

mettle



Innovate Reconciliation Action Plan

June 2025 – June 2027



Acknowledgment of Country

Mettle acknowledges First Nations people as the Traditional Custodians of the lands on which we work and live. We respect their rights and interests in their lands and waters and recognise the unique relationships of Aboriginal and Torres Strait Islander peoples with the environment in which they live.



About the Artist

Chern'ee Sutton is a proud Kalkadoon woman & Aboriginal artist from Mount Isa, QLD, Australia who is passionate about her culture & history & wants to share that with the rest of the world through her art. Her unique style combines 2 worlds of traditional Aboriginal heritage with a modern contemporary twist which has caught the eyes of collectors around the world including Royalty & on the 2018 Commonwealth Games mascot Borobi. Chern'ee has her artwork hanging in The Royal Collection in Buckingham Palace, Queensland Parliament House, Queensland State Library and has exhibited her artworks in London, Tokyo, Singapore, Hong Kong, Melbourne and Sydney.

Chern'ee's artworks have been commissioned by The Queensland Government, Tennis Australia, The National Rugby League, The Royal Australian Mint, Dreamworld Theme Park, The 2018 Commonwealth Games, Rainforestation, The Australian Defence Force, Northrop Grumman, FIFA, V8 Supercars,

AusCycling, The Australian Department of Veteran Affairs and The Australian Public Service Commission to name a few.

Due to Chern'ee's passion for reconciliation and equality she has received numerous accolades including National NAIDOC Youth of The Year, Australia Day Awards for 2013 and 2014, Queensland Pride of Australia Award, Local NAIDOC Awards including Artist of the Year and has been an Australia Day Ambassador for the past 6 years.

Chern'ee has designed the NRL's Indigenous All Stars Jerseys for 4 years the most recent being 2021, has just launched a new circulating and uncirculated Indigenous Military Service \$2.00 coin which she designed and features her artwork in partnership with The Australian Defence Force and The Royal Australian Mint and has collaborated with Australia Post to create an Indigenous Military Service Stamp and Coin Set featuring her artwork for Remembrance Day 2021.



Chern'ee Sutton, Artist



The Story Behind the Artwork

My name is Chern'ee Sutton and I am a contemporary Indigenous artist from the Kalkadoon people, this painting is my interpretation of Mettle and their Journey.



Mettle RAP artwork by Chern'ee Sutton

In my painting Mettle's journey begins in the bottom left corner with the boomerang and first community symbol. The boomerang represents returning business and customers since Mettle's foundation in 2015 due to their quality work and service.

The small green community symbol contains a seed, to symbolise Mettle's humble beginnings and the first steps of their business, the footprints represent Mettle's journey and continue to the second community symbol, which has grown into a sapling, as the company has also grown. The footprints reach the final community symbol which has now grown even larger into a tree, as the continually expanding company that it is today, with its roots symbolising Mettle's strong foundations. The large green community symbol at the top of the trees leaves, represents Mettle and its employees, with more branches and leaves growing as Mettle continues to grow and more employees join the team.

The sun in the top left corner represents Mettle's vision of **"Good People Doing Good Things Together"** as well as Mettle's definition, which is "The ability to rise and meet a challenge in a spirited and resilient manner." As Mettle rises in much the same way as the sun does, the hand prints and people within are the good things and people that Mettle work with and who they are as a company creating a brighter future for all of those they work with.

The artwork contains 3 large grey circles, the first contains kangaroo and emu footprints, these represent Mettle's Reconciliation Action Plan and how they are moving forwards towards reconciliation, just like the kangaroo and emu. The handprints and community symbol represents Mettle's community work and their Corporate Social Responsibility (CSR) and the third grey circle which contains the Map of Australia with a community symbol on the eastern side represents the areas where Mettle works along the East coast of Australia. With the 3 larger U symbols representing the traditional owners of the lands on which they work. The grey rectangles in the background are the silhouettes of buildings, to symbolise Mettle's services as a construction, fit out and refurbishment business.

Finally the 6 green dotted circles with icons inside them, that are connected the Mettle's community symbol, represents Mettle's values which underpin Mettle's culture. These are *"Be Accountable, Be Curious, Ask Questions, Listen, Take Care, Be Proactive, Problem Solve, Be Authentic, Come as You are and Make it Happen."* These values connect to each other and to Mettle, helping them to do good things and shaping them into the quality business that they are today.

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Mettle 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 Mettle 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, Mettle 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 lifblood 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. Mettle 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 Mettle'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 Mettle on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





A Message from Our Managing Director

The launch of our Innovate Reconciliation Plan (RAP) is a poignant milestone that sets the course for the next phase of our reconciliation journey.

