



Winning Group
Innovate Reconciliation Action Plan
June 2025 – May 2027



SPENCE & LYDA



ACKNOWLEDGEMENT OF COUNTRY

In the spirit of Reconciliation, Winning Group acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

OUR VISION FOR RECONCILIATION

For more than a century we have been committed to bringing homes to life. Our mission to provide the best experiences in the world, for the world – for our customers, our people, communities and the planet aligns with this commitment. We recognise that ‘home’ extends beyond the walls we build, to the planet we share, the air we breathe, and the environment that sustains life.

We embrace a journey towards reconciliation and want to use our business as a force for good, to deliver a truly Winning ecosystem. For All.

Our vision for reconciliation is an equal and inclusive culture and society, where Aboriginal and Torres Strait Islander peoples’ knowledge and history is embedded and respected, creating economic and social opportunities, so they can live their best lives, reflecting the essence of what it means to have the best experiences in the world, for the world.



Joshua Toomey at Winning Group head office in 2024



Winning Group team members with our artwork at head office reception in 2025

THE ARTWORK

ABOUT THE ARTIST

Rambo Tjungurrayi is the son of Papunya Tula artist Raymond Tjapaltjarri and Elizabeth Abba Nampitjinpa. He is also the grandson of the renowned late Papunya Tula artist Patrick Tjungurrayi and Miriam Napanangka. He lives in Kiwirrkura along with his family he often travels to visit relatives in Balgo and Mpartnwe (Alice Springs).

Rambo Tjungurrayi draws on the work of his father and grandfather, magnifying elements to create startlingly contemporary, vibrant, and unapologetically kitsch compositions, interweaving ancient tradition and modern Pintupi life.

ABOUT THE ARTWORK

At the heart of Pintupi culture are the epic journeys of the Tingari ancestors. The ancestors and their families are represented as the square within a square motif. This painting depicts the Perentie Dreaming at the soakage water site of Puntutjalpa at Jupiter Well. The sinuous lines that run through the canvas relate to body paint decoration and alerts us to the gathering of many individuals for a ceremony.

In mythological times the perentie ancestor entered the ground at the soakage site and travelled underground to the south. Since events associated with the Tingari Cycle are of a secret nature no further detail was given. Generally, the Tingari are a group of mythical characters of the Dreaming who travelled over vast stretches of the country, performing rituals and creating and shaping particular sites. The Tingari Men were usually followed by Tingari Women and accompanied by novices and their travels and adventures are enshrined in a number of song cycles. These mythologies form part of the teachings of the post initiatory youths today as well as providing explanations for contemporary customs.



Team member working, image licenced to Winning Group

INTRODUCTION FROM JOHN WINNING

It is my privilege to introduce the Winning Group Innovate Reconciliation Action Plan (RAP), to further our journey in embedding initiatives throughout the business, to contribute toward Australia's reconciliation with Aboriginal and Torres Strait Islander peoples.

As a 118 year-old, fourth generation family business founded in Redfern, the Gadigal land of the Eora Nation, the Winning Group's commitment to bringing homes to life for more than a century, aligns with our mission to provide the best experiences in the world, for the world - for our customers, our people, communities and the planet. I believe that our business and national footprint including our Head Office, Showrooms and Distribution Centres, provides us with an opportunity to play a meaningful role in helping to address the inequity of opportunity, and unacceptable health and education outcomes that exist for Aboriginal and Torres Strait Islander peoples.

We recognise that 'home' extends beyond the walls we build, it is about relationships to family, community and country. Home is a place of inclusion. We embrace a journey towards reconciliation by learning from Aboriginal and Torres Strait Islander peoples cultures in business, art, music, and connection to Country. We want to use our business and the experiences we create, as a force for good, to deliver a truly Winning ecosystem, a home, for all.

We will leverage the Innovate RAP framework to create opportunities to work with and strengthen relationships with Aboriginal and Torres Strait Islander peoples across our organisation, customers, brand partnerships and beyond. We will use our sphere of influence to empower Aboriginal and Torres Strait Islander peoples, aligned with our vision for reconciliation.

I would like to thank our team members who have contributed to the development of this RAP and I look forward to working alongside our team and our partners, as we take these continued important steps toward reconciliation together.



