



Fulton Hogan Australia Reconciliation Action Plan (RAP)

— REFLECT January 2019 – January 2020



RECONCILIATION
ACTION PLAN

REFLECT



FOREWORD

Nick Marinelli - Chief Executive Officer

At Fulton Hogan our vision is to create, connect and care for communities, by building the roads, ports, airports, utilities and infrastructure that brings people together.

We employ more than 3300 people in Australia and continue to invest in our people and communities to create economic value. We believe we have a part to play in bridging the gap between Aboriginal and Torres Strait Islander peoples and other Australians, and taking an active part in the reconciliation process.

The success of Fulton Hogan can be attributed to the strong values of our founders, Jules Fulton and Bob Hogan, who established the company 85 years ago. We continue to base our decision making on their values of Respect, Energy & effort, Attitude and Leadership and these REAL values will be core to our approach to reconciliation.

We believe we can make a positive difference to Aboriginal and Torres Strait Islander peoples in areas such as employment, education, empowerment and economic development, and to enhance the cultural understanding of our non-Indigenous workforce. This will in part be driven by the goals and targets of the United Nations Sustainable Development Goals, specifically Goal 4 – Quality Education, Goal 10 – Reduced Inequalities and Goal 17 – Partnerships for the Goals.

It is our intention to work closely with the Aboriginal and Torres Strait Islander communities in locations in which we operate to ensure our commitments and actions produce meaningful and sustainable outcomes. The outcomes we will pursue includes employment and educational opportunities. We believe that the increased employment through both

direct employment and through engagement of Aboriginal and Torres Strait Islander businesses will help with educational and empowerment outcomes

Fulton Hogan's vision for reconciliation is to build and connect communities for all Australians – through the delivery of vital infrastructure projects that encourages inclusion of all races, and creating long lasting outcomes for the benefit of all communities including Aboriginal and Torres Strait Islander communities.

This document is Fulton Hogan's inaugural Reconciliation Action Plan. Our commitment to reconciliation is based on supporting the three pillars of a RAP – relationships, respect and opportunities. It is the beginning of a long-term commitment to reconciliation and will be continually refined based on lessons learnt and consultation with stakeholders.

We are committed to working together by increasing employment opportunities, by providing greater educational experiences, by increasing the cultural awareness and intelligence of our workforce and to empower Aboriginal and Torres Strait Islander peoples to reach and fulfil their potential.



A handwritten signature in blue ink that reads "N. Marinelli".

A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome Fulton Hogan to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Fulton Hogan joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Fulton Hogan a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Fulton Hogan will lay the foundations for future RAPs and reconciliation initiatives.

We wish Fulton Hogan well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Fulton Hogan on its first RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

A handwritten signature in blue ink, appearing to read 'Karen Mundine'.



OUR BUSINESS

Fulton Hogan builds and connects communities for all Australians. We deliver vital infrastructure projects that foster inclusion of all people, and create long-term benefits, even after our operations have ceased. Our culture embraces individual differences and we reap the rewards this brings, in terms of positive business and people outcomes.

From the 1980s, when the company first entered the Australian market through to today, Fulton Hogan has continued to grow and prosper. The dynamic nature of Fulton Hogan Australia is reflected in its organisational structure with our Australian operations being divided into three key business streams:

- Infrastructure Services
- Construction
- Utilities

Together, these streams operate from over 50 locations across Australia and have been responsible for delivering some of Australia's largest and most complex infrastructure projects across the roads, airports, rail, defence, telecommunications, water, utilities, ports, infrastructure maintenance and energy sectors. Having such a large geographic footprint has enabled Fulton Hogan to offer employment opportunities, either directly and indirectly, to Aboriginal and Torres Strait Islander communities across the country. In North Queensland, where Aboriginal and Torres Strait Islander peoples make up 12% of Fulton Hogan's Infrastructure Services division workforce, a cadet programme has been implemented bringing six Aboriginal and Torres Strait Islander school leavers into the business recently. Currently Australia-wide, Fulton Hogan employ approximately 3300 staff with 2.11% identifying as Aboriginal and/or Torres Strait Islander people.

