



It's different[®] here.

Innovate Reconciliation Action Plan

July 2026 - July 2028



RECONCILIATION
ACTION PLAN

INNOVATE

Artwork

'Ngadjung'

Digital Media
Jordan Ardler 2022

Titled 'Ngadjung' (pronounced "Nah-joong") meaning 'drinking water' in the Dharawal language, this artwork has been designed specifically for ARA's Reconciliation Action Plan by proud Bidjigal artist Jordan Ardler.

The piece explores the foundations of ARA and our partners through the land, waters and environments in which we work and live. ARA's foundations highlight a working place of community, commitment, integrity and growth through togetherness.

The three circles in the background symbolise the ownership, commitment and solidarity upon which ARA has been built. The layered forms that follow tell the story of the organisation's values, while white circular motifs acknowledge ARA's multicultural staff, clients and communities - representing connection, acceptance and unity.

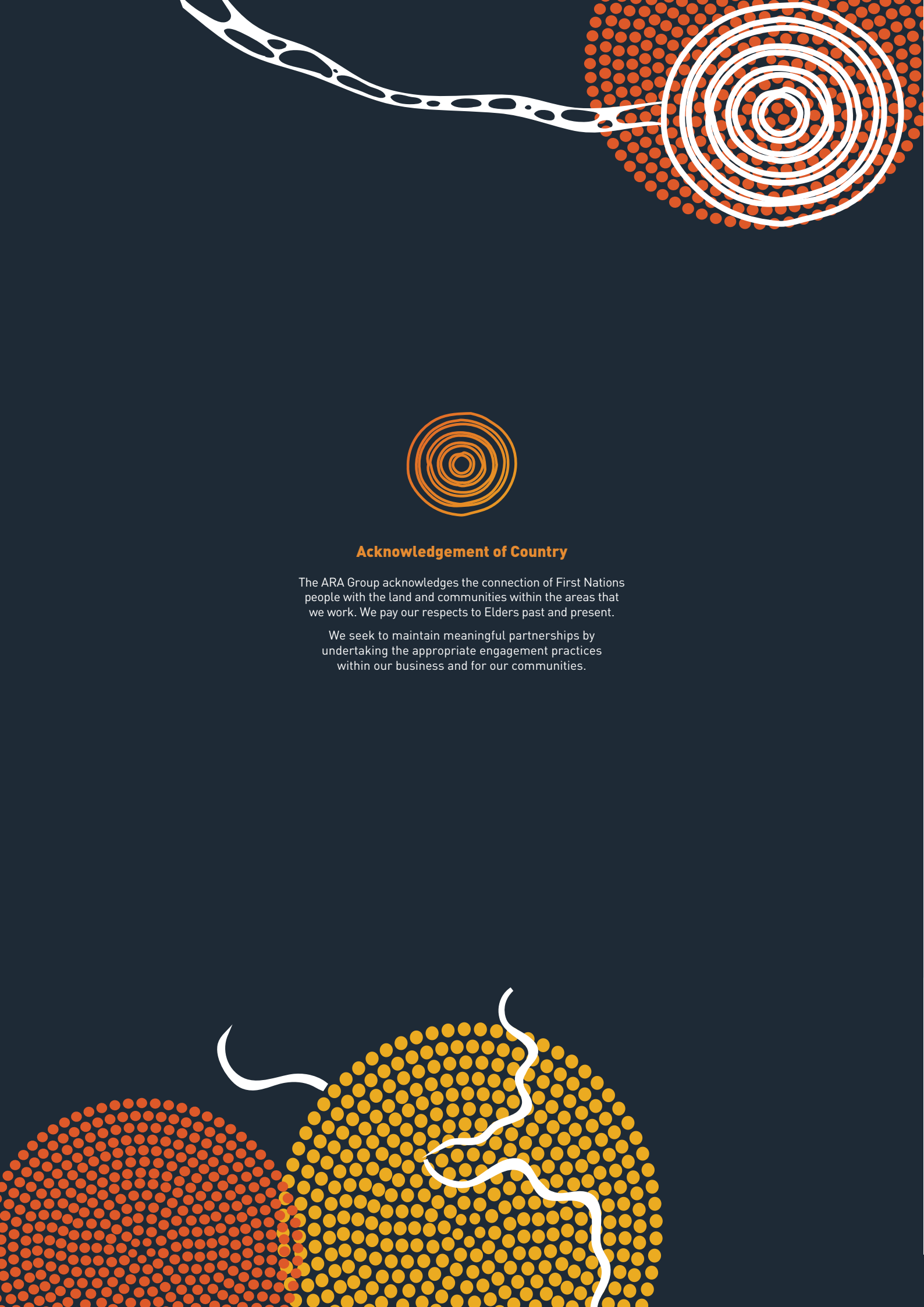
ARA's workplace is made up of a diverse community of Aboriginal, non-Aboriginal and people from many cultural backgrounds, creating a welcoming and inclusive environment. Each pathway represents the many journeys, footsteps and connections that the ARA community makes across various lands and communities. The intricate line work maps these connections, reflecting the songlines that connect people, animals and Country.

