

Steadfast Group

# Innovate Reconciliation Action Plan

April 2024 - April 2026



# Message from Reconciliation Australia CEO

Reconciliation Australia commends Steadfast Group Limited 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. Steadfast Group Limited continues to be part of a strong network of more than 2,500 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 Steadfast Group Limited will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Steadfast Group Limited using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.



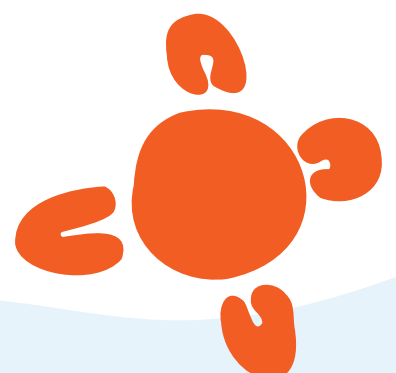
The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Steadfast Group Limited 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, Steadfast Group Limited will ensure shared and cooperative success in the long-term.

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

Congratulations Steadfast Group Limited on your second Innovate RAP and I look forward to following your ongoing reconciliation journey

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





## Acknowledgement of Country

In the spirit of reconciliation, Steadfast acknowledges the Traditional Owners of the lands on which we work and live. We pay our respects to Aboriginal and Torres Strait Islander peoples and to Elders past and present.

# Steadfast's ongoing commitment to Reconciliation

On behalf of Steadfast Group, I'm proud to present our 2024 - 2026 Reconciliation Action Plan (RAP), which builds on our current momentum and sets new goals for us to pursue in the next couple of years. As a business, we celebrate diversity and inclusion and strongly believe that we perform better with a diverse team of people and an inclusive culture. We are proud of our increasing gender, ethnic and age diversity and are committed to inclusion at all levels.

At Steadfast, we continue to respect the important connection Aboriginal and Torres Strait Islander peoples have to Country, culture, language, and community. We walk with Aboriginal and Torres Strait Islander peoples and communities to make a positive impact on their social and economic wellbeing.

I am proud to release our 2024 - 2026 RAP that continues our commitment to reconciliation and outlines how we will work with Aboriginal and Torres Strait Islander communities.

Our renewed Innovate RAP will focus on strengthening our relationship with Aboriginal and Torres Strait Islander organisations and communities, review our procurement spend with Aboriginal and Torres Strait Islander owned businesses, enhance employment opportunities to build strong professional careers within our industry of insurance distribution, and utilise our sphere of influence with our Network brokers and other insurance industry connections.

When I reflect on what's most important, it's that we all make a positive step towards reconciliation and that we become more accepting of differences – culture, experience, opinions, and histories. When we all work together, we build a culture of shared understanding – None of us is as good as all of us.

**Robert B. Kelly AM**

Founder, Managing Director & CEO

**Steadfast's values are represented by:**

# TOGETHER



**Team  
Ownership  
Goals  
Entrepreneurial  
Trust  
Humility  
Ethical  
Relationships**

**None of us is as good as all of us**





# Our purpose and vision for reconciliation

Our vision for reconciliation is to improve Aboriginal and Torres Strait Islander peoples access to insurance broking services. Our people, our global strength, our local knowledge, our scale and breadth of capability are just some of the things that set us apart. We have a unique opportunity to harness the strength of Steadfast and form lasting connections with Aboriginal and Torres Strait Islander businesses and communities at a grass roots level.

**We aim to do this by:**

- Continuing to strengthen relationships with Aboriginal and Torres Strait Islander peoples through community engagement, consultation and collaboration.
- Strengthening our procurement processes to improve our efforts in engaging Aboriginal and Torres Strait Islander businesses.
- Enhancing employment opportunities throughout Steadfast and building a culture of acceptance so that Aboriginal and Torres Strait Islander peoples feel safe and supported when working for or applying for roles.
- Continuing to develop our understanding of cultural diversity in the workplace and providing our employees and the Steadfast broker network with educational materials, immersive experiences, meaningful connections and understanding of Aboriginal and Torres Strait Islander cultures and histories.
- Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee. Invite and remunerate an Elder to challenge us, guide our thinking and our understanding to develop our RAP in cultural learning.

Under the guidance of our Indigenous Advisor, Sean Gordon AM and through consultation with our close-knit Aboriginal and Torres Strait Islander business contacts we are identifying the gaps in our products and services and making improvements to ensure better outcomes for Aboriginal and Torres Strait Islander clients and communities.

