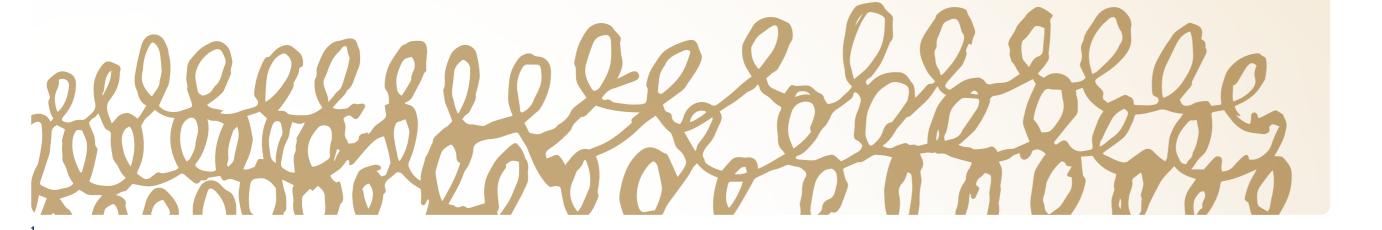


Artwork: Elements derived from 'Land, Sea & Sky' by artist Delvene Cockatoo-Collins.

We acknowledge the traditional owners of the Meanjin/Brisbane region and recognise their continuing connection to lands and waters.

We pay our respect to all Aboriginal and Torres Strait Islander peoples of the places

Brisbane Airport connects.



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A message from our CEO

At Brisbane Airport, reconciliation is not just a commitment, it's a connection.

That connection extends from the land we operate on, to the Traditional Custodians who have cared for that land for tens of thousands of years, to the communities we serve today and into the future.

We acknowledge the traditional owners of the Meanjin / Brisbane region and recognise their continuing connection to lands and water, and we honour their enduring relationship with country. Our reconciliation journey is grounded in respect for this history and a shared vision for a more inclusive and equitable future.

This fourth Innovate Reconciliation Action Plan (RAP) builds on the foundations laid by our previous RAPs. It reflects our continued dedication to creating meaningful change through action, embedding reconciliation into our culture, operations, and partnerships.

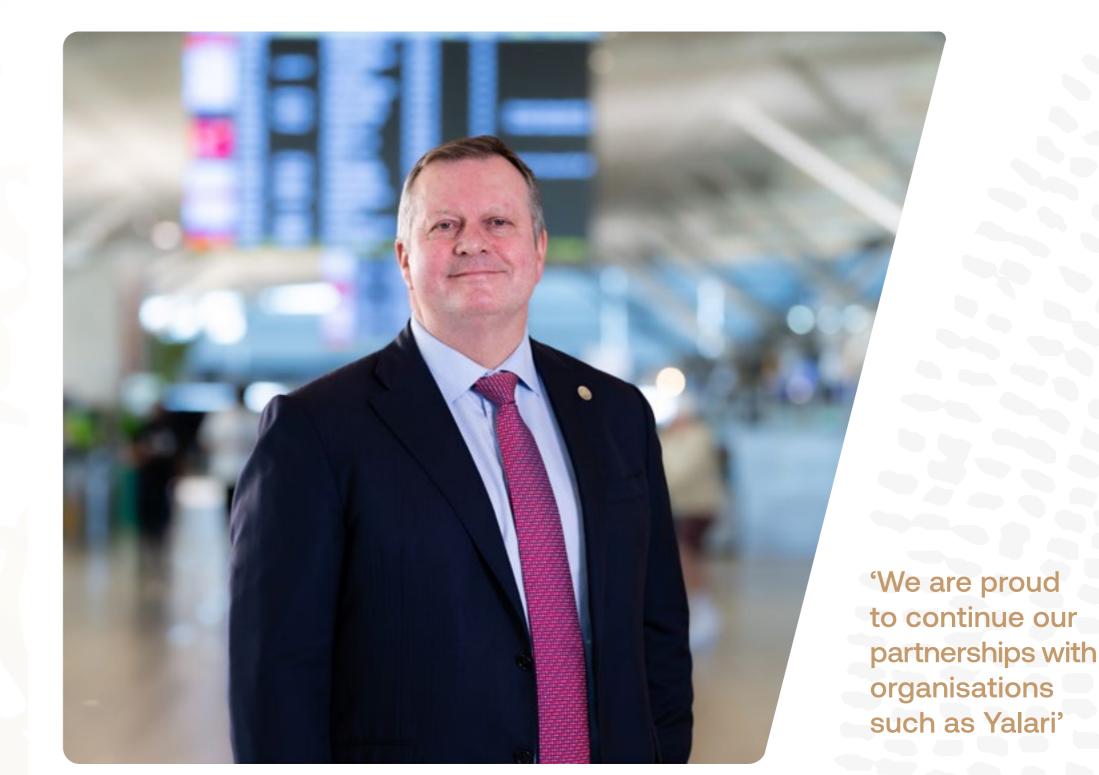
A key part of this journey has been the growth of our RAP Working Group, now made up of 12 highly motivated volunteers from across our business. This diverse and passionate team brings together voices, united by a collective desire to make a positive impact. Their energy and commitment has driven cultural change, fostered understanding, and is ensuring our RAP is lived, and not just written.

