

PHOTO: James Henry

INNOVATE

Reconciliation Action Plan

June 2026 – June 2028



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PHOTO: James Henry

Acknowledgement of Country

Symbos Group would like to acknowledge the Traditional Custodians of this land and pay our respects to their Elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples – Australia's First Peoples. We are proud to be an organisation committed to reconciliation, unity and historical acceptance.





About the Artists

Symbos has collaborated with two very unique and talented artists whose artwork we are privileged to be sharing within our RAP document and organisation.

James Henry

The aerial landscape photography used throughout this document has been taken by the talented First Nations artist, James Henry. James has been shooting landscapes, portraits and events since 2010.

Brands James has worked with include; City of Melbourne, Melbourne Museum, Rising Festival, Essendon Football Club, Cancer Council, Songlines Aboriginal Music, Australian Electoral Commission and more.

If you'd like to work with him, please contact jameshenryphotography@gmail.com

Gerard Black

The digital artwork used throughout this document has been created by proud Worimi artist, Gerard Black. Gerard spent 10 years as a tattoo artist before focusing on painting, drawing and digital art. His work combines Indigenous storytelling, connection to Country and contemporary design to create unique and meaningful artworks that promote connection and reconciliation.

Organisations Gerard has worked with include Marriott Bonvoy, NSW EPA, Geelong Arts Centre, Patagonia, Newcastle Knights and South West TAFE.

To learn more about his work or enquire about custom artwork, visit <https://baiyamiart.com.au/>



Message of Commitment from the CEO of Symbolos

At Symbolos, reconciliation is not simply a statement of intent — it is a responsibility we carry as a large Australian employer and as a business that works alongside individuals, families and communities across the country. Symbolos proudly represents the brands Recoveriescorp, Mason Black + Mendelsons, DebtTrack and Sourcewisier. While individual brands across our Group have previously delivered Reflect RAPs, we are proud to now advance this commitment at a Group level — uniting our people and our brands through a shared and strengthened Innovate Reconciliation Action Plan.

I am proud to present Symbolos Group's Innovate Reconciliation Action Plan (RAP) 2026–2028. This Group-wide RAP builds on the strong foundations established through the Reflect RAPs delivered across our brands in 2023 and 2024. It reflects our shared learning, collective reflection and a clear commitment to move forward together with greater impact, accountability and meaningful action in support of reconciliation.

With the support and constructive challenge of our partners at ICAN, we recognise that the time to deepen our action is now. Through our work across diverse industries and our daily engagement with everyday Australians, we see firsthand both the resilience of communities and the barriers many continue to face. While our expertise in financial services provides a unique platform to drive change, our influence extends well beyond — creating meaningful opportunities to lead through our culture, our workforce and the way we engage with clients, customers and the broader community.

As a large employer, we have a responsibility to foster awareness, build cultural capability and create an environment where Aboriginal and Torres Strait Islander peoples are recognised, respected and supported. Through this Innovate RAP, we commit to strengthening relationships, creating meaningful opportunities and embedding practices that promote financial inclusion and empowerment. In doing so, we aim to contribute to reducing inequity, supporting self-determination and advancing reconciliation across our sector and the communities we serve.

As we implement this RAP, we remain steadfast in our commitment to reconciliation — not as a one-off initiative, but as an ongoing and evolving part of who we are at Symbolos.

Avik Choudhuri

CEO

Symbolos



A Statement from the CEO of Reconciliation Australia

First Innovate RAP

Reconciliation Australia commends Symbolis 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 Symbolis 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, Symbolis, 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 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. Symbolis 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.

