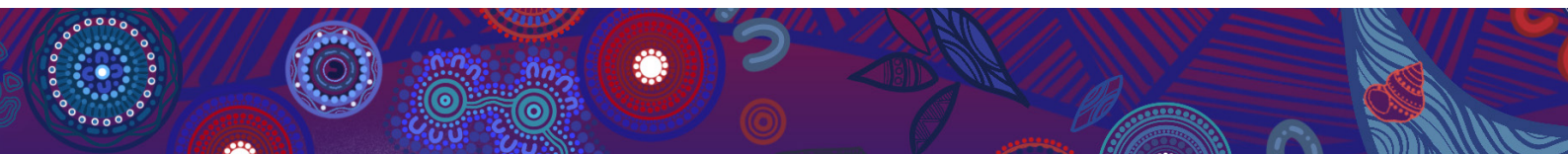


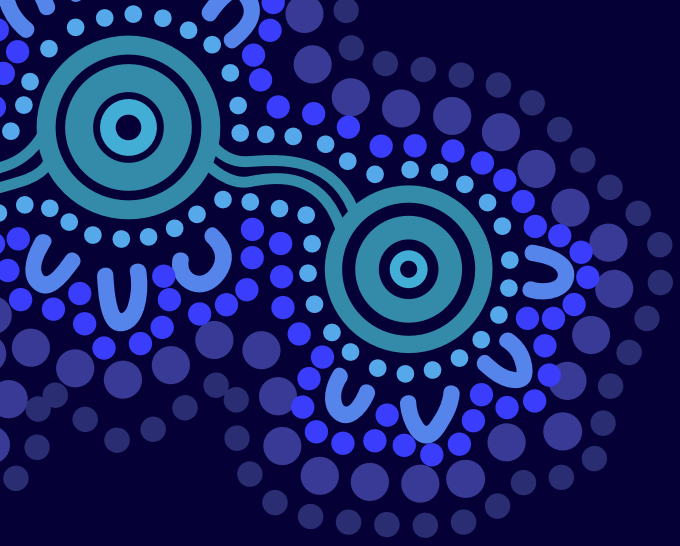


Reflect Reconciliation Action Plan

December 2025 – December 2026

Alberta





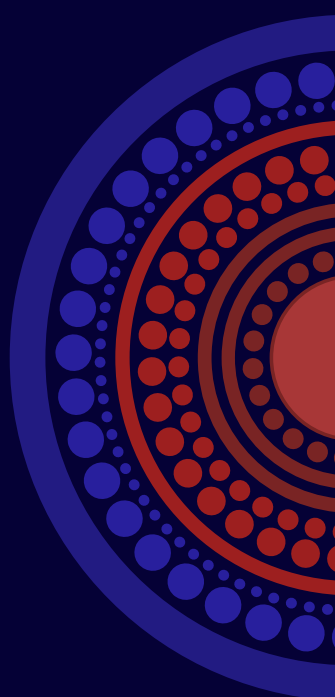
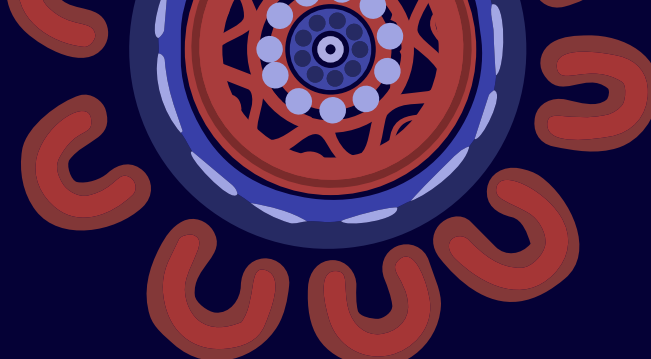
Acknowledgement of Country

Alberts acknowledges the Australian Aboriginal and Torres Strait Islander peoples as the first inhabitants of the nation and the Traditional Custodians of the lands where we live, learn and work. We pay our respects to Elders past, present and emerging.

On our journey towards reconciliation, we continue to reflect on the enduring influence of Australia's First Peoples on our music, art, and broader cultural life – an influence that continues to inspire creativity across generations.