At Steadfast we believe that long-term sustainable change can be achieved by working together in collaboration with key stakeholders, as we continue our journey towards reconciliation.



**Sean Gordon AM**  
Steadfast's Indigenous Advisor

# Our business

## Purpose:

Create business solutions designed to help our Steadfast businesses and network achieve better outcomes for their clients and the communities we serve.

## Mission:

Continue to deliver value to our broker network and stakeholders by being a market leader and innovator in insurance and risk management.

## Vision:

Continually grow shareholder value through our leading general insurance distribution model and related businesses domestically and internationally.

## Values:

**TOGETHER:** Our corporate values resonate across all facets of our business.

Steadfast Group (ASX:SDF) was established in 1996 and is the largest general insurance broker network and the largest underwriting agency group in Australasia, with growing operations in the US, Asia and Europe.

Our business model is designed to allow us to achieve sustainable growth via our Network brokerages, Steadfast Underwriting Agencies and complementary businesses.

### 1. Steadfast Network:

The Steadfast Network is the largest general insurance broker network in Australasia. The Network is made up of brokers with offices in every capital city and major regional locations, who receive superior market access and exclusive products and services backed by the scale of Steadfast. This allows them to focus on servicing their clients' insurance and risk management needs.

### 2. Steadfast Underwriting Agencies:

Steadfast Underwriting Agencies is the largest underwriting agency group in Australasia. The agencies extend our intermediated general insurance distribution by offering brokers, within and external to the Steadfast Network, specialised products and capacity in niche markets. Steadfast holds equity stakes in the majority of our underwriting agencies.

### 3. Complementary businesses:

Nine complementary businesses support the operations of the Steadfast Network and Steadfast Underwriting Agencies.

Nationally, our business employs over 450 people. In the wider Steadfast Network, there are over 400 insurance brokerages with more than 10,000 staff. We have one employee who identifies as an Aboriginal or Torres Strait Islander person at head office and we are aware that there are several Aboriginal and Torres Strait Islander people employed in businesses partly owned by Steadfast.

Our sphere of influence includes our people, particularly the 450 employed at head office in Sydney and Melbourne. Our sphere of influence also extends to external stakeholders in the insurance intermediation industry such as our Network brokers, businesses in which we hold an ownership interest and our strategic partners such as insurance companies with whom we do business. Steadfast contributes to our industry body and the standing of the insurance intermediation industry generally.

Our broader Network has about 1,700 offices throughout Australia and over 650 across New Zealand, Asia, Europe and USA.



# Our Reconciliation Action Plan

We launched our first RAP in 2020 which was designed to lay the foundations for Steadfast to establish meaningful and long-term relationships and contribute to reconciliation in a structured, relevant and respectful way.

In 2022 we launched our Innovate RAP to make a difference to pressing challenges faced by Aboriginal and Torres Strait Islander peoples. We've made positive strides to better understand the needs of Aboriginal and Torres Strait Islander peoples in relation to employment, procurement, sponsorships, cultural learnings and in-kind support.

We are proud to reflect on our key achievements, but our journey is long. By extending our Innovate RAP we will continue to look for more opportunities to engage, drive relationships, and provide long-term sustainable economic and social outcomes.

Some of our key achievements to date follow:

In extending our Steadfast Innovate RAP we want to make a difference to pressing challenges faced by Aboriginal and Torres Strait Islander peoples. We want to formalise our commitment and hold ourselves accountable for what we say we will do before graduating to the next stage of our reconciliation journey.

We intend to support Aboriginal and Torres Strait Islander peoples by creating job opportunities within our industry of insurance distribution – a growing, dynamic, multi-faceted financial services sector in which individuals can thrive and build strong professional careers. These opportunities can provide individuals and their families with financial stability and a solid platform to use their abilities, protect families and communities and contribute to our country – just as our own careers provide us with these benefits. We see education as the pathway for Aboriginal and Torres Strait Islander children and youth to access meaningful employment and enterprise.

Steadfast has a strong entrepreneurial culture and we intend to continue to explore opportunities to act within our sphere of influence, and through our relationships, to help forge reconciliation.

# Our Reconciliation Journey so far

2019

- Established the Steadfast RAP Committee.
- Steadfast RAP Committee co-created artwork with Aboriginal artist, Russell Dawson.

