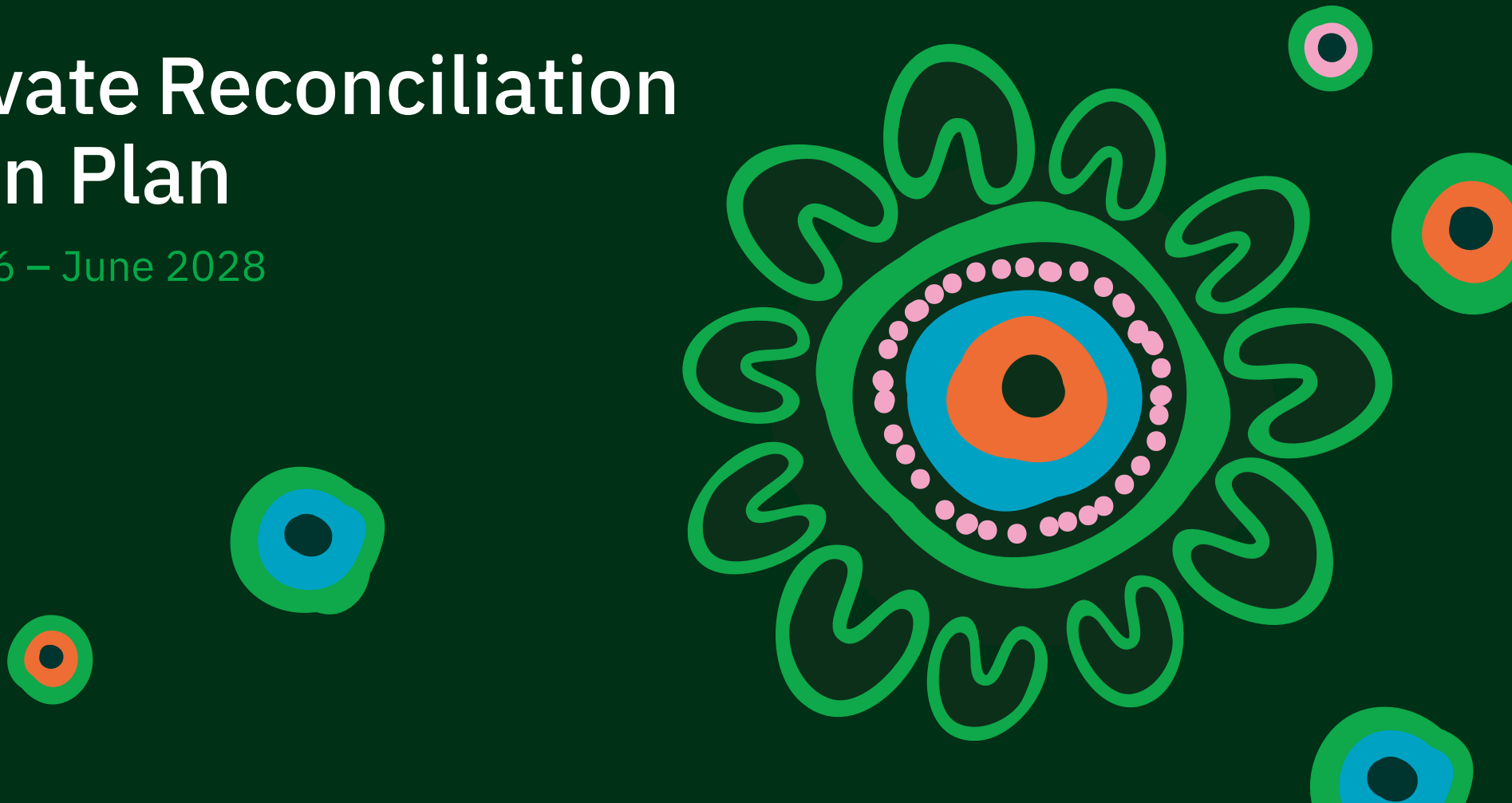




Innovate Reconciliation Action Plan

June 2026 – June 2028



Acknowledgement

AKG recognises the Traditional Owners of the land and pays respect to Elders past, present and emerging. Please note that following a process of consultation with Indigenous staff from across AKG, the Indigenous Advisory Committee has endorsed the use of the term “Indigenous” being used to refer to Aboriginal and Torres Strait Islander peoples.

Images used:

