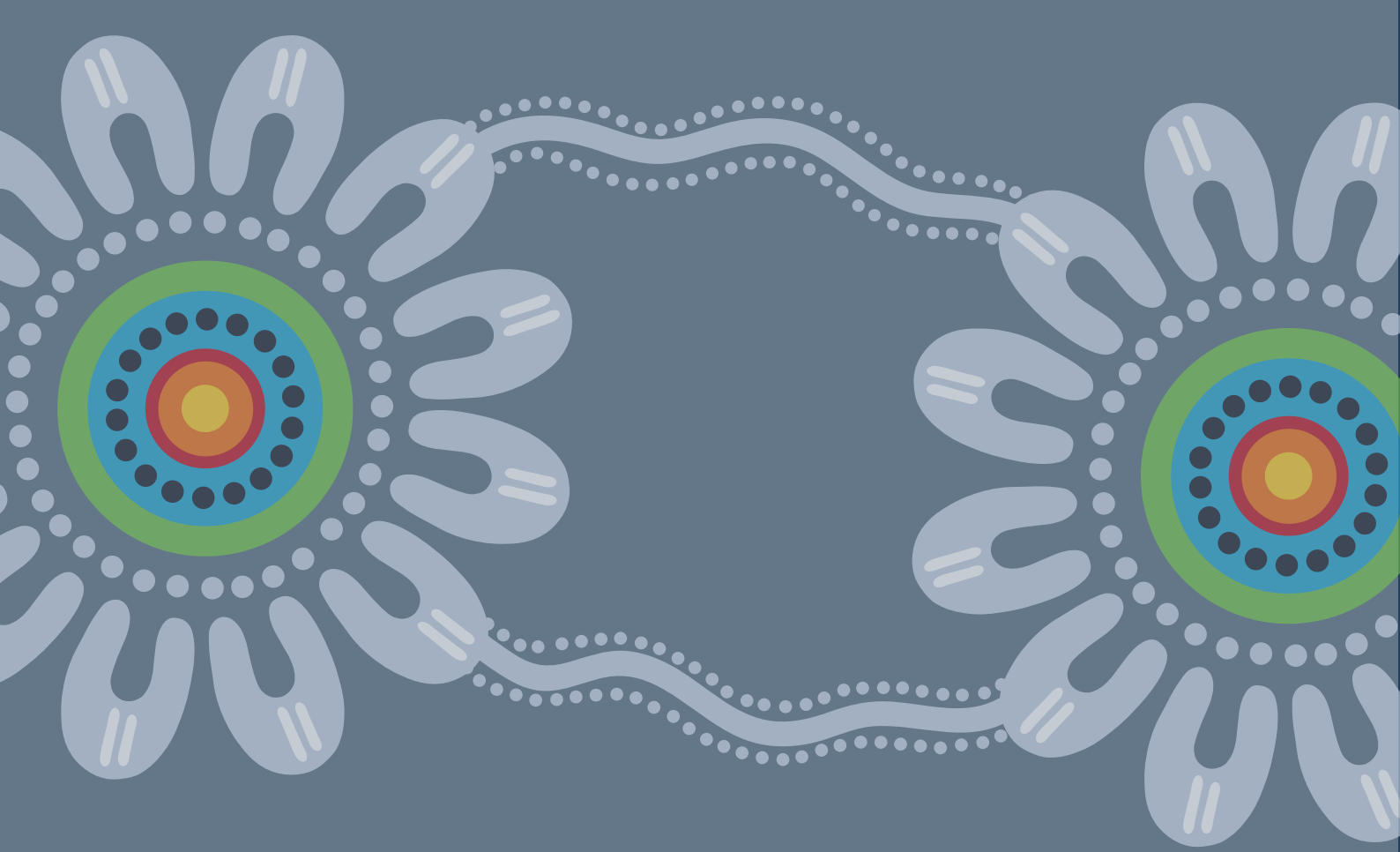


Innovate Reconciliation Action Plan

September 2026 - September 2028





Acknowledgement

Allied Integrated Management (AIM) acknowledges the Traditional Custodians of the lands on which we work and operate. We pay our respects to Elders past and present, and extend that respect to emerging leaders. We recognise the ongoing connection that Aboriginal and Torres Strait Islander peoples have to land, waters, community, and culture.

We honour the contribution of all First Nations peoples to our workplaces, our communities, and our shared future.



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Our RAP Artwork

Created by artist Caitlin Trindall of Mirii Art, this artwork shares the journey of Allied Integrated Management and their commitment to reconciliation.

The five circles flowing through the centre of the artwork represent each of the services encompassing Allied Integrated Management: Facilities, Security, Civil, Traffic and Pest Management. They are all interconnected, and situated under the beautiful rainbow serpent, representative of 'Allied Indigenous' which oversees all services and signifies Allied's commitment to operate in harmony with the Aboriginal land. Allied's strong ties with Aboriginal peoples, and communities are represented through symbols of people and footsteps, as well as the arches at the bottom which represent our Elders.



