNITY AND
PROVIDING SIGNIFICANT
OPPORTUNITY TO
INCREASE THE SKILLS
AND PARTICIPATION OF
ABORIGINAL AND TORRES
STRAIT ISLANDER
PEOPLES ACROSS
THE CONSTRUCTION
INDUSTRY.**

OUR RECONCILIATION ACTION PLAN

INTREC's commitment to genuine reconciliation began as a result of frequently encountering the Indigenous Procurement Policy, which is designed to increase participation of Aboriginal and Torres Strait Islander peoples in employment and procurement.

We recognised a need to better understand and meet the requirements and purpose of this policy, which is a Federal Government initiative.

Our RAP December 2020–2021 is developed in consultation and collaboration with a number of internal and external stakeholders including Reconciliation Australia, Schools Infrastructure NSW, Transport for New South Wales and Supply Nation.

Our challenges, learnings and achievements to date are;

WORK-READY EMPLOYEES

One of the most significant challenges in the early stages of our RAP implementation is limited access to work-ready Aboriginal and Torres Strait Islander employees and subcontractors who can move into new roles in regional working environments.

We worked closely with employment service providers to overcome this challenge, and then turned our focus to ensuring opportunities for ongoing development and training. This has resulted in consultation and collaboration with our subcontract partners via Supply Nation member portals such as the 'Member Opportunity Board', 'Spend Tracker' and 'Jump Start' resources.

COMMITMENT

A strong level of commitment from all levels of our organisation is critical to successfully translating our commitments and strategies into tangible and sustainable outcomes for local communities, people and businesses. Our RAP will focus on maintaining and continuously improving our employees' awareness and ownership of our RAP commitments through activities supported by an organisational-wide implementation strategy, and events which celebrate the richness and diversity of Aboriginal and Torres Strait Islander cultures.

EMPLOYMENT AND COMMUNITY INVESTMENT OPPORTUNITIES

Our RAP includes a strong focus on the creation of sustainable, long-term employment and training opportunities for Aboriginal and Torres Strait Islander peoples. Our primary resource base and the area where we can make the most difference is that of our subcontractors and suppliers with particular emphasis on

Country and regional areas. We will continue to actively seek and maintain relationships with regional communities, regional businesses and advocacy groups to ensure that the work we win and deliver will positively and sustainably benefit regional Aboriginal and Torres Strait Islander communities.

Our first RAP focuses on employment and training opportunities, with additional focus on the implementation of sustainable community investment activities and increased opportunities for Aboriginal and Torres Strait Islander businesses to participate in the opportunities associated with our projects.

OUR RECONCILIATION ACTION PLAN

THE INTREC RAP COMMITTEE

- Clint Bragg – Chief Executive Officer
- Maree Walter – Chief Operations Officer
- Brendan Forde – Project Director
- David Isaacs – General Manager
- Anastasie Christensen – Bid & Sales Coordinator
- Saphera Fitzsimons – Graphic & Design Coordinator
- Sarah Ali – Training Coordinator & Internal Recruiter

ROLE OF THE RAP COMMITTEE

The RAP Committee is composed of our RAP Champion Maree Walter (INTREC COO) who oversees strategy and talent management within the company. Maree is a passionate supporter of inclusion and diversity in the workforce and, promoting the company's whole-of-organisation approach to our RAP.

Other INTREC personnel come from a range of positions and seniority across our business. Through the development of our RAP, we will as a next step continue to broaden Aboriginal and Torres Strait Islander Committee representation and participation through Supply Nation affiliated businesses with a commitment to having an Aboriginal and Torres Strait Islander representative on the RAP Committee by end 2021.

The Committee established the RAP and acts as the governing body of decision-makers and fundamental influencers, responsible for raising awareness of our commitments to reconciliation, throughout the business.

In addition to raising awareness of our reconciliation commitments, the RAP Committee meets quarterly to discuss the commitments made in the RAP, measures how the business is tracking against our commitments, and evaluates future means of continuous improvement of our RAP objectives and employees' awareness and ownership of those commitments.

