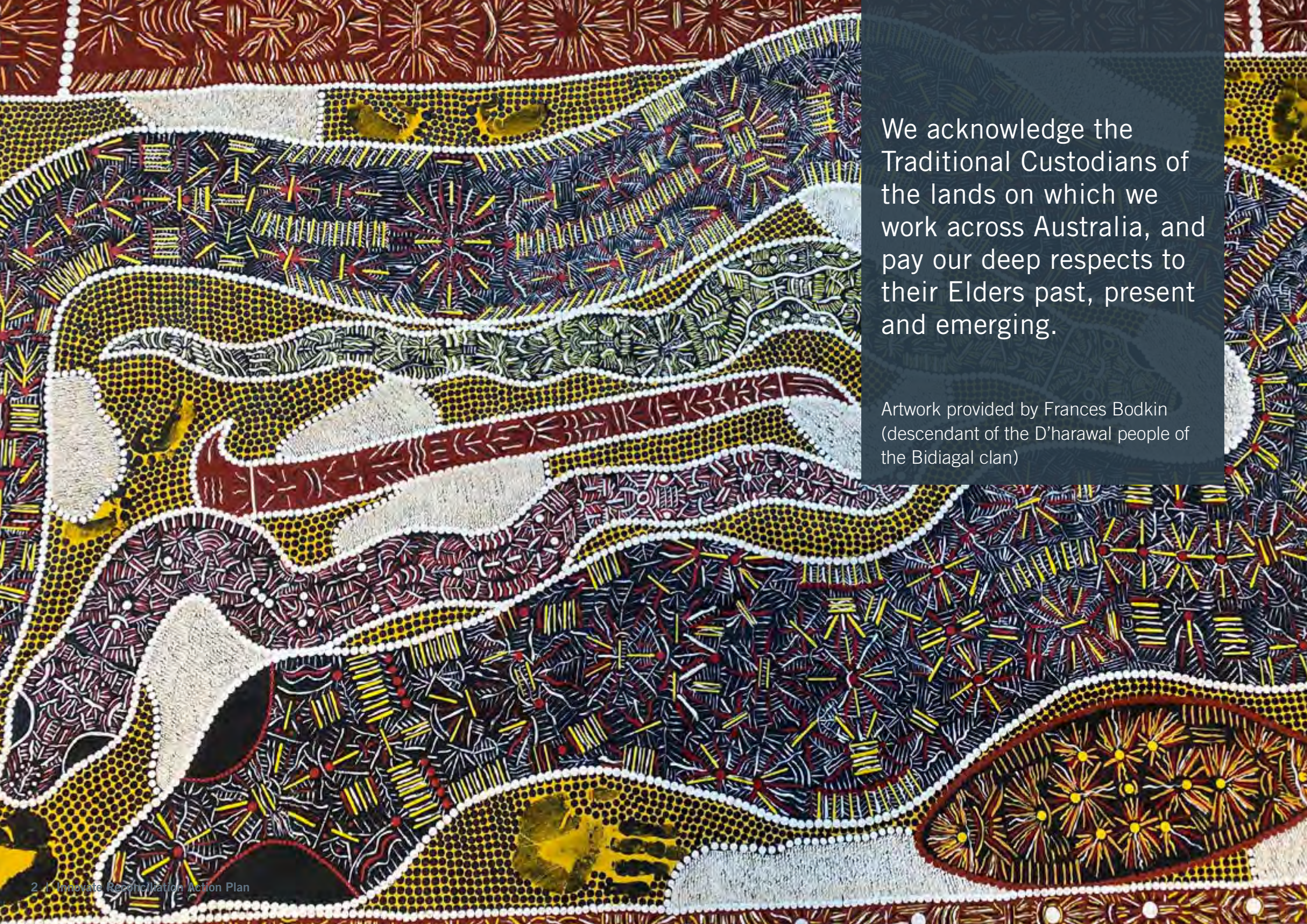


K&L GATES

The background of the slide is a vibrant Indigenous Australian artwork. It features a complex pattern of white, yellow, and red dots and lines, forming a large, stylized figure that resembles a kangaroo or a similar animal. The artwork is set against a dark background with a repeating pattern of small, stylized figures.

