

# Innovate Reconciliation Action Plan

SEPTEMBER 2025 - SEPTEMBER 2027

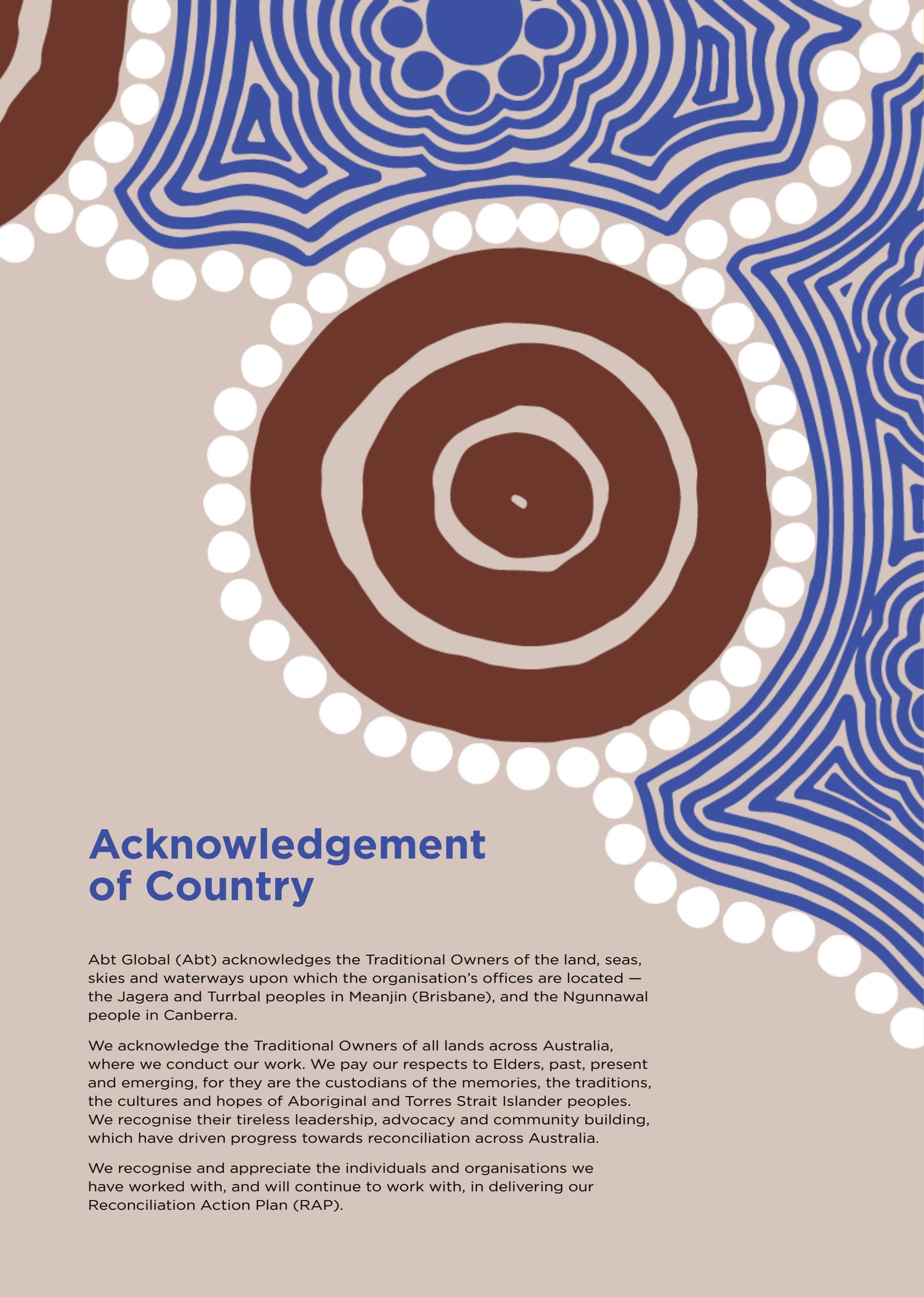




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## Acknowledgement of Country

Abt Global (Abt) acknowledges the Traditional Owners of the land, seas, skies and waterways upon which the organisation's offices are located — the Jagera and Turrbal peoples in Meanjin (Brisbane), and the Ngunnawal people in Canberra.

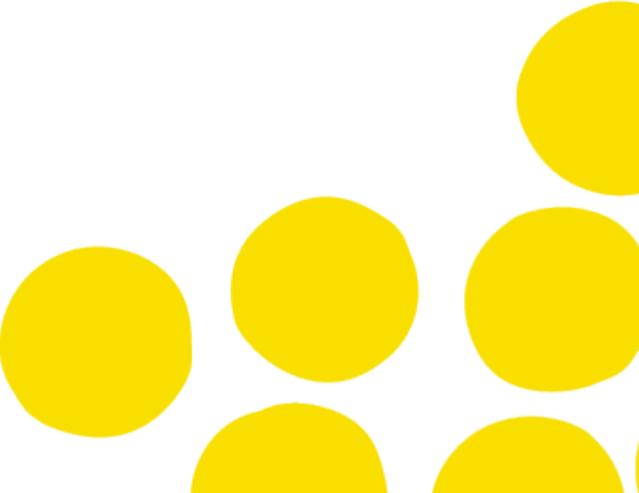
We acknowledge the Traditional Owners of all lands across Australia, where we conduct our work. We pay our respects to Elders, past, present and emerging, for they are the custodians of the memories, the traditions, the cultures and hopes of Aboriginal and Torres Strait Islander peoples. We recognise their tireless leadership, advocacy and community building, which have driven progress towards reconciliation across Australia.

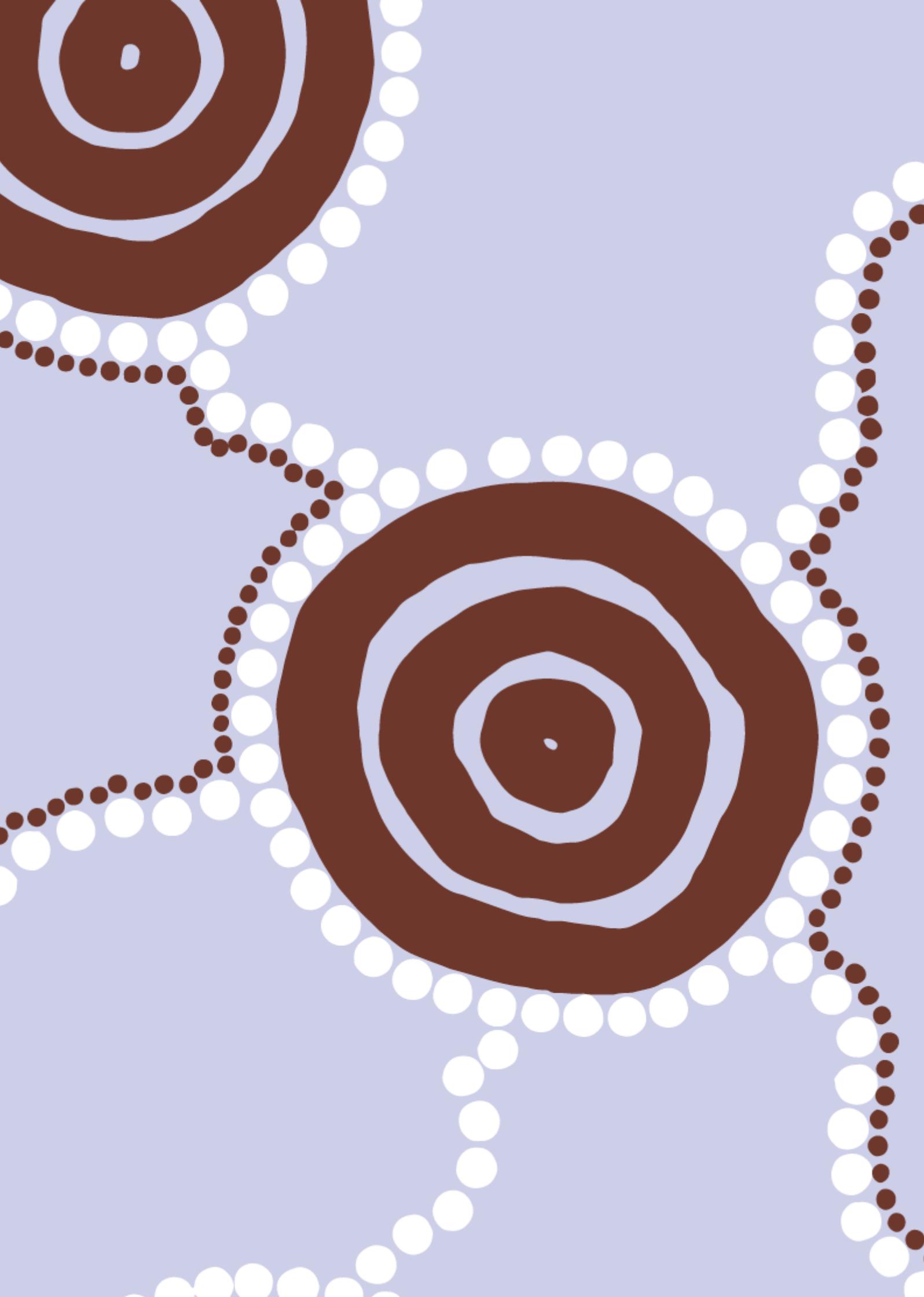
We recognise and appreciate the individuals and organisations we have worked with, and will continue to work with, in delivering our Reconciliation Action Plan (RAP).



