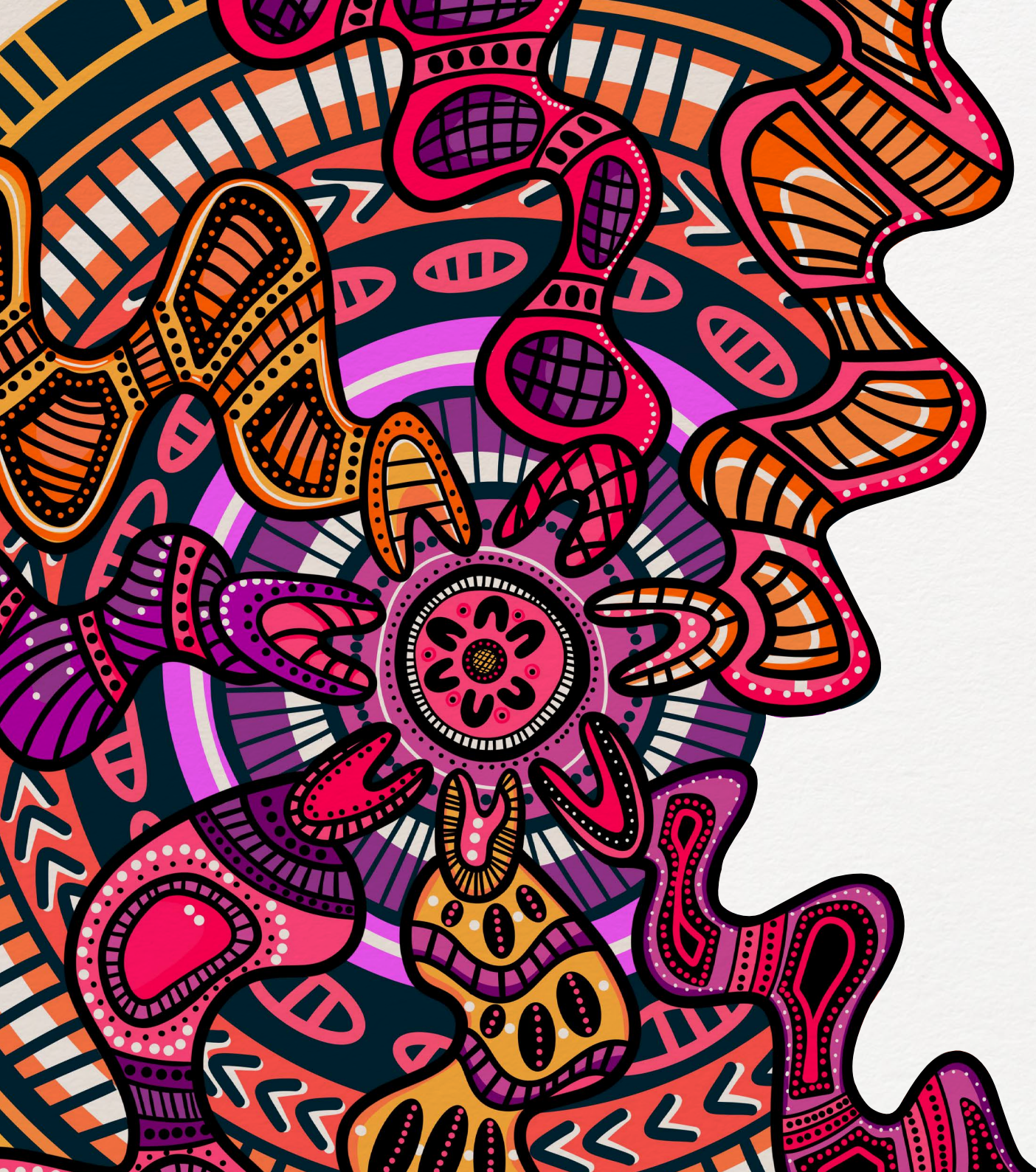




Reconciliation *Action Plan*

September 2026-August 2028





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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of Country throughout the lands upon which we operate and recognise their continuing connection to lands, waters and communities.

