

H3C Plus Pty Ltd Innovate Reconciliation Action Plan

(November 2024 to November 2026)



Statement from CEO of Reconciliation Australia



Inaugural Innovate RAP

Reconciliation Australia commends H3C Plus Pty Ltd on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for H3C Plus Pty Ltd to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, H3C Plus Pty Ltd will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships, respect, and opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. H3C Plus Pty Ltd is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals H3C Plus Pty Ltd's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations H3C Plus Pty Ltd on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from Nicholas Churchill - Director



H3C Plus: Learning from the past, creating for the future.

H3C Plus pays homage to Aboriginal and Torres Strait Islander peoples, the First Nations peoples of this land and their Elders past, present and emerging. We recognize their continuing connection to Country and culture and their unique and valuable contributions to our society.

The Reflect Reconciliation Action Plan (RAP) is where we learn about the importance and benefits of reconciliation, and identify strengths and opportunities to improve relationships, respect and opportunities with Aboriginal people and Torres Strait Islander people. Through our Reflect RAP, H3C Plus has gained many valuable insights and knowledge that have enriched our business philosophy and practices. In striving to improve our understanding of our relationship with the environment and community, we have learned from the respect of Aboriginal and Torres Strait Islander peoples. We captured their holistic approach to wellbeing, the environment. At the same time, we learn about their resilience, diversity and creativity as we foster a culture of inclusion and innovation in our company.

We are therefore extremely honored and proud to introduce the Innovate RAP. It demonstrates our continued commitment in our journey to progress reconciliation in organisations and communities. Our Innovate RAP builds on the foundation we established through our Reflect RAP. We believe that reconciliation is not only a moral and social responsibility, but also a strategic step forward, and a competitive advantage for our organisation and industry. We believe that by working in partnership with Aboriginal and Torres Strait Islander people, we can create positive and sustainable change not only for H3C Plus but also for our society and our future.

Through the Innovate RAP, we aim to contribute to building a sustainable and harmonious community where we can leverage our professional services to help protect and enhance the lives of all people of the land that is nurturing our business. We look forward to collaborating with stakeholders, partners and customers to achieve our RAP goals and actions and sharing our learnings and achievements along the way.

Nicholas Churchill

Our vision for reconciliation

Our vision of reconciliation is for all Australians to recognize and celebrate the ancient and diverse cultures, histories and rights of Aboriginal and Torres Strait Islander peoples and this land. Our vision reflects the core values of security, integrity and excellence that guide our business and society. As an electronic security integrator, we are committed to creating a safe and respectful environment for our employees, customers and partners, and for the communities and lands in which we operate. By building trust and mutual understanding with Aboriginal and Torres Strait Islander stakeholders, we will seek to create and share learning, collaboration and innovation opportunities to bring benefits to all Australians.

Our business

Our Team at H3C Plus have been providing security solutions for over 16 years and has over 50 years of combined experience in the Electronic Security Industry. We serve thousands of clients across Australia and many of these are public entities such as hospitals, schools, shopping centers, etc.

H3C Plus is an electronic security solution provider with more than 1,000 experienced customers and partners worldwide.

As of now, we have over 100 full-time including part time staff working in 5 offices across Australia. Helping people and society connect and develop safely and sustainably. That is the core activity that the entire H3C Plus team is pursuing. We are committed to expanding our business ecosystem to create more employment and business opportunities for Aboriginal and Torres Strait Islander individuals and businesses. We currently employ one Aboriginal and/or Torres Strait Islander staff member..

We have consulted, designed, managed and delivered a wide range of projects and solutions not only in the construction industry through complex developments but also through working with the End Customer. The relationships developed with our clients are the result of delivering results that exceed their expectations. Our service is second to none and this is one of many things we take pride in, both on a corporate and personal level.

Security Solutions and Services H3C Plus provide:

- Alarm Systems & Monitoring
- Access Control Systems
- Video Surveillance
- Intercom
- Remote Managed Services
- People Counting & Video Analysis

- Security Monitoring & Guarding
- Complex Custom Integrations
- Design and Consultative services
- Specialised and Engineering services

H3C Plus Current locations:

- Sydney
- Newcastle
- Melbourne
- Brisbane
- ACT

H3C Plus has a network of subcontracted resources. This includes cabling, fitting off equipment, CTV Technicians, Commissioning Technicians, Electricians, Level 2 Electricians, Supply Consultants, Civil Contractors and various technical specialists. Currently there are 48 individual subcontractors within the group's network.

