



**LFF AUSTRALIA**

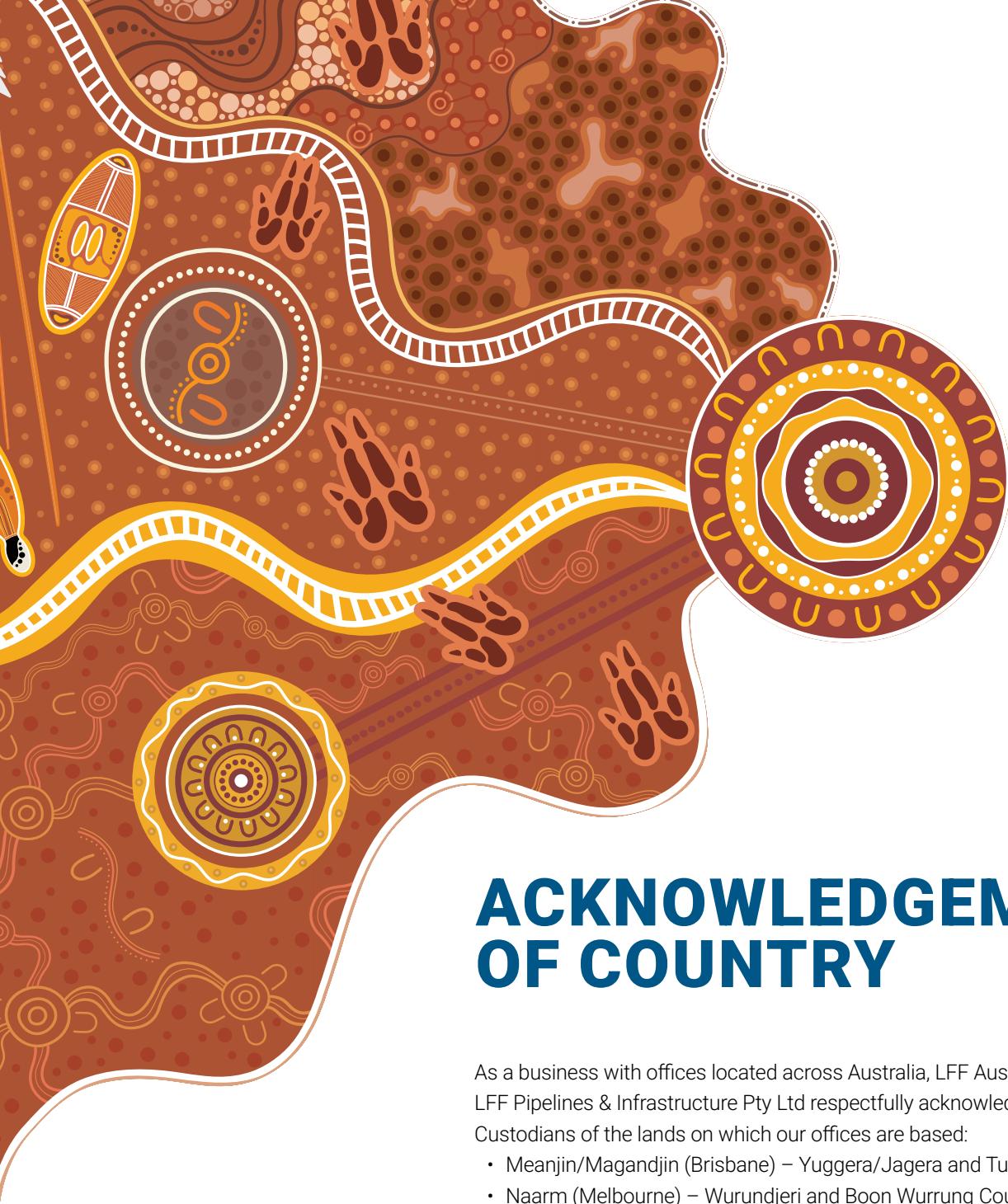
## **Reconciliation Action Plan**

July 2025 - July 2027



**RECONCILIATION  
ACTION PLAN**

**INNOVATE**



# ACKNOWLEDGEMENT OF COUNTRY

As a business with offices located across Australia, LFF Australia Pty Ltd and LFF Pipelines & Infrastructure Pty Ltd respectfully acknowledge the Traditional Custodians of the lands on which our offices are based:

- Meanjin/Magandjin (Brisbane) – Yuggera/Jagera and Turrbal Country
- Naarm (Melbourne) – Wurundjeri and Boon Wurrung Country
- Boorloo (Perth) – Whadjuk Noongar Country

We honour their deep and enduring connection to Country, to the lands, waters, skies and communities and thank them for their custodianship and care of these places over thousands of generations.

