



**PORTABLE**  
LONG SERVICE  
LEAVE

# Reconciliation Action Plan

February 2026 to January 2028



RECONCILIATION  
ACTION PLAN

INNOVATE

# Our vision for reconciliation

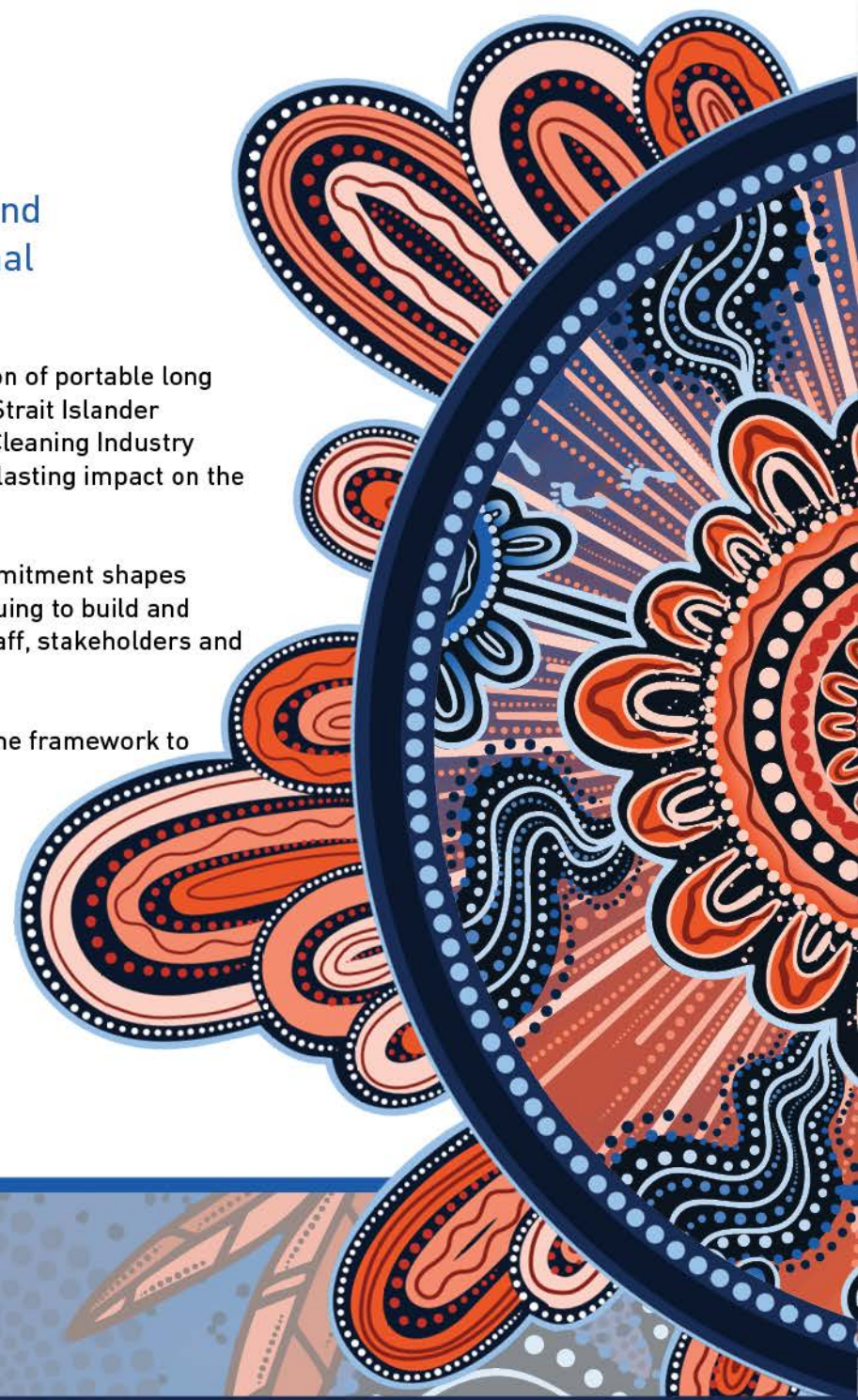
Our vision for reconciliation is an Australia that embraces, values, and celebrates the cultures, histories, knowledge, and rights of Aboriginal and Torres Strait Islander peoples.

In the context of QLeave, this means delivering equitable and efficient services in the administration of portable long service leave. We are committed to ensuring the rights and entitlements of Aboriginal and Torres Strait Islander workers are recognised and upheld across the Building and Construction Industry (BCI), Contract Cleaning Industry (CCI), and Community Services Industry (CSI). Through our efforts, we aim to create a positive and lasting impact on the industries we serve - today, tomorrow, and into the future.

We are dedicated to embedding reconciliation into the core of our organisational culture. This commitment shapes our behaviours and identity, driving meaningful and transformative change. It also includes continuing to build and strengthen respectful and collaborative relationships with Aboriginal and Torres Strait Islander staff, stakeholders and communities.

Our reconciliation journey is guided by our Reconciliation Action Plan (RAP) and provides us with the framework to continue supporting our:

- people in building cultural competency.
- internal stakeholders to develop a policy framework that is culturally considered.
- organisation to take culturally informed approaches to day-to-day work and in our decision making.
- organisation to actively listen and engage with Aboriginal and Torres Strait Islander stakeholders.