Purpose and values

The purpose of H3C Plus is:

- Drive progress by protecting people, the environment, and assets from technology-related risks.
- Always stay ahead of IT solutions.
- Always approach new IT products and bring those new benefits and technologies to customers and partners.

3 core values that we aim for:

- Innovative solutions, superior services
- Prestige and friendliness
- Equality and fairness

Our RAP

H3C Plus is developing a Reconciliation Action Plan (RAP) as a leading security company with a strong presence in Australia. We have a responsibility to use our core skills to help make Australian communities more sustainable and inclusive.

In a context where technology is developing rapidly at a speed of second, H3C Plus believes that it needs to take greater responsibility in ensuring the safety and happiness of customers, employees, and all other people in this diverse yet inclusive community. As security and system intrusion risks become increasingly complex, people can look to H3C Plus as a safe and reliable solution provider. Contributing to protecting and enhancing the lives of everyone in the community - which is a diverse but cohesive community in all areas of cultural, economic, spiritual and historical life is the truth for business activities and for this RAP.

We also realise that the trust and respect of our customers, partners and stakeholders will shape our success and growth. Meanwhile these people are increasingly diverse and multicultural. We need to appreciate and celebrate this diversity, while recognising and respecting the unique and valuable contributions of Aboriginal and Torres Strait Islander peoples.

That's why we're committed to progressing reconciliation within our organisation and industry by developing and implementing our RAP. Our RAP is a roadmap that guides us on our journey to build stronger relationships, increase our respect and create more opportunities with Aboriginal and Torres Strait Islander peoples. Our RAP is also our way of demonstrating our support and solidarity with the national reconciliation movement and our contribution to creating a more just, equitable and respectful Australia for everyone.

Our RAP Journey

Reflecting on our Reflect RAP - the strategic starting point from 2022, we have achieved many results:

- We established our RAP Working Group, which consists of seven staff members from different departments and levels of our organisation.
- We communicated H3C Plus commitment to reconciliation by delivering Cultural Awareness Training to all employees via our Learning Management System (LMS) and provided opportunities for employees to access external sources of information. This increased our understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements, and their importance and value to our organisation and our industry.
- We reviewed and revised our policies and procedures to ensure they align with H3C Plus goals relating to anti-discrimination, equal employment, and diversity in the workplace. This enhanced our culture of inclusion, respect and fairness, and created a more welcoming and supportive environment for Aboriginal and Torres Strait Islander peoples and other diverse groups in our organisation.
- We participated in National Reconciliation Week. We hosted and registered a NRW private event as an opportunity for staff to further engage with the theme – Be a Voice for Generations. We also supported and attended other NRW events and activities in our community and learned from the stories and experiences of Aboriginal and Torres Strait Islander peoples and organisations.
- We successfully identified and collaborated with other like-minded organisations on our reconciliation journey. We joined the RAP Community of Practice, which is a network of organisations that share their learnings and best practices on reconciliation. We also partnered with the Australian Indigenous Security Network, which is a member organisation that provides security services and solutions to Aboriginal and Torres Strait Islander communities and businesses.
- We developed opportunities to build strong relationships with current Aboriginal and Torres Strait Islander supply chains and member organisations. We increased our procurement and partnership with Aboriginal and Torres Strait Islander owned and operated businesses and organisations and supported their growth and sustainability. We also recognised and acknowledged their quality and reliability of their products and services, and their positive and lasting impact on our organisation and our industry.
- We participated via donations made to fundraisers that support and celebrate Aboriginal and Torres Strait Islander peoples, cultures, strength, and achievements. We donated to the Indigenous Literacy Foundation, which is a charity that provides books and literacy programs to Aboriginal and Torres Strait Islander children and families in remote communities. We also donated to the Healing Foundation, which is a charity that supports the healing of Aboriginal and Torres Strait Islander peoples who have been affected by the trauma of colonization, dispossession and the Stolen Generations.