We extend our respect to all Aboriginal and Torres Strait Islander peoples across Australia and in particular to Elders past and present. We are grateful for their strength and resilience, for sharing their stories and those of their ancestors, and for passing down knowledge, language and traditions to future generations. These stories help us learn about First Nations history and deepen our appreciation of the cultures that have shaped these lands and seas.

As we continue our journey through our Reconciliation Action Plan, we are committed to listening, learning and walking together with First Nations peoples, with humility, respect and a shared vision for a more inclusive and connected future.



# OUR VISION FOR RECONCILIATION

LFF Australia Pty Ltd envisions a future of reconciliation marked by respect, understanding and equality for all individuals and communities. We aim to acknowledge and address historical injustices while strengthening relationships between diverse groups through empathy and dialogue.

Committed to inclusivity and mutual respect, LFF Australia Pty Ltd seeks to celebrate diverse voices and create equitable opportunities by dismantling systemic barriers. Through collaboration, education, and community engagement, we aspire to build a just society where everyone feels valued and empowered, fostering unity, healing and lasting peace.

## DIRECTOR MESSAGE



As an immigrant who arrived in Australia in 1997, I began with a limited understanding of the history and lived experiences of First Nations peoples. I understood that First Nations peoples held a deep spiritual connection to the land and an enduring cultural knowledge of it. However, I was unaware of the struggles they had lived through and the darker chapters of Australia's history following European settlement.

Over time, as I have lived and learned here, I have seen encouraging progress among Australians in acknowledging the truth of our shared history and working to build stronger, more respectful relationships. While these steps are positive, it is clear that there is still much more to do to ensure that all Australians can live in a more, inclusive and just society.

Learning about the Reconciliation Action Plan (RAP) framework, its purpose and how other organisations were engaging with it, revealed a meaningful opportunity for LFF to deepen our understanding and contribute to reconciliation in a practical and lasting way.

At LFF, we take great pride in our diverse and multicultural team. Among our 30 staff, we represent eight different nationalities, a reflection of the inclusive and collaborative culture that defines who we are. This diversity positions us strongly to come together in support

of reconciliation and to expand our collective knowledge and respect for Australia's First Peoples.

Our Innovate RAP marks a significant milestone in our organisation's reconciliation journey. Through this process, we aim to strengthen our cultural awareness, acknowledge the depth and resilience of First Nations histories and cultures and identify meaningful ways to contribute to reconciliation within both our workplace and the broader community.

We are proud to stand behind this initiative and invite every member of our team to take part. Together we look forward to a journey of learning, discovery and connection, one that will help build stronger relationships and contribute to a more equitable and unified future for all Australians.

**Dave Keith**  
**Director**  
**LFF Australia Pty Ltd**

# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



## First Innovate RAP

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

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

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

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

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. LFF Australia 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 LFF Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# OUR BUSINESS

LFF Australia Pty Ltd and LFF Pipelines & Infrastructure Pty Ltd (P&I), collectively referred to as LFF, are industry leaders specialising in project management and the supply of pipes, fittings, flanges, gaskets, stud bolting and associated piping equipment. Serving a diverse range of industries including oil, gas, petrochemical, hydrogen, power, water and civil construction, we operate throughout the Asia Pacific region.

With a strong reputation for delivering high-quality materials and innovative solutions, LFF has become a key player in our sector. Our head office is in Brisbane, with regional offices in Perth, Melbourne, New Plymouth and Singapore, enabling us to offer superior service and maintain a broad network.

As part of the global LFF Group, with a presence extending from London to New Zealand, we benefit from a wide-reaching influence across multiple regions. This international network strengthens our ability to contribute to global reconciliation efforts, underscoring our commitment to fostering inclusive growth.

In Australia, we are proud of our dedicated team of 30 professionals based in Brisbane, Perth, and Melbourne. These offices play a pivotal role in our ongoing reconciliation efforts, helping us build strong relationships with local communities and businesses. Among our talented workforce, we are proud to have one employee who identifies as an Aboriginal and Torres Strait Islander person.

