



Lifestyle
Solutions

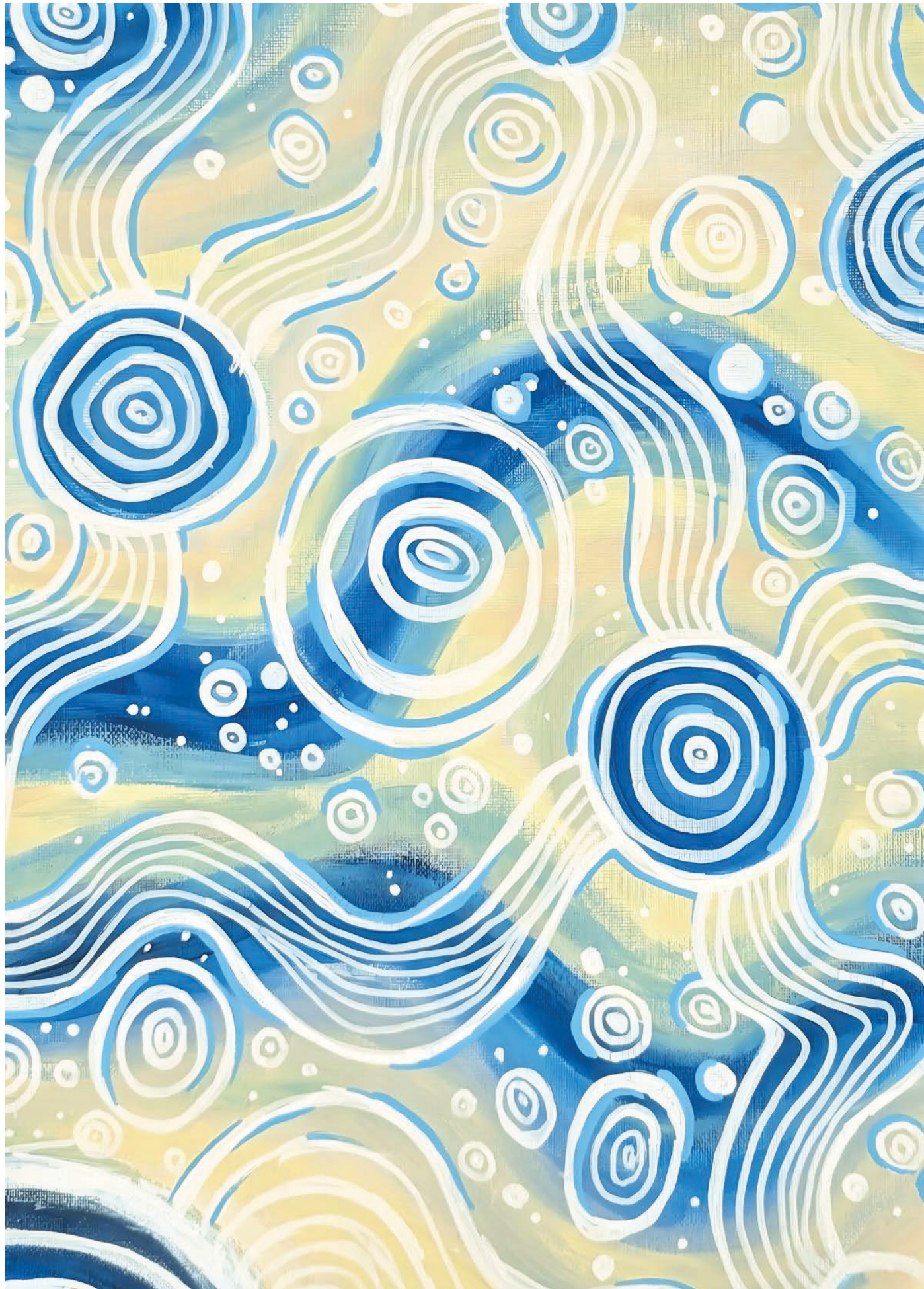


RECONCILIATION
ACTION PLAN

INNOVATE

Innovate Reconciliation Action Plan

October 2026 – September 2028



Acknowledgment of Country

At Lifestyle Solutions we respectfully acknowledge the Traditional Custodians of the Lands and waterways in which we live, gather, work and grow. We recognise that our work is delivered on many Lands from our service delivery footprint to where we lead consultations. We continue to empower, influence and inspire understandings of Aboriginal and Torres Strait Islander cultures, based on true and genuine histories that respect the longest living culture. We acknowledge Elders and the work of our Aboriginal activists and advocates who have made many opportunities possible for our generation today. We acknowledge and pay our respects to the ancestors of this country, knowledge holders and leaders, past present and emerging.

Our commitment to stronger and safer communities

We are continuing to strive with the aim that Aboriginal people are culturally safe, culturally supported and culturally connected to their families and communities. This includes maintaining cultural identity with a view to self-determination.

