



nbn[®]

Innovate Reconciliation Action Plan

Apr 2023 – Apr 2026



**COVER ARTWORK:**

SANDRA PUMANI, 582-22AS,
200 X 150CM, ACRYLIC ON
BELGIAN LINEN, 2022



Sandra Pumani

MIMILI, SA

PHOTO: ANDY FRANCIS
COURTESY OF THE APY
ART CENTRE COLLECTIVE

The APY Art Centre Collective is a social enterprise made up of 11 Aboriginal owned and governed arts and culture organisations from the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands.

As a collective, these organisations work to increase income for Aboriginal artists and support the important work of art centres in APY communities. This artwork was made at the APY Art Centre Collective operated APY Studio in Adelaide, which provides APY artists with a satellite art centre for artists off 'Country'.

The APY Studio affords APY artists with income stability alongside culturally appropriate support to access healthcare and the opportunity to maintain vital cultural and community connections when in Adelaide.

“Antera Maku”

Song-line stories around; it's what my mum, and grandma...everyone is painting: the water. Inma Tjukurpa.

I grew up in Mimili with my grandparents and mum. I grew up around these areas out bush and down the lines of family, I was taught so much with the story lines. It is important for us to teach the kids our storylines; and my paintings are to teach.



Acknowledgement of Country

nbn acknowledges First Nations peoples and recognises their role as the Traditional Owners of the lands and waters across Australia. We are privileged to work across all corners of this vast country and pay our respects to all Elders past, present and emerging, especially those within **nbn**.



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Our vision for reconciliation



nbn's vision for reconciliation is to be deeply engaged and connected with First Nations cultures and aspirations for digital inclusion

We recognise that we have an important role to play in driving digital capability in partnership with First Nations people and in exploring how access to digital connectivity can enable social, cultural and economic benefits for communities.

We acknowledge that our role extends beyond just connectivity, and that we must also support culturally safe and appropriate use of technology, expand our employment and business pathways with Aboriginal and Torres Strait Islander people, and continue to amplify the success of community-led programs and solutions.



In our fifth Reconciliation Action Plan (RAP), we will continue to support Reconciliation Australia's Five Dimensions of Reconciliation in ways that are unique to our core purpose:

Race Relations

We understand that for Australia to be free of racism, we must build a shared understanding of the value and importance of First Nations cultures, rights and experiences. As our country becomes more educated and exposed to these elements, we will build stronger relationships based on trust and respect. **nbn** will directly contribute to these efforts by ensuring First Nations people and communities, particularly in remote locations, have both the access and capability support to leverage digital mediums to maintain and share their cultures, stories and historical experiences with the nation and appropriate consultation on connectivity outcomes for their communities.

Equality and Equity

We will continue to promote the unique rights of Aboriginal and Torres Strait Islander people and ensure we promote equity and equality across all of our activities. This includes our efforts to create employment and development pathways for First Nations employees, procurement and economic development outcomes through our supplier diversity agenda, and through targeted programs that ensure First Nations communities enjoy equitable access to new and emerging technologies and digital platforms.

Institutional Integrity

As a high-profile Government Business Enterprise, we know that we must demonstrate the highest standards of institutional integrity when it comes to delivering on the commitments we make. This is certainly the case for our RAP commitments where our RAP Working Group meets on a regular basis and reports to our Executive Committee on our progress. We have also made our RAP an important element within our annual Corporate Plan, in which we report to the Parliament on our performance as a business.

Unity

An Australian society that recognises and values the unique contributions First Nations cultures and heritage makes to our country is a vital part of building unity. We will continue to build education and awareness across our workforce and are proud to have launched Liakukana Connect, an internal network that brings together **nbn**'s First Nations employees to provide support, mentoring and leadership growth opportunities. As cultural awareness and understanding of First Nations cultures, histories and experiences grows within our workforce, we believe this is contributing to a shared national identity for our nation. The Liakukana community is also providing our business with important First Nations perspectives that we value and have embedded as part of our RAP governance.

Historical Acceptance

We understand the importance of truth-telling for reconciliation. We believe that as a country we must understand and accept the wrongs of the past, and the impacts of these on our First Nations people. We also believe that a key focus of reconciliation is about building our own cultural capability as an organisation. We will continue to foster two-way learning, formal education, and experience in collaboration with First Nations people.



CEO Statement **Stephen Rue**

It gives me great pleasure to present **nbn**'s fifth Reconciliation Action Plan (RAP), which marks 10 years since our first RAP was launched.

Our purpose at **nbn** is to lift the digital capability of Australia, and the need for a reliable, resilient, and secure broadband network has never been greater for the homes, businesses, and people of Australia. This is particularly relevant for many First Nations communities, organisations, and peoples, many of whom would greatly benefit from the opportunities for education, business growth and social connection that are enabled by a secure, reliable and resilient broadband network.

nbn's vision for reconciliation is to be deeply engaged and connected with First Nations cultures and their aspirations for digital inclusion.