LFF operates from two key locations: Our head office in Hendra, Queensland, which serves as the hub for both LFF Australia and LFF Pipelines & Infrastructure Pty Ltd and our office in Perth, Western Australia.

Both locations are integral to our operations and our commitment to promoting a diverse and inclusive workplace.

## Our Sphere of Influence

At LFF, we recognise that reconciliation is a shared responsibility, requiring meaningful engagement with both Indigenous and non-Indigenous stakeholders. We are committed to fostering a culture of respect, understanding and action that drives lasting, positive change.

- Internally, we are guided by our First Nations staff member, Annette Radecker, whose leadership plays a vital role in shaping our RAP initiatives.
- Externally, we take pride in partnering with First Nations businesses Arleye Consulting, Kurruwarl, FigJam & Co, Waddi Group and Dhuwa Coffee. These partnerships strengthen economic opportunities and promote cultural exchange.

Through our Business Development and Sales activities, and by building awareness among staff through engagement in cultural activities, we aim to build and strengthen relationships with our non-Indigenous stakeholders and spheres of influence.





## ABOUT THE ARTWORK

This artwork has been created as a culturally grounded visual representation of LFF Group's identity, values, and journey. Drawing on Aboriginal symbolism and storytelling, the piece celebrates LFF Group's commitment to reconciliation, cultural learning, and its role as a trusted leader in project sourcing and stock supply.

The artwork embodies themes of connection, growth, cultural diversity, leadership, belonging, and customer excellence, while honouring the relationship between Country and First Nations peoples. Through this visual narrative, the artwork stands as a proud and enduring symbol of LFF Group's story - one of integrity, inclusion, and meaningful partnership with people, industry, and place.

To learn more about the artwork, visit our website: [www.lffgroup.com/about/rap](http://www.lffgroup.com/about/rap)





Artwork by Warramungu and Yuggera artist Luke Jampin Booth



# ABOUT THE ARTIST

Luke also known as 'Kurruwarl', translating to Brolga in the Warramungu dialect, is a proud Warramungu man from Northeast of Tennant Creek, NT and the Yuggera people from Southwest Brisbane, QLD.

Luke was introduced to his culture at an early age by his mother, Jeanette Booth (nee Brunette), a culturally respected Aboriginal woman and experienced early childhood educator. Jeanette established, an Indigenous owned, and operated live dance theatre and art gallery in Adelaide, South Australia where Luke was immersed in Aboriginal art, music, song, and dance.

Luke, along with his siblings learnt traditional art, stories and dance from respected and recognised performers and artists from around Australia on showcase at the live dance theatre and art gallery. As Luke grew so did his passion for sharing culture, this led to Luke facilitating cultural workshops and sessions alongside his mother and siblings including live traditional song and dance performances at various schools, community festivals, tourism, and corporate events.

An opportunity to travel to central Australia seen Luke visit and live at various Indigenous communities, in particular Papunya, an Indigenous community 240 kms northwest of Alice Springs where Luke further expanded his cultural knowledge of Aboriginal art. During his time in Central Australia, he was a resident performing artist at Aurora Resorts and their affiliate resorts – Red Centre and Heavy Tree Gap,

Alice Springs, where he contributed to providing cultural experiences through traditional music, song and dance for guests and visitors to the resort.

Luke has had the privilege of performing alongside many reputable performers, such as American singer-songwriter Jack Johnson, Australia singer-songwriter, musician and multi-instrumentalist Xavier Rudd, Indigenous Singer-songwriter and Aboriginal activist Archie Roach, and Aboriginal Australian singer, songwriter, and guitarist Ruby Hunter.

Luke has performed at numerous venues throughout Australia including the Sydney Convention and Exhibition Centre, Adelaide Convention Centre, and the Gold Coast Convention and Exhibition Centre.

Although Luke had been painting and considered an artist for several years, creating artworks and murals for childcare centres, schools and community organisations, Luke officially established himself as an artist showcasing his artworks in 2011 at the Hahndorf Academy Museum and Art Gallery, Adelaide South Australia and has since shown in numerous exhibitions, such as the Hahndorf Heysen Art Festival and as an artist in residence at the Ancient Earth Indigenous Art Gallery.