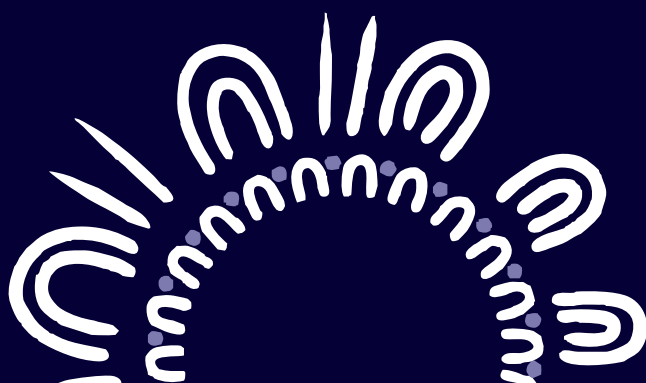
As a fifth-generation family business with a long history in Australia's music, arts and popular culture, we are respectful of the wisdom and creativity of those who came before us, and we celebrate the ways culture, creativity, and community continue to connect us all.





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About the Artwork



"I have entitled this piece *Rhythms of Country*, which honours the relationships between Aboriginal people and Country, as well as each other. It pays particular respect to the Eora Nation and those who lived on Warrane, and acknowledges the deep significance of water to the lives of Aboriginal people. The artwork references the sounds of Country and its inhabitants, from the past to the present day. This includes the sounds of the wind and sea, of rustling leaves and of bark canoes moving through the water while Aboriginal women sang as they fished. The shells and boomerangs speak to the hunting and food gathering necessary to our survival, as well as the importance of taking only from Country that which was needed. This, alongside rock formations and leaves, signify the importance of caring for Country – for ourselves and future generations. We can see many groups travelling by and on the waterways, with many ceremonies being undertaken under the stars. We can see generations of Aboriginal people gathered in the centre of the work, as we have always done, nurtured by the sounds of Country, ceremony, and each other. The artwork directly references Alberts' location on Gadigal Country near Warrane, and acknowledges the synergies between the multigenerational impact of this family business on the social and cultural landscape, alongside the contributions of Aboriginal and Torres Strait Islander people since time immemorial. It speaks to a history deeply "intertwined with music, creativity, and sustainability, and of a future that is bright for all."

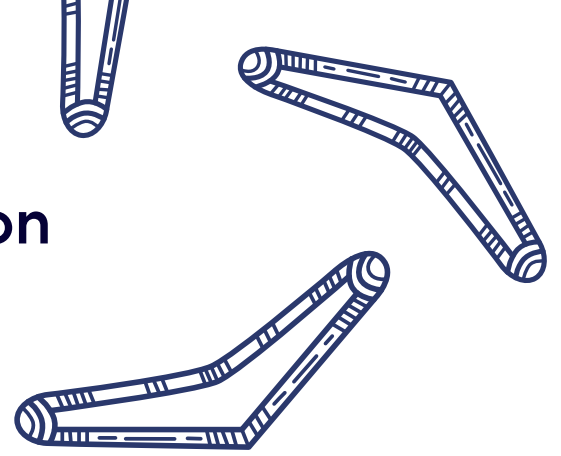
– Artist Kirsten Gray



About the Artist: Kirsten Gray

Kirsten Gray is a proud Muruwari and Yuwaalaraay woman whose family hails from Angledool NSW. She is an artist and academic who lives on Dharawal country where she raises her family. Kirsten paints under the name 'Yuluwirribaa' which literally means place of rainbows to create vibrant artworks about culture, country and community.

A message from Reconciliation Australia's CEO



Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Albert Group Services (Alberts) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Alberts joins a network of more than 3,000 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 over 5.5 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 Alberts 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 Alberts, 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



Forward

A message from our CEO

On behalf of the staff and board of Alberts, it is with great pleasure that we share our inaugural Reflect Reconciliation Action Plan (RAP).

The development of our RAP furthers our family business's ongoing desire to partner with, learn from and support Aboriginal and Torres Strait Islander peoples and we welcome the opportunity to deepen our understanding and strengthen our commitment.

