

REFLECT RECONCILIATION ACTION PLAN

July 2023 - July 2024



RECONCILIATION
ACTION PLAN

REFLECT



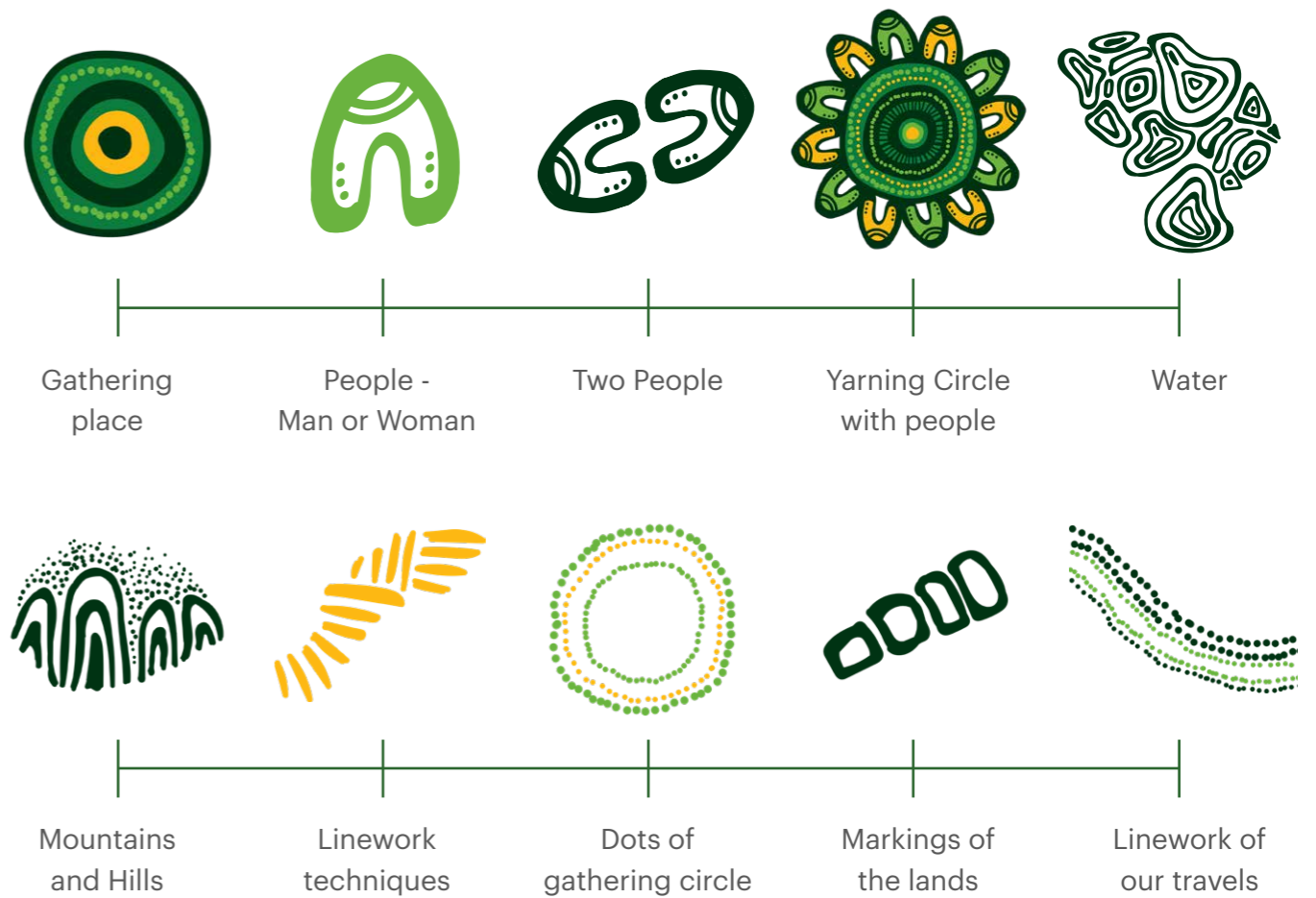


Acknowledgement of Country

Fletcher Building honours the 65,000-year history of this nation. We recognise that Aboriginal and Torres Strait Islander peoples, have cared for, and conserved this land since the Dreaming.

