

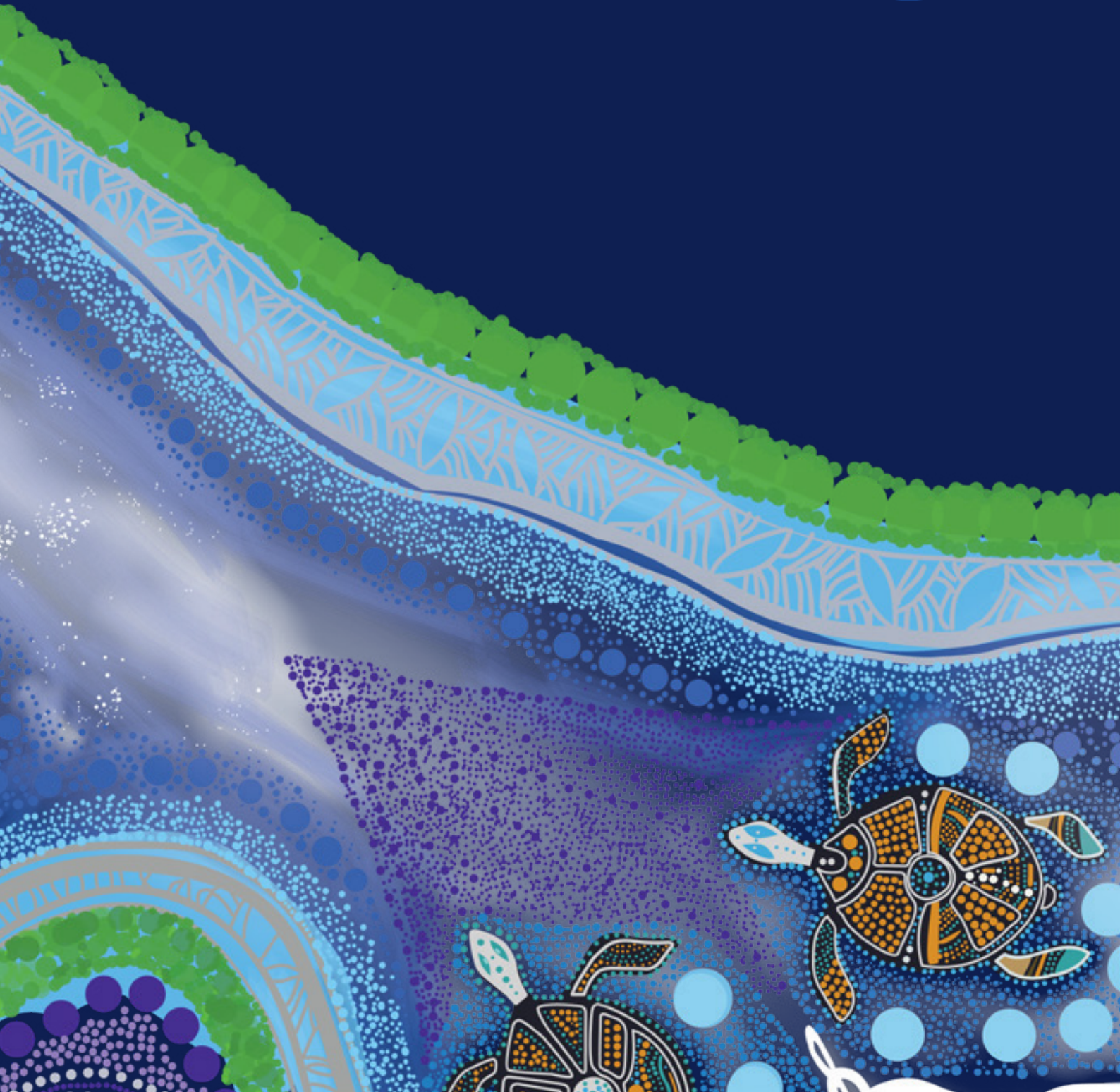
Innovate Reconciliation Action Plan

February 2024 - February 2026



RECONCILIATION
ACTION PLAN

INNOVATE



Acknowledgment of Country

We acknowledge the Traditional Custodians of Country throughout Australia and their connection to land, sea and community.

We pay our respect to Elders past, present and emerging and in the spirit of reconciliation we commit to working together for our shared future where every person is respected, valued and has strong sense of belonging.

Contents

- 4 Our Artwork
- 6 Our Vision for Reconciliation
- 8 Our business
- 10 Our RAP journey
- 13 Our RAP Steering Group
- 14 Relationships
- 16 Respect
- 18 Opportunities
- 20 Governance

Our Artwork

Our Indigenous art honors the rich traditions of the Aboriginal and Torres Strait Islander peoples, depicting JBS&G's dedicated path towards reconciliation, our deep commitment to restoring and preserving the environment, and the interconnectedness we share with our employees, clients, communities, and industries we work in throughout this meaningful journey.

