



# Innovate

RECONCILIATION ACTION PLAN

May 2023 - May 2025

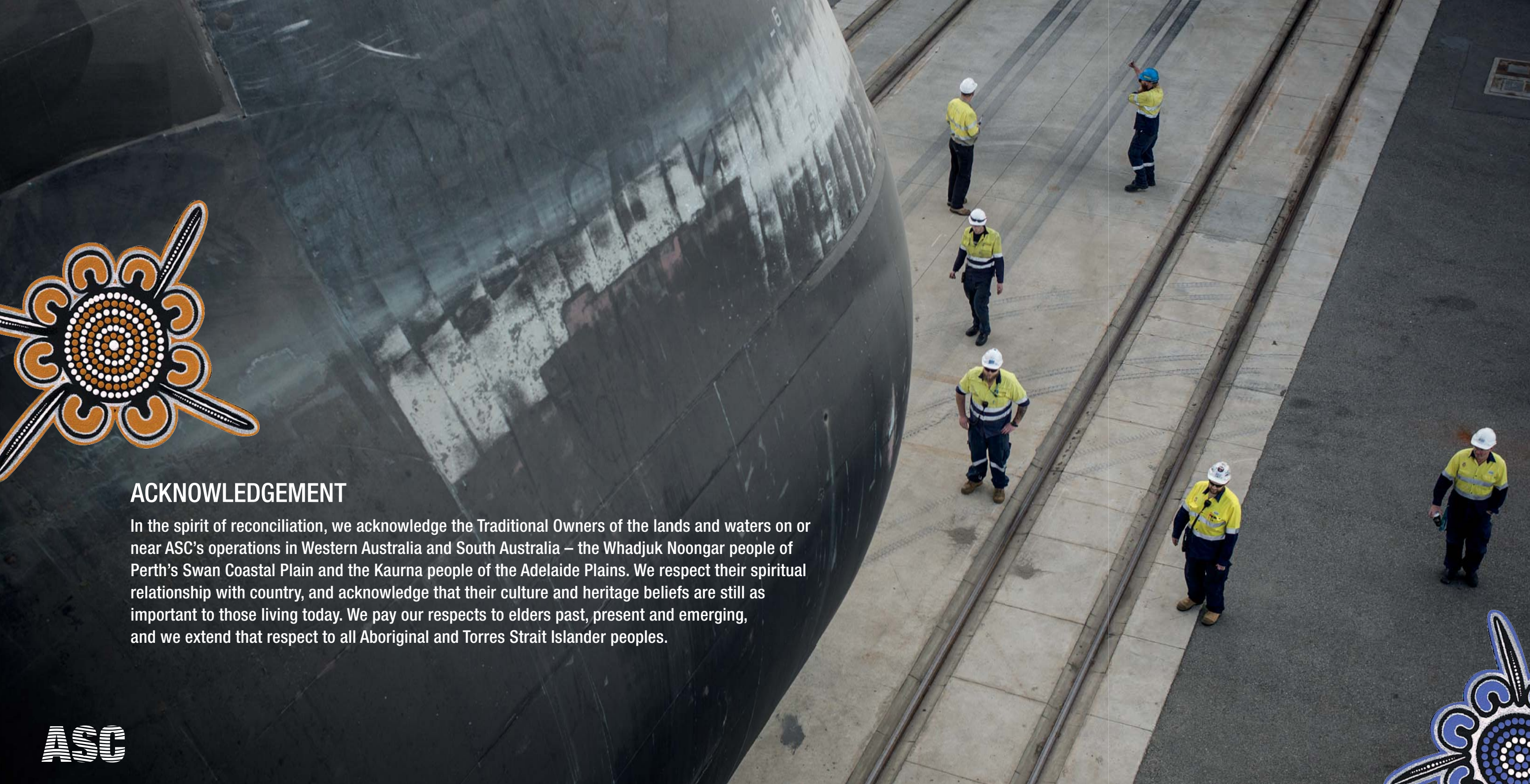






## ACKNOWLEDGEMENT

In the spirit of reconciliation, we acknowledge the Traditional Owners of the lands and waters on or near ASC's operations in Western Australia and South Australia – the Whadjuk Noongar people of Perth's Swan Coastal Plain and the Kaurna people of the Adelaide Plains. We respect their spiritual relationship with country, and acknowledge that their culture and heritage beliefs are still as important to those living today. We pay our respects to elders past, present and emerging, and we extend that respect to all Aboriginal and Torres Strait Islander peoples.