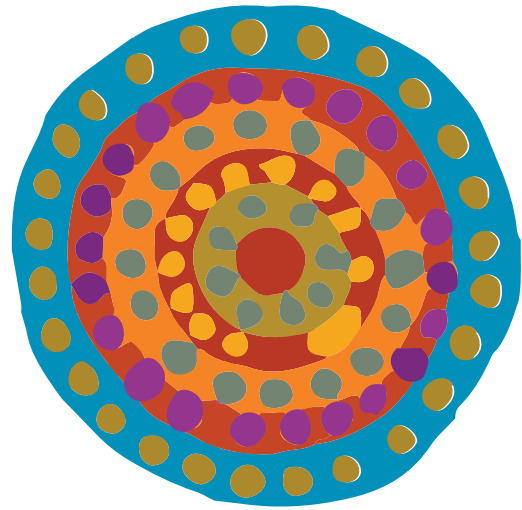
The success of Fulton Hogan can be attributed to the strong values our founders, Jules Fulton and Bob Hogan, established over 85 years ago. We continue to base our decision making on our REAL values – respect, energy and effort, attitude and leadership.

It is these values that have also led to Fulton Hogan engaging with the United Nations agenda on Sustainable Development. We understand that business needs to play its part in building a better world which is why we have committed to utilising the UN Sustainable Development Goals framework to drive our RAP strategy. There are seventeen Sustainable Development Goals which represent the most pressing social, environmental and financial issues facing the world at present and each of these goals have a number of actions to drive improvement. As part of this RAP we intend to focus on Goal 4 – Quality Education, Goal 10 – Reduced Inequalities and Goal 17 – Partnerships for the Goals. It is not possible to act on isolated goals without impacting on other related and just as pressing sustainability issues. With this in mind, although our focus will be on the three goals where we believe we can have the biggest influence, we will also show throughout this RAP the other areas that may benefit from our actions.

Respect, energy and effort, attitude and leadership encapsulate what Fulton Hogan stands for and will form the basis of our commitment to reconciliation.

For further information about Fulton Hogan's values please refer to www.fultonhogan.com

OUR REFLECT RAP



Members of the Fulton Hogan RAP Working Group are pictured with Kyle, Josh and Brendan from Banaam at a recent 'Cultural Intelligence' Workshop and 'On Country' Experience. Banaam are working closely with our RAP Working Group to assist our reconciliation journey and is a great example of the many relationships we have established with Indigenous communities and businesses.

Fulton Hogan's Reflect Reconciliation Action Plan 2019-2020 was developed as a working document to promote transparency and direction to our commitments to Aboriginal and Torres Strait Islander employment, economic development and empowerment, maximising Aboriginal and Torres Strait Islander opportunities and to have a positive impact on the reconciliation process.

A RAP working group, made up of a diverse geographical group of Aboriginal and Torres Strait Islander peoples and non-Indigenous Fulton Hogan employees, has developed this Reconciliation Action Plan. Each member of the working group has brought a diverse set of skills from both an operational and management perspective.

This Reflect RAP is developed to make a positive difference to Aboriginal and Torres Strait Islander peoples in areas such as employment, empowerment and economic development, and to enhance the cultural

understanding of our non-Indigenous workforce. It is our intention to work closely with the Aboriginal and Torres Strait Islander communities in locations in which we operate to ensure our commitments and actions produce meaningful and sustainable outcomes. The RAP actions we will pursue includes opportunities for direct employment, business engagement and community support for Aboriginal and Torres Strait Islander peoples.

The Fulton Hogan RAP Working Group includes:

- Lee Revell, Chief Operating Officer Utilities (Group Sponsor)
- Richard Cowley, Strategic Development Director – Defence (Group Lead)
- Llewelyn Cleaver, Utilities Supervisor
- Helen Ingram, HR Coordinator
- Jeff Beezley, Gladstone Foreman
- Angela Cilia, General Manager People
- Rory Bracken, National Sustainability Manager
- Ramon Dobb, National Procurement Manager

- Jason Lewis, National People Advisor
- Mark Freeman, Project Delivery Manager
- Kyle Clements, Regional Business Development Manager
- John Westley, Submissions Manager
- Nicole Zwoerner, Training Manager
- Genevieve Cavey, Group Communications Senior Advisor

This working group confirmed this action plan is achievable and will make a real difference in bridging the gap for Aboriginal and Torres Strait Islander peoples.