'Caring for Country' The Journey of JBS&G

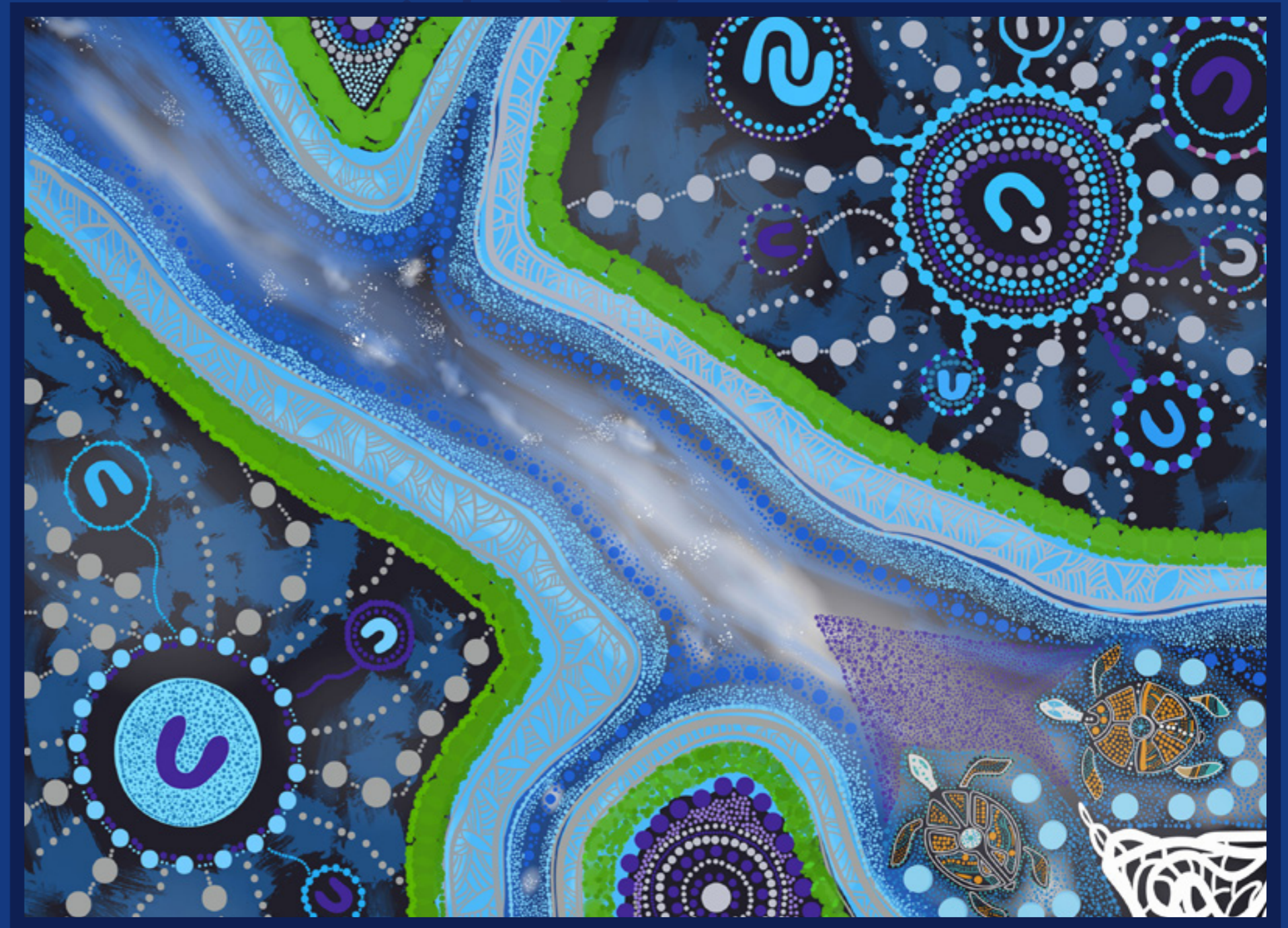
The artist is Pat Caruso, Eastern Arrernte and he painted this piece to represent the journey of JBS&G, a striking kaleidoscope of colour, symbols and textures. Draw your eyes to the bottom right and explore the shapes of turtles, they represent the beginning of JBS&G.

The eggs that surround them are the people, communities and clients that shaped that time. As we look further upstream, we see the blue dots and tributaries that mark the bends and turns of the river representing those who continue to join our journey along the way. The stream was created by the rainbow serpent and its continuous travel up and down the stream. The depth of the river is depicted by the reflection the galaxy and sky that dances across the mirrored surface; stars, space and clouds can be seen within it. At the water's edge, reeds line the banks, depicting nature's process for rejuvenation for the future mimicking the work that JBS&G provides to our land, water and environment.

The land masses that feature on both sides of the bank house a series of concentric circles, symbolic of a waterhole at a campsite, where people come together, to talk, listen, teach and communicate. The many small circles, that intertwine and touch, representative of the many in community, commercial and social that are impacted by the work of the JBS&G team.



Artist Pat Caruso unveiling his artwork created to represent JBS&G's reconciliation journey at our national townhall meeting



'Caring for Country' The Journey of JBS&G
Artwork by Pat Caruso

Our Vision for Reconciliation

Our vision for reconciliation is one where all Australians understand, celebrate and honour the rich cultures and histories of Aboriginal and Torres Strait Islander peoples. We strive for a united, inclusive society where diversity is a source of strength and shared heritage.

We commit to honouring and sharing Indigenous voices, cultures, and knowledge within our organisation and across the projects we undertake. We recognise and value Aboriginal and Torres Strait Islanders' long held commitment and wisdom in caring for country and preserving and nurturing the land and environment.

