



RECONCILIATION
ACTION PLAN

INNOVATE

July 2025 – July 2027

BAE SYSTEMS

Acknowledgement of Country

BAE Systems Australia acknowledges the Traditional Owners of the lands and waters where we live and work, and pay our respects to Elders past, and present. We offer our respect and acknowledgment as part of the process of reconciliation and healing. We recognise and respect Aboriginal and Torres Strait Islander people's cultural heritage, belief and relationship with the land and waters of our beautiful Nation that have been cared for and protected by First Nations people and their ancestors for thousands of years. BAE Systems Australia extends that respect to all Aboriginal and Torres Strait Islander peoples across the Nation.

Artwork Acknowledgement

- Elizabeth Yanyi Close



Elizabeth Yanyi Close is a Pitjantjatjara and Yankunytjatjara Artist and Muralist based in Adelaide.

"I often use palette as a tool to speak to Country and landscape. BAE Systems' three arms speak to air, land, and sea; a concept that is naturally informed by landscape, thus the air, land and sea is enmeshed within each concept, just as Country is enmeshed within the personhood of Aboriginal and Torres Strait Islander people."

This concept uses the background palettes to speak to landscape and Country - informed by BAE Systems' desire to embed place-based Reconciliation within its organisation - acknowledging the Sovereignty of the Aboriginal and Torres Strait Islander People and

Traditional Owners of the lands on which they operate - identifying them specifically and acknowledging their unique country, language and culture.

The monochromatic sections are also informed profoundly by the concept of growth. The curved lines have been taken from the growth rings of old growth trees - showing the trees journey through periods of abundance and drought. The straight lines represent these enduring trees standing tall, having witnessed many lifetimes and changes in its years.

The section of dot-work represents the people at BAE Systems, working together to acknowledge shared histories, honour truth-telling and move forward with a shared vision.



Our Artist

- Elizabeth Yanyi Close

Elizabeth Yanyi Close is an Anangu woman from the Pitjantjatjara and Yankunytjatjara Language Groups, whose family links are to the communities of Pukatja and Amata in the APY Lands.

Elizabeth was born in Adelaide but grew up in outback SA, returning to Adelaide to complete her secondary schooling, and attend University to complete a Bachelor of Nursing and a Graduate Certificate in Emergency Nursing. Elizabeth worked as a Registered Nurse in the Emergency Department of a busy Adelaide Metropolitan Hospital for a decade, while using art as a means of processing intergenerational trauma and its impact on her family. In 2007, Elizabeth began to paint professionally and exhibit her work throughout Adelaide and her practice organically

grew as she balanced nursing, art and motherhood. By 2014 she had built up a full-time arts practice, and after the birth of their second child, Elizabeth and her husband decided to move home to the APY so that they could immerse their children in their Culture and language.

Elizabeth reconnected with much of her Grandmothers family and learned much more about her family, her Tjukurpa and her Country from her Tjamu. This growth as an Aboriginal woman was profoundly reflected in the evolution of her artwork. Elizabeth is based in Adelaide and has three Purungu Skin Anangu children; Isaiah Yungana, Emmeline Tjikatu and Bentji Nganantju.



Our Cultural Consultant

- Pat Caruso

Pat Caruso was born creative, a skill he has expertly applied in product creation and life cycle management across his career working with brands including Woolworths, BHP, Vili's Family Bakery and BAE Systems Australia.

Pat's family background is of an Eastern Arrernte person whose connection to country and community was disrupted by his mother's removal in Alice Springs in the mid-1950s. Despite this event, he strongly identifies as both a person of Eastern Arrernte background and the Sultan family.

Pat has spent 20 years reconnecting to his roots, taking his children, communities, and clients on a profound journey of knowledge sharing and reflection, and encouraging us all

to embrace all facets of our unique identities. Through We Create Print Deliver, an advertising and business agency he founded in 2015, Pat is building a legacy that honours his cross-cultural identity.

As Founder and Director of We Create Print Deliver, Pat is in his element. Passionately working with a multitude of industries daily; Defence, Retail, Not-for-Profit, Food and Beverage. Pat's diverse experience in the industry generates business opportunity for We Create Print Deliver's clientele. In addition to working in We Create Print Deliver, Pat is a Board member of Operation Flinders Foundation. He is also a sought after First Nations artist creating individual pieces with painted medium and digitally.



Message from Our CEO

- Craig Lockhart

We recognise the importance of protecting, preserving, and growing the communities in which we live, work, and operate.

We promote a culture of accountability, empowerment and inclusion and we strive for our workforce to be representative of the broader communities in which we operate.

We are excited to launch our fourth Reconciliation Action Plan - Innovate.

This plan sets out the actions to advance our reconciliation journey in a meaningful way, with a focus on engagement with First Nations owned businesses, increasing our recruitment of First Nations employees and community investment activities. We have a storied history of supporting First Nations businesses and communities, and in 2016 were the first defence company to develop a Reconciliation Action Plan.

Since then, we have worked in partnership across Australia with First Nations communities to enable increased and sustainable participation in the delivery of our major projects. Our size, scale and types of projects provides a platform to influence Australia's reconciliation journey.

Our plan focuses on sustainable initiatives and programs to support an inclusive workplace and a diverse workforce, which includes First Nations peoples.

We recognise that embracing diversity is both the right thing to do and makes good business sense. A diverse and inclusive workplace encourages our employees to embrace difference, brings people together from all walks of life, facilitates creativity and helps ensure we can continue to develop innovative solutions for our customers.

We are committed to building long term relationships and economic capability with First Nations communities we operate in. We will continue to be inclusive and leverage the knowledge and perspectives of First Nations peoples across our business.



Message from Reconciliation Australia CEO

- Karen Mundine

Reconciliation Australia commends BAE Systems Australia on the formal endorsement of its Fourth 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. BAE Systems Australia continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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



Message from our Chief People Officer and Executive RAP Champion

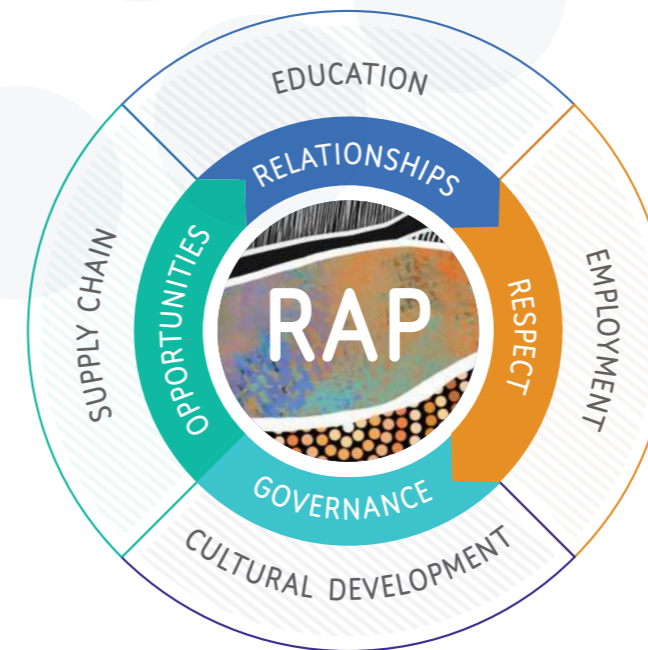
- Angela Wiggins

I am honoured to champion our fourth Innovate Reconciliation Action Plan. I am deeply committed to the principles and aspirations embodied in our Innovate Reconciliation Action Plan and to supporting its implementation across our business. As a member of the Australian Management Board, I will continue to advocate for First Nations peoples in employment, education, supply chain and community partnerships.



