



RECONCILIATION
ACTION PLAN

INNOVATE

Innovate 2.0

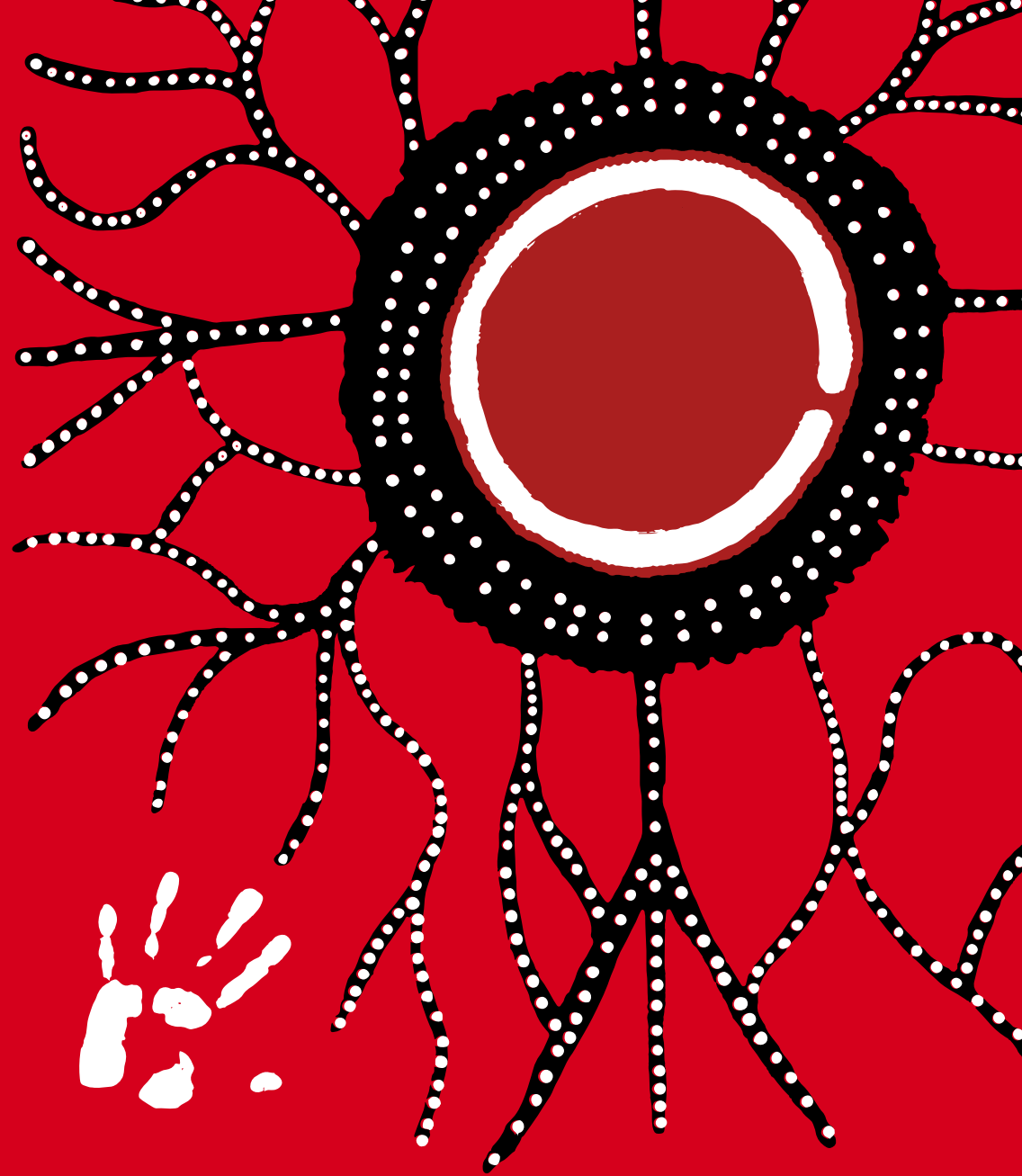
Reconciliation Action Plan

April 2025 – March 2027



Acknowledgement of Country

Custom Fleet acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the land on which we work and meet each day. We recognise Aboriginal and Torres Strait Islander peoples continuing connection to land, water, and community and pay our respects to their continuing rich and resilient cultures, and to their Elders past and present.



Featured Artwork



Travelling Many Ways – Tyrhys Wilson

We are all connected, no matter who we are or where we are from. We are all part of one.