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## Acknowledgements

## About the Artist



**Stephen Hogarth**  
**Descendant from Gamilaroi Country**

Creativity has always been part of who I am. Growing up on a farm, surrounded by bushland, I spent my childhood exploring, imagining, and creating—whether it was writing stories, drawing, or simply connecting with the land. I once dreamed of becoming an archaeologist or astronomer, fascinated by ancient bones and distant stars. But painting? That found me. Around the age of 15 or 16, it began to flow naturally, and after my first group exhibition, with the support of my parents, Hogarth Arts was created.

Hogarth Arts is a family-owned indigenous business, starting in 1996 and growing stronger every year by caring about their customers and make sure their experience is a pleasant one. All the painted are done by Stephen, he sits for hours crating amazing paintings and designs for you to enjoy.

My style is contemporary, not traditional. While traditional Aboriginal art is often tied to ceremony, song, and story, my work is more personal. I paint with permission from Elders, using symbols, patterns, and colours that I've been entrusted with. For a long time, I didn't use red—out of respect for its cultural meaning—but I now have permission to include it in my work, and I do so with care.

Inspiration comes from the land and the people. I've travelled across this country, met incredible individuals, and learned from strong cultural leaders like Aunty Nancy Bamaga and Aunty Bridget Garay. Through my art, I share stories, spark conversations, and keep culture alive. It's been humbling to see my work travel across the world—to England, America, Ireland, Germany, China, Japan and beyond.

At the heart of it all, I paint to connect—to culture, to Country, and to you.

## A word from our Chair Helen Turner



Our Innovate RAP 2025–2027 is proudly led by me, Helen Turner, as Chair, alongside a committed group of Aboriginal and Torres Strait Islander colleagues and allies.

I first joined the Reconciliation Action Plan (RAP) Working Group in 2020 and was honoured to contribute to the launch of our Innovate RAP 2021–2023. Working closely with Rachel Bobir, Chair at the time and a proud Quandamooka woman from Minjerribah (Stradbroke Island), and then with Andrew Alderdice who then took up the Chair role. I learned deeply about cultural load and the transformative power of allyship.

Rachel and Andrews’s guidance helped me understand that reconciliation is not a passive commitment—it is active, shared, and accountable. A truly deliverable RAP is one where every person feels ownership, where responsibility is distributed, and where cultural safety is embedded in our everyday actions.

As we refreshed our RAP, our working group reflected on the achievements of the past cycle and identified new opportunities to innovate. This new RAP is not just a continuation—it is a renewal of our commitment to systemic change, cultural respect, and practical outcomes. It is a strategic framework that guides us to embed reconciliation into our policies, partnerships, and workplace culture.

I am proud to launch the Innovate RAP 2025–2027 with a team that represents more than just colleagues—we are a collective of Aboriginal and Torres Strait Islanders and allies united by a shared vision. Together, we will strive, lead, learn, and innovate.

*“I never truly understood what active allyship meant until I joined Abt. With coaching from leaders like Rachel, I’ve learned how to play my part—and support others in playing theirs—on this reconciliation journey. I am forever changed and deeply grateful to those who came before me and those who walk beside me as we move forward into this new period of innovation.”*

**Helen Turner,**  
**Abt RAP Working Group Chair**

## Foreword by Abt's President & CEO, Kathleen Flanagan



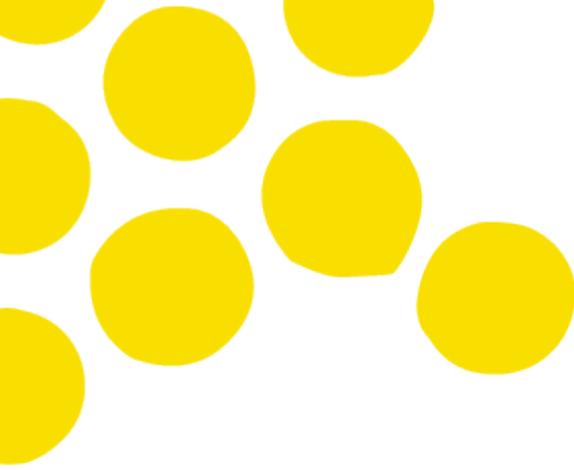
Abt is an engine for social impact, fuelled by caring, curiosity and cutting-edge research and technical services that move people from vulnerability to security worldwide—every day.

In line with Abt's global mission statement 'To improve the quality of life and economic wellbeing of people worldwide', we are committed to working in partnership with Aboriginal and Torres Strait Islander peoples and communities to make a positive, tangible difference to their life outcomes. Abt stands with Indigenous peoples, our colleagues, beneficiaries, and clients in the fight against racism, injustice, and inequality. We must speak out clearly and emphatically, and most importantly, we must follow our words with actions. Our company and our society need effective action with sustainable, positive impact on these issues.

Abt understands that our strength lies in our people. I am thrilled to see the enthusiasm displayed by our people to promote reconciliation. As the President and CEO of Abt Global, I am proud to support the launch of our third RAP, which is a significant step in Abt Australia's reconciliation journey.

This RAP builds on improvements made through our previous Innovate RAP toward shared understanding of histories and cultures, stronger relationships with Aboriginal and Torres Strait Islander communities where we work and live, and increased representation of Aboriginal and Torres Strait Islander peoples across our teams, programs, and partnerships.

This Innovate RAP is centred on not only celebrating these amazing, resilient peoples, but integrating Aboriginal and Torres Strait Islander knowledge and cultures into how we work. Further, Abt Australia is focused on creating genuine opportunities to expand how we collaborate, work, and partner with Aboriginal and Torres Strait Islander peoples and organisations.



## A message from the Managing Director James Gilling

Despite the turmoil of the past few months in the international development sector, Abt remains a global, mission-driven organisation committed to improving the quality of life and economic well-being of people worldwide. For Abt Australia, this mission takes on a particular meaning. Working across the Asia-Pacific region, we support progress in some of the world's poorest and most vulnerable nations. In Australia, we are committed to reconciliation with Aboriginal and Torres Strait Islander peoples. This is a core part of how we aspire to live out our mission at home.

This Innovate Reconciliation Action Plan is launched in the aftermath of the 2023 referendum on the Indigenous Voice to Parliament. The outcome of that process was not what many had hoped, with concerns that it represented a setback to national cohesion and inclusivity. Nonetheless, we are reminded that reconciliation is not a single moment, nor a single voice. It is a long-term, collective journey—one that requires listening, truth-telling, respect, and sustained action. We reaffirm our commitment to walk this path with integrity and purpose, guided by the wisdom, resilience, and leadership of Aboriginal and Torres Strait Islander peoples.

### A strong foundation

Our journey toward reconciliation began over a decade ago. Since then, we have taken important steps—formalising our commitment through our Reflect RAP, then building upon it through practical actions embedded across our work.

Our last RAP laid the groundwork for deeper partnerships, greater cultural understanding, and increased accountability across the organisation.

