



# Reconciliation Action Plan

April 2025 to April 2027





## The Airmaster Journey

The above image represents the Airmaster storyline. In acknowledgment and support of reconciliation in Australia, in 2019 a canvas was taken by Sean Ryan - Kuku Nyunkal Bama of the North Queensland Nation of Kuku Yalanji supported by Airmaster's RAP launch team around the country for the addition of paintings at each ceremony.

The canvas symbolises unity between branches and the Traditional Custodians in solidarity.

The circles (roundels) represent the individual state branches painted in the Airmaster colours and surrounded by the 'U' shape icons that the Traditional Custodians and Airmaster employees painted themselves.

These are surrounded by pastel bands to symbolise the role that Airmaster plays in the communities and industries within Australia.

These bands also include the old Airmaster colour scheme which represents its origins and continuity. It also symbolises growth and maturity.

The penultimate coloured band, the oxide red, represents the Australian continent, the giver of life.

Finally, the white used throughout the painting represents the spirit and the spiritual connection amongst each other, with our communities, families and the land.

# Statement from CEO Reconciliation Australia

## Second Innovate RAP

Reconciliation Australia commends Airmaster on the formal endorsement of its second 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. Airmaster 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 Airmaster will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Airmaster 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 Airmaster 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, Airmaster will ensure shared and cooperative success in the long-term.

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

Congratulations Airmaster on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



## Our vision for reconciliation

Airmaster's vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples have equitable access to training, education and employment. We commit to leveraging and providing career pathways in building services and sustainable solutions, and, to grow our business as a culturally responsive workforce retaining Aboriginal and Torres Strait Islander employees for life-long careers.



## Our business

Airmaster is a leading Australian, building services company providing commercial heating, ventilation, air conditioning and refrigeration management, smart building solutions and fire services. Founded in Melbourne in 1988, Airmaster has been part of the Daikin Group of Companies since 2017.

The Airmaster network consists of 17 branches located throughout Australia (QLD, NSW, ACT, VIC, TAS SA, WA), and New Zealand in a variety of rural and metro areas, with plans for expansion to other locations, allowing for greater opportunities for Aboriginal peoples and Torres Strait Islander peoples and Traditional Custodians of these lands to engage with Airmaster.

We employ more than 1,200 permanent personnel, 18 of whom identify as either an Aboriginal person and Torres Strait Islander person, or, identifying as having Aboriginal heritage and Torres Strait Islander heritage.

Our client portfolio exceeds 7,500 contracts across a diverse range of sectors including commercial, retail, government, hospitality, transportation, data centre, industrial, education and healthcare. We work closely with several external stakeholders including local community groups, industry partners and regulatory bodies.

Our environmental social governance ensures that we are guided by local cultural protocols where appropriate, and we thoughtfully use our corporate presence in the community while also planning for a more sustainable future.

# Our RAP

Our RAP Working Sub Board meet monthly addressing governance and policy-related RAP activities and the RAP Working Group meet as directed by the RAP Working Sub Board to assist with planning and implementation of RAP activities.

The RAP Working Group includes a diverse range of roles and locations throughout Australia. These include:

- **Noel Courtney** - Airmaster CEO - RAP Champion - VIC
- **Irene Winter** - Management System Coordinator - NZ
- **Kirrilly Lee** - Bid Manager - NSW
- **Glen Packer** - Branch Manager- NSW
- **Luke Harris** - Operations Manager - Fire NSW
- **Natasha Wall** - Marketing Services Manager - VIC
- **Michael Counsel** - Graduate Engineer - Projects - VIC
- **Beau Watts** - State Manager - ACT

Airmaster's RAP Working sub board are comprised by:

- **Matt Peters** - Business Development Manager QLD
- **Benjamin King** - Technician NSW
- **David Cooper** - Service Manager NSW

Some key members of our RAP team identify as having Aboriginal and Torres Strait Islander heritages including **Glen Packer, Matt Peters** and **Michael Counsel**.

