

ServiceStream



RECONCILIATION
ACTION PLAN

INNOVATE

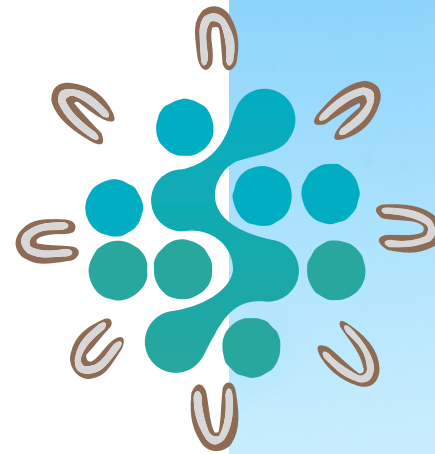
Innovate Reconciliation Action Plan

August 2025 - August 2027



Contents

Acknowledgement of Country	3
Our Vision for Reconciliation	5
Our Purpose and Commitment	5
Message from the Managing Director	6
Statement from CEO of Reconciliation Australia	7
Our Business	8
Our Reconciliation Action Plan	10
RAP working group Members	10
RAP Governance Framework	11
Our Reconciliation Journey - From Intention to Impact	12



Acknowledgement of Country

Service Stream acknowledges Aboriginal and Torres Strait Islander Peoples as the oldest living culture and their strong connection to the lands and waters across Australia. We recognise our activities occur on lands with Traditional Owners and we acknowledge the custodians of the land on which we operate. We pay our respects to the Ancestors and Elders past, present and emerging.

At Service Stream, we are enriched by Aboriginal and Torres Strait Islander peoples' contribution to our organisation and we are committed to working together to build a prosperous and inclusive Australia.



Coterie Connections | painted by Lee-Anne Hall (Bundjalung and Gomeroi/Euahlayi)

Coterie Connections portrays the coterie of Service Stream collaborators working together to keep communities connected to essential network services throughout Australia. The dots are the people, and the multiple circles represent the many layers of our community which include the non-indigenous people that live and work in our community. The painting depicts the networks and pathways in which communities come together to live in harmony. The elements in this painting represent nature, sustainability, connectivity, and growth.

The moon phases represent the spirit guardian that connects the land and sky based on a traditional knowledge system. Similarly, Service Stream implements systems for the betterment of communities by determining how to connect essential services efficiently, whilst the totems poles represent the cityscape.

Coterie Connections speaks of “hope for the future and hope for the present”.



Video - Lee-Anne Hall and Coterie Connections.





Our Vision for Reconciliation

Service Stream's vision for reconciliation derives from our focus on people as they are at the heart of Service Stream and play a critical role in our organisation's success. Our vision centres on unity, where First Nations people are respected, empowered and have equal opportunities to thrive.

We are committed to embedding reconciliation into the way we operate and bringing our vision to life by increasing knowledge, strengthening relationships and driving sustainable outcomes across our business and the communities we serve on behalf of our valued clients.

Our vision is supported through:

- **Employment:** Creating meaningful pathways which support an increasing representation of Aboriginal and Torres Strait Islander peoples across our workforce.
- **Procurement:** Building and fostering sustainable and mutually beneficial partnerships with Aboriginal and Torres Strait Islander-owned businesses across our supply chain.
- **Partnerships:** Collaborating with First Nations-led organisations to co-design and support community-based initiatives that reflect local needs and deliver lasting outcomes.
- **Relationships:** Strengthening relationships trust through genuine, respectful engagement with local Aboriginal and Torres Strait Islander communities in the regions where we operate.

We recognise that enacting real and lasting change requires listening, learning, and collaborating together. Through a clear vision for the future, and the fostering of genuine partnerships, we are committed to supporting reconciliation in real and lasting ways.

Our Purpose and Commitment

Service Stream plays a critical role in delivering and maintaining the essential infrastructure that keeps millions of Australians connected every day.

Connection is a central theme to our business and extends to our valued people, the clients we are proud to partner with, the suppliers we rely on and communities we operate in and support. We are proud to play a critical role in delivering and maintaining safe, reliable and high-quality infrastructure that supports everyday life across Australia and contributes to a stronger, more sustainable and connected nation.

.

Message from the Managing Director



I am delighted to present Service Stream's Innovate Reconciliation Action Plan (RAP) 2025-2027 and reaffirm our ongoing commitment to reconciliation.