Page 4: Elaine Chambers-Hegarty; image courtesy Yarnnup Collective

Page 6: Darren Hooper, AKG

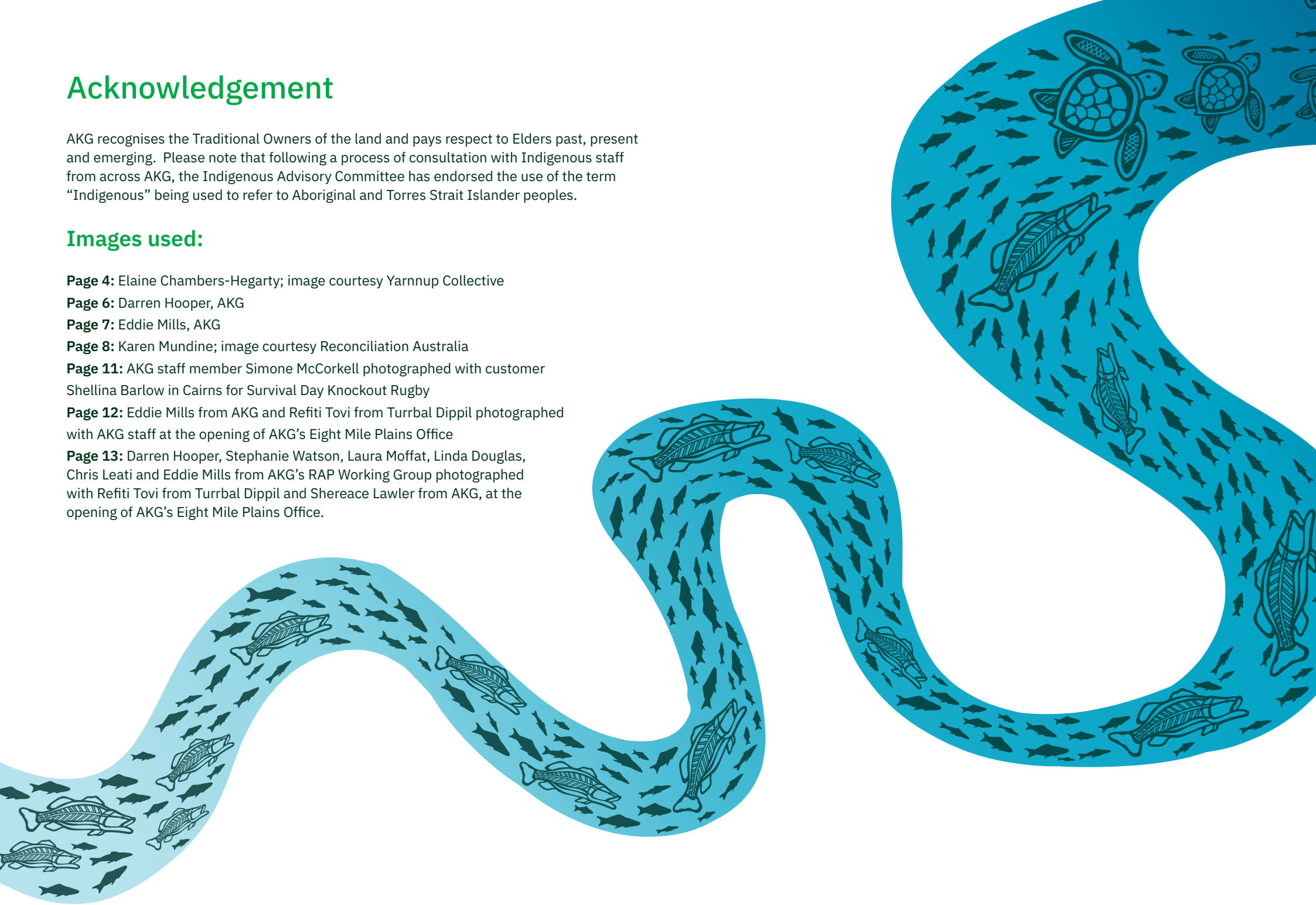
Page 7: Eddie Mills, AKG

Page 8: Karen Mundine; image courtesy Reconciliation Australia

Page 11: AKG staff member Simone McCorkell photographed with customer Shellina Barlow in Cairns for Survival Day Knockout Rugby

Page 12: Eddie Mills from AKG and Refiti Tovi from Turrbal Dippil photographed with AKG staff at the opening of AKG’s Eight Mile Plains Office

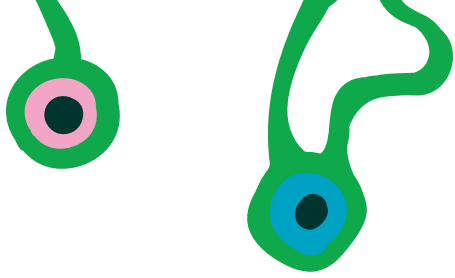
Page 13: Darren Hooper, Stephanie Watson, Laura Moffat, Linda Douglas, Chris Leati and Eddie Mills from AKG’s RAP Working Group photographed with Refiti Tovi from Turrbal Dippil and Shereace Lawler from AKG, at the opening of AKG’s Eight Mile Plains Office.



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About the artwork

The vision

AKG's RAP represents a commitment to strengthening relationships with Indigenous peoples across the country. At the heart of this commitment is "Let Connection Flow" a purposeful artwork by Elaine Chambers-Hegarty. This artwork was created to speak directly to Indigenous staff and the communities AKG serves. It reflects key AKG principles of Ability, Knowledge, and Growth, expressed through form, movement, and colour rather than text.

Rather than representing a single Country or Nation, the piece speaks to a constellation of many. It is designed to allow all mob to see themselves within it. It draws from AKG's established colour palette while standing independently as a statement of the organisation's RAP commitment.

About the artist

Elaine Chambers-Hegarty is a proud Koa (Guwa), Kuku Yalanji, and Barada Barna woman, graphic designer, and artist with over three decades of experience. Her passion for storytelling through design has shaped a career dedicated to ensuring First Nations voices and cultures are visible and celebrated.

Elaine's artistic journey is deeply influenced by her family's resilience and nurturing spirit. Drawing inspiration from her parents and grandparents, she integrates cultural knowledge and storytelling into her work. She has collaborated with major organisations, using her art to connect communities and amplify First Nations representation.

For Elaine, the most rewarding aspect of her work is seeing communities embrace the designs she creates - reinforcing cultural pride, history, and identity through visual storytelling.



'Let Connection Flow' by Elaine Chambers-Hegarty, developed in consultation with AKG's RAP Working Group.

Message from Managing Director



I acknowledge the Traditional Owners of this Land, the world's oldest continuing cultures, and pay my respects to you, your communities and leaders, and those who have gone before you.

