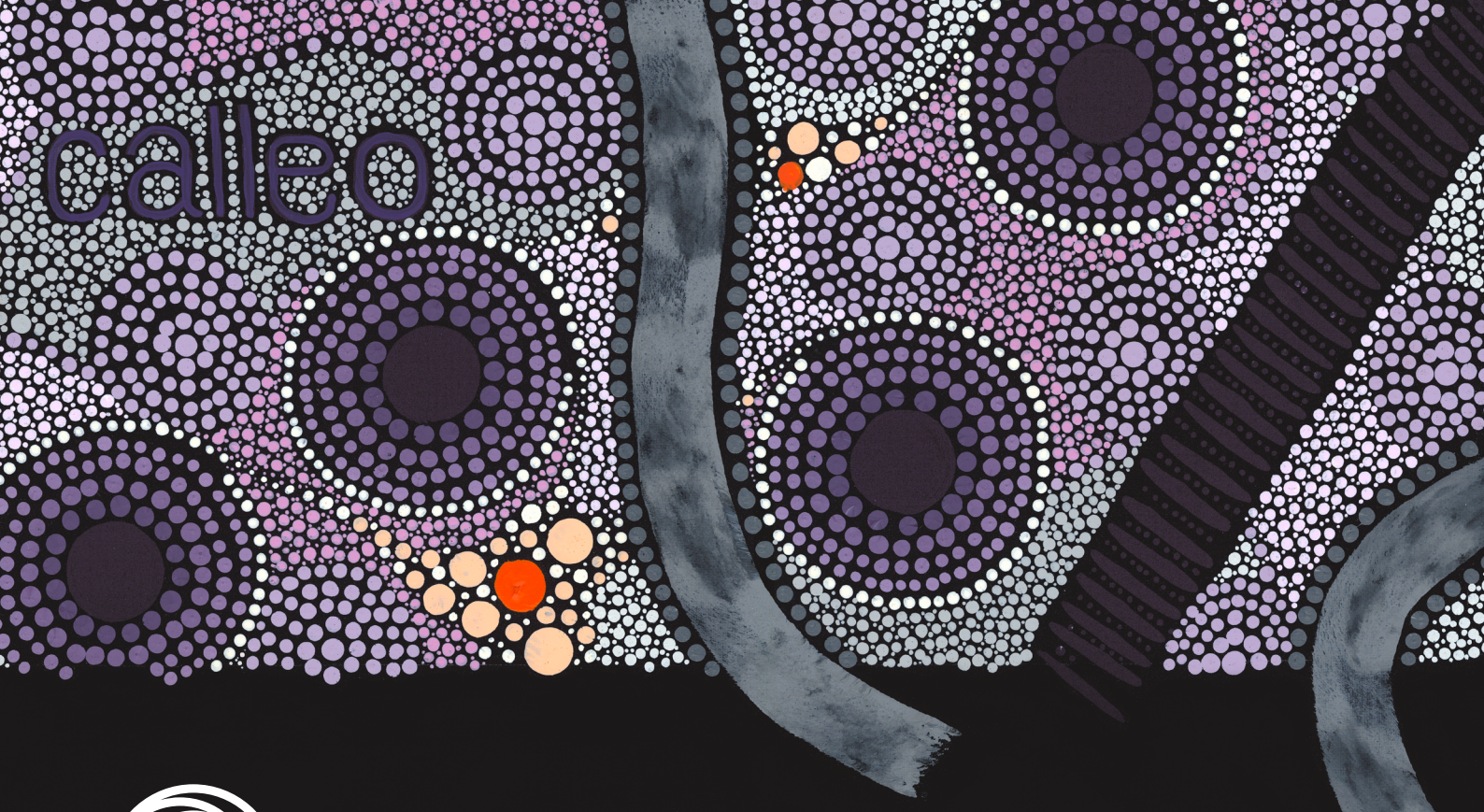
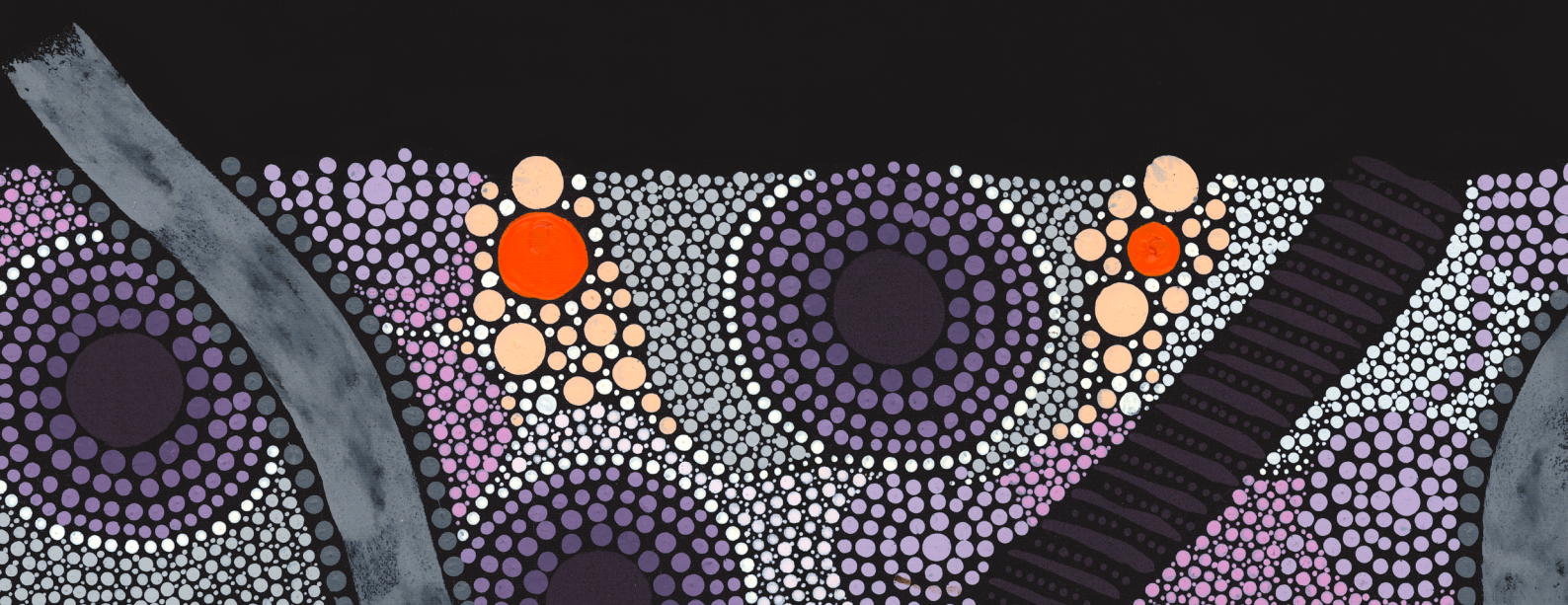