This RAP reflects our belief in the importance and benefits of embedding and championing diversity, equity and inclusion, and our belief that if we are to move forward as a country, we need to recognise, celebrate and give a voice to Australia's rich First Nations history and wisdom. It also builds on the many partnerships with First Nations artists and organisations Alberts has nurtured since 2012 through our philanthropic arm, The Tony Foundation.

At Alberts we strive to incorporate our values into all aspects of our business – integrity, loyalty, creativity, passion, humility and courage – values we believe are reinforced through a deeper understanding of and closer connection with Aboriginal and Torres Strait Islander peoples and their rich cultures.

Through our RAP we hope to continue building on our knowledge, understanding, and respect of First Nations culture and history and the pivotal role it plays, and have publicly committed to fulfilling actions across the key pillars of relationships, respect, opportunities, and governance.

We are grateful to Reconciliation Australia for supporting us throughout the process of formalising our RAP; and to Distinguished Professor Larissa Behrendt AO, Professor Lindon Coombes, and Josh Gilbert from the University of Technology's Jumbunna Institute for Indigenous Education and Research for so generously and humbly sharing their wisdom, knowledge and guidance. I would also like to thank our RAP Working Group, representing teams from across the business, for their hard work and commitment in bringing this RAP to life.

We are excited for the years ahead as we implement and expand our RAP, and remain committed to respectfully listening, learning and doing all we can to help Australia on its path towards reconciliation.



David Albert
Alberts CEO





Our Business

Business Purpose:

To pioneer a vibrant and sustainable future for all.

Family Vision:

As stewards, we are committed to honouring the Alberts story and creating a lasting legacy for future generations that supports and strengthens our family and business endeavours.

Impact Framework



Equality



Healthy
Minds



Sustainable
Environment



Vibrant
Culture

Our Business

Alberts is a fifth generation-led Australian family business. Since we began in 1885, we have backed pioneers, and today are driven by our business purpose to create a vibrant, sustainable future for all.

Throughout our 140-year history, Alberts has played a crucial role in the evolution of Australia’s music and entertainment industry, from importing and selling sheet music, songbooks and instruments – making music more accessible – to the birth of commercial radio and television, and the development of Australian pop and rock music. As an independent music publishing company, Alberts helped launch seminal acts and artists including The Easybeats, John Paul Young, AC/DC, Rose Tattoo, Meg Washington, and San Cisco.

While continuing to back pioneers and pioneering organisations working to solve some of the world’s most pressing problems, today our operations have expanded into impact investing, investment management, philanthropy, advocacy, and collaboration. The business is guided by four themes: equality, healthy minds, sustainable environment, and vibrant culture, an impact framework that underpins our aim to mobilise positive change across these areas, change we believe also contributes to stronger financial returns.

Our activities span a diversified investment portfolio, the ongoing management of popular music catalogues, commercial real estate, and Alberts Impact Ventures – a portfolio of early-stage

investments in impact-focused start-ups that deliver both positive social and environmental outcomes and a competitive financial return.

The Tony Foundation is our philanthropic arm. Established in 2012 to honour our musical legacy, it enables positive life outcomes for young Australians through music, with a focus on Aboriginal and Torres Strait Islander youth. Since we began, we have partnered with more than 24 not-for-profit organisations across the nation, including numerous programs in regional and remote Australia.

In 2022, we launched Music Education: Right from the Start, a collaborative, national initiative led by Alberts |The Tony Foundation to advocate for all primary school children to have access to a quality, sequential and ongoing music education.

Today, Alberts remains proudly family-run. We employ 18 people in Australia, in addition to members of our various boards and committees. We do not currently have any staff who identify as Aboriginal or Torres Strait Islander peoples. Through our work with The Tony Foundation, we regularly partner and work closely with First Nations-led organisations.

Alberts’ geographic reach is primarily Australian, with the majority of our activities and investments based locally. We operate out of a single office, based on Gadigal Country in Sydney.

Our Values



Integrity

We are honest and reliable. We do what we say with care and respect



Loyalty

We look out for each other, we're in this together



Passion

We're driven by what we care about and the impact we can make. We have fun along the way.