Their ties to the land, animals, oceans, and rivers are intrinsic to their being. Fletcher Building respects the Traditional Custodians of the land on which we operate, work, and live. We honour Elders past and present and we are dedicated to a bright future as we move forwards on our road towards reconciliation.

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Collaborating Growth & Be Bold Elaine Chambers



Elaine Chambers

This artwork presents a central yarning circle that speaks to the Fletcher Building value of 'customer leading' with the yellow representing customers, the connection to the business units and everyone having a seat at the table including the broader community that the organisation interfaces with.

There is also clear representation of the organisation including executives, leaders, employees and business units, providing strategic input to display how the brands and values are intertwined. This dovetails into the organisational approach towards reconciliation and the joint effort and alignment towards greater cultural capability towards First Nations peoples, organisations and communities.

The artwork is also representative of the alignment across the various offerings, reinforcing that Fletcher Building is stronger when we work on building our culture and values together which in-turn creates longevity and sustainability.



Fletcher Building Australia is proud to partner with Yarnnup, our First Nations consulting partner, with the development, endorsement and implementation of our first Reflect RAP and our ongoing commitment to reconciliation. Yarnnup is an Aboriginal owned and managed consulting and training organisation based in South Eveleigh, NSW.

Yarnnup supports organisations that are working towards a more positive future for Aboriginal people, businesses and communities, by providing them with the knowledge, skills and strategy to create authentic change through policy reform, business systems and training. Yarnnup will also be delivering its unique training programs around cultural awareness, immersion and capability training that blends Aboriginal philosophy and western academia including neuroscience, emotional and cultural intelligence to employees.

A Message from our Chief Executive & Chief Executive Officer

Fletcher Building Australia is strengthening its commitment to First Nations peoples through respect, collaboration, partnerships and understanding.

It is with great pride that we present our inaugural Reflect Reconciliation Action Plan (RAP), the beginning of what is a continuous journey to supporting social and economic prosperity for Aboriginal and Torres Strait Islander peoples.

As a manufacturer and distributor of building materials, we know the importance of our partnerships with our customers is closely associated with land, water, places, culture, history, and the broader natural environment.

It is our responsibility to develop our awareness about Aboriginal and Torres Strait Islander peoples and the sacred 'connection to Country' which is critical to First Nations cultures. This awareness allows us to appreciate the importance of the work we undertake and the cultural associations that apply.

As a large employer with a national footprint, we have a duty of care to influence the building materials sector in relation to employee and supplier participation. We also recognise our duty in relation to recycling, environmental protection, sustainability and contributing to a circular economy. Caring for the environment to ensure a sustainable future is significant to who we are as a business and this is closely aligned to the cultural values of Aboriginal and Torres Strait Islander peoples.

Contributing to social and economic determination of Aboriginal and Torres Strait Islander peoples through initiatives that focus on achieving positive outcomes across employment, procurement and capacity building underpins our vision for reconciliation at Fletcher Building Australia.

Fletcher Building Australia's Reflect RAP has full support of our executive and senior leadership teams who will champion the implementation and ongoing governance of this RAP. We are proud to showcase that reconciliation now forms part of our broader strategic direction and we look forward to the application of outputs with a genuine focus on impact and outcomes.



Dean Fradgley
Chief Executive, Australia
Fletcher Building



Ross Taylor
Chief Executive Officer
Fletcher Building

A Message from Reconciliation Australia

Reconciliation Australia welcomes Fletcher Building Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Fletcher Building Australia joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Fletcher Building Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Fletcher Building Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



The Business

Fletcher Building has called New Zealand home since its inception in 1909. Fletcher Building’s operations span the manufacturing of building products, distribution, retail, home building, major construction and infrastructure projects.

Today, we employ over 14,500 people throughout New Zealand, Australia and the South Pacific. Our longevity and success has led to Fletcher Building being dual listed on the NZX and ASX.

