

Australian Government

NAIF

Northern Australia Infrastructure Facility

Northern Australia Infrastructure Facility

Innovate Reconciliation Action Plan



RECONCILIATION
ACTION PLAN
INNOVATE

JULY 2024 – JUNE 2026





Acknowledgement of Country

The Northern Australia Infrastructure Facility (NAIF) acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to land, sea and community.

We pay our respect to Elders past and present.

When referring to First Nations People and Aboriginal and Torres Strait Islander peoples in this Reconciliation Action Plan, the term Indigenous or Indigenous Australians is used. This is not intended to cause any disrespect.

Our stakeholders who identify as Aboriginal and/or Torres Strait Islander people vary in the terms they prefer to identify their cultural heritage. These include Indigenous, Aboriginal/Torres Strait Islander, First Nations, First Australians or their cultural/language group – ranging from stakeholders including Prescribed Bodies Corporate, Land Councils, government agencies, and non-government organisations. We use the term Indigenous to capture both Aboriginal and Torres Strait Islander peoples and we do not intend to cause any disrespect.

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A message from Reconciliation Australia



Reconciliation Australia commends Northern Australia Infrastructure Facility 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 Northern Australia Infrastructure Facility to expand its understanding of its core strengths and deepen its relationship with its community, employees, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Northern Australia Infrastructure Facility 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 employees 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. Northern Australia Infrastructure Facility 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 Northern Australia Infrastructure Facility readiness to develop and strengthen relationships, engage employees 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 Northern Australia Infrastructure Facility on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
CHIEF EXECUTIVE OFFICER,
RECONCILIATION AUSTRALIA

A message from NAIF



On behalf of everyone at NAIF, I am pleased to present NAIF's Innovate RAP which continues our reconciliation journey.

As the Australian Government's key financing agency for infrastructure in the north, our initial plan was launched in February 2022. Our first RAP laid the groundwork for meaningful change, establishing strong relationships with Aboriginal and Torres Strait Islander communities and embedding a deeper understanding of their rich cultures and histories within our organisation. We have seen tangible results, from increased cultural awareness among our employees, to the implementation of initiatives that support the economic and social advancement of First Nations peoples.

As we embark on this next phase of our reconciliation journey, I want to thank everyone who has supported and contributed to our efforts thus far. This new Innovate RAP sets out how our organisation will continue to advance reconciliation. This plan is more ambitious, more comprehensive, and more focused on achieving lasting impact.

At the heart of NAIF's work, each day involves ensuring the projects and proponents we support deliver positive Aboriginal and Torres Strait Islander outcomes.

The Indigenous Engagement Strategy (IES) program is a signature initiative for NAIF, fostering Aboriginal and Torres Strait Islander participation, procurement, and employment in infrastructure projects across northern Australia. Critically, IES plans are a partnership between project proponents and the local Aboriginal and Torres Strait Islander communities, including Traditional Owner groups.

While it is still relatively early days with the implementation of many IES, progress reported to NAIF is encouraging particularly with the creation of Aboriginal and Torres Strait Islander jobs, spend with Aboriginal and Torres Strait Islander businesses and support for Aboriginal and Torres Strait Islander training and skills programs.

As NAIF approves more funding, we anticipate further opportunities to help deliver economic empowerment, which is a key driver of social change.

The IES program will proudly continue to be at the heart of our work as we seek to collaborate further with Government, business and local communities on further opportunities to tackle economic and social issues.

This Innovate RAP also emphasises the importance of partnerships. We will strengthen our collaborations with First Nations organisations, community groups, and other stakeholders to ensure that our efforts are aligned with the needs and aspirations of Aboriginal and Torres Strait Islander peoples. We will continue to build connections and understanding within our workforce through cultural awareness training as well as engagement activities throughout the year, to mark events such as National Reconciliation Week and NAIDOC Week.

Reconciliation is a collective effort, and it requires the commitment and participation of all of us. With the support of the NAIF Board, we encourage everyone within our organisation and the broader community to engage with our Innovate RAP, to learn, to listen, and to act.

Guided by this plan, we look forward to continuing to strengthen our relationships and finding opportunities in partnership with our proponents, our Aboriginal and Torres Strait Islander communities and our employees to grow and prosper, together.

