

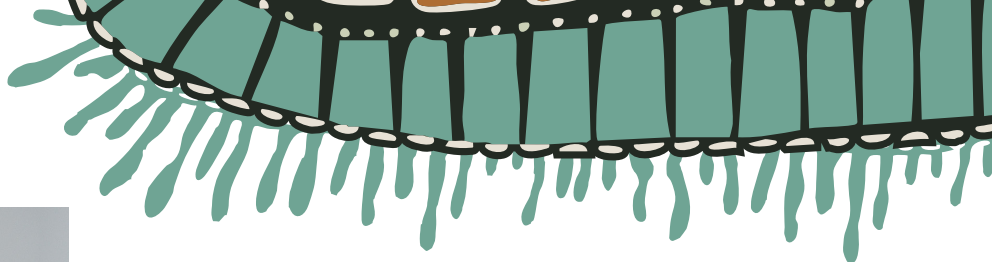


SHAMROCK CIVIL
Safe • Sustainable • Smart • Solutions

Innovate Reconciliation Action Plan

January 2025 - December 2026





Message from our Director

I am happy to introduce the Shamrock Civil Engineering 2025 – 2027 Reconciliation Action Plan (RAP), which showcases our dedication to furthering the cause of reducing disadvantages faced by Indigenous Australians. Shamrock Civil has built a solid reputation for fostering opportunities for Indigenous individuals and groups in the regions where we operate along Australia's eastern coastline. Our past initiatives have created positive results for both individuals and communities, inspiring us to persist on this path of empowerment. This RAP indicates the framework that Shamrock Civil will use to:

- **Strengthen relationships**
- **Promote respect, and**
- **Create opportunities for indigenous people and organisations**

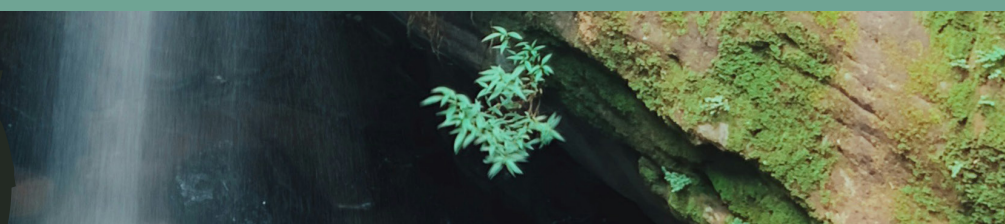
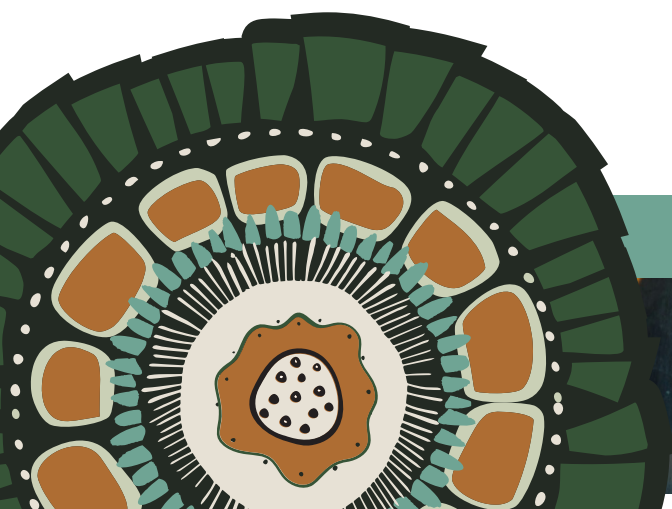
Our RAP development will involve consulting with Indigenous Australians who work at Shamrock Civil and engaging with representatives from Reconciliation Australia.

This RAP will be a dynamic document containing measurable actions and targets to track progress throughout its lifespan. Regular progress reviews will enable continuous improvement opportunities for

this initiative to benefit everyone involved. Shamrock Civil aims to create tangible positive impacts on the lives of Indigenous peoples through the implementation of this RAP.

At Shamrock Civil we recognise that this is every employee's accountability to assist in creating change for the better.