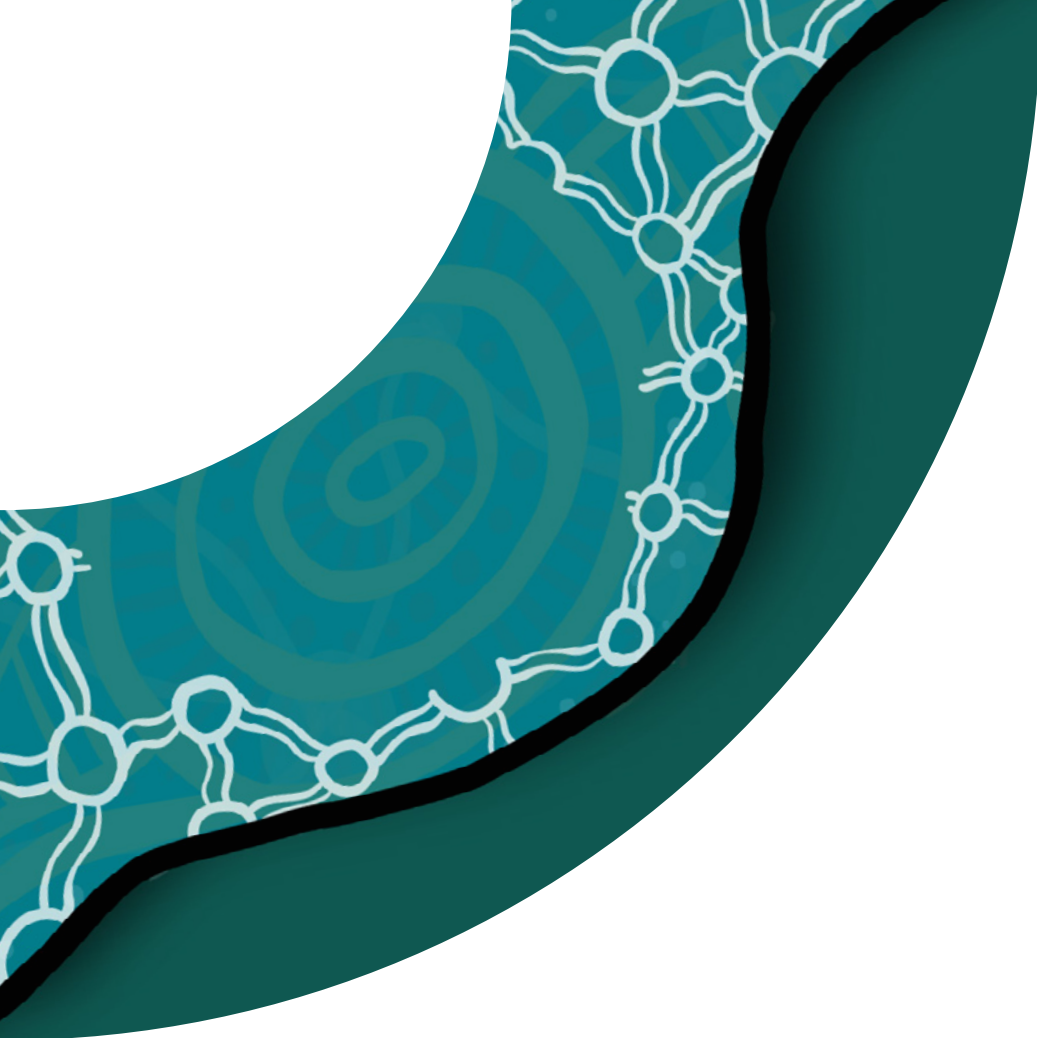
Implementing an Innovate RAP signals Symbolis readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our Vision for Reconciliation

We envision an Australia where Aboriginal and Torres Strait Islander peoples achieve equity, self-determination and genuine inclusion across all aspects of society. We aspire to contribute to a future where First Nations cultures, histories and rights are understood, respected and embedded within our national identity.

As a large Australian employer and an outsource provider operating across diverse industries, including financial services, we recognise the influence we hold — through our people, our systems and the way we engage with customers, clients and communities. We understand that our decisions and behaviours can directly impact financial wellbeing, dignity and trust.

We acknowledge the ongoing impacts of colonisation and the systemic barriers that continue to contribute to disproportionate financial hardship experienced by Aboriginal and Torres Strait Islander peoples. Through our Innovate Reconciliation Action Plan, we commit to embedding equity, cultural safety and accountability into our governance, workforce practices and service delivery. Our goal is to ensure First Nations peoples experience fair, respectful and culturally informed outcomes in all interactions with our organisation.

For Symbolos, reconciliation means more than awareness. It requires sustained action — strengthening relationships with Aboriginal and Torres Strait Islander stakeholders, increasing cultural capability across our workforce, creating meaningful employment and procurement opportunities, and ensuring our operational systems support equitable outcomes.

Through learning, partnership and measurable accountability, we seek to contribute to reconciliation in ways that are practical, transparent and aligned with the broader national reconciliation movement.