# A message from our General Manager

I acknowledge the Traditional Custodians of lands on which we operate our business across Queensland and the enduring impacts of our shared histories. I recognise the importance of respect, collaboration, truth-telling, healing, and reframing relationships. These principles guide our commitment to strengthening existing partnerships and building respectful, meaningful relationships with Aboriginal and Torres Strait Islander peoples.

On behalf of QLeave, I am proud to present our second Innovate Reconciliation Action Plan (RAP), marking the next phase in our reconciliation journey.

This RAP reaffirms our vision for reconciliation and underpins our unwavering commitment to embedding reconciliation into the heart of our organisation. It reflects our dedication to fostering meaningful change and creating a more inclusive future.

As a statutory authority, QLeave's purpose is to provide equitable and efficient portable long service leave schemes to the Building and Construction Industry,

the Contract Cleaning Industry, and the Community Services Industry. This RAP provides a framework to help us fulfil our purpose, in a way that integrates Aboriginal and Torres Strait Islander perspectives into our business and ways of working. Through this RAP, we aim to create more accessible and inclusive pathways for Aboriginal and Torres Strait Islander peoples and explore ways to integrate RAP initiatives within all areas of our organisation.

I extend my heartfelt congratulations to our Diversity, Equity and Inclusion Committee for their leadership in driving the achievements of our previous RAPs.

I also express my deep gratitude to Aboriginal and Torres Strait Islander staff for their valuable contributions to our organisation, and to our non-Indigenous staff for their continued allyship and support. Together, we are walking a shared path towards reconciliation.



Brett Bassett  
QLeave  
General Manager

# Statement from CEO of Reconciliation Australia

Reconciliation Australia commends QLeave 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. QLeave continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure

sustainable, thoughtful, and impactful RAP outcomes into the future.

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

These learnings extend to QLeave 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 QLeave 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, QLeave will ensure shared and cooperative success in the long-term.

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

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



Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



# RAP artwork and artist

## About the artwork

At the heart of the painting is QLeave, represented by the largest community symbol. It is the central gathering place where people, industries, and purpose come together. The three rings reflect the industries QLeave serves — Community Services, Contract Cleaning, and Building and Construction — showing how they are connected and support one another.

Radiating from the centre are sun rays that represent QLeave's vision to make a positive difference across the industries and communities it serves. Encircling the centre is a large ring that symbolises growth, continuity, and QLeave's commitment to reaching more people over time.

Smaller community symbols are woven throughout the artwork. Three of these represent QLeave's strategic objectives: putting people first, delivering customer service excellence, and ensuring all schemes remain sustainable. Five additional symbols reflect QLeave's core values — customers first, ideas into action, unleashing potential, being courageous, and empowering people — showing how these values guide everyday actions.

Travelling lines filled with dots move across the painting, representing the journeys of workers, employers, and communities as they connect with QLeave. The dotted circles in the background form QLeave's footprint, acknowledging registered workers, staff, and members, including those who identify as Aboriginal and Torres Strait Islander.

Leaves, mountains, and waterholes throughout the artwork symbolise the many locations where QLeave operates. Footprints trace QLeave's journey from its beginnings, into the heart of community, and forward into the future — grounded in people, culture, and connection.



# RAP artwork and artist

## About the artist



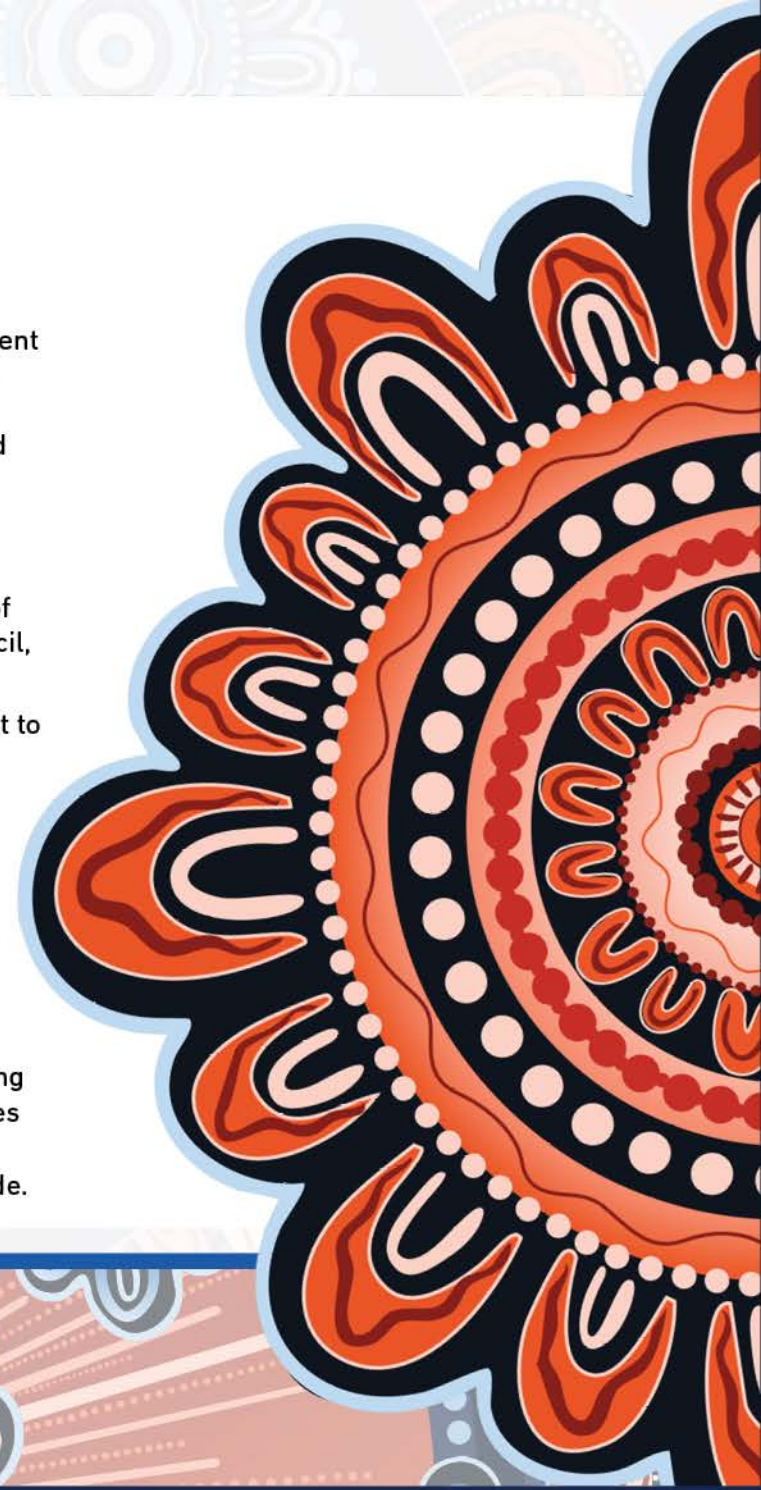
Brooke Sutton, a contemporary Aboriginal artist and proud Kalkadoon woman, ignited her passion for painting at the tender age of 8. Her talent was not only evident but also celebrated as she triumphed in numerous local art competitions and was commissioned for several artworks, all while still in school. This early recognition of her artistic prowess is a beacon of inspiration, a testament to her dedication and talent.

