

# PEOPLE MEASURES



## Reconciliation Action Plan

March 2026 – March 2028

## Acknowledgement of Country

People Measures acknowledges, respects and seeks to learn from Aboriginal and Torres Strait Islander peoples, histories, cultures and connections to waterways and Country. We pay particular respect to Elders and are conscious that First Nations' sovereignty has never been ceded. We commit with energy to a future where all people have equity of opportunity and socially just outcomes.

As part of our Reconciliation journey, People Measures commissioned artist Bitja (Dixon Patten Jnr), a proud Yorta Yorta and Gunnai man from Bayila Creative, to visualise our story.

Connection, community and culture are at the centre of Aboriginal values.

This artwork is inspired by the energy and spirit of the ancestors that have passed down knowledge for millennia.

Everything is connected; from the skyward leaves to the soil in the earth and this symbolic connection is represented in the trees. The four Red Gums here represent standing tall, reaching out outwards and upwards; while remaining grounded and having deep roots.

This foundation is what guides everything we do in caring for people and Country.

Water is a sacred life-giver and is what sustains and maintains. The meandering flow represents our own journey through life.



## Contents

Message from People Measures' CEO	4
Message from Reconciliation Australia	5
People Measures' Vision for Reconciliation	6
Our Business	7
Our RAP	8
Relationships	14
Respect	18
Opportunities	21
Governance	24



## Message from People Measures' CEO

People Measures' purpose is to develop visible and values-based leadership that makes a difference where we live, work and serve. Reconciliation sits at the heart of this purpose, because it is fundamentally about relationships. It is about listening, learning, and walking together toward a shared future.

People Measures' Innovate RAP represents a significant step forward in our reconciliation journey. Since our Reflect RAP in 2022, we have moved from seeing reconciliation as an aspiration to recognising it as a responsibility. This shift has changed how we design leadership programs, how we engage with clients, and how we show up as an organisation.

Our understanding has been shaped by extraordinary relationships. We have sat with community at Mullum Mullum Indigenous Gathering Place, sharing food, music and yarnning. We have learned from partners at Burbangana Group about what genuine collaboration looks like. We have been moved by the stories shared by First Nations guest speakers in our leadership programs and team cultural immersion days: stories of resilience, of walking in two worlds, of hope. These relationships are not transactional; they are built on respect, reciprocity, and shared commitment.

Through our work we have the privilege of influencing how leaders across Australia think about their leadership role: including inclusion, equity, and their responsibilities to First Nations peoples. We include First Nations voices in our programs, we use reconciliation-themed case studies, and we challenge participants to consider how they will advance reconciliation within their own organisations and communities.

We supported the Voice referendum and we support the Uluru Statement from the Heart. When the Voice outcome was not what we had hoped for, we reflected on what it means to remain committed when progress is difficult. Our answer is to keep going, with more determination.

We acknowledge that much work remains. We are a small firm without Aboriginal or Torres Strait Islander employees, and we must continue to create genuine pathways for First Nations people to join our team. Our scholarship program is one step, but we know more is needed. Our Innovate RAP sets out concrete actions, and I invite you to hold us accountable to them.

I want to thank our RAP Working Group members, past and present, for their dedication. I also acknowledge Rod Little from Burbangana Group, whose guidance ensures First Nations perspectives shape our work. And I thank every member of our team who brings energy and commitment to making reconciliation real in our organisation.

We have come a long way. We have further to go. I look forward to walking this path together.

**Chloe Hawcroft**  
Chief Executive Officer  
People Measures



## Message from Reconciliation Australia

Reconciliation Australia commends People Measures 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 People Measures 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, People Measures will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. People Measures 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 People Measures' 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 People Measures on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





## People Measures' Vision for Reconciliation

We envision empowering leaders at all levels to embrace reconciliation through meaningful dialogue, education, and action, embedding respect and understanding into leadership development to drive lasting societal impact.

Our vision for reconciliation is for Aboriginal and Torres Strait Islander peoples and other Australians to be united, and together to foster a national culture that embraces and promotes equity of opportunity, eliminates negative race relations, and accepts our shared history. We aspire to a future where all Australians, regardless of their cultural or national backgrounds, stand alongside one another to learn and grow from each other's experiences and knowledge. Enabling us to truly acknowledge that First Nations peoples are the rightful Traditional Custodians of this beautiful and rich land, who have cared for and nurtured it for millennia.

