



July 2022 – June 2024

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Innovate Reconciliation Action Plan



Acknowledgement of Country

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Essity acknowledges and honours Aboriginal and Torres Strait Islander peoples, past, present, and future, and the many Countries they belong to and care for. We recognise the rich cultural diversity that exists across the areas we operate in, and that each area has its own language, Country and cultural protocols that deserve to be respected.

Our vision for reconciliation

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Essity's vision for reconciliation is to enable and ensure that Aboriginal and Torres Strait Islander peoples experience equal health, hygiene and well-being outcomes to the wider Australian community.

We embrace our role in Australia's journey to celebrate the rich cultural heritage of First Nations peoples, accepting our shared history, and the unique contribution of First Nations peoples in current and future society.

Our team members are proud of Essity's contributions to the reconciliation journey, working with First Nations peoples to improve health and wellbeing outcomes, and leading a sustainable and circular society for all.

A message from our Executive Sponsor

I am pleased to present Essity's Innovate Reconciliation Action Plan (RAP) for 2022-2024, maintaining our commitment to empowering Aboriginal and Torres Strait Islander peoples, businesses, and communities.

Since the launch of our Reflect RAP, we have integrated into Essity's global hygiene and health business and have welcomed employees from the TOM Organic business acquired in 2021. Our growing organisation, with 400 employees in Australia, will continue to strengthen cultural awareness by listening, learning and building relationships with First Nations people. Together we aim to break barriers to well-being and create a better and more inclusive future for all.

Our RAP Working Group members have demonstrated great leadership over this period; coordinating cultural awareness training for employees, inspiring and engaging others to share stories and become involved, and mobilising resources to deliver health and hygiene initiatives for Aboriginal and Torres Strait Islander communities. We are extremely proud of our achievements to date.

We appreciate the invaluable support of First Nations organisations, including Evolve and Living Culture, who amongst many others have shared their wisdom to help develop our organisation's capabilities in being active allies for reconciliation.

Leveraging the knowledge and experience of our colleagues in New Zealand, Fiji and other Pacific Islands, we are building a solid foundation for the next phase of our cultural journey. On behalf of our Australasian Executive Team, we look forward to building upon the success of our Reflect RAP and enabling our organisation to achieve our vision for reconciliation.



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Jody Scaife
Director B2B & RAP
Executive Sponsor
Essity Australasia

A message from Reconciliation Australia

Reconciliation Australia commends Essity Australasia 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 Essity Australasia 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, Essity Australasia 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. Essity Australasia 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 Essity Australasia'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 Essity Australasia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

About the artist Somma Cozzi-Delaney

Essity has commissioned a talented Aboriginal artist, Somma Cozzi-Delaney, to develop the artwork that features on the front page and throughout this Reconciliation Action Plan.

Somma is a proud Noonuccal/Nughi woman from Quandamooka country, in Queensland's South-East.

Somma has always enjoyed expressing her connection to country and family through multiple modes of art, including on canvas, digital artwork and ornamental bellycasts for pregnant women who are expecting their First Nations baby.

As well as an artist, Somma is a registered nurse with 15 years of experience working in women's health and in the last 6 years working as a Nurse Home visitor with the Australian Nurse-Family Partnership Program, and a mother of five children.

Somma's collaboration as an artist and nurse has been integral to Essity's reconciliation journey through her work with Essity's TENA team. Somma provided artwork and feedback on our first TENA Indigenous Continence Kits which are a valuable resource tool for TENA's community consultants and continence prescribers.

The artwork titled – 'Together'

Together is inspired by partnerships and collaborations.

The hand in the centre of the piece signifies unity and is surrounded by a sea of colour representing the many peoples of Australia. The curved line represents our journey to reconciliation and is encompassed by continuous lines that make up the many allies and partnerships working together to acknowledge the history and stories of our people.



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Somma Cozzi-Delaney
Artist

Our business

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Essity is a leading global hygiene and health company dedicated to improving well-being through our products and services, with over 46,000 employees worldwide, and supplying approximately 150 countries. Essity's purpose is breaking barriers to well-being and contributing to a healthy, sustainable and circular society.

In Australia, Essity has nearly 400 employees and within this RAP we will be working to find out how many Aboriginal and Torres Strait Islander people work within our team, in a culturally appropriate way.