RECONCILIATION ACTION PLAN
INNOVATE

Calleo Group
Innovate Reconciliation Action Plan

September 2026 – August 2028





Directors' Message	3
Statement from the CEO Reconciliation Australia	4
Proud and Passionate, Melinda Brown	5
Our Development Advisory Committee (DAC)	6
Our Business	7
Our Reconciliation Journey	8
Our RAP	10
Our Current Partnerships and Activities	12
Relationships	14
Respect	17
Opportunities	20
Governance	22

Directors' Message

Yumalundi
'Welcome' from Ngunnawal country

This Innovate Reconciliation Action Plan (RAP) enhances Calleo's awareness of, and commitment to, First Nations Australians. Calleo remains fully committed to reconciliation with First Nations peoples. We learned a great deal from implementing our Reflect RAPs and we are keen to build on this by enhancing our knowledge of Aboriginal and Torres Strait Islander cultures and histories and strengthening relations with the many organisations we already partner with, while also developing new partnerships.

As part of Calleo's journey we created our unique artwork for the Calleo Group, and we commissioned artists from all over Australia to provide paintings to enhance our understanding and appreciation of Aboriginal and Torres Strait Islander peoples, their histories and cultures. Our primary focus, however, remains on growing our understanding to contribute and achieve better outcomes with First Nations partners. We continue to do this primarily through our Calleo Indigenous Community Fund (CICF) which provides multi-year program funding to help achieve sustainable outcomes.

As a people solutions company, primarily for governments in Australia, the Calleo Group delivers skilled resources to our clients and supports First Nations causes through our CICF: specifically, the enhancement of employment, education, and career development opportunities for Aboriginal and Torres Strait Islander peoples. Our focus is to empower Aboriginal and Torres Strait Islander peoples by supporting worthwhile initiatives across the sectors of education and training, healthcare and wellbeing, sports development, leadership, and assisting the capacity-building of First Nations organisations. In 2026 we support more than 20 First Nations organisations, through grants totalling over $450,000.

Calleo is actively working to increase the number of Aboriginal and Torres Strait Islander students pursuing tertiary education and to assist them through mentorship and in seeking employment opportunities. To enable input from our staff and provide advice to our Board we have established a Development Advisory Committee (DAC) to drive and monitor implementation of our RAP, consider project proposals and track their progress. Our DAC performs the functions (and more) of what Reconciliation Australia calls a 'RAP Working Group'. To ensure relevant expertise and impartiality on our DAC we are fortunate to have attracted external First Nations advisors to assist us.

Our Innovate RAP is for the entire Calleo Group. We are extremely encouraged by the commitment of our staff to better understand First Nations histories, cultures, and the challenges to be overcome in contributing to the important process of reconciliation in Australia. At Calleo we realise that we are on a journey. Our first Innovate RAP is another important step on this journey, helping us achieve a better understanding of, and reconciliation with, Aboriginal and Torres Strait Islander peoples.

Dhjan Yimaba
'Thank you' from Ngunnawal country

Calleo Group Directors:



Ian McShane



Mel Brown
A proud Ngunnawal woman



John Lewis



Paul Allen



David Bain-Smith



Gavin Campbell

Statement from the CEO Reconciliation Australia

Reconciliation Australia commends Calleo Group 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 Calleo Group 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, Calleo Group 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. Calleo Group 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 Calleo Group's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Proud and Passionate

My name is Melinda Brown, known as Mel. I am a proud Ngunnawal woman from Canberra, with links to Ngarigo through my great grandfather. However, I have been living in Bundjalung Country for a number of years now. I am a Director of Calleo Indigenous Pty Ltd, and the founder of Spirit Dreaming which provides training and capacity-building resources for First Nations peoples.