BAE Systems Australia Vision for Reconciliation

We recognise our industry has a responsibility to drive change.



We walk together with respect and take responsibility for the work of making change. We will reflect on lessons learned from previous RAPs, to embed reconciliation throughout our organisation more deeply.

This RAP focuses on building greater momentum through practical actions and individual accountability to deliver outcomes for First Nations communities. Specifically, this RAP will:

- Strengthen local relationships and working partnerships with First Nations organisations.
- Enhance our focus across priority sites where we can create significant employment and training opportunities for First Nations peoples due to growth in our employee base in Adelaide, Newcastle and our remote sites.
- Invest in supporting opportunities and promoting Science, Technology, Engineering, and Maths (STEM) in First Nations communities.
- Innovate and continue to create employment and education opportunities for First Nations peoples and grow representation in our supply chain.
- Collaborate across our industry to support further advancement of reconciliation.

As a global defence and security company, we have the potential to have a significant impact through our actions and influence.

Committed to reconciliation in its many forms, BAE Systems Australia imagines an Australian community that is inclusive of all. A place where First Nations people are embraced, and their cultures celebrated. BAE Systems Australia understands the importance of advancing sustainable initiatives and programs designed to increase meaningful engagement with First Nations communities, grow and develop the First Nations workforce, and establish strong relationships with First Nations businesses. BAE Systems Australia will listen and be guided by voices with the cultural authority to speak on behalf of Country where our RAP programs and initiatives are implemented.

This Innovate Reconciliation Action Plan (RAP) harnesses the momentum generated from our previous RAPs and outlines specific areas where BAE Systems Australia can have a unique impact to advance reconciliation. Our RAP brings to life our corporate strategies and demonstrates our commitment to reconciliation. It provides our people the ability to collaborate in implementing our vision.

We recognise that reconciliation is ongoing, and this RAP is our renewed commitment to continue to build on our achievements, to learn from our lessons. We work towards this vision through continuing to value the relationships and partnerships that we have formed with First Nations communities across the nation.

Our Global Business



BAE Systems at Connect 2024

We employ a skilled workforce of 107,000 people in more than 40 countries. We help our customers to stay a step ahead when protecting people and national security, critical infrastructure, and vital information. We also work closely with local partners to support economic development through the transfer of knowledge, skills, and technology.

Our Australian Business

BAE Systems has a heritage that stretches over 70 years of operations in Australia.

We are experiencing increased global tensions, geopolitical instability, and escalating threats to national security. BAE Systems Australia is the provider of strategic defence capabilities across all domains; developing and seeking out leading technologies and counter measures to support the broader national security agenda.

From air and maritime sustainment to shipbuilding, our strengths and core capabilities include providing the design, manufacture, upgrade and support services to the Australian Defence Force, cyber intelligence, and commercial organisations across the country.

We are Australia's largest defence prime contractor with over 6,700 employees across 40 sites nationally. We currently employ 59 First Nations people, which represents 0.9% of our total workforce.

Our Purpose

We serve, supply, and protect those who serve and protect us, in a corporate culture that is performance driven and values led.

Our Guiding Values

Trusted

We deliver on our commitments. We are honest and take responsibility. We can be relied upon and everyone matters.

Innovative

We create leading-edge solutions. We value imaginations and experience. We empower teams. Working together we turn our ideas and technologies into solutions.

Bold

We constructively challenge and take the initiative. We operate with tenacity and resolve. We accept challenges and manage risks. We set stretching goals.

Sphere Of Influence

BAE Systems Australia has more than 1,430 Australian businesses active in its supply chain.

We are committed to building First Nations capability and it is a critical element of Australian Industry Capability (AIC).

In our Maritime business we are working with our extensive supply chain and organisations such as Supply Nation and iDiC, as well as our customer, the Commonwealth Government of Australia to create and develop 15 - 20 Aboriginal and Torres Strait Islander businesses over a 30-year life of the Hunter Class Frigate Program.

Informed by learnings from our previous Reconciliation Action Plan (RAP), it is often difficult to make significant impact across the whole of the organisation due to the large number of stakeholders to consult and involve, and their differing business priorities. In this RAP we will continue to focus our efforts at our sites where we have significant growth and can, therefore, make a larger impact on the lives of First Nations peoples by creating economic opportunities and building sustainable skills. We have a commitment to increase our partnership with First Nations communities across our remote sites. Our focus sites are Osborne Shipyard in Adelaide SA, Williamtown

in Newcastle NSW and our remote Jindalee Operational Radar Network (JORN) sites at Harts Range (NT), Longreach (QLD) and Laverton (WA). At our RAP focus sites, we have leaders who provide strategic guidance, and support implementation of RAP actions to ensure alignment across our organisation.