We travel far and wide from the red deserts of the west to the green fields to the east. We travel together and sometimes alone, but no matter what, we always get to where we need to be.

Sometimes we must take a new route, it may take longer to get to your destination, and it will be challenging. We will bog ourselves in the mud and stop in the dark nights, to turn around, only to find that path you were on was the right one all this time.

The destination we all seek does not have one or two paths for us to decide on, but many different paths that lay before us.

No matter the number of travellers that seek to reach their destination, whether it be a hundred, a thousand or even a hundred thousand, Custom Fleet will always guide you along your journey.

About the Artist and Artwork

Tyrhys Wilson is a proud Whalua Wirrim man from a small community in the Kimberley in Western Australia. Tyrhys enjoys using a variety of mediums to create his work. Whether on canvas, wood, rock or even clothing. Every art piece Tyrhys creates has a purpose and story behind it.

Tyrhys joined the Custom Fleet business through our partnership with the Killara Foundation in March 2022. In the time Tyrhys was with Custom Fleet he inspired our crew through storytelling, sharing and teaching us about his rich cultural history and personal life journey which has seen Tyrhys become a role model for his home community and other Aboriginal and Torres Strait Islander youth.

We were honoured to be presented with the painting 'Travelling Many Ways' which Tyrhys painted for Custom Fleet in recognition of National Reconciliation Week 2022. The painting is an interpretation of the Custom Fleet logo with many roads leading towards us, and towards the future. Tyrhys says the painting reflects the opportunities Custom Fleet has given him, and where he sees his future. We are proud to feature this artwork through our RAP document.



Message from Custom Fleet President, ANZ Chris Tulloch

As ANZ President, I am deeply passionate about Custom Fleet's progress regarding Diversity, Equity, Inclusion and Belonging, I am proud to lead an organisation where our employees feel a deep sense of belonging as a hallmark of our employee experience. We know this to be true through direct employee feedback and our second Innovate RAP will elevate our focus to create equity, not only in our workforce, but in the communities we serve.

Through our Diversity Network, Intersection, and our RAP Working group, I am confident we will deliver another meaningful RAP that will contribute to strong reconciliation outcomes; we have been on an incredible learning journey towards reconciliation, and I'm excited to have this plan in play as a physical artefact and demonstration of our commitment to progressing reconciliation in Australia.



Chris Tulloch
President ANZ
Custom Fleet



Message from Killara Foundation Founder of Killara, Kyle Vander Kuyp

The Killara Foundation is an Aboriginal and Torres Strait Islander led organisation. Killara believes every Aboriginal & Torres Strait Islander person is capable of achieving great things – all they need is belief in themselves and an opportunity. Killara provides that opportunity and belief. Part of our core mission is about empowering organisations around Australia to embark on and continue their own genuine and meaningful reconciliation journey. One of the most significant impacts an organisation can have on reconciliation is creating an even deeper, culturally safe environment for Aboriginal & Torres Strait Islander employees to conduct their work and prosper within their workplaces and at home. Killara's proud partnership and, more importantly, our genuine friendship with Custom Fleet will pave the way for a safer cultural environment for Custom Fleet, and for them to inspire other organisations around Australia, and the world, to do more to meaningfully recognise Aboriginal and Torres Strait Islander peoples so that one day all of us will have the equal chance to achieve great things.

Kyle Vander Kuyp
Founder of Killara
Killara Foundation

Message of commitment from Karen Mundine, Chief Executive Officer, Reconciliation Australia

Reconciliation Australia commends Custom Fleet 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 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. Custom Fleet 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 Custom Fleet will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

Congratulations Custom Fleet 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

Our vision for reconciliation remains unchanged and is galvanised following the disappointing outcome of the 2023 Voice to Parliament referendum.

Our vision is that First Nations cultures, histories, and contributions are wholly integrated and celebrated in *Australian society*.

When our vision is achieved, First Nations peoples *will have equal access to opportunities that enable recognition and celebration within our communities*. First Nations peoples will progress and thrive in a country that is fair, equal, and respects the millennia of connection and belonging First Nations peoples have to this land.

Custom Fleet's vision for reconciliation is about equity and belonging – the outcomes that ground our enduring Diversity, Equity, Inclusion and Belonging Strategy.



