



**THALES**  
Building a future we can all trust

**Thales Australia**  
Innovate Reconciliation  
Action Plan  
September 1, 2022 - September 1, 2024



RECONCILIATION  
ACTION PLAN  
**INNOVATE**



## Artwork story

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This artwork explores Thales's story of reconciliation; a story still being written.

At the heart of the story are our people. Future chapters are ours to shape. Chapters inspired by First Nations peoples. Chapters celebrating First Nations peoples. Chapters written by First Nations people.

As we move forward together, we not only reflect on Thales's heritage, but the more than 80,000 years of history and culture in these lands. Our story couldn't exist without the countless stories that have gone before.

When we listen, learn, and grow, we strengthen our respect, recognition, and knowledge of the histories, contributions, and achievements of First Nations peoples.

And by challenging ourselves, and each other, we can write the next chapters of our story together, as one.

**Our Past. Our Present. Our Future.**

**The Extraordinary Potential of Us.**





### About the Artist

As a proud Wakka Wakka man, artist and Executive Director of Gilimbaa, David brings a lifetime of culture and connections to Gilimbaa. David was influenced by his immediate family and his Elders who encouraged him to use his creative skills as a tool to connect his culture to the wider community.

David uses creativity as an effective tool of 21st century cultural communication, using this as a platform to share, educate and celebrate First Nations Culture.

## Our vision for reconciliation

**Thales Australia's vision for reconciliation is for all Australians to understand, respect and be proud of Aboriginal and Torres Strait Islander histories and cultures. Our journey represents our commitment to respect the past, acknowledge the diversity across Australia, and come together as one to build an inspiring future.**

To achieve our aspirations for reconciliation, it is critical that we continue to build strong, trust-based relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. We aim to achieve this by being an inclusive organisation that strengthens our awareness through education and understanding of Aboriginal and Torres Strait Islander peoples and contributing to a culture where we all feel a sense of belonging, respect, equity and connectedness. Thales supports the vision of a nation which values Aboriginal and Torres Strait Islander heritage, culture and people and recognise their position as the original custodians of Australia.

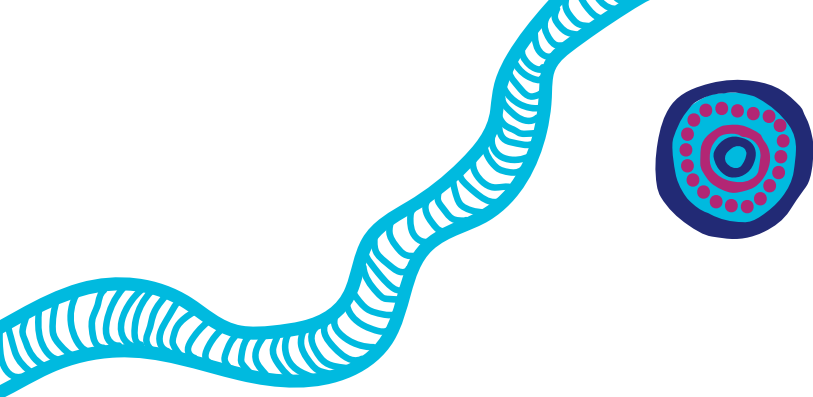
Our commitment to reconciliation includes a focus on inclusivity, employment and career development. Through our RAP we aspire to assist Aboriginal and Torres Strait Islander people in identifying positive pre-employment, employment as well as career and development opportunities. This circular relationship is enhanced by

community support, partnerships and employment opportunities, all of which are reflected in our RAP.

We will also focus on strengthening our procurement practices by continuing to encourage the inclusion of First Nations businesses in our supply chain.

We are committed to building trust, honesty and integrity throughout our community by displaying these values consistently. By being prepared for challenging conversations and, creating environments where people can feel they can participate and where they feel a sense of belonging.

As our organisation evolves and learns through this process, we will build stronger connections, aid unity and promote positive, enriching and respectful relationships with First Nations people.



# Message from our **CEO**

**Thales Australia's Innovate Reconciliation Action Plan (RAP) 2022 – 2024 is an integral part of our overall strategy to drive change and action towards reconciliation.**

The RAP formalises our goals and commitments at both an organisational and individual level to support First Nations employees and to ensure purposeful and impactful community engagement.

While we're embedding initiatives within our organisation to ensure we're recognising specific needs of our employees such as Sorry Business Leave, which aims to better support Aboriginal and Torres Strait Islander employees, we're also partnering with a range of organisations to extend our impact to the communities in which we operate.