The overall colour palette was selected to represent each of ARA's services, paying homage to the hard work and dedication to all ARA workers.

It is meant to be an adventure of discovery to the audience, who will each see something different in the piece. The audience engaging with the artwork creates another community.

Welcome to the journey.





Acknowledgement of Country

The ARA Group acknowledges the connection of First Nations people with the land and communities within the areas that we work. We pay our respects to Elders past and present.

We seek to maintain meaningful partnerships by undertaking the appropriate engagement practices within our business and for our communities.

It's different[®] here.

Innovate Reconciliation Action Plan
July 2026 - July 2028

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ARA Group Limited
ABN 47 074 886 561



Message from **The Chief Executive Officer**

It is with great pride that I present ARA's 2026-2028 Reconciliation Action Plan (RAP). This is our third RAP. We have learned many lessons from our first and second RAP's and we are serious in continuing to meet our goals for reconciliation in Australia.

We began our RAP journey at ARA in 2018. We set many goals at the start of our journey. As we have reviewed our progress, we have recognised that we have achieved some of our goals, but not all.

We are confident we will meet our goals. We will remain true to ourself and our core values.

It's what makes it different here at ARA.

We care.

ARA offers education and growth opportunities for the first Nations communities we engage in. It's different here, and that's our strength: we embrace and value the cultures of our people across all of our businesses.

Given the uniqueness of the ARA businesses, we can offer various employment, training and career opportunities for First Nation's Peoples. To ensure the success of employment and training, ARA has committed to have Senior Indigenous Engagement Managers drive the internal Wiimali initiative, ARA's Indigenous lead pathways and employment program.

ARA has a history of taking our social responsibility seriously. It is an integral component of the culture of ARA, that our company is a member of the communities in which we work and live and recognise responsibility to give back to those communities.

This RAP and the actions associated with it are a component of this. In addition to the stated goals and objectives of this RAP, we encourage all ARA employees to discover their own personal means of reconciliation.

We look forward to strengthening our partnerships with Aboriginal and Torres Strait Islander peoples throughout Australia.

The process of implementing and fulfilling Reconciliation Action Plan's has allowed us to identify the areas where we need to improve and make a more meaningful impact on the lives of Aboriginal and Torres Strait Islander peoples in Australia.

ARA is committed to making a meaningful contribution.

ARA. Here for you. Here for good.®

Executive Chair and Chief Executive Officer
ARA Group Limited



Message from **Reconciliation Australia**

Reconciliation Australia commends ARA on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ARA continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable

resources that ARA will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to ARA using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for ARA to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. Enabling and empowering staff to contribute to this process will ensure shared and cooperative success in the long-term

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of ARA's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations ARA on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

It's different[®] here.

We believe it's different here at ARA.
We frame how it's different here in three key categories.

We care • We share • We dare



1. We care

At ARA, "It's different here" begins with care.

We have a genuine, intentional care for our people, our culture, and our responsibilities as an employer of Aboriginal and Torres Strait Islander peoples. Our approach is firmly grounded in strong Indigenous leadership. Every action within this RAP is developed with and for Aboriginal and Torres Strait Islander employees, and their communities, to ensure that our commitments remain authentic, culturally informed, and led by experience.

Our vision is to remain committed to creating a culturally safe and inclusive environment where Indigenous employees feel respected, valued, and supported to thrive.

Our focus on care extends across the entire organisation. We will continue strengthening staff engagement so that reconciliation becomes embedded in everyday practice and workforce culture. This includes active, respectful, and annualised engagement.

We also champion the importance of shared cultural moments, encouraging broad staff participation in events such as Reconciliation Week, NAIDOC Week, the ARA Wiimali Awards and supporting the ARA First Nations Academy.

2. We share

"It's different here" also means we share. We share our knowledge, opportunities, responsibility, and growth. This pillar embodies the belief that reconciliation is strengthened when it is collective. By sharing our platforms, resources, and learnings, we help foster an environment where every employee at ARA builds a deeper cultural understanding.

Our commitment to sharing is reflected through initiatives such as the creation of ARA Wiimali branded merchandise, with proceeds directed towards First Nation foundations and charities.

This spirit of shared understanding extends to our people. All new employees will receive a welcome pack introducing them to ARA's culture and reconciliation commitments, ensuring every member of our workforce enters with a sense of connection and shared purpose.

3. We dare

To say "It's different here" is also to acknowledge our willingness to dare. To lead boldly within the reconciliation landscape and remain ambitious in driving meaningful and lasting change throughout ARA and across our industries and communities.

A core part of this commitment is our determination to build a workforce that reflects the national Aboriginal and Torres Strait Islander population percentage. By setting this benchmark, we aim to demonstrate leadership in representation, equity and opportunity across the Group. We will accelerate Indigenous procurement through the development of an ARA owned Supplier Portal, simplifying engagement with Aboriginal and Torres Strait Islander businesses and driving increased, sustainable spending across ARA.

