



# REFLECT

## Reconciliation Action Plan

May 2025 – May 2027

Australia's *best kept*  
accounting secret



1935–2025

SW acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

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# CEO message

At SW, we are proud to launch our Reflect Reconciliation Action Plan (RAP). This marks an important step in our journey towards strengthening relationships with Aboriginal and Torres Strait Islander peoples and creating meaningful opportunities for understanding, respect, and participation across our organisation.

Our Reflect RAP provides the framework for us to listen, learn, and take practical action. It encourages us to examine how we work with First Nations communities, how we build cultural awareness within our teams, and how we contribute to reconciliation in a genuine and lasting way.

We recognise that reconciliation is a shared responsibility. Every step we take helps to build stronger foundations — not only for our firm, but for the communities in which we live and work. Through this RAP, we will continue to create spaces for learning, improve our cultural capability, and seek opportunities for collaboration that are respectful and impactful.

I would like to thank our RAP Working Group and everyone involved in shaping this important plan. Your commitment and passion ensure that our actions are thoughtful and considered, and that we stay accountable to our goals.

Together, we are contributing to a more inclusive future.

**Duane Rogers**  
Chief Executive Officer & Partner



# Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes SW Accountants & Advisors to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

SW Accountants & Advisors joins a network of more than 3,000 corporate, government, and not-for-profit SW Accountants & Advisors that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for SW Accountants & Advisors to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an SW Accountants & Advisors with a RAP.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an SW Accountants & Advisors to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables SW Accountants & Advisors to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations SW Accountants & Advisors, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**



# Our business

As an independent, national firm with a strong presence across Brisbane, Melbourne, Perth, and Sydney, SW offers a wide range of accounting, audit, tax and business advisory services.



With 45 Partners and 400 staff, we are committed to delivering exceptional value to our clients. We are proud to be ranked as the 22nd largest firm by revenue in the 2024 AFR Top 100 Accounting Firms and the 9th largest national practice in Australia. We currently have one self-identifying Aboriginal and Torres Strait Islander employee.

## International network

At SW, we believe in building real relationships and connectivity, both locally and globally. As a member of the [SW International network](#), we provide integrated global services to our clients.

Our international headquarters are located in Hong Kong, and our member firms offer assurance, business advisory, corporate finance, and tax consulting services. Additionally, we are a member of the [Praxity Alliance](#), which enables us to leverage our combined global footprint and connections in 120 countries across the USA, Europe, Asia Pacific, and the Middle East.

## Our purpose

Building lasting relationships for our clients and people to achieve shared success is a purpose that is built on the foundation of growth, collaboration, helping others, solving problems and supporting opportunities. It requires a commitment to continuous growth and improvement. This involves learning from past experiences and constantly seeking new opportunities to enhance our skills, knowledge, and capabilities.

## Building relationships

We are invested in our relationships, getting to know our people and clients and their needs, and working together to achieve shared success. Building lasting relationships creates opportunities for growth, learning, and development.

By prioritising these opportunities, we can help our clients and people to achieve their goals and unlock their full potential.

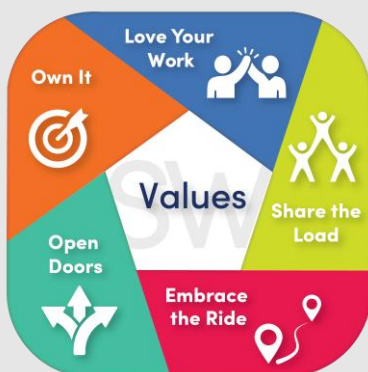
We take pride in helping each other to be successful. By being proactive and attentive to the needs of our clients and people, we identify opportunities to offer assistance, advice, or resources that can help them achieve their goals.

We enjoy working as a team unit to overcome complex and challenging issues for our clients. We are committed to building lasting relationships based on our values of ownership, resilience, passion, collaboration, and inclusivity. We believe that by working together with our clients and people, we can achieve shared success and make a positive difference in the world.