RELATIONSHIPS

Maintaining and enhancing respectful relationships with communities local to our operations creates a strong foundation for mutually beneficial, sustainable opportunities.

We are committed to working in partnership with Aboriginal and Torres Strait Islander peoples in the communities in which we operate, so that we understand their needs and aspirations and can reflect these in our working relationships. Our RAP

Committee will drive internal and external awareness of our RAP and we will provide opportunities for our employees to be involved in events that enhance their understanding and provide opportunities to demonstrate commitment and support for our RAP activities.

RESPECT

Respect is the cornerstone on which relationships are built and, in turn, opportunities are created.

We remain committed to respecting and acknowledging Aboriginal and Torres Strait Islander Cultural protocols and ways of working. Our company values are integral to the respect we show the Traditional Custodians on the land upon which we work.

OUR RECONCILIATION ACTION PLAN

OPPORTUNITIES

Through the provision of long-term, sustainable opportunities for local Aboriginal and Torres Strait Islander communities, peoples and businesses we strengthen our

relationships with local communities whilst actively demonstrating our commitment to reconciliation.

INTREC is increasingly pursuing work in regional areas in Victoria, New South Wales and Queensland and recognise that our direct and indirect workforce has to reflect the composition of the broader community. The application of our RAP will lead to a mutually beneficial outcome for both INTREC and the regional communities in which we work. Our RAP assists us in ensuring this commitment is fulfilled whilst also creating opportunities for communities and supply chain diversity.

COMMUNITY PARTNERSHIPS AND COMMUNITY INVESTMENT

Community partnerships play a major role in the ability of INTREC to develop and maintain relationships with First Peoples in the places where we work. To date these partnerships have been both formal and informal with a diverse range of organisations and programs and have included artist groups, women's leadership programs, sporting clubs, social groups and cultural awareness events.

Partnerships provide INTREC the opportunity to contribute to positive outcomes in the community with leadership and direction from individuals and groups with deep understanding of local experience. Our community partnerships are intentionally varied, and recognise the knowledge, skill and expertise that community development practitioners provide.

Community partnerships provide context, and support our sense of shared responsibility. We look to support positive outcomes in early childhood, education, health and wellbeing, economic participation, gender equality, governance and leadership and justice.

Community investment takes the form of financial and non-financial commitment to our community partners. By providing resources to community activities and programs, we support self-determination and agency in the communities where we work.

Investment of time, knowledge, physical and financial resources are determined with community partners to achieve optimal pathways to success. Investment decisions take into account both short-term and long term impacts to individuals and groups, their alignment with our core values and the manner in which they address immediate challenges and/or their sustainability over time.



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fairness



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partnership

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ortunity

future

conciliation

culture

unity

partnership

community

forgiveness

vision

Australia

land

acceptance

apology

OUR PARTNERSHIPS





SUPPLY NATION

INTREC's membership of Supply Nation reinforces our commitment to diversity both within our workforce and procurement processes.

Supply Nation Chief Executive Officer, Ms Laura Berry, said "We are delighted to welcome INTREC into the Supply Nation community and look forward to working with them to develop their supplier diversity footprint. The measure of our collective success will be in the value of transactions between INTREC and Indigenous businesses".

Supply Nation connects its membership to Indigenous suppliers to build a vibrant and prosperous Indigenous business sector by incorporating Indigenous owned businesses into the supply chain of Australian companies and government agencies.

Supply Nation's mission is to facilitate, encourage and promote business between corporate Australia and Government agencies and Indigenous owned businesses.

More information on Supply Nation at:

<http://www.supplynation.org.au/>

FUTURE WORKFORCE ENGAGEMENT

INTREC conducts a range of future workforce engagement activities which provide opportunities to learn more about our industry, the careers available and educational pathways of entry for students living locally to our operations.

By engaging in future workforce engagement activities, students gain a greater understanding of the careers available locally as well as the qualifications required to gain entry into our industry. These activities allow INTREC and our customers to help grow and develop a skilled local workforce in the areas in closest proximity to our operations.

