



Reconciliation Action Plan

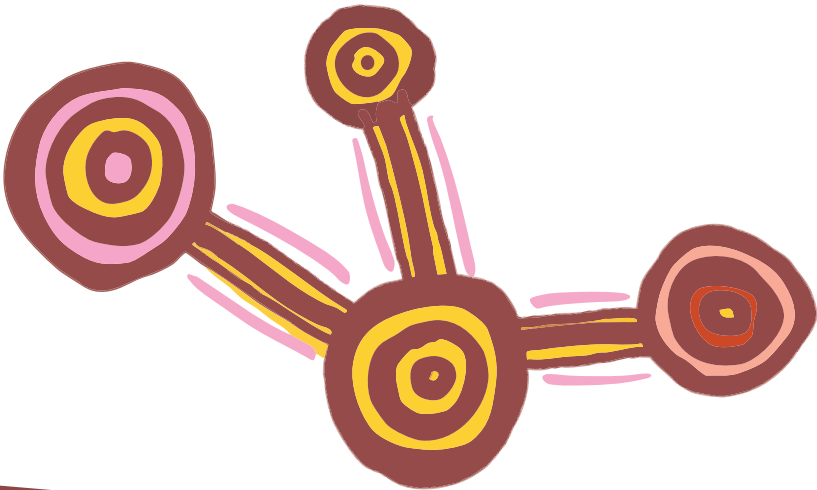
INNOVATE
March 2025 - March 2027

Portable✓



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Message from the CEO

I acknowledge the Traditional Owners of the lands on which Portable operates, and pay my respects to Elders past and present. I recognise that these lands were never ceded, and I honour the enduring strength, resilience, and wisdom of Aboriginal and Torres Strait Islander peoples.



Portable’s Innovate Reconciliation Action Plan is an important step on our reconciliation journey; one that calls on each of us to walk together with respect, curiosity, and courage. As a purpose-driven organisation, we exist to tackle complex social challenges through human-centred design and technology. This work is only meaningful if it acknowledges the truths of our shared history and places First Nations voices, knowledge, and leadership at the heart of what we do.

I am proud of the steps we’ve taken so far — from our partnerships with First Nations-owned businesses like NGNY, to our cultural awareness training with Wan-Yaari, to our majority First Nations-owned joint venture Buledya, and our commitment to creating pathways for Aboriginal and Torres Strait Islander students through CareerTrackers. But we know we have more to do.

This RAP holds us accountable. It gives us a practical, measurable framework to deepen relationships, build cultural understanding, and create tangible opportunities for First Nations communities. It challenges us to reflect honestly on how we work, who we work with, and how we can continue to grow as allies and partners in reconciliation.

To our staff, partners, and community, we thank you for your commitment, your guidance, and your readiness to learn together. I invite each of you to take this journey seriously, to listen deeply, and to help shape a fairer future for all Australians.

We’re in it together.

Andrew Apostola
CEO and Co-Founder
Portable

Statement from CEO of Reconciliation Australia

First Innovate RAP

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

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

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

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

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Portable is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

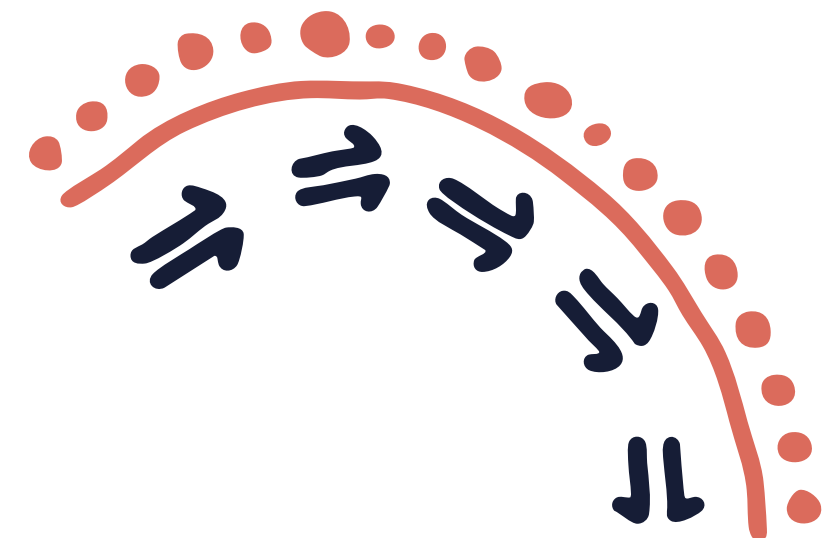
Implementing an Innovate RAP signals Portable's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations Portable on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

*Chief Executive Officer
Reconciliation Australia*



Acknowledgement of Country

We acknowledge the Traditional Custodians of the lands on which we live, learn, and work; lands that have been cared for by Aboriginal and Torres Strait Islander peoples for tens of thousands of years. We recognise their deep and ongoing spiritual connection to land, waters, skies and culture, and we honour their enduring sovereignty.

We pay our respects to Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples who continue to nurture knowledge, culture and Country in the wake of colonisation and the forced disruption of their communities.

At Portable, we live and work across many lands and waters. We acknowledge in particular the Traditional Custodians of the places where our people are based: the **Wurundjeri Woi Wurrung**, **Boonwurrung**, **Wadawurrung**, and **Wathaurong** people of the **Kulin Nation**; the **Taungurung** people of the **Kulin Nation**; the **Darug** people; the **Gadigal** people of the **Eora Nation**; the **Birpai (Birrbay)** people; the **Gubbi Gubbi (Kabi Kabi)** people; the **Jagera**, **Yuggera**, and **Ugarapul** people; the **Kurna** people; the **Peramangk** people; the **Ngunnawal** people; and the **Larrakia** people.

We also acknowledge the Custodians of all lands and waters we travel through and work upon, now and into the future.

We recognise that sovereignty was never ceded.
This always was, and always will be, Aboriginal land.

Story of our artwork by Emrhan Sultan

I designed this artwork with the theme “We’re in it together” front of mind. Each meeting place symbolises a Portable office located in a different city across the country. From each of these, smaller extensions represent the connections to regional towns and communities linked to those main offices. The wavy lines flowing between them are rivers of hope, a visual reminder that no matter where we are, we remain connected through shared purpose and values.

