



Reflect Reconciliation Action Plan July 2024 – July 2025



Acknowledgement of Country

Southern Cross Care (NSW & ACT) (SCC) acknowledges the Traditional Owners of the land and the waters upon which we work and live.

We pay our respects to the Elders past, present and future, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across Australia.



About the Artwork



Life on Country – Aunty Kerrie Kenton (Dharug)

'Life on Country' by Aunty Kerrie Kenton has been selected as the artwork for our Reflect RAP. After developing a relationship together, SCC commissioned Aunty Kerrie to produce an artwork for our Marian Residential Care home at North Parramatta. Once the artwork was completed, it was clear that Aunty Kerrie captured not only a reflection of our Marian Residential Care home but SCC as a whole. Through discussion with Aunty Kerrie she generously gave permission for SCC to also use this work as the official artwork for our Reflect RAP. We feel the artwork reflects who we are at SCC, specifically through the following elements:

- The residence and home are at the centre of the artwork, just as SCC delivers a home for residents who are at the centre of everything we do.
- The depictions of land and waterways are reflective of the many communities SCC serves across NSW and ACT.
- The artwork is presented in three panels which come together to tell the story, representative of SCC's three service streams (Home Care, Retirement Living and Residential Care) delivering one holistic journey of care and engagement to support people as they age.

Burrumbidgee.



From the beginning, the first sunrise to the last.
Yesterday, today and tomorrow.
This is the story of place, of connection under our southern stars.
The Burrumbidgee River how it winds across country, our precious waterway.
Providing food and water, energy of life, of community.
Blood connections and place connections of Men's (kangaroo) and Women's (emu) places.
A place of ceremony, gatherings and celebrations.
A place of abundance with bush tucker and healing.
Sitting on country, weaving, healing, learning, and storytelling.
Centre is the Residence, people living and healing, a safe space that offers love and care, a home.



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A Statement from Reconciliation Australia



Reconciliation Australia welcomes Southern Cross Care (NSW & ACT) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Southern Cross Care NSW & ACT 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.

Karen Mundine

Chief Executive Officer, Reconciliation Australia

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 Southern Cross Care NSW & ACT 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 Southern Cross Care NSW & ACT, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

A Message from Our Chief Executive Officer



On behalf of Southern Cross Care (NSW & ACT), I am honoured to introduce our Reflect Reconciliation Action Plan (RAP), which outlines our vision and actionable steps towards a more inclusive future.

More than just a document, this plan is a testament to our commitment to building authentic relationships and fostering meaningful, lasting change in partnership with Aboriginal and Torres Strait Islander peoples.

At SCC, we recognise that Reconciliation is an ongoing journey, requiring continuous reflection, learning, and respect for the rich histories, cultures, and contributions of First Nations peoples. To truly advance towards Reconciliation, we must commit to acknowledging and speaking the full truth of our shared history. Our Reflect RAP embodies our dedication to listening to and learning from Aboriginal and Torres Strait Islander voices, ensuring their perspectives and experiences guide our path forward.

Over the life of our first RAP, we are committed to achieving the goals we have set. This will see us improve our cultural awareness and increase our recruitment, retention and engagement of Aboriginal and Torres Strait Islander talent and

partnerships. By celebrating significant cultural events together, we aim to become a stronger and more inclusive organisation. Through these commitments, we strive to build a community where everyone feels valued and respected.

I thank our Reconciliation Working Group for their work in developing our first RAP and encourage every member of the SCC community to engage with this plan with a genuine sense of purpose. My personal commitment as Chief Executive Officer of SCC and as a member of our community, is that I will lead by example.

Let's move forward together, inspired by compassion, guided by respect, and united by our shared vision for a more inclusive and unified world.

Monique Reynolds

Chief Executive Officer, Southern Cross Care (NSW & ACT)

A Message from Brooke Prentis, First Nations External Advisor



I am delighted for SCC to formalise their journey of Reconciliation through their first Reflect Reconciliation Action Plan.

Reconciliation is all about relationship, and relationship based on listening, learning, and taking action. These are characteristics I see in who SCC are as an organisation and which I have personally experienced through my relationship with SCC.

