

Macropod *Dynamics*

SOVEREIGN SALTATORIAL COMBAT AUTONOMY · CANBERRA · MMXIX

RECONCILIATION ACTION PLAN · ENDORSED BY RECONCILIATION AUSTRALIA

Innovate *Reconciliation* Action Plan 2025 – 2027

Our second Reconciliation Action Plan, recording the commitments through which the Group strengthens relationships, respect and opportunity with Aboriginal and Torres Strait Islander peoples — across our workforce, our supply chain, our community partnerships and the lands on which we work.

DOCUMENT REFERENCE

MD-RAP-25-27

PLAN TYPE

Innovate (RAP 2)

ENDORSEMENT

Reconciliation Australia · Mar 2025

PERIOD

1 April 2025 - 31 March 2027

SPONSOR

Patricia Tamsin Williams, Director

OWNER

Director, People & Culture

Acknowledgement of *Country*

Macropod Dynamics acknowledges the Traditional Custodians of the lands on which we live, work and operate — including the Ngunnawal and Ngambri peoples of the Canberra region, where our headquarters stands; the Gadigal of the Eora Nation, where our Eveleigh integration facility operates; the Barngarla of the Cultana and Woomera trial areas; the Taungurung of Puckapunyal; the Dharawal of Holsworthy; the Kaurna of Edinburgh; and the Bindal and Wulgurukaba peoples of Townsville.

We pay our respects to Elders past and present, and we extend that respect to all First Nations peoples engaged with this work. We acknowledge the deep, continuing connection to land that long predates our presence on it.

We further acknowledge that the lands on which the Group's facilities stand were taken from First Nations peoples by the Crown without treaty, often by violence and almost always without justice. The displacement, the massacres, and the policies that followed — including the removal of children, the suppression of language, and the denial of legal personhood — were carried out by people who held themselves to be civilised. We accept that an Acknowledgement of Country, however earnest, does not in any sense address what was done. We make this one because the alternative is silence, which is worse.

A message from the *Chair*

This is the second Reconciliation Action Plan endorsed by the Macropod Dynamics Board. Where our Reflect RAP, adopted in 2022, asked us to listen and learn, this Innovate RAP asks us to act on what we have heard. The Board has approved fourteen specific deliverables across four pillars — relationships, respect, opportunities, and governance — each with a measurable target and a designated accountable officer.

The Group operates on the lands of First Nations peoples across nine sites and five states and territories. The work we do is consequential. It is also conducted under public scrutiny and a high standard of corporate accountability, and reconciliation is part of how we meet that standard.

Geoffrey Halworth AM

CHAIRMAN

Patricia Tamsin Williams

RAP SPONSOR · INDEPENDENT DIRECTOR

Historical context

This Plan is published into a country whose institutions have only recently begun to speak plainly about how it became a country. The colonial enterprise that established the Australian state proceeded — over more than a century — through the taking of land without treaty, the displacement of peoples who had occupied that land for tens of thousands of years, the killing and removal of children, the suppression of language, and the routine denial of legal personhood. These were not the acts of a few wrongdoers. They were the conduct of the state

and of the settler society it served, often carried out without notable malice and sometimes with the conviction that they constituted improvement.

The Group operates on lands taken under those conditions. We hold defence contracts whose ultimate underwriting is the Crown's claim to those lands. We are not innocent of this history; nor is any Australian institution that has not actively reckoned with it.

The actions in this Plan do not redress the historical record. They are the start of a smaller obligation: to act, in our own conduct, with the recognition that we are not the first occupants and that our occupation has costs that are still being lived with.

The *Frontier Wars*

A century and a half of armed and unarmed violence between settler society and First Nations peoples — variously called dispersal, pacification, punitive expedition, or by names invented to obscure what occurred — produced casualties that have been counted only partially and that have not been formally acknowledged in many of the places where they happened.

The Group acknowledges the Frontier Wars by their proper name and acknowledges that the country in which it operates carries those casualties. The Group supports the calls of First Nations communities for a national truth-telling process and the formal acknowledgement of the Frontier Wars by the institutions of the Australian state, including the Australian Defence Force and its industry partners.

Our *RAP Working Group*

The Group's RAP Working Group is convened by the Director of People & Culture and meets six-weekly. Members are Aboriginal and Torres Strait Islander employees of the Group together with allied non-Indigenous staff. The Working Group reports through the Sponsor to the Board, with quarterly progress reports made public on the Group's website.