Since 2023, we have made significant progress:

- **Procurement from First Nations businesses increased by 33% between FY24 and FY25**, reflecting our commitment to supporting Indigenous-led economic development.
- **We've deepened partnerships** with Aboriginal and Torres Strait Islander stakeholders through both domestic and international programs—co-designing, collaborating, and creating spaces where Indigenous knowledge and voices lead.
- We hosted an **in-person yarning session with Sammy from The Boss Boxing**, whose story of leadership and connection resonated powerfully with staff and reinforced the importance of community-led change.

- **Cultural awareness training** has continued to expand across Abt, with ongoing investment in onboarding, professional development, and organisational learning initiatives designed to build a culturally safe and inclusive workplace.

These are meaningful achievements which have only been possible through the dedication of our RAP Working Group, Aboriginal and Torres Strait Islander colleagues, partners, and community members who have generously shared their time, perspectives, and stories with us.

## Our 2025–2027 commitments

This new Innovate RAP sets out the next phase of our journey, structured around three key pillars: **Respect, Relationships, and Opportunities**.

- **Respect** means creating culturally safe environments where Aboriginal and Torres Strait Islander peoples feel seen, heard, and valued. It means learning about the histories, cultures, and continuing contributions of First Nations peoples – not just through formal training, but through daily interactions, policies, and practices that embed cultural respect throughout our organisation.
- **Relationships** are at the heart of reconciliation. We are committed to strengthening our relationships with Traditional Custodians where we operate – whether in Brisbane, Canberra, or elsewhere. This includes building an Aboriginal and Torres Strait Islander advisory network, co-designing initiatives, and deepening engagement through events like National Reconciliation Week and NAIDOC Week.

- **Opportunities** reflect our responsibility to create pathways for Aboriginal and Torres Strait Islander peoples as employees, partners, and suppliers. While we need to do more, we are proud of the Aboriginal and Torres Strait Islander staff and partners who are part of Abt's work, and we are committed to supporting their career development, amplifying their voices, and ensuring their expertise shapes the future of our work. We will also continue to refine our Indigenous Procurement Policy and ensure our partnerships are built on shared values, respect, and reciprocity.

## Looking ahead

Reconciliation is not an obligation; it is an opportunity. It challenges us to reflect on our own assumptions, listen with humility, and act with purpose. At Abt, we do not take this journey lightly. Our staff, our leadership, and our partners are committed to ensuring that reconciliation is not just something we say, but something we do – every day.

I would like to thank everyone who has contributed to shaping this RAP, and especially our Aboriginal and Torres Strait Islander colleagues, communities, and partners. Your leadership, knowledge and generosity continue to guide us forward.

We are proud of the progress we have made, and we are ready for the work ahead. With respect, humility and resolve, we look forward to continuing this journey together.

**James Gilling**

*Regional Vice President, East Asia and Pacific*  
**Abt Global**



## Statement from CEO of Reconciliation Australia



Reconciliation Australia commends Abt Global 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 Abt Global 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, Abt Global 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. Abt Global is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.***



Implementing an Innovate RAP signals Abt Global 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.

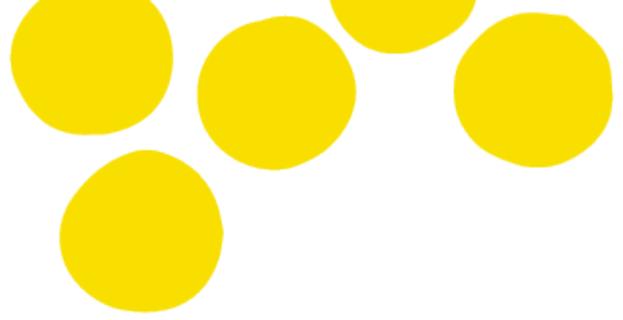
Congratulations Abt Global on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

***Chief Executive Officer***

**Reconciliation Australia**





## Our vision for reconciliation

Our vision for the future of Australia, is one where our nation is actively anti-racist, promotes equality and equity, celebrates diversity and embraces unity between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

Our organisational mission is to strengthen the communities in which we work, by improving the social and economic wellbeing of all. Guided by the United Nations Declaration on the Rights of Indigenous Peoples, which sets out the minimum standards for the continued survival of, and level of respect and wellbeing for all Indigenous peoples, we aim to be an active participant in the reconciliation journey that Australia continues on, as well as a role model for other mission-driven organisations.

In order for us to achieve this vision through our everyday business operations we:

- Commit to forging stronger relationships with local Elders and communities so we can play a part in enhancing positive race relations.
- Understand that there is no reconciliation without truth. We will not only strengthen our awareness internally of the unique value that Aboriginal and Torres Strait Islander cultures have, but also freely share this information with stakeholders and peers.

- Aim to partner and work with community organisations that reflect our values, and to strengthen the social, cultural, and economic wellbeing of Aboriginal and Torres Strait Islander peoples through our work.

This RAP confirms our commitment to the reconciliation journey Australia is on, and identifies focus areas where we believe we can have a positive impact and achieve the best outcomes. Through this process, we will continue to reflect on our values, promote our shared experiences and use our voice and position to drive the change we envision for the future.



## Our business

**Abt is a global research and consulting company known for tackling some of today's toughest issues and making a difference in people's lives. Our mission is to improve the quality of life and economic well-being of people worldwide and hence our work is particularly centred around addressing social disadvantage.**

We are named after Clark Abt, an engineer, environmentalist, entrepreneur, educator and social scientist, who founded the company more than 50 years ago. He established Abt in a two-room office situated above a machine shop in Cambridge, USA, with the goal of offering clients in industry, government and education an evidence-based, interdisciplinary approach to solving social and economic problems. Today, Abt is a global company of more than 3,000 employees with corporate offices in the United States, Australia and United Kingdom and program offices in more than 50 countries. The Australian office has 744 staff located across Australia, the Pacific and South East Asia, with 106 people based in Brisbane and Canberra, three of whom identify as Aboriginal and/or Torres Strait Islander people (2.8% of Australian based employees).

Prior to its acquisition by Abt Associates (now Abt Global), the Australian arm of the business was founded 24 years ago as JTA (Jane Thomason and Associates) initially delivering health programs across the Pacific, working with governments, international organisations and the private sector.

Fifteen years ago, we extended our work to the Australian domestic setting.