Just some of this work includes our partnership with CareerTrackers, where we have committed to program that will see 10 Aboriginal and Torres Strait Islander university students intern across our business each year over 10 years. We are working closely with the Clontarf Foundation, a not-for-profit organisation whose mission is to improve the education, discipline, life skills, self-esteem

and employment prospects of young Aboriginal and Torres Strait Islander peoples. We have consulted with Mirri Mirri on our Cultural Awareness Training, and partnered with University of Technology Sydney, supporting the Jumbunna Institute for Indigenous Education and Research and the Engineering and IT Scholarship.

Together, let us continue to work towards building a future we can all trust.

**Jeff Connolly**

Chief Executive Officer  
Thales Australia



# Thales Innovate RAP CEO statement



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## **Reconciliation Australia commends Thales Australia 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 Thales Australia 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, Thales Australia 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 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. Thales Australia is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Thales Australia'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 Thales Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

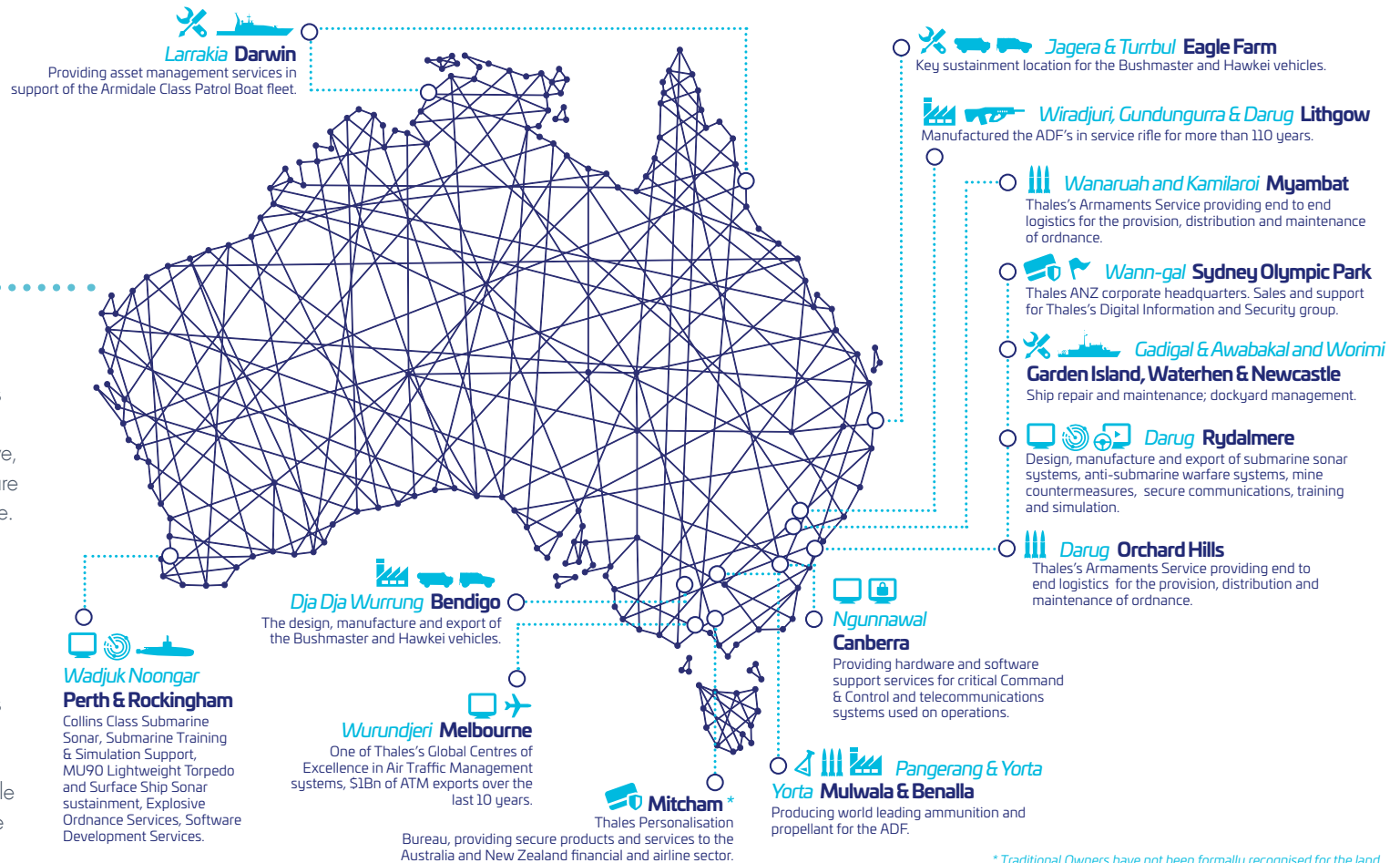
# Our Business

Trust is essential for societies to flourish. Trust in our institutions, trust in our systems, trust in technology and trust in each other. At a time when progress offers huge opportunities, and faces complex challenges, it's essential that we trust the people we all rely on to make life better and keep us safer. That's why we, at Thales, turn leading-edge technologies into solutions that are both imaginative and resilient, human-centred and sustainable. So those we serve, our customers, can navigate uncertainty with confidence and new frontiers with optimism. Together, we harness the extraordinary power of technology to build a future we can all trust.

Thales in Australia can trace our origins back to the 1890's and is part of a global technology organisation that provides solutions, services and products to customers in the defence, aeronautics, space, digital identity and security markets in Australia and throughout the world. We employ 3800 people across 35 sites in Australia and have a footprint in every state and territory.

Our expertise range across protected mobility vehicles, naval support services and integrated communications solutions for defence through to air traffic management systems and cyber security solutions for the commercial sector. Thales in Australia capabilities are recognised by customers who not only require superior solutions, but the systems integration, prime contracting and through life support expertise that boost their competitive edge.

Thales is one of the Australian Defence Force's most trusted partners and is one of Australia's leaders in research and development. We have strong affiliations with the Defence Science and Technology Group (DSTG) and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) as well as



