



RECONCILIATION
ACTION PLAN

INNOVATE

INNOVATE RECONCILIATION ACTION PLAN

JULY 2026 – JUNE 2028



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FOREWORD FROM OUR CHIEF EXECUTIVE OFFICER, TOMAS JOHNSON



It is with pleasure that I introduce the UniLodge Living Group Reconciliation Action Plan 2026-2028. Building on the work delivered through our Reflect RAP in 2025, UniLodge has committed to an Innovate RAP for 2026-2028.

Through its implementation we will contribute to greater opportunities and outcomes for First Nation's peoples. Embracing reconciliation is a journey for UniLodge that requires steadfast dedication and active engagement. We will raise awareness of our commitment to reconciliation by promoting the RAP to our tenants and team members with the objective to achieve strong engagement and positive momentum.

As a provider of accommodation for people from around the world, we're passionate about creating safe spaces where First Nations peoples can share their rich stories, lessons and knowledge. We commit ourselves to the initiatives and the targets laid out in our RAP with the conviction that they will help us build strong and mutually beneficial partnerships.

This journey will provide a multitude of opportunities for personal growth through engagement in reconciliation activities. I encourage all stakeholders to provide input and enthusiastic support for this important initiative. We will seek to leverage our activities with those of our business partners and Universities wherever possible and strive to deliver meaningful contributions to reconciliation.

We will report on our progress and look forward to the future success of our tenants and team members. Please join us in the pursuit of genuine reconciliation, building on relationships, listening to and walking alongside First Nations peoples.

Tomas Johnson

Chief Executive Officer | UniLodge Living Group

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA, KAREN MUNDINE



Reconciliation Australia commends UniLodge Australia 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 UniLodge Australia 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, UniLodge Australia 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. UniLodge Australia is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals UniLodge Australia's 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 UniLodge Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer | Reconciliation Australia

RESPONSIBILITY LEGEND

CEO	Chief Executive Officer
CPO	Chief People Officer
RWG	RAP Working Group
EXEC	Executive Team
COO	Chief Operating Officer
SOL	Senior Operations Leaders - Executive General Manager, Regional General Manager, Area Manager of each region in Australia
GMC	General Manager Communications
GMIT	General Manager Information Technology
SPM	Senior People Manager
TDM	Talent Development Manager
IA	Internal Indigenous Advisor
TDT	Talent Development Team
GMM	General Manager Marketing



Aunt Vonnie - Reconciliation week at UniLodge JCU Halls of Residence - Burrulga Yumba

ARTIST,
AMBROSE SCOTT KILLIAN
proud desert/ Eastern Arrernte
and Western Bundjalung/ Wahlubul Man