As a trusted partner to our clients, we play a vital role keeping communities connected to the essential infrastructure that Australians depend on every day.

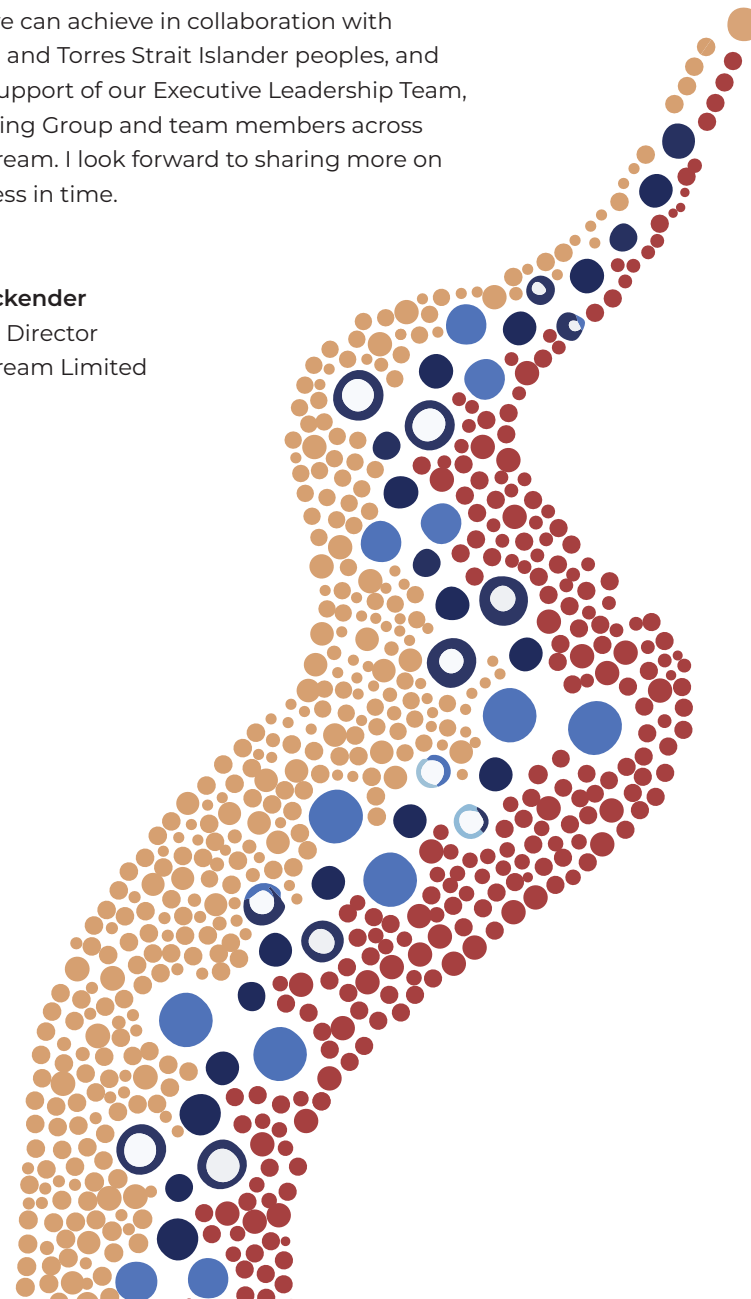
Keeping communities connected is our purpose and the heart of our business. Our drive for connection runs deep and extends to the people we work with and the communities that we operate and live in. As a people business, we are deeply grateful for the contributions of Aboriginal and Torres Strait Islander peoples throughout our organisation, and we remain committed to working together to foster an inclusive culture based on recognition and respect.

In alignment with our Sustainability Strategy, in particular our People and Communities pathways, our new RAP serves as a roadmap for our business. It directs our efforts, provides frameworks for continual improvement and helps us move closer to achieving genuine reconciliation in line with our Values and Vision to be Australia's leading essential network service provider.

Our new RAP builds on the progress we've made so far in our reconciliation journey, taking into account lessons learned and the evolving needs of the Aboriginal and Torres Strait Islander peoples we employ, partner with and support. We specifically focus on embedding strong and trusted partnerships throughout the organisation, further fostering a workplace of respect and inclusivity, and creating meaningful and long-term opportunities for Aboriginal and Torres Strait Islander peoples.