We aim to connect Aboriginal and Torres Strait Islander students with educational opportunities within the environmental science discipline, to create employment opportunities that are inclusive and celebrate diversity, support Indigenous businesses through our procurement processes, and cultivate respectful relationships that drive positive social change.



A message from our CEO

Our company has a powerful ambition to join in on the collective voice for reconciliation with First Australians. We feel equity and diversity is a foundational asset for producing better outcomes for our team, clients, and the wider community and we demonstrate that compassion through our care and trust culture. I am proud to introduce JBS&G's Innovate Reconciliation Action Plan (RAP) for February 2024 - February 2026. The framework set out in this plan will shape our intent and coordinate our energies towards developing JBS&G's future actions and commitments to reconciliation. At JBS&G, we are committing to making a difference across the communities we connect with, as well as for the empowerment of all First Australians.

Andrew Lau
CEO & Managing Director



A message from Reconciliation Australia

Reconciliation Australia commends JBS&G Australia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for JBS&G Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, JBS&G Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With 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. JBS&G Australia is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals JBS&G Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations JBS&G Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

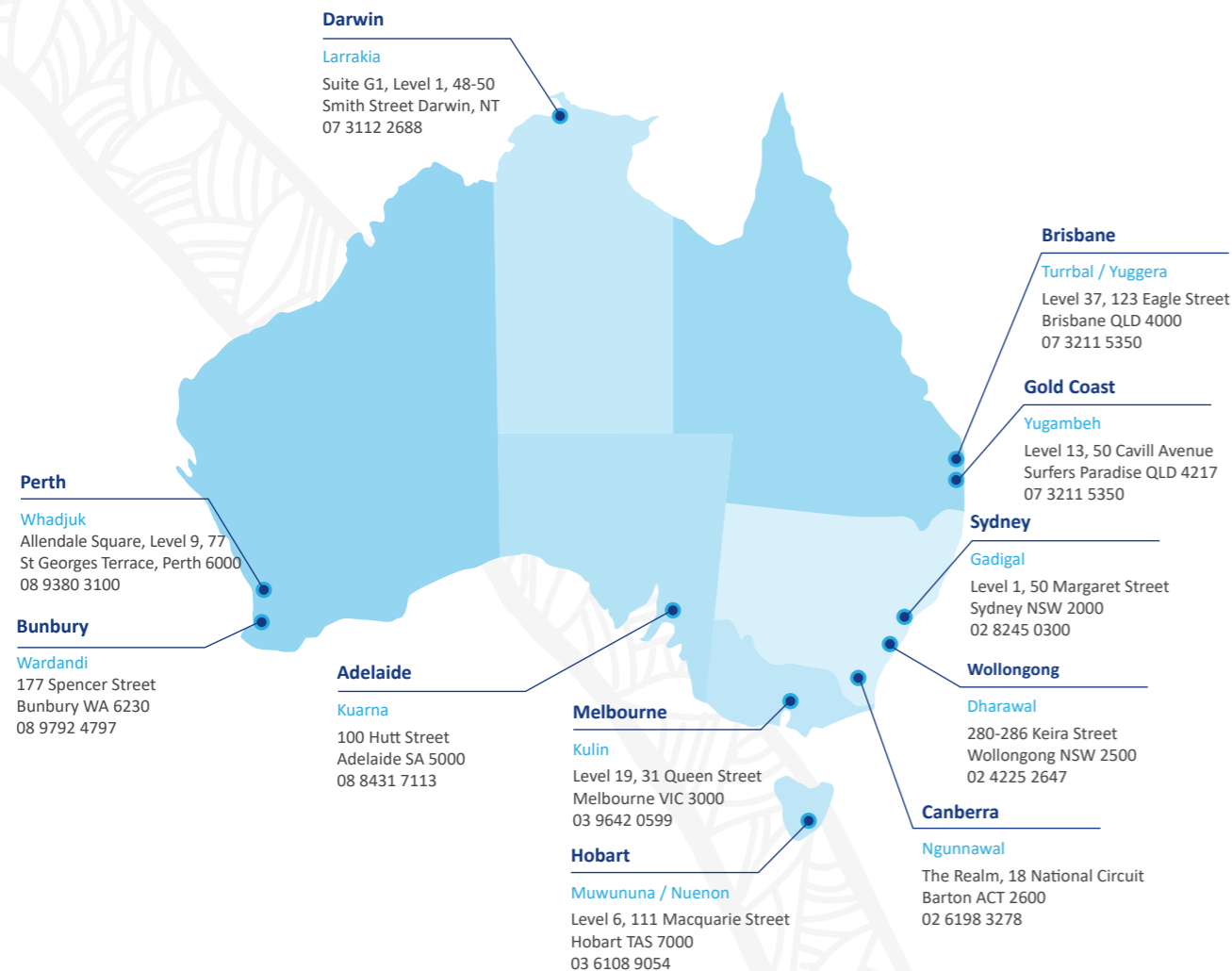
Our business

JBS&G Australia are fast, capable experts, focused on solving problems and navigating complexities to deliver the best environmental outcomes for our clients. With offices across Australia and more than 250 multi-disciplined professionals, we are one of Australia's largest environmental consultancy firms, providing critical support across the Mining, Utilities, Land Development, and Infrastructure sectors. Our service offering provides expertise in contaminated land management; environmental assessment and approvals; auditing and compliance; due diligence and liability; groundwater remediation; fire management planning; and hygiene and hazardous materials management. We complement our offering with our stand-alone strategic advisory division, Consentium, who work to solve complex challenges in often sensitive social and environmental contexts.

