



RECONCILIATION
ACTION PLAN

INNOVATE

JAN 22 - JAN 24

WE ACKNOWLEDGE THE TRADITIONAL OWNERS OF COUNTRY THROUGHOUT AUSTRALIA AND RECOGNISE THEIR ONGOING CONNECTION TO LANDS, WATERS AND COMMUNITIES. WE PAY OUR RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER ELDERS PAST, PRESENT AND FUTURE, AND SUPPORT THE CONTINUATION OF CULTURAL, SPIRITUAL AND EDUCATIONAL PRACTICES.



My Father's Past

By Justice Blair

“It gives me great pleasure to announce the launch of our first Reconciliation Action Plan (RAP) at the Flight Centre Travel Group (FCTG). 2022 represents a very significant milestone for us as we celebrate 40 years of doing business. It is both a privilege and an honour to be able to establish our Reconciliation Action Plan goals during this milestone year for our company.”



As an Innovate RAP, FCTG is committing to advancing and refining our approach to reconciliation in our workplace. We are embracing the many creative and passionate people across our business and trust with their involvement, we can continue to develop our ideas and strategies on our reconciliation journey for many years to come.

Our vision will guide our reconciliation initiatives over the next two years and will solidify our commitment to our reconciliation journey and allow us the opportunity to consider our role in this most important conversation, beyond the travel industry and as a leader in Australian business.

This plan has been designed to strengthen our relationships with all Aboriginal and Torres Strait Islander peoples and communities, educate our teams on the importance of reconciliation, and celebrate the traditions and journey of First Nations People.

We believe this plan fits with our company purpose as we regularly connect our customers with Australian lands and waters. We hope that this Reconciliation Action Plan and the actions that we have committed to as part of it will provide our people and our customers with greater knowledge of Aboriginal and Torres Strait Islander cultures and traditions. We also hope that we will be able to continue to expand the education and employment opportunities available to First Nations communities and young people through expanding our partnership and supplier relationships with those organisations that may be on a similar path.

I look forward to celebrating the achievements and milestones that this Reconciliation Action Plan will reach within all businesses of FCTG and hope to cement a strong partnership with Reconciliation Australia as we progress this journey. A huge thanks to all our people who have made this possible and who are so passionate about this cause.

James Kavanagh
Managing Director, FCTG Australia

MESSAGE FROM THE MD

OUR FIRST NATIONS CHILDREN'S ART COMPETITION

In November 2019, we launched a First Nations Children's Art Competition, in collaboration with the Queensland Aboriginal and Torres Strait Islander Foundation and the Johnathon Thurston Academy. The aim is to provide Aboriginal and Torres Strait Islander school students with the opportunity to showcase their artistic talent and skills. We also used this opportunity to showcase our businesses to these school students so they could understand the career opportunities and pathways available to them at FCTG.

We are delighted with the success of this competition and plan to continue these types of initiatives. We are equally delighted with alliances that we were able to form with Queensland Aboriginal and Torres Strait Islander Foundation, the Johnathon Thurston Academy and The Girls Academy who assisted us in the campaign for our competition, which led to 42 wonderful entries. You will find some of this artwork proudly showcased on the pages of this RAP, including some of our featured artists and their stories.

Our Artists range in age from 13–15 years old and are from schools throughout Australia. They have parents and teachers who clearly encourage their talents and have enabled them to become part of our FCTG organisational goals. We look forward to continuing to provide a platform for young First Nations Artists to tell their stories.



COMPETITION WINNERS



1ST
**NATALIE
BOOTH**
Sea to the Land

I'm half Aboriginal and Torres Strait. My Mum is from Woorabinda, my Dad is from Normanton and his family is from the Torres Strait. I did this painting to represent them. The style of dots represents the sacred places in borren. This painting is called Sea to the Land, because it represents where I come from and who I am on the inside and outside.



2ND
**TARRYN
ANNO**
Moving Forward as One Community

This artwork incorporates the NAIDOC Week 2019 theme of voice, treaty, truth. The voice of the painting is all the tribes gathering in a circle, joining together to be the voice for their tribes spread around the area. The treaty to this artwork is boomerangs, as they are an item offered when the other tribes meet and discuss everything happening within their areas.