At Lifestyle Solutions we acknowledge the profound loss that Aboriginal people have endured, and we pledge to stand in solidarity with our Aboriginal brothers and sisters acknowledging that sovereignty was never ceded and that it always was and always will be Aboriginal Land.

Cover image artwork attribute:

'Movement' was created by a 13-year-old Noongar artist, Hazel Brown. Hazel was born on Menang Country, is a proud Noongar girl and lives on Country. 'Movement' represents the ocean, sandy beaches and movement of the water of her Country.



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Statement

from CEO of Reconciliation Australia

Reconciliation Australia commends Lifestyle Solutions on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

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

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Lifestyle Solutions is an Australia-wide provider of disability supports, and out-of-home care (OOHC) services. Our organisation and its people work to support positive change and opportunities for communities, families and individuals. We will meaningfully continue to acknowledge the lived experience of Aboriginal & Torres Strait Islander people across the nation, by providing access to, and involvement in, service support opportunities, as well as partnerships with Aboriginal and Torres Strait Islander peoples. Our vision for reconciliation is to embed the values, heritage, cultures and knowledge of Aboriginal and Torres Strait Islander people into every aspect of our work. We do this by being committed to self-determination, empowerment, belonging, cultural safety, truth-telling, deep listening and acknowledging lived experience and cultural identity to support wellbeing and promote healing.

We acknowledge that we work with vulnerable children and young people who are in out-of-home care. Through our work we seek to empower them to achieve and live their best lives. We understand the best outcomes for Aboriginal and Torres Strait Islander people are when they grow up in their own communities connected to culture and mob. We actively support and seek to foster these connections for children and young people in our care.

Through a continual learning journey, we seek to be guided by and embed cultural safety and best practice in the ways we work with Aboriginal and Torres Strait Islander people. As we work towards being a culturally aware, safe and supportive organisation, we aspire to become a provider of choice for Aboriginal and Torres Strait Islander peoples.



Respect, genuine inclusion and deep listening

At the heart of building respect is genuine inclusion and deep listening. At Lifestyle Solutions, we recognise the value and diversity of individuals and groups, and we actively build a culture of respect and understanding through genuine inclusion and deep listening. It is through this process and truth-telling that we can form meaningful relationships with the people we work with. Listening to the stories of the people we support, and their communities will help us understand past injustices and will help us move forward carrying with us the courage and empathy required to build strong and enduring relationships. Prevention and healing can only occur through truth-telling, paving the way for self-determination to be realised.

Our RAP is inspired by a quote from Miriam Rose from Daly River who was the first qualified Aboriginal teacher and Australian Senior of the Year in 2021. It's about a concept called 'dadirri' – a quiet still awareness and deep listening Aboriginal concept.

Our RAP is also built on the foundation of respect. As Yolngu Elder Mandawuy Yunupingu once said, "It is so important to respect and understand Aboriginal culture if we want to build a successful, cohesive Australia." This truth guides our Innovate RAP: we commit to embedding respect and cultural understanding at every level of our organisation, so that we can support children, young people, and people with disability in ways that are truly inclusive, equitable and empowering.

Mandawuy Yunupingu, a revered Yolngu elder and musician, was widely regarded as a powerful voice for unity and reconciliation. His words remind us that true respect, grounded in cultural understanding, is essential for meaningful reconciliation.

In our Aboriginal way, we learn to listen from our earliest days. We could not live good and useful lives unless we listened. This was the normal way for us to learn—not by asking questions. We learnt by watching and listening, waiting and then acting. Our people have passed on this way of listening for over 40,000 years. . .

– Brennan and Ungunmerr-Baumann 1989, 41

Message from our Chief Operating Officer

I begin by acknowledging the Traditional Custodians of the many Lands on which Lifestyle Solutions operates. I pay my respects to Elders past and present, and I extend that respect to all Aboriginal and Torres Strait Islander peoples.

I am proud to share Lifestyle Solutions' 2026–2028 Reconciliation Action Plan, which is our second Innovate RAP. It reflects our deepened organisational commitment to reconciliation and outlines our ambitions to strengthen cultural safety, elevate Aboriginal and Torres Strait Islander voices, and build respectful partnerships.

At Lifestyle Solutions, we recognise our responsibility to advance reconciliation. We acknowledge the enduring impacts of colonisation, dispossession, and intergenerational trauma, particularly in the areas of out-of-home care, justice and health. We are committed to addressing these inequities with honesty, integrity, authenticity, empathy, and action.

Guided by our strategy to deliver safe, culturally respectful support, alongside secure and safe homes, we aim to expand our impact and strengthen our organisation. We know we are continuously building and learning on our RAP journey. This Innovate RAP sets out clear, measurable goals for us to achieve, structured around the core pillars of the reconciliation framework: Relationships, Respect, and Opportunities, all built on a strong foundation of governance.

