



Johnstaff International Development (JID) Innovate Reconciliation Action Plan

October 2023 - October 2025





✕ ACKNOWLEDGEMENT OF COUNTRY

JID recognises the ongoing traditional and modern cultural practices and connection to Country held by Aboriginal and Torres Strait Islander peoples.

We acknowledge the Traditional Custodians of Country throughout Australia and we pay our respects to their Elders past, present and emerging.

✕ OUR VISION FOR RECONCILIATION

By supporting and advancing reconciliation within our sphere of influence we aim to contribute towards creating a fair, equitable and reconciled society that respects Aboriginal and Torres Strait Islander peoples.

Our goal for reconciliation is:

- / An inclusive, culturally diverse, and learning-oriented workplace that embraces Aboriginal and Torres Strait Islander people and cultures
- / Opportunities for Aboriginal and Torres Strait Islander-owned and managed businesses to participate and benefit from our business/services
- / Opportunities for our work to benefit from Aboriginal and Torres Strait Islander experience and expertise.

X ARTWORK STORY & ARTIST PROFILE

ARTWORK NAME | Ngurra

ARTIST | Maddy Hodgetts

JID's RAP artwork was created by Maddy Hodgetts, a young Ngiyampaa/Wiradjuri artist with a passion for creating artwork that reflects her culture, her language, her kinship and her Ngurrampaa (country). Her artwork can depict stories that include cultural morals and values. These stories can teach us about our relationships and obligation to earth and every living and non-living thing in the universe.

Maddy was provided with JID's branding colours which represent the ocean (blue), the earth (green) and the sun (yellow) and she became familiar with the organisational values. She then created a piece which tells the story of connection between People and Country, as well as the interconnection with all living and non-living things on Mother Earth.



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✕ MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia commends Johnstaff International Development on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Johnstaff International Development to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Johnstaff International Development will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration

with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Johnstaff International Development is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Johnstaff International Development's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Johnstaff International Development on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

✕ MESSAGE FROM OUR CEO

JID launched the first iteration of our Reconciliation Action Plan with a commitment to engaging in a structured approach towards embedding the principles of reconciliation in 2021. Since then, our company has benefited from a strengthened alignment between our business model and our Australian indigenous reconciliation journey, and we continue to develop our goals in improving outcomes for Aboriginal and Torres Strait Islander Peoples within and outside Australia.

In 2023, the lead-up, result and aftermath of the Australian referendum unfortunately brought to light the uncertainty about how Australia as a Nation can effectively reconcile with First Nations people. Now, more than ever before, we collectively reflect on how JID can best support the rights and expertise of our Indigenous partners in our work and operations.

The events of this year presented JID with the highlighted need for, and importance of, we as a team to further our part in reconciliation through the reassertion of our RAP. With JID progressing to an Innovate RAP, we are continuing the important work towards achieving our vision for reconciliation which focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander people.

As an Australian-based consultancy firm specialising in the delivery of work in developing nations, a common theme from the working group and the wider JID team was a reflection on how we are all linked, even though we come from different places and different cultures. The artwork of Maddy Hodgetts reflects this concept as a story of her culture, language, kinship to country and her portrayal of cultural morals and values.

Our company's diverse working arrangements and a large geographical spread means we must not lose sight of remaining true to our reconciliation vision that our reconciliation initiatives are integrated and aligned with our core values:

- / Committed
- / Collaborative
- / Inclusive
- / Curious
- / Adventurous

JID will continue to establish new positive relationships and foster existing relationships with Indigenous-owned organisations aligned with our values and seeking international opportunities in developing nations. Through the next chapter of our RAP, newly developed relationships will aim to lead to strategies in empowering of Aboriginal and Torres Strait Islander communities.

Now that we are implementing our Innovate RAP, our accountabilities and responsibilities grow, however our team are strong and ready to take on the challenges set out in our RAP. Thus, we proudly present the Innovate RAP for Johnstaff International Development for 2023 to 2025.