3RD
**JERIMIAH
WYLIE COOLWELL**
The Pathway Dugong

This artwork is a representation of my life. The dugong represents me, as it is my totem. As big circles of dots grow bigger, they symbolise me growing and the smaller circles represent pathways through which I grow. Some of the lines go straight into the side of the dugong or the outlining and these represent that I might not pass a challenge or that I might give up.

At FCTG our purpose is “to open up the world for those who want to see.” We are Australia’s leading travel retailer and our focus is on providing travel experiences across land, air and sea around the world. Our customers come to us for many reasons across work (business travel) and play (leisure travel).

FCTG encompasses a collection of diverse businesses that deliver a variety of offerings within the travel and tourism industry from retail (such as Flight Centre and Travel Associates), wholesale (Infinity and Cross Hotels & Resorts), and corporate (FCM and Corporate Traveller) and well as expansions into other travel-related areas, such as foreign currency and travel academies.

The FCTG network spans all of Australia, with corporate offices and retail stores located in all capital cities and many regional areas and territories. Our footprint includes over 300 retail-facing Flight Centre and Travel Associates shops. Our reach is far and wide with partnerships encouraging travel and tourism to every corner of Australia.

OUR CORE
BUSINESS &
AUSTRALIAN
FOOTPRINT

FLIGHT CENTRE
TRAVEL GROUP IS A
UNIQUE AUSTRALIAN BORN
COMPANY DEDICATED TO
DIVERSITY & INCLUSION. OUR
GLOBAL HQ IS ON YUGGERA
COUNTRY.

OUR PEOPLE

FCTG is proud to be an inclusive employer of choice and provides extensive career opportunities to its people. Our global network currently employs more than 12,000 people.

In Australia, our current workforce is approximately 4,000 people. This is significantly down from our pre-COVID staffing levels of 12,000+ in 2020, however we continue to remain connected with former staff members and are committed to rebuilding our great organisation as the world opens up. Despite a turbulent 20 months, Flight Centre Travel Group has retained a workforce of talented individuals from a wide range of backgrounds, cultures and beliefs who have joined together to enable our customers to travel with ease.

We're proud of our people and ask them to "come as you are" each and every day as our pledge to encourage the celebration of true diversity and inclusion. Of our Australian employees, 2% identify as Aboriginal and/or Torres Strait Islander people.