Our Business

Custom Fleet is part of Element Fleet Management - Element is a global leader in fleet management, driven by a single Purpose: to *Move the world through intelligent mobility*. We provide a superior customer experience and tailored mobility solutions, along with deep and broad expertise to help our customers achieve extraordinary results. As fleet experts, we make the complicated simple for our customers, allowing them to focus on their business.

At Custom Fleet we've been using our smarts to make the complex simple for over 40 years. It's the driving force that continues to make us the fleet and leasing leader in Australia and New Zealand today. Custom Fleet operates across Australia and New Zealand (ANZ). Our crew is made up of 370+ passionate go-getters, with 300 in Australia and spread across multiple states with physical office locations in Melbourne and Sydney.

Our Sphere of Influence

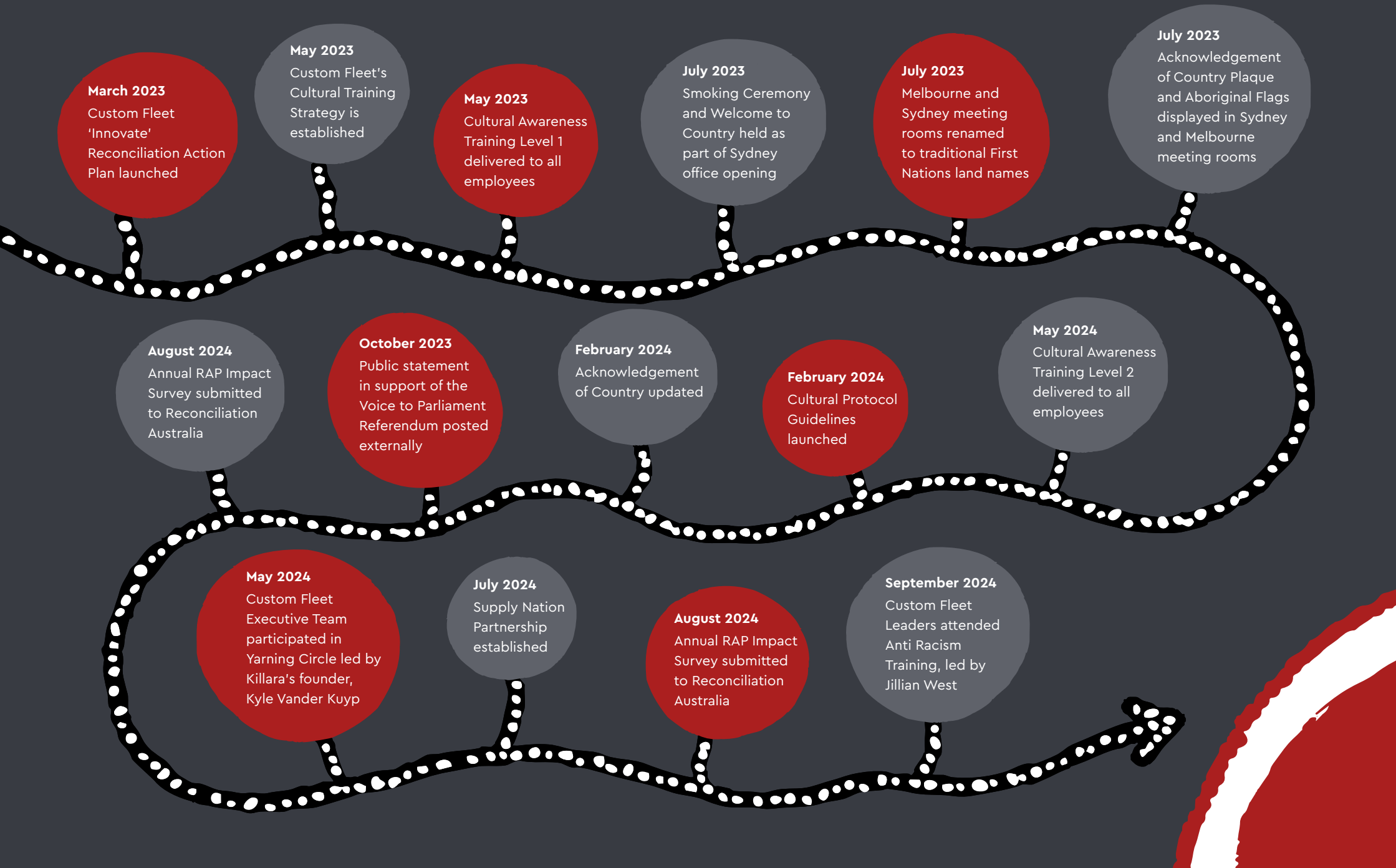
Our core sphere of influence includes our employees, customers and supplier network. Within our sphere of influence, we have direct ways to impact the achievement of our vision for reconciliation to create equal opportunities for First Nations peoples.