Caitlin Trindall Gomeroi Woman Artist | Mirii Art



Smoking ceremony opening the Baxter Health yarning circle.
Yarning Circle designed and constructed by Allied Indigenous
Director, Shane Alberts.

Foreword

In 2023, Allied Integrated Management (AIM) formally committed to reconciliation by joining Reconciliation Australia's Reconciliation Action Plan (RAP) program. We developed a Reflect RAP, to start formally paving the way for Allied Integrated Management (AIM) to develop and deliver significant and sustainable reconciliation initiatives.

When developing and implementing our Reflect RAP we were learning and understanding what Allied Integrated Management (AIM) could do to bring together both First Nations people and non-Indigenous people. We are now more educated and aware of First Nations peoples, cultures and Countries and we are committed to ensuring that we consider and are inclusive of First Nations people in our projects and business operations and at the forefront of all business decisions.

Reconciliation, for our organisation, goes beyond just acknowledging culture. It's about embedding it into everything we do. Our Innovate RAP details how we'll turn our commitment into real action. We understand the importance of this opportunity and are ready to act. We're driven by the goal of creating a brighter future for all Australians and are committed to leading by example. This approach influences every aspect of our business and is central to our Reconciliation Action Plan. Our goal is to set a standard in our industry.

Our Vision for Reconciliation

At Allied Integrated Management (AIM), our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples have equal opportunities to thrive. We are committed to ensuring that First Nations peoples feel welcome, respected, and genuinely included in every part of our business — as employees, customers, suppliers, and community partners. Our vision is to deepen respect for First Nations cultures and build authentic partnerships that drive real social, cultural, and economic progress.

We will know we are succeeding when our workforce, our partnerships, and our procurement reflect the diversity, strengths, and cultural knowledge of the communities we serve.

Honouring Cultural Heritage

We acknowledge the strength, resilience, and enduring knowledge of the world's oldest continuous cultures. We recognise that stories, customs, and spiritual connections have been passed down for generations and commit to ensuring our actions today create tangible, lasting benefits for First Nations peoples now and for generations to come.



Amer Awad

CEO, Allied Integrated Management

At Allied we have a particular sense of pride and responsibility we feel comes with being an Australian owned and operated business that services the community.

We believe that we have a duty to ensure our services meet the best possible standards. We also believe in offering our clients a tailored integrated services experience which demonstrates our belief in our Australian culture including uprightness, standing by our service delivery promise, service consistency, and fairness in our engagement and treatment of equal opportunities.

We take the unique approach of building great long-term and mutually beneficial relationships and we have pride in our approach to ensure the inclusivity and diversity is practised from the foremost interaction. Whilst challenges exist to successfully coordinate and deliver a range of services which Allied has demonstrated an ability to maintain consistency in quality standards, professionalism, and customer service. To a large extent this can be attributed to the 'best practice' culture cascaded down through the company hierarchy from Board and CEO to our onsite representatives.

Allied is committed to providing the right people, in the right place, performing the right tasks. This is a constant consideration in all tasks Allied perform, from sourcing staff to induction and training, support and development. Our commitment is to focus on attracting, recruiting, and retaining the highest quality resources for the lifespan of each contract. That commitment further extends to strong support for Aboriginal and Torres Strait Islander participation, recognition of the Traditional Owners of the lands in which we provide our services and cultivating collaborative working relationships with local Aboriginal and Torres Strait Islander communities.

Our RAP isn't an initial step in building relations; it is a continuing journey that commenced at Allied's inception.

Being in a labour provision industry which is known for high turnover, our aim is to form an engaged and inclusive workforce through effective staff retention strategies including direct engagement of Aboriginal and Torres Strait Islander recruitment through service providers and partners.

Reconciliation Australia CEO Statement



Karen Mundine

CEO, Reconciliation Australia

Reconciliation Australia commends Allied Integrated Management 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 Allied Integrated Management 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, Allied Integrated Management 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. Allied Integrated Management 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 Allied Integrated Management'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 Allied Integrated Management on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



