



INNOVATE 2.0

# Reconciliation Action Plan

December 2025 - December 2027



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# Statement from CEO of Reconciliation Australia

## Reconciliation Australia commends Boar Group 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Boar Group 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 Boar Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

### **KAREN MUNDINE**

Chief Executive Officer  
Reconciliation Australia



# Statement from Director of Boar Group

At Boar Group, our dedication to Fire Safety runs deep, and it's not just about our organisation – it's about our commitment to the entire nation of Australia. We feel a strong sense of responsibility, and we proudly stand behind the reconciliation process, which aims to strengthen bonds between First Nations and non-Indigenous communities. Our goal is simple: to ensure that every individual is treated with equal respect and has access to equal opportunities, benefiting us all.

As we introduce our Innovate Reconciliation Action Plan, we want you to know that we're not just paying lip service. We're taking real, tangible steps and sharing our guiding principles that underscore our unwavering commitment to Australia's reconciliation journey. We've adopted an innovative approach, placing a strong emphasis on developing and nurturing relationships with First Nations peoples, identifying opportunities to work together and actively engaging our team and stakeholders in this vital process.

We couldn't be prouder of the passion and dedication our team has shown towards this pivotal initiative. It's crystal clear that reconciliation holds a special place in the hearts of many of our colleagues, and I'm genuinely confident that together, we can bring about meaningful, lasting change.

While our primary mission of "Minimising Risk and Maximising Compliance" is often framed as safeguarding our customers through our Fire Safety, Training & HVAC solutions, reflecting on this Reconciliation Action Plan has reaffirmed something important: Boar Group can contribute to securing

Australia in more ways than one. We're devoted to creating a safe and welcoming environment where First Nations peoples can fully participate in a wide range of life's opportunities. It's our belief that only when Australia achieves complete justice, equity, and reconciliation can our nation truly unlock its full potential.

We wholeheartedly invite you to delve into our Reconciliation Action Plan, and we're eagerly looking forward to sharing our progress with you as we continue on this journey towards a more inclusive and reconciled Australia. Together, we can make a difference that truly matters.



**LAURIE COOK**

Director





# Our Business

Boar Group specialises in a full range of life safety, engineering, and compliance services across Australia. We deliver design, installation, commissioning, maintenance, and testing of fire protection, HVAC, and essential building services, always aligned with Australian Standards, building codes, and legislative requirements.

## Our expertise extends across:

**Fire Protection Systems:** Detection, sprinklers, hose reels, extinguishers/ fire blankets, fire doors, pumps, gaseous systems, passive fire, and emergency & exit lighting.

**HVAC & Mechanical Services:** Design, installation, maintenance, smoke control, stair pressurisation, air handling, refrigeration, chillers, water treatment, and system commissioning.

**Fire Training:** Onsite and digital training for general staff, wardens, and industry professionals.

**Consulting & Engineering:** Fire system audits, fault diagnostics, rectification consulting, lifecycle planning, peer reviews, risk assessments, and project management.

**Essential Services Management:** Annual compliance, certification, and centralised documentation portals to ensure audit readiness.

**Emergency Management & Planning:** Evacuation diagrams, ECO training, coordination instructions, and tailored emergency plans.

**Digital Solutions:** Learning Management Systems, compliance tracking, workforce onboarding, micro-credentials, and online fire safety training.

**Community and Cultural Commitment:** Supporting Indigenous employment pathways, Supply Nation partnerships, and local community initiatives.



Boar Group operates predominately in Southeast Queensland, with branches in Brisbane, the Sunshine Coast, and the Gold Coast. With an integrated workforce across fire, HVAC, engineering, and compliance, we provide streamlined solutions that minimise client risk, ensure full building compliance, and protect communities.

Our business relates to fire management, and we are dedicated to Safety, Protection, and Survival. Boar Group delivers a full range of services from fire detection, sprinklers, pumps, extinguishers, passive fire, gaseous systems, HVAC design and maintenance, essential services management, emergency planning, and compliance consulting through to training and digital learning solutions.

Boar Group employs a team of 200 people and commenced its commitment to diversifying its workplace in 2016. Since that time, we have proudly grown to include twelve employees who identify as Aboriginal and/or Torres Strait Islander peoples.

