



max
Every person. Every chance.
EMPLOYMENT | HEALTH | LEARNING

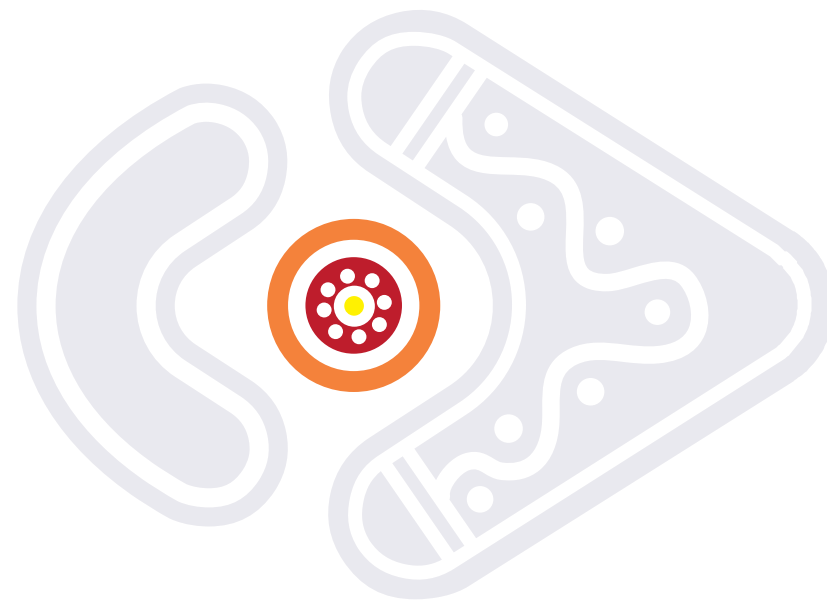
Innovate Reconciliation Action Plan

June 2024 – June 2026



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Acknowledgement

MAX Solutions recognises the Traditional Owners of the land and pays respect to Elders past, present and emerging. Please note that following a process of consultation with Indigenous staff across MAX, the Indigenous Advisory Committee has endorsed the use of the term 'Indigenous' being used to refer to Aboriginal and Torres Strait Islander peoples.

This document contains images of Indigenous people from our services. We acknowledge their permission to use their images.

Cover Page

Richard Bing, photographed giving a speech at MAX Cairns office.

Page 1

Amy Elbourn, photographed here on Awabakal country.

Page 5

Corey Northover, a Noongar man photographed at his employer, Roelands in South West WA.

Page 10

Maria Morrison, photographed with MAX Cairns employees.

Page 11

Richard Bing, Carl Fourmile, Lesha Debusch & Linton Schrieber, photographed performing at MAX Cairns office opening.



Brand Story

Artwork Story by Riki Salam

“Fire Country”

Wood spins, stones struck, a spark is lit, Country is illuminated. Clap sticks call, a deep low drone travels over land and sea, Ochre is ground, bodies painted, initiation rites, knowledge passes from one generation to the next. Leaders emerge guiding our way as we navigate across Land, Sea and Sky.

Dreaming tracks carved out long ago brings new ways, we belong to this land, Country speaks to us. Flames are fuelled by the wind of change, voices rise up, songs are sung - embers fly in the night sky, people gather, celebrations begin, this Country is renewed.

The MAX Solutions RAP Artwork story

This artwork is about the passing on of knowledge to the next generation, the spark that is ignited into a flame. Learning from one another, talking two ways, understanding each other. Weaving together the hopes, dreams and aspirations of People from many different places all across Country. The spark that ignites flames of knowledge, renews Country, enriches Culture and empowers People.

**‘Fire Country’ artwork by artist:
Riki Salam - We Are 27 Creative**



Message from Managing Director

I acknowledge the Traditional Owners of this land, the world's oldest continuing cultures, and pay my respects to you, your communities and leaders, and those who have gone before you.

MAX remains fully committed to driving reconciliation through our business and challenging ourselves to do more to make positive impact. Within MAX, we have seen major change since our first RAP, this change driven through our Indigenous Advisory Committee (IAC) and our RAP Working Group. While we have achieved a great deal to date, we can do more and we can do better. I look forward to our IAC continuing to identify where we can refine and improve what we are currently doing and where there are new opportunities to stretch ourselves.

Over our last RAP, some of our more notable achievements include:

- › The development and delivery of Indigenous cultural capability training to all MAX staff with additional learning modules in development to further build cultural capability.
- › In conjunction with our Diversity and Inclusion Committee, delivered Effects of Racism training to all staff.