This focus on digital inclusion and our internal reconciliation journey has seen many actions well underway or completed, notably an increase in the number of connected communities and an increase in employee engagement events held to provide internal education and acknowledge both National Reconciliation Week and NAIDOC week.

nbn's vision for reconciliation is to be deeply engaged and connected with First Nations culture and their aspirations for digital inclusion

This includes:

- **Internal activities and events to educate employees on our reconciliation journey and the varied and important work we are doing to lift the digital capability and connectivity of First Nations people.**
- **Deploying Community Wi-Fi solutions in over 100 communities across Australia, enabling access to essential services such as telehealth, MyGov, online education and mentoring services. We have also deployed our Temporary Network infrastructure, helping to maintain the nbn® network resilience and keep customers connected during time of need, including during the pandemic with a temporary deployment to Wilcannia to assist at the COVID peak.**
- **Supporting an increase in digital ability through culturally-led cyber safety awareness and education programs.**
- **Building strategic relationships with the National Indigenous Australians Agency and key stakeholders such as the Coalition of Peaks and First Nations Media and strategic partnerships with organisations such as the JT Academy and Koori Mail and ABCN mentoring of First Nations students.**
- **Our partnership with Jawun, which has seen our secondees helping to build capacity in these organisations, enable them to achieve their goals and make a meaningful difference in First Nations communities. We are also seeing the secondees share powerful stories with our own employees to create a ripple effect across nbn.**

Over the past two years, I have seen first-hand the positive impact of our First Nations engagement activity, particularly in relation to the implementation of Community Wi-Fi solutions in First Nations communities.

I had the privilege of visiting Yarrabah, a thriving community focused on creating opportunity and positive futures for First Nations Australians. During my visit, I was able to spend time with community leaders and observe the impact that community Wi-Fi solutions have had on the community, including the improved socio-economic benefits that

broadband connectivity is enabling at the health clinic and art centre. For me, the visit highlighted the opportunities that we are creating for First Nations communities around Australia who continue to face serious socio-economic challenges, and the benefits of digital inclusion.

Our Jawun secondees have shared their powerful and transformative experiences of being in-country with First Nations communities and working closely with organisations who are looking to improve socio-economic outcomes. The Jawun alumni have been strong advocates for our internal reconciliation journey, and I am hopeful that our Jawun partnership will further the employee support for reconciliation. The stories they have shared with the nbn Board and my leadership team have reaffirmed the opportunities we have in helping to build capacity in the organisations to achieve their goals and make a meaningful difference in First Nations communities.

Through this fifth RAP, we are continuing to focus on increased connectivity for First Nations communities and deepening our relationships and partnerships with First Nations communities and organisations to increase digital inclusion. We will also drive increased employment opportunities for First Nations job seekers and meaningful and sustainable engagement across our supply chain for First Nations owned businesses.

I would like to acknowledge the leadership and dedication of teams across nbn in delivering impactful change and outcomes for First Nations communities. Most importantly, I would like to acknowledge all the Aboriginal and Torres Strait Islander peoples, organisations and communities that have supported our reconciliation journey to date. We look forward to your continued guidance over the coming years as part of our new RAP.

Thank you

Stephen Rue
Chief Executive Officer
nbn

Reconciliation Australia CEO Statement

Karen Mundine

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 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. **nbn** continues to be part of a strong network of more than 1,100 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 **nbn** will continuously draw upon to create RAP commitments rooted in experience and maturity.



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

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

Congratulations **nbn** on your fifth Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Sponsor Statement

Gavin Williams

I am honoured to continue my journey as the Executive Sponsor of **nbn's** fifth Reconciliation Action Plan.

It has been a delight to see the progress we have made on our reconciliation journey, in particular, connecting over 100 communities with Wi-Fi access and deepening our engagement and relationships has led to an improved understanding of what **nbn** can do to support First Nations communities to close the gap in digital inclusion.

As we launch this, our fifth RAP, it's an opportune time for us to reflect on our reconciliation journey so far. To look back and celebrate our key achievements and successes, but more importantly, to make sure we keep building on this foundation in the years ahead. Our internal teams have continued to drive engagement and accountability for our RAP across the organisation, and I am thankful for the leadership and dedication of all involved.

We've continued to build the cultural competency of our workforce through ongoing and targeted training, and more recently through our three-year partnership with Jawun. In 2022, nbn has provided 15 secondees to First Nations organisations through the Jawun partnership, delivering additional skilled resourcing to organisations in North-East Arnhem Land, East Kimberly, and Central Australia. This equates to 90 weeks of secondment contributions that will have been made in 2022 and we look forward to building on this through the tenure of this RAP.

Connecting over 100 communities with Wi-Fi access and deepening our engagement and relationships has led to an improved understanding of what **nbn** can do to support First Nations communities to close the gap in digital inclusion

Without doubt, the key focus of our recent RAP efforts has been the rollout of free and reliable Wi-Fi connectivity in First Nations communities. **nbn** now has 111 Community Wi-Fi points of presence across First Nations communities around Australia. Whilst a majority of these are a single-point Wi-Fi systems, we have also deployed several mesh Wi-Fi systems, enabling public Wi-Fi coverage to extend throughout the community.

These services are free to use for community members and importantly have no download limits, enabling access to support services, education, health services, entertainment and keeping in touch with family and friends. The feedback we have received from participating communities has been incredibly positive and has reinforced to us the need to roll out this capability to even more communities. Initiatives such as these will now form an important part of the Commonwealth Government's soon to be released Indigenous Digital Inclusion Plan, of which **nbn** will play an important role in implementing and delivering.

In line with our First Nations Engagement Plan and principles, we are also ensuring that the network design (coverage, available times, websites accessible) for these solutions is being developed collaboratively with key community leaders, ensuring adherence to cultural aspects unique to the community landscape and social context. This consultation process has provided valuable opportunities for our employees to learn more about local First Nations' cultures and to practically apply learnings from our cultural competency training programs.

Our Executive Manager Indigenous Affairs, Che Cockatoo-Collins, has focused on strengthening our relationships with the National Indigenous Australians Agency, key stakeholders such as the Coalition of Peaks and First Nations Media, our strategic partnerships, as well as community leaders and stakeholders.

Whilst we have made significant in-roads over the past two years, we know there is more work to be done and this RAP provides us with the opportunity to continue our efforts. At the heart of this RAP is the crucial role **nbn** plays in connecting communities safely and increasing digital inclusion for First Nations communities. Additional key priorities include growing our relationships and meaningful partnerships with key stakeholders, as well as focusing on improved

employment and spend opportunities with First Nations people and organisations. Our actions will see our continued contribution to Target 17 of the Closing the Gap Report (2022), which is centered on providing equitable access and improving digital inclusion for First Nations people.