Connection is at the heart of this piece. It represents the importance of working together, supporting one another, and recognising the strength that comes from unity across place, people and purpose. The ‘U’ shapes throughout the artwork symbolise people, both staff and clients, showing that everyone has a place in the journey.

I’ve also included tracks of the emu and kangaroo, two native animals found on our national coat of arms. Their presence honours the land we are on and reminds us of the stories and knowledge held by Country.

In the bottom right, two meeting place circles represent Portable’s international offices. They’re linked to the rest of the network by individual wavy lines, which represent journey lines acknowledging that although physically distant, we’re still part of one collective story.

It’s been a real privilege to design this piece for Portable, and to bring together these elements in a way that reflects the organisation’s commitment to connection, inclusion, and respect for place and people.



Our vision for reconciliation

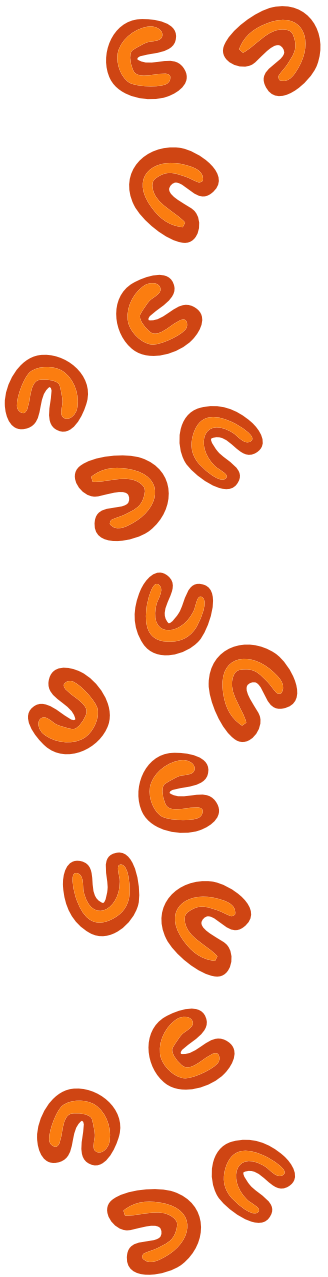
We are driven by the vision of an Australia where Aboriginal and Torres Strait Islander cultures are recognised as central to our national identity. We will achieve this by engaging in collaborative processes that elevate the voices and agency of First Nations leaders and communities, co-designing solutions that are culturally relevant, sustainable and impactful. We are dedicated to creating culturally safe spaces, where real contributions lead to real solutions.

We are unwavering in our commitment to learn from and work alongside Aboriginal and Torres Strait Islander peoples to co-create a society where all Australians not only acknowledge, but take accountability for the ongoing trauma and impacts of colonisation on First Nations peoples. We actively strive for a society that is fair, socially equal and deeply rooted in justice.

Reconciliation demands more than closing the gap, it requires dismantling the barriers to physical and mental health, wellbeing, education, employment, justice and respect for First Nations peoples. Through our ethical selection of work and our expertise in research, design and technology, we bridge the divide between those with the power to enact transformative change and those who need it most.

Our human-centred and trauma-informed approach reflects our core value: we are in it together. This philosophy is the cornerstone of our reconciliation efforts, as we partner with First Nations leaders and communities to forge meaningful and lasting change that is characterised by equality, equity, mutual respect, trust and empowerment. We pledge to be accountable and to use our core business to drive meaningful change, celebrating and integrating Aboriginal and Torres Strait Islander cultures into our work.

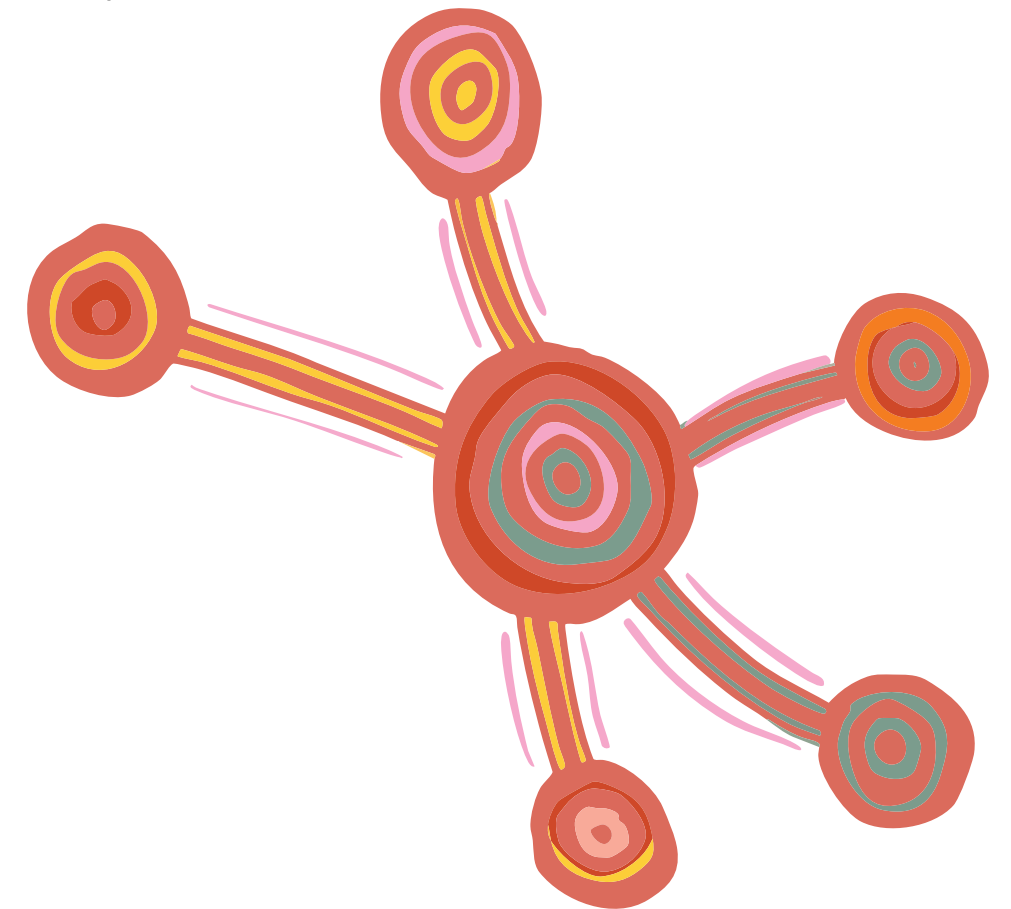
We see reconciliation not as a static goal, but an initial step in our collective journey to heal the soul of our nation. We will approach reconciliation with a relentless commitment to continuous learning and improvement. By standing alongside our Aboriginal and Torres Strait Islander colleagues and delivering this Reconciliation Action Plan – and through our broader mission – we will make a profound and enduring difference.