Creativity

We believe in the power of creativity to inspire people and ignite innovation



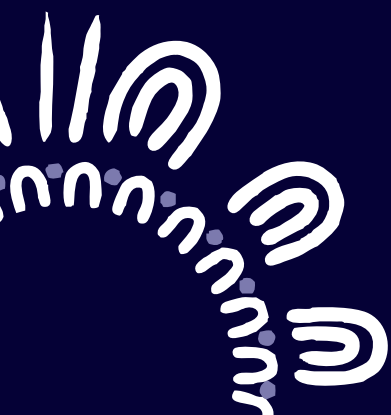
Humility

We value diverse perspectives and the power of collaboration, we solve challenges together.



Courage

Pioneering in spirit and resilient when challenged, we advocate for the change we want to see.





Our RAP

Alberts is developing a Reflect RAP to improve and deepen our knowledge and understanding of Aboriginal and Torres Strait Islander peoples, histories and cultures. In turn this will strengthen our commitment to embedding and championing diversity, equity, and inclusion (DEI) within our organisation and beyond.

The decision to develop a RAP evolved from a series of 2024 workshops with UTS's Jumbunna Institute and members of our Executive team. These workshops recommended a RAP as the most appropriate path at this stage, based on several principles:

- It aligns with Alberts' strategy to champion DEI while pioneering change.
- It provides an opportunity for our team to develop awareness and understanding of Aboriginal and Torres Strait Islander peoples' experiences, histories, cultures, and voices, and integrate these perspectives into the way Alberts operates.
- It establishes a formal process and ongoing conversation that supports building confidence and cultural competency across our organisation.
- It reflects our values of integrity, loyalty, passion, creativity, humility and courage by encouraging engagement with diverse perspectives.
- It strengthens our team culture and cohesion through shared learning experiences.
- Having Reconciliation Australia's endorsement publicly demonstrates our commitment to social justice, equality, and support for reconciliation.

Alberts' reconciliation journey to-date reflects our ongoing commitment to equality, inclusion and self-determination for Aboriginal and Torres Strait Islander peoples. It is our belief that it is right and fair that First Nations peoples have a genuine voice in the decisions that affect them.

Our RAP will build on our previous support for Aboriginal and Torres Strait Islander peoples and initiatives. Since 2012, The Tony Foundation has supported organisations improving the lives of young people through music, including granting to programs with a focus on supporting Aboriginal and Torres Strait Islander communities in urban, regional and remote areas of Australia.

RAP Working Group

- **Kirsty Albert, Executive Director (RAP Champion and group leader)**
- **Emily Albert, Executive Director**
- **Ingrid Albert, Executive Director**
- **Ananya Dave, Business Services Undergraduate**
- **Ben Edmonds, Chief Financial Officer**
- **Gabriela Hernandez, Projects & Operations Manager**
- **Alicia Neil, EA/Communications & Philanthropy Officer**
- **Josh Gilbert (Assistant Director, Centre for Aboriginal and Torres Strait Islander People & Work, the Jumbunna Institute)**

In 2019, Alberts joined individual philanthropists and philanthropic foundations in publicly supporting the Uluru Statement from the Heart calling for the establishment of a First Peoples Voice enshrined in the Constitution. Two years later, Alberts became a certified B Corp organisation, and during our 2024 recertification we strengthened our commitment to DEI, leadership and advocacy, including formalising our commitment to reconciliation through this RAP. In 2023 Alberts, through our Foundation, financially supported the 'Yes' education campaign ahead of the Voice referendum, publicly showing our support through email signatures and various articles published on our website and LinkedIn page.

Our reconciliation journey to-date has been shaped by ongoing engagement with the Jumbunna Institute, helping us deepen our understanding of Aboriginal and Torres Strait Islander perspectives and learning how to meaningfully integrate them into our business operations, values, and philanthropic activities.

In 2025, Alberts commenced a range of RAP activities that included:

- Participating in National Reconciliation Week and NAIDOC Week activities run by First Nations-led organisations.
- Engaging with Aboriginal and Torres Strait Islander leaders as part of team cultural capacity building, including a foundational learning session with Professor Lindon Coombes of Jumbunna.
- Participating in an Aboriginal Harbour Heritage walking tour at Sydney's Royal Botanic Gardens (Woccamagully) to deepen our understanding of the history, culture and enduring significance of this Country for its Traditional Owners, the Gadigal people.
- Participating in Children's Ground's 'Wear it Yellow' fundraiser.
- Hearing from Giant Leap and Sydney Dance Company on their RAP journeys and learnings.