Darren Morgan

Chief Executive Officer, JID



✕ OUR BUSINESS

JID is a commercial advisory and project management firm specialising in planning, strengthening and delivery of international development programs across the Indo-Pacific region. JID works closely with funding and partner governments, including the Australian Department of Foreign Affairs and Trade (DFAT), and international donor agencies to deliver complex projects in challenging contexts across the region. We design, manage and deliver fit-for-purpose and sustainable solutions, such as physical infrastructure, policy reform and institutional strengthening, for positive social and economic impact, collaborating with Pasifika and global experts, partner governments and local communities to deliver our projects.

An example of our work is the redevelopment of the ANGAU Memorial Hospital in Lae, Papua New Guinea. This \$250m investment of the Australian Government, managed by JID, will deliver an international grade hospital to almost 1.9m people in the Momase region, and support long-term improved health and social outcomes in one of the world's most challenging regions.

Our headquarters are in the City of Melbourne, located on the traditional land of the Kulin Nation, with fourteen staff, with an additional 45 based across the Pacific region.

While we currently have no staff who identify as Aboriginal and/or Torres Strait Islander people within the team, JID embraces and nurtures diversity, experience, and different cultures and backgrounds, and we are committed to providing our employees with a culturally safe and inclusive workplace. We are committed to integrating environmental protections, gender equality, and social inclusion corporately and across our portfolio of projects. Our zero-tolerance policies on fraud prevention, child protection/safeguarding, prevention of sexual exploitation and abuse, and anti-discrimination are integral to everything we do.






✕ OUR RAP

JID acknowledges the significance of reconciliation for Australia and its importance for the future of our nation. The decision and commitment to participate in a structured and ongoing RAP process was a reflection of our desire to provide a structured approach to reconciliation, ensuring coordination of our activities across the organisation, and the development of a framework to improve the inclusion of Aboriginal and Torres Strait Islander peoples in all aspects of our business. JID acknowledges that sustained action is necessary for real change, and our Reflect RAP marked the beginning of our journey to connect with Aboriginal and Torres Strait Islander peoples in a meaningful and impactful way.

The RAP provides a structured, nationally recognised, tried and tested model for the workplace to formalise commitments to reconciliation by turning good intentions into positive actions. A key driver in the development of our Reconciliation Action Plan was to focus on incorporating our RAP into our day-to-day activities and support these positive initiatives in a complementary way in our regional work in the Pacific. For example, a RAP initiative for our Australian-based teams would have a secondary benefit in the way our business is conducted outside Australia.

JID's Chief Executive Officer (CEO) and Chief Operating Officer (COO) are the RAP Champions, steering and championing internal awareness and engagement with the RAP. All members of JID's RAP Working Group (RWG) have shown commitment to promoting JID's RAP within and beyond JID by identifying actions that progress our RAP goals. In addition to the RAP Champions, the RWG is made up of members from Operations, Marketing, Performance & People, and Administration, with meetings held every six weeks.





✕ WHAT ARE WE TRYING TO ACHIEVE

In implementing our RAP, we have taken practical steps to embrace diversity and better understand Aboriginal and Torres Strait Islander communities and peoples, particularly within our local area and the First Nations' lands on which our business operates. JID's RAP gives us an opportunity to:



Build respectful
and meaningful
relationships with
Aboriginal and Torres
Strait Islander peoples



Increase awareness
of our RAP within the
organisation



Focus on exploring
opportunities
throughout
all stages of
procurement and
workforce planning



X OUR APPROACH & INITIATIVES

The RWG established a Terms of Reference which guides us in how to coordinate activities, allocate resources, meet targets as well as tracking our progress over time. These results are reported to senior management and any challenges addressed collectively from across the RWG members. Meetings have been held every six weeks, formally chaired and minuted to ensure progress is clearly documented and transparently available across key stakeholders.

JID's Chief Executive Officer and Chief Operating Officer are the RAP Champions, steering and championing internal awareness and engagement with the RAP. All members of JID's RWG have shown commitment to promoting JID's RAP within and beyond JID by identifying actions that progress our RAP goals.