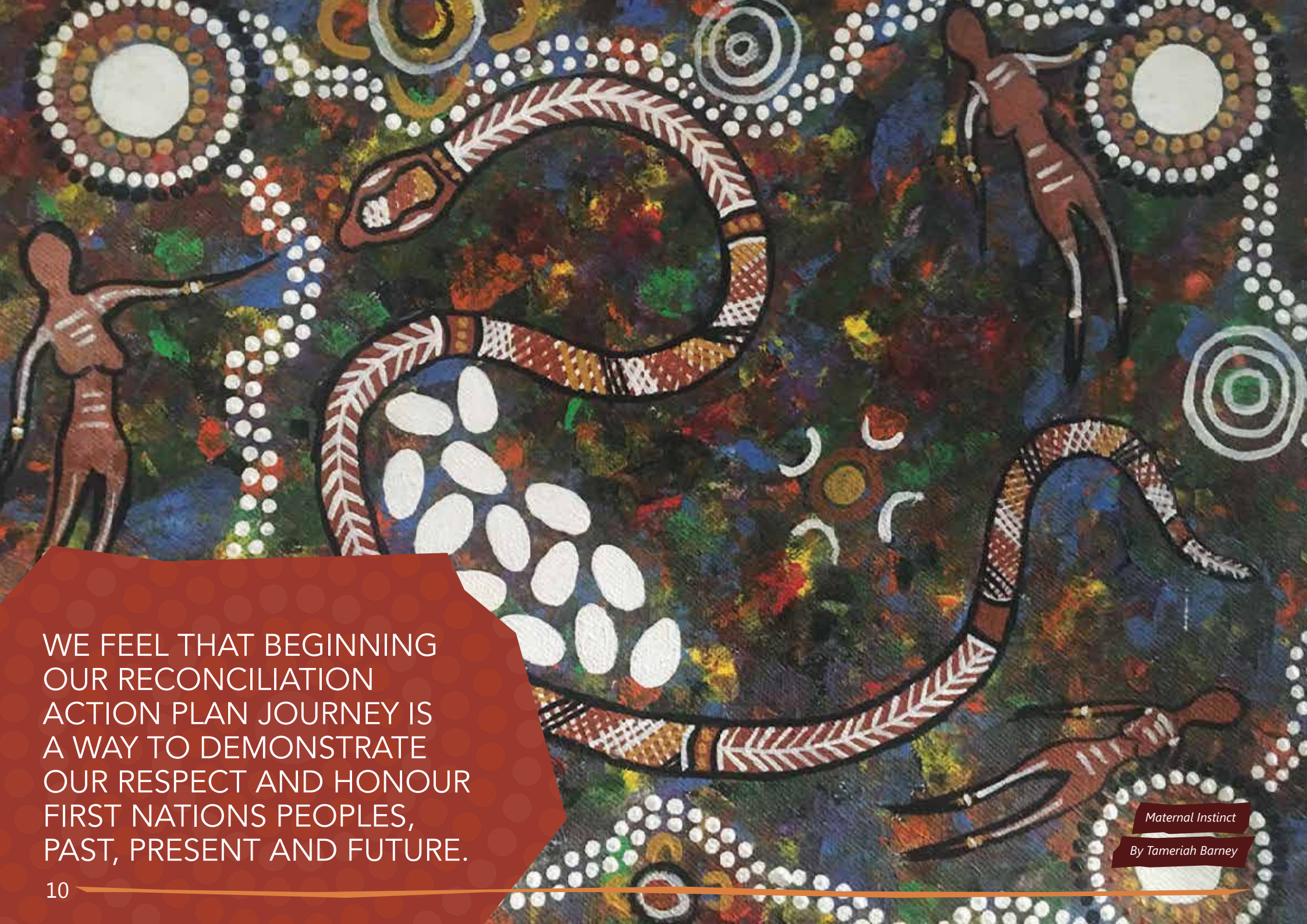




FLIGHT CENTRE IS PROUD TO FOSTER AN INCLUSIVE CULTURE, WE ARE PROUD THAT ALL OF OUR PEOPLE ARE ENCOURAGED TO EMBRACE THEIR UNIQUE SELVES, BACKGROUNDS, CULTURES AND VALUES AND BRING THESE TO WORK WITH THEM EACH AND EVERY DAY.

Connection

By Grace De Graff



WE FEEL THAT BEGINNING
OUR RECONCILIATION
ACTION PLAN JOURNEY IS
A WAY TO DEMONSTRATE
OUR RESPECT AND HONOUR
FIRST NATIONS PEOPLES,
PAST, PRESENT AND FUTURE.

Maternal Instinct

By Tameriah Barney

OUR RECONCILIATION ACTION PLAN

Through this RAP, Flight Centre Travel Group hopes to create educated teams who understand the importance of reconciliation, to see our people develop strong relationships with all Aboriginal and Torres Strait Islander peoples, customers and communities, develop collaborative initiatives that support needs in Aboriginal and Torres Strait Islander communities and collectively celebrate the traditions and journey of our First Nations People.

We take pride in being able to showcase Australia to those who want to see it. Our role, as Australia's largest travel retailer, includes the responsibility of ensuring we do our part to respect the sacred nature of these lands, educate our people and customers, and continue to walk alongside the Traditional Owners of the Lands.

We will support reconciliation through implementation of our FCTG RESPECT Framework.

- R** Respect to culture is woven into our FCTG tapestry
- E** Engagement and collaboration with First Nations communities is key
- S** Supporting needs in community with direct impact initiatives
- P** People are our drivers of change
- E** Education and employment opportunities for all
- C** Connection to culture through reconciliation initiatives
- T** Traditional Owners are heard



Emu Dreaming

By Des-Ziar Shorey Collins

WE ARE LOOKING FORWARD TO CONTINUING OUR JOURNEY AND IMPROVING EACH YEAR THROUGH NEW INITIATIVES AND OPPORTUNITIES.