Left to right: Gavin Williams, Mark Ella

I am confident that we will continue to deliver on our commitments through this RAP and build on our already solid foundation and desire to connect and lift digital inclusion for First Nations communities and empower our employees to be deeply engaged with our vision for reconciliation. We're genuinely excited by the abundance of opportunities ahead.

Thank you

Gavin Williams

Chief Development Officer, Regional and Remote and First Nations Pillar Executive Sponsor

nbn



Our business



Our purpose is to lift the digital capability of Australia, that includes First Nations people and communities

Established in 2009 as a Government Business Enterprise (GBE), our principal responsibility is to build, operate and evolve the **nbn**[®] network in accordance with the Commonwealth Government's Statement of Expectations.

nbn's key objective is to support Australia's digital economy by creating opportunities for communities, governments and industry to drive digital adoption and innovation.

In addition to building and operating a network that is reliable, secure and resilient, **nbn** is committed to meeting the current and future broadband needs of households and businesses, fostering productivity and innovation, and supporting the nation to be a leading digital economy and society. This includes First Nations people, businesses and communities.

As a broadband wholesaler operating across Australia's seven million square kilometres and the traditional lands of First Nations people, **nbn** provides access to all Retail Service Providers (RSPs) on a non-discriminatory basis.

As a national enterprise, our sphere of influence to support reconciliation and outcomes for Aboriginal and Torres Strait Islander people is significant. From an employment perspective, we employ more than 4,500 people and have offices in over 33 locations across Australia. Of our current workforce, 21 (0.44%) of our employees identify as First Nations people.

We are also engaging with our Commonwealth Government partners on initiatives to improve the digital inclusion of First Nations people. In 2018, the Regional Telecommunications Independent Review Committee presented the 2018 Regional Telecommunications Review – Getting it right out there. From a First Nations perspective, the report highlighted the need for those living in remote communities to have better access to phone and internet services. A specific recommendation called for a targeted Indigenous Digital Inclusion Program, with a focus on access, affordability and digital ability, to be developed in partnership with First Nations communities.

The National Indigenous Australians Agency (NIAA), supported by the Department of Infrastructure Regional Development Transport and Communications, have developed the First Nations Digital Inclusion Plan with the ambition of achieving Target 17 of the Closing the Gap Report which will see equal levels of digital inclusion for Aboriginal and Torres Strait Island people by 2026. **nbn** remain committed to playing our role which includes:

- **Addressing access, affordability and ability barriers;**
- **Supporting First Nations business and enterprise development;**
- **Enabling opportunities for learning and skills development to grow digital capability of First Nations peoples and communities;**
- **Facilitating more efficient delivery and uptake of critical services, including healthcare and other social services; and**
- **Supporting new ways to strengthen cultural identity, traditions and activities, and enhance connections to community and Country.**

Our RAP

The **nbn** network is Australia's digital backbone. The success of the **nbn** network underpins Australia's global competitiveness and the economic future of our nation. This extends to First Nations people, communities, businesses, the community sector and of course, reconciliation. As we know, reconciliation is about connecting people with new experiences, and our role in ensuring the connectivity of the nation can contribute strongly to this.

Through our 2023-26 RAP, we will pursue our vision for reconciliation by focusing on four key areas that we believe will make a strong contribution to reconciliation. In 2022 we engaged the services of First Nations owned consultancy firm 15 Times Better to support the evolution of our dedicated First Nations Strategy to guide all of our First Nations engagement activities. The strategy focuses on four key areas where we will target our efforts (outlined below). Our focus areas align closely with Reconciliation Australia's pillars of *Relationships, Respect and Opportunities*:

First Nations Digital Outcomes

We're working closely with our Commonwealth Government and First Nations community partners to deliver on key recommendations as set out in the First Nations Digital Inclusion Plan. **nbn**'s actions seek to address four key areas that have been identified as critical to driving improved digital inclusion for First Nations people and communities:

1. **Awareness & Education**
2. **Connectivity**
3. **Digital Ability**
4. **Affordability**

Career Pathways

We're developing a comprehensive First Nations Employment Strategy that will provide a roadmap to increase the recruitment, retention and progression of First Nations people within **nbn**.

First Nations Procurement

We will strive to increase our procurement spend with First Nations businesses and suppliers through a dedicated First Nations Procurement Strategy.



Che Cockatoo-Collins with our JT Academy partner

Cultural Learning

We're proud of the steps we've taken to develop the cultural awareness, understanding and competency of our workforce. We will continue to train and empower our people with new development opportunities and experiences to continue to grow inclusive and culturally safe environments for our people. In addition to our cultural awareness training, we are providing opportunities for staff to come together to discuss and learn about a broad range of First Nations related topics via our quarterly Liakukana series – a storytelling and learning event series aimed at increasing our employees' awareness and understanding of the rich culture of our First Nations peoples, as well as promoting stories of excellence.

The Liakukana series ties in closely with our vision for reconciliation to be deeply engaged and connected with First Nations cultures and aspirations for digital inclusion. We are continually aspiring to mature our own cultural integration as an organisation by fostering two-way learning, formal education and experiences in collaboration with our First Nations peoples. Previous topics have included "You can't ask that", a "how to" guide to Supply Nation, and a discussion with Dean Parkin on the Uluru Statement from the Heart.