I'm proud of the progress we've made towards our reconciliation vision, and I'm genuinely inspired by what we can achieve in collaboration with Aboriginal and Torres Strait Islander peoples, and with the support of our Executive Leadership Team, RAP Working Group and team members across Service Stream. I look forward to sharing more on our progress in time.

Leigh Mackender
Managing Director
Service Stream Limited



Statement from CEO of Reconciliation Australia

Second Innovate RAP

Reconciliation Australia commends Service Stream Limited on the formal endorsement of its second 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Service Stream Limited 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 Service Stream Limited will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Service Stream Limited 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 Service Stream Limited to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Service Stream Limited will ensure shared and cooperative success in the long-term.

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

Congratulations Service Stream Limited on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

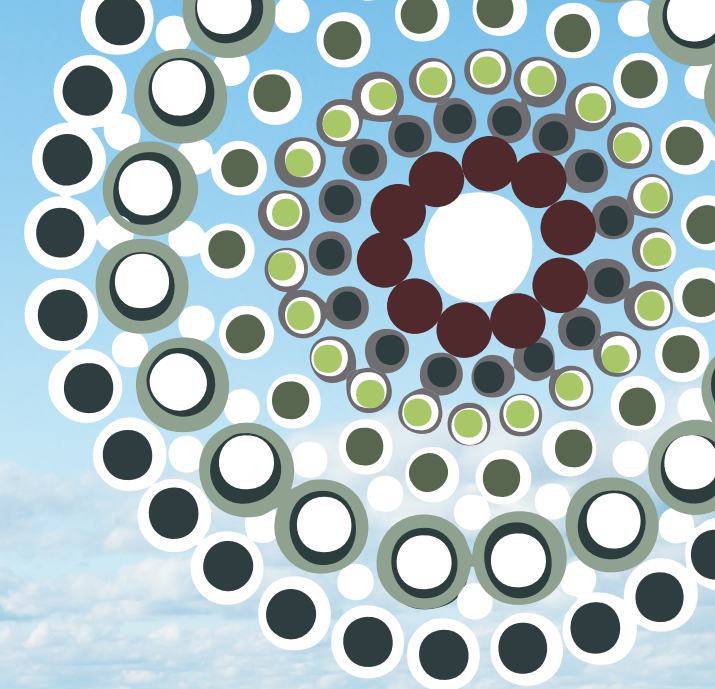
Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Service Stream is a leading essential network services provider and proud Australian SP/ASX listed organisation. The business plays a critical role in the design, construction, operation and maintenance of essential infrastructure that millions of Australians rely on to keep connected every day.

Service Stream operates across a range of specialist industries including; Telecommunications, Energy, Industrial Processing and Manufacturing, Transport, Oil & Gas, Defence, Social Housing, Water and New Energy.

With a large and diverse workforce of over 5,200 employees and an extensive network of subcontractors and specialist partners. The business undertakes more than 55 million property and asset service visits across metropolitan, regional, and remote areas of Australia each year.



Service Stream
www.servicestream.com.au

Our Reconciliation Action Plan

At Service Stream, we are proud to be releasing our second Innovate Reconciliation Action Plan, as a further demonstration of our ongoing commitment to supporting meaningful and lasting reconciliation with Aboriginal and Torres Strait Islander peoples. Reconciliation is both a responsibility and a privilege, and one that we wholeheartedly embrace as we continue to serve communities across Australia.

Through our plan, we are dedicated to embedding the principles of reconciliation into the core of our organisation—across our people, culture, policies, systems, and relationships. Our aim is to make a positive and respectful contribution across the communities we serve, with a strong focus on cultural understanding, relationship-building, and supporting increased economic and social participation for Aboriginal and Torres Strait Islander peoples and businesses.

This plan serves as a strategic framework and roadmap, guiding works in areas such as cultural appreciation, employment, procurement, and community engagement. It ensures that our actions are considered and aligned with the voices and lived experiences of First Nations peoples, who guide us as we work together to create meaningful and lasting change. We are committed to listening to and including Aboriginal and Torres Strait Islander perspectives in our reconciliation efforts. The insights and knowledge shared by our First Nations employees, community partners, and cultural advisors are essential to our approach.

Our senior leadership team is committed to driving our reconciliation journey forward, with our Chief People Officer providing strategic oversight and ensuring RAP commitments align with our broader business goals. Their leadership fosters a culture of respect and inclusivity across the organisation.