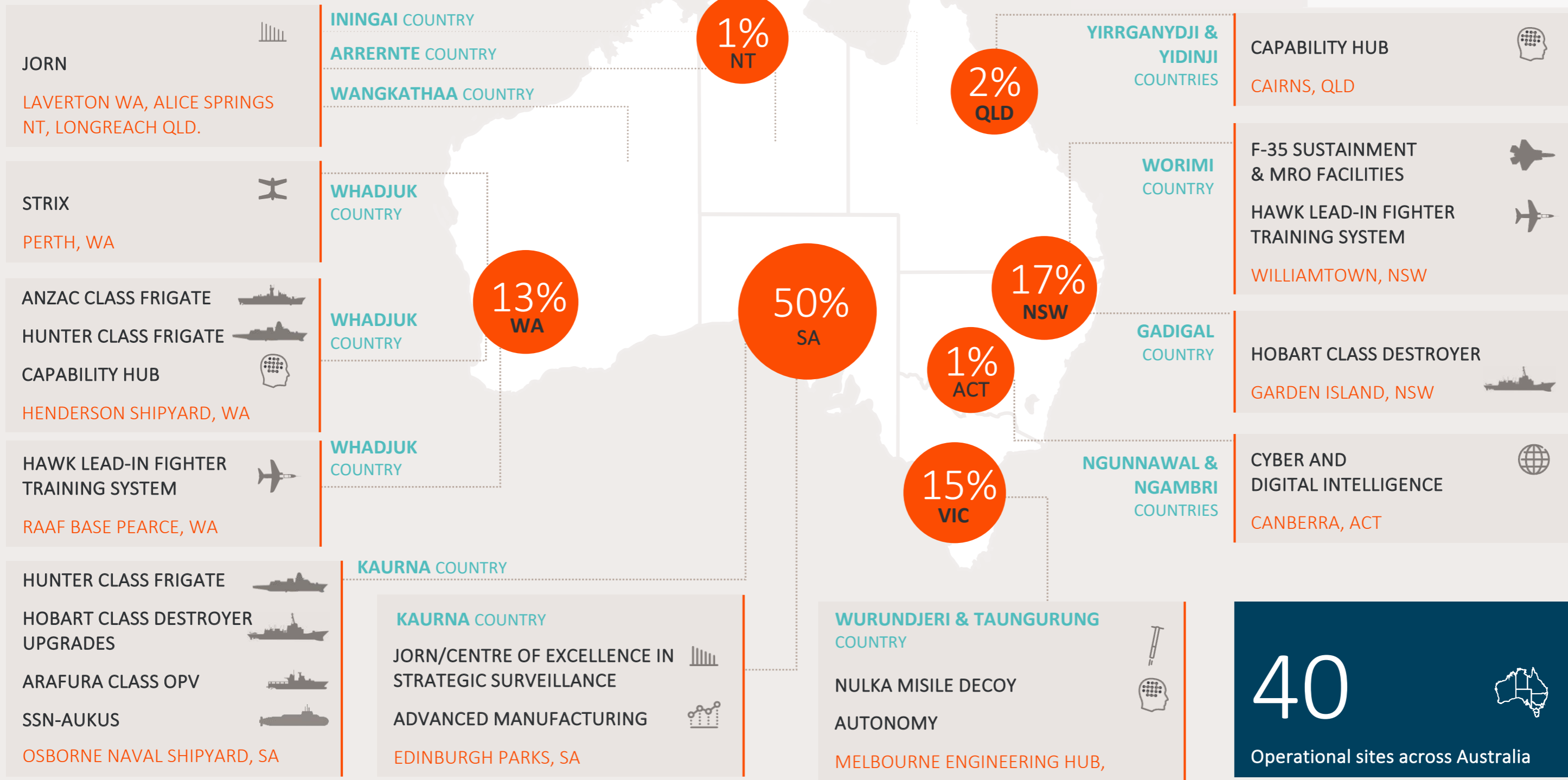
Additionally, each RAP focus site has a RAP champion, a senior leader to represent their line of business and sponsor the execution of local RAP activity across their sphere of influence. Our current RAP Champions hold the positions:

- Director, Aerospace at Williamtown, NSW
- Delivery Director – Acquisitions, Osborne Shipyard, SA
- Strategic Surveillance Program Director

In support of RAP implementation and improve alignment across the whole of organisation, a new First Nations Community Practice was formed during 2024. This group includes representatives from Organisation Development, Talent Acquisition, Sustainability, Supply Chain, Community Investment and Community Programs. Members of this group represent key allies who support the progress and implementation of RAP deliverables across their lines of business.

BAE Systems Overview

OUR PEOPLE		OUR BUSINESS	
6,500+	Number of skilled employees	\$2.4bn	Revenue (2024)
3,000+	New employees over the last 3 years	\$840m	Spent with;
10,000+	total Australian jobs sustained through our supply chain.	1400	Australian suppliers (2024)
		\$300m	invested in R&D over the last decade



40
Operational sites across Australia

Osborne Recruitment
 and Training Centre


Our Reconciliation Action Plan (RAP)

Living our Reconciliation Vision

BAE Systems Australia is a large, geographically dispersed organisation. We acknowledge our sites are located on a number of diverse First Nations communities and are committed to the process of reconciliation and healing. This is our fourth RAP, with a key focus being consultation and participation with First Nations peoples. Our First Nations employees, whom we have engaged with direct and workshoped alongside to understand their thoughts on our previous RAP, and their ideas for our next RAP, which have informed this RAP. Consultation across a number of internal stakeholders has occurred.

BAE Systems has a vision to support First Nations communities through long-term practical outcomes in the areas of community engagement, employment, and supply chain. To bring our reconciliation vision to life we must continue to take action, which is why we have created this fourth Reconciliation Action Plan. Our commitment to reconciliation is underpinned by the following priority areas in this RAP.

1. Community Engagement & support with a focus on education.
2. Employment and employment pathways with a focus on regional & remote communities .
3. First Nations supply chain, mentoring, support, and engagement.
4. Workforce environment and cultural development.

Through focused, measured, and purposeful drivers, everyone at BAE Systems Australia will be enabled to participate to advance reconciliation.



Reconciliation Action Plan

Our Reconciliation Action Plan (RAP) stands central in our commitment to support the cultural diversity and richness of First Nations peoples and their communities. Our RAP focuses on advancing sustainable initiatives and programs designed to increase meaningful engagement with First Nations communities, grow and develop First Nations workforce, and establish strong relationships with First Nations businesses. Our work with First Nations people continues to be a

key and enduring focus of our overall Diversity, Equity and Inclusion strategy and it is through this plan that we aim to grow and nurture a more diverse workforce that reflect the communities in which we operate. We believe that developing an inclusive, diverse workplace in which all employees can contribute their unique experiences, beliefs and insights helps us drive innovation, enhance employee engagement, and accelerate our performance.



National Reconciliation Action Plan Working Group

Our RAP Working Group, which includes representation from First Nations employees, supports the development, promotion and implementation of our RAP. Reconciliation is a shared responsibility for all areas across BAE Systems Australia. This national working group comprises employees passionate about understanding the historical, political, and social factors and challenges that impact First Nations communities, with a strong interest in advancing First Nations related issues.

- **Angela Wiggins**, Chief People Officer, Executive Sponsor
- **Chris Heelan**, DE&I Lead – First Nations, Chair RWG (First Nations member)
- **David Rowe**, Head of Organisation Development – Committee member
- **Dana Cooper**, SHE Lead – Committee Member (First Nations member)
- **Lacey Kelly**, Apprentice & Trainee Specialist
- **Jane Franzi-Ford**, Security Governance Manager – Committee member
- **Peter Dubois**, Facilities Services Planner – Committee member
- **Andy Marsden**, Program Performance Lead – Committee member
- **John Belcher**, Cyber Security Advisor – Committee member
- **Stephen Davies**, Head of M&A – Committee Member
- **Alan Paton**, LMS Administrator – Committee member (First Nations member)
- **Katie Gates**, Senior Quality Engineer – Certifications Management – Committee member
- **Debbie Bond**, Director Export Control – Committee member
- **Haley Broughton**, Project Manager – Build Scope Transition – Committee member (First Nations member)
- **Joel Moloney**, Engineering Services & Support Manager – Committee member (First Nations member)
- **Joel Hirsh**, Engineering Team Lead – Committee member
- **Andrew Hughes**, Commercial & Subcontracts Manager – Committee member
- **Kathryn Brady**, Community Programs Lead – Committee member
- **Damien Halliday**, Industry Development Manager First Nations – Committee member
- **Stephanie Craze**, DEI Program Lead – Committee member

Our Reconciliation Journey

key learnings and most significant changes 2013-2024

2013

- Commenced attendance at Supply Nation Connect conference.