Warramungu and Yuggera artist Luke Jampin Booth

# OUR RAP JOURNEY

LFF's commitment to reconciliation is deeply embedded in our values and vision. Our journey toward reconciliation with First Nations peoples is both a responsibility and a privilege. This dedication is reflected in our decision to develop a Reconciliation Action Plan (RAP), which serves as a roadmap for building meaningful relationships and creating opportunities for Aboriginal and Torres Strait Islander communities.

## Why We Are Developing a RAP

LFF remain steadfast in our commitment to reconciliation between Aboriginal and Torres Strait Islander people and the broader Australian community. With a diverse workforce representing ten different ethnicities, LFF is uniquely placed as an inclusive workplace, eager to contribute positively to reconciliation across the nation. Our RAP journey aims to bridge the gaps in understanding, celebrate the rich cultures of First Nations peoples and create equitable opportunities within our own business and beyond.

# OUR RAP WORKING GROUP (RWG)

Our RAP Working Group is composed of a diverse team representing various facets of our organisation:

- Dave Keith – Director, RWG Chair and RAP Champion
- Annette Radecker - Project Administrator and Aboriginal and Torres Strait Islander Representative
- Nigel Kruger - Sales Director
- Ben Glasson - P&I Director

Annette Radecker brings valuable insights grounded in her professional expertise and informed by her lived experiences. A proud Pitta Pitta and Waluwarra woman, Annette acknowledges that she does not speak on behalf of all First Nations peoples, but shares perspectives based on her own journey.

Although we do not yet have an external Aboriginal and Torres Strait Islander Advisory Group, our internal team is actively working to advance our RAP goals and strengthen connections with Aboriginal and Torres Strait Islander communities. We are also committed to continuing our engagement with Reconciliation Australia and seeking guidance from local Traditional Owners to ensure our efforts are aligned with community needs and aspirations.



# OUR RECONCILIATION JOURNEY

In September 2023, LFF Australia Pty Ltd proudly received endorsement for our first Reflect Reconciliation Action Plan (RAP), marking the beginning of a meaningful journey towards reconciliation.

The initial year of our RAP has been one of significant learning, growth and reflection. While progress was initially slow due to limited industry support, our RAP Working Group (RWG) broadened its approach by engaging with family, friends and trusted cultural advisors. Through our team member Annette Radecker, we received invaluable cultural guidance from Pitta Pitta Elders, Uncle Brian Nathan and Uncle Alf Nathan, as well as personal stories and experiences. This deepened our understanding of reconciliation and strengthened our approach.

One of our most impactful initiatives was the development of a Cultural Awareness Survey, designed to assess training needs and enhance staff knowledge of Aboriginal and Torres Strait Islander histories and cultures. This initiative fostered open dialogue within our team,