2020

- Steadfast launched its Reflect RAP.
- Appointed David Liddiard as the Steadfast Indigenous RAP Ambassador.
- Launched RAP Hub on our intranet site.
- Online performance from Mitch Tambo to celebrate NAIDOC Week.
- Implemented a Cultural Awareness Training Program by Evolve.
- Steadfast donates school supplies to the Dubbo Opportunity Hub.

2021

- Steadfast Foundation announced support for the Earbus Foundation.
- Implemented Acknowledgement of Country and Welcome to Country protocols and signage.
- Hosted a private screening of Mabo to recognise National Reconciliation Week.





2022

- Steadfast launched its first Innovate RAP.
- Hosted Aboriginal Cultural Walking Tours for staff.
- Steadfast announced partnership with the EM-Power Foundation which helps Aboriginal and Torres Strait Islander peoples secure sustainable economic, health, cultural and social benefits through participation in the native agriculture and food sectors.
- Steadfast donated laptops to Aboriginal and Torres Strait Islander students completing their HSC at the Dubbo College Senior Campus.

2023

- Joined Supply Nation and increased procurement efforts.
- Hosted Cultural Culinary experiences to celebrate National Reconciliation Week with the National Indigenous Culinary Institute's Alumni Chefs.
- Drew Roberts, an Arakwal, Bundjalung man from the Northern Rivers shared the cultural significance of storytelling to recognise NAIDOC Week.
- Created a Voice to Parliament Hub on our staff intranet to share information about the referendum.
- Partnered with Aboriginal and Torres Strait Islander charity Bandu to help more Aboriginal and Torres Strait Islander youth find a meaningful career. Bandu delivered Cultural Safety Training Sessions to staff.
- Hosted private screenings of 'The Final Quarter' in consultation with Sydney Swans.
- Appointed Sean Gordon AM as our Indigenous RAP Ambassador.

2024

- Steadfast launches its second Innovate RAP.



## Case Study 1

# Steadfast Group's partnership with Bandu to support Indigenous Youth

Steadfast Group and Bandu formed a partnership in 2023. Our partnership includes three main outcomes, including cultural safety sessions for Steadfast staff, guidance and advice to Steadfast's RAP Committee and potential employment opportunities within Steadfast for Bandu participants.

Bandu, founded by Edward Morgan and Wiradjuri Man Aidan Porter, provides support and resources to young Aboriginal and Torres Strait Islander peoples looking to begin tertiary study and a career after high school.

This support ranges from funding for accommodation and short-term living expenses to wellbeing and mental health assistance as participants navigate the many challenges of life after the HSC.

The partnership with Bandu aligns with the 'innovate' phase of Steadfast's RAP. A focus of this phase is building relationships and finding new ways to have a lasting impact on the wellbeing of Aboriginal and Torres Strait Islander peoples.

Bandu has hosted two cultural safety sessions for Steadfast staff so far, taking our staff through the essential processes of cultural awareness, cultural understanding and cultural safety.

Steadfast has also onboarded one Bandu participant within the business who has joined our People and Culture team.

**Aidan Porter and  
Edward Morgan**  
Bandu Founders



## Case Study 2

# Steadfast Group supporting the native agriculture and food sectors

In 2020 Steadfast Group partnered with the EM-Power Foundation, a not-for-profit company whose purpose is to increase opportunities for Aboriginal and Torres Strait Islander peoples to secure sustainable economic, health, cultural and social benefits through participation in the native agriculture and food sectors.

### Indigenous Entrepreneurship and STEM Native Food Project

Native food is fundamental to Indigenous cultural and social identity. The native food sector provides significant opportunities for Indigenous-led businesses to grow both nationally and internationally. In 2010, the 'farmgate' value of the sector was estimated at \$15-25 million and has been estimated to grow to \$7 billion by 2030.

But there are currently low levels of Indigenous participation, particularly women. This may ultimately result in the permanent loss of important Traditional Knowledge related to cultural practices and technologies regarding native foods.

The EM-Power Foundation is on a mission to change this and help create and build successful career paths for Aboriginal and Torres Strait Islander peoples in the native food sector.

Steadfast and EM-Power are working together on a broker engagement plan to identify and connect brokers in the regions where project activities are scheduled.

We look forward to continuing to work with the EM-Power Foundation to help make a difference and lasting change for Indigenous girls and women.