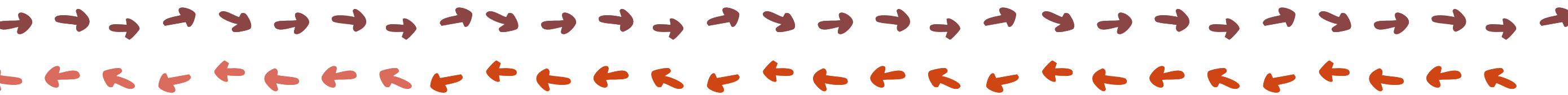


Our business

We are Australia's leading innovation partners for public good, developing empowering services for the public and the people who serve it. Whether we're coding the system that runs the largest tram network on earth, or rethinking the digital architecture of entire parliaments, we combine a heart for humanity, head for tech, and eye for design to improve quality of life at a societal scale.

Our process is shaped by twenty years of experience and thousands of partnerships spanning every pillar of public life, from early childhood education to end-of-life care. Trusted by national governments, international NGOs, and ASX 200 companies, we navigate the world's most complex subjects and stakeholder environments to design, engineer, and operate technical solutions that truly serve the public.





Our clients

We help our clients to:

Design for the people they serve

- Design research
- Co-design
- Service design
- Experience design

Deliver digital products and services:

- Websites
- Digital products and applications
- Support services

Communicate to their audience:

- Brand strategy
- Content strategy
- Identity and communication design

Transform their organisations:

- Digital strategy and transformation
- Strategic business design
- Design capability building

Our staff

Portable has 58 staff employed in Australia:

- 11 Producers
- 14 Strategists, UX Researchers and Designers
- 20 Technologists
- 6 Senior Leadership Team
- 4 Business Development and Client Partners
- 3 People, Culture and Finance

Currently, we have one employee who identifies as an Aboriginal person and one Advisory Board member who identifies as an Aboriginal and Torres Strait Islander person.

Portable works across Australia in most states and territories. We also do a small amount of work in other countries. We have employees based in Victoria, New South Wales, Queensland, Northern Territory, Australian Capital Territory, South Australia, Tasmania, Philippines and the UK.

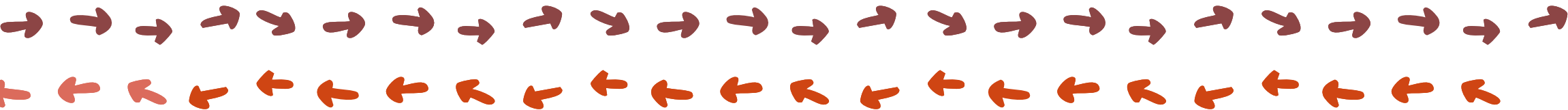
Our sphere of influence

Portable’s sphere of influence for the purpose of the Reconciliation Action Plan (RAP) encompasses several key areas:

- **Employees and Contractors:** We aim to foster a supportive and inclusive environment for all our staff and contractors by promoting cultural awareness and inclusive practices.
- **Clients and Partners:** Through our projects and collaborations, we advocate for reconciliation and inclusive practices, influencing how we work with clients and partners.
- **Suppliers and Vendors:** We actively choose to work with suppliers and vendors who support reconciliation and uphold similar values of inclusivity and respect for Aboriginal and Torres Strait Islander cultures.
- **Community and Industry Engagement:** Portable engages with the wider community and industry through events, public communications, and involvement in initiatives that promote reconciliation and best practices.
- **Policy and Advocacy:** Leveraging our expertise and reputation, Portable is committed to advocating for policy changes and broader societal shifts towards reconciliation and First Nations rights.
- **Clients’ End Users:** By designing and delivering inclusive products and services, Portable indirectly influences the end users of our clients' products, ensuring that First Nations perspectives are considered.

Our locations

Portable is headquartered in Naarm, Wurundjeri Country (Melbourne) and has offices in Warrane, Gadigal Country (Sydney); Tarndanya, Kurna Country (Adelaide) and Ngunnawal Country (Canberra).



Our values

We are in it together

- We build genuine relationships with our team and partners to work together. We help each other succeed
- When we say we will do something, we do it. If we can't, we proactively help to make a plan for how it will get done
- We take a constructive approach to problems we encounter and encourage others to do the same
- We make an active and positive contribution to Portable's culture
- We help create an open and inclusive workplace where it is safe to fail

We care about doing good work

- We work to understand and create the right kind of value for our stakeholders
- We understand and align on clear expectations of what good looks like
- We share how we do our work, so others can learn and apply it to their own work
- We step away from our work or ask for help when we need to, and support others to do the same

We embrace new things

- We take on new challenges and unfamiliar tasks with a growth mindset, seeking support that helps us learn
- We regularly expand our capabilities through formal learning and training
- We foster a culture of testing and sharing new ideas and processes that add value and drive improvement
- When we find better ways of working, we take the time to embed them into our teams and the organisation

