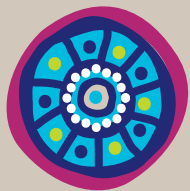


Thales Australia
Innovate
Reconciliation
Action Plan

December 2025 - December 2027



Our Past. Our Present. Our Future.

The Extraordinary Potential of Us

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The story behind Thales Australia's Reconciliation Action Plan artwork

At Thales, we are guided by the mission to 'build a future we can all trust.' Underpinning this commitment, is the ability to have transparent and challenging conversations to create environments where everyone can fully participate and belong. As an industry leader, it's our responsibility to support and enable our people through training and education to understand the truths of Australia's past. As we evolve through this process, this knowledge and understanding will build stronger connections, aid unity and enhance respect for First Nations peoples. Our Reconciliation Action Plan artwork tells the story of Thales' reconciliation journey so far and invites everyone to participate in the journey that follows.

The horizontal and vertical lines to either side of the reconciliation symbol pay tribute to the digital nature of Thales' work; demonstrated using contemporary Aboriginal artwork techniques.

Different patterns symbolise Country elements of Australia. Line elements and Country elements symbolising the lands that have been cared for by Aboriginal and Torres Strait Islander peoples for over 65,000 years and where Thales now operates.





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 walk alongside Aboriginal and Torres Strait Islander peoples in a spirit of truth, reverence and partnership.

Thales' mission statement of, 'building a future we can all trust' not only reflects what we do, but who we are. Through our commitment to continuous learning, deep listening and courageous conversations, we will work towards a shared and trusted future with Aboriginal and Torres Strait Islanders peoples, cultures and communities.

Central to our reconciliation journey is meaningful engagement with Aboriginal and Torres Strait Islander communities. Through partnerships and cultural awareness initiatives, we aim to strengthen our connections and support these communities in tangible and impactful ways.

We are dedicated to fostering inclusivity by creating diverse employment and internship opportunities, and by integrating First Nations suppliers into our procurement processes. This commitment not only drives economic empowerment but also enriches our organisational culture.

At all levels of the organisation, through education, training, and visible support of RAP initiatives, we will equip our employees with the tools to champion reconciliation, ensuring that our actions align with our values.

By promoting cultural safety and awareness, we will cultivate an environment where First Nations employees and all staff feel valued, supported, and empowered to thrive.

As we continue to learn and grow on this journey, we are committed to fostering unity, respect, and positive relationships with First Nations peoples, making reconciliation a lived reality for all.



Message from our CEO

As we embark on the next chapter of Thales Australia and New Zealand's reconciliation journey, we reaffirm our commitment to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples. Our vision for reconciliation is founded in respect and understanding of the rich histories and cultures of Australia's First Peoples.

At Thales, we are dedicated to creating a workplace where everyone thrives, and where our dedication to reconciliation is reflected through our actions including community engagement, procurement, and leadership. We believe that by actively listening, learning, and collaborating, we can build stronger partnerships and create opportunities that benefit both First Nations communities and our organisation.

Our Reconciliation Action Plan is more than a strategic document; it is a call to action. It challenges us to continuously improve and to contribute positively to the communities we serve. Through focused initiatives and unwavering commitment, we aim to create a future where all Australians can walk together in unity and respect.

Together, we can make a lasting impact.

Jeff Connolly

Chief Executive Officer
Thales Australia



Thales Innovate **RAP CEO statement**

Reconciliation Australia commends Thales Australia on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Thales Australia continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the

strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Thales Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Thales Australia 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 Thales Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future

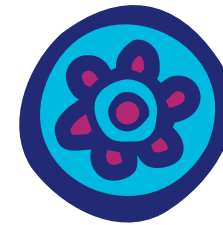
RAP commitments. By enabling and empowering staff to contribute to this process, Thales Australia will ensure shared and cooperative success in the long-term.