'ANERREME' (AN-ARE-RRAHMA)
/ SIT TOGETHER, 2023
Acrylic on canvas



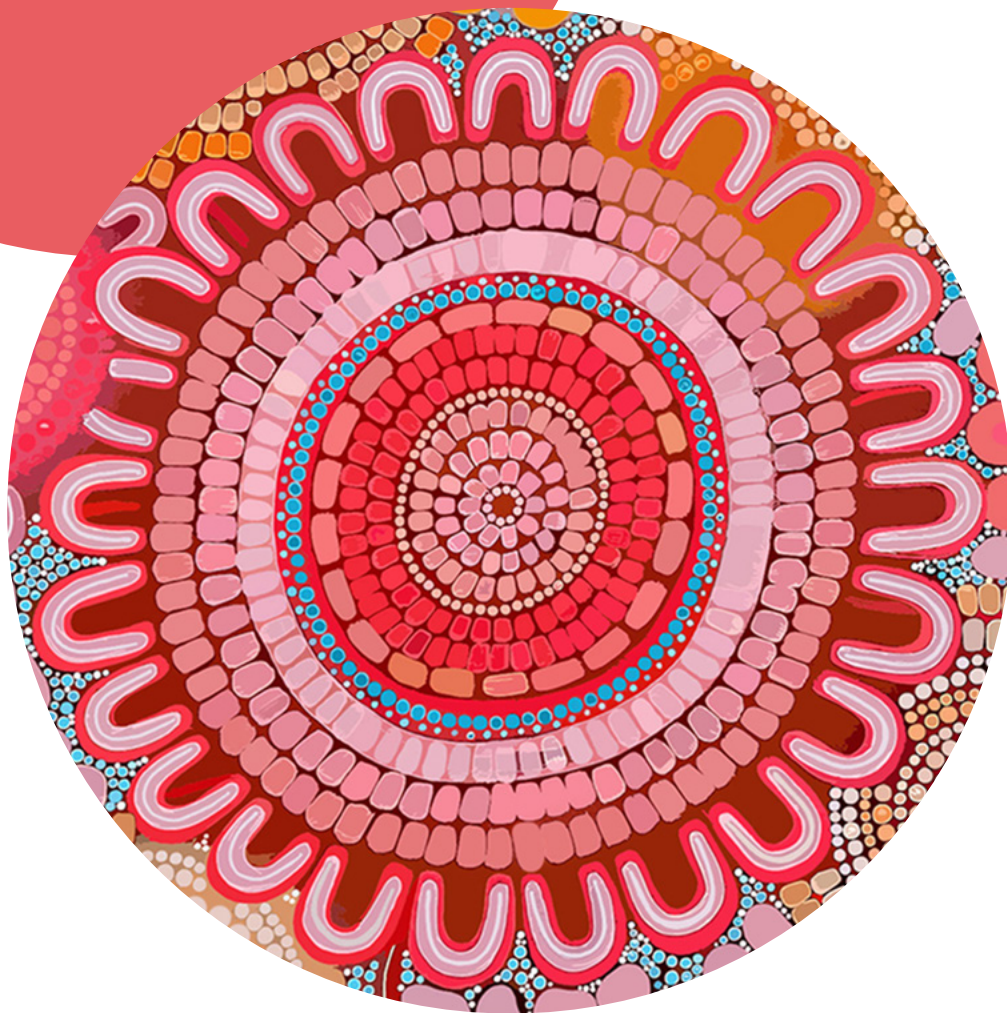
This artwork represents and symbolises the many communities and worldly experiences that make up the UniLodge family – from team members through to residents living at UniLodge locations. It was important to convey messages of belonging, multiculturalism, and community to represent the many different people and cultures that pass through and contribute to UniLodge's diverse community.

The artwork features many community circles, all revolving around a central meeting place – UniLodge. The diversity of people is represented by the many colours, shapes and sizes of the circles surrounding the central circle. Whilst they are all different, they each overlap or adjoin each other, symbolising their connection.

Through the artwork there are also features of waterholes and desert country which have been layered underneath the dotwork. This lower layer represents the many vast landscapes that UniLodge and its team members and residents are from and connected to. It also pays respect to the beginning of the modern, Western Desert art movement that began the use of 'dotwork' through First Nations artwork in the 70's.