We are proud to continue our partnerships with organisations such as Yalari, which empowers Indigenous students through education, and Supply Nation, which connects us with Indigenous-owned businesses that deliver exceptional services and social outcomes. These relationships are central to our reconciliation efforts, helping us build a more inclusive supply chain and support long-term economic empowerment.

As we move forward, reconciliation will remain a core part of our journey. Together with our RAP Working Group, our partners, and our community, we are building an airport that reflects the values of respect, inclusion, and shared success.

Gert-Jan de Graaff

Chief Executive Officer
Brisbane Airport Corporation



WHARELLE CONTROLLS

'I look forward to following your ongoing reconciliation journey.'



A message from Reconciliation Australia

Reconciliation Australia commends Brisbane Airport Corporation on the formal endorsement of its fourth Innovate Reconciliation Action Plan (RAP).

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

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. Brisbane Airport Corporation continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Brisbane Airport Corporation will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Brisbane Airport Corporation using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Brisbane Airport Corporation to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Brisbane Airport Corporation will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Brisbane Airport Corporation's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Brisbane Airport Corporation on your fourth Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer Reconciliation Australia





Our vision for Reconciliation

Brisbane Airport Corporation's vision is to connect the world and create the future. Connection is about connecting people to each other, to Australia and the world, and in the context of our reconciliation journey it is about connection to Country.

Our purpose is to deliver value to our four bosses – our community, our customers, our employees and our shareholders. Our community includes our neighbours, our city and all the people that rely on Brisbane Airport, including the Traditional Custodians of the land and waters surrounding us.

This Reconciliation Action Plan strives to:

- Foster greater awareness of and connection with the rich and enduring cultural connection of First Nations peoples;
- Share in the prosperity that Brisbane Airport delivers for its communities; and
- Build respectful relationships between First Nations peoples and our BAC community, recognising that our four bosses live, play and work on ancestral land.

For us, reconciliation means actively recognising and supporting Aboriginal and Torres Strait Islander peoples, cultures and histories while fostering meaningful relationships and opportunities that promote equity, inclusion and economic participation.



Our Business

Brisbane Airport Corporation Pty Limited (BAC), the operator of Brisbane Airport (BNE), is a private, unlisted Queensland company that proudly takes on the challenge of connecting Australia to the rest of the world every day. Our passion and perseverance have cemented BNE as Queensland's most important transport hub and Australia's third busiest airport, well on its way to becoming Australia's best gateway.

At BAC, we believe our role extends beyond simply providing effective and efficient aviation services and facilities. It is also about connecting people and building a place where our community can work and play – a precinct that fosters cultural growth, and a hub that builds opportunities for our great city and state.

We shape Queensland's future, helping employ thousands of people and creating economic benefit equating to more than \$5 billion annually, thriving on the knowledge that we are guiding Brisbane Airport towards a bright future.

We are a performance-driven organisation that thrives on partnership and teamwork. Our internal staff structure includes a CEO and seven Executive General Managers. This flat management structure is underpinned by a partnership approach to business with customers, stakeholders, contractors and our local South-East Queensland community. Our offices are located at Brisbane Airport, Queensland, Australia.