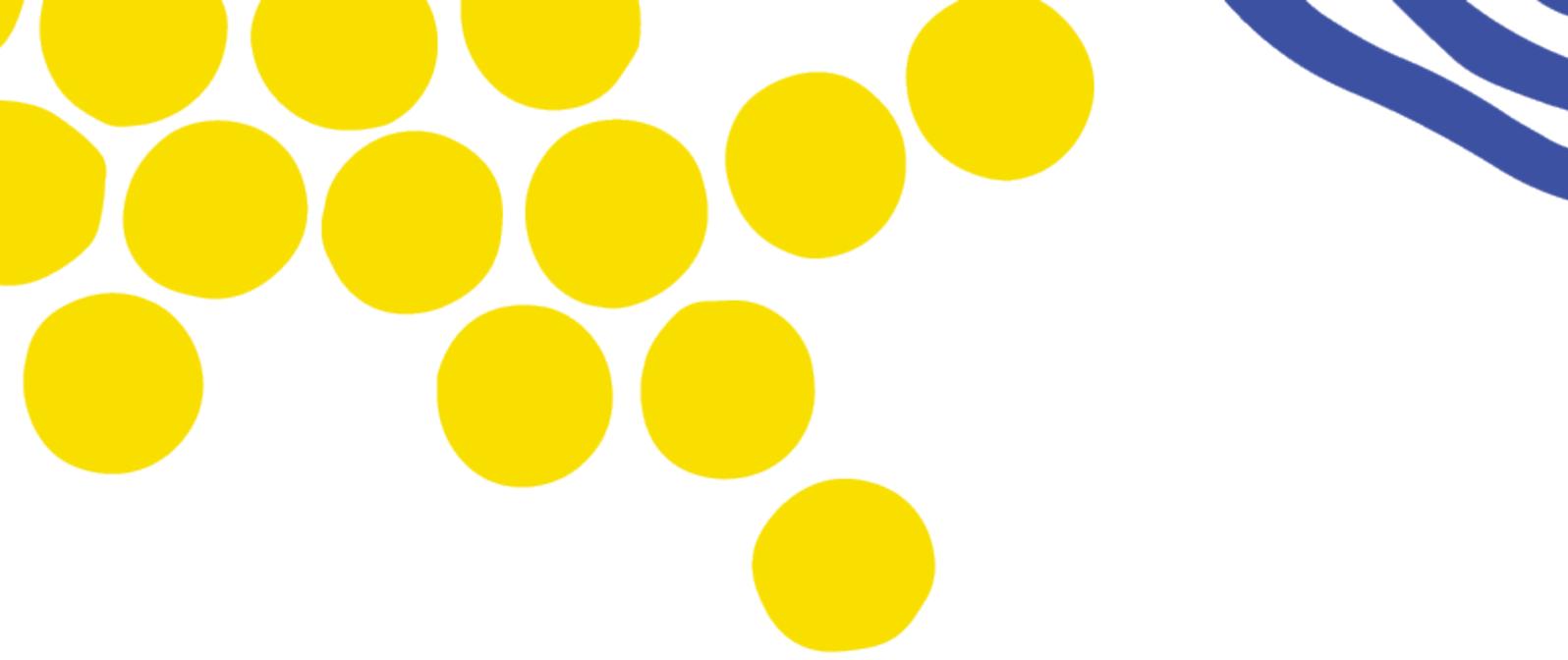
Abt has been involved in many programs that positively impact the lives of Aboriginal and Torres Strait Islander peoples including: the Australian Nurse-Family Partnership Program (ANFPP); co-designing Adult and Youth Through-Care models designed to support Aboriginal and Torres Strait Islander peoples who have been in detention or prison from returning; supporting the National Aboriginal Community Controlled Health Organisation (NACCHO) to identify the elements of an appropriate model for the delivery of the National Disability Insurance Scheme (NDIS); and an evaluation of a Rheumatic Heart Fever program in seven remote Aboriginal communities. We also have comprehensive experience working with a range of Primary Health Networks (PHNs), including the Central Queensland, Wide Bay, Sunshine Coast PHN, Darling Downs and West Moreton, Adelaide PHN and Northern Territory PHN.



In line with our mission to improve the quality of life and economic well-being of people worldwide, we deliver flagship development programs, which sees us working on seemingly intractable challenges in some of the most demanding contexts possible, supporting Australia's bilateral partnerships and promoting prosperity, reducing poverty, and enhancing stability in our region. These range from strengthening governance, leadership and coalitions in Papua New Guinea (PNG) and alleviating emerging health threats in the Pacific, to accelerating equality for women. Critically, we deliver programs in partnership with Aboriginal and Torres Strait Islander organisations to support First Nations participation in the delivery of Australia's development cooperation.

This includes input from Ninti One to the PNG Health program and Murawin to the Women in Leadership program (also in PNG) providing for Indigenous to Indigenous knowledge and experience sharing.





# Our Reconciliation Action Plan

As an organisation, Abt strives to improve the quality of life and economic wellbeing of all people worldwide and specifically Aboriginal and Torres Strait Islander peoples throughout Australia. Across the oceans and lands, we work together to make a social impact. The country's Aboriginal and Torres Strait Islander ancestors have shown us that a harmonious connectivity empowers us to gather and share knowledge and ideas to achieve our common purpose. Abt is a socially conscious and mission driven business with a long-term commitment to reconciliation. After successfully completing our Reflect RAP, the clear next step was for Abt to develop our Innovate RAP and subsequently to undertake this refresh following two years of implementation.

Our Innovate RAP is proudly championed by our Executive Sponsor, Geoff Scahill - Vice President Program Delivery and Growth and our RAP Pillar Leads.

We have found that by establishing Pillar Leads and assigning members pillars on which to focus their support, we can engage each member more meaningfully, and ensure the equal distribution of effort across the working group.

- Helen Turner, Safeguarding and WHS Lead - Governance
- Francesca Lawe-Davies, Director Technical - Respect
- Rosemary Dent, GEDSI Associate - Relationships
- Kendra Leong, Director of Contracts and Procurement - Opportunities

Our working group is comprised of Aboriginal and Torres Strait Islander representatives and personnel from each department, some of whom have support focus areas in relation to the RAP activities and actions.



- Focus on Governance
  - Tracey Buda (identifies as an Aboriginal person), International Program Delivery
- Focus on Relationships
  - Elizabeth Hayes, International Program Delivery
  - Ally Lynch, Business Development Specialist, Climate Change
- Focus on Respect
  - Georgina Dove, Domestic Programs
  - Patricia Riddle, Contracts and Legal
- Focus on Opportunities
  - Amelia Beaumont, Human Resources
  - Bronte Mew, Program Manager
- General members
  - Greg Pott, Information Communication and Technology
  - Gary Boyle, Finance Director

Our formal partnerships with Indigenous organisations Murawin and Ninti One, as well as our relationship with Indigenous owned and operated local business, The Boss Boxing, have impacted the development and implementation of our RAP. However, a key activity under our refreshed RAP is to establish a formal, external First Nations Advisory Group to further inform and guide us on our reconciliation journey.

In this action plan, Abt outlines the steps we will take to embed systems that focus on reconciliation and be completely committed to focusing on inequalities, regardless of the personal or professional cost.

We will use our refreshed Innovate RAP to keep our own behaviours in sight and be an organisation that actively works toward positive change. We don't have the answers now, yet we are committed to listening, learning and breaking down barriers to support the future of Aboriginal and Torres Strait Islander peoples.

# Our journey so far...

## 2014

Luana Sanders is the first Aboriginal employee employed by Abt JTA. This number has grown over time. Luana suggests to Jane Thomason (then CEO) that Abt JTA should embark on their Reflect RAP journey.

## 2015

Aboriginal artwork, 'Community Networking' by Aunty Denise Proud (now in Jarjum Room) was commissioned by Abt JTA in May 2015 and was the watermark for the Reflect RAP.

## May 2017

Annual ANFPP Conference was held on 17 May 2017. Luana and Jane launch the Reflect RAP at the Hotel Grand Chancellor during the conference.

## 2014-2017

RAP Working Group (RAP WG) founded, made up of, and led by, Abt JTA Domestic employees for the most part. Karen Harmon (then Head of Domestic Programs) was identified as RAP champion.

## 2016

'Jarjum' decided as the name for the largest room in the Abt Brisbane office, meaning 'Children' in Yugambeh language.

The Jarjum Room was named with approval from an Elder from the Munanjali Nation and dedicated to the Aboriginal and Torres Strait Islander children whose lives the Australian Nurse Family Partnership Program (ANFPP) strive to improve.

## Oct 2017

Youth Throughcare program (supporting young Aboriginal and Torres Strait Islander offenders to reduce recidivism) commences, which sees an increase in the employment of Aboriginal and Torres Strait Islander Abt employees to lead the co-design and trial.

## May/June 2018

Abt participated in National Reconciliation Week in May/June 2018. Uncle Joe Kirk (a Jagera Elder and Traditional Custodian) welcomed the group and gave a wonderful, if sometimes harrowing, history lesson on the treatment of Aboriginal and Torres Strait Islander peoples in Brisbane. The Wirri-Wacka dancers entertained before a sharing afternoon tea.

The Mabo Room was officially opened with the permission of Benito Mabo, Eddie Mabo's wife.

Eddie Mabo, a proud Torres Strait Islander man, is celebrated for his role in campaigning for land rights for Aboriginal and Torres Strait Islander peoples.

The artwork displayed in Mabo Room is titled 'Dhari Dreaming' by Darlene Devery, a Torres Strait Islander artist born in Mount Isa. The painting depicts time Darlene spent in the Torres Strait. The Dhari is the distinctive traditional dance and ceremonial headdress of the Torres Strait.

## April 2018

Adult Throughcare program commences, which sees an increase in the recruitment of Aboriginal and Torres Strait Islander employees lead the co-design of the program.

## May 2018

Mural painting outside of the Jarjum Room titled 'Our Country - Our Home' painted by Carl Simpson and other Wakka Wakka artists in May 2018. It includes totems from all Aboriginal and Torres Strait Islander Abt employees, including the carpet snake and black cockatoo.