Tracey Hayes
CHAIR, NORTHERN AUSTRALIA INFRASTRUCTURE FACILITY

Craig Doyle
CHIEF EXECUTIVE OFFICER,
NORTHERN AUSTRALIA INFRASTRUCTURE FACILITY



About the artist Bernard Lee Singleton

The artwork for NAIF's Innovate Reconciliation Action Plan was created by Bernard Lee Singleton.

Bernard is an accomplished craftsman, curator and designer, born and living in Cairns. He grew up in Coen, Cape York.

His mother is a Djabuguy woman born in Mona Mona mission near Kuranda and his father is an Umpila (east coast Cape York) / Yirrganydji man from Yarrabah mission.

"I paint, craft and make artefacts to ground myself.

Through the process of making a spear or shaping the figure of a spirit, I connect with my ancestors and they help bring my work to life.

My work is a way for me to acknowledge and remember the times of my great-grandmothers and great-grandfathers.

My designs are inspired by the laws of nature and the forms found in the creation stories around me. Using these basic forms or designs, I work to represent the bond of art and the continuation of culture."



About NAIF

NAIF is a Specialist Investment Vehicle set up by the Australian Government to invest \$7 billion towards the development of northern Australia economic infrastructure. NAIF provides loans for the development of infrastructure projects in the Northern Territory, North Queensland, northern West Australia and the Indian Ocean Territories.

A key focus for all NAIF funding is to deliver and support public benefit, economic and population growth, and positive Aboriginal and Torres Strait Islander outcomes in northern Australia.

NAIF's headquarters is in Cairns, with offices also located in Sydney, Brisbane, Darwin, Townsville and Perth. Our offices are home to the Gimuy Walubara Yidinji, Gadigal, Turrbal and Yuggera, Larrakia, Gurambilbarra Wulgurukaba and Whadjuk Noongar people.

NAIF employs about 48 people (FTE), including four Aboriginal and Torres Strait Islander employees. NAIF recognises that its diverse team enhances its ability to deliver projects that have considered local Aboriginal and Torres Strait Islander views and voices to influence the delivery of projects in northern Australia.

NAIF is committed to fostering meaningful engagement with Aboriginal and Torres Strait Islander communities. As such, the organisation requires all funding applicants to develop a sustainable IES prior to approval, the commitments under which apply over the life of any NAIF loan.

The IES program is a signature initiative for NAIF, fostering Aboriginal and Torres Strait Islander participation, procurement, and employment in infrastructure projects across northern Australia. Public summaries of proponents' IES commitments can be found on the NAIF website.

NAIF's dedicated Indigenous Outcomes team works closely with proponents and Traditional Owners to ensure the IES considers Aboriginal and Torres Strait Islander perspectives and interests, is sustainable and is aligned with the aspirations and needs of Aboriginal and Torres Strait Islander communities, fostering mutually beneficial outcomes and shared prosperity.

NAIF's sphere of influence encompasses internal stakeholders such as NAIF's employees and the NAIF Board, as well as external stakeholders such as proponents, potential proponents, companies associated with NAIF funded projects (e.g. contractors and subcontractors) and other Government departments and agencies.





Our Vision for Reconciliation

Our vision for reconciliation is for harmony, acceptance and equality among all Australians, and common respect for our shared histories and diverse cultures.

Specific to NAIF, our vision involves delivering infrastructure in northern Australia which facilitates genuine, sustainable and measurable employment, participation and procurement opportunities for the local Aboriginal and Torres Strait Islander peoples. We aim to work towards this vision by facilitating genuine, sustainable and measurable opportunities

through our infrastructure projects and fostering meaningful engagement with Aboriginal and Torres Strait Islander communities in northern Australia, not only through NAIF supported projects, but through sharing experience and encouraging other Specialist Investment Vehicles and investors.

Reconciliation Action Plan Working Group

NAIF recognises the ongoing partnership and collaboration with Aboriginal and Torres Strait Islander communities by continuing our journey through RAP implementation.