\* Traditional Owners have not been formally recognised for the land

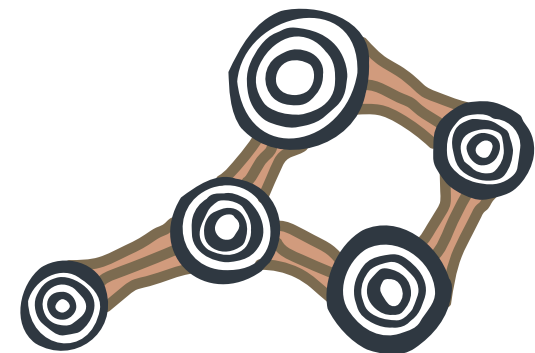
leading tertiary institutions in Australia. Research and development is our company's lifeblood, using this a strong foundation to create, manufacture and support a wide range of truly innovative products.

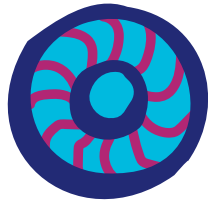
Thales Australia has access to local skills and resources, and a global reach to a parent company with vast international capabilities. At every step of the value chain, Thales plays a pivotal role in helping to make the world a safer place.

We know of 31 employees who have formally identified as Aboriginal and/or Torres Strait Islander people. We are seeking to increase our employment of Aboriginal and Torres Strait

Islander employees, and improve self-identification, through the actions and deliverables in this Reconciliation Action Plan.

**Thales – Building a future we can all trust.**





# Our RAP

## Our Reconciliation Action Plan

We formally commenced Thales's Reconciliation Action Plan journey in 2019 after identifying this as a formal opportunity to demonstrate, and hold ourselves accountable, in providing enriching community experiences and contributing to the social and economic betterment of Aboriginal and Torres Strait Islander peoples. Our first 'Innovate' Reconciliation Action Plan aimed to achieve social change actions that positively impacted communities, and we are proud to continue our journey which is underpinned by the values of respect, creating opportunities, building positive relationships for influence, and ensuring accountability through strong governance.

The RAP has been developed by the Thales RAP Committee which is chaired by a member of Thales Australia's Executive Leadership Team and consists of members from diverse backgrounds and business areas. The RAP Committee plays a pivotal role in providing the sponsorship, leadership and support to drive initiatives forward.

In addition to the RAP Committee, we have established a national network of Diversity, Equality and Inclusion (Respect@Thales) groups within our staffing network across Thales. They are passionately committed to the process of reconciliation and are "ambassadors" for the RAP; assisting people within their local network to understand what we are doing and why, and encouraging their involvement in the process.

A critical component in the development of our RAP was our engagement with Mirri Mirri; an Aboriginal owned company helping all Australians improve their understanding and awareness of Aboriginal and Torres Strait Islander cultures. Paul Sinclair from Mirri Mirri is a proud Anaiwan man from North-West NSW and with over 10 years' experience in the education and film sectors, Paul has worked with many communities on projects ranging from full-feature documentaries to youth leadership programs. In 2015 Paul directed the film Big Boss: Last Leader of the Crocodile Islands which was a recipient of the United Nations Media Peace Award for Indigenous recognition.