Our commitment is further strengthened through the creation of an Indigenous leadership program, designed to provide structured pathways for emerging Aboriginal and Torres Strait Islander leaders.

Our business

ARA is an employee-owned company established in 2001 and has gained recognition as an industry leader that is committed to giving back. We believe it is our responsibility to assist the communities in which we operate. We do this through the ARA Endowment Fund and by building meaningful partnerships with various charitable organisations.

With over 150 locations across Australia and New Zealand, the ARA Group delivers fully integrated essential products and services for infrastructure and facilities. ARA has more than 5,000 employees working across our four operating Divisions, Electrical, Building Services, Fire & Security, and Products. In 2026 ARA employed approximately 4,500 staff in Australia, of which 118 were First Nations peoples, representing 3% of our Australian workforce.

ARA. Here for you. Here for good.®



\$253 Million

\$16 Million

Integrated electrical capabilities for multiple industries.

Design

- Level 3 ASP design and engineering
- Engineering and automation
- Earthing studies and design
- Hazardous area classification and compliance design
- Functional safety engineering
- Process control system design
- Power system analysis

Manufacture

- Custom-built switchboards and tested motor control centres
- Electric motors
- Generator overhauls
- Transportable switchrooms
- Complete skid design and fabrication including structural, piping and integrated electrical/instrumentation systems
- Factory acceptance testing (FAT) including functional, I/O verification and client witness testing

Installation

- LV, HV, data and communications cabling and network installations
- Data centres
- Optical fibre systems
- Hazardous area electrical and instrumentation installations
- Level 1 ASP construction – transmission and distribution
- Substations and switchyards
- Battery installations
- Operating theatres and health care facilities
- Embedded network infrastructure

Service and Maintenance

- Level 2 ASP connections and service work
- High voltage and low voltage asset maintenance management
- Protection setting, design, testing and commissioning
- Condition monitoring
- Generator service and fleet hire
- Shift coverage to support continuous operations, shutdowns and critical outages
- Embedded services with dedicated personnel integrated into client operations
- Preventative and predictive maintenance programs
- Hazardous area inspections and compliance maintenance
- Shutdown planning, execution and support
- Asset lifecycle management and maintenance planning
- Spare parts management and critical spares assessment
- Reporting, compliance documentation and continuous improvement programs
- Generator service and fleet hire security and access controls



\$658 Million

\$20 Million

Comprehensive range of building services and solutions for all aspects of your facility.

ARA Building Services

Provides large facility clients with four key building and construction services - commercial fit-out and construction, remedial construction, regular and emergency maintenance services and insurance repair and restoration.

- Remedial building repairs
- Insurance repair and restoration
- 24/7 Emergency service
- Exterior and interior design
- Interior fit-out
- Multi-trade services
- Building maintenance
- Thermal imaging
- Flooring supply and installation

Building Automation

Provides centralised digital systems to monitor and control building infrastructure, such as HVAC, lighting and security.

- Air and water balancing and commissioning
- Energy management and monitoring solutions
- NABERS ratings
- Green lease compliance
- Energy optimisation and analytics
- Energy dashboards and displays
- Graphic design and customised GUI
- Indoor air quality testing and thermal imaging
- Conference room booking and billing systems

ARA Mechanical

Offers design, installation and maintenance of commercial and industrial heating, ventilation and air-conditioning systems.

- HVAC design
- Mechanical ventilation
- Installation of air conditioning and chiller plants
- Energy management
- Service of air-conditioning systems

ARA Property Services

Offers property maintenance and cleaning.

- Commercial cleaning
- Healthcare cleaning
- Food processing cleaning
- Grounds maintenance

ARA Healthcare Services

Provides skilled nursing staff for various healthcare settings.

- Registered and enrolled nurses and midwives
- Ad hoc shifts
- Short or long-term contracts
- Permanent placements



\$1.6 Billion

Total Group revenue 2026



\$460 Million

\$49 Million

Solutions for all aspects of fire, security, marine safety and technology services.

ARA Fire

Provides clients across Australia with innovative fire protection solutions to minimise the risk of fire-related incidents.

- Inspection and testing of fire protection systems
- Detection and EWIS systems
- Passive fire protection and fire doors
- Portable systems
- Sprinkler systems
- Special hazards
- Fire suppression systems
- Mobile fire suppression solutions for mining and construction vehicles
- Installation and maintenance of fire systems

ARA Security

Designs, installs and services innovative security and locksmith solutions including – intruder detection solutions, CCTV systems to specialist high-grade government security, and SCEC approved locksmith services.

- Access control and intrusion systems
- CCTV / Electronic security solutions
- ATM security
- Safes, vaults and teller units
- Locksmith services

ARA Marine

Provides specialty marine safety services, technical support and engineering solutions to the commercial shipping, yacht, and offshore maritime industry in major Australian ports.