### Case Study 3

# UAA and Steadfast support Regional Academies of Sport

Under the sponsorship of UAA – a subsidiary of Steadfast Group, the Regional Academies of Sport Incorporated (RASi) hosted Aboriginal and Torres Strait Islander Talent Identification days across New South Wales throughout 2023. Close to 800 aspiring athletes from eight RASi's participated in the events, showcasing their talents across multiple sporting disciplines and functional movement screening and testing.



The initiative aims to provide Aboriginal and Torres Strait Islander students from the RASi catchment areas with a platform to demonstrate their athletic abilities under the guidance of experienced sports coaches throughout the regions. As a result of these Talent Identification Days (TID), an average of 20 athletes per academy were awarded scholarships to participate in RASi programs.

The collaboration between the RASi and UAA led to the development of the TID concept, with a primary focus on discovering and nurturing local Indigenous talent. The ultimate goal is to offer top performers from the TID the opportunity to engage in a comprehensive training program.

UAA's sponsorship of these TIDs reflects its commitment to fostering diversity and inclusivity in sports. The initiative not only provides a platform for Aboriginal and Torres Strait Islander talent but also contributes to the overall development of athletes in the region.



# Our RAP Committee

Our RAP Committee is made up of representatives from different business units as well as our Indigenous Advisor, Sean Gordon AM who is responsible for providing consultation to our RAP Committee to deliver upon its commitments

- Robert B. Kelly AM, Founder, Managing Director & CEO
- Sean Gordon, Indigenous Advisor
- Jodie Levitski, Head of Marketing & Communications – Chair of the RAP Committee
- Shalome Ruitter, Executive General Manager: Investor Relations and ESG
- Justin Mark, Head of People & Culture
- Graham Cassidy, Head of Broker Network
- Jason Gibbs, Head of Business Analysis, Steadfast Technologies
- Helen Tebelopoulos, General Manager: Operations Compliance and Customer Experience, Goldseal
- Josh Giansiracusa, Director: Steadfast Risk Engineering
- Hayley Blanchard, National Team Leader: Mansions
- John Sotiris, Test Lead, Steadfast Technologies
- Ses Sesbreno, Senior Project Manager: Steadfast Business Solutions
- Michael Balcomb, Head of Procurement
- Senior Internal Communications Manager





# Our Reconciliation Action Plan

**Contact details**

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**Relationships**

At Steadfast we recognise that Aboriginal and Torres Strait Islander peoples historically may not have engaged with the insurance sector. We aim to change this by strengthening our relationship with Aboriginal and Torres Strait Islander peoples, communities and businesses. Building strong relationships between Aboriginal and Torres Strait Islander peoples and other non-Indigenous Australians is important to Steadfast and its core business activity of insurance distribution and related businesses. Relationships are crucial to our key strategic pillars: Shareholders, Broker Network, Group & Subsidiary businesses, Employees, Insurer Partners and the wider community. Strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians assists in driving leadership solutions that result in employee engagement and business performance. They also help us continue to develop our strong reputation with our insurer partners and community to support our business and industry.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement with Aboriginal and Torres Strait Islander organisations and communities.	September 2024	Head of Marketing & Communications
	Review engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2024	EGM, Investor Relations & ESG
	Consult with Aboriginal and Torres Strait Islander Advisor.	May 2024, July 2024, September 2024, November 2024, February 2025, May 2025, July 2025, September 2025, November 2025, February 2026	Head of Marketing & Communications

## Relationships

Action	Deliverable	Timeline	Responsibility
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, May 2025	Senior Internal Communications Manager
	RAP Committee members to participate in an external NRW event and share learnings with the committee.	27 May – 3 June 2024, 27 May – 3 June 2025	Director, Steadfast Risk Engineering, Senior Project Manager: Steadfast Business Solutions
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024, 27 May – 3 June 2025	Director, Steadfast Risk Engineering, Senior Project Manager, Steadfast Business Solutions
	Organise at least one NRW event each year.	May 2024, May 2025	Director, Steadfast Risk Engineering, Senior Project Manager, Steadfast Business Solutions
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, May 2025	Senior Internal Communications Manager
<b>Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our staff in reconciliation.	November 2024	Head of People & Culture
	Communicate our commitment to reconciliation publicly.	August 2024	Founder, Managing Director & CEO
	Explore opportunities to positively influence our external stakeholders in the insurance industry to drive reconciliation outcomes.	September 2024	<b>Lead:</b> Steadfast Business Solutions, Senior Project Manager <b>Support:</b> Head of Broker Network, General Manager: Operations Compliance and Customer Experience, Goldseal, Director, Steadfast Risk Engineering, EGM, Investor Relations & ESG, Senior Internal Communications Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August 2024	Managing Director & CEO, Head of Marketing & Communications
	Include an overview of the RAP as part of staff induction processes.	June 2024	Head of People & Culture
	Encourage our strategic partners, Network brokers or others in our industry to participate in reconciliation initiatives.	August 2024	<b>Lead:</b> General Manager: Operations Compliance and Customer Experience, Goldseal <b>Support:</b> Head of Broker Network, Director, Steadfast Risk Engineering, Senior Project Manager: Steadfast Business Solutions, Senior Project Manager: Steadfast Business Solutions, EGM, Investor Relations & ESG, Senior Internal Communications Manager

