



**RECONCILIATION
ACTION PLAN**

REFLECT

AUGUST 2024 - AUGUST 2025





ACKNOWLEDGMENT OF COUNTRY

QMS acknowledges the Wurundjeri People, of the Kulin Nation, the Gadigal People, of the Eora Nation, the Turrbal and Jagera/Yuggera Peoples, Yugambah People, Noongar Whadjuk Peoples and the Kaurna people, the Traditional Custodians of the seas, the lands on which our network is located and where we have the privilege to live and work. We respect and acknowledge their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

MESSAGE FROM THE CEO

We recently had the pleasure of receiving formal endorsement of QMS' inaugural Reflect Reconciliation Action Plan (RAP) by Reconciliation Australia, and we are now delighted to be able to share this important piece of work.

QMS' Reflect RAP was developed in recognition of our commitment to creating a media industry and a workplace in which Aboriginal and Torres Strait Islander peoples rights to recognition, culture and land are celebrated and respected throughout all our operations in Australia.

On behalf of our team, I am proud to demonstrate this commitment to embracing reconciliation by launching our Reflect RAP, which provides a framework for QMS' reconciliation initiatives.

This is a significant milestone in the QMS story that signals the power of change that lies in our collective efforts to create a workplace that values diversity, respects individual experiences and fosters a genuine sense of belonging.

I would like to take this opportunity to thank our RAP Working Group, particularly those First Nations team members for their support, guidance and wisdom in developing our RAP commitments and ensuring its depth of impact and authenticity.

I would also like to thank Michelle Kerrin, for the beautiful artwork created to represent QMS' reconciliation journey, which features in our RAP.

Whilst this is just our first step towards reconciliation - as is true in life - the first steps are always the ones that provide us with the greatest insights and learnings and I look forward to collectively being open to understanding, change and making a real difference, so that QMS is a place where everyone feels seen, heard, and valued.

John O'Neill
Chief Executive Officer
QMS Media



MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes QMS Media to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

QMS Media joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables QMS Media to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations QMS Media, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





THE ARTWORK

OUR PLACE

From here we move forward. Creating places of meeting and places of growth. Reaching beyond, seeing more. It's real and authentic.

It's a bigger story. More than just us. A long-lasting journey. A responsibility to our people, with endless possibilities.

The people are essential. They are the reason why. They are the drive and the journey. The heartbeat to it all.

This is a commitment. More than the words on a paper and the words we speak. It's the feeling, of being, and of doing.

The land will guide you, the ancestors will watch over, and the people will lead... now's the time.

The circles represent all the places of meeting. They are special, sacred, and important. They are the times for discussion, a special place for yarns, a new place of learning, but most importantly - a place of listening. This is the only way to grow. To succeed.

The centre part represents QMS. It's bright, it's bold, it's full of colour. Representing a feeling of we are here, and we are ready. A space full of life and story. It represents the reasons why and the hard work that's already been done. Everyone will see its vision and strength.

Beyond the centre are the places you reach, the people you meet, the connections you make, and the new stories you will create. It will be hard. It will take time. But oh my, the beauty you receive will be something else.

This is an important journey.

Always remember your reason why. Always remember the people.

Unte apetyeme atyenge-nge?
Will you come with me?
(Arrernte / English)

THE ARTIST

This incredible piece was created by Michelle Kerrin, an Arrernte and Luritja woman born on Larrakia Country and currently living in Darwin. Her artwork not only speaks to her personal experiences but intertwines with her work and passion working with young mob in community.

Michelle beautifully portrays the role of storytelling through her art, in which she shares her 'lil wun stories' and own Culture throughout her pieces. Her honest expression, through the use of colours and symbols, has led her to collaborate with multiple organisations and businesses, including international brand Cadbury Roses, Health fund NIB, the Richmond Football Club, and Moe Moe Designs.