Future workforce engagement activities include:



Engagement of school-based trainees and apprentices



Work experience placements



Presentations by INTREC employees, including former trainees and apprentices, management, and recruitment representatives to provide students with an insight into the careers available locally within our industry and the educational pathways to pursue these careers



Participation in local 'try a trade' and 'speed careering' events to give students the chance to experience trades in a real life work setting and provide a better understanding of career opportunities available



Structured site tours of our customers' sites where approved and our own operations to provide students with an experiential insight into local career opportunities within the context of the operational environments in which they will be performed



CULTURAL AWARENESS TRAINING

Our team recently heard from Paul Sinclair from Mirri Mirri about the importance of education around the Aboriginal and Torres Strait Islander cultures. Mirri Mirri strive to better connect all Australians with our First Peoples and cultures, within a mutually respectful environment where participants can learn about Indigenous Australia.

The workshop was about developing a better understanding of Aboriginal and Torres Strait Islander cultures and building stronger, more effective relationships with Aboriginal and Torres Strait Islander peoples and communities. Through participating in Mirri Mirri activities, our team explored effective communication and engagement techniques and how to create a culturally safe work environment. The workshop was broken into six sessions:

RIPPLE EFFECT

This section revealed how past policies continue to impact upon Aboriginal and Torres Strait Islander peoples and culture in areas including health, education, employment, racism and incarceration. Influential Aboriginal and Torres Strait Islander peoples were highlighted.

CULTURAL SAFETY

The team gained an increased understanding of the importance of cultural safety in the workplace and in the delivery of programs and policy. Topics discussed include communication, sensitivity, Men's and Women's business, Aboriginal and Torres Strait Islander flags.

A SOPHISTICATED CULTURE

Aboriginal and Torres Strait Islander cultures and kinship structures are increasingly being recognised as amongst the more sophisticated and complex in the world. This section focussed on Indigenous social structure including kinship, family networks, leaders and Elders, plus other areas related areas such as sorry business, connection to country and identity.

TACKLING OUR PERCEPTIONS

This section explored the influence of external factors, such as media, education and socialisation, and how they impact upon our perceptions of First Peoples.

FIRST CONTACT AND RESISTANCE

Looking through the lens of First Peoples, our team learned about Aboriginal and Torres Strait Islander resistance fighters, dispossession from country and the eventual disruption to Aboriginal and Torres Strait Islander societies. Topics of discussion included Terra Nullius, Protectionist Legislation, Stolen Generations, Australia day, The National Apology, Native Title Act and Indigenous Land Use Agreements.

OPEN DISCUSSION

This final section allowed for the team to share real life experiences and ask open questions without fear of being culturally insensitive.



HYMBA YUMBA AND INTREC

Partnering Together

In 2019 INTREC embarked on a partnership with Hymba Yumba, an independent, co-educational school based in Springfield, Queensland with a strong focus on excellence in the Arts and Science.

Speaking the Bidjara Language, Hymba Yumba is a Listening and Learning Place; an innovative education and community building initiative that prides itself in offering jarjums a Prep – Year 12 education grounded in Aboriginal and Torres Strait Islander cultures.

Jarjums build strong and proud Indigenous identities in a nurturing and inspiring learning environment. The contribution of knowledge and wisdom by Elders, families, staff and community is at the core of the education process at Hymba Yumba. Jarjums are actively engaged in education and expected to achieve solid academic outcomes. Their confidence, commitment, self-esteem growth and their pride in Culture drives them forward.

The INTREC team in NSW took on the ultimate rowing machine challenge in early May of 2019 – they collectively rowed 42km

to raise funds for Hymba Yumba. Using the funds raised by INTREC, the school was able to purchase special plastic instruments as part of their new Music Programme. These instruments allow students to learn to play a brass instrument (pictured).





about the art

Enlightening our Journey Together

This artwork designed for INTREC by Aboriginal creative agency Ingeous Studios is a contemporary design which represents the commitment to the journey of Reconciliation by INTREC, it's board and staff.

The main element of the design represents a contemporary element inspired by the Waterlily which nurtures prosperity and growth.