2016

- Developed Acknowledgement of Country Protocol.
- Implemented enterprise-wide Cultural Awareness Training modules.
- Launched our first RAP.
- Commenced annual events recognising NAIDOC Week and National Reconciliation Week (NRW).
- Signed strategic relationship agreement with Indigenous Defence and Infrastructure Consortium (iDiC).
- Commenced tracking spending on Aboriginal and Torres Strait Islander businesses.

2019

- 2 targeted roles for employment of Aboriginal and Torres Strait Islander trainees.
- Signed Managing Contractor Agreement joint venture between iDiC Pty Ltd and PSG Holdings Pty Ltd.
- Held annual NAIDOC and NRW events.

2013

2015

- First Diversity and Inclusion Strategy Developed with First Nations as a key pillar.
- RAP Working Group formed.

2017

- Supported Kaurua Plains School through Lego League.
- Pilot of CareerTrackers Internships.
- Held annual NAIDOC and NRW events.

2018

- Signed 10x10 CareerTrackers agreement.
- Employment of dedicated Procurement Manager – Indigenous Opportunity.
- Participation in Raising the Bar workshop series (Business Council of Australia).
- Held annual NAIDOC and NRW events.

2020

- Indigenous Procurement Policy developed and applied.
- Indigenous Procurement Strategy Workshops x 2.
- Supply Nation Supplier Diversity Award nomination.
- Sponsored Diversity Council Australia's (DCA) Indigenous Network Series.
- Created a Terms of Reference for the RAP WG.
- Sponsored a table at the Reconciliation SA Apology Breakfast.
- Annual NAIDOC and NRW events.

2021

- \$11.5 million spend in First Nations Supply Chain spend.
- Continued sponsorship of DCA Indigenous Network Series.
- RAP Strategy developed and implemented.
- D&I Strategy developed.
- Revised Acknowledgement of Country Protocols.
- Anti-Racism Workshop piloted at Osborne shipyard, delivered by Reconciliation SA.
- Community Engagement Framework developed & launched.
- Partnered with KSJ to create a cultural scenario-based training with ethical red-flags and key messaging.
- KSJ delivered a deeper cultural awareness training at Osborne shipyard.
- Implemented communication development plan which included quarterly employee all RAP updates from our RAP sponsor.
- Sponsored a table at the SA Apology Breakfast
- Developed third Innovate RAP.
- Refreshed internal First Nations knowledge sharing site.
- Annual NAIDOC and NRW events.

2024

- \$14.1 million spend in First Nations Supply Chain, with 35 First Nations suppliers contributing to the spend.
- BAE Systems Australia inaugural mentor program for First Nations businesses in Australia launched.
- Launch of BAE System Australia's Knowledge & Information Series for First Nations businesses.
- Procurement standards/policy improvements: raising the threshold for sole source with First Nations suppliers and reducing by half payment terms (i.e. paying First Nations suppliers faster).
- First Step supplier diversity training with Supply Nation hosted at Osborne Shipyard, continuing our commitment to breaking down barriers and driving inclusion.
- Continued implementation of Hunter Class Frigate Program Batch 1 RAP Initiatives.
- Sponsored DCA Indigenous Network.
- Continued partnership with The Stars Foundation, to support First Nations girls and young women.
- Inaugural partnership with Clontarf Foundation, Northern Territory focus to support First Nations Remote Sites strategy.

2022

- Employed First Nations Lead within our Diversity, Equity & Inclusion team.
- Implemented improved internal reporting of RAP progress .
- Sponsored DCA Indigenous Network.
- Annual NAIDOC and NRW events.

2023

- \$9.79 million spend with First Nations suppliers.
- New First Nations Employee Network launched.
- Refreshed internal First Nations knowledge sharing site.
- Launched First Nations Remote Sites Strategy.
- Employed Industry Development Lead – First Nations within our Industry Capability team.
- Employed Community Programs Lead in Maritime, based at Osborne Shipyard in Adelaide.
- Sponsored DCA Indigenous Network.
- Annual NAIDOC and NRW events.

Reconciliation Action Plan (RAP) Reflections

We must continually monitor and review our progress, hold each other accountable. Our strength and success require contribution from all areas of the business. We should always celebrate our wins and talk openly about our challenges.

Since launching our first RAP in 2016 we appreciate reconciliation requires continued effort, we have celebrated many achievements:

- **Establishment of First Nations Employee Network**, open to all First Nations employees at BAE Systems Australia, including casual staff, this Network is a space where our employees can feel culturally safe, connected and come together with other First Nations colleagues.
- **Cultural awareness training**: Our in-depth online cultural awareness training module provides all employees with the opportunity to learn about the histories and rich cultures of First Nations peoples. This training is essential learning for all employees and is repeated bi-annually. Through our Cultural Environment course, face to face cultural awareness is delivered as part of the new starter series for production colleagues.
- **Employment**: Our recruitment processes are continually evolving. We continue to work closely with strategic partners to explore other ways in which we can attract and retain First Nations peoples. We recognise that 'you can't be what you can't see' and are taking steps in our focus areas (Adelaide, Newcastle and remote sites) to work with local schools and organisations to ensure we reach more children and their families and educate them on potential careers and available training and support.

- **Development of the First Nations Supply Chain Strategy**: Procurement targets are set and have been successfully achieved. To date BAE Systems Australia have 27 First Nations businesses involved in our supply chain. Initiatives to support First Nations suppliers to be competitive has also been provided. We have maintained our Supply Nation membership.

- **Local relationships**: Our leaders have taken the initiative to engage with, and foster relationships within community, and with other stakeholders at the local level. This is being further enhanced by our Community Engagement Framework and supported by more in-depth cultural awareness training for those engaging with local communities and owning those relationships.

- **RAP Working Group**: Bound by agreed Terms of Reference and supported by an Executive Sponsor, our RAP Working Group has successfully provided advice, and support to BAE Systems Australia's leadership and employees on practical actions that will drive our contribution to reconciliation both internally and in the communities in which we operate.

- **Community Investment**: continued supporting and partnering with Stars Foundation and committed in 2024 to a new partnership with Clontarf Foundation. As a company, it is vital that we invest in the communities in which we live, work and operate. We work together with local and national organisations to align our resources and help make a real difference.



BAE Clontarf Foundation: A Group Photo at Partnership Launch

- **Days of significance**: We continue to publish a calendar of priority days of celebration – aligned to our Diversity, Equity, and Inclusion Strategy. Events are held organisation-wide across and include several First Nations days and weeks of celebration, including National Reconciliation Week and NAIDOC Week. This creates awareness, education, and to reinforce BAE Systems Australia's strong commitment to reconciliation.

- **Acknowledgement**: We continue displaying the Aboriginal and Torres Strait Islander flags across our locations and Acknowledgement of Country email signature blocks. We have updated our cultural protocol document to make it easier and clearer to read and encouraged employees to utilise it at large meetings. We have updated the First Nations knowledge intranet, to provide even more resources for employees. We have Acknowledgement of Country plaques for all our major sites, which will display our RAP artwork and will proudly and visibly recognise our commitment to reconciliation at each site. We have Acknowledgement of Country cards that can be carried on employee lanyards to encourage managers to use at the start of meetings.