Our RAP Working Group brings together people from across Service Stream, including representatives from People & Experience, Sustainability, Operations, Procurement, and First Nations Engagement, alongside external Aboriginal and Torres Strait Islander stakeholders. Together, this group plays a central role in shaping, implementing, and monitoring our RAP progress.

RAP working group Members

Our RAP Working Group is comprised of a diverse group of leaders from across Service Stream, including four members from our Executive Leadership Team and senior representatives from functional areas whom each play a role and are responsible for driving our RAP commitments. This team brings a range of expertise and experience to ensure that our reconciliation goals are effectively integrated into our operations and business strategies.

Key members of the committee include:

- **Chief People Officer**
- **Executive General Manager –** Transport Infrastructure
- **General Manager –** Group Commercial
- **General Manager –** Energy
- **National First Peoples Manager**
- **Regional First Peoples Managers**
- **General Manager –** Project Management Office
- **General Manager –** Operations & Maintenance
- **First Nations Participation Lead –** Connect Sydney
- **National Communications Manager**

Together, this group works collaboratively to champion reconciliation, set priorities, and track progress towards achieving meaningful outcomes.

RAP Governance Framework

Group Name	Internal Influence	Role
Service Stream Board	<ul style="list-style-type: none">• Establish strategic approach and relationships,• Monitors overall business progress	Board of Directors
Managing Director, CPO & RAP Executive Sponsor (Johan Van Dyk)	<ul style="list-style-type: none">• Endorse the Group's RAP• Appoint Execrative Sponsor• Monitor business progress towards commitments	Organisational leaders of Reconciliation
RAP Working Group	<ul style="list-style-type: none">• Overarching responsibility for governance of the RAP• Ensures alignment with Reconciliation Australia's three core pillars.• Chaired by the RAP Executive Sponsor.	Action owners from a delivery level across the organisation
First Peoples Outcomes Committee	<ul style="list-style-type: none">• Provides guidance, direction and is responsible for successful implementation of RAP commitments• Monitor's progress.	Day-to-day drivers of actions and outcomes across the organisation
Reconciliation Advocates	<ul style="list-style-type: none">• Support and enable the progress and compliance of the RAP• Support delivery of commitments and actions.	Champions and supporters who will uphold the RAP pillars of Relationships, Respect and Opportunities within the organisation

While Service Stream does not currently have a formal external Aboriginal and Torres Strait Islander Advisory Group, we are committed to engaging with Aboriginal and Torres Strait Islander businesses, community organisations, and cultural advisors to shape and strengthen our reconciliation strategy. These relationships play a valuable role in guiding our work and ensuring our approach is culturally informed and respectful. As we continue to advance our reconciliation journey, we are actively exploring opportunities to establish an external advisory group that will further enrich our efforts and deepen our partnerships with First Nations stakeholders.

Our Reconciliation Journey - From Intention to Impact

Prior to the launch of our Inaugural Innovate Reconciliation Action Plan in 2023, Service Stream began laying important foundations in the reconciliation space, with a strong focus on broadening employment opportunities, fostering relationships with First Nations businesses, and building meaningful community partnerships. These early efforts, many of which commenced over a decade ago, signalled Service Stream’s intent and set the stage for a more structured and strategic approach to reconciliation.