Innovate Reconciliation Action Plan

October 2021 to September 2023



We acknowledge the Traditional Custodians of the lands on which we work across Australia, and pay our deep respects to their Elders past, present and emerging.

Artwork provided by Frances Bodkin (descendant of the D'harawal people of the Bidiagal clan)

A MESSAGE FROM NICK NICHOLA MANAGING PARTNER – AUSTRALIA



After 12 months of formalising our commitment to reconciliation through our Reflect RAP, I am pleased to share our 2021 – 2023 Innovate Reconciliation Action Plan (RAP).

We share a vision for a just, equitable and reconciled Australia—a critical matter for our country.

As a law firm, our pro bono work and its ability to connect people through K&L Gates for Equal Justice initiative is central to our vision as we strive to achieve meaningful progress.

We face many issues as a nation, and our RAP commits our firm to actively support reconciliation with Aboriginal and Torres Strait Islander peoples in our business activities and communities.

At K&L Gates, our vision involves engaging all our people in the actions outlined in this RAP. Using the increased knowledge we have collectively built, our aim through the Innovate RAP is to spread this understanding through our greater circles of influence, while mapping meaningful actions. We do this by continuing our dialogue with the Aboriginal and Torres Strait Islander communities to understand how we, as an ally organisation, can walk alongside our partners in reconciliation.

One key area of focus continues to be our ability to increase the representation of Aboriginal and Torres Strait Islander peoples within the legal industry.

We thank Reconciliation Australia for their guidance in the development and successful launch of our RAP and we look forward to ongoing collaboration with Aboriginal and Torres Strait Islander peoples on our reconciliation journey.

Nick Nichola
Managing Partner - Australia

A MESSAGE FROM KAREN MUNDINE CEO RECONCILIATION AUSTRALIA



Reconciliation Australia commends K&L Gates 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 K&L Gates 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, K&L Gates 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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. K&L Gates is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals K&L Gates' 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 K&L Gates on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
CEO Reconciliation Australia



A decorative graphic consisting of a series of small grey dots arranged in a wavy, horizontal line that spans the top of the page. The line starts on the left, dips slightly, then rises into a broad, shallow curve that peaks towards the right side of the page, before dipping again towards the bottom right corner.

OUR VISION

Our vision for reconciliation is seeing that our people understand how the Australian justice system has impacted Aboriginal and Torres Strait Islander peoples since colonisation so that all K&L Gates people are cognisant of the systemic barriers that prevent

equal access to justice. Our efforts to break down those barriers extend to supporting Aboriginal and Torres Strait Islander businesses to succeed by providing consultative support for their ventures to create an environment in which businesses can thrive.

OUR BUSINESS

K&L Gates is a fully integrated global law firm with lawyers located across five continents. Our broad global platform allows us to guide clients through the legal challenges inherent in the ever-changing international landscape. Our clients are predominantly commercial entities ranging across a wide variety of industries.

The deep latticework of relationships across our offices and practices

enables our clients to respond to diverse legal issues and risks through the services of one law firm with a single communication.

K&L Gates has four offices across Australia in Brisbane, Melbourne, Perth and Sydney. We have over 450 people in Australia, forming part of a global workforce of approximately 3,500. Our lawyers are qualified to advise on legal matters across all Australian states

and territories and utilise technology to meet with and communicate with clients, industry participants, sponsors and other advisers.

Currently we don't have any identified Aboriginal and Torres Strait Islander employees. But we look forward to capturing this data during our Innovate RAP.

K&L GATES COMMITMENT TO RECONCILIATION

We are committed to promoting a diverse workforce and an inclusive firm culture where we value the contribution that people from diverse backgrounds and life experience bring to our firm. This includes igniting and encouraging our people to be passionate about making a difference in the communities in which we live and work.

A RAP provides a framework for practical actions around relationships, respect and opportunities.

Through our Reflect RAP, we have prepared our firm for the initiatives that drive reconciliation. In this, our Innovate

RAP, we develop and work towards our unique vision of reconciliation. As a law firm, our vision is intrinsically tied to our pro bono initiative, K&L Gates for Equal Justice, which harnesses our firm's legal skills to promote unity and equal justice for Indigenous people.