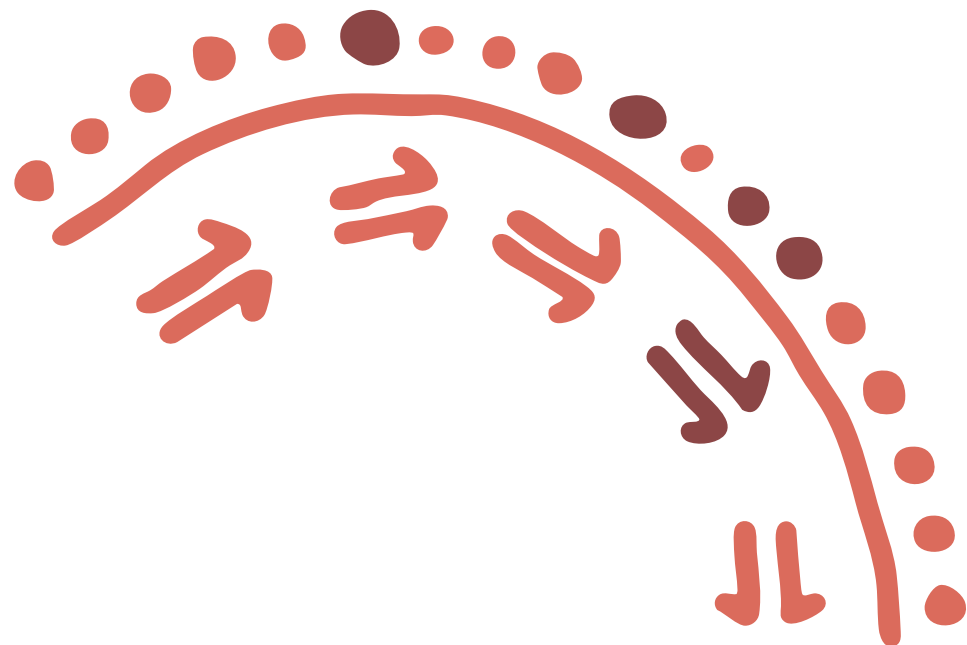
We grow through feedback

- We reflect and learn when things don't go well and celebrate and build on them when they do
- We seek in-the-moment feedback to learn from those around us
- We are respectful and open-minded when sharing and receiving feedback
- We are honest and upfront with each other, even when it is hard to do
- We support each other to recognise and leverage our strengths, and work on our growth areas



Our RAP

Portable is committed to creating a Reconciliation Action Plan (RAP) to guide our work purposefully, with integrity and in line with the goals and aspirations for reconciliation set out by Australia's First Nations peoples. Portable's current 2023-2026 Strategic Plan includes multiple goals around diversity and inclusion more broadly, one of them being the development of our first RAP, showing our intent and commitment in this space.



This RAP is an important foundation to ensure our efforts are measurable, accountable and purposeful. We recognise that reconciliation can only happen when all people work deliberately and collaboratively. A RAP provides a framework for planning, assessing and measuring our progress, and by embedding reconciliation into our organisational culture and values, we will continue to foster an environment that supports and values First Nations peoples.

Our commitment to reconciliation is not just about symbolic gestures; it involves addressing both historic and contemporary injustices faced by Aboriginal and Torres Strait Islander communities. We believe that genuine reconciliation is informed by meaningful relationships with these communities, understanding their needs deeply and using our influence to contribute to Closing the Gap. We know that reconciliation is possible, but requires us all to understand the complexities of intergenerational trauma and develop improved ways of working together to create pathways forward.

We have been providing work experience and shadowing opportunities for interns through Career Trackers, an Aboriginal and Torres Strait Islander student placements agency. To date, we have placed three paid interns through this partnership, offering them a pathway to further employment opportunities at Portable. This initiative exemplifies our commitment to creating tangible opportunities for Aboriginal and Torres Strait Islander students. We aspire to have a stronger representation of First Nations peoples

in our workforce, aligning with Portable's strategic goal of being a "measurably diverse organisation across all areas of diversity." We are eager to learn more about inclusive recruitment, selection, and retention of staff through the development of our RAP.

Aboriginal-owned consultancy Wan-Yaari runs regular training on Aboriginal and Torres Strait Islander Cultural Awareness for our staff, enhancing our cultural competency. Additionally, our team receives ongoing Mental Health First Aid training from AJ Williams-Tchen, Director and Lead Consultant at Girraway Ganyi, a 100% Aboriginal-owned and operated provider. This training ensures that our workplace is both culturally aware and supportive of our Aboriginal and Torres Strait Islander colleagues.

Our partnership with Colourspace, a Melbourne-based social enterprise, brings Aboriginal and Torres Strait Islander art into our office, showcasing local artists and fostering a culturally rich environment.

Implementing this RAP allows us to formalise and expand on the work we already do in this space, ensuring our efforts are accountable and transparent. It pushes us to tackle the more challenging aspects of reconciliation, and through continual learning, increases our cultural awareness. This heightened awareness will guide our collaborations with clients, stakeholders and communities, aligning with our strategic goal of making a more meaningful impact in the areas most needed by Australian society.

Our project partnerships further demonstrate our commitment to a First Nations-led approach. For instance, we collaborated with Ngakkan Nyaagu (NGNY) on several projects, including research engagements with the Victorian Department of Health and Indigenous Business Australia. Our work with the Victorian Civil and Administrative Tribunal (VCAT) involved researching Koori needs and identifying improvements for their website, guided by the Australian Indigenous Design Charter. Similarly, our work with Mental Health Reform Victoria (MHRV) on the CY-HOPE service development involved cultural safety advice from Wan-Yaari, ensuring meaningful engagement with Aboriginal and Torres Strait Islander participants. We look forward to having opportunities to be more deliberate in our procurement and partnership building with First Nations businesses, reflecting our strategic goal to create larger, longer-term partnerships with organisations in our impact areas.

We have further strengthened our partnership with NGNY through the establishment of a joint venture, Buledya Services, which is a majority First Nations' owned entity. Buledya is a strategic partnership, advocating for First Nations participation and representation in economic, social, and strategic domains – guided by the Aboriginal and Torres Strait Islander principles of living, being, doing, knowing, and belonging.

We have deeply reflected on our current relationships with Aboriginal and Torres Strait Islander communities and businesses, as well as our employees' and organisation's commitment and enthusiasm for reconciliation. While we are proud of our historical relationships and strategies, we are eager to strengthen these connections and pilot new strategies for further reconciliation commitments. Our goal is to empower Aboriginal and Torres Strait Islander peoples, and we are excited to commit to an Innovate Reconciliation Action Plan.