## Awards for client service and employee experience

For eight consecutive years, we have been honoured to be a Finalist in the beaton Client Choice Awards, reflecting the feedback and appreciation of our clients.

In addition, our internship and graduate programs have been recognised as award-winning for four years running, reflecting our commitment to developing and supporting the next generation of professionals in our field. These awards are a testament to our dedication to excellence, both in serving our clients and in cultivating a supportive and rewarding workplace culture.



## Values led firm

We are a values-led, performance driven firm with these values embedded into our everyday behaviour and language and are unique to our people. They also reflect the manner in which we work with each other and our clients.

Our commitment to providing exceptional service to our clients and creating a supportive and rewarding work environment for our employees has been recognised through numerous awards.





El Questro Gorge, WA  
The Ngarinyin People

## Our business

**Our values are at the heart of all we do. They define our behaviour and embody our focus.**



### Own it



We help our clients by showing spirit, giving our opinion, and being accountable for delivering what we say we will do. We work with clients that believe in themselves and that are prepared to have a go and speak their truth.

### Share the Load



We work together as a team to solve problems and provide great client support. We work with clients that see us as part of their team; building relationships and creating opportunities. We take away the stresses and complexities that you face. We can act as a second set of eyes to your key strategic priorities as a trusted partner.

### Open Doors



We make and take opportunities for our clients to grow. We have a diverse, flexible and approachable style that builds innovation. Through our international network, our teams assist clients in opening doors to new frontiers. We think outside the box to make opportunities real. We work with diverse clients and embrace difference across the globe.

### Embrace the Ride



If you're going to look at expanding, growing or diversifying, then our team understands there will be challenges. Along your journey there will also be successes and we will be there to celebrate with you. We see our relationship as a long term investment that will create opportunities for future growth and success.

### Love your Work



Our clients are at the heart of all we do. Relationships make all the difference. Our teams thrive on being able to help a client achieve their best. We love what we do, that's why we look to take the lead and deliver results.

### Value awards

Each quarter our people nominate their peers as a Value Leader for exemplifying the firm values in their interactions with each other and clients.

# Our RAP

**We are committed to partnering with First Nations peoples to promote diversity and cultural inclusivity, drive positive community impact and contribute towards economic and social equity in each of our offices in Brisbane, Melbourne, Perth and Sydney. We recognise that fostering meaningful relationships with First Nations communities is essential for a Reconciliation Action Plan (RAP).**

We are committed to creating an environment of mutual respect and understanding, where voices and perspectives of First Nations peoples are valued and integrated into our workplace.

We've begun actively engaging with Aboriginal and Torres Strait Islander stakeholders and organisations, aiming to build trust, promote cultural awareness and initiatives contributing towards their social and economic well-being. We believe we can play a role in supporting Reconciliation and a more united future for all Australians.

With support from the Board, Executive Committee and RAP Working Group – through training, awareness building, engagement opportunities and learning; through partnering with First Nations organisations and Elders to be guided on what is most important and appropriate as part of our journey.

The RAP Working Group drives the strategic direction and execution of our initiatives, and our governance frameworks are supported with clear accountability mechanisms, dedicated resources, and regular monitoring and reporting processes.

As part of our reflection, we have come to the realisation that many of our team members were not born in Australia, so being able to provide training and storytelling relevant to the histories of First Nations peoples is very important to provide context as to Why SW is undertaking the RAP and how we look to create a foundation for a reconciled future. By embedding governance principles into every aspect of our RAP we ensure transparency, responsibility and continuous improvement.

The RAP Working Group comprises of:

**Chair of RAP Working Group:** Chief Marketing Officer (Melbourne)

#### **Members:**

- Partner, Business & Private Client Advisory (Melbourne)
- Head of People (Melbourne)
- Manager, Business & Private Client Advisory (Melbourne)
- Business Development & Marketing Advisor (Sydney)
- Learning & Development Coordinator (Melbourne)

SW currently has one self-identifying Aboriginal and Torres Strait Islander employee, the Business Development & Marketing Advisor who also provides Aboriginal and Torres Strait Islander representation for the RAP Working Group.