## July 2018

Abt participate in NAIDOC Week celebrations, 8-15 July 2018. The theme was 'Because Of Her, We Can'. Activities included Yarning Circles, art, dancing and singing.

## Oct 2018

Members of the Executive team, ANFPP team and RAP representatives visit Cherbourg Ration Shed and community on 25 October 2018 in QLD as a cultural immersion experience.

## 2018

Abt introduces Acknowledgement of Country cards and Abt shirts with a design by an Aboriginal artist created as part of Reflect RAP commitment.

# Our journey so far...

## May 2019

Abt commits to commencing its Innovate RAP and a RAP Working Group (RWG) was established on 27 May 2019. The RWG is evenly represented with a total of 27 personnel from the Domestic, International and Corporate arms of the business including three Aboriginal and Torres Strait Islander representatives.

## 2019

Abt partners with Indigenous organisations, Ninti One, i2i Development Global, and The Seedling Group on business opportunities under Australia's Aid program.

## Nov 2019

Abt includes cultural leave in the Employee Leave Policy.

## June 2019

Abt launches a Diversity and Inclusion Survey, with all Abt Australia and Abt Britain staff invited to participate. The intent of the survey was to better understand the current-state diversity within the Abt workforce and how Abt practices inclusivity as part of our workplace culture; and how we can continuously improve upon this.

Abt's International Program Delivery team hire their first Aboriginal employee, 24 June 2019.

## Aug 2019

Abt participates in International Day of the World's Indigenous Peoples (IDWIP), with staff collaborating globally to produce several short films incorporating the theme of Indigenous languages. Staff from across all the business were invited to share their thoughts and reflections on this day.

Abt celebrates 10 years of delivering and supporting ANFPP at their National Conference in Alice Springs, and at the Brisbane office in conjunction with National Aboriginal and Islander Children's Day.

Local Elder and General Manager, Aunty Kerri Rodwell, of Wandarrah Pre-School and Community Centre in Inala joined Abt staff by sharing the ANFPP history and participated in a reading of 'Tjulpu and Walpa', a story about the importance of love and attachment in childhood. A range of Aboriginal and Torres Strait Islander children's books are donated to commemorate the celebrations.

## April 2020

On 22 April 2020 Abt is successful in its bid to deliver the AUD 200m PNG Australia Transition to Health (PATH) program. This program cements Abt's 20 years of support for health outcomes in PNG and builds on previous success to strengthen health service delivery at the provincial level.

Abt partners with Ninti One, a Supply Nation Registered, 100% Aboriginal and Torres Strait Islander owned enterprise, in its successful bid.

Abt commits that a minimum of 5% of the value of the work performed under the Contract will be subcontracted to Ninti One over the term. Abt is committed to deepening a meaningful partnership with Ninti One, evidenced on a further win to deliver Education Support Services in PNG and the drafting of a Memorandum of Understanding between our companies.

## 2021

Abt establishes a relationship with Koobara Kindergarten, supporting them through fundraising and research in relation to their charitable organisation status.

## Jan 2020

Abt continues to explore best practice inclusive recruitment methods to attract Aboriginal and Torres Strait Islander talent to the business. All Abt vacancies are now advertised on Aboriginal and Torres Strait Islander job seeker websites (e.g.: Koori Mail) as well as other usual standard platforms.

## May 2020

National Reconciliation Week (27 May - 3 June) occurred differently this year, with all activities being virtual (due to COVID-19), however 60 people attended the NRW Webinar event held on 1 June 2020, which was a high turnout for internal staff meetings, with contributions from Abt staff and executive.

This event is recorded and hosted on two Yammer pages. In addition, the NRW email banner is circulated to all Australian staff to embed in their email signature. Further, the remote NRW events are shared on Yammer with 30 clicks.

# Our journey so far...

## January 2022

Abt Australia Domestic consulting team establishes a formal relationship with Murawin Consulting to jointly tender on projects. Our first collaborative project is an evaluation of the Early Intervention Response Collective for Aboriginal children at risk of entering out of home care.

## November 2022

Our office space is restructured and the RAP WG has a major role in ensuring it continues to be a culturally safe space and that First Nations named rooms continue into the new layout.

## July 2023

Abt and Murawin are appointed by the Department of Social Services to undertake long term evaluations of Closing the Gap projects (target 12 and 13) in Darwin, Dubbo, Logan and Sydney.

## May 2022

Abt and Murawin engage to undertake a review of the Family Responsibilities Commission in Queensland.

Abt celebrates National Reconciliation Week with a series of educational events for staff that includes a personal reflection session by Carol Vale, CEO of Murawin.

## May 2023

All staff are invited to attend a half day of Cultural Capability Training provided over multiple sessions by Iscariot. approximately 50 people attend, which represents half of our Australian based workforce.

The RAP WG facilitates a full week of events for National Reconciliation Week 2023. This includes discussions on reconciliation, promotion of First Nations creative arts (books, music, film), movie screening, and participation in First Nations craft work.

## August 2023

Abt establishes a relationship with The Boss Boxing, whereby we have supported them through fundraising and in developing grant applications for government funding.

## 2023

The RAP WG, together with the Executive, decide to continue with an Innovate RAP and undertake a refresh of the RAP. The RAP Working Group undergoes a comprehensive process internally and consults with staff to inform the development of the refreshed Innovate RAP.

The RAP WG and the organisation's Executive dedicate significant time and effort to educating staff on the referendum on 'The Voice', ensuring they are well informed personally and could converse with family and friends on this issue.

Organisationally, Abt supports the Yes vote in the referendum. Activities include; informative emails sent monthly to all staff, articles in the organisation's Equity Diversity Inclusiveness and Accessibility global newsletter; internal panel discussions, and a presentation followed by Q&A with James Blackwell – Research Fellow in Indigenous Diplomacy and Professor Kim Rubenstein, an expert in constitutional matters.

## May 2025

FY24-25 procurement review: Abt identifies a 33% increase from FY23-24 on annual procurement from First Nations businesses, spending a total of \$425,712.52.

The RAP WG for National Reconciliation Week 2025 facilitates 'The Culture RAP' NRW email edition, an internal brown bag panel about Abt First Nations partner organisations working with Abt programs delivered both internationally and domestically, and a special interview with Sammy Leone from The Boss Boxing focusing on the theme 'Bridging now to next'.

## May 2024

The RAP WG facilitates a full week of events for National Reconciliation Week 2024. This includes a visit to The Boss Boxing where staff were able to see this critical service in action and hear from local Elders.

## June 2024

Abt and Murawin are appointed by the Queensland Department of Children, Youth Justice and Multicultural Affairs to evaluate the Breaking Cycles Action Plan of the Our Way Strategy – a generational strategy for Aboriginal and Torres Strait Islander children and families (2017-2037).

## July 2024

The RAP WG promotes NAIDOC events and facilitates a fireside chat with a panel of our own non-Indigenous and First Nations staff on personal and organisational reflections of cultural safety in the community and in the workplace.



# Relationships



We are a relationship focused organisation that recognises that working collaboratively produces excellence.

Collaboration is a core value at Abt, recognising the need to reach beyond our organisation to forge enduring, genuine relationships based on trust, listening and mutual respect, together with a shared pride in our work and its impact.

In partnership with the Australian Government, we are leading programs in Australia, across the Pacific (in Papua New Guinea, Solomon Islands, Vanuatu, Tuvalu, Tonga, Samoa) and in South East Asia (Indonesia, the Philippines, Vietnam, Cambodia, Myanmar and Timor-Leste).