This Reflect Reconciliation Action Plan has been approved and endorsed by Nick Marinelli, our Chief Executive Officer – Australia, to implement across all Fulton Hogan Australian operations.

OUR PARTNERSHIPS / CURRENT ACTIVITIES

Ngarrindjeri Regional Authority Partnership

Fulton Hogan has a very successful relationship with the Ngarrindjeri Regional Authority (NRA) and since first engagement with the Ngarrindjeri people in October 2015 our relationship has grown into a partnership. We now employ 13 people from the NRA on the rollout of the NBN programme. Fulton Hogan has committed to the NRA to train their people in the construction industry and help to enhance their existing businesses. Ngarrindjeri in turn are training Fulton Hogan staff in cultural awareness. Key members of the NRA executive committee shared a culturally rich experience with the Fulton Hogan team to formalise the signing of the “Kungun Ngarrindjeri Yunnan Agreement”, which translates to mean “Listening to Ngarrindjeri People Talking Agreement”.



Ray Love, Ngarrindjeri worker

“I was fortunate enough to be involved in a long weekend where senior members of the Ngarrindjeri took Fulton Hogan staff to see and experience some of the cultural background and heritage of the Ngarrindjeri community.

The thing that will stick with me the most is when we visited the small town of Raukkan and Elder Clyde Rigby Snr explained the history of David Unaipon and showed us the old Church who both appear on the \$50 note. The whole experience will remain with me always, not only as I was able to learn a lot more about the Aboriginal culture and hear some of the old Aboriginal stories around the camp fire but I also heard first hand how Fulton Hogan has been able to help Ngarrindjeri families by being able to offer employment and training.”

John Callisto, Executive General Manager – Finance, Utilities

“Our work ethic has improved a lot and we are loving the opportunity since being part of the Fulton Hogan Team. The working environment is great and we are proud to be rolling out such a huge project throughout Australia” Ngarrindjeri team members working on NBN, MIMA (Multi Technology Integrated Master Agreements)

Ngarrindjeri team members working on NBN, MIMA (Multi Technology Integrated Master Agreements)

Supply Nation

Fulton Hogan has been a long standing, active and engaged member of Supply Nation and has showed a genuinely strong commitment to reconciliation through their adoption of supplier diversity. Their engagement with Supply Nation Indigenous businesses has continued to grow year on year with over \$20 million spent with more than 20 suppliers in FY 2017/18.



“Fulton Hogan was a finalist in the 2018 Supply Nation Supplier Diversity Awards for Supplier Diversity Partnership of the Year with their recruitment partner Zancott Recruitment. The team at Fulton Hogan has actively engaged with Supply Nation: contributing to and attending many of our events, training sessions and trade shows over the past five years. They prioritise taking the time to talk with Indigenous business owners to help them understand opportunities for engagement across their diverse regional business model. In early 2018, we recognised Fulton Hogan’s strong commitment by inviting them to attend the Supply Nation Leadership Roundtable. We are delighted to continue our support of Fulton Hogan’s vision for reconciliation and to applaud the formalisation of their Reconciliation Action Plan. We look forward to continuing the journey of reconciliation with Fulton Hogan for many years to come”

Laura Berry – CEO Supply Nation

Zancott Partnership

Zancott Recruitment is a 100% Indigenous owned recruitment company that has been a proud partner of Fulton Hogan for over four years.

“During that time, we have worked with Fulton Hogan on a range of projects in SA, Victoria and the Northern Territory, and Fulton Hogan has demonstrated a continuing and authentic commitment to Indigenous employment and training. Our partnership has resulted in the employment of more than 60 Aboriginal people. Fulton Hogan provides genuine support to their Aboriginal employees through training and culturally competent mentoring, supported by Zancott Recruitment”

– Cameron Buzzacott, Managing Director Zancott Recruitment



A strong connection needs a strong foundation. Our connection to land (Jagun) and all that is around is built on the strong foundations of our elders. Jags (Land) continually gives connection and relationship to those that walk with responsibility and integrity. The respect of Jugun (Land) will provide solid foundations for future generations.