Brooke's artistic journey has been marked by prestigious collaborations and commissions. She has worked with esteemed organisations such as Queensland Police Service, Queensland Births, Deaths and Marriages, Australian Department of Defence, Nestle, Chubb Fire & Security, ESCOSA, MBMPL, T2, JCDECAUX, and Spencil,

among others. These partnerships and commissions have not only enhanced the aesthetic appeal of these organisations but also served as powerful mediums to communicate their values and messages, a testament to the recognition and respect her art commands.

Brooke has a painting hanging in Queensland Government House, a prestigious honour that underscores the recognition her art has received. She also designed the 2022 Indigenous round guernsey for the Carlton AFL club, a significant platform that allowed her to share her cultural heritage with a wide audience. These achievements, along with her recent collaboration with T2 where her artwork adorns tea wares and merchandise sold worldwide, and her exclusive range of gifts released in collaboration with Australian Geographic and QBD Books, are a testament to her growing influence and appeal.

Brooke Sutton is an incredibly talented young artist who paints captivating stories of her people. Each painting is a unique masterpiece showcasing her exceptional colour, composition, and texture skills. Her artwork takes you on a visual journey, with rich, intricate narratives that testify to her creativity. Brooke has already built a strong reputation and has a growing client base, including government departments and collectors worldwide.



# Our business

QLeave was established on 1 July 1992 by the Queensland Government to provide portable long service leave benefits for the state's building and construction industry.

We were established in response to decades of campaigning by industry bodies, unions, and workers, who until 1992 were often disadvantaged as the nature of their work meant they were unlikely to be employed in the continuous service needed to earn long service leave.

We have continued to grow and now administer similar schemes for Queensland's contract cleaning and community services industries.

Each scheme is administered in accordance with its governing legislation, and QLeave is governed by three individual boards who each report to The Honourable Jarrod Bleijie MP, Deputy Premier, Minister for State Development, Infrastructure and Planning, and Minister for Industrial Relations.

## Our footprint:

- 747,679 registered workers
- 34,649 registered employers
- Head Office in Meanjin (Brisbane)
- Regional presence in Gimuy (Cairns), Yuwi (Mackay), Thul Garrie Waja and Gurrumbil barra (Townsville)
- 192 QLeave staff
- 2.08% of staff and a Board Member that self-identity as Aboriginal and Torres Strait Islander persons.

As the responsible owners of QLeave’s Reconciliation Action Plan, the Diversity, Equity and Inclusion Committee (DEIC) plays a vital role in driving reconciliation within their sphere of influence and ensuring effective governance and implementation of the RAP. The DEIC ensures their efforts are tangible, sustainable and long enduring. They share and celebrate success, advocate for systemic change and are our leaders in embedding reconciliation into our ways of working.

Our DEIC members are from across all levels of the organisation. DEIC members recognise we are all on a journey of learning and have a shared focus to transform good intent into action.