Through our specialised leadership development work, we aspire to educate and empower individuals at all organisational levels, particularly senior leaders, to confront realities and collectively solve complex challenges. Our unwavering commitment to doing work that makes a difference in society inspires us to ensure that reconciliation is woven into the fabric of effective leadership. We seek to create spaces and opportunities in our leadership development programs where meaningful dialogue occurs. For example, the use of live case studies using reconciliation as a central theme, fostering understanding and respect that translates into actionable progress towards reconciliation.

By integrating these values and principles into our work, we strive to embed systemic change, enabling organisations to become catalysts for reconciliation within their spheres of influence. Together, we can build a future where the strengths of Aboriginal and Torres Strait Islander peoples are acknowledged, celebrated, and integral to the leadership landscape of Australia.

## Our Business

People Measures is a leading Australian owned and based firm, established in 2006. We are one of Australia's largest leadership development firms employing organisational psychologists and leadership development experts, supported by associates with specific skillsets. We exist to develop visible and values-based leadership that makes a difference where we live, work and serve. For us, this means developing leaders who are visible in their commitment to reconciliation, grounded in values of respect and inclusion, and who make a positive difference for Aboriginal and Torres Strait Islander peoples in communities.

We take pride in achieving results through understanding and partnering with our clients, who typically engage with us over many years. This demonstrates the efficacy of our work and the quality of the relationships we build. Our work includes assessment, talent management, leadership development, executive coaching, and culture assessment. Our offices are on the lands of the Kulin, Ngannawal and Eora Nations in Melbourne, Canberra and Sydney. We have 21 people on our team, most of whom are ongoing employees. Currently, we do not have employees that identify as being Aboriginal or Torres Strait Islander people.

People Measures works with ASX listed companies, government departments, and not-for-profit organisations. Our clients represent a diverse range of industry sectors. These include manufacturing, finance, insurance, education, health, community services, communications and government.

Social contribution is particularly important to us as an organisation. We undertake pro-bono and low-bono work as well as provide financial donations.

We are proud to partner with Burbangana Group, which is a 100% First Nations management consultancy for profit business. We partner with Burbangana to deliver various client services including coaching and facilitation, and to provide cultural awareness for our own staff.

We design and deliver services with a strong connection to diversity and inclusion. We have relationships with several key community organisations. In recognition of the work they do in the community, we support the following organisations by including them in new business proposals, making donations and supporting the development of their people through training and scholarships:

- Waminda South Coast Women's Health and Welfare Aboriginal Corporation;
- The 100% Project, which addresses gender inequality in leadership in Australian organisations; and
- Mullum Mullum Indigenous Gathering Place.

Details of the community organisations we have forged partnerships with are provided in the next section.



## Our RAP

People Measures commits to support and promote reconciliation through both our work and personal lives. We work with leaders in organisations at all levels to educate, inspire, confront realities, and problem solve together, to make progress towards reconciliation. We strive to increase our understanding of First Nations cultures, work more closely with Aboriginal and Torres Strait Islander peoples and their businesses, and to help break down systemic barriers to employment and other opportunities, which is why we are developing our Innovate RAP.

Our Innovate RAP is being developed and guided by our current RAP Working Group (RAP WG). All levels of the organisation contribute to the RAP WG, which includes our CEO, three Consultants, and one Project Coordinator. The current RAP WG is co-chaired by Elke Molloy and Colin Couzin-Wood, while the CEO provides senior leadership support and champions the RAP. Rod Little from the Burbangana Group (First Nations owned and managed consultancy company) will bring First Nations perspectives to the RAP WG. We acknowledge the commitment and colonial load on First Nations peoples when supporting the development of our RAPs, and we will commit to work in partnership and reciprocity (including remuneration) during the implementation of our RAP.

Before our Innovate RAP, we developed our Reflect RAP in 2020 and believe we have made steady progress on our reconciliation journey, which we outline below.


Through our Reflect RAP we began to understand what reconciliation asks of us. The journey since then, and the work of shaping our Innovate RAP, has shifted us from seeing reconciliation as an aspiration to recognising it as a responsibility. It has changed the conversations we have with clients, influenced how we design leadership development, and reminded us that reconciliation must be visible in our actions as well as our intentions. Our Reflect RAP also gave us the foundation to move from awareness to action. Since then, we have taken deliberate steps to enhance our cultural capability and bring a reconciliation lens into our leadership programs. Developing our Innovate RAP has challenged us to embed these commitments into our systems and culture, so they are not side projects but part of how we work every day.