Our RAP Working Group includes the following JID staff members:



Darren Morgan
Chief Executive
Officer



Sophie Boucaut
Chief Operating
Officer



Kelly Wright
People & Performance
Manager



Katie Ttikirou
Operations
Manager



James O'Keefe
Senior Project
Coordinator



Ross Fernando
Contract
Administrator



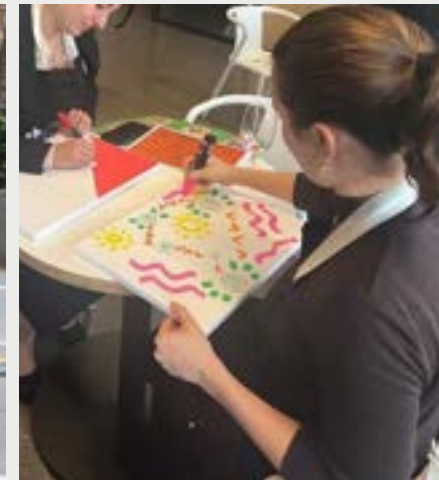
X RAP ACTIVITIES & ACTIONS

NATIONAL RECONCILIATION WEEK

A key staff engagement activity in 2023 was during National Reconciliation week for the opening of our new office space in 2023, which centred on the Welcome to Country with local Wurundjeri elder Uncle Tony Garvey. We used this opportunity to educate and inform staff members about our reconciliation journey and its importance.

NAIDOC WEEK

As a way of connecting with Aboriginal and Torres Strait Islander communities, JID embraced NAIDOC week by encouraging staff to join various events that were happening around our staff bases in Melbourne, Brisbane, and Adelaide, as well as online events for those not able to access the activities in-person. Along with our wider sister group, the head office participated in an Aboriginal Art Workshop led by three facilitators. We learnt about the use of symbols as way of communicating stories of cultural significance, teaching survival and preserving tradition.





✕ RAP ACTIVITIES & ACTIONS

CULTURAL COMPETENCE TRAINING

JID staff are required to complete Cultural Competence training regardless of their location of work (inside or outside Australia) as an opportunity to learn together, discuss opportunities, and adjust our protocols to become more inclusive in. Forty-one staff have completed the training and feedback received was positive.

Since JID's core value is inclusion, we know that embracing and nurturing diversity, different cultures and backgrounds will lead to better outcomes for our teams, our programs, and our impact, and support reconciliation. To embed this value into the fabric of our organisation, JID made a subsequent decision to continue this training as part of all staff inductions, again regardless of their place of employment being inside or outside Australia.

ACKNOWLEDGMENT OF COUNTRY

As part of this training, JID staff across learned how to deliver an appropriate Acknowledgment of Country and the significance behind it. As such, all all-staff, RWG, and JID Executive meetings commence with an Acknowledgment of Country, and this practice is now being extended to other types of staff, projects, and client meetings.

JID WEBSITE AND INTRANET

Furthermore, to ensure that staff are aware and knowledgeable about the RAP and its content, we developed a dedicated RAP page on JID's intranet, where different updates on communication and RAP-related issues are posted. This page is also a platform used to promote our RAP initiative within the organisation.





✕ OUR PARTNERS

NYUKA WARA CONSULTING

JID engaged Nyuka Wara Consulting, led by expert Eddie Moore, an Aboriginal man with a 30-year career in state government, not-for profit, non-government and peak Aboriginal Community Controlled Health Organisations, to sit on our RWG to assist in JID establishing transformational and mutually beneficial relationships through our RAP. The representative will provide feedback and direction for our ongoing RAP actions, and provide direction for establishing relationships with First Nations organisations, groups and individuals.



JARRAH CATERING

Jarrah Catering is a proud Aboriginal company who have provided JID with catering for corporate events held in the Melbourne office. They provide fusion cuisine inspired by native and traditional Australian produce. We received positive feedback from within JID and from our event partners, and we will ensure this supplier receives recognition in future JID events which are to be catered by this group.



INTRAVEL

JID partnered with InTravel, an Indigenous-owned business, with InTravel now providing all of JID's international and Australian domestic travel support, including flight bookings, accommodation, cars and consultations for any travel or last-minute travel booking queries. Both JID and InTravel have found this partnership to work very well, with mutual benefits for both organisations.