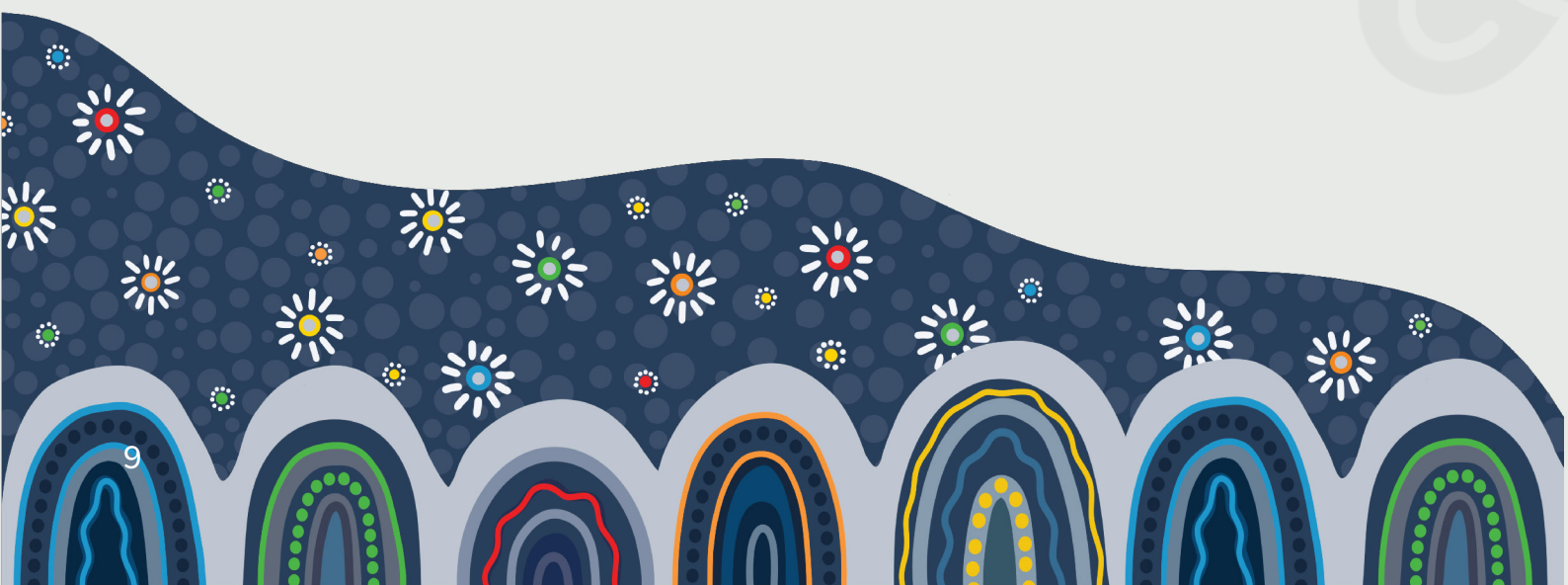


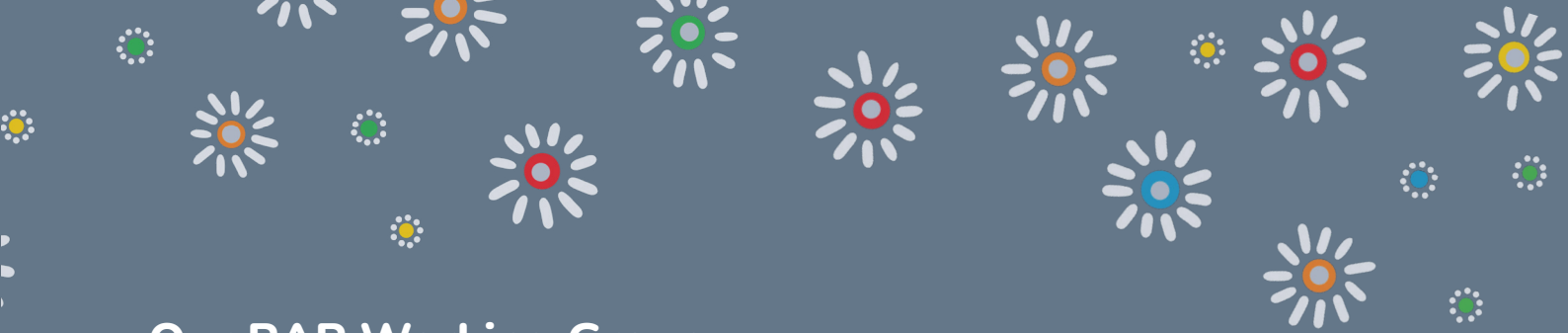
Reconciliation Week bush walk and native nursery visit in collaboration with Allied Indigenous, WEM Civil and Bush to Bowl Nursery.

Who We Are and Our RAP

We are committed to creating meaningful and sustainable employment pathways for Aboriginal and Torres Strait Islander peoples. With our office located in Sydney and a workforce of more than 700 employees across the East Coast of Australia, we recognise our responsibility to contribute to improved economic and social outcomes for First Nations communities. We actively seek to foster a culturally safe, welcoming, and inclusive workplace and to increase Aboriginal and Torres Strait Islander representation across all areas of our organisation.

As part of this RAP, we aim to achieve a First Nations employment target of 10% by 2028. While we currently do not have a complete understanding of how many of our employees identify as Aboriginal and/or Torres Strait Islander, we will use this RAP to establish the systems, relationships, and cultural confidence needed to capture this information respectfully and accurately. This will enable us to track our progress, strengthen accountability, and ensure our commitments translate into real and measurable outcomes for First Nations peoples.





Our RAP Working Group

Our Reconciliation Action Plan (RAP) Working Group is responsible for guiding, overseeing, and driving the implementation of our RAP. The group brings together representatives from across the organisation, including Aboriginal and Torres Strait Islander and non-Indigenous team members, who work collaboratively to ensure our commitments are meaningful, culturally informed, and achievable.