We are a leading local manufacturer and supplier of period care, incontinence, medical and professional hygiene products in the region. Essity's Australian headquarters are based in Victoria, with distribution centres and sales functions around the country. We are proud to be the sole manufacturer of period care and incontinence products in Australia and have been manufacturing at our Melbourne facility for 45 years.

Our portfolio of market-leading local brands includes Libra and TOM Organic, as well as global brands TENA, Tork, Delta-cast, Leukoplast, JOBST, Cutimed and Actimove.



At Essity, we proactively engage with people to encourage open conversations about health and hygiene to be a positive force for change and break barriers that stand in the way of improved well-being. We communicate extensively with menstruators, people with incontinence, carers, health care professionals and people in workplaces to proactively address the stigmas and social barriers around personal health and hygiene.

Essity also has approximately 700 suppliers and works to ensure sustainable and ethical standards throughout our supply chain, through our responsible sourcing program.



Our Reconciliation Journey

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Essity's Reflect Reconciliation Action Plan was originally developed and agreed by Asaleo Care Ltd, which was fully acquired by Essity as of 1 July 2021.

Our Reconciliation Action Plan is guided by our beliefs and behaviours: being committed to delivering superior results; caring for our customers, consumers, the environment and each other; having the courage to take the lead; and collaborating across teams, functions and businesses.

Introducing our RAP working group

Our Reconciliation Action Plan is championed by our Australian Executive General Manager B2B and implemented by our RAP Working Group. The Chair leads the working group and executive reporting, and the coordinator role has been assigned to execute many of the initiatives. All RAP Working Group members are employees and we have one First Nations RAP Working Group member.

- RAP Executive Leadership Team (ELT) Representative- Executive General Manager B2B
- RAP Working Group Chair – Head of Marketing B2B
- RAP Working Group Coordinator – Responsible Sourcing Analyst
- RAP Communications Representative – People Communications Manager
- RAP Nunukal Representative – TENA Contenance Management Consultant
- RAP TENA Healthcare Representative – TENA Services Marketing Manager
- RAP HR Representative – HR Manager
- RAP Libra Representative – Libra Brand Manager
- RAP Procurement Representative – Strategic Category Manager (Sales and Marketing)
- RAP Tork Representative- Tork Sales Manager
- RAP Health and Medical Services Representative – Quality Manager ANZ
- RAP Health and Medical Services Member – Hospital Account Manager

Our work so far

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Our RAP Working Group meets regularly and implements actions to drive our Company's contribution toward reconciliation to make positive, meaningful social change.

We have regularly engaged with our Australian employees to build awareness about our Reconciliation Action Plan and celebrate dates of cultural significance. Employee participation has been high, and we have received much positive feedback that employees feel proud our company is contributing to reconciliation in Australia.

We have successfully engaged with other organisations with established Reconciliation Action Plans in our industry to gain ideas and learnings for our reconciliation planning. Based on their feedback, we have prioritised implementing a Cultural Awareness Training program to help us create more allies within our organisation who can help us gain momentum in progressing our actions.

Since Asaleo Care merged with Essity we engaged with Essity's existing business in Australia to incorporate their team of 90+ people in our RAP. Our reconciliation journey is embraced by all Essity's leadership. A RAP Working Group executive sponsor has been appointed and we are delighted to be part of the journey together as we are all engaged in delivering a comprehensive Innovate Reconciliation Action Plan.

As part of our Innovate RAP, we continue our commitment to make an impact on race relations and historical acceptance with our employees. Some other reconciliation actions have presented complexities and will carry over into our Innovate reconciliation actions, including plans for understanding and increasing the representation of First Nations peoples in our workforce.

Aligning with our reconciliation vision to improve health, hygiene and well-being outcomes for Aboriginal and Torres Strait Islander Peoples, we are focussing on making improvements in incontinence care, period care and hand hygiene. We have been seeking out contacts and partners to work with in these areas and have created some initial positive engagement and successful actions. We are committing time to understand these complex issues, to gain insights and develop ideas, and our actions will mature significantly in this area as part of our Innovate Reconciliation Action Plan.

Actions taken so far

- Building relationships with health care professionals, such as nurses in community health centres, that are working in Aboriginal and Torres Strait Islander communities.
- Signed exclusive partnership with charity Share the Dignity to support their Indigenous Menstrual Health Program.
- Engaged a First Nations training organisation to deliver an employee cultural learning program for all Australian employees, that launched in 2022.
- Staff cultural events celebrating National Reconciliation Week and NAIDOC Week (National Aborigines and Islanders Day Observance Committee).