- Fire fighting systems and equipment
- Hyperbaric
- Breathing air systems
- Pressure vessels, relief valves and mechanical equipment
- Ships boats, lifeboats and davits
- Ship repair and underwater services
- Marine electrical and automation
- Marine navigational services
- Marine mechanical systems

ARA Technologies

Delivers a powerful and integrated range of technology and infrastructure solutions. From mission-critical electrical systems to enterprise IT lifecycle management, we support the full spectrum of your operational needs.

- Networking and cloud services
- Workshop repairs and service logistics
- Installation and maintenance
- Internet of things
- Fit-out, rollouts and refurbishments
- National on-site service call management
- Infrastructure security design and installation
- Power quality



\$246 Million

\$5 Million

Manufacture and distribution of leading-edge products to secure your facility.

ARA Products

Specialises in the distribution of electronic security products, architectural hardware and fire protection products. With a focus on innovation and quality, we offer secure, cutting-edge access control, CCTV technology, architectural hardware and fire sprinkler products and fabrication.

Fire & Security Products

- Access control
- CCTV
- Photo ID systems
- Identity security
- Architectural hardware
- Fire protection sprinkler products and fabrication

ARA Manufacture

Provides commercial and heavy industry clients across Australia with custom-made products and solutions. We manufacture the highest quality door and window systems for domestic, commercial, industrial and high security sectors.

Manufactured products

- Commercial, industrial and specialty security doors
- Windows
- Counters and pass throughs
- Hardware
- Hinges
- Bollards
- Gates, fencing and turnstiles
- Bicycle security
- Shelters and structures
- Commercial industrial signage
- Steel roller shutters
- Powder coating



\$45 Million

Revenue from cleaning contracts

Providing meaningful Indigenous engagement in Australia.

ARA Indigenous Services is an Indigenous owned and operated cleaning and property maintenance service business, working in partnership with ARA.

Indigenous employees

111

As of 30 June 2026

Indigenous apprentices

4%

As of 30 June 2026

Indigenous Project Managers

6%

As of 30 June 2026

Total Indigenous employment

2.85%

As of 30 June 2026



ARA

Locations

With over 150 locations across Australia and New Zealand, ARA delivers fully integrated essential products and services for infrastructure and facilities. ARA has more than 5,000 employees working across our four operating Divisions, Electrical, Building Services, Fire & Security and Products.



4 Key Services



5,000+ Employees



150+ ARA Locations



Employee Owned



ARA Group	ARA Electrical	ARA Products	ARA Fire & Security	ARA Building Services
+61 1300 233 305 aragroup.com	+61 1300 272 353 araelect.com.au	+61 1300 111 010 araproducts.com.au	+61 1300 272 347 arafire.com.au	+61 1300 660 573 arabuildingservices.com.au
		AUS +61 1300 306 440 NZ +64 9828 1167 aramanufacture.com.au aramanufacture.co.nz	AUS +61 1300 303 325 NZ +64 508 272 732 arasec.com.au arasec.co.nz	+61 1300 135 616 deltaba.com.au +61 1300 332 237 aramechanical.com.au +61 1300 889 210 arapropertyservices.com.au

AUSTRALIA				NEW ZEALAND	CHINA
Airport West	Coffs Harbour	Middlemount	South Kalgoorlie	Avondale	Ningbo
Arundel	Coorparoo	Minto	South Melbourne	Christchurch	
Ashmore	Crows Nest	Mitcham	Summer Hill	Hamilton	
Balcatta	Dandenong South	Morisset	Sunshine West	Hei Hei	
Banyo	Davenport	Mount Thorley	Svensson Heights	Islington	
Baulkham Hills	Derrimut	Murrarie	Tamworth	Lower Hutt	
Baynton	Frenchs Forest	Narrabri	Tennyson	Mount Eden	
Bayswater North	Fyshwick	North Lakes	Thebarton	Mount Wellington	
Belmont	Gladstone Central	Northgate	Tingalpa	Napier	
Berrimah	Gunnedah	Notting Hill	Tomago	New Plymouth	
Bibra Lake	Gympie	Orange	Toowoomba City	North Harbour	
Bomaderry	Heatherbrae	Parkhurst	Tuggerah	Penrose	
Broome	Henderson	Pegs Creek	Tullamarine	Petone	
Bungalow	Hume	Port Melbourne	Two Wells	Sydenham	
Caboolture	Ingleburn	Queanbeyan East	Unanderra	Takanini	
Camberwell	Kings Park	Regency Park	Wangara	Taupo	
Campbellfield	Kingsgrove	Rozelle	Wedgefield	Tauranga	
Cardiff	Landsdale	Rydalmere	West Melbourne	Wairau Valley	
Caringbah	Loganholme	Sandgate	Wetherill Park	Wellington	
Cheltenham	Mackay Harbour	Singleton		Wigram	
Clayton	Meadowbrook	Slacks Creek			

Our vision

Our purpose is to advance reconciliation in Australia through strong community partnerships and by creating career and employment opportunities. We support this by providing career development training and Indigenous-led mentoring for ARA's First Nation employees, and supporting the growth of Indigenous business inclusion.