Our Innovate RAP is built on strong foundations. It is guided by our RAP Working Group, our Cultural Safety Framework, and the invaluable insights of our Aboriginal and Torres Strait Islander team members and partners. We are committed to listening, learning, and working alongside Aboriginal and Torres Strait Islander peoples to heal the wounds of the past through a strength-based, trauma-informed approach that moves us forward together.

I am deeply grateful to everyone who has helped shape this RAP. A special thank you goes to our RAP Working Group, the cultural leaders who laid the groundwork for this plan, and everyone who engaged in our consultations across the country. I am confident that the passion for this work radiating throughout our organisation will ensure its enduring success.

I would also like to thank Reconciliation Australia for their support and guidance throughout this journey. We are ready to put our RAP into action, acknowledging there is still much more to do. Together, we are building a reconciled Australia where Aboriginal and Torres Strait Islander peoples are restored to a place of equity, dignity, and respect, and are equal partners in shaping the future. Together, we are building hope and possibility for all.

Mark Branson
Chief Operating Officer
Lifestyle Solutions

Our business

Lifestyle Solutions empowers Australians with disability to be the leaders in their own lives and provides safe and nurturing care for children and young people in out-of-home care services.

Lifestyle Solutions employs over 3500 people of whom 120 employees identify as Aboriginal and/or Torres Strait Islander peoples. We partner with people with disability to deliver high-quality services within the supported independent living, support coordination and community access spaces. We also seek to create safe, stable and nurturing environments for the children and young people we support in out-of-home care and aspire to actively match culturally appropriate staff with children when possible.

In September 2025, Lifestyle Solutions (part of the Possability Group) was acquired by Independence Australia Group (IAG), which united two purpose-driven organisations with a shared commitment to delivering high-quality services and supporting our community members disability and their families. Lifestyle Solutions is now a wholly owned subsidiary of IAG and continues to operate under the Lifestyle Solutions brand in the Disability and Child and Family Services sectors.

The CEO and Board of IAG will oversee and support Lifestyle Solutions' RAP as part of this commitment and will work to incorporate its principles across the broader IAG business over time.