Firstly, we deliver specific programs and training to **overcome racism**. Through the delivery of our first Innovate RAP, we have partnered with **Jillian West** - founder of Nomuckerlener First Nations Training Consulting and Mentoring to develop our Cultural Protocol Guidelines and deliver ongoing cultural awareness training. We were proud, public supporters of a 'YES' vote in the 2023 Voice to Parliament referendum and remain committed to self-determination and supporting the right of First Nations peoples making decisions on initiatives that affect their communities.

Secondly, we create employment opportunities within our own business with a focus on **closing the gap** towards equality and equity. We have established a multi-year partnership with the Killara Foundation and have created a First Nations participation role in our Operations Function. We have welcomed four crew members into the role, and we look forward to growing the program even further. In 2025, we have extended our partnership with the Killara Foundation further and now offer Killara's Ngarrgu Djerring program participants job and interview skills training to help them build confidence through the journey of their job search and understand what corporate organisations are looking for through the interview process.

Thirdly, we create business opportunities for First Nations owned businesses to further close the gap towards equality and equity. As part of our Sustainability Strategy, our 2030 goal is to reach a spend level of three million dollars annually with diverse suppliers. We joined Supply Nation in 2024 and are actively working with them to understand the range of businesses we can engage with in our industry that we can purposefully channel to First Nations owned businesses through both our direct and indirect procurement spend.

Our Reconciliation Achievements



Custom Fleet is committed to Reconciliation

As a business of 370+ people, we are proud of the progress we have made to create opportunities for First Nations peoples to thrive. With networks across all parts of Australia and New Zealand, and a workforce as diverse as the communities we serve, we recognise the need for corporate organisations to do more to create a fairer and more equitable nation for First Nations peoples. We are proud to be leading our industry in creating opportunities for First Nations peoples through the actions outlined in our RAP.

Custom Fleet's RAP forms part of our core business strategic drivers of 'People' and 'Sustainability'. Custom Fleet embarked on progress towards reconciliation, both in Australia and New Zealand, as part of broader equity initiatives before taking the important step to formally affirm our commitment to reconciliation in Australia by developing our first Innovate RAP in 2023 and now our second Innovate RAP in 2025. As outlined in our Sphere of Influence reflections, we have and are continuing to create pathways to opportunities that see First Nations peoples celebrated in our communities through our own internal job opportunities, career skills training, and engaging our supplier networks to partner with more First Nations owned businesses.

Our key partnerships to deliver RAP outcomes are:

- **Killara Foundation** – through our multi-year partnership with the Killara Foundation, we have offered philanthropic donations to help their business grow, vehicles to help their business mobility, plus we were the first corporate partner of Killara to establish a First Nations job program within our business.
- **Jillian West** – founder of Nomuckerlener First Nations Training Consulting and Mentoring. Jillian is our RAP Advisor and has partnered with us to develop our Cultural Protocol Guidelines and delivers ongoing cultural awareness training aligned to our RAP outcomes.
- **Supply Nation** – we partner with Supply Nation to develop procurement policies that modify, and redirect spend to include the traditionally underutilised Indigenous business sector.

In the spirit continuous of learning, we published our RAP achievements, challenges and learnings in 2023 and 2024 and encourage anyone to read our reflections via the links below and contact us if you have any questions or want to partner on making an impact together.

- [Custom Fleet 2023 RAP achievements, challenges and learnings](#)
- [Custom Fleet 2024 RAP achievements, challenges and learnings](#)