The Fletcher Building division in Australia was formed in 2018 and currently comprises of seven distinct brands Stramit, Tradelink, Oliveri, Water Filters Australia, Laminex Australia, Iplex Australia and Fletcher Insulation. Fletcher Building Australia manufactures and distributes building products such as roofing, sheds, insulation, kitchen and cabinetry, pipeline, sinks, taps and bathroom products. By improving the world around us through smart thinking, simply delivered, we are a leader in building products and solutions.

Fletcher Building Australia has approximately 4500 employees operating in manufacturing, distribution and retail across our business units nationwide within all states and territories and over 250 sites representing our brands nationally. There is one Australian head office located in Banyo, Queensland. We have identified First Nations employees within our organisation, although the exact number is currently unknown. This data is captured through our on-boarding process as well as

via engagement surveys that are conducted annually. Our approach towards the collection of this data will be refined and improved as we progress on our reconciliation journey. We will look at more effective and efficient approaches to self-identification, to ensure individuals feel comfortable to share their personal information, ensuring we can continue to access key information to create a more particularistic approach to engagement within our business that focuses on our people and their preferences.

Although Fletcher Building Australia is early in its inclusion and diversity journey, we are a socially conscious business that has a focus on supporting equal opportunity. To date, the business has primarily focused on gender, attracting, developing and retaining more women and diversifying our workforce within a predominantly male-dominated industry. There has been an emphasis on incorporating inclusive language and goals into our formal strategy and job advertisements, while driving the agenda of creating a culture where everyone can and is encouraged to be their authentic self. Our inclusion and diversity metrics have improved favourably and we are encouraged by our progress to-date. At Fletcher

Building Australia, we are on a trajectory to create an inclusive culture more broadly by building general awareness of inclusive leadership capabilities. This dovetails into reconciliation and First Nations engagement which is our next formal commitment outside of gender that we have embraced as an organisation. There is genuine enthusiasm and desire from across the business to embark on this journey with authenticity and a long-term circular perspective.

We are mindful of the personal and organisational investment and commitment required to realise positive outcomes on this reconciliation journey.

Some of the key pillars that will be a priority initially include, reflecting internally as a business to understand who we are, where we are, the opportunities available and our scope of influence to build the foundations required to initiate impact and outcomes within our business and the communities in which we operate.





Our Vision for Reconciliation

At Fletcher Building Australia, our people are our greatest asset, we invest in building highly engaged and effective teams that deliver great results for our customers.

Our people are guided by our purpose and four core values – Protect, Customer Leading, Be Bold, and Better Together. These values keep us focused on what is important and help make Fletcher Building Australia a great place to work. Our vision for reconciliation is grounded in our purpose and values to contribute and carry a shared responsibility for a better future. This dovetails into having a formalised approach to Aboriginal and Torres Strait Islander engagement that builds the capacity of our organisation and people to promote diversity, create awareness, build relationships and respect while generating opportunities such as First Nations employment pathways and procurement channels.

Our values:



Our vision for reconciliation is cyclical, we foresee an ongoing commitment and journey that is outcome and impact driven. We anticipate the opportunities where Fletcher Building Australia can contribute to First Nations outcomes, but we also appreciate the immense value that Aboriginal and Torres Strait Islander peoples can provide to our organisation. As a business that is closely aligned to the natural environment, taking into consideration the deep connection to Country within First Nations cultures and the insight, wisdom and practices that we can learn from will be immensely valuable. Our vision involves building prosperous, genuine and sustainable relationships with First Nations peoples, organisations and communities across Australia. Considering our broad scope of offerings, we aim to work side by side to co-design initiatives and solutions to generate the most sustainable outcomes.

We are optimistic that this reconciliation process can contribute immensely to our inclusiveness, efficiency and effectiveness in the way we do business, through the utilisation of First Nations protocols around communication and relationship building practices that prioritise a human centric approach.

At Fletcher Building Australia, we aspire to be an organisation that is representative of First Nations peoples and the communities in which we operate. We believe that diversity enables innovation, improves business performance, and underpins our reputation as a socially responsible organisation. Our commitment to this Reflect Reconciliation Action Plan (RAP) is represented through the buy-in we have received from the Australian divisional Chief Executive, the Fletcher Building executive team and Fletcher Building board members which will reverberate across the organisation as we progress on this journey.