Michelle continues to be open and truthful with her art and shares her ongoing connections with her Culture and peoples – "I paint the symbols from our communities, the lines of my Country, and the colours of these lands. It brings a feeling of belonging and gives me a sense of purpose in my community and life for my people. When I paint, I get lost in the strokes, dots, and colours. My mind is at ease. I make sure I paint with my feelings and through that comes a story."



OUR BUSINESS

QMS Media (QMS) is an Australian-owned and operated Out-of-Home media business that stands at the forefront of the industry, both domestically and on the global stage. We are leaders in Digital Out-of-Home, with a multi-platform portfolio of high impact digital outdoor that allows us to explore new ideas and utilise the latest developments in technology and data to connect brands with their audiences.

Our core business revolves around the creation and delivery of powerful out-of-home advertising solutions, across our extensive network of digital and traditional billboards, premium street furniture, airport and retail media that spans Australia's most vibrant and dynamic cities. This portfolio of digital screens allows us to connect brands with audiences in ways that are not only effective, but also culturally resonant.

We have a team of over 200 dedicated people across Australia, and we are proud to have a diverse and skilled group of individuals who are not only passionate about what they do but are passionate about the company in which they belong. We currently employ – and are aware of - one Aboriginal and Torres Strait Islander employee. Our people are the backbone of our success and their commitment to excellence is unparalleled. Our team are based in offices across Australia including Melbourne (Naarm), Sydney / North Sydney (Warrang), Brisbane (Meanjin), Perth (Boorloo), and the Gold Coast (Yugambah), and are dedicated to fostering connectivity and engagement in the various communities we operate within, across the country.

Driven by a unified vision to contribute positively to the world around us – realised through our Q-Cares commitments to our planet, our people and our place in the community - we aim to inspire, inform and foster engagement, awareness and cultural enrichment in the diverse tapestry that we call Australia. We feel privileged that we can transcend business objectives and strive to make a meaningful difference in the lives of our fellow Australians.

OUR RAP

Our commitment to reconciliation at QMS is rooted in our unwavering dedication to fostering an authentic and inclusive workplace culture. We recognise that everyone's thoughts, words and actions are influenced by a multitude of factors, including genetics, cultures, locations, circumstances, passions, and prejudices. We are driven by our belief that all voices should be heard and valued and that everyone should be welcomed as they are.

We believe that diversity, equity, inclusion, and belonging are vital components for building a supportive and psychologically safe workplace for our people and to do that we need to actively show up for each other with empathy, understanding and a willingness to learn (and unlearn). We embrace opportunities for growth and encourage conversations that break down biases and boundaries, allowing us to build stronger relationships with ourselves and our communities.

We are also cognisant that the foundation of our business (i.e. the physical locations of our assets) resides on the lands of Aboriginal and Torres Strait Islander peoples. Our Reconciliation Action Plan (RAP) aims to express our awareness and appreciation of this context and our commitment to increasing our employees understanding and respect for it as well.

Appointed as our co-RAP Champions, Adrian Venditti (Strategic Sales Director) and Jodi Rosenthal (Head of People and Culture) are looking forward to being at the forefront of these principles and maintaining our core philosophy in all our reconciliation activities.

Our approach to implementing the Reconciliation Action Plan (RAP) is to bring it to life through our core values - which underpin everything we do both commercially and culturally.

DO THE RIGHT THING

We firmly believe in doing what is ethically and morally right and in the context of reconciliation, this means that we will consistently uphold our commitment to fostering a workplace culture that values diversity, inclusivity and engagement with Aboriginal and Torres Strait Islander peoples, partners, communities, and clients. Doing the right thing for us isn't just about complying with regulations or meeting criteria, but actively seeking ways to support reconciliation efforts at all times through all available avenues.



