



Australian Industry Group

Innovate Reconciliation Action Plan

March 2026—March 2028



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Acknowledgement

Australian Industry Group acknowledges the Traditional Custodians throughout Australia and their continuing connection to land, sea and community. We pay our respects to First Nations peoples, their cultures and to their Elders past and present.

We warmly acknowledge and thank the individuals and organisations who have partnered with us throughout the development of our Reconciliation Action Plan (RAP). Their ongoing input, advice and support over the years have been invaluable in shaping our reconciliation journey and strengthening our commitment to meaningful change. We recognise the importance of working together with First Nations peoples for the future sustainability and strength of our organisations and communities.





CEO message

At Australian Industry Group, reconciliation is a shared journey that brings together our people, member organisations, partners and stakeholders. Collaboration, learning and a determination to make a positive impact have shaped our progress to date. Together, we have strengthened relationships with First Nations peoples, deepened cultural understanding and created opportunities for First Nations apprentices, trainees and businesses.

Our achievements — supporting employment pathways, delivering cultural learning programs and advancing inclusive procurement — reflect the dedication of our people and partners and the value we place on diversity, respect and equity.

I extend my sincere thanks to the members of the Australian Industry Group RAP Committee and RAP Working Group for their guidance and advice, which have been instrumental in shaping our approach. I also acknowledge the commitment of all Australian Industry Group employees, whose efforts continue to embed reconciliation into our ways of working.

To our member organisations, thank you for your ongoing engagement and partnership. It is a privilege to support you on your own reconciliation pathways, and we look forward to continuing this important work together.

As we launch our second Innovate RAP, we reaffirm our commitment to sustained change. We will deepen engagement with First Nations communities, act to remove barriers to participation and empower our member organisations to advance reconciliation within their own spheres of influence. By working together, we can continue to build an industry that is inclusive, respectful and enriched by the contributions of all Australians.



Endorsement

Reconciliation Australia commends Australian Industry Group on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Australian Industry Group continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Australian Industry Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Australian Industry Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Australian Industry Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Australian Industry Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Australian Industry Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Industry Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



**RECONCILIATION
ACTION PLAN**

INNOVATE



Our RAP artwork

Our RAP artwork, **Coming Together**, was created in 2021 by artist Kamilya Lowana White, who is of Kija Bardi heritage and was born, raised and is still based in Naarm (Melbourne).

This commissioned artwork represents the journey of Australian Industry Group over 150 years. The map of Australia represents the country within which we operate, while paying homage to the beautifully diverse traditional lands of Australia's First Nations peoples.

Two separate elements are seen to merge within the map — symbolising the associations that combined to create today's Australian Industry Group — meeting at the centre to highlight the connection of cultures. The background depicts the journeys, conversations and networks that have led to forging collaborative and cooperative relationships which empower growth and success in industry and the community. The overall design highlights the 'Coming Together' of all parties — employers, employees, apprentices, trainees and the community — to share in the reconciliation journey.





Our vision for reconciliation

Australian Industry Group's commitment to reconciliation is closely aligned with our purpose: to create a better Australia by empowering industry success. For over 150 years we have supported Australian industry, and we recognise that progress includes meaningful engagement with First Nations peoples.

Guided by our values — curious, collaborative and caring — we approach reconciliation as a journey of learning, partnership, and respect. These efforts are not only essential to building a diverse and capable workforce, but also to shaping an industry landscape that reflects the richness of all communities we serve.

Our RAP commitments focus on delivering tangible outcomes by investing in education and employment initiatives that foster opportunity and inclusion. Through delivery of our traineeship and apprenticeship services, we aim to remove barriers and create opportunities for First Nations peoples. As a member-based organisation, we provide practical support and resources to help our member organisations in their own reconciliation initiatives.

Our business

Australian Industry Group is the nation's largest and most experienced industry association, representing the interests of more than 60,000 businesses across a broad range of sectors. We help members boost productivity, navigate change and deliver growth through expert advice, advocacy, training and policy influence.