Our aspiration is for a construction sector that is representative of the rich cultural landscape of Australia; where participation no longer requires reporting and equitable opportunities are available to all.

When Mettle started in 2015, it was done so with a mindset of 'Good People Doing Good Things Together'. This simple but powerful mantra is woven into the fabric of our business. At its heart, it's not only how we choose to do business, it speaks to how we support the communities around us. It reminds us to give, before receiving.

I am proud of what the Mettle team has learnt and achieved since we commenced our Reflect RAP in 2023. Included were a number of activities curated to help strengthen our own cultural awareness and knowledge, as well as begin to take meaningful, actionable steps, guided by our RAP Working Group Committee and dedicated external consultant.

We wanted to 'walk the talk' from the beginning, so we also voluntarily established an initiative to encourage greater participation of Indigenous workers and businesses in our construction projects. The initiative's early successes buoyed us to keep going and the initiative is now an ongoing part of our business. You can read more about it inside.

This Innovate RAP has an overarching goal to educate our supply chain. It outlines the actions we commit to taking over the next 24 months to keep moving the dial. We see this part of our Sphere of Influence as our greatest opportunity to promote, inform and engage; doing so using meaningful and genuine conversations and measurable actions.

We continue this journey with humility and care. We look forward to working with our stakeholders and communities throughout this Innovate RAP journey, and to keep learning and delivering meaningful reconciliation outcomes towards a brighter tomorrow for all.

A handwritten signature in black ink, appearing to read 'MACE'.

Marc Kenney
Managing Director
Mettle

Our Vision for Reconciliation

Mettle's vision is to uphold our commitment to our core mantra of Good People Doing Good Things Together by fostering a workplace and business ecosystem where Aboriginal and Torres Strait Islander peoples are respected, valued and empowered.

Through authentic engagement and inclusive practices, we strive to advance reconciliation, build lasting partnerships and create opportunities that strengthen our connection with Aboriginal and Torres Strait Islander communities.

We are dedicated to embedding reconciliation into our core business activities, ensuring a positive impact today and for future generations.



Clinton Brewer leading a smoking ceremony at a Queensland project site.



Our Business

Mettle is a Tier 2/3 construction business operating predominately in QLD and NSW. We service Construction, Fit Out and Refurbishment projects across a wide range of sectors including, but not limited to, Commercial, Retail, Health, Education, Defence, Retirement Living, Industrial and Hotels and Hospitality.

Beginning its life in 2015 with one simple vision for how it wanted to do business, that being, “Good People Doing Good Things Together”, Mettle has grown to become a sustainable, well recognised and respected, value-led company.

Our culture resonates around this core vision, and it sets an operating standard that everyone at Mettle understands, and most importantly, delivers upon. It creates a sustainable and healthy workplace which allows Mettle to deliver certainty and exceptional results for its clients, enjoyable and high performing careers for its employees and important philanthropic initiatives for its surrounding community.

Mettle’s values are:

- Be Accountable
- Be Curious, Ask Questions, Listen
- Take Care
- Be Proactive, Problem Solve
- Be Authentic, Come As You Are
- Make It Happen

Mettle has approximately 90 employees. We currently have no employees who identify as Aboriginal or Torres Strait Islander people.

Mettle’s offices are in:

Brisbane, which is **the lands of the Turrbal and Jagera peoples**,
Sydney, which is **the lands of the Gadigal peoples**, and

Townsville, which is **the lands of the Bindal and Wulgurukaba peoples**.

*Mettle Head Office,
Brisbane*

Our Mission

We aim to be a well-respected Tier 2 Contractor known for its diversity in sector delivery, its sustainable business and work practices, and an ability to remain agile. We aim to be a user friendly and present business partner for our clients, community, supply chain and employees alike.

Sphere of Influence

Mettle's Sphere of Influence moves outwardly from our individuals (employees) within the company (which includes our RAP Committee), initially into organisations that support our business (Supply Chain, Consultants and Clients) and finally into the Communities in which we carry out our work.

Mettle's supply chain presents the primary opportunity within our Sphere of Influence to positively impact and influence reconciliation, both in our business and throughout our network.

This Innovate RAP will specifically focus on how Mettle engages with its Supply Chain/Sub-Contractor network including, but not limited to:

- Actively engaging it during our procurement processes to gauge interest in reconciliation and being part of our journey.
- Providing it with educational resources.
- Increase understanding of the challenges faced by Aboriginal and Torres Strait Islander peoples and how we can make a positive impact.
- Providing pathways for Aboriginal and Torres Strait Islander employment opportunities and optimising those opportunities.