I was drawn to SCC because of their HEART values – Honesty, Empathy, Acceptance, Respect, and Teamwork. SCC truly live these values and so that means SCC are well placed to embark on a Reconciliation journey as I believe Reconciliation takes honesty, empathy, acceptance, respect, and teamwork. This values alignment provides a solid foundation for me to be thrilled to partner with SCC.

Reconciliation is also healing work. An important aspect of Reconciliation, at this time in Australia's history, is the lived reality for Aboriginal and Torres Strait Islander peoples of the lack of closing the gap. One of those gaps is the gap in life expectancy and the gap of requiring aged care services much

earlier than non-Indigenous peoples. I believe SCC are well placed to make a contribution to Close The Gap through Reconciliation.

I am grateful to SCC as an organisation, including the leadership team, the RAP Working Group and the staff for walking alongside me as an Aboriginal person. I am confident in SCC's journey over the next 12 months and I can see the path ahead in continuing to walk alongside Aboriginal and Torres Strait Islander peoples.

Thank you SCC for taking my Aboriginal hand of friendship. I echo the words I shared with SCC during National Reconciliation Week 2023, "Let's together, see older people, and Aboriginal and Torres Strait Islander peoples, live life to the full, in these lands now called Australia."

Brooke Prentis

BA, BCom, GradDip Theology, CA, GAICD is a Wakka Wakka woman. Brooke is an Aboriginal and Education Consultant, speaker, writer, educator, justice advocate, and poet. Brooke is a Chartered Accountant and Company Director with over 15 years Executive and Senior Management experience.





Our Business

SCC is a leading not-for-profit aged care provider that has been caring about people for more than 50 years. We deliver personalised, quality care and support services across our network of Retirement Villages, Home Care services and Residential Care homes in more than 40 locations in NSW and the ACT, including regional communities. Every day SCC supports thousands of people to live with purpose and dignity.

Our Purpose:

To enable older people to live life to the full.

Our Values:

Our HEART values of Honesty, Empathy, Acceptance, Respect and Teamwork help us create supportive environments conducive to our residents' and clients' physical, spiritual, emotional, intellectual, and social wellbeing.

SCC creates warm and supportive workplaces where our committed staff can flourish and grow.

SCC employs over 2260 people across NSW and the ACT. Key workforce statistics include:

- SCC's workforce is 80% female and 20% male.
- 63% of our workforce is employed part time, with 20% full time and 17% casual.
- SCC employs staff across a range of roles, including nurses, carers, allied health, and administrative support office staff.
- The majority of staff are employed in our Residential Aged Care Business (84%), with the remainder of staff employed in Home Care, Retirement Living or Support Services.

SCC does not currently have data that identifies Aboriginal and/or Torres Strait Islander people in our workforce. While the number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this Reconciliation Action Plan (RAP) to determine culturally appropriate ways to understand this.

SCC's geographic reach is across NSW and the ACT. We operate in over 40 locations with more than 50% of our services based in regional locations. This demonstrates our commitment to all communities. We have three support offices in NSW in Epping, Merrylands West and Penrith.

Our reach across NSW and the ACT includes at least the following 13 Aboriginal Nations:

- Bundjalung • Yaegl • Gumbaynggirr • Awabakal
- Darkinjung • Dharawal • Eora • Dharug
- Wiradjuri • Ngunnawal • Ngambri
- Wamba Wamba • Yorta Yorta

We provide services across these locations:

- Western Sydney comprising Merrylands West, Greystanes, North Parramatta, Plumpton and Penrith.
- Southern Sydney comprising Marrickville, Sutherland, Kirrawee, and Caringbah.
- Northern Sydney comprising Marsfield, Epping (our Corporate Office), North Turramurra and Manly Vale.
- Illawarra NSW regional including Thirroul.
- Eastern Sydney comprising Daceyville, Maroubra and South Coogee.
- Riverina NSW region comprising Corowa, Lavington, Leeton, Deniliquin, Moama and Temora.
- Central Coast NSW region comprising Bateau Bay, Caves Beach and Tuggerah.
- Far North Coast NSW region comprising Casino, Grafton, Banora Point, Ballina and Tweed Heads.
- South Western Slopes NSW region comprising Young and Cootamundra.
- Central West NSW region including Parkes.
- Southern Tablelands NSW region including Goulburn.
- ACT comprising Garran, Braddon, Campbell and Yarralumla.