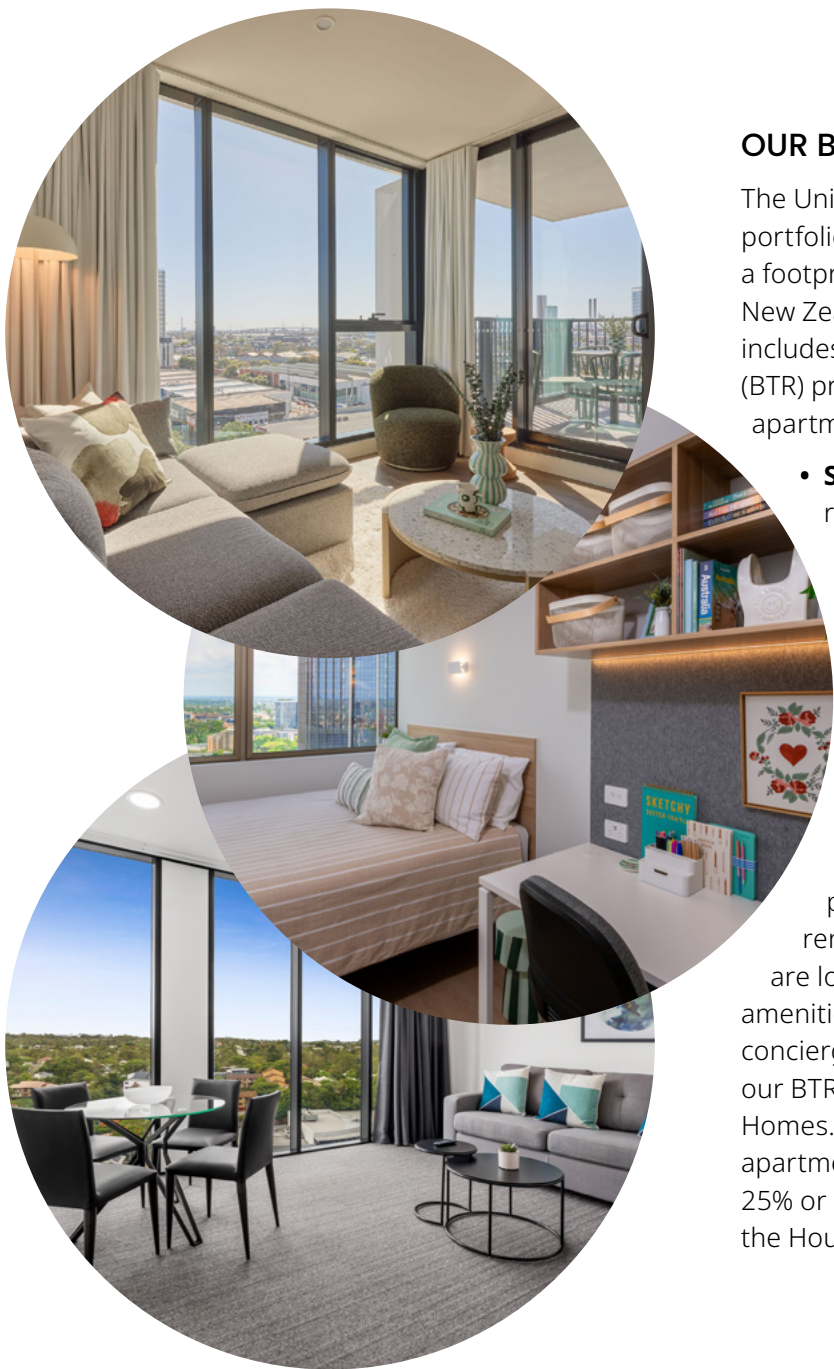


Read more about the artist on our [website](#).



OUR VISION FOR RECONCILIATION

UniLodge Living Group acknowledges and respects Aboriginal and Torres Strait Islander peoples as the First Nations peoples of this Country. We value and celebrate cultures, histories and languages that have been created and shared on these lands. We revere First Nations connections to lands, seas and communities and honour traditions as we seek a deeper understanding, harmony, and reconciliation. Our vision is to build inclusive communities for inspired living, in which First Nations peoples are treated with dignity and respect. As a provider of accommodation, we are uniquely positioned to promote equity and cultural exchange to ensure that our buildings are places where First Nations peoples feel culturally safe and at home.



OUR BUSINESS

The UniLodge Living Group manages a diverse portfolio of over 150 properties and hotels with a footprint in every city in mainland Australia and New Zealand. The company's diverse portfolio includes student accommodation, build-to-rent (BTR) properties, strata properties, hotels, and apartments:

- **Student Accommodation:** We provide a range of student accommodation options within apartment buildings, purpose-built student accommodation facilities and strata-owned properties. These properties are located near universities and colleges, making them convenient for students from all over the world.

- **Build-to-Rent (BTR) Properties:** Our BTR properties are designed to provide high-quality, long-term residential rental housing to tenants. These properties are located in urban areas and offer a range of amenities, including gyms, common areas, and concierge services. We have started to diversify our BTR portfolio through our new brand, Essence Homes. Essence Homes provide rental houses and apartments across Australia with long-term leases at 25% or below market rent, which is delivered through the Housing Australia Future Fund (HAFF).

- **Hotels and Apartments:** We operate a number of hotels across Australia, offering a range of short term accommodation options for both business and leisure travellers.