Over the last few years, the spirit of reconciliation has been shaken through the process of a referendum vote for an Indigenous Voice to be enshrined in the constitution of Australia. Whilst intended to create a sustainable Indigenous representative voice to Government about matters which concern them, the dialogue surrounding the referendum was complex, challenging and emotional.

As a business delivering services to people who are often disempowered, lack opportunity and are in need of support in many complex forms, empathy is one of the main drivers of doing our job well. Our teams understand the dynamics that sit behind systemic disadvantage, witness first-hand the struggles that pass through families, generation after generation, and are there with individuals when a sudden event or change in circumstances can change the course of someone's life.

Our business supported the Voice because we see the impact that representation and inclusion has. To do the work we do, we need to understand life from someone else's perspective. We need to understand that our own experiences do not shape or inform the way we should understand someone else's.

When we talk about reconciliation at AKG, we start from the position of listening. The structures we have built within our business to listen to our Indigenous employees directly inform the way we run our business day-to-day. If we aren't listening – we cannot hear the perspectives that can help us improve the way we do things.

As a business, we have learned that successful RAPs are about consistency and building momentum. The work we have done over the last few years has embedded a mindset that can now benefit us as a much larger and more diverse AKG organisation, and I am excited about the work to come over our Innovate RAP.

Darren Hooper
Managing Director

Message from Chair of the Indigenous Advisory Committee

I acknowledge the Traditional Owners of this Land, the world's oldest continuing cultures, and pay my respects to you, your communities and leaders, and those who have gone before you.

In mid-2024 I became the Chair of AKG's Indigenous Advisory Committee, and it was decided that AKG would develop and implement its first Reconciliation Action Plan (RAP). At that time, the organisation was looking to take its next big step forward in its approach to working with Indigenous people around the country. It is exciting to be part of an organisation that can reach so many people and that has been through a genuine process of engagement to put words into action.

The journey of reconciliation is a long one as it can only be successful where we all play our part. AKG's RAP embodies the concept of reconciliation by ensuring that reconciliation, empowerment and recognition sits at the heart of how services are developed and delivered, how policies are put together and implemented, and how we build active and deep connections with Indigenous communities, customers, businesses and partners.

Over the past 12 months, AKG has empowered its Indigenous staff to have a voice. This voice has seen Indigenous leaders emerge from across the country to develop the RAP and oversee its development and implementation. It has been heartening to see this group come together from all parts of the business to build their confidence and connections with Indigenous staff across the country and I look forward to this continuing and growing over the life of the RAP.

The RAP has some significant challenges including continuing to support Indigenous leadership. Our Reconciliation Action Plan (2026 – 2028) challenges us to lift our performances in all areas. Together Indigenous staff from across the country and I, developed a new Indigenous voice within our business. This new voice has driven the development of the RAP and will continue to have a leadership role in implementing the RAP and bringing an Indigenous perspective to our work, providing support to Indigenous staff across our business, and in ensuring we don't lose sight of the importance of the impact we can have every day.

I look forward to seeing the impact of the RAP in the way that AKG delivers its services, engages with the community and develops its Indigenous leadership over the next two years.

Eddie Mills
Chair of the Indigenous Advisory Committee

Statement from CEO of Reconciliation Australia

First Innovate RAP

Reconciliation Australia commends AKG 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 AKG 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, AKG 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 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. AKG 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 AKG'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 AKG on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer, Reconciliation Australia



Our vision for reconciliation

AKG's vision for reconciliation in Australia centres on fostering strong, respectful relationships with Indigenous people aimed at closing the gap in employment, health and learning. We have a strong Indigenous voice for our Indigenous staff that is central to our decision making where Indigenous people have equitable access to employment, and opportunities. Our approach focuses on creating inclusive, culturally safe environments and strengthening partnerships through our Reconciliation Action Plan.

We recognise the ongoing impacts of colonial policies such as the Stolen Generations and Stolen Wages have intergenerational trauma and consequences that persist today for our Indigenous customers, partners and employees. Through our suite of Cultural Capability Training (which is developed by our Indigenous staff and delivered to our staff), we aim to incorporate Australia's Indigenous history and perspective into our business by actively engaging with it, accepting the experiences of our Indigenous peoples. By acknowledging and being empathetic to past injustices, we seek to move forward by being connected and providing exceptional customer service to empower our Indigenous customers and their communities.



Our business

AKG is an integrated provider of employment, learning and health services, collectively a core part of social infrastructure, that empowers people to thrive in their communities, delivers value to organisations and supports governments to operationalise their policy. With 2,500 team members across seven countries and a 35-year history, we're proud to be trusted in providing services across Australia, Canada, Italy, Korea, Singapore, Sweden and the United Kingdom.

AKG employs over 1100 people in Australia across four core segments: Employment, Health, Learning and Community. We deliver Government funded programs including Workforce Australia, Inclusive Employment Australia, Remote Australia Employment Service, funded training and health and assessment services across the country. We have over 140 full and part-time office locations with outreach locations that extend into regional and remote communities.