We are fully committed to fostering our inclusive vision with a quarter of the NAIF employees forming the RWG, including one Aboriginal and Torres Strait Islander employee. The RWG includes:

- Chris Collins – Chief Legal Officer (RWG Chair);
- Alison Ball – Associate Director, Investment;
- Matt Pitman – Director, Stakeholder Relations & Communications;
- Ben Gertz – Senior Associate, Indigenous Outcomes;
- Amelia Ponton – Director, Legal (RAP Champion);
- Leanne Tullemans – Senior Associate, Investment;
- Dolores Cross – Executive Assistant, Office of the CEO;
- Ella Drake – Associate Director, Investment;
- Alexis Collins – Associate, Operations Support;
- Lyn Bluett – Senior Director, People & Culture;
- Ari McKinlay – Senior Associate, Business Support; and
- Helen Santolin – Senior Associate, Investment.

Our RAP

NAIF recognises the special relationship between Aboriginal and Torres Strait Islander peoples and Countries throughout northern Australia and acknowledges their continuing connection to land, waters, and culture.

Aboriginal and Torres Strait Islander peoples have a significant presence in northern Australia and a strong connection to the land. Approximately 78 percent of the northern Australia landmass is subject to either the Aboriginal Land Rights Act (Northern Territory) 1976 or the Native Title Act 1993. Aboriginal and Torres Strait Islander peoples make up at least 14 percent of the population (8 percent in 2016) in the areas in which NAIF operates, compared to the national Aboriginal and Torres Strait Islander population of 3.2 percent, captured in the 2021 Census.

Proponents seeking NAIF funding must possess a genuine willingness to engage with Aboriginal and Torres Strait Islander peoples. This engagement is crucial for the success of their projects, ensuring they recognise the unique perspectives of Aboriginal and Torres Strait Islander communities whilst showing a commitment to foster collaboration and understanding.

To be eligible for NAIF finance, all proponents must develop an IES. This requirement ensures that Aboriginal and Torres Strait Islander perspectives and interests are carefully considered and integrated into the project planning and implementation processes, and that benefits of the project are shared.

In addition to the IES process, NAIF has established relationships with numerous Aboriginal and Torres Strait Islander organisations, community groups, and stakeholders across northern Australia. NAIF partners with other Government agencies, via Memorandums of Understanding (MOUs), such as the National Indigenous Australians Agency (NIAA), Indigenous Business Australia (IBA), and the Indigenous Land and Sea Corporation (ILSC).

By promoting meaningful engagement with Aboriginal and Torres Strait Islander communities, NAIF aims to create a more inclusive and sustainably developed environment in northern Australia.



Our Journey

NAIF proponents have to date spent \$49 million on Aboriginal and Torres Strait Islander procurement in support of projects, engaged over 190 Aboriginal and Torres Strait Islander businesses with a total spend of \$27m in the 2023 financial year, and supported over 1,000 Aboriginal and Torres Strait Islander jobs.

This will continue to increase over time as funding for current and new projects is deployed. NAIF recognises that there is no one-size-fits-all approach as every project and community that NAIF works with is unique.

NAIF launched its first Reflect RAP in February 2022, which further deepened our understanding, relationships, and opportunities with Aboriginal and Torres Strait Islander peoples. The commitments in our Reflect RAP were developed by our non-Indigenous employees across all offices with guidance from our Indigenous Outcomes team and established a strong approach towards advancing reconciliation internally and externally within our sphere of influence. The Reflect RAP allowed us to build on NAIF's work with proponents through our IES program and on NAIF's MOUs with IBA, NIAA and ILSC to foster collaboration to support positive outcomes and opportunities for Aboriginal and Torres Strait Islander Australians in northern Australia. The programs and measures outlined in our first Reflect RAP are now a recurring feature of our everyday operations across multiple offices, locations and work streams of Portfolio Management, Investment, Stakeholder Relations and Communications, Legal, Operations and People and Culture.