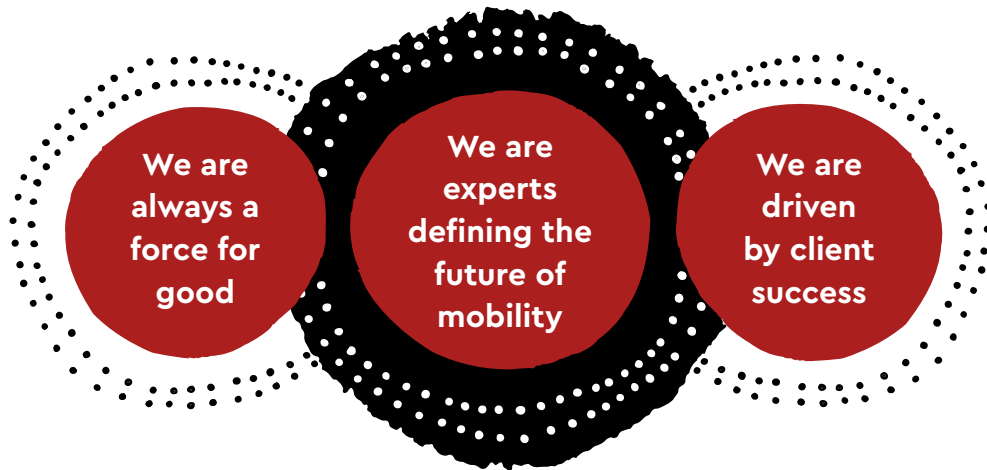
Through the journey of delivering our first Innovate RAP we think it's important to share two important challenges that we have learnt from that other smaller businesses embarking on their own Reconciliation journey can consider:

1. **It's not easy to attract First Nations talent:** through our ongoing partnership with the Killara Foundation, we have together faced a challenge in our ability to increase the number of First Nations employees in our business who are attracted to in-office, corporate work. With increasing First Nations employment targets across a lot of industry sectors, this talent market is very competitive. This challenge has helped us think differently about how we recruit First Nations talent and use the power of our relationships to attract First Nations talent in new ways.
2. **There are limited First Nations businesses that service the mobility industry:** we embarked on our partnership with Supply Nation in 2024. We were thrilled with the amount of First Nations owned businesses we were already doing business with that were certified through Supply Nation, but the businesses that serve our industry are limited. We are actively working with Supply Nation to promote opportunities in this industry and explore ways we can help First Nations owned businesses become certified with Supply Nation to grow their opportunities.

Delivering our RAP Commitments

Our Values

At Element and Custom Fleet, we understand and value the importance of our people, and that together as one team we can achieve great things. We also place great significance on leading by example and encouraging all employees to think beyond their role. With this in mind, we spent time cultivating and exploring what sets us apart, what we truly stand for and believe in, and how we work. From this, our Values were born.



Our RAP Champions

Custom Fleet's executive sponsors for Diversity, Equity, Inclusion and Belonging are Chris Tulloch – President, ANZ and Lauren Lister – Vice President of People, Performance & Culture.

Custom Fleet's RAP Leader is Shaun Cameron, Director Talent, Culture, Sustainability & Strategy. Shaun leads Custom Fleet's Diversity Network, Intersection, whose mission is to *Foster a safe and unbiased environment for people from all cultural backgrounds, the LGBTQIA+ community, and women to grow and thrive confidently within Custom Fleet.*

Our RAP Working Group

Members of our CULTURALconnect Intersection team form our RAP Working Group (RWG). The Group is sponsored by Lauren Lister and chaired by Shaun Cameron.

Our RWG includes First Nations representation facilitated through the Killara Foundation. We are supported by external First Nations woman Jillian West (Palawa). The Killara Foundation have become trusted advisors and guides through our RAP development process. We look forward to learning more from the Killara Foundation through the lifecycle of this RAP.

Our RWG team is:

- **Lauren Lister** – Vice President, People, Performance & Culture
- **Shaun Cameron** – Director – Talent, Culture, Sustainability & Strategy
- **Jillian West** – Killara Foundation
- **Logan Solomon** – Account Manager
- **Phoebe Sudlow** – People, Performance & Culture Advisor
- **Lee Ng** – Learning & Development Consultant
- **Jaya Vutukuru** – Data Governance Manager
- **Natasha Turner** - SME Sales Support
- **Caroline Hollick** - Procurement Manager NZ
- **Heten Patel** - Senior Project Manager (Salesforce)
- **Adam Peters** - Relationship Manager
- **Tegan Lewis** - Legal Counsel
- **Pania George** - Account Manager, FPS
- **Madhu Chakraborty** - Senior Salesforce Business Analyst
- **Oliver Chalmers** - Account Manager, FPS

Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to cultivate formal partnerships with First Nations stakeholders/organisations to collaboratively achieve reconciliation outcomes.	Ongoing September, 2025, + 2026	Director, Talent, Culture, Sustainability & Strategy
	Continue to embed Custom Fleet's guiding principles through our engagement with First Nations employees, suppliers and customers.	Ongoing September, 2025, + 2026	Director, Talent, Culture, Sustainability & Strategy
	Review, update and implement Custom Fleet's engagement plan to work with First Nations Stakeholders and organisations.	April, 2026	Director, Talent, Culture, Sustainability & Strategy
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. <ul style="list-style-type: none"> Develop NRW week communications plan and share materials across the business to promote the meaning behind the NRW theme for the year Promote and share our commitment to NRW via social media and our networks 	May, 2025 + 2026	Stream Lead - CULTURALconnect
	RAP Working Group members to participate in an external NRW event. <ul style="list-style-type: none"> RAP Working Group to agree on an event to collectively participate in and share internal communication and external LinkedIn post to show our commitment to NRW 	May-June, 2025 + 2026	Director, Talent, Culture, Sustainability & Strategy
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. <ul style="list-style-type: none"> As part of NRW week communications, advertise events posted on Reconciliation Australia website in the locations we have staff 	May, 2025 + 2026	Stream Lead - CULTURALconnect
	Organise at least one NRW event each year <ul style="list-style-type: none"> Partner with the Killara Foundation to plan and run a Custom Fleet employee NRW event 	May, 2025 + 2026	Director, Talent, Culture, Sustainability & Strategy
	<u>Register all our NRW events on Reconciliation Australia's NRW website</u>	May, 2025 + 2026	Stream Lead - CULTURALconnect

Relationships



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Review and refine the staff engagement strategy to raise awareness of reconciliation through cultural immersion opportunities, learning and development and community engagement.	May, 2025 + 2026	Director, Talent, Culture, Sustainability & Strategy
	Communicate our commitment to reconciliation publicly. <ul style="list-style-type: none"> Share our RAP Innovate 2 plan via LinkedIn (President, ANZ and company page) to show our commitment to reconciliation 	April, 2025	Director, Talent, Culture, Sustainability & Strategy
	Communicate our commitment to reconciliation publicly, by publishing an annual review of our RAP progress internally and externally.	December, 2025, December, 2026	Director, Talent, Culture, Sustainability & Strategy
	Share our RAP with people we do business with to influence our customers to develop their own Reconciliation Action Plans.	November, 2025	Director, Business Development ANZ
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. <ul style="list-style-type: none"> Mentor another RAP Working Group in a smaller organisation, connect with another similar financial service organisation to share RAP insights 	January, 2026	Director, Talent, Culture, Sustainability & Strategy
	Educate Business Development staff to understand our RAP journey so they can confidently discuss this with customers	September, 2025	Director, Talent, Culture, Sustainability & Strategy
	Include our RAP and commitment to reconciliation in all sales tender documentation to new and existing customers	September, 2025	Tenders Lead
	Include questions in our Supplier Diversity survey about whether our suppliers have a RAP, or relationships with First Nations organisations that advances reconciliation	September, 2025	Procurement Director Third-Party Risk Manager
4. Promote positive race relations through anti-discrimination strategies.	Continuously improve People, Performance and Culture (PPC) policies and procedures to identify existing anti-discrimination provisions, and future needs in consultation with First Nations stakeholders.	July, 2025, July, 2026	Director, Talent, Culture, Sustainability & Strategy
	Continue to review, refine and communicate anti-discrimination policy for our organisation.	July, 2025, July, 2026	Director, Talent, Culture, Sustainability & Strategy
	Continue monthly rollout of compliance training via Safetrac to all people leaders and employees. <ul style="list-style-type: none"> Include formal education about race relations in our Cultural Training Strategy Communicate support for the Australian Human Rights Commission "Racism, It Stops with Me" campaign 	Annually September, 2025	L&D Consultant People, Performance & Culture Advisor

Respect

Having respect for our intersectional differences is core to the way we operate at Custom Fleet, embodied through Values. Awareness, understanding and recognition are critical to build respectful and trusting relationships. We are committed to building our people's awareness and acknowledgement of Australia's history, and a deep understanding of First Nations cultures and knowledge. We know that from the foundational understanding we have already built, we can build respectful and trusting relationships with First Nations Peoples and organisations and can take action on our reconciliation commitments in a respectful way within our sphere of influence.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Review cultural learning framework annually, seeking input from First Nations partners. <ul style="list-style-type: none">• Continue to consult with First Nations advisors to review and refine cultural learning needs	December, 2025	Learning and Development Consultant
	<ul style="list-style-type: none">• Add cultural learning to new starter onboarding program	December, 2025	Learning and Development Consultant
	Provide opportunities for RAP Working Group members, PPC managers and other key leadership staff to participate in formal and structured cultural learning. <ul style="list-style-type: none">• Review the previously defined training opportunities for specific employee groups to be deployed as part of the cultural learning strategy	July, 2025	Learning and Development Consultant
	<ul style="list-style-type: none">• Provide cultural immersion / On Country opportunities for Executive Team	July, 2026	Learning and Development Consultant
	<ul style="list-style-type: none">• Use NRW and NAIDOC Week to drive participation in cultural learning opportunities aligned to our Cultural Learning Strategy	May, 2025 +2026 and July, 2025 + 2026	Learning and Development Consultant
	<ul style="list-style-type: none">• Encourage opportunities for cultural learning by sharing external training events to employees	Ongoing	Learning and Development Consultant