Paul facilitated retrospective and way forward planning sessions with the RAP Committee and key stakeholders across Thales Australia. Through the workshop, we reflected on our journey so far and designed a plan for our next RAP to ensure we develop culturally appropriate mechanisms to support the needs, ideas and opportunities identified by Aboriginal and Torres Strait Islander peoples and communities.

The RAP Committee comprises of the following members:

### **Executive Sponsor**

- James Couche, Vice President Legal & Contracts

### **RAP Compliance Manager**

- Kamila Ataman, Diversity and Inclusion Manager

### **RAP Project Facilitator**

- Jason Horton, Senior Project Manager, Communications and Land Electronics Digital Systems

### **RAP Committee Members**

- Joanne Gregory, Business Analyst Vehicles & Tactical Systems / Explosive Ordnance Services and proud Gumbaynggirr women
- Louise Capper, Software Engineering Manager and proud Aboriginal woman
- Michelle Richard, Director, Purchasing
- Philip Swadling, Technical Director, Avionics Deputy Technical Directory, Training & Simulation Business Line
- Kathy Morgan, SDMM Contract Manager
- Sharon Tuminello, Director AIC
- Daniel Hillier, Continuous Improvement Manager
- Vin Hargi, Industrialisation Engineering Manager

# Reflection on our journey so far/ **Solidifying our commitment to reconciliation**

Since commencing our Reconciliation Action Plan journey in 2019 with the launch of our Innovate RAP, Thales has made solid continual progress in building a strong foundation from which to continue to drive reconciliation and positive social impact.

The vision for our first RAP was to help build a future where Australia's First Nations peoples are valued, accepted and have equality in our society, where together we are walking forward and creating the future. At Thales we value First Nations custodianship of the land and rich heritage and want to see this preserved and celebrated for generations to come. We formed authentic relationships of mutual respect with Aboriginal and Torres Strait Islander peoples within the communities we operate so that we can create long lasting opportunities. Our broad footprint across Australia, enables us to have a local presence, voice and impact.

The infographic on the next page demonstrates some of the achievements and progress we have made through the duration of our first RAP.

With a solid foundation, we now look to continue purposeful and impactful community engagement with Aboriginal and Torres Strait Islander peoples, as well as continue focusing on enhancing our capability and diversity.

Thales 2019 Innovate RAP helped us recognise areas where we need to build deeper and more meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities. Our 2019 Innovate RAP also enabled us to reflect on the actions that challenged us as an organisation: including building relationships with local Traditional Custodians,

increasing Aboriginal and Torres Strait Islander cultural learning and development within our organisation and increasing the Aboriginal and Torres Strait Islander representation in our workforce.

In reflecting on our initial Innovate RAP, we have identified opportunities to carry over deliverables that are still in progress, as well as build on additional initiatives in this new RAP. Delivery of some actions were impeded substantially by Covid-19, particularly in the area of fostering widespread cultural awareness and achieving secondments commitments.

While we are proud of the impact we've had in our journey towards reconciliation, we know there is more to be done and we still have much to learn about Aboriginal and Torres Strait Islander communities and how we can continue to work together. There are several lessons gained that will help steer our efforts in the coming years:

- Ensure the Thales Australia RAP Committee continues to include, and seek a variety of perspectives from, Aboriginal and Torres Strait Islander peoples
- Continue to help our Aboriginal and Torres Strait Islander suppliers scale and strengthen capabilities, by demonstrating the respect and trust we have in these businesses and amplifying future opportunities.
- Actively embed all RAP activities into standard business processes
- Improve communication of our activities and successes with our offline workforce to continue raising awareness, passion, and commitment to join our reconciliation journey.

## Reconciliation Action Plan (RAP) Committee

Our vision for reconciliation is to foster a culture where all Australians understand, respect and are proud of Aboriginal and Torres Strait Islander history and culture.

**Our Vision**

We aim to achieve this vision by being an inclusive organisation that strengthens:

- Our relationships with local Traditional Owners and support initiatives that create meaningful change
- Our cultural capability to foster relationships that support reconciliation with employees and external stakeholders
- Aboriginal and Torres Strait Islander employment pathways and career opportunities
- Our procurement practices by encouraging the inclusion of indigenous owned businesses in our supply chain.