Our Journey Towards Reconciliation

We are committed to building a sustainable future for our people and the communities in which we operate. Our people's passion extends beyond the operational side of the business, to supporting communities and having a positive impact on our sphere of influence which includes customers, candidates and colleagues.

Having seen the recent positive results and progression within our inclusion and diversity metrics across the organisation, we recognised collectively that Fletcher Building Australia is now well positioned to embark on its reconciliation journey. Thus, the natural progression for Fletcher Building Australia was the development of this Reflect RAP. This journey would centralise Aboriginal and Torres Strait Islander relationships and outcomes as part of our overall organisation strategy.

Although we are in the infancy stage of our reconciliation journey with limited ad-hoc initiatives to-date, we have taken small steps to build general awareness around First Nations peoples, communities and significant events. This includes raising awareness for NAIDOC Week and National Reconciliation Week since 2020 through the sharing of information and resources. Rather than activities, we have encouraged self-discovery and learning amongst our teams as an informal approach to First Nations awareness and engagement.



Exploring the opportunities to diversify of our supply chain and build the capacity of First Nations businesses to work with Fletcher Building Australia will be a focal point throughout the Reflect RAP process.

Our initial contribution to supplier diversity is reflected in this RAP as we engaged a local Aboriginal artist from Brisbane to commission a digital artwork representative of our reconciliation journey and our organisation. This artwork has been used to brand this document and will be utilised more broadly across the business across various assets. The artistic process has been culturally enriching, watching this creation come to life, providing a visual representation of our values, aspirations for reconciliation and our overall organisation purpose. The interpretation of who we are and what we represent from a First Nations perspective has been enlightening.

Upon formally embarking on this Reflect RAP, our executive leadership team and general managers attended a two-day First Nations cultural immersion workshop. This included a day out on Gamay country at Kurnell National Park which holds deep cultural significance for First Nations peoples from within the Sydney region and beyond. Activities throughout the

day included a traditional basket weaving workshop alongside a guided tour throughout the historically significant Botany Bay precinct. This tour was facilitated by the local Gamay Rangers and representatives from the La Perouse Local Aboriginal Land Council. The second day was facilitated by our First Nations consulting partner Yarnnup, this session focused on capacity and capability building through the application of a cultural learning framework that blends First Nations protocols and philosophy with Western academia to build a tangible skillset for participants. The outcomes of this training include the ability to more effectively engage with First Nations peoples, organisations and communities. Our executives and leaders have led the way and set a precedent for our organisation along this reconciliation process.

Bringing our people on the journey and slowly building their awareness and interest over time has been extremely important to us as we developed this Reflect RAP. So far, we have gently communicated our commitment and intentions in a virtual Town Hall and have sent a message from our Australian Chief Executive to assist our employees to understand our next steps and introduce YarnnUp as our Aboriginal consulting partner on this journey. We have also communicated the experiences

of our executive team and general managers attending the two-day First Nations cultural immersion, sharing insights and learnings with their respective teams.

Our purpose is to improve the world around us through smart thinking, simply delivered. This is the philosophy we intend to apply to this reconciliation process, consulting, engaging, building respect and effective relationships with First Nations stakeholders to ensure we have the adequate guidance to achieve our objectives authentically, achieving the highest impact possible through alternative thinking and streamlined outputs.





Our Reconciliation Action Plan

The development of this Reflect RAP is a commitment to build trust and strengthen relationships, both internally and externally, to deepen our understanding and respect of Aboriginal and Torres Strait Islander peoples.

At Fletcher Building Australia, our strategic goals include creating a safe, diverse and inclusive workplace, centring community at the heart of what we do, having a net positive environmental impact, leading the way in sustainable building products and solutions and contributing to a circular economy commitment across our businesses.

Upon engaging and discussing our aspirations for reconciliation throughout the Reflect RAP exploration phase with Yarnnup, there was a realisation of the inadvertent synergy and alignment between our strategic goals as a business and concepts within First Nations practices and protocols. This association will prove favourable when embarking on the implementation of deliverables and actions throughout this journey.