Respect



Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July, 2025, July, 2026	Stream Lead - CULTURALconnect
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year including the Welcome to Country at the yearly Leadership Conference	November, 2025 + 2026	Stream Lead - CULTURALconnect Director, Talent & Culture
	Continue to Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. Continue to include the Acknowledgement of Country for all quarterly ANZ All Employee Townhall and Q&A events	Ongoing January, April, July, October, Annually	Stream Lead - CULTURALconnect Director, Talent, Culture, Sustainability & Strategy
	Review Custom Fleet's Cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October, 2025 + 2026	People, Performance & Culture Advisor
7. 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.	First Week of July, 2025 + 2026	Director, Talent, Culture, Sustainability & Strategy
	RAP Working Group to agree on an event to collectively participate in and share internal communication and external LinkedIn post to show our commitment. <ul style="list-style-type: none">Promote and encourage participation in external NAIDOC events to all staff.As part of NAIDOC week communications, advertise events hosted NAIDOC.org.au.	June, 2025 + 2026	Director, Talent, Culture, Sustainability & Strategy
	Review PPC policies and procedures to remove barriers to staff participating in NAIDOC Week. <ul style="list-style-type: none">Continue to promote Cultural Leave Swap to allow First Nations employees to take time to celebrate NAIDOC week. Use NAIDOC week as an example of how the leave can be applied in staff communications.	June, 2025 + 2026	Director, Talent, Culture, Sustainability & Strategy

Opportunities



Creating opportunities for First Nations Peoples is the most critical pathway on our reconciliation journey, reflecting the impact we can make within our sphere of influence. Our focus is on using our core capabilities as mobility experts to impact reconciliation efforts alongside First Nations communities and organisations as identified by them. This includes growing our First Nations workforce participation, increasing our direct and indirect procurement spend with First Nations owned businesses, and supporting First Nations job seekers with training and mentorship. This is a vital step to delivering actionable results founded on strong understanding, deep respect and meaningful relationships. The results achieved through these actions will build continued momentum for our reconciliation journey.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Continue to develop First Nations recruitment, retention and professional development strategy and roadmap, which includes (but is not necessarily limited to): <ul style="list-style-type: none">• Vision and ambition for our First Nations workforce• Range of employment entry, development and sponsorship pathways• Identification of potential partnerships i.e., Universities, First Nations focused recruitment firms• Host Killara's Ngarrgu Djerring program participants at Custom Fleet offices and deliver job ready and interview skills training	March, 2026	Director, Talent, Culture, Sustainability & Strategy
	Engage with First Nations staff to consult on our recruitment, retention, and professional development strategy. <ul style="list-style-type: none">• Meet with the Killara Foundation to provide insight and inform next phase strategy approach	April, 2025	Talent Acquisition Lead
	Continue to promote Custom Fleet flexible working arrangements, Cultural Leave Swap and other leave provisions to support employees returning to Country where operationally practicable.	June, 2025 + 2026	Director, Talent, Culture, Sustainability & Strategy
	Advertise job vacancies to effectively reach First Nations stakeholders: <ul style="list-style-type: none">• Send selected roles to advertise via the Killara Foundation website, Indigenous Employment Australia or National Indigenous Times online job board	July, 2025	Talent Acquisition Lead
	<ul style="list-style-type: none">• Continue to review PPC and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	July, 2025	Talent Acquisition Lead
	<ul style="list-style-type: none">• Partner with the Killara Foundation to build a strategy that increases the number of First Nations staff employed by Custom Fleet who are supported by Killara's housing and coaching programs.	December, 2025	Director, Talent, Culture, Sustainability & Strategy
	<ul style="list-style-type: none">• Explore further options across all business functions to identify potential roles we can fill with and First Nations staff members, through the Killara Foundation.	December, 2025	Director, Talent, Culture, Sustainability & Strategy