Christine Slabb, Bundjalung/ Yugambah Artist and Graphic Designer

Balarinji & Indi Kindi Partnership

Fulton Hogan is a valued sponsor of the Moriarty Foundation's Indi Kindi initiative, an early years programme assisting families to improve the global learning readiness, health and wellbeing of very young bush children entering pre-school and school.

The Moriarty Foundation is the not-for-profit arm of Balarinji, a leading Australian Indigenous strategy, art and communications company. Balarinji is founded on authentic engagement with Aboriginal people, culture, art, stories and identity with an ethos to deepen understanding of Aboriginal Australia for major projects nationally.



Fulton Hogan has engaged with Balarinji in recent years on aspects of its Indigenous engagement planning. Fulton Hogan commissioned an iconic Balarinji design that adorns three Fulton Hogan D-Double Bitumen Tankers, to promote diversity and inclusion across Queensland and Northern Territory, and to reflect the communities where Fulton Hogan operates.





Dunes


Design: Balarinji

Clans strike camp amid the dunes, close to the blue-green ocean. It is a sheltered place for food and rest behind the windswept rocky shores.



Fulton Hogan, commissioned an iconic Balarinji design for a company D-Double Bitumen Tanker, to promote diversity and inclusion across Queensland and Northern Territory, and to reflect the communities where Fulton Hogan operates.



Relationships - This is a journey we cannot embark on alone and requires the positive guidance of Aboriginal and Torres Strait Islander communities to succeed. By developing strong working partnerships we will be able to make informed decisions and have engaged stakeholders. These relationships help to streamline our operations and deliver on our promises as set out in this plan.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain a RAP Working Group	<p>Form a RAP Working Group to develop, manage and monitor the activities and deliverables detailed in this Reflect RAP and report on its implementation.</p> <p>The RAP Working Group will meet at least quarterly.</p> <p>Ensure the RAP Working Group is represented by Aboriginal and Torres Strait Islander peoples, as well as other employees from across the country in various disciplines to achieve the outlined deliverables.</p>	<p>January 2019</p> <p>Feb, May, Aug & Nov 2019.</p> <p>August 2019</p>	<p>RAP Working Group Leader</p> <p>RAP Working Group Leader</p> <p>RAP Working Group Leader</p>
2. Build internal and external relationships	 <p>Develop a list of Fulton Hogan employees who identify as Aboriginal and/or Torres Strait Islander and approach them to connect with our reconciliation journey.</p> <p>Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.</p> <p>Identify, develop and maintain a list of key Aboriginal and Torres Strait Islander communities, Traditional Land Owners, commerce bodies and reconciliation councils within our sphere of influence and engagement and build partnerships to support our reconciliation journey.</p>	<p>February 2019</p> <p>March 2019</p> <p>April 2019</p>	<p>National People Advisor</p> <p>National Procurement Manager</p> <p>National Procurement Manager</p>
3. Participate in and celebrate National Reconciliation Week (NRW)	<p>Build National Reconciliation Week (NRW) into our corporate communications calendar and circulate Reconciliation Australia's NRW resources and events lists to our staff via our Intranet.</p> <p>Review NRW events, circulate NRW materials within business and target potential events for our managers and staff to attend in their region.</p> <p>Ensure each of our RAP Working Group members participates in an event with at least one member of the Fulton Hogan Management Team to recognise and celebrate NRW.</p>	<p>February 2019</p> <p>April 2019</p> <p>May 27 - June 3 2019</p>	<p>Communications Manager</p> <p>Communications Manager</p> <p>RAP Working Group Leader</p>