Our RAP – Building relationships and connections

SCC's vision, values, and peoples have led us to a Reconciliation journey with Aboriginal and Torres Strait Islander peoples and that is why we are developing a RAP.

SCC's purpose is to enable older people to live life to the full.

We acknowledge, respect, and celebrate Aboriginal and Torres Strait Islander peoples and recognise that they are the Traditional Owners/ Custodians of the Country which our residents, clients and our fellow team members now call home.

We also acknowledge that for many years there has been some in the Australian community who are indifferent and dismissive of the past injustices and the current difficulties experienced by First Nations peoples.

We accept that we all have an important role in Reconciliation, and respect Aboriginal and Torres Strait Islander peoples, including their stories, histories, and cultures.

SCC's HEART values of Honesty, Empathy, Acceptance, Respect and Teamwork are at the core of this journey.

This journey means so much to our organisation and our staff. We hope to build upon this journey with deepening relationships with First Nations peoples in the areas in which we operate as well as with our residents, clients, and their families.

Reconciliation connects non-Indigenous Australians with the wisdom of Aboriginal and Torres Strait Islander peoples, the world's oldest, living, continuing cultures. Reconciliation can give a shared story to people whose home is these lands, now called Australia., Reconciliation is the work of building a future based on justice, truth and partnership for all.

We acknowledge that there will be challenges turning hopes into actions across the diverse Aboriginal nations upon which our services operate.

We are committed to meet with and work for Reconciliation with Aboriginal peoples from the Bundjalung in the North, the Wamba Wamba and Yorta Yorta in the South, the Awabakal in the East, the Wiradjuri in the West and all the nations in-between.

We are committed to meet with and work with all Aboriginal and Torres Strait Islander peoples we find ourselves interacting and connecting with as well as embracing the opportunities for new relationships across these lands now called Australia.

We will only find successful and lasting progress if we start with mutual understanding, respect and a commitment to work together.

SCC's RAP Champion is our Chief Executive Officer, Monique Reynolds. The Board and Executive Leadership Team see Reconciliation as a strategic, long-term commitment with deep significance and meaning. Reconciliation is not something we only do for Aboriginal peoples. We believe that all within SCC will benefit from this journey.

Progress against SCC's RAP will be regularly monitored by the RAP Working Group and reported to the Board. SCC currently engages

with First Nations stakeholders to seek guidance and advice on action planning and activities and will continue to do so as the Reflect RAP is implemented.

SCC's RAP Working Group comprises a diverse mix of staff from all areas of our business. RAP Working Group members are recruited via an Expression of interest (EOI) process to ensure a diverse mix of roles, skills and experience. SCC has taken a top down approach for our RAP and a number of SCC's Executive Leadership Team are members of the RAP Working Group. Our top down approach was to ensure all staff could be included in the RAP and our Reconciliation activities ensuring no barriers to participation from any level of staff.



SCC's RAP Working Group:

Our RAP Working Group consists of 7 SCC staff members, and First Nations External Advisor Brooke Prentis, who is a Wakka Wakka woman and an Aboriginal Education, Cultural, and RAP Consultant. Brooke Prentis is a permanent member of the SCC RAP Working Group, including during the implementation period of this Reflect RAP.