This stylised version of a waterlily is symbolic of heart to INTREC's reconciliation journey with First Peoples of Australia which are Land, People, Business and Community.

Each of these key principles tell of the journey that INTREC is taking alongside Aboriginal and Torres Strait Islander peoples in each of the elements.

The background contemporary design is symbolic of the diversity of Aboriginal and Torres Strait Islander peoples throughout the Country and the coming together of Australia's First Peoples to work with INTREC to build respect and resilience.



about the artist

Leigh Harris



Leigh is a Cairns based Aboriginal business owner and entrepreneur with traditional connections to the Kanolu people of Central Queensland and Gungarri people of South East Queensland who is also proud of his Italian and Welsh heritage. Leigh has been active in the design and digital creatives space for over 20 years and runs Ingenious Studios; a multidisciplinary design studio.

Leigh, with co-collaborator Steven Pelham created Australia's first Aboriginal-developed multi-platform directory tool, which was available on iOS, Android and SmartTV's.



As a well known diverse Aboriginal designer and artist Leigh has worked on some of the country's major Aboriginal design projects throughout his career and in 2014 was selected as a finalist in the National Photographic Portrait Awards for his photograph 'Cousins'.

Leigh has been published by Cambridge University for his work in the use of new technologies in Aboriginal and Torres Strait Islander health and social engagement spaces and has been featured in AustralianIT, SmartStartup, CNET and the Financial Review for innovative use of technologies in the Aboriginal and Torres Strait Islander space.




RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	December 2020	State General Managers
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	March 2021	Chief Operations Officer
 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	February 2021	Marketing Officers
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	February 2021	Marketing Officers
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	April 2021	Marketing Officers
	<ul style="list-style-type: none"> Develop and implement a communication strategy to raise awareness amongst all staff across the organisation about our reasons for developing a RAP and our RAP commitments. 	February 2021	Marketing Officers
	<ul style="list-style-type: none"> Develop and implement a plan to engage and inform all of our personnel of our specific RAP actions and any specific responsibility around actions and outcomes in preparation for NRW. 	February 2021	Marketing Officers



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	February 2021	Chief Operations Officer
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	February 2021	Chief Operations Officer
 Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2021	Marketing Officers
	<ul style="list-style-type: none"> RAP Committee members to participate in an external NRW event. 	27 May – 3 June, 2021	Marketing Officers
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June, 2021	Marketing Officers




RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
 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"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	February 2021	Chief Operations Officer
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	February 2021	Chief Operations Officer
 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	April 2021	Marketing Officers
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols. 	April 2021	Marketing Officers
 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	July 2021	Chief Operations Officer
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	July 2021	Marketing Officers
	<ul style="list-style-type: none"> RAP Committee to participate in an external NAIDOC Week event. 	First week in July, 2021	Marketing Officers

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	June 2021	Chief Operations Officer
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	June 2021	Chief Operations Officer
 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	April 2021	Chief Operations Officer
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	December 2021	Marketing Officers
	<ul style="list-style-type: none"> Identify companies that align with our core business that employ a significant number of Aboriginal and Torres Strait Islander peoples and engage with them to explore potential business opportunities. 	February 2021	Marketing Officers

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> • Maintain a RWG to govern RAP implementation. 	December 2020	Chief Operations Officer
	<ul style="list-style-type: none"> • Draft a Terms of Reference for the RWG. 	February 2021	Chief Operations Officer
	<ul style="list-style-type: none"> • Establish Aboriginal and Torres Strait Islander representation on the RWG. 	September 2021	Chief Operations Officer
 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> • Define resource needs for RAP implementation. 	February 2021	Chief Operations Officer
	<ul style="list-style-type: none"> • Engage senior leaders in the delivery of RAP commitments. 	February 2021	Chief Operations Officer
	<ul style="list-style-type: none"> • Define appropriate systems and capability to track, measure and report on RAP commitments. 	February 2021	Chief Operations Officer
 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> • Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September, 2021	Chief Operations Officer
	<ul style="list-style-type: none"> • Register via Reconciliation Australia's website to begin developing our next RAP. 	September 2021	Chief Operations Officer

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