Action	Deliverable	Timeline	Responsibility
<p>4. Raise internal awareness of our RAP</p> 	<p>Develop a corporate communication plan to communicate Reconciliation Action Plan directives, initiatives, benefits and achievements to all employees.</p> <p>Ensure that an All Fulton Hogan employees communication is issued once the RAP is endorsed and establish a section on theHub intranet to include the RAP, links to Supply Nation and other support and reference information.</p> <p>Provide specific details of the endorsed RAP to the FH AU Management Team and the commitment to formally cascade via their management teams.</p> <p>Build our knowledge and support systems and publish internally on theHub intranet to; share our successes, stories and engagement experiences; to support future engagement opportunities; to support communities and our clients.</p> <p>Update our company induction material to include reference to our RAP journey.</p>	<p>February 2019</p> <p>February 2019</p> <p>January 2019</p> <p>March 2019</p> <p>April 2019</p>	<p>Communications Manager</p> <p>Communications Manager</p> <p>RAP Working Group Leader</p> <p>Communications Manager</p> <p>National People Advisor</p>
<p>5. Raise external awareness of our RAP</p> 	<p>Develop and execute a corporate communication plan to include updates to key customers and external stakeholders and communication via FH website and other media platforms. Implement external awareness campaign to promote the release of the Reconciliation Action Plan.</p>	<p>February 2019</p>	<p>Communications Manager</p>



Respect - Fulton Hogan's commitment to Aboriginal and Torres Strait Islander inclusion across its operation is not only driven by commercial and social outcomes but also a genuine respect for the differences between cultures. By creating an environment which embraces a cross cultural exchange philosophy it allows all staff to be more culturally aware and sensitive to the issues which affect their Aboriginal and Torres Strait Islander co-workers. Likewise we are able to give our Aboriginal and Torres Strait Islander employees exposure to non-Indigenous cultures in an effort to empower them and promote positive social and commercial inclusion. Ultimately by ensuring our employees have a better understanding of each other's backgrounds we will help Fulton Hogan to build on our positive corporate culture.

Action	Deliverable	Timeline	Responsibility
6. Investigate Aboriginal and Torres Strait Islander cultural learning and development 	RAP Working Group representatives to engage with Aboriginal and Torres Strait Islander communities and organisations to explore cultural learning actions for developing a programme within Fulton Hogan.	December 2019	RAP Working Group Leader
	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	December 2019	National People Advisor
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	December 2019	National People Advisor
	Conduct a review of cultural awareness training needs within our organisation.	March 2019	Training Manager
	Communicate Reconciliation Australia's "Share Our Pride" online tool as part of the cultural awareness programme for all Fulton Hogan staff and appropriate business partners.	February 2019	RAP Working Group Leader
7. Raise awareness of, participate in and celebrate NAIDOC week 	Build NAIDOC Week into our corporate communications calendar and communicate information to all staff of its meaning and events.	February 2019	Communications Manager
	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	June 2019	Communications Manager
	Review events and target potential events for our managers and staff to attend a NAIDOC event in their region.	June 2019	Communications Manager
	Ensure each of our RAP Working Group members participates in an event with at least one member of the Fulton Hogan Management Team to recognise and celebrate NAIDOC week.	July 7-14 2019	RAP Working Group Leader



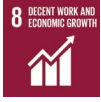

Action	Deliverable	Timeline	Responsibility
8. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols 	Develop a suite of information materials to support Aboriginal and Torres Strait Islander cultural protocols and develop a business case for rolling out an awareness programme to Fulton Hogan staff and appropriate business partners, including the significance of Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).	March 2019	RAP Working Group Leader
	Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence and develop a plan of ongoing engagement including key contacts for Welcome to Country opportunities.	April 2019	National People Advisor
	Include an Acknowledgement of Country by our CEO at Fulton Hogan Board Stakeholder meetings held in Australia.	Feb, May & Aug 2019	RAP Working Group Lead & Sponsor
	Investigate opportunities for Traditional Owners of the lands and waters we operate, to provide a Welcome to Country for at least two Fulton Hogan sites. Investigate updating the project launch process to include this.	June 2019	RAP Working Group Lead



Fulton Hogan B-Double Bitumen Tanker with 'The Dunes' artwork

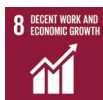


Opportunities - As part of our Indigenous employment strategy, Fulton Hogan will develop capacity in our staff and promote the empowerment of Aboriginal and Torres Strait Islander employees. Our employment strategy makes sure our processes are transparent, are based on the sustainable operations, while also reinforce career opportunities for Aboriginal and Torres Strait Islander people.