Brendan Kealy
Managing Director
Shamrock Civil





Karen Mundine
Chief Executive Officer,
Reconciliation Australia

Statement from CEO of Reconciliation Australia

Inaugural Innovate RAP

Reconciliation Australia commends Shamrock Civil Engineering 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 Shamrock Civil Engineering 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, Shamrock Civil Engineering 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. Shamrock Civil Engineering is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Shamrock Civil Engineering’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 Shamrock Civil Engineering on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

About the artwork

Pathways to Reconciliation

Hands of Harmony

This artwork reflects the journey of reconciliation through four interconnected themes: Growth, Pathways, Connection, and Many Hands. Each theme plays a vital role in shaping our shared vision for unity, progress, and a harmonious future. Together, they embody the collective aspirations needed to achieve meaningful reconciliation and build a stronger, more inclusive society.

Growth

Growth symbolizes the ongoing journey of cultural awareness and understanding. It reflects the blossoming of knowledge, empathy, and respect for the diverse histories of First Nations peoples. The flourishing patterns evoke natural processes of renewal and resilience, illustrating the importance of nurturing our collective capacity to learn from one another. Growth is about the continual development of relationships and shared respect, essential for true reconciliation.

Pathways

Pathways represent the steps we take together, marked by education, shared purpose, and mutual commitment. Flowing lines and interconnected designs symbolize the bridges built between communities. These pathways guide us forward, toward a future where reconciliation is a collective journey. Illuminated by the wisdom of First Nations stories, they lead us to a deeper understanding of one another and offer a way forward in pursuit of unity.

Connection

Connection celebrates relationships strengthened through community engagement. Circular elements throughout the artwork represent unity, harmony, and collaboration—pillars of reconciliation. This theme reminds us that reconciliation thrives when diverse voices come together with mutual respect, understanding, and shared commitment to moving forward as one. It speaks to the power of community to foster empathy, solidarity, and lasting change.

Many Hands

Many Hands signifies the collective effort required to build a more inclusive and equitable future. The dynamic movement of the hands represents the strength and potential of working together to create lasting impact. It speaks to the importance of community-led initiatives and the shared responsibility in supporting sustainable growth, fostering equity, and empowering communities to thrive. True progress is not the work of a few, but the collective action of many.





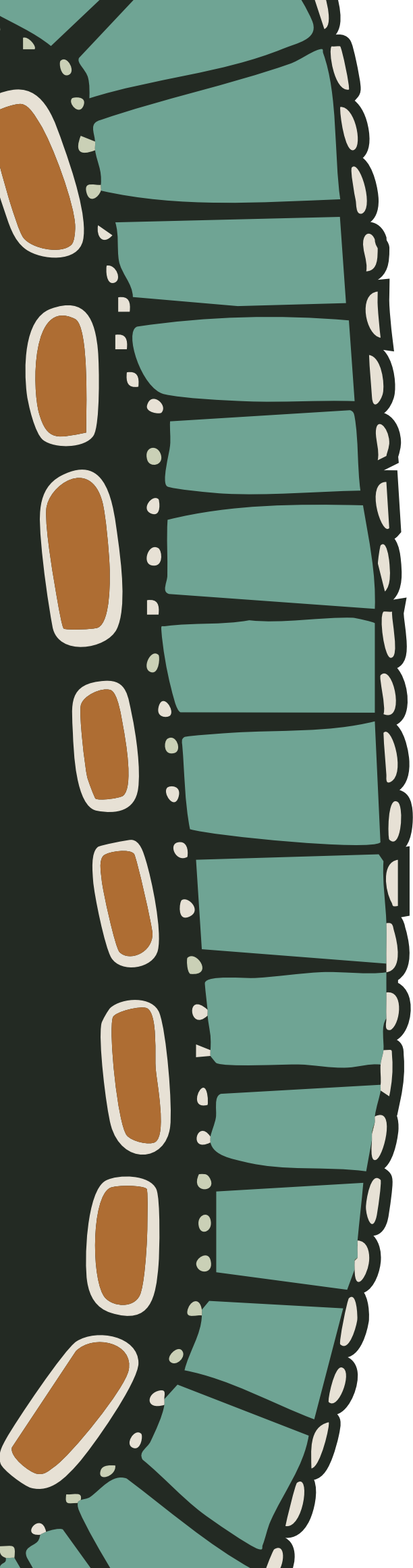
About the artist

Jedess Hudson

Jedess Hudson is a proud descendant of the Ewamian and Western Yalanji peoples of North Queensland. An established creative, she has contributed significantly to the art and community sectors over many years. Her work is deeply inspired by her traditional homelands, with the land, seasons, bush tucker, flora, and fauna serving as central themes in her practice. These elements reflect her strong connection to her heritage and are woven throughout her art as a means of honouring the stories and wisdom passed down through generations.