- › Hosted a nation-wide discussion with From the Heart and Uphold and Recognise, and another Question and Answer forum with prominent members of the Referendum Working Group, on the importance of the Constitutional Recognition of Indigenous Australians.
- › Ensured that all MAX full-time offices have a prominent Acknowledgement of Country.
- › A Welcome to Country on the opening of our new office in Cairns.
- › Encouraging our teams to take up the paid cultural leave that is available to them to engage in NAIDOC and Reconciliation Week.
- › Continuing our membership of Supply Nation and our commitment to working with and supporting Indigenous businesses.
- › Continuing our successful Indigenous School Based Trainees Program which has provided opportunities for graduates to go on to further studies or work, including with MAX.
- › Better support and engagement opportunities for Indigenous staff from when they join MAX.

Guiding us through all of these areas, our IAC brings together Indigenous leaders from across our business. Chaired by Mr Sean Gordon AM, the IAC leadership group members,

who are also members of our RAP Working Group, continue to work with Indigenous staff across MAX to bring their ideas forward and to provide opportunities for all Indigenous staff to be involved in driving our RAP. I want to particularly acknowledge the commitment of those Indigenous leaders and the contribution that each of them has made.

One of the IAC's particular achievements that I am very proud of over the term of the last RAP is the development of our Indigenous Cultural Capability training which is delivered to all MAX team members when they start with MAX. This foundational program is enhanced by the delivery of additional specific cultural capability programs each year as the IAC considers areas where capability can be further developed. Seeing cultural capability as a learning process and not a point in time exercise is central to the IAC's approach and I am looking forward to learning more from them over the coming years.

We have come a long way but still have more to do. Our new RAP challenges us to build on our strong foundations, continue to listen and learn, and do all we can to achieve what we have set out.

Darren Hooper
Managing Director



Message from Chair of the Indigenous Advisory Committee

I acknowledge the Traditional Owners of this land, the world's oldest continuing cultures, and pay my respects to you, your communities and leaders, and those who have gone before you.

MAX's Indigenous Advisory Committee has been in place for some four and a half years now. The IAC started with Indigenous leaders across MAX, coming together to develop a new vision for reconciliation and respect.

Since that time, we have seen MAX and the IAC take great steps forward in supporting Indigenous staff. This includes connecting in with other Indigenous staff through the IAC and its subgroups, having access to paid cultural leave and flexible working arrangements, and ensuring that the issues important to Indigenous Australians are front and centre as policies and programs are being developed and delivered.

As the Independent Chair of the IAC, I have seen the organisation and its leadership participate in discussions with prominent Indigenous leaders on the Uluru Statement From the Heart and the Referendum on the recognition of Indigenous Australians in the Constitution, and the Voice to Parliament.

Along with this engagement, the IAC has kept to its vision of building reconciliation and respect through a new cultural capability that builds knowledge and understanding. This new program, undertaken by all MAX staff comprises an entry level program and subsequent modules on specific topics as determined by the IAC and the RAP Working Group. The positive feedback we receive from Indigenous and non-Indigenous staff speaks to the impact of this work.

There is a lot that has changed and it's interesting to think about where that change happens. Leadership is critical but, in the end, change happens at the level of the individual. That person that rethinks what they are doing, how they do things, how they could do more or do it better, how they can support and build others. In the end, this comes back to respect. Respect for each other and our different histories and stories and the willingness to listen and consider those other perspectives.

There is more work to be done to continue to strengthen the foundations and challenge ourselves to do more. I commend MAX for the strength of its commitment and to the steps it has committed to in its new RAP.

Sean Gordon
Chair of the Indigenous
Advisory Committee



Our Vision

A strong Indigenous voice from our Indigenous staff that is central to our decision making and where Indigenous people have equitable access to employment and opportunities.



Message from Reconciliation Australia

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. MAX continues to be part of a strong network of more than 2,200 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 MAX will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our Business

MAX is a national provider of human services delivering employment, training and health services across Australia since 2002. Currently we have 1,100 Australian based staff across the business. The reach of our Workforce Australia, Disability Employment Services, Health and Training programs are operated throughout the country with offices in every state and territory. We have 138 full and part time office locations with 77 outreach locations.