## Our Diversity, Equity and Inclusion Committee is composed of:

Role	Description	Responsible Officer
Diversity, Equity and Inclusion Chair	QLeave’s DEI Champion and Chair of the DEI working group.	Robert O’Brien (Executive Leadership Representative)
RAP Champion and Executive Sponsor	Raises the profile of reconciliation as an organisational priority internally and externally.	Brett Bassett (General Manager)
Innovate RAP Lead	Resolves roadblocks to RAP implementation. Seeks organisation endorsement.	Leanne Perrins (Director People, Culture and Capability)
First Nations Employee Representative	Provides advice on the impacts of RAP actions on Aboriginal and Torres Strait Islander peoples.	Andrew Stephenson from Gubbi Gubbi Country (Stakeholder Engagement)
RAP Advisor	Co-ordinates the implementation of the RAP. Ensures work is occurring within key business areas to meet commitments under the RAP.	Helen Rameka
Contributors	Serve as allies for reconciliation within their respective groups by fostering awareness and engagement, while actively representing and communicating their group’s perspectives, ideas, and feedback to the DEIC.	Employee representatives from across the business.

# Our reconciliation journey

In 2021 QLeave embarked on a 3-year reconciliation journey, commencing with our inaugural Reflect RAP. During this period, we engaged with staff and leaders in understanding the importance of reconciliation. We also commenced developing relationships with Aboriginal and Torres Strait Islander stakeholders, and scoping opportunities where QLeave could maximise our impact within our sphere of influence.

Building on the foundation of our Reflect RAP journey, we continued to grow and evolve through our second RAP, Innovate, which commenced in 2023.

- Enhance our stakeholder engagement.
- Allocate dedicated time for staff to participate in cultural learning activities, events, and training.
- Raise awareness about the impacts of racism.
- Strengthen our understanding of cultural safety in the workplace.
- Prioritise diversity, equity, inclusion and supplier diversity.



Our purpose was to drive reconciliation with clear intent and commitment to inspire and lead real change. As we continue our journey, we reflect on our achievements, our learnings, and opportunities, continuing our priority to embed reconciliation into every aspect of our work, building on our strong foundations, and amplifying the voices of Aboriginal and Torres Strait Islander peoples.

QLeave is proud of everything we have accomplished and achieved to date; but we also recognise the future holds an abundance of opportunities to grow, develop and strengthen our reconciliation journey.

Our focus for this RAP – our second Innovate RAP, is to continue to strengthen cultural competency within our organisation, strengthen stakeholder relationships, and to ensure our customer journey is considerate of the challenges and barriers faced by Aboriginal and Torres Strait Islander stakeholders. We will continue to listen and to learn from cultural knowledge holders as we strive to embed the voice of Aboriginal and Torres Strait Islander staff and stakeholders into the design and development of our programs and services.



# Highlights throughout our reconciliation journey:

- Demonstrating our respect for cultural protocols by embedding cultural importance such as Acknowledgement of Country into our significant events, displaying Acknowledgement of Country plaques, providing staff with Acknowledgement of Country prompt cards, and including an Acknowledgement of Country in our Interactive Voice Response system and email signature blocks.
- Increasing our cultural awareness learning opportunities through partnerships with Blak Diamond Dreaming and introducing dedicated dates for cultural awareness training and immersive experience activities during National Reconciliation Week.
- A greater QLeave presence in Far North Queensland, Cairns, Mackay, and Townsville, with three additional stakeholder positions in the Engagement Team, increasing our capacity to engage with stakeholders.
- Creation of a dedicated RAP Advisor position to better support our reconciliation journey and co-ordinate a meaningful delivery of the Innovate RAP.
- Increased spending with Aboriginal and Torres Strait Islander owned businesses through cultural learning, immersive experiences, office stationery, sponsorships, event participation, and Information Technology Innovation services.
- Community engagement with organisation participation in seven NAIDOC community events, and participation/support in the annual Deadly Choices Together in Touch tournament and gala.
- Implementing a dedicated project management tool, Weavr, to strategically manage our RAP reporting, monitoring, and tracking.
- Culturally considered approach to our new staff onboarding practices. Within the first two weeks of employment, staff are required to complete an online mandatory inclusion training course and personally meet with our RAP Advisor to learn about QLeave's reconciliation journey and RAP.
- Participating in independent learning 'Growth Hour', with access to cultural learning resources through QLeave's dedicated learning and development hub.
- Developing and implementing recruitment, cultural learning, and engagement strategies to effectively take our people on the RAP journey.
- Multiple staff immersive experiences such as Welcome to Country, offered by Traditional Owners from Tribal Experiences, and an on-Country tour with Nyanda Tours.

# Our strategic objectives embedded into reconciliation

Our commitment to continuous improvement is reflected in QLeave's strategic vision to positively impact our industries now and into the future. Through our second Innovate RAP, we aim to integrate reconciliation into our strategic priorities, aligning it with our broader organisational goals to enhance our capacity to deliver fair and efficient portable long service leave schemes.

## Our strategic objectives are to:

### Put Our People First

Through this RAP, we aim for all staff to be equipped with the knowledge and understanding of the unique experiences and challenges faced by Aboriginal and Torres Strait Islander peoples. We will do this through a variety of initiatives such as professional development, training, and workshops relating to cultural awareness and competency, cultural immersion experiences, and cultural safety.

We will ensure Aboriginal and Torres Strait Islander employees have access to culturally appropriate employee assistance programs and resources. To amplify the voices of Aboriginal and Torres Strait Islander peoples, QLeave recognises the importance of not only listening to their experiences and feedback, but to act and respond in a culturally appropriate way. As such, we will create opportunities for meaningful consultation and collaboration, ensuring the perspectives and knowledge of Aboriginal and Torres Strait Islander peoples informs our policies and programs.