Our Business

Symbos is an Australian-owned and headquartered group comprised of Recoveriescorp, Mason Black + Mendelsons Lawyers, Sourcewiser and Debrtak. Together, we deliver customer experience, credit, sales, legal and receivables services to organisations operating in complex and highly regulated environments.

We employ more than 2,000 people across five delivery locations in Australia, New Zealand, Fiji, the Philippines and South Africa. Within Australia we employ 700+ staff across three office locations, two situated in Wurundjeri Country in Melbourne and one in Gadigal Country in Sydney. Our people also work remotely across Australia and at client sites nationally.

We partner with more than 250 clients across industries including banking, insurance, utilities, FMCG, aviation, automotive, telecommunications and government. Through our services we interact each year with a significant number of customers, small businesses, individuals and families, many of whom may be experiencing financial hardship or vulnerability.

Our over thirty years of cross-industry experience and long-standing client relationships position us as a stable and established service provider. However, we recognise that scale and influence bring responsibility. Our sphere of influence extends across our workforce, our clients, the customers we engage with on their behalf, regulators, suppliers and community partners. The decisions we make, the systems we design and the behaviours we demonstrate can directly impact financial wellbeing, dignity and trust.

Aboriginal and Torres Strait Islander employees are represented across our workforce, and while we believe this currently accounts for approximately 0.7% of our employee population, we do not yet have accurate reporting mechanisms in place to confidently capture and report this data. As we implement this Innovate Reconciliation Action Plan at a Group level, we are committed to increasing representation, strengthening cultural capability across our organisation, and embedding culturally informed and equitable practices into our governance, employment pathways, and service delivery. During the life of

this RAP, we will also work to establish culturally safe and respectful processes that enable employees to voluntarily identify as Aboriginal and/or Torres Strait Islander, providing us with more accurate data to inform our actions and measure our progress.

We recognise that, as a large employer operating at the intersection of business, regulation and community impact, we have both an opportunity and an obligation to contribute meaningfully to reconciliation.

Our Reconciliation Journey

Symbos' commitment to reconciliation has been evolving across our brands over a number of years. Introducing our first Reflect Reconciliation Action Plans across individual brands marked a formal step in recognising our responsibility to Aboriginal and Torres Strait Islander peoples, building cultural awareness, and strengthening relationships internally and externally. These initiatives provided a foundation for embedding reconciliation into our corporate culture and operational practices.

Over the past RAP cycle, we have celebrated a number of achievements that demonstrate our ongoing commitment:

Embedding cultural practices: Acknowledgement of Country is now included in all business-wide town halls and significant meetings, helping to ensure cultural recognition is consistently visible across our Group.

Education and capability-building: We have partnered with ICAN Learn to provide scholarships and with the Centre for Cultural Competence to implement Cultural Safety Training, ensuring our staff are equipped to engage respectfully and knowledgeably

Employment pathways: A First Nations Employment Policy has been developed, and our job vacancies are promoted through Indigenous Employment Australia, creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples within our workforce.

Community engagement: Symbos participates in events such as Bring Your Bills Days specifically for Aboriginal and Torres Strait Islander communities, with staff trained in cultural safety delivering services.

Partnerships with Indigenous businesses: We have engaged PAWA Catering, a Supply Nation-certified business, as our catering partner of choice.

Industry collaboration: Our team engages with Financial Counselling Australia's First Nations Network and dedicated First Nations advocates, fostering a broader understanding of cultural and community needs.

Sponsorship and celebration: We sponsor and participate in industry events such as the Regional, Rural & Remote Learning & Networking event, and celebrate NAIDOC Week, including inviting staff, clients, and stakeholders to participate in events like the Future Women Luncheon.

Cultural recognition in our workplace: The AIATSIS Indigenous Map is displayed in our Melbourne office foyer, providing a visual representation of the diversity and heritage of Aboriginal and Torres Strait Islander peoples.

Artist collaboration: We proudly feature the aerial landscape photography of First Nations artist James Henry throughout this RAP, supporting his work and amplifying Aboriginal and Torres Strait Islander art within our materials.

Cultural Capability in Action: Symbos has invested in Cultural Safety Training through the Centre for Cultural Competence Australia to strengthen our workforce's understanding of Aboriginal and Torres Strait Islander cultures and support respectful engagement with colleagues, clients, and communities. Staff have applied these learnings to embed culturally informed practices across learning programs, client interactions, and leadership development initiatives.