INDIGENOUS MEDICAL SUPPLIES

Indigenous Medical Supplies are a 100% Indigenous-owned medical service who have provided health Personal Protection Equipment (PPE) to JID. When COVID-19 was at its peak, Indigenous Medical Supplies supplied JID with PPE masks for the clinicians working in Papua New Guinea under one of our programs. JID aims to identify further possibilities for work with Indigenous Medical Supplies which are mutually beneficial to both companies.





✕ OUR RAP JOURNEY

RELATIONSHIPS

Outside our participation in NAIDOC Week and NRW activities and the maintenance of our relationships with Indigenous-owned supplier partners, JID's head office team members attended a tour of Melbourne's indigenous local history hosted by Indigenous Ministries Australia (IMA). This combined a tour of history with prayer walks and cross-cultural learning experiences. The team visited different Wurundjeri sites. At each location, we were offered insight into local Indigenous histories and culture, which increased our awareness and sensitivity to the social, political, physical and spiritual forces affecting many Indigenous Australians in the past and today.

On average, our Australian-based staff participated in **3 Indigenous-led events** annually, raising awareness of reconciliation across the workforce.

RESPECT

We are pleased to confirm that **100 percent of JID's workforce** has completed our Cultural Competency training. Our majority Melanesian workforce provided positive feedback from the Cultural Competence training and the RAP activities, which was recommended to JID through Indigenous consultation who understood how our business works. Surprising connections were identified with their own cultural backgrounds and this was a great opportunity for both Australia-based staff and Pasifika staff to all learn together, discuss opportunities, and make a change in our protocols.

As per our annual actions, JID staff were provided with information during National Reconciliation Week (NRW) and NAIDOC Week and our staff within and outside Australia included the email signatures for "Be a Voice for Generations" and "For the Elders" at the end of emails as one way of showing our support during these times. Past events have included our office hosting speakers including former Olympian Kyle Vander Kuyp. The material available on the company intranet also expanded to include **4 succinct, accessible resources** endorsed by Reconciliation Australia in the lead up to the referendum. This ensured our staff had considered as many Indigenous voices as possible to in their vote. Continuous learning by JID staff members will remain an important part of our commitment. Communicating the need for respect outside JID remains important, and social media continues to play a key role in achieving this.

We also ensure that key cultural protocols such as Acknowledgement of Country continue to be included in our organisation's daily life. Our company-wide Knowledge Share Sessions incorporated an Acknowledgement of Country **on a weekly basis**. Resources available to all staff include: Appropriate ways of delivering an Acknowledgement of Country; the difference between Acknowledgement of Country and Welcome to Country; a map where our Australian-based staff can identify the Traditional Owners and Custodians of the land and waters they are based in.

✕ OUR RAP JOURNEY

OPPORTUNITIES

Our RAP prompted reviews to ensure that our policies and practices best accommodate and target the recruitment of Aboriginal and Torres Strait Islander people. This includes recognising and encouraging Aboriginal and Torres Strait Islander people who are (or might become) employed in the sector and Aboriginal and Torres Strait Islander people engaging in any supplier services in any broader sense. This also included ensuring that our Discrimination Harassment policy was updated to include explicit reference to Indigenous Australians.

One of the other actions under this component was to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development Opportunities, and this review was done through the updating of all staff communications through updates on JID's intranet page and emails sent to staff.

Our organisation has also contacted organisations and companies offering opportunities to Indigenous Australians in sectors JID works across, and we continue to explore how this can be tied into the company's structure and existing development programs.

The total value of procurements from Aboriginal and Torres Strait Islander-owned businesses in the last 12-month reporting period was **AU\$ 45,000**.

GOVERNANCE

The JID RWG actively monitors RAP development and progress with the implementation of deliverables, and regularly reports by meetings attended by all members including CEO and our First Nations representative. During these meetings, the RWG reviews the GANTT chart as a means of tracking progress of our RAP, ensuring that all deliverables were actioned on time, and identify any challenges.