My family name is Blewitt and my great grandfather, Nigger Blewitt, was a Ngarigo man born on the banks of the Cooma River, and my family has lived in Canberra as Ngunnawal people for more than five generations. Painting provides me with a medium and opportunity to visually tell stories. The old saying that "a picture is worth a thousand words" accurately describes my passion for painting, as every eye sees something different which is meaningful to the seer. The wisdom is found within the way the seer interprets the painting and the message and feelings which accompany the experience.

The title of our Calleo painting is BUNI GAUAR YURWAN, which in Ngunnawal language means "make heart strong". For me, making our hearts strong, means having opportunities for growth and success, which can increase our sense of resilience and add to our self-esteem. I believe that when a person's sense of purpose is increased, this is likely to positively impact on their overall wellbeing. This is how my art inspires me, and hopefully all of us at Calleo.

Education, training, and employment are very important and can help inspire us. For those who can benefit from these opportunities they can often find satisfaction in knowing they're contributing to their communities, families, and themselves, thereby achieving outcomes for future generations... for their children, grandchildren, great grandchildren... and beyond.

The story of my artwork

I like to work in layers, as it depicts the complexities of a story ... the same story which may be interpreted differently, but with the hope to extract a similar sense from those who view it. In BUNI GAUAR YURWAN, the back purple layers represent the many communities and families who make-up the broader Canberra region. The communities within communities, the families within families, and importantly, the individuals who are the platforms from which our families and communities are built and sustained. The black and grey tracks represent the rivers and pathways that connect our families and communities and lead us to the front layer, which is Canberra. The purple in the front layer represents Lake Burley Griffin which follows the path of the Molonglo River. In time the river became Lake Burley Griffin and became the centrepiece for the Canberra community, the 'Meeting Place'. My Mum tells of childhood stories of playing at the river when the work was being done to create the lake, and how over a short time the landscape changed and a lake was born. The large orange circle represents the Calleo's Head Office at Yarralumla near Lake Burley Griffin, and the medium sized orange dots represent the many workplaces that Calleo partners with - the smaller dots being the individuals in those workplaces who contribute to their families and their communities, and through their work have the potential to influence far beyond the reach of Canberra.

Through the story of my artwork, Calleo has been inspired to commission similar First Nations art from all over Australia. By displaying this artwork in our workplaces and throughout the community Calleo helps raise consciousness of the importance of reconciliation for Australia's future.

Our Development Advisory Committee (DAC)



Mel Brown
Our RAP Champion,
Proud Ngunnawal woman,
Director of Calleo Indigenous,
DAC Member



Renee Cremer
Proud Yuin woman,
External Advisor, Deputy CEO
Community First Development



Sharmaine Johnson
Proud Wiradjuri Woman,
Calleo Business Support Officer,
DAC Secretary



Elana Laws
Proud Darug woman,
Calleo Business Support Officer,
DAC Member



Stirling Sharpe
Proud Awabakal man, External Advisor, Senior Lecturer (Sport Management), Senior Advisor office of Indigenous leadership and strategy – University of Canberra



Joachim Motha
National Account Director,
DAC Member



Lisa Farrin
Corporate Support Lead,
DAC Financial Advisor



Kate Gunn
Scribe Manager,
DAC Member / QLD Coordinator



Megan Hudson
Senior Consultant,
Calleo Indigenous Scholar Alumni Coordinator



Iris Lamers
Marketing Specialist,
DAC Marketing Advisor



Rajneel Singh
Senior Consultant,
DAC member / VIC Coordinator



Michael Smith
Calleo Indigenous Development Advisor, DAC Chair

Our Business

Built primarily to serve the governments throughout Australia, the Calleo Group is the people solutions partner that solves complex workforce challenges. As an Australian owned SME, we have spent over a decade providing personnel on critical national projects. From individual specialists to teams of 100+ professionals, our deep government expertise, genuine care and unwavering commitment to supporting the Commonwealth make us the trusted partner for personnel requirements. Calleo have a broad client base across the Australian Public Service having delivered services to more than 40 Commonwealth organisations. Since our establishment in 2015, the Calleo Group has grown continuously to over 35 staff and 250 contractors.

One of our Directors, Mel Brown, is a proud Ngunnawal woman, and two of our current staff are First Nations people. We have successfully engaged several First Nations contractors for our clients and we are keen to increase this number. Calleo has a proven track record of successfully delivering client outcomes whilst supporting the career aspirations of our staff and our contractors. In doing so, Calleo is one of Australia's fastest growing and most respected 'skills' providers.