PUT PEOPLE FIRST

Our people are at the heart of our organisation, and reconciliation is fundamentally about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples and respecting diverse backgrounds, experiences, and perspectives for the benefit of all. The aim of our Reflect RAP is to bring the history, culture, and lens of Aboriginal and Torres Strait Islander peoples to the forefront of our business, while continuing to invest in the cultural competence and confidence of our employees. By continuing to put people first, we will imbue the principles of reconciliation into QMS' cultural DNA, ensuring that everyone always feels valued, included, respected, and acknowledged.

NEVER SIT STILL

We know that reconciliation is not a static goal, but a dynamic and ongoing journey, and we recognise that there is always more to learn and unlearn. Our commitment to never sitting still means that we will continually seek opportunities for growth and improvement in the realm of reconciliation. This may involve adapting our strategies, processes, and initiatives as we gain insights through the implementation of our Reflect RAP and as the reconciliation landscape evolves in Australia.

THRIVE ON INNOVATION

We are widely regarded as the leaders in delivering creative and forward-thinking solutions for our clients and partners and we intend to extend this reputation in enhancing our impact and engagement with Aboriginal and Torres Strait Islander peoples and communities. To make a meaningful impact in reconciliation, we know we must be innovative in our approach, embrace new ideas and perspectives and encourage conversations that challenge biases and boundaries. We will test and fail, but importantly, apply our learnings to help us progress.

By integrating our core values into the implementation of our RAP, we ensure that reconciliation efforts are not isolated initiatives but integral components of our business practices and organisational culture. We are committed to bringing the RAP to life by upholding these values, and through them, we will create and maintain a workplace that celebrates diversity, inclusivity, and the active participation of Aboriginal and Torres Strait Islander peoples.



A MESSAGE FROM OUR RAP CHAMPIONS

At QMS Media, we pride ourselves on doing things in a way that is “out of the ordinary”, so it is with great enthusiasm and delight that we greet you as the two official RAP Champions!

The role of RAP Champions holds profound personal significance for both of us.

Coming from diverse backgrounds, we understand the importance of creating an inclusive environment that values the richness of every individual’s unique experience and perspective, and we are thrilled at the opportunity to be part of the RAP Working Group (RWG) and contribute meaningfully to the positive evolution of our workplace culture.

Our passion for diversity and inclusion is not just a professional endeavour; it is deeply ingrained in who we are, and we view being part of QMS’ commitment to reconciliation as a privilege - one that we do not take lightly.

We believe that true success is not only measured in business achievements but also in the strength of the relationships we build and the inclusivity we foster through them. Through our RAP, we aspire to weave a tapestry of understanding and collaboration, where First Nations voices are acknowledged, respected, included, and valued.

We envision a workplace where these principles are not only upheld but celebrated, creating an environment where everyone feels a sense of belonging and pride, with positive impacts for QMS and our broader media community.

This RAP symbolises the next stage of our journey as a business, moving from an initial idea to a series of commitments that we hope have a significant influence.

We are excited about the prospect of working alongside each one of you to embrace this opportunity to learn, grow, and create positive change together.

Adrian Venditti and Jodi Rosenthal
RAP Champions

OUR RAP WORKING GROUP

The QMS RAP Working Group was formed in 2021 and is comprised of members across our executive and senior leadership teams, exemplifying a strong commitment to the delivery of our Reconciliation Action Plan, and the continued evolution of our business, in a considered, compassionate, and consistently human way. We represent various departments and functions within the business, and each bring unique professional expertise, cultural identities, lived experience and a richness of perspectives – both local and international.

We have shared values and philosophies about life that translate into our ways of working. We embrace change, demonstrate a growth mindset, are open to opinions, advice and lived experiences different to our own. We believe it is this collective diversity that serves as our greatest asset, providing a myriad of viewpoints that, when woven together, form the intricate fabric of our RAP Working Group.

Our RAP is not merely a document but a living embodiment of our shared commitment to reconciliation and positive change. Through our sphere of influence both at QMS and within the wider media industry, we are committed to recognising, celebrating, and elevating the voices, stories, perspectives, and histories of Aboriginal and Torres Strait Islander peoples.