From a governance perspective, we continue to ensure that we have strong First Nations voices guiding our RAP and the development and implementation of our broader Strategy. Our RAP is governed by our internal working group, which is chaired by General Manager, Segments & Stakeholder Relations Regional & Remote, Sam Dimarco. The role of RAP Sponsor is held by our Chief Development Officer - Regional & Remote, Gavin Williams and the role of RAP Champion is held by Che Cockatoo-Collins, Executive Manager Indigenous Affairs. Our RAP Sponsor and RAP Champion both play an important role in promoting our reconciliation efforts across the business, including liaising with leaders of respective business units that hold responsibility for our RAP Actions and Deliverables to ensure accountability and remove barriers to implementation.

We have strong First Nations representation in our working group with eight First Nations members including our Executive Manager Indigenous Affairs

Che Cockatoo-Collins, as well as representatives from our Liakukana Connect community. The working group meets monthly and reports quarterly to our Executive Committee on our RAP performance.



Left to right: Gavin Williams, Dan Johnson, Jeff Smith, Sally Kincaid, Che Cockatoo-Collins

Our RAP working group membership includes the following roles:

- **Chief Development Officer – Regional and Remote (Executive Sponsor)**
- **General Manager Segment & Stakeholder Relations**
- **Executive Manager Indigenous Affairs**
- **Senior Manager Indigenous Digital Inclusion**
- **Executive Manager Wireless Services**
- **Executive Manager, Community and Stakeholder Engagement QLD**
- **Senior Manager Diversity, Equity and Inclusion**
- **National Land Access and Statutory Approvals Lead**

The working group is further supported by broader representatives from each of our business units responsible for the implementation of our RAP deliverables, comprising of 25 champions, eight of whom are First Nations members; as well as representatives from our Liakukana Connect community.

Our reconciliation journey

We recently completed the implementation of our fourth RAP which had a strong emphasis on connecting more communities, delivering customised product offerings and educational programs to lift First Nations peoples digital literacy.

Some of our key achievements included:

- Connecting over 100 remote communities with a significant Aboriginal and Torres Strait Islander population, as part of an emergency response to COVID-19 restrictions
- Collaborating with key government and peak industry bodies to improve telehealth capabilities and digital capabilities for First Nations communities
- Launching Liakukana Connect, an internal community bringing community bringing **nbn**'s First Nations employees together and support mentoring and leadership growth opportunities
- Launching an expanded implementation team, which consists of the RAP working group members and champions from different business units, to build awareness around the Company's reconciliation journey and support **nbn** in delivering on its First Nations strategy and RAP actions
- Celebrating NAIDOC Week and National Reconciliation Week with daily events, including the launch of the Company's fourth RAP and a Welcome to Country performed at **nbn**'s North Sydney office
- Direct and indirect First Nations procurement spend of over \$11m

In addition, in July 2021 the company announced a new partnership with Jawun, an innovative non-profit organisation that places secondees from Australia's leading companies and government agencies into First Nations organisations in regions across Australia. Partnering with Jawun allows **nbn** to contribute to increasing the capacity of First Nations leaders, organisations and communities to achieve their own development goals. This in turn leads to lasting, material and measurable improvement in the lives of First Nations living in those communities. Further detail on our Jawun experience is provided in our RAP Case Studies on page 18.



“Celebrating Sistas”

Named by the group as Girls Night In; a group of local women meet on a fortnightly basis to discuss issues and create a safe space for young women's business. This artwork was created as a large painting and then graphically designed as a paste up for the nbn box. Art box facilitated by Goolum Goolum.

Artists: Lodi Lovett, Kira Marks-Lovett, Tanisha Lovett, Charlotte Barrett, Teagan Muir, Rebecca Roach

Our learning journey

Over the course of our RAP journey we've understood the importance of reflection and continuously reviewing our performance and strategies for First Nations engagement.

To inform the development of this, our fifth RAP, we have worked closely with a First Nations consultancy firm to complete a comprehensive review across all of our First Nations engagement activities.

The review identified a number of challenges that we are learning from and plan to address under our 2023-26 RAP:

Strategic Framework

Our current First Nations engagement framework has lacked alignment with the core business of **nbn**. This has created challenges for **nbn** to integrate First Nations engagement activities into day-to-day core business. Addressing this challenge will be a core focus as we review our Engagement Plan.

First Nations Employment

A tailored First Nations employment strategy is lacking (particularly for sourcing), leading to the recruitment team not feeling well-equipped to hire First Nations candidates. We are reviewing and significantly enhancing our strategy to address these gaps.

Supplier Diversity

In addition to updating our procurement strategy, our procurement team required additional support to be equipped to pursue First Nations supplier options, including improved frameworks and metrics to provide the team with guidance.

Internal Engagement

Despite strong senior leadership support, internal engagement and enthusiasm for First Nations engagement remains varied, with some internal stakeholders requiring further clarity on how their specific roles contribute to bigger goals. Our new 2023-25 RAP provides an opportunity to reset and align the company to a clear set of measurable deliverables.

Despite these challenges, our review also highlighted a number of exciting opportunities that we have also included as priorities in our RAP:

Connectivity

The connectivity strategy aligns with **nbn**'s core strategy and will have a direct impact within regional and remote First Nations communities across the country.

EVP

nbn's updated Employee Value Proposition (EVP) has a specific focus on diversity, equity and inclusion, and many of the existing benefits being delivered can be leveraged for First Nations candidates.

Governance

nbn is in a prime position to evolve the solid existing First Nations governance structure to increase accountability and leadership input, leveraging our already strong consultation principles.

Cultural Learning

Our existing best-in-class cultural learning framework could be extended to better support key stakeholder groups with the tools required to help deliver improved First Nations outcomes.



Robyn Farmer

Case studies



“In many ways, it still feels a little surreal – the experience really had a profound impact on me both professionally and personally.”