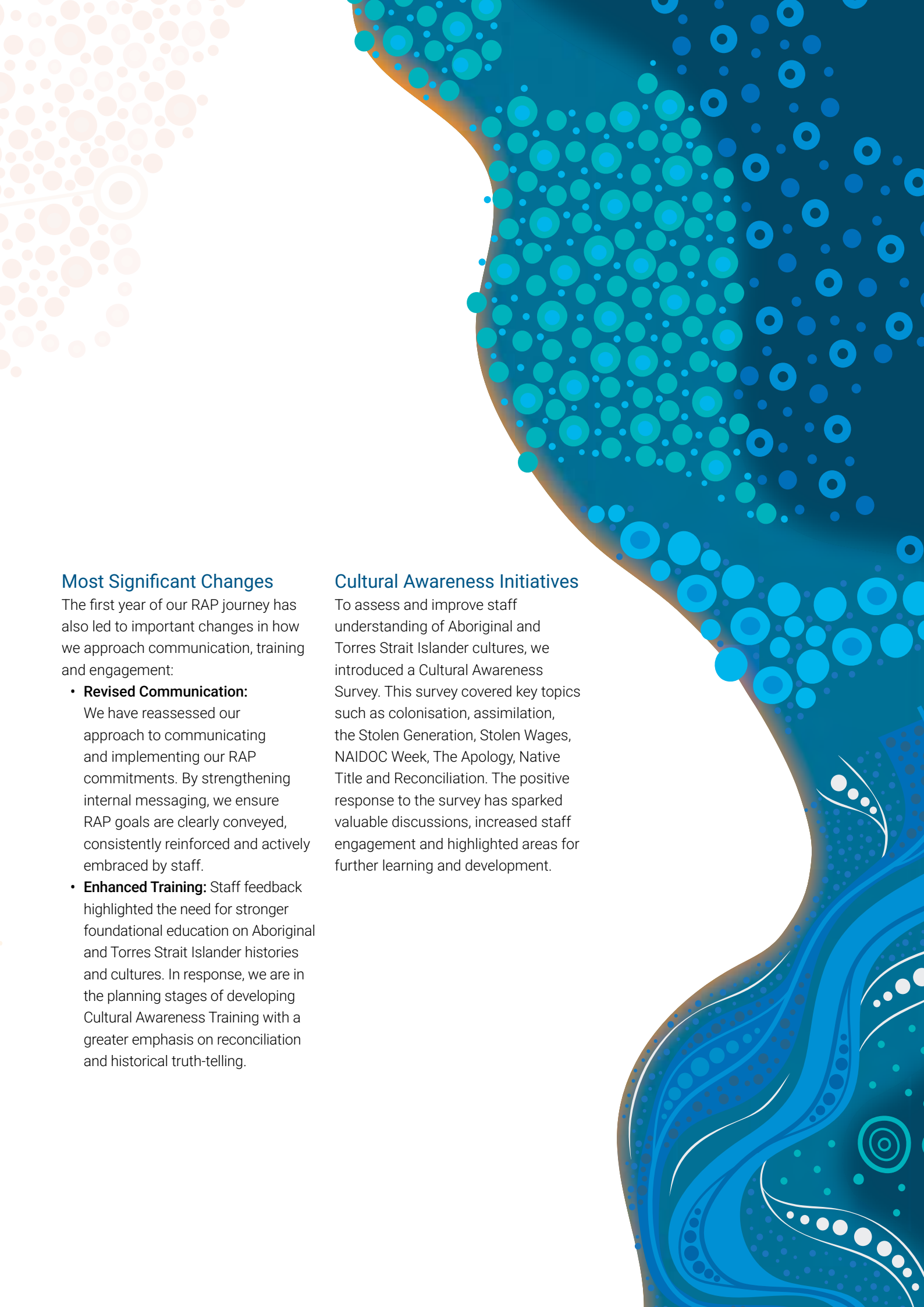
cultivating a more inclusive and culturally aware workplace.

We also encountered challenges in identifying and engaging with local Traditional Owners due to ongoing land disputes. This experience reinforced the importance of taking a respectful and informed approach to relationship-building. We will actively seek guidance from First Nations community members and like-minded businesses to strengthen these connections and ensure our engagement is meaningful and impactful.

These early challenges have provided invaluable insights, shaping our reconciliation approach and reaffirming our commitment to fostering genuine, long-term relationships with Aboriginal and Torres Strait Islander peoples. With continued collaboration and support from our stakeholders, we remain dedicated to advancing reconciliation by prioritising cultural awareness, strengthening partnerships and supporting First Nations businesses and communities.

## Key Learnings

- **Deepened Understanding:** We have gained a clearer understanding of the RAP process and the commitments required to fulfill our RAP objectives. This enhanced knowledge has allowed us to refine our approach and implement more meaningful actions.
- **Increased Awareness:** While our staff's awareness of Aboriginal and Torres Strait Islander cultures and histories was initially limited, it has significantly grown. This progress is guiding us in the right direction toward becoming a more informed and respectful workplace.



## Most Significant Changes

The first year of our RAP journey has also led to important changes in how we approach communication, training and engagement:

- **Revised Communication:**

We have reassessed our approach to communicating and implementing our RAP commitments. By strengthening internal messaging, we ensure RAP goals are clearly conveyed, consistently reinforced and actively embraced by staff.

- **Enhanced Training:** Staff feedback highlighted the need for stronger foundational education on Aboriginal and Torres Strait Islander histories and cultures. In response, we are in the planning stages of developing Cultural Awareness Training with a greater emphasis on reconciliation and historical truth-telling.

## Cultural Awareness Initiatives

To assess and improve staff understanding of Aboriginal and Torres Strait Islander cultures, we introduced a Cultural Awareness Survey. This survey covered key topics such as colonisation, assimilation, the Stolen Generation, Stolen Wages, NAIDOC Week, The Apology, Native Title and Reconciliation. The positive response to the survey has sparked valuable discussions, increased staff engagement and highlighted areas for further learning and development.

