



Fair Work
Commission



RECONCILIATION
ACTION PLAN

REFLECT

Fair Work Commission Reflect Reconciliation Action Plan

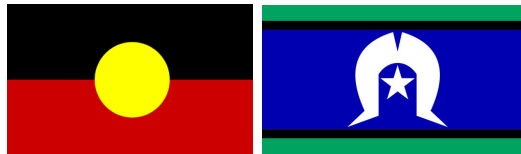
April 2025 - June 2026

Acknowledgement of Traditional Owners

As the national workplace relations tribunal, the Fair Work Commission acknowledges that our business is conducted on the traditional lands of Aboriginal and Torres Strait Islander peoples across the country.

We acknowledge their continuing connection to Country and pay our respects to their Elders past and present.

The Commission acknowledges Aboriginal and Torres Strait Islander people as the First Peoples of this nation, and we acknowledge their connection to land and country. We respect the strengths and diversity of Aboriginal and Torres Strait Islander people.





Artwork by Wagiman Artist MarliMari, Tara-Rose Gonebale

This artwork, designed for the Fair Work Commission, reflects community connection, engagement and support. It acknowledges people as individuals, with individual stories and experiences while also representing circles of support and guidance and the commitment of listening and hearing community and community input.



Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes the Fair Work Commission to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Fair Work Commission joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Fair Work Commission to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Fair Work Commission, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Statement from Fair Work Commission President

In determining how best to deliver our services, it is vital to understand the community's diverse needs and appreciate issues from a range of perspectives.

The Fair Work Commission's Diversity and Inclusion Strategy 2023–28 promotes diversity and embeds inclusion. It demonstrates how the Commission will continue to build upon a culture of respect and engagement.

Our inaugural Reflect RAP is the first official step in the Commission's reconciliation journey and is a foundational part of our Diversity and Inclusion Strategy.

The five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance have always been important to us. We are proud to present this RAP as a first step to the beginning of our journey.

Justice Adam Hatcher

President



Statement from Fair Work Commission General Manager

The Fair Work Commission's Diversity and Inclusion Strategy 2023–28 builds on our history of being a leading organisation that is kind, supportive, fair, accessible and inclusive to everyone. It represents our formal commitment to workplace diversity and inclusion at the Commission. It sets out how we will create and celebrate a more diverse and inclusive workplace, and why it is so essential, not just for our organisation, but for people who access our services and the broader Australian community.

Our next step is focused on First Nations Australians with our inaugural Reflect RAP. How we are represented to Aboriginal and Torres Strait Island people is very important to me. We want to ensure that our services are easily accessible to all Australians, regardless of their location or access to technology.

I would also like to encourage First Nations peoples to consider the Commission as an employer of choice.

Murray Furlong

General Manager



Statement from Fair Work Commission Reconciliation Champions

I volunteered to be a RAP (Reconciliation Action Plan) Champion because I believe Commonwealth agencies like the Commission have a crucial role in the reconciliation process. Without leaders driving these plans, they often remain nothing, but a well-intended document published on a website.

The Commission is a relatively small organisation with a specific remit and is not a lead agency for contemporary issues facing First Nations people. However, I have seen our organisation and Committee members who volunteered to be a part of the implementation committee deliver many great initiatives that benefited others, such as work on gender equity, bullying reforms, and internally focused diversity and inclusion programs. I am looking forward to ensuring that the small positive steps our organisation can contribute, as detailed in our RAP, assist in our part of the reconciliation journey.

Jack Lambalk

Executive Director, Enabling Services Branch



I am excited and honoured to be the first RAP Co-Champion for the Fair Work Commission, along with my colleague Jack Lambalk. I am looking forward to deepening my understanding of Aboriginal and Torres Strait Islander people and how we can ensure we are delivering a culturally safe workplace for both our current and future employees. I know I have a lot to learn.

I also acknowledge that the Commission sets many of our workplace norms through minimum standards setting, the approval of enterprise agreements and consideration of individual rights-based matters. Recently commissioned research from the Jumbunna Institute for Education and Research at the University of Technology Sydney supported the Expert Panel in the Gender Undervaluation Priority Awards Review matter, highlighting the history of Aboriginal and Torres Strait Islander health workers and practitioners, and the gaps in research about this important work. I found this research to be so impactful, as it highlighted the unique role that Aboriginal and Torres Strait Islander health workers and practitioners have had in delivering health services, and the cultural skills they have used in delivering those services.