Relationships			
Action	Deliverable	Timeline	Responsibility
<b>Promote awareness of our RAP through the Steadfast Broker Network.</b>	Develop strategies to promote awareness of the Steadfast RAP with the Broker Network.	August 2024	<b>Lead:</b> General Manager: Operations Compliance and Customer Experience, Goldseal <b>Support:</b> Head of Broker Network, Director, Steadfast Risk Engineering, Senior Project Manager: Steadfast Business Solutions, Senior Project Manager: Steadfast Business Solutions, EGM, Investor Relations & ESG, Senior Internal Communications Manager
	Develop strategies that encourages the Broker Network to engage in the Steadfast RAP.	August 2024	<b>Lead:</b> General Manager: Operations Compliance and Customer Experience, Goldseal <b>Support:</b> Head of Broker Network, Director, Steadfast Risk Engineering, Senior Project Manager: Steadfast Business Solutions, Senior Project Manager: Steadfast Business Solutions, EGM, Investor Relations & ESG, Senior Internal Communications Manager
	Develop a toolkit to assist the Broker Network to develop an Indigenous Activity Plan.	August 2024	<b>Lead:</b> General Manager: Operations Compliance and Customer Experience, Goldseal <b>Support:</b> Head of Broker Network, Director, Steadfast Risk Engineering, Senior Project Manager: Steadfast Business Solutions, Senior Project Manager: Steadfast Business Solutions, EGM, Investor Relations & ESG, Senior Internal Communications Manager
<b>Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2024	Head of People & Culture
	Review and update our anti-discrimination policy for our organisation.	November 2024	Head of People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2024	Head of People & Culture
	Educate senior leaders on the effects of racism.	August 2024	Head of People & Culture
	Explore the possibility of developing a short cultural awareness induction video for current and new staff to undertake annually.	August 2024	Head of People & Culture, Senior Internal Communications Manager

## Respect

As we continue our reconciliation journey at Steadfast by improving our knowledge and understanding of Aboriginal and Torres Strait Islander people and culture, we are creating awareness, understanding and respect. Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is important to Steadfast. This respect helps develop our key values of trust, humility, acting ethically and building relationships. Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is crucial to developing the relationships with Aboriginal and Torres Strait Islander peoples we seek in our journey towards reconciliation and in underpinning our commitment to driving outcomes for key pillars of our strategy including Employees and Community.

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	June 2024, June 2025	Head of People & Culture
	Consult and remunerate local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2024	Head of People & Culture
	Review and update our cultural learning strategy document for our staff.	August 2024	Head of People & Culture
	Provide opportunities for RAP Working Group members and other key leadership staff to participate in formal and structured cultural learning.	August 2024	Head of People & Culture
	Investigate local cultural immersion opportunities.	September 2024	Test Lead, Steadfast Technologies
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2024	Test Lead, Steadfast Technologies, National Team Leader, Mansions
	Review our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2024	Test Lead, Steadfast Technologies, National Team Leader, Mansions
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2024	Senior Internal Communications Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2024	Founder, Managing Director & CEO
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Senior Internal Communications Manager, Test Lead, Steadfast Technologies, National Team Leader, Mansions
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024	Head of People & Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024	Senior Internal Communications Manager, Test Lead, Steadfast Technologies, National Team Leader, Mansions



## Opportunities

Steadfast has a national footprint with network members that reach into communities across Australia. Our network and reach provide us with an opportunity to improve our services, products and relationship with Aboriginal and Torres Strait Islander peoples to create meaningful opportunities. Opportunities for Aboriginal and Torres Strait Islander peoples are an important element of our Corporate and Social Responsibility framework and we believe that providing these opportunities are a key practical way Steadfast can contribute to Reconciliation. Our support aims to provide opportunities for work and growth for Aboriginal and Torres Strait Islander peoples and it provides us with an opportunity to demonstrate our values of TOGETHER and deliver on our strategic pillars, particularly Community and Shareholders.