On a practical level, we updated an Acknowledgement of Country protocol that all our staff are accustomed to using at the commencement of key meetings and client workshops. Our staff have developed a deeper understanding and appreciation regarding the significance of Acknowledgements and Welcome to Country, thus ensuring that we honour the traditional custodians of the lands we work on.

A recent Reconciliation Australia survey of our staff indicated that everyone participated in cultural learning training and that all learnt something new, such as what it is like to 'walk in two worlds' as described by First Nations clients and partners. However, we want to ensure that all staff members continue to actively engage with cultural learning and see its relevance to their roles, and help develop a cultural learning strategy for our organisation. An ongoing challenge for us is finding the right balance between meeting client commitments and the appropriate allocation of time, budget, and personnel to develop comprehensive training and provide ongoing support within a busy work environment. We want to understand existing staff knowledge gaps and misconceptions better in a respectful and non-confrontational way, which requires careful planning and sensitivity in our approach and subsequent content development. Our cultural learning strategy and approach needs to address the different learning styles and levels of cultural awareness of our staff, and it needs to not be seen as a one-off initiative but one that is integrated into ongoing learning and development efforts to foster sustainable change. Developing clear metrics to assess the effectiveness of the strategy and ensuring it leads to real, meaningful understanding and behavioural change among staff will also be a key challenge for us to address in our Innovate RAP.

People Measures include First Nations peoples as guest speakers in some of our leadership programs, to share their experiences of walking in two worlds. We also include Aboriginal and Torres Strait Islander case studies and ask participants to present their views and recommendations on how to advance reconciliation within their organisation and in their communities across Australia.



A decorative vertical band on the left side of the page features traditional Indigenous patterns. It includes a central section with white wavy lines on a dark brown background, flanked by olive green and reddish-brown sections with rows of small black dots. The background of the entire page is a dark purple with a subtle geometric pattern of triangles and a dotted line of white circles curving across the top.

People Measures wholeheartedly supports the Uluru Statement from the Heart, and we will continue to reflect upon and act in meaningful ways that help to advance reconciliation. In the lead up to the Voice referendum, People Measures hosted several Kitchen Table Conversations internally with staff, with some employees hosting external events in their local communities. As saddened as we were with the outcome of the referendum, we remain committed to ensuring that we seek new and creative ways to engage with our staff, clients and other key stakeholders to show support for wider reconciliation. We recognise that this journey comes with its challenges, which we must acknowledge and proactively address through strategic efforts. These challenges include balancing emerging opportunities with existing actions, ensuring all staff actively engage with the cultural strategies, and securing adequate resources for training and ongoing support. We must also address knowledge gaps, tailor strategies to diverse learning styles, maintain long-term commitment to ongoing efforts, and establish clear metrics to measure our impact. We remain committed to prioritising the employment of Aboriginal and Torres Strait Islander peoples. However, we acknowledge the challenge smaller consulting firms like ours face, as larger firms often hold greater appeal for potential candidates.

As an organisation focused on leadership development and culture assessment, we celebrate diversity and inclusivity. While our size as a small-medium sized firm has limited our capacity to implement a dedicated Aboriginal and Torres Strait Islander peoples' employment strategy, we are proud to have established a scholarship. This annual scholarship initiative aims to support educational pursuits of Aboriginal and Torres Strait Islander peoples and contribute to building future leaders within the community. Initially, the scholarship focused on attracting students to the field of organisational psychology, but this was later expanded to include a broader range of disciplines and thereby expand the pool of potential candidates. An essential focus for our Innovate RAP will be to continue enhancing our scholarship program, ensuring it aligns with our commitment to fostering equity, providing opportunities for Aboriginal and Torres Strait Islander peoples that would include placements and employment with People Measures.