# SUPPLY AND PROCUREMENT

Our commitment to reconciliation extends to our procurement practices through regular reviews of our approved supplier list, ensuring it aligns with our RAP objectives and leads to new partnerships with First Nations businesses.

## Our Procurement Journey

- **Dhuwa Coffee:** Since October 2023, our team has embraced Dhuwa Coffee, celebrating First Nations businesses with every cup we enjoy. This choice reflects our dedication to supporting Aboriginal and Torres Strait Islander enterprises.
- **FigJam & Co:** Since National Reconciliation Week 2024, our team had the pleasure of sampling a variety of traditional bush foods from FigJam & Co. We enjoyed unique treats such as kangaroo sausage rolls and jam drops flavoured with bush plum and lemon myrtle, deepening our appreciation for Aboriginal and Torres Strait Islander culinary traditions.
- **Waddi Group:** We made a significant shift by transitioning our water supply to Waddi Group. This decision underscores our commitment to working with businesses that share our RAP values and contribute to our reconciliation goals.

Through these actions, we are not simply making procurement decisions but are actively engaging in a journey towards reconciliation, building lasting relationships with First Nations communities along the way.

As we move forward, LFF is excited to explore new partnerships and procurement opportunities that further support Aboriginal and Torres Strait Islander businesses. Our journey does not end here; we are committed to continually advancing our RAP objectives, deepening our cultural understanding and making a meaningful impact on reconciliation efforts.

With a foundation built on learning and growth, we look forward to creating lasting change and strengthening our relationships with First Nations communities.



Dhuwa Coffee



FigJam & Co



Waddi Group





## RELATIONSHIPS

Building strong connections between Aboriginal and Torres Strait Islander peoples and other Australians is essential for fostering mutual respect, understanding and collaboration. Actively engaging with these communities allows us to incorporate their perspectives into our decision-making processes, enhancing our governance and communication strategies. These relationships deepen our cultural understanding and reinforce our commitment to inclusive and respectful business practices. By prioritising these connections, we strengthen community ties and work towards a more equitable and culturally aware workplace.

Our emphasis on building and nurturing relationships aligns with our strategic direction of fostering a diverse and inclusive workplace. This focus supports our commitment to social responsibility and is integral to our community engagement efforts. It reflects our core business values and contributes to our operational success by ensuring that our practices are socially responsible and aligned with our strategic goals.



| 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 for guidance on our future engagement.                                                    | September, 2025         | Project Administrator |
|                                                                                                                                        | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.                                                    | November, 2025          | Project Administrator |
| 2. Build relationships through celebrating National Reconciliation Week (NRW).                                                         | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.                                                                                  | May annually            | Project Administrator |
|                                                                                                                                        | RAP Working Group members to participate in an external NRW event.                                                                                                             | 27 May- 3 June annually | Director              |
|                                                                                                                                        | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.                                                   | 27 May- 3 June annually | Director              |
|                                                                                                                                        | Organise at least one NRW event each year.                                                                                                                                     | 27 May- 3 June annually | Project Administrator |
|                                                                                                                                        | Register all our NRW events on Reconciliation Australia's NRW website.                                                                                                         | May annually            | Project Administrator |
| 3. Promote reconciliation through our sphere of influence.                                                                             | Develop and implement a staff engagement strategy to increase awareness of reconciliation throughout our business.                                                             | November, 2026          | Project Administrator |
|                                                                                                                                        | Communicate our commitment to reconciliation through public platforms.                                                                                                         | August, 2025            | Sales Director        |
|                                                                                                                                        | Identify opportunities to positively influence our external stakeholders to drive reconciliation outcomes.                                                                     | March, 2026             | Sales Director        |
|                                                                                                                                        | Collaborate with RAP organisations and other like-minded businesses to develop innovative strategies to advance reconciliation.                                                | September, 2026         | Sales Director        |
| 4. Promote positive race relations through anti-discrimination strategies.                                                             | Conduct a review of LFF policies and procedures to identify anti-discrimination provisions and future needs, including a review of the Corporate Social Responsibility policy. | November, 2026          | Director              |
|                                                                                                                                        | Develop, implement and communicate an anti-discrimination policy for our organisation.                                                                                         | March, 2027             | Director              |
|                                                                                                                                        | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.                    | August, 2026            | Director              |
|                                                                                                                                        | Educate senior leaders on the effects of racism.                                                                                                                               | March, 2026             | P&I Director          |



# RESPECT

LFF is committed to integrating respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights into our organisation's values and practices. Our goal is to create a workplace where diverse voices and perspectives are not only valued but actively woven into our operations.