We pay our respects to Aboriginal and Torres Strait Islander cultures,
and to Elders past and present.



Our vision for *Reconciliation*

Our vision for reconciliation is one where collaboration and partnership foster greater inclusion and recognition for Australia's First Peoples across all segments of our vibrant community. At Arinex, connection is the heartbeat of every event we create. We design memorable, human-centred experiences that spark interaction, ignite collaboration, and forge lasting bonds, building legacies that extend far beyond the event itself.

Welcoming delegates from around the world is central to what we do, and we believe reconciliation enriches these experiences by showcasing Australia's unique cultural heritage

and values of inclusivity. Through authentic engagement and respect for Aboriginal and Torres Strait Islander cultures, histories, and knowledge, we aim to create events that not only connect people but also celebrate diversity and strengthen understanding. This commitment ensures that reconciliation is woven into the fabric of our business and the experiences we deliver.

We will bring this vision to life through a dedicated unique action in our Relationships pillar: the development and delivery of a Reconciliation Event Framework, a set of minimum reconciliation standards and optional enhancements embedded into every Arinex-managed event. Co-designed in consultation

with our First Nations advisors, this framework will establish a consistent approach to cultural acknowledgement, First Nations supplier engagement, and delegate awareness across our event portfolio.

This action directly supports our vision by ensuring reconciliation is not an add-on to the events we deliver, but a foundational element of how we design and deliver every experience. We will pilot the framework across a minimum of three events during this RAP period, report on outcomes, and share learnings across our industry networks, committing to real, measurable delivery that advances reconciliation beyond our own organisation.



Statement from CEO

Reconciliation Australia

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

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

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

This Innovate RAP is both an opportunity and an invitation for Arinex to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Arinex will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect,

and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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

Statement from CEO *Reconciliation Australia*

Implementing an Innovate RAP signals Arinex' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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



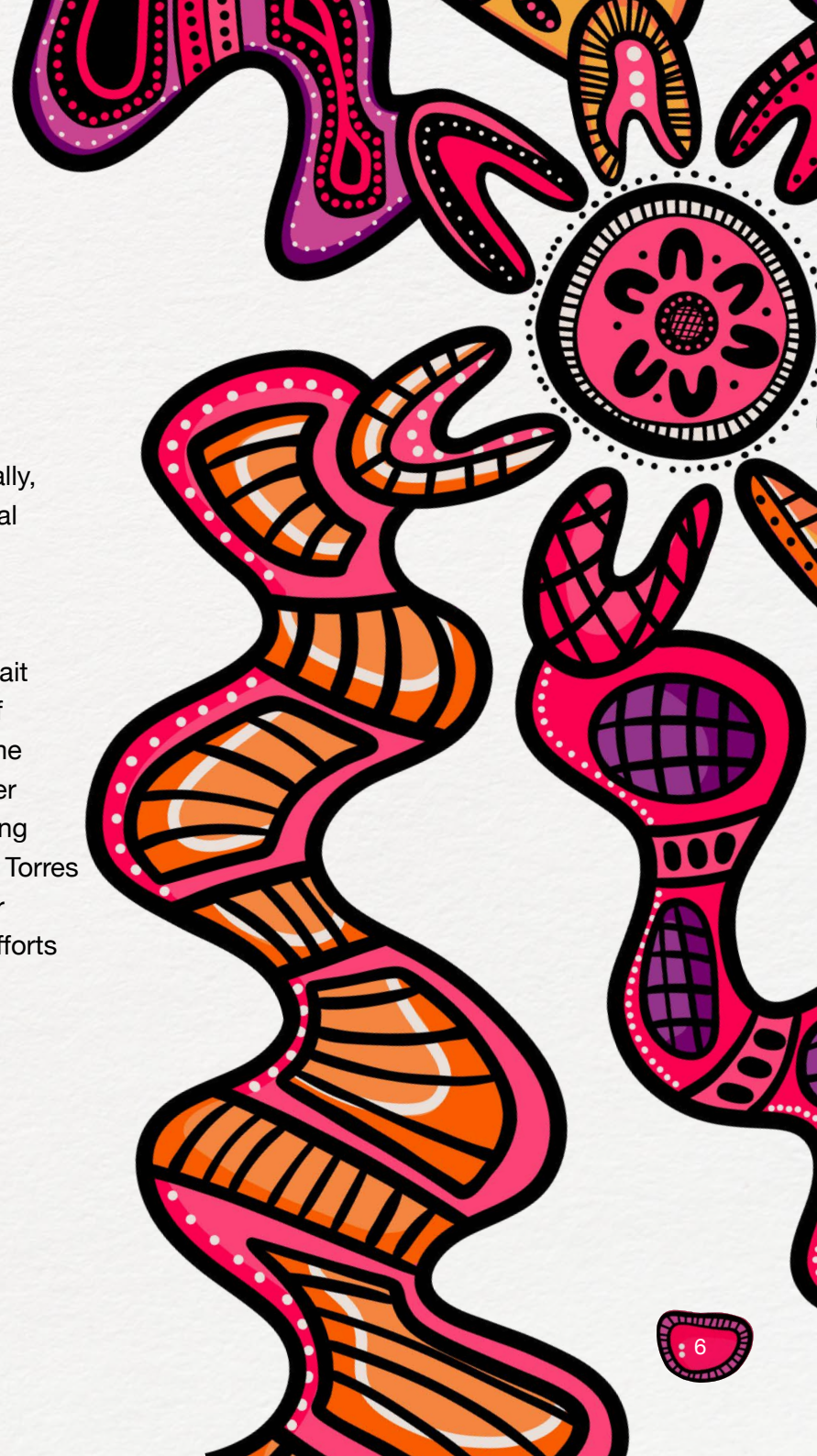
Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Arinex is an award-winning event management company with more than 50 years' experience delivering exceptional events. Our core services include conference management, incentive programs, corporate and social events, sponsorship and exhibition sales, registration and accommodation management, and digital event technology solutions. We are Australia's first carbon-neutral business events organiser, with sustainability and inclusivity embedded across our operations.