Our RAP journey: building a strong foundation for reconciliation focusing on generational firsts at ARA.

In our 2023-2025 Innovate reconciliation action plan, our journey towards reconciliation was grounded in a deep commitment to creating meaningful and lasting change for Indigenous Australians in our organisation and their broader communities. We took deliberate and thoughtful steps to ensure our approach was both inclusive and impactful. A critical part of our journey was the formation of a dedicated RAP Working Group. This team comprised of passionate individuals from across all ARA Divisions, ensuring broad representation, diverse perspectives and a commitment to the work required to deliver a successful reconciliation action plan. By involving voices from every corner of our business, we are building a foundation for reconciliation that reflects the full scope of our operations and the communities we serve.

Taking the time to fully understand our responsibilities in the reconciliation space, we prioritised education, listening, and learning to further our understanding of First Nations cultures and histories. This intentional approach allowed us to reflect on the role we play in supporting Aboriginal and Torres Strait Islander peoples, and how we can use our influence and ability to develop and implement the actions we have achieved over the past two years. Our reflections have brought us back to our primary aim which has always been opportunity through employment. We believe that employment gives individuals opportunities for themselves, their families and their broader communities, that they would not get otherwise. The challenges that First Nations people face when it comes to employment is unique to them and so we have continued to invest and grow the Wiimali Program which offers First Nations mentorship, and pathways to career growth and education. Our deliverables within this new RAP all point to giving First Nations peoples opportunity through employment, whether through our own staff within ARA or Indigenous supplier inclusion.

To date, we have achieved important actions such as the ARA Wiimali Awards; this awards ceremony celebrates Indigenous excellence within the ARA Group, recognising the hard work, commitment, and success of employees, graduates, and mentors involved in the Wiimali Program. Established to honour and uplift Aboriginal and Torres Strait Islander employees, the Awards have become a cornerstone of ARA's reconciliation journey—promoting unity, pride, and opportunity across the organisation.

The inaugural ARA Wiimali Awards, held on October 17, 2024, marked a major milestone for ARA. The event brought together Wiimali mentors, clients and leaders from across the business to recognise individual and collective achievements within the Wiimali Program—an initiative designed to support Indigenous employees in their professional and personal development.

Following the success of the first ceremony, the Awards have now become a Business-As-Usual (BAU) event, scheduled to align with NAIDOC Week celebrations each July.

We completed a comprehensive review of our Indigenous Engagement Strategy and the roll-out of our cultural awareness program with Nartarsha Bamblett. But more importantly we have increased awareness of Aboriginal and Torres Strait Islander cultures within our workforce, increasing the overall population of Indigenous Team members across the Group with 113 First Nations employees as of March 2026. This is equivalent to 3% of overall ARA employment numbers. We also supported Indigenous suppliers through our procurement practices, and fostered relationships with First Nations communities and organisations. These early steps have set a solid groundwork for future activities to support reconciliation within ARA.

As we move forward, we are committed to building on these achievements. Our focus is now on enhancing existing initiatives, embedding reconciliation into our core business practices, and driving a cultural shift across ARA. We understand that true reconciliation is not a destination, but an ongoing journey—one that requires sustained effort, openness to change, and a willingness to listen and grow.

Photograph
ARA Group Reconciliation Week Morning Tea 2025
Kingsgrove NSW

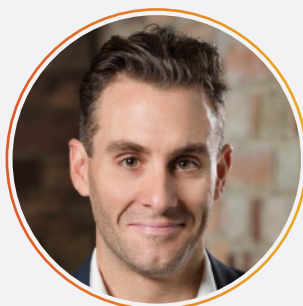
The RAP Working Group

The RAP Working Group consists of five key members, representing both First Nations and non-Indigenous employees. **RAP Working Group:** RAP Champion and Head of Indigenous Engagement ARAIS **Nicole Glynn**, Executive GM ARAPS **Shannon Laffey**, Indigenous Engagement Manager ARAIS **Alex Stengle**, National Engagement Manager ARA Fire & Security **Skie Webster**, Creative Director ARA Group **Paul Dieckmann**.

Meet the Working Group



Nicole Glynn
RAP Champion
Head of Indigenous Engagement
ARA Indigenous Services



Shannon Laffey
Executive GM
ARA Property Services



Alex Stengle
Indigenous Engagement Manager
ARA Indigenous Services



Skie Webster
National Engagement Manager
ARA Fire & Security



Paul Dieckmann
Creative Director & Brand Manager
ARA Group

The RAP Advisory Panel

To guide this Working Group through ARA Group’s next RAP journey, an Advisory Panel has been established consisting of First Nations and Non-Indigenous members. The panel members bring with them a diverse range of expertise from areas such as education, sports, business and arts, community and cultural knowledge.