People Measures organises and supports its employees to attend cultural immersion activities. Recent events have included the Arrilla online cultural competency training for all staff, which has now an integral part of employee onboarding. Other events have included an afternoon at the Koori Heritage Trust in central Melbourne, and a visit to the immersive exhibition at THE LUME, located within the Melbourne Convention and Exhibition Centre. The team also spent a day at the Mullum Mullum Indigenous Gathering Place (MMIGP) in Ringwood Victoria – this was a collective experience in Aboriginal and Torres Strait Islander cultures including food, music and yarning. We met world renowned Larrakia Top End artist and musician Ash Dargan – Ash then gave a cultural performance on the Yidaki at our 2022 End of Year Gathering attended by People Measures clients and staff. We were also privileged to have Karen Milward, Chairperson of Mullum Mullum, conduct the Acknowledgement of Country at one of our end-of-year gatherings. Karen invited our guests to reflect on: “What would a future world look like, if we committed to, and could strive for true reconciliation?”

We also fund employee participation in The Meeting Point, a program designed for non-Indigenous people to reflect on their own stories, responsibilities, and relationships to people and place. It provides a dedicated space to listen, learn, and meet others in the shared work of allyship - including opportunities to engage in conversation with First Nations people, build relationships, and contribute to a more just and inclusive future in response to the Uluru Statement from the Heart.





## **Burbangana Group**

Since the implementation of our Reflect RAP, we formalised a mutually beneficial partnership with Burbangana Group, which is a 100% First Nations owned business consultancy. Burbangana Group provides a broad range of services to help people, organisations and communities to achieve their vision. We have a formal Memorandum of Understanding that outlines the ways that we work together, and we also communicate with each other on an informal basis.

People Measures has financially supported two Burbangana consultants to achieve IECL coaching accreditation and we frequently include Burbangana Group in proposals regarding leadership development projects for government and other organisations. We partnered with Burbangana to facilitate and coach participants on the Victorian Public Sector Commission's Barring Djinang career development program and have engaged Burbangana on several occasions to contribute as speakers or panellists on leadership development programs. Burbangana frequently advises us on questions relating to Aboriginal and Torres Strait Islander cultures. Our relationship extends outside of the workplace to conversations and meet ups, which we find enriching.

## **Mullum Mullum Indigenous Gathering Place**

Mullum Mullum Indigenous Gathering Place (MMIGP) is a community-controlled Aboriginal and Torres Strait Islander organisation located in Melbourne's Eastern Metropolitan Region. Established in 2005, MMIGP serves as a safe and welcoming space for Aboriginal and Torres Strait Islander peoples to connect, engage in cultural activities, and strengthen their community ties. Its mission focuses on promoting and preserving Aboriginal cultural identity while enhancing outcomes for the local First Nations community through various programs and initiatives.

MMIGP operates on a neighbourhood house model, adapting its services to meet the evolving needs of the community. It actively collaborates with local and state government agencies and other Aboriginal Community Controlled Organisations to build a robust support network. The organisation offers a range of activities, from cultural education to community support, fostering a strong sense of belonging and pride among its members.

## Waminda

Waminda is an Aboriginal women-led, community-controlled organisation based on the South Coast of New South Wales. Established in the 1980s to address the lack of culturally safe health and wellbeing services, it has grown into a respected hub supporting Aboriginal women and families through primary healthcare, healing programs, family support, and initiatives such as Birthing on Country. Guided by self-determination and cultural strength, Waminda is recognised nationally for creating culturally safe spaces where women are welcomed, respected, and empowered to lead self-determined futures.

People Measures has a long history with Waminda, having engaged their team for cultural immersion training and supported their work through donations. These connections have deepened our understanding of the importance of culturally grounded care and strengthened our commitment to reconciliation. We are proud to acknowledge Waminda's leadership and to continue learning from their example as we build reconciliation into the way we live and work.

In summary, we believe we have made good progress on our reconciliation journey since the development of our Reflect RAP – primarily educating staff and clients, proactively supporting the Voice referendum and the Uluru Statement from the Heart, opening up opportunities to Aboriginal and Torres Strait Islander peoples through scholarships and coaching, and developing key partnerships with Aboriginal and Torres Strait Islander organisations. We have been conscious to try and make reconciliation part of business-as-usual.



## Relationships

Building strong relationships is central to our work, and essential for achieving trust with our clients and partnerships. We are committed to reconciliation by continuously improving our engagement practices to foster collaborative partnerships with Aboriginal and Torres Strait Islander communities. Our vision is to continue to gain long-term and meaningful relationships with Aboriginal and Torres Strait Islander communities and to contribute to reconciliation while maintaining a culturally safe environment.