Investing in our people has been a major focus recently, particularly relating to safety. Our strategic goal to create a safe, diverse and inclusive workplace speaks to this. The more we invest in our people, the happier, safer, more engaged, productive and effective our workforce becomes. This human investment and relationship orientated approach is a centrepiece of First Nations philosophy and will be used as a continuous reference point on this reconciliation journey for our organisation. We will be investing in our people to create a more inclusive and safe culture as it relates to First Nations engagement and participation by building respect, knowledge, capacity and tapping into the genuine curiosity of our existing workforce.

Another strategic goal of Fletcher Building Australia that aligns with Aboriginal and Torres Strait Islander values, relates to community being at the heart of what we do. This could not be more relevant and reflective of First Nations communities, where collectivism is at the centre of cultural practices, having an obligation to care and protect your community locally and more broadly through sustainable practices that have multi-generational impacts.

We are looking to create a better future for our communities and apply a First Nations lens as part of this reconciliation process to leave behind a better world for generations to come, this will form part of our legacy.

Our strategic goal of having a net positive environmental impact creates another significant alignment with First Nations protocols, as we now have a deeper understanding of the intrinsic connection

to country that Aboriginal and Torres Strait Islander peoples possess and the custodianship that comes with caring for the land and water. The notion that the environment provided for First Nations peoples, so it required a reciprocal obligation to care for the environment to continuously receive a return, is a powerful metaphor that we will utilise within our organisation.

Fletcher Building Australia prioritises the conscious elimination of waste, recycling of products and materials and the use of sustainable building products and solutions as part of its strategic goals alongside contributing to concepts of a circular economy, all of which resonate with First Nations practices and protocols. Concepts of a circular economy extend beyond the environment within a First Nations context and are restorative and regenerative by design, benefiting both people and planet and which, ultimately, helps communities, regions and businesses re-imagine progress. The goal is to work closely to better understand and learn from Aboriginal and Torres Strait Islander peoples as we acknowledge that circularity has been a way of life for millennia amongst First Nations peoples.

The alignment of our strategic goals with First Nations principles and protocols is significant and creates a unified vision within our business to create authentic and genuine impact for our organisation and beyond, particularly as it relates to reconciliation and this Reflect RAP journey. This reconciliation commitment will be positioned within our strategic direction to ensure it is receiving adequate time and investment to realise the most impactful outcomes for our organisation, Aboriginal and Torres Strait Islander peoples and the communities in which we operate.





The Opportunities

We envisage the prospect of growth, change and adaptation in how we do business from a strategic, operational and social impact perspective.

At a strategic level, we see the possibility of humanising our interactions even further across the business by focusing on who we are as individuals rather than what we do. We will look to replicate what has been done so successfully by First Nations peoples on this country for thousands of years. We believe this Reflect RAP process can further mould and shape our organisational culture for the better. Although we have made some significant in-roads toward our strategic goals in recent years, this reconciliation journey will magnify components of this vision even further to ensure we are building a workforce culture that we are proud of, one that sees inclusivity and diversity as a tangible asset that needs to be celebrated and harnessed particularly from a First Nations perspective.

From an operations standpoint, the opportunities are vast, but one of the key opportunities available to Fletcher Building Australia is the capacity to increase Aboriginal and Torres Strait Islander engagement through increased employee representation and supplier participation. With multiple businesses across Australia, and operations that span the building supply chain, from raw materials and building products to distribution of goods, there is opportunity for outcomes and impacts nationally.

In collaboration with our Aboriginal consulting partner, Yarnnup, there will be an intended effort to build our capacity and networks to align with the relevant organisations that can assist Fletcher Building Australia to employ more First Nations peoples and gravitate towards becoming an employer of choice as part of our long-term vision for reconciliation.

We envisage engaging with individuals throughout the employee life cycle from interns and graduates through to senior leadership positions. With such diversity of positions available within our organisation, the opportunities for participation are extensive. A close tie to the natural environment in all that we do means there is optimism that we can leverage these synergies with First Nations communities to become an attractive employer to Aboriginal and Torres Strait Islander peoples. We recognise the opportunity in future to work closely with educational institutions, employment agencies, local community controlled First Nations organisations and other recruitment channels to create a pipeline of candidates looking to work with Fletcher Building Australia and ideally get to a point

where there is organic promotion by way of individual and community referral.