Purpose of the RAP Working Group:

- » Lead and support the delivery of all RAP actions
- » Monitor progress and report on outcomes
- » Champion reconciliation initiatives across the organisation
- » Build internal cultural capability and awareness
- » Strengthen relationships with Aboriginal and Torres Strait Islander communities and partners
- » Ensure First Nations voices shape decision making related to reconciliation

Composition

The Working Group is made up of:

- » First Nation Ground Supervisor (Identified)
- » RAP Champion – First Nations Engagement Officer
- » Chief Executive Officer
- » Associate Director – Traffic, Civil & Infrastructure
- » Associate Director – Integrated Services
- » Human Resource Manager

Meeting Schedule

The Working Group meets quarterly to track progress, plan activities, and maintain momentum.



Sphere of Influence

Our organisation's sphere of influence extends across the people, partnerships, and systems we engage with in the course of our everyday work. This includes the internal culture we shape for our employees and the external relationships we build with communities, clients, suppliers, and industry partners. Through this RAP, we aim to use our influence to strengthen outcomes for Aboriginal and Torres Strait Islander peoples and to embed reconciliation principles in all aspects of our operations.

Internal Stakeholders

The groups we directly impact through our policies, culture and daily decision-making.

- **Employees**
Across all teams and locations along the East Coast
- **Executive leadership & management**
Set priorities and drive accountability
- **Human Resources**
Shape recruitment, retention, cultural learning and workplace inclusion
- **Business units**
Whose work contributes to operational outcomes
- **Reconciliation working group**
Guides and monitors RAP implementation
- **First Nations employees**
Lived experiences inform cultural safety and organisational change

External Stakeholders

Those impacted by, and contributing to, our commitments, partnerships and community engagement.

- **Aboriginal & Torres Strait Islander communities, organisations & Elders**
We collaborate with and seek guidance from
- **First Nations jobseekers & trainees**
Future talent pipelines
- **Clients, customers & service users**
Across the East Coast
- **Suppliers & procurement partners**
Especially First Nations owned businesses
- **Industry bodies & professional networks**
Influence sector-wide standards
- **Government agencies & policy bodies**
Employment, economic participation, Indigenous affairs
- **Education & training institutions**
Universities, TAFEs and community training providers
- **Local community organisations**
Advocacy groups and social enterprises

RAP Champion

First Nations Engagement Officer

The groups we directly impact through our policies, culture and daily decision-making. Their role includes:

- Promoting the RAP vision across all teams
- Ensuring accountability for RAP deliverables
- Championing cultural learning and respectful engagement
- Supporting First Nations voices within the organisation
- Embedding reconciliation principles into business practices and decision making
- Representing the organisation publicly in reconciliation related initiatives

Our Values

Reflect our purpose, our priorities and the beliefs by which we conduct ourselves. They guide the way we work with our business partners, within our communities and with each other.

Through collaboration, integrity, client focus, professionalism, and community, we have created a vibrant company culture where ideas can blossom, people can thrive and success can flourish.

Our values are the fundamental basis of our sustainability management system along with our Code of Conduct and distinctive policies. Our transparency and honesty ensures we continually hold ourselves to high standards.



CLIENT FOCUS

At the centre of our business are our clients. All the work we perform and our success is built on customer satisfaction.



PROFESSIONALISM

We provide and expect our people to deliver professional services



INTEGRITY

Allied advocates integrity within our organisation. Our people adhere to high ethics and moral principles.



COLLABORATION

Our ability to foster a collaborative environment within the business and with our client is key to our success.



COMMUNITY

Allied is a community-driven organisation. We promote and support safe and secure community environments.

Our Commitment & Focus Areas

AIM is committed to building strong, respectful, and enduring partnerships with Aboriginal and Torres Strait Islander peoples, communities, and organisations.

Through genuine, two-way engagement, we will:

- **Relationships:** Build strong, respectful relationships with local communities, Elders, and organisations.
- **Respect:** Foster cultural understanding and provide a safe, inclusive environment for First Nations peoples.
- **Opportunities:** Create sustainable pathways for employment, training, and Indigenous business partnerships.
- **Accountability & Leadership:** Embed these commitments into our core business practices, governance, and reporting to help close the gap in social and economic outcomes.

Cultural Safety

We commit to co-designing cultural safety measures with local communities and First Nations advisors. This includes clear protocols for recruitment, onboarding, workplace conduct, and service delivery, ensuring our workplaces are safe, respectful, and culturally secure for Aboriginal and Torres Strait Islander peoples.

Supplier Diversity

AIM is committed to increasing opportunities for Indigenous businesses through our supply chain. We aim to grow our procurement spend with verified Aboriginal and Torres Strait Islander suppliers by at least 10% by 2028, using Supply Nation and other trusted directories to identify and engage Indigenous-owned businesses.

Approach to Developing This RAP

Our Innovate Reconciliation Action Plan (RAP) has been shaped through a culturally informed, collaborative process that honours the voices and leadership of First Nations peoples. Building on the foundations of our previous RAP, this document reflects our organisation's continued learning, growth, and deepening commitment to reconciliation.