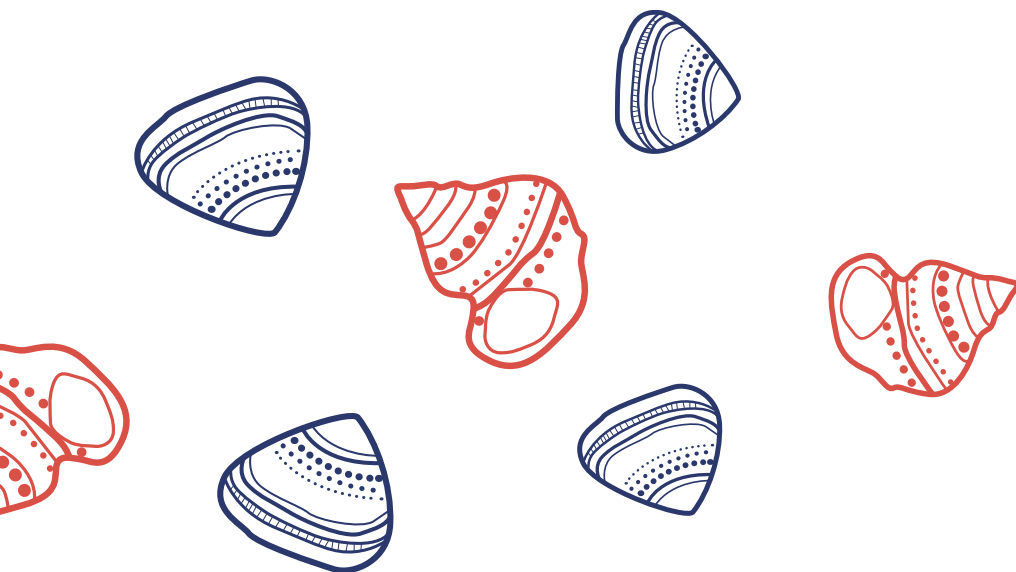
Alberts will implement our RAP through a structured and ongoing approach that actively involves engaging and educating staff across the organisation, including our boards and committees. This ensures reconciliation is embedded in our team culture, operations and activities. We also see this as an opportunity to inspire other corporates, demonstrating leadership and encouraging broader sector engagement. Jumbunna's Josh Gilbert, a Worimi man, will provide Aboriginal and Torres Strait Islander perspectives as a member of the RAP Working Group. The group meets regularly to build awareness and understanding, guide implementation, monitor progress, and champion engagement across the business.

As part of the implementation of our RAP, we will continue to invite Aboriginal and Torres Strait Islander leaders to guide and participate in activities such as 'Learn Over Lunch' sessions on truth-telling and Australia's complex history; team group viewings of culturally-significant films; sharing curated reading and podcast resources, and marking key Aboriginal and Torres Strait Islander dates of significance like NAIDOC Week.

The RAP will guide embedding Aboriginal and Torres Strait Islander perspectives into major business initiatives, including Music Education: Right from the Start's advocacy; Alberts' philanthropic strategy; the planned upgrade of our office headquarters, and our Leadership and Advocacy strategic goals.

We regularly publish news and features on our website exploring and sharing the work of our Aboriginal and Torres Strait Islander-led and focused Foundation partners, celebrating leadership and offering different perspectives in the hope this will foster dialogue and inspire collective responsibility on reconciliation.

For Alberts, reconciliation is not just about how we deploy capital, but how we engage with our partners and the sector more broadly, leveraging our influence and voice to advocate for meaningful change.



Alberts' Reconciliation Journey to Date

Fifth-generation Albert family members come together to agree on a vision and mission for the Foundation: to improve life outcomes for young Australians through music, including initiatives centred around Aboriginal and Torres Strait Islander youth

Alberts joins 62 individual philanthropists and philanthropic foundations in publicly supporting the Uluru Statement from the Heart calling for the establishment of a First Peoples Voice enshrined in the Constitution.

The Foundation partners with Big hART's *Songs for Freedom* collaborative project, songwriting workshops and touring concerts tackling First Nations youth incarceration.