Our core aspiration for this RAP is to continually develop a deeper understanding of First Nations knowledge and practices, playing our role in bringing them further towards the center of Australian culture and consciousness - an aspiration we hold from the Uluru Statement from the Heart. It is a RAP that will help us to grow as individuals, as an organisation, and as a community.

Our Senior Leadership RAP champions

Our entire Senior Leadership team (SLT) is supportive of our RAP and will continue to play a part in reconciliation. However, Kathryn Foster, our Head of People and Culture, will champion our RAP's design and implementation on behalf of the group. Kathryn has specific performance goals connected to the creation and implementation of our RAP, as well as the overall Diversity, Equity and Inclusion strategy.

Our RAP Working Group

The current RAP working group is made up of 8 members:

- Cayden Clifford (Junior Technologist)
- Emma Arrowsmith (People and Culture Lead)
- Hannah Gibney (Senior Business Development Specialist)
- Holly Wighton (People and Culture, and Finance Support officer)
- Kathryn Foster (Head of People and Culture)
- Nick Rogers (Senior Technologist)
- Niki Goodfellow (Senior Producer)
- Willhemina Wahlin (Senior Design Strategist)

Cayden Clifford, a proud Palawa man, joined Portable in 2023 as an intern through our partnership with Career Trackers, supporting First Nations students in gaining relevant work experience. Following his internship, Cayden was employed permanently and is a member of our RAP working group.

John Saulo, co-founder of digital services agency NGNY, is a proud descendant of the Wergaia, Wemba Wemba and Gunditjmara peoples of western Victoria and the Mongomuna clan of New Ireland Province, Papua New Guinea. John is a member of Portable's Advisory Board and also serves as an external member of our RAP Working Group.

Currently, we do not have an official Aboriginal and Torres Strait Islander Advisory Group. However, we maintain strong partnerships with three Aboriginal-owned and led organisations—NGNY, Wan Yaari, and Girraway Ganyi Consultancy—whom we seek guidance from on First Nations matters.



Relationships

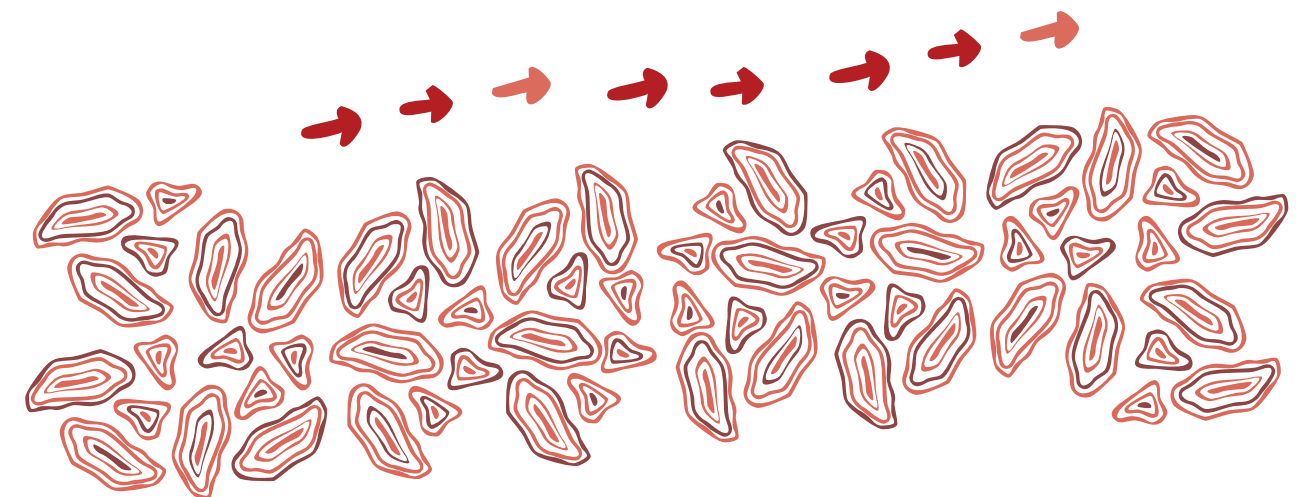


At Portable, building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is fundamental to our mission of driving positive change through design and technology. These relationships enhance our core business activities by fostering genuine connections and mutual understanding. By integrating the perspectives and experiences of Aboriginal and Torres Strait Islander peoples into our projects, we create more inclusive and impactful solutions.

Our commitment to relationship-building is evident in our governance, communication, and engagement practices, which prioritise open dialogue and collaborative partnerships. We believe that through these efforts, we can contribute to a more connected and harmonious society. This RAP provides a framework for planning, assessing, and measuring our progress in these efforts, ensuring our actions are accountable and purposeful.

We are committed to sharing relevant knowledge and information with our people to ensure they understand the true meaning of reconciliation, and to help them engage in this process in a meaningful way. We want to utilise the current relationships we have, and the ones we aim to build, to help build connections with our people and Community, and to enhance our relationships with First Nations partners.

Strategic Focus Area 2: We create larger, longer term partnerships with organisations in our impact areas.





Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	January 2026	Head of Business Development and Marketing
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	Head of Business Development and Marketing
	• Assess the feasibility of one of the members of the SLT attending the Garma festival in 2025 or 2026 to further relationships and connections with Aboriginal and Torres Strait Islander organisations and communities	August 2025	Head of Business Development and Marketing
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, 2026	People and Culture Lead
	• RAP Working Group members to participate in at least one external NRW event.	May 2025, 2026	Head of People and Culture
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025, 2026	Head of People and Culture
	• Organise at least one NRW event each year	May 2025, 2026	Head of People and Culture
	• Register all our NRW events on Reconciliation Australia's NRW website .	May 2025, 2026	People and Culture Lead
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	January 2026	Head of People and Culture
	• Communicate our commitment to reconciliation publicly	May 2025	Senior Marketing Manager
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2025	Senior Marketing Manager
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2026	CEO
	• Regularly share relevant events with our employees, which allow them the opportunity to connect with Community and others.	September 2025 (ongoing)	People and Culture Lead