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	June, December annually	CEO
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	May 2026	CEO
	<ul style="list-style-type: none"> <li>Include Aboriginal and Torres Strait Islander partners in facilitator/in-house training to create mutually beneficial professional development opportunities.</li> </ul>	June 2026 June 2027	Director, People & Culture
<p>2. Build relationships through celebrating National Reconciliation Week (NRW).</p>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2026 May 2027	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2026 & 2027	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June 2026 & 2027	CEO
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	27 May - 3 June 2026	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW <a href="#">website</a>.</li> </ul>	May 2026 May 2027	Chair, RAP Working Group
<p>3. Promote reconciliation through our sphere of influence.</p>	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	November 2026	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	December 2026	CEO
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	July 2026	CEO

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Further embed reconciliation into our leadership development initiatives including the enhancement of leaders' capacities to establish trusting relationships.</li> </ul>	February 2027	CEO
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	November 2027	CEO
	<ul style="list-style-type: none"> <li>Seek advice from Reconciliation Australia's Stretch and Elevate partners as well as attend Learning Circle events (held during first half of year) to learn from peers when preparing our next RAP.</li> </ul>	July 2027	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Update People Measures employee induction materials to include: more detail on our RAP, information on sustainability, a dedicated meeting with a RAP working group member to learn about the history of RAPs at People Measures, gathering information on what the new employee already knows about Aboriginal and Torres Strait Islander cultures and histories.</li> </ul>	July 2026	Director, People & Culture
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	June 2026	Practice Manager
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	June 2026	Practice Manager
	<ul style="list-style-type: none"> <li>Consult with Aboriginal and Torres Strait Islander staff and/or advisors on our anti-discrimination policy. Ensure appropriate remuneration to compensate for the increased colonial load and to promote reciprocity.</li> </ul>	June 2026	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	March 2026	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	March 2027	Chair, RAP Working Group

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Build mentorship opportunities to enhance employees' cultural competence and strengthen their ability to build meaningful partnerships with Aboriginal and Torres Strait Islander stakeholders.	<ul style="list-style-type: none"> <li>Investigate and map existing mentorship programs to support our employees to strengthen their cultural capacity.</li> </ul>	September 2026	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Create a strategy to support our employees to participate in mentorship programs.</li> </ul>	July 2026	CEO



## Respect

One of our core values at People Measures is respect, and this extends deeply to Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights. We take pride in recognising and appreciating the richness and diversity of these communities. By embedding this respect in everything we do, we create space for learning, understanding, and celebration. This commitment strengthens who we are and helps us build a future where success is achieved through inclusion, shared respect and cultural appreciation.



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<ul style="list-style-type: none"> <li>Conduct an updated review of cultural learning needs within our organisation.</li> </ul>	June 2026	Director, People & Culture
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy (considering appropriate remuneration to compensate for increased colonial load and to promote reciprocity).</li> </ul>	June 2026	Director, People & Culture
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy document for our staff.</li> </ul>	June 2026	Director, People & Culture
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	March 2026 January 2027	CEO
	<ul style="list-style-type: none"> <li>Identify &amp; organise further Aboriginal Heritage cultural learning opportunities for the team.</li> </ul>	November 2026 July 2027	Chair, RAP Working Group
<p>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing First Nations significant dates and cultural protocols.</p>	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	April 2026 April 2027	Director, People & Culture
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural calendar and protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	April 2026	Director, People & Culture
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year (considering appropriate remuneration to compensate for increased colonial load and to promote reciprocity).</li> </ul>	March 2026	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	March 2026	CEO
	<ul style="list-style-type: none"> <li>Develop a cultural calendar that promotes and encourages participation in significant days of First Nations peoples cultures and events.</li> </ul>	July 2026	Chair, RAP Working Group

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2026, First week in July 2027	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	March 2026; March 2027	Director People & Culture
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week in July 2026, First week in July 2027	CEO





## Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to People Measures as a fundamental component of our purpose: Developing visible and values-based leadership that makes a difference where we work live and play. We see being part of creating and enabling opportunities as core to our values of inclusion and respect. This is an important part of the way in which we contribute to reconciliation, both through what we do ourselves as an organisation and the impact that we can have through all the organisations we work in with in the public, private and not-for-profit sectors.