Calleo offers our clients the highest quality of specialised professionals in the disciplines of technology and transformation, business support services, SAP delivery, project-based resourcing and scribing services

Over the years, the quality of our services as well as our dedication to social responsibility have been recognised by multiple industry bodies.
The Association of Professional Staffing Companies (APSCO) Awards for Excellence:

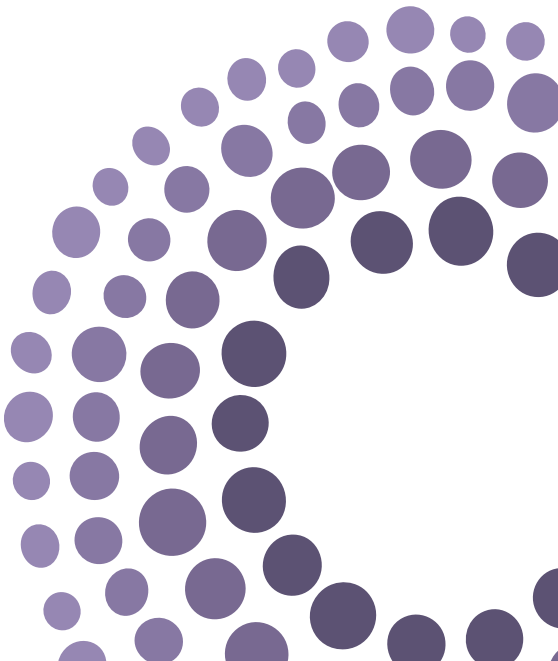
- 2022: Corporate Social Responsibility (Winner), Candidate Care (Finalist)
- 2023: Client Service (Finalist)
- 2024: Specialist firm (Finalist)
- 2025: Candidate experience (Finalist), ESG (Winner)

Defence Workforce Awards:

- 2025: Indigenous Workforce Development (Finalist)

We remain dedicated to helping our clients solve their ongoing challenges, and we work in the best interests of our contractors by offering roles that reflect their individual skills and goals, building trust and confidence to assist them in their careers. Simultaneously, we empower Aboriginal and Torres Strait Islander peoples and organisations, including by enhancing their employment, education and career development opportunities.

A significant percentage of our profit is allocated to our CICF, which publicly provides guidelines and invites applications from Aboriginal and Torres Strait Islander peoples and organisations. All applications are reviewed by our DAC which provides recommendations to the Calleo Indigenous (CI) Board for decision. All successful projects focus directly on empowering First Nations people, and continuation funding is dependent on performance and outcome. Our CICF does not directly manage any projects and is used exclusively to support and empower our project partners. All ancillary costs (including for our RAP, artwork acquisition, salaries, and major sponsorships) are funded separately by the Calleo Group.



Our Reconciliation Journey

At Calleo we are committed to contributing positively to reconciliation, and we realise that we are on a journey of learning and action.

On this journey, we are led and inspired by our RAP Champion and Director, Mel Brown, who guides and drives us through internal engagement and heightens our awareness of reconciliation.

Guided by our initial two Reflect RAPs we have learned and achieved a great deal on our reconciliation journey. We have established strong relationships with numerous First Nations organisations and communities; we have dispersed significant grants to assist and empower many Aboriginal and Torres Strait Islander peoples; we have attracted an increasing number of high calibre proposals to help close-the-gap; we have sponsored First Nations events; and where feasible we have successfully engaged with First Nations businesses and supply chains.

On this journey we have also realised that we need to do more to assist our staff, our contractors and our clients to better understand and acknowledge First Nations culture and history. This is the focus of our new Innovate RAP: to build on what we have achieved and to become more engaged in empowering Aboriginal and Torres Strait Islander peoples.



Our RAP

One of our companies is registered as Calleo Indigenous Pty Ltd, and we have established our CICF to better enable us to connect with and productively assist Aboriginal and Torres Strait Islander peoples to realise their potential. This is why our RAP is so important to us: it unites everyone within the Calleo Group, it highlights our partnerships with First Nations people, and it provides an essential blueprint for us to monitor and build upon.