Our *vision* for reconciliation

An Australian sovereign defence industry that engages First Nations peoples as colleagues, suppliers, partners and Custodians of the country on which the work takes place — and that contributes, through that engagement, to the broader project of national reconciliation.

Pillar 1 · *Relationships*

RAP-1.1 · ESTABLISH & MAINTAIN MUTUALLY BENEFICIAL RELATIONSHIPS

ACTION	TARGET	OWNER	TIMING
			Quarterly

ACTION	TARGET	OWNER	TIMING
Maintain Memorandum of Understanding with the ANU First Nations Portfolio	Annual review	Director, People & Culture	
Host two on-Country site visits with Custodians of operating sites	2 visits per year	Director, Facilities	FY26 & FY27
Sponsor and attend two NAIDOC and Reconciliation Week public events	4 events	Head of Communications	Annually

RAP-1.2 · BUILD INTERNAL AWARENESS

ACTION	TARGET	OWNER	TIMING
All-employee participation in National Reconciliation Week observances	≥ 90% participation	Director, People & Culture	May 2026, May 2027
Cultural-learning programme delivered through accredited First Nations providers	100% of new hires within 90 days	Head of Learning & Development	Continuous

Pillar 2 · *Respect*

RAP-2.1 · ACKNOWLEDGEMENT & WELCOME TO COUNTRY

ACTION	TARGET	OWNER	TIMING
Acknowledgement of Country at all corporate events and customer engagements	100%	Director, Corporate Affairs	Continuous
Welcome to Country at all major Group events of >100 attendees	100% where Custodians available	Director, Facilities	Continuous
Acknowledgement plaques installed at Brindabella, Eveleigh and Lavarack sites	3 plaques · co-designed with local Elders	Director, Facilities	By Q4 FY26

RAP-2.2 · CULTURAL PROTOCOLS ON COUNTRY

All Group operations conducted on Country are subject to the protocols agreed with Custodians of the relevant area. Where the Group's testing or operations programme would impact Country, the Group commits to consult Custodians at the earliest practicable point in planning and to incorporate their guidance into the operations risk register.

Pillar 3 · *Opportunities*

RAP-3.1 · WORKFORCE

ACTION	TARGET	OWNER	TIMING
Aboriginal & Torres Strait Islander employment as % of total FTE	≥ 4.0% by 30 Jun 2027	Director, People & Culture	Annual
Indigenous Engineering Scholarship cohort with ANU	4 scholars per cohort, 2 cohorts	Director, Industry Engagement	FY26, FY27
Paid internships available to Indigenous undergraduates outside the Scholarship	6 internships per year	Head of Talent	Annual

RAP-3.2 · SUPPLIER DIVERSITY

ACTION	TARGET	OWNER	TIMING
Maintain Supply Nation Certified supplier base	≥ 14 active suppliers	Director, Industry Partnering	Continuous
Indigenous procurement spend	≥ A\$15M by FY27	Chief Procurement Officer	Annual
Sourcing-event preference: Indigenous suppliers approached prior to wider market	100% where capable suppliers exist	Director, Industry Partnering	Continuous

Pillar 4 · *Governance*

ACTION	TARGET	OWNER	TIMING
RAP Working Group convened	Six-weekly	Director, People & Culture	Continuous
Public quarterly RAP progress report	4 reports per year	Director, Corporate Affairs	Quarterly
Annual RAP Impact Measurement Survey to Reconciliation Australia	Submitted by 30 September each year	RAP Sponsor	Annual
Develop Stretch RAP for 2027-2030	Drafted by 31 Dec 2026	RAP Working Group	FY27

Reflect RAP *close-out*

Our previous Reflect RAP (2022–2024) closed with 31 of 34 actions either complete or substantially complete; the residual three actions migrated forward into this Innovate RAP. The close-out report and lessons-learned summary were submitted to Reconciliation Australia in February 2025.

Endorsement. This Reconciliation Action Plan was endorsed by Reconciliation Australia in March 2025. Endorsement does not constitute review or approval of the Group's commercial activities; it is a recognition that the actions in this Plan meet the standard required of an Innovate RAP.

Enquiries concerning this Plan, including suggestions for amendment or partnership, may be directed in writing to the RAP Working Group at rap@macropoddynamics.com.