A key learning from our Reflect RAP is the importance of stability, continuity, ownership and the continued championing of RAP initiatives at all levels of our organisation. NAIF's Innovate RWP is comprised of a broad cross section of roles and departments including our Executive, many of whom were not involved in NAIF's Reflect RAP. The Innovate RWG has regularly consulted with NAIF's dedicated Indigenous Outcomes team to ensure the RAP is developed and delivered in a culturally appropriate and responsive way, and to ensure that this next step in NAIF's journey further strengthens our efforts to maximise Aboriginal and Torres Strait Islander participation, procurement, and employment in the projects we support financially and as an organisation. NAIF's Innovate RAP builds on our day-to-day BAU and our hope is that our new Innovate RAP will help us continue the journey to reconciliation.



Relationships

As an organisation committed to developing northern Australia, building strong relationships with Aboriginal and Torres Strait Islander peoples and communities is a key priority. Establishing and maintaining these relationships through direct engagement, and indirectly through our proponents' Indigenous Engagement Strategies, will provide a solid foundation in achieving reconciliation.

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	November 2024	RWG Chair & Senior Director, People and Culture
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2025	Senior Associate, Indigenous Outcomes
In developing new connections, explore opportunities to form and / or strengthen relationships with First Nations partners for mutually beneficial outcomes.	June 2025	Associate Director, Investment

2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2025 & 2026	Associate, Operations Support
RWG members to participate in an external NRW event.	27 May–3 June 2025 & 2026	RWG Chair
Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June 2025 & 2026	RWG Chair
Organise at least one NRW event each year.	27 May–3 June 2025 & 2026	RWG Chair
Register all our NRW events on Reconciliation Australia's NRW website .	May 2025 & 2026	Associate, Operations Support

3. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Develop and implement a employees engagement strategy to raise awareness of reconciliation across our workforce.	August 2025	Senior Director, People and Culture
Communicate our commitment to reconciliation publicly.	June 2025	Director, Stakeholder Relations
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2025	Associate Director, Investment
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2025	Director, Legal & Senior Associate, Investment

4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Senior Director, People and Culture & Senior Associate, Business Support
Develop, implement, and communicate an anti-discrimination policy for our organisation.	February 2025	Senior Director, People and Culture & Senior Associate, Investment
Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2025	Senior Associate, Investment
Educate senior leaders on the effects of racism.	August 2025	Senior Director, People and Culture & Senior Associate, Indigenous Outcomes

Respect

NAIF respects Aboriginal and Torres Strait Islander cultures and is actively increasing our understanding of Aboriginal and Torres Strait Islander peoples, cultures and histories across the organisation. This respect assists NAIF in continuing to develop a collaborative, inclusive organisation and build strong relationships.

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	May 2025	Senior Director, People and Culture & Senior Associate, Business Support
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2025	Senior Associate, Investment
Develop, implement, and communicate a cultural learning strategy document for our employees.	August 2025	RWG Chair
Provide opportunities for RWG members, HR managers and other key leadership employees to participate in formal and structured cultural learning.	August 2025	Chief Executive Officer
Investigate cultural immersion opportunities for employees where each NAIF office organises for employees within that office to experience an Aboriginal and Torres Strait Islander learning experience once a year.	September 2025	Executive Assistant
Encourage NAIF employees to research Aboriginal and Torres Strait Islander history on the land on which they work and provide information on the local stories and cultural practices for the lands on which they work.	September 2025	Associate Director, Investment
Create and maintain a database of Aboriginal and Torres Strait Islander activities / recommendations for NAIF employees to undertake whilst on holiday to encourage knowledge sharing and supporting of Aboriginal and Torres Strait Islander businesses even outside work.	December 2024	Director, Legal

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Increase employees's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2025	Senior Associate, Indigenous Outcomes
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2025	Director, Stakeholder Relations
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2024	Executive Assistant
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2024	Executive Assistant

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RWG to participate in an external NAIDOC Week event.	Week 1 in July 2024 & 2025	RWG Chair
Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	July 2024	Senior Director, People and Culture & Chief Executive Officer
Promote and encourage participation in external NAIDOC events to all employees.	Week 1 in July 2024 & 2025	Chief Executive Officer
Host an internal event to build awareness around NAIDOC Week and encourage all employees to participate.	July 2024 & 2025	Associate, Operations Support

Respect (continued)