I look forward to supporting and implementing the initiatives in this RAP, along with my RAP Co-Champion and the RAP working group.

Jennifer Anderson

Acting Executive Director, Tribunal Support Branch

Our business

The Fair Work Commission (the Commission) is Australia's national workplace relations tribunal and registered organisations regulator.

We support simple, fair and flexible workplace relations for employees and employers and other workers and businesses under the *Fair Work Act 2009* (Fair Work Act).

We exercise our functions and powers in accordance with the Fair Work Act and have responsibilities in relation to the registration, recognition and accountability of registered organisations under the *Fair Work (Registered Organisations) Act 2009* (RO Act). In relation to registered organisations, we seek to embed a culture of good governance and voluntary compliance with the law.

We exercise our functions and powers in accordance with the Fair Work Act, including:

- dealing with unfair dismissal claims
- dealing with claims to stop workplace bullying or sexual harassment
- dealing with general protections and unlawful termination claims
- setting the national minimum wage and minimum wages in modern awards
- making, reviewing and varying modern awards
- assisting the bargaining process for enterprise agreements
- approving, varying and terminating enterprise agreements
- making orders for equal remuneration
- making orders to stop or suspend industrial action
- dealing with disputes brought to the Commission under the dispute resolution procedures of modern awards and enterprise agreements
- determining applications for entry permits
- promoting cooperative and productive workplace relations and preventing disputes.

The Commission and General Manager also have responsibilities in relation to registered organisations under the RO Act.

These responsibilities include:

- registration, amalgamation and cancellation of registered organisations
- promoting the efficient management of registered organisations
- conducting inquiries and investigations about registered organisations' finances and financial administration
- making and altering registered organisations' rules.

The Commission receives over 35,000 applications each year from applicants who can be employers, employees and other workers, trade unions and employer organisations. Around half of the applications we receive are individual cases, such as about unfair dismissal and discrimination. People involved in these types of cases often do not have a lawyer or other representative and as a result they represent themselves.

Commission Members

The President of the Commission is the Honourable Justice Adam Hatcher, who is also a Judge of the Federal Court of Australia. The President is responsible for ensuring that the Commission performs its functions and exercises its powers in a manner that is efficient and adequately serves the needs of employers and employees throughout Australia.

The Commission has 54 Members who are independent statutory office holders appointed by the Governor-General on the recommendation of the Australian Government. Members come from diverse backgrounds, including the law, unions and employer associations, human resources, corporate management, and the public service. Expert panel members, including those who help determine the minimum wage, must have knowledge or experience relevant to their panel role.

Commission Members hold public hearings and private conferences for cases about individual disputes such as termination of employment, bullying and harassment. They also deal with collective matters involving potentially many employers and workers (such as creating awards that set minimum terms and conditions of employment and dealing with strikes). Members also register trade unions and employer organisations and deal with disputes about union officials entering workplaces.

Commission staff

The Commission employs around 400 staff in all States and Territories and is headed by the General Manager. In the 2024 Australian Public Service (APS) Census, 4 Commission staff identified as First Nations Australians. The APS Census runs every year in May through to early June.

Staff are organised into branches that support different areas of work.

Enabling Services provides national business and corporate support functions including IT systems, human resources, finance and procurement, governance, property and infrastructure management, and developing corporate strategies. The branch delivers technology uplift projects and leads whole-of-organisation initiatives to further enhance organisational capability and the delivery of Commission services.

Tribunal Support works directly in supporting Members to carry out their full range of functions under the Fair Work Act. This includes administrative, research and drafting support, as well as providing specialist workplace relations support to Members who deal with bargaining for new enterprise agreements and who approve and vary new and existing enterprise agreements.

Dispute Resolution and Support Services is the Commission's face of frontline service delivery, with staff in the capital city of each State and Territory. The branch provides administrative support for applications made by individuals, including cases about unfair dismissal, discrimination, bullying and sexual harassment. Staff provide information to the Australian community over the phone and at our counters, as well as assist people in resolving their dispute between themselves during conciliation conferences.