The RAP Working Group members have a diverse background of experience and skill sets collectively offering broad and open dialogue on issues that affect the outcomes of the RAP deliverables.



Airmaster also felt it was vital to have external advisory group to further strengthen the cultural capability creating a RAP that was relevant and delivered the best impact for our organisation and for Aboriginal employees and Torres Strait Islander employees. The external advisory group includes Supply Nation – Paul Exarhos, Kulbardi - Uncle Kim Collard, Djirrimali Consultancy – Sean Ryan, Nahri Institute – Paul Paulson, Kukubaka, Learning for Leadership – Tahlia O'Brien.

In our reconciliation process to date, Airmaster's RAP Team is committed to becoming an employer of choice for Aboriginal employees and Torres Strait Islander employees by creating an inclusive and supportive work environment that celebrates diversity and promotes cultural understanding. We aim to achieve this by implementing a range of initiatives, including targeted recruitment strategies to attract Aboriginal talent and Torres Strait Islander talent, cultural awareness training for all employees to foster understanding and respect, and the establishment of mentoring and career development programs to support the growth of Aboriginal employees and Torres Strait Islander employees within our organisation.

Additionally, we actively engage with Aboriginal and Torres Strait Islander organisations to build strong relationships and create opportunities for collaboration and partnership. Airmaster seeks Aboriginal and Torres Strait Islander suppliers when purchasing goods and services. We have ongoing contracts with 2 cleaning companies, Joss Cleaning Services and Wallum Commercial Cleaning, who we have engaged to clean our office premises in both our Sydney and Sunshine Coast branches.



## Partnering with Worldview

**In another example, Airmaster have established a partnership with an Aboriginal labour hire company, Worldview, to trial career pathways through an apprenticeship program.**

In partnership with Worldview, Airmaster trialed a three-month labour hire role of a mature aged candidate, who has committed to learning the trade and is now a full-time apprentice at Airmaster. A second apprenticeship opportunity offered to Worldview has also meant signing up a second apprentice in 2025.

Airmaster have engaged a number of suppliers who provide us with a richness in diverse learning of cultural capabilities from both a cultural and business aspect. Consultancy businesses based on different Country helps our RAP group to understand and respect the diversity and ranges of Aboriginal and Torres Strait Islander groups and organisations. Leadership for Learning led by Tahlia Burchill-O'Brien – Kukubaka, is one such consultancy working alongside us providing cultural knowledge, learning and guidance throughout our business practices and values.

Through these efforts, Airmaster not only provides opportunities for Aboriginal employees and Torres Strait Islander employees by providing meaningful work opportunities, we also provide a workplace where all employees feel valued, respected, and empowered to succeed therefore retaining lifelong employees. We hope that this retention would create positive generational impact for employees, their families and communities more broadly. As a final example, Airmaster seeks to consult with Aboriginal Torres Strait Islander employees and external consultants for ongoing guidance to ensure sustainable outcomes.

## Overcoming challenges

In our last RAP, we developed an 'Indigenous Participation Procurement and Engagement Plan 2023'. An external consultant was engaged to support this process however since it's development some challenges have included changes in staff and inconsistency of RAP commitments. We hope to rectify this through revisiting the document and formalising the commitment to the RAP Working Sub Board.

Airmaster is committed to creating an inclusive and supportive workplace for Aboriginal employees and Torres Strait Islander employees, but this goal presents several challenges.

**Limited Awareness and Understanding:** This presents a lack of awareness or understanding among existing employees about the unique cultural backgrounds and needs of Aboriginal colleagues and Torres Strait Islander colleagues, which can hinder the development of an inclusive environment.

**Cultural Sensitivity and Training:** Ensuring that all employees receive effective cultural awareness training is essential but can be challenging in terms of resource allocation, consistency, and engagement.

**Building Trust:** Establishing trust and strong relationships with Aboriginal communities and Torres Strait Islander communities requires time, effort, and genuine commitment. Any perceived lack of sincerity can hinder progress.

**Sustained Commitment:** Maintaining long-term commitment and support from all levels of the organisation, especially leadership, is necessary to drive the initiatives forward and achieve lasting change.