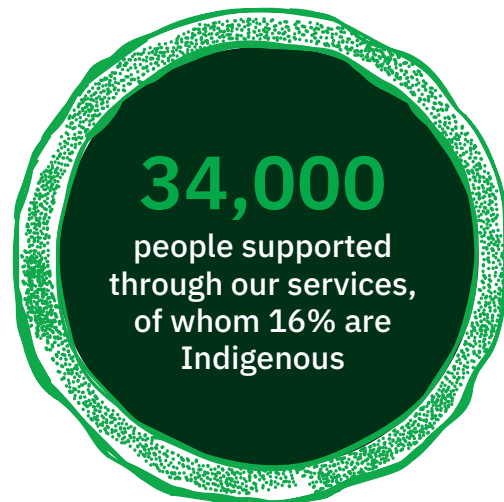
We deliver services to 34,000+ people from a diverse range of backgrounds, of which 16% are Indigenous Australians. Based in community, our core business is helping customers to develop skills, find sustainable employment and live healthy lives, no matter their background or circumstance. It is important to our services that the representation of Indigenous employees within our business reflects the regions where we deliver services. At the commencement of our 2026-2028 RAP, 5.54% of our workforce identifies

as Indigenous, and we remain committed to maintaining it at 5%. Our approach to building culturally capable services is to work with the Indigenous communities we serve, their leaders, and organisations, and to provide a safe and welcoming environment for anyone accessing services.

Key to our success are the inclusive workplaces that embrace diversity and equality. We're committed to supporting employers in their individual journeys to improve their workplaces and make them more accessible.

AKG holds Australian Disability Network's 'Disability Confident Recruiter (DCR)' accreditation, which is awarded to organisations that remove barriers in their recruitment processes to make them more accessible and inclusive for people with disability. We are proud to be a workplace that demonstrates disability confidence which then empowers everyone to think and act inclusively.

As a business, we are dedicated to our purpose: empowering people and communities to thrive through employment, health and learning. Our teams live in and are a part of the communities they serve. Through lived experience and by working with the community, we provide services that connect with people in an authentic way and deliver real social impact.



Our achievements

In looking back at what has been achieved over the first three RAPs delivered as MAX Solutions, we have seen the benefits of having established a strong Indigenous voice within our business. We have decided to continue this as well as other sound governance measures in developing AKG's first Innovate RAP. Through the IAC and RAP WG we have seen:

- Changes to our recruitment practices to better meet the needs of Indigenous people and support the continued strong representation of Indigenous people in our business.
- Continuing the successful Indigenous School-Based Trainees Program.
- Continuing to strengthen our partnerships with Indigenous organisations that support our Indigenous customers prepare for, and be successful in, work.
- Including a paid day of cultural leave, and continuing access to ceremonial leave to support all AKG staff to participate in days of cultural significance, including NAIDOC and Reconciliation Week activities.
- Developing our Indigenous Cultural Policy, including the appropriate Acknowledgement of Country and Welcome to Country protocols.
- Implementing our Indigenous Health Yarning Group for our Indigenous customers in Murgon.
- Welcome to Country Ceremony for the opening of our new AKG Operations Support Centre (OSC) in Brisbane by Turrbal Dippil.
- Developing and implementing an engagement plan to work with Indigenous stakeholders and organisations.
- Celebrating National Reconciliation Week and NAIDOC Week.
- Through the IAC and the IAC's Cultural Capability Working Group, developing a powerful cultural capability program to provide an overview of some of the issues facing Indigenous people. This encourages all AKG team members to be more aware of the issues that may impact our Indigenous staff and how we can serve our customers.
- All MAX Solutions team members have already participated in cultural learning through the programs developed by the IAC. All staff, on commencing with AKG, complete a foundational program and each year undertake additional cultural capability training as developed by the IAC.



- Employees undertake this as their first exposure to build cultural capability; additional modules are then delivered each year in keeping with the IAC guidance. In 2025, all staff completed an additional module on the Stolen Generations. In 2026, all staff will then complete another additional module on the Stolen Wages.
- The program is delivered through the IAC and Diversity and Inclusion Committee, developing a powerful program to share the experiences of people and highlight the impacts of racism on people we work with every day. This encourages all team members to be active in standing up to racism. This training is mandatory and conducted via our online training program. Between 01/07/2024 and 30/06/2025, 1,293 employees completed the training.

Our RAP

Our Reconciliation Action Plan 2026-2028 (RAP) outlines our vision for reconciliation and the role that we can play over the next two years to build a stronger role for Indigenous peoples. This is AKG's first Innovate RAP; however, it builds on the work of the Indigenous Advisory Committee (IAC) and Reconciliation Action Plan Working Group (RAP WG) in place in the MAX Solutions business over the past seven years, which it acquired in 2024.

All parts of AKG are involved in the delivery of our RAP and in driving reconciliation. Each division of AKG is represented on the RAP Working Group, which also includes the Indigenous Advisory Committee Chair and Leader. The RAP WG is chaired by AKG's Managing Director – Darren Hooper.

Our Indigenous Advisory Committee is chaired by Mr Eddie Mills, a proud Wagedagam man. Mr Mills has been chairing our Indigenous Advisory Committee, comprising senior Indigenous leaders from across the AKG business, and leading the development of the RAP itself. A strong focus for the committee has been empowerment and ensuring a strong Indigenous voice in the design and delivery of our programs.

Our aim is to ensure our employees are culturally competent, our Indigenous staff feel culturally safe, that we are working with and supporting Indigenous businesses, and doing all we can to lift the rates of Indigenous employment.

AKG's Indigenous staffing levels are above the national average. We have also strengthened the use of Indigenous businesses through our membership of Supply Nation and our new RAP lifts the challenge and recognises our opportunity to do more.