Adrian Venditti | Strategic Sales Director (RAP Champion)
Jodi Rosenthal | Head of People and Culture (RAP Champion)
Malcolm Pearce | Head of Risk and Compliance
Sara Lappage | Chief Operating Officer
Tennille Burt | Chief Marketing Officer

OUR PARTNERSHIPS/CURRENT ACTIVITIES

LLOYD MCDERMOTT RUGBY DEVELOPMENT TEAM (LMRDT INC).

Named in honour of Lloyd McDermott, also known as Mullenjaiwakka, who was an Australian barrister and rugby union player, Lloyd was the first Australian Aboriginal and Torres Strait Islander barrister and the second Aboriginal and Torres Strait Islander person to represent the Wallabies in Rugby Union. LMRDT Inc has been on a mission for over 32 years to increase First Nations participation in Rugby and to benefit Indigenous Australians by providing locally tailored solutions to identified issues, specifically to empower Aboriginal and Torres Strait Islander youth and build strong, healthy communities through the sport. QMS has partnered with LMRDT to help achieve their objectives and become a leading force for positive change. The LMRDT has already made significant progress towards its goals and have successfully delivered Rugby programs that have helped many young people improve their health, confidence, and teamwork skills.

SBS INCLUSION PROGRAM (FIRST NATIONS MODULE)

Produced by leading Indigenous creative agency, Carbon Creative, the course explores themes central to the understanding of Aboriginal and Torres Strait Islander cultures as it applies to the workplace including the importance of family and kinship, the impacts of colonisation, the Stolen Generations and intergenerational trauma and how to work together, move forward, and celebrate success. Some learning outcomes include improved knowledge around the history of Aboriginal and Torres Strait Islander culture, understanding how to identify myths versus facts and what tools are required to move forward in the reconciliation process as both an individual and a business.

AUSTRALIAN OLYMPIC COMMITTEE & PARALYMPICS AUSTRALIA

As the official outdoor media partner of the Australian Olympic & Paralympics teams, we are proud to share all voices. Through our ongoing partnership, we welcomed First Nations Australian Olympian of the 110m hurdles, Kyle Vander-Kuyp to speak to our organisation during NAIDOC Week in 2023. Born in Paddington, Sydney, Kyle is a descendant of the Yuin Clan of south coast NSW and the Woromi Clan of north coast NSW, and his story brought to life the importance of increasing the representation and recognition of First Nations talent on a global stage.

RICHMOND FOOTBALL CLUB

For our inaugural NAIDOC Week event in 2022, we hosted an unforgettable panel of speakers from the Richmond Football Club including First Nations players Shane Edwards, Daniel Rioli, Maurice Rioli, Marlion Pickett, Matthew Parker, Sydney Stack, Shai Bolton and Rhyen Mansell. The panel was Hosted by our Head of Creative Services (a member of the Bundjalung Nation) and focused on listening, learning and commencing our collective education as individuals and as a business. The players answered questions on cultural protocols, inclusive language, and the importance of allyship and kin structures and shared information on their places of birth, communities and kin. The panel took place in Melbourne but was streamed live to our Sydney, Brisbane and Perth offices.