Overall, our diverse portfolio of properties allows the company to offer a range of accommodation options to meet the needs of different individuals and groups. These properties are located in all capital cities in Australia (excluding Hobart) and New Zealand, with regional locations in Bendigo, Albury, Wodonga, Lismore, Coffs Harbour, Townsville, and Cairns.

The company employs over 1300 employees in Australia and New Zealand. We are currently aware of at least one team member who identifies as a First Nations person.

UniLodge Living Group is committed to driving positive change within the living sector by leveraging our Sphere of Influence to create meaningful impact. This includes empowering our team members through education and engagement, fostering inclusive communities for our residents, and collaborating closely with stakeholders, clients, and regulatory bodies to embed reconciliation principles into governance and decision-making.

We will continue to strengthen partnerships with industry and community organisations, ensuring that our actions reflect shared values and deliver tangible benefits. By aligning these efforts across all areas of influence, UniLodge Living Group will lead by example and contribute to a more connected, respectful, and equitable Living Sector.

OUR RAP



OUR RECONCILIATION ACTION PLAN (RAP)

Our RAP is led and supported by our Reconciliation Working Group, comprised of 9 team members including First Nations peoples and non-Indigenous employees. Our Reconciliation Working Group has grown to include new team members to include fresh perspective for our Innovate RAP. It is chaired by UniLodge Living Group's CEO, Mr Tomas Johnsson and we would like to recognise and thank each representative for their input, discussions and involvement in developing our RAP:

- Vicki Nagle, Chief People Officer (Head Office, QLD)
- Christie Temesi, Regional Area General Manager Northern Region (NT/Northern QLD)
- Monika Price, Property Manager Operations UniLodge Park Central, (Brisbane, QLD)
- Mathew Hogan, WHSE&Q Manager (Head Office, Brisbane, QLD)
- Eloise Gilbert, Area General Manager (Canberra, ACT)
- Yvonne Ingram, Indigenous Advisor, UniLodge James Cook University Townsville (Townsville, QLD)

- Paula Hagan, General Manager – Communications (Head Office, Brisbane, QLD)
- Meredith Denvir, Talent Development Manager (Head Office, Brisbane QLD)
- Kimberly Setosta, Talent Development Administrator (Head Office, Brisbane QLD)

The Chief People Officer is the RAP Champion and is responsible for driving and championing internal engagement and awareness.

We commit to implementing the new actions outlined in this RAP and maintaining the momentum from our Reflect RAP. We will achieve this by regularly monitoring and reporting on our progress to stakeholders. We will ensure we regularly review and revise the RAP to maintain it to be relevant and effective. This would involve internal and external assessments, assessing progress against targets, and adjusting strategies as needed. Reconciliation will continue to be embedded into UniLodge Australia's culture by promoting understanding, respect, and awareness of cultures and histories. We will achieve this by ensuring Aboriginal and Torres Strait Islander peoples have a safe space to voice their opinions and experiences and collaborating to create professional opportunities that reflect their priorities and strengths.

At UniLodge Living Group, our values guide every aspect of our operations, including our commitment to reconciliation in Australia. We believe that fostering respect, inclusion, and collaboration with Aboriginal and Torres Strait Islander peoples is both an individual and organisational responsibility.

Each of our values aligns closely with the principles of reconciliation, ensuring that our actions are authentic, intentional and sustainable.

- **We care for each other and our residents:** Caring for people is at the heart of UniLodge. By prioritising cultural safety and respect, we create environments where people from diverse backgrounds, including Aboriginal and Torres Strait Islander residents and team members feel valued and supported. We are able to do this by embedding cultural awareness into our training and policies so that from day one, team members and residents build an understanding of diverse histories and traditions.
- **We value diversity and inclusion:** Reconciliation thrives on diversity and inclusion. That is why we ensure there are continuous avenues of learning for all team members and residents to ensure our properties are safe and welcoming for all individuals.
- **We build relationships on trust:** Trust is the foundation of meaningful partnerships. UniLodge Living Group seeks to build and nurture strong, respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. By listening, learning and collaborating, we will be able to deliver solutions with long-term positive impact.
- **We pursue excellence:** To us, excellence in reconciliation means going beyond compliance to achieve genuine outcomes. UniLodge Living Group strives to be the leaders of the living sector by embedding reconciliation into our day-to-day response.