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

Congratulations Thales Australia on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

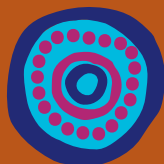


Our Business

At Thales Australia, we safeguard Australia and New Zealand through cutting-edge cybersecurity, digital identity solutions, defence, and aerospace innovations. With a local workforce of 4,800 people, and 35+ facilities across Australia we are embedded in every state and territory, delivering indispensable solutions to meet national security needs.

As a global technology leader delivering indispensable solutions to meet national security needs, Thales Australia and New Zealand is a part of a global organisation of over 81,000 experts, leveraging their expertise, passion and innovation to serve our customers and the communities in which we operate. In Australia, we proudly support and partner with Aboriginal and Torres Strait Islander communities, with 32 of our employees identifying as First Nations people. We are dedicated to increasing these numbers through initiatives within this RAP.

Thales Australia can trace its origins back to the 1890's and is an integral part of the nation's security posture. We are an Australian-run company like no other - a trusted partner of the Australian Government, the Australian Defence Force and the nation - delivering safety, security and trusted solutions where it matters most.



Our Solutions

At Thales Australia, we safeguard Australia and New Zealand

Cyber and Digital

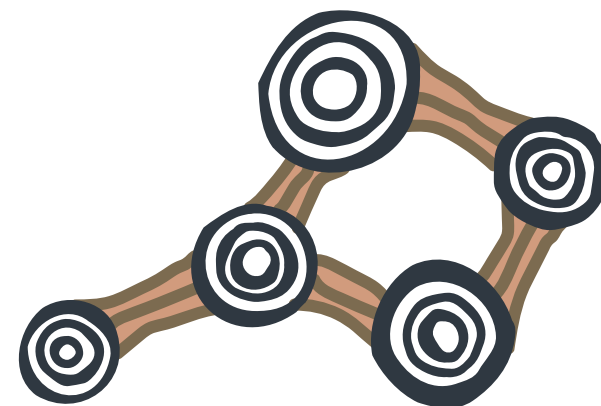
We secure Australia's critical infrastructure, communities' digital identities and end-to-end payment solutions - ensuring safety, reliability and continuity of vital systems that support the prosperity of our nation.

Defence

A trusted partner of the Australian Defence Force and its allies, Thales designs and delivers solutions that protect those who protect the nation. From the Bushmaster Protected Vehicle, communications, command and control solutions, combat systems and integration and surveillance, detection and intelligence systems - we operate with purpose and deliver with pride.

Aerospace

Underpinned by local knowledge and global expertise, Thales delivers Australian sovereign capability through the Centre of Excellence for Air Traffic Management - developing the world's first combined Civil Military Air Traffic Management System.



Larrakia Darwin
Asset management services in support of the Armidale Class Patrol Fleet and Seaboats/RHIBs.

**Wadjuk Noongar
Perth & Rockingham**
Collins Class Submarine Sonar, Submarine Training & Simulation Support; MU90 Lightweight Torpedo and Surface Ship Sonar sustainment; Explosive Ordnance Services; Digital Services Hub including development and Identity for Government.

Dja Dja Wurrung Bendigo
Design and manufacture of Bushmaster and Hawkei vehicles.

Wurundjeri Melbourne
Air Traffic Management Centre of Excellence and SKYLAB Australia Innovation Lab; Cyber & Digital services for Critical Infrastructure, Enterprise and Government.

Mitcham*
Thales Personalisation Bureau, provides secure products and services to financial and airline sectors.

Jagera & Turrbul Brisbane
Cyber and Identity services for Enterprise and Government.

Jagera & Turrbul Eagle Farm
Vehicle Integration and Through Life Capability Support for Bushmaster and Hawkei vehicles.

Wiradjuri, Gundungurra & Darug Lithgow
Rifle manufacture for the ADF and law enforcement agencies.

**Wanaruah and Kamilaroi, Darug
Myambat & Orchard Hills**
End to end logistics for the provision, distribution and maintenance of ordnance.

Wann-gal Sydney Olympic Park
Thales ANZ corporate headquarters, Cyber & Digital services.