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	People and Culture Lead
	• Implement, review, and communicate an anti-discrimination policy for our organisation.	December 2025	People and Culture Lead
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2025	People and Culture Lead
	• Educate senior leaders on the effects of racism.	September 2025	Head of People and Culture
	• Build and deliver training to address racism and anti-racist practice for the wider organisation	September 2026	Head of People and Culture





Respect

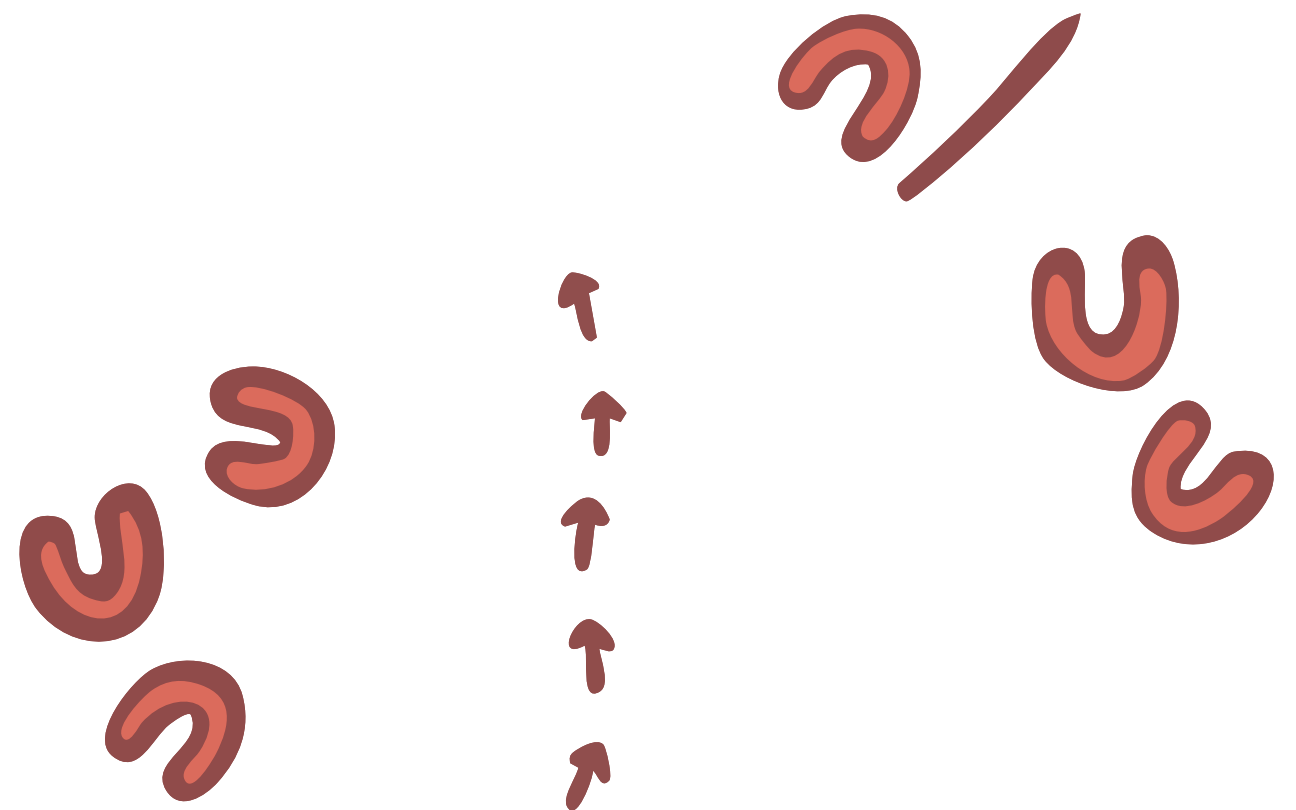


Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is fundamental to our work at Portable. We take pride in celebrating the rich cultural heritage and significant contributions of these communities. This respect is woven into our core business activities, where understanding and appreciating diverse cultural perspectives enhances our creativity and effectiveness.

We prioritise continuous learning and acknowledgment of Aboriginal and Torres Strait Islander wisdom, ensuring that our work honours their rights and heritage. By fostering an environment of mutual respect, we aim to create a workplace and society where all cultures are valued and celebrated.

Our commitment involves addressing both historic and contemporary injustices faced by these communities, recognising that genuine reconciliation is informed by meaningful relationships and a deep understanding of their needs.