Our Reconciliation Journey So Far

Since developing our first RAP, our organisation has taken meaningful steps to strengthen relationships, build cultural understanding, and embed reconciliation within our everyday work. The journey has been one of continuous reflection, learning, and change. Over the life of our previous RAP, we:

Established stronger relationships with First Nations communities and stakeholders, learning how to engage in ways that are respectful, reciprocal, and locally informed.

Increased internal awareness and cultural capability, with staff participating in training, yarning sessions, and learning opportunities that improved cultural safety across the organisation.

Built foundations for culturally responsive practice, ensuring First Nations perspectives were better considered in our programs, partnerships, and decision making processes.

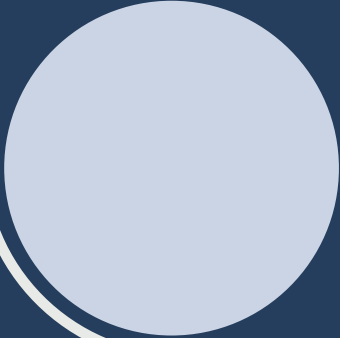
Developed a clearer understanding of our organisational responsibilities, including how we can use our influence to create more equitable outcomes for First Nations peoples.

These early steps created momentum and highlighted the importance of embedding reconciliation within our systems, culture, and strategic direction.



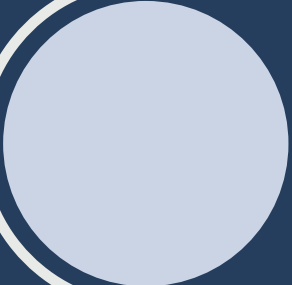
Key Learnings

Through this journey, several key insights have shaped our approach moving forward:



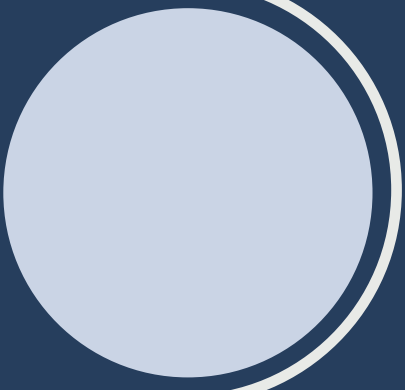
Reconciliation requires ongoing, genuine relationships - not one-off engagements. We learned the value of investing time to listen, build trust, and maintain respectful partnerships with First Nations peoples.

Cultural change is long term work. Lasting impact comes from embedding First Nations perspectives across all areas of the organisation and ensuring staff have the capability and confidence to engage safely and respectfully.



First Nations leadership is essential. We recognised the importance of centring Aboriginal and Torres Strait Islander voices in planning, decision making, and evaluation processes.

Accountability strengthens progress. Setting clear actions, timelines, and reporting mechanisms helped keep reconciliation visible and ensure we continued moving forward.



These lessons have informed the development of this RAP and deepened our understanding of what meaningful reconciliation looks like within our organisation.

Most Significant Changes

Since our first RAP, we have seen several important developments:

- Greater visibility and prioritisation of reconciliation across leadership and teams
- Stronger internal collaboration between areas of the organisation to advance shared reconciliation goals
- Enhanced workplace practices, leading to improved cultural safety for First Nations staff and clients
- Growing confidence among non-Indigenous staff to engage respectfully and seek guidance when needed
- Creation or strengthening of First Nations identified roles, ensuring cultural knowledge and lived experience inform our work

These shifts reflect our evolving maturity and readiness to take the next steps in our reconciliation journey.



Developing This RAP

This RAP was developed through a structured process grounded in cultural safety, transparency, and collaboration.

Meaningful Consultation with First Nations Stakeholders

The development process centred on engagement with First Nations peoples across our organisation and community. This included:

- Yarning sessions with First Nations employees to hear directly about their experiences, priorities, and hopes for the future
- Engagement with Elders and local community representatives, ensuring our commitments align with community expectations and cultural protocols
- Review and feedback from First Nations consultants, advisors, and subject matter experts
- Iterative consultation, allowing stakeholders to shape the RAP at multiple stages

These conversations provided valuable insight and ensured our RAP is grounded in respect, cultural integrity, and lived experience.

Internal Collaboration and Co-Design

Our First Nations Engagement Officer, leadership team, and internal stakeholders worked together to:

- Review the outcomes of the previous RAP
- Identify strengths, gaps, and opportunities
- Co design actions that are practical, measurable, and culturally informed

This collaborative approach ensured the RAP reflects both organisational priorities and community guidance.

Finalisation and Alignment

The RAP was refined and finalised through:

- Alignment with Reconciliation Australia's RAP framework
- Cultural review for accuracy and safety
- Cross team consultation to ensure readiness for implementation

Learnings and Challenges From Our Previous RAP

Our previous RAP provided us with valuable insights into what reconciliation looks like in practice within our organisation. It highlighted where we have made meaningful progress, but also where further effort, resourcing, and cultural capability are required to build deeper and more sustained impact.

