

Reconciliation Action Plan

AUGUST 2025
AUGUST 2026



The Artist



Shanai Kellett is the Yorta Yorta and Juru artist behind our artwork for our 2025 Reflect RAP. Shanai specialises in crafting contemporary Aboriginal artworks that blend traditional techniques with her own distinctive style.

Her artistic foundation was built through observing her grandmother (ICS RAP Ambassador, Pam Pedersen), fostering a deep connection to Aboriginal art from a young age. Kellett's work uniquely incorporates "Maloga," the Yorta Yorta word for sand, symbolising a profound link to Mother Earth and her ancestral lands along the Murray River and the coastal regions of Queensland.

Shanai draws inspiration from the Australian landscape, shaped by childhood travels and a lifelong appreciation for the country's diverse environments. Her art serves as a conduit for exploring her ancestral connections, expressing her reverence for the land and its history. Through her paintings, she aims to evoke emotional responses, using vibrant colours and textured patterns to create pieces that resonate with viewers.

Her painting style is characterised by the use of varied dot and line patterns, traditional symbols, and a rich colour palette. The integration of sand into her works, a technique passed down through her family, adds a tactile dimension and reinforces her connection to her heritage. Kellett's art is a modern expression of Aboriginal culture, designed to share stories and celebrate the history of her people.

Discover more at www.malogaart.com.au.

Blue Skies

Inspired by walking around the local community of the Eastern Kulin Nation, during Poorneet season. As the blue skies appear in the early hours of the morning, with the warm glow of the sun coming through. People are beginning their day by visiting their local coffee shop, exercising and heading off for work.

ICS has chosen this work as we feel it reflects the busy daily lives of our workforce and the dynamic communities in which we operate and deliver our services each day. We also believe Blue Skies represents our peoples' opportunities to grow within the ICS business.



Our RAP Ambassador



Aunty Pam Pedersen is a Yorta Yorta Elder, an advocate in the Koorie Court system, an Aboriginal community leader and an accomplished sports person. As the youngest daughter of Aboriginal leaders Pastor Sir Douglas Nicholls and 2008 Victorian Honour Roll of Women inductee Lady Gladys Nicholls, Aunty Pam follows in her parents' footsteps as an advocate for the rights of Aboriginal people.

Aunty Pam has made a significant contribution to the lives of young people in the court system, offering counsel and sharing her own experience to promote cohesion in Aboriginal families and communities. She has been an Elder on the Koori Courts since 2005, a community member of the Adult Parole Board, and has worked with young people coming into contact with the criminal justice system in roles with Jesuit Social Services and now Berry Street Shepparton.

Aunty Pam has served on numerous boards and committees, including:

- Tarwirri Elders and Respected Panel
- Long Walk Board
- Carlton Football Club Advisory Board for their RAP
- AFL Sir Doug Nicholls Indigenous Round organising committee
- Worawa Aboriginal College.

Aunty Pam is also an Honorary Elder of the Victorian National Aboriginal and Islander Day Observance Committee (NAIDOC).

Aunty Pam became involved in sport to set an example for community members about the importance of exercise. She represented Victoria at the World Masters Games in swimming, and began competing in half marathons, triathlons, open water swimming and yachting.

In 2005, she was named NAIDOC National Sportsperson of the Year. Her proudest sporting moment was representing her people in the opening ceremony and baton relay for the 2006 Commonwealth Games in Melbourne.

Aunty Pam was awarded the Australia Day Federal Award in 2005 and 'Koorie Women Mean Business' awards in 1997, 2002 and 2004. In 2016, she was inducted onto the Victorian Aboriginal Honour Roll.

Simply spending the afternoon with Aunty Pam is an enormously educational and motivating process in equal measure.

She is a whirlwind of activity and inspirational ideas. She doesn't look at the world and think, "what can I do to help?" She thinks, "What am I doing today and what will I do tomorrow?"

Her motto is, "If you can dream it, you can achieve it".



Aunty Pam Pedersen
ICS RAP Ambassador

Foreword



Darren Boyd
Chief Executive Officer
ICS Service Solutions

At ICS Service Solutions, our history is built on the values of diversity, multicultural employment, inclusiveness, and transparency. Today, I am proud to introduce our renewed Reconciliation Action Plan (RAP), a crucial step in our ongoing commitment to reconciliation.

This RAP builds upon our previous efforts and reflects our deepened understanding of the importance of genuine engagement with Aboriginal and Torres Strait Islander peoples. We are dedicated to learning from this history and actively contributing to a more equitable future. This RAP is not merely a document; it is a testament to our commitment to building meaningful relationships, fostering cultural understanding within our organisation, and creating real opportunities for Aboriginal and Torres Strait Islander peoples.