8. Building cultural safety for Aboriginal and Torres Strait Islander peoples within the organisation

Deliverable	Timeline	Responsibility
Research and implement best-practice and principles that support cultural safety in the workplace.	May 2025	Senior Director, People and Culture & Senior Associate, Senior Associate, Investment
Consult with Aboriginal and/or Torres Strait Islander employees around culturally appropriate marketing material to promote NAIF as an employer and business partner of choice.	June 2025	Associate, Operations Support
Review feedback mechanisms for team members to express cultural concerns.	June 2025	Senior Director, People and Culture & Director, Legal
Display Aboriginal and Torres Strait Islander art from Northern Australia in each NAIF office.	February 2025	Executive Assistant





Opportunities

Collaboration with and contribution from the growing Aboriginal and Torres Strait Islander population in northern Australia is essential for successful development of the region. Opportunities include workforce possibilities through targeted training and education, as well as enabling and facilitating Aboriginal and Torres Strait Islander business participation in local supply chains. These opportunities have a positive social and economic impact on the communities involved.

9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2024	Associate, Operations Support & Senior Associate, Investment
Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	March 2025	Senior Associate, Investment
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2025	Executive Assistant & Associate, Operations Support
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2025	Senior Director, People and Culture
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2025	Senior Director, People and Culture & Senior Associate, Senior Associate, Investment

10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2025	Director, Legal
Investigate Supply Nation membership.	August 2024	Associate, Operations Support
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	June 2025	Director, Legal

Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2025	Director, Legal
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Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2025	Director, Legal
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Investigate means to develop and implement a procurement tracking system for goods and services sourced from Aboriginal and Torres Strait Islander businesses (including in projects funded by NAIF).	December 2025	Associate, Operations Support
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11. Supporting proponents to increase opportunities for First Nations Graduates.

Deliverable	Timeline	Responsibility
Develop or participate in a First Nations graduate program, to diversify our opportunities and pathways to recruit Aboriginal and Torres Strait Islander employees.	March 2026	Senior Director, People and Culture & Senior Associate, Business Support
Encourage proponents to develop a First Nations graduate program as part of their indigenous engagement strategy.	March 2026	Senior Director, People and Culture & Senior Associate, Indigenous Outcomes

12. Increase Aboriginal and Torres Strait Islander business opportunities through business support.

Deliverable	Timeline	Responsibility
Liaise with a non-for-profit organisation such as Jawun to assess and determine where there are any Aboriginal and Torres Strait Islander businesses or initiatives which would benefit from a NAIF secondee.	March 2026	Senior Director, People and Culture
Encourage employees to identify and participate in secondee and mentoring initiatives that align with their subject matter expertise.	September 2025	Senior Director, People and Culture






Governance

13. Establish and maintain an effective RWG to drive governance of the RAP.		
Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February, May, August, November 2024–2026	RWG Chair
Establish and apply a Terms of Reference for the RWG.	July 2024	RWG Chair
Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2024–2026	RWG Chair
14. Provide appropriate support for effective implementation of RAP commitments.		
Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	July 2024	RWG Chair
Engage our senior leaders and other employees in the delivery of RAP commitments.	July 2024	Chief Executive Officer & RWG Chair
Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2024	RWG Chair & Executive Assistant
Appoint and maintain an internal RAP Champion from senior management.	July 2024	RWG Chair
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
Deliverable	Timeline	Responsibility
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 2025 & 2026	Executive Assistant

Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2024 & 2025	Executive Assistant
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024 & 2025	Executive Assistant
Report RAP progress to all employees and senior leaders quarterly.	March, June, September, December 2024–2026	RWG Chair
Publicly report our RAP achievements, challenges and learnings, annually.	December 2024 & 2025	Executive Assistant and Associate, Operations Support
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Director, Stakeholder Relations
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	Executive Assistant
Ongoing public quarterly reporting of Indigenous Engagement Strategy outcomes linked to the NAIF Investment Mandate and Statement of Expectations.	January, April, July, October, 2024–2026	RWG Chair
Incorporate RAP actions into employee performance plans to encourage participation.	August 2024	Senior Director, People and Culture & Chief Executive Officer
16. Continue our reconciliation journey by developing our next RAP.		
Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	Executive Assistant

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