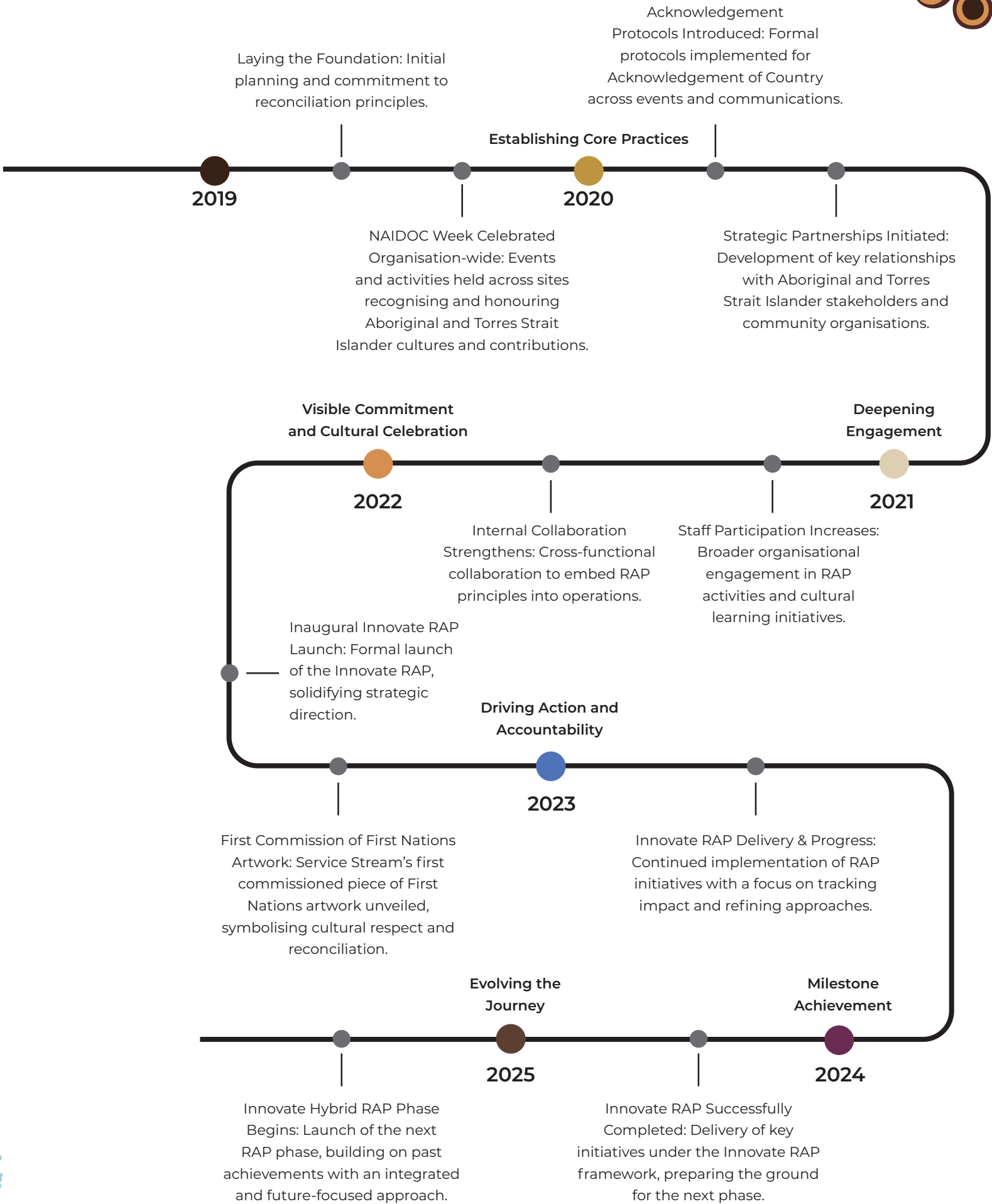
Since the launch of our Innovate RAP, we have embarked on a broader journey of reflection, learning, and growth. This process has strengthened our understanding of what meaningful reconciliation truly involves and has supported sustained and tangible results. We recognise that building genuine, respectful relationships with Aboriginal and Torres Strait Islander communities; cultivating a culturally capable workforce; and embedding reconciliation into the core of our business operations are essential to achieving long-term, sustainable impact. Our journey has reinforced the importance of integrating reconciliation across our policies, systems, and day-to-day activities.

As we continue this journey, we are focused on deepening our impact through stronger engagement with Aboriginal and Torres Strait Islander peoples and businesses. This includes:

- Expanding employment pathways and developing tailored opportunities to increase First Nations participation across our workforce;

- Actively growing the number and capacity of Aboriginal and Torres Strait Islander-owned businesses within our supply chain;
- Embedding cultural learning programs to enhance the understanding of Aboriginal and Torres Strait Islander histories, cultures, and contemporary experiences;
- Strengthening partnerships with First Nations-led organisations, such as the Bulwul Njindiwan Group, to co-design initiatives that create lasting outcomes for communities.
- With 76 Aboriginal and Torres Strait Islander team members currently employed, we are focused on creating more meaningful opportunities for First Nations peoples through targeted initiatives in employment, training, and community engagement.

We are committed to regularly reporting on our progress, sharing case studies, exposing our relationships and celebrating the positive impacts achieved through our reconciliation efforts.