Amanda Lee (CMO) is the Chair of the RAP Working Group and a member of the CSR Committee, a committee of the Board that supports our RAP. This committee includes the Chair and CEO of SW, a Non-Executive Director, Partner and the CMO.

### **Our journey towards Reconciliation establishing relationships**

We have actively sought to establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

We have been introduced to and are in regular contact with Brendan Kerin and the Metropolitan Local Aboriginal Land Council (NSW), the MURRA Indigenous Business Program (VIC), Walter McGuire and Go Cultural Aboriginal Tours and Experiences (WA), and Jahmarley Dawson and Wajji-Walu Dreaming (QLD).

For guidance on best practices and principles, we have also reached out to Queensland South Native Title Services Ltd (QLD).

### **Celebrating National Reconciliation Week**

We recognise the value of building relationships through celebrating National Reconciliation Week (NRW). In addition to including permanent cultural awareness articles in The CatchUp, our internal fortnightly newsletter, we prioritise highlighting NRW each May.

Members of our Melbourne office attended the GPT-hosted NRW event in 2024, where discussions centred on the implementation of RAP plans and the importance of senior leader engagement. We also promoted the GPT-hosted event in the Melbourne office through email, MagicInfo screens, and acknowledgements in The CatchUp.

## Promoting Reconciliation through initiatives

Understanding our sphere of influence in promoting reconciliation has been paramount to our journey. As part of this process, we have:

- Launched the SBS Inclusion Program – Aboriginal and Torres Strait Islander Course, now mandatory for all new team members
- Purchased a specialised digital artwork by Indigenous artist Daniel Boyd, displayed in all our receptions
- Following a discussion internally, a senior leadership team reflected that as part of our office renovations there lay an opportunity to demonstrate respect for the First Nations peoples on whose land we work, by naming our Boardrooms in honour of the Traditional Owners. As part of this process, we engaged with our landlords that had relevant connections and sought advice.
- We also spoke with a prominent First Nations person as part of a broader conversation and received positive confirmation that this naming was respectful. Originally we had intended to name the Boardroom, however were advised that it is more respectful to name the first room closest to the entrance/reception; so this is what is now in place.
- Hosted several NAIDOC Week celebrations
- Transitioned to using Supply Nation-certified Indigenous businesses for thank-you gifts for guest speakers
- Designed Teams virtual backgrounds featuring First Nations group and location names
- Displayed the Acknowledgement of Country on our website and on the back cover of all collateral
- Participated in First Nations heritage walks in Sydney and Melbourne.

## Ongoing relationships

Our ongoing relationships include the MURRA Indigenous Business Program (VIC), led by Lan Hoang, Executive Officer at the Dilin Duwa Centre for Indigenous Business Leadership, Faculty of Business and Economics. Additional key relationships include the GPT Group (VIC) in connection with the Wurundjeri Group, Brendan Kerin and the Metropolitan Local Aboriginal Land Council (NSW), Michael Manikas and DLG SHAPE (NSW), and Walter McGuire and Go Cultural Aboriginal Tours and Experiences (WA).

## Promoting positive race relations

We have taken steps to promote positive race relations through anti-discrimination strategies. This involved seeking advice from Diversity Partners on all policies to ensure best practices and principles in race relations. Additionally, we conducted a DEI diagnostic focusing on RAP inclusion initiatives and anti-discrimination policies, which also identified no required changes.

## Increasing cultural understanding

To increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning, we:

- Established a RAP Working Group, approved by the board, to drive these efforts
- Reviewed various learning programs to identify the most suitable for our diverse organisation
- Implemented a pilot engagement for feedback before rolling out compulsory training, which became mandatory for all staff and Partners within four months.

## Key milestones & leadership

The RAP Working Group was formally established on 15 October 2021, with Terms of Reference drafted on 13 December 2021. To launch the Reflect RAP commitment, Kyle Vander-Kuyp, an Olympic athlete and Indigenous advocate, presented informally at the 2022 annual Partner meeting. Amanda Lee, the CMO, serves as Chair of the RAP Working Group and is a member of the CSR Committee, a sub-committee of the Board that supports RAP initiatives.