Jeff Smith

Service Experience Business Partner,
and Jawun secondee

Jawun Secondees Program

Since 2021, **nbn** have been partnering with the Jawun Secondment Program to provide leadership development opportunities for our employees to grow and engage with First Nations culture.

Jawun is an innovative non-profit organisation that places secondees from Australia’s leading companies and government agencies into First Nations organisations in regions across Australia. Over the course of the partnership, **nbn** will send up to 12 employees each year to participate in six-week secondment opportunities with a range of First Nations organisations across North East Arnhem Land, East Kimberley, and Central Australia.

By the end of 2022, **nbn** have provided 15 secondees to First Nations organisations. All secondees have come back to **nbn** as advocates for the program and for reconciliation in general. The secondees also provide great insight on **nbn**’s goal of increasing the digital capability of First Nations peoples by spending time in communities to see first-hand how **nbn** can support with their connectivity.



Left to right: Robyn Farmer, Tricia Butler

Supporting First Nations communities with Community Wi-Fi

nbn recognises that digital inclusion is much lower for Aboriginal and Torres Strait Islander people than the general population, as evidenced by the Australian Digital Inclusion Index (ADII) and as validated through our own engagement.

nbn remains committed to playing our role in addressing priority reforms including the Closing the Gap target 17 - 'by 2026, Aboriginal and Torres Strait Islander people have equal levels of digital inclusion'.

Through our **nbn** Community-wide Wi-Fi solution, Koonibba, a small remote Aboriginal community approximately 800km north-west of Adelaide and home to about 150 people who until 31st January 2022, had little to no access to connectivity were able to gain internet access at a crucial time during COVID. Digital inclusion for Koonibba was achieved through

the installation of a Community-wide Wi-Fi solution powered by an **nbn** Sky Muster Plus satellite service providing ubiquitous outdoor coverage across the community. Connectivity was also provided to key internal buildings such as the Youth Centre, Council Office and the Women's Centre. Community members use a portal to login on their device and access the free Wi-Fi service, enabling them to undertake activities such as video calling, telehealth, instant messaging, email, basic web browsing and accessing critical government services, such as myGov.

Koonibba's connection is one of 111 community Wi-Fi solutions already deployed by **nbn** in conjunction with our participating retailers. Through these connections and our continued engagement with communities, **nbn** is enabling more First Nations people to experience firsthand the social and economic benefits that come with greater access to crucial services and participation in the digital economy.



Codesign in Koonibba. Left to right: Cassandra Norton, Corey McLennan and Naomi Read



Relationships

Strong relationships and partnerships with First Nations peoples are essential to every aspect of our business. We believe it not only improves the delivery of our initiatives, but also strengthens our growth as an organisation. It is through genuine partnership that we believe we can co-create meaningful social change, tell our stories, and highlight the excellence that exists in our communities. It is also critical to our ability to lift the digital capability of Australia.

Action 01

Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to engage Liakukana Ambassador and First Nations employees in the development of the guiding principles.	Mar 2023	Executive Manager Indigenous Affairs
Build guiding principles into all contract templates to ensure that they are accessible/provided to all employees, suppliers and other stakeholders, where relevant.	Mar 2024	Chief Financial Officer
Implement and review our First Nations peoples Engagement Plan to work with First Nations stakeholders and organisations.	Dec 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Increase close consultation and collaboration with First Nations communities to determine localised engagement plans where needed.	Jun 2023, 2024, 2025	Executive Manager Indigenous Affairs
Continue to build and increase a robust database of key First Nations stakeholders and contacts in the space which can be shared across teams.	Dec 2023, 2024, 2025	Executive Manager Indigenous Affairs
Build and increase meaningful engagement with Aboriginal and Torres Strait Islander communities within nbn's work, meetings and events.	Jun 2023, 2024, 2025	Chief Development Officer, Regional and Remote



North East Arnhem Land JAWUN Secondment

Action 02

Build relationships through celebrating National Reconciliation Week (NRW).

DELIVERABLE	TIMELINE	RESPONSIBILITY
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024, 2025	Senior Manager Indigenous Digital Inclusion
RAP Working Group members to participate in an external NRW event.	27 May- 3 Jun 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Increase opportunities to use digital technologies to host or link in with virtual NRW events.	May 2023, 2024, 2025	Senior Manager Indigenous Digital Inclusion
Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 Jun 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Increase opportunities for employees to share and reflect on their learnings from NRW, through internal events, social media channels and RAP working group channels.	27 May- 3 Jun 2023, 2024, 2025	Chief Corporate Affairs Officer
Invite employees to participate in or provide an internal video story or written post to reflect or engage in the importance of NRW.	May 2023, 2024, 2025	Chief Corporate Affairs Officer
Provide an opportunity for all nbn employees to participate in an open RAP working group meeting, part of which will be focussed on reflecting on learnings from NRW.	Aug 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Organise at least one internal NRW event each year for all staff to attend.	27 May- 3 Jun 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Register all our NRW events on Reconciliation Australia's NRW website .	May 2023, 2024, 2025	Senior Manager Indigenous Digital Inclusion