We recognise and respect the deep cultural connection Aboriginal and Torres Strait Islander peoples have with fire. For thousands of years, fire has been central to sustaining life, ecosystems, and communities. It has been used for cooking, storytelling, warmth, ceremony, medicine, hunting, and land management. Fire continues to hold profound significance as part of cultural identity and connection to Country—past, present, and future.

As a company, we embrace and celebrate diversity in all its facets, with reconciliation and recognition of First Nations peoples at the heart of our values.

For further details about our company, please visit: [www.boargroup.com.au](http://www.boargroup.com.au)



## Our Reconciliation Action Plan

Boar Group's reconciliation journey has been one of continual reflection, action, and growth. This Innovate Reconciliation Action Plan (RAP) represents the next step in our ongoing commitment to reconciliation and marks our third RAP overall, following the completion of both our Reflect RAP and our first Innovate RAP.

Through our Reflect RAP, we established a strong foundation of cultural awareness, understanding, and respect. This stage encouraged us to reflect on our business practices, workplace culture, and the role we play in advancing reconciliation within our industry and communities.

Building on these foundations, our first Innovate RAP focused on embedding reconciliation into our core operations. It enabled us to strengthen cultural learning opportunities for our team, engage meaningfully with Aboriginal and Torres Strait Islander communities, and explore partnerships that aligned with our services across fire management, HVAC, engineering, and compliance.

Throughout our journey, we have continued to learn and evolve. The completion of our first Innovate RAP provided valuable insights into the importance of aligning partnerships with our operational capacity and long-term goals.

While we concluded our involvement with the ARTIE Program, it offered meaningful learning experiences that have guided our approach to future partnerships. We are now working toward engagement with the YOUNITY Program, which better aligns with our employment pathways and provides a more sustainable model for collaboration and community impact.

Our second Innovate RAP builds upon the progress and lessons of our previous plans. It focuses on strengthening partnerships, expanding employment and business opportunities, and embedding reconciliation into every aspect of our business operations.

As we continue this journey, Boar Group remains committed to fostering cultural respect, creating meaningful opportunities, and contributing to lasting, positive outcomes for Aboriginal and Torres Strait Islander peoples, communities, and organisations.