This sub-committee, comprising the Chair, CEO, Non-Executive Director, Partner, and CMO, supports the RAP Working Group through tools like a Teams Planner Board, monthly RWG meetings, and quarterly CSR Committee reporting. Progress is closely monitored, including the completion of the SBS Aboriginal and Torres Strait Islander course by SW people and the procurement of guest speaker gifts from First Nations businesses.

Through these initiatives, we continue to strengthen our commitment to reconciliation and deepen cultural understanding across our organisation.

## The CatchUp | Internal newsletter

We've made it our mission to feature a 'cultural awareness' section in every edition of The CatchUp, our fortnightly internal firm newsletter. Since the first feature in June 2022, 65 articles have been published covering a range of topics from the marngrook to Koori Mail.

## Launch of new SW room names

In November 2022, we renamed all our meetings room in each office in recognition of an influential Australian.

In our commitment to acknowledging the Traditional Custodians on whose lands we operate, each office also has a meeting room named in their honour. By way of respect, this meeting room is the 'entry' meeting room of our premises, closest to reception.



# Strengthening relationships & advancing Reconciliation

**Our organisation is committed to embedding reconciliation into our culture and operations through meaningful partnerships, cultural awareness, and practical actions.**

By working closely with Aboriginal and Torres Strait Islander individuals, communities, and businesses, we strive to support social, economic, and professional development while creating a workplace culture that respects and celebrates First nations heritage. Below, we outline our ongoing initiatives, partnerships, and strategies aimed at contributing to a reconciled and inclusive future.

## NAIDOC Week

In 2023, our Perth office collaborated with Walter McGuire, a Wadjuk Bibbulmun man and owner/operator of Go Cultural Aboriginal Tours and Experience, to perform a smoking ceremony outside for both our people and office building tenants. This was followed by a yarn over lunch catered by an First nations business. We used Kellico Catering for Sydney for NAIDOC 2023 and Gather Foods in Perth for NAIDOC 2023. Sydney office also hosted a lunch where an Aboriginal and Torres Strait Islander employee and RAP Working Group member gave a talk on the significance of NAIDOC Week and what it means for her family.

In 2024, the McGuire family returned to perform another smoking ceremony in Perth and Brendan Kerin, a Marrawarra and Barkindji man from the Metropolitan Local Aboriginal Land Council, joined our Sydney team and office building tenants to perform a smoking ceremony and play the yidaki.

## National Reconciliation Week

Our RAP Working Group members have attended several National Reconciliation Week celebrations hosted by The GPT Group and JLL Australia, the building managers for Melbourne and Sydney's office buildings. They've also participated in the National RAP Conferences in 2021 – 2022 and Reconciliation Australia's report launches.

## Supporting Indigenous businesses

In celebration of NAIDOC Week in 2023, our Perth and Sydney offices hosted lunches with meals prepared by Gather Foods and Kallico, First Nations catering companies. Since 2021 we have purchased 28 gifts from First Nations businesses (17 from Supply Nation certified businesses) as gifts for guest speakers at our events. These gifts have been sourced from across Australia including the Angurugu Community (NT), Brendale (QLD), Milithorpe (NSW) and Kamara (NT) and are very well received by the recipients.



*Walter McGuire performing for our Perth office 2023*



*Brendan Kerin commencing the smoking ceremony*



*Matthew McGuire performing for our Perth office 2024*



*Kate Maguire - Morhi of SW attending the National RAP Conference 2022*



*Pat Dodson speaking at the 2022 National RAP Conference*



# **Strengthening relationships & advancing Reconciliation**

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## **Victoria | MURRA Indigenous Business Program**

We were recently introduced to Dilan Duwa who provides programs, research and engagement opportunities for Indigenous professionals. The centre has partnered with the University of Melbourne and Melbourne Business School to run the MURRA Indigenous Business Program. We're looking into opportunities to collaborate with Dilin Duwa and the University of Melbourne, including inviting MURRA graduates to come into our offices and tell their stories.