Through this RAP, we are committed to continuing to review and evaluate our initiatives and activities to create and embed a culturally safe workplace for all employees.

### Deliver Customer Service Excellence

We acknowledge that feedback provided by Aboriginal and Torres Strait Islander service users is critical for business improvement. We will develop culturally safe processes (embed reconciliation) into our service delivery practices focusing on building trust, fostering inclusion, and ensuring that our services meet the highest standards of cultural safety and responsiveness.

We are committed to strengthening relationships with Aboriginal and Torres Strait Islander stakeholders through respectful and meaningful engagement. Through reflecting on our past learnings, we aim to ensure that our services are accessible to Aboriginal and Torres Strait Islander peoples throughout Queensland.

## Ensure the Schemes Remain Sustainable

We aim to promote economic equity, cultural responsiveness, and sustainable employment practices. We will continue to build awareness, identify and address barriers faced by Aboriginal and Torres Strait Islander industry stakeholders. We will develop mutually beneficial partnerships with organisations to promote the benefits of portable long service leave and ensuring the opportunity for equitable participation in the scheme.

### Reflections:

We have learnt that reconciliation is a shared responsibility, requiring contributions from all staff. We recognise that supporting our people to understand their role in this process is key to successfully implementing our RAP and continuing to grow in our reconciliation journey.

By embracing reconciliation, we have the opportunity to live out the values that guide us - putting our people first, driving innovation, unlocking potential, showing courage, and empowering others to make a difference.

We have taken the opportunity to pause and reflect on our reconciliation journey to date, celebrating key achievements whilst also identifying opportunities for improvement. Through this reflection, we have recognised that our biggest challenges include:

- embedding our RAP and associated actions into our everyday business, ensuring it is more than a compliance activity.
- ensuring key responsible officers have sufficient time and appropriate resources to deliver RAP commitments.
- creating a culturally safe and welcoming environment to enable meaningful and regular engagement with Aboriginal and Torres Strait Islander peoples, staff, and communities.
- balancing cultural load of Aboriginal and Torres Strait Islander staff with meaningful consultation and engagement.

In reviewing these challenges, we recognise they also present as great opportunities for continuous improvement. Based on this, we have identified several ways to adapt our approaches and practices, including:

- enhancing the consistency and regularity of internal RAP progress reporting.
- integrate the RAP program as a control in QLeave's material risk register.
- distributing RAP deliverable responsibilities across the business to drive shared ownership.
- strengthening the co-ordination and support provided to key responsible officers.
- increasing the visibility of the RAP across QLeave.
- expanding the visibility of the RAP on external platforms to promote awareness and engagement.
- establishing culturally safe and inclusive feedback mechanisms to support meaningful engagement with Aboriginal and Torres Strait Islander stakeholders.



In recognition that everyone at QLeave plays a role in reconciliation, we have identified three key groups of RAP influencers across our whole organisation - Individual Contributors, Business Leaders and Our Organisation.

## The key impacts of each group are outlined below:

Individual Contributors	Business Leaders	Our Organisation
Cultural learning	Demonstrates strong leadership and accountability	Contributes to a more just and equitable society
A sense of purpose and opportunities to be inspired	Champions of cultural change and reconciliation	Leaders of change
Contribute to positive change	Strengthens relationships through embracing diverse cultural perspectives	Sets the strategic direction for reconciliation efforts
Personal growth	Supports cultural competence	Drives a culturally safe workplace
Professional development	Opportunities to create a legacy	Supports and fosters partnerships with key stakeholders



# Relationships

We are committed to fostering strong connections and relationships through meaningful and sustainable engagement with Aboriginal and Torres Strait Islander staff, stakeholders and communities. These relationships will help us to create and implement better, more culturally informed policies, processes, practices and systems. In doing so, we aim to deliver an equitable and accessible portable long service leave schemes for Aboriginal and Torres Strait Islander peoples.

Through our relationships and sphere of influence, we will continue to promote reconciliation by celebrating significant dates such as NAIDOC Week and National Reconciliation Week, and actively support community events, initiatives, and activities that honour and promote Aboriginal and Torres Strait Islander cultures.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders, organisations, and Cultural Advisors to develop guiding principles for future engagement.	October 2026, 2027	Lead: RAP Advisor Support: Stakeholder Engagement and Register Assurance
	Review, update and implement our engagement plan, focusing on educating Portable Long Service Leave (PLSL) to our industries (BCI, CCI and CSI) that may engage Aboriginal and Torres Strait Islander workers.	March 2027	Lead: RAP Advisor Support: Stakeholder Engagement, Communications and Register Assurance
	Establish and maintain three formal two-way partnerships with Aboriginal and Torres Strait Islander organisations.	October 2027	Lead: Stakeholder Engagement, Communications and Register Assurance Support: RAP Advisor
	Increase industry partnerships with Aboriginal and Torres Strait Islander Stakeholders through direct engagement and participation in sector forums.	April and November 2026, 2027	Lead: Stakeholder Engagement and Register Assurance Support: RAP Advisor