# Our Reconciliation Action Plan Working Group

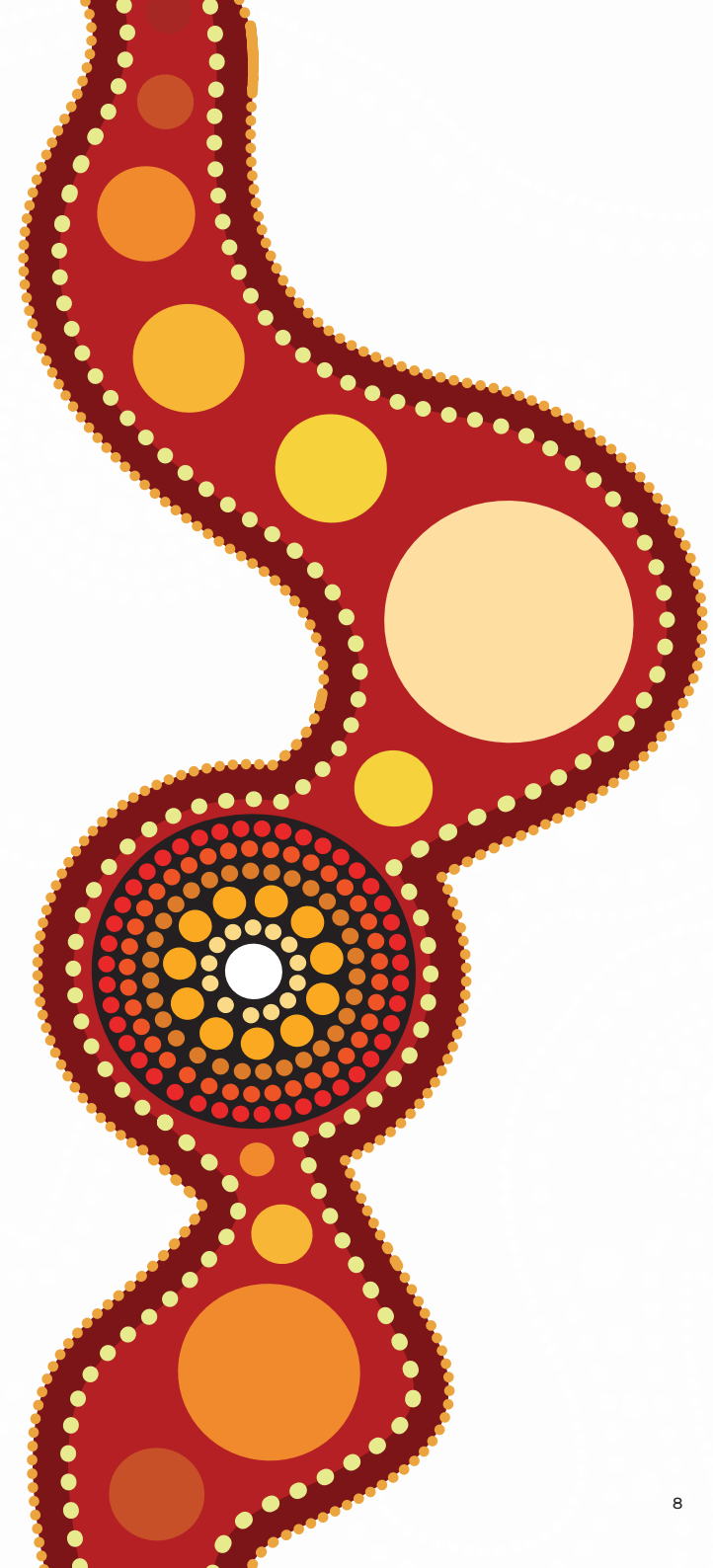


Boar Group commenced its reconciliation journey in 2016, engaging Karla Thompson, Community Cultural Advisor with the Queensland VET Development Centre, to assist with the development and implementation of our Reflect RAP. Karla grew up in Gurang Country on her mother's ancestral Land, and her father's heritage is rooted in the Yuggera Nation, with strong connections to Purga Mission. Karla was instrumental in providing valuable cultural guidance and support in the development of our Innovate RAP.

Boar Group is also proud to have three members of our RAP Working Group who identify as Aboriginal and/or Torres Strait Islander peoples, bringing lived experience and cultural knowledge that enrich our reconciliation journey.

Our RAP has been prepared and is being implemented by the RAP Working Group (RWG), a team of employees across our business who are committed to advancing reconciliation both within Boar Group and in the communities we serve.

With Mitchell Floyd and Laurie Cook our RWG Co-Chairs, and Kirk Riley, our RAP Champion, are dedicated to fulfilling Boar Groups commitments and actions specified in our Reconciliation Action Plan, leaving no aspect overlooked in our reconciliation journey. All members of the RAP Working Group, will contribute to our sub-committee to ensure the allocation of adequate time and resources.



# Our Partnerships

Boar Group is raising awareness to its employees through internal communication processes such as the Boar Group Intranet, of important Aboriginal and Torres Strait Islander events, acknowledging the Traditional Owners of the Land and ceremonies including National Reconciliation Week and celebrating NAIDOC week.

Boar Group is currently engaging with the following organisations to form a part of Boar Group's deliverable obligations within this RAP:



- **Employment of Aboriginal and/or Torres Strait Islander Peoples.**
- **Partnering with Yunity**
- **Sponsoring the West Brisbane Panthers SRL**  
Indigenous Champions Jersey
- **Hal Oram**  
Local Aboriginal Artist
- **Yerongpan Dancers**  
Education and ceremonies within the workplace
- **Muru Office Supplies**  
Procurement of all office supplies for our Head Office.



Boar Group is proud to partner with Younity, a not-for-profit organisation that delivers community services and education pathways across the Moreton Bay region. Younity's programs focus on creating stronger futures for young people, including Aboriginal and Torres Strait Islander youth, by improving engagement in education, building confidence, and opening clear pathways to training and sustainable employment.

Through this partnership, Boar Group supports initiatives such as the Indigenous Pathways Program at Redcliffe State High School, which assists First Nations students from Years 7 to 12 to realise their career potential and contribute positively to local business and industry. The program promotes educational success and builds strong career pathways into further study and long-term employment.

We are also proud to contribute to Younity's PUSH programs, which provide after-school and outreach support to young people across Moreton Bay. These initiatives engage students through drop-in centres and pop-up programs, offering practical assistance, road safety awareness, and referral pathways. Boar Group's support has helped expand these programs, ensuring they remain accessible and impactful.