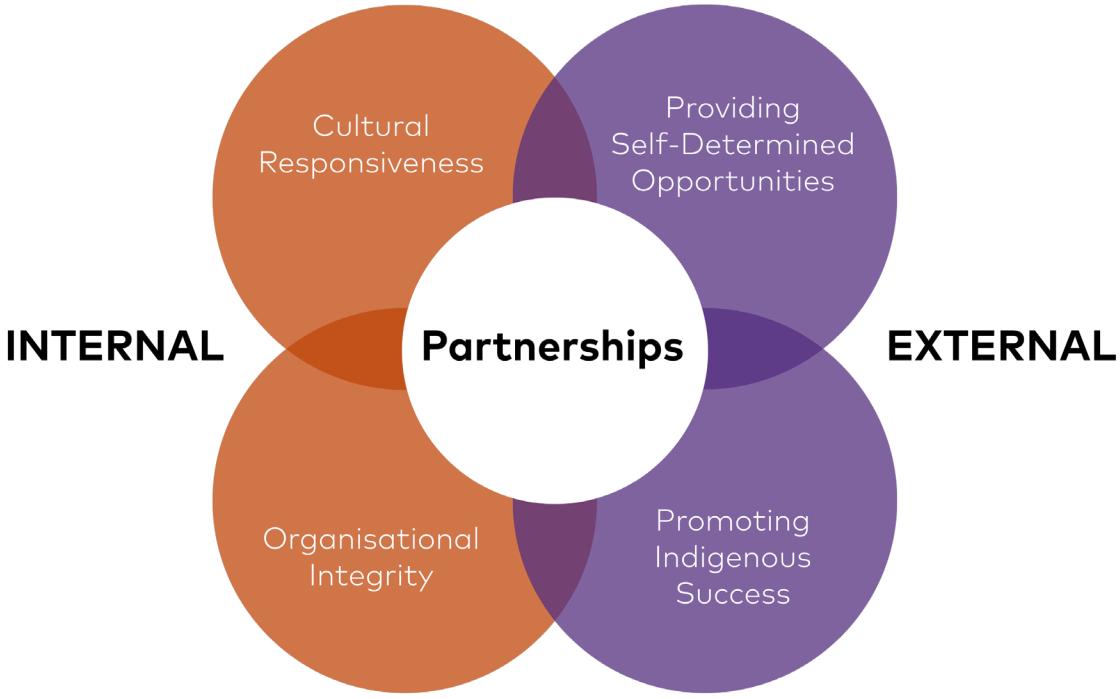
We intend to implement our RAP by involving our staff and by keeping our clients and contractors informed. We value their advice and support, and we listen to and learn from our First Nations partners. To better track our progress, and to consider and monitor our projects, we have appointed a Development Advisor and established our DAC, comprising staff and external First Nations advisors. Our DAC performs the functions (and more) of a RAP Working Group.

At Calleo, we recognise that we are on a reconciliation journey of learning and action. In our initial Reflect RAPs we established partnerships with First Nations organisations and communities, and we commenced embedding cultural awareness and reconciliation throughout the Calleo Group. Building on this experience we are committed to embark on our Innovate RAP.

Our vision for reconciliation

We envisage an Australia where Aboriginal and Torres Strait Islander peoples have equitable access to education, employment and leadership opportunities, where First Nations cultures are recognised and celebrated, and where genuine partnerships create lasting social, cultural and economic outcomes for communities.

Central to our vision of reconciliation is to further develop our partnerships with First Nations communities. Internally within the Calleo Group this will enable us to advance cultural awareness and enhance our organisational integrity. Externally, by strengthening our partnerships we will be better able to provide self-determined opportunities and promote First Nations successes.



Partnerships

Partnerships sit at the heart of Calleo's reconciliation journey and guide both our internal commitments and external contributions. We aim to build long term, trust-based relationships with First Nations organisations and communities by listening, learning, and co designing initiatives that empower First Nations peoples and strengthen our cultural capability. We remain committed to deepening existing partnerships and welcoming new ones as our journey continues.

Cultural Responsiveness

Cultural responsiveness is central to how the Calleo Group engages with Aboriginal and Torres Strait Islander peoples, communities, and organisations. It requires an ongoing commitment to listening, learning, and adapting our practices to ensure they are culturally safe, respectful, and relevant. We recognise that cultural responsiveness is not a one-time achievement or based solely on awareness—it is a continuous journey of active cultural learning, reflection, and growth. By acknowledging our own assumptions and working in genuine partnership with communities, we support self-determination, build trust, and contribute to meaningful, sustainable outcomes.

Organisational Integrity

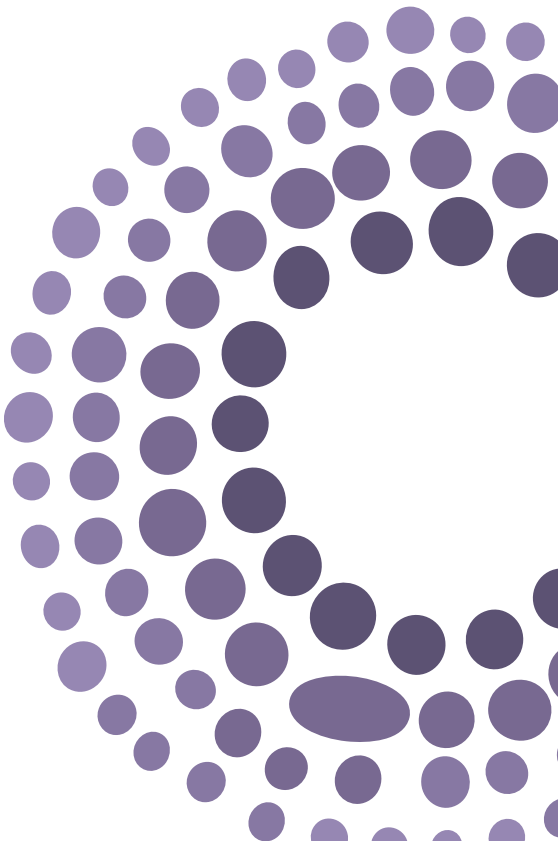
Calleo strengthens organisational integrity—including policies, governance structures, HR practices, and the work of the DAC—to uphold culturally safe workplaces and ensure transparent, accountable implementation of all RAP commitments. Organisational integrity anchors our ability to act with consistency, responsibility, and respect.