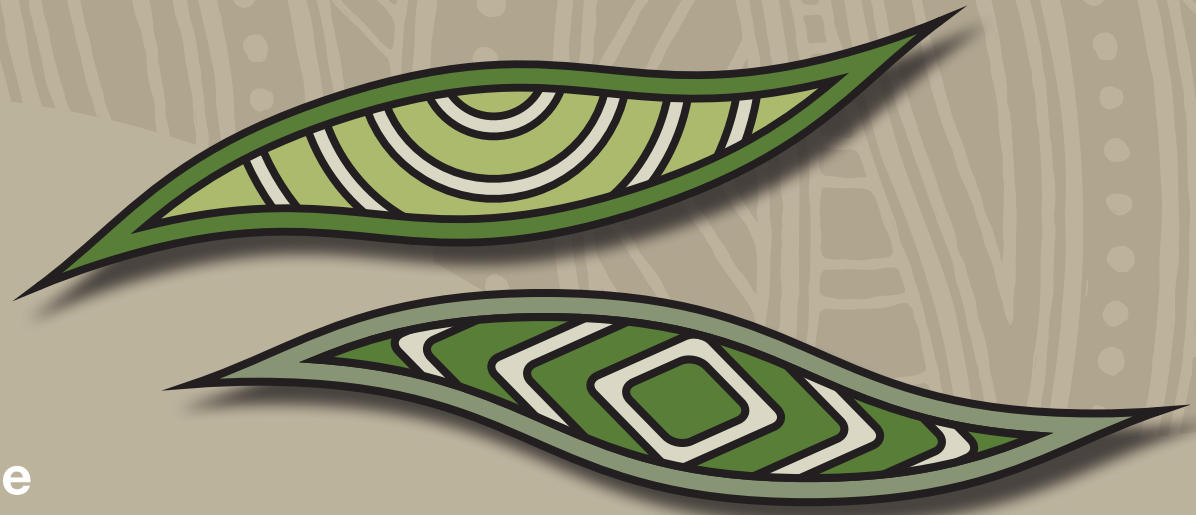
ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</p>	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing challenges to inform future employment and professional development opportunities.</li> </ul>	April 2026	Director, People & Culture
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander partners to define and promote opportunities for Aboriginal and Torres Strait Islander staff to join the PM team including role design.</li> </ul>	October 2026	Director, People & Culture
	<ul style="list-style-type: none"> <li>Review and update People Measures' Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	August 2026	Director, People & Culture
	<ul style="list-style-type: none"> <li>Review the way we advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	April 2026	Director, People & Culture
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	July 2026	Director, People & Culture
	<ul style="list-style-type: none"> <li>Identify business opportunities and make referrals to Burbangana/Waminda and any associates of theirs (or others), and to program participants seeking to build capabilities in facilitation/coaching/program support.</li> </ul>	June 2026 June 2027	Director, Business Development
<p>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> <li>Review and update our Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	March 2026 February 2027	Executive Admin Officer
	<ul style="list-style-type: none"> <li>Review our marketing collateral to include First Nations partners, including creating a page on the People Measures website to promote Aboriginal and Torres Strait Islander partners.</li> </ul>	June 2026	Director Business Development
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	March 2026	Practice Manager

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	September 2026	Practice Manager
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	September 2026	Practice Manager
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.</li> </ul>	October 2027	Practice Manager
	<ul style="list-style-type: none"> <li>Investigate and influence building managers to source sustainable supplies from First Nations businesses to promote caring for Country.</li> </ul>	February 2027	Executive Admin Officer
	<ul style="list-style-type: none"> <li>Include Aboriginal and Torres Strait Islander facilitators/coaches on appropriate proposals.</li> </ul>	June 2026 June 2027	Director, Business Development



## Governance

People Measures commits to strengthening our internal governance processes to embed our RAP commitments as part of how we operate.



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	October 2027	CEO
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	March 2026	CEO
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	March, June, September, December 2026, 2027	Chair, RAP Working Group
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	March 2026	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	October 2027	CEO
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	March 2027	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	January 2026	CEO
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia following changes to key RAP WG Chairperson role and other key contacts, to verify that our primary and secondary contact details are up to date and to ensure we do not miss out on important RAP correspondence.</li> </ul>	June 2026, 2027 and annually	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September 2026, 2027	CEO
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	March, July, October, December 2026, 2027	Chair, RAP Working Group

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	August 2026 and 2027	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	July 2027	Chair, RAP Working Group
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	November 2027	Chair, RAP Working Group
<p>14. Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	November 2027	Chair, RAP Working Group





# PEOPLE MEASURES

## Contact us

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