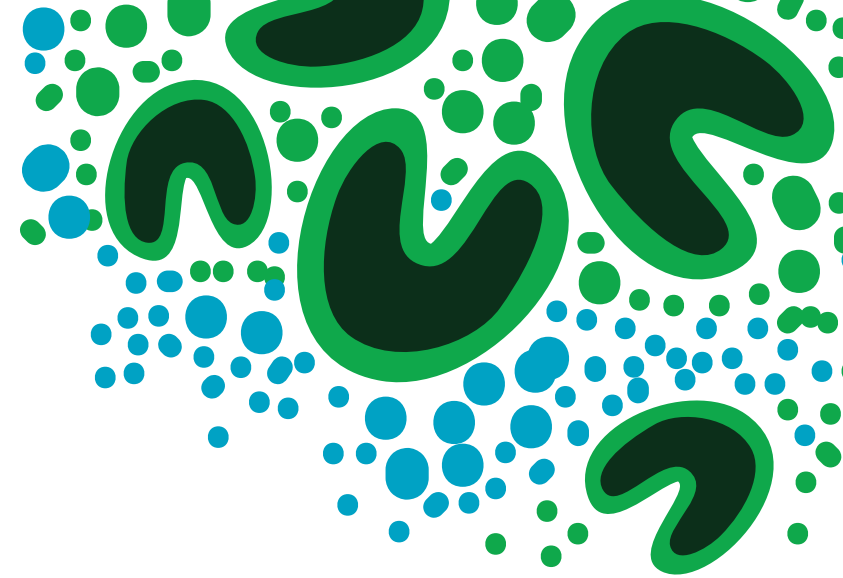


Indigenous voice in our business

Our experience delivering RAPs has provided us with a sound base and continues to challenge us to do more and to maintain and strengthen the structures we have developed to take forward our first AKG RAP. These structures ensure we have an Indigenous Voice in the design and delivery of our programs as well as the operation of our business.

IAC leaders co-chair a series of Indigenous Working Group meetings, which are held bi-monthly, providing an opportunity for all Indigenous staff to have their say in the design and delivery of our programs. The IAC also provides a safe place for peer mentoring to allow Indigenous staff to voice any concerns or issues that they may be having in their roles. The Chair of the IAC and Secretariat of the RAP Working Group also then provides guidance and support to the broader leadership teams across the organisation.

We remain committed to delivering our in-house Indigenous School-Based Trainees program, which supports young Indigenous people to gain a Certificate III in Business while finishing their schooling. Our trainees are supported with a mentor, program champions and trainer, and undertake meaningful and interesting work in various placements across AKG. Our commitment to them means they are supported to complete their schooling and hopefully come to work with AKG when they have finished. We have had many former School-Based Trainees continue to then work as employees in our business, including in management roles.



The RAP WG is chaired by AKG's Managing Director, Darren Hooper. Meeting each quarter, the RAP WG provides a forum for the Indigenous Advisory Committee (IAC) and senior managers to meet and consider reforms, actions and the progress of RAP deliverables.

The RAP WG comprises:

- AKG's Managing Director
- Chair and leaders of the Indigenous Advisory Committee (IAC)
- Senior managers responsible for the delivery of RAP commitments

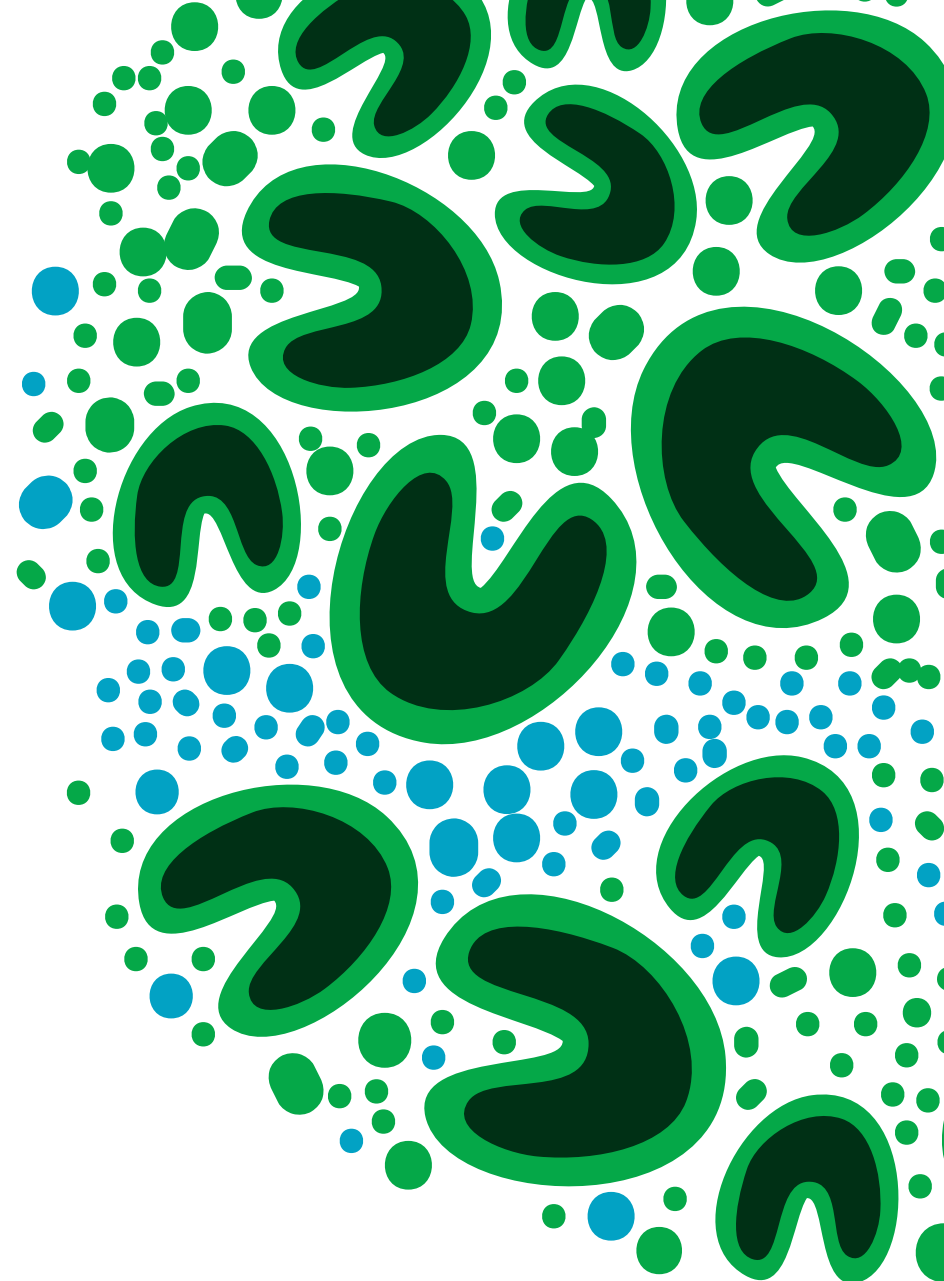
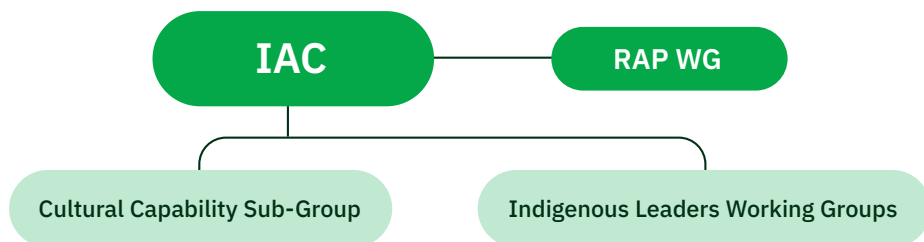
The IAC is chaired by Mr Eddie Mills and includes up to six Indigenous leaders from across AKG. Those leaders also co-chair the Indigenous Leaders Working Group (ILWG). Three meetings are organised each month where all Indigenous staff at AKG choose which meeting they would like to attend.