**Resource Allocation:** Allocating sufficient resources, including time, budget, and personnel, to support diversity and inclusion initiatives can be challenging, particularly in a competitive business environment.

By acknowledging and addressing these challenges, Airmaster can work towards creating a workplace where Aboriginal employees and Torres Strait Islander employees feel valued, respected, and empowered to thrive.

We continue to review and implement comprehensive policies and procedures to address the challenges associated with becoming an employer of choice for Aboriginal employees and Torres Strait Islander employees. We continue to develop and work toward targeted recruitment strategies to attract Aboriginal and Torres Strait Islander talent and ensure an inclusive hiring process. The implementation of cultural awareness training programs aim to educate all employees about the unique cultural backgrounds and needs of Aboriginal colleagues and Torres Strait Islander colleagues, fostering an environment of understanding and respect.

**To build trust and strong relationships with Aboriginal communities and Torres Strait Islander communities, we actively engage with community leaders and organisations, demonstrating our genuine commitment to collaboration and partnership.**

Airmaster acknowledges that the best practice for effective community engagement, consultation and cultural capability is through a localised approach engaging local community leaders to participate in workplace events to impart knowledge and experiences rather than generalised approach. A key example of this is the attendance of Uncle Shane McLeod – Traditional Custodian and Elder of the Yuin-Monaro Nation. Therefore, Airmaster positions themselves as learner to emphasise community as knowledge-holder in these processes which ensures that it is an authentic collaboration and partnership.

Additionally, we have committed to sustained leadership support and resource allocation, ensuring that our diversity and inclusion initiatives are prioritized and well-funded. Through these comprehensive policies and procedures, Airmaster is dedicated to creating a workplace where Aboriginal employees and Torres Strait Islander employees feel valued, respected, and empowered to succeed.



## Relationships

Building strong relationships between Aboriginal peoples and Torres Strait Islander peoples and non-Indigenous Australians is a priority for Airmaster and integral to its core business activities. Cultivating open, reciprocal relationships with local Aboriginal communities and commercial organisations, as well as Torres Strait Islander communities and commercial organisations enhances communication and fosters mutual understanding of the vital contributions each party makes toward building prosperous communities. Airmaster, as an industry service provider, implements established strategies to uphold positive relationships with its clients. Central to this effort is the maintenance of strong partnerships with Aboriginal Traditional Owners, communities and organisations, as well as Torres Strait Islander Traditional Owners, communities and organisations. We recognise and respect the cultural protocols essential for engaging in these relationships.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal stakeholders and organisations and local Torres Strait Islander stakeholders and organisations to understand the guiding principles for future engagement.</li> </ul>	April 2025	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Review and update an engagement plan to work with Aboriginal stakeholders and organisations and Torres Strait Islander stakeholders and organisations.</li> </ul>	April 2025	Management System Coordinator with our External Consultant – Learning for Leadership Kukubaka
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff via email and internal newsletters.</li> </ul>	May 2025, 2026	Marketing Services Manager
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May – 3 June 2025, 2026	RAP Champion
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May – 3 June 2025, 2026	RAP Champion
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year across our branch network.</li> </ul>	27 May – 3 June 2025, 2026	Branch Manager
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia’s <a href="#">NRW website</a>.</li> </ul>	May 2025, 2026	Marketing Services Manager
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NRW Week.</li> </ul>	April 2025	HR Manager & RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	<p>May 2025 May 2026</p>	RAP Sub-Board Chair and External Consultant Learning for Leadership Kukubaka
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly via the Airmaster website and social media.</li> </ul>	<p>April 2025</p>	Marketing Services Manager
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	<p>April 2025</p>	CEO
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	<p>April 2025</p>	CEO
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	<p>April 2025</p>	HR Manager
	<ul style="list-style-type: none"> <li>Review, update, implement, and communicate an anti-discrimination policy for our organisation</li> </ul>	<p>July 2025</p>	HR Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal employees and Torres Strait Islander employees, as well as Aboriginal consultants and Torres Strait Islander consultants regarding our anti-discrimination policy.</li> </ul>	<p>April 2025</p>	HR Manager
	<ul style="list-style-type: none"> <li>Raise awareness of company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.</li> </ul>	<p>July 2025 July 2026</p>	HR Manager
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	<p>April 2025</p>	RAP Sub-Board Chair and External Consultant Learning for Leadership Kukubaka