# Relationships (continued)

Action	Deliverable	Timeline	Responsibility
	Develop a map to visualise and better understand the Aboriginal and Torres Strait Islander communities that QLeave engages with.	March 2026	Lead: Data Analyst Support: RAP Advisor
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	Lead: Communications Support: RAP Advisor
	Diversity, Equity and Inclusion Committee to participate in at least one external NRW event annually.	27 May- 3 June 2026, 2027	Lead: DEIC Chair Support: RAP Advisor
	Create a tool for staff to log their attendance at Aboriginal and Torres Strait Islander community-based events.	June 2026	Lead: RAP Advisor Support: Communications
	Organise four internal NRW events, including activities at regional office locations.	27 May- 3 June 2026, 2027	Lead: RAP Advisor Support: PCC
	Register QLeave NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	Lead: RAP Advisor Support: PCC
Promote reconciliation through our sphere of influence.	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2026, 2027	Lead: RAP Advisor Support: Communications
	Review and update employee engagement strategy to identify opportunities to enhance our commitment to reconciliation across our workforce.	June 2026, 2027	Lead: RAP Advisor Support: PCC

# Relationships (continued)

Action	Deliverable	Timeline	Responsibility
	Include a standard agenda item at the Diversity, Equity, and Inclusion Committee meetings to discuss innovative approaches to advance reconciliation.	March 2026	Lead: DEIC Chair Support: RAP Advisor
	Investigate vendor/sponsorship opportunities for Aboriginal and Torres Strait Islander events, conferences, and training programs focusing on remote and regional areas within Queensland.	July 2026, 2027	Lead: Communications Support: RAP Advisor
	Design and launch an organisation flyer to distribute to our external stakeholders promoting our commitment to reconciliation.	July 2026	Lead: Communications Support: RAP Advisor
	Continuously explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2026, 2027	Lead: RAP Advisor Support: Communications
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.	October 2026, 2027	Lead: PCC Support: RAP Advisor
	Evaluate the effectiveness of the current anti-discrimination policy and implement enhancements to ensure it achieves its intended outcomes.	November 2027	Lead: PCC Support: RAP Advisor

# Relationships (continued)

Action	Deliverable	Timeline	Responsibility
	Educate middle and senior managers of the effects of racism.	November 2026, 2027	Lead: RAP Advisor Support: Policy and Resolution team, GRP
	Provide bystander resources and training to support staff to confidently and safely intervene when witnessing racism or discrimination.	November 2026, 2027	Lead: RAP Advisor Support: Policy and Resolution team, GRP



# Respect

Our reconciliation framework is centered around fostering understanding, appreciation, and recognising cultural differences. We respect Aboriginal and Torres Strait Islander cultures, histories, and protocols. Our RAP emphasises the importance of respecting cultural practices and traditions, including adhering to protocols such as Welcome to Country and Acknowledgement of Country, which honour the Traditional Owners of the land.

As we continue our work through our next RAP iteration, we will continue to celebrate significant dates, such as NAIDOC Week, and National Reconciliation Week recognising opportunities to publicly demonstrate respect. These events provide opportunities to reflect on the resilience and contributions of Aboriginal and Torres Strait Islander peoples while promoting awareness and unity.

We are committed to listening, supporting self-determination, and promoting equality and reconciliation to achieve our shared vision for the future. We recognise that our reputation and brand are strengthened by embracing diversity and operating with genuine respect for all cultures.

We recognise creating a culturally safe workplace is a critical component for reconciliation. We aim to ensure that both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff feel respected and valued and be in a workplace free from discrimination. We will continue to provide cultural awareness training, and immersive experiences to foster a workplace culture of understanding and inclusiveness for all staff.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September 2026, 2027	Lead: RAP Advisor Support: L&D Coordinator
	Review and enhance our cultural learning strategy by incorporating success measures for all staff and leaders that are required to complete mandatory cultural awareness.	September 2026, 2027	Lead: RAP Advisor Support: L&D Coordinator
	Effectively communicate our cultural learning strategy to staff and ensure they have access to view it.	April 2027	Lead: RAP Advisor Support: Communications
	All new staff undertake cultural inclusion training within three months of commencement.	March, June, September, December 2026, 2027	Lead: L&D Coordinator Support: RAP Advisor

# Respect (continued)

Action	Deliverable	Timeline	Responsibility
	Provide opportunities for DEIC, and other key leadership staff to participate in formal and structured cultural learning.	November 2026, 2027	Lead: RAP Advisor Support: L&D Coordinator
	Investigate integrating cultural competency into QLeave's workforce skills analysis framework.	February 2027	Lead: L&D Coordinator Support: RAP Advisor
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2026, 2027	Lead: RAP Advisor Support: L&D Coordinator
	Review and update QLeave's cultural protocol document and increase visibility of the document to stakeholders.	June 2026, 2027	Lead: RAP Advisor Support: DEIC
	Invite a local Traditional Owner or Custodian to share a Welcome to Country or a YARN about the importance of cultural protocol.	June 2026, 2027	Lead: RAP Advisor Support: DEIC
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of significant meetings.	February, April, July, October 2026, 2027	Lead: PCC Support: DEIC
	Investigate creating a story telling reel/video where QLeave stakeholders can share stories and their experiences that highlight the cultural and historical context behind these protocols.	November 2026	Lead: Communications Support: RAP Advisor