The diversity of JBS&G's national service offering connects our organisation with many Aboriginal and Torres Strait Islander communities.

At JBS&G, we drive our projects to create environmentally sustainable outcomes that values engagement with First Australians and as practitioners in the environmental space, advocate for sustainability and better outcomes for clients and the communities we connect with.

Currently JBS&G employs between 1-3% of staff who identify as Aboriginal and/or Torres Strait Islander people.



Our community

Our employees

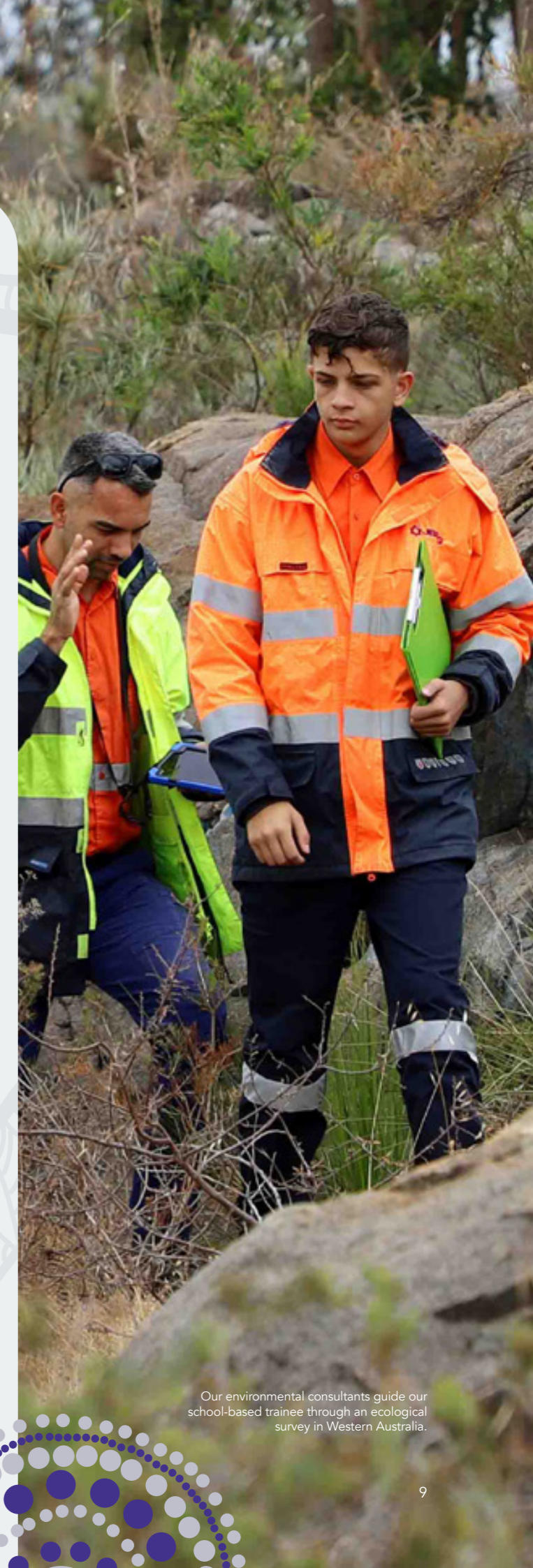
Our RAP is supported by our staff and viewed as an important part we can play as a business and individuals in progressing a fair and equitable society. Our draft Innovate RAP was presented at our national Town Hall meeting and was made available to the entire business for review and comment for a 4-week period prior to finalising for Reconciliation Australia. The consistent feedback from our staff is to continue to carefully deliver on our reconciliation commitments in a meaningful way.

Our sub-contractors and suppliers

Our day-to-day project work in the range of services we provide is only possible with the support of sub-contractors and suppliers to assist in project delivery. We engage 300+ sub-contractors every year and maintain and grow an Aboriginal and Torres Strait Island supplier database across all states the business operates in. Our procurement approach prioritises Aboriginal and Torres Strait Islander spend, under the leadership of our CEO and CFO.

Our clients and peers

Our clients and peers within the Mining, Utilities, Land Development, and Infrastructure sectors engage with us for our expertise or as partners in project delivery. As respected environmental consultants, we will share and demonstrate our commitment to reconciliation through continually building our knowledge, to enable informed and respectful dialogue. We continue to build the sharing of cultural protocols such as Acknowledgement of Country into our everyday engagements.



Our environmental consultants guide our school-based trainee through an ecological survey in Western Australia.

Our RAP journey

Our Innovate RAP provides a framework for JBS&G to develop a tangible and committed process for reconciliation in our workplaces and communities. We will do this by developing and scoping initiatives that focus on relationship-building, enhancing respect and developing opportunities for Aboriginal and Torres Strait Islander peoples.

This Innovate RAP builds on the good work and learning from our Reflect RAP and reinforces our commitment to turn good intentions into measurable actions that help Aboriginal and Torres Strait Islander people achieve equality in all aspects of life, a goal which benefits all Australians.