Uncle Billy leading a smoking ceremony at a Queensland project site.

Our RAP

The development of our Innovate RAP is very important to us. We want the Australian construction sector to be more representative of the rich cultural fabric of Australia, providing equity through business opportunity and employment.

Mettle's desire to continue its contribution to Aboriginal and Torres Strait Islander peoples and its reconciliation journey is fundamentally born out of our vision, 'Good People Doing Good Things Together' and is underpinned by the very definition of 'Mettle', which is, 'the ability to rise and meet a challenge in a spirited and resilient manner'.

We understand the importance of reconciliation and what this means to communities throughout Australia. Inclusiveness, harmony, cooperation and opportunity are all outputs of reconciliation we value and strive for. We 'walk the talk' in a genuine and material way by actively engaging in Corporate Social Responsibility throughout the business – it is a big part of who we are as people and as a company.

Using our skills, network and profile, as well as our passionate and caring employees, we know we can make a positive difference in our Sphere of Influence - moving the dial in the right direction.

We launched our inaugural Reflect RAP during National Reconciliation Week in May 2023. This was our first step on our reconciliation journey.

Our RAP Champion is Patrice Simpson, Mettle's Marketing and Communications Manager. Her responsibility for external and internal communications makes her well positioned for the role of RAP Champion. Furthermore, she has experience in developing and executing RAPs.

Key Achievements and Learnings

As part of our Reflect RAP, we achieved several key foundational initiatives:

- Established our first RAP Working Group Committee.
- Formally engaged a dedicated external consultant to help guide our journey moving forwards.
- Created guidelines for employees about conducting an Acknowledgement of Country.
- Rolled out Cultural Awareness Training:
 - In September 2023, Johnny Briggs led an in-person session with our QLD team, engaging 35 attendees. The month prior, he conducted an online training session for our Sydney employees, with 24 participants joining.
 - In February 2025, we welcomed James Alley to deliver face-to-face training in Brisbane and the Gold Coast, with a total of 42 attendees.
- Released internal and external promotion of Mettle's Reflect RAP and its core initiatives, such as Cultural Awareness Training and NAIDOC Week participation.
- Set and achieved Indigenous Participation Policy (IPP) targets for select projects.
- Established educational pathways to deliver cultural awareness and introduce employment avenues in our Supply Chain network.
- Provided targeted in-person education sessions with sub-contractors, hosted by James Alley (including topics such as cultural awareness and government legislation/policies).

Reconciliation Action Plan (RAP) Working Group Committee

The RAP Working Group Committee meets, at minimum, quarterly to ensure our goals are met and to establish and expedite initiatives and opportunities to connect with each other and our wider team. Our RAP Committee consists of the following employees:



Tammy Medhurst
Human Resources
Manager and Chair



Matt Hoffman
NSW Director



Joel Oliver
QLD Construction
Manager



Grant Forbes
National WHSEQ Manager



Andrew Anthony
Senior Project Manager



Marc Kenney
Managing Director and
Lead RAP Champion



Dan Tooth
Senior Contracts
Administrator



Jason Zafiriadis
ESG Advisor



James Alley

AJA Solutions Founder (External Consultant)

James Alley is from AJA Solutions and serves as the nominated Aboriginal and/or Torres Strait Islander representative [external] on our RAP Working Group Committee.

James is engaged by Mettle to provide education services, advisory services and key resources as we embark on our Innovate RAP journey. He guides our teams and subcontractors on Government (both Commonwealth and State Government) Indigenous Procurement Policies (IPP) process and educates the importance of IPP. He is intimately involved in assisting project teams with setting IPP Targets (following appropriate research) and supports internal IPP reporting.

His expertise ensures that our approach is both effective and impactful, aligning with our commitment to meaningful reconciliation, aspirations for long-term Aboriginal and Torres Strait Islander engagement (employment and trades) and positive community impact primarily focused on the construction sector.

Subcontractor network presentations and education sessions

James Alley presented at the annual Mettle Subcontractor Engagement Event in 2024, which comprised over 40 attendees and at least 10 separate businesses. The presentation was not only a valuable educational opportunity but also had a multiplier effect, significantly enhancing AJA Solutions' presence and influence across our subcontractor network.

Additionally, James has conducted both group and one-on-one educational sessions on Aboriginal and Torres Strait Islander participation with subcontractors across multiple projects. Through these sessions, he has helped build understanding and promote engagement with Aboriginal and Torres Strait Islander participation initiatives, strengthening our commitment to reconciliation. His efforts have created positive momentum for Aboriginal and Torres Strait Islander inclusion within our network, further embedding our values across our subcontractor community.