**Our Values**

- Honesty**  
We are authentic in our actions.
- Communication**  
We are actively engaged and focused as a team.
- Trust**  
We are always doing the right thing for the benefit of RAP outcomes.
- Collaboration**  
We consistently work with the team and external stakeholders to deliver RAP results.
- Accountability**  
We are doing what we say and take responsibility for the actions.

**Our Team**

- RAP EIT Sponsor
- RAP Compliance Manager
- RAP Project Facilitator
- RAP Practitioner
- Shared Role – transactional meeting activities to rotate between team members.

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# Thales Australia Reconciliation Action Plan (RAP) achievements

April 2019 - September 2021

## Partnerships:



\*as at September 2021

The following represents key highlights of our RAP journey to date: \*

4

online cultural awareness training sessions with Mirri Mirri



Site tours for Clontarf and Galuwa students and local Indigenous kids at Garden Island (GI), Rydalmere, Mulwala and Benalla

4

Clontarf Academy visits for our staff from Sydney Olympic Park, GI, Rydalmere, Lithgow and Perth



Thales RAP Advisory Committee formed



Indigenous students a year to join the Thales Australia graduate program



All Thales Australia job vacancies are advertised on Indigenous Employment Australia website

2

Galuwa Scholarships offering students an opportunity to intern at Thales



contract with Career Trackers (10 students each year over 10 years)



Career Trackers students have completed an internship at Thales so far



2019 Thales Australia Gala Awards is themed in celebration of our RAP



Thales RAP Advisory Committee wins the Excellence in Diversity & Inclusion Award 2019



Thales Australia releases a customised Acknowledgement of Country email signature



Thales employee and proud Wiradjuri man Rick Slaven creates the RAP artwork called 'Creating Together'

7

Thales sites have the RAP artwork on display

15

sites installed Acknowledgement of Country plaques

120

employees attended a NAIDOC week presentation by distinguished Professor Larissa Behrendt AO



delivered to major sites

70

of our staff watched the award-winning film 'In My Blood It Runs' from home



Words Matter inclusivity guide released with dedicated Indigenous section



Site mapping with the local clan done



Indigenous mentoring program launched



NAIDOC and National Reconciliation Week celebrations in our major sites (Mulwala, Benalla, Lithgow, Western Australia, Rydalmere)



Smoking Ceremonies by local elders



Executive Leadership Team visit Clontarf

5

Clontarf champions identified across Thales



Education materials developed on welcome to country versus acknowledgement of country

\$5.9m

spent across 6 Indigenous suppliers



# Our Current Commitment

**We are committed to building significant, long-standing partnerships and continuing to demonstrate our respect for Aboriginal & Torres Strait Islander peoples.**

As outlined below, we are proud to have established a number of these relationships, as well as demonstrating symbols of respect, and we are looking forward to our Innovate RAP being an opportunity to strengthen the reach and impact of each of these:

## **CareerTrackers**

Thales Australia has signed a 10-year commitment with CareerTrackers that will see no less than 10 Aboriginal and Torres Strait Islander university students intern across the business each year. Career Trackers is a First Nations internship program that provides First Nations university students with a structured internship program and professional career development. The national not-for-profit has been in operation for 11 years and has over 1000 professionals in their Alumni community.

## **Clontarf Foundation**

Thales Australia formed a partnership with the Clontarf Foundation in 2020 to support their mission of improving the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. Since our partnership, we've successfully hosted Clontarf students at our Garden Island, Eagle Farm, Lithgow and West Leederville sites and many Thales representatives, including Chief Executive Officer Chris Jenkins and the Executive Leadership Team, have visited Clontarf Academies and learnt more about the importance of their work. In 2022 Thales signed a two-year partnering extension which will offer similar opportunities to continue strong cultural engagement with Clontarf Academies and its students.

## **UTS Jumbunna**

Jumbunna is the Institute for First Nations Education and Research at UTS and aims to produce the highest quality research on Aboriginal and Torres Strait Islander legal and policy issues and to develop highly skilled Aboriginal and Torres Strait Islander researchers. Jumbunna has a dedicated team of Outreach Officers who visit schools and speak to Aboriginal and Torres Strait Islander students about university life and Jumbunna's Direct

Entry Pathway Program. Thales has a strong relationship with Jumbunna, and in 2021 during NAIDOC week, Thales hosted an online event with Distinguished Professor Larissa Behrendt OA, a Eualeyai/Kamillaroi woman, and the Director of Research at the Jumbunna Indigenous House of Learning at the University of Technology Sydney (UTS). Larissa addressed the theme 'The Power of Storytelling,' and spoke to her various films and UTS research projects, and how these link to NAIDOC's theme of healing in the spirit of reconciliation.