**Gadigal & Awabakal and Worimi
Garden Island, Waterhen & Newcastle**
Ship repair and maintenance; dockyard management.

Darug Rydalmere
Design and manufacture of submarine sonar systems, anti-submarine warfare systems, mine countermeasures, secure communications, training and simulation.

Gadigal Barangaroo
Cyber & Digital services.

**Ngunnawal
Canberra**
Hardware and software support services for critical Command & Control and telecommunications systems; Cyber & Digital for Government & Defence.

**Pangerang & Yorta Yorta
Mulwala & Benalla**
Production of world leading ammunition and propellant.

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

Our Reconciliation Action Plan

Our journey toward reconciliation began in 2019 when we formalised our commitment to fostering enriching community experiences and contributing to the social and economic well-being of Aboriginal and Torres Strait Islander peoples. Building on this progress, our second RAP, launched in 2022, focused on deepening trust, honesty, and integrity within Thales.

Since embarking on our reconciliation journey, we have made significant strides; applying sustained commitment and open dialogue to foster meaningful change.

Additionally, through the implementation of a formal governance structure, we aligned RAP initiatives with the organisations strategy themes to ensure leadership engagement with the RAP. Other key lessons learned over the previous two RAPs include:

- The importance of continually seeking diverse perspectives from Aboriginal and Torres Strait Islander peoples on our RAP Committee.
- Early and continuous engagement with our procurement team to support Aboriginal and Torres Strait Islander suppliers by helping them scale and seize new opportunities.

- Embedding activities derived from our RAP into our core business processes to generate investment and pride in the progress and outcomes.
- The need to improve communication of our RAP achievements, particularly with our remote and trades-based workforce, to build broader passion and involvement.

Through our RAP, we aim to build on these learnings, continuing to create a workplace where diversity, inclusion, and respect for First Nations cultures are paramount.



Our Reconciliation Committee

In addition to the RAP Committee, Thales Australia has a well-established national network of Diversity, Equity, and Inclusion (DEI) groups; formalised through our DEI framework Respect@Thales. These groups address various aspects of DEI, contributing to a holistic approach to inclusion across the organisation.

The Committee is organised into four groups: three are focused on the main pillars and one on Governance. By assigning members to specific pillars and focus areas we can dive deeper into each pillar – exploring challenges, opportunities and learnings.

Additionally, a separate Governance group ensures alignment, best practice and streamlined decision making, while fostering collaboration and innovation within the group and across the organisation.

A critical component in the development of our Innovate RAP was a full-day workshop attended by the RAP Committee. Through participation in reflections, problem solving and mapping activities, the team reflected on the journey so far and commenced planning for the next RAP. This workshop ensures the RAP initiatives and progress develops culturally appropriate mechanisms to support the needs, ideas, and opportunities identified by Aboriginal and Torres Strait Islander peoples.

In Memoriam

We would like to honour the memory of Louise Capper, a valued member of our RAP Committee, who sadly passed away. Louise's passion, wisdom, and unwavering commitment to reconciliation played a pivotal role in the success of our RAP. Her contributions were instrumental in shaping our initiatives, and her legacy continues to inspire our work. Louise's dedication to fostering understanding and respect for Aboriginal and Torres Strait Islander cultures will always be remembered.

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 COMMITTEE MEMBERS

- **Amanda Duval**, Early Careers Manager
- **Ellie Dickens**, AIC Co-ordinator
- **Elita Huynh**, Innovation Manager
- **Georgia Ginis**, Early Careers Partner
- **Jenny Terzic**, Quality Improvement Manager
- **Joanne Gregory**, Business Analyst Vehicles & Tactical Systems / Explosive Ordnance Services and proud Gumbaynggirr women
- **Kathy Morgan**, SDMM Contract Manager
- **Nikki Palmer**, Bid and Project Controller
- **Philip Swadling**, Technical Director, Avionics Deputy Technical Directory, Training & Simulation Business Line
- **Ryan Hannan**, Project Manager
- **Sharon Tuminello**, Director AIC
- **Sindhu Shankar**, Senior System Engineer
- **Whitney Brennan**, Senior AIC Practitioner