Case Study

Impact of Cultural Awareness Training

Susy DelGudice, Learning and Organisational Development Consultant, participated in Cultural Safety Training with the Centre for Cultural Competence Australia. The training provided practical tools to enhance cultural safety and inclusion in learning and workplace environments. Since completing the program, Susy has:

- **Integrated culturally informed scenarios and inclusive language into learning programs.**
- **Facilitated discussions with greater sensitivity, encouraging employees to share cultural knowledge and experiences.**
- **Supported leaders and teams in navigating conversations about cultural safety and inclusion.**
- **Contributed to strengthening cultural capability across Symbol's workforce.**

This program has highlighted the value of partnerships with Aboriginal and Torres Strait Islander advisors, the importance of ongoing capability-building, and the role of a committed RAP Working Group in embedding reconciliation into organisational culture.

Through initiatives like this, Symbol is actively translating learning into practice, ensuring our teams are equipped to deliver services in ways that are culturally safe, respectful, and inclusive.

While we are proud of this progress, we also recognise the challenges we encountered in earlier RAPs. At that time, our brands operated as smaller, individual entities with limited resources and reach, and our efforts could be more reactive than strategic. The intent was always genuine and came from the right place, but we did not always establish the long lasting foundations required for consistent, scalable impact. Moving forward, we are adapting our approach in this Group-wide Innovate RAP: we now have dedicated internal capability, strengthened governance, and the right connections through consultants, advisors and community partners to guide our work. We are also supported by clients who are champions for change, enabling us to take a more proactive and collaborative approach. We know we will still make mistakes and face hurdles, but we are a business that values learning, evolving and disrupting in the right way—and we will continue to leverage the heart of our organisation to deliver our RAP commitments with greater maturity, accountability and sustained impact.

Our Reconciliation Action Plan serves as a guiding framework for listening, learning, and collaborating with Aboriginal and Torres Strait Islander peoples. It enables us to strengthen the experiences of our employees, clients, and communities while contributing to measurable positive outcomes. By unifying our brands under a Group-wide Innovate RAP, we embed reconciliation into our culture, governance, and operations, driving continuous improvement and sustainable impact.

Symbol is committed to fostering inclusive and culturally safe environments for all, recognising the contributions and histories of Aboriginal and Torres Strait Islander peoples, and working collectively to create a more equitable future.

Our Innovate RAP

The development of our Innovate Reconciliation Action Plan represents a significant advancement in Symbolos' reconciliation journey. As a large Australian-owned and headquartered group we recognise that reconciliation is both a responsibility and an opportunity. Aboriginal and Torres Strait Islander peoples continue to experience systemic inequities, including barriers to accessing essential services, interactions with authority that can feel unsafe or exclusionary, and the lasting effects of intergenerational disadvantage. Symbolos recognises these realities and is committed to contributing positively through culturally safe, inclusive, and responsive practices across our workforce, services, and engagement with communities.

Our RAP aligns with the national Closing the Gap framework, particularly Outcome 8 (strong economic participation and development of Aboriginal and Torres Strait Islander peoples and communities) and Outcome 17 (access to information and services enabling informed decision-making). Through our workforce, service delivery, and partnerships, Symbolos seeks to contribute meaningfully to these outcomes, ensuring that our services are equitable, accessible, and informed by First Nations perspectives.

The development of this RAP has been guided by thoughtful reflection on the Group's current state, opportunities for impact, and lessons learned from previous RAP initiatives across our brands. We have engaged deeply with our First Nations partners at ICAN Learn to ensure that the plan reflects both advice and challenge, providing a framework for genuine, practical, and measurable reconciliation outcomes.

Our RAP Working Groups

Our senior leadership team has actively championed the RAP, embedding accountability and strategic oversight across the Group. Our Chief People Officer sponsors and leads this work, applying learnings from our earlier RAPs to strengthen governance, build internal capability and ensure we take a more proactive, sustainable approach to delivery. The RAP Working Group includes representatives from multiple business functions, ensuring that reconciliation is embedded across governance, operations, community engagement, learning and development, and client-facing areas.