The Foundation supports WWF-Australia in its Bega Local Aboriginal Land Council cultural burning program in response to the catastrophic 2019/20 bushfires

Children's Ground, a community-led practice drawing on First Nations culture and creativity as a key means of educating Aboriginal and Torres Strait Islander youth, joins the Foundation's stable.



2016

2017

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beyond
empathy



2019

2019



2019

2020

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DEADLY



2020

2021

Certified
B
Corporation



2023

The Foundation begins supporting arts organisation Beyond Empathy's Yanaya (Returning), a series of artist-led music and language workshops to foster intergenerational connections and revitalise First Nations songs and culture in NSW's Moree, Armidale and Tamworth.

The Foundation supports the making of Bangarra Dance Theatre's 30th anniversary documentary *Firestarter - The Story of Bangarra*.

Mad Proppa Deadly, an Indigenous Corporation in regional NSW that fosters connection, learning, and creative expression for young Aboriginal and Torres Strait Islander people, becomes a grantee partner

Alberts becomes a certified B Corp organisation, formalising our commitment to using business as a force for good and embedding diversity, equity and inclusion (DEI) as a key strategic goal.

(Images top to bottom): Primary student playing tambourine in music class, courtesy of ACMF; Beyond Empathy logo; The Uluru Statement from the Heart, courtesy of The Uluru Dialogue; poster for Firestarter - The Story of Bangarra; Songs for Freedom concert, courtesy of Big hART; Mad Proppa Deadly logo; WWF logo; B Corp certification logo; two smiling children outdoors, courtesy of Children's Ground.



The Foundation provides a social impact investment loan to Ngutu College – an independent, not-for-profit, First Australians-led school on Kurna Country, SA, which blends Aboriginal and Torres Strait Islander knowledge systems with the Australian curriculum.



2023

Ingrid Albert, Foundation director, and daughter Ella join Children’s Ground in Mparntwe (Alice Springs) for an on Country cultural immersion.



2023

Alberts and The Tony Foundation commit to publicly and financially supporting the ‘Yes’ education campaign in the referendum on a First Nations Voice to Parliament.



2023

Alberts begins working with the Jumbunna Institute for Indigenous Education and Research to improve our cultural awareness and consider Alberts’ First Nations strategy.



2023

As a founding member of Groundswell Giving’s inaugural Major Giving Circle, the Foundation supports high-impact climate interventions led by Aboriginal and Torres Strait Islander leaders, including a major grant to First Nations-led Common Threads.



2024

Work begins on developing the Reflect Reconciliation Action Plan (RAP), alongside other team activities focused on knowledge and capacity building.



2024

The Foundation supports the production of *Songman*, the upcoming inaugural film from First Nations/Black-owned Djali House Productions, telling the story of the late David Page, celebrated Bangarra Dance Theatre musician and composer.



2025

The Foundation joins the philanthropy sector in signing an open letter to the Victorian government in support of a statewide treaty bill.



2025

(Images top to bottom): Classroom music lesson, courtesy of Ngutu College; image courtesy of Ingrid Albert; ‘Yes’ education campaign image, courtesy of Central Land Council; Jumbunna Institute for Indigenous Education and Research logo; Groundswell Giving logo; Reconciliation Australia Reflect RAP logo; Djali House Productions logo; Treaty for Victoria logo, courtesy of the First Peoples’ Assembly of Victoria.

Our Partnerships & Current Activities

Community Partnerships

As mentioned, The Tony Foundation aims to improve the life outcomes of young Australians through music, with a particular emphasis on Aboriginal and Torres Strait Islander youth. This commitment is reflected in our grant funding and ongoing partnerships with organisations that work to support cultural engagement, education, and community development for Aboriginal and Torres Strait Islander communities.

Some examples of current partnerships include:



Carriageworks' Solid Ground initiative: Supports Aboriginal and Torres Strait Islander young students in school to access cultural education and pathways into careers in the arts.



Children's Ground: A First Nations-led organisation delivering a 25-year strategy across Aboriginal and Torres Strait Islander communities, addressing economic, social, and cultural determinants to create lasting change.



Support Act's First Nations Support Line: Offers culturally appropriate mental health and crisis support for Aboriginal and Torres Strait Islander artists and industry professionals in Australia's music and creative arts sectors.