John Winning
Chief Executive Officer
Winning Group

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Winning Group 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 Winning Group 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, Winning Group 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. Winning Group is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Winning Group's 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 Winning Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Team members working, image licenced to Winning Group



OUR BUSINESS

Established in 1906, the Winning Group is a fourth generation Australian family business, incorporating almost 20 business entities including: Appliances Online, Winnings, Andoo, Home Clearance, Winning Services, Ora Restaurant, Winning Academy Deep Sphere and Heelix.

Our mission is to create the best experiences in the world, for the world - for our customers, our people, our communities and the planet. We will do this one interaction at a time, using our business and ecosystem as a force for good - and reconnecting people to themselves, each other and the bigger home we all share. We use our four ways of being including CARE, A PROBLEM SOLVER, WOW and OWNING IT and 9 company values, including Be Respectful, Be Proud of Your Differences and One In All In, to guide our team and help us to achieve our mission.

The Winning Group employs approximately 1,000 people. We are a proud and diverse national workforce committed to undertaking practical steps to create a culturally safe workplace for First Nations Peoples and strengthening First Nations voices. Through our Reflect RAP, we came to understand that Winning Group doesn't currently profile whether any of our team members identify as Aboriginal and/or Torres Strait Islander peoples. We recognised this as an important opportunity to address. We understand that presently three team members in our business identify as Aboriginal and/or Torres Strait Islander peoples.

The Winning Group has the ability to reach more than 95% of all Australian communities through our retail and logistics services. We operate 17 showrooms across Australia, including showrooms in Sydney, Melbourne, Brisbane, Perth and Canberra and 6 major distribution centres in Sydney, Melbourne, Brisbane, Adelaide, Perth, Canberra and Auckland.

With the exception of our first international distribution centre in Auckland (New Zealand) all Winning Group sites, including our Head Office which is located in Redfern in Sydney, operate on Aboriginal lands.

Our sphere of influence is broad and includes our team members, the thousands of customers we interact with every day, our network of suppliers, our partners and broader society.

Over the next 10 years we seek to transform the way we operate, together with our partners, within our ecosystem and broader sphere of influence to create a positive impact on people and the planet. We acknowledge that we are at the start of a long journey, however we are committed to continuous improvement to work in partnership with our ecosystem to achieve our goals.

OUR RAP AND ITS WORKING GROUP MEMBERS

Winning Group is proud to be continuing its reconciliation journey through our Innovate RAP. While we have gained knowledge and understanding from our inaugural Reflect RAP, we believe that we must continuously increase our capacity and capability of how we as a business can meaningfully contribute to reconciliation.

Some of our key learnings include:

- Building relationships is the foundation of reconciliation - the more connections we make, the more we learn.
- Increasing learning and cultural understanding through art and experiences has created the most momentum for us resulting in connections and empathy.
- We require further and constant education about the histories, cultures of Aboriginal and Torres Strait Islander peoples.
- We need to apply diversity in our approach to embedding reconciliation adapted to our different business locations, cultures and people.
- Reconciliation itself is a living thing that needs its own time to develop.

We are looking forward to building upon these learnings to strengthen our commitment to reconciliation and increase our capacity and capability to build mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples.

With this Innovate RAP we aim to focus on advancing three main pillars underpinned by building relationships: Awareness and Education, Employment, and Community. Specifically, we wish to make an impact in these pillars by:

AWARENESS AND EDUCATION

- Developing a higher level of understanding amongst our teams, customers and suppliers of the unique experiences and history of First Nations communities.
- Continuing to educate our team members about Aboriginal and Torres Strait Islander culture, customs and traditions.
- Using our ecosystem to educate and create awareness about the importance of Reconciliation.

EMPLOYMENT

- Offering Internships and entry level roles within our business specifically tailored to Aboriginal and Torres Strait Islander peoples.
- Increasing the number of Aboriginal and Torres Strait Islander people working for the Winning Group businesses.

COMMUNITY

- Continuing our philanthropic work to support Aboriginal and Torres Strait Islander charity organisations.
- Using our ecosystem to create opportunities for First Nations communities.



Co-creating artwork at National Reconciliation Week in 2023

Winning Group is continuing to develop a RAP as this strongly aligns with our company values to 'Be Proud of Your Differences' and 'Embrace Change', our sustainability strategy and our mission to create the best experiences in the world, for the world, including for our communities.

Our corporate sustainability strategy includes a strong focus on community, connecting it to our company mission. We want to use our ecosystem as a sphere of influence to advance Reconciliation with Australia's First Nations' peoples.

We also recognise that Reconciliation creates opportunities for businesses, for communities and for people and we wish to tap into those opportunities by leading from the front.