AUTHENTIC LEADERS GROUP

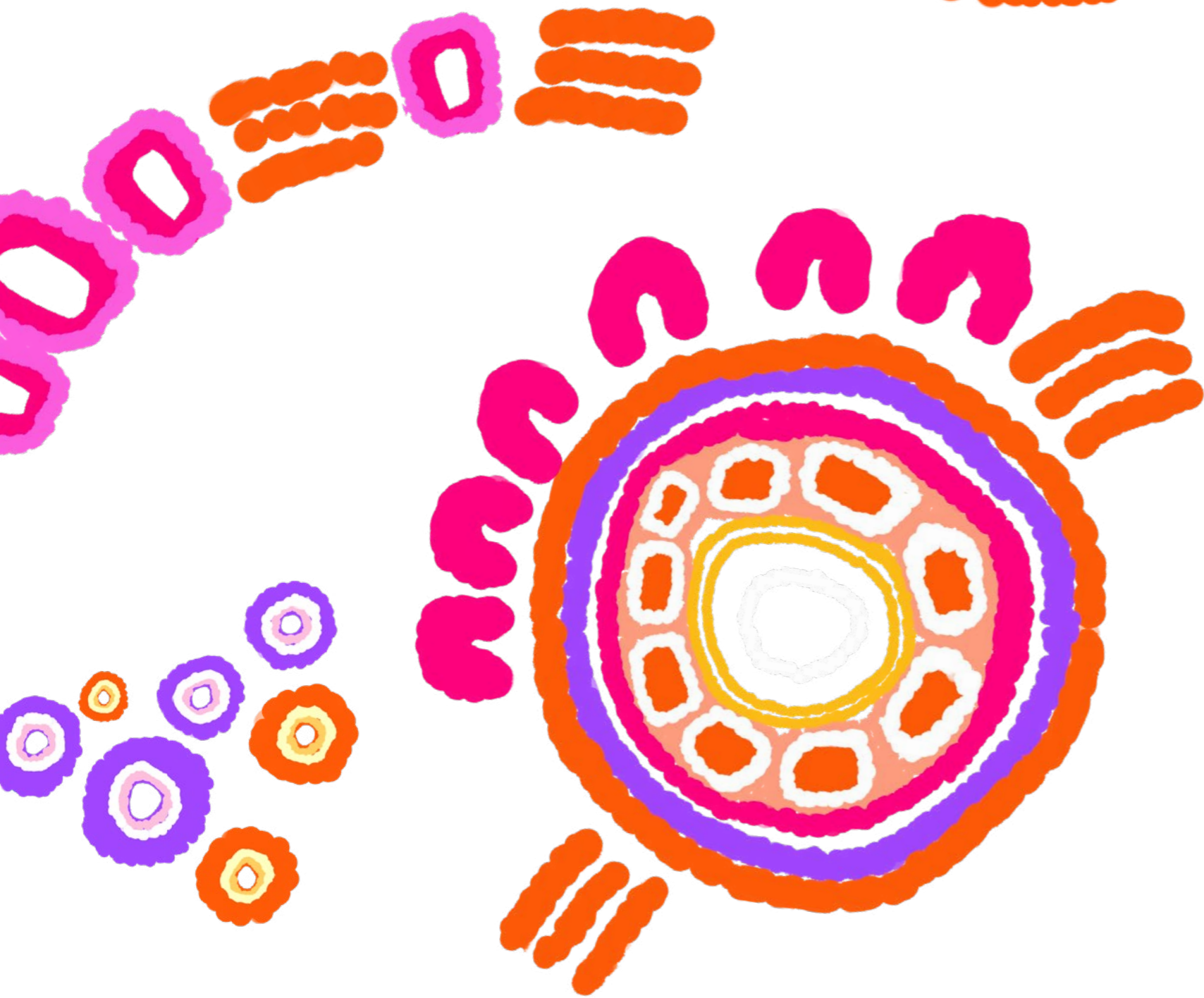
We have partnered with the Authentic Leaders Group (ALG) since 2022 to run camps for our existing, new and future leaders at QMS, as well as host events for key stakeholders across our valued clients and partners. ALG takes cohorts into remote and picturesque locations, from regional high country to rugged coastlines and outback Australia (most recently camps were held in Uluru, NT and Bright, VIC), and helps unlock and promote authentic leadership through reflection, connection, community and belonging. All camps begin with a Welcome to Country from an Elder who is part of the local community and suppliers for the camps (where possible) are sourced from Aboriginal and Torres Strait Islander owned and operated businesses.