Our core businesses areas:

- Aeronautical provision and services
- Retail and property leasing
- Property development
- Parking and transport services

Services such as airport security, construction, cleaning and landscaping are contracted out to external service providers.

BAC has approximately 450 employees, of which seven (1.6 per cent) identify as First Nations peoples. Our workforce continues to grow, and this will provide opportunity to increase First Nations representation in our workforce.

WHIRESTER STORES



Our RAP

Brisbane Airport Corporation acknowledges First Nations peoples of this continent and recognises they have unique cultural and spiritual relationships to the land and waters. We are proud of our RAP achievements and remain committed to the ongoing process of reconciliation through truth-telling, building understanding and mutual respect. We appreciate that this is a long and often challenging process that requires a multifaceted and systemic approach.

We acknowledge that we are at relatively early stages of our journey and that we are part of the larger system that either constrains or empowers the reconciliation process. We have learned that good intentions and endeavours car only be meaningful if they are aligned to the needs and expectations of First Nations peoples.

Our RAP is championed by the Executive General Manager, Strategy, Planning and Sustainability.

BAC RAP Artwork:

'Land, Sea & Sky'

by artist Delvene Cockatoo-Collins



RAP Working Group

The RAP Working Group (RWG) membership is made up of twelve permanent members, with representation from all key business areas. The RWG also has guests joining the meetings from time to time. The RWG actively encourages the participation of First Nations employees and contractors on the RWG. BAC currently has seven First Nations employees.

We are seeking to engage Yadeni Consulting from November 2025 to support with strategic and cultural advisory services to enhance our RAP Working Group's knowledge and support key strategic decision-making processes. The current RAP Working Group member representation includes:

Current Member	Role	Business Unit
Bobby Fitzsimmons	Chairperson	Finance, Procurement & Technology
Raechel Paris	Executive Sponsor	Executive Leadership Team
Larinda Donnellon	Member	People, Culture & Governance
Megan Rodgers	Member	Strategy, Planning & Sustainability
Britt Potter	Member	Commercial
Ant Halapua	Member	Infrastructure
Ngawai Mason	Member	Commercial
India Grasso	Admin support	Strategy, Planning & Sustainability
Sarah McKay	Member	People, Culture & Governance
Riley Wearne	Member	Strategy, Planning & Sustainability
Todd Perry	Member	Commercial
Chloe Findling	Member	Finance, Procurement & Technology

RAP Working Group - Continued

Brisbane Airport Corporation continues to engage the Traditional Custodians of the land on which it works and operates to consult on the drafting of our RAP. We meet regularly with local Turrbal and Yuggera mob, including Baringa Barambah, to seek strategic and cultural advice and input to key decision making.

Like any social transformation, achieving genuine and sustainable reconciliation will take years, potentially generations to achieve. Since 2016, BAC has made steady progress by embedding our RAP into our business through our social sustainability pillar and through our procurement activities.

Within the last year, BAC has rolled out a company wide Core Cultural Awareness training through the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS). Overall, this had a participation rate of 85%. As we evolve as a company, we will aim to achieve a 100% completion rate

We have increased our visual representation and acknowledgement of culture around the airport precinct by engaging with Delvene Cockatoo-Collins, a proud Quandamooka artist and designer, and constructed a Yarning Circle near Brisbane Airport's headquarters. We have also actively engaged First Nations peoples' businesses for second tier construction works as part of our major projects. We were proud to commission local First Nations artist, Delvene Cockatoo-Collins, to develop a bespoke artwork "Land, Sea and Sky," which speaks to Brisbane Airport's history and the link

to the Traditional Owners of the land. Based just across the bay from Brisbane Airport on Minjerribah, North Stradbroke Island, Delvene visited the airport's biodiversity zone to get a sense of the land beyond the public precincts. Delvene used this opportunity to collect a number of different elements to inform and influence the artwork she's created for Brisbane Airport.