OUR RAP (CON'T)



- **We grow together:** Reconciliation is a journey of shared growth. UniLodge Living Group is committed to creating opportunities for Aboriginal and Torres Strait Islander peoples through employment, professional development, and partnerships. By doing so, we strengthen our sphere of influence.
- **We seek to inspire and be inspired:** Our reconciliation journey is inspired by innovation and connection. We strive to motivate our team members and residents to embrace cultural understanding through our reconciliation initiatives. Additionally, we draw inspiration from the knowledge and transitions of Aboriginal and Torres Strait Islander peoples so that our organisation can continue to thrive around pillars of respect and collaboration.

The UniLodge Living Group reconciliation journey commenced in 2021 and in 2024 we launched our first Reflect RAP. As we commence the Innovate RAP, we have also introduced new branding across the company and enter our 30th year of operations. Accordingly, it was important to us to continue our commitment to standing in solidarity and working in partnership with Aboriginal and Torres Strait Islander peoples as we enter the next stage of our journey.

Our previous Reflect RAP laid out the foundations to advancing reconciliation within UniLodge. However, our journey has not been without challenges. These obstacles reflect both internal and external complexities, including cultural understanding, operational alignment, and the integration of inclusive practices across diverse areas of the business. Addressing these challenges is essential to developing practical, sustainable solutions that strengthen engagement and deliver meaningful outcomes.

Some of the obstacles we faced after the implementation of our Reflect RAP include:

- **Low engagement among team members:** There was an initial disconnect from team members when implementing our action plan largely due to a lack of understanding of how these actions connect to their day-to-day responsibilities. This led to low engagement in our events and workshops among team members. When our reconciliation goals are not clearly connected to individual roles, employees often view them as broad organisational objectives rather than practical actions they can influence, making it harder to see their personal contribution to RAP outcomes. To combat this challenge, we have embedded reconciliation principles into our induction training so that all team members across the organisation understand how our RAP actions align with their roles and contribute to broader organisational success.
- **Diversifying practices:** Another challenge we faced lies in diversifying practices across our recruitment and business partnerships. While we have a strong commitment to inclusive practices,

translating this into consistent action across different teams and external partners has proven complex. Variations in operational priorities to external stakeholders, resource availability, and existing frameworks often create barriers to implementing uniform approaches. To overcome this barrier, we have reiterated the importance of our Indigenous Advisor across various internal channels. Our Indigenous Advisor has been able to assist us in building new relationships and expanding our sphere of influence.

As we transition into our Innovate RAP, we intend to re-affirm our commitment to standing in solidarity and working in partnership with Aboriginal and Torres Strait Islander peoples and creating frameworks that promote cultural understanding and competency and build a lasting foundation for our RAP to be both sustainable and achievable.

Our Innovate RAP is intended to:

- Continue strengthening bonds between our company, our properties and First Nations peoples communities and stakeholders.
- Provide additional learning opportunities for all team members for the enablement of culturally safe places where First Nations people's students can feel connected and safe, particularly if they are studying off Country.
- Respectfully and visibly acknowledge First Nations peoples through operations in our properties and how connected these are to place and Country.

OUR EVENTS

Across our properties, we are committed to creating environments that actively support reconciliation by fostering cultural safety, inclusion, and meaningful engagement with First Nations peoples. The following case studies highlight a range of events and initiatives delivered within our residences that celebrate First Nations cultures, build awareness and understanding among residents, and create opportunities for cultural exchange.



The Australian Tasting Table by Annie Asquith, UniLodge Lincoln House

In August 2025, we brought together over 50 residents from six UniLodge properties in Melbourne for our first Australian Tasting Table event. After weeks of sourcing produce - from online retailers and Indigenous nurseries across Melbourne - and planning recipes, menus, and accompanying presentations, we then spent two days preparing all the food for the event. We had 18 native Australian foods - plants and animals - on the menu, only three of which are commonly found in supermarkets here in Melbourne. This meant that trying a lot of these foods was an experience for our staff as well as residents!