As a company operating across every Australian state and territory, including a strong regional presence, we recognise the unique position we hold to contribute to reconciliation. Through this Reflect RAP, we aim to translate our values into concrete actions. We are committed to quantifying and increasing Aboriginal and Torres Strait Islander employment within ICS, strengthening our partnerships with Aboriginal and Torres Strait Islander organisations like Real Futures, and embedding cultural awareness training throughout our workforce.

This RAP focuses on key principles: Education, Commitment, Employment, Retention, Procurement, Community Engagement and Participation, and Partnerships and Sponsorships. These principles will guide our work as we strive to create a workplace and a community that values and celebrates the rich cultures and contributions of Aboriginal and Torres Strait Islander peoples. We are particularly focused on developing robust HR processes for data collection and retention, implementing targeted recruitment initiatives, and ensuring our staff are actively engaged in our reconciliation goals.

We recognise that reconciliation is a continuous journey, and we are committed to ongoing learning, listening, and action. I encourage all our employees to embrace the opportunities this RAP presents. By working together, with guidance from our RAP Working Group and our dedicated RAP Champion, Dario Falchi, we can create a positive impact and contribute to a shared future built on mutual respect and understanding. I look forward to the journey ahead and the positive change we can create together.

Message from Reconciliation Australia

Reconciliation Australia congratulates ICS Service Solutions on continuing its reconciliation journey by formally endorsing ICS Service Solutions' third Reflect Reconciliation Action Plan (RAP).

Through this plan, ICS Service Solutions continues to play an important role in a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables ICS Service Solutions to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations ICS Service Solutions on your third Reflect RAP, and I look forward to following your continuing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

ICS Service Solutions was founded in 1963 and has throughout its history prided itself on the values of diversity, multicultural employment, inclusiveness, and transparency.

ICS is a premier supplier of cleaning and facilities services for industries including Transport & Infrastructure, Hospitality, Medical and Commercial as well as Local, State and Federal Governments across Australia. ICS provides services in every Australian state and territory with offices in Brisbane, Sydney, Canberra, Melbourne, Adelaide and Perth, and a strong regional presence within the Pilbara, Port Augusta, Geelong, Bendigo, and Townsville regions.

ICS' mission is 'to engage the best, brightest and most responsive people to constantly innovate and find innovative solutions and practices to deliver high-quality, risk-free outcomes for our customers,' with 400 direct employees and over a 1000 contracted staff currently employed. Direct employees is compiled from approximately 80 casual employees, 180 fulltime employees & 140 part-time Employees.

Through the development of this RAP, and future RAPs, ICS intends to fully quantify the number of Aboriginal and Torres Strait Islander peoples employed by ICS, with a view toward increasing employment and retention of First Nations peoples across ICS operations. While ICS currently has several staff members that identify as First Nations people, this has not been formally recorded in the past, but has now been introduced into our onboarding process.

Through the implementation of ICS' Reflect RAP, ICS will work toward implementing practical outcomes with reference to Aboriginal and Torres Strait Islander employment through data collection and retention, targeted recruitment initiatives and directed awareness training to ensure ICS staff Australia-wide are committed to the targets and aspirations outlined in this document.



Our RAP

ICS recognise that past initiatives to promote Aboriginal and Torres Strait Islander employment, engagement, cultural awareness, and wraparound services have lacked the formalisation of Reconciliation Australia's RAP program. Developing this RAP will enable ICS to identify opportunities to achieve this over the next 12 months.



In 2019, ICS instituted a Reconciliation Action Plan Working Group. This group includes the ICS Executive team and led the development of our first Reflect RAP. Following the release of our first RAP, we began undertaking our journey in earnest but due to interruptions as a result of COVID-19, we did not progress with our plans as far as we would have liked. As we believe that reconciliation is a process that deserves commitment, we have elected to develop a new Reflect RAP to implement over the coming year.

A key development in our journey is a robust HR employment process to gather information on new employees who identify as proud Aboriginal and Torres Strait Islander people, which enables the business to strengthen our engagement with staff who identify as First Nations people and with First Nations communities/stakeholders. We have also developed our relationships with Aboriginal and Torres Strait Islander owned organisations to attract and recruit Aboriginal and Torres Strait Islander people, such as Real Futures who is an approved ISEP provider in WA.