This artwork was partially created in the International Terminal, where Ms Cockatoo-Collins was our Artist in Residence, and now hangs proudly in the building's entry. The artwork was revealed at Brisbane Airport's offices during National Reconciliation Week in 2023 where Delvene presented the artwork to the BAC team. Titled "Land, Sea and Sky," the artwork has also been developed into digital elements and is showcased in elements around the terminal buildings.

Other examples of use for the design are on Acknowledgement of Country plaques at Brisbane Airport offices, designs for use in presentations, and wearable art such as lanyards and pins, as well as being the artwork for our RAP. We have also produced content that captures Ms Cockatoo-Collins' artistic process, her engagement with the airport community and to showcase her talent.

(New Indigenous artwork to welcome guests to Brisbane Airport | Brisbane Airport)

Brisbane Airport Corporation has made significant strides in embedding reconciliation into its core business practices, with several key commitments shaping the way it operates. The enhanced

partnership with Yalari, through sponsorship, reflects our dedication to supporting educational opportunities for First Nations youth, fostering long-term social impact and community engagement. By partnering with Supply Nation, BAC has strengthened its economic contribution to First Nations businesses, setting procurement targets that promote supplier diversity and create sustainable commercial relationships. Furthermore, BAC has integrated RAP objectives into broader organisational strategies, such as the Diversity and Inclusion Strategy and procurement frameworks, ensuring reconciliation is not a standalone initiative but a foundational element of our corporate culture. Cultural protocols have also been embedded across BAC's operations, including the display of Acknowledgement of Country plagues, the inclusion of Welcome to Country ceremonies at significant events, and the consistent practice of cultural acknowledgements in meetings and staff inductions. These actions have collectively fostered a more inclusive, respectful, and culturally aware workplace, reinforcing BAC's commitment to reconciliation and its role as a leader in corporate responsibility.





Brisbane Airport Corporation (BAC) is committed to building stronger relationships between Aboriginal and Torres Strait Islander peoples and other Australians. We strive to foster a company culture and environment that connects Aboriginal and Torres Strait Islander peoples with the airport community, neighbouring communities, and international visitors to Brisbane. At the heart of this commitment is the promotion of mutual respect, the celebration of rich Aboriginal histories and cultures, and the development of meaningful partnerships that advance reconciliation.

Focus Area: Supporting our Communities (Sustainability Strategy Pillar)

Action		Deliverable	Timeline	Responsibility
1.	mutually beneficial through guiding principles for future engagement. relationships with First Nations stakeholders and organisations. Develop and implement an engagement plan, including ongoing consultation and communication protocols, to work with First Nations Proceedings of the procedure	Start - October 2025 Progress checkpoint - December 2026 Completion/implementation - March 2026	Community Engagement Manager	
		consultation and communication protocols, to work with First Nations	Start - October 2025 Progress checkpoint – January 2026 Completion/implementation – April 2026	RWG Chair
2.	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May annually	Communications & Content Advisor
		RWG members to participate in an external NRW event.	27 May - 3 June annually	RWG Chair
		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	RWG Chair
		Organise at least one NRW event each year.	May annually	RWG Chair
		Register all our NRW events on Reconciliation Australia's NRW website.	May annually	RWG Chair

Action		Deliverable	Timeline	Responsibility
3.	Promote reconciliation through our sphere of	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2026	Communications & Content Advisor
	influence.	Communicate our commitment to reconciliation publicly which includes: in our annual report	July - annually	Media & Corporate Communications Manager
		Encourage staff to sign up for the Reconciliation Australia newsletter.	July 2026	RWG Chair
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Opportunity exploration – October 2025 Opportunity selection – June 2026 Opportunity implementation – June 2027	Head of Procurement
		Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Start – October 2025 Progress checkpoint – October 2026 Completion/implementation – June 2027	Head of Procurement
		BAC will facilitate quarterly listening sessions and truth telling gatherings at the BAC Yarning Circle with support of proposed First Nations Advisory Consultant	Quarterly	Head of Procurement
4.	Promote positive race relations through anti-discrimination strategies.	Continue to implement, review and communicate an anti-discrimination policy for our organisation.	Start - October 2025 Progress checkpoint - June 2026 implementation/completion - December 2026	Senior HR Manager
		Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	Start – October 2025 Progress checkpoint – October 2026 completion/implementation - June 2027	Senior HR Manager
		Educate senior leaders on the effects of racism.	July 2026	Senior HR Manager
		Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	October annually	Executive General Manager People, Culture & Governance