NAIDOC WEEK

For the past 2 years, QMS has run display activity across selected large format digital sites in Australia, promoting NAIDOC Week, its annual theme as well as local activities. Each year all employees’ email signatures are updated to acknowledge and celebrate NAIDOC week and we share information on local events for NAIDOC Week across all states for our people to participate in. NAIDOC week 2023 team events were also catered by local indigenous caterers including Koori Kulcha (NSW), Mabu Mabu (VIC), Three Little Birds (QLD).

ACKNOWLEDGEMENT OF COUNTRY AND WELCOME TO COUNTRY

An Acknowledgement of Country was added to all employee email signatures in 2022 and continues to be incorporated into all internal and external presentations, ensuring that each time we communicate, connect, or conduct business, we are showing respect for the Traditional Custodians of the lands on which we work. A Welcome to Country has been part of all major events including the recent City of Sydney Launch in August 2022, with Uncle Michael West from the Metropolitan Local Aboriginal Land Council.



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify local Aboriginal and Torres Strait Islander leaders, groups, businesses, and land councils in QMS locations.	• April 2025	• Chief Operating Officer
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• May 2025	• Lead: Head of People and Culture • Support: Strategic Sales Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Embed National Reconciliation Week into annual event calendar and plan support with digital and social media promotion across QMS owned channels.	• August 2024	• Chief Marketing Officer
	• Meet with Reconciliation Australia's Communication and Engagement team to discuss ways to promote National Reconciliation Week.	• February 2025	• Lead: Chief Marketing Officer • Support: Head of People and Culture
	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	• May 2025	• Head of People and Culture
	• RAP Working Group members to identify and participate in an external NRW event.	• 27 May - 3 June 2025	• Head of People and Culture
	• Share list of external events during NRW on the company platform and encourage and support employee and senior leaders to participate.	• 27 May - 3 June 2025	• Head of People and Culture

3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	• August 2024	• Head of People and Culture
	• Incorporate reconciliation and RAP information into employee onboarding.	• September 2024	• Head of People and Culture
	• Share Reflect RAP with all employees.	• August 2024	• Head of People and Culture
	• Open select RAP sessions to wider employee group.	• February 2025	• Strategic Sales Director
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	• March 2025	• Chief Marketing Officer
	• Continue participation in Australian Olympic & Paralympic round table sessions, OMA Diversity Committee and industry events to promote reconciliation and RAP development.	• September 2024	• Strategic Sales Director
4. Promote positive race relations through anti-discrimination strategies.	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	• April 2025	• Lead: Chief Marketing Officer • Support: Strategic Sales Director
	• Continue and evolve current partnerships to promote reconciliation and learning opportunities (Australian Olympic Committee, Paralympics Australia, UnLtd, Authentic Leaders Group, MFA, NGEN, Richmond FC, Lloyd McDermott Rugby Development Team et al).	• August 2025	• Lead: Chief Marketing Officer • Support: Strategic Sales Director
	• Research best practice and policies in areas of race relations and anti-discrimination.	• March 2025	• Head of People and Culture
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	• March 2025	• Head of People and Culture

RESPECT			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation and to support QMS' continued reconciliation activities and beyond.	• April 2025	• Chief Operating Officer
	• Conduct a review of cultural learning needs within our organisation and a dedicated Q-Cares survey to identify cultural competency and confidence.	• March 2025	• Head of People and Culture
	• Continue partnership with SBS Inclusion program to provide access to First Nations training module.	• February 2025	• Head of People and Culture
	• Continue offering Celebration Leave to support celebration of culturally important days and events.	• August 2024	• Head of People and Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	• December 2024	• Head of People and Culture
	• Share the AIATSIS map via company platform to educate employees about the Traditional Owners and Custodians of the lands on which they live and work.	• September 2024	• Head of People and Culture
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	• September 2024	• Head of People and Culture
	• Add existing resources on cultural protocols to company platform.	• September 2024	• Head of People and Culture
	• Develop a set of inclusive language guidelines.	• March 2025	• Head of People and Culture
	• Continue to include Acknowledgment of Country and Welcome to Country protocols in events, presentations, and communication.	• August 2024	• Head of People and Culture