The members of the Symbolis RAP Working Group continue to grow and are governed by the RAP steering committee that include:

- Head of Strategic Partnerships
- Principal Community Advocate
- Senior Director – Governance, Risk and Compliance
- General Manager – Outsource Services
- Director – Sales and Client Engagement
- Learning and Organisational Development Lead
- Head of Organisation Capability
- Head of Sales Support
- Office Manager
- Account Manager
- Operations Manager
- Head of Human Resources

Our RAP Champions

Symbos has engaged Tracey McCurdy, a proud Gulidjan woman, as our First Nations Advisor. Tracey is a trusted member of the Australian Indigenous community, known for her advocacy, expertise in cultural safety, and development of understanding around financial counselling for First Nations peoples. Her guidance has been central to shaping Symbos' vision for reconciliation, ensuring that the RAP is culturally informed, actionable, and aligned with the priorities of Aboriginal and Torres Strait Islander communities.

Through this RAP, Symbos is committed to embedding reconciliation across its culture, operations, and stakeholder engagement. We will strengthen cultural capability, foster meaningful partnerships with Aboriginal and Torres Strait Islander communities, and continuously monitor, evaluate, and improve our progress. By formalising these commitments, the Group ensures that reconciliation is not a one-off initiative, but an ongoing and integral part of how we operate across all brands, geographies, and stakeholder relationships.



PHOTO: James Henry

Delivering our RAP: Actions

Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is central to Symbos' work of connecting people, fostering trust, and enabling informed decisions. Through respectful communication, engagement, and partnerships, we ensure diverse voices are valued, strengthen cultural safety, enhance accessibility, and embed reconciliation into our operations.



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.	Feb, May, Aug, Nov 2026/27/28	Chair of the Reconciliation Action Committee
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2026/27	Chair of the Reconciliation Action Committee
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May- 3 June 2026/27/28	Chief People Officer
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026/27/28	Head of Strategic Partnerships
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2026/27/28	Head of Organisational Capability
	Organise at least one internal NRW event each year.	27 May- 3 June 2026/27/28	People & Culture Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026/27/28	Marketing Lead

3	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.	September, 2026	Chief People Officer
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May, 2026	Chief People Officer
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September, 2026	Marketing Lead
		Collaborate with RAP and other like-minded organisations to develop innovative approaches to advance reconciliation.	May and October 2026/27	Principal Community Advocate
		Strengthening relationships in the Financial Counselling and Capability space and promote the positive First Nations organisations we work with in the sector.	Review October annually	Principal Community Advocate
4	Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December, 2026	General Manager People and Culture
		Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December, 2026	Head of Strategic Partnerships
		Develop, implement, and communicate an anti-discrimination policy for our organisation.	December, 2026	General Manager People and Culture
		Educate senior leaders on the effects of racism.	February, 2027	Principal Community Advocate
		Encourage and support all Symbos people to take responsibility to call out racism and violence on all work sites.	May & November 2026/27/28	Head of Human Resources
5	Develop and implement a culturally safe First Nations Hotline to support Aboriginal and Torres Strait Islander peoples to engage with our services.	Develop a project and implementation plan outlining the design, resourcing and governance of the First Nations Hotline.	August, 2026	Principal Community Advocate
		Consult with Aboriginal and Torres Strait Islander stakeholders to inform the design and cultural safety of the hotline.	September, 2026	Principal Community Advocate
		Develop culturally appropriate protocols, training and resources to support staff delivering the hotline service.	October, 2026	Head of Organisation Capability
		Launch and promote the First Nations Hotline to Aboriginal and Torres Strait Islander communities and key stakeholders.	November, 2026	Principal Community Advocate

Delivering our RAP: Actions

Respect



We acknowledge and value the unique cultures, knowledge, and perspectives that Aboriginal and Torres Strait Islander peoples bring to our communities and workplaces. We are committed to supporting their sense of identity, culture, and belonging, while fostering a culture of understanding, respect, and inclusivity across Symbolos. Respect for Aboriginal and Torres Strait Islander peoples and their cultures is integral to how we operate, guiding our decisions, strategies, and services. Building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples and communities is central to our approach, ensuring our services are culturally safe, responsive, and contribute meaningfully to reconciliation.