Raised with a keen awareness of her natural surroundings, Jedess was taught to observe and understand the diverse landscapes that shape her culture and creativity. This connection to nature continues to inform her work, blending traditional knowledge with contemporary artistic expression. Through her art, she explores the ongoing relationship between people and place, celebrating her identity while inviting others to engage with and reflect on the cultural significance of the land.





Our vision for reconciliation

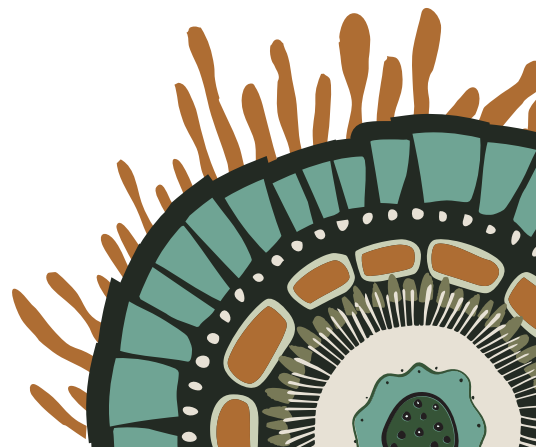
Our vision for reconciliation is the ability to recognise that Aboriginal and Torres Strait Islander Australians can enjoy the same opportunities and quality of life that all Australians expect. As the first inhabitants of Australia, the First Nations people have a significant place in the past, present and future of Australia as a nation, and how it grows moving forward.

Shamrock Civil Engineering (SCE) recognise and respect the value of Aboriginal and Torres Strait Islander Australians cultures and heritages and look to learn from these throughout this reconciliation process. The development and implementation of our RAP demonstrates Shamrock Civils commitment to assistance in the Closing the Gap targets of:

- Youth are engaged in employment or education
- Strong economic participation and development of people and their communities
- People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters

SCE will focus on these through a range of organisation wide activities that will be employed by all employees and persons working with SCE on projects. SCE will further develop our relationships with the Local Traditional Custodian Groups in the areas in which we work to gain an even greater understanding of each of our specific cultural values and knowledge of our country to combine these and gain mutually beneficial outcomes for all parties and to develop a platform to start from for each future project.

This vision outcome will see a united approach between First Nations and non-First Nations people willingly working together combining each of their cultures and values to gain equality of life for all Australians into the future and this becomes the standard approach to life in Australia.



RAP Working Group

To put our RAP into action, we have created a national RAP Working Group (RWG) composed of dedicated and enthusiastic individuals from different departments within Shamrock Civil. The members of the RWG volunteer their time, to contribute to the development of the RAP and provide continuous support for its implementation.

Shamrock’s senior management team plays an active role in leading and resourcing this initiative, guaranteeing its sustainability and fostering enduring positive results.

Working Group Members



Brendan Kealy
Managing Director/ RAP
Champion (SEQ)



Mark Fathers
Senior HSEQ Advisor (NQ) -
ATSI Representative



Mick Campbell
National HSEQ Manager
(SEQ)



Joe Willson
Quantity Surveyor (SA)



Shanel Lambert
Safety Advisor (CQ)



Eamonn Turner
Supervisor (SA)



Victor Vendrasco
Site Supervisor (SA)



Michael Spick
Senior HSEQ Advisor (NT)



Olivia Blackwell
HR Coordinator (SEQ)



Kelsie Hilton
Marketing Coordinator (SEQ)



Kaitlin Purcell
HSEQ Advisor, SA
ATSI Representative



Our Business

Shamrock Civil Engineering (SCE) commenced operations in 1994 as a small civil construction company providing services to clients in Southeast Queensland. Today, Shamrock Civil have grown to be a medium size business that provides a diverse range of civil construction services to both public and private sector clients throughout Queensland, South Australia, Northern Territory and Victoria. These state-based operations are supported by regional offices based in Brisbane, Rockhampton, Townsville, Adelaide, Darwin and Melbourne with head office located in Brisbane.