We are developing this RAP because we believe in the need for a continued push toward reconciliation, a greater understanding of Aboriginal and Torres Strait Islander cultures and communities, and creating an environment for the development of Aboriginal and Torres Strait Islander leaders within ICS with full carriage for both company and community.

We are in agreement with the Barometer that almost all Australians – Aboriginal and Torres Strait Islander people and non-Indigenous people – believe the relationship between each other is important.

Critically, we strongly believe that we must see mutual trust between First Nations people and our community at ICS and the greater community at large. We encourage in our workplace and the greater community that it is important to undertake formal truth-telling processes in relation to Australia's shared history, and to do the truth sharing with our respected Elders within the Aboriginal and Torres Strait community.

We are proud that we employ people from many diverse and multicultural backgrounds, such as Māori, Pacific Islanders, Europeans, Middle Eastern, Indian, and Asian, all of whom add a different understanding and perspective and we believe that increased Aboriginal and Torres Strait Islander representation within ICS will further improve our company's interaction with and understanding of diverse cultures.

Our RAP cont.

We also believe that education and exposure to Aboriginal and Torres Strait Islander cultures through activities undertaken as part of the RAP and increased Aboriginal and Torres Strait Islander representation within ICS will help our staff and company to have a broader, deeper understanding and connection to the integration and respect of the Truth-Telling process.

The ways we speak about reconciliation is just as important as the ways we act language is itself active, and can impact on attitudes, understandings, and relationships in a very real and active sense. Through the implementation of this Reflect RAP, ICS is committing to furthering reconciliation through progressive, meaningful policy development, promoting a deeper relationship and understanding with First Nations Communities within ICS' sphere of influence and boosting Aboriginal and Torres Strait Islander employment and engagement. ICS plan to do the following:

- **Reporting** - Report regularly on RAP progress to Reconciliation Australia and the ICS Board.
- **Engagement** - Engaging with First Nations stakeholders to seek guidance and advice
- **Mentoring** - We have engaged Aunty Pam as our Aboriginal and Torres Strait Islander mentor to the business and all staff.
- **Working Group** - Incorporating a member of each team across our business to be involved in the RAP Working Group.
- **Cultural Awareness Training** - Developing and disseminate Cultural Awareness Training across the whole business.



Our RAP Principles

The guiding principles of the ICS Reflect RAP are as important as when they were first drafted as they apply to our everyday working life. Our learnings are solely based on the importance of the principles, in the need to apply within ICS Services Solutions evolution. They are:

01 Education

Promote opportunities for all ICS staff to participate in Aboriginal and Torres Strait Islander events and ceremonies including National Reconciliation Week, NAIDOC Week and National Sorry Day, and an increased understanding of the history of Australia's First Peoples.

02 Commitment

Demonstrate ICS' commitment to reconciliation, Aboriginal and Torres Strait Islander employment, engagement, cultural awareness training, integration into the greater community, other initiatives, and participation in the ICS workforce.

03 Employment

Commit to policy formulation and governance initiatives that seek to improve the journey of ICS toward reconciliation and Aboriginal and Torres Strait Islander participation in the ICS workforce, including strongly encouraging First Nations Communities applicants for all advertised vacancies.

04 Data Retention

Improve upon the collection and formulation of data demonstrating ICS' commitment to reconciliation including ICS initiatives, activities and investment, recruitment practices, interviews, and workforce participation figures.

05 Procurement

Continue our relationships with Supply Nation and Social Traders and, wherever practical, source material from Aboriginal and Torres Strait Islander suppliers and manufactures in line with ICS business requirements and standards. We report our activity to Supply Nation as a member.

06 Community Engagement and Participation

Strengthen the ties between ICS and First Nations Communities by participating in Aboriginal and Torres Strait Islander-run events.

07 Partnerships and Sponsorships

Build the ICS brand through strategic investments and partnerships with sporting clubs and Aboriginal and Torres Strait Islander athletes through sponsorship, reach out programs and sporting clinics designed to embrace Aboriginal and Torres Strait Islander communities.

08 Partners in business

Build the ICS brand through strategic partnerships with Aboriginal and Torres Strait Islander owned organisations designed to collaborate in unison a win work ethic that will benefit and embrace First Nations Communities organisations and clients alike.

Current activities

In June 2019 ICS established a Reconciliation Action Plan Working Group (RWG) led by then Chief Executive, David Pollock to discuss the implementation of an ICS RAP, the priorities behind its implementation and a timeline spanning from the drafting stage through to publication and implementation. This committee has been re-engaged in 2024 and are now responsible for the renewal of the ICS RAP and overseeing the establishment of partnerships and design and implementation of initiatives targeted at aiding the reconciliation process.