FCTG's Corporate Travel arm of the business, FCM Travel Solutions (FCM), has been actively engaged in a reconciliation journey since 2014. We owe many thanks to our FCM team who, upon initiating a Western Australian working group with Reconciliation Western Australia, has become instrumental in supporting and encouraging the development of our Innovate RAP. Expanding to incorporate a more holistic approach that involves all of our people across Australia, this Innovate Reconciliation Action Plan has been regenerated but still incorporates many of the foundations and suggested by these fierce advocates.

OUR
JOURNEY
TO DATE





My Country

By Cherylynn Robertson

TIMELINE

2014

- FCM attends its first Supply Nation Event
- FCM begins its Reconciliation Journey by engaging the support of consulting firms



2015

- FCM senior management join consulting firm meetings
- FCM supports the Wirrpanda Foundation with Christmas gifts



2016

- FCM includes Supply Nation in procurement processes
- FCM sponsors Street Banner Project
- FCM sponsors Local Contracting Alliance Showcase (LCA)
- Participation in NAIDOC Week
- WA Leaders undergo Cultural awareness training

2017

- FCM and Reconciliation WA partner to donate over 100 gifts to Indigenous children in WA
- Sponsorship of LCA Aboriginal Business Showcase

2018

- Attended Yokai (Reconciliation WA Employment Forum)
- FCTG becomes a proud member of Reconciliation WA
- Finalisation of Business Case and commencement of development of Reconciliation Action Plan for FCTG
- FCTG release our UN Global Compact progress update incorporating our commitments to diversity and partnerships with
- Aboriginal and Torres Strait Islander groups and communities
- Sponsorship via the FC Foundation of Bush Heritage Australia, a national non-profit who are protecting biodiversity in Australia and creating Indigenous trainee opportunities via their Indigenous Rangers program and Aboriginal Traineeship Initiative at Carnarvon Station

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- Attended National Reconciliation Week events (Reconciliation WA Breakfast and "Walk for Reconciliation" 2018)
- Proud partner and sponsor of LCA Boat Project, and Indigenous Youth Training Program including funding, training venue and uniforms
- Indigenous Internship in the Marketing Team at Topdeck supported by Employment partner 'CareerTrackers Indigenous Internships'
- Responsible Travel Charter (Worldwise), part of the FCTG Corporate Social Responsibility Charter, working with the CEO of the Quandamooka Yoolooburrabee Aboriginal Corporation (land title owners of North Stradbroke Island, Peel Island, and soon to be Moreton Bay and the Redlands) to see how we can promote authentic Indigenous tourism experiences into our offerings (via Infinity)

2019

- In late 2019 we partnered with the Queensland Aboriginal and Torres Strait Islander Foundation, The Johnathan Thurston Academy and The Girls Academy to launch our FCTG inaugural Indigenous Art Competition. Our winner's artwork is displayed within this RAP to offer opportunity to Indigenous youth to share their stories and showcase their talent. Our prize winners have the opportunity to spend a day within FCTG to understand careers not only in the travel industry, but also in the corporate world of creative design.

2020

- COVID-19 causes significant disruptions to the global travel industry and the majority of our programs and initiatives were put on hold or into hibernation.



2021

- FCTG launches its first Reconciliation Action Plan, an Innovate Reconciliation Action Plan





Sea to the Land

By Natalie Booth

From our Board of Directors to our customer facing team members, FCTG is focused on ensuring our diversity and inclusion initiatives are embraced throughout the business in all brands and areas. We have initiated a RAP Ambassador Group which includes members who identify as Aboriginal and Torres Strait Islander people along with other advocates, passionate about supporting the implementation of reconciliation initiatives.

Our Reconciliation Journey, including the implementation of our Innovate RAP (2022 – 2023), is endorsed and sponsored by our Board and executive leadership team and is brought to life by our People & Culture Team and our RAP Ambassador Group. The deliverables and initiatives mentioned in this plan are championed by our Head of People & Culture, Allisa O’Connell. Our broader FCTG community across the nation is just as passionate about actively participating in bringing all initiatives to life over the period of our Innovate RAP and all future action plans moving forward.