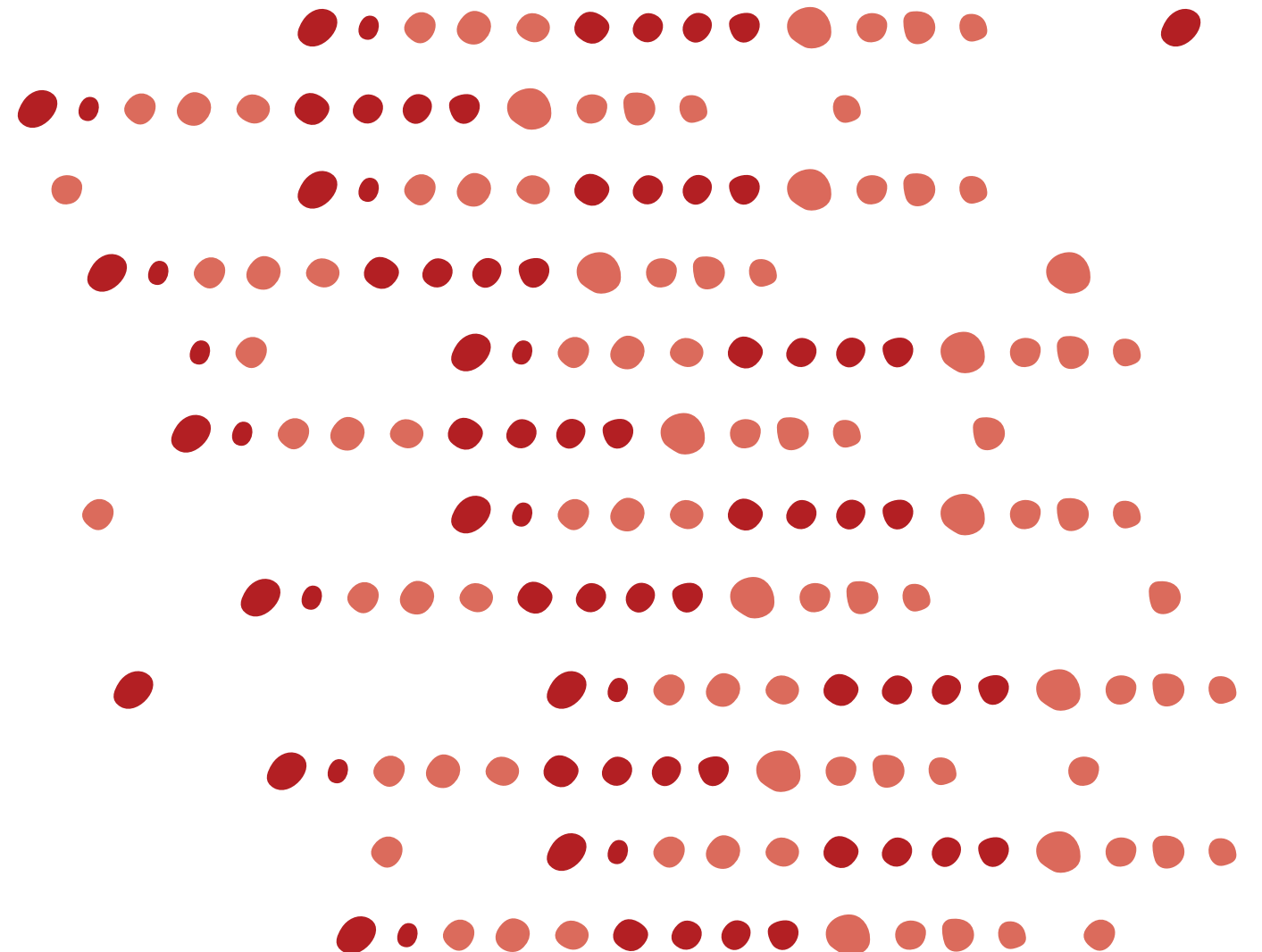
Strategic Focus Area 9: We're making more meaningful impact in the areas most needed by Australian society.





Action	Deliverable	Timeline	Responsibility
5. 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	December 2025	People and Culture Lead
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2026	People and Culture Lead
	• Develop, implement, and communicate a cultural learning strategy document for our staff..	February 2026	People and Culture Lead
	• Continue to provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2025 (ongoing)	People and Culture Lead
	• Portable Leadership team to participate in a cultural immersion tour within Melbourne (e.g. Aboriginal Heritage Walk) and share learnings with company in a Portable Hour	August 2026	Head of Business Development and Marketing
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by updating existing information pages and providing training.	September 2025	People and Culture Lead
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2025	Head of People and Culture
	• Run AOC training through First Nation's provider 'Acknowledge This' for all staff.	February 2026	Head of People and Culture
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2025	CEO
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and share further knowledge about this custom, its significance and its meaning within our organisation.	September 2025	Head of People and Culture
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	July 2026	Head of People and Culture
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week, including exploring paid time off for all employees to attend a NAIDOC event	March 2026	Head of People and Culture
	• Promote and encourage participation in external NAIDOC events to all staff.	June 2026	People and Culture Lead

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by understanding and celebrating significant events and dates	• Develop a comprehensive calendar of significant Aboriginal and Torres Strait Islander dates (e.g., NAIDOC Week, National Sorry Day)	October 2025	People and Culture Lead
	• Provide opportunities for employees to participate in events, communications, or partnerships related to Aboriginal and Torres Strait Islander days of significance.	December 2025	People and Culture Lead





Creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities is essential to Portable's mission of fostering positive social impact. We are committed to providing meaningful employment, professional development, and procurement opportunities that empower these communities economically.

By focusing on recruitment and retention strategies that support Aboriginal and Torres Strait Islander employees, we aim to evolve our workforce to ensure diversity and inclusivity. Additionally, we offer internships to Aboriginal and Torres Strait Islander peoples, providing valuable work experience and pathways to career advancement. In our procurement practices we do prioritise partnerships with underrepresented groups such as Aboriginal and Torres Strait Islander businesses, but we would like to be more deliberate about this, promoting sustainable economic growth. Enabling access to our systems and processes ensures that these communities can fully engage with and benefit from our services.

At Portable, we believe that empowering Aboriginal and Torres Strait Islander peoples through these opportunities is vital for creating a more equitable and prosperous society. Through this RAP, we formalise and expand on our existing efforts, ensuring they are accountable, transparent, and impactful, pushing us to tackle the more challenging aspects of reconciliation and fostering a deeper understanding of First Nations knowledge and practices.

Strategic Focus Area 7: We are a measurably diverse organisation, across all areas of diversity.





Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2026	People and Culture Lead
	Run an anonymous DEI survey and include a question around cultural background to understand current numbers of Aboriginal and Torres Strait Islander employees	October 2025	People and Culture Lead
	Encourage First Nations employees to self-identify in our HRIS employee profiles, ensuring they feel comfortable and supported in doing so	June 2025 (ongoing)	People and Culture Lead
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	February 2026	Head of People and Culture
	Connect with our current partners to understand the best ways of attracting First Nations employees.	February 2026	Head of People and Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2026	Head of People and Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, including ensuring all positions are advertised on Career Trackers alumni portal.	September 2026	People and Culture Lead
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2026	People and Culture Lead
	Continue to work with organisations such as Career Trackers to provide internships for Aboriginal and Torres Strait Islander peoples.	September 2025	Head of People and Culture
	Establish a relationship with Workforce Australia and/or consider alternatives like Indigitek to help us connect with organisations who are interested in developing emerging First Nations talent.	December 2025	People and Culture Lead