Our proposed actions are as follows:

X RELATIONSHIPS



One of JID’s core values is inclusion; our organisation is aware that embracing and nurturing diversity, experience, different cultures, and backgrounds will lead to stronger program outcomes and a better workplace for all. To further embed this value into our working culture and to further our ongoing commitment to reconciliation within our sphere of influence, JID, as an Australian company, also acknowledges the importance of establishing strong relationships that will promote the inclusion of Aboriginal and Torres Strait Islander peoples in both our workforce and supply chain, and ensuring that we establish a culture of trust at the heart of reconciliation work. This includes a focus on anti-racism initiatives across our work and operations and building on the relationships that were established during our Reflect RAP, from transactional to trusted transformational relationships.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	/ Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2023	COO
	/ Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop: March 2024 Implement: April 2024	COO
	/ Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May & June 2024, 2025	Team Administrator, Operations Manager
Build relationships by celebrating National Reconciliation Week (held between 27 May and 3 June each year)	/ RAP Working Group and Head Office members to participate in an external NRW event.	27 May – 3 June 2024, 2025	Team Administrator, Operations Managers
	/ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024, 2025	CEO, Operations Manager
	/ Organise at least one NRW event each year.	April & May 2024, 2025	Team Administrator & Operations Manager
	/ Register all our NRW events on Reconciliation Australia’s NRW website.	May 2024, 2025	Team Administrator

X RELATIONSHIPS CONT.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence.	/ Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Develop: February 2024 Implement: March 2024	COO
	/ Communicate our commitment to reconciliation publicly.	Tri-annually (May, July & December), 2023, 2024, 2025	CEO & COO
	/ Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023 – October 2025	CEO & COO, Cultural Representative
	/ Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	January 2024	CEO & Contract Administrator
Promote positive race relations through anti-discrimination strategies.	/ Conduct Regularly review HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2024, 2025.	People & Performance Manager
	/ Develop, implement, and communicate an anti-discrimination policy for our organisation.	January 2025	People & Performance Manager
	/ Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2024	People & Performance Manager, Cultural Representative
	/ Educate senior leaders on the effects of racism.	September 2024, 2025	Team Administrator & People & Performance Manager



X RELATIONSHIPS CONT.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Strengthen relationships between Aboriginal and Torres Strait Islander groups through their inclusion in JID initiatives.	/ For all JID initiatives, such as 16 days of activism, international women's day, organising committee is to identify opportunities to include Aboriginal and Torres Strait Islander groups.	May 2024	Operations Manager
	/ Maintain new relationships with Aboriginal and Torres Strait Islander groups through future initiatives.	June 2024	Operations Manager
Ensure relationships are incorporated in each major project through our engagement strategy.	/ Develop measurable goals to ensure major projects include Aboriginal and Torres Strait Islander stakeholders and organisations are included.	August 2024	COO & CEO
	/ Routinely assess performance of goals when conducting executive reviews.	April & September 2024, April & September 2025	COO & CEO

X RESPECT



JID recognises the importance of learning, understanding and respecting Aboriginal and Torres Strait Islander peoples and cultures as we work towards reconciliation. One of our company's core values is inclusion, and we believe one way of achieving this is by embedding learning through cultural competence training, which not only provides an introduction to the rich and unique cultures and histories of Aboriginal and Torres Strait Islander peoples, the broader lessons on cultural competence is something that transcends any geographical boundaries and gives us all an appreciation of First Nations perspectives across our work globally. This training is mandatory for all JID staff to complete, with the aim that staff will gain a heightened ability to positively engage with people of different walks of life and subsequently enhance our staff's ability to perform at their greatest potential. Being an international development company with offices across multiple countries and a wonderfully diverse workforce, it is vital that we invest and maintain high cultural competency in our workplaces.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	May 2024, 2025	Operations Manager
	/ Compile and analyse results of the review of cultural learning needs to inform the cultural learning strategy and training plan.	May 2024, 2025	COO, Operations Manager
	/ Continue to embed cultural awareness training into the induction process for all new staff who join the organisation.	October 2023 & October 2025	Operations Manager
	/ Investigate and offer local cultural immersion opportunities to all staff in their respective office locations.	September 2024 & 2025	Team Administrator, Operations Manager
	/ Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2025	COO, Cultural Representative
	/ Develop, implement, and communicate a cultural learning strategy document for our staff.	Develop & Communicate: October 2024 Implement: November 2024	Team Administrator, Operations Manager
	/ Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	September 2024 & 2025.	CEO, Operation Manager