What We Learned

Through reflection, engagement, and evaluation, several important learnings emerged:

- **Reconciliation must be embedded, not isolated.** We learned that reconciliation is strengthened when it is visibly integrated into organisational strategy, planning, and cultural expectations—not treated as a standalone project.
- **First Nations voices must guide decision making.** Our last RAP taught us the necessity of involving First Nations staff, partners, and communities early and consistently when shaping actions, programs, and internal processes.
- **Cultural capability is an ongoing commitment.** One training session or event is not enough. Building cultural safety requires continuous learning, reflection, and practical application across teams.
- **Resourcing matters.** We recognised that sustainable outcomes require dedicated time, budget, and accountability structures—not voluntary or ad hoc effort.
- **Relationships take time.** Building trust with First Nations communities requires patience, consistency, and genuine reciprocity. This cannot be rushed or forced.

Challenges We Encountered

While our first RAP saw meaningful progress, we also experienced challenges that informed our approach for this RAP:

- Competing organisational priorities sometimes reduced the visibility or pace of RAP actions.
- Limited internal understanding of the RAP's purpose initially created inconsistent engagement across teams.
- Insufficient or unclear ownership of specific actions made implementation more difficult than anticipated.
- A need for more culturally safe processes for supporting First Nations staff and clients became increasingly evident.
- Complexity of community engagement—particularly navigating cultural protocols, expectations, and timelines—highlighted the importance of deeper cultural knowledge.

These challenges were not setbacks, but opportunities to learn, adapt, and strengthen our approach moving forward.

How We Are Adapting Our Approach for This RAP

In response to the learnings and challenges of our previous RAP, we have reshaped our approach to ensure this RAP is more sustainable, accountable, and impactful. Our adapted approach includes:

- Stronger governance and clearer accountability through a more defined RAP Working Group and delegated action leads.
- Increased involvement of First Nations voices, ensuring they guide cultural direction, decision making, and evaluation.
- Improved communication and visibility of RAP commitments across the organisation, ensuring staff understand both the “why” and the “how.”
- More robust planning and resourcing, with clearer timeframes, budgets, and expectations to support genuine implementation.
- A commitment to building long term relationships with local First Nations communities—prioritising genuine trust and shared outcomes over transactional engagement.
- Enhanced cultural capability initiatives, supporting staff to develop deeper understanding, confidence, and culturally safe practices.

These adaptations reflect our maturity as an organisation and our recognition that reconciliation is a long term, evolving journey—one that requires humility, openness, and ongoing commitment.

Alignment with National Priorities

Allied Integrated Management commits to taking meaningful, measurable steps that align with the National Agreement on Closing the Gap, which includes four Priority Reforms and nationwide socio economic targets aimed at improving life outcomes for Aboriginal and Torres Strait Islander peoples. These reforms were developed in partnership with community and are central to changing the way organisations work with Aboriginal and Torres Strait Islander peoples.

We ground our RAP commitments in these national priorities to ensure our actions contribute to long term, systemic change.

1

Deepening Partnerships and Shared Decision Making

In an Innovate RAP, we move beyond engagement and build genuine, formalised partnerships with Aboriginal and Torres Strait Islander stakeholders. Allied Integrated Management commits to:

- Establishing structured, ongoing partnerships with Elders, community leaders and ACCOs.
- Involving Aboriginal and Torres Strait Islander partners in co designing programs, policies and culturally safe work practices.
- Developing governance processes that embed shared decision making in organisational strategy, consistent with Priority Reform 1.

These actions strengthen accountability and help ensure our initiatives reflect community priorities.

2

Supporting and Strengthening the Aboriginal Community Controlled Sector

The National Agreement emphasises the essential role of Aboriginal community controlled organisations in delivering culturally strong services. This is in accordance with supporting Priority Reform 2. In an Innovate RAP, we enhance our contribution to this sector by:

- Prioritising ACCOs within procurement pathways and expanding opportunities for First Nations businesses.
- Developing long term partnership models that build capability, capacity and sustainability in community controlled organisations.
- Engaging ACCOs in workforce development, training and advisory roles to strengthen culturally informed service delivery.

This approach ensures our work contributes to greater self determination and community led growth.



3

Transforming Our Organisation to Improve Cultural Safety and Responsiveness

Priority Reform 3 calls for systemic transformation within organisations to improve responsiveness to Aboriginal and Torres Strait Islander peoples. Throughout this Innovate RAP, Allied Integrated Management commits to:

Embedding cultural capability training, anti racism frameworks and reflective learning across the workforce.

Auditing and updating internal policies, procedures and systems to remove structural barriers.

- Increasing Aboriginal and Torres Strait Islander employment participation through targeted recruitment, retention and leadership pathways.
- Embedding accountability mechanisms to track and report on cultural safety progress.

These measures help create an inclusive organisational culture grounded in respect and equity.