Reconciliation Action Plan Working Group



ICS have also undertaken several initiatives to demonstrate engagement around reconciliation and with Aboriginal and Torres Strait Islander Peoples, including:

- Engaged **Aunty Pam** as an Aboriginal and Torres Strait Islander Ambassador to educate and inform our practices, policies, and people.
- A briefing of the Board by Chief Executive Mr Darren Boyd concerning the implementation of an ICS Reflect RAP, and the need for RAP principles to permeate the day-to-day business of ICS and other guiding documents including the **ICS Corporate Social Responsibility Charter**.
- Consultation with **Aboriginal and Torres Strait Islander Workforce Consulting** firms regarding a potential ICS Employment and Retention Strategy.
- Introducing an **Acknowledgement of Country** ahead of ICS Board Meetings, paying respect to the Traditional Owners and ongoing Custodians of the Land upon which ICS meet.
- Instituting a short, tailored email signature on all Australian based ICS staff emails demonstrating the organisation's commitment to reconciliation.
- Inviting staff to participate in **NAIDOC Week** events and every year hence.
- Subscribing to the **Koori Mail**, making it available to staff and visitors in the office and distributing digital content to staff using internal ICS distribution lists.
- We have engaged with several Aboriginal and Torres Strait Islander Support agencies who have been successful with winning and implementing the Commonwealth Government **ISEP program (Indigenous Skills Employment Program)**
- We have engaged with various **Disabilities Services Providers** who also manage an Indigenous (Aboriginal and Torres Strait Islander) caseload. The Australian Government is in the process of tendering the DES contract and we will endeavour to collaborate with the successful companies across every state of Australia to provide working and career opportunities at every capability level with all our client services. We believe that disabilities mean people with great untapped ability, and we want to create those opportunities for the individual to excel, while always being themselves.
- We have engaged with the Commonwealth Government initiative programs providers to provide employment opportunities for all Aboriginal and Torres Strait Islanders looking for employment. After consulting with Aunty Pam, we are exploring the opportunity to advertise in the **Koori Mail** to fulfill recruitment vacancies within our business.

Responsible Employees

Name	Title	Department
Mr Darren Boyd	Chief Executive Officer	Executive
Ms Lisa Hayden	Chief Operating Officer	Executive
Ms Amy O'Connor	Chief Financial Officer	Executive
Ms Luisa Marinkovic	Exec General Manager People & Culture	Executive
Ms Emma Peterson	Exec General Manager Southern Region	Executive
Mr Dario Falchi	RAP Champion + Exec GM Sales	Executive
Mr Hans Nathanielsz	Executive GM Commercial & Estimation	Executive
Mr Hamza Burhan	NSW State Manager	Operations
Mr Glen Givens	QLD State Manager	Operations
Ms Bobbie Eaton	SA Operations Manager	Operations
Mr Martin Wright	WA State Manager	Operations
Mr Tony Smith	TAS State Manager	Operations
Mr Ben Cole	Management Accountant	Finance
Ms Angela Davis	Quality Safety Environmental Manager	QSE

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review history of engagement with Aboriginal and Torres Strait Islander stakeholders and organisations within ICS' sphere of influence.	August 2025	Executive General Manager Sales
	Research best practice and principles to support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2025	Executive General Manager Sales
	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within ICS' local area of influence.	August 2025	Executive General Manager Sales
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to ICS staff.	October 2025	Exec GM People & Culture
	RWG members to participate in an external NRW event.	27 May – 3 June 2026	Exec GM People & Culture
	Encourage and support staff and senior leaders to participate in an external event to recognise and celebrate NRW.	27 May – 3 June 2026	Chief Executive Officer
3. Promote reconciliation through our sphere of influence.	Communicate ICS' commitment to reconciliation to all staff and develop a process to engage and inform staff of their responsibilities within the ICS Reflect RAP.	August 2025	Chief Executive Officer
	Identify RAP and other like-minded organisations that ICS could approach to collaborate with on the journey toward reconciliation.	August 2025	Chief Operations Officer
	Identify external stakeholders that ICS can engage with on ICS' reconciliation journey.	August 2025	Chief Operations Officer
4. Promote positive race relations through anti-discrimination strategies.	Review HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2025	Executive GM People & Culture
	Continue to research best practice and policies in areas of race relations and anti-discrimination.	September 2025	Executive GM People & Culture