We are committed to developing a genuine understanding of how our daily activities, both as individuals and as an organisation, influence the communities in which we interact. Strong relationships between our people and those in our orbit have always been central to living our care and trust culture, and we strive to build meaningful connections and commitments through mutual respect and inclusive workplace practices.

Our Innovate RAP focuses on our commitment to learning and raising awareness to ensure there is a shared understanding and ownership of our reconciliation journey within our organisation. This will enable us to build sustainable momentum to drive positive change, opportunities and contribute towards achieving key milestones for lasting reconciliation outcomes.

Key elements in our Innovate RAP focus on:

-  Continue to identify and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders
-  Actively engage staff in reconciliation
-  Identify the best approach for the organisation through aspirational deliverables in this RAP
-  Explore how the organisation can drive reconciliation through its business activities, services, programs, stakeholders and/or sphere of influence
-  Report to Reconciliation Australia by September each year, through the RAP impact measurement questionnaire
-  Publicly report on RAP progress to external stakeholders
-  Continuous improvement to existing policies and internal operations.

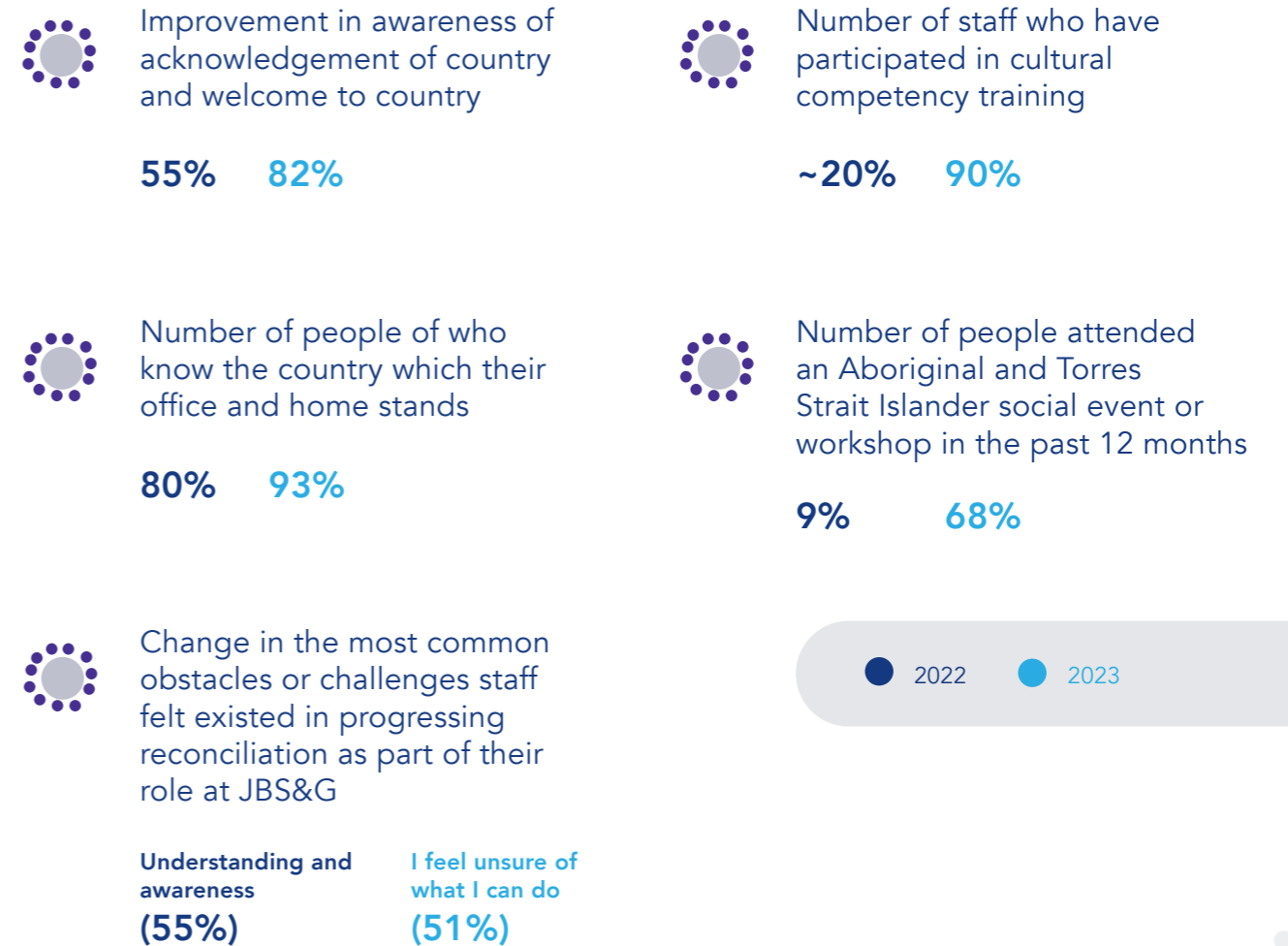
Our Innovate RAP positions JBS&G to continue our unique impact and contribution toward reconciliation. This second step in our journey will see the company continue to grow as we implement informed intentions from our initial Reflect RAP. Our CEO, Andrew Lau, will continue to act as the JBS&G RAP Champion, driving implementation and engagement within the business.

Our Growth

Through our Reflect RAP we have witnessed a demonstrated growth in individual confidence and competence in talking about reconciliation. We have been pleased to observe an internal elevation of reconciliation as a priority in our workplace, flowing through to the way in which we engage with our stakeholders.