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## ABOUT THE ARTIST

### ARTIST – AARON HAYDEN

Aaron Hayden resides in Western Australia and was born in Port Lincoln, South Australia. With strong family connections in both South Australia and Western Australia, ASC engaged Aaron to illustrate both states in our commissioned RAP artwork.

Aaron's mother is a descendant of the Njaki Njaki People in South Australia and through his grandmother's family has a traditional connection to the Eastern District and Yilgarn Regions. In Western Australia, Aaron's grandfather has traditional connections through the Ballardong People of the Avon region. Aaron's family is also connected to the Eyre Peninsula and the Great Australia Bight.

Aaron has commissioned artwork for Parliament House in Western Australia as well as other Government and private collections throughout Australia.



## ABOUT THE ARTWORK

ASC commissioned local artist Aaron Hayden to create the artwork for our first Reconciliation Action Plan. The work represents ASC's values of protect, respect, integrity, discipline and excellence and uniquely depicts people working together on both the land and on water.



This symbol depicts women working at ASC.



This symbol depicts men working at ASC as illustrated by the spear in the imagery.



This symbol depicts people working together on the land at ASC.



This symbol depicts people working together on the water (with representation to ASC's core business in supporting the Collins Class submarines).



This symbol depicts ASC people coming together from both WA and SA, through water and the Great Australian Bight.





## MESSAGE FROM STUART WHILEY

CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR, ASC

### STUART WHILEY

Chief Executive Officer  
and Managing Director,  
ASC Pty Ltd

I wish to take the opportunity to respectfully acknowledge that the lands that we meet and work on in South Australia are the traditional lands of the Kaurna people, and the lands that we meet on in Western Australia are the traditional lands of the Whadjuk Noongar people.

Like many organisations in our sector and across government, ASC is committed to developing strategies to ensure that we are an organisation that understands and respects all cultures, rights, and experiences, including Aboriginal and Torres Strait Islander peoples.

In 2021, ASC set out on its very first Reflect Reconciliation Action Plan (RAP) providing the business with the framework to contribute to reconciliation, both inside our organisation, and within the wider communities that we operate.

Since commencing our first Reflect RAP, across the business we delivered improved communication, building awareness and knowledge across our team members. We are committed to continuing our reconciliation journey and we look forward to the next phase of our new Innovate RAP, as we continue to provide our team members with opportunities to connect, and we look forward to partnering with local traditional owners close to our operations.

ASC employees, suppliers and stakeholders have an important role to play as we collectively build relationships and communities that value Aboriginal and Torres Strait Islander peoples, histories and cultures.

**I am proud that ASC is contributing to this journey.**

Regards,

**Stuart Whiley**

Chief Executive Officer and Managing Director



## RECONCILIATION AUSTRALIA CEO STATEMENT

CHIEF EXECUTIVE OFFICER, RECONCILIATION AUSTRALIA

### KAREN MUNDINE

Chief Executive Officer,  
Reconciliation Australia

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

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

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

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

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever.

ASC Pty Ltd is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

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



## OUR BUSINESS

**ASC serves the frontline of Australia's naval defence capabilities offering proven, sophisticated and in-depth capability in submarine systems and equipment, maintenance and upgrades. ASC is a proprietary limited company and is wholly-owned by the Commonwealth, represented by the Minister for Finance.**

Our vision is to be Australia's sovereign submarine builder and maintainer – undependable in delivering our nation's maritime strategy, and our mission is to be a trusted and efficient partner with sovereign design, build and sustainment capabilities, driving best value for our customers.

Initially established in 1985 at Osborne, South Australia, ASC was subsequently chosen in 1987 as the prime contractor for the design, manufacture and delivery of the Collins Class submarines (CCSM). At the conclusion of the CCSM build program in 2003, ASC commenced a contract for the ongoing repair, maintenance and design upgrades of the submarines.

Today, ASC has operations in the Osborne Naval Shipyard in South Australia, the Henderson Maritime Precinct in Western Australia and other locations in WA and SA, employing more than 1,800 employees and currently, the number of Aboriginal and Torres Strait Islander employees is less than five. ASC also provides submariner training services to Australia's Royal Australian Navy in Western Australia, and is the largest industry provider of personnel into the Commonwealth's Future Submarine program office.

## OUR VISION FOR RECONCILIATION

ASC's vision for reconciliation is an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a national culture that represents equality and equity, historical acceptance of our shared history, and removal of negative race relations. For ASC, this represents equal health outcomes for Aboriginal and Torres Strait Islander stakeholders, and an inclusive and diverse workplace that is not just culturally safe, but culturally rich and proud.