## Respect

Respect for the rich cultures, profound histories, invaluable knowledge, and inherent rights of Aboriginal peoples and Torres Strait Islander peoples is fundamental to Airmaster and deeply ingrained in its core business culture. Acknowledging Airmaster’s primarily Anglo-Australian leadership, we are actively committed to enhancing our understanding and appreciation of Aboriginal peoples, histories and cultures, as well as Torres Strait Islander peoples, histories and cultures. We prioritise fostering an environment where all our employees are encouraged to actively engage with and learn from diverse cultural experiences, facilitating collective celebration of the richness and significance of Aboriginal peoples and their perspectives, as well as Torres Strait Islander peoples and their perspectives. Through ongoing education and cultural immersion, we strive to deepen our respect and honour for the enduring legacies of Aboriginal peoples and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights, as well as Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Conduct a review of cultural capability of employees within our organisation.</li> </ul>	April 2025	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Consult local Aboriginal Traditional Owners and consultants, as well as Torres Strait Islander Traditional Owners and consultants to inform our cultural capability development strategy.</li> </ul>	April 2025	RAP Sub-Board Chair and External Consultant Learning for Leadership Kukubaka
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural capability framework document for our staff.</li> </ul>	November 2025	RAP Sub-Board Chair and External Consultant Learning for Leadership Kukubaka
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural capability development.</li> </ul>	May2025	RAP Sub-Board Chair
6. Demonstrate respect to Aboriginal peoples and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country protocols and Welcome to Country protocols.</li> </ul>	April 2025	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a generalised cultural protocol document, including protocols for Acknowledgment of Country and Welcome to Country.</li> </ul>	April 2025	RAP Working Group Chair and External Consultant Learning for Leadership Kukubaka

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner / Custodian to provide a Welcome to Country and other appropriate cultural protocol at significant events each year.</li> </ul>	October 2025	Branch Manager
	<ul style="list-style-type: none"> <li>Include an Acknowledgment of Country and other appropriate protocols at the commencement of important meetings.</li> </ul>	January 2025	CEO
7. Build respect for Aboriginal cultures and histories, as well as Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2025, 2026	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week.</li> </ul>	First week in July 2025, 2026	RAP Champion
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	June 2025	HR Manager & RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week in July 2025, 2026	Marketing Services Manager & RAP Working Group Chair
8. Develop a greater understanding around co-governance and localised perspectives, as cultural best practice	<ul style="list-style-type: none"> <li>Conduct a review including an employee cultural capability self-reflection within our organisation, based on local protocols and cultural lore</li> </ul>	October 2025	Rap Working Group Chair & External Consultant Learning for Leadership Kukubaka
	<ul style="list-style-type: none"> <li>Consult local Aboriginal Traditional Owners and consultants, as well as Torres Strait Islander Traditional Owners and consultants to inform employees about the importance of co-governance and localised approaches. – <i>to Local protocols and cultural lore?</i></li> </ul>	October 2024 October 2025	Rap Working Group Chair & External Consultant Learning for Leadership Kukubaka