We represent businesses across manufacturing, construction, technology, defence, care, logistics and more. Our cross-sector expertise allows us to influence policy and shape the landscape that Australian businesses operate in.

Our purpose is clear: to empower Australian industries. We offer practical, independent support in workplace relations, compliance, legal matters, skills development and apprenticeships.

Whether it's advising on workplace regulations or cleaner technologies or helping shape national skills policy or exploring robotics, AI and quantum technology — we help businesses grow and succeed.

We are deeply connected to the real challenges businesses face. As Australia confronts the demands of global competition, digital disruption, workforce reform and sustainability imperatives, our role is more vital than ever before.

Australian Industry Group has over 650 employees nationally, including apprentices and trainees employed through our group training organisation, Australian Industry Group Apprentice and Trainee Centre. We have 15 employees who identify as First Nations people. We have offices in Adelaide, Albury, Bendigo, Brisbane, Canberra, Melbourne, Newcastle, Perth and Sydney and representation in Northern Australia.

Our RAP



Australian Industry Group's ongoing reconciliation journey, now reflected in our second Innovate RAP, demonstrates our commitment to meaningful and sustained change. Building on the foundations of our first RAP, we are deepening our efforts to embed reconciliation into our operations, relationships and influence across industry.

Our first Innovate RAP established greater awareness and engagement with First Nations peoples. This next phase builds on that momentum, focusing on strengthening support for First Nations employment pathways, enhancing cultural learning and equipping our members with practical tools to advance reconciliation in their own workplaces. We believe reconciliation is essential to creating a more inclusive and equitable future for all Australians.

Our people are at the heart of our impact. As a team of curious, collaborative and caring professionals, we bring deep expertise and a shared commitment to supporting Australian industry. Our organisational culture values continuous learning, respectful engagement and inclusive practices. Across our national footprint, our people work closely with member organisations, government and community partners to deliver meaningful outcomes. We celebrate the diverse perspectives and lived experiences within our workforce and actively promote equity and opportunity, including support for First Nations apprentices and trainees. Our people are trusted allies in building a more inclusive and prosperous Australia.

By collaborating with individuals and organisations who have significant knowledge and understanding of First Nations communities, we ensure our support is effective, respectful, and inclusive.

RAP committee

Australian Industry Group's RAP Committee consists of the following individuals:

- Innes Willox — Chief Executive — RAP Champion
 - Deb Barwick — Chairperson and Executive Officer at NSW Indigenous Chamber of Commerce (NSWICC), External Committee member (Proud descendant of the Gamilaroi Nation)
 - Stuart McMinn — Owner/Lead Cultural Facilitator, Gawura Cultural Immersions, External Committee member (Darug and Gubbi Gubbi Cultural Man)
 - Jodie van Deventer, Chief Membership and Operations Officer*
 - Belinda Woods — Chief People and Safety Officer*
 - Kristian Stratton — Head Commercial Business Solutions
 - Dean Deighton — Head Northern Australia*
 - Yoness Blackmore, Principal Advisor - Workplace Relations Policy, Workplace Relations Policy (Legal)*
 - Wendy Larter — Communications Manager*
 - Bec Tindal — National Account Manager (Australian Industry Group Apprentice and Trainee Centre)*
 - Ruza Miletic — Safety & Wellbeing lead
 - Rosie Lawrence — People Experience Adviser
 - Vivienne Filling — Director Member Services* - Executive Officer, RAP Working Group
- (*Denotes members of Australian Industry Group's RAP Working Group which supports the day-to-day implementation of Australian Industry Group's RAP commitments)