Action	Deliverable	Timeline	Responsibility
<p>9. Investigate Aboriginal and Torres Strait Islander employment</p>	<p>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</p>	<p>February 2019</p>	<p>National People Advisor</p>
 	<p>Develop a list of Fulton Hogan employees who identify as Aboriginal and/or Torres Strait Islander to inform future employment and development opportunities.</p>	<p>February 2019</p>	<p>National People Advisor</p>
 	<p>Review and align Fulton Hogan's Diversity and Inclusion Strategy to incorporate employment and development opportunities for Aboriginal and Torres Strait Islander employees across the business.</p>	<p>March 2019</p>	<p>National People Advisor</p>
	<p>Investigate opportunities for Aboriginal and Torres Strait Islander employment pathways by evaluating existing Fulton Hogan Cadetship Programmes, Graduate Programmes and Traineeship / Apprenticeship Programmes and develop a plan for establishing appropriate targets for employment pathways and track implementation towards achieving these targets for inclusion.</p>	<p>June 2019</p>	<p>National People Advisor</p>
	<p>Where possible, continue to offer project information sessions in partnership with local Aboriginal and Torres Strait Islander organisations, to educate the local community on what the project is and the types of available opportunities that can be offered. Investigate updating the project launch process to include this.</p>	<p>March 2019</p>	<p>RAP Working Group Leader</p>



Action	Deliverable	Timeline	Responsibility
10. Investigate Aboriginal and Torres Strait Islander supplier diversity	As a founding member and current leadership roundtable participant, maintain membership of Supply Nation, including active engagement, completing spend reporting obligations and ongoing representation at their Leadership Roundtable forum.	August 2019 and ongoing	National Procurement Manager
	Update Fulton Hogan procurement standards and procedures to incorporate our commitment to the engagement of Indigenous businesses across our organisation.	February 2019	National Procurement Manager
	Provide access to the Supply Nation directory and facilitate introductions for Aboriginal and Torres Strait Islander businesses to relevant Fulton Hogan employees for pre-contract, commercial, procurement and purchasing engagement. Incorporate visibility and details of Aboriginal and Torres Strait Islander businesses into Fulton Hogan's core systems.	Jan, Apr, Jul & Oct 2019	National Procurement Manager
	Provide regular reporting of engagement with Aboriginal and Torres Strait Islander businesses including number of businesses and expenditure, at least quarterly to Fulton Hogan management and RAP Working Group.	Jan, Apr, Jul & Oct 2019	National Procurement Manager
11. Investigate opportunities for supporting communities and clients to provide educational and economic outcomes for Aboriginal and Torres Strait Islander peoples.	Develop and implement reporting programme to monitor commitments for Aboriginal and Torres Strait Islander engagement performance to meet or exceed all relevant deliverables and targets.	March 2019 and ongoing	RAP Working Group Leader
	As a founding partner of Townsville Cowboys House programme, maintain ongoing support to improve educational outcomes for Aboriginal and Torres Strait Islander peoples and investigate opportunities to provide work experience pathways for interested students.	March 2019 and ongoing	RAP Working Group Leader and FHIS Northern GM
	Investigate opportunities to maintain and where possible increase pro bono, sponsorship or charity contributions for the benefit of Aboriginal or Torres Strait Islander communities in alignment with Fulton Hogan's corporate social responsibility framework which includes Environment, Innovation, Education, Diversity & Wellbeing.	March 2019 and ongoing	RAP Working Group Leader





Tracking and Progress

Action	Deliverable	Timeline	Responsibility
12. Build support for the RAP	Define and formalise resourcing for RAP development, implementation and ongoing journey through our RAP Working Group.	January 2019	RAP Working Group Leader
	Scope and develop systems and capability needs to track, measure and report on RAP activities.	February 2019	RAP Working Group Leader
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2019	RAP Working Group Leader
13. Review and refresh RAP	Review and refresh RAP based on learnings, challenges and achievements.	October 2019	RAP Working Group Leader
	Maintain ongoing engagement with Reconciliation Australia and develop a draft Innovate RAP and submit for formal review and endorsement.	Ongoing with January 2020 Innovate RAP target	RAP Working Group Leader

Contact details

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