Our RAP Ambassador Group is made up of employees who have expressed interest in being involved in our reconciliation journey. They have varied roles and work in various

brands within the organisation. The RAP Ambassador Group will work closely with the dedicated team in our Social Impact and Culture & Engagement areas to deliver on our RAP commitments. Together, these groups will be responsible for maintaining and growing our current relationships with Aboriginal and Torres Strait Islander communities, organisations, customers and not-for-profits supporting Aboriginal and Torres Strait Islander people.

WHO IS INVOLVED?



Turtle Dreaming

By Kaiden Ratcliff

PARTNERSHIPS & ACTIVITIES

Through the nature of our business, FCTG has the benefit of being able to form strong relationships with many organisations who have similar values and beliefs on the importance and meaning of Reconciliation in Australia. We will continue to engage in conversations with these organisations to learn about Reconciliation Journeys nationwide. We also work alongside not-for-profit organisations that support Aboriginal and Torres Strait Islander communities through the Flight Centre Foundation. Our people are heavily invested in our volunteering programs where we donate time, skills, goods and build awareness around the struggles people face in vulnerable communities.

FCTG proudly partners with over 70 Aboriginal and Torres Strait Islander clients, alongside other customers who work primarily in Aboriginal and Torres Strait Islander Communities. We also work closely with other organisations who champion initiatives in support of reconciliation, including:

BUSH HERITAGE

Bush Heritage and the Flight Centre Foundation had a partnership in place for many years, and in 2017-2018 the Flight Centre Foundation funded the Traineeship initiative for the creation of an identified aboriginal female position based in Bush Heritage's Carnavon Reserve in Central Queensland. This initiative was created to focus on the key areas of conservation, education, and female Aboriginal engagement.

BAIDAM

In November 2019, FCTG commenced a supplier partnership with a new cybersecurity company 'Baidam Solutions'. Baidam Solutions are a profit for good company, donating a significant amount of profits back into the Aboriginal and Torres Strait Islander communities while creating employment pathways in IT, through educational scholarships in cybersecurity training.

QATSIF

FCTG reached out to QATSIF (Queensland Aboriginal and Torres Strait Islander Foundation) in September 2019 to assist us to understand initiatives that we could drive to assist Aboriginal and Torres Strait Islander youth of Australia. It was through this conversation that our Art Competition was born.



True Divisions
By Millie Hoskin

OUR FOCUS ON THE FUTURE



The Pathway Dugong

By Jeremiah Wiley Coolwell

RELATIONSHIPS

Our business is built on a foundation of collaboration and connection. We encourage our people to come as they are, celebrating the diversity of our people and actively promoting inclusion within our businesses across Australia. We recognise that strengthening and promoting better relationships between Aboriginal and Torres Strait Islander peoples and other Australians will help us create stronger partnerships and contribute more meaningfully to the reconciliation process in Australia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Create a FCTG RAP Ambassador Group comprising of both non-Indigenous and Aboriginal and Torres Strait Islander peoples.	Jan-22	Social Impact Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jan-22	Social Impact Manager
	Investigate and understand the needs of Aboriginal and Torres Strait Islander communities to advise on the initiatives that will have a direct impact approach within those communities.	Mar-22	Social Impact Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May-22 May-23	Internal Communications Team Leader
	RAP Ambassador Group members and FCTG employees to participate and encourage participation in an external NRW event.	May-22 May-23	Head of People & Culture
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-22 May-23	Head of People & Culture
	Organise at least one NRW event each year including all our Aboriginal and Torres Strait Islander stakeholders & customers.	May-22 May-23	FCM Meetings & Events Team Member
	Register all events on Reconciliation Australia's NRW website.	Apr-22 Apr-23 May-22 May-23	Social Impact Manager

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation through initiatives located online, Global Headquarters in Brisbane along with our store network located throughout Australia.	Jan-22	Social Impact Manager
	Communicate our commitment to reconciliation publicly by publishing our RAP and sharing both internally with our people and customers and externally with the public.	Jan-22	Internal Communications Team Member
	Implement opportunities to positively impact our internal and external stakeholders to drive reconciliation outcomes through investigated needs within the community.	Jun-22 Jun-23	FCM Account Manager
	Network and collaborate with other RAP organisations and other like-minded organisations to develop ways to advance reconciliation.	Mar-22	Social Impact Manager
4. Build relationships through celebrating National Reconciliation Week (NRW).	Continuous review and updating of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May-22 May-23	HR Business Partner
	Educate senior leaders on the effects of racism.	Apr-22 Apr-23	Professional Development Team Member
	Using our "Come As You Are" Diversity, Equity & Inclusion anti-discrimination policy and programs to create a welcoming environment for all Aboriginal and Torres Strait Islander employees and stakeholders.	Feb-22	Head of People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Feb-22	HR Business Partner