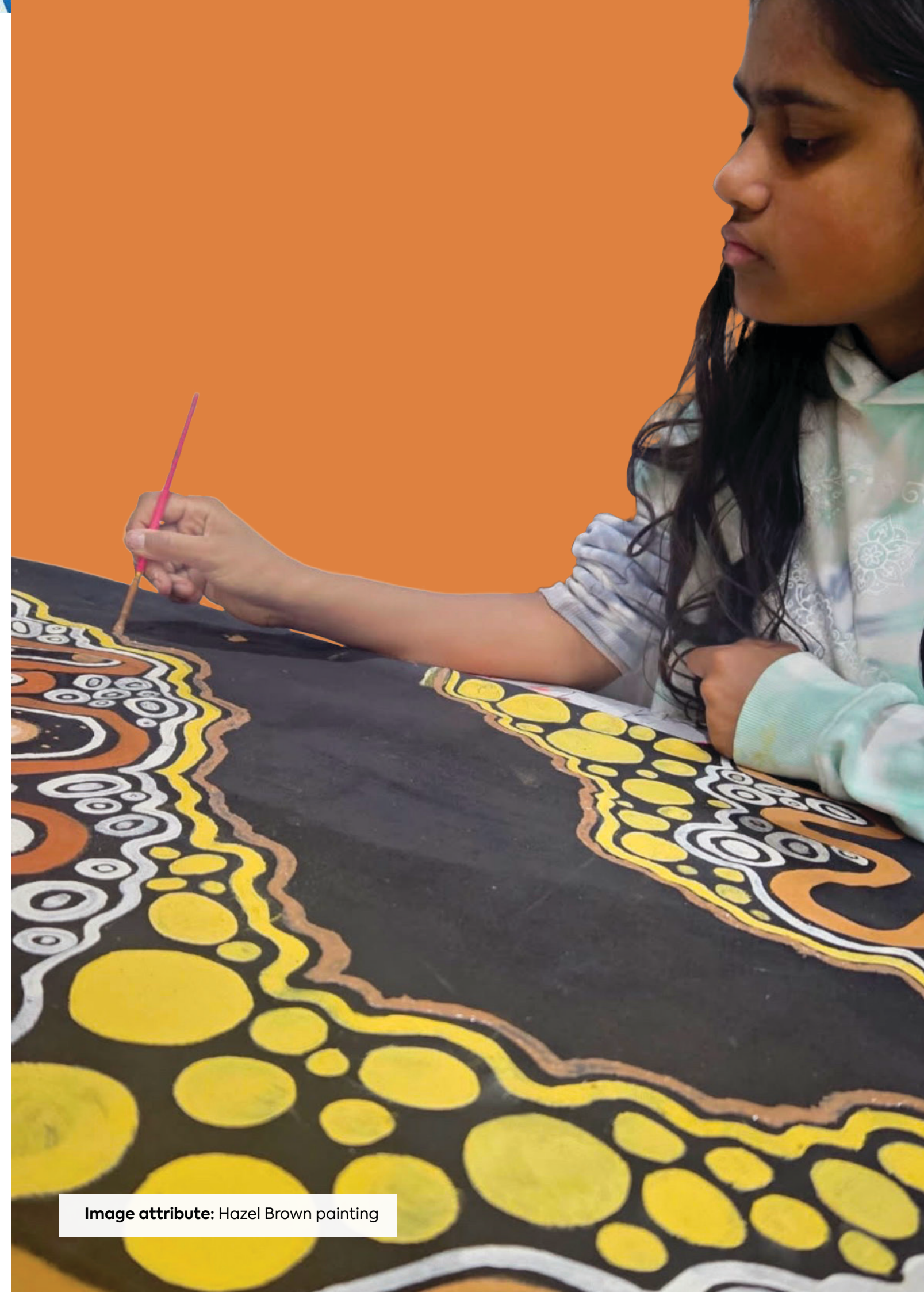


Image attribute: Hazel Brown painting

Our RAP

Lifestyle Solutions is committed to increasing cross-cultural awareness and cultural safety across its business as well as enhancing employment and business opportunities for Aboriginal and Torres Strait Islander people.

Lifestyle Solutions will ensure senior leaders are accountable and motivated to achieve the RAP goals. The development of the RAP will support our ways of working and business practices, providing a concrete way for our people to contribute to the national reconciliation movement. The RAP will strive to deliver substantive and tangible benefits and increase cultural safety within the workplace and will lay foundations where our community engagement can flourish, making way for advocacy and social justice through self-expression.

Our vision of reconciliation is based and measured on five dimensions: historical acceptance, race relations, equality and equity, institutional integrity and unity. Lifestyle Solutions pledges to fully commit to implementing the RAP in its service delivery practices across First Nations lands in each state and territory in which we operate.

Champions of our RAP

Lifestyle Solutions' RAP is proudly championed by our Chief Operations Officer, Child & Family Services who is supported by Cultural Advisors ensuring cultural leadership and guidance. It is also actively enabled by Executive leadership sponsorship, with commitment from the CEO of IAG, members of the Executive Leadership Team, and the RAP Working Group. Together, this leadership coalition will actively oversee and promote the RAP across Lifestyle Solutions and work, over time, to integrate commitments across the broader IAG business, as appropriate.

This structure reflects best-practice expectations for an Innovate RAP and through this governance framework we commit to ensuring our RAP is not merely adopted, but genuinely integrated, supported by clear leadership, inclusive collaboration, and ongoing accountability.

Developing our RAP

The development of Lifestyle Solutions' RAP has been a collaborative and reflective process, grounded in engagement, listening, and shared learning.

A dedicated RAP Working Group was established to guide the development of the plan with 14 core members, 7 of whom identified as Aboriginal and/or Torres Strait Islander people. This group brought together a diverse cross-section of employees from across the organisation, representing different service areas, professional disciplines, and geographic locations. Importantly, this included Aboriginal cultural leadership roles as well as operational, clinical, and executive perspectives, ensuring that the RAP reflects both cultural authority and practical implementation considerations.

To ensure the RAP is informed by lived experience and community voice, we undertook extensive consultation with Aboriginal and Torres Strait Islander community members, leaders, and partner organisations across multiple states and territories. These engagements included CEOs of Aboriginal-led organisations, cultural advisors, community advocates, and practitioners working directly with children, young people, and families.

Their insights were critical in shaping our understanding of local priorities, cultural safety, and opportunities for stronger partnership.

In addition to external engagement, we sought input from employees across Lifestyle Solutions through broader consultation processes. Staff contributed insights based on their experiences working alongside Aboriginal and Torres Strait Islander children, young people, families, and communities. This helped identify both strengths in current practice and areas where we can grow and improve.

This process of engagement highlighted key themes, including the importance of strengthening partnerships with ACCOs, supporting self-determination, building cultural capability across the workforce, and ensuring culturally safe and responsive services.

Where we work

Lifestyle Solutions delivers services across many communities throughout Australia. Our presence spans metropolitan, regional, and remote locations, and we recognise that each place we work is on the lands of Aboriginal and Torres Strait Islander peoples who hold deep and continuing connections to Country.

We acknowledge the Traditional Owners and Custodians of the Lands on which our offices and services are located, and we pay our respects to Elders past and present. Across our service footprint, we are privileged to work on diverse Countries, each with its own cultural authority, history, and community strengths.

Operating across these locations brings both responsibility and opportunity. It requires us to listen to and learn from local communities, to respect cultural protocols, and to adapt our practices to reflect the unique needs and aspirations of the children, young people, and families we support. Our approach is grounded in recognising that there is no single Aboriginal or Torres Strait Islander experience, and that culturally safe practice must always be locally informed.