Our partnership extends beyond program sponsorship. Boar Group also provides free servicing, minor installations, and repairs on Younity's properties and assets. This practical support ensures Younity can continue operating safe, compliant, and reliable facilities for the communities they serve.

In addition, we are proud to sponsor community events such as Race Around the Bay, which celebrates families, connects participants with local Elders, and promotes health, wellbeing, and cultural understanding.

By working together, Boar Group and Younity are creating opportunities that empower Aboriginal and Torres Strait Islander young people to thrive, while strengthening connections between community, culture, and education.



# West Brisbane Panthers SRL

## INDIGENOUS CHAMPION ROUND

Boar Group is proud to support the West Brisbane Panthers SRL Indigenous Champion Round, an event that celebrates Aboriginal and Torres Strait Islander culture, identity, and achievement through sport.



This partnership reflects our commitment to strengthening community connections and promoting cultural awareness across the regions where we work. The Indigenous Champion Round brings together players, supporters, and local businesses in celebration of First Nations heritage, fostering unity, pride, and respect.

Through this ongoing partnership, Boar Group continues to champion reconciliation in action — supporting initiatives that recognise culture, build connection, and inspire positive community outcomes.

HOME - 2025 PLAYING STRIP



PLEASE NOTE: This is conceptual artwork only and may differ slightly to the actual finished product.

#OBSESSEDWITHSPORT

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INDIGENOUS CHAMPION JERSEY



PLEASE NOTE: This is conceptual artwork only and may differ slightly to the actual finished product.

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# Artwork: Bora Ring Connection

ART BY HAL ORAM

Traditional Bora Ring comprise of a large circular ring on the ground surrounded by raised embankments that are situated beside ancient, sacred sites where historic Aboriginal tribal ceremonies were and continue to be conducted.

Rituals involve the learning of sacred song, stories, dance, and traditional protocols. Bora Grounds are positioned all throughout country including sloping hills, spurs of trees and low-lying areas near swamps and they are all significant and irreplaceable landmarks.

This painting features 4 distinct Bora Grounds to illustrate Aboriginal Custodian responsibility to Country which is to preserve and protect the lands and natural resources, people, and cultural heritage from being extinguished.

These landmarks are linked with white sacred walkways to represent several different environmental situations from both past and present with Kangaroo tracks and ancestral footprints moving throughout the artwork to further enhance Aboriginal interconnection with celestial totem and spiritual history.

The shield illustrates protection in times of battle or when hunting for food and is deliberately painted on top of the open fire to illustrate ceremony and traditional gatherings.

Red vines twist through the different symbols to depict First People's pride of survival and self-determination and the courage to continue to pass ancestral information, culture and history through family structure and kinship care.

Connecting white dots represent the steamy healing smoke that's produced from essential oil rich leaves which are gathered from native plants then placed on to hot embers and used to ward off bad spirits and omens.

All the imagery surrounds Boar Group who is speaking of these Aboriginal values and beliefs.



# Artwork: Flowing In Time

In this artwork it depicts the colours of the company “Boar Group” their strength and growth through our journey together as well as the logo centred in the middle. The gold colour represents colour of success, of wealth and high status which is showcased throughout the artwork.

The red lines that weave around and through the artwork are the roots which signify a strong cultural connection with the community and other companies, the blue and white dotted circles breathe life into the artwork.

I have also incorporated gold and green gum tree leaves, which is a significant cultural symbol for me. Which encapsulates who I am as an Aboriginal man and where I come from. I have also incorporated footprints to show that “we are walking together in unity. They embed in a clockwise motion to show “Time, Growth also learning which helps them flow in and around the artwork.



## About the Artist - Hal Oram

Hal Oram was born in Rockhampton and raised in a small historic town called Mt Morgan of central Queensland, not far where his ancestors inhabited. Hal graduated with a Bachelor of Contemporary Australian Indigenous Art at Griffith University and resides locally in Brisbane.

Hal's Artwork incorporates both a traditional and contemporary approach to demonstrate a cultural responsibility to abide by the beliefs and traditions of his people, to obey the wisdom of the elders and to share the stories of their Dreaming.

Storytelling, landmarks, dots, and totem representation feature prominently in Hal's paintings offering a unique interpretation of Aboriginal connection to one another and the profound spiritual connection to land, Mother Earth.

Boar Group has committed to two artworks painted by Hal and received the largest piece we have ever commissioned from an artist. This beautiful piece that was presented to us by Hal's Aunties and Uncle during a morning tea for National Reconciliation Week.