BAC is committed to increasing our awareness, understanding and knowledge of cultural practices, histories and rights of First Nations peoples in the Meanjin region. We aim to support the recognition and pride in First Nations identities and cultures, including preservation of language and traditions. Respect is a value shared by all thriving communities. Without respect, there can be no genuine understanding, no meaningful relationships, and no foundation for reconciliation. It is through respect that we honour the voices, histories, and cultures of First Nations peoples, and create a future built on truth, equity, and shared pride.

Focus Area: Supporting our Communities (Sustainability Strategy Pillar)

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations peoples'	Implement and review our cultural learning strategy that includes cultural safety and cultural loading so that First Nations employees feel culturally safe within the organisation.	Commence review - October 2025 Progress checkpoint and review - March 2026 Completion and implementation - August 2026	Senior HR Manager
cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning need within our organisation.	Start – October 2025 Progress checkpoint – June 2026 Completion - December 2026	Senior HR Manager
	Provide opportunities for RWG members and other BAC staff to participate in formal and structured cultural learning. Including attending local events and Cultural Awareness Competence Training provided by the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS)	Start – July 2025 Progress checkpoint – December 2026 Completion – March 2027	Senior HR Manager
	Consult local First Nations advisors to inform our cultural learning strategy. This will form part of the Traditional Owner Engagement Framework.	Start – October 2025 Progress checkpoint – May 2026 Completion – October 2026	Head of Procurement
Demonstrate respect to First Nations peoples by observing cultural	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Start – July 2025 Progress checkpoint – July 2026 Completion – March 2027	Community Engagement Manager
protocols.	Develop, implement, publish and promote our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Start – September 2026 Progress checkpoint – March 2027 Completion – June 2027	Community Engagement Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October annually	RAP Champion – Executive General Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June annually	RAP Champion – Executive General Manager

Ac	tion	Deliverable	Timeline	Responsibility
7.	7. Build respect for First	RWG to participate in an external NAIDOC Week event.	July annually	RWG Chair
	Nations cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July annually	Executive General Manager People, Culture & Governance
	TWILDOO WOOK	Promote and encourage participation in external NAIDOC events to all staff.	June & July annually	RWG Chair
8.	value, and recognition of culture and histories through use of Start - October 2025 Completion - March 2027 Completion - March 2027 Completion - March 2027	Progress checkpoint - December 2026	Community Engagement Manager	
		culturally appropriate artwork and interpretive storyboards, that share Aboriginal histories and the significance of place within and around	Progress checkpoint – March 2026	Project Manager – Development & Delivery
		signage, wayfinding systems, and public communication materials to		
		storyboards communicating the Aboriginal significance of places within		
		Consideration Project Planning of a physical Cultural Space within the Brisbane Airport precinct demonstrating First Nations connection, association, and cultures.	Start – October 2025 Progress checkpoint – March 2026 Completion – July 2026	Project Manager – Development & Delivery
		Explore options to develop a physical cultural space within the airport precinct that demonstrates and celebrates First Nations connection to country, culture and community.		
		Consideration Project Planning of culturally significant plants for landscaping works within the cultural space.	Start – October 2025 Progress checkpoint – March 2026	Project Manager – Development & Delivery
		Incorporate culturally significant native plants into landscaping design within the cultural space, guided by Traditional Owner knowledge and practices.	Completion – July 2026	



To achieve reconciliation, First Nations peoples need economic independence and financial self-sufficiency. Economic stability will reduce rates of poverty, improve access to services, combat discrimination, empower Indigenous communities and support cultural preservation.

BAC recognises that reconciliation is supported by creating meaningful economic opportunities for First Nations people. By enabling financial independence and career pathways, we aim to contribute to economic empowerment through actions such as engaging First Nation owned business in second-tier construction contracts on major projects, supporting employment pathways and promoting financial independence. These initiatives help reduce barriers to economic participation, support cultural preservation, and combat discrimination. Our partnerships with local Indigenous leaders, such as artist Delvene Cockatoo-Collins, paired with the construction of a yarning circle near BAC headquarters, reflect our ongoing commitment to respectful relationships, cultural recognition, and inclusive spaces.