Legal, Performance and Engagement supports the Australian community by managing our website, online learning and education resources, external communications, and engagement with important external groups such as the media, small business and Culturally and Linguistically Diverse people. The branch undertakes research and analysis about our users, and reports to Parliament about our performance through our annual report and corporate plan. It manages our internal communications, provides legal services and coordinates changes arising from new legislative powers and functions.

Registered Organisations Services supports the General Manager in regulating unions and employer organisations under the RO Act. The branch supports registered organisations to meet their obligations through education, processing registrations and rule changes, issuing entry permits and election decisions, assessing financial documents, inquiring, investigating and taking legal action, where necessary.

Labour Standards Support provides specialist research, project and case management support to Commission Members, the General Manager, and the wider Commission. This support particularly relates to the Commission's functions relating to Modern Awards, minimum wages, equal remuneration and minimum standards for regulated workers. As subject matter experts, staff produce externally published and internal research and analysis for the Commission.

Clients and stakeholders

We have a diverse group of clients and stakeholders. We work closely with organisations in our operating environment to ensure that our services meet the evolving needs of the community we serve. We are open and transparent with our stakeholders and partners, including employer and employee associations, law firms, academics and community-based organisations.

Commission history

Australia's first national workplace relations tribunal, the Commonwealth Court of Conciliation and Arbitration, was established more than a century ago in 1904.

Since then, the tribunal has undergone many changes in jurisdiction, name, function and structure in line with substantial legislative, social and economic changes. The tribunal has endured by successfully adapting to changes in its legislative environment and through being an independent and expert dispute resolution service.

In recent years the Commission has seen a significant shift in the nature of its work, which has changed from mainly resolving collective disputes to now resolving many more individual disputes. This has happened because of changes in legislation and in the changing nature of workplaces.

We are continuing to improve the information we provide about the legislation we administer and our procedures in order to be more accessible to people with limited knowledge of workplace relations.

The Commission operates within the broader workplace relations framework and works with other Commonwealth agencies that also have a role to play, such as the Fair Work Ombudsman.

Commission offices

As the national workplace relations tribunal and registered organisations regulator, we have offices in every capital city and one regional location. The Commission is committed to delivering our services to all communities to ensure the best service delivery possible. We hold in person hearings and conferences in all capital cities and a range of regional locations when required. We also deal with many cases by video or telephone, to help all people access justice.

Our RAP

The Commission is committed to reconciliation. We are responsible for setting workplace conditions through modern awards, enterprise agreements and regulated worker minimum standards orders. Because of this, the Commission has a role in setting workplace norms, and we recognise that other people in the Australian community look to us as an example. This places us in a unique position to make a difference in the lives of First Nations peoples and the broader Australian community.

We first started to work on a Reconciliation Action Plan prior to the COVID-19 pandemic, however we were unable to complete the process at that time. Now that we have established a Diversity & Inclusion Committee, we have reaffirmed our commitment to reconciliation. We also acknowledge that the development of a Reflect RAP is a foundation RAP.

Our first step to implement this Reflect RAP will be to create a RAP Working Group from interested staff and Commission Members. The RAP Working Group will be the group to lead the Commission's reconciliation journey through the implementation of this RAP, and the development of future RAPs.

The Commission has two senior leaders as RAP Champions, the Executive Director, Enabling Services Branch and Acting Executive Director, Tribunal Support Branch.

Our reconciliation journey

This is our first RAP; however we are committed to reconciliation with First Nations peoples. Each year we celebrate relationships between First Nations peoples and non-Indigenous people during National Reconciliation Week, and First Nations peoples, cultures and histories during NAIDOC Week.

Previous actions that started our reconciliation journey include:

- In 2018 our then General Manager introduced the **Fair Work Commission Indigenous Foundation Strategy** (the Indigenous Strategy) which represented a new way forward for the Commission and demonstrated our strong commitment to First Nations peoples. The Indigenous Strategy set out various goals and commitments such as increasing First Nations employment and creating a culturally supportive environment for First Nations employees, improving the awareness of First Nations culture in the workplace and ensuring our managers have the skills required to support First Nations employees.
- As part of the Indigenous Strategy, the Commission appointed a Champion, a senior member of the management team, to help guide the start of our reconciliation journey. This role was not an identified First Nations position.