The IAC also has a Cultural Capability Working Group, which is chaired by an IAC Leader. This group is open to all Indigenous staff to have their say on the development and implementation of the yearly Cultural Capability Training that is completed by all AKG staff.

The IAC meets at least six times per year, as do the subgroups. They provide a forum for all Indigenous staff to come together and discuss issues of importance, consider how AKG could improve its support for Indigenous people, and review the progress of our RAP. IAC leaders bring the voices of Indigenous staff to the IAC and RAP WG meetings and ensure that these views inform decision-making.

While many organisations rely on external bodies or one or two key Indigenous advisors, AKG's commitment to reconciliation is evidenced by the Indigenous staff within the organisation being directly part of the governance of our RAP WG. This has been a highly effective model over the past seven years, ensuring that Indigenous staff have a safe space to come together and discuss what is important to them, and that the voice of Indigenous people is central to the decision-making process.

Both the RAP WG and IAC are supported by a Secretariat.





RAP WG members are:

| | |
|-------------------------------|---|
| Darren Hooper | Managing Director, RAP Champion, Chair of the RAP WG |
| Eddie Mills | Indigenous Mentor and Program Support, IAC Chair, Secretariat of RAP WG |
| Candice Faamaoni | NDIS Consultant – Employment Services, IAC Leader and Co-Chair of the Indigenous Leaders Working Group |
| Marty Chambers | National Indigenous Engagement Manager, IAC Leader and Co-Chair of the Indigenous Leaders Working Group |
| Emma Hollidge | Project Officer - Employment Fund, IAC Leader and Co-Chair of the Indigenous Leaders Working Group |
| Kirsten Ibbotson | General Manager Marketing and Communications, RAP WG member |
| Samantha Brown | General Manager Workforce Australia, RAP WG member |
| Adeline Rooney | Executive General Manager People and Culture RAP WG member |
| Chris Leati | Accounts Payable and Expense Manager, RAP WG member |
| Christianna Cartwright | Executive General Manager Communities and CEO Real Futures, RAP WG member |
| Laura Moffatt | Bid Writer, RAP WG member |
| Linda Douglas | National VET Operations Manager, RAP WG member |
| Amanda Gradwell | Health Services Manager, RAP WG member |
| Daniel Wright | Acting General Manager Technology, RAP WG member |

Relationships

To work in partnership with individuals, communities and businesses, to build active and deep connections that ensure a strong Aboriginal and Torres Strait Islander voice shapes the services we deliver. Our core values of Empowerment, Empathy, Integrity and by being Connected lives through our RAP.

The collaboration of the Indigenous Advisory Committee and our Indigenous Leaders Working Groups creates an environment of kindness and respect, connecting with diverse backgrounds, lived experiences and unique stories that are shared, bringing the best of AKG to improve the lives of customers, colleagues and communities.