## Art By Jaydon Kemp

Boar Group commissioned Jaydon Kemp who is an Aboriginal Artist of the Yuggera Nation to paint art that represents the Traditional Owners of the lands and Boar Groups core beliefs. The hunting boomerang represents "Hunting" or "Survival". The symbol in the centre represents "Family" and the "Sand Goanna" which is Jaydon's totem and has been passed down to him by his family.

Jaydon has been painting professionally since 2014 and has his artwork hanging all around Brisbane including the Geebung Ambulance Station.



# Relationships

## Focus Area: Building Meaningful Partnerships

Boar Group recognises that strong, respectful, and reciprocal relationships form the foundation of reconciliation and organisational success. We are committed to maintaining and strengthening mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities, organisations, and our own workforce to achieve positive and sustainable outcomes.

Through our reconciliation journey, we have developed meaningful connections with Aboriginal and Torres Strait Islander stakeholders and partners that have enriched both our organisation and the communities we serve. Our engagement through learning programs, partnerships, and sponsorship initiatives has enabled staff to deepen their understanding of culture and history while creating tangible opportunities for collaboration.

We have also faced challenges along the way, including ensuring that our partnerships are not only culturally respectful but also aligned with our business operations and capacity to sustain long-term impact. These experiences have reinforced the importance of selecting the right partnerships and maintaining open, ongoing dialogue to ensure mutual benefit.

Moving forward, Boar Group remains committed to strengthening and expanding our engagement through partnerships such as the YOUNITY Program, which provides opportunities for meaningful participation and employment pathways. By continuing to embed the voices and perspectives of Aboriginal and Torres Strait Islander peoples within our business practices and decision-making, we aim to foster genuine collaboration that contributes to reconciliation both within Boar Group and the broader community.





# Relationships

Action	Deliverable	Timeline	Responsibility
<b>01</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to enhance and improve our guiding principles for future engagement.	April 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Development Manager, and Quality Assurance Manager & HR team
	Review engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations and incorporate learnings.	December 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Quality Assurance Manager & HR team
<b>02</b> Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	1 May – 3 June, 2026, 2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2026, 2027	<b>LEAD:</b> Development Manager <b>SUPPORT:</b> Quality Assurance Manager & HR team
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2026, 2027	<b>LEAD:</b> Development Manager & Director <b>SUPPORT:</b> Quality Assurance Manager & HR team
	Organise at least one NRW event each year.	27 May – 3 June, 2026, 2027	<b>LEAD:</b> Development Manager & Director <b>SUPPORT:</b> Quality Assurance Manager & HR team
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May – 3 June, 2026, 2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Quality Assurance Manager & HR team





# Relationships

Action	Deliverable	Timeline	Responsibility
<b>03</b> Promote reconciliation through our sphere of influence.	Review and refine the staff engagement strategy to increase awareness of reconciliation throughout our workforce.	June 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Quality Assurance Manager & HR team
	Communicate our commitment to reconciliation publicly.	June, 2026, 2027	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager & HR team
	Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	April, 2026, 2027	<b>LEAD:</b> Director and Development Manager
	Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November, 2026, 2027	<b>LEAD:</b> Director and Development Manager
<b>04</b> Promote positive race relations through anti-discrimination strategies.	Review and refine the staff engagement strategy to increase awareness of reconciliation throughout our workforce.	August 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Director
	Review and communicate an anti-discrimination policy for our organisation.	February 2026	<b>LEAD:</b> Quality Assurance Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Director
	Educate senior leaders on the effects of racism.	July, 2026, 2027	<b>LEAD:</b> Quality Assurance Manager, Director, Development Manager <b>SUPPORT:</b> RWG

# Respect

## Focus Area: Embedding Cultural Awareness and Understanding

Boar Group recognises that genuine reconciliation is built on respect — respect for the cultures, histories, and contributions of Aboriginal and Torres Strait Islander peoples. We are committed to fostering a workplace that values cultural understanding, celebrates diversity, and promotes inclusion across all aspects of our business.

Through our reconciliation journey, we have continued to build awareness and appreciation of Aboriginal and Torres Strait Islander cultures and histories within our workforce. Regular learning pathways, leadership discussions, and participation in cultural awareness programs have deepened our understanding and strengthened the cultural competency of our team. These initiatives support respectful engagement not only within Boar Group but also across the many communities and industries in which we operate.