All the ingredients were incorporated into a range of different foods - sweets, savouries, drinks and more. Different items were brought out one at a time for residents to try, with staff passing the items around while the different bush foods were explained to them, including where the foods were from, photos of what they look like, their names in the language of the area they are Indigenous to, and some information about the various uses of the plant or animal.

Of course, a lot of work goes into putting something like this together, and there were a few resources that were particularly vital, all of which we referenced and had available on the day for participants to explore themselves. We also incorporated into the presentation an explanation of how we sourced the information we presented, and an acknowledgment that a lot of the information we were presenting was only a fraction of what was once known, as so much knowledge has been lost through the decimation of people, language and culture. While we didn't personally consult any First Nations knowledge holders for this event, we accessed resources created by them.

National Reconciliation Week Firestick Flicks Event by Triana Gyshel, UniLodge South Bank

On 28 May 2026, our residents gathered in the theatre room for a special screening of *Beneath Clouds*, a powerful Australian film that follows two Indigenous teenagers as they journey through rural New South Wales. The team were inspired by our Indigenous Advisor, Yvonne Ingram, who beautifully highlighted the use of film to understand different perspectives and connect with the stories of Aboriginal and Torres Strait Islander peoples.

As the residents arrived, we provided some native tasting platters for everyone to enjoy. These tasting platters were ordered from Birrunnga Gallery, a local Indigenous owned and operated organisation based in Meeanjin. The platters included a wonderful selection of seasonal fruits, artisan cheeses, crackers, housemade lemon aspen & wattleseed damper, wattleseed banana bread, brownies, and roasted nuts. There were also native meats including Kangaroo, Crocodile, and Emu. It was a great turnout, and everyone really enjoyed the movie while exploring the unique flavours.

In the movie, the pair have vastly differing experiences of being Blak, but as they journey together, they find common ground and understanding with each other. This finding of common ground through shared journeys reflect the meaning of National Reconciliation Week, which is all about learning, listening, and walking forward together. These themes of navigating identity, futures, and bridging differences are things our student residents can deeply relate to as they move away from home and learn to connect with people from completely different backgrounds. It felt like a meaningful way to bring both the workshop's reflections and the spirit of reconciliation to life for our student community.





RELATIONSHIPS

Building strong relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is central to UniLodge Living Group's commitment to reconciliation and inclusive growth. We recognise that meaningful connections, shared experiences and open communication foster trust and mutual respect, which are essential for effective governance and sustainable partnerships. By continuing to diversify our sphere of influence and embedding engagement into our core business activities, we intend to strengthen cultural understanding and deliver outcomes that benefit both our organisation and the communities we serve.

Action	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.	December 2026 Lead: CEO Support: SOL
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2026 SOL
		Establish and maintain a new two-way relationship for each region with Aboriginal and Torres Strait Islander communities through procurement of services for residential activities	July 2027 SOL
2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members.	April (annually) CPO
		RAP Working Group members to participate in an external NRW event.	May - June (annually) CPO
		Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May - June (annually) CEO
		Organise at least one NRW event each year.	May - June (annually) CPO
		Register all our NRW events on Reconciliation Australia's NRW website.	May - June (annually) CPO
3	Promote reconciliation through our sphere of influence.	Develop and implement a team member engagement strategy to raise awareness of reconciliation across our workforce.	August 2027 CPO and TDT
		Communicate our commitment to reconciliation publicly.	September 2027 GMC
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2026 SOL
		Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August 2026 CEO