We employ over 50 staff across Australia, representing diverse cultural and professional backgrounds. While the number of Aboriginal and Torres Strait Islander team members is currently unconfirmed, we recognise this as an area for growth and are committed to improving representation and cultural capability within our workforce.

Arinex operates nationally and internationally, supported by strong relationships with local suppliers and global industry networks. Our Arinex Sustainability Hub - launched in early 2023 - connects our team with a growing range of Aboriginal and Torres Strait Islander enterprises, including providers of Acknowledgement of Country and Welcome to Country performances, catering, speaker gifts, artwork for design content, and touring experiences. This supports Aboriginal and Torres Strait Islander-owned businesses and their cultural and environmental sustainability efforts while enhancing client outcomes.



Our Business

Our sphere of influence includes:

Internal:

Employees, leadership team, RAP Working Group.

External:

Clients, suppliers, venue partners, industry associations, government bodies

Through our events, we engage thousands of delegates, sponsors, and exhibitors each year—creating opportunities to promote reconciliation and cultural awareness. Our influence also extends to international associations and professional societies, supporting inclusive practice globally.

Arinex offices:



Our Business

Our values

Powering Possibility with *Precision*

We deliver operational excellence with precision, reliability, and care—supported by industry-leading technology to simplify complexity and achieve our clients' ambitions.

Inspiring Action through *Innovation*

We push creative boundaries and apply design-led thinking to deliver digital-first experiences that captivate audiences and drive lasting impact.

Building *Connection* through *Experience*

We create human-centred events that foster connection, collaboration, and enduring relationships—building legacies beyond the event.



Our Reconciliation Journey

Arinex is committed to fostering a diverse and inclusive workplace and embedding cultural respect into our operations and events. Our decision to develop a Reconciliation Action Plan (RAP) stemmed from a desire to deepen our understanding of Aboriginal and Torres Strait Islander histories, cultures, and contributions, and to ensure these are reflected meaningfully in our business practices. As one of Australia's leading business event management companies, we recognise our responsibility to influence positive change within our industry and the communities we serve.