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2026	CEO
	Investigate Supply Nation membership.	September 2025	Head of People and Culture
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2026	CEO
	Continue to promote providers and suppliers we have used/have a relationship with (e.g. Clothing the Gaps).	February 2026	Senior Marketing Manager
	Explore hosting an end-of-year gathering at an Aboriginal and Torres Strait Islander restaurant or engaging to cater at one of our events.	February 2026	CEO
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2026	CEO
	Continue to establish and develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	February 2026	Head of Business Development and Marketing
11. Build pathways into the design and technology sector for Aboriginal and Torres Strait Islander peoples through accessible training and career development opportunities.	Explore partnership with Workforce Australia to access First Nations peoples looking for work in our field.	February 2026	Head of People and Culture
	Establish delivery of training programs to help build skills in Design and Technology (with partner support).	February 2026	Head of People and Culture
	Establish an 'internship' for Aboriginal and Torres Strait Islander people to build skills and capabilities required to work in an agency environment (with partner support)	February 2026	Head of People and Culture
12. Create opportunities for First Nations peoples to contribute to the design of services across Australia.	In Partnership with Buledya, establish an organisation that will deliver tailored services to government, not-for-profit organisations and First Nations organisations.	February 2026	Head of Business Development and Marketing
	Through this entity, actively prioritise First Nations involvement in designing services, ensuring that First Nations voices are heard and represented in the design of future government services	September 2026	Head of Business Development and Marketing



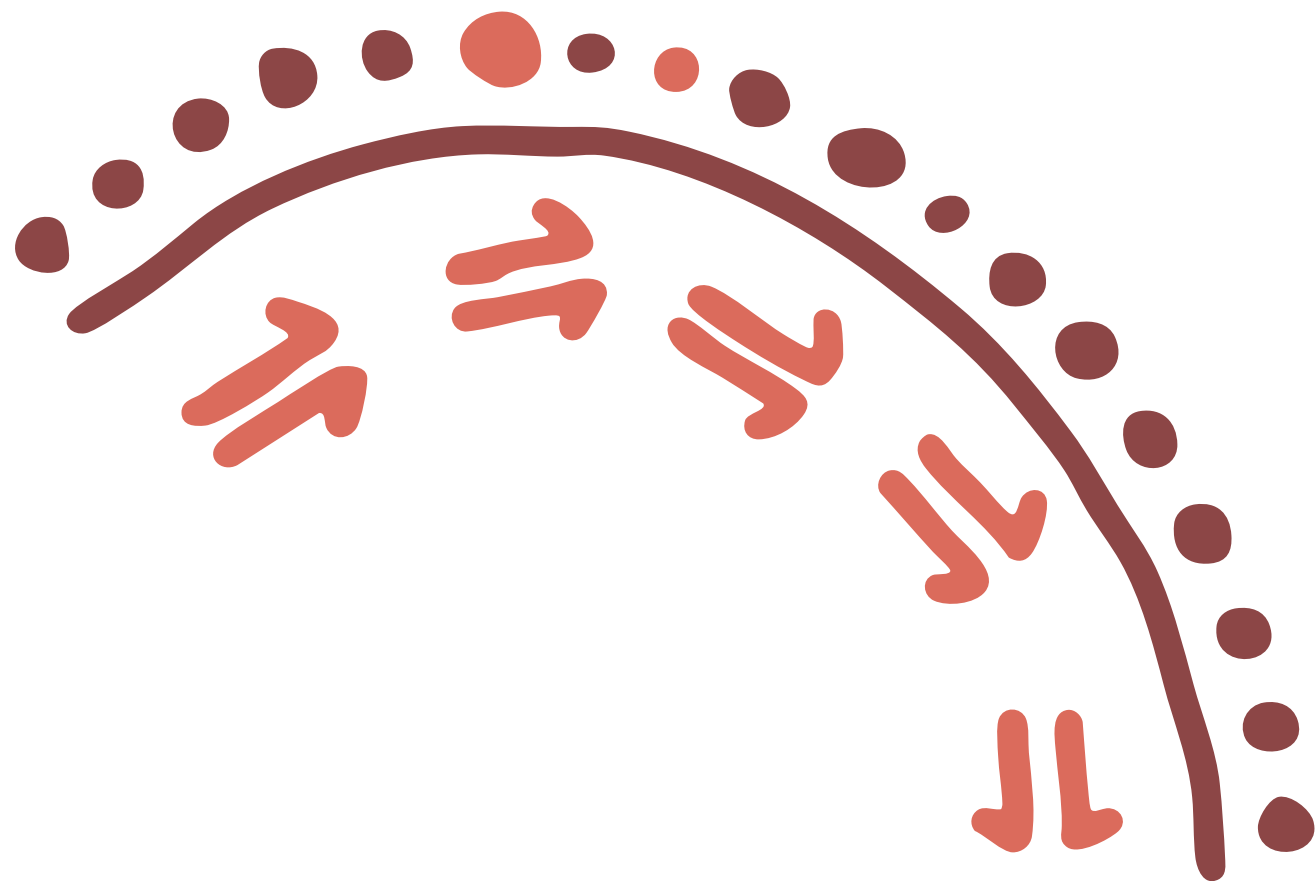
Governance



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2025 (ongoing)	Head of People and Culture
	• Establish and apply a Terms of Reference for the RWG.	May 2025	Head of People and Culture
	• Meet at least four times per year to drive and monitor RAP implementation.	March 2025, 2026, 2027 June 2025, 2026 September 2025, 2026 December 2025, 2026	Head of People and Culture
14. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	May 2025	Head of People and Culture
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2025	Head of People and Culture
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2025 (ongoing)	Head of People and Culture
	• Appoint and maintain an internal RAP Champion from senior management.	May 2025	Head of People and Culture

Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Head of People and Culture
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025	Head of People and Culture
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025	Head of People and Culture
	• Report RAP progress to all staff and senior leaders quarterly.	March 2025, 2026, 2027 June 2025, 2026 September 2025, 2026 December 2025, 2026	Head of People and Culture
	• Publicly report our RAP achievements, challenges and learnings, annually.	March 2026 (ongoing)	Senior Marketing Manager
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2026	People and Culture Lead
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2027	Head of People and Culture
16. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Kathryn Foster





Contact

Kathryn Foster

Head of People and Culture

Phone: 0402 323 440

Email: kathryn@portable.com.au