Meet the Advisory Panel



Michael O’Loughlin
Managing Director
ARA Indigenous Services



Rohan Tobler-Williams
General Manager
ARA Indigenous Services



Rose Manzini
Chief Operating Officer
Cape York Partnerships



Jonah Patterson
Security Technician
ARA Security



Edward Federman
Chief Executive Officer
ARA Group



“It’s different here. Anybody can say it, but we prove it and show it. Nobody does it like us.”

Jonah Patterson
Security Technician, ARA Security

Case Study

Jonah Patterson

ARA Indigenous pathways success story

Background

Jonah Patterson proudly traces his heritage to Saibai Island in the Torres Strait through his father, and to the Solomon Islands through his mother. His journey into the security industry began with a strong foundation in community and culture, which continues to shape his professional path.

Apprenticeship journey

Jonah commenced his apprenticeship with ARA on 12 February 2020, completing it six months ahead of schedule—a testament to his dedication and work ethic. His introduction to ARA came through a family friend, Clint, who had already begun his own journey with the company. When an opportunity arose to nominate an apprentice, Clint put Jonah forward, opening the door to a promising career.

Career development at ARA

Starting out, Jonah worked across numerous Cairns regional sites, gaining hands-on experience in CCTV installations, access control systems, and maintenance. Since completing his trade, Jonah has taken on leadership roles and is now managing major key projects.

His commitment and performance have not gone unnoticed. Jonah was appointed to the Advisory Panel for the development of ARA’s current Innovate reconciliation action plan (RAP), contributing valuable insights and perspectives.

Leadership & recognition

In 2025, Jonah furthered his professional development by completing the Siemens Leadership Excellence Course, enhancing his leadership and technical capabilities. That same year, his contributions were nationally recognised when he received the 2025 Wiimali Unsung Hero Award at the prestigious ceremony held in Sydney.

Community engagement

Jonah is passionate about giving back to his community. He has successfully secured sponsorships for two local junior rugby league teams: the Under-9s Mossman Sharks and the Under-14s Saibai Stags, fostering youth development and community pride.



Photographs
Above: Jonah Patterson & Michael O’Loughlin - ARA Wiimali Awards 2025
Right: Jonah Patterson, Edward Federman and David Thomson with the Saibai Stags

Relationships

Action >

Building meaningful relationships with Aboriginal and Torres Strait Islander peoples, organisations, and communities is fundamental to ARA’s reconciliation journey.

We recognise that reconciliation is not a destination, but a continuous journey through listening, learning, and engaging with respect. Through our commitment to collaboration, we aim to foster trust and mutual understanding that strengthens our workforce and the communities we serve.

Our relationships are shaped by shared experiences, cultural exchange, and a genuine desire to create an inclusive environment where all people feel valued and recognised. By engaging with Aboriginal and Torres Strait Islander stakeholders, celebrating and promoting reconciliation through our influence, we are actively contributing to a more equitable and unified future.

These relationships are not only integral to our culture as a business, but they are essential to driving generational growth, empowering individuals to lead, and creating opportunities for all.

Photograph
ARA National Reconciliation Week morning tea 2025
Kingsgrove, NSW



Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to enhance and improve our guiding principles for future engagement.	July 2026	Head of Indigenous Engagement
Review engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations and incorporate learnings.	July 2026	Head of Indigenous Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).		
Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May annually	Creative Director
RAP Working Group members to participate in an external NRW event.	May annually	Executive General Manager ARAPS/IS
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May annually	Executive General Manager ARAPS/IS
Organise at least one NRW event each year.	May annually	National Indigenous Engagement Manager
Register all our NRW events on Reconciliation Australia’s NRW website.	May annually	Creative Director
3. Promote reconciliation through our sphere of influence.		
Continue to enhance and improve staff engagement strategy raising awareness of reconciliation across our workforce.	August annually	Head of Indigenous Engagement
Communicate our commitment to reconciliation publicly.	August annually	Creative Director
Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July annually	Executive General Manager ARAPS/IS
Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July annually	Head of Indigenous Engagement
4. Promote positive race relations through anti-discrimination strategies.		
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July annually	Indigenous Engagement Manager
Review, and implement changes based on review, and communicate an anti-discrimination policy for our organisation.	September annually	Creative Director
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July annually	Indigenous Engagement Manager
Educate senior leaders on the effects of racism.	March 2027	Executive General Manager ARAPS/IS

Respect

Action >

Respect for Aboriginal and Torres Strait Islander peoples, culture, histories, knowledge and rights is essential for fostering an inclusive and equitable environment within any organisation. Acknowledging and valuing these aspects not only enriches the workplace culture but also aligns with the broader goals of reconciliation and social justice. By applying this within our organisation we will increase understanding, value and recognition of the Aboriginal and Torres Strait Islander cultures and history and foster an environment of respect through cultural learning and acknowledgment.