SCE maintain a permanent workforce of approximately 185 people across their operations consisting of both field-based operations employees and office-based support staff. Essentially SCE are self-sufficient in their Human Resource base needs, however, do engage short term casual employees and subcontractors as required to meet project specific requirements if necessary. Currently SCE have 12 fulltime First Nations employees which is 6.4% of our staffing numbers. Shamrock Civil also employ between 20 and 30 non-permanent First Nations people on a regular basis aligned to workforce and project requirements. The aim being to transition these to permanent employment roles as the opportunities arise.

Complimenting this SCE also have a First Nations Business Engagement Policy already operational which provides focus on the engagement of Local Traditional Owner companies and people for site specific projects where required. SCE do engage with the Local Traditional Owner Groups prior to commencing any works to identify the available First Nations people owned companies, people and suppliers to provide knowledge of these to offer them opportunities to be engaged with the project at hand.

SCE has established a Joint Venture company with Northern Projects Contracting, the commercial branch of the Waanyi Aboriginal Corporation, called Waanyi Shamrock United (known commercially as WSU Civil). This partnership enables SCE to utilise personnel and resources from this First Nations business as needed during project execution. WSU Civil has achieved Supply Nation Certification and has developed into a highly successful enterprise.



Regarding the SCE ‘Sphere of Influence’ our focus will be as follows:

Internally: Our directors are dedicated to fostering reconciliation among all individuals, groups, and organisations. They will spearhead the implementation of the RAP and allocate the necessary resources for its success. To highlight their commitment, the SCE directors established policies on First Nations employment, engagement with First Nations-owned businesses, equal opportunities and anti-discrimination over five years ago. These policies have been regularly reviewed to ensure they create a meaningful impact, with ongoing improvements across all operational areas. They are applied at every level of the organisation and are overseen by the relevant Operations Manager in each state, along with their respective teams. These initiatives have now become part of the daily operations, and new employees are introduced to these policies upon joining the company.

Externally: Shamrock Civil Engineering advises all non-First Nations organisations, including subcontractors and suppliers working with them, to be aware of their First Nations People Engagement and Equity Policies. They encourage these organisations to adopt similar protocols to further enhance reconciliation efforts within the civil construction sector. These policies are reviewed during project start-up meetings, ensuring that all personnel involved—both from SCE and the client’s side—understand the significance of their committed implementation in making a positive impact. SCE has previously provided speakers at various events hosted by Federal and State Government Departments to discuss the advantages of engaging with First Nations people and businesses, highlighting its importance in the reconciliation journey. They are committed to offering support for any future events of this nature as requested.



Our RAP Journey

The creation and execution of this RAP will enhance the initiatives that Shamrock Civil has already established to create genuine opportunities for First Nations individuals and organisations. This builds on the prior development and implementation of internal policies, procedures, and training, which have fostered greater cultural awareness and inclusivity for First Nations people and businesses over the last three years. This effort follows the successful launch of our First Nations People Employment and Retention Policy in 2013, which has facilitated the engagement, growth, and advancement of First Nations individuals within our organisation. These past actions have shown both organisational and personal advantages for everyone at SCE, as well as for external companies and individuals collaborating with SCE on project-specific needs.

A significant outcome of the previous work with First Nations people and businesses was the development of the relationship with the Waanyi Aboriginal Corporation which has grown through the stages of:

- Introductory meetings and recognition of each other’s organisation.
- Development and implementation of a Memorandum of Understanding of how we could work together to assist each other in progressing our relationship and joint opportunities.
- Progression to the development of a Joint Venture Company registered as Waanyi Shamrock United (WSU Civil) which has commenced delivery of civil works projects.
- Further advancement of this Joint Venture Company in having gained Supply Nation Certification to provide enhanced business and growth opportunities for the Waanyi people.
- WSU Civil is now fully operational and delivering projects in Queensland, South Australia, Victory and the Northern Territory.