The Clontarf Foundation exists to improve the education, discipline, self-esteem, life skills and employment prospects of young Aboriginal and Torres Strait Islander men and by doing so, equips them to participate more meaningfully in society.

"We're proud to partner with BAE Systems, whose commitment to creating meaningful opportunities for young Aboriginal and Torres Strait Islander men aligns perfectly with Clontarf's mission," said CEO Gerard Neesham.

"Together, we're making a lasting impact by helping Clontarf Academy members achieve their full potential and contribute to their communities and workplaces in positive and valuable ways."



Message from Our Acquisition & Build Director

- Andrew Coxall

As the Delivery Director for The Hunter Class Frigate Program, it's an honour to sponsor the Batch 1 Osborne RAP Community Initiatives and work alongside staff, our Kurna Elders and local Aboriginal leaders to drive meaningful and place-based outcomes for First Nations peoples who have a direct connection to the region around the Osborne Naval Shipyard.

BAE Systems Australia along with its customer is committed to additional RAP co-designed place-based actions. By including the initiatives as contractual milestone deliverables for the Hunter Class Frigate Program, our efforts within the Lefevre Peninsula are an essential piece to project delivery.

Taking the time to understand our local landscape and to build relationships, we were able to concentrate on two program streams over the last 12 months: 'Building Local First Nations Workforce Capability' and 'Connecting Osborne Naval Shipyard to Culture'. We have been able to support, co-design and /or facilitate initiatives that empower the current and future workforce and address the barriers faced by First Nations employees and businesses.

Workforce capability Initiatives such as the "Blak Coffee Catch Ups", Indigenous leadership training, RAP-themed work wear, targeted employment campaigns, and ongoing cultural education and

understanding workshops have fostered inclusion, visibility, and retention of First Nations employees. The goal is to increase the confidence, leadership skills and representation of self-identified First Nations individuals while enhancing cultural awareness and support among non-First Nations staff.

In addition to the internal work, we have pursued community initiatives such as 'Ngutuku Miyurna (Knowledge of People)'- a Kurna specific curriculum version of the award winning Beacon STEM program, the 'Making Tracks Driver Confidence Program'- in partnership with local Tauondi Aboriginal College, Nunga Week Local Business showcase with Port Adelaide Enfield Council, native garden and visual art projects and community investment to support the newly built Yitpi Yartapuultiku (Heart of Port Adelaide Cultural Centre) performance art program. This all contributes to building strong, trusted and long-lasting relationships with our community.

Together, these efforts reflect our dedication to reconciliation, cultural empowerment, and advancement for our First Nations community. We are committed to listening to the local concerns of our Kurna Elders and Aboriginal leaders and working to closing the gaps together.





Message from Our Chief Strategy and Commercial Officer

- Imogen Hume

As the executive sponsor of our First Nations & Allies Employee Resource Group, I am dedicated to championing our Innovate Reconciliation Action Plan, which details our work with First Nations peoples. It builds on past successes by strengthening First Nations partnerships, expanding employment and training opportunities, and investing in STEM to empower First Nations youth.

Looking ahead, we aim to grow representation in our supply chain and collaborate across industry for meaningful outcomes.



Case Studies

– examples of impact/outcomes

Hardy's Fencing

supporting First Nations businesses through our remote sites.

To enhance safety at BAE Systems Australia's JORN remote sites, Hardy Fencing, a First Nations-owned business, was awarded a contract in July 2024 to install snake-proofing measures at camp buildings. Based near Alice Springs, Hardy Fencing was chosen for their local knowledge and prior work at the R3 site. The Company has completed the TX (Transmit) Site installation, with work underway at the RX (Receive) Site.

Project Manager Jacob Neville shared "Awarding this contract to Hardy Fencing was a proud moment, they are not only a First Nations supplier but also part of the community where we operate."

This partnership has strengthened local relationships while enhancing site safety, underscoring the value of working with trusted community-based suppliers.



Lefevre Stadiums Trail

Leadership supporting Batch 1 Community Initiatives.

As part of the Hunter Class Frigate Program's Batch 1 RAP community initiatives, BAE Systems Australia collaborated closely with Kaurna Elders and Aboriginal Leaders to install the Lefevre Interactive Native Walking Trail, a unique project designed to attract families to the Lefevre Stadium Community Precinct with an educational, activity-driven trail that weaves Kaurna culture and language throughout.

Working with the Port Adelaide Enfield Council, BAE Systems transformed the walking trail into an 800-metre experience promoting wellbeing, literacy, and physical activity. The trail is marked with signposts and QR codes linking to virtual information on Kaurna culture, creating a rich, interactive learning opportunity.