Action	Deliverable	Timeline	Responsibility
6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	June 2026/27	Head of Organisation Capability
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July, 2026/27	Learning and Development Lead
	Develop, implement, and communicate a cultural learning strategy document for our staff.	August, 2026	Learning and Development Lead
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December, 2026	Principal Community Advocate
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.	August, 2026	Head of Strategic Partnerships
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February, 2027	Head of Strategic Partnerships
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review September annually	Head of Strategic Partnerships
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2026	General Manager Growth Enablement and Marketing

8	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2026/27	Reconciliation Action Committee Chair
		Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026/27	Head of Human Resources
		Promote and encourage participation in external NAIDOC events to all staff.	First week of July 2026/27	Marketing Lead
9	Build understanding of Aboriginal and Torres Strait Islander cultures through Art	Ensure all Aboriginal and/or Torres Strait Islander artwork displayed in your workplace is accompanied by information about the artwork, the artist and where they are from.	July 2027	Office Manager
		Prioritise the purchase of Aboriginal and/or Torres Strait Islander artwork when outfitting office spaces.	Review September annually	Office Manager

Delivering our RAP: Actions

Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples are vital to Symbolos' reconciliation journey. By fostering partnerships and supporting scholarships, we help create access to education and resources that build resilience and strengthen communities. These opportunities align with our core purpose of enabling people to make informed decisions and contribute to long-term empowerment.



Actions	Deliverable	Timeline	Responsibility
10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2026	People & Culture Lead
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2026	People & Culture Lead
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2026	Head of Talent Acquisition
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review September annually	Head of Talent Acquisition
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2026	People & Culture Lead
	Increase the number of First Nations people employed at all levels of the organisation and report on this via our annual People Newsletter.	Review September annually	Chief People Officer

11	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October, 2027	Governance Risk and Compliance Lead
		Investigate Supply Nation membership.	June, 2027	Head of Strategic Partnerships
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2027	Marketing Lead
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October, 2027	Governance Risk and Compliance Lead
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May, 2027	Head of Strategic Partnerships
12	Improve Aboriginal and Torres Strait Islander participation in the financial services industry	Investigate and research expanding the scholarships and sponsorships that benefit First Nations communities, contributing in uplift for First Nations Self Determination.	November 2026	Head of Strategic Partnerships
		Develop a project and implementation plan outlining the findings and how this can be practically applied.	February 2027	Head of Strategic Partnerships
		Consult with Aboriginal and Torres Strait Islander stakeholders to inform the design and cultural safety of the scholarship/sponsorship.	March 2027	Head of Strategic Partnerships
		Develop culturally appropriate protocols, framework and governance to support those applying for and being granted scholarships/sponsorships.	March 2027	People & Culture Lead
		Launch and promote practically and in a culturally safe and appropriate manner.	September 2027	Principal Community Advocate, Head of Strategic Partnerships

Delivering our RAP: Actions

Governance

The Group will provide strategic and operational resources to ensure our RAP is delivered in accordance with our internal corporate governance standards and practices. The efficient and effective delivery of our RAP will require a consolidated and collaborative effort to support those who are accountable for specific actions. Collectively the spirit of reconciliation is our shared responsibility.



Action	Deliverables	Timeline	Responsibility
13 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.	Review January and July annually	Chair of Reconciliation Action Committee
	Establish and apply a Terms of Reference for the RWG.	July 2026	Chair of Reconciliation Action Committee
	Meet at least four times per year to drive and monitor RAP implementation.	Feb, May, Aug, Nov 2026/27/28	Chair of Reconciliation Action Committee
14 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Review July 2026/27/28	Governance Risk and Compliance Lead
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Feb, May, Aug, Nov 2026/27/28	Chair of Reconciliation Action Committee
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2026/27/28	Governance Risk and Compliance Lead
	Appoint and maintain an internal RAP Champion from senior management.	June 2026	Chief People Officer
	Explore opportunities to embed RAP commitments into KPIs.	June 2027	Head of Human Resources

15	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 2026/27	Chair of Reconciliation Action Committee Meeting
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026/27	Chair of Reconciliation Action Committee
		Report RAP progress to all staff and senior leaders quarterly through the Social Impact Newsletter.	Mar, Jun, Sep, Dec 2026/27/28	Principal Community Advocate
		Publicly report our RAP achievements, challenges and learnings, annually.	November, 2026/27	Chair of Reconciliation Action Committee
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	January 2028	Chair of Reconciliation Action Committee
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Chair of Reconciliation Action Committee
16	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Chair of Reconciliation Action Committee
		Liaise with Reconciliation Australia to develop a new RAP utilising our past learning experiences, challenges and achievements as a framework.	April 2028	Chair of Reconciliation Action Committee

PHOTO: James Henry

Contact Details

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