Providing Self Determined Opportunities

Externally, Calleo invests in initiatives that support First Nations peoples to pursue self-determined pathways in education, leadership, employment, sport, and community-led development. Through an open funding program, all applications are considered equitably, ensuring First Nations peoples maintain agency over the priorities, activities, and outcomes that matter to them.

Promoting Indigenous Success

Calleo celebrates and elevates First Nations success by supporting programs that strengthen community health, wellbeing, arts, sports, and capacity-building. We amplify these achievements through our communication channels to honour First Nations excellence and contribute to wider recognition.



Our Current Partnerships and Activities

Through our CICF we continue to establish strong partnerships with First Nations' organisations and people across Australia, enabling them to undertake projects that promote reconciliation, provide opportunities and help close-the-gap for Aboriginal and Torres Strait Islander people. To assist those applying for CICF grants we provide clear guidelines on our website and we quickly respond to help guide applicants with their proposals. In summary, we currently support more than 20 First Nations organisations across the sectors of education and training, leadership, sports development, healthcare and wellbeing, and capacity-building. We annually commit around $450k to Aboriginal and Torres Strait Islander community programs. In addition to projects funded through our CICF, Calleo provides sponsorship to support First Nations peoples, organisations and events.

At Calleo, we:

- actively monitor and develop our partnerships with Aboriginal and Torres Strait Islander peoples through our DAC;
- empower our DAC to drive our commitment and engage with staff to achieve our RAP;
- work with First Nations experts to provide cultural and language awareness opportunities for our Calleo team;
- provide non-academic mentoring to Calleo Indigenous Scholars and offer them pro bono assistance in seeking employment;
- seek opportunities to assist our Calleo Indigenous Scholars to find internships;
- include First Nations art, books, flora, and memorabilia to decorate our offices and enhance staff awareness; and
- engage with First Nations businesses for merchandise procurement, website design, and the provision of other services.



The Calleo Melbourne team

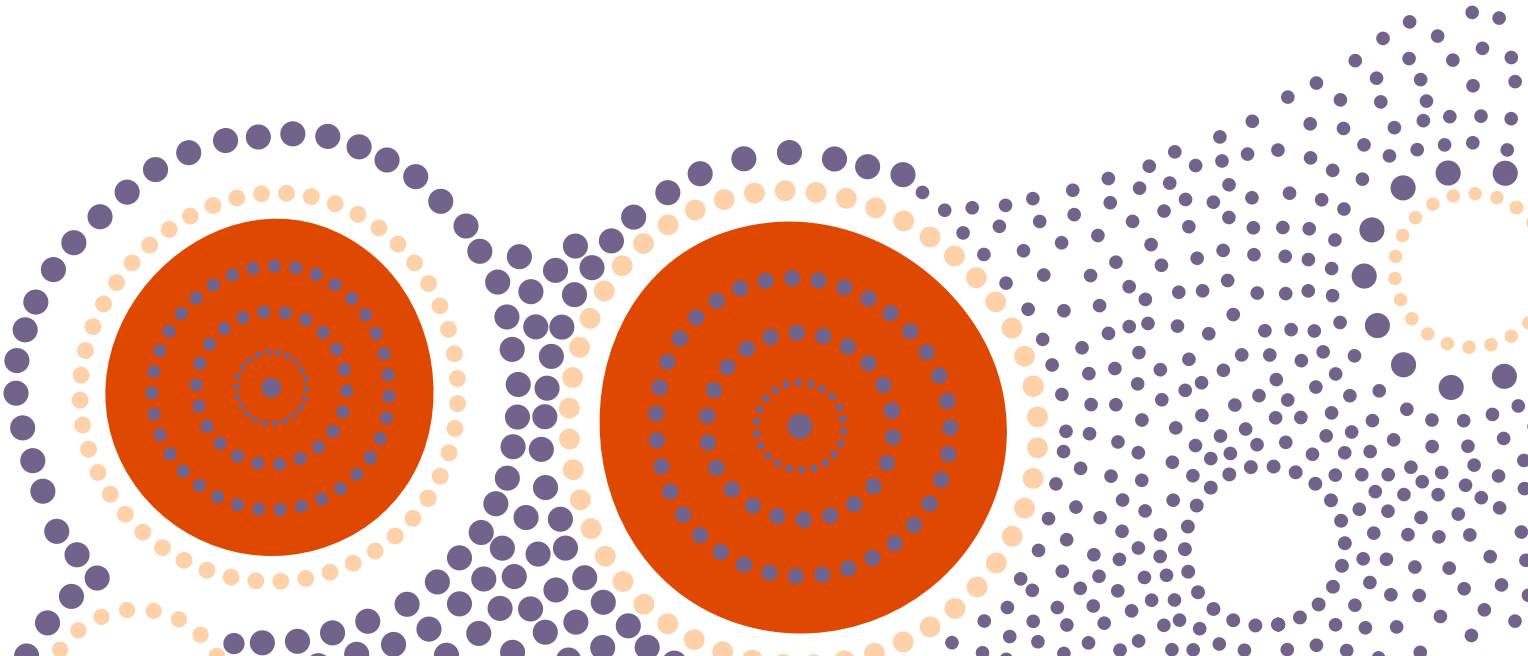
Calleo Indigenous Scholar Alumni

Each year, through our partnerships in the tertiary sector, we provide scholarships to Aboriginal and Torres Strait Islander students who may be facing personal or financial hardship. These scholars form a diverse and growing cohort, studying across a wide range of disciplines and bringing with them deep cultural knowledge, community connection, and strong personal ambition.