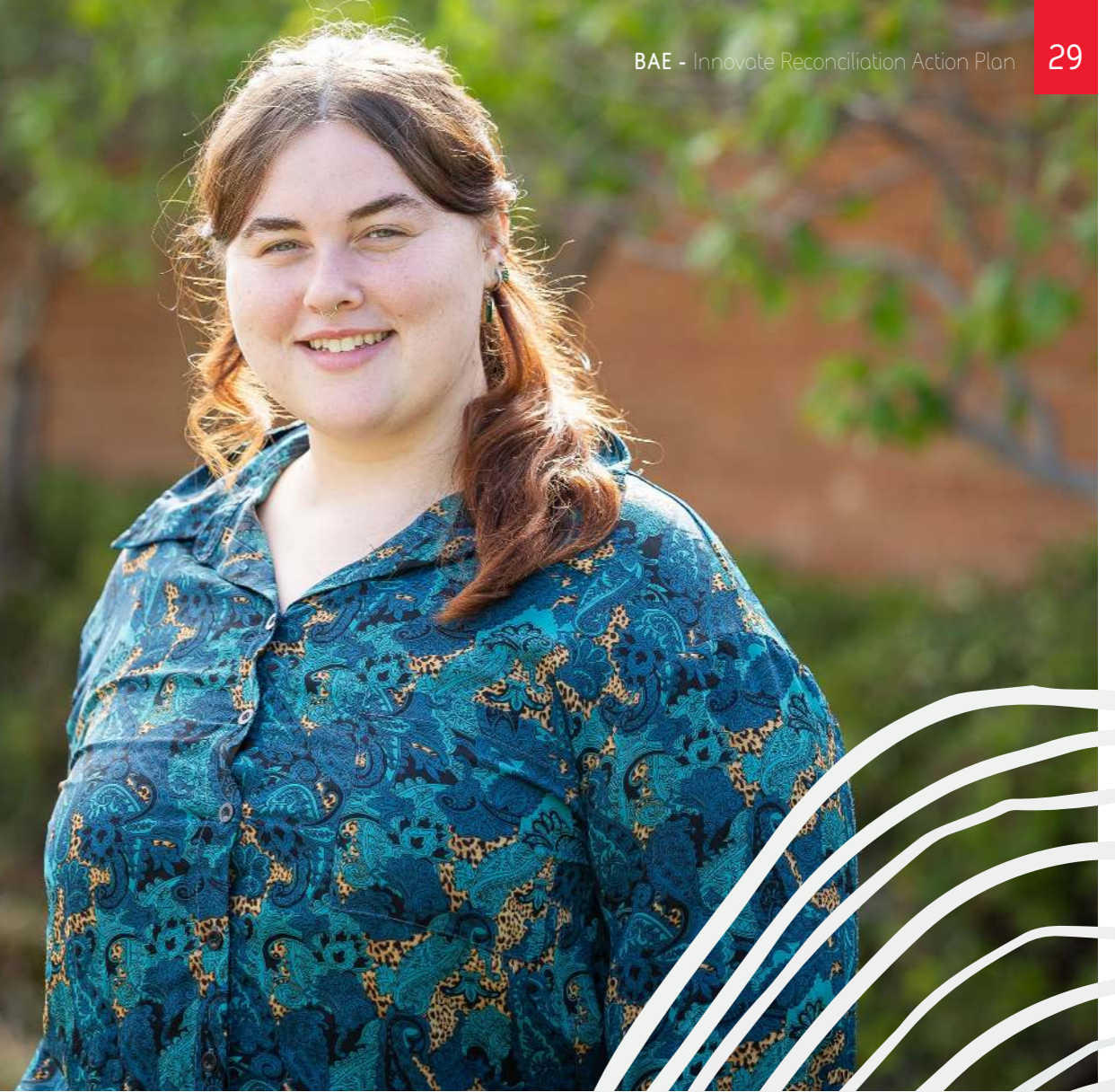




Partnership with Stars Foundation

In March 2022, BAE Systems Australia formed a strategic partnership with Stars Foundation, a national not-for-profit organisation dedicated to supporting First Nations girls and young women in their educational journeys. Stars Foundation offers a holistic program aimed at ensuring these young people attend school, complete Year 12, and transition into full-time employment or further study. This collaboration is aligned with BAE Systems' commitment to diversity and inclusion, particularly in the defence industry.

The partnership with Stars Foundation has created valuable opportunities for BAE Systems to engage with First Nations girls, introducing them to career paths in the defence industry through hands-on experiences, informative sessions, and support. This collaboration promotes educational success and nurtures career aspirations, marking a meaningful step toward inclusive opportunities for Aboriginal and Torres Strait Islander girls. Through ongoing engagement and targeted support, BAE Systems is helping to empower these young women with the tools and inspiration needed to succeed.



Breaking Barriers:

My Journey as a First Nations woman in STEM.

As a First Nations woman in STEM, BAE Systems Australia Graduate Electronics Engineer, Greta Hooper-Stephensen stands at the intersection of culture, science, and innovation. Her path, shaped by resilience and community support, has fuelled her passion for creating pathways for others like her.

Greta reflects, "Growing up, I didn't see people who looked like me in STEM. It felt isolating but strengthened my determination to challenge stereotypes." Joining CareerTrackers was pivotal, inspired by First Nations role model Anna Holland, a fellow engineer at BAE Systems. "Connecting with Anna showed me BAE Systems' commitment to building First Nations capability," she explains.

Now, as a mentor in the CSIRO Young Indigenous Women's STEM Academy, Greta is committed to giving

back. She's proud to contribute to BAE Systems' vision in defence technology, advocating for more First Nations representation and inclusion. "Working here means I'm one of the few First Nations voices in STEM spaces, but I'm focused on ensuring Aboriginal and Torres Strait Islander women can thrive and lead in these fields."

Greta's journey reflects her belief that representation matters. "Seeing mentors who look like me made me believe I belong in STEM." With BAE Systems' support, she's helping to inspire future First Nations leaders, innovators, and change-makers in STEM.

Together, BAE Systems and Greta are committed to making STEM an inclusive field that celebrates the contributions of First Nations people, believing that diverse voices make for more innovative solutions.



Sustainability Squad

Partnering with Kuma Kaaru, showcasing and sharing culture.

The Acknowledgement of Country workshops facilitated by Jack Buckskin, from Kuma Kaaru have been a valuable addition to the Osborne Shipyard community. These sessions have provided colleagues with a unique opportunity to deepen their understanding of Karna culture, learn elements of the Karna language, and foster a greater appreciation for the land on which they work. Acknowledgment of Country Workshops provided our colleagues at Osborne Shipyard with an opportunity to enhance their connection with Karna country and culture while developing respect for local language sustainability. Ping Goodwin, Environment and Sustainability Lead says "I felt nervous and excited to learn a new language, but

worried I would not pronounce the words with the correct sounds. I quickly overcame this feeling as Jack made us feel welcomed and began the session with individual conversations with each of us to allow us to practice the greetings and Acknowledgement of Country with him. Jack was extremely patient throughout the class, and I was able to walk out of the session with a sense of accomplishment for learning a small portion of Karna Language. I now incorporate my learnings into the start of my meetings as I greet my peers in Karna Language, and I have also encouraged leaders to do the same if they have attended the class."

Case Studies



NAIDOC Week:

How Alan has found himself connecting to Country.

In celebration of NAIDOC week, BAE Systems', Alan Paton shared how he's embracing his Wiradjuri heritage and promoting diversity at the RAAF base in Wagga Wagga.

Alan's connection to his culture began with stories from his grandmother, Phyllis, who grew up during the Stolen Generation era. "Phyllis was one of 11 children, sending her childhood down by the river, hidden from authorities. Her stories deeply resonated with me," Alan recalled. Three years ago, Alan joined the BAE Systems RAP Working Group, sparking initiatives that transformed the RAAF base. "I wanted to deepen my cultural understanding while supporting BAE Systems' reconciliation goals," he explained.

Alan led projects like renaming a meeting room "Birrang," meaning "clear blue sky," featuring artwork by Elizabeth Close. He also collaborated with local Wiradjuri artist Owen Lyons to hold art workshops for staff, strengthening connections within the team.

Reflecting on his journey, Alan expressed gratitude for the opportunity to connect to Country and contribute to reconciliation. "I now feel so much more connected to Country," he shared, "and am honoured to contribute to the reconciliation journey."

Through Alan's story, we see the transformative power of embracing cultural diversity within our workplaces and communities.

Relationships

At BAE Systems Australia, we understand relationships are not just foundational – they are transformative. Through our previous RAP initiatives, particularly at our focus sites at Osborne Shipyard SA and Williamstown NSW, and our engagement at our remote sites, we have advanced our knowledge of the unique environment and aspirations of those communities. We have listened with patience, engaged deeply, and committed to implementing solutions informed by First Nations peoples.

We have committed to sustainable relationships through investing in regular engagement with communities, to enduring partnerships that enhance our reputation, and build trust where we operate.