We intend to enhance our understanding and appreciation of these rich cultural traditions, recognising their importance in enriching our collective knowledge and strengthening our shared heritage. Acknowledging and addressing historical injustices will be a key focus, ensuring we move forward with sensitivity and awareness.

By embedding cultural respect into our daily practices, we aim to align with ethical standards while improving our connections with the broader community. Our commitment is to build an inclusive environment that celebrates diversity and positively contributes to the success and reputation of our organisation. Our intent to foster respect for Aboriginal and Torres Strait Islander cultures aligns with our strategic direction of enhancing cultural competence and inclusivity within our organisation.

This commitment supports our goal of cultivating a respectful and inclusive workplace, reinforcing our commitment to community engagement. By pursuing this alignment, we aim to drive our organisational success and strengthen our reputation as a leader in diversity and inclusion.

| Action                                                                                                                                                                | Deliverable                                                                                                                                                                                                                   | Timeline                     | Responsibility        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|
| <b>5.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Review and analyse cultural learning needs identified in LFF's Cultural Awareness Survey for our targeted training opportunities.                                                                                             | August, 2025                 | Project Administrator |
|                                                                                                                                                                       | Meet with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to guide the development of our cultural learning strategy.                                                                          | October, 2025                | Project Administrator |
|                                                                                                                                                                       | Develop, implement, and communicate a cultural learning strategy document for our staff.                                                                                                                                      | February, 2026               | Director              |
|                                                                                                                                                                       | Provide opportunities for RAP Working Group members and Senior Management to participate in formal and structured cultural learning.                                                                                          | June, 2026                   | Project Administrator |
|                                                                                                                                                                       | Engage with Aboriginal and Torres Strait Islander training providers to discuss and create Cultural Awareness Training based on our cultural learning needs identified in our survey and cultural learning strategy document. | April, 2026                  | Project Administrator |
|                                                                                                                                                                       | Provide cultural awareness training to all staff to enhance their understanding of Aboriginal and Torres Strait Islander cultures and histories.                                                                              | June, 2026                   | Sales Director        |
| <b>6.</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.                                                       | Continue to increase our staff's understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                                                  | November, 2025               | Director              |
|                                                                                                                                                                       | Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.                                                                                   | October, 2025                | Project Administrator |
|                                                                                                                                                                       | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events.                                                                                   | First week in July annually  | P&I Director          |
|                                                                                                                                                                       | Include an Acknowledgement of Country at the commencement of important meetings and/or events.                                                                                                                                | August, 2025                 | Director              |
| <b>7.</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.                                                  | RAP Working Group to participate in an external NAIDOC Week event.                                                                                                                                                            | First week in July annually  | P&I Director          |
|                                                                                                                                                                       | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.                                                                                                                                   | June, 2026                   | Sales Director        |
|                                                                                                                                                                       | Promote and encourage participation in external NAIDOC events to all staff through internal communication.                                                                                                                    | First week in July, annually | P&I Director          |
| <b>8.</b> Increase our understanding of Truth Telling and the historical context of Aboriginal and Torres Strait Islander peoples.                                    | RWG to participate in a workshop or forum to learn about Truth Telling, focusing on historical truths, contemporary impacts and the importance of Truth Telling in reconciliation.                                            | July, 2026                   | Director              |
|                                                                                                                                                                       | Engage with local Aboriginal and Torres Strait Islander Elders or cultural advisors to develop a Truth Telling resource guide, including the historical context, key events and relevant narratives.                          | November, 2026               | Director              |



# OPPORTUNITIES

Creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is essential for promoting equality and fostering a more inclusive economy. By enhancing recruitment, retention and professional development for Aboriginal and Torres Strait Islander individuals, we contribute to closing the employment gap and supporting career growth.