Our Calleo Indigenous Scholar Alumni community has grown to over 60 members and is increasing annually, comprised of current students and graduates. This mix of emerging and established professionals creates a rich, interconnected network where scholars can share experiences, support one another, and stay connected throughout their academic and career journeys.

These scholars represent a diverse and growing cohort of students studying across disciplines, balancing cultural responsibilities, academic commitments, and the challenges of navigating university systems that were not built with First Nations people in mind. Their resilience, leadership, and ambition sit at the heart of why we invest so deeply in education.

Our Calleo Indigenous Scholar Alumni Program has been established to ensure scholars remain supported whilst studying and beyond. The Alumni creates a connected, culturally safe network of Indigenous students and graduates who can share experiences, strengthen relationships, and build a sense of belonging across different universities, states/territories, and career stages. Its purpose is to provide ongoing support as scholars transition into the workforce—offering employment resources, career development opportunities, and access to mentors and industry connections. Our Alumni program provides a platform for scholars to contribute their insights, shape future initiatives, and stay connected to a community that understands their journey. By fostering long-term relationships and creating pathways for continued growth, our Alumni aims to ensure that Calleo Indigenous scholars remain empowered, celebrated, and connected as emerging First Nations leaders.



Relationships

Strong relationships are fundamental to Calleo's reconciliation journey and our purpose of empowering people to reach their full potential. As a people solutions business, we recognise that meaningful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities strengthen our cultural capability, inform better decision-making, and improve the outcomes we achieve together. Through listening, learning, collaboration and genuine partnership, we create opportunities to share knowledge, celebrate success, promote understanding, and support self-determined aspirations. These relationships help build trust, strengthen accountability, and guide our commitment to reconciliation across all areas of our organisation.

Focus area: As a specialist people company our focus is to empower people to reach their full potential. Improving our promotion of First Nations people is a key component of achieving our mission.

1.

Action	Deliverable	Responsibility	Timeline
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Lead: Development Advisor (DA) Support: DAC Secretary (DS)	Sept 2026
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Lead: DA Support: Managing Consultant (MC)	Sept 2026

2.

Action	Deliverable	Responsibility	Timeline
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Lead: DS Support: Corporate Support Lead	May annually
	Development Advisory Committee (DAC) members to participate in an external NRW event.	DS	May - June annually
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Lead: Managing Director (MD) Support: National Operations Manager (NOM)	May - June annually
	Organise at least one NRW event each year.	DS	May - June annually
	Register all our NRW events on Reconciliation Australia's NRW website.	DS	May annually

3.

Action	Deliverable	Responsibility	Timeline
Promote reconciliation through our sphere of influence.	Continue to implement our staff engagement strategy to raise awareness of reconciliation across our workforce.	Lead: NOM Support: Business support Officer (BSO)	Nov 2026
	Continue to communicate our commitment to reconciliation publicly.	Communications & Marketing Manager (CMM)	May annually
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Lead: DA Support: DS	June annually
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Lead: DA Support: DS	June annually

4.

Action	Deliverable	Responsibility	Timeline
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify gaps in existing anti-discrimination provisions, and future needs.	Lead: BSO Support: NOM	June annually
	Engage with Aboriginal and Torres Strait Islander staff and advisors to consult on our anti-discrimination policy.	Lead: DS Support: DAC External Advisors	Nov 2026
	Continue to develop, implement, and communicate our anti-discrimination policy.	Lead: BSO Support: NOM	Nov 2026
	Educate senior leaders on the effects of racism.	Lead: CI Board Support: MD	Feb annually

5.

Action	Deliverable	Responsibility	Timeline
Establish and maintain a community for our Calleo Indigenous Scholars Alumni.	Facilitate ongoing interactions between alumni partner organisations.	Lead: MC Support: DAC	Jan and July annually
	Continue to develop our Calleo Indigenous Scholarship program.	Lead: MC Support: DAC	Quarterly (Mar/Jun/ Sep/Dec)

Respect

Respect is a core value in the Calleo Group Strategic Plan. Our relationships with First Nations peoples and organisations help enable us to demonstrate this value and to achieve meaningful reconciliation. As a people solutions organisation, we recognise that respect begins with listening to and learning from Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledges and experiences. Through genuine two-way dialogue and ongoing engagement with our partners, scholars, advisors and communities, we strengthen our cultural understanding and challenge assumptions. By embedding cultural learning, observing cultural protocols and creating opportunities for reflection, we aim to foster a workplace that values diversity, promotes inclusion, and demonstrates respect in both our decisions and our actions.

6.

Action	Deliverable	Responsibility	Timeline
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Continue to review our cultural learning needs within our organisation.	Lead: CI Board Support: DA	June annually
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Lead: DS Support: BSO	June annually
	Review and update our cultural learning strategy for our staff.	Lead: DS Support: BSO	June annually
	Provide opportunities for our DAC members and all staff to participate in formal and structured cultural learning.	Lead: DS Support: CMM	Quarterly (Mar/Jun/ Sep/Dec)

7.