4

Ethical and Shared Access to Data and Information

The National Agreement highlights the importance of shared access to data to support Aboriginal and Torres Strait Islander self determination. In accordance with priority reform 4 and within our Innovate RAP, we commit to:

- Practicing culturally safe data collection, storage and reporting.
- Sharing insights and outcomes transparently with our community partners.
- Using data collaboratively to support local decision making and continuous improvement.

This helps ensure our work is evidence informed and community driven.

Our Innovate RAP actions, from workforce pathways to culturally safe service delivery, are intentionally designed to align with and support progress toward these national goals.



Reconciliation Week bush walk and native nursery visit in collaboration with Allied Indigenous, WEM Civil and Bush to Bowl Nursery.



Relationships

Reconciliation centres on building a strong, trusting relationship between the wider Australian community and Aboriginal and Torres Strait Islander peoples. Achieving reconciliation requires creating connections based on mutual respect, trust, and a commitment to eradicating racism.

This pillar focuses on building and strengthening relationships between Aboriginal and Torres Strait Islander peoples and the broader Australian community. It emphasises the importance of mutually beneficial partnerships, understanding, and trust.

Action		Deliverable	Responsibility	Timeframe
Promote Reconciliation focused on external relationships	1.1	Establish and maintain partnerships with local communities, Elders, and organisations.	• CEO • First Nations Engagement Officer	December (Annually)
	1.2	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. Include a schedule that commits to meeting with local communities, Elders, and organisations on an ongoing basis.	• First Nations Engagement Officer • Recruitment & Engagement Officer	October 2026
	1.3	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	• First Nations Engagement Officer • Recruitment & Engagement Officer	June 2027
Promote Reconciliation throughout our business	2.1	Educate and ensure all employees have knowledge and understanding of RAP by including a copy of the RAP in all new employee inductions.	• First Nations Engagement Officer • Recruitment & Engagement Officer	December 2026
	2.2	Implement strategies to engage our staff in reconciliation including calendar of significant dates and events.	• Recruitment & Engagement Officer	December 2026

Action		Deliverable	Responsibility	Timeframe
Develop relationships through celebrating National Reconciliation Week (NRW)	3.1	Circulate Reconciliation Australia's NRW resources and material to staff.	First Nations Engagement Officer	April (Annually)
	3.2	Executive Management and the RWG to participate in at least one external NRW event.	Executive Management	May (Annually)
	3.3	Organise one NRW event each year at AIM's head office.	- CEO - First Nations Engagement Officer	May (Annually)
	3.4	In consultation with local First Nations stakeholders, support one external community NRW event per year.	- CEO - First Nations Engagement Officer	May (Annually)
Foster positive race relations by implementing anti-discrimination strategies	4.1	Work with First Nations advisors to conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs and communicate updates across our organisation.	Recruitment & Engagement Officer	September 2026
	4.2	Educate staff (particularly senior leaders) on the effects of racism.	- First Nations Engagement Officer - Recruitment & Engagement Officer	September 2026
	4.3	Organise workplace event for National Inclusion at Work Week.	First Nations Engagement Officer	November 2026
	4.4	Executive team to attend event that acknowledges the Anniversary of the Apology to the Stolen Generation.	- CEO - Associate Directors - First Nations Engagement Officer	February 2027





Respect

Understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences underpins progress toward all five dimensions of reconciliation. Without respect for Aboriginal and Torres Strait Islander ways of doing things, respectful relationships cannot be built. Without pride in Aboriginal and Torres Strait Islander cultures and heritage, we cannot foster a shared national identity. Without understanding the wrongs of the past, we cannot ensure these wrongs are never repeated.

Action		Deliverable	Responsibility	Timeframe
Enhance awareness, appreciation, and respect for First Nations cultures, histories, knowledge, and rights by promoting cultural learning.	5.1	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	• First Nations Engagement Officer	September 2026
	5.2	Conduct a review of cultural learning needs within our organisation.	• Recruitment & Engagement Officer	July (Annually)
	5.3	Develop, implement, and communicate a cultural learning strategy document for our staff.	• Recruitment & Engagement Officer	December 2026
	5.4	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	• CEO	July (Annually)
	5.5	Develop a plan and deliver cultural awareness training to all staff and managers	• First Nations Engagement Officer	August (Annually)
	5.6	Educate staff regarding January 26th and acknowledge the significance of this day to Aboriginal and Torres Strait Islander peoples as a Day of Mourning.	• First Nations Engagement Officer	January (Annually)

Action		Deliverable	Responsibility	Timeframe
Show respect for First Nations peoples by acknowledging and following cultural protocols.	6.1	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	First Nations Engagement Officer	September 2026
	6.2	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	First Nations Engagement Officer	September 2026
	6.3	Invite a Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	First Nations Engagement Officer	September 2026
	6.4	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	- CEO - First Nations Engagement Officer	September 2026
Build respect for First Nations cultures by celebrating NAIDOC Week.	7.1	Circulate Reconciliation Australia's NAIDOC resources and material to staff.	- CEO - First Nations Engagement Officer	June (Annually)
	7.2	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Recruitment & Engagement Officer	May 2027
	7.3	Executive Management and RWG to participate in at least one external NAIDOC event.	Executive Management	July (Annually)
	7.4	Organise one NAIDOC event each year at AIM's head office.	- CEO - First Nations Engagement Officer	July (Annually)
	7.5	In consultation with local First Nations stakeholders, support one external community NAIDOC event per year.	- CEO - First Nations Engagement Officer	July (Annually)