## Opportunities

Creating opportunities for Aboriginal peoples, communities and organisations, as well as for Torres Strait Islander peoples, communities and organisations, lies at the heart of Airmaster's core business activities. We firmly believe that cultivating a skilled workforce representing diverse backgrounds is pivotal to fostering a robust organisational culture. By offering avenues for inclusion to Aboriginal peoples and Torres Strait Islander peoples, we not only uphold our commitment to diversity but also align ourselves with the values of community integration and support. At Airmaster, we recognise the profound impact of nurturing talent from \*First Nations/ communities, thereby contributing to the empowerment and prosperity of local regions.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal recruitment, retention, and professional development, as well as Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal staffing and Torres Strait Islander staffing to inform professional development opportunities and future employment.	April 2025	HR Manager
	• Engage and consult with employees who identify as an Aboriginal person and Torres Strait Islander person regarding a strategy for recruitment, retention and professional development.	April 2025	HR Manager, RAP Sub-board Chair
	• Develop and implement a strategy to support Aboriginal and Torres Strait Islander recruitment, retention and professional development.	May 2025	HR Manager, RAP Sub - Board Chair
	• Advertise job vacancies to effectively reach Aboriginal stakeholders and Torres Strait Islander stakeholders.	May 2025	Branch Manager, HR Manager
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal participation and Torres Strait Islander participation in our workplace.	August 2025 August 2026	HR Manager
10. Increase Aboriginal supplier diversity and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Review, update and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2024	RAP Working Group Chair
	• Maintain Supply Nation membership.	October 2024	RAP Sub-Board Chair
	• Develop and communicate opportunities to employees for procurement of goods and services from Aboriginal businesses and Torres Strait Islander businesses.	May 2025	RAP Working Group Chair
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal businesses and Torres Strait Islander businesses.	April 2025 April 2026	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal businesses and Torres Strait Islander businesses.</li> </ul>	April 2025	Branch Manager, RAP Sub-Board Chair



## Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain Aboriginal representation and Torres Strait Islander representation on the RWG.</li> </ul>	May 2025 May 2025	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Establish and implement a Terms of Reference for the RWG.</li> </ul>	April 2025 April 2026	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	May 25, August 25, November 25, Feb 26, May 26 August 26	RAP Sub-Board Chair
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	April 2025 April 2026	RAP Sub-Board Chair, RAP Working Group Chair & HR Manager
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	May 2025	CEO
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	May 2025 May 2025	Marketing Services Manager
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	April 2025 December 2025 December 2026	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Prepare and manage a budget which allows Airmaster to facilitate our reconciliation efforts</li> </ul>	April 2025 April 2026	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p>June 2025 June 2026</p>	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> </ul>	<p>1 August 2024 1 August 2025</p>	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	<p>30 September 2025 30 September 2026</p>	
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders via internal Newsletters and online communication every 8 weeks</li> </ul>	<p>April 25, June 25 August 25, October 25 December 25, February 26, April 26 June 26 August 26 October 26</p>	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually via internal Newsletters and online communication every 8 weeks</li> </ul>	<p>October 2025 October 2026</p>	Marketing Services Manager
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	<p>May 2026</p>	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	<p>December 2026</p>	RAP Sub-Board Chair
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	<p>November 2025</p>	RAP Sub-Board Chair
15. Establish an Aboriginal and Torres Strait Islander advisory group that effectively supports RAP deliverables through comprehensive consultation and active engagement with employees who identify as Aboriginal and Torres Strait Islander persons.	<ul style="list-style-type: none"> <li>Conduct consultations with employees who identify as Aboriginal people and Torres Strait Islander people to assess how they want to participate in governing and implementing reconciliation initiatives.</li> </ul>	<p>June 2025 June 2026</p>	RAP Sub-Board Chair
	<ul style="list-style-type: none"> <li>Establish a Terms of Reference for the Advisory Group and calendar for appropriate activities for attendance.</li> </ul>	<p>June 2025 June 2026</p>	RAP Working Group Chair



## Contact details

**Name:** Irene Winter

**Cultural lineage:** Ngaapuhi te Iwi, Ngati Tautahi te Hapu - Aotearoa

**Position:** Management System Coordinator

**Phone:** 0408 355 092

**Email:** [iwinter@airmaster.com.au](mailto:iwinter@airmaster.com.au)

**Name:** Kirrilly Lee

**Position:** National Bid Manager

**Phone:** 0427 968 041

**Email:** [klee@airmaster.com.au](mailto:klee@airmaster.com.au)