Our reconciliation journey

Our organisation

When	Activity
2011	<p>Australian Industry Group's South Australian branch becomes a member of the Advanced Manufacturing Cluster of the Aboriginal Employment Industry Champions Network, which it has hosted on several occasions.</p> <p>The network aims to:</p> <ul style="list-style-type: none">• Promote the benefits of employing Aboriginal people;• Provide advice to Government on Aboriginal employment and training initiatives;• Identify and develop solutions to reduce or eliminate barriers; and• Share experiences and best-practice models in engaging with an Aboriginal workforce.
2013	<p>Australian Industry Group's Enterprise Connect Researchers in Business Facilitator, David Martin, facilitated collaboration between Karen Sheldon Catering (KSC) Pty Ltd and The University of Queensland on a funded innovation project to address the challenge faced by KSC to extend the shelf life of their frozen meals using Kakadu plum and other native plants foods as functional ingredients.</p>
2014	<p>Australian Industry Group delivered a project for Telstra and IGSM to address skills gaps. The project had a strong focus on Aboriginal and Torres Strait Islander workers.</p>
2014	<p>Australian Industry Group first becomes a member of Supply Nation.</p>
2016	<p>Australian Industry Group, in cooperation with Supply Nation, helps to deliver the Industry Skills Fund.</p>
2017	<p>Australian Industry Group and FACCI join forces to build capacity of the Aboriginal and Torres Strait Islander business community and provide their respective memberships with information and support based on their respective strengths to contribute to greater strategic partnering among FA businesses and Australian Industry Group businesses.</p>

Our members

When	Activity
2016	<p>Australian Industry Group establishes its Diversity and Inclusion Exchange.</p> <p>This member-driven network is designed to share leading diversity approaches and strategies and facilitate the discussion of emerging policy issues to collectively build greater strategic thinking about more inclusive and innovative workplaces.</p>
2018	<p>Australian Industry Group hosts a Defence Industry Forum to showcase leading practices on Aboriginal and Torres Strait Islander engagement by businesses in the defence industry. More than 20 senior defence industry leaders attended the event.</p>
2018	<p>Senior HR executives attend the Policy Influence Reform (PIR) Workplace Relations Conference, which showcased leading practices in Aboriginal and Torres Strait Islander engagement by businesses in infrastructure industries.</p>
2019	<p>Australian Industry Group's annual PIR Conference is attended by more than 100 guests representing Australian business and infrastructure projects.</p>
2020	<p>Australian Industry Group commences the delivery of regular online training on <i>Diversity and Inclusion in the Workplace</i>. Training is delivered to both the public and to employees via company-specific sessions.</p>
2021	<p>An Australian Industry Group Diversity and Inclusion Network briefing is held.</p>

Our organisation

When	Activity
2017	Australian Industry Group and FACCI join forces to build capacity of the Aboriginal and Torres Strait Islander business community and provide their respective memberships with information and support based on their respective strengths to contribute to greater strategic partnering among FA businesses and Australian Industry Group businesses.
2017	The Entrepreneurs' Programme's Kakadu Plum project wins the 2017 BHERT Award for Outstanding collaboration in community engagement. The project transforms the native food industry and empowers Aboriginal communities.
2017	Australian Industry Group forms its internal Diversity and Inclusion Committee.
2017	Australian Industry Group apprentices Jessica Coker and Cassie Puruntatameri are nominated as finalists for Koori Trainee of the year in the Victorian Training Awards.
2019	Australian Industry Group appointed by Medibank Private as their preferred provider of First Nations apprentices.
2019	Australian Industry Group begins collaboration with FACCI to create FACCI Vending, an initiative to support the work of FACCI and the Indigenous Chambers of Commerce.
2019	Australian Industry Group establishes RAP Working Group.
2020	Deb Barwick, Chairperson, FACCI, speaks at Australian Industry Group National Reconciliation Week Morning Tea.