By working across many Nations and communities, we are committed to strengthening local relationships, supporting connection to Country, and ensuring our services are responsive, respectful, and culturally grounded in every place we operate.

This list was correct at the time of submission and is subject to change. Including office locations and where our services operate.

Places we operate

- Yugambeh people - Beenleigh, QLD
- Taribelang Bunda, Gooreng Gooreng, Gurang, and Bailai Peoples - Bundaberg Central, QLD
- Kabi Kabi people - Caboolture, QLD
- Bailai, Gurang, Gooreng Gooreng, and Taribelang Bunda peoples - Gladstone, QLD
- Mamu people - Innisfail, QLD
- Wiradjuri people - Bathurst, NSW
- Dharug (or Darug) people - Baulkham Hills, NSW
- Wilyakali and Barkindji people - Broken Hill, NSW
- Awabakal people - Carrington, NSW
- Worimi people - Foster, NSW
- Wiradjuri people - Parkes, NSW
- Kamilaroi/Gomeroi people - Tamworth, NSW
- Muwinina people - Glenorchy, TAS
- Muwinina people - Hobart, TAS
- Letteremairrener people - Launceston, TAS
- Muwinina people - Moonah, TAS
- Plairhekehillerplue people - South Burnie, TAS
- Noongar people - Ascot, WA
- Rubibi people - Broome, WA
- Miriung Gajerrong people - Kununurra, WA
- Noongar people - Middle Beach, WA
- Kariyarra people - South Headland, WA
- Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, and Jupagulk peoples - Ararat, VIC
- Dja Dja Wurrung (Djaara) people - California Gully, VIC
- Wurundjeri Woi Wurrung people - Moonee Ponds, VIC
- Bunurong people - Moorabbin, VIC
- Wurundjeri Woi Wurrung people - Taylors Hill, VIC
- Arrernte people, also known as Aranda, Arrarnta, or Arunta - Alice Springs, NT
- Kurna people - Thebarton, SA



Stakeholder engagement

Lifestyle Solutions is committed to building and maintaining strong, respectful partnerships with Aboriginal and Torres Strait Islander organisations, communities, and service providers. These relationships are central to informing our practice and ensuring that the children and young people we support remain connected to culture, community, and identity.

We work closely with Aboriginal Community Controlled Organisations (ACCOs) and cultural providers to guide culturally safe and responsive care. This includes partnerships with organisations such as OAMS, REDIE, Kari, and Narang Bir-rong, who support cultural connection planning and help ensure that Aboriginal children are cared for in ways that are culturally grounded and appropriate.

Our collaboration with community-led organisations such as Oyster Tribe supports local initiatives that strengthen Aboriginal and Torres Strait Islander community wellbeing and connection. We also partner with the Salvation Army in Western Australia to support young people transitioning from out-of-home care, ensuring Aboriginal young people have access to culturally responsive independent living supports.

Lifestyle Solutions actively engages with sector peak bodies, including Absec in New South Wales, to remain informed and connected to best practice. Attendance at conferences, forums, and events enables ongoing learning and accountability in our work.

Supporting self-determination is a key priority. We work alongside organisations such as Mirrimpilyi Muurpa-nara Aboriginal Corporation and Orrun Dalai to facilitate the transfer of Aboriginal children to ACCOs wherever possible. These partnerships also support collaborative family finding and shared care planning, particularly for sibling groups.

In Western Australia, we engage a wide range of cultural organisations and community groups to strengthen cultural capability and provide meaningful cultural experiences for children and young people. These include cultural tours, language programs, art-based activities, and cultural awareness training delivered by organisations such as Wangi Mia Meeting Place, Langford Aboriginal Association, Bilya Koort Boodja, Mandjoogoordap Dreaming, Koolangka's Kreate, and Waringarri Aboriginal Corporation.

Our staff also participate in cultural awareness and immersion opportunities delivered by organisations including Mirima Dawang Woorlab Geering Language Centre, PKKP Aboriginal Corporation, Robe River Kuruma Aboriginal Corporation, Juluwarlu Group Aboriginal Corporation, Nyamba Buru Yawuru, and Kanuurninpa Jukurrpa. These experiences strengthen understanding, respect, and the ability to deliver culturally safe services.

Through these partnerships, Lifestyle Solutions continues to embed culturally informed practices, support self-determination, and ensure that Aboriginal and Torres Strait Islander children and young people are connected to their culture, community, and identity in meaningful and lasting ways.

Supporting young up and coming artists

Our RAP is visually represented by the artwork titled 'Movement', which was created by Hazel Brown, one of the Aboriginal children in our care.

Hazel was born in Albany, WA and is a Noongar artist. Hazel was 13 when she won the National Lifestyle Solutions Art competition in 2023 with her painting titled 'Movement'. Her work was chosen as the winner because of the calm and serenity it evoked.