Photograph
ARA Wiimali Awards 2025
Sydney NSW



Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
Conduct a review of cultural learning needs within our organisation.	June 2026	Indigenous Engagement Manager
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy through documenting insights and recommendations.	June 2026	Indigenous Engagement Manager
Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2027	Creative Director & Head of Indigenous Engagement
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2027	Head of Indigenous Engagement

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

Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	Creative Director
Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2027	Indigenous Engagement Manager
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year and internal celebrations.	March annually	National Indigenous Engagement Manager & Creative Director
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2026	All

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

RAP Working Group to participate/attend an external NAIDOC Week event.	July annually	All
Review HR policies and procedures to remove barriers to staff participating/attending in NAIDOC Week.	June 2027	Head of Indigenous Engagement
Promote and encourage participation in external NAIDOC events to all staff.	June annually	Creative Director

Opportunities

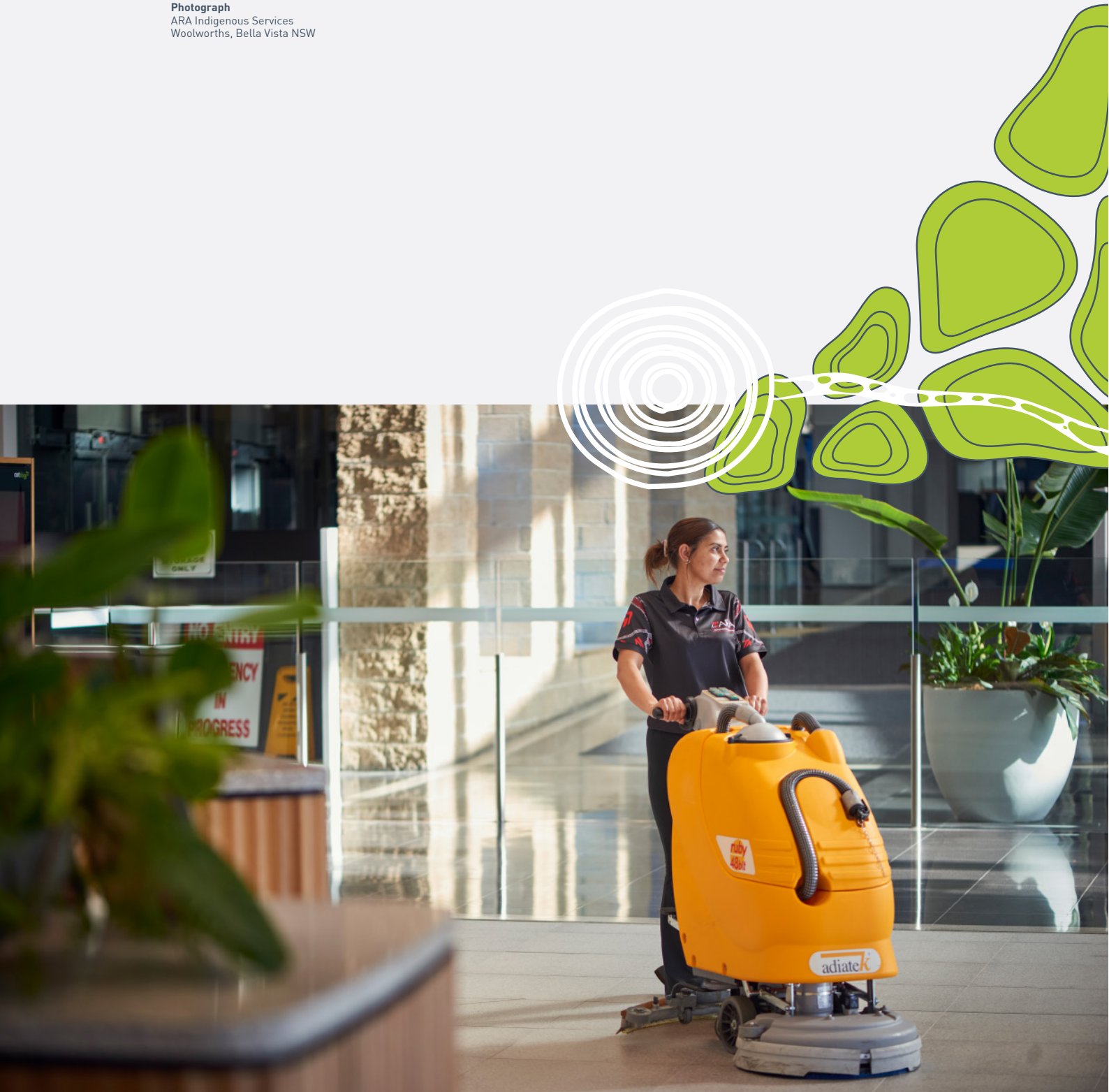
Action >

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are central to ARA’s commitment to reconciliation and social impact.

As a provider of essential services across Australia, we recognise our responsibilities to create pathways that support employment, procurement, professional development, and access to systems and processes.

Focus area: Workforce development, inclusive procurement, and digital enablement.