## OUR RECONCILIATION JOURNEY

Since the launch of ASC's inaugural Reconciliation Action Plan (2021-2022) during NAIDOC Week in July 2021, ASC's strong focus has been on building awareness in the business and providing opportunities for team members the opportunity to engage and connect with ASC's RAP to learn more about reconciliation, while establishing and building relationships with Aboriginal and Torres Strait Islander stakeholders.

ASC's RAP has provided the framework for ASC to contribute to reconciliation, both inside our organisation, and within the wider communities in which ASC operates in Western Australia and South Australia.

ASC completed over 30 Reflect RAP actions – this is a significant effort, with delivery driven by ASC's inaugural RAP working group members: Lucy Bertling, Neil Brown, Mike Cassidy, Sheree Hancock (inaugural RAP Working Group Chair), Abbie Lee, Peter Lovelock, Eugene Modystach and Michelle Robins – thank you for your support and dedication in delivering ASC's first Reflect RAP

## OUR RECONCILIATION ACTION PLAN

In line with ASC's core values of protect, respect, integrity, discipline and excellence, ASC's Innovate Reconciliation Action Plan (RAP) outlines the strategy to demonstrate ways ASC and our team members will publicly commit to the national goal of reconciliation.

ASC's Innovate Reflect RAP was developed in consultation with a diverse range of internal stakeholders and outlines the specific activities ASC will undertake, and how we will hold ourselves accountable to our goal of partnering with the Traditional Owners of the land, on or near our operations Western Australia and South Australia. ASC's aim is to build strong and lasting relationships with the communities in which we work that are based on mutual understanding, trust and respect, and are free from discrimination. We commit to providing opportunities for our team members to connect and learn about First Nations' history and culture, and providing opportunities for better outcomes for Aboriginal and Torres Strait Islander peoples, and help build a better future all Australians.



## RECONCILIATION ACTION PLAN - WORKING GROUP

ASC formed a RAP Working Group comprising of members from all areas and levels of the organisation and is championed by ASC's Executive Sponsor, Diversity and Inclusion. The RAP Working Group's role is to govern the RAP and ensure that deliverables are actioned, implemented and reported, and serve as champions to build awareness across our organisation. The Head of Culture, Change and Communications is responsible for driving internal engagement and awareness of the RAP.

ASC first established a RAP Working Group in September 2019 and continues to do so today. The group is chaired by the Internal Communications and Engagement Manager and consists of 12 representatives from across the organisation: Digital Transformation Super User and Transformation Portfolio Specialist from Transformation; Senior Legal Counsel from Legal; Advanced Engineering Tradesperson (Boilermaker/Welder) and Boilermaker/Welder from Production West; Apprentice Coordinator and Engineering Technician from Production SA; Head of Culture, Change and Communications and Internal

Communications Specialist from People and Culture; Australian Industry Capability Manager and Senior Australian Industry Capability Specialist from Supply Chain, and Estimating Manager from the Sovereign Shipbuilding Talent Pool. ASC currently has three Aboriginal and Torres Strait Islander representatives from ASC's Australian Industry Capability, Production SA and Production West teams on the RAP Working Group.

ASC employees comprise a diverse range of cultural backgrounds, and the RAP helps build awareness across the workforce, create understanding and build respect for Aboriginal and Torres Strait Islander cultures, rights and experiences.

We are committed to developing and implementing initiatives to ensure ASC is an inclusive workplace that supports our employees, customers, suppliers and stakeholders to deliver significant reconciliation outcomes through training, employment, procurement and engagement opportunities.





L-R: Members of ASC's Executive team attending Cultural Awareness training: Ben Pudney, Stuart Whiley, Bec Livesey, Peter Tromans, Ashley Menadue, Alex Walsh, Elder and Cultural Leader, Parry Agius of Linking Futures and Ivan Witt (9 Aug 2022)



## BUILDING RELATIONSHIPS

Through developing and implementing a community engagement framework, we are putting more emphasis on the importance of genuine and long-term relationships with Aboriginal and Torres Strait Islander communities in which we operate. ASC commits to building awareness, knowledge and understanding of the history of the First Nations people of Australia and within our organisation through celebrating National Reconciliation Week annually, quarterly business updates to share information and rolling out Cultural Awareness Training across our sites in Western Australia and South Australia. ASC is committed to building strong relationships with our employees, stakeholders, communities and industry.