During the implementation of the Reflect RAP, the committee identified an opportunity to add Saltwater Country to the K&L Gates Workplace Giving Program, allowing all our people in Australia to donate a portion of their fortnightly salary.

Our Innovate RAP aligns with our firm's diversity strategy and goal of broadening

our diversity and inclusion commitments and programs.

This RAP formalises our commitment to Aboriginal and Torres Strait Islander peoples and our intention to play a role in collaborating to achieve greater equality in life outcomes for Aboriginal and Torres Strait Islander peoples, including access to justice. We endeavour to achieve this by increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and traditions amongst our people and our community, and strengthening relationships and engagement with Aboriginal and Torres Strait Islander peoples.



OUR INNOVATE RAP

The K&L Gates Innovate RAP proposes actions that are aspirational for our firm. These actions seek to understand our collective sphere of influence, and through conversations with Aboriginal and Torres Strait Islander partners that we have, hold conversations to understand how we can empower through developing and piloting innovative strategies.

While the RAP Committee champions our RAP at K&L Gates, we have empowered all our people to understand their role in reconciliation, as well as their role in the actions outlined in the RAP. In addition, the RAP Committee is supported by our Global Diversity Committee and our local participants in this group.

K&L Gates has drawn upon its relationships with Aboriginal and Torres Strait Islander organisations to gain representation in our RAP Committee. We currently have one Aboriginal representative on the committee, Adele Peek from The Cultural Intelligence Project. The RAP Committee looks forward

to strengthening the representation of Aboriginal and Torres Strait Islander peoples on the RAP Committee during this Innovate RAP.

In September 2020 K&L Gates launched its Reflect RAP. The 12 months that followed were an opportunity for us to gain understanding into Aboriginal and Torres Strait Islander peoples' cultures and histories, and establishing relationships. We look forward to building momentum in this Innovate RAP by continuing to harness the experience and skills of our people at K&L Gates and the relationships with our clients.

Saltwater Country is a not for profit organisation dedicated to empowering and mobilising the connection of Aboriginal and Torres Strait Islander peoples to land, horses and stockmanship pride. K&L Gates and Saltwater Country have an ongoing working relationship, through which K&L Gates provides regular and ongoing pro bono legal support to the organisation.

Our RAP Committee members include:

Adam Levine

Pro Bono Coordinator and Partner

Adele Peek

Head of Strategy – The Cultural Intelligence Project

Joanna Bielby

Lawyer

Greta Marks

Lawyer

Jessica Fisher

Human Resources Business Partner

Katherine Smith

Special Counsel

Liz Bodey

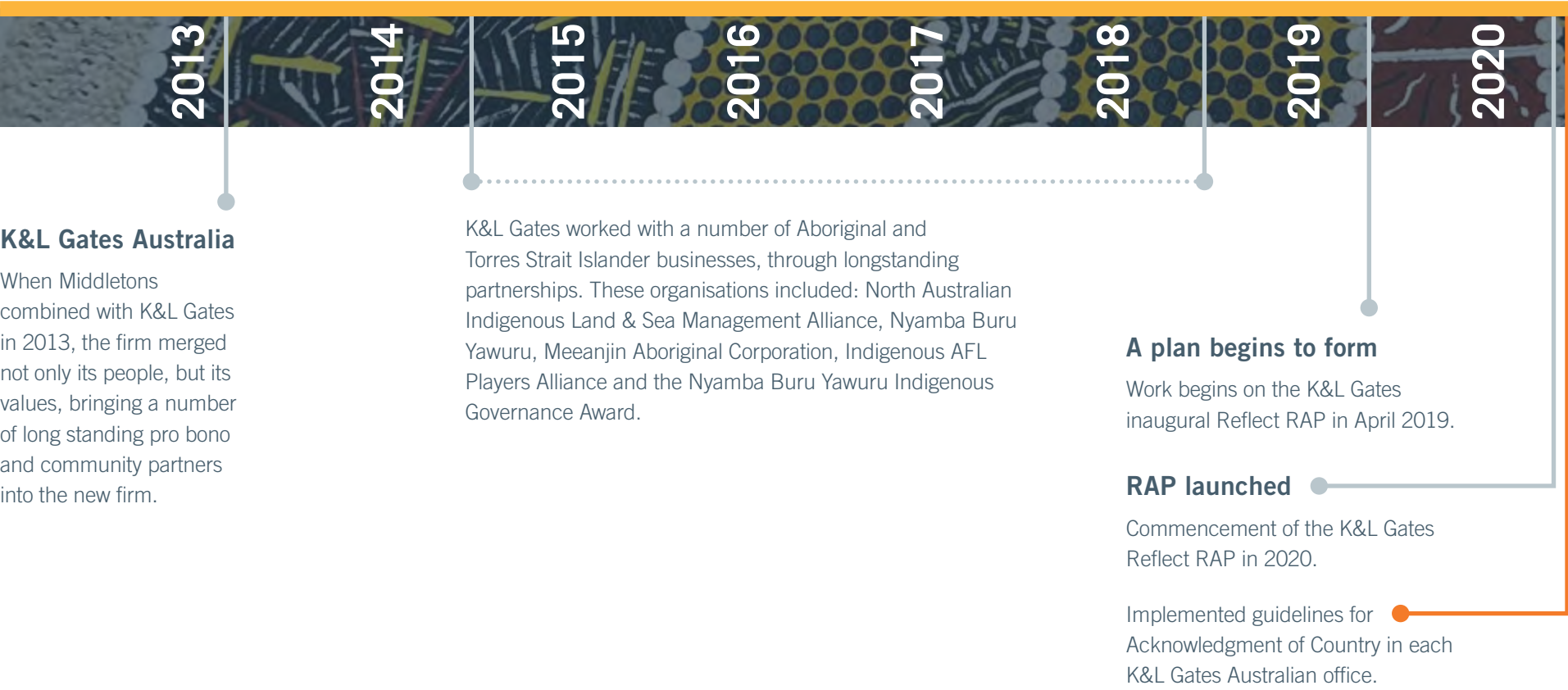
Associate Director of Market Development

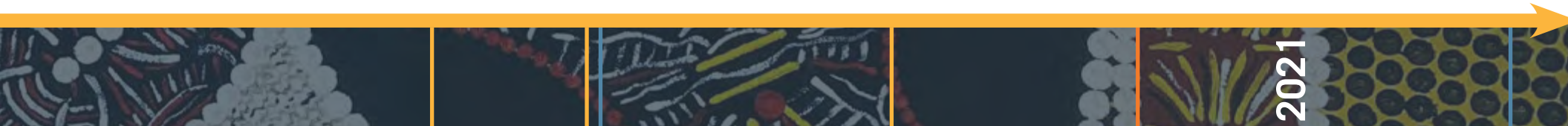
Nick Grant

Director of Human Resources



REFLECTING ON OUR RECONCILIATION JOURNEY





Working with Aboriginal and Torres Strait Islander clients through pro bono

We have had the privilege to act as pro bono legal co-counsel to Yarraka Bayles, on behalf of her son Quaden and the family, in a cyberbullying matter that has attracted national and international media attention. Working alongside co-counsel George Newhouse of the National Justice Project, lawyers from K&L Gates assisted in the digital crisis planning and response to the cyberbullying of Quaden and implemented a tax efficient structure to receive the funds raised through a U.S. GoFundMe campaign. The family's inspiring story of courage was captured in the ABC's Australian Story episode, *About A Boy*.

In an initiative of K&L Gates' Australian Innovation and Pro Bono Committees, we have teamed up with the National Justice Project, Macquarie University and Josef legal technology, to help create a new approach to bringing pro bono support to vulnerable communities, Tech4Justice. The project team is working with WEAVE Youth & Community Services to increase our understanding of how we can best support Aboriginal and Torres Strait Islander peoples through this initiative.

We updated the Pro Bono matter intake processes, to capture information to help understand the relationships we have with Aboriginal and Torres Strait Islander peoples and business to map their connections.

Building cultural capabilities

The Cultural Intelligence Project has led the team at K&L Gates for three training sessions, commencing in National Reconciliation Week and concluding in NAIDOC Week, so that collectively we can better understand:

- Two Worlds: Understanding the barriers
- The Other Glass Ceiling: Unpacking the decisions you make
- Ally vs Accomplice: How to take action.