Photograph
ARA Indigenous Services
Woolworths, Bella Vista NSW



Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2026	Indigenous Engagement Manager
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2027	Indigenous Engagement Manager
Review the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and update as required (Indigenous Engagement Strategy).	March 2027	Indigenous Engagement Manager
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026	Indigenous Engagement Manager & Creative Director
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2026	Executive General Manager ARAPS/IS

9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
Review and strengthen our Aboriginal and Torres Strait Islander procurement strategy as required.	August annually	Creative Director & Head of Indigenous Engagement
Maintain Supply Nation membership.	July 2026	National Indigenous Engagement Manager
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2027	Creative Director & Head of Indigenous Engagement
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2027	Head of Indigenous Engagement
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2027	Executive General Manager ARAPS/IS & Indigenous Engagement Manager

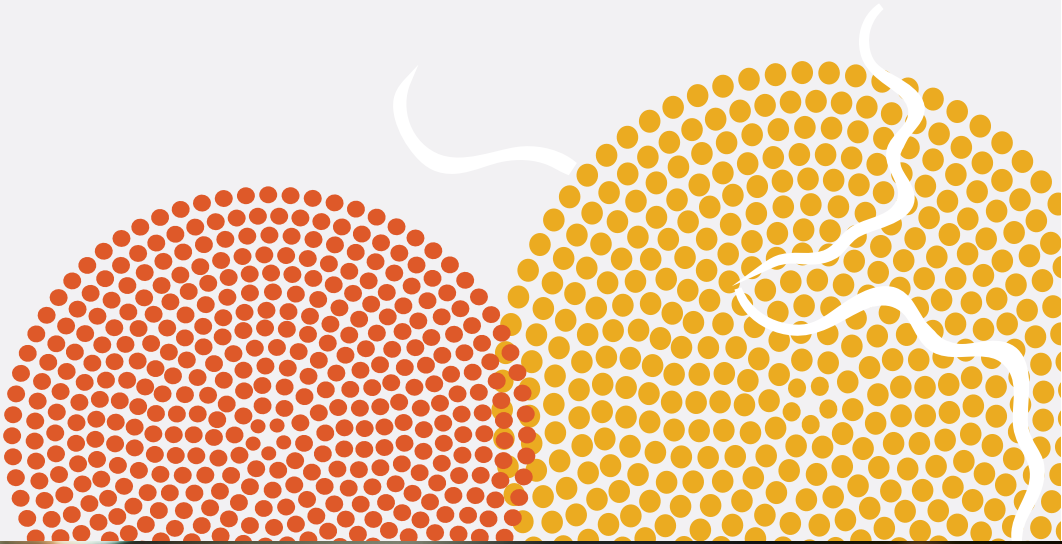
10. Increase opportunity for employee support of reconciliation in ARA.		
Develop opportunities for employees to participate in visually supporting reconciliation in the ARA.	October 2026	Creative Director
Offer culturally designed merchandise (through First Nations supplier) for purchase with proceeds go towards a Wiimali decided First Nations charity.	October 2026	Head of Indigenous Engagement

11. Increasing opportunity for employees cultural and professional growth.		
Further develop Wiimali Program to include non-Indigenous Wiimali Champions to provide professional mentorship to First Nations employees/Wiimali members.	October 2027	Executive General Manager ARAPS/IS & Head of Indigenous Engagement
Offer non-Indigenous Wiimali Champions the opportunity to engage with Wiimali Program members and First Nations culture.	October 2027	Executive General Manager ARAPS/IS & Head of Indigenous Engagement

Governance

Photograph
ARA Indigenous Services
Woolworths, Bella Vista NSW

Action >



Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.		
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2026	Head of Indigenous Engagement
Review & Maintain a Terms of Reference for the RWG.	May 2026	Head of Indigenous Engagement
Meet the first Tuesday of each month to drive and monitor RAP implementation.	May 2026	All RWG
13. Provide appropriate support for effective implementation of RAP commitments.		
Define resource needs for RAP implementation.	June 2026, 2027	Head of Indigenous Engagement
Continue to engage senior leaders in the delivery of RAP commitments.	October 2026	Creative Director
Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2026, 2027	Creative Director
Maintain an internal RAP Champion from Senior Management	October 2027	Head of Indigenous Engagement
14. 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.	October 2027	Head of Indigenous Engagement
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	August annually	Head of Indigenous Engagement
Report RAP progress to all staff and senior leaders quarterly.	Quarterly March, June, September, December	Creative Director
Publicly report our RAP achievements, challenges and learnings, annually.	June 2026, 2027	Creative Director
Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2027	Head of Indigenous Engagement
Meet with Reconciliation Australia to discuss progress at least twice throughout the duration of this RAP.	October 2026, 2027	Head of Indigenous Engagement & Creative Director
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Head of Indigenous Engagement
15. Continue our reconciliation journey by developing our next RAP.		
Register via Reconciliation Australia’s website to begin developing our next RAP.	October 2027	Head of Indigenous Engagement & Creative Director



Acknowledgement of Country

The ARA Group acknowledges the connection of First Nations people with the land and communities within the areas that we work. We pay our respects to Elders past and present.

We seek to maintain meaningful partnerships by undertaking the appropriate engagement practices within our business and for our communities.



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