Our members

When	Activity
2021	An Australian Industry Group Diversity and Inclusion Network briefing is held.
2022	Australian Industry Group webinar — <i>Building Inclusive Business Engagement with First Nations People</i> (297 registrants) Blog post: https://www.australianindustrygroup.com.au/news/blogs/2022/how-to-create-quality-employment-outcomes-for-first-nations-people/
2022	Australian Industry Group WHS team conducts WHS gap analysis with Torres Strait Islander based Gur A Baradharaw Kod Sea and Land Council Torres Strait Islander Corporation (GBK).
2022	Member Story highlighting First Nations business: https://www.australianindustrygroup.com.au/news/blogs/2022/first-nations-engineers-joins-elite-ranks-of-vehicle-suppliers-to-defence/
2022	Blog post about opportunities for First Nations trainees: https://www.australianindustrygroup.com.au/news/blogs/2022/clough-partnership-brings-exciting-career-opportunities-for-first-nations-trainees/
2022	Blog post about First Nations employment outcomes: https://www.australianindustrygroup.com.au/news/blogs/2022/systemic-approach-needed-to-boost-indigenous-employment-outcomes/
2024	Blog post showcasing First Nations apprentices: https://www.australianindustrygroup.com.au/news/blogs/2024/first-nations-apprentices-on-the-path-to-exciting-careers/
2024	Blog post promoting First Nations procurement: https://www.australianindustrygroup.com.au/news/blogs/2024/first-nations-procurement-has-a-big-impact/

Our organisation

When	Activity
2020	Australian Industry Group Apprentice, Grace Stewart is nominated as a finalist as a Koori Trainee of the year in the Victorian Training Awards.
2020	Australian Industry Group, through AiGTS, provides Aboriginal and Torres Strait Islander trainees under the Youth Employment (YES) program to the following organisations: <ul style="list-style-type: none">• Victorian Department of Justice• Department of Premier and Cabinet• Department of Environment• Department of Health and Human Services• Regional Development Victoria• Department of Education• Department of Economic Development Jobs Resources and Trade
2021	Australian Industry Group commissioned artwork from local artist Kamilya Lowana White.
2022	RAP Workshop with Stuart McMinn, Owner/ Lead Cultural Facilitator Cultural Immersions.
2022	Australian Industry Group releases guidelines for employees on Acknowledgement/ Welcome to Country.
2022	Supplier Diversity Information Session with Supply Nation.
2022	Australian Industry Group WHS team engaged by Gur A Baradharaw Kod Sea and Land Council Torres Strait Islander Corporation (GBK).
2022	The Australian Industry Group Apprentice & Trainee Centre partnered with Clough Group to set up traineeships for three First Nations workers in Geraldton, WA.
2023	National Reconciliation Week Webinar “What can workplaces do to embody “Be a Voice for Generations”.
2023	Australian Industry Group Diversity Equity and Inclusion Policy approved by National Board.
2023	Australian Industry Group Diversity Equity and Inclusion Strategy released. Cultural Learning Strategy agreed.
2023	Respect@Work policy launched.

Our members

When	Activity
2024	Blog post promoting First Nations procurement: https://www.australianindustrygroup.com.au/news/blogs/2024/why-its-never-been-easier-to-engage-with-first-nations-businesses/
2025	Blog post on the benefits of a Reconciliation Action Plan: https://www.australianindustrygroup.com.au/news/blogs/2025/having-a-rap-is-a-wonderful-journey-that-brings-people-closer/
2025	Blog post showcasing First Nations trainees: https://www.australianindustrygroup.com.au/news/blogs/2025/first-nations-apprentices-and-trainees-set-to-succeed-with-industry-support/