Developing a RAP enables us to take structured, measurable steps towards reconciliation and create opportunities for engagement and partnership with First Nations peoples.

Arinex embarked on its reconciliation journey by launching our first RAP in 2023, a milestone that coincided with our 50th anniversary year. This marked a significant step towards embedding cultural respect and awareness within our organisation and the wider business events sector. As part of this journey, we achieved industry leadership by becoming the first Australian business events management company to secure RAP endorsement, positioning Arinex as a pioneer in advancing

reconciliation within our industry. To ensure accountability and meaningful progress, we formalised RAP governance through the establishment of a dedicated RAP Working Group with representation across all offices. This group was further strengthened by engaging two external Aboriginal and Torres Strait Islander advisors, who brought valuable cultural insight and guidance to our initiatives. We also commissioned First Nations artist Breeanna Buttenshaw to design the artwork for this RAP, ensuring our visual identity reflects authentic cultural expression and our commitment to supporting Aboriginal and Torres Strait Islander creatives.



Our Reconciliation Journey

Learnings and Challenges from our Previous RAP

Our first RAP gave us a strong foundation and surfaced important learnings that have directly shaped our approach in this Innovate RAP. With guidance from our external advisors, we came to understand that a critical next step for Arinex was to focus more deliberately on our internal HR policies and practices, ensuring our own workplace reflects the values of inclusion and respect we promote through our events. We also made genuine efforts to connect with Aboriginal and Torres Strait Islander stakeholders across each of our office cities. This proved more challenging than anticipated.

We came to appreciate the complexity and diversity of First Nations communities, that there are many distinct groups, voices and perspectives across the country, and that meaningful engagement requires sustained relationship-building rather than one-off outreach. At the same time, we deepened our connections with industry stakeholders who are leading reconciliation practice in our sector, including attending events hosted by ICC Sydney, which helped us understand best practice and broadened our networks. A significant highlight of the period was our work on Women Deliver 2026 Conference, a landmark global conference held in Melbourne. This event gave the Arinex team an opportunity to collaborate more closely than ever with

local First Nations groups to co-design and deliver a culturally sensitive program. It was a formative experience, one that challenged us, stretched our capability, and demonstrated what is possible when reconciliation is genuinely embedded in event planning. The program intentionally included First Nations voices from across the world, with particular focus on the Oceania and Pacific region, and featured First Nations artwork throughout. Key achievements from our first RAP included the establishment of the RAP Working Group, the engagement of two external advisors, the launch of the Arinex Sustainability Hub to connect clients with First Nations suppliers, and the facilitation of Welcome to Country ceremonies at major events.





Our Reconciliation Journey

Challenges we encountered

Building internal capability and awareness across a geographically dispersed team required more structured and consistent cultural learning approaches than we initially implemented. Connecting with the breadth of Aboriginal and Torres Strait Islander communities across our cities reinforced that this work takes time and genuine investment. Meaningful employment outcomes for First Nations peoples in our sector also require longer-term pipeline development that goes beyond recruitment alone. We also identified that our external advisor engagement needed to be formalised and appropriately remunerated to reflect standard business practice.

How we are adapting in this RAP

In this Innovate RAP, we have strengthened our cultural learning commitments, look to formalise our engagement with external Aboriginal and Torres Strait Islander advisors including through remuneration for their expertise, and developed more specific employment and procurement actions with measurable deliverables. Guided by the insights of our advisors and the experiences of our team, we are introducing a unique action to embed reconciliation into the fabric of every Arinex-managed event which is directly aligned with our vision and grounded in what we have learned.



Our Reconciliation *Journey*

RAP Working Group

The Arinex RAP Working Group guides the development, implementation and ongoing monitoring of Arinex' Reconciliation Action Plan. Championed by Virginia Loyola with support from the Executive Team, the group brings together representatives from across the business and office locations. It leads respectful engagement with Aboriginal and Torres Strait Islander peoples, research best practice, consults with internal and external stakeholders, and drives RAP initiatives across the organisation. The Working Group also include an external community representative, who generously volunteers her time to work alongside Arinex team members and provide guidance on the delivery of RAP activities and initiatives. Together, the group plays a critical role in embedding reconciliation into Arinex' culture, operations and events, supporting accountability, continuous learning and meaningful progress.