Relationships

At Service Stream, establishing genuine partnerships and connections with Aboriginal and Torres Strait Islander peoples is a key responsibility we take seriously—it's an opportunity to enrich our business, our people, and the communities we serve. As we progress into our second Innovate RAP, we are committed to integrating reconciliation into our work, building on the trust, respect, and shared purpose established in our first RAP.

This new phase is about progressing from commitment to action, working to incorporate reconciliation into our operations and partnerships. Through collaborative engagement, transparent communication, and mutual learning, we are working to develop a workforce and service model that respects the histories, cultures, and contributions of First Nations People. We're excited to deepen these relationships, sharing knowledge and creating meaningful pathways that benefit both our organisation and Aboriginal and Torres Strait Islander communities across Australia.

	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.	Aug 2025	Lead: National First Peoples Manager Support: First Peoples Regional Managers
		• Develop and implement Service Stream's Cultural Engagement Guidelines in partnership with First Peoples advisors and communities, ensuring alignment with Self-Determination principles.	Oct 2025	Lead: National First Peoples Manager Support: National Communication Manager
		• Maintain relationships with a minimum of two First Nations employment and education service providers (e.g., employment agencies, educational institutions)	Jan 2026	Lead: General Manager People & Experience Support: Head of Culture & Performance
2	Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026 & 2027	National Communications Manager
		• RAP Working Group to participate in an external NRW event.	27 May - 3 Jun 2026 & 2027	RAP Executive Sponsor
		• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 2026 & 2027	National First Peoples Manager
		• Organise at least one NRW event each year.	27 May - 3 Jun 2026 & 2027	Lead: National First Peoples Manager Support: National Communications Manager
		• Register all our NRW events on Reconciliation Australia's NRW website .	May 2026 & 2027	National First Peoples Manager
3	Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Nov 2025	National First Peoples Manager
		• Communicate our commitment to reconciliation publicly.	Aug 2025	National Communications Manager
		• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Feb 2026	National First Peoples Manager
		• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Apr 2026	National First Peoples Manager

	Action	Deliverable	Timeline	Responsibility	
		<ul style="list-style-type: none">• Create a dedicated Reconciliation Hub on internal platforms to centralise resources for cultural training, First Nations procurement, and employment initiatives.	Sep 2025	National First Peoples Manager, National Communications Manager	
		<ul style="list-style-type: none">• Continue to promote awareness of organisational expectations regarding respectful workplace conduct, with a focus on addressing the impact of discriminatory and racist behaviours.	Apr 2026	Senior Manager DE&I	
4	Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none">• Continue reviewing P&E policies and procedures to strengthen existing anti-discrimination provisions and identify opportunities for future enhancements.	Apr 2026	Lead: National First Peoples Manager Support: General Manager P&E	
		<ul style="list-style-type: none">• Educate senior leaders on the effects of racism.	Apr 2026	National First Peoples Manager	
		<ul style="list-style-type: none">• Create a First Nations Network Group and invite First Nations staff to join the network.	Oct 2025	Lead: National First Peoples Manager Support: First Peoples Regional Managers	
		<ul style="list-style-type: none">• Review and reinforce the communication of our anti-discrimination policy across the organisation.	Nov 2025	Lead: National First Peoples Manager Support: Senior Manager DE&I	
		<ul style="list-style-type: none">• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to review our anti-discrimination policy.	Oct 2025	Lead: National First Peoples Manager Support: First Peoples Regional Managers	
			<ul style="list-style-type: none">• Enhance Diversity, Equity, and Inclusion (DE&I) training to increase awareness of the impacts of racism on First Peoples, with tailored content for senior leaders.	May 2026	Lead: Senior Manager DE&ISupport: National First Peoples Manager
5	Foster mutually beneficial relationships with First Peoples led organisations that support communities.	<ul style="list-style-type: none">• Establish a formal partnership with a First Peoples-led organisation to support initiatives and provide employee engagement opportunities.	Apr 2026	National First Peoples Manager	
		<ul style="list-style-type: none">• Host two events annually which allow Service Stream staff to engage with the community partner organisations.	May 2026 & 2027	Lead: National First Peoples Manager Support: First Peoples Regional Managers	



We recognise the importance of building cultural competency across our workforce to deepen our understanding of Aboriginal and Torres Strait Islander histories, customs, and achievements. We are committed to ensuring that our employees approach engagement with Aboriginal and Torres Strait Islander peoples with cultural sensitivity and respect. Given the diverse communities we serve across Australia, we strive to equip our people with the knowledge and awareness needed to appreciate the unique histories, customs, and traditions of each region. By fostering cultural capability within our organisation, we aim to build strong, meaningful relationships with Aboriginal and Torres Strait Islander communities and ensure our interactions are informed, respectful, and inclusive.