The Winning Group RAP Working Group includes members from across the business, including individuals from:

- Sustainability,
- Team Experience,
- Communications,
- Legal,
- Retail businesses.

At a Senior Leadership Team level, the RAP will be championed by our Head of Sustainability and Industry Impact. As part of this RAP, the Working Group consulted and engaged with external members of the First Nations community in order to fully understand the ways in which we, as a business, can foster and develop relationships to meaningfully, respectfully and responsibly contribute to reconciliation.

We have appointed Taryn Marks, CEO at CareerTrackers and a proud Wotjobaluk woman with previous RAP advisory expertise to be our RAP Advisor working with the Working Group.

A core focus of our Reflect RAP was to educate our team members on First Nations' histories and experiences and why Reconciliation is important. We sought to lay the foundations for implementing change through raising awareness and educating our internal and external stakeholders.

CASE STUDIES

NATIONAL RECONCILIATION WEEK 2023

As part of our commitment to contribute to create awareness we acknowledged National Reconciliation Week in 2023. At Head Office, we came together to listen to talks by John Winning and Jack Manning-Brancroft and co-created artwork, which was led by our partner AIME and their team.



AIME and Winning Group team members co-creating art, images licensed to Winning Group

HUMAN KIND 2023

In March 2023, we launched Human Kind, a three-day immersive summit bringing together the world's greatest industry leaders and changemakers. A not-for-profit summit, Human Kind raised money for AIME mentoring.

Speakers and sessions included:

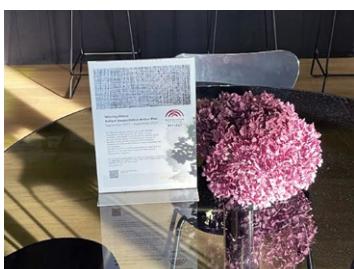
- Jack Manning Bancroft (CEO and Founder of AIME Mentoring)
- Dr Bronwyn Bancroft (Bundjalung Artist)
- Yarning Circle - hosted by: Ella Noah Bancroft (Indigenous Activist, Change Maker and Thought Leader)



Human Kind talent and speakers, images licensed to Winning Group

ACKNOWLEDGEMENT OF COUNTRY IN SHOWROOMS

All Winning Appliances Showrooms across the country are now displaying Winning Group's RAP with an Acknowledgement of Country based on their location within their stores. This aligns with our key focus area to educate our team members and promote reconciliation within the business and the community.



Cooking with Indigenous ingredients for Store Opening

With the support of Winning Appliances Culinary Team, native-indigenous ingredients are incorporated into the daily culinary menu and act as an opportunity to showcase local ingredients. These ingredients include finger limes, saltbush, kakadu plum and wattle seed.

WINNINGS AND WINNING SERVICES LAUNCH EVENTS

To mark the launch of our Winnings Redfern showroom, a Welcome to Country was held by Uncle Michael from the Metropolitan Local Aboriginal Land Council. To mark the launch of our Winning Services Wacol Distribution Center a Welcome to Country was held by Turrbal Elder, Aunty Kathy.



Uncle Michael and Aunty Kathy speaking at Winning Group launch events, images licensed to Winning Group

NATIONAL RECONCILIATION WEEK 2024

We acknowledged National Reconciliation Week nationwide through events at Head Office, our Distribution Centres and at our Showrooms. We encourage our team to learn about Aboriginal and Torres Strait Islanders cultures and achievements and our shared histories, and to explore how each of us can contribute to achieving reconciliation in Australia.

We were joined at Head Office by Joshua Toomey, a proud Wiradjuri man from Dubbo and the son-in-law of a team member. Josh conducted an Acknowledgement of Country and shared about what Reconciliation means to him. Our teams attended morning teas and breakfasts at our Distribution Centres and Showrooms, where native ingredients were used in culinary delights.



Joshua Toomey and Winning Group team members celebrating NRW 2024, images licensed to Winning Group

PARTNERSHIP WITH PROJECT NET ZERO

In 2024, Appliances Online Commercial entered a partnership with Project Net Zero, an Indigenous-owned social enterprise specialising in circular economy solutions. Project Net Zero works with Aboriginal Corporations on the ground including Givit and Jabalbina Yalanji Aboriginal Corporation placing an order valued over \$200,000 to distribute appliances to Aboriginal communities in far north Queensland affected by recent floods. Project Net Zero chose to work with us due to our strong sustainability credentials and our Reconciliation Action Plan commitments. This partnership is ongoing throughout 2024 and 2025.