Monique Reynolds
Chief Executive Officer (Chairperson)

Brooke Prentis
First Nations External Advisor

Jo Taylor
General Manager Marketing & Communications

Lawrence Denham
Marketing Manager, Services

Jodie Gavranov
Facility Manager Banora Point

Barbie Tzakmakis
Diversional Therapy Advisor

Peter Stevenson
Lifestyle Coordinator

Gabriella Watt
Executive Assistant

SCC's Reconciliation journey officially began in 2022. Our Board have led the way through their commitment and voice. Some of our Reconciliation activities have included:

- 2022 Acknowledgement of Country posters developed and displayed at our sites.
- 2023 SCC commenced preparations to embark on a formal journey of Reconciliation and engaged the services of Brooke Prentis, Wakka Wakka woman, to guide us through our Reconciliation Action Plan journey.
- April 2023 SCC commissioned artwork by Aunty Kerrie Kenton, "Life on Country".
- May 2023 we held our first National Reconciliation Week (NRW) event at our Head Office in Epping NSW and live streamed to our services across NSW and the ACT. At this event we announced SCC's commitment to develop a Reflect RAP. Brooke Prentis opened with an Acknowledgement of Country and a keynote address on the meaning and importance of Reconciliation. The event was promoted across our internal and external communications platforms with a video created and shared during NRW.
- A map was developed showing the Aboriginal nations upon which our services operate.
- July 2023 SCC celebrated National NAIDOC Week. National NAIDOC Week posters were shared with our services to display. A social media post published our celebration of National NAIDOC Week and promoted the 2023 theme "For Our Elders".
- July 2023 SCC established a monthly RAP Working Group to prepare us on our journey and draft our Reconciliation Action Plan.
- September 2023 the SCC Board published a public statement on the Uluru Statement from the Heart and the Board's support for the Referendum to recognise the First Peoples of Australia by establishing an Aboriginal and Torres Strait Islander Voice.
- November 2023 the SCC RAP Working Group, along with SCC leaders received Cultural Awareness Training facilitated and led by First Nations person, Brooke Prentis.
- December 2023 SCC installed artwork by Aunty Kerrie Kenton, "Life on Country" at SCC Marian Residential Care home, North Parramatta.
- March 2024 our redeveloped Grafton home was officially opened with an Acknowledgement of Country by local Aboriginal man, Andrew Hegedus.



Our Partnerships / Current Activities

Our commitment to Reconciliation has been an integral part of the recent redevelopment of our Marian Residential Care Home (The Marian) in North Parramatta.

- In March 2023, in consultation with SCC residents, families and staff, we designed four cottages that acknowledge Dharug culture:
 - Cottage 1: Amaroo (meaning lovely or beautiful place)
 - Cottage 2: Carinya (meaning happy home)
 - Cottage 3: Ellimeek (meaning my home)
 - Cottage 4: Gunyah (meaning place of shelter)
- In April 2023, SCC's engagement with prominent local Aboriginal artist Aunty Kerrie Kenton commenced with the commissioning of an original artwork for The Marian. Aunty Kerrie is an acclaimed multi-disciplinary visual artist, educator, weaver, sculptor, painter and designer. The beautiful painting entitled 'Life on Country' was officially unveiled on 20 December 2023 by SCC Board Member Mike Christensen and Chief

Executive Officer Monique Reynolds and hangs in pride of place in the reception area at The Marian.

- On 20 November 2023 a special event was held at The Marian with Aunty Kerrie Kenton as our special guest to talk about the stunning artwork 'Life on Country' and to involve residents in the unveiling of the artwork. Aunty Kerrie held a special Willy Willys wool weaving session with residents and staff and shared with attendees what Reconciliation means.

- December 2023 the SCC newsletter, 'Caring Matters', featured the event at The Marian with Aunty Kerrie Kenton.



Relationships

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander peoples, organisations and stakeholders within our local areas of business or sphere of influence, including our congregational partnerships and service areas where we operate our RAC, HC and RLU.	August 2024	General Manager Marketing & Communications
	Conduct a Relationship Mapping exercise across our organisation to inform this process.	August 2024	General Manager Marketing & Communications
	Develop a Relationship Map that includes potential engagement opportunities.	August 2024	General Manager Marketing & Communications
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander peoples, organisations and stakeholders.	November 2024	General Manager Marketing & Communications