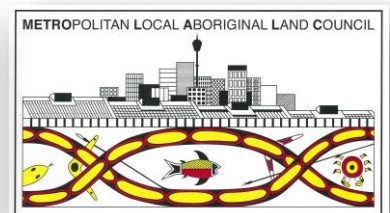
**Brendan Kerin with Greg Will, SW Partner**

## **NSW | Brendan Kerin & the Metropolitan Local Aboriginal Land Council**

We were first introduced to Brendan via the Metropolitan Local Aboriginal Land Council in 2023. We regularly reach out to Brendan for guidance throughout our reconciliation journey, including understanding the role of Native Title Representative Bodies in Queensland.

## **Western Australia | Walter and Matthew McGuire & Go Cultural Aboriginal Tours and Experiences**

Walter, Matthew and his family have joined our Perth offices to celebrate NAIDOC Week two years in a row.



## **Queensland | Jahmarley Dawson & Wajji-Walu Dreaming**

As recommended by Queensland South Native Title Services Ltd, we've reached out to Jahmarley and are looking for opportunities for him to visit our Brisbane office.

## **Acknowledgment of Country courses**

The RAP Working Group are in the propose of trailing a few courses to educate Partners and senior leaders at the firm on how to create their own Acknowledgement of Country, tailored for the land of which they will be giving the acknowledgement on and personalised to tell their story and connection to the land.



**The SW Team proudly displaying their new Teams' backgrounds**



# Strengthening relationships & advancing Reconciliation

## Building awareness & cultural connections through internal initiatives

SW is dedicated to strengthening cultural awareness and connections with Aboriginal and Torres Strait Islander communities through various internal activities and initiatives. These efforts span from immersive experiences like First Nations heritage walks and cultural awareness training to embedding recognition of Traditional Custodians in our offices and communications. By building relationships with fellow RAP organisations, celebrating significant Aboriginal and Torres Strait Islander dates, and showcasing First Nations art and stories, we aim to create a workplace culture that honours and respects Aboriginal and Torres Strait Islander heritage while driving meaningful reconciliation.

## First Nations heritage walks

In April 2024, a group of people in our Melbourne and Sydney offices attended First Nations heritage walks, hearing stories about Aboriginal and Torres Strait Islander lifestyle, tradition, history and connection to Country. In October 2024, in celebration of Indigenous Business Month the rest of Sydney office were invited to attend First Nations heritage walks. We're now looking into offering this opportunity to the remaining offices across Australia.

## Growing connections with fellow RAP organisations

In addition to establishing community partnerships, we've been honoured to receive guidance from two organisations who are at the Stretch and Innovate RAPs respectively – The GPT Group (who manage the office building our Melbourne team operate from) and SHAPE Australia / DLG Shape (a client).

## First Nations business advisory services

Our firm offers a wide range of tailored services to First Nations organisations and individuals. We are dedicated to empowering First Nations entrepreneurs and organisations by offering customised services that align with their cultural values and aspirations.

As highlighted on our website, our Partners have deep experience in working with large First Nations Corporations, Native Title Trusts, Prescribed Bodies Corporate, Commercial Enterprises and Regulatory bodies.



**RAP Working Group members: David Meagher, Maeve Cahill, Amanda Lee and Taylah Cooke / First Nation Heritage Walk**



**SW Team members / First Nation Heritage Walk**



**RAP Working Group members: David Meagher & Amanda Lee sampling some bush tucker on their First Nation Heritage Walk**







# Strengthening relationships & advancing Reconciliation

## Cultural awareness

### SBS Inclusion Program | Aboriginal and Torres Strait Islander Course

The RAP Working Group trailed a number of cultural awareness education programs to find the best fit for our firm, acknowledging that our people have varying degrees of knowledge on First Nations cultures and histories, in particular those who did not grow up in Australia.

The Aboriginal and Torres Strait Islander Course, produced by SBS as part of their inclusion programs, is designed to assist people in understanding the importance and advantages of First Nations cultural diversities.