7.	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2025	Chief Marketing Officer
		Continue to support NAIDOC Week through digital advertising across QMS' network and company events.	July 2025	Chief Marketing Officer
		Continue to engage Aboriginal and Torres Strait Islander peoples to share their stories and histories.	August 2025	Lead: Chief Marketing Officer Support: Strategic Sales Director
		Explore working with Aboriginal and Torres Strait Islander artists annually to create customised artwork for key events throughout the year.	March 2025	Chief Marketing Officer
		Continue to acknowledge NAIDOC Week and share resources and local, external events via presentations and company platform.	July 2025	Lead: Head of People and Culture Support: Chief Marketing Officer
		Identify and participate in local NAIDOC Week event(s) for RWG.	First week in July 2025	Strategic Sales Director

9.	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2025	Lead: Chief Operating Officer Support: Head of Risk & Compliance
		Create QMS database of preferred First Nations owned and operated suppliers, share with employees who are responsible for procurement and/or event management and make the database visible and accessible to all employees via company platform.	February 2025	Head of Risk & Compliance
		Investigate Supply Nation membership and incorporate members into QMS suppliers database.	February 2025	Lead: Chief Operating Officer Support: Head of Risk & Compliance

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
10.	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	August 2024	Strategic Sales Director
		Draft a Terms of Reference for the RWG and establish the roles and responsibilities of the RWG in overseeing and guiding the development of the RAP.	August 2024	Lead: Head of People and Culture Support: Strategic Sales Director
		Identify Aboriginal and Torres Strait Islander QMS employees and individuals from partner organisations and extend an invitation to join the RWG.	March 2025	Lead: Strategic Sales Director Support: Head of People and Culture
11.	Provide appropriate support for effective implementation of RAP commitments.	Engage senior leaders in the delivery of RAP commitments and provide regular updates to QMS Executive team and QMS Board.	September 2024	Chief Operating Officer
		Appoint a senior leader to champion our RAP internally and identify and appoint RAP Champion(s) from Senior Leadership Team.	August 2024	Chief Operating Officer
		Define appropriate systems and establish a purpose fit model with capability to track, measure and report on RAP commitments and outcomes.	December 2024	Chief Operating Officer
		Deliver quarterly reporting including quantitative deliverables and anecdotal feedback or stories from employees / partners / clients.	December 2024	Chief Operating Officer

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
8.	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2025	Head of People and Culture
		Explore adding an Aboriginal and Torres Strait Islander talent or placement agency to current recruitment panel.	February 2025	Head of People and Culture
		Conduct a review of QMS careers page, job advertisements and advertising channels.	January 2025	Head of People and Culture
		Complete a desktop review of best practice principles and policies related to attraction of First Nations talent and retention and professional development of First Nations employees.	March 2025	Head of People and Culture
		Develop and deliver a company diversity survey to build understanding of current Aboriginal and Torres Strait Islander employee experience and inform future employment and professional development opportunities.	March 2025	Head of People and Culture

12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> • 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 annually	<ul style="list-style-type: none"> • Lead: Head of People and Culture • Support: Strategic Sales Director
	<ul style="list-style-type: none"> • Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	• 1 August annually	<ul style="list-style-type: none"> • Lead: Head of People and Culture • Support: Strategic Sales Director
	<ul style="list-style-type: none"> • Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	• 30 September, annually	<ul style="list-style-type: none"> • Lead: Head of People and Culture • Support: Strategic Sales Director
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> • Register via Reconciliation Australia's website to begin developing our next RAP. 	• May 2025	<ul style="list-style-type: none"> • Lead: Head of People and Culture • Support: Strategic Sales Director





CONTACT DETAILS

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