To actively build our supply chain diversity and increase self-determining opportunities for First Nations peoples, we will be exploring relationships with organisations such as Supply Nation to build mutually beneficial long-term partnerships that can have economic and social impact. We are aware of the value that First Nations businesses provide to organisations and are eager to explore these opportunities, particularly as it relates to the custodianship of land and water to improve our practices and approach towards more sustainable and environmentally friendly practices. As a leading building products, construction and distribution business, our impact on the natural environment is self-evident.

We are motivated to be a leader in the development of sustainable building materials and have set ourselves some ambitious goals to get there. Sustainability in what we do and the products we make is central to building a better tomorrow.

We are actively looking across our business, and working with our customers, to bring sustainable solutions and low carbon products to the market.

The formalisation of education sessions across the business is an opportunity to build our cultural literacy and capability and has been actively planned for the Reflect RAP duration. Facilitated by our consulting and training partner Yarnnup, these sessions will be instrumental stepping stones for greater capacity building practices to build the self-efficacy of our people to have genuine change making discourse and dialogue with First



Nations peoples as we progress on this journey. As part of our broader education and reflection, we will be actively promoting and involving our people in the celebration of significant events that relate to First Nations peoples such as NAIDOC and Reconciliation Week, while encouraging more diverse interaction across other events throughout the calendar year.

From the preliminary work completed to date, we can confidently conclude that our organisation is passionate about the concept of reconciliation. The opportunity presents itself to have a workforce that acknowledges the past, understands the present and focuses on a positive future within our scope of influence. Through this RAP, we will take the opportunity to engage staff and stakeholders across our business and industry to reflect on our own understanding of history, to learn and build awareness of First Nations cultures, challenge existing beliefs and identify greater opportunities for an inclusive future with Aboriginal and Torres Strait Islander peoples, communities and organisations.



Driving the RAP within Fletcher Building Australia

The development and commitment to this Reflect RAP has and will continue to be endorsed by our Australian Chief Executive, Fletcher Building Group Board and Group Chief Executive Officer, who has led by example, attending a two-day First Nations cultural immersion session with members of the executive team upon the announcement of this Reflect RAP journey.

Our executive and senior leadership teams have reinforced Fletcher Building Australia's commitment to reconciliation despite the current global and national economic climate. Our executive sponsor driving this Reflect RAP is Katherine Barrack, our General Manager People and Performance Australian Division. Katherine has also attended the two-day First Nations cultural immersion and

has demonstrated authentic commitment to the process from the outset. Katherine also represents the inclusivity and diverse opportunities within Fletcher Building, as a woman in an executive position across a traditionally male dominated industry.

The Fletcher Building Australia Reflect RAP was developed through a consultative process, led by our RAP Working Group (RWG) and in collaboration with Yarnnup to provide First Nations representation, guidance, support and authenticity along this journey. From within Fletcher Building Australia, we have eight RWG members that will contribute to the implementation, progress and further development of this Reflect RAP. We have been conscious to encourage diversity within this RWG that is representative of the Australian business units and provides variety as it related to roles, culture, opinions and gender.

The RWG will consist of:

- Jarrad Dawson - NSW Residential Sales Manager, Stramit
- Amber McDougall - Head of CX & Digital Transformation, Laminex Australia
- Surinie Chetty - Change & Capability Manager, Laminex Australia
- Natasha Corbett - People & Performance Business Partner, Iplex Australia
- Trent Wilson - Branch Manager, Tradelink
- Jamie Corcoran - Branch Manager, Fletcher Insulation
- Rita Slogrove - Learning & Organisational Development Manager, Australia Division
- Jordyn McCosker - Learning & Organisational Development Business Partner, Tradelink
- Caitlin Skinn - Executive Assistant, Australia Division

The RWG will be governed by the assistance of a First Nations external advisory committee spearheaded by Yarnnup. The advisory committee will provide oversight and external governance over the implementation of the Reflect RAP, as well as guidance across First Nations specific matters as it relates to policy development, stakeholder engagement, community relationship building and engagement with suppliers or new employees. This independent contribution will provide valuable insight into our progression as an organisation, while offering independent evaluation and a feedback loop for ongoing assessment of our progress along this reconciliation process.