Shamrock Civil have taken learnings from our actions to date and have included these in the development of our RAP to build upon the platform that we have already created in assisting in Closing the Gap targets which disadvantage First Nations people in the areas in which we work. These actions include:

- Direct communications with the Traditional Owner group representatives prior to commencing work at any project sites and jointly going through the project work sites to identify and develop exclusion zones for any culturally significant sites.
- SCE have invited the local Tradition Owner groups to deliver a welcome to country ceremony at the commencement of each project at the work site and to share their values of the land on which the project will be delivered.
- Engaging the local Traditional Owner group to complete walk throughs of the project sites during all clearing and grubbing activities to allow identification and collection of any artifacts found during this process.
- Engaging local Traditional Owner group and businesses to work on the project.
- SCE have assisted the local First Nations businesses in developing their business systems to assist them in future business operations.
- SCE have provided recognised and certified training opportunities for First Nations People while working on the projects.
- SCE have provided full time work opportunities for First Nations people.

SCE have continuously been developing and implementing Policies that enhance a united approach between First Nations people and non-First Nations people and see the formalisation of a RAP with Reconciliation Australia as the next step in demonstrating a strong commitment to the process of gaining equity for all Australians and recognition and acceptance of all the varying cultures and heritage factors that when combined strengthen Australia's unity as a single nation.

The RAP process is strongly supported by the Company Owner/Directors and the development and implementation of this RAP will be championed by Owner/Director Brendan Kealy. The RAP Working Group has been developed through placing a business wide invitation for interested people to volunteer to be a member of this group and SCE are pleased to have had people from each operational region agree to become members of this RAP Working Group as this provides two communication avenues in each location that we work daily.





Relationships

Shamrock Civil acknowledges the advantages that arise from a culturally diverse and inclusive workforce. Our organisation is dedicated to enhancing our current partnerships with First Nations Peoples and businesses while also fostering additional mutually beneficial relationships and opportunities with other Traditional Custodian groups and communities in the future. We are targeting to raise the level of awareness of the importance of reconciliation in Australia through the actions, behaviours and values demonstrated by our employees, suppliers and subcontractors at each project site.

SCE have recognised that by having work teams actively connect and share local information within our company creates valuable local area knowledge related to ongoing projects. This approach has not only helped with project completion but also allows for meaningful engagement with local individuals and businesses. This engagement offers insights that would have remained unknown without effective communication fostered by trusted relationships seeking common goals.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet annually with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Jan 2025, Jan 2026	Director/RAP Champion
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jan 2025	Director/RAP Champion
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, May 2026	Marketing Coordinator
	RAP Working Group members to participate in an external NRW event.	May 2025, May 2026	Director/RAP Champion
	Organise at least one NRW event each year between 27th May (Anniversary of successful 1967 referendum) and 3rd June (Mabo decision).	27 May - 3 June 2025, 27 May - 3 June 2026	Marketing Coordinator
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, May 2026	Marketing Coordinator
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Jan 2025	HR Manager
	Communicate our commitment to reconciliation publicly.	Jan 2025	Marketing Coordinator
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Feb 2025	Director/RAP Champion
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Feb 2025	Director/RAP Champion
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jan 2025	HR Manager
	Conduct a review of our existing anti-discrimination policy for our organisation and update if necessary.	Jan 2025	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to review and discuss our existing anti-discrimination policy to identify if changes are needed and if so what they are.	Feb 2025	HR Manager
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Feb 2025	HR Manager
	Make changes to the existing Anti-discrimination Policy to reflect any changes identified from the consultation process and re-launch this policy across SCE.	Feb 2025	HR Manager
	Educate senior leaders on the effects of racism.	Jan 2025	HR Manager



Respect

Shamrock Civil are committed to providing our employees with opportunities to develop a greater understanding of the histories, achievements and cultural values of First Nations people as well as sharing our organisational values, knowledge and learnings from our own history and achievements. We recognise this shared knowledge and information is a necessity in establishing respect, and essential in the development of trusted and long-term relationships that can develop a united acceptance and understanding of each other's

backgrounds. From our previous opportunities to work with various First Nations Traditional Custodian Groups, SCE have recognised the benefits of gaining access to the knowledge of the Local People and the benefits of respecting their cultural heritage requirements in developing long term relationships. By demonstrating this Respect for the Local People, it has provided the opportunities to be able to collectively celebrate the successful outcomes of projects delivered on their country without disturbing any sensitive areas or artefacts.