As part of our RAP Committee structure, members are assigned to lead specific pillars - Relationships, Respect, Opportunities, and Governance. This approach is intentional and designed to foster accountability, leverage individual strengths and passions, and drive meaningful action within each focus area. By distributing responsibility in this way, we ensure each pillar receives dedicated attention, while also making the scope more manageable for Committee members. These leads then bring their progress and insights to our monthly meetings, allowing the broader group to stay aligned and contribute collaboratively to the overall direction and implementation of our RAP.



Reflections on Our RAP Journey

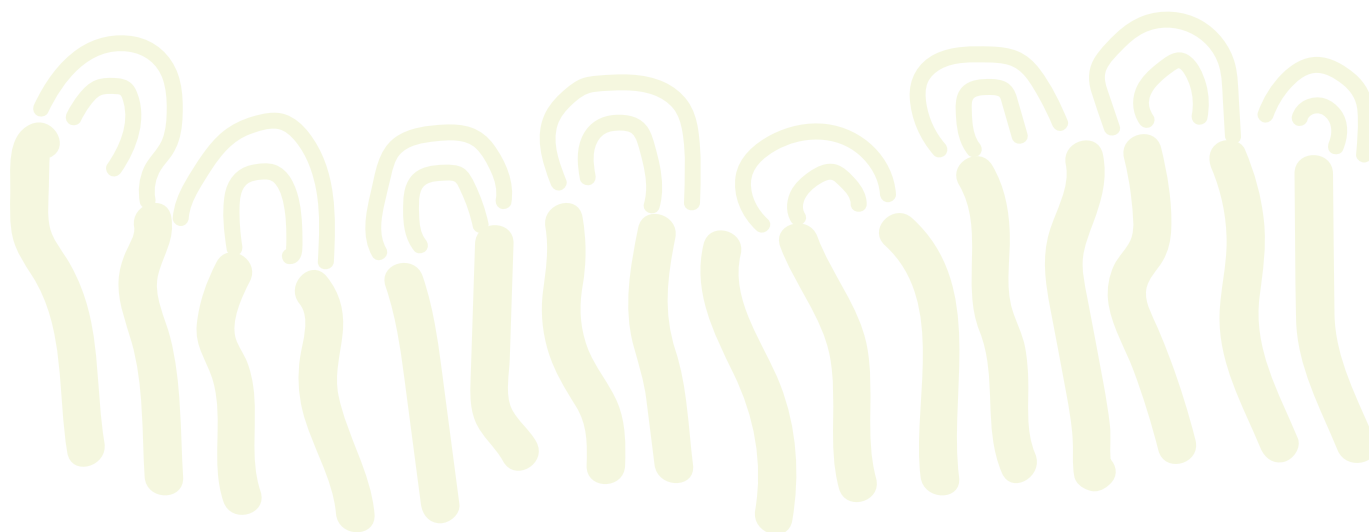
Since starting our Reconciliation Action Plan journey in 2019 with the launch of our first Innovate RAP, and continuing with our second Innovate RAP, there has been steady progress in strengthening our foundation for reconciliation and positive social impact.

The infographic on page eleven highlights key achievements and progress throughout our second RAP.

Our 2022-2024 Innovate RAP identified where we need to foster deeper, more meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities by increasing our engagement with the Clontarf Foundation, launching Sorry Business leave, organising a Welcome to Country ceremonies,

engaging with the Benalla Rural City Council Aboriginal and Torres Strait Islander Advisory Group. It also allowed us to reflect on challenges, such as increasing Aboriginal and Torres Strait Islander supplier diversity to enhance economic and social outcomes and facilitating opportunities for our Executive Leadership Team (ELT) to engage with reconciliation activities.

We are proud of our progress but recognise there is more to be done in our journey toward reconciliation. Reflecting on our 2022 – 2024 Innovate RAP, we've identified opportunities to continue ongoing deliverables and build on new initiatives for our next RAP.