“When I painted this picture there was nothing in my mind, I was just feeling the colours and the movement of the paint on the canvas totally in my own space and way.”

– Hazel Brown, Age 13



Image attribute: 'Movement' – Hazel Brown



A message from the CEO of Independence Australia Group

Peter Turner

I am proud to launch our Innovate Reconciliation Action Plan, a meaningful next step in our journey toward reconciliation.

By deepening our partnerships with Aboriginal and Torres Strait Islander communities, embedding culturally safe practices in everything we do, and empowering our staff and stakeholders to participate meaningfully, we aim to deliver real and lasting impact.

For our organisation, this Plan embodies our values and purpose, supporting children, young people, and individuals with disability to imagine what is possible in environments that honour culture, equity, and inclusion. Together, we commit to walking this path of reconciliation, partnering for change, and building a future where every person is respected, affirmed, and empowered.

Peter Turner
Chief Executive Officer
Independence Australia Group

A pledge from our entire organisation

We respectfully acknowledge the Traditional Custodians of the lands and waterways in which we live, gather, work and grow. We commit to delivering culturally safe, inclusive, and empowering support through our Child and Family Services and Disability Services. We will strengthen respectful partnerships with Aboriginal and Torres Strait Islander communities to guide our practice, and champion equity and opportunity for children, young people and people with disabilities to thrive across community and culture.

References

Brennan, Frank, and Miriam Rose Ungunmerr-Baumann. 1989. "Reverencing the Earth in the Australian Dreaming." *The Way* 29 (1): 38–45.

Voices from Our RAP Working Group

Our RAP Working Group was selected through an expression of interest nomination and subsequent interview process to ensure a committed, diverse and representative cross-section of people from across the business.

Here is what some of our RAP Working Group representatives have shared about their personal motivations for being part of this group:

Lachlan Smith:

"I'm passionate about embedding reconciliation into our organisation. Working closely with First Nations clients, I've seen firsthand why continuous improvement in culturally safe practice is essential—both for our organisation and every staff member who represents us."

Violet Winters:

"For me, clinical care and culture are inseparable. Supporting children's outcomes means embedding culture into everything we do."

Renee Baker:

"I was encouraged to join by a strong, proud Aboriginal colleague who was part of our previous RAP group. I want to continue supporting his legacy by participating and learning."

Luke Austin:

"My passion is delivering quality service and equal opportunities to all young people. Being part of the RAP Working Group means collaborating with like-minded colleagues to build a brighter future."

Brendon Austin:

"As a proud Kamilaroi man, I have a deep connection to my Aboriginal culture. I'm committed to driving organisational change in this space—because it aligns with my heritage and my heart."

Tracy Narrier:

"I wanted to join the RAP Working Group because I thought it would be a great honour to work alongside Possability/Lifestyle Solutions colleagues. I am passionate about my culture and passing on my knowledge of my oldest culture in the world. I am happy to educate all staff, and most importantly, to keep all Aboriginal children/young people and adults connected to their culture."

Relationships

In our journey toward cultural knowledge and competence, we must listen deeply and respectfully to our Aboriginal and Torres Strait Islander communities. We understand the importance of and respect our relationships with Aboriginal Communities and Aboriginal Community Controlled Organisations (ACCOs).

We are building a connection with Aboriginal and Torres Strait Islander peoples through understanding the histories and cultures and in truth-telling and deep listening.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and collaboration with those stakeholders.	April 2027	COO CXO
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, including supporting newly established ACCOs as well as those well established	April 2027	CCO
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	February 2027	CXO
	• RAP Working Group members to participate in an external NRW event.	May-June 2027, 2028	CXO COO RAP WG
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-June 2027, 2028	ELT
	• Organise at least one NRW event each year.	May-June 2027, 2028	CCO
	• Register all our NRW events on Reconciliation Australia’s NRW website.	May-June 2027	CCO
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2027	CXO CPO
	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2026	CXO
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2027 onwards	CXO CCO

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2027	CPO
	• Review the anti-discrimination policy and communicate any changes to this.	May 2027	CPO
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2027	CPO
	• Educate senior leaders on the effects of racism.	December 2027	CPO
5. Co-design for inclusion.	• Develop an Aboriginal and Torres Strait Islander Partnership Reference Group to provide advice on improving cultural safety, accessibility and inclusion of our products, services and customer experience.	July 2027	COO CXO
	• Engage Aboriginal and/or Torres Strait Islander children and young people in our care to identify areas for inclusive co-design.	February 2028	COO CXO



Respect

Lifestyle Solutions is committed to walking alongside, deep listening to and learning from the oldest continuing cultures in the world. We respect the knowledge and histories of Australia’s Aboriginal and Torres Strait Islander peoples. It is about truth-telling and immersing ourselves in knowledge, showing appreciation and understanding of what the truth unfolds.

We believe in human rights, equality, dignity and respect for our Aboriginal and Torres Strait Islander peoples and Lifestyle Solutions has embarked on a journey of deep listening in a consultative process across our footprint, across the country.