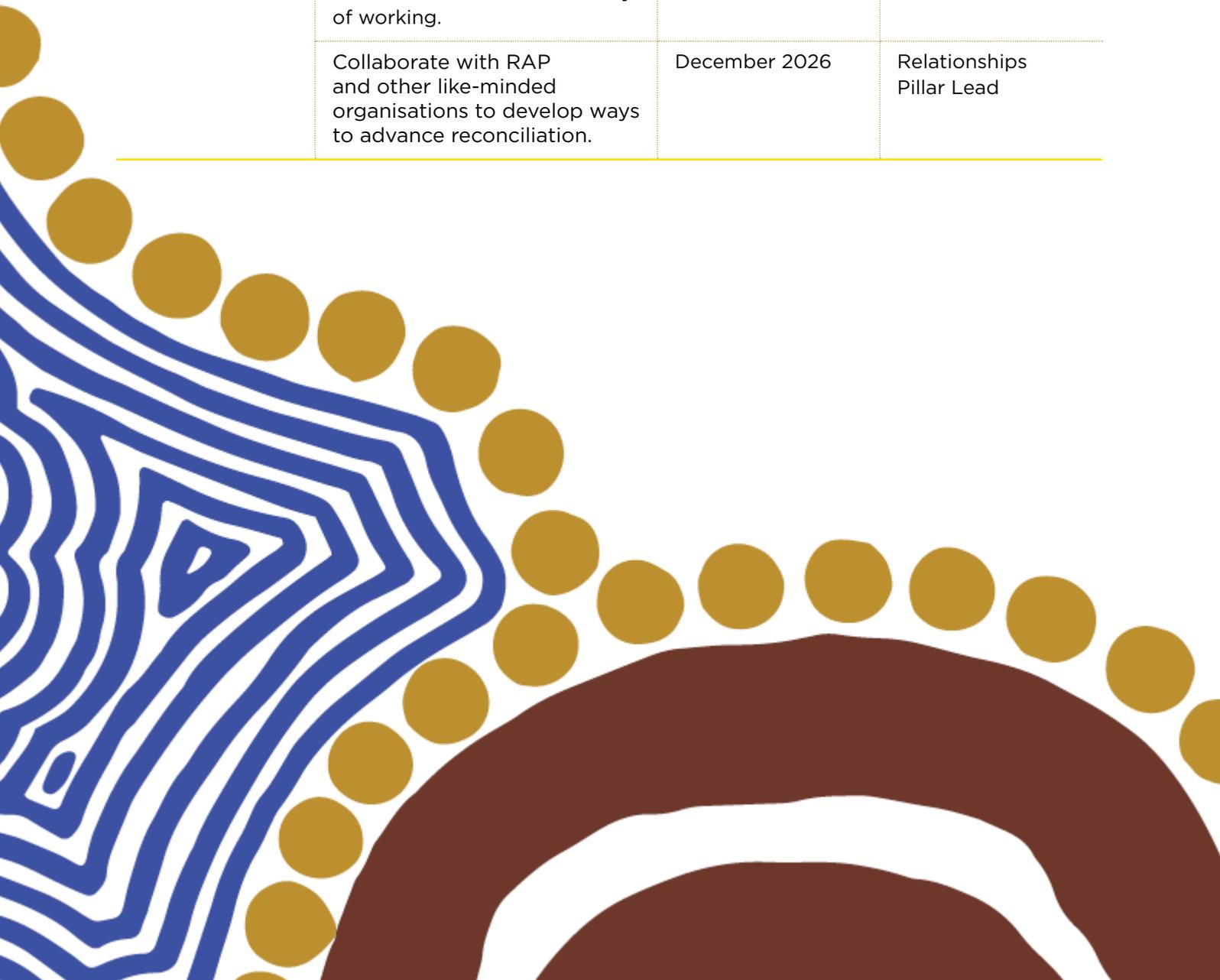
In Australia, Abt is currently working in the areas of social and emotional wellbeing, justice and health. We will continue to forge and build relationships both directly with Aboriginal and Torres Strait Islander communities and workforce to create powerful impactful solutions with the aim to improve the lives of all Aboriginal and Torres Strait Islander people under the Australian Government's Closing the Gap strategy.

### Focus area:

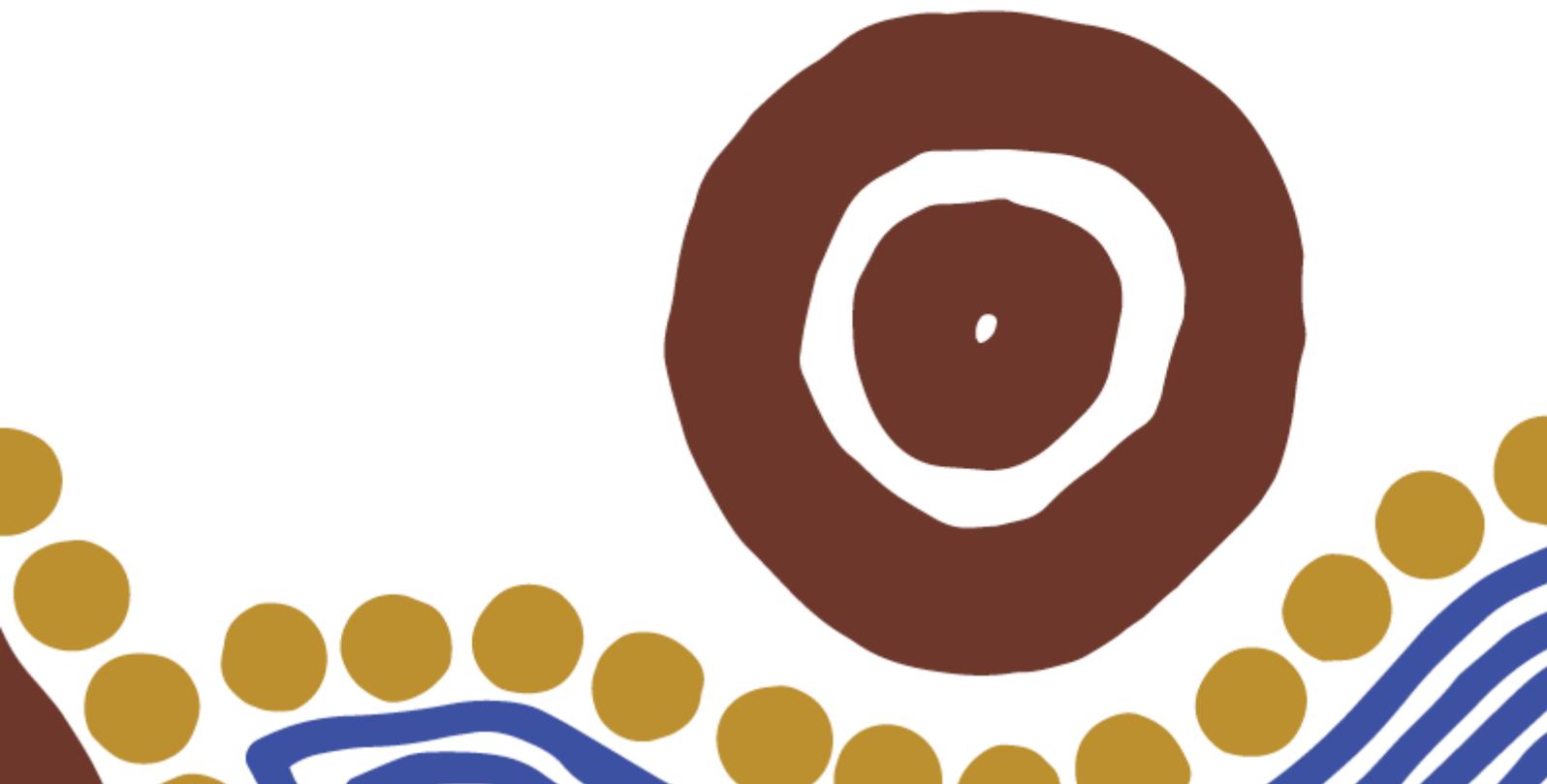
The RAP Relationships Pillar aligns with several of the Abt strategic pillars, but most closely with: Centre equity as the cornerstone of our identity. This strategic pillar includes maturing and delivering on Abt's three-dimensional strategy - equity as a value, capacity and a market.