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and Reconciliation materials to our staff (consider plan for digital signage boards).	May 2025	General Manager Marketing & Communications
	Host an all-staff livestream event to recognise NRW.	27 May – 3 June, 2025	General Manager Marketing & Communications
	Encourage Facility Managers to consider hosting their own local NRW event.	May 2025	Head of Residential Care
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025	Chief People & Culture Officer
	Encourage and support staff, senior leaders and Board to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025	Chief Executive Officer
	Provide listings of NRW activities in our local service areas to all staff.	May 2025	General Manager Marketing & Communications
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to Reconciliation to all staff.	August 2024	Chief Executive Officer
	Identify external stakeholders that our organisation can engage with on our Reconciliation journey.	June 2025	Chief Executive Officer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our Reconciliation journey.	June 2025	Chief Executive Officer
	Investigate the potential to advocate for a RAP network within the aged care sector (SCC to facilitate – RAP representative from each organisation in the sector who has a RAP, quarterly meetings etc.).	June 2025	Chief Executive Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2025	Chief People & Culture Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs, including investigating an approach for making accommodations for people of culturally diverse backgrounds to observe celebrations and ceremonies.	June 2025	Chief People & Culture Officer



Respect

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	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 2024	Chief People & Culture Officer
	Conduct a review of cultural learning needs within our organisation, including an investigation of opportunities to embed cultural competency into our everyday business.	August 2024	Senior Manager Organisational Development
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.	August 2024	Brand & Experience Manager
	Distribute a printed asset of the NSW ACT map of the Aboriginal nations showing SCC service locations.	August 2024	Brand & Experience Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2024	Communications Manager
	Develop a consistent approach across SCC on when and how to Acknowledge Country e.g. meetings, events	April 2025	Communications Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Encourage and support staff, senior leaders and Board to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025	Chief Executive Officer
	Raise awareness and share information amongst our staff about the meaning of National NAIDOC Week.	June 2025	Communications Manager
	Introduce our staff to National NAIDOC Week by promoting external events in our local area.	June 2025	Communications Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024 and first week in July 2025	RAP Working Group



Opportunities

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation, including consideration for the role of an Indigenous Champion.	April 2025	Chief People & Culture Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2025	Chief People & Culture Officer
	Commit to at least one Identified First Nations role (minimum) to be advertised on Indigenous Employment Australia or similar Indigenous specific job board.	April 2025	Chief People & Culture Officer
	Investigate potential opportunities to offer TAFE and or University Aboriginal and Torres Strait Islander students intern or cadet paid opportunities for work experience.	April 2025	Chief People & Culture Officer
	Review job advertisements to ensure advertising SCC's commitment to Reconciliation and to attract Aboriginal and Torres Strait Islander applicants.	April 2025	Chief People & Culture Officer
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement that communicates opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses.	September 2024	Head of Procurement
	Investigate Supply Nation membership.	September 2024	Head of Procurement
	Review current procurement policies to ensure aligns with best practice.	September 2024	Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2024	Head of Procurement
	Report annually on the procurement spend and engagement from Aboriginal and Torres Strait Islander owned businesses.	June 2025	Head of Procurement
10. Support initiatives that strengthen First Nations health outcomes.	Develop detailed plans to drive First Nations health-focused partnerships with clear and agreed objectives, KPIs and evaluation methods.	February 2025	Chief Executive Officer
	Build relationships and consult with First Nations-led health organisations and partners to inform future health-focused decisions.	February 2025	Chief Executive Officer



Governance

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	February 2025	Chief People & Culture Officer
	Form Pillar Teams to drive Pillar Actions and Deliverables.	August 2024	Chief People & Culture Officer
	Draft a Terms of Reference for the RWG.	August 2024	Chief People & Culture Officer
	Draft a Terms of Reference for the Pillar Teams.	August 2024	Chief People & Culture Officer
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	August 2024	Chief People & Culture Officer
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2024	Chief Executive Officer
	Engage senior leaders in the delivery of RAP commitments.	August 2024	Chief Executive Officer
	Appoint a senior leader to champion our RAP internally.	August 2024	Chief Executive Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2024	Chief People & Culture Officer
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Chief People & Culture Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Chief People & Culture Officer
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Chief People & Culture Officer
14. Continue our Reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2025	Chief People & Culture Officer





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about
people**