Engagement with Aboriginal and Torres Strait Islander clients

During the 2020/21 financial year, K&L Gates' Australian offices provided over 165 hours of pro bono advice to Aboriginal and Torres Strait Islander clients, valued at over AU\$95,000.

In total, our Australian teams worked with 33 Aboriginal and Torres Strait Islander organisations, of which 21 businesses were categorised as not-for-profit or charitable.

REFLECTING ON OUR RECONCILIATION JOURNEY



Our Perth team attending the Walk for Reconciliation on 3 June and Reconciliation Breakfast led by Reconciliation WA on 28 May 2021 (left).

Adele Peek from The Cultural Intelligence Project holds the firm in conversations that raised our collective cultural awareness (below).





Wirra Hub

In May 2021, K&L Gates was appointed to provide training workshops and consulting services to the WA Indigenous Business and Employment Hub, Wirra Hub, located in Perth. Our Australian team will be provided a series of legal workshops and training on topics such as establishing a startup, company joint ventures, employment and industrial relations, legal contract law, mergers and acquisitions, and general legal matters. Members of our core team will provide pro bono legal advice to members at the Wirra Hub in Burswood.

The Wirra Hub assists the Indigenous business sector to thrive in Western Australia and provides support to Aboriginal and Torres Strait Islander people wanting to start, grow or sustain their businesses (*left*).

RELATIONSHIPS

K&L Gates will continue to establish and strengthen relationships with Aboriginal and Torres Strait Islander clients and the wider communities in which we operate. As a law firm, we are a relationship driven business, it's how we connect to our communities. We look forward to continuing to reinforce and deepen our existing relationships with Aboriginal and Torres Strait Islander peoples and businesses and map opportunities to create new and meaningful relationships.

Action	Deliverable	Timeline	Responsibility
Establish and maintain 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.	November 2021	RAP Committee Relationship Lead
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2022	RAP Committee Relationship Lead
	Strengthen relationships with Aboriginal and Torres Strait Islander student associations at respective universities in each K&L Gates office location.	March 2022	RAP Committee Secretary
	Promote our partnership with Aboriginal and Torres Strait Islander organisation Saltwater Country Foundation through our Workplace Giving Program, which will enable employees to donate a portion of their salary to Saltwater Country. Saltwater Country is a not for profit organisation with whom K&L Gates has an ongoing relationship- It is an organisation dedicated to empowering and mobilising the connection of Aboriginal and Torres Strait Islander peoples to land, horses and stockmanship pride.	October 2022	Pro Bono Coordinator
	Engage an Aboriginal and Torres Strait Islander charity as one of the recipients of the firm's efforts during our annual worldwide community service program, the Global Day of Service. The Global Day of Service sees our offices partner with a variety of community organisations to promote well-being for the environment, our communities, and a number of wide-scale targeted pro bono initiatives. In Australia, we commit to aligning this day of service with the objectives outlined in this RAP.	September 2022 and September 2023	Pro Bono Coordinator



Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 and May 2023	RAP Committee Secretary
	RAP Committee members to participate in an external NRW event.	27 May- 3 June annually	RAP Committee Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June annually	RAP Committee Secretary
	Organise at least one NRW event each year.	27 May- 3 June annually	RAP Committee Chair
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2022 and May 2023	RAP Committee Secretary
Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	April 2022	RAP Committee Chair
	Communicate our commitment to reconciliation publically, promoting reconciliation through ongoing active engagement with all our stakeholders.	September 2022	RAP Committee Secretary
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2022	RAP Relationship Lead
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	September 2022	RAP Committee Chair