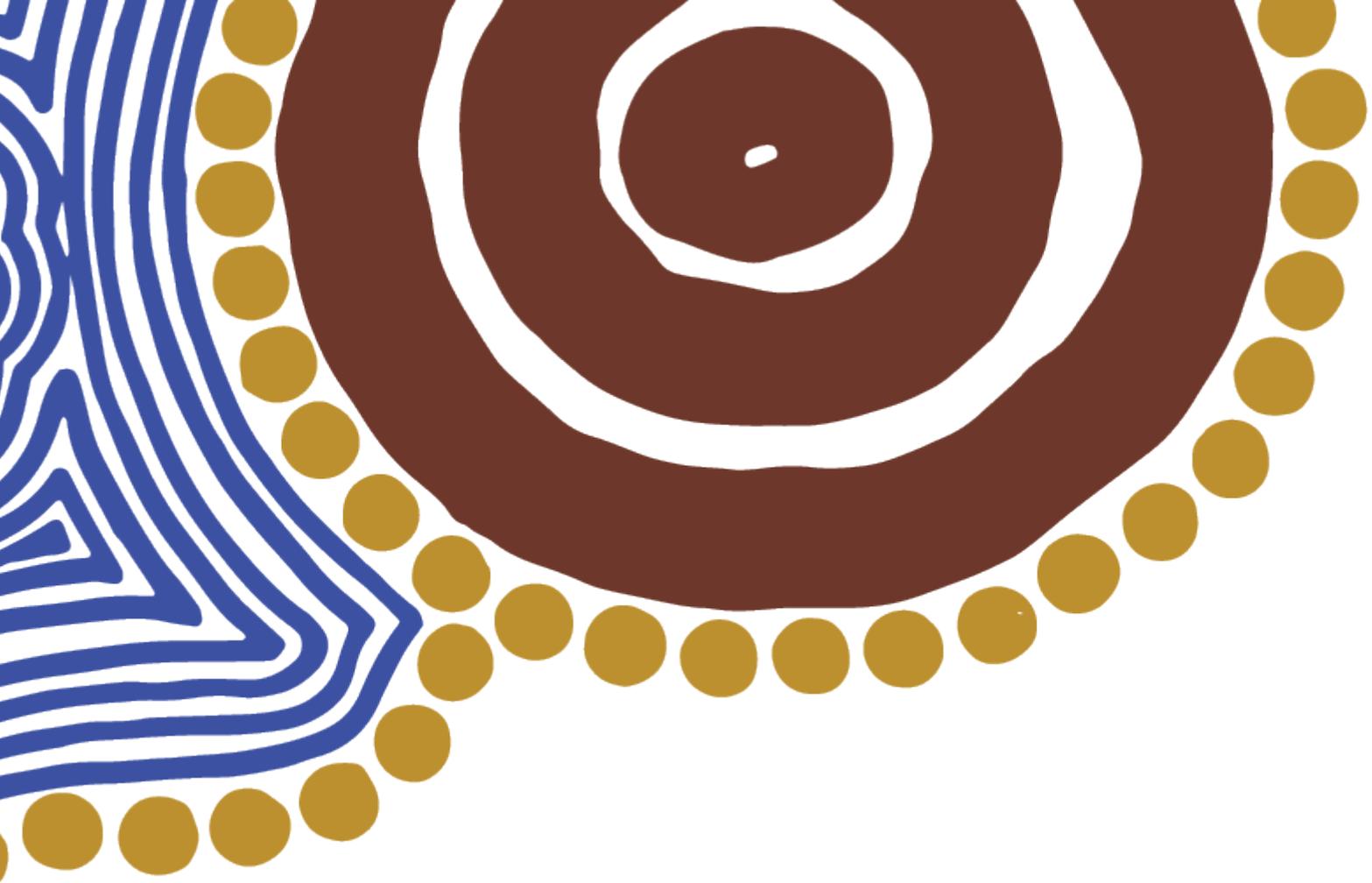
Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Engage First Nations Advisory Panel to support the development of guiding principles for future engagement with Aboriginal and Torres Strait Islander stakeholders and organisations.	Ongoing (Review May 2026)	VP, Program Delivery and Growth  Governance Pillar Lead  Relationships Pillar Lead
	Based on the guiding principles, develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2026	VP, Program Delivery and Growth  Governance Pillar Lead  Relationships Pillar Lead  Respect Pillar Lead
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.		VP, Program Delivery and Growth  Governance Pillar Lead
	Promote NRW on internal social and share details of Abt supported activities during onboarding activities for new staff to ensure a baseline understanding of the history and significance of NRW.	27 May – 3 June 2026 & 2027	Relationships Pillar Lead  Respect Pillar Lead
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2026 & 2027	RWG Chair  Relationships Pillar Lead
	Circulate Reconciliation Australia's NRW resources and reconciliation material to all staff.	27 May – 3 June, 2026 & 2027	Relationships Pillar Lead  Respect Pillar Lead
	Organise at least one NRW event each year (private or public) encouraging active participation.	27 May – 3 June, 2026 & 2027	RWG Chair  Relationships Pillar Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026 & 2027	Relationships Pillar Lead

Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation publicly.	Jan 2026	RWG Chair Relationships Pillar Lead
	Develop and Implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	April 2026	RWG Chair Relationships Pillar Lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2026, 2027 July 2026, 2027	Relationships Pillar Lead
	Actively seek feedback from Aboriginal and Torres Strait Islander businesses that Abt is partnering with to capture lessons learned about Abt ways of working.	Review June 26, 2027	Relationships Pillar Lead
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2026	Relationships Pillar Lead



Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Ensure that HR policies and procedures that include anti-discrimination provisions are clearly explained to all new starters. Review policies and procedures again at the end of this Innovate RAP.	May 2026	Senior Manager - People, Culture, Capability & HR Operations Safeguarding and WHS Lead  Relationships Pillar Lead
	Implement and communicate our commitment to Anti-Discrimination through the Respect at Work Policy for our organisation.	June 2026	Safeguarding and WHS Lead  Relationships Pillar Lead
	Engage with the First Nations Advisor Panel to consult on our Respect at Work policy.	June 2026	Safeguarding and Safeguarding Lead  Relationships Pillar Lead
	Educate senior leaders on the effects of racism.	December 2026	HR Business Partner Programs  Learning and Development Specialist  Relationships Pillar Lead





# Respect

At Abt, we build mutual trust and respect in the communities where we work.

We respect and value that Aboriginal and Torres Strait Islander peoples are the oldest living cultures in the world, and the first people to have inhabited Australia and its surrounding islands. We work with many different Aboriginal and Torres Strait Islander communities in urban, rural and remote regions. We acknowledge and respect the rich cultural diversity of all communities. As part of Abt's culture we acknowledge the Traditional Owners of the land on which we stand, respecting the unique contribution by Elders past, present and emerging.

Across the world, respect is a core value for Abt Global. In Australia, we embrace

the histories, cultures, and communities of Aboriginal and Torres Strait Islander Peoples in Australia. We naturally value and respect the benefits that diversity brings to our workplaces and places of work. Respecting, collaborating, and including all Aboriginal and Torres Strait Islander peoples wherever and whoever they may be.