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Continue to develop and review a strategy to increase the understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.	Oct 2025	Chief Executive Officer
	Maintain subscription to the Koori Mail and arrange for this to be made available at ICS Head Office for staff and visitors.	August 2025	Executive GM Sales + RAP Champion
	Conduct a review of cultural learning needs within our organisation.	September 2025	Exec GM People & Culture
	Connect with an Aboriginal and Torres Strait Islander cultural awareness organisation in each state of Australia and arrange for ICS staff to undertake formal cultural awareness training	August 2025	Exec GM People & Culture Exec GM Sales
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Invite a representative from Tauondi Community College – an independent college providing education and training on Aboriginal lore and custom since 1973 – to attend and discuss with ICS staff and Board the meaning and significance of Acknowledgement of Country and Welcome to Country protocols.	August 2025	Executive GM Sales + RAP Champion
	Develop a framework that outlines the protocols surrounding Acknowledgement of Country with Aboriginal and Torres Strait Islander stakeholder and community involvement, in consultation with Aboriginal and Torres Strait Islander staff and Ambassador Aunty Pam.	August 2025	Chief Executive Officer & Executive GM Sales + RAP Champion
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	September 2025	Executive GM Sales + RAP Champion
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Introduce ICS staff to NAIDOC Week by promoting external events in the local area.	June 2026	Executive GM Sales + RAP Champion
	RWG to attend 2025 NAIDOC Ball and participate in at least one external NAIDOC Week event.	First week of July 2026	Exec GM People & Culture
	Raise awareness and share information amongst ICS staff on the meaning of NAIDOC Week.	First week of July 2026	Executive GM Sales + RAP Champion

Opportunities

Action	Deliverable	Timeline	Responsibility
8. 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.	September 2025	Executive GM Sales + RAP Champion
	Ensure all future vacancy advertisements encourage Aboriginal and Torres Strait Islander applicants to apply.	August 2025	Executive GM Sales + RAP Champion
	Develop a business case for Aboriginal and Torres Strait Islander employment within ICS.	August 2025	Exec GM People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review opportunities for procurement from Aboriginal and Torres Strait Islander owned businesses.	Quarterly	Exec GM Commercial & Estimation
	Maintain Supply Nation membership.	June 2026	Exec GM Commercial & Estimation
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Quarterly	Executive GM Commercial & Estimation
	Maintain quarterly reviews with Aboriginal and Torres Strait Islander supply partners in states inclusive of SA, WA, QLD, NSW, VIC, TAS, such as Woollahra Group, Wirrapanda Supplies, Chemrose, Boolamarr, etc.	Quarterly	Executive GM Commercial & Estimation
10. Investigate Aboriginal and Torres Strait Islander sponsorship opportunities.	Investigate grass roots opportunities associated with the sponsorship of a sports team, athlete, or codes with close ties to Aboriginal and Torres Strait Islander communities.	Dec 2025	Chief Executive Officer
	Continue to research best practice and policies in areas of race relations and anti-discrimination.	October 2025	Chief Executive Officer

Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation	August 2025	Chief Executive Officer
	Create a governance committee for Aboriginal and Torres Strait Islander RAP Working Group.	August 2025	Executive General Manager Sales
	Establish quarterly RWG meeting	Quarterly	Executive General Manager Sales
	Draft Terms of Reference for the RWG	August 2025	Executive GM Sales + RAP Champion
	Maintain Aboriginal and Torres Strait Islander representation on ICS RWG	August 2025	Executive GM Sales + RAP Champion
	Confirm RAP Coordinator to lead RWG.	August 2025	Chief Executive Officer
12. Provide appropriate support for effective implementation of RAP commitments.	Engage senior leaders in the delivery of RAP commitments	August 2025	Chief Executive Officer
	Maintain a senior RAP Champion	August 2025	Chief Executive Officer
	RAP Champion to provide a summary of activity at the quarterly executive meeting	Quarterly	Executive GM Sales + RAP Champion
	Define resource needs for RAP implementation	September 2025	Executive GM Sales + RAP Champion
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2025	Executive GM Sales + RAP Champion
	Develop an annual survey to gather information about the ICS workforce's current cultural backgrounds, cultural competence and exposure to cultural education and opportunities through ICS.	October 2025	Executive GM Sales + RAP Champion

Governance

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep 2025	Executive General Manager Sales
	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.	September 2025	Executive General Manager Sales
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	Aug 2025	Executive General Manager Sales
	Report RAP actions and outcomes to ICS Board.	May 2026	Chief Executive Officer
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing ICS' Innovate RAP.	December 2025	Executive General Manager Sales



For further information, please contact

Dario Falchi

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& ICS RAP Champion**

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