Acknowledgment of Country protocols and awareness training

A key awareness and education exercise was the development and launch of the Welcome to Country and Acknowledgement of Country protocol documentation (information sheet and template). Its launch into the business and its subsequent use as a reference tool, serves to reinforce the distinction between the two, highlights the importance of the terms used in the Acknowledgement of Country and the reverence that is observed during their delivery.

Initiation of site establishment Welcome to Country and Smoking Ceremony

Mettle engaged local Traditional Owners (Uncle Billy Cummings of the Turrbal region, Uncle John Graham of the Kombumerri region and Clinton Brewer of the Kombummeri Ngarang-wal region) to conduct its first Welcome to Country and Smoking Ceremonies at two project sites in South East Queensland. Over 50 people in total attended the ceremonies, including members of the community, project partners, media and clients.



Welcome to Country and Smoking Ceremony for the Coles Annerley project, Brisbane.

National Reconciliation Week activities

During National Reconciliation Week 2023, our NSW Management team participated in an intimate and meaningful Cultural Awareness Session.

Similarly, our QLD Director, Michael Sutcliffe and several QLD-based employees began a new tradition in 2023 by visiting the Gallery of Modern Art's Indigenous Australian Art Collection.

In 2023, this visit also included the 'Gone Fishing' Exhibition, drawn from the QAGOMA Collection. Alongside the display of fish traps, spears, nets and depictions of leisure, the exhibition showcased works responding to discussions of rising and warming seas, water contamination, and the struggles faced by Traditional Owners to continue to care for their sea Country. In 2024 we attended the 'Mudunama Kundana Wandaraba Jarribirri' Exhibition at the Gallery of Modern Art.

NAIDOC Week

In 2023 our NSW Director, Matt Hoffman and several employees attended an Indigenous Cultural Heritage Tour through The Rocks, Sydney. In 2024, they attended 'NAIDOC in the City' in Town Hall to enjoy the Gadigal Markets and creative performance from The Jannawi Dance Clan.

Rob Duff, one of our RAP Committee Members, hosted a variety of educational activities through the week within our Queensland office.

Cultural Awareness Training

We engaged Johnny Briggs to deliver our Cultural Awareness Training for all employees in 2023. This was followed by another training session for all new employees in early 2025, conducted by James Alley.



Learning how to throw a Boomerang.



Visiting the 'Gone Fishing' Exhibition in Brisbane.



Participating in NAIDOC in the City events in Sydney.



Cultural Awareness Training in Brisbane.

Goals of our Innovate Reconciliation Plan

As we continue our reconciliation journey, we understand it presents a significant opportunity to learn more, deepen our relationships and create mutually beneficial opportunities for Aboriginal and Torres Strait Islander peoples, and Mettle. We are dedicated and committed to continuing our reconciliation journey by taking genuine and measurable action through the strategies outlined in this Innovate RAP over the next 24 months.

Our overarching goal for our Innovate RAP is educating our supply chain. It presents the greatest opportunity in our Sphere of Influence to target optimum scale and genuine reach.

IPP targets

We actively set IPP targets for our projects and track them accordingly. James Alley leads in helping project teams set targets and maximise opportunities throughout our subcontractor network. It is our intention that 50% all projects will have IPP targets (outside of the mandatory government target measures) by the end of 2025.

As we transition to our Innovate RAP, we have selectively targeted projects where we will voluntarily set Indigenous Participation Plan (IPP) targets.

Two of our early projects selected to incorporate IPP targets both surpassed expectations —

each achieving over 6% outcomes

against a 4% target.

Mettle team member Danny, reflected on the Cultural Awareness Training he attended:

I was intrigued by the history of First Nations peoples, and realities such as the government programmes and enforcements. I don't believe we were objectively taught about the true history of Aboriginal and Torres Strait Islander peoples at school. Since then, I have spent my adult life being almost unaware of the heritage of First Nations peoples.

The Cultural Awareness Training opened my eyes to the history around me and just how uninformed I, and potentially many of us, have been.

The training helped tremendously in my understanding and knowledge of the rich and deep culture of Aboriginal and Torres Strait Islander peoples and the battles they fought.

What has occurred in the past cannot be undone, but we can do better in the future.



Danny Sutcliffe
Project Manager

RELATIONSHIPS

We recognise the immense value in building strong, meaningful relationships between Aboriginal and Torres Strait Islander peoples and other Australians. Developing these connections is pivotal to achieving reconciliation and integral to our core business activities. By engaging directly, we enhance our organisational inclusivity and effectiveness, ensuring that Indigenous perspectives inform our business practices and process.