	Action	Deliverable	Timeline	Responsibility
6	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Annually review the cultural learning needs within our organisation and address any identified areas for improvement.	Aug 2025 & 2026	Lead: Senior Manager DE&I Support: Head of Culture and Performance, Support: National First Peoples Manager
		• Engage with local Traditional Owners and Aboriginal and Torres Strait Islander advisors to co-design and validate the content and delivery approach of our cultural learning strategy.	Sep 2025	Lead: National First Peoples Manager Support: First Peoples Regional Managers
		• Develop, implement, and communicate a cultural learning strategy document for our staff.	Oct 2025	National First Peoples Manager
		• Provide opportunities for RAP Working Group members, P&E managers and other key leadership staff to participate in formal and structured cultural learning.	Nov 2025	General Manager P&E
7	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	Aug 2025	National First Peoples Manager
		• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Aug 2025	National First Peoples Manager
		• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Mar 2026	National First Peoples Manager
		• Include an Acknowledgement of Country or other appropriate protocols at the commencement of significant meetings.	Aug 2025	Lead: Executive Team Support: Managers
		• Install signage in operational areas acknowledging Country, featuring the names and histories of local First Nations and peoples, in consultation with appropriate First Nations stakeholders.	Feb 2027	Facilities Management
8	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group members to participate in an external NAIDOC Week event.	First week in Jul 2026 & 2027	RAP Executive Sponsor
		• Continue supporting days or weeks of significance by ensuring P&E policies are inclusive and actively encouraging staff participation in external events.	May 2026	General Managers P&E
		• Promote and encourage participation in external NAIDOC events to all staff.	First week in Jul 2026 & 2027	Lead: National Communications Manager Support: National First Peoples Manager

Action	Deliverable	Timeline	Responsibility
Create and deliver a cultural awareness and cultural safety program that introduces the principles of reconciliation and self-determination.	Deliver a staged cultural capability uplift program over two years:	Commence Oct 2026	Lead: National First Peoples Manager Support: Head of Culture & Performance
	<ul style="list-style-type: none">• Cultural Awareness & Safety Training (Targeted Cohort) Deliver mandatory cultural awareness and safety training for all senior leaders, managers of First Peoples employees, and the People & Experience team.<ul style="list-style-type: none">• Year 1 target: 30% completion• Year 2 target: 70% cumulative completion• Aspirational target: 90%+ completion by end of Year 3• All-Staff Cultural Awareness eLearning Module Launch a foundational cultural awareness eLearning module accessible to all employees, focused on inclusivity and understanding of First Nations culture.<ul style="list-style-type: none">• Year 1 target: 25% organisational completion• Year 2 target: 50% cumulative completion• Aspirational target: 75–80% workforce completion over 3 years		

Opportunities

Our goal is to create meaningful employment and supplier opportunities for Aboriginal and Torres Strait Islander peoples, contributing to their long-term economic success. As a leading provider of essential infrastructure services, we are committed to ensuring that the Traditional Owners of the lands where we operate benefit from our projects and investments across our business. We value the unique expertise, knowledge, and perspectives that Aboriginal and Torres Strait Islander peoples bring to our industry and recognise that increasing these opportunities will not only strengthen our business but also embed First Nations cultures within our organisation. By actively supporting First Nations employment and procurement, we aim to drive positive social and economic outcomes while advancing our reconciliation journey.