Our organisation

When	Activity
2023	Australian Industry Group communicates guidelines for employees on Acknowledgement of Country Welcome to Country as part of NAIDOC Week.
2023	RAP Artwork, <i>Coming Together</i> , formally unveiled at Australian Industry Group's 150th Anniversary Celebrations .
2023	Indigenous Literacy Day — 6 September
2024	Innovate RAP endorsed by Reconciliation Australia.
2024	Procuring from First Nations businesses
2024	Australian Industry Group Indigenous Procurement Policy approved by leadership group.
2024	Australian Industry Group apprentice, Zelman Wilkinson, named Indigenous Student of the Year in acknowledgement of his pride for his heritage and achievements during his apprenticeship in electronics and communications. https://www.australianindustrygroup.com.au/news/blogs/2024/double-win-at-awards-night/
2024	Commenced roll out of Cultural Learning Training across Australian Industry Group delivered by Gawura Cultural Immersions.
2025	RAP Progress Report issued.
2025	Opportunity of a lifetime for Aggreko trainees in FNQ
2025	Achieving Impact: Insights from Businesses Implementing Reconciliation Action Plans
2025	Publication during Indigenous Business Month of practical reconciliation resources for our membership.
2025	Australian Industry Group's talented apprentice, Zelman Wilkinson, selected as a finalist in the 2025 Victorian Training Awards in the Koorie Student of the Year category.
2025	Australian Industry Group collaborates with Gawura Cultural Immersions to offer public training in Cultural Humility.
2025	Commenced roll out of Bystander Intervention Training across Australian Industry Group.
2025	Piloted Unconscious bias training.
2025	Australian Industry Group commenced advertising roles on Jobs Board.

Our members



Achievements

Australian Industry Group's first Innovate RAP marked a significant step forward in reconciliation, providing an important framework to turn intentions into practical outcomes. Through engagement with First Nations stakeholders, Australian Industry Group brought together diverse voices through webinars, forums and thought-provoking blogs and podcasts. These platforms didn't just share knowledge — they built bridges and inspired action across the industry.

Our objective is to ensure respect for First Nations cultures is a lived value, not just a policy. Our people participated in cultural learning sessions, new protocols for Acknowledgement of Country were rolled out and a cultural leave policy was introduced. These steps are helping to create a workplace where understanding and celebration of First Nations cultures are reflected in our daily work.

On the opportunities front, Australian Industry Group opened doors for First Nations apprentices and trainees, improved data collection on our First Nations employment and tackled barriers in HR processes.

Governance and leadership are the backbone of our progress. Regular RAP Committee meetings and oversight from our national leadership team are essential to ensuring accountability, transparency and a commitment to ensuring RAP initiatives became part of business-as-usual, driving change across the organisation.

An ongoing challenge as a not-for-profit organisation is balancing our aspirations for meaningful reconciliation with the practical constraints of our resources. While firm in our commitments, competing organisational priorities can impact the pace and breadth of our reconciliation initiatives. We remain dedicated to continuous improvement and to adapting our approaches to ensure that, even within resourcing constraints, we make sustained progress towards our reconciliation goals.

Another challenge we face is ensuring all new employees benefit from our cultural learning training, particularly as onboarding occurs throughout the year. To address this, we are investigating online delivery options to provide flexible and accessible cultural learning for every new team member, regardless of their location or start date. The aim of such an approach is to help us embed cultural understanding into our induction process and support ongoing learning across the organisation.



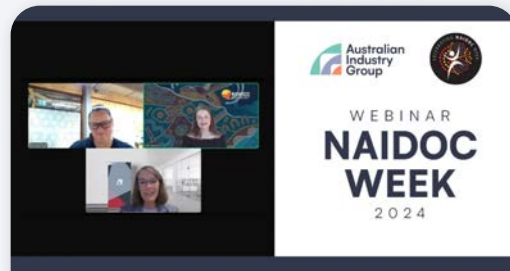
Relationships

Australian Industry Group's first Innovate RAP continued real momentum for reconciliation. By collaborating with First Nations stakeholders, Australian Industry Group facilitated a range of interactive events and digital content—such as webinars, forums, blogs, and podcasts—that amplified a variety of perspectives. These initiatives aimed to go beyond information sharing and foster meaningful connections.