Relationships



Action	Deliverables	Timeline	Responsibility
1	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence.	November 2023 Business Unit General Manager (BUGM)
		1.2 Research best practice approaches that support partnerships with Aboriginal and Torres Strait Islander peoples.	December 2023 General Manager People & Performance (GMPP)
2	Build relationships through celebrating National Reconciliation Week	2.1 Introduce our team to National Reconciliation Week by circulating resources and materials.	May 2024 Learning & Organisational Development Manager (LODM)
		2.2 Have RAP Working Group members participate in external National Reconciliation Week events.	27 May – 3 June 2024 LODM
		2.3 Encourage our team to attend at least one National Reconciliation Week event.	27 May – 3 June 2024 BUGM
3	Promote reconciliation and our RAP through our sphere of influence	3.1 Educate all staff on our reconciliation commitment and responsibilities within our RAP.	July 2023 Business Unit National People & Performance Manager (BUNPPM)
		3.2 Identify and connect with other RAP organisations to collaborate on our journey.	February 2024 BUNPPM
		3.3 Amend People & Performance onboarding documents to include reference to our RAP.	March 2024 BUGM
		3.4 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2024 BUGM
		3.5 Publish our Reflect RAP on our intranet for easy access by our team upon receiving formal endorsement from Reconciliation Australia.	July 2023 Digital Content & Channel Manager (DCCM)
4	Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review of current People & Performance policies and procedures to identify any anti-discrimination provisions and future needs.	May 2024 Workplace Relations Manager (WRM)
		4.2 Research best practice and policies in areas of race relations and anti-discrimination.	May 2024 WRM

Respect



Action	Deliverables	Timeline	Responsibility
1	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1 Review current cultural learning and education to identify training needs required within the organisation.	July 2023 LODM
		1.2 Organise the delivery of workshops for internal cultural awareness.	August 2023 LODM
		1.3 Develop a formal cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	August 2023 LODM
		1.4 Investigate and develop a better understanding of First Nations Knowledge Systems such as approaches to sustainability, a circular economy, community engagement, inclusivity and diversity.	March 2024 LODM
2	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	2.1 Recognise Aboriginal and Torres Strait Islander dates of significance through internal message boards, newsletters, specific events and town halls.	July 2023 LODM
		2.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational areas.	October 2023 BUNPPM
		2.3 Develop and implement guidance to increase understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols.	September 2023 GMPP
3	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	3.1 Raise awareness and share information about the meaning of NAIDOC Week.	2nd – 9th July 2023 LODM
		3.2 Introduce staff to NAIDOC Week by promoting external events in our local area.	June 2023 LODM
		3.3 RAP Working Group to participate in external NAIDOC Week events.	First week in July 2023, annually LODM

Opportunities



Action	Deliverables	Timeline	Responsibility
1	1.1	Research best practice strategy for increasing Aboriginal and Torres Strait Islander employment and retention within our organisation.	January 2024 GMPP
	1.2	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities.	April 2024 BUGM
2	2.1	Investigate Supply Nation membership.	April 2024 Head of Procurement (HOP)
	2.2	Research effective procurement strategies in similar organisations or industries to understand best practice for our future First Nations procurement strategy.	March 2024 HOP

Governance



Action	Deliverables	Timeline	Responsibility
1	1.1	Maintain a RAP Working Group (RWG) to govern and implement RAP.	July 2023 LODM
	1.2	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2023 LODM
	1.3	Draft a terms of reference document for the RWG.	July 2023 LODM
2	2.1	Identify and define resource needs for RAP implementation.	July 2023 GMPP
	2.2	Engage senior leaders in the delivery of RAP commitments.	October 2023 GMPP
	2.3	Continue to engage with our appointed executive sponsor and review their progress and feedback.	May 2024 GMPP
	2.4	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2023 GMPP
3	3.1	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	30 September 2023, annually LODM
	3.2	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 2023, annually LODM
	3.3	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, annually LODM
4	4.1	Review RAP based on achievements, challenges and lessons learned.	March 2024 GMPP
	4.2	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2024 GMPP



For any queries, contact:

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Fletcher Insulation
Building Better, Together

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Laminex

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