Under the Sea

By Ruby Locker

RESPECT

FCTG has developed a framework to support reconciliation within our organisation. We have called this our RESPECT Framework and it covers 7 core principles that drive our journey forward in a respectful, kind and intentional way. Refer to page 13 for more information.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Implement Aboriginal and Torres Strait Islander Cultural Intelligence Training available for all employees delivered by an Aboriginal or Torres Strait Islander accredited cultural learning provider.	Jul-22	Professional Development Team Member
	Conduct a review of cultural learnings needed within our organisation across all businesses and roles.	Jan-22	Professional Development Team Member
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Mar-22	Professional Development Team Member
	Creation of a Cultural Events calendar for the year which will outline all events that Flight Centre Travel Group will acknowledge & celebrate with our Aboriginal and Torres Strait Islander stakeholders.	Jan-22 Jan-23	Internal Communications Team Member
	Develop, implement and communicate a cultural learning strategy for our staff.	Jul-22	Professional Development Team Member
	Provide opportunities for RAP Ambassador Group members, People & Culture teams and other key leadership staff to participate in formal and structured cultural learning.	Jul-22	Professional Development Team Member

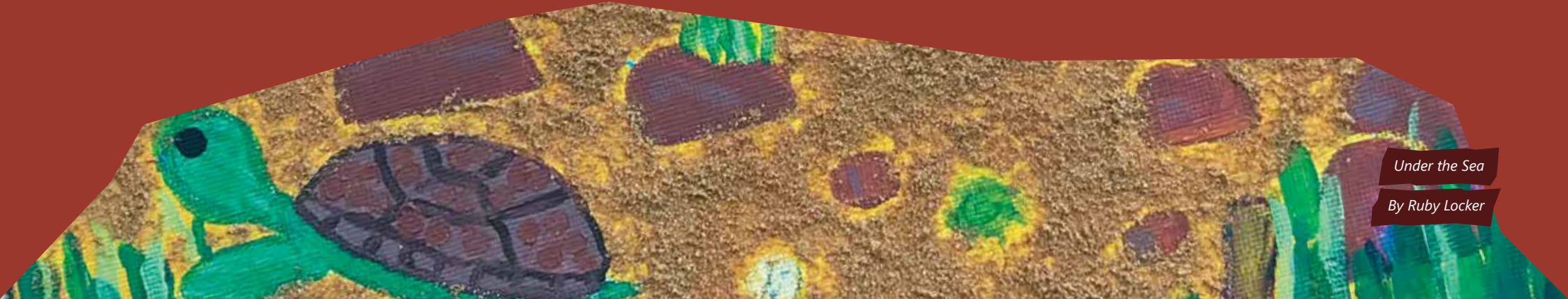
RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols and how to personalise an Acknowledgement of Country.</p>	<p>Jan-22</p>	<p>Internal Communications Team Member</p>
	<p>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</p>	<p>Feb-22</p>	<p>Social Impact Manager</p>
	<p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</p>	<p>May-22 May-23</p>	<p>FCM Meetings & Events Team Member</p>
	<p>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</p>	<p>Jan-22</p>	<p>Head of People & Culture</p>
<p>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>RAP Ambassador Group and all interested employees to participate in an external NAIDOC Week event.</p>	<p>Jan-22 Jan-23</p>	<p>Social Impact Manager</p>
	<p>Review HR policies and procedures to remove barriers to staff participating in NAIDOC week.</p>	<p>Jan-22</p>	<p>HR Business Partner</p>
	<p>Encourage use of paid volunteer leave that all employees are entitled to celebrate NAIDOC week.</p>	<p>Jul-22 Jul-23</p>	<p>HR Business Partner</p>
	<p>Promote and encourage participation in external NAIDOC events hosted by clients and non-clients to all staff.</p>	<p>Jul-22 Jul-23</p>	<p>Internal Communications Team Member</p>
<p>8. Promote cultural knowledge and understanding by implementing our RESPECT framework</p>	<p>Engage with Aboriginal and Torres Strait Islander staff, stakeholders, and clients when implementing each aspect of the framework.</p>	<p>Jan-22</p>	<p>FCM Account Manager</p>
	<p>Develop communications strategies to promote the RESPECT framework.</p>	<p>Jan-22</p>	<p>Social Impact Manager</p>