Additionally, increasing supplier diversity through procurement from Aboriginal and Torres Strait Islander businesses not only promotes economic empowerment but also enriches our supply chain with unique products and services. Ensuring that our processes are accessible and equitable reflects our commitment to diversity and supports our business objectives of operational excellence and social responsibility.

Creating opportunities aligns with our strategic direction of advancing workforce diversity and supplier inclusion. This focus supports our goals of fostering economic participation, ensuring equal access to career and business development and upholding our values of fairness and equity. By pursuing these objectives, we aim to enhance our organisational impact and reinforce our commitment to social responsibility.

| Action                                                                                                                                         | Deliverable                                                                                                                                             | Timeline        | Responsibility |
|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------|
| <b>9.</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Continue to understand current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.   | April, 2026     | Sales Director |
|                                                                                                                                                | Continue to engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.     | April, 2026     | Sales Director |
|                                                                                                                                                | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.                            | November, 2026  | Sales Director |
|                                                                                                                                                | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.                                                        | December, 2026  | Sales Director |
|                                                                                                                                                | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.           | September, 2026 | Sales Director |
| <b>10.</b> 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.                                                                    | August, 2026    | Sales Director |
|                                                                                                                                                | Investigate Supply Nation membership.                                                                                                                   | March, 2026     | Sales Director |
|                                                                                                                                                | Continue to develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | April, 2026     | Sales Director |
|                                                                                                                                                | Review and update procurement strategies to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.      | February, 2027  | Sales Director |
|                                                                                                                                                | Strengthen commercial relationships with Aboriginal and/or Torres Strait Islander businesses.                                                           | March, 2027     | Sales Director |



# GOVERNANCE

The governance framework ensures that commitments are implemented, monitored and continuously improved through structured leadership, accountability and transparent decision-making.

LFF is committed to transparent, accountable and inclusive governance throughout our journey. We recognise that strong governance underpins genuine reconciliation, embedding respect, equity and partnership into the way we lead and operate.

| Action                                                                                                                                        | Deliverable                                                                                                                                       | Timeline                               | Responsibility        |
|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------|
| <b>11.</b> 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.                                                                         | January, April, July, October annually | Director              |
|                                                                                                                                               | Apply the Terms of Reference for the RWG.                                                                                                         | July, 2025                             | Director              |
|                                                                                                                                               | Meet at least four times per year to drive and monitor RAP implementation.                                                                        | January, April, July, October annually | Director              |
| <b>12.</b> Provide appropriate support for effective implementation of RAP commitments.                                                       | Define resource needs for RAP implementation.                                                                                                     | July annually                          | Project Administrator |
|                                                                                                                                               | Engage our senior leaders and other staff in the delivery of RAP commitments.                                                                     | July annually                          | Director              |
|                                                                                                                                               | Maintain appropriate systems to track, measure and report on RAP commitments.                                                                     | July annually                          | Project Administrator |
|                                                                                                                                               | Maintain internal RAP Champion from senior management.                                                                                            | July annually                          | Director              |
| <b>13.</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Contact Reconciliation Australia to ensure that our primary and secondary contacts are up to date, to ensure we receive important correspondence. | June annually                          | Project Administrator |
|                                                                                                                                               | Follow up Reconciliation Australia if we do not receive our unique link to the RAP Impact Survey.                                                 | 1 August annually                      | Project Administrator |
|                                                                                                                                               | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.                                                                     | 30 September, annually                 | Project Administrator |
|                                                                                                                                               | Report RAP progress to all staff and senior leaders quarterly.                                                                                    | January, April, July, October annually | Project Administrator |
|                                                                                                                                               | Publicly report our RAP achievements, challenges and learnings, annually.                                                                         | September, annually                    | Sales Director        |
|                                                                                                                                               | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.                                                         | May 2026                               | Project Administrator |
|                                                                                                                                               | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.                                                          | August, 2027                           | Project Administrator |
| <b>14.</b> Continue our reconciliation journey by developing our next RAP.                                                                    | Register via Reconciliation Australia's website to begin developing our next RAP.                                                                 | March, 2027                            | Project Administrator |



## Contact Details

**Dave Keith** – Director, RAP Champion and RWG Chair

**Annette Radecker** – Project Administrator, RWG Member  
and Aboriginal and Torres Strait Islander Representative

**RAP Working Group (RWG)**

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**LFF AUSTRALIA**