To measure the impact of our Reflect RAP, JBS&G undertook a staff benchmarking survey prior to launching our Reflect RAP to gauge our internal level of understanding and current participation in reconciliation, the level of importance of reconciliation to staff in their workplace and how staff would like to engage in reconciliation at JBS&G.

Following the end of our Reflect reconciliation journey and delivery of our actions, we repeated the same staff survey which highlighted the following growth:



In addition to the above results, some highlights from our inaugural Reflect RAP, include the following:

Cultural Protocol

- Implementation of Acknowledgement of Country at all national meetings or meetings of significance.
- Inclusion of the traditional country name each JBS&G office resides on within all staff email signatures and on company marketing collateral.
- Encouragement of learning and use of traditional language greetings when appropriate.

Cultural Competency Training

JBS&G introduced online cultural competency training, delivered by Arilla Digital which was rolled out across the business. This course has subsequently been firmly embedded as part of our on-boarding process for any new employees who join the business.

School-based Indigenous Trainee Program WA

A school-based trainee program was implemented in our Perth office, to support an Aboriginal school-age student to complete 10 units required for a Cert II in Workplace Skills. Our student spent one day a week in the Perth office, experiencing on-the-job learning and development under the guidance of the State Manager, Human Resources Manager and the entire office who have supported him on his journey in one way or another. Our student has become a familiar and much appreciated face in the Perth office over the course of his studies, and we are excited for all that's in store for him as he works toward the completion of his studies and his Cert II. We are thrilled to see our student recognised in the *2023 Apprentice Employment Network WA Awards* in October 2023.

Increasing our Indigenous spend nationally

With a focus on our influence within procurement, the national business committed to increasing our spend with Indigenous business to the extent that

we have the ability to in our day-to-day activities. We have worked with Supply Nation to understand the industry providers available to us, as well as working within our own procurement processes and networks to source Indigenous business and supply. We prioritise the selection of Aboriginal and Torres Strait Islander suppliers where possible and work with these suppliers to remove any procurement barriers and enable successful engagement with our business.

Opportunities to grow in our Innovate RAP

School-based trainee program

The school-based program has been a great success in WA with the student completing his cert II in Workplace Skills. However, efforts in applying the same model within other states were more challenging and a one size fits all program was not transferrable. It was identified that capacity and investment is required in resourcing a support team within the business and a collaborative approach with the business, student and trainee provider is key to success. Given the states differ in organisational make up, the Innovate RAP will provide the freedom to identify and develop unique, state-based initiatives that support Aboriginal and Torres Strait Islander educational or employment outcomes.

RAP implementation

The Reflect RAP enabled JBS&G to implement a RAP working group (WG) tasked with delivering the RAP actions across the business nationally. A Terms of Reference were developed to guide the WG and provided the opportunity to test the effectiveness of the structure and better understand roles and responsibilities of WG members. The WG successfully implemented and delivered the Reflect RAP actions and in doing so identified the need for broader cross engagement and awareness of the reconciliation initiatives internally. The WG cemented the importance of the key role of a RAP champion assigned to a leadership position. Moving into the Innovate RAP, the WG will transition into a Steering Group (SG) and will draw upon additional internal resources across People and Talent, Procurement and Operations within the business to deliver on the Innovate RAP actions to embed reconciliation in every part of what we do.



Our school-based trainee participating in field work in Western Australia.

Our RAP Steering Group

Our core steering group responsible for implementation of the Innovate RAP is made up of representatives from across the national business including one Aboriginal representative.

Our Innovate RAP Steering Committee

RAP Champion

Andrew Lau, CEO of JBS&G

RAP Chair

Tilly Oborn, Senior Advisor, Corporate Affairs and Communications

Communications and Policy

Haley Tamblyn, General Manager, People and Talent

State Champions

Angelinah Thomson, Project Scientist QLD
Jack Braithwaite, Environmental Consultant NSW
Tom Widenbar, Senior Associate WA
Grace Houston, Project Scientist Vic
Agnes Cantin, Associate SA
Amanda Bowne, Project Scientist SA

The RAP Steering Group is supported by the State Operational Team Leaders to assist in oversight and delivery of actions, along with our Corporate Services Team who play an integral role in the engagement of Aboriginal and Torres Strait Islander suppliers.

Relationships

JBS&G values the diversity of the people in the communities we work in and understands that through respectful and genuine relationships we can learn from each other. Strengthening relationships with Aboriginal and Torres Strait Islander peoples is important to us in contributing to inclusive, strong and healthy communities.