- We appointed an Indigenous Employee who is also represented in our RAP Working Group. This increased our representation and participation of Aboriginal and Torres Strait Islander peoples in our organisation and provided them with career development and mentoring opportunities. It also enriched our RAP development and delivery with their perspectives and opinions and ensured that our RAP actions and outcomes are culturally appropriate and respectful.

Through the Reflect RAP, we faced some challenges during the implementation process which involved addressing complex historical, social and systemic issues and establishing effective strategies for meaningful change and establishing meaningful metrics and indicators to track progress towards our reconciliation goals. We have learned a lot about the histories, cultures and aspirations of Aboriginal and Torres Strait Islander people, as well as the challenges and opportunities they face in our society. We also learned about the importance and benefits of reconciliation for our organisation and industry and our role and responsibility as a corporate citizen in contributing to reconciliation. We have identified strengths and areas for improvement in relationships, respect and opportunities with Aboriginal and Torres Strait Islander peoples. This includes Supplier diversity, promoting education and awareness, land Acknowledgements and respectful practices. We have developed a clear vision and strategy for the journey to peace which is our prize.

Our RAP Working Group

Our RAP is championed by our Director, Nicholas Churchill, who is also a member of our RAP Working Group. Nicholas was instrumental in initiating and driving our RAP journey and has demonstrated strong leadership and commitment to promoting reconciliation within our organisation and industry. Nicholas is supported by our other senior leaders who are also actively involved in implementing and monitoring our RAP.

Our RAP Working Group is composed of seven staff from different departments and levels within our organisation, including an Indigenous Officer who plays a role in representing a voice and perspective for Aboriginal and Torres Strait Islander people in the development and delivery of our RAP. Our RAP Working Group meets regularly to plan, execute and review our RAP actions and results, and to ensure that the RAP is aligned with our strategy and business objectives. Our RAP Working Group also engages with our employees, stakeholders, partners and customers to raise awareness and drive participation in our RAP activities and initiatives.

Our RAP Working Group:

- Nicholas Churchill – Director and Senior Account Manager
- Jonathan Hughes – Director and Operations Manager
- Kylie Abouhaidar – Business Services Manager / Quality Assurance and Compliance Officer
- Maria Lajmanovska – Business Services
- Kristina Hraiki – Service and Minor Works Manager
- Adam Zarb – National Business Development / Account Manager
- Nathan Smith – Sales Estimator / Indigenous Officer

Focus of our Innovate RAP (2024-2026)

Build and maintain respectful and trusting relationships with Aboriginal and Torres Strait Islander organisations and people and engage and consult with them in the development and implementation of our RAP.

The actions we will take are based on the areas of **Relationships, Respect** and **Opportunities**.



Relationships

Building strong relationships between Aboriginal and Torres Strait Islander people and other Australians is critically important to H3C Plus's core business. We believe that by building relationships and connecting together, we can share experiences, learn from each other and collaborate on mutually beneficial projects and initiatives. We also believe that by effectively managing, communicating, engaging and collaborating with Aboriginal and Torres Strait Islander people and organisations, we can enhance our reputation, performance and impact as a responsible and ethical organisation contributing to reconciliation and social justice in Australia.

Focus area: H3C Plus aims to improve the understanding of building electronic security systems by Aboriginal and Torres Strait Islander organisations and others in the community. The focus of our work is to continue to learn and consult with Aboriginal and Torres Strait Islander organisations to develop the best solutions we can.

| Action | Deliverable | Timeline | Responsibility |
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| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | November 2024 | Director and Senior Account Manager |
| | b. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | November 2024 | Business Services Manager |
| | c. engage with key local Aboriginal and Torres Strait Islander stakeholders to build and maintain trusted partnerships including: <ul style="list-style-type: none"> Traditional Owner groups Local employment and training providers Local community groups | December 2024 March 2025 | Business Services Manager |