This training was launched to the firm in December 2022, where people were encouraged to undertake this training as a firmwide process, and it is automatically included as part of the induction process for new starters going forward. To date, 100% of the firm has completed the training.

### Recognition in collateral

An Acknowledgement of Country is included in the following collateral:

- In the footer of our website
- On the back cover of our reports, capability statements, proposals and tender

We also recognise the First Nations for each state on the back cover of collateral and include First Nations location names in our Teams virtual backgrounds.

### Whose responsibility is inclusion?



### Who are Aboriginal and Torres Strait Islanders?





# Strengthening relationships & advancing Reconciliation

## Acknowledging Traditional Custodians

### Teach a Man to Fish | Daniel Boyd

Our main feature of our new artwork is the dynamic **'Teach a Man to Fish'**, our reception video work Daniel Boyd.

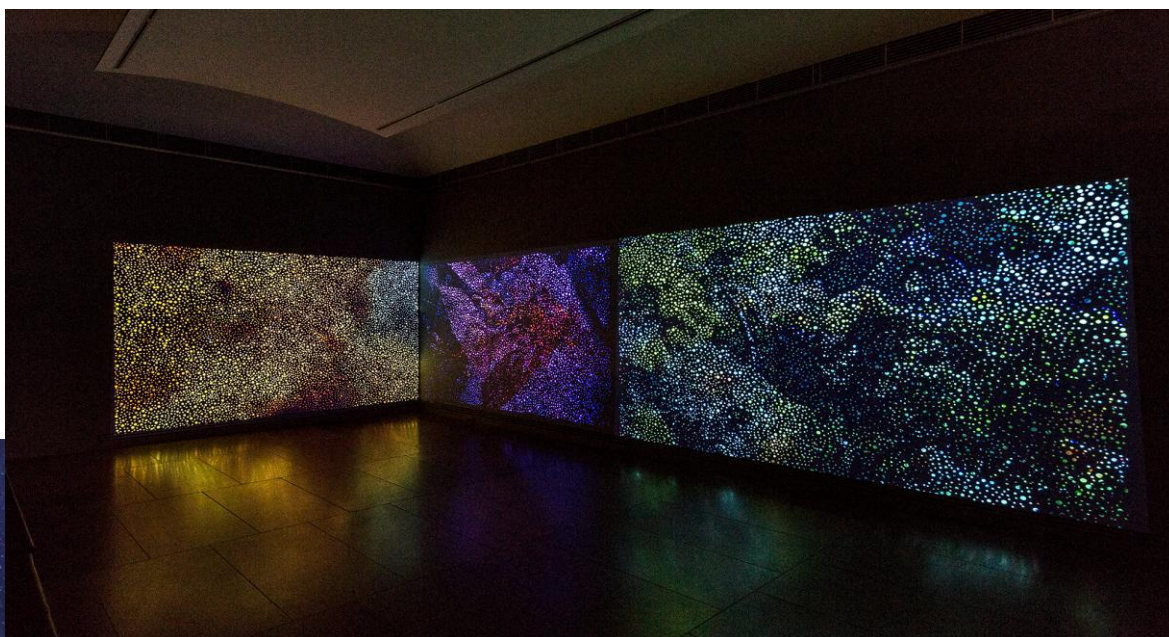
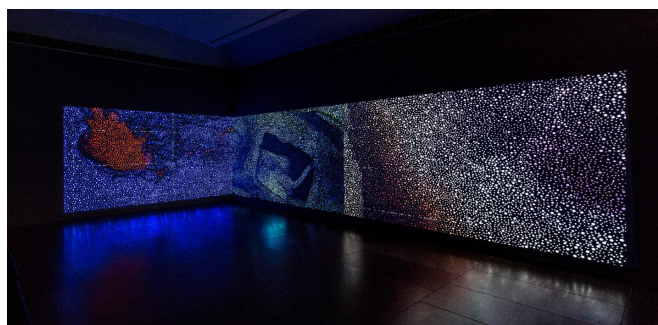
**Daniel Boyd** is one of Australia's most acclaimed young artists. Boyd's practice is internationally recognised for its manifold engagement with the colonial history of the Australia-Pacific region.