Focus area: *Engagement, Bringing People Together*

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Aug 2024	General Manager, People & Talent
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Sept 2024	General Manager, People & Talent
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, 2025	General Manager, People & Talent
	• RAP Steering Group members to participate in an external NRW event.	May 2024, 2025	RAP Steering Group (RSG) members
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024, 2025	CEO
	• Organise at least one NRW event each year.	May 2024, 2025	RAP Steering Group Chair
	• Register all our NRW events on Reconciliation Australia's NRW website .	May 2024, 2025	General Manager, People & Talent
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Feb 2024	General Manager, People & Talent
	• Communicate our commitment to reconciliation publicly, coinciding with announcement of our Innovate RAP.	Feb 2024	General Manager, People & Talent
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by running an internal workshop.	Feb 2024	RAP Steering Group Chair
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Sept 2024	RAP Steering Group Chair
	• Establish a RAP information page that will bring together all materials developed in connection with the JBS&G RAP in one location accessible to all staff. For example, the system will include: <ul style="list-style-type: none"> i. RSG Minutes ii. Cultural competency materials iii. Cultural protocols and guidance iv. Links to relevant policies and procedures 	March 2024	RAP Steering Group Chair
	• Access to online learning	Feb 2024	General Manager, People & Talent
	•		
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.	June 2024	General Manager, People & Talent
	• Develop, implement, and communicate any necessary updates to existing anti-discrimination policy for JBS&G.	July 2024	General Manager, People & Talent
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2024	General Manager, People & Talent
	• Educate senior leaders on the effects of racism through the delivery of Cultural Awareness Training and/or targeted training.	Sept 2024	General Manager, People & Talent

Respect

Respect for Aboriginal and Torres Strait Islander people is an essential foundation for building meaningful relationships. We make respect visible through, art, signage and following cultural protocols. Respectful relationships are also critical to creating an inclusive workplace. Effective training for our staff is a foundation for our reconciliation vision.

Focus area: *Visible recognition of Aboriginal and Torres Strait Islander People; Development of understanding to link to practical steps and policies*

Action	Deliverable	Timeline	Responsibility
1. 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 JBS&G.	Apr 2024	General Manager, People & Talent
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Apr 2024	General Manager, People & Talent
	• Develop, implement, and communicate a cultural learning strategy document for our staff, tailored to the needs of different roles.	May 2024	General Manager, People & Talent
	• Provide opportunities for RAP Steering Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning by developing a calendar of learning opportunities.	July 2024	General Manager, People & Talent
	• Ensure that training participation is included in staff professional development plans.	March 2024	General Manager, People & Talent
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Continue to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, measuring the impact of this in our annual RAP survey in July.	July 2024, 2025	RAP Steering Group Chair
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2024	RAP Steering Group Chair
	• Identify Traditional Owners or Custodians in each state, who we may approach to provide a Welcome to Country or other appropriate cultural protocol at significant events.	June 2024	RAP Steering Group Chair
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Sept 2025	RAP Steering Group Chair
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Steering Group members to participate in an external NAIDOC Week event.	July 2024, 2025	RAP Steering Group Chair
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024	General Manager, People & Talent
	• Promote and encourage participation in external NAIDOC events to all staff.	July 2024, 2025	RAP Steering Group Chair

Opportunities

JBS&G will create employment, business, educational and other opportunities for Aboriginal and Torres Strait Islanders in our regions.