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| | This could include paid volunteering leave to volunteer with charities run by or that service Aboriginal and Torres Strait Islander peoples. | | |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | a. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2025, 2026 | Business Services Manager Director and Senior Account Manager |
| | b. RAP Working Group members to participate in an external NRW event. | 27 May - 3 June, 2025, 2026 | Operations Manager |
| | c. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May - 3 June, 2025, 2026 | Operations Manager |
| | d. Organise at least one NRW event each year. | 27 May - 3 June, 2025, 2026 | Operations Manager |
| | e. Register all our NRW events on Reconciliation Australia's NRW website | May 2025 May 2026 | Director and Senior Account Manager |
| 3. Promote reconciliation through our sphere of influence. | a. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. | December 2024 | Business Services Manager |
| | b. Promote awareness and respect for the cultures, histories, knowledge, and rights of Aboriginal and Torres Strait Islander people across our organisation and industry. | December 2024 | Business Services Manager |
| | c. Communicate our commitment to reconciliation to all staff. | December 2024 and 2025 | Business Services Manager |
| | d. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | January 2025 and 2026 | Business Services Manager |
| | e. Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. | February 2025 and 2026 | Operations Manager |

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| | f. Create opportunities for employees to volunteer with Aboriginal organisations and communities in the five regions where we have offices: Sydney, Newcastle, Melbourne, Brisbane, and Canberra. | August 2025 | Operations Manager |
| 4. Promote positive race relations through anti-discrimination strategies. | a. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Research best practices and policies in areas of race and anti-discrimination. | November 2024 | Business Services Manager |
| | b. Review our anti-discrimination policy for our organisation to identify existing anti-discrimination provisions and future needs. | November 2024 | Quality Assurance and Compliance Officer |
| | c. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | November 2024 | Operations Manager |
| | d. Educate senior leaders on the effects of racism. | November 2024 and 2025 | Operations Manager |
| | e. Develop senior leaders and managers capability to be more aware and equipped to manage race relation issues. | January 2025 | Operations Manager and Business Services |



Respect

We understand that respect is the foundation of trust and partnership. By showing respect to Aboriginal and Torres Strait Islander people we can build strong, meaningful relationships. From there, we can collaborate with them and learn from their wisdom.

Focus area: H3C Plus not only promotes a culture of respect and reconciliation within the company, but also conveys this spirit, while enhancing understanding of the deep cultural values of knowledge and rights of Aboriginal and Torres Strait Islander people to customers and partners. We do this through daily work and business communications. Make the spirit of respect, recognition and reconciliation become the company's common culture.

| Action | Deliverable | Timeline | Responsibility |
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| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | a. Conduct a review of cultural learning needs within our organisation. | November 2024 | Service and Minor Works Manager |
| | b. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. | November 2024 | Service and Minor Works Manager |
| | c. Develop, implement, and communicate a cultural learning strategy document for our staff. | January 2025 | Service and Minor Works Manager |
| | d. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. | January 2025 | Service and Minor Works Manager |
| | e. Create internal workshops (both online and offline) to raise awareness and respect for Aboriginal and Torres Strait Islander cultures. Ensure 100% of company employees participate. Organised at least every 4 months | January 2025, January 2026 | Operations Manager |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by | a. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | March 2025 | Senior Account Manager |

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| observing cultural protocols. | b. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. | December 2024 | Business Services Manager |
| | c. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | December 2024 | Business Services Manager |
| | d. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | December 2024, | Operations Manager |
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | a. RAP Working Group to participate in an external NAIDOC Week event. | First week in July 2025, 2026 | Business Services Manager |
| | b. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | May 2025, 2026 | Business Services Manager |
| | c. Promote and encourage participation in external NAIDOC events to all staff. | First week in July 2025, 2026 | Senior Account Manager |
| 8. Build respect for Aboriginal and Torres Strait Islander peoples, histories and cultures by creating a calendar of important dates | a. Create an Awareness Calander featuring key dates of cultural and historical significance and celebration to increase awareness amongst staff | February 2025 | Business Services Manager |
| | b. Create a reminder system for sending reminders or notices about upcoming dates and events to staff. | February 2025 | Business Services Manager |



Opportunities

H3C Plus is committed to creating more opportunities for Aboriginal and Torres Strait Islander peoples in all aspects of our business to build a more diverse and respectful workplace, develop engagement and retention strategies and develop a stronger and more inclusive supply chain. We are committed to providing employment and career development opportunities for Aboriginal and Torres Strait Islander people. Moreover, we are dedicated to increasing Aboriginal and Torres Strait Islander representation within the Electronic Security industry and will continue to make efforts to include Aboriginal and Torres Strait Islander businesses in our Supply Chain.