Case studies



Having a RAP is a wonderful journey that brings people closer →



Why it's never been easier to engage with First Nations businesses →





Respect

Australian Industry Group efforts to embed respect for First Nations cultures, histories, knowledge and rights into our workplace continue to build momentum. Our personnel participated in cultural learning sessions, new protocols for Acknowledgement of Country were implemented and a cultural leave policy was introduced. These steps support creation of a workplace where understanding and celebration of First Nations cultures are woven into everyday practice.



Auntie Serena Williams delivering the Welcome to Country at the 2025 Australian Industry Group PIR Conference

Opportunities

On the opportunities front, Australian Industry Group continues to open doors for First Nations apprentices and trainees. We have improved our data collection on our own First Nations employment and acted to improve the inclusivity of our People and Culture processes.

We have proactively used our sphere of influence to highlight the benefits and opportunities of engaging with First Nations businesses and actively promote the support available to help make this engagement a reality.

Case studies



First Nations apprentices on the path to exciting careers →



Double win at awards night →



First Nations procurement 'has a big impact' →



First Nations apprentices and trainees set to succeed with industry support →



Opportunity of a lifetime for Aggreko trainees in FNQ →





Governance

Strong governance and leadership have driven our progress. Regular meetings of our RAP Working Group and RAP Committee and oversight from our National Leadership team have ensured accountability, transparency and a commitment to mainstreaming reconciliation.





Our RAP deliverables

Relationships

Through purposeful engagement, we aim to establish enduring partnerships that guide our principles and practices. Building strong relationships is central to our reconciliation journey and is closely aligned with our vision of empowering industry success. By leveraging our sphere of influence, we will support our members as they progress on their own reconciliation paths, encouraging connection, communication and collaboration to help foster a more inclusive and equitable future.

Action	Deliverable	Timeline	Responsibility
1. Continue to develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Maintain and build relationships with local Aboriginal and Torres Strait Islander stakeholders and refresh and establish engagement plans.	March 2026, 2027	State Heads in conjunction with the Executive Officer - RAP Working Group
	Invite First Nation partners and stakeholders to participate in initiatives celebrating National Reconciliation Week and NAIDOC week.	March 2026, 2027	Executive Officer - RAP Working Group
	Review and refine engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026, June 2027	Executive Officer - RAP Working Group
2. Celebrate and participate in National Reconciliation Week (NRW) and as an opportunity to build and maintain relationships between First Nations peoples and other Australians.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.	April 2026, 2027	Executive Officer - RAP Working Group
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2026, 2027	Chief People & Safety Officer Executive Officer - RAP Working Group
	Continue to encourage and support our people and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2026, 2027	Chief People & Safety Officer Executive Officer - RAP Working Group
	Continue to organise at least one NRW event each year.	27 May - 3 June, 2026, 2027	Executive Officer - RAP Working Group
	Continue to register all our NRW events on Reconciliation Australia's NRW website .	May 2026, 2027	Executive Officer - RAP Working Group

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Refresh and implement our staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2026, 2027	Chief People & Safety Officer
	Continue to communicate our commitment to reconciliation publicly.	27 May - 3 June, 2026, 2027	Communications Manager
	Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2026, 2027	Executive Officer - RAP Working Group Principal Advisor - Workplace Relations Policy, Workplace Relations Policy (Legal)
	Collaborate with Reconciliation Australia and our stakeholders to develop innovative approaches to advance reconciliation.	March 2026, 2027	Executive Officer -RAP Working Group State Heads
4. Promote positive race relations through anti-discrimination strategies.	Continue to monitor our P&C policies and procedures to ensure they remain aligned with best practice approaches to anti-discrimination.	June 2026, 2027	Chief People & Safety Officer
	Review our anti-discrimination policy to ensure it is up to date and relevant.	June 2026, 2027	Chief People & Safety Officer
	Engage with Aboriginal and Torres Strait Islander personnel and/or Aboriginal and Torres Strait Islander advisors to continuously reflect and improve our anti-discrimination approach.	April 2026, 2027	Chief People & Safety Officer
	Continue to maintain and promote cultural learning resources through internal online platforms.	March 2026, 2027	Executive Officer - RAP Working Group
	Continue to build senior leaders' understanding of the effects of racism.	June 2026, 2027	Chief People & Safety Officer