Action	Deliverable	Timeline	Responsibility	
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.	March 2027	CPO and SPM
		Develop, implement, and communicate an anti-discrimination policy for our organisation.	March 2027	CPO and SPM
		Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2027	CPO and SPM
		Educate senior leaders on the effects of racism through additional personal and professional development courses on our Learning Management System (LMS)	December 2026	CPO and TDM
5	Ensure our building promotes equity and cultural exchange and are places where First Nations peoples feel culturally safe and at home	Increase awareness surrounding the history and culture of traditional custodians of the land our buildings are based on by providing information through Resident Handbooks: • Partner with local First Nations Advisors, Elders, or community representatives to co-design culturally appropriate content for inclusion in Resident Handbooks. Content to include information about the Traditional Custodians of the land, local history, language, cultural significance, and protocols for acknowledging Country. • Collaborate with RAP Artist to use digital and visual educational resources for residents, such as QR-linked videos, artwork explanations, local cultural guides, or community event information, accessible through resident portals or handbook materials.	February 2027	GMC and SOL
		Ensure all residents and team members can easily access information and contact details on culturally safe supports and services in the local area.	July 2026	GMC and TDT
		Review internal Resident Surveys to review responses and consider feedback to ensure First Nations People feel comfortable in their residence.	June (annually)	GMM and SOL



RESPECT

UniLodge Living Group recognises and respects that Aboriginal and Torres Strait Islander people are the Traditional Custodians of the Lands on which we live and work and as such, it is vital to maintain an enduring connection to the land and water. One of our key priorities is to ensure our buildings and workplaces are environments of learning and appreciation that enriches our communities. As we attract a large number of international students, we intend to deepen the understanding of our team members and residents through cultural learning/education and raising community awareness to ensure that respect and inclusion is central to our collective considerations.



Action	Deliverable	Timeline	Responsibility	
6	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.	December 2026	CPO and TDM
		Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September 2026	CPO
		Develop, implement, and communicate a cultural learning strategy document for our team members.	June 2027	CPO and TDT
		Provide opportunities for RAP Working Group members, HR managers and other key leadership team members to participate in formal and structured cultural learning.	June 2027	CPO and TDT
		Hold workshops twice a year for residents and team members to participate in cultural events and encourage team members to run their own events whilst maintaining respect for the stories and traditions of Aboriginal and Torres Strait Islanders people.	April and October (annually)	SOL
7	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase team members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2026	CPO, TDT and IA
		Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2026	CPO, TDT and IA
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at Significant Events and new building openings each year, including ULG30 year celebration.	December 2026	CEO
		Conduct an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2027	EXEC and SOL
		Encourage all properties to display an Acknowledgement of Country plaque.	December 2027	COO
		Display an Acknowledgement of Country on digital communication channels, including: - Email signatures - Websites - Intranet	January 2027	GMC and GMIT



Action		Deliverable	Timeline	Responsibility
8	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.	First week July (annually)	CPO
		Review HR policies and procedures to remove barriers to team members participating in NAIDOC Week.	May (annually)	CPO and SPM
		Promote and encourage participation in external NAIDOC events to all team members.	June (annually)	CEO, CPO and COO



OPPORTUNITIES

At UniLodge Living Group, creating opportunities for Aboriginal and Torres Strait Islander peoples and organisations is critical to our commitment to reconciliation. Through targeted initiatives and partnerships, we intend to represent and support Aboriginal and Torres Strait Islander peoples across all aspects of our organisations.

Action		Deliverable	Timeline	Responsibility
9	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.	March 2027	CPO & TDM
		Engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	March 2027	CPO, SPM and TDM
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2027	CPO, SPM and TDM
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2027	CPO and SPM
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2027	CPO and SPM
10	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.	June 2027	COO, CFO and CEO
		Investigate Supply Nation membership.	March 2027	COO
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to team members.	January 2027	COO
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2027	COO
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2027	COO



GOVERNANCE



Action		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.	October 2026	CPO
		Apply a Terms of Reference for the RWG.	August 2026	CPO
		Meet at least four times per year to drive and monitor RAP implementation.	March, June, September and December (annually)	CEO and CPO
12	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2026	CEO and CPO
		Engage our senior leaders and other team members in the delivery of RAP commitments.	September 2026	CEO and CPO
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2026	TDM
		Maintain an internal RAP Champion from senior management	July 2026 (annually)	CPO
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.	January 2027	CPO
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2027	CPO
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2027	CPO
		Report RAP progress to all team members and senior leaders quarterly.	July (annually)	CPO and GMC
		Publicly report our RAP achievements, challenges and learnings, annually.	January 2027	GMC
		Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2028	CPO
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2028	CPO
		Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation	April and October (annually)	CPO
14	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	July 2028	CPO

CONTACT

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