Additionally, such relationships contribute to economic opportunities for Indigenous businesses, demonstrating our commitment to social responsibility and sustainable development, ultimately making reconciliation a fundamental aspect of Mettle core business activities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Sep-25	QLD Construction Manager
	Develop and implement a Community Engagement Plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nov-25	QLD Construction Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May Annually	HR Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June Annually	HR Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025/26	HR Manager
	Organise at least one NRW event each year.	27 May- 3 June, 2025/26	HR Manager
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2025/26	HR Manager
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Oct-25	Managing Director
	Communicate our commitment to reconciliation publicly.	Nov-25	Managing Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Aug-25	Operations Manager QLD DEF
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Nov-25	Managing Director
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jan-26	HR Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	Sep-25	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Apr-26	HR Manager
	Educate senior leaders on the effects of racism.	Oct-25	HR Manager

RESPECT

An integral part of 'good people doing good things together' is respect. Mettle and its employees have a deep respect for the enduring and continuous culture of Aboriginal and Torres Strait Islander peoples on the land we work and live on.

Building mutually beneficial relationships with Aboriginal and Torres Strait Islander communities is vital for achieving equitable outcomes throughout Mettle. Our respect for Aboriginal and Torres Strait Islander cultures will enable Mettle to make more inclusive and ethical contributions that tangibly improve the lives of all Australians and work towards meaningful reconciliation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Jun-25	HR Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Jul-25	HR Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Aug-26	HR Manager
	Provide opportunities for RAP Working Group members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.	May-26	HR Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Aug-25	NSW Director
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Sep-25	NSW Director
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Sep-26	Managing Director
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jul-25	NSW Director
	RAP Working Group to participate in an external NAIDOC Week event.	July Annually	NSW Director
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Aug-25	NSW Director
8. Launch a Respect and Recognition Initiative that drives better cultural understanding within our subcontractor network.	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2024/25	NSW Director
	Implement a Respect and Recognition Initiative that includes a cultural awareness talk and Q&A with our subcontractors at the annual Mettle Subcontractor Event. The purpose is to foster open dialogue and understanding between Aboriginal and Torres Strait Islander businesses and Mettle staff, thereby promoting mutual respect and enhancing relationships as part of the reconciliation process.	Jul-26	HR Manager
	One on one talks and Q&A with interested businesses in the Mettle procurement and subcontractor network.	Jul-26	HR Manager
	Measure success through survey and feedback collected from attendance of Aboriginal and Torres Strait Islander business at the annual Subcontractor Event, alongside engagement rate on Mettle projects to evaluate the long-term impact on relationships and reconciliation efforts.	July 2026	HR Manager

OPPORTUNITIES

"Mettle recognises the importance of promoting meaningful opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities. We are committed to enabling greater inclusion and participation across our core business activities, including employment, procurement, cultural learning and developing knowledge.

We see these opportunities as essential for advancing reconciliation and ensuring our organisation and core activities are inclusive and equitable for all Australians.

Additionally, reconciliation creates valuable opportunities for Mettle to strengthen community relationships, improve workforce diversity, access new markets through Indigenous procurement, build a positive corporate reputation, ultimately benefiting both our business and the communities of where we operate."

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Aug-25	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Sep-26	HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Aug-25	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Sep-25	HR Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Oct-25	Project Manager, QLD
10. 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.	Sep-25	Construction Manager QLD
	Investigate Supply Nation membership.	Oct-25	Project Manager QLD
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Oct-25	QLD Construction Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov-25	Operations Manager QLD DEF
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Jan-26	QLD Construction Manager
11. Develop an appropriate overarching action plan that creates measurable and sustainable outcomes through both voluntary and mandatory avenues	Curate a consultation phase with stakeholders both within and outside the organisation to devise the key components of the action plan (including goals, targets, actions). Develop and implement the action plan.	Dec-25	HR Manager
	Develop and implement a policy to support the action plan that establishes clear metrics and guidelines for measuring outcomes across both voluntary and mandatory participation initiatives.	Jan-26	HR Manager
	Regular and detailed reporting on specific performance indicators, reporting requirements, and regular evaluation processes to assess effectiveness and continuous improvement.	Dec-25	HR Manager

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Oct-25	NSW Director
	Maintain a Terms of Reference for the RWG.	Dec-25	NSW Director
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December Annually	NSW Director
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Jun-25	Managing Director
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Jul-25	Managing Director
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Nov-25	Managing Director
	Appoint and maintain an internal RAP Champion from senior management.	Aug-25	Managing Director
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	HR Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	HR Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	HR Manager
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly February, May, August, November	HR Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	July annually	Managing Director
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr-26	Marketing and Communications Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jul-25	Marketing and Communications Manager
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	HR Manager

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