Focus Area: Supporting our Communities (Sustainability Strategy Pillar)

A	etion	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	Start – October 2025 Progress checkpoint – March 2026 Completion – July 2026	Senior HR Manager	
	retention, and professional	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	December - annually	Senior HR Manager
		Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	Start – December 2026 Progress checkpoint – June 2027 Completion – December 2027	Senior HR Manager
		Develop and implement a First Nations recruitment, retention and professional development strategy.	Start – June 2026 Progress checkpoint – December 2026 Completion – June 2027	Senior HR Manager
		Advertise job vacancies to effectively reach First Nations stakeholders.	Start – July 2025 Progress checkpoint – October 2026 Completion – March 2027	Senior HR Manager

Action		Deliverable	Timeline	Responsibility
and Torre	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	Start – November 2025 Progress checkpoint – April 2026 Completion – September 2026	Head of Procurement
diversity improved		Maintain Supply Nation membership.	Start – July 2025 Progress checkpoint – October 2026 Completion – March 2027	Head of Procurement
		Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	Start – July 2025 Progress checkpoint – January 2026 Completion – June 2026	Head of Procurement
		Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Start – September 2025 Progress checkpoint – April 2026 Completion – September 2026	Head of Procurement
		Develop commercial relationships with First Nations businesses.	Start – July 2025 Progress checkpoint – October 2026 Completion – June 2027	Head of Procurement
		Procurement Team and BAC contract management staff to attend First Step supplier diversity training to help build an effective and successful supplier diversity program	Start – August 2025 Progress checkpoint – August 2026 Completion – August 2027	Head of Procurement
support f	support for Indigenous Education Programs through senior schooling and further education Yalar their thoir	Maintain support of an Indigenous school student through the Yalari organisation, to provide the financial means to complete their senior school certificate.	September 2026	Head of Procurement
through s		Undertake a paid Indigenous internship annually, to provide work experience and pathways to employment through Career Trackers.	Start – November 2025 Progress checkpoint – May 2026 Completion – November 2026	HR Advisor



Ac	tion	Deliverable	Timeline	Responsibility
12.	2. Establish and maintain an effective RWG to drive governance of the RAP.	Improve First Nations representation on the RWG through the engagement of a first nations advisory consultant.	July 2025 (Initial 12-month contract)	RWG Chair
		Maintain and refine a Terms of Reference for the RWG.	Start – September 2025 Progress checkpoint – December 2025 Completion – June 2026	RWG Chair
		Meet at least four times per year to drive and monitor RAP implementation.	Annually: February April August October December	RWG Chair
3.	Provide appropriate support for effective implementation of RAP commitments.	Review resource needs for RAP implementation.	Start – July 2025 Progress checkpoint – December 2025 Completion – February 2026	RWG Chair
		Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2027	RWG Chair
		Refine and maintain appropriate systems to track, measure and report on RAP commitments.	Start – October 2025 Progress checkpoint – February 2026 Completion – May 2026	RWG Chair
		Maintain an internal RAP Champion from senior management.	Start – July 2025 Progress checkpoint – July 2026 Completion – July 2027	RWG Chair

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency	Organise for the RAP to be made publicly available on BAC's website and other electronic media.	August 2025	Head of Communications & Brand Marketing
through reporting RAP achievements, challenges and	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	Digital Marketing Specialist
learnings both internally and externally.	Establish and maintain contact with Reconciliation Queensland to ensure we do not miss out on important RAP correspondence.	June annually	Digital Marketing Specialist
•	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Digital Marketing Specialist
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Head of Procurement
	Report RAP progress to all staff and senior leaders during significant times throughout the year.	Start – October 2025 Progress checkpoint – October 2026 Completion – September 2027	Head of Procurement
	Publicly report our RAP achievements, challenges and learnings, annually via the BAC Annual Report and social media.	July annually	Digital Marketing Specialist
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	RWG Chair
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <u>website</u> to begin developing our next RAP.	September 2027	Head of Procurement



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