Impact to date

“ makes me feel very proud
 great step forward
 inspiring initiative
 so proud to have joined an organisation
 with these ethics and culture ”

Essity employees

- Launched annual TENA Award to recognise health care workers Australia-wide who are engaging Aboriginal and Torres Strait Islander communities around managing incontinence, highlighting their work as inspiration for others in the field.
- 51,000 free period care products provided to remote Aboriginal and Torres Strait Islander communities in six months.
- On boarded two new First Nations’ suppliers, Evolve Communities and Living Culture.



Essity engaged First Nations Supplier, Evolve Communities, to provide Cultural Awareness Training. Photo courtesy of Evolve Communities.



Essity engaged First Nations Supplier, Living Culture, to engage staff with cultural activities and demonstrate the importance of keeping Aboriginal culture alive. Photo courtesy of Living Culture.

Case studies

TENA Health Care Kit for First Nations Peoples

Essity engaged Health Care Professionals in First Nations health to better understand the challenges they face in helping people manage incontinence and how we could support them to help improve the quality of life for people living with incontinence that they deal with. Insights from our RAP Nunukal Representative were included in the review.

We learnt that health care professionals in First Nations communities commonly deal with people with obesity, diabetes and dementia. Our own research shows that these conditions contribute to higher-than-average rates of incontinence. We also learnt there is also a lot of shame associated with talking about incontinence, there is low awareness about the existence of incontinence products and affordability of continence products is also a significant issue. These Health Care Professionals are busy, and in need of current information that they can easily access and share.

To address this, our RAP TENA Representative engaged with the Continence Foundation of Australia to develop a dedicated First Peoples Health Care Kit. The kit is used by Health Care Providers to provide information using less formal language e.g. 'Having a Yarn', as well as images, stats and artwork that are representative of Aboriginal and Torres Strait Islander peoples.



Kit contents – welcome letter, intro letter, list of Continence Foundation Australia resources, TENA Product guide, TENA Diabetes brochure, TENA Skin care infographic, TENA Assist program flyer, Healthy Bladder tips and hints.

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Libra Menstrual Health Program for First Nations Peoples



Libra’s research has found that the inability to access period care products can have an adverse effect on education and work outcomes. Access to period care products can lead to positive outcomes, from inclusivity to better performance. We have been working with schools, tertiary organisations and workplaces to address this amongst all Australians.

As part of our Reflect Reconciliation Action Plan (2020-21), Essity signed an exclusive partnership with Share the Dignity, a charity that aims to address period poverty, to support their Indigenous Menstrual Health Program and some of the unique challenges for remote communities. 51,000 free period care products were provided to remote Aboriginal and Torres Strait Islander communities in 2021.

These were distributed through 37 organisations, based in states and territories around Australia.

Photo supplied – Cara Munn, Evita Puruntatameri, Sophia Tipuanantunirri, and Louise Kelantumama pick up Libra products for the Wurrumiyanga Women’s Centre on Bathurst Island in the Northern Territory, where the higher cost to purchase period care products has been a challenge for many women in the community.

Relationships

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Essity understands the importance and value of building strong relationships with all our stakeholders – from our customers and consumers to our employees and our communities – based on mutual respect, openness and ongoing communications and transparency over our activities.

First Nations Peoples have a rich cultural heritage that is the original and ongoing ‘fabric’ of the Australian community where Essity operates. As a leader in its field, Essity has a responsibility to learn First Nations ways of knowing and doing. It is only through respectful partnerships that we can strengthen the understanding between First Nations Peoples and non-Indigenous Australians, provide products and services to Australian people in a more inclusive way, and improve the outcomes and opportunities for Aboriginal and Torres Strait Islander Peoples.

Focus area

Building Relationships aligns to Essity’s strategic objective to enable more people, every day, to enjoy a fuller life.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2022	RAP Working Group Chair
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2022	RAP Working Group Chair
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2023, 2024	RAP Communications Representative
	RAP Working Group members to take part in an external NRW event.	May 2023, 2024	RAP Working Group Chair
	Encourage and support staff and senior leaders to take part in at least one external event to recognise and celebrate NRW.	May 2023, 2024	RAP ELT Representative
	Organise at least one NRW event each year.	May 2023, 2024	RAP Communications Representative
3 Promote reconciliation through our sphere of influence.	Register all our NRW events on Reconciliation Australia’s NRW website.	May 2023, 2024	RAP Communications Representative
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce, including corporate, manufacturing and distribution staff.	February 2023	RAP Working Group Chair
	Communicate our commitment to reconciliation publicly.	October 2022	RAP Communications Representative
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023	RAP Working Group Chair
4 Promote positive race relations through anti-discrimination strategies.	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2024	RAP Working Group Chair
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2023	RAP HR Representative
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	September 2023	RAP HR Representative
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2023	RAP HR Representative
	Educate senior leaders on the effects of racism.	March 2023	RAP Working Group Chair