Building strong, trust-based relationships with local Indigenous communities and organisations is essential to foster mutual respect, enable self-determination and ensure effective culturally appropriate collaboration. Through AKG’s Cultural Capability Working Group we have developed a suite of training for all our staff at AKG to complete. This training includes:

- Effects of Racism
- Foundational Cultural Capability Training
- Understanding Sorry Business
- Stolen Generations and Stolen Wages

| Action | Deliverable | Timeline | Responsibility |
|---|---|-------------------------------|--|
| 1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Through the IAC and in partnership with local Aboriginal and Torres Strait Islander stakeholders and organisations, develop guiding principles for future engagement. | November 2026 | General Manager WFA Employment Services |
| | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | November 2026 | General Manager WFA Employment Services |
| 2 Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff. | May 2027 May 2028 | General Manager Marketing and Communications |
| | RAP Working Group members to participate in one or more external NRW events. | 27 May – 3 June 2027 and 2028 | RAP Working Group Secretariat |
| | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May – 3 June 2027 and 2028 | RAP Working Group Secretariat |
| | Organise at least one NRW event each year. | May 2027 May 2028 | RAP Working Group Secretariat |
| | Register all our NRW events on Reconciliation Australia’s NRW website . | May 2027 May 2028 | RAP Working Group Secretariat |

| Action | Deliverable | Timeline | Responsibility |
|---|--|---|--|
| 3 Promote reconciliation through our sphere of influence. | Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. | July 2026 | General Manager WFA Employment Services |
| | Engage staff in reconciliation through key events identified by our Indigenous Advisory Committee and RAP WG, including: <ul style="list-style-type: none"> — Annual Cultural Capability Training — Effects of Racism Training — Harmony Week — National Reconciliation Week — NAIDOC Week. | February 2027 and 2028 March 2027 and 2028 June 2026 and 2027 | General Manager Marketing and Communications |
| | Ensure that all staff receive training on the RAP and cultural protocols as part of their induction. | October 2026 October 2027 | Learning and Development Manager |
| | Communicate our commitment to reconciliation publicly. | October 2026 October 2027 | General Manager Marketing and Communications |
| | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | October 2026 October 2027 | General Manager WFA Employment Services |
| | Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. | October 2026 October 2027 | General Manager WFA Employment Services |
| 4 Promote positive race relations through anti-discrimination strategies. | Ensure a strong Indigenous Voice through the continuation of our IAC leadership, including the representation of IAC leaders on the RAP WG. | October 2026 October 2027 | Indigenous Mentor and Program Support |
| | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | November 2026 | Executive General Manager People and Culture |
| | Through the IAC, consult and review our anti-discrimination policy. | October 2026 | Executive General Manager People and Culture |
| | Develop, implement and communicate an anti-discrimination policy for our organisation. | November 2026 | Executive General Manager People and Culture |
| 5 Promote the Spirit of the RAP across the business. | Senior leaders and staff to complete “effects of racism training.” | October 2026 October 2027 | Learning and Development Manager |
| | Organise a RAP Launch Event | July 2026 | General Manager Marketing and Communications |
| | Organise a series of roadshow events with key staff | June 2027 | General Manager Marketing and Communications |

Respect

To be culturally respectful and build strong connections that genuinely benefit Aboriginal and Torres Strait Islander people. AKG is committed to a harmonious approach to reconciliation, and part of this is respecting and understanding Indigenous people's pride in their cultures and histories. We are dedicated to empowering Indigenous people to share their knowledge and educate our employees, and for our employees to seek and be given the opportunity to obtain that knowledge. We believe that this exchange will generate sustainable employment through support, knowledge and respect. By having a better understanding of Indigenous cultures, this will enable us to better serve our Indigenous customers seeking employment.

| Action | Deliverable | Timeline | Responsibility |
|---|---|--------------------------------|---|
| 6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Conduct a review of cultural learning needs within our organisation. | November 2026 | Lead: IAC Chair Support: IAC members |
| | All staff to complete their Cultural Capability Training. | March 2027 | RAP Champion |
| | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. | March 2027 | General Manager WFA Employment Services |
| | Develop, implement, and communicate a cultural learning strategy document for our staff. | July 2026 | General Manager WFA Employment Services |
| | Leadership staff will participate in formal and structured cultural learning as developed by the IAC and delivered online. | March 2027 March 2028 | RAP Champion |
| 7 Work in partnership with Aboriginal and Torres Strait Islander organisations to deliver culturally appropriate services for our Indigenous customers and staff. | Work with Indigenous communities and organisations to develop and deliver culturally appropriate services to Indigenous participants in our programs. | November 2026 November 2027 | Executive General Manager Communities |
| | Ensure that we are partnered with Indigenous communities and organisations to develop and deliver culturally appropriate services to Indigenous participants in our programs. | November 2026 November 2027 | RAP Champion |



| Action | Deliverable | Timeline | Responsibility |
|--|--|------------------------------|--|
| 8 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | March 2027 March 2028 | General Manager WFA Employment Services |
| | Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. | March 2027 March 2028 | General Manager WFA Employment Services |
| | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | October 2026 October 2027 | General Manager Marketing and Communications |
| | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | October 2026 October 2027 | General Manager Marketing and Communications |
| 9 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | RAP Working Group to participate in at least one external NAIDOC Week event. | July 2026 July 2027 | RAP Champion |
| | Promote and encourage participation in external NAIDOC events to all staff. | June 2026 June 2027 | General Manager Marketing and Communications |
| | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | June 2026 | Executive General Manager People and Culture |

Opportunities

AKG is uniquely positioned as a provider of employment and health services to Aboriginal and Torres Strait Islander Australians, to help close the gap in employment disadvantage by increasing the representation of Aboriginal and Torres Strait Islander staff working in our business and by supporting Indigenous businesses both through our program delivery and supply chain.