Opportunities



Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update Custom Fleet's First Nations Procurement Strategy by:	July, 2025 & 2026	Director, Procurement
	• Renewing Supply Nation membership and actively work with the Supply Nation team to divert more direct and indirect spend to Supply Nation members.	April, 2025 & 2026	Director, Talent, Culture, Sustainability & Strategy
	• Continuing to develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	April, 2025	Director, Procurement
	• Reviewing and updating procurement practices to remove barriers to procuring goods and services from First Nations businesses.	March, 2026	Director, Procurement
	• Developing commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April, 2025	Director, Procurement
	• Collecting and tracking data relating to the First Nations business ownership and employee base of our supplier network	March, 2026	Procurement Director
10. Contribute to (existing and new) Aboriginal and Torres Strait Islander partner organisations through pro-bono consulting capabilities and/or direct charitable contributions	Support and strengthen Aboriginal and Torres Strait Islander partner organisations through volunteering and charitable contributions in collaboration with Custom Care volunteers' team.	January, 2026	Director, Talent, Culture, Sustainability & Strategy Custom Cares Lead
	Develop strategy for providing support for Aboriginal and/or Torres Strait Islander communities during times of need (e.g., QLD / NSW floods)	December, 2025	Director, Talent, Culture, Sustainability & Strategy
	Develop strategy for working with Aboriginal and/or Torres Strait Islander charity partners, including considering additional Aboriginal and/or Torres Strait Islander charity partners	December, 2025	Director, Talent, Culture, Sustainability & Strategy

Governance



Governance, reflection and reporting are key components to ensure we are delivering on the most crucial reconciliation work in the right way through our sphere of influence. This section focuses on ensuring we have the right systems to deliver effective reconciliation results on time and we report on those actions in a transparent and timely fashion.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain First Nations representation on the RWG. <ul style="list-style-type: none"> Maintain representation from the Killara Foundation and internal Custom Fleet employee 	June, 2025, November, 2025 June, 2026 November, 2026	Director, Talent, Culture, Sustainability & Strategy
	Establish and apply a Terms of Reference (TOR) for the RWG. <ul style="list-style-type: none"> Review and agree to commitments each year through updated TOR 	April, 2025, April, 2026	Director, Talent, Culture, Sustainability & Strategy
	RAP Working Group to meet at least two times per year to drive and monitor RAP implementation. RAP deliverables discussed at monthly Cultural Connect Stream Meeting	June, 2025, November, 2025 June, 2026, November, 2026	Stream Lead - CULTURALconnect
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October, Annually	Director, Talent, Culture, Sustainability & Strategy
	Include RAP resource requirements in yearly budget build aligned to approved multi-year DEIB Strategy	October, Annually	Vice President, People, Performance & Culture
	Engage our senior leaders and other staff in the delivery of RAP commitments, including: <ul style="list-style-type: none"> President, ANZ engaged for key external events and sharing RAP Innovate 2.0 launch via LinkedIn to Custom Fleet network. Executive Sponsor for DEIB to attend NRW + NAIDOC week events. 	January, Annually April, 2025 May, July Annually	Director, Talent, Culture, Sustainability & Strategy Executive Sponsor and/or RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March, June, September, December, Annually	People, Performance & Culture Advisor
	Appoint and maintain an internal RAP Champion from senior management.	April, 2025	Vice President, People, Performance & Culture

Governance



Action	Deliverable	Timeline	Responsibility
13. 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	Director, Talent, Culture, Sustainability & Strategy
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, Annually	Director, Talent, Culture, Sustainability & Strategy
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, Annually	Director, Talent, Culture, Sustainability & Strategy
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December, Annually	Director, Talent, Culture, Sustainability & Strategy
	Publicly report our RAP achievements, challenges, and learnings, annually.	December, 2025, 2026	Director, Talent, Culture, Sustainability & Strategy
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May, 2026	Director, Talent, Culture, Sustainability & Strategy
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March, 2027	Director, Talent, Culture, Sustainability & Strategy
14. Continue our reconciliation journey by developing our next RAP.	<u>Register via Reconciliation Australia's website to begin developing our next RAP</u>	September, 2026	Director, Talent, Culture, Sustainability & Strategy

Contact details

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Position Director – Talent, Culture, Sustainability & Strategy

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