We deliver services to 34,000 people from a diverse range of backgrounds, of which around 9% are Indigenous Australians. Based in community, our core business is helping customers to develop skills, find sustainable employment and live healthy lives, no matter their background or circumstance. We work towards ensuring that the representation of Indigenous employees within our business should reflect the regions where we deliver services. At the commencement of our 2024 - 26 RAP, 4.4% of our workforce identifies as Indigenous and we remain committed to increasing this to 5%. Our approach to building culturally capable services is to work with the Indigenous communities we serve, their leaders and organisations and to provide a safe and welcoming environment for anyone accessing services.

MAX is proud of it's commitment of being an Employer of Choice for Gender Equality (WGEA).

Our customers who thrive in workplaces that embrace diversity, inclusion and equality are at the core of our 'why'. Gender equality fuels performance while creating a better work environment and enabling innovation.

We're committed to supporting employers in their individual journeys to make their workplaces diverse, inclusive and equitable.

The Workplace Gender Equality Agency awarded the citation to 25 organisations across Australia, bringing the total number of citation holders around the country to 129.

MAX was the first provider of both Jobactive and Disability Employment Services (DES) and the only Registered Training Organisation in Australia to achieve the standard.

MAX has also maintained its Australian Disability Network's Disability Confident Recruiter (DCR) Status which is awarded to organisations that remove barriers in their recruitment process to make them more accessible and inclusive for people with disability. A workforce that demonstrates disability confidence empowers everyone to think and act inclusively.

As a business, we are dedicated to our vision; Every Person. Every Chance. Everyone has the right to equity and equal opportunity, and we're proud to offer equal opportunity in our own organisation and enjoy the benefits of a diverse workforce.

Our RAP

Our Reconciliation Action Plan 2024-2026 (RAP) outlines our vision for reconciliation and the role that we can play over the next two years to build a stronger role for Indigenous Australians in the nature of the services we deliver and find opportunities to promote and support reconciliation. Our RAP builds on the work of our Indigenous Advisory Committee and RAP Working Group over the past 5 years.

All parts of MAX are involved in the delivery of our RAP and in driving reconciliation. Each division of MAX is represented on the RAP Working Group which also includes the Indigenous Advisory Committee Chair and Leader. The RAP WG is Chaired by MAX's Managing Director - Darren Hooper.

Darren has more than 30 years experience in the human services sector and has a strong commitment to ensuring these services provide people with the best opportunity to meet their goals and reach their full potential. Darren joined MAX Solutions in 2014, was appointed Chief Operating Officer in August 2016 and appointed Managing Director in November 2022.

In looking back at what has been achieved over our first two RAPs, we see the benefits of having established a strong Indigenous Voice within our business. Through the IAC and RAP WG we have seen:

- › Changes to our recruitment practices to better meet the needs of Indigenous people and support the continued strong representation of Indigenous people in our business.
- › Continuing MAX's successful Indigenous School-Based Trainees Program.
- › Continuing to strengthen our partnerships with Indigenous organisations that support our Indigenous customers prepare for, and be successful in, work.
 - › Our MAX team in Tasmania work with Brumby Hill Aboriginal Corporation (BHAC) to

support Indigenous people with mentoring and employer engagement. BHAC also provide cultural awareness training for MAX staff, customers and employers. These programs are delivered in MAX offices with BHAC co-locating at the sites weekly.

- › Hosting a company wide Indigenous Voice Referendum Panel Discussion in the lead up to the referendum. This panel, which comprised Mr Sean Gordon, Mr Mick Gooda and Mr Darren Hooper, provided all MAX team members the opportunity to ask questions about the upcoming referendum and hear from those with detailed knowledge of what was being proposed. This was the second panel discussion with the first including Dean Parkin and Damien Freeman discussing the Uluru Statement from the Heart and the reasons for Constitutional reform.
 - › Including a paid day of cultural leave, and continuing access to ceremonial leave to support all MAX staff to participate in days of cultural significance including NAIDOC and Reconciliation Week Activities.
 - › Developing our Indigenous Cultural Policy including the appropriate Acknowledgement of Country and Welcome to Country protocols. This has included ensuring that all MAX full-time sites have an Acknowledgement of the local Traditional Custodians of the Land.
 - › Developed and implemented a new Indigenous Health Yarning Group for our Indigenous customers in Murgon and Rockhampton (See Page 10).
 - › Welcome to Country ceremony and plaque dedication at our Cairns office by Minjil Cultural Group (See Page 11).
 - › Developed and implemented an engagement plan to work with Indigenous stakeholders and organisations.
- › Celebrated National Reconciliation Week and NAIDOC weeks.
 - › Through the IAC and the IAC's Cultural Capability Working Group, developed a powerful cultural capability program to provide an overview of some of the issues facing Indigenous people. This encourages all MAX team members to be more aware on the issues that may impact our Indigenous staff and customers and how we can serve our customers.
 - › New MAX team members participate in Cultural Learning through the programs developed by the IAC. All staff, on commencing with MAX complete a foundational program and each year undertake additional cultural capability training as developed by the IAC.
 - › All staff undertake this as their first exposure to build cultural capability, additional modules are then delivered each year in keeping with the IAC's guidance. In 2024, all staff will complete an additional module on Sorry Business. In 2025 all staff will then complete another additional module on the Stolen Generation/Stolen Wages.
 - › The program is delivered through the IAC and Diversity and Inclusion Committee, developing a powerful program to share the experiences of people, and highlight the impacts of racism on people we work with every day. This encourages all MAX team members to be active in standing up to racism. This training is mandatory and conducted via our online training platform. Between the 1/7/2022 and the 30/06/2023 1,384 employees completed the training.
 - › Collaboration with numerous organisations to support them in developing and strengthening their RAPs.