# Respect (continued)

Action	Deliverable	Timeline	Responsibility
	Develop and implement culturally appropriate records management practices to ensure the respectful handling of information about Aboriginal and Torres Strait Islander peoples.	June 2027	Lead: Records Management team, GRP Support: RAP Advisor
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Ensure flexible work arrangements are in place to accommodate staff of diverse cultural backgrounds to participate in culturally significant events and celebrations (e.g., access to cultural leave).	April 2026, 2027	Lead: PCC Support: RAP Advisor
	Promote and encourage participation in external NAIDOC events for all staff.	July 2026, 2027	Lead: DEIC Support: RAP Advisor
	Register to be a stall holder at community NAIDOC events throughout Queensland.	June 2026, 2027	Lead: RAP Advisor Support: Stakeholder Engagement and Register Assurance
	Diversity, Equity and Inclusion Committee to participate in an external NAIDOC Week event.	July 2026, 2027	Lead: DEIC Support: RAP Advisor
Create a culturally safe and supportive workplace.	Engage a cultural advisor or consultant to conduct a workplace cultural safety audit.	August 2026	Lead: RAP Advisor Support: PCC Director
	Partner with EAP provider to ensure Aboriginal and Torres Strait Islander specific services and programs are available, and the right fit for our people.	June 2026, 2027	Lead: PCC Support: RAP Advisor

# Respect (continued)

Action	Deliverable	Timeline	Responsibility
	Implement and track a target of 100% completion for any mandatory cultural competency training.	June & December 2026, 2027	Lead: L&D Coordinator Support: RAP Advisor
	Educate leaders on barriers Aboriginal and Torres Strait Islander employees may face, highlighting cultural responsibilities.	August 2026, 2027	Lead: RAP Advisor Support: L&D Coordinator
	Conduct an analysis of the annual 'Working for Queensland' survey, focusing on the diversity experience data, and develop actions as required.	December 2026, 2027	Lead: PCC Support: RAP Advisor





# Opportunities

The cornerstone of our commitment to reconciliation is fostering meaningful and sustainable change for First Nations peoples. Taking a renewed approach, we will focus on:

- creating pathways that enhance economic and professional opportunities.
- empowering our workforce to thrive.
- driving economic empowerment.
- increasing engagement with First Nations-owned businesses and suppliers.
- enhance opportunities for Aboriginal and Torres Strait Islander peoples to access portable long service leave.

Through these actions, we aim to foster a workplace culture that values and celebrates the contributions of First Nations peoples, while embedding our vision to create a lasting positive impact on our industries now and into the future.

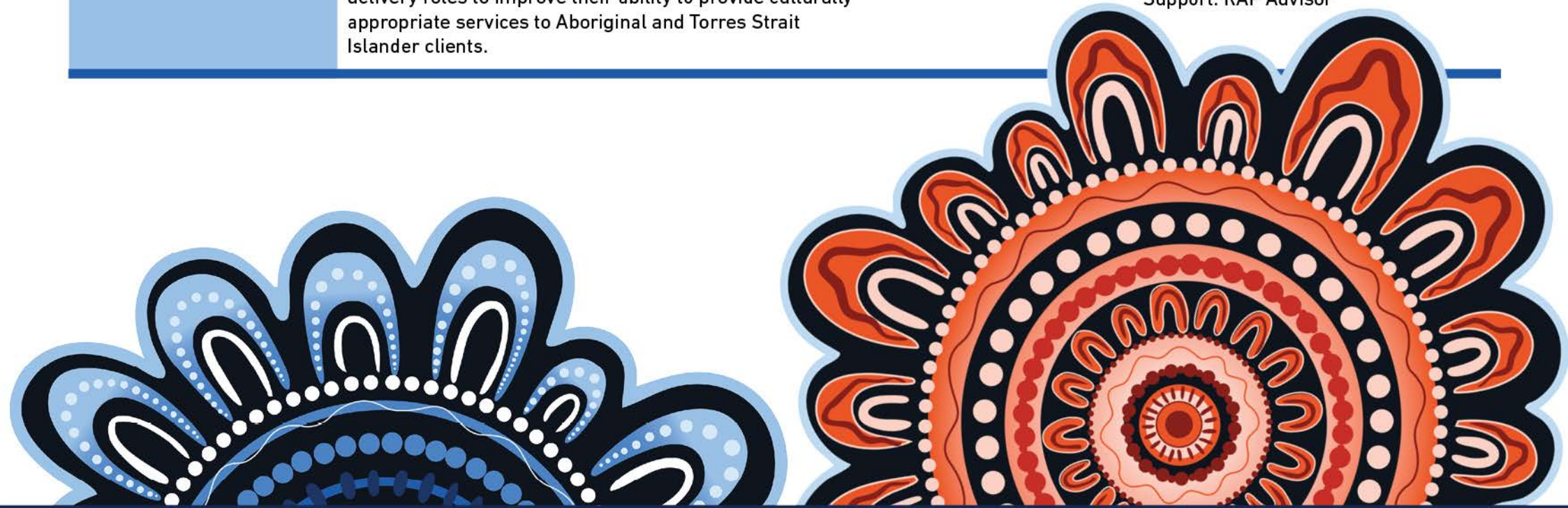
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Use staffing data and metrics to inform employment and professional development opportunities for Aboriginal and Torres Strait Islander staff.	March 2027	Lead: PCC Support: RAP Advisor
	Continue to engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on the effectiveness of our recruitment, retention, and professional development strategy.	September 2026, 2027	Lead: PCC Support: RAP Advisor
	Review and update our Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	October 2026, 2027	Lead: PCC Support: RAP Advisor
	Investigate advertising job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2026	Lead: PCC Support: RAP Advisor
	Review and update PCC workforce policies and procedures to identify and remove any barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2027	Lead: PCC Support: RAP Advisor