Action 03

Promote reconciliation through our sphere of influence.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Nov 2023, 2024, 2025	Chief Corporate Affairs Officer
Promote and increase opportunities to join or support the work of the RAP working group through internal communication channels.	Mar 2023	Chief Corporate Affairs Officer
Promote a calendar of events providing opportunities for employees to meet and hear from the Liakukana ambassador, RAP Champion, RAP Sponsor or CEO on the topic of reconciliation, which may include the promotion of internal videos, stories and at the Liakukana series.	Apr 2024	Chief Corporate Affairs Officer
Communicate our commitment to reconciliation publicly through media releases (at appropriate times and with appropriate outlets), interview and leadership presence opportunities for key spokespeople, and other external communications activities such as case studies, social media and proactive communications in line with marketing campaigns on First Nations digital awareness.	May 2023, May 2024, 2025	Chief Corporate Affairs Officer
Continue to promote our RAP and reconciliation commitment internally through our internal social media platform, employee newsletters, Town Halls and company events.	May 2023, May 2024, 2025	Chief Corporate Affairs Officer
Publish 2023-2026 RAP on our website and make it accessible to our employees and stakeholders.	May 2023	Chief Corporate Affairs Officer
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Jun 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Invite external stakeholders to at least one RAP working group meeting per year and include them in internal events known as the Liakukana series. These external stakeholders will include partner organisations, First Nations media partners and/or local community members.	Aug 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Support opportunities with external stakeholders (e.g. local government) and where possible suppliers, to expand First Nations involvement in the node artwork project. This project is an nbn initiative that works with local communities to "wrap" community artwork around the nbn node cabinets.	Dec 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Provide at least two education opportunities to our staff to better understand the Uluru Statement from the Heart and principles of self-determination.	Mar Oct 2023	Chief Development Officer, Regional and Remote
Prepare and implement a communications plan for nbn employees to engage all staff on the Uluru Statement from the Heart (USFH).	Feb 2023	Chief Corporate Affairs Officer
Collaborate with RAP and other like-minded organisations such as Australian Business and Community Network (ABCN), the Reconciliation Sharing Network, and Jawun, to develop ways to advance reconciliation.	May 2023	Chief Development Officer, Regional and Remote



nbn's Musta Truck, on location assisting in the Northern NSW Floods

Action 04

Promote positive race relations through anti-discrimination strategies.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Nov 2023	Chief People and Culture Officer
Continue to review, implement and communicate an anti-discrimination policy position for our organisation.	Nov 2023, 2024, 2025	Chief People and Culture Officer
Engage with First Nations employees and/or advisors to consult on our anti-discrimination policy, captured within nbn's Code of Conduct, a mandatory annual online module.	Dec 2023	Chief People and Culture Officer
Educate senior leaders on the effects of racism.	Nov 2023, 2024, 2025	Chief People and Culture Officer



Respect

Our reconciliation commitments are part of the fabric of who we are. We live and work on the lands of First Nations peoples and hold responsibilities to protect those lands and their significant sites. We also have an obligation to listen and learn. We grow from hearing stories and by showing respect through our words, actions, and symbols. It supports our cultural capability and safety but also enriches what we can contribute through our work.

Action 05

Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Implement recommendations from the review of cultural learning needs within our organisation.	Nov 2023	Chief People and Culture Officer
Continue to consult local Traditional Owners and/or advisors and education providers, on the implementation of a cultural learning strategy.	Nov 2023	Chief People and Culture Officer
All ExCo members to participate in Cultural Learning session which is delivered in addition to the online training. This will ideally be delivered face to face but digital options will be explored as needed in a COVID-19 environment.	Nov 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Review, update and implement the cultural learning strategy for employees and review it annually.	Nov 2023, 2024, 2025	Chief People and Culture Officer
Continue to review and update nbn's online learning modules on cultural learning, RAP Awareness and RAP Continuing the journey and ensure that they are embedded in employee induction activities.	Nov 2023, 2024, 2025	Chief People and Culture Officer
Provide opportunities for RAP Working Group members, People & Culture managers and other key leadership employees to participate in formal and structured cultural learning.	May 2023	Chief People and Culture Officer
Increase internal communication efforts in promoting and encouraging employee participation in online learning modules 'RAP Awareness' and 'RAP Continuing the Journey' once these modules are updated.	Nov 2023, 2024, 2025	Chief Corporate Affairs Officer



East Kimberley JAWUN Secondment

Action 06

Demonstrate respect to First Nations peoples by observing cultural protocols.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to build on employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Apr 2023	Chief Development Officer, Regional and Remote
Continue to review and update, then communicate, our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Apr 2023, 2024, 2025	Senior Manager Indigenous Digital Inclusion
Promote awareness of the cultural protocol document at every Liakukana series session.	Feb, Apr, Sep, Dec 2023, 2024, 2025	Chief Corporate Affairs Officer
Ensure that signs displaying Acknowledgement of Country text in each major nbn offices are relevant.	Apr 2023, 2024, 2025, 2026	Chief Development Officer, Regional and Remote
Ensure that the importance of Welcome to Country and Acknowledgement of Country is embedded in any induction training.	Apr 2023	Chief People and Culture Officer
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate welcome at significant events each year, including Roadshows and Town Halls.	Nov 2023, 2024, 2025	Executive Manager Indigenous Affairs
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, as defined by the protocol.	Nov 2023, 2024, 2025	Chief Development Officer, Regional and Remote

Action 07

Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

DELIVERABLE	TIMELINE	RESPONSIBILITY
RAP Working Group to participate in one or more external NAIDOC Week event.	First week in Jul 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Reinforce HR policies and procedures to remove barriers to employees participating in NAIDOC Week and communicate this regularly and openly.	Apr 2023, 2024, 2025	Chief People and Culture Officer
Promote and encourage participation in external NAIDOC events to all employees.	First week in Jul 2023, 2024, 2025	Chief Corporate Affairs Officer
Promote and encourage participation in local external NAIDOC events to staff in each applicable location.	First week in Jul 2023, 2024, 2025	Chief Corporate Affairs Officer