Drawing upon intermingled discourses of science, religion and aesthetics, his work reveals the complexity of perspectives through which political, cultural and personal memory is composed. Boyd has both Aboriginal and Pacific

Islander heritage and his work traces this cultural and visual ancestry in relation to the broader history of Western art.

**'Teach a Man to Fish'** is a multi-screen video installation which expands on the historical-social metaphor extension of 'dark matter', Boyd delves further into his heritage, oral histories, the cosmos, and subverts colonial narratives of Australia.

In a mesmerising examination of light waves and electro-magnetic radiation, dark matter and their relationship to the universe, the immersive video environment serves to function as a dynamic portal through which to look at the universe as not a static scape but rather as an infinitely expanding system.



Roslyn Oxley9 Gallery hereby grants SW Accountants & Advisors permission to reproduce **Daniel Boyd's Teach a Man to Fish (2018)** in a SW Accountants & Advisors Reconciliation Action Plan document and on the publicly accessible website Reconciliation Australia.

All images on this page are courtesy of the artist and Roslyn Oxley9 Gallery, Sydney.





# Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> <li>Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	May 2025	Head of People
	<ul style="list-style-type: none"> <li>Continue to research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	October 2025	Head of People Chief Marketing Officer
	<ul style="list-style-type: none"> <li>Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	27 May – 3 June annually	Chief Marketing Officer
2. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> <li>RAP Working Group members to continue to participate in an external NRW event.</li> </ul>	27 May- 3 June annually	RAP Working Group members Other P&C team members
	<ul style="list-style-type: none"> <li>Continue to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 June, annually	Chief Marketing Officer
3. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> <li>Continue to communicate our commitment to reconciliation to all staff.</li> </ul>	October 2025	CEO Chief Marketing Officer
	<ul style="list-style-type: none"> <li>Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	September 2025	Chair Head of People Chief Marketing Officer
	<ul style="list-style-type: none"> <li>Continue to identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	September 2025	Chief Marketing Officer BDM Advisor
4. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> <li>Continue to research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	August 2025	Head of People
	<ul style="list-style-type: none"> <li>Conduct a refreshed review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	January 2026	Head of People



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Review the business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	September 2025	Chief Marketing Officer
	<ul style="list-style-type: none"> <li>Conduct another review of cultural learning needs within our organisation.</li> </ul>	September 2025	Head of People Chief Marketing Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	October 2025	Chief Marketing Officer
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	July annually	Chief Marketing Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	July annually	Chief Marketing Officer BDM Advisor
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June annually	Chief Marketing Officer BDM Advisor
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July, annually	Chief Marketing Officer



# Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	September 2026	Head of People
	<ul style="list-style-type: none"> <li>Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	May 2025	Head of People
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	May 2025	Chief Marketing Officer BDM Advisor
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	May 2025	Chief Marketing Officer BDM Advisor

## Teach a Man to Fish | Daniel Boyd



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Continue to support a RWG to govern RAP implementation.	May 2025	Chief Marketing Officer
	Review Terms of Reference for the RWG.	May 2025	Chief Marketing Officer
	Ensure Aboriginal and Torres Strait Islander representation on the RWG.	May 2025	Chief Marketing Officer
	Further define resource needs for RAP implementation.	May 2025	Chief Marketing Officer
	Engage senior leaders in the delivery of RAP commitments.	May 2025	Chief Marketing Officer
11. Provide appropriate support for effective implementation of RAP commitments.	Ensure there is always an appointed senior leader to champion our RAP internally.	May 2025	Appointed by the SW Board and Executive Team: CMO / Chair of RAP Working Group
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2025	Chief Marketing Officer BDM Advisor
12. 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	Chief Marketing Officer BDM Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Chief Marketing Officer BDM Advisor
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Chief Marketing Officer BDM Advisor
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	February 2027	Chief Marketing Officer BDM Advisor

## Contact details



**Amanda Lee**

Chief Marketing Officer, Chair of RAP Working Group

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SW acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.