Our Reconciliation Journey



Erica Smits

First Nations Representative

Erica is a proud Gamilaroi and Euahlayi woman with deep family connections to Aboriginal leadership, education, land rights, and cultural advocacy. A respected community leader, she has contributed extensively to Indigenous affairs, cultural heritage, community development, and major Aboriginal sporting and cultural events across NSW. Erica currently serves as Executive Officer to the Deputy Vice-Chancellor Indigenous at UNSW, supporting initiatives that advance Indigenous education, engagement, and leadership.



Virginia Loyola

Director of Sales & Partnerships

With 25 years' experience in the global business events industry, Virginia brings a strong international perspective and a clear focus on the long-term legacy of conferences beyond tourism. She has spent the past five years at Arinex in a senior leadership role, working closely with international associations, government and industry partners to secure and deliver complex global conferences across Australia. At Arinex, Virginia is the Reconciliation Action Plan (RAP) Champion and a member of the Impact Team, helping drive the organisation's commitment to reconciliation, inclusion, and partnerships with social enterprises and community initiatives.



Georgina Anstice

HR Business Partner

Georgina Anstice is the HR Business Partner at Arinex, based in Sydney. She plays a key role in supporting people, culture and organisational development initiatives across the business, with a strong focus on employee engagement, inclusion and positive workplace culture. Georgina supports the RAP through a people and governance lens, helping embed reconciliation principles into policies, workforce practices and organisational culture across Arinex



Our Reconciliation Journey



Tim Bright
*Associate Director,
Production Services*

Tim Bright is Associate Director, Production Services at Arinex, based in Melbourne, overseeing the technical and production delivery of complex national and international events. He contributes to Arinex' Reconciliation Action Plan through inclusive production practices, respectful supplier engagement and the delivery of culturally considered event environments.



Chloe Shaw
*Exhibitor and Sponsor Services
Coordinator*

Based in Sydney, Chloe's role entails supporting the coordination and delivery of sponsorship and exhibition programs for major conferences. A recent graduate, Chloe joined Arinex through the company's internship program and has since progressed into a permanent role within the team. She brings a thoughtful, values-led approach early in her career, supporting respectful industry engagement and inclusive event delivery practices.



Artist Information



Bree Buttenshaw is a proud Kalkadoon woman who loves creating interesting pieces of art. Bree grew up on and is currently living on beautiful Quandamooka Country.

Art has always been something heavily involved in her life. Her family are the type of people who would see something and say, “I can do that myself”. So they always had some sort of creative project going on, from making a mosaic birdbath to creating concrete gnomes for their garden. Creativity has always been an outlet for Bree, to explore her culture, explore herself, and as a form of therapy. Art is very special to Bree and everything she creates has a meaning that she connects with on a deep level.