# Opportunities (continued)

Action	Deliverable	Timeline	Responsibility
	Investigate developing a targeted DEI recruitment framework to strengthen QLeave's ability to source suitable Aboriginal and Torres Strait Islander candidates when filling key positions within the organisation.	May 2027	Lead: PCC Support: RAP Advisor
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review the QLeave Procurement Strategy, incorporating Aboriginal and Torres Strait Islander focused procurement actions.	September 2027	Lead: Procurement Support: RAP Advisor
	Develop and communicate a list of Aboriginal and Torres Strait Islander suppliers and services with staff.	November 2026, 2027	Lead: RAP Advisor Support: DEIC
	Review and update procurement practices to identify and remove any barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2026, 2027	Lead: Procurement Support: RAP Advisor
	Investigate cultural awareness training for staff undertaking procurement activities to increase staff understanding of the barriers and challenges faced by Aboriginal and Torres Strait Islander businesses.	November 2026, 2027	Lead: RAP Advisor Support: Procurement
Improve access to portable long service leave for BCI, CCI and CSI Aboriginal and Torres Strait Islander Stakeholders located in Queensland.	Engage with BCI, CCI and CSI Stakeholders to gain critical feedback about their customer experience to better understand and embed the perspectives of Aboriginal and Torres Strait Islander voices into our ways of working.	October 2026, 2027	Lead: RAP Advisor Support: Communications

# Opportunities (continued)

Action	Deliverable	Timeline	Responsibility
	Investigate opportunities to collaborate with reputable Aboriginal and Torres Strait Islander organisations to raise awareness about PLSL. Prior to engaging with remote and regional Queensland communities consider the use of culturally appropriate protocols.	December 2026, 2027	Lead: RAP Advisor Support: Stakeholder Engagement, Communications and Register Assurance
	Provide cultural competency resources to all service delivery roles to improve their ability to provide culturally appropriate services to Aboriginal and Torres Strait Islander clients.	September 2026	Lead: L&D Coordinator Support: RAP Advisor





# Governance

Our experience through our Reflect RAP and first Innovate RAP has guided us in preparing for the next stage of our journey. A key challenge has been ensuring RAP reporting is embedded into business practices, which drives commitment and accountability.

In 2024, we engaged Aboriginal owned business Weavr, whose innovative project management software tracks, manages, and monitors RAPs. This tool will empower key leaders to report effectively, helping us capture milestones and further integrate reconciliation into our operations.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective Diversity, Inclusion and Equity Committee (DEIC) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the DEIC.	February, April, July and October 2026, 2027	Lead: DEIC Chair Support: PCC
	Review and update the Terms of Reference for the DEIC.	March 2027	Lead: DEIC Support: RAP Advisor
	Meet at least four times per year to drive and monitor RAP implementation.	February, April, July, October 2026, 2027	Lead: DEIC Chair Support: DEIC Secretariat
Provide appropriate support for effective implementation of RAP commitments.	Identify resource needs for RAP implementation and seek approval as required.	March 2026, 2027	Lead: RAP Advisor Support: Director PCC
	Engage our senior leaders and other staff in the delivery of RAP commitments.	April, July, October 2026, 2027	Lead: RAP Advisor Support: PCC
	Establish and maintain appropriate systems to track, measure and report against RAP commitments and deliverables.	March 2026, 2027	Lead: RAP Advisor Support: PCC
	Maintain an internal RAP champion (General Manager).	February 2026	Lead: DEIC Chair Support: RAP Advisor

# Governance (continued)

Action	Deliverable	Timeline	Responsibility
	Embed key RAP commitments in performance expectations of accountable business units/divisions.	April 2027	Lead: RAP Advisor Support: PCC Manager
	Include the RAP in QLeave's material risk register as a control under the material risk involving workforce culture, capability, and engagement. The effectiveness of the control will be reviewed as part of the quarterly material risk register review.	February, April, July, October 2026, 2027	Lead: Director PCC Support: RAP Advisor
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Ensure primary and secondary contact details are current with Reconciliation Australia.	June 2026, 2027	Lead: RAP Advisor Support: PCC
	Contact Reconciliation Australia to request unique link to access the RAP Impact Survey.	1 August 2026, 2027	Lead: RAP Advisor Support: PCC
	Complete and submit annual RAP Impact Survey to Reconciliation Australia.	30 September 2026, 2027	Lead: RAP Advisor Support: PCC
	Report on RAP progress to all staff and senior leaders quarterly.	February, April, July, October 2026, 2027	Lead: RAP Advisor Support: DEIC
	Publicly report our RAP achievements, challenges, and learnings annually.	September 2026, 2027	Lead: RAP Advisor Support: PCC

# Governance (continued)

Action	Deliverable	Timeline	Responsibility
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2026	Lead: RAP Advisor Support: PCC
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2027	Lead: RAP Advisor Support: PCC
Continue our reconciliation journey.	Discuss the next phase of our reconciliation journey with key decision makers to determine appropriate next steps.	January 2027	Lead: RAP Advisor Support: PCC
	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2027	Lead: RAP Advisor Support: PCC
	Investigate submitting an Expression of Interest to Reconciliation Australia to advance to the next stage of the RAP.	March 2027	Lead: RAP Advisor Support: PCC



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