Respect

Respect for First Nations cultures, histories, knowledge and rights is fundamental to our commitments, guiding our efforts as we work to bridge the gap between First Nations peoples and other Australians. We foster an inclusive workplace that celebrates diversity, prioritises equity and belonging and empowers every individual to contribute meaningfully to our organisation, our members and the broader communities we serve. Working with integrity — through open, honest and respectful relationships — is central to how we operate and is underpinned by our values of Caring, Collaborative and Curious.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	June 2026, 2027	Chief People & Safety Officer
	Consult local Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	May 2026, 2027	Chief People & Safety Officer
	Review and communicate a cultural learning strategy document for our people.	June 2026, 2027	Chief People & Safety Officer
	Provide opportunities for RAP Working Group members, P&C managers and other key leaders to participate in formal and structured cultural learning.	June 2026, 2027	Chief People & Safety Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2026, 2027	Executive Officer - RAP Working Group
	Continue to communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2026, 2027	Executive Officer - RAP Working Group
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March 2026, 2027	Executive Officer - RAP Working Group National Events Lead
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2026, 2027	Chief Membership and Operations Officer

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026, 2027	Chief People & Safety Officer Executive Officer - RAP Working Group
	Continue to ensure that our policies and procedures do not create barriers to staff participating in NAIDOC Week.	June 2026, 2027	Chief People & Safety Officer Executive Officer - RAP Working Group
	Continue to encourage and provide opportunities for participation in external NAIDOC events to all employees.	First week in July, 2026, 2027	Communications Manager Executive Officer - RAP Working Group
8. Champion reconciliation across our sphere of influence	Provide a hub on the Australian Industry Group website for reconciliation resources.	March 2026	Executive Officer - RAP Working Group
	Engage with the Race Discrimination Commissioner on policies and initiatives.	March 2026, 2027	Principal Advisor - Workplace Relations Policy, Workplace Relations Policy (Legal)
	Facilitate engagement between the Race Discrimination Commissioner and Australian industry.	March 2026, 2027	Principal Advisor - Workplace Relations Policy, Workplace Relations Policy (Legal)