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Provide new joiners to the firm with an overview of the RAP as part of their induction program.	October 2021	RAP Committee Secretary
	Continue to engage in the Legal Profession Reconciliation Network and establish relationships with other law firms involved in reconciliation to explore opportunities for collaboration.	October 2021	RAP Committee Chair
	As a signatory to the Uluru Statement from the Heart, participate as an active member of this group, to support constitutional change.	October 2021	RAP Committee
	Distribute copies of the Innovate RAP as part of the information available for university students at university events and legal careers fairs.	March 2022	RAP Committee Secretary
Promote positive race relations through anti-discrimination strategies.	Conduct a review of human resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	RAP Committee Secretary
	Develop, implement and communicate an anti-discrimination policy for our organisation.	October 2022	RAP Committee Secretary
	Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2022	RAP Committee Governance Lead
	Educate senior leaders on the presence of systemic constructs of racism and the effects of racism.	March 2022	RAP Committee Chair
Promote relationships within our sphere of influence that support access to justice for Aboriginal and Torres Strait Islander peoples.	With all Aboriginal and Torres Strait Islander businesses within K&L Gates network, seek to understand the barriers to accessing professional business consultants.	November 2022	RAP Committee Relationship Lead
	Identify opportunities to share knowledge which supports profitability and the removal / minimisation of restrictive regulatory hurdles.	November 2022	RAP Committee Relationship Lead
Engage with organisations and clients through sponsorships to facilitate opportunities to support Aboriginal and Torres Strait Islander peoples.	<p>Collaborate with the Melbourne Theatre Company (MTC) through K&L Gates' (premium season partner) sponsorship, which began in 2007, to engage with First Nations young people by offering a ticket subsidy scheme, reducing the socio-economic barriers that inhibit engagement with the arts. Providing Aboriginal and Torres Strait Islander peoples with affordable access to world-class theatre, through:</p> <ul style="list-style-type: none"> • 60 discounted tickets available to First Nations organisations and education institutions across Victoria. • MTC to manage ticketing and coordination with First Nations communities in Victoria through its community relationships program. 	December 2021	RAP Committee Relationship Lead

RESPECT

K&L Gates is committed to fostering greater respect—as a foundation for reconciliation—by building collective capabilities through the sharing of the rich cultures and customs of Aboriginal and Torres Strait Islander peoples within K&L Gates and projecting our respect to our wider communities in which we work and live. Building this respect will allow our firm to confidently move forward when supporting Aboriginal and Torres Strait Islander peoples through our Pro Bono Program and when increasing and deepening our relationships.

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.	November 2022	RAP Committee Secretary
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	October 2022	RAP Committee Chair
	Develop, implement and communicate a cultural learning strategy for our staff.	February 2023	RAP Committee Secretary
	Provide opportunities for our people to engage in cultural training and to share with their colleagues the outcomes of this training in practice. Collectively, continuing to build our knowledge.	March 2023	RAP Committee Chair
	Provide opportunities for RAP Committee members, human resources managers and other key leadership staff to participate in formal and structured cultural learning.	February 2023	RAP Committee Chair
	Ensure all lawyers and staff participate in cultural awareness training before undertaking pro bono work with Aboriginal and Torres Strait Islander peoples.	November 2021	Pro Bono Coordinator
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our peoples understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2021	RAP Committee Chair

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2021	RAP Committee Chair
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2022 and May 2023	RAP Committee Relationship Lead
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2021	RAP Committee Secretary
	Display an Acknowledgement of Country plaque in each office in Australia.	April 2022	RAP Committee Relationship Lead
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Committee to participate in an external NAIDOC Week event.	First week in July annually	RAP Committee Secretary
	Review human resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022	RAP Committee Secretary
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July annually	RAP Committee Secretary

OPPORTUNITIES

K&L Gates is committed to working collaboratively toward creating employment opportunities with the firm and in our sphere of influence in support of Aboriginal and Torres Strait Islander peoples.

We strive to inspire, guide and mentor Aboriginal and Torres Strait Islander peoples and encourage individuals to achieve successful and fulfilling careers in the legal sector. To achieve this, we understand that there is a need for continued commitment to education, training and employment opportunities, and these must be beneficial for all parties involved.

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 2021	RAP Committee Chair
	Engage with Aboriginal and Torres Strait Islander staff or advisers to consult on our recruitment, retention and professional development strategy.	August 2022	RAP Committee Chair
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2022	RAP Committee Chair
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2022	RAP Committee Secretary
	Review human resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2022	RAP Committee Secretary
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2023	RAP Committee Chair
	Build a business case and implement a national legal internship program, consisting of one intern in each Australian office per annum.	March 2022	RAP Committee Secretary
	Explore opportunities to support Aboriginal and Torres Strait Islander students studying law.	November 2022	RAP Committee Secretary