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.	Feb 2025	HR Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Jan 2025, Jan 2026	Director/RAP Champion
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Mar 2025	HR Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Feb 2025	Director/RAP Champion
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.	Feb 2025	HR Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Feb 2025	HR Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jan 2025, Jan 2026	Director/RAP Champion
	Invite the local Traditional Custodians to visit and inspect the project sites throughout the project development through arrangements made with the relevant Project Manager if they so wish. (For site safety reasons)	Jan 2025	Director/RAP Champion
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jan 2025	Director/RAP Champion
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	Jan 2025, Jan 2026	Director/RAP Champion
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2025	HR Manager
	Promote and encourage participation in external NAIDOC events to all staff.	April 2025, April 2026	HR Manager
Demonstrate commitment to respecting and protecting significant Cultural Heritage Sites and Artefacts at all project sites.	Engage with the Local Traditional Owner Group/s at each project site prior to commencement to identify the specific cultural heritage aspects they deem necessary for all people attending site to be aware of and understand prior to entering the project site.	Jan 2025, Jan 2026	Director/RAP Champion
	Develop site specific Cultural Heritage elements to be included in the Site-specific Induction that all people must complete prior to being allowed access to site.	Jan 2025, Jan 2026	Director/RAP Champion



Opportunities

Shamrock Civil are committed to supporting sustainable business opportunities for First Nations People and businesses by providing access to employment and business opportunities. We will continue to focus on increasing the number of First Nations people within our workforce through rigorous recruitment processes aligned to our First Nations Employment Policy. Shamrock Civil will also continue to enhance its existing business relationships with current First Nations owned business partners and seek to develop new opportunities for other First Nations owned businesses through our procurement practices. The reasons for doing this include:

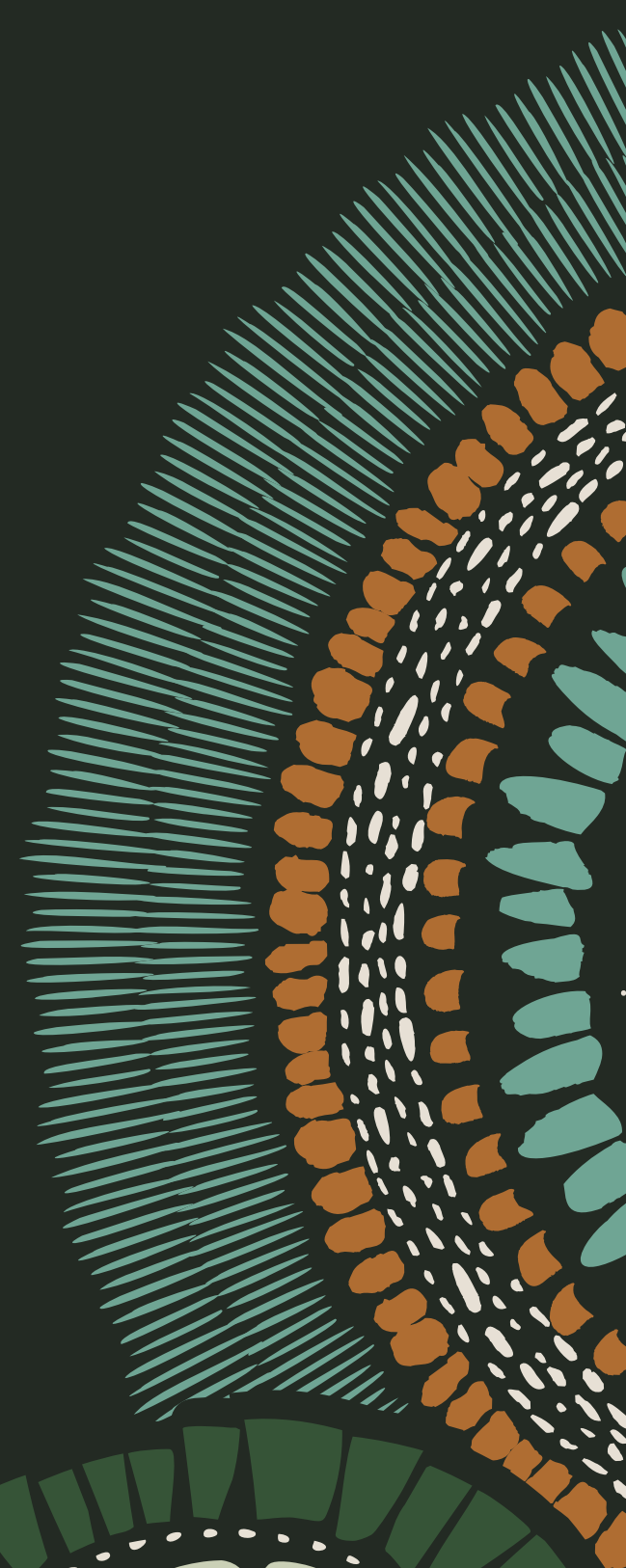
- To develop a strong united workforce capability that is treated with equity and without discrimination that is ready to work across a wide variety of employment fields.
 - Supporting employment and business opportunities for Aboriginal and/or Torres Strait Islander people, businesses, and communities empowers them to drive financial and economic growth. This, in turn, strengthens their ability to invest in health and education initiatives, fostering greater self-determination and well-being within their communities.
 - Through developing skills and capabilities through employment on projects within First Nations Communities to enable ongoing work and professional development opportunities
- To increase the SCE diversity of knowledge, skills and history of the Local Traditional Custodian Groups that we deal with to improve and enhance our project delivery operations through the integration of all skill sets.
 - SCE will assist in developing business systems and processes within the First Nations Groups and Companies that it works with to increase their business acumen and skills to enable them to grow their internal capabilities.
 - It also provides a known human resource pool for SCE to draw upon and work with when completing projects on Traditional Custodian Country and provides opportunities for First Nations people to become permanent employees within SCE.