## Focus area:

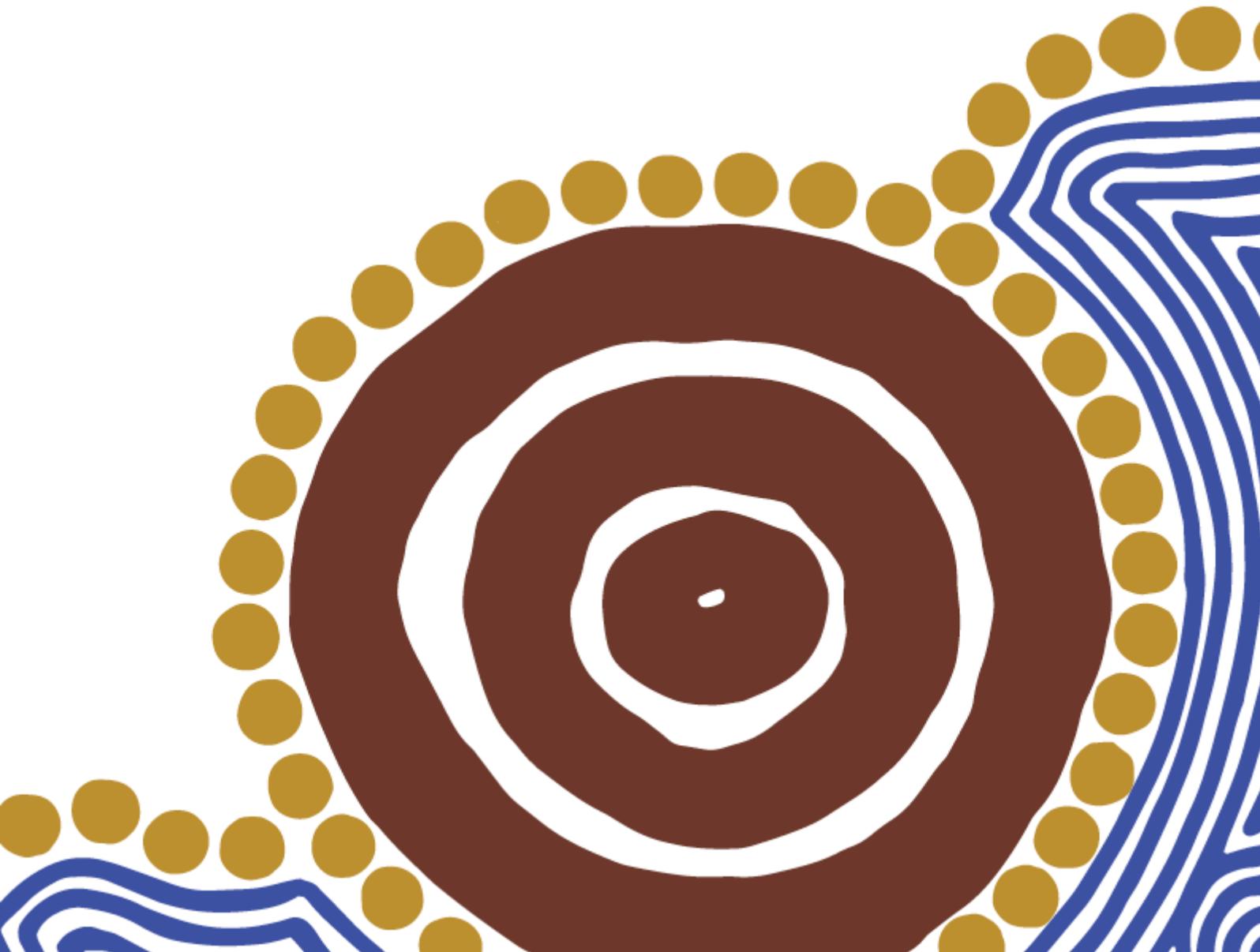
The RAP Respect Pillar aligns with several of the Abt strategic pillars, but most closely with: Cultivate an inclusive empowering culture. This strategic pillar includes model behaviours to reflect and reinforce Abt's citizenship compact and to mentor to intentionally grow and cultivate the next generation of leaders.

Action	Deliverable	Timeline	Responsibility
<b>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within Abt and incorporate the findings into Learning and Development planning and onboarding activities, including Aboriginal and Torres Strait Islander cultural awareness resources and material to new starters and employees.	June 2026	Respect Pillar Leads Learning & Development Specialist Senior Manager - People, Culture, Capability & HR Operations Communications Adviser if needed
	Identify and ensure baseline knowledge on Aboriginal and Torres Strait Islander peoples, histories, cultures, achievements for all new staff.	March 2026	Respect Pillar Leads Learning & Development Specialist Communications Adviser if needed
	Incorporate trauma informed education into any cultural program.	June 2026	Respect Pillar Leads Learning & Development Specialist Communications Adviser if needed
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	September 2025	Respect Pillar Leads
	Engage with Aboriginal and Torres Strait Islander owned organisation/s and First Nations Advisory Panel to develop cultural learning strategy.	June 2026	Respect Pillar Leads

Action	Deliverable	Timeline	Responsibility
<b>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop, implement and communicate a Cultural Learning Strategy for Abt.	December 2026	Respect Pillar Leads Learning & Development Specialist Comms Adviser if needed
	Explore options for an annual Aboriginal and Torres Strait Islander cultural immersion activity for staff.	September 2025	Respect Pillar Leads RAP WG Chair
	Provide opportunities for RWG members, People and Culture managers and other key leadership staff to participate in formal and structured cultural learning.	September 2025	Respect Pillar Leads Learning & Development Specialist

Action	Deliverable	Timeline	Responsibility
<b>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	Respect Pillar Leads Senior Manager - People, Culture, Capability & HR Operations; HR Operations Partner for inclusion in Onboarding
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2025	Respect Pillar Leads
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing, review June 2026	Respect Pillar Leads RAP WG Chair
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing, review June 2026	Respect Pillar Leads RAP WG Chair

Action	Deliverable	Timeline	Responsibility
<b>3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RWG members to participate in an external NAIDOC Week event.	First week of July 2026 & 2027	RAP WG Chair and members
	Promote and encourage participation in external NAIDOC Week events to all Abt staff.	First week of July 2026 & 2027	Respect Pillar Leads
	Seek leadership approval for all Abt staff to participate in external NAIDOC Week events, while awaiting policy review.	May 2026	Respect Pillar Leads
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	February 2026	Respect Pillar Leads Senior Manager - People, Culture, Capability & HR Operations



# Opportunities



Abt is united by its mission to improve the lives of people in Australia and worldwide through working with our clients and communities to create positive social impact. Abt is focused on continuously creating opportunities for Aboriginal and Torres Strait Islander communities to connect with us as partners, suppliers, end-clients or employees.

We are committed to employing Aboriginal and Torres Strait Islander people and are continually reviewing and implementing strategies to attract, retain and increase representation in our workforce.

We recognise and value the diverse skills, experience and expertise Aboriginal and Torres Strait Islander employees bring to Abt – embracing this diversity is part of who we are.

## Focus area:

The RAP Opportunities Pillar aligns with several of the Abt strategic pillars, but most closely with: Grow and evolve a diverse global workforce. This strategic pillar includes evolving the Abt workforce demographics to mirror the communities in which Abt works, continuing to build out the workforce and to attract, develop and retain key talent.

Action	Deliverable	Timeline	Responsibility
<b>1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop and implement a First Nations Employment & Development Strategy, with the support of the First Nations Advisory Panel.	September 2027	Senior Manager - People, Culture, Capability & HR Operations
<b>2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2026	Director, Contracts and Procurement
	Investigate Supply Nation membership.	October 2026	Director, Contracts and Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2026	Director, Contracts and Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2026	Director, Contracts and Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2026	Director, Contracts and Procurement

Action	Deliverable	Timeline	Responsibility
<b>3. Expand partnerships with Aboriginal and Torres Strait Islander organisations and encourage staff to support these communities through volunteer and pro-bono opportunities.</b>	Actively seek out opportunities that increase Abt's involvement in joint ventures, partnerships, in-kind support and community capacity opportunities with Aboriginal and Torres Strait Islander organisations across the Business Growth and Delivery sections of the business.	March 2026	VP, Program Delivery and Growth  Business Growth Team  Executive Assistant
	Align and actively encourage Abt staff to utilise their corporate volunteer day as an opportunity to support not-for-profit Aboriginal and Torres Strait Islander organisations.	November 2026	Senior Manager - People, Culture, Capability & HR Operations  RVP for East Asia and Pacific



# Governance



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain an effective RAP working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2026 & 2027	VP, Program Delivery and Growth Chair, RAP WG
	Meet at least four times per year to drive and monitor RAP implementation.	June 2026 & 2027	RWG Chair
	Review Terms of Reference for the RWG.	April 2026	RWG Chair VP Program Delivery and Growth
<b>2. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	Sept 2025	VP, Program Delivery and Growth Chair, RAP WG
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Sept 2025	VP, Program Delivery and Growth Chair, RAP WG RAP Champions/ Pillar Leads
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2025	Chair, RAP WG RAP Champions/ Pillar Leads
	Appoint and maintain an internal RAP Champion from senior management.	Sept 2025	VP, Program Delivery and Growth Chair, RAP WG

Action	Deliverable	Timeline	Responsibility
<b>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30th September 2025 & 2026	Chair, RAP WG RAP Champions/ Pillar Leads
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2026 & 2027	RWG Chair RAP Champions/ Pillar Leads
	Publicly report our RAP achievements, challenges and learnings.	June & December 2025 & 2026	Senior Communications Specialist RWG Chair RAP Champions/ Pillar Leads
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	VP, Program Delivery and Growth RWG Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	VP, Program Delivery and Growth RWG Chair
<b>4. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	VP, Program Delivery and Growth RWG Chair



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