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	July 2027 & 2028	CXO COO
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2027	CPO
	• Promote and encourage participation in external NAIDOC events to all staff.	July 2027, 2028	ELT
9. Learn through lived experience.	• Create opportunities throughout the year for Aboriginal and Torres Strait Islander peoples to share their stories, perspectives and lived experiences with our workforce, with activities such as guest speakers, yarning sessions, community panels or storytelling events.	August 2027	COO
	• Actively encourage and enable culturally safe truth-telling within our organisation	February 2028	COO

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	August 2027 onwards	CPO
	• Consult local Traditional Owners and/ or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2027	COO CXO
	• Develop, implement and communicate a cultural learning strategy that builds cultural capability across all levels of the organisation and supports culturally safe interactions with customers, colleagues and communities.	October 2027 onwards	CPO
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2027 onwards	CPO
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2026	CXO
	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2027	CPO
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2027	CXO
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2027	COO ELT, Senior Leaders



Opportunities

At Lifestyle Solutions, we deeply value the enduring strength and resilience of Aboriginal and Torres Strait Islander peoples. We are honoured to work alongside their communities and organisations, drawing upon their cultural knowledge and lived experiences to guide and enrich our services.

Our Aboriginal and Torres Strait Islander colleagues are integral to shaping our approach. Their insights help us foster culturally safe, inclusive, and supportive environments for all.

Through our Opportunities pillar, we are committed to attracting, developing, and retaining Aboriginal and Torres Strait Islander staff. Currently, around 120 people within our workforce identify as Aboriginal and/or Torres Strait Islander, and we are actively seeking guidance to increase this representation.

We also recognise the importance of economic empowerment. That’s why we are embedding procurement practices that support Aboriginal and Torres Strait Islander businesses, particularly Aboriginal Community Controlled Organisations (ACCOs), aligning with broader efforts to enhance opportunities for these communities.

Guided by the wisdom of Aboriginal and Torres Strait Islander peoples, we are dedicated to building a future grounded in respect, inclusion, and shared growth.

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2027	CCO COO
	• Investigate signing up with Supply Nation.	February 2027	CCO COO
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2027	CCO COO
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2027	CCO COO
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2027	CCO COO
12. Increase opportunities through customer outcomes.	• Consult with the Aboriginal and Torres Strait Islander Partnership Reference Group to identify areas where Lifestyle Solutions could provide support.	April 2027	COO
	• Explore opportunities to improve access to employment, education and independent living outcomes for Aboriginal and Torres Strait Islander customers through partnerships, programs or service innovation.	November 2027	COO

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2027	CPO
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2027	CPO
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2028	CPO
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	February 2027	CPO
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2027	CPO



Governance

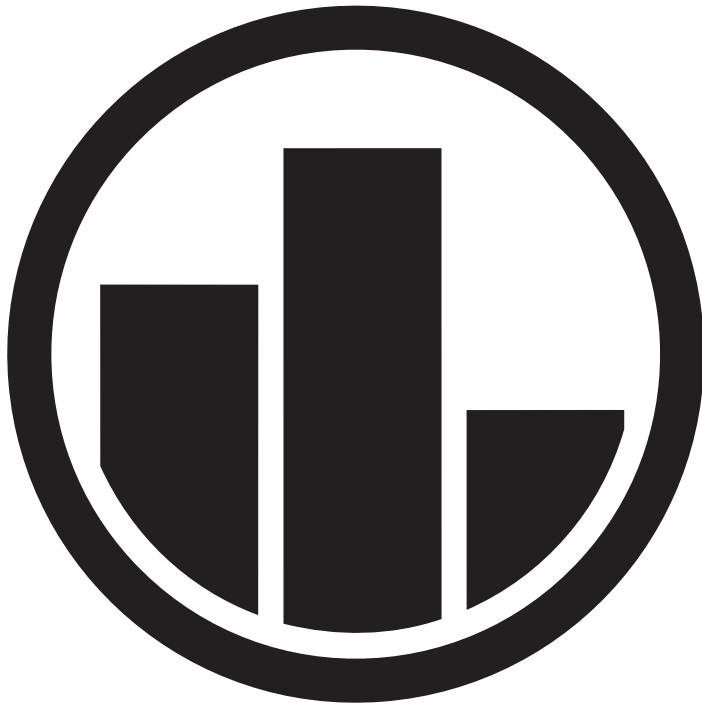
Through robust leadership, professional development and strong governance we aim to embed the structures and processes used to implement, monitor and assess our RAP commitments.