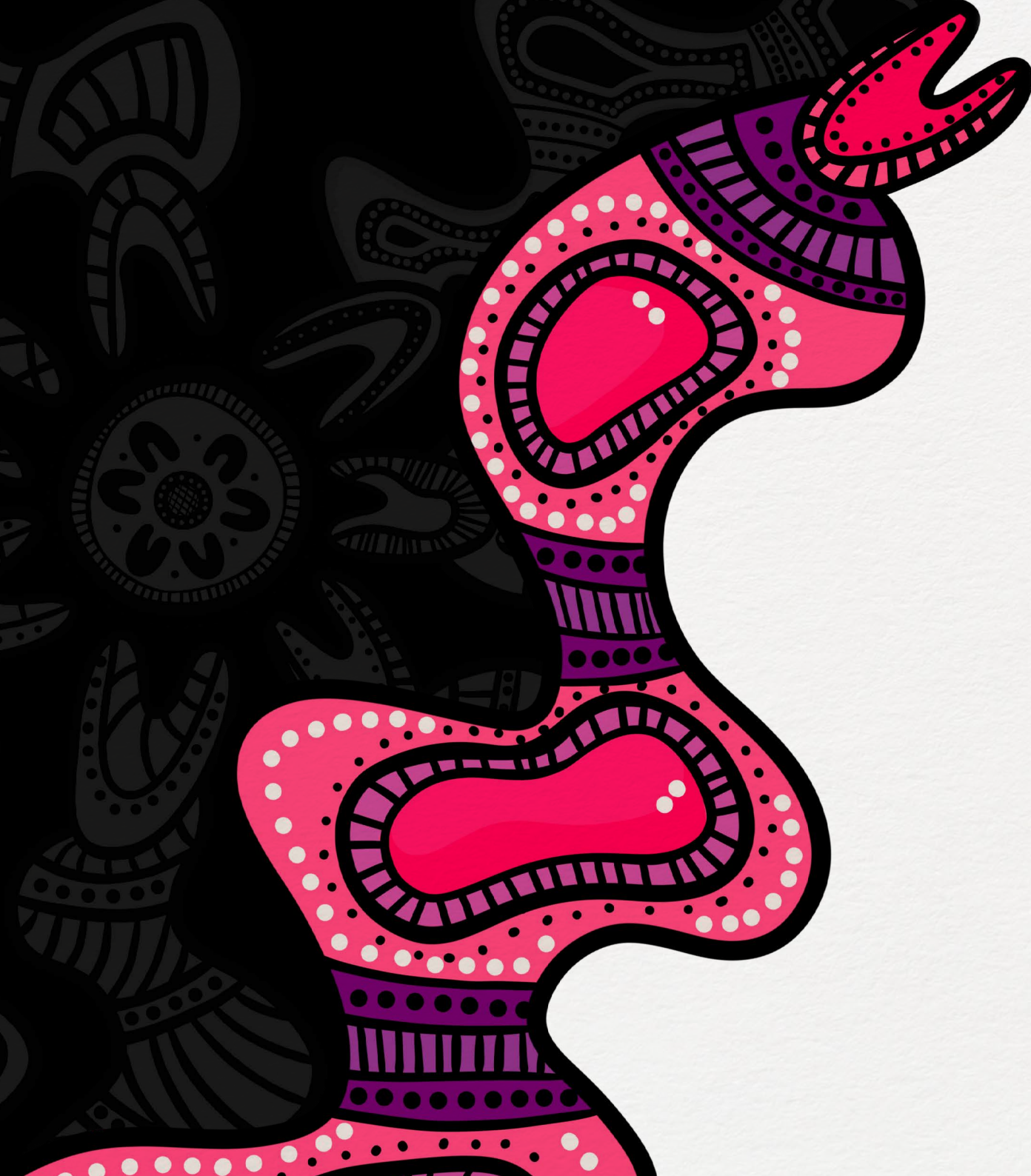
Little Butten is a space where Bree can express herself. Her art often looks at themes of mental health, feminism, cultural identity and being a young person in today’s society.

“The world is a scary place, but I feel safe in my art.” Bree Buttenshaw

Meaning behind Our Art

The circle in the middle of this artwork represents a gathering, which is at the core of what Arinex does. Connecting people together to share knowledge. The outer circle, with symbols for people, are the seven Arinex values of Innovative, Nurturing, Sustainable, Progressive, Inclusive, Refreshing and Experienced. This is a trail of knowledge leading into the event, and to instil those values into the gathering. The circle type background, is almost a spiral, showing how the knowledge gained from these events will be carried out into the wider community.





Actions & Deliverables



Relationships

At Arinex, our core business is about creating exceptional experiences that bring people together. Welcoming visitors from around the world is central to what we do, and we believe that reconciliation enriches these experiences by showcasing Australia's unique cultural heritage and promoting the value of inclusivity.