Opportunities

We believe it's just as vital to embed opportunities for First Nations peoples, communities, and organisations into our everyday operations. Given the scale of our work, we have a real chance to drive meaningful change. Areas like employment, engagement, and professional development offer key opportunities, and we're committed to championing these for First Nations peoples at every possible moment.

We will increase Aboriginal and Torres Strait Islander employment across our organisation by strengthening culturally safe recruitment practices, expanding early career pathways, and building an inclusive workplace where First Nations employees feel supported, respected, and able to grow. We will work in partnership with First Nations employment providers, community organisations, and education partners to create sustainable, community led employment outcomes.

Action		Deliverable	Responsibility	Timeframe
Enhance employment outcomes by expanding First Nations recruitment, supporting retention, and promoting professional development opportunities.	8.1	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Recruitment & Engagement Officer	June 2027
	8.2	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Recruitment & Engagement Officer	January 2027
	8.3	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Recruitment & Engagement Officer	August (Annually)
	8.4	Develop targeted recruitment to grow First Nations employment by at least 10%.	- Recruitment & Engagement Officer - First Nations Engagement Officer	December 2027
	8.5	Create traineeships and mentoring pathways for First Nations employees.	- Recruitment & Engagement Officer - First Nations Engagement Officer	December 2026
	8.6	Develop and implement a First Nations recruitment, retention and professional development strategy.	Recruitment & Engagement Officer	August 2027
	8.7	Advertise job vacancies to effectively reach First Nations stakeholders.	Recruitment & Engagement Officer	December 2026
	8.8	Conduct a minimum of 4 job network information sessions a year at First Nations Hubs in the local community.	First Nations Engagement Officer	March, July, October, December (Annually)

Action		Deliverable	Responsibility	Timeframe
Build on our relationships with Indigenous Hubs to create opportunities for unemployed Indigenous people to gain skills required to secure employment with Allied Integrated Management.	9.1	Execute a Memorandum of Understanding (MOU) between Allied Indigenous and 2 Community hubs.	• CEO • First Nations Engagement Officer	December 2026
	9.2	Attend Community Hubs Services Days.	• Recruitment & Engagement Officer • First Nations Engagement Officer	January 2027
Support First Nations businesses through our own supply chain and recommendation to our clients.	10.1	Promote First Nations Businesses that AIM currently uses to clients.	• Associate Directors	October (Annually)
	10.2	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	• Associate Directors • Office Manager	November (Annually)
	10.3	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	• Associate Directors	December (annually)
	10.4	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	• Associate Directors	December (Annually)
	10.5	Allied Indigenous to maintain Supply Nation Membership.	• First Nations Engagement Officer	July 2027 (annually)



Governance, Monitoring & Continuous Improvement

Progress against this plan will be monitored quarterly and annually by our RAP Champion, First Nations Engagement Officer, and the Executive Team. A standing Reconciliation Working Group will be formed to oversee delivery of actions, identify opportunities for improvement, and report directly to the CEO.

This plan will be reviewed annually in consultation with First Nations stakeholders to ensure it remains relevant and effective.

Action		Deliverable	Responsibility	Timeframe
Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	11.1	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	• CEO	September 2026
	11.2	Establish and apply a Terms of Reference for the RWG.	• Executive Management	October 2026 and reviewed annually
	11.3	Meet at least four times per year to drive and monitor RAP implementation.	• Executive Management	February, June, September, December (Annually)
Provide appropriate support for effective implementation of RAP commitments.	12.1	Define resource needs for RAP implementation.	• First Nations Engagement Officer	June (Annually)
	12.2	Engage our senior leaders and other staff in the delivery of RAP commitments.	• CEO	November 2027
	12.3	Define and maintain appropriate systems to track, measure and report on RAP commitments.	• First Nations Engagement Officer	May (annually)
	12.4	Appoint and maintain an internal RAP Champion from senior management.	• CEO	September 2026

Action	Deliverable	Responsibility	Timeframe
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 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.	• First Nations Engagement Officer	July (Annually)
	13.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	• First Nations Engagement Officer	September (Annually)
	13.3 Report RAP progress to all staff and senior leaders quarterly.	• First Nations Engagement Officer	January March, July, October (Annually)
	13.4 Publicly report our RAP achievements, challenges and learnings, annually.	• Recruitment & Engagement Officer • First Nations Engagement Officer	June (Annually)
	13.5 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	• First Nations Engagement Officer	January 2028
	13.6 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	• First Nations Engagement Officer	September 2028
Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	• First Nations Engagement Officer	January 2028





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