Action 08

Build respect and understanding through structured, story-based learning.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to deliver an internal learning event series called the 'Liakukana series', which is delivered at least four times a year.	Feb, Apr, Sep, Dec 2023, 2024, 2025, Feb 2026	Chief Development Officer, Regional and Remote
Ensure each session is hosted by a senior business leader and/or Liakukana ambassador.	Feb, Apr, Sep, Dec 2023, 2024, 2025, Feb 2026	Chief Development Officer, Regional and Remote
Investigate opportunities to increase the reach and participation of the Liakukana Series with our external stakeholders.	2023, 2024, 2025, Feb 2026	Chief Development Officer, Regional and Remote
Conduct a review of staff engagement in the Liakukana Series and identify areas for improvement.	Feb, Apr, Sep, Dec 2023, 2024, 2025, Feb 2026	Chief Development Officer, Regional and Remote
Continue to extend an invite to all employees, relevant external stakeholders and guests to attend the Liakukana Series events.	Feb, Apr, Sep, Dec 2023, 2024, 2025, Feb 2026	Senior Manager Indigenous Digital Inclusion

Action 09

Recognise and respect First Nations cultural heritage.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain operationally integrated First Nations Cultural Heritage Management Framework including policies and appropriate supporting document, as they relate to land access for the purpose of building, operating, and maintaining the network.	Aug 2023, 2024, 2025	Chief Engineering Officer
Review compliance with framework, including policies and supporting procedures at least once a year and share lessons learned with relevant stakeholders.	Nov 2023, 2024, 2025	Chief Engineering Officer
Explore, develop and deliver First Nations Cultural Heritage Awareness Training for key nbn employees within the Project Delivery space.	Dec 2023	Chief Engineering Officer

Action 10

Promote positive stories of First Nations excellence, the work of nbn and community led initiatives.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to partner with First Nations media outlet, Koori Mail, to continue sharing nbn 's reconciliation activities.	May 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Explore relationship with a First Nations creative agency to provide material on the work of NBN Co. for remote First Nations communities.	May 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Inform communities of the work that NBN Co. is doing through community engagement professionals.	May 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Continue to review and update communications policies to ensure that First Nations media are included in distribution lists.	Jun 2023	Chief Corporate Affairs Officer
Publicly promote stories of First Nations excellence, community led initiatives and Liakukana through our Indigenous digital awareness campaign.	June 2023, 2024, 2025	Chief Corporate Affairs Officer
Inform key partners, stakeholders, and communities of nbn 's commitment to identifying and sharing First Nations stories and provide information as to how these stakeholders can suggest story ideas to nbn , by featuring relevant content on a quarterly newsletter which will be sent to First Nations stakeholders.	Jun 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Continue to share stories of First Nations engagement through social media to showcase the work we are doing with First Nations communities.	Jun 2023, 2024, 2025	Chief Corporate Affairs Officer

Action 11

Promote respectful and safe use of digital technology for First Nations peoples.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to work with providers such as IndigiMOB and the Office of the eSafety Commissioner to co-develop or support delivery of culturally appropriate digital capability resources to First Nations people.	Jun 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Continue to implement iOSCAR (Indigenous Online Skills Check And Resources) to support the uplift of digital capability to local communities.	Jun 2023, 2024, 2025	Chief Development Officer, Regional and Remote



Opportunities

We install, maintain, and operate one of the nation's largest infrastructure networks. Our reach and focus is truly national and with that comes opportunities to support increasing First Nations employment and procurement opportunities. Importantly though, we don't just measure our success in numbers; we also aim to focus on the richness and meaning of that support, so that our relationships with First Nations employees and businesses are deeper than just a contract. We see opportunity to show leadership in increasing capability, support and career pathways that extend beyond our business.

Action 12

Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to engage with First Nations employees to consult on our recruitment strategy.	Apr 2023, 2024, 2025	Chief People and Culture Officer
Continue to engage with relevant and approved First Nations sourcing, attraction and recruitment agencies as well as key First Nations partners and stakeholders to inform recruitment strategy.	Jul 2023, 2024, 2025	Chief People and Culture Officer
Identify where peer to peer learning on First Nations employment (attraction, development and retention) between individuals and teams can occur. The purpose of this learning is to encourage stronger First Nations recruitment activity across all business units.	Jul 2023, 2024, 2025	Chief People and Culture Officer
Review the effectiveness of our current First Nations employment and retention strategy and update if required.	Jul 2023, 2024, 2025	Chief People and Culture Officer
Continue to advertise job vacancies to effectively reach First Nations peoples and stakeholders, including distributing ads to First Nations media and Aboriginal Employment Services.	Mar 2023, 2024, 2025, 2026	Chief People and Culture Officer
Continue to promote First Nations employment opportunities to First Nations and other employees for distribution through their networks.	Mar 2023, 2024, 2025, 2026	Chief People and Culture Officer
Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	Nov 2023, 2024, 2025	Chief People and Culture Officer
Increase the percentage of Aboriginal and Torres Strait Islander people in our workforce by 15% on current levels.	Feb 2024, 2025, 2026	Chief People and Culture Officer
Develop a strategic framework for the effective implementation of a First Nations cultural mentoring program.	Sep 2023	Chief People and Culture Officer
Continue to promote the Executive Manager Indigenous Affairs in at least two stories internally and externally to promote nbn employment opportunities.	May 2023, 2024, 2025	Chief Corporate Affairs Officer
Increase the number of Aboriginal and Torres Strait Islander people in Field Services to 70.	Apr 2026	Chief Operating Officer