Thales Australia Reconciliation Action Plan (RAP) achievements

Partnerships:



*as at July 2025

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

\$24m

spent across 25 suppliers since the launch of our first RAP; April 2019



over **20 site tours** Clontarf, UTS Galuwa and local Indigenous students at Benalla, Darwin, Eagle Farm, Garden Island, Melbourne, Mulwala, Myambat, Perth, Rydalmere

10

Clontarf Academy visits for our staff from Sydney Olympic Park, Garden Island, Rydalmere, Melbourne, Lithgow and Perth



RAP Committee won the Outstanding DEI Program at the Aviation/Aerospace Australia Awards



Thales was honoured with the prestigious Project Excellence Award during CareerTrackers Gala Awards



Thales employee and proud Wiradjuri man Rick Slaven created Thales first RAP artwork called 'Creating Together'

2

Galuwa Scholarships which include an internships with Thales



10 years contract with CareerTrackers (up to 10 students each year over 10 years)

37

Thales hosted 37 internships for CareerTrackers students



Total of 5 CareerTrackers converted to full time/part time/Graduates' roles



Thales released a customised Acknowledgement of Country email signature



Thales launched its first Innovate Reconciliation Action Plan in September 2019



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



Thales launched its second RAP Artwork by David Williams, proud Wakka Wakka man called "Our Past. Our Present. Our Future. The Extraordinary Potential of Us"

11

Thales sites have the RAP artwork on display



Sites participated in Smoking Ceremonies

15

sites installed Acknowledgement of Country plaques



The Australian Munition Team in Benalla engages with the local Benalla Community



Thales launched its second Innovate Reconciliation Action Plan in September 2022



RAP merchandise launched (water bottle, pen, notebook and T-shirts)



RAP Acknowledgment cards for meeting rooms delivered to major sites

2k

Thales has engaged with over 2,000 Clontarf students across 6 states since 2020



Thales launched Sorry Business policy ensuring all current and future First Nations employees are supported to engage in cultural practices



Launched educational video with Yorta Yorta Elder, Uncle Lance James on the importance of Sorry Business

346

employees have completed our Digital Cultural Awareness training



Site mapping with the Traditional Owners completed

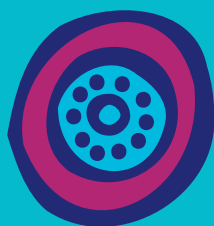


Thales RAP Committee actively working since 2019



Relationships

At Thales, building strong relationships with Aboriginal and Torres Strait Islander peoples is crucial to our success. We are committed to fostering partnerships with local First Nations groups, ensuring effective, transparent and two-way communication on our RAP, and creating safe, inclusive spaces for First Nations employees. By prioritising cultural safety and support from our Executive Leadership Team, we aim to deepen these connections and contribute to broader community benefits through collaboration and mutual respect.



ESTABLISH, MAINTAIN AND STRENGTHEN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER STAKEHOLDERS AND ORGANISATIONS.		TIMELINE	RESPONSIBILITY
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.		March 2026	Responsible: RAP Chair, Support: RAP Committee
Review and update our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.		June 2026	

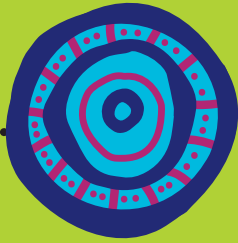
BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW).		TIMELINE	RESPONSIBILITY
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.		June 2026 - 2027	Responsible: DEI Manager, Support: Communications Team
RAP Working Group members to participate in an external NRW event.		27 May - 3 June 2026	Responsible: RAP Chair, Support: RAP Committee
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.		27 May - 3 June 2027	DEI Manager and RAP Committee
Organise at least one NRW event each year Thales Australia wide.		27 May - 3 June, 2026-2027	RAP Committee and site contacts
Register all our NRW events on Reconciliation Australia's NRW website.		27 May - 3 June, 2026-2027	DEI Manager and RAP Committee

PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE.		TIMELINE	RESPONSIBILITY
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.		March 2026	Communications Team and DEI Manager
Communicate our commitment to reconciliation publicly.		June 2026	Responsible: RAP Committee, Support: Communications Team DEI Manager
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.		May 2027	
Collaborate with RAP organisations and other aligned organisations to develop innovative approaches to advance reconciliation.		December 2026	

PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES.		TIMELINE	RESPONSIBILITY
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.		March 2026	DEI Manager and HR Directors
Develop, implement, and communicate an anti-discrimination policy for our organisation.		June 2026	Responsible: DEI Manager, RAP Committee, HR Directors, Support: Communications Team
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.		March 2026	DEI Manager/Employee Relations Director
Work with Senior Leadership to reinforce the individual, cultural and organisational impacts of racism and discrimination.		September 2027	DEI Manager



Respect



Respect is fundamental to how we engage with our workforce and the broader community. At Thales, we recognise and honour Aboriginal and Torres Strait Islander cultures, histories, and knowledge across our business. We actively engage with communities through events and activities, provide cultural awareness education and training to our employees, and ensure our leadership fully understands and supports RAP Committee initiatives. By embracing and celebrating the strength and resilience of the world's oldest continuous living cultures, we foster an environment of understanding, pride, and mutual respect.

INCREASE UNDERSTANDING, VALUE AND RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES, KNOWLEDGE AND RIGHTS THROUGH CULTURAL LEARNING.	TIMELINE	RESPONSIBILITY
Conduct a review of cultural learning needs within our organisation.	March 2026	Learning & Development Manager/ DEI Manager
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. As the result of these conversations, develop a report with recommendations.	April 2026	
Develop, implement, and communicate a cultural learning strategy document for our staff. Our aim is to double the number of people who completed the First Nations Awareness Training.	June 2026	
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2026	

DEMONSTRATE RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS.	TIMELINE	RESPONSIBILITY
Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	Responsible: DEI Manager Support: Communications Team
Review and improve our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2027	
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2026,2027	
Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2026	

BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK.	TIMELINE	RESPONSIBILITY
RAP Working Group to participate in an external NAIDOC Week event.	July 2027	DEI Manager/RAP Committee
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2027	DEI Manager/Employee Relations Manager
Promote and encourage participation in external Reconciliation Week or NAIDOC Week events to all staff by sharing a list of events from the broader community so that employees who are interested, have visibility into what is available.	July 2026,2027	Site/State Based RAP Committee Member



Opportunities

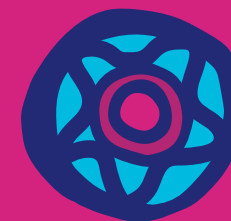
At Thales, we are committed to creating and expanding opportunities for Aboriginal and Torres Strait Islander peoples and businesses. We focus on building connections and diversifying partnerships in our workforce and procurement processes. By prioritising inclusivity in employment, internships, and trades, and enhancing our procurement awareness, we aim to support First Nations companies and meet their business talent requirements. Through these efforts, we seek to foster mutual growth and ensure that our relationships with First Nations organisations continue to thrive and bring value to all.

IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION, AND PROFESSIONAL DEVELOPMENT.

	TIMELINE	RESPONSIBILITY
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2027	DEI Manager & People and Culture Team
Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our recruitment, retention and professional development strategy.	June 2027	
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2027	
Advertise job vacancies with key partners Aboriginal Employment Strategy and Clontarf and to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2027	Director Talent Acquisition
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2027	Diversity & Inclusion Manager
Investigate entry level positions in rural areas and potential to partner with local employment services providers to employ more First Nations people.	September 2027	Director Talent Acquisition

INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES.