Groundswell Giving's 2025 Major Giving Circle: Supports high-impact climate interventions, including the First Nations-led Common Threads project, which strengthens First Nations leadership and community-driven climate solutions.

Internal Activities/Initiatives

At Alberts, our team is actively engaged in reconciliation efforts through opportunities for learning, reflection, and direct support for Aboriginal and Torres Strait Islander communities. We begin all board meetings and other formal meetings with an Acknowledgement of Country to recognise and pay respect to the Traditional Owners and Custodians of the lands on which we live, learn and work.

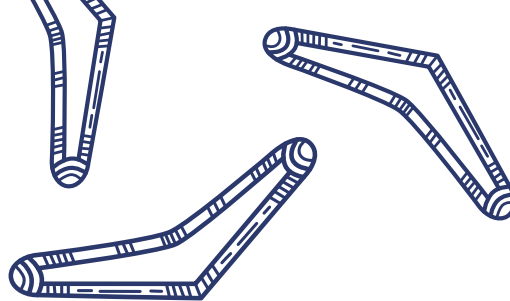
Since 2024, our team has participated in Children's Ground's 'Wear It Yellow' fundraiser during Reconciliation Week, including a team solidarity photo shared on our online channels. Our team has also taken part in NAIDOC Week and Reconciliation Week webinars hosted by Aboriginal and Torres Strait Islander-led organisations such as Red Dust and Children's Ground. These experiences have provided valuable insights into truth-telling, Australia's complex shared history, and the ongoing impacts of colonisation on Aboriginal and Torres Strait Islander peoples.

Through articles on our website (www.alberts.co) and posts on our company LinkedIn page, we amplify the voices of Aboriginal and Torres Strait Islander peoples and their work. Recent features include support for Victoria's Statewide Treaty Bill, and highlights from Big hART's long-term Songs for Freedom project focussing on the power of community music in healing and cultural justice in WA's Pilbara region – an initiative supported by our Foundation. We also share inspirational stories that shed light on key cultural dates such as Reconciliation Week and NAIDOC Week, and in the lead-up to the Voice Referendum, we publicly backed the 'Yes' education campaign, and sought to demonstrate our allyship by raising awareness, promoting the importance of informed participation, and standing in solidarity with Aboriginal and Torres Strait Islander communities. These stories reflect our ongoing commitment to reconciliation, celebrating Aboriginal and Torres Strait Islander self-determination and leadership and, we hope, inspire action. An Acknowledgement of Country is proudly displayed on our website and included in all staff email signatures, as a daily reminder of our respect for the Traditional Custodians of the lands on which we live and work.

Reconciliation Action Plan

Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2026	Executive Director (KA)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026	Executive Director (KA)
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Executive Director (IA)
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026	Executive Director (IA)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026	Executive Director (IA)
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff.	April and October 2026 (biannually)	Executive Director (KA)
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2026	Executive Director (KA)
	Identify RAPs and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2026	Executive Director (KA)
	Continue to publicly promote reconciliation and Aboriginal and Torres Strait Islander peoples' self-determination by sharing initiatives, campaigns, and articles via our online channels, highlighting the work of our partners, communities, and related initiatives.	June and July 2026 (biannually)	Executive Director (IA)
	Continue supporting organisations through The Tony Foundation, working to improve the lives of young Aboriginal and Torres Strait Islander peoples through music.	June 2026 (annually)	Executive Director (IA)
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	March 2026	Executive Director (KA)
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2026	Executive Director (KA)