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2025	Head of People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2024	Head of People & Culture
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2024	Head of People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2024	Head of People & Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2024	Head of People & Culture
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	March 2025	Head of People & Culture
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Review the Aboriginal and Torres Strait Islander procurement strategy.	August 2024	Head of Procurement
	Renew Supply Nation membership.	April 2024	Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2024	Head of Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2024	Head of Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2025	Head of Procurement
<b>Expand employment pathways to support improved economic and social outcomes.</b>	Expand our intern program to include Aboriginal and/or Torres Strait Islander peoples.	March 2025	Head of People & Culture
	Develop an Aboriginal and Torres Strait Islander employment policy and strategy to assist in the employment of Aboriginal and/or Torres Strait Islander peoples within the Steadfast Network or Steadfast Underwriting Agencies (in addition to the intern program and teenage work experience opportunities).	March 2025	Head of People & Culture
	Provide opportunities for Aboriginal and/or Torres Strait Islander teenagers to gain work experience at Steadfast.	March 2025	Head of People & Culture
	Support entrepreneurial opportunities for businesses that are majority-owned by Aboriginal and/or Torres Strait Islander peoples by providing funding and/or practical assistance, and in supporting these businesses, assist in the creation of jobs for Aboriginal and/or Torres Strait Islander peoples (the founders of the businesses and potentially others).	April 2024	Head of Marketing & Communications, EGM, Investor Relations and ESG
	Partner with one or more organisations to support education and/or employment opportunities for Aboriginal and Torres Strait Islander people at Steadfast i.e., Career Trackers, DHUB.	July 2024	Head of People & Culture

## Governance

Steadfast recognises the need to ensure that our company is listening to Aboriginal and Torres Strait Islander voices. Steadfast is committed to hearing Aboriginal and Torres Strait Islander voices through our RAP committee.

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Committee to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee. Invite and remunerate an Elder to challenge us, guide our thinking and our understanding to develop our RAP in cultural learning.	March 2025	Founder, Managing Director & CEO
	Establish and apply a Terms of Reference for the RAP Committee.	July 2024	Principal Analyst, Steadfast Technologies
	Meet at least four times per year to drive and monitor RAP implementation.	May 2024, July 2024, September 2024, November 2024, February 2025, May 2025, July 2025, September 2025, November 2025, February 2026	Principal Analyst, Steadfast Technologies
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	May 2024	Senior Project Manager, Steadfast Business Solutions
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2024	Founder, Managing Director & CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2024	Principal Analyst, Steadfast Technologies
	Appoint and maintain an internal RAP Champion from senior management.	September 2024	Founder, Managing Director & CEO
	Share Reconciliation Australia RAP promotional material with our staff and the Steadfast Broker network.	May 2024	Senior Internal Communications Manager
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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	Head of Marketing & Communications
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2024, 2025	Senior Project Manager, Steadfast Business Solutions
	Report RAP progress to all staff and senior leaders quarterly.	April 2024, August 2024, November 2024, February 2025, August 2025	Head of Marketing & Communications, EGM, Investor Relations and ESG
	Publicly report our RAP achievements, challenges and learnings, annually.	August 2024	Head of Marketing & Communications, EGM, Investor Relations and ESG
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Head of People & Culture
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2024	Head of Marketing & Communications
<b>Enhance Board reporting of RAP activities.</b>	Provide update on RAP actions to People, Culture & Governance Board Committee.	October 2025	Head of Marketing & Communications, EGM, Investor Relations and ESG



## About the artwork

The Steadfast RAP artwork was created by the Steadfast RAP Committee in December 2019, guided by the expertise of Russell Dawson from Koomuri Aboriginal Incursions.

The core of the artwork represents Steadfast Group and our TOGETHER values which extend to our wider network and businesses. The rivers that divide into eight sections are the eight states and territories in which The Steadfast Network operate across Australia and with over 10,000 staff, the dots signify each person in the network.

The seats and tables are the representation of meeting places and the co-operation of all the people who have worked hard to get Steadfast to where it is today.

**Steadfast**   
THE STRENGTH YOU NEED

### Contact Details

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