| 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. | October 2026 October 2027 | Executive General Manager People and Culture |
| | Through the IAC, consult with Aboriginal and Torres Strait Islander staff regarding our recruitment, retention and professional development strategy. | October 2026 October 2027 | Executive General Manager People and Culture |
| | Through the IAC, review the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | November 2026 | Executive General Manager People and Culture |
| | Review how job vacancies are being advertised to ensure they are effectively reaching Aboriginal and Torres Strait Islander candidates. | October 2026 October 2027 | Executive General Manager People and Culture |
| | Through the IAC, review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | October 2026 October 2027 | Executive General Manager People and Culture |
| | Encourage Indigenous staff participation in the IAC and the identification of future IAC leaders. | October 2026 October 2027 | IAC Chair |
| | Achieve 5% Indigenous employment. | October 2026 October 2027 | RAP Champion |
| | Identify opportunities for place-based approaches bringing together coordinated approaches to improving Indigenous employment outcomes. | November 2026 November 2027 | General Manager WFA Employment Services, Executive General Manager Communities |
| | IAC leaders to welcome all new Indigenous staff to AKG and ensure they are connected with the Indigenous Advisory Committee. | October 2026 October 2027 | Lead: IAC Chair Support: IAC Member |
| | IAC leaders to conduct exit interviews for all Indigenous staff leaving the business. | October 2026 October 2027 | Lead: IAC Chair Support: IAC Member |

| Action | Deliverable | Timeline | Responsibility |
|--|--|----------------------------------|--|
| 11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | IAC leaders to welcome all new Indigenous staff to AKG and ensure they are connected with their state-based sub-group. | October 2026 October 2027 | Lead: IAC Chair Support: IAC Member |
| | Through the IAC, review the Aboriginal and Torres Strait Islander procurement strategy. | March 2027 | Lead: IAC Chair Support: IAC Member |
| | Investigate Supply Nation membership. | July 2026 July 2027 | General Manager WFA Employment Services |
| | Continue to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | October 2027 | General Manager WFA Employment Services |
| | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | March 2027 | General Manager WFA Employment Services |
| 12 Support Employment and Education outcomes for Indigenous young people. | Continue to work with existing Aboriginal and/or Torres Strait Islander partners and identify opportunities to increase the number of Aboriginal and/or Torres Strait Islander organisations we work with. | September 2026 September 2027 | General Manager WFA Employment Services |
| | Facilitate the Indigenous School Based Trainees Program. | October 2026 October 2027 | Indigenous Mentor and Program Support |
| 13 Build community capacity and ensure participation in partnership with our Joint Ventures | Research the Narragunnawali RAP program and assess how they can support our education programs. | October 2026 October 2027 | Indigenous Mentor and Program Support |
| | Improve Indigenous employment outcomes where our Joint Ventures are located. | November 2026 November 2027 | Executive General Manager Communities |
| | Provide business support to our Joint Ventures partners including IT, financial, leasing and training assistance. | November 2026 November 2027 | Executive General Manager Communities |
| | Develop and deliver the Cultural Digital Mapping Project. | June 2028 | Executive General Manager Communities |

Governance

| Action | Deliverable | Timeline | Responsibility |
|---|--|---|--------------------|
| 14 Establish and maintain effective governance structures to support the delivery of RAP commitments. | Maintain Aboriginal and Torres Strait Islander representation on the RAP WG. | October 2026 October 2027 | RAP WG Secretariat |
| | Review the Terms of Reference for the RAP WG. | November 2026 | RAP Champion |
| | Meet at least four times per year to drive and monitor RAP implementation. | Quarterly 2026 – 2028 in March, June, September, December | RAP WG Secretariat |
| | Maintain an effective Indigenous Advisory Committee (IAC) which meets at least six times a year. | 2026 June, August, October, December | IAC Chair |
| | | 2027 – 2028 February, April, June, August, September, December | |
| Maintain an effective Indigenous Leaders Working Group (ILWG) which meets at least six times a year. | 2026 June, August, October, December | IAC Chair | |
| | 2027 – 2028 February, April, June, August, September, December | | |
| 15 Continue to provide appropriate support for effective implementation of RAP commitments. | Review resource needs for RAP implementation. | October 2026 July 2027 | RAP WG Secretariat |
| | Engage our senior leaders and other staff in the delivery of RAP commitments. | October 2026 July 2027 | RAP Champion |
| | Maintain and review appropriate systems to track, measure and report on RAP commitments. | October 2026 July 2027 | RAP WG Secretariat |
| | Continue to review RAP progress in consultation with IAC | Quarterly 2026 – 2028 in March, June, September, December | IAC Chair |

| Action | Deliverable | Timeline | Responsibility |
|--|---|---|--------------------|
| 16 Continue to build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Continue to have an internal RAP Champion from senior management. | October 2026 October 2027 | Managing Director |
| | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June 2026 June 2027 | RAP WG Secretariat |
| | Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | September 2026 September 2027 | RAP WG Secretariat |
| | Report RAP progress to all staff and senior leaders quarterly. | 2026 June, September, December 2027 – 2028 March, June, September, March | RAP WG Secretariat |
| | Publicly report our RAP achievements, challenges and learnings annually. | October 2026 October 2027 | RAP WG Secretariat |
| | Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer. | April 2028 | RAP WG Secretariat |
| | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | June 2028 | RAP WG Secretariat |
| 17 Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia’s website to begin developing our next RAP. | June 2027 | RAP WG Secretariat |

Contact

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