## **Galuwa Engineering and IT Scholarship**

The Avionics business within Thales Australia, and the University of Technology Sydney (UTS) have recently signed the Indigenous Galuwa Scholarship Agreement. Galuwa means "to climb" in the Gadigal language and through this scholarship, Thales is supporting Aboriginal and Torres Strait Islander students who have the personal potential and commitment to study engineering and gain industry experience. Thales views participation in the Galuwa Indigenous Engineering Scholarship as one important means by which we can work towards achieving our objective of creating more meaningful opportunities for Aboriginal & Torres Strait Islander peoples.

## **Mirri Mirri – Cultural Awareness**

Thales has a longstanding partnership with Mirri Mirri; an Aboriginal owned company helping all Australians improve their understanding and awareness of Aboriginal and Torres Strait Islander cultures. Mirri Mirri has provided a series of Cultural Awareness Training covering Aboriginal and Torres Strait Islander cultures, histories and understanding the gap and how past events/policies continue to contribute to inequality for Aboriginal and Torres Strait Islander peoples.

## **Visible Symbols of Respect (plaques/artwork/e-mail signature/flags)**

Our RAP identifies the steps we will work through to build and enhance the respect we have for Aboriginal and Torres Strait Islander peoples and cultures. The plan is structured according to four pillars: relationships, respect, opportunities and reporting.

In the last 2 years we have built relationships with a number of Aboriginal and Torres Strait Islander organisations and communities, ranging from national non-profits to local Aboriginal and Torres Strait Islander communities including CareerTrackers, Clontarf Foundation, Muru Mittigar, Tomorrow Today (Benalla Aboriginal Gardens) and Yorta Yorta National Aboriginal Corporation. These relationships have facilitated opportunities for us to support these organisations and communities. We have contributed, and learnt more about Aboriginal and Torres Strait Islander culture, through a range of initiatives including: inviting local Elders to our sites to speak and lead smoking ceremonies, facilitating tours for local students and providing internships specifically for Aboriginal and Torres Strait Islander peoples. These relationships have also been critical to deepening our understanding of Aboriginal and Torres Strait Islander peoples and cultures.





# Relationships

At Thales, our success depends on strong relationships with our customers and between our people. We believe that we can achieve more together, and strong relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community are essential to achieving reconciliation. We are committed to strengthening, deepening and nurturing our relationships with Aboriginal and Torres Strait Islander peoples and in doing this we acknowledge the richness and diversity in Aboriginal and Torres Strait Islander cultures and we will foster open and inclusive relationships, with collaboration at the centre.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review and update our engagement plan that outlines how we will work with our Aboriginal and Torres Strait Islander stakeholders and communicate it to the business accordingly.	December 2023	Diversity Manager/ Communications Manager
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	January 2024	Site/State Based RAP Committee Members
	Facilitate an annual networking session with Aboriginal and Torres Strait Islander stakeholders and organisations to discuss progress of the Reconciliation Action Plan and possible improvements.	October 2023	Diversity Manager
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2023, 2024	Communications Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	Communications Manager
	Ensure Thales RAP Committee participates in an external event to recognise and celebrate NRW.	27 May – 3 June 2024	RAP Compliance Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2023, 2024	Diversity Manager
	Organise at least one internal event for NRW event each year.	27 May – 3 June 2023, 2024	RAP Compliance Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2023	Communications Manager/ Diversity Manager
	Strengthen our communication around our commitment to reconciliation publicly through website publications, social media, local newsletter.	December 2023	Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2023	Communications Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2023	Diversity Manager
	Work with the RAP Committee Members to actively engage with relevant internal stakeholders and drive reconciliation outcomes across the business	June 2023	RAP Compliance Manager
Promote positive race relations through anti-discrimination strategies.	Maintain ongoing review of workplace policies and procedures to identify enhancements to existing anti-discrimination provisions, and future needs.	April 2023	Diversity Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2023	Diversity Manager/Employee Relations Director
	Educate senior leaders on the effects of racism.	May 2024	Diversity Manager
	Communicate our anti-discrimination policy to all employees, and provide ongoing education in relation to appropriate workplace policies.	July 2024	Diversity Manager/Employee Relations Director
Increase internal awareness of our RAP to promote reconciliation across our business	Develop a guideline/central list of resources for RAP Members that contains information on how to build relationships with local Elders and First Nations communities and how to promote knowledge of our RAP internally to all offices.	August 2023	Diversity Manager/ Communications Manager
	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	May 2023	Diversity Manager/ Communications Manager
	Promote our RAP in new starter onboarding and inductions.	January 2024	Learning & Development Manager