ACTION	DELIVERABLE	TIMELINE		RESPONSIBILITY
		QUARTER / YEAR	DUE DATE	
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Ongoing	Sep-23 Sep-24	Head of Australian Industry Capability
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Q3 2023	Sep-23	Internal Communications and Engagement Manager / Senior Australian Industry Capability Specialist
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Q2 2023 Q2 2024 Q2 2025	May-23 May-25 May-24	Head of Culture, Change and Communications
	2.2 RAP Working Group members to participate in an external NRW event.	Q2 2023 Q2 2024 Q2 2025	May-23 May-25 May-24	Internal Communications and Engagement Manager
	2.4 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Q2 2023 Q2 2024 Q2 2025	May-23 May-25 May-24	Head of Culture, Change and Communications
	2.5 Organise at least one NRW event each year.	Q2 2023 Q2 2024 Q2 2025	May-23 May-25 May-24	Internal Communications and Engagement Manager
	2.6 Register all our NRW events on Reconciliation Australia's NRW website	Q2 2023 Q2 2024 Q2 2025	May-23 May-25 May-24	Internal Communications Specialist
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Ongoing	Dec-23 Dec-24	Internal Communications and Engagement Manager
	3.2 Communicate our commitment to reconciliation publicly.	Ongoing	May-23 May-24 May-25	External Communications Manager
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Ongoing	May-23 May-24 May-25	Internal Communications and Engagement Manager / Senior Australian Industry Capability Specialist
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Ongoing	May-23 May-24 May-25	Internal Communications and Engagement Manager / Senior Australian Industry Capability Specialist
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Q2 2023	Jun-23	People and Culture Services Lead
	4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	Q3 2023	Sep-23	People and Culture Services Lead
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Q3 2023	Sep-23	People and Culture Manager
	4.4 Educate senior leaders on the effects of racism.	Q3 2023	Sep-23	Head of Culture, Change and Communications





## BUILDING RESPECT

ASC is committed to reconciliation and respecting every person we interact with, which is demonstrated through our Reconciliation Action Plan, our Code of Conduct and our corporate values of protect, respect, integrity, discipline and excellence, and our mandatory scenario-based bullying and harassment training. ASC commits to building awareness, understanding and respect for Aboriginal and Torres Strait Islander peoples’ culture, histories and the challenges they share. Our visible commitment to reconciliation with large RAP artworks at our two focus sites at Henderson in Western Australia and Osborne in South Australia will be enhanced with an Acknowledge of Country in Whadjuk Noongar and Kaurna language, and English. These actions all support our vision for reconciliation specifically in the areas of creating a cultural safe environment and becoming an employer/partner of choice of Aboriginal and Torres Strait Island peoples/organisations.

ACTION	DELIVERABLE	TIMELINE		RESPONSIBILITY
		QUARTER / YEAR	DUE DATE	
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	Q3 2023	Sep-23	Head of Workforce Planning
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Q3 2023	Sep-23	Internal Communications and Engagement Manager / Senior Australian Industry Capability Specialist
	5.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	Q4 2023	Dec-22	Internal Communications and Engagement Manager
	5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Q3 2023	Sep-23	Internal Communications and Engagement Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Q3 2023	Sep-23	Internal Communications and Engagement Manager
	6.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Q3 2023	Sep-23	Internal Communications and Engagement Manager
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing	Jul-23 Jul-24 Jul-25	Head of Culture, Change and Communications / Internal Communications and Engagement Manager
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing	Jul-23 Jul-24 Jul-25	Head of Culture, Change and Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	Ongoing	Jul-23 Jul-24 Jul-25	Internal Communications and Engagement Manager
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Q3 2023	Jul-23	Executive Manager, People & Culture
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	Q3 2023	Jul-23	Internal Communications Specialist
8. Recognise Aboriginal and Torres Strait Islander cultures and connections through supporting local development programs and initiatives.	8.1 Explore partnership / sponsorship opportunities with local councils, City of Cockburn in WA and City of Port Adelaide Enfield in SA to support local First Nations community projects.	Q4 2023	Dec-23	Internal Communications and Engagement Manager and Senior Australian Industry Capability Specialist
	8.2 In consultation with Traditional Custodians, increase visibility of language and culture through the installation of an Acknowledgement of Country to the Traditional Owners of the lands and waters on or near ASC’s operations in WA and SA at ASC’s Henderson and Osborne sites.	Q1 2024	Mar-24	Internal Communications and Engagement Manager and Senior Australian Industry Capability Specialist
	8.3 Seek permission from Traditional Custodians, to use Noongar and Kaurna language on ASC’s Acknowledge of Country signage.	Q1 2024	Mar-24	Internal Communications and Engagement Manager and Senior Australian Industry Capability Specialist
	8.4 Explore how we can use our RAP artwork across different mediums to increase awareness across the business.	Q4 2023	Dec-23	Internal Communications and Engagement Manager, Australian Industry Capability Specialist Manager and Senior Australian Industry Capability Specialist
	8.5 Engage with ASC’s Aboriginal and Torres Strait Islander team members on the design.	Q4 2023	Dec-23	Internal Communications and Engagement Manager, Australian Industry Capability Specialist Manager and Senior Australian Industry Capability Specialist