Action	Deliverable	Responsibility	Timeline
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	Lead: DS Support: BSO	Oct 2026
	Develop, implement and communicate a cultural protocol, including protocols for Welcome to Country and Acknowledgement of Country.	Lead: BSO Support: NOM	Sept annually
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Lead: DAC Support: DS	Dec annually
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings.	Lead: MD Support: Meeting Chairs	Oct 2026

8.

Action	Deliverable	Responsibility	Timeline
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Calleo Group staff to participate in an external NAIDOC Week event.	Lead: DAC	July annually
	Review HR policies and procedures to enable staff to participate in NAIDOC Week event & Activities.	Lead: BSO Support: NOM	Nov annually
	Promote and encourage participation in external NAIDOC events to all staff.	Lead: MD Support: DAC	July annually



Opportunities

At Calleo, creating opportunities means empowering Aboriginal and Torres Strait Islander peoples to pursue their own goals and aspirations. Through employment pathways, scholarships, mentoring, procurement and community partnerships, we support initiatives that strengthen individual, organisational and community capability. We recognise that opportunity is most effective when it is self-determined and informed by the priorities of First Nations peoples. By investing in people and organisations through our core business activities and the Calleo Indigenous Community Fund, we contribute to long-term social and economic outcomes while building a stronger, more diverse and culturally informed organisation.

9.

Action	Deliverable	Responsibility	Timeline
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander attraction, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Lead: MD Support: NOM	Sept annually
	Engage with Aboriginal and Torres Strait Islander staff to consult on our attraction, retention and professional development strategy.	Lead: NOM Support: BSO	Sept annually
	Develop and implement an Aboriginal and Torres Strait Islander attraction, retention and professional development strategy.	Lead: NOM Support: BSO	Sept 2026
	Advertise Calleo job vacancies to effectively reach & attract Aboriginal and Torres Strait Islander applicants.	Lead: GM (VIC & ACT) Support: CMM	Review June annually
	Advertise roles for Contracting to effectively reach and attract Aboriginal and Torres Strait Islander applicants.	Lead: GM (VIC & ACT) Support: CMM	Review June annually
	Review HR and resourcing procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Lead: NOM Support: BSO / GM (VIC & ACT)	Nov 2026

10.

Action	Deliverable	Responsibility	Timeline
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Lead: CMM Support: BSO	Nov 2026
	Maintain Supply Nation membership.	Lead: DS	Nov 2026
	Amplify opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Lead: DS Support: CeX (Contractor Experience Officer)	Review May annually
	Connect partners for ongoing collaborations	Lead: DS Support: CeX	Bi-annually (Jun/Dec)
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Lead: NOM Support: BSO	Nov 2026
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	Lead: NOM Support: CMM	Review Oct annually

Governance

Strong governance is essential to progressing reconciliation in a meaningful and accountable way. Through effective oversight, transparent reporting, and regular review of our RAP commitments, we embed reconciliation into our decision-making, monitor our progress, and build a strong foundation for continuous improvement and future RAPs.

11.

Action	Deliverable	Responsibility	Timeline
Establish and maintain an effective DAC to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the DAC.	Lead: NOM Support: DA	Review June annually
	Maintain and review Terms of Reference for the DAC.	Lead: CI Board Support: DA	Review Nov annually
	Meet at least bi-monthly (or more frequently as required) to drive and monitor RAP implementation.	Lead: DA Support: DS	Review Mar annually

12.

Action	Deliverable	Responsibility	Timeline
Provide appropriate support for effective implementation of RAP commitments.	Allocate budget and necessary resources for RAP implementation.	Lead: CI Board Support: DA	June annually
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Lead: CI Board Support: DA	Aug annually
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Lead: DAC Support: DA	July annually
	Maintain an internal RAP Champion from senior management.	Lead: CI Board Support: DA	Aug annually
	Conduct an audit of governance mechanism within the Calleo Group to capture where RAP related items/actions are situated, and create overarching documents for First Nations strategy, policy and planning.	Lead: DA Support: NOM	Nov 2026

13.

Action	Deliverable	Responsibility	Timeline
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Lead: DS Support: DA	June annually
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Lead: DS Support: DA	30 Sept annually
	Report RAP progress to all staff and senior leaders quarterly.	Lead: DA Support: DS	Quarterly (Mar/Jun/ Sep/Dec)
	Publicly report our RAP achievements, challenges and learnings, annually.	Lead: CMM Support: DS	Nov 2026
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Lead: BSO Support: DS	Apr 2028
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Lead: DS Support: DA	Aug 2028
	Build and grow a human-centred AI toolkit to streamline our RAP/ DAC procedures to increase staff understanding while maintaining principles of Indigenous data sovereignty and Indigenous cultural and intellectual property.	Lead: Cyber Manager Support: NOM	Dec 2026

14.

Action	Deliverable	Responsibility	Timeline
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Lead: DS Support: DA	Feb 2028



Contact Us

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