Action	Deliverable	Timeline	Responsibility
9	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Analyse current Aboriginal and Torres Strait Islander workforce representation and roles to identify gaps and inform targeted employment pathways and professional development initiatives. 	Dec 2025 Lead: National First Peoples Manager Support: General Managers P&E
		<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	Nov 2025 Lead: General Manager P&E, Support: First Peoples Regional Managers
		<ul style="list-style-type: none"> Develop and implement targeted recruitment and retention strategies for First Peoples employees, in consultation with Aboriginal and Torres Strait Islander advisors and staff, with the goal of increasing First Peoples representation to at least 2% of the workforce by the end of the plan period. 	Apr 2026 Lead: National First Peoples Manager Support: First Peoples Regional Managers Support: General Manager P&E
		<ul style="list-style-type: none"> Create and implement an Aboriginal and Torres Strait Islander Graduate Pathway and Traineeship programs. 	Aug 2026 Lead: National First Peoples Manager Support: Head of Culture & Performance Support: General Manager P&E
10		<ul style="list-style-type: none"> Enhance inclusive hiring practices by actively advertising job vacancies through channels that effectively reach Aboriginal and Torres Strait Islander communities and stakeholders, ensuring greater visibility and access to opportunities. 	Sep 2026 General Manager P&E
		<ul style="list-style-type: none"> Ensure P&E and recruitment procedures and policies continue to support the removal of barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	Sep 2025 Lead: National First Peoples Manager Support: General Manager P&E
	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review First Peoples procurement procedures to support benchmark targets and First Nations Spend, ensuring all new projects assess opportunities for Aboriginal and Torres Strait Islander businesses and communicate these too decision-makers. 	Aug 2025 Group Procurement Manager
		<ul style="list-style-type: none"> Continue to strengthen and expand relationships with First People owned businesses through Supply Nation, Kinaway, and other networks. 	Sep 2025 National First Peoples Manager
		<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	Feb 2026 Group Procurement Manager
		<ul style="list-style-type: none"> Create a First Peoples vendor onboarding strategy to grow First Nations Spend and promote procurement opportunities for First People owned businesses. 	Jun 2026 Group Procurement Manager

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Continue developing commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	Jan 2026	Group Procurement Manager
	<ul style="list-style-type: none"> Strengthen our commitment to supplier diversity by increasing annual procurement spend with First Nations businesses, aiming to reach at least 1.5% of total procurement expenditure by the end of the plan period. 	May 2027	Lead: National First Peoples Manager Support: Group Procurement Manager,
	<ul style="list-style-type: none"> Develop and deliver a social procurement education module in the LMS (Streamlearn), showcasing the benefits and impacts of engaging First Nations-owned businesses. 	Apr 2026	Lead: National First Peoples Support: Manager Group Procurement Manager

	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.	Jun 2026 & 2027	RAP Executive Sponsor
		• Establish and apply a Terms of Reference for the RWG.	Sep 2026	National First Peoples Manager
		• Convene a minimum of four meetings annually to oversee and advance RAP implementation.	Mar, Jul, Sep, Dec 2026 & 2027	National First Peoples Manager
12	Provide appropriate support for effective implementation of RAP commitments	• Define resource needs for RAP implementation and provide required support	Sep 2026	Chief People Officer
		• Actively involve senior leaders and staff at all levels in driving and delivering RAP commitments.	Ongoing	National First Peoples Manager
		• Define and maintain appropriate systems to track, measure and report on RAP commitments.	Ongoing	Lead: National First Peoples Manager Support: GBIS Automation Specialists
		• Appoint and maintain an internal RAP Champion from senior management.	Aug 2025	Chief People Officer
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 2026 & 2027	National First Peoples Manager
		• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	Aug 2026 & 2027	National First Peoples Manager
		• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep 2026 & 2027	National First Peoples Manager
		• Report RAP progress to all staff and senior leaders quarterly.	Jul 2026 & 2027	National First Peoples Manager
		• Publicly report our RAP achievements, challenges and learnings, annually.	Jul 2026 & 2027	National First Peoples Manager
		• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026 & 2027	National First Peoples Manager
		• Provide a traffic light report to Reconciliation Australia at the end of this RAP period to transparently assess and communicate our progress against the RAP's goals.	Aug 2027	National First Peoples Manager
14	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Sep 2026	National First Peoples Manager

Contact details

Name: Jhdara Jones

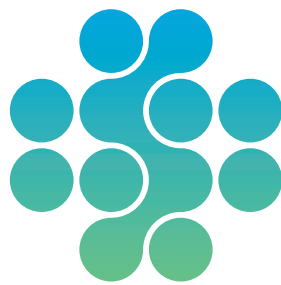
Position: National First Peoples Manager

Phone: 0466889370

Email: jhdara.jones@servicestream.com.au



Picture: Jillian West



ServiceStream