## CREATING OPPORTUNITIES

ASC aims to create opportunities for Aboriginal and Torres Strait Islander peoples through employment, community engagement and business capability. We recognise that by focussing on these key areas we can create opportunities, leading to positive outcomes that will support reconciliation, as well as build an organisation that benefits greatly from the diversity of thought that ensues. ASC aims to create lasting economic opportunities by uplifting capability and helping to support Aboriginal and Torres Strait Islander businesses. These actions all support our ultimate vision for reconciliation, specifically becoming an employer/partner of choice for Aboriginal and Torres Strait Islander peoples/businesses.

ACTION	DELIVERABLE	TIMELINE		RESPONSIBILITY
		QUARTER / YEAR	DUE DATE	
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Q4 2023	Dec-23	Strategic Resourcing Manager
	9.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Q4 2023	Dec-23	Strategic Resourcing Manager
	9.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Q4 2023	Dec-23	Strategic Resourcing Manager
	9.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Q1 2024	Jan-24	Strategic Resourcing Manager
	9.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Q3 2023	Oct-23	People & Culture Services Manager
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Ongoing	Oct-23 Oct-24	Executive Manager, Supply Chain
	10.2 Investigate Supply Nation membership.	Ongoing	Oct-23 Oct-24	Senior Australian Industry Capability Specialist
	10.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Ongoing	Dec-23 Dec-24	Internal Communications and Engagement Manager / Senior Australian Industry Capability Specialist
	10.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Ongoing	Dec-23 Dec-24	Head of Australian Industry Capability / Senior Australian Industry Capability Specialist
	10.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Ongoing	Dec-23 Dec-24	Head of Australian Industry Capability / Senior Australian Industry Capability Specialist



ACTION	DELIVERABLE	TIMELINE		RESPONSIBILITY
		QUARTER / YEAR	DUE DATE	
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Ongoing	Sep-23 Sep-24	Head of Culture, Change and Communications
	11.2 Establish and apply a Terms of Reference for the RWG.	Q2 2023	Jun-24	Senior Legal Counsel
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	Ongoing	Dec-23 Dec-24	Internal Communications and Engagement Manager
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation.	Ongoing	Dec-23 Dec-24	Internal Communications and Engagement Manager
	12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	Ongoing	Dec-23 Dec-24	Head of Culture, Change and Communications
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	Ongoing	Dec-23 Dec-24	Internal Communications and Engagement Manager
	12.4 Appoint and maintain an internal RAP Champion from senior management.	Q3 2023	Aug-23	Head of Culture, Change and Communications / Chief Executive
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 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.	Ongoing	Sep-23 Sep-24	Internal Communications and Engagement Manager
	13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Q3 2023 Q3 2024	Sep-23 Sep-24	Internal Communications and Engagement Manager
	13.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Q3 2023 Q3 2024	Sep-23 Sep-24	Internal Communications and Engagement Manager
	13.4 Report RAP progress to all staff and senior leaders quarterly.	Ongoing	Jul-23 Oct-23 Jan-24 Apr-24 Jul-24 Oct-24 Jan-25 Apr-25	Internal Communications and Engagement Manager
	13.5 Publicly report our RAP achievements, challenges and learnings, annually.	Ongoing	Dec-23 Dec-24	Senior Communications Advisor
	13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Q3 2024	Sep-24	Head of Culture, Change and Communications
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Q3 2025	Jul-25	Internal Communications and Engagement Manager
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP	Q4 2024	Dec-24	Head of Culture, Change and Communications







[www.asc.com.au](http://www.asc.com.au)

For enquiries about our Reconciliation Action Plan, please contact:  
Head of Culture, Change and Communications

TEL: +61 8 8348 7000 EMAIL: [engagement@asc.com.au](mailto:engagement@asc.com.au)

ASC NORTH: 694 Mersey Road North OSBORNE SA 5017  
ASC WEST: 20 Nautical Drive HENDERSON WA 6166



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