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.	Jan 2025	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Jan 2025	HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Jan 2025	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jan 2025, Jan 2026	HR Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Feb 2025	HR Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and maintain the existing Aboriginal and Torres Strait Islander procurement strategy.	Jan 2025	HR Manager
	Maintain Supply Nation membership annually.	Jan 2025, Jan 2026	Marketing Coordinator
	Review and maintain the existing opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Feb 2025, Feb 2026	Director/RAP Champion
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Feb 2025, Feb 2026	Director/RAP Champion
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Jan 2025, Jan 2026	Director/RAP Champion
Engage with the Traditional Custodians of the land in which we work, during the tender stage of projects to ensure their perspectives and needs are incorporated from the outset.	Meet with the Traditional Custodians annually to identify their available capability and resources to assist in the delivery of projects.	Jan 2025 Jan 2026	Director/RAP Champion
	Jointly with the Local Traditional Owner groups identify skills development opportunities for the Traditional Custodian groups and businesses and develop learning plans for these to be implemented through the delivery of the projects.	Jan 2025, Jan 2026	Director/RAP Champion
	At project tender phase SCE will initiate discussions with the local Traditional Custodians regarding working partnerships and employment opportunities for all works to be delivered by SCE in that area which allows ongoing employment and development opportunities for the Traditional Custodians. Noting all Land Use Agreements have been negotiated by the relevant Government Agency prior to the tender being released to market.	Feb 2025, Feb 2026	Director/RAP Champion



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.	Jan 2025, Jan 2026	Director/RAP Champion
	Establish and apply a Terms of Reference for the RWG.	Jan 2025	Director/RAP Champion
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, Sept & Dec 2025 & 2026	Director/RAP Champion
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Define resource needs for RAP implementation.	Jan 2025	Director/RAP Champion
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Jan 2025	Director/RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2025	Marketing Coordinator
	Appoint and maintain an internal RAP Champion from senior management.	Jan 2025	Director/RAP Champion
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.	Jan 2025, Jan 2026	Marketing Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025, August 2026	Marketing Coordinator
	Complete and submit the annual RAP Impact Measurement Survey to Reconciliation Australia.	Sept 2025, Sept 2026	Marketing Coordinator
	Report RAP progress to all staff and senior leaders quarterly.	Jan, Apr, Jul, Oct 2025 & 2026	Director/RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually.	Dec 2025, Dec 2026	Marketing Coordinator
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Marketing Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Dec 2026	Director/RAP Champion
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jul 2026	Marketing Coordinator
Share and gain knowledge of the success of the RAP Implementation across SCE	Provide progress updates to all SCE staff on the success of the RAP implementation actions and deliverables post each RAP Working Group Meeting and SCE Review.	Apr, Jul, Oct, Dec 2025 & 2026	Marketing Coordinator
	Request feedback from all employees on the RAP implementation and potential improvement or additional opportunities to increase the success of this.	Apr, Jul, Oct, Dec 2025 & 2026	Marketing Coordinator



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