Building strong relationships with Aboriginal and Torres Strait Islander peoples allows us to offer authentic cultural engagement to international visitors. Incorporating elements such as Welcome to Country ceremonies, Indigenous storytelling, and partnerships with Aboriginal-owned businesses provides the opportunity to share the First Nations knowledge, language and culture that results in a deeper understanding of Australia's identity. These experiences create memorable moments that foster respect, curiosity, and meaningful dialogue across cultures.

Beyond enhancing events, these relationships strengthen our ability to connect people and build partnerships. By collaborating with Aboriginal and Torres Strait Islander communities, we not only support local businesses but also demonstrate Australia's commitment to reconciliation on a global stage.





Relationships

Actions	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2028	Director of Sales and Partnerships
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2028	Director of Sales and Partnerships
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027 (annually)	Exhibitor and Sponsor Services Coordinator
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2027 – 2028	Exhibitor and Sponsor Services Coordinator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2027 – 2028	Exhibitor and Sponsor Services Coordinator
	Organise at least one NRW event each year.	27 May- 3 June 2027 – 2028	Exhibitor and Sponsor Services Coordinator
	Register Arinex' NRW events on Reconciliation Australia's NRW website.	May 2027 – 2028	Exhibitor and Sponsor Services Coordinator





Relationships

Actions	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2028	HR Business Partner
	Communicate our commitment to reconciliation publicly.	January 2028	HR Business Partner and Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2028	Director of Sales and Partnerships
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2028	Associate Director, Production Services
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..	January 2028	HR Business Partner
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	August 2028	HR Business Partner
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2028	HR Business Partner
	Educate senior leaders on the effects of racism and steps to positively promote anti-discrimination strategies across the company.	August 2028	HR Business Partner





Respect

At Arinex, respect for Aboriginal and Torres Strait Islander peoples is fundamental to who we are and what we do. Our core business is about creating spaces where people connect, share knowledge, and celebrate diversity. Recognising and honouring the cultures, histories, knowledge and rights of First Nations peoples enriches these experiences and ensures our events reflect the true identity of Australia.

Australia's First Nations cultures represent the oldest continuing cultures in the world. By acknowledging and celebrating this heritage, we demonstrate pride in the richness and resilience of Aboriginal and Torres Strait Islander histories. This pride is not only a matter of respect, it is an opportunity to showcase Australia's unique story to visitors from across the globe, creating authentic and memorable experiences. Acknowledging the rights of Aboriginal and Torres Strait Islander peoples is essential to ethical and responsible business practice. It ensures that our operations respect cultural heritage and contribute positively to communities. Through our Reconciliation Action Plan, we embed these principles into our decision-making, supplier engagement, and event design, creating opportunities for Aboriginal and Torres Strait Islander businesses and voices to be represented.





Respect

Actions	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 2028	HR Business Partner
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2028	HR Business Partner
	Develop, implement, and communicate a cultural learning strategy document for our staff.	August 2028	HR Business Partner
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	August 2028	HR Business Partner
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2028	HR Business Partner
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2028	HR Business Partner
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2027	Director of Sales and Partnerships
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2028	Director of Sales and Partnerships





Respect

Actions	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	July 2028 – 2028	Exhibitor and Sponsor Services Coordinator
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	January 2028	HR Business Partner
	• Promote and encourage participation in external NAIDOC events to all staff.	June 2027 – 2028	Exhibitor and Sponsor Services Coordinator





Opportunities

Creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is essential to Arinex' vision of delivering inclusive and impactful events. Our core business is about connecting people, fostering collaboration, and showcasing Australia's identity to the world. By prioritising opportunities in employment, procurement, and professional development, we strengthen our industry and contribute to reconciliation in meaningful ways.

We are keen to provide career pathways for Aboriginal and Torres Strait Islander peoples, as we believe this is currently lacking in the business events industry across Australia. Increasing representation within our workforce enriches creativity, strengthens cultural competency, and ensures our events reflect the values of inclusivity and respect.

Engaging Aboriginal-owned businesses for event services not only supports economic empowerment and sustainability within First Nations communities. It also allows us to deliver authentic experiences for delegates, showcasing and promoting Australia's unique heritage.