Focus area: *Inclusion and Employment*

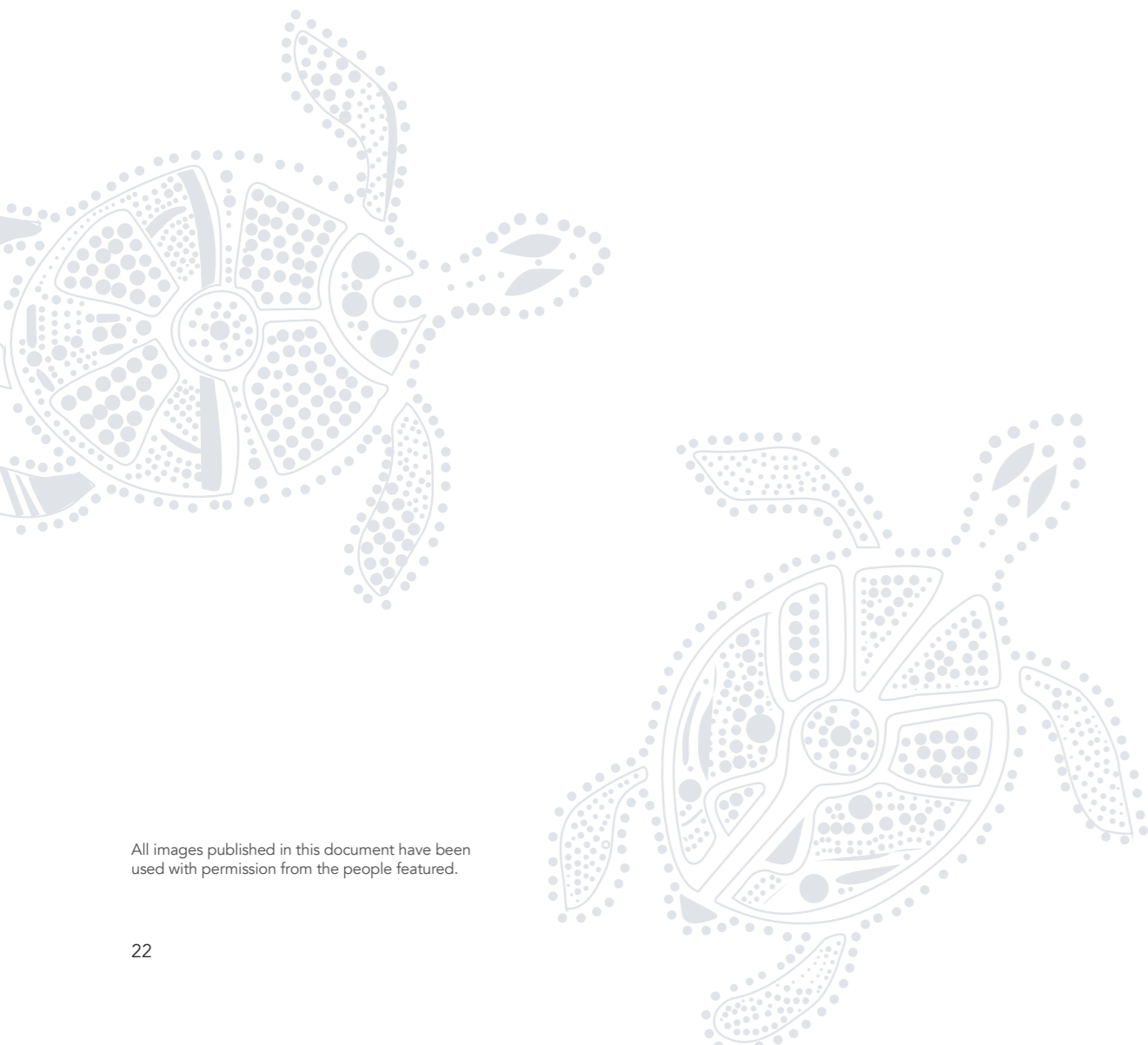
Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities, through annual Staff Engagement and RAP surveys.	July 2024, 2025	General Manager, People & Talent
	• Engage with Aboriginal and Torres Strait Islander staff, if identified to consult on our recruitment, retention and professional development strategy.	July 2024	General Manager, People & Talent
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Aug 2024	General Manager, People & Talent
	• Update procedure to ensure we advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Sept 2024	General Manager, People & Talent
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2024	General Manager, People & Talent
2. 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.	May 2024	RAP Steering Group Chair
	• Maintain and make use of Supply Nation membership.	June 30 2024, 2025	RAP Steering Group Chair
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Feb 2024, 2026	RAP Steering Group Chair
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Feb 2024	RAP Steering Group Chair
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2024	RAP Steering Group Chair
3. Investigate and implement First Nations career pathways, with focus on study pathways and personal development opportunities.	• Engage with a local university to explore a paid internship opportunity or scholarship for Indigenous Australian student/s.	April 2024	RAP Steering Group Chair
	• Develop and communicate opportunities for future Aboriginal and Torres Strait Islander people through learning opportunities at or with support from JBS&G.	June 2024	RAP Steering Group Chair
	• Develop and implement a plan to give hiring managers the training and skills to increase recruitment of Aboriginal and Torres Strait Islander employees.	April 2024	General Manager, People & Talent

Governance

JBS&G aims to provide accountable and transparent governance for the implementation and journey of our RAP. This practice will support and encourage our commitments to reconciliation and enable us to further develop in the future.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Encourage Aboriginal and Torres Strait Islander representation on the RSG where possible.	June 2024	RAP Steering Group Chair
	• Establish and apply Terms of Reference for the RSG.	Feb 2024	RAP Steering Group Chair
	• RSG to book times to meet at least four times per year to drive and monitor RAP implementation	Feb 2024, 2025 May 2024, 2025 Aug 2024, 2025 Nov 2024, 2025 Feb 2026	RAP Steering Group Chair
	• Review and clarify role and tasks of the State Champions.	Feb 2024	General Manager, People & Talent
2. Provide appropriate support for effective implementation of RAP commitments.	• Define and track resource needs for RAP implementation.	Feb 2024	CEO
	• Engage our senior leaders and other staff in the delivery of RAP commitments by quarterly attendance at the National Leaders Group meetings	Nov 2023 Feb 2024 May 2024 Aug 2024 Nov 2024, 2025	RAP Steering Group Chair
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2024	RAP Steering Group Chair
	• Appoint and maintain an internal RAP Champion from senior management.	Oct 2023	CEO
3. 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 2024, 2025	RAP Steering Group Chair
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	July 2024, 2025	RAP Steering Group Chair
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept 2024, 2025	RAP Steering Group Chair
	• Report RAP progress to all staff and senior leaders quarterly.	Feb 2024, 2025, 2026 May 2024, 2025 Aug 2024, 2025 Nov 2024, 2025	RAP Steering Group Chair
	• Publicly report our RAP achievements, challenges and learnings, annually.	Feb 2025, 2026	General Manager, People & Talent
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Steering Group Chair
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Sept 2025	RAP Steering Group Chair

Action	Deliverable	Timeline	Responsibility
4. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing next RAP. 	June 2025	RAP Steering Group Chair
5. Ensure appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Track time spent on RAP activities by the RSG and senior management. 	Feb 2024	RAP Steering Group Chair
	<ul style="list-style-type: none"> Engage senior leaders in the development of the RAP, RAP deliverables, and the method in which JBS&G delivers on RAP commitments by presenting quarterly to the 'National Leadership Group'. 	Jan 2024 Apr 2024 July 2024 Oct 2024, 2025	RAP Steering Group Chair
	<ul style="list-style-type: none"> Engage all staff in latest information around RAP progress, opportunities, learning and development by presenting quarterly to the all-staff Town Hall. 	Feb 2024, 2025 May 2024, 2025 Aug 2024, 2025 Nov 2024, 2025	RAP Steering Group Chair



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