Respect

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Essity is respectful of the rights, lands, cultures and needs of Aboriginal and Torres Strait Islander peoples in the regions where we operate. As a global company, we recognise the importance of employees in understanding the cultural context of the local community, the value of local insight and the flexibility needed to make a difference at the local level.

Our vision is for our employees and all Australians to embrace the rich cultural heritage of Aboriginal and Torres Strait Islander peoples, accepting our shared history, and the unique contribution of First Nations peoples in current and future society. This fosters workplace inclusiveness and an open and sharing culture for everyone.

Focus area

Respect aligns to Essity’s strategic objective to enable our employees to realise their full potential as part of one winning team. It also relates to our value of caring for our customers, consumers, the environment and each other.

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	March 2023	RAP HR Representative
	Implement a cultural learning program in partnership with an Aboriginal and Torres Strait Islander training organisation.	December 2022	RAP HR Representative
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August 2022	RAP Working Group Coordinator
	Develop, implement, and communicate a cultural learning strategy document for our staff.	September 2022	RAP HR Representative
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to take part in formal and structured cultural learning.	September 2022	RAP HR Representative
	Investigate local cultural immersion opportunities for staff.	April 2023	RAP Working Group Chair
	Ensure all new starters receive cultural awareness training.	October 2022	RAP HR Representative
6 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.	September 2022	RAP ELT Representative
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2023	RAP Working Group Coordinator
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other culturally appropriate protocol at significant events.	July 2023, 2024	RAP Working Group Coordinator
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2023	RAP ELT Representative
	Update our product packaging to display where the product was made in the local Aboriginal and/or Torres Strait Islander Traditional Land name.	March 2024	RAP Working Group Coordinator

Respect continued

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Action	Deliverable	Timeline	Responsibility
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group members to take part in an external NAIDOC Week event, virtually or in-person.	First week in July 2022, 2023	RAP Working Group Chair
	Review HR policies and procedures to remove barriers to staff taking part in NAIDOC Week.	June 2023, 2024	RAP HR Representative
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2022, 2023	RAP Communications Representative
8 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by creating a culturally welcoming workplace environment.	Purchase and display Aboriginal and Torres Strait Islander flags in our offices.	September 2022	RAP Communications Representative
	Investigate opportunities to purchase and display Aboriginal and Torres Strait Islander artwork in our offices.	March 2023	RAP Communications Representative
9 Demonstrate respect for First Nations peoples by Increasing visibility of First Nations cultures across our organisation's work and products.	Increase visibility of our partnership with Share the Dignity program through sharing photos/stories of the program on our social media, promoting reconciliation action through our network.	June 2023	RAP Libra Representative
	Investigate opportunities to incorporate brand-specific artwork on our packaging, website, or social media that demonstrate inclusivity and respect for First Nations cultures.	June 2023	RAP Libra Representative
	Update our product packaging to display where the product was made in the local Aboriginal and/or Torres Strait Islander Traditional Land name.	March 2024	RAP Working Group Coordinator

Opportunities

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Essity is committed to creating opportunities for greater diversity and inclusion in the workplace that is attuned to meeting the health and wellbeing needs of all customers, consumers and stakeholders in the communities where we operate, including Aboriginal and Torres Strait Islander peoples in Australia.

By providing a workplace environment that embraces First Nations cultures and diversity of thought, we can harness new ideas and innovation that will build an even stronger and better company. This includes providing equal employment and economic opportunities, equal access to our services and facilities, and an environment of inclusiveness to encourage every employee and member within the communities where we operate to fully take part as they choose.

Focus area

Opportunities aligns to Essity's strategic objectives to generate increased value through profitable growth and contribute to a sustainable and circular society.