As our organisation has grown, so too has our recognition that respect must be embedded in our systems and behaviours — not treated as a standalone activity. We have learned that meaningful cultural understanding develops through continuous learning, reflection, and the inclusion of Aboriginal and Torres Strait Islander perspectives in decision-making.

Moving forward, Boar Group will continue to strengthen this foundation by creating opportunities for shared learning and cultural exchange. We are committed to increasing the visibility and celebration of Aboriginal and Torres Strait Islander cultures within our workplaces, events, and projects. By embedding respect into our daily operations and workplace culture, we aim to create an environment where every person feels valued, heard, and included.

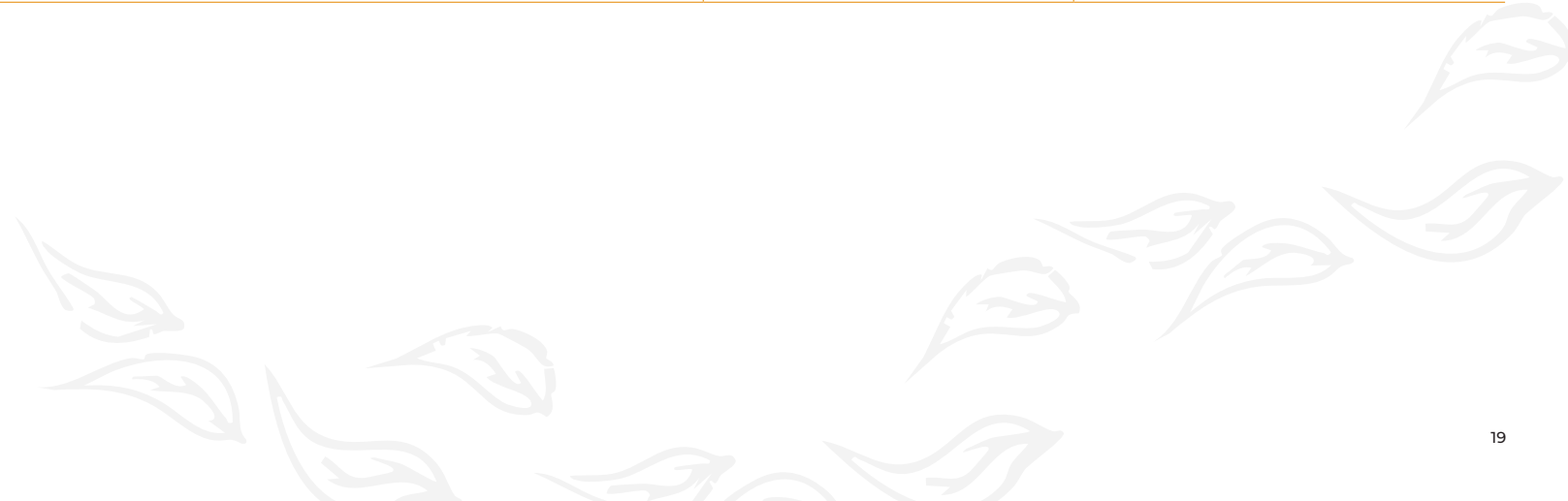
Through this commitment, Boar Group seeks to honour the rich heritage of Aboriginal and Torres Strait Islander peoples while contributing to a more inclusive and respectful industry and community.





# Respect

Action	Deliverable	Timeline	Responsibility
<b>05</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation to assess progress.	May 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Director
	Explore cultural immersion opportunities within the local community for our staff.	May 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Director
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Review and communicate a cultural learning strategy document for our staff.	June 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Director
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Continue enrolling new staff in our online cultural awareness training course for Boar Group Employees to complete through internal systems	May 2026, 2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Director





# Respect

Action	Deliverable	Timeline	Responsibility
<b>06</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Maintain and continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Director
	Maintain and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, and Director
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May, 2026, 2027	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March, 2026, 2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, Director
<b>07</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026, 2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, Director
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026, 2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, Director



# Opportunities

## Focus Area: Creating Pathways for Participation and Growth

Boar Group recognises that creating opportunities for Aboriginal and Torres Strait Islander peoples is essential to achieving equality, inclusivity, and long-term reconciliation. We are committed to embedding the voices, knowledge, and experiences of Aboriginal and Torres Strait Islander peoples within our organisation and across the communities we serve.