Action 13

Increase First Nations supplier diversity to support improved economic and social outcomes.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to implement and build on the First Nations procurement strategy.	Dec 2023, 2024, 2025	Chief Financial Officer
Maintain Supply Nation membership throughout the duration of this RAP.	Aug 2023, 2024, 2025	Chief Financial Officer
Invite Supply Nation spokespeople to speak at internal events.	Dec 2023, 2024, 2025	Chief Financial Officer
Attend at least one Supply Nation sponsored event annually.	Dec 2023, 2024, 2025	Chief Financial Officer
Promote opportunities to connect with Supply Nation to Suppliers.	Dec 2023, 2024, 2025	Chief Financial Officer
Increase communication of opportunities for procurement of goods and services from First Nations businesses to employees.	Dec 2023, 2024, 2025	Chief Financial Officer
Continue to promote the importance of First Nations procurement at a Liakukana series session.	Dec 2023, 2024, 2025	Chief Financial Officer
Explore membership options with other organisations that can support nbn with maximising the engagement of First Nations businesses.	Dec 2023, 2024, 2025	Chief Financial Officer
Review and update procurement practices and continue ensuring there are no barriers to procuring goods and services from First Nations businesses.	Dec 2023, 2024, 2025	Chief Financial Officer
Develop commercial relationships with at least 15 First Nations businesses.	Apr 2026	Chief Financial Officer
Continue to work with Suppliers to develop their First Nations supply chains.	Dec 2023, 2024, 2025	Chief Financial Officer
Continue to have a First Nations category as part of the Innovate with nbn ® Grants Program and support at least one initiative/ program that supports First Nations entrepreneurs per annum.	Feb 2024, 2025, 2026	Chief Development Officer, Regional and Remote

Action 14

Increase safe and appropriate access to the nbn network for First Nations peoples.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain existing community Wi-Fi services deployed in 100 First Nations communities as committed.	Dec 2024	Chief Development Officer, Regional and Remote
Continue to work on improving the digital inclusion of First Nations peoples in line with Close the Gap Target 17 and report quarterly on progress.	Apr, Jul, Oct, Jan, 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Continue to work with the First Nations Digital Inclusion Advisory Committee on shaping the First Nations Digital Inclusion Plan and delivering on the actions and recommendations pertaining to NBN Co.	Dec 2024	Chief Development Officer, Regional and Remote
Contingent on the above, continue to work with Federal/ State/Territory Governments to expand the Community-wide Wi-Fi program to a further 38 communities.	Dec 2024	Chief Development Officer, Regional and Remote
Investigate organisations to partner with to support digital inclusion for First Nations people.	Jul 2023, 2024, 2025	Chief Development Officer, Regional and Remote

Action 15

Encourage Suppliers to improve First Nations employment outcomes.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to work collaboratively with our suppliers to create and support employment and procurement opportunities with positive long-term outcomes for First Nations people.	Dec 2023, 2024, 2025	Chief Financial Officer
Actively monitor Supplier performance against contracted First Nations procurement and employment obligations.	Dec 2023, 2024, 2025	Chief Financial Officer

Action 16

Support initiatives that engage First Nations women and girls in Science, Technology, Engineering and Mathematics (STEM).

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to work with the Jonathon Thurston Academy 'Lead Like a Girl' program partnership to increase First Nations women and girls STEM engagement.	To Dec 2023	Chief Development Officer, Regional and Remote
Explore partnership opportunities with First Nations organisations focused on STEM.	Jul 2023, 2024, 2025	Chief Development Officer, Regional and Remote



North East Arnhem Land JAWUN Secondment





Governance

Action 17

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain a strong First Nations representation on the RAP Working Group.	Mar, Jun, Sep, Dec, 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Invite the Liakukana ambassador and local community members to RAP Working Group meetings.	Jun 2023, 2024	Chief Development Officer, Regional and Remote
Continue implementation and monitoring the Terms of Reference for the RAP Working Group.	Apr 2023, 2024	Chief Development Officer, Regional and Remote
Meet at least four times per year to drive and monitor RAP implementation.	Mar, Jun, Sep, Dec, 2023 & 2024, 2025	Chief Development Officer, Regional and Remote



nbn's Emergency Response Vehicle, on location assisting in the Northern NSW Floods

Action 18

Provide appropriate support for effective implementation of RAP commitments.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to review and plan accordingly resource needs to ensure RAP implementation is on track.	Apr 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Engage our senior leaders and other employees in the delivery of RAP commitments.	Apr 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Continue to deliver quarterly discussion forums on RAP commitments to the RAP Working Group. These discussions will comprise of all the members of the RAP Working Group and other business unit representatives as required.	Apr, Jul, Oct, Jan, 2023, 2024, 2025	Senior Manager Indigenous Digital Inclusion
Continue to evolve and improve systems to track, measure and report on RAP commitments.	Apr 2023, 2024, 2025	Senior Manager Indigenous Digital Inclusion
Continue to maintain an internal RAP Sponsor from the Executive team and engage them actively in the RAP governance.	Apr 2023, 2024, 2025	Executive Manager Indigenous Affairs

Action 19

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2023, 2024, 2025	Senior Manager Indigenous Digital Inclusion
Report RAP progress to all staff and senior leaders quarterly.	Mar, Jun, Sep, Dec, 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Publicly report our RAP achievements, challenges and learnings, annually.	Dec 2023, 2024, 2025	Chief Development Officer, Regional and Remote
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Chief Development Officer, Regional and Remote
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Mar 2026	Senior Manager Indigenous Digital Inclusion

Action 20

Continue our reconciliation journey by developing our next RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Register via Reconciliation Australia's website to begin developing our next RAP.	Apr 2025	Senior Manager Indigenous Digital Inclusion

Action 21

Establish and maintain clear roles and responsibilities for the Liakukana Ambassador.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Review and update the Liakukana Ambassador agreement with the Ambassador and establish an annual reflection and review process.	Nov 2023, 2024, 2025	Chief Development Officer, Regional and Remote

For public enquiries about our
RAP or for more information on **nbn**
First Nations programs and initiatives
visit our website

nbnco.com.au

or contact

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RECONCILIATION
ACTION PLAN

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