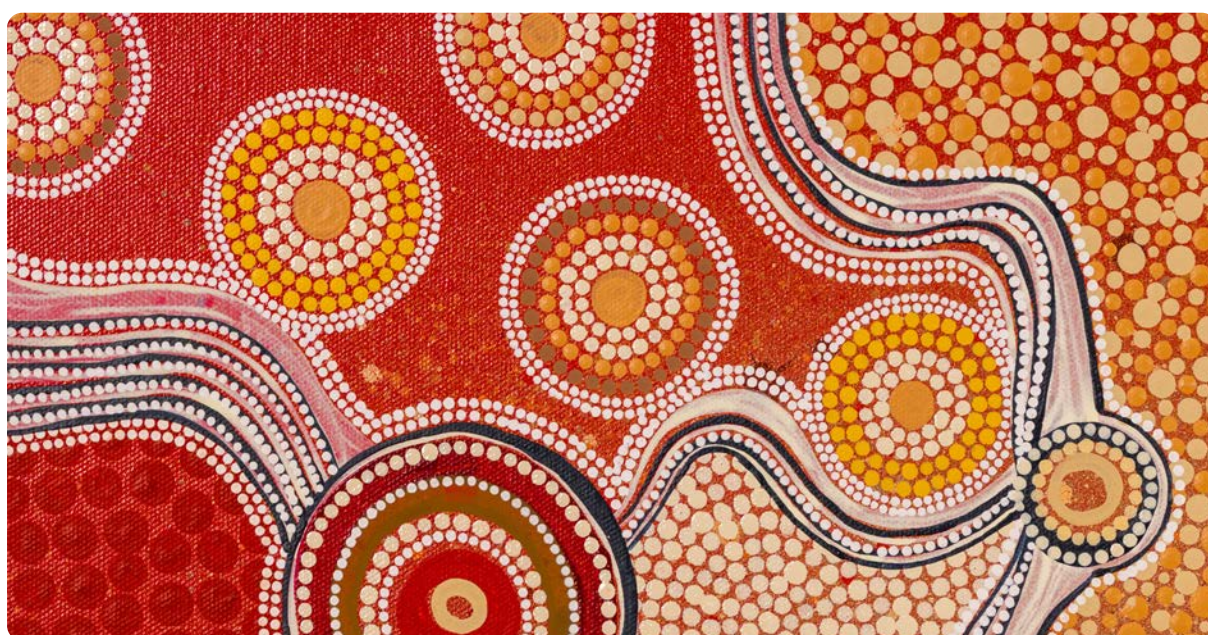


Opportunities

Our commitment to advancing participation by First Nations peoples, businesses and organisations is reflected in our support for First Nations apprentices and trainees, improved data collection on First Nations employment, ongoing efforts to ensure our P&C processes are inclusive and implementation of our indigenous procurement policy. Internally, we foster a more inclusive culture, while externally, we encourage our members to build stronger relationships with First Nations communities to help achieve equal outcomes for all Australians.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to build understanding of current Aboriginal and Torres Strait Islander employee numbers to inform future employment and professional development opportunities.	June 2026, 2027	Chief People & Safety Officer
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	April 2026, 2027	Head Commercial Business Solutions Chief People & Safety Officer
	Review our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2026, 2027	Head Commercial Business Solutions Chief People & Safety Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2026, 2027	Head Commercial Business Solutions Chief People & Safety Officer
	Review P&C and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026, 2027	Head Commercial Business Solutions Chief People & Safety Officer

Action	Measure of success	Timeline	Lead area
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review our policy governing procurement from Aboriginal and Torres Strait Islander organisations.	June 2026, 2027	Executive Officer - RAP Working Group
	Consider Supply Nation membership.	June 2026, 2027	Executive Officer - RAP Working Group
	Continue to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2026, 2027	Executive Officer - RAP Working Group
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2026, 2027	Chief Finance and Commercial Officer Executive Officer - RAP Working Group
	Maintain and develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2026, 2027	Chief Finance and Commercial Officer





Governance

We are committed to maintaining strong governance and leadership to ensure accountability and transparency in our reconciliation initiatives. Through regular oversight and integration of RAP commitments into our organisational practices, we aim to embed reconciliation as a core part of our business and drive positive change throughout the organisation.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	March, June, September, December 2026 2027	RAP Champion Executive Officer - RAP Working Group
	Apply a Terms of Reference for the RWG.	March 2026, 2027	Executive Officer - RAP Working Group
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2026, 2027	Executive Officer - RAP Working Group
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2026, 2027	Chief Finance and Commercial Officer Chief People & Safety Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March, June, September, December 2026, 2027	RAP Champion Executive Officer - RAP Working Group
	Maintain appropriate systems to track, measure and report on RAP commitments.	March 2026, 2027	Executive Officer - RAP Working Group Chief People & Safety Officer
	Maintain an internal RAP Champion from senior management.	March 2026, 2027	Chief Executive

Action	Deliverable	Timeline	Responsibility
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	Executive Officer - RAP Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Executive Officer - RAP Working Group
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive Officer - RAP Working Group
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2026, 2027	RAP Champion Executive Officer - RAP Working Group
	Publicly report our RAP achievements, challenges and learnings, annually.	March 2026, 2027	Executive Officer - RAP Working Group
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2029	Executive Officer - RAP Working Group
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2028	Executive Officer - RAP Working Group
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2027	Executive Officer - RAP Working Group



For more information contact

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