OPPORTUNITIES

As a global employer, and Australia's largest travel retailer, we open up the world for those who want to see it. This not only applies to our customers, but to those who join our business through employment or partner with us through procurement and supplier relations. We would like to actively seek and promote opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities to leverage our buying power, industry networks and recruitment channels.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Identify who within our organisation identifies as an Aboriginal and Torres Strait Islander person by providing a function within our payroll system for everyone to update to allow for accurate data collection.	Jan-22	Payroll Team Member
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	Feb-22	Recruitment Team & Professional Development Team Member
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy within our RESPECT framework.	Jun-22	Recruitment Team & Professional Development Team Member
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jan-22	Recruitment Team Member
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jan-22 Jan-23	HR Business Partner
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Jan-23	Head of Talent & Retention



Under the Sea

By Ruby Locker

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. 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 within all areas of the business.	Jan-22	Procurement Team Member
	Investigate Supply Nation membership.	Mar-22	Procurement Team Member
	Celebrate and involve our employees in opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Mar-22	Procurement Team Member
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Mar-22 Mar-23	Procurement Team Member
	Nurture our existing and create opportunity for more commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Mar-22	Corporate Traveller Business Leader
11. Explore opportunities for a co-designed travel initiative in Aboriginal and Torres Strait Islander communities	Establish new partnerships with local Aboriginal and Torres Strait Islander communities and/or organisations to identify opportunities for a fully funded travel initiative.	July-22	FCM Account Manager
	Consult with Aboriginal and Torres Strait Islander stakeholders to explore projects requiring travel that support a need within communities where FCTG is present.	Aug-22	FCM Account Manager



Through a Camera Lens

By Katie Wilson

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Ambassador Group to drive governance of the RAP.	Establish and maintain continuous Aboriginal and Torres Strait Islander representation on the RAP Ambassador Group.	Mar-22	Social Impact Manager
	Influenced by our Cultural Intelligence Training, establish a RAP Ambassador guidelines playbook that govern the vision and purpose of the group.	Mar-22	Social Impact Manager
	RAP Ambassador Group to meet monthly to drive and monitor RAP implementation.	Jan-22, Jan-23	Social Impact Manager
13. Provide appropriate support for effective implementation of RAP commitments.	Define budget, stakeholders, and capacity for RAP implementation.	Jan-22 (reviewed annually)	Head of People & Culture
	Engage our senior leaders and other staff in the enthusiastic delivery of RAP commitments.	Aug-22	Social Impact Manager
	Report RAP progress to all staff, senior leaders, customers and appropriate stakeholders quarterly.	Feb-22	Social Impact Manager & FCM Business Leader
	Maintain our Head of People & Culture as our internal RAP Champion from senior management.	Jan-22	Head of People & Culture
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings.	Contacting Reconciliation Australia about our reporting commitments.	Aug-22 (reviewed annually)	Social Impact Manager
	Submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep (annually)	Social Impact Manager
	Report RAP progress to all staff, senior leaders, customers and appropriate stakeholders quarterly.	Jan-22, Apr-22, Jul-22 Oct-22	Head of People & Culture

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Publicly report our RAP achievements, challenges, and learnings, annually.	Jan-22 (reviewed annually)	Internal Communications Team Member
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr-22	Marketing & Internal Communications Team Member
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Sep-23	Social Impact Manager

WE UNDERSTAND THAT WE ARE ONLY AT THE BEGINNING OF OUR RECONCILIATION JOURNEY, HOWEVER WE ARE EAGER TO PROGRESS AND MAKE A DIFFERENCE WHERE WE ARE ABLE.



Innocence

By Zoe Charles

FOR FURTHER INFORMATION CONTACT

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