	TIMELINE	RESPONSIBILITY
Embed the Aboriginal and Torres Strait Islander procurement strategy throughout Thales.	June 2026	Country Procurement Director
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2026	Category Team Lead, and Process & Tools Lead
Maintain Supply Nation membership.	February 2026 & 2027	AIC Practitioner
Communicate opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses through Supply Nation and / or Industry Capability Network (ICN) Gateway.	April 2026	Category Team Leaders & AIC Practitioner
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses through Supply Nation's Connect Trade Show and business capability forums.	July 2027	



INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER BUSINESS PARTICIPATION IN OUR SUPPLY CHAIN TO SUPPORT MUTUALLY IMPROVED ECONOMIC AND SOCIAL OUTCOMES.

	TIMELINE	RESPONSIBILITY
Embed a process to provide mentoring and feedback support for Aboriginal and Torres Strait Islander business within Defence Industry.	December 2027	Led by AIC Practitioner in collaboration with Category Team Leads and Process & Tools Lead
Implement category strategies across Thales where we must preference Aboriginal and Torres Strait Islander businesses.	March 2026	Category Team Leads
Implement a strategy to track and measure progress and expenditure on First Nations Procurement targets for accountability.	December 2026	Category Team Lead – Process & Tools & AIC Practitioner

DEVELOP PATHWAYS FOR FIRST NATIONS EARLY TALENT TO INCREASE EMPLOYABILITY AND BROADEN THEIR EXPOSURE TO STEM AND ITS POTENTIAL CAREER PATHWAYS.

	TIMELINE	RESPONSIBILITY
Dedicate two early careers positions (Internships through CareerTrackers or Apprenticeships) for First Nations people.	September 2027	Vice President – AWS
Continue to offer 10 CareerTrackers internship positions per year.	September 2027	Early Careers Manager
Strengthen and expand partnerships with the Clontarf Foundation by attending annual employment forums, events and site tours for students across Australia. In turn this will help educate, inspire and provide employment opportunities for First Nations students.	September 2027	Early Careers Manager & DEI Manager
Explore opportunities to engage with the Stars Foundation.	July 2026	DEI Manager
Continue to offer Galuwa Engineering and IT Scholarship and organise site tours to promote STEM careers with university students.	September 2027	Vice President UVX
Investigate partnership with Deadly Science Careers to help engage and educate First nations students on pathways in STEM careers (https://deadlyscience.org.au/programs/deadlystem-in-schools/).	September 2027	Early Careers Manager
Promote the career journey for First Nations apprentices and trainees at Thales' to help others identify relevant pathways and see themselves in organisation.	September 2027	Responsible: Early Careers Manager, Support: Internal Communications



Governance

MAINTAIN AN EFFECTIVE RAP COMMITTEE TO DRIVE GOVERNANCE OF THE RAP.

	TIMELINE	RESPONSIBILITY
Maintain and increase Aboriginal and Torres Strait Islander representation on the RAP Committee.	January, April, July, October 2026, 2027	RAP Governance Lead/s
Establish and apply a Terms of Reference for the RAP Committee and update Team Charter.	March 2026	
Meet every month to drive and monitor RAP implementation.	September 2027	

PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS.

	TIMELINE	RESPONSIBILITY
Formalise Reconciliation schedule of activities and prioritise key events in order to define resources.	February 2026	RAP Governance Lead/s
Define resource needs for RAP implementation.	June 2026	
Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2026, 2027	DEI Manager
Define and maintain appropriate systems to track, measure and report on RAP commitments.	January, April, July, October 2026, 2027	RAP Governance Lead/s
Maintain an internal RAP Champion from senior management.	September 2026	DEI Manager

BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY.

	TIMELINE	RESPONSIBILITY
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026, 2027	DEI Manager
Report RAP progress to all staff and senior leaders quarterly.	January, April, July, October 2026, 2027	
Publicly report our RAP achievements, challenges and learnings, annually.	June annually	
Investigate participating in Reconciliation Australia's biennial (every two years) Workplace RAP Barometer.	March 2026	
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	

CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP.

	TIMELINE	RESPONSIBILITY
Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	DEI Manager



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



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