Givit and Jabalbina team members working to distribute appliances, images provided by Project Net Zero



RELATIONSHIPS

We believe that relationships are at the heart of reconciliation. The more connections we foster, the more we learn from the unique experiences of Aboriginal and Torres Strait Islander peoples.

Our customers trust us to deliver exceptional shopping experiences with consistent and friendly service. Creating a safe and inclusive environment is essential to ensuring these experiences are positive for everyone.

Strengthening relationships between Aboriginal and Torres Strait Islander peoples and other Australians is a priority for our organisation. These connections are fundamental to building trusted communities and supporting our core business activities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none">Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025 September 2025	Head of Sustainability and Industry Impact Winnings State Manager Head of Sustainability and Industry Impact
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.RAP Working Group members to participate in an external NRW event.Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.Organise at least one NRW event each year.Register all our NRW events on Reconciliation Australia's NRW website.	27 May – 3 June, 2025 and 2026 27 May – 3 June, 2025 and 2026 27 May – 3 June, 2025 and 2026 27 May – 3 June, 2025 and 2026 May 2025 and 2026	Head of Communications Head of Sustainability and Industry Impact Head of Team Experience Head of Communications Master of Entertainment Head of Communications Master of Entertainment
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none">Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.Communicate our commitment to reconciliation publicly.Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.Collaborate with Fujitsu and friends RAP Working Group and leverage off each other's initiatives to achieve scale of impact.Communicate our commitment to reconciliation to head office team members and visitors through the purchase and display of the physical RAP artwork at our reception area.Communicate our commitment to reconciliation to store customers, team members and visitors through the display of an Acknowledgement of Country and RAP at the store reception area.Communicate our commitment to reconciliation to distribution centres team members and visitors through the display of an Acknowledgement of Country and RAP at entrance areas.	October 2025 June 2025 December 2025 and 2026 December 2025 and 2026 August 2025 June 2025 June 2025 June 2025	Head of Team Experience Head of Communications Head of Communications Head of Sustainability and Industry Impact Head of Sustainability and Industry Impact GM Winnings GM Winnings Services
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none">Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.Develop, implement, and communicate an anti-discrimination policy for our organisation.Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.Educate senior leaders on the effects of racism.	August 2025 June 2025 June 2025 May 2025	Lead lawyer Lead lawyer Lead lawyer Head of Sustainability and Industry Impact



RESPECT

Respect for Aboriginal and Torres Strait Islander, cultures, histories, knowledge and rights is important to our organisation, as we believe it underpins the advancement of reconciliation, which is aligned to our mission to create the best experiences in the world, for the world, including for our communities.

We believe a more inclusive organisation is a more resilient organisation. As the first custodians of our land, Aboriginal and Torres Strait Islander, cultures, histories, knowledge and rights must be respected, as they hold systems of knowledge that should be preserved and passed on, which can assist with challenges that we are faced with as an organisation and as people.

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">Conduct a review of cultural learning needs within our organisation.Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.Develop, implement, and communicate a cultural learning strategy document for our staff.Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.Implement a Cultural Capability e-learning module that forms part of our compulsory e-learning program for all team members.	August 2025 June 2025 October 2025 October 2025, December 2025 and 2026 December 2026	Continuous Improvement Manager, TX Head of Sustainability and Industry Impact Continuous Improvement Manager, TX Continuous Improvement Manager, TX Continuous Improvement Manager, TX
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none">Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country, Acknowledgement of Country and engaging with local communities in each state and territoryInvite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at designated significant events each year such as the office re-opening, showroom opening and distribution centre anniversaries.Include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal and external meetings and events	December 2025 and 2026 December 2025 and 2026 December 2025 and 2026 December 2025 and 2026	Continuous Improvement Manager, TX Head of Communications Head of Communications Queensland State Manager Master of Entertainment
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none">RAP Working Group to participate in an external NAIDOC Week event.Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025 and 2026 September 2025 First week in July 2025 and 2026	TX Business Partner TX Business Partner Head of Communications
Build a Culturally Responsive Workforce	<ul style="list-style-type: none">Research and communicate internally (group wide), the historical significance and cultural protocols of each country on which we work (all sites)Partner with either CU Health (our EAP), or alternative EAP to ensure programs with first nations offerings and First Nation-specific services are offered.Consult with CareerTrackers and Black Card to build an internal Cultural Capability learning module.Introduce a monthly culinary initiative across our Winnings showrooms, whereby our culinary team serves foods to customers made with native ingredients.	July 2025 August 2025 October 2025 June 2025	Talent and Experience Manager Talent and Experience Manager Talent and Experience Manager Talent and Experience Manager National Culinary Manager

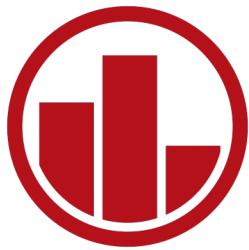


OPPORTUNITIES

By creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities, we help strengthen society, benefiting our people, customers, communities, and business.