# Respect

Respect is how we treat everyone and protect the wellbeing of our workforce. By building respect and empowering everyone to contribute their best, we enable better business performance. Through every level of our business we will show our recognition and respect for Aboriginal and Torres Strait Islander customs, beliefs and cultures. We are proud of the strength and resilience of Aboriginal and Torres Strait Islander peoples, the oldest continuous living culture in the world, and believe this should be celebrated.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	November 2022	Learning & Development Manager/Diversity Manager
	Conduct a review of cultural learning needs within our organisation.	February 2023	Learning & Development Manager/Diversity Manager
	Provide opportunities for RAP Committee members, HR managers and other key leadership staff to participate in formal and structured cultural learning with Mirri Mirri.	July 2024	Learning & Development Manager/Diversity Manager
	Develop and implement an Aboriginal and Torres Strait Islander cultural learning strategy for our staff, which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	December 2022	Learning & Development Manager/Diversity Manager
	Hold at least one lunchbox session per year with a focus on Aboriginal and Torres Strait Islander cultures such as film screenings, talks by local Traditional Owners, or Aboriginal and Torres Strait Islander educators working in the sector.	July 2023	RAP Compliance Manager
	Provide meaningful resources about Aboriginal and Torres Strait Islander cultures and histories via Thales intranet page that includes suggested books, movies, documentaries and podcasts.	July 2023	Diversity Manager/ Communications Manager
	Hold at least two formal and structured cultural learning sessions for Thales staff (online or face-to-face).	June 2024	Learning & Development Manager/Diversity Manager
	Provide opportunities for staff to engage in cultural walking tours, First Nations documentary screenings and community partnership with First Nations organisations.	July 2024	RAP Compliance Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by increasing employee and community understanding of, and by observing the significance of cultural protocols.	Continue to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	RAP Compliance Manager / Communications Manager
	Review and update our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2023	RAP Compliance Manager / Communications Manager
	Invite local Elders and Traditional Custodians to speak to Thales staff to increase understanding and explain the purpose and importance of a Welcome to Country, Acknowledgement of Country and other cultural protocols and what this means First Nations communities.	July 2023	Diversity Manager/ Communications Manager
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2023,2024	RAP Committee Chair
	Develop and launch a database of suitable contacts to support various departments in arranging a Welcome to Country.	August 2024	RAP Compliance Manager / Communications Manager
	Continue to embed the inclusion of Acknowledgment of Country at the commencement of all important meetings through: - Providing information sheets of Acknowledgement of Country examples and guide in major meeting rooms and accessible online. - Ensure that at the corporate level, Acknowledging Country is part of all opening presentations for both internal and external meetings. - Include an Acknowledgement of Country in important project and work scheduling documents.	February 2023	RAP Compliance Manager / Communications Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Investigate opportunities to visibly display support for NAIDOC Week including vehicles, a badge for work uniforms, First Nations artwork on assets.	June 2023,2024	Diversity Manager
	Promote and encourage participation in external NAIDOC events to all staff.	July 2023,2024	Site/State Based RAP Committee Member
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023, 2024	Diversity Manager/Employee Relations Director
	RAP Committee to participate in an external NAIDOC Week event.	July 2023, 2024	RAP Compliance Manager
	Conduct a review of Thales' Enterprise Agreements and include a policy outlining the capacity to support Aboriginal and Torres Strait Islander participation in NAIDOC Week events/activities.	February 2024	Diversity Manager/Employee Relations Director
Increase cultural safety for Aboriginal and Torres Strait Islander employees within our organisation and Aboriginal and Torres Strait Islander children in care	Develop and launch Foster and Kinship policy to support Aboriginal and Torres Strait Islander children and young people to feel safe and connected to their family, culture and community.	December 2022	Diversity Manager/HR Project Manager
	Build the skills and knowledge Thales staff and the organisation need to support foster care.	December 2022	Diversity Manager/HR Project Manager
	Develop and launch Sorry Business leave policy for Aboriginal and Torres Strait Islander employees.	December 2022	Diversity Manager/HR Project Manager