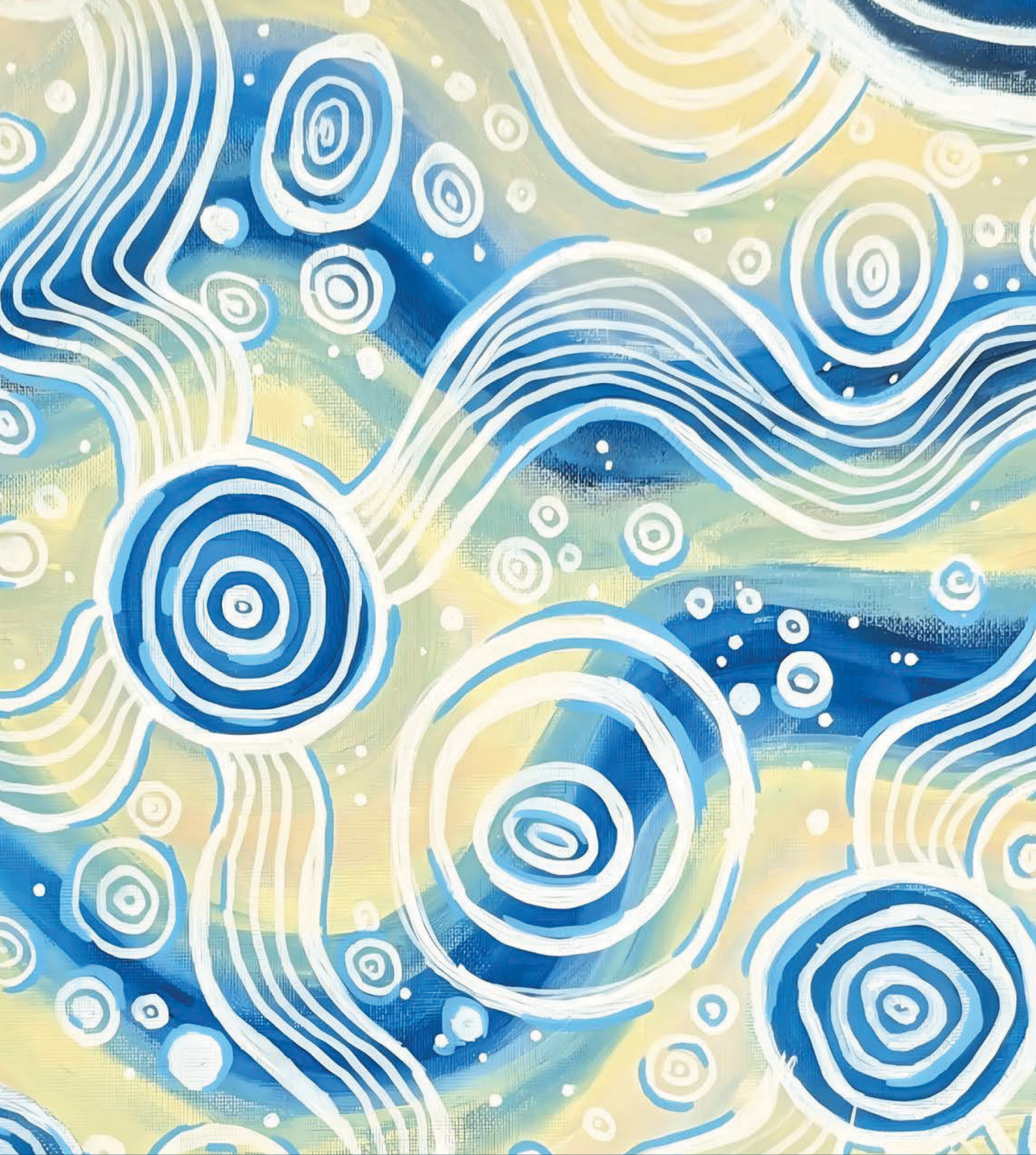
We aim to immerse ourselves in a culture of continuous improvement and participation, through feedback from our service users, community, Working Group and other stakeholders.

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Ongoing	CXO COO
	• Review and maintain the Terms of Reference for the RWG.	October 2026	CXO
	• Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November	CXO
14. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	November 2026	CXO COO
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2026 - ongoing	CXO COO
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2026	CXO
	• Appoint and maintain an internal RAP Champion from senior management.	November 2026	CXO
	• Explore opportunities to incorporate reconciliation objectives into relevant leadership performance and business planning processes.	March 2028	COO ELT

Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• 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	CXO
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	CXO
	• Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December	CXO
	• Publicly report our RAP achievements, challenges and learnings, annually.	Annually	CXO
	• Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2028	CXO
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	CXO
16. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia’s website to begin developing our next RAP.	July 2027	CXO

CXO: Chief Customer Officer, IAG
CPO: Chief People Officer, IAG
CCO: Chief Commercial Officer, IAG
COO: Chief Operating Officer, Child and Family Services, Lifestyle Solutions, IAG
ELT: Executive Leadership Team (CEO, CXO, CPO, COO CAFS, COO Disability, CRO, CFO, CCO, CTO)
RAP WG: Reconciliation Action Plan Working Group





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