- The Commission had the opportunity to participate in the Indigenous Australian Government Development Program (IAGDP) in 2018 and 2020-21, and we are pleased that one of the graduates is still working with the Commission.
- We have engaged First Nations speakers to present to all staff about their experiences. For example, in 2020 for NAIDOC week the Commission welcomed guest speaker Tarina Fanning, a Larrakia/Tiwi Island woman and the first ever First Nations female Victorian Police Officer. Tarina spoke about the NAIDOC Week theme 'Always Was, Always Will Be' and shared some of her life experiences. This provided us with a unique perspective about First Nations cultures, peoples, and histories.
- In November 2020 we hosted special screenings of the documentary 'Wik v Queensland', which included a special interview with director, writer and producer Dean Gibson who introduced the film and shared his thoughts on the Commission's reach in First Nations communities. The documentary relates to the High Court of Australia granting Native Title co-existence rights to the Wik Peoples of Cape York in 1996.
- We are proud to display an artwork in our Canberra office by First Nations artist Jeannie Mills Pwerle, 'Bush Yam Dreaming'. With the artist's permission we featured this artwork on the cover of the Indigenous Strategy and as a part of the Commission's then standard email signature block.

We now wish to formalise our commitment to reconciliation through a Reflect RAP. As a tribunal and public service organisation serving all Australians, it is important to strengthen and build relationships with First Nations communities, and to help staff understand the experience of First Nations Australians and their interaction with Government agencies. We want to ensure that the Commission is a culturally safe place for people to work, and that we deliver culturally safe services to Australians.

The Commission launched its **Diversity and Inclusion Strategy 2023-28** in June 2023. It has been designed with these 3 pillars in mind:

- engage, inform, and build a culture of inclusion in our workplace
- increase organisational support and opportunities for underrepresented groups
- build our organisational capability to serve the diverse range of people who access our services.

We have chosen 7 areas of focus for targeted support and initiatives to deliver our strategic pillars, the first of these being First Nations Australians.

In our Diversity and Inclusion Strategy 2023–28 we say:

‘The Commission is committed to increasing First Nations Australians participation in our workplace and working collaboratively towards reconciliation with First Nations peoples. We recognise the importance of reconciliation in our workplace and seek to achieve significant outcomes and momentum for reconciliation and in making our workplace a positive and inclusive place for First Nations Australians.

...

The Commission, in partnership with local Aboriginal and Torres Strait Islander communities, is committed to:

- 1.1 listening to Aboriginal and Torres Strait Islander peoples, to better understand their journey and what is important to their cultural identity so that action can be taken to further support the inclusive environment in our workplace
- 1.2 developing and implementing a Reconciliation Action Plan
- 1.3 ensure Aboriginal and Torres Strait Islander peoples benefit from our work
- 1.4 raising awareness for our people of Aboriginal and Torres Strait Islander peoples, cultures and histories
- 1.5 increasing Aboriginal and Torres Strait Islander employment within the Commission
- 1.6 creating a culturally safe and supportive environment for Aboriginal and Torres Strait Islander employees
- 1.7 ensuring a culturally supportive and safe environment for all Aboriginal and Torres Strait Islander peoples who access our services
- 1.8 celebrating the achievements and contributions of Aboriginal and Torres Strait Islander peoples.’

Our partnerships/current activities

National Reconciliation Week and NAIDOC Week

The Commission recognises both National Reconciliation Week and NAIDOC Week by providing information, and where appropriate, event details in the lead up to these weeks of significance.

The Commission is also naming internal conference rooms with the names of prominent First Nations Australians.

Acknowledgement of Country

We have identified the Traditional Custodians of the lands where our offices are located and include this information in our standard email signature block.

Key meetings open with an Acknowledgement of Country to show awareness and respect for Traditional Owners.

Our website includes an Acknowledgement of Country, and our intranet provides information on the significance and meaning of the Acknowledgement and includes alternative wordings so that people can personalise their Acknowledgment of Country.

The Commission proudly displays the Aboriginal and Torres Strait Islander flags at all public counters around the country.

Public Holiday Swap

To recognise the diversity of beliefs, religions and cultural practices that exists across the Commission, employees may work on a designated public holiday and take a day's holiday at another time. This entitlement has been captured in our new Fair Work Commission Enterprise Agreement 2024–2027.