X RESPECT CONT.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	/ Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023 & 2024	CEO
	/ Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2024	Operations Manager
	/ Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May & July 2024, 2025	CEO
	/ Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2023	COO
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	/ RAP Working Group to participate in a NAIDOC Week event.	First week in July 2024 & July 2025	CEO
	/ Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2024 & May 2025	People & Performance Manager
	/ Promote and encourage participation in external NAIDOC events to all staff.	June & July 2024 & 2025	CEO & COO
Demonstrate respect to Aboriginal and Torres Strait Islander communities through our overseas projects by fostering a mindset of cultural recognition and celebration	/ Seek opportunities for de-colonisation training to ensure our projects are driven by the needs of the communities which they serve and they are the ultimate beneficiaries.	October 2024	Operations Manager
	/ Ensure staff working on projects receive training and briefing on the specific communities and cultures that the project is based in.	November 2024	Operations Manager
	/ Promote our methods and our findings in our sister organisation, particularly for projects focusing on development in Aboriginal and Torres Strait Islander communities	December 2024	Operations Manager

X OPPORTUNITIES



We recognise the value of an inclusive and diverse workforce through our work, services and supply chain and are committed to ensuring Aboriginal and Torres Strait Islander people are given opportunities to strive and succeed. We continue to drive focus on how we can best include Aboriginal and Torres Strait Islander people and suppliers in our organisation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	/ Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2023	People & Performance Manager
	/ Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2025	CEO, Cultural Representative
	/ Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	January 2024	COO
	/ Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2023	People & Performance Manager
	/ Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2024	People & Performance Manager

X OPPORTUNITIES CONT.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>/ Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</p>	<p>March 2024 & March 2025</p>	<p>CEO, Team Administrator</p>
	<p>/ Continue to investigate and work with Aboriginal and Torres Strait Islander organisations for our business needs/services across the Pacific.</p>	<p>January 2024</p>	<p>CEO, COO, Team Administrator</p>
	<p>/ Investigate membership with Supply Nation.</p>	<p>October 2023</p>	<p>Operations Manager, Team Administrator</p>
	<p>/ Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</p>	<p>July 2024</p>	<p>Team Administrator</p>
	<p>/ Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p>	<p>March 2025</p>	<p>Team Administrator</p>
	<p>/ Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</p>	<p>April 2025</p>	<p>Operations Manager & CEO</p>
<p>Improve employment outcomes for Aboriginal and Torres Strait Islander peoples in the space of International Development.</p>	<p>/ Investigate opportunities to collaborate with universities, e.g., Participating in programs for Aboriginal and Torres Strait Islander people.</p>	<p>December 2023</p>	<p>Team Administrator, COO, CEO</p>
	<p>/ Share employment and retention strategies with like-minded organisations in International Development to help our organisation to attract Aboriginal and/or Torres Strait Islander applicants.</p>	<p>February 2024</p>	<p>COO, CEO</p>

X GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	/ Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March, May, August, October 2023, 2024 & 2025	Team Administrator
	/ Regularly recirculate existing Terms of Reference document for the RWG.	Recirculate: May 2024, 2025	Operations Manager
	/ Meet at least four times per year to drive and monitor RAP implementation.	March, May, August, October 2023, 2024 & 2025	Team Administrator
Provide appropriate support for effective implementation of RAP commitments.	/ Define resource needs for RAP implementation.	Half-yearly, July & December 2023, 2024 & 2025	Team Administrator & COO
	/ Engage our senior leaders and other staff in the delivery of RAP commitments.	March, May, August, October 2023, 2024 & 2025	Team Administrator, CEO & COO
	/ Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2024	Team Administrator, Operations Manager
	/ Appoint and maintain an internal RAP Champion from senior management.	January 2024, 2025	CEO

X GOVERNANCE CONT.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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	Team Administrator
	/ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Team Administrator
	/ Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	COO & Team Administrator
	/ Report RAP progress to all staff and senior leaders annually.	December 2023, 2024	CEO & COO
	/ Publicly report our RAP achievements, challenges and learnings annually.	December 2023, 2024	CEO & COO
	/ Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	COO
	/ Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2025	COO
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	Team Administrator & COO



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jid