The nature of our business enables us to commit to the sustained advancement of reconciliation, delivering opportunities for First Nations peoples.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to work with existing local First Nations organisations, stakeholders, and programs to strengthen partnerships, foster new opportunities and develop guiding principles for future engagement.	July 2025	DE&I Lead – First Nations
	Research, develop and implement a First Nations Engagement Strategy to empower First Nations stakeholders and organisations.	October 2025	Head of Organisation Development
	At our RAP focus sites, continue supporting respectful relationships with First Nations communities, and identify new investment initiatives through our supply chain.	June 2026	DE&I Lead – First Nations
	Develop a data base of key First Nations stakeholders, including Traditional Owners for our major offices and focus sites.	Oct 2025	Senior Communications Manager - Engagement
	Develop enterprise-wide relationships with First Nations organisations and services providers to increase First Nations talent pipeline.	Dec 2025	Head of Organisation Development and Head of People Organisation
2. Elevate First Nations voices in our communities and within our organisation.	Coordinate the First Nations Employee Network to provide quarterly reports to share experiences and learnings, to inform the removal of any barriers and opportunities.	Sep 2025, Dec 2025, Mar 2026, Jun 2026, Sep 2026, Dec 2026, Mar 2027, Jun 2027	DE& I Lead – First Nations
	Ensure First Nations peoples through their Employee Network provide input into, and feedback on RAP initiatives.	Dec 2025, June 2026, Dec 2026, Jun 2027	DE& I Lead – First Nations

Action	Deliverable	Timeline	Responsibility
3. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff through our First Nations Knowledge SharePoint.	July 2025, May 2026, May 2027	DE& I Lead – First Nations
	RAP Working Group members to participate in at least one external NRW event.	27 May- 3 June, 2026 - 2027	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one internal and/or external event to recognise and celebrate NRW.	27 May- 3 June, 2026, 2027	Chief People Officer
	Site coordinators across our RAP focus sites will organise at least 1 NRW event each, we will support site coordinators across our other sites to host at least 10 NRW events.	27 May- 3 June, 2026, 2027	Head of Organisation Development
	Register all our NRW events on Reconciliation Australia’s NRW website.	May 2026, May 2027	DE& I Lead – First Nations
4. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2025	Head Talent, Change & Capability
	Raise awareness of reconciliation across our workforce and increase staff engagement through our Leadership Fundamentals program.	Dec, 2025, Jun 2026, Dec 2026, Jun 2027	Head of Organisation Development
	Initiate CEO led communications launching our new RAP with all employees, setting out our vision for reconciliation in alignment with BAE Systems Diversity, Equity & Inclusion Strategic Plan.	August 2025	Head of Communications
	Share progress of our reconciliation impact and outcomes by issuing quarterly RAP communications to all employees.	Oct 2025, Feb 2026, Jul 2026, Oct 2026, Feb 2027	Senior Communications Manager - Engagement
	Communicate our commitment to reconciliation publicly.	July 2025, 2026	Head of Communications
	Ensure BAE Systems Australia’s RAP is highly visible both internally and externally through our internal communications on our intranet, and our public website.	July 2025	Head of Communications
	Refresh RAP messaging for tenders sharing our RAP journey and demonstrating our commitment to reconciliation.	July 2025	Chief Financial & Commercial Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes at focus sites.	Sep 2025	Community Investment Lead
5. Promote positive race relations through anti-discrimination strategies.	Collaborate with like-minded organisations in our industry to develop innovative approaches to advance reconciliation outcomes.	Dec 2025	DE& I Lead – First Nations
	Conduct annual review of HR policies and procedures as needed to ensure we maintain inclusion of anti-discrimination provisions.	Sep 2025, Sep 2026,	Head of Employee Relations
	Communicate through appropriate channels the BAE Systems Australia anti-discrimination policy to all employees.	November 2025	Head of Employee Relations
	Staff to complete annual anti-racism training through Essential Learning.	Nov 2025, Nov 2026	People Lead Capability & Learning
	Engage First Nations staff through our First Nations Employee Network to consult on our anti-discrimination policy.	Feb 2026	DE& I Lead – First Nations
	Educate senior leaders and all employees on the effects of racism through Leadership Fundamentals Program.	November 2025	Head of Organisation Development

Respect

BAE Systems is committed to reconciliation and respecting every person we interact with, which is demonstrated through not only our RAP, but also our Code of Conduct and annual mandated business integrity training. Commitment to respect is a strategic imperative, proactively valuing First Nations culture and heritage, and deep connections to Country.

This sense of respect will inform how we acknowledge and how we lead with purpose to drive equity within our industry.

We empower our people to build their own knowledge of our shared history and the rich cultures of First Nations peoples. These actions all support our ultimate vision for reconciliation, specifically in the areas of creating a culturally safe environment and delivering opportunities through education uplift, employment and employment pathways, and supply chain. Community collaboration, and respectful strategic partnership with First Nations communities will enable us to influence others within our industry

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.	July 2025	Chief People Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Sep 2025	People Lead Capability & Learning
	Commit to annual review of the effectiveness of our cultural learning strategy for our staff.	Dec 2025, Dec 2026	Chief People Officer
	Continue to provide online Essential Learning First Nations modules for all employees to participate in formal and structured cultural learning through our LMS, Spark Learning.	Dec 2025	Chief People Officer
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to provide inclusive language guide through our Diversity, Equity & Inclusion intranet for all employees.	July 2025	Head of Organisation Development
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters across our 40 operational sites.	Dec 2025	Senior Communications Manager - Engagement
	Continue to provide employees through the First Nations Knowledge Sharing intranet access to cultural protocol document, including protocols and purpose for Welcome to Country and Acknowledgement of Country.	Sep 2025	Head of Organisation Development
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Aug 2025	Senior Communications Manager - Engagement
	Continue to display Acknowledgement of Country plaques across our major office and sites throughout the business.	Dec 2025	Director, Workplace Solutions
Continue an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Aug 2025	Senior Communications Manager - Engagement	



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 external NAIDOC Week events.	First week in July, annually	Chief People Officer
	Continue annual review of HR policies and procedures, ensuring no barriers to staff participating in NAIDOC Week.	Aug 2025, Aug 2026	Head of Employee Relations
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, annually	Senior Communications Manager - Engagement
	Promote, raise internal awareness by hosting NAIDOC events across our major offices and focus sites.	Jun 2026, Jun 2027	Chief People Officer
9. Support Aboriginal and Torres Strait Islander cultural safety by including cultural elements in everyday business.	Conduct a review of meeting and multipurpose spaces across our major offices and focus sites, to increase inclusion of First Nations naming and recognition of Country.	Feb 2026	Director, Workplace Solutions
	Create and publish on our First Nations Knowledge intranet guidance for workforce on cultural competence, cultural safety, and resources to build knowledge of the lands they are working on.	July 2025, 2026	Head of Organisation Development
	Continue to celebrate significant cultural days (i.e. National Sorry Day, Mabo Day) and events by including in the Diversity, Equity & Inclusion enterprise days of celebration calendar.	Mar 2026, Mar 2027	Head of Organisation Development
	Continue to incorporate First Nations artwork and recognition of Traditional Owners in BAE Systems style guide and templates.	Oct 2025, Oct 2026	Senior Communications Manager - Engagement
	Identify opportunities to display First Nations artwork in major offices and across BAE Systems sites.	Nov 2025	Director, Workplace Solutions

Opportunities

BAE Systems Australia will create opportunities for First Nations peoples through education uplift, employment and employment pathways, supply chain, community collaboration and strategic partnership. We recognise that by focusing 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. We will continue to raise the awareness of Science, Technology, Engineering, and Maths (STEM) among First Nations communities.