We acknowledge that Aboriginal and Torres Strait Islander peoples have not had the same opportunities as other Australians. That's why we are committed to leveraging our business to actively foster economic and social well-being.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Support career pathways for Aboriginal and Torres Strait Islander students to work at the Winning Group.	<ul style="list-style-type: none">Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.Develop and implement an Aboriginal and Torres Strait Islander employment pathway program, with affiliates of Youth Partnership Australia. Target Kemps Creek, NSW for stage 1 implementation, to both provide vocational training, and attract and support students, into roles at Winning Group.Consult with partners local to Altona, VIC to co-design a strategic marketing campaign targeting Aboriginal and Torres Strait Islander apprenticeship candidates.	June 2025 July 2025 December 2025 February 2026	Talent and Experience Manager Lead Recruiter Talent and Experience Manager Talent and Experience Manager
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none">Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.Review HR and recruitment procedures and policies, in conjunction with our Diversity and Inclusion strategy, to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025 August 2025	HR Manager / Talent and Experience Manager TX Business Partner / Talent and Experience Manager Lead lawyer
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none">Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.Investigate Supply Nation membership.Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2025 October 2025 October 2025 October 2025 February 2026 and 2027	Head of Procurement Head of Procurement Head of Communications Head of Procurement BU Managers
Improving access to essential and fit-for-purposes appliances for remote Aboriginal and Torres Strait Islander communities and removing old appliances from going into landfill or littering the environment.	<ul style="list-style-type: none">Support The Goods project to redesign and reimagine essential washing machines for remote communities through providing product advice and facilitating introductions to appliance manufacturers.Donate and deliver 1 washing machine to The Goods project to enable commencement of R&D.Leverage our logistics network to deliver fit-for-purpose white goods to Aboriginal and Torres Strait Islander communities in Australia and remove old appliances for safe recycling.Investigate extending the partnership by expanding into the refrigeration category.	June 2025 July 2025 November 2025 January 2026	Head of Sustainability and Industry Impact Head of Sustainability and Industry Impact Head of Sustainability and Industry Impact Head of Sustainability and Industry Impact



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 Aboriginal and Torres Strait Islander representation on the RWG.Establish and apply a Terms of Reference for the RWG.Meet at least four times per year to drive and monitor RAP implementation.Define resource needs for RAP implementation.	<p>Quarterly from June 2025 to May 2027</p> <p>June 2025</p> <p>June 2025 to May 2026</p> <p>June 2025</p>	<p>Head of Sustainability and Industry Impact</p> <p>Lead lawyer</p> <p>Head of Sustainability and Industry Impact</p> <p>Head of Sustainability and Industry Impact</p>
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none">Engage our senior leaders and other staff in the delivery of RAP commitments.Define and maintain appropriate systems to track, measure and report on RAP commitments.Appoint and maintain an internal RAP Champion from senior management.	<p>June 2025 and 2026</p> <p>June 2025</p> <p>December 2025 and 2026</p>	<p>Head of Sustainability and Industry Impact</p> <p>Head of Sustainability and Industry Impact</p> <p>Head of Sustainability and Industry Impact</p>
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.Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.Complete and submit the annual RAP Impact Survey to Reconciliation Australia.Report RAP progress to all staff and senior leaders quarterly.Publicly report our RAP achievements, challenges and learnings, annually.Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	<p>June annually</p> <p>August annually</p> <p>September annually</p> <p>From July 2025 to January 2027 quarterly</p> <p>July 2025 and 2026</p> <p>June, 2025</p> <p>December 2026</p>	<p>Head of Sustainability and Industry Impact</p> <p>Head of Sustainability and Industry Impact</p> <p>Head of Sustainability and Industry Impact</p> <p>Head of Communications</p> <p>Head of Sustainability and Industry Impact</p> <p>Head of Communications</p> <p>Head of Team Experience</p> <p>Head of Sustainability and Industry Impact</p>
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.	January 2027	Head of Sustainability and Industry Impact



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