# Opportunities

At Thales, we thrive to create employment opportunities and inclusive procurement pathways that encourage and promote engagement with Aboriginal and Torres Strait Islander peoples and businesses. Working in partnership with First Nations organisations enriches the way we think and work as a team. Through our Innovate RAP we aim at strengthening our relationships with our long-standing partners to maximise opportunities for Aboriginal and Torres Strait Islander peoples and to foster an environment of mutual support and benefit.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Promote organisational scholarships and traineeships for Aboriginal and Torres Strait Islander peoples, particularly those which facilitate opportunities in middle and senior management positions.	December 2023	Early Careers Manager/Talent Acquisition Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2023	Talent Acquisition Director/ Communications Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2023	Diversity Manager/ Talent Acquisition Director
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	March 2023	Diversity Manager/ Talent Acquisition Director
	Engage with Aboriginal and Torres Strait Islander external partnering organisations to consult on our recruitment, retention and professional development strategy.	April 2023	Diversity Manager/ Talent Acquisition Director
	Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2023	Talent Acquisition Director
	Review and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2023	Diversity Manager/ Talent Acquisition Director
	Explore opportunities for an Aboriginal or Torres Strait Islander secondment program.	January 2024	Diversity Manager
	Continue to encourage Aboriginal and Torres Strait Islander employees to update their internal HR profiles to inform future employment opportunities.	March 2023	Diversity Manager/ Communications Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander supplier diversity to support and improve economic and social outcomes.	Review and update current Supplier Diversity Strategy to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2023	Procurement Director
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2023	Procurement Director
	Maintain Supply Nation membership.	July 2023	Procurement Director/ AIC Director
	Meet with Supply Nation quarterly to explore opportunities to increase supplier diversity.	July, October, January, April 2023, 2024	Procurement Director/ AIC Director
	Educate staff on procurement from Aboriginal and Torres Strait Islander businesses that Thales staff can use to procure goods and services.	October 2023	Procurement Director/AIC Director
Investigate opportunities to support Aboriginal and Torres Strait Islander defense veterans through our programs and services	Investigate opportunities to support Aboriginal & Torres Strait Islander people transitioning from Defence to civilian life by providing access to career development programs (e.g. internal mentoring program).	August 2024	Diversity Manager
	Consult with First Nations stakeholders on the development of these programs to ensure that they are culturally appropriate.	August 2024	Diversity Manager
	Work with the Thales Veterans Committee to identify needs and opportunities for Aboriginal & Torres Strait Islander people transitioning from defence to civilian life.	August 2024	Diversity Manager
Support career development for Aboriginal and Torres Strait Islander youth through strengthening current partnerships	Develop and implement Early Careers strategy (e.g. graduates, apprentices and trainees) and actively promote the career development programs for Aboriginal and Torres Strait Islander youth.	November 2022	Early Careers Manager
	Continue to provide structured internship programs and professional career development opportunities for CareerTrackers' students.	May 2024	Early Careers Manager/Talent
	Strengthen and expand partnerships with the Clontarf Foundation and Galuwa Engineering and IT Scholarship by organising more site tours and creating more employment opportunities for the students.	December 2022	Early Careers Manager/ Diversity Manager
	Continue to develop, review and update Thales mentoring program for Aboriginal and Torres Strait Islander youth to support the career development of Aboriginal and Torres Strait Islander employees.	November 2022	Diversity Manager



# Governance, tracking progress and reporting

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Committee to drive governance of the RAP.	Maintain and increase Aboriginal and Torres Strait Islander representation on the RAP Committee.	March 2023	Diversity Manager
	Establish and apply a Team Charter and Terms of Reference for the RAP Committee.	November 2022	RAP Project Facilitator
	Meet every month to drive and monitor RAP implementation.	March 2023 (to review)	RAP Project Facilitator
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2023,2024	RAP Project Facilitator
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2023,2024	RAP Executive Sponsor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2023	RAP Project Facilitator
	Maintain an internal RAP Executive from senior management.	July 2023, 2024	Diversity Manager/ RAP Project Facilitator
	Engage with the Respect@Thales Council on a monthly basis to promote RAP activities with the broader business.	September 2023-2024	RAP Project Facilitator
	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023,2024
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.		June annually	Diversity Manager
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.		1 August annually	Diversity Manager
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.		June 2024	Diversity Manager/ RAP Project Facilitator
Report RAP progress to all staff and senior leaders quarterly.		March, June, September, December 2023, 2024	Diversity Manager/ RAP Project Facilitator
Publicly report our RAP achievements, challenges and learnings, annually.		June annually	Diversity Manager/ RAP Project Facilitator
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.		April 2023	Diversity Manager/ RAP Project Facilitator
Continue our reconciliation journey by developing our next RAP.		Register via Reconciliation Australia's website to begin developing our next RAP.	January 2024



Our Past. **Our Present. Our Future.**

# THALES

Building a future we can all trust

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