RAP Artwork

The Commission engaged a First Nations artist to create a digital artwork based on the role of the Commission to be used for our RAP.

Relationships

Action	Deliverable	Timeline	Responsibility
1. 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. 	June 2025	RAP Champions
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	September 2025	RAP Champions
2. 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 2025 and 2026	Director, Communication, Engagement and Education
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May – 3 June 2025 and 2026	Director, People and Culture Supported by RAP Working Group
	<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 2025 and 2026	Director, People and Culture and RAP Champions

Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	June 2025	Commission President and General Manager
	<ul style="list-style-type: none"> Identify external stakeholders with which we can engage on our reconciliation journey. 	July 2025	Director, Communication, Engagement and Education Supported by RAP Working Group
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	August 2025	Director, People and Culture Supported by RAP Working Group
	<ul style="list-style-type: none"> Scope working with the Fair Work Ombudsman, our Government Portfolio partner, which is further along its reconciliation journey to help us promote our services in regional and rural areas. 	August 2025	Director, People and Culture Supported by RAP Working Group
4. 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. 	December 2025	Director, People and Culture Supported by RAP Working Group
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	January 2026	Director, People and Culture Supported by P&C team and RAP Working Group

Respect

Action	Deliverable	Timeline	Responsibility
5. 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. 	September 2025	Director, People and Culture Supported by RAP Working Group
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	October 2025	Assistant Director, Learning and Development
6. 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. 	May 2025	Director, People and Culture Supported by Director, Communication, Engagement and Education and RAP Working Group
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	May 2025	Director, People and Culture and RAP Champions

Respect

Action	Deliverable	Timeline	Responsibility
7. 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. 	June 2025	Director, Communication, Engagement and Education Supported by RAP Working Group
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2025	Director, Communication, Engagement and Education Supported by RAP Working Group
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2025	Director, People and Culture Supported by RAP Working Group

Opportunities

Action	Deliverable	Timeline	Responsibility
8. 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. 	July 2025	Director, People and Culture Supported by the P&C Team
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	August 2025	Director, People and Culture Supported by the P&C Team
	<ul style="list-style-type: none"> Seek out partnerships with universities, law schools and First Nations legal advice centres around the country with the aim of promoting employment with the Commission for First Nations peoples, including as an entry point into the Australian Public Service. 	September 2025	Director, People and Culture Supported by the P&C Team
	<ul style="list-style-type: none"> Investigate participation in the AGGP Indigenous Graduate Pathway which is part of the Australian Government Graduate Program (AGGP). 	September 2025	Director, People and Culture Supported by the P&C Team
	<ul style="list-style-type: none"> Determine if we are a suitable employer to join the Australian Government Indigenous Apprenticeships Program hosted by Services Australia 	September 2025	Director, People and Culture Supported by the P&C Team

Opportunities

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none">Promote and monitor Australian Government policies prioritising procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses.	June 2025	Director, Governance, Records and Procurement
	<ul style="list-style-type: none">Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2025	Director, Governance, Records and Procurement
	<ul style="list-style-type: none">Investigate Supply Nation membership.	June 2025	Director, Governance, Records and Procurement

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation. 	April 2025	Director, People and Culture and RAP Champions
	<ul style="list-style-type: none"> Draft Terms of Reference for the RWG. 	June 2025	Director, People and Culture Supported by RAP Working Group
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	June 2025	Director, People and Culture and RAP Champions
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	May 2025	Director, People and Culture and RAP Champions Supported by RAP Working Group
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	June 2025	RAP Champions
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	May 2025	RAP Champions
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	October 2025	Director, People and Culture and RAP Champions Supported by RAP Working Group

Governance

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. 	June annually	Director, People and Culture Supported by P&C Team
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey. 	1 August annually	Director, People and Culture Supported by P&C Team
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September, annually	Director, People and Culture Supported by P&C Team
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	March 2026	Director, People and Culture Supported by P&C Team
	<ul style="list-style-type: none"> Review and report on RAP, based on achievements, challenges and lessons learned. 	May 2026	Director, People and Culture and RAP Champions Supported by RAP Working Group

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