Opportunities

Actions	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2028	HR Business Partner
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2028	HR Business Partner
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2028	HR Business Partner
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2028	HR Business Partner
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2028	HR Business Partner
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-owned business procurement strategy for our event suppliers.	July 2028	Director of Sales and Partnerships
	• Investigate Supply Nation membership.	July 2028	Director of Sales and Partnerships
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2028	Director of Sales and Partnerships
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2028	Director of Sales and Partnerships
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2028	Director of Sales and Partnerships

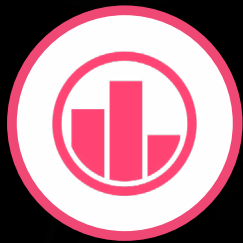




Opportunities

Actions	Deliverable	Timeline	Responsibility
10. Embed reconciliation into Arinex-managed events as a platform for industry-wide cultural impact.	• In consultation with Aboriginal and Torres Strait Islander advisors, develop a standard 'Reconciliation Event Framework', a set of minimum reconciliation standards and optional enhancements for Arinex-managed events (e.g. Welcome to Country, First Nations supplier engagement, cultural acknowledgement in event communications, delegate resources on reconciliation)..	December 2026	Director of Sales and Partnerships
	• Pilot the Reconciliation Event Framework across a minimum of three Arinex-managed events during the RAP implementation period, reporting on outcomes including First Nations supplier engagement, cultural protocols delivered, and delegate awareness activities.	June 2027	Director of Sales and Partnerships
	• Share learnings from the Reconciliation Event Framework with industry partners, clients, and through Arinex communications channels to inspire sector-wide adoption.	December 2027	Director of Sales and Partnerships





Governance

Good governance is the foundation that ensures our reconciliation commitments translate into real, measurable action. At Arinex, this means providing clear structures for accountability, oversight and continuous improvement, so that reconciliation is embedded in how we operate as a business, not simply in how we present ourselves to clients and delegates.

Our RAP Working Group, championed by senior leadership and strengthened by Aboriginal and Torres Strait Islander representation, drives the implementation, monitoring and ongoing development of our RAP commitments. Regular reporting, both internally to our staff and senior leaders, and externally to Reconciliation Australia and the public, keeps us accountable for our progress and transparent about our challenges and learnings.

As a business built on trust and long-term relationships with clients, partners and communities, strong governance gives our reconciliation commitments credibility. It ensures the actions we take across Relationships, Respect and Opportunities are properly resourced, consistently monitored, and sustained well beyond this RAP period, so that reconciliation continues to be embedded in how Arinex does business.





Governance

Actions	Deliverable	Timeline	Responsibility
11. 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.	January 2028	Director of Sales and Partnerships
	• Establish and apply a Terms of Reference for the RWG with an annual review scheduled.	January 2028	Director of Sales and Partnerships
	• Schedule to meet at least four times per year to drive and monitor RAP implementation.	January 2028	Director of Sales and Partnerships
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June 2028	Director of Sales and Partnerships
	• Brief and engage our senior leaders and other staff in the delivery of RAP commitments.	January 2028	HR Business Partner
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2028	Associate Director, Production Services
	• Maintain an internal RAP Champion from senior management.	January 2028	HR Business Partner





Governance

Actions	Deliverable	Timeline	Responsibility
13. 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 2028 (annually)	Director of Sales and Partnerships
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey .	August 2028 (annually)	Director of Sales and Partnerships
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	January 2028 (annually)	Director of Sales and Partnerships
	• Report RAP progress to all staff and senior leaders quarterly. • Year 1: December 2026, March 2027, June 2027, September 2027 • Year 2: December 2027, March 2028, June 2028, August 2028	August 2028	Director of Sales and Partnerships
	• Publicly report our RAP achievements, challenges and learnings, annually.	January 2028	Director of Sales and Partnerships
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	HR Business Partner
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Director of Sales and Partnerships
14. July Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Director of Sales and Partnerships





Contact Details

Jessica Ferguson
CEO

T | +61 8 9486 2013 M | +61 414 872 190

Email | jferguson@arinexgroup.com