Focus area: We always prioritise notification of our Aboriginal and Torres Strait Islander partners for our collaborative projects. As well as our recruitment programs, we also seek to inform the community and surrounding areas to increase the number of Aboriginal and Torres Strait Islander employees. The Human Resources Department always promotes and harmonizes respect for Aboriginal and Torres Strait Islander cultures with the company culture - those who will contribute to creating a sustainable and bright future for H3C Plus.

| Action | Deliverable | Timeline | Responsibility |
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| 9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | a. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | November 2024 | Operations Manager |
| | b. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | November 2024 | Account Manager |
| | c. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | March 2025 | HR Manager |
| | d. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | April 2025 | National Business Development / Account Manager |
| | e. Increase the percentage of Aboriginal and Torres Strait Islander employees to 5%. | May 2025 | HR Manager |

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| | f. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | December 2024, 2025 | HR Manager |
| 10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | a. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. | November 2024 | National Business Development / Account Manager |
| | b. Investigate Supply Nation membership. | November 2024 | Service and Minor Works Manager |
| | c. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | April 2025 | Service and Minor Works Manager |
| | d. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | November 2024, 2025 | Service and Minor Works Manager |
| | e. Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | November 2024, 2025 | National Business Development / Account Manager |
| | f. Establish agreements with one or more Indigenous-owned businesses specialising in services that complement our services provided. | August 2025 | Operations Manager and Senior Account Manager |
| | g. Identify, advertise and formalise Subcontracting opportunities for Indigenous businesses to participate in projects | October 2025 | Operations Manager and Senior Account Manager |
| 11. Support an Indigenous Supplier Development Program | a. Develop a database or directory of qualified Indigenous suppliers | February 2025 | Business Services Manager |
| | b. Incorporate principles that promote fair treatment and ethical standards for Indigenous suppliers. | February 2025 | Business Services Manager |

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| 12. Support Indigenous – Led Initiatives | a. Provide financial support or sponsorship for Indigenous-led community events / fundraisers | August 2025 | Operations Manager and Senior Account Manager |
| | b. Identify, advertise and formalise Subcontracting opportunities for Indigenous businesses to participate in projects | October 2025 | Operations Manager and Senior Account Manager |



Governance

| Action | Deliverable | Timeline | Responsibility |
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| 13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP. | a. Maintain Aboriginal and Torres Strait Islander representation on the RWG. | August 2025 | Director and Senior Account Manager |
| | b. Establish and apply a Terms of Reference for the RWG. | February 2025 | Director and Senior Account Manager |
| | c. Meet at least four times per year to drive and monitor RAP implementation. | November 2024/2025 February 2025 / 2026 May 2025 / 2026 August 2025 / 2026 | Operations Manager |
| 14. Provide appropriate support for effective implementation of RAP commitments. | a. Define resource needs for RAP implementation. | July 2025 | Operations Manager |
| | b. Continue to engage our senior leaders and other staff in the delivery of RAP commitments. | February 2025 | HR Manager |
| | c. Define and maintain appropriate systems to track, measure and report on RAP commitments. | November 2025 | Operations Manager |
| | d. Maintain an internal RAP Champion from senior management. | January 2025, 2026 | Director and Senior Account Manager |
| 15. Build accountability and transparency through reporting RAP | a. 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. | July 2025, 2026 | Business Services Manager |

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| achievements, challenges and learnings both internally and externally. | b. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. | 1 August 2025, 2026 | Business Services Manager |
| | c. Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | 30 September 2025, 2026 | Director and Senior Account Manager |
| | d. Report RAP progress to all staff and senior leaders quarterly. | July 2025, December 2025, July 2026, December 2026 | Account Manager |
| | e. Publicly report our RAP achievements, challenges and learnings, annually. | December 2024, 2025 | Operations Manager |
| | f. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2026 | Director and Senior Account Manager |
| | g. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | July 2026 | Director and Senior Account Manager |
| 16. Continue our reconciliation journey by developing our next RAP. | a. Register via Reconciliation Australia's website to begin developing our next RAP. | December 2025 | Director and Senior Account Manager |

H3C Plus Pty Ltd - Innovate Reconciliation Action Plan

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