Action	Deliverable	Timeline	Responsibility
10 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.	December 2022	RAP HR Representative
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2023	RAP HR Representative
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2024	RAP HR Representative
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2023	RAP HR Representative
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2022	RAP HR Representative
	Investigate potential opportunities for internships, graduate programs, and traineeships for Aboriginal and Torres Strait Islander students with Essity.	September 2023	RAP ELT Representative
	11 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.	March 2023
Investigate Supply Nation membership.		September 2022	RAP Procurement Representative
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.		June 2023	RAP Procurement Representative
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.		September 2022	RAP Procurement Representative
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.		September 2023	RAP Procurement Representative
Create tracking method in our procurement system to indicate Aboriginal and Torres Strait Islander suppliers.		September 2022	RAP Procurement Representative
Quantify the number of our Aboriginal and Torres Strait Islander suppliers and track associated spend.		September 2022	RAP Procurement Representative
Explore global best practice on Aboriginal and Torres Strait Islander suppliers/social procurement as it relates to our core business.		December 2022	RAP Procurement Representative

Opportunities continued

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Action	Deliverable	Timeline	Responsibility
12 Improve health outcomes in Aboriginal and Torres Strait Islander communities by increasing access to health and hygiene products.	Develop and implement a strategy to capture the learnings, challenges and opportunities of 'Share the Dignity' program for future improvement as part of our ongoing sponsorship.	September 2022	RAP Libra Representative
	Investigate potential to provide accessible products and services to improve hygiene and health outcomes for Aboriginal and Torres Strait Islander students in rural and remote communities.	June 2023	RAP Tork Representative
	Investigate potential to provide incontinence health support materials for community health centres in Aboriginal and Torres Strait Islander communities.	June 2023	RAP TENA Healthcare Representative
	TENA to provide an annual award to recognise health care professionals making a difference in First Nations communities with continence management, to share best practice amongst health professionals and encourage more open conversations with patients and support to improve quality of life.	March 2023	RAP TENA Healthcare Representative
	Investigate opportunities to provide Libra Girl feminine hygiene education and sample packs to First Nations communities to decrease access barriers for First Nations girls in these communities.	September 2023	RAP Libra Representative
13 Investigate opportunities to increase the cultural appropriateness and accessibility of our products for First Nations communities.	Engage with Aboriginal and Torres Strait Islander communities to investigate any prevalent barriers or cultural challenges that may be associated with accessing, using and disposing products in urban, rural and remote areas.	September 2022	RAP Nunukal Representative
	'Engage with Aboriginal and Torres Strait Islander communities and organisations to learn more about ensuring our products are culturally appropriate and safe for First Nations users.	December 2022	RAP Nunukal Representative
	'Investigate potential organisations and stakeholders to engage with to increase the cultural appropriateness of our products for Aboriginal and Torres Strait Islander communities.'	December 2022	RAP Nunukal Representative

Governance

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The benefit of any corporate program is only as good as the system in place to report and monitor the progress. Essity recognises the need for good governance and the importance of honouring our commitments. It is our intention to regularly measure the outputs and outcomes of our RAP program as we progress and provide periodic updates as needed.

Action	Deliverable	Timeline	Responsibility
14 Establish and maintain an effective RAP Working group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	September, December, March, June 2022, 2023, 2024	RAP Working Group Chair
	Establish and apply a Terms of Reference for the RAP Working Group.	July 2022	RAP Working Group Coordinator
	Meet at least four times per year to drive and monitor implementation of our Reconciliation Action Plan.	September, December, March, June 2022, 2023, 2024	RAP Working Group Chair
	Consider establishing an Aboriginal and Torres Strait Islander Advisory Committee.	December 2023	RAP Working Group Chair
15 Provide support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2022	RAP Working Group Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2022	RAP Working Group Chair
	Define and maintain systems to track, measure and report on RAP commitments.	July 2022	RAP Working Group Chair
	Appoint and maintain an internal RAP Champion from senior management.	September 2022	RAP ELT Representative

Governance continued

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Action	Deliverable	Timeline	Responsibility
16 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 important RAP correspondence.	June annually	RAP Working Group Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Working Group Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Working Group Chair
	Report RAP progress to all staff and senior leaders quarterly.	September, December, March, June 2022, 2023, 2024	RAP Working Group Chair
	Publicly report our RAP achievements, challenges and learnings, annually.	May 2023, 2024	RAP Communications Representative
	Investigate taking part in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	RAP Working Group Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2024	RAP Working Group Chair
17 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	RAP Working Group Chair



RECONCILIATION
ACTION PLAN

INNOVATE



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