We seek to inspire the next generation to help underpin their future careers and create lasting community benefits. Through our focus sites we will not only create direct employment opportunities, but we will create lasting economic opportunities by uplifting the industry capability of First Nations businesses. These actions all support our vision for reconciliation, specifically on employment and employment pathways and procuring services from First Nations businesses.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Review current Aboriginal and Torres Strait Islander staffing potential and development needs through annual talent reviews, to inform future employment and professional development opportunities.	Sep 2025, 2026	Head of Organisation Development
	Consider recommendations from Recruitment Modernisation Project, and update recruitment procedures to ensure inclusivity of diverse applicants.	July 2025	Head of People Operations
	Engage our Aboriginal and Torres Strait Islander staff, through our First Nations Employee Network to consult on our recruitment, retention, and professional development strategy.	Aug 2025, Aug 2026	DE&I Lead – First Nations
	Annual review of our Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Dec 2025, Dec 2026	Head of Organisation Development
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Sep 2025	Head of People Operations
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Sep 2025	Head of Organisation Development
	Increase the representation of First Nations staff in our workforce to be 3.2%.	Jun 2027	Head of People Operations

Action	Deliverable	Timeline	Responsibility
11. Improve First Nations talent and career pathways into Defence Industry (Including STEM, Sustainability, Safety & HR) with program partners.	Continue to provide a minimum of 10 internships annually to First Nations university students through CareerTrackers program.	Nov 2025, 2026, July 2027	Head of Resourcing & Early Careers
	Facilitate a career pathway for graduating CareerTrackers interns into the Graduate Program.	March 2026, 2027	Head of Resourcing & Early Careers
	Commence BAE Systems First Nations Engineering Scholarships with our university partners.	July 2025, 2026	Head of Resourcing & Early Careers
	Continue to partner with Clontarf Foundation to support pipeline of First Nations talent from high school to work with BAE Systems.	July 2025, 2026, 2027	Head of Organisation Development
	Continue to partner with STARS Foundation to support pipeline of First Nations talent from high school to work with BAE Systems.	July 2025, 2026, 2027	Head of Organisation Development
	Share industry expertise with First Nations students by participating in at least two of the Clontarf and STARS Foundation training days.	Sept 2025, April 2026, Sept 2026, April 2027	Head of Resourcing & Early Careers
	Prioritise building local First Nations capability at our focus sites, delivering community engagement and STEM education programs in the communities we operate.	Dec 2026	Head of Organisation Development
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Revise and update the First Nations Supply Chain Strategy for continuous improvement.	July 2025	Director, Supply Chain
	Maintain our Supply Nation membership.	July 2025	Director, Supply Chain
	Maintain membership on Supply Nation Leadership Roundtable on Indigenous Supplier Diversity	July 2025, 2026	Director, Supply Chain
	Communicate opportunities for procurement of goods and services from First Nations businesses through our First Nations Supply Chain Outcomes SharePoint.	Aug 2025	Director, Supply Chain
	Continue strategic partnerships to support BAE Systems to drive economic prosperity and support sovereign development of First Nations businesses.	July 2025	Director, Supply Chain
	Continue to review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Aug 2025, Aug 2026	Director, Supply Chain
13. Increase First Nations business growth to support improved economic and social outcomes.	Develop new commercial relationships, and increase by 10% annually supply chain spend with First Nations businesses.	Dec 2025, Dec 2026	Director, Supply Chain
	Grow spend with First Nations businesses in our Supply Chain to be \$13 million in 2025, \$14.3 million in 2026 and \$15.7 million in 2027.	Dec 2025, 2026, 2027	Director, Supply Chain
	Educate relevant staff in contracting First Nations businesses through supplier diversity training using Supply Nation or relevant organisation, coupled with internal awareness campaigning.	October 2025, 2026	Director, Supply Chain
	Strengthen relationships with State and Territory First Nations Chamber of Commerce's' and create opportunities for registered and certified First Nations businesses in our supply chain.	Sep 2025	Director, Supply Chain
	Implement supplier development and mentoring initiatives with First Nations businesses to build business capability.	Sep 2025	Director, Supply Chain
	Develop a framework to assist First Nations businesses prior to tendering for work.	Aug 2026	Director, Supply Chain
	Consult with other likeminded RAP organisation in our industry, to identify a framework to assist First Nations businesses throughout the delivery of contracts.	Nov 2025	Industry Development Lead – First Nations

Governance

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Ensure First Nations representation on the RWG.	Oct 2025, Oct 2026	RAP WG Chair
	Review annually RWG membership.	Oct 2025, Oct 2026	RAP WG Chair
	Annual review of Terms of Reference for the RWG.	Dec 2025, Dec 2026	RAP WG Chair
	RWG meet every month to drive and monitor RAP implementation.	Monthly, 2026, 2026	RAP WG Chair
15. Provide appropriate support for effective implementation of RAP commitments.	Maintain RAP Champions at all focus sites.	July 2025, June 2026, June 2027	DE& I Lead – First Nations
	Define resource needs for RAP implementation.	July 2025 June 2026	Head of Organisation Development
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Sept 2025, June 2026	Chief People Officer
	Embed appropriate systems to track, measure and report on RAP commitments.	April, July, October, Jan 2025, 2026, 2027	DE& I Lead – First Nations
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Maintain an internal RAP Sponsor from Australian Management Board	July 2025, 2026	Chief People Officer
	Maintain First Nations Leadership Group to support implementation of RAP commitments across enterprise.	July 2025, 2026, 2027	DE&I Lead – First Nations
	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	DE&I Lead – First Nations
	Report on RAP progress quarterly to DE&I Council.	April, July, October, Jan 2025, 2026, 2027	Head of Organisation Development
	Follow up Reconciliation Australia if we have not received our unique link, to access the online RAP Impact Survey.	1 August annually	DE&I Lead – First Nations
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	DE&I Lead – First Nations
	Report quarterly RAP progress to Australian Leadership Team and communicate to all staff quarterly.	April, July, October, Jan 2025, 2026, 2027	Senior Communications Manager - Engagement
	Publicly report our RAP achievements, challenges, and learnings, annually.	Oct 2025, 2026	Chief People Officer
17. Continue our reconciliation journey by developing our next RAP.	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Jan - April 2026	Head of Organisation Development
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2027	DE&I Lead – First Nations
	Register via Reconciliation Australia's website to begin developing our next RAP.	Sept 2026	DE&I Lead – First Nations

Contact details

Chris Heelan
 Diversity, Equity & Inclusion Lead – First Nations
 Phone: 0474 186 263
 Email: chris.heelan@baesystems.au





RECONCILIATION
ACTION PLAN

INNOVATE

July 2025 – July 2027

BAE SYSTEMS