Through our reconciliation journey, we have continued to strengthen our commitment to supporting Aboriginal and Torres Strait Islander participation and representation. Our sponsorships and partnerships have created opportunities for engagement both within and beyond our organisation. One example is our partnership supporting the West Brisbane Panthers SRL Indigenous Champion Round, which celebrates Aboriginal and Torres Strait Islander culture and identity through sport. This partnership not only promotes cultural visibility but also supports community connection and pride — values that align closely with Boar Group's purpose and reconciliation goals.

We acknowledge that creating meaningful and sustainable opportunities requires ongoing effort and alignment with our operational capacity. Through this process, we have learned the importance of developing partnerships that provide real pathways to participation, employment, and economic development. These experiences have helped us refine how we approach community engagement to ensure lasting impact.

Looking forward, Boar Group will continue to strengthen partnerships and expand initiatives that support education, training, and employment pathways. Through our engagement with programs such as YOUNITY, we are building structures that enable Aboriginal and Torres Strait Islander peoples to access meaningful opportunities within our industry.

By embedding opportunity and inclusivity into our core business practices, Boar Group aims to contribute to positive outcomes for Aboriginal and Torres Strait Islander peoples while fostering a more innovative, equitable, and socially responsible organisation.





# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>08</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Review the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and update as required.	July 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July, 2026, 2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
<b>09</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and strengthen our Aboriginal and Torres Strait Islander procurement strategy as required.	July 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Maintain Supply Nation membership.	July 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager



# Opportunities

Action	Deliverable	Timeline	Responsibility
<p><b>09</b></p> <p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2026	<b>LEAD:</b> Director and Development Manager
<p><b>10</b></p> <p>Enhancement of Educational Opportunities in Aboriginal and Torres Strait Islander Communities by increasing attendance in primary schools and effectively monitoring both primary school attendance and high school enrolment.</p>	Continue Boar Groups strong and ongoing partnership with the Yunity Program, including financial support and active involvement in their initiatives	August 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Continue providing Free of Charge maintenance and minor works	August 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance
	Attend at minimum one Yunity event per year.	August 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	The regular monitoring and internal publication of reporting from Yunity with end of year updates.	January, July 2026, 2027	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager



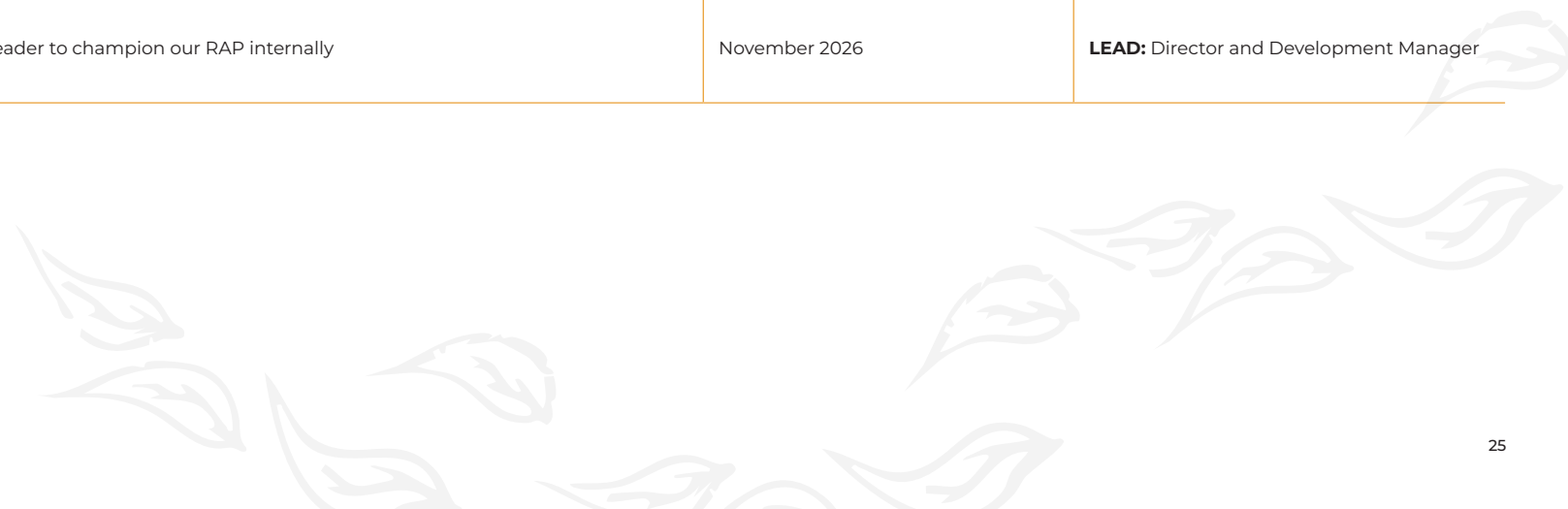
# Governance





# Governance

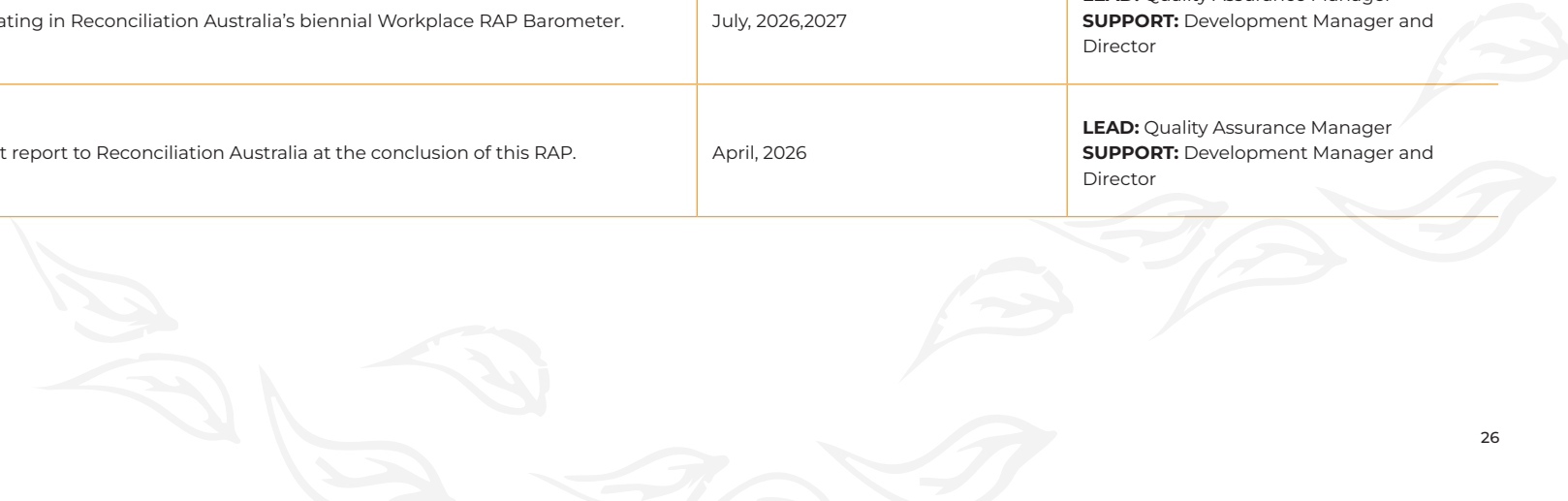
Action	Deliverable	Timeline	Responsibility
<b>11</b> Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February 2026	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Review & Maintain a Terms of Reference for the RWG	February 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Meet at least four times per year to drive and monitor RAP implementation.	February, April, July, October, 2026, 2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, Director
<b>12</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2026 , 2027	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Continue to engage senior leaders in the delivery of RAP commitments	April 2026, 2027	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager, Director
	Maintain a senior leader to champion our RAP internally	November 2026	<b>LEAD:</b> Director and Development Manager





# Governance

Action	Deliverable	Timeline	Responsibility
<b>13</b> Provide appropriate support for effective implementation of RAP commitments.	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, 2026, 2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August, 2026,2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Report RAP progress to all staff and senior leaders quarterly.	2026,2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Publicly report our RAP achievements, challenges and learnings, annually.	January, May, July, October, 2026,2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	July, 2026,2027	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April, 2026	<b>LEAD:</b> Quality Assurance Manager <b>SUPPORT:</b> Development Manager and Director





# Governance

Action	Deliverable	Timeline	Responsibility
<b>14</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2027	<b>LEAD:</b> Director and Development Manager <b>SUPPORT:</b> Quality Assurance Manager





## Contact Us

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