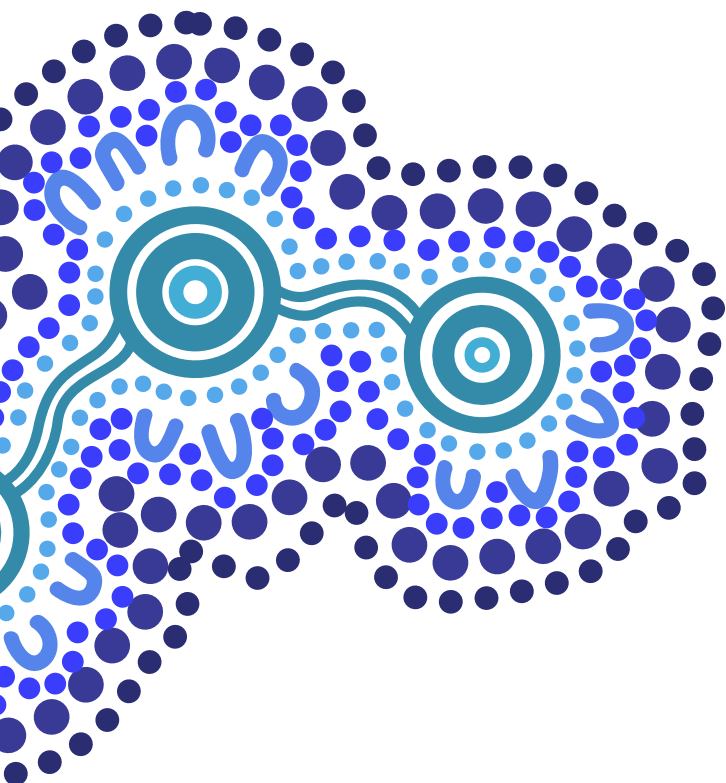


Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2026	Executive Director (KA)
	Conduct a review of cultural learning needs within our organisation and organisations.	April 2026 (annually)	Executive Director (KA)
	Develop and implement a year-round staff learning program to build cultural capacity and understanding of Aboriginal and Torres Strait Islander histories, experiences and perspectives.	March 2026 (annually)	Executive Director (KA)
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2026	Executive Director (EA)
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2026	Executive Director (EA)
	Implement Acknowledgement of Country and Welcome to Country at events and meetings, and embed understanding of the First Nations land where events occur and staff are based, supported by staff templates and guidance.	March 2026	Executive Director (EA)
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026 (annually)	Executive Director (IA)
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	Executive Director (IA)
	RAP Working Group to participate in an external NAIDOC Week event.	6-13 July 2026	Executive Director (IA)

Opportunities

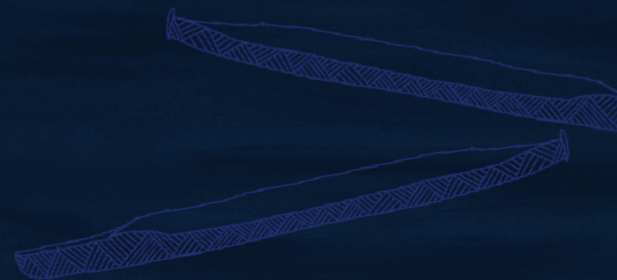
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Explore opportunities for Aboriginal and Torres Strait Islander Employment.	September 2026	Executive Director (KA)
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2026 (annually)	Executive Director (KA)
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2026	CFO (BE)
	Investigate Supply Nation membership.	July 2026	CFO (BE)





Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	December 2025	Executive Director (KA)
	Draft a Terms of Reference for the RWG.	December 2025	Executive Director (KA)
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February 2026 (annually)	Executive Director (KA)
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2026	Project & Operations Manager (GH)
	Engage senior leaders in the delivery of RAP commitments.	July 2026	Executive Director (KA)
	Provide support to a senior leader to effectively champion our RAP internally	April, August, November 2026 (Triannually)	EA/Communications & Philanthropy Officer (AN)
	Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2026	Project & Operations Manager (GH)
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2026 (annually)	EA/Communications & Philanthropy Officer (AN)
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	July 2026 (annually)	EA/Communications & Philanthropy Officer (AN)
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026 (annually)	EA/Communications & Philanthropy Officer (AN)
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2026	EA/Communications & Philanthropy Officer (AN)



Saltwater Songlines

“This piece speaks to the affinity of generations of Aboriginal people and Sydney’s waterways. Water in and around Warrane (Sydney Cove) were a key part of daily life and sustenance. The vessels on the water acknowledge the bark canoes used by Aboriginal people to traverse the sea, particularly by Aboriginal women who could be seen fishing at all hours – sometimes by campfire, and also to the sound of them singing. The artwork references the relationship of Aboriginal people to sky and water countries, in addition to land, which remain significant.”

– Artist Kirsten Gray

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Alberts