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2022	RAP Committee Governance Lead
	Investigate Supply Nation membership.	February 2022	RAP Committee Relationship Lead
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2022	RAP Committee Relationship Lead
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2022	RAP Committee Governance Lead
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	August 2022	RAP Committee Relationship Lead
	Seek opportunities to provide legal services to Aboriginal and Torres Strait Islander businesses (as a pro bono or low bono (offering discounted rates) client) and promote those organisations to K&L Gates staff.	November 2021	RAP Committee Relationship Lead
	Engage Aboriginal and Torres Strait Islander businesses for the firm's printing needs as required.	October 2021	RAP Committee Governance Lead
	Display Aboriginal and Torres Strait Islander artwork in each office in Australia, supporting local artists in the area where possible.	March 2022	RAP Committee Governance Lead
Promote opportunities within our sphere of influence that support equality and access to justice for Aboriginal and Torres Strait Islander peoples.	Through our pro bono program, actively seek to build relationships with organisations that can connect the firm to opportunities to promote equal justice for Aboriginal and Torres Strait Islander peoples.	November 2021	Pro Bono Coordinator
	Develop video podcast "K&L Gates Yarning Circles" – a monthly truth-telling conversation with Aboriginal and Torres Strait Islander peoples, clients and leaders in Aboriginal and Torres Strait Islander communities or who lead Aboriginal and Torres Strait Islander inclusion in organisations.	June 2022	RAP Committee Relationship Lead
	Map out and engage with Aboriginal and Torres Strait Islander barristers within our networks, and consider how an update to our briefing policy could support greater opportunities.	May 2022	RAP Committee Relationship Lead


GOVERNANCE AND REPORTING

K&L Gates approaches this Innovate RAP with the understanding that we will face challenges and need to act upon our learnings. We will provide regular feedback internally to facilitate the ongoing progress of the reconciliation journey, including reporting to the Australian Board, as well as an annual summary report to internal stakeholders.

Reconciliation Australia will be consulted throughout the phases of this RAP. We will also submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Committee to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	October 2021	RAP Committee Secretary
	Establish and apply a Terms of Reference for the RAP Committee.	October 2021	RAP Committee Governance Lead
	Meet at least four times per year to drive and monitor RAP implementation.	January 2022, April 2022, July 2022, September 2022, January 2023, April 2023 and July 2023	RAP Committee Secretary
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October 2021	RAP Committee Secretary
	Engage our senior leaders and other staff in the delivery of RAP commitments.	October 2021	RAP Committee Chair

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Report to the Australian board every quarter on the progress of the RAP.	January 2022, April 2022, July 2022, September 2022, January 2023, April 2023 and July 2023	RAP Committee Governance Lead
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2021	RAP Committee Governance Lead
	Appoint and maintain an internal RAP Champion from senior management.	November 2021	RAP Committee Chair
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 and 30 September 2023	RAP Committee Secretary
	Report RAP progress quarterly, such as successes, events, new connections and developments, to all staff and senior leaders via an internal email and posted to an intranet page.	January 2022, April 2022, July 2022, September 2022, January 2023, April 2023 and July 2023	RAP Committee Governance Lead
	Publically report our RAP achievements, challenges and learnings, annually.	September 2022 and September 2023	RAP Committee Relationship Lead
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2022 and September 2023	RAP Committee Secretary
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2023	RAP Committee Secretary



The artwork used in this RAP is part of a collection on display in our Sydney office. The works are from Thamoor Country (Couridjah, NSW) owned by Frances Bodkin and Gavin Andrews, and includes works by Albert Namatjira.

Frances Bodkin (Aunty Fran) is the knowledge holder of the D'harawal People of the Bidiagal Clan and according to D'harawal tradition, Gawain (Gavin) Bodkin-Andrews, Fran's son, is now the holder of these stories.

Aunty Fran is an educator of D'harawal knowledge and holds a Bachelor of Arts and Sciences with five majors, including Environmental Sciences, and further postgraduate degrees. Combining the knowledge passed down from her Aboriginal mother with her university education she holds a holistic understanding of the natural environment and ways to care for it.

The serpent artwork used in the RAP was created by Dhungatti man Hector Daly, with the support of Wiradjuri woman Kerry Wood.

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