Our RAP continues to challenge us to do more and to maintain and strengthen the structures we have developed to take forward our RAP. To make big changes, you need strong leaders. Mr Sean Gordon, a proud Wangkumarra and Barkindji man as both a member of the MAX Advisory Board and as the Chair of our Indigenous Advisory Committee (IAC), will continue to support senior Indigenous leaders from across the MAX business and in leading the implementation of our RAP.

A strong focus for the IAC has been empowerment and ensuring a strong Indigenous Voice in the design and delivery of our programs. Within the company, our aim is to ensure our people are culturally competent, our Indigenous employees feel culturally safe, that we are working with and supporting Indigenous business and doing all we can to lift the rates of Indigenous employment.

IAC leaders co-chair a series of Indigenous Leaders Working Group meetings which are held each month providing an opportunity for all of MAX's Indigenous staff to have their say in the design and delivery of our programs. The IAC also provides a safe place for peer mentoring to allow Indigenous staff to voice any concerns or issues that they may be having in their roles.

We remain committed to delivering our in-house Indigenous School Based Trainees program which supports young Indigenous people to gain a Certificate III in Business while finishing their schooling. Our trainees are supported with a mentor, program champions and trainer, and undertake meaningful and interesting work in various placements across MAX. Our commitment to them means they are supported to complete their schooling, and hopefully come to work at MAX when they have finished. We have had many former School Based Trainees working in our business including in management roles.

Indigenous Yarning Health group

MAX's integrated health and employment model (Workforce Australia and Disability Employment Program) identified a need for a new culturally aligned or focused program that offered stronger connection and inclusion of cultural practices.

A model that increased opportunities to work more interactively under the Social Emotional Wellbeing (SEWB) model, supporting Indigenous people to build stronger relationships, working interactively and increase personal and community resilience through activities for stronger minds, bodies, and spirit. In line with MAX's commitment towards closing the gap, the Indigenous Health Yarning Group was developed with the aim towards increasing health literacy, sharing their stories and what is impactful to our customers and their community. An intention towards building resilience that seeks to address the range of issues that are impacting our Indigenous customers from our caseload and their communities.

The codesign of the Yarning Group was possible with input from the Indigenous Advisory Committee, members of the Cherbourg Aboriginal Community, and the Traditional Owners, the Wakka Wakka people (approx. 2.5 hours northwest of Caboolture). The Yarning group has provided an opportunity to deliver a holistic place-based program that is respectful of Indigenous culture, that incorporates health, wellbeing, and community engagement with the overall view towards increased resilience, biopsychosocial health, and holistic wellbeing.

In addition to the Yarning Groups, MAX staff reported increased understanding of cultural knowledge, informed understanding of present and past historical impacts building upon the existing cultural capacity learning and awareness training that was completed by the Indigenous Outcomes

team and the Health, Workforce Australia & Disability Employment Program Teams. Furthermore, health clinicians have reported an increased understanding of historical and present issues faced every day for Indigenous people on Country, greater informed clinical best practices, cultural inclusivity in treatment planning and increased engagement with external Indigenous community-based services.

With the clear aim towards providing a culturally safe and welcoming space for counselling and yarning on the MAX Employment premises, it was important that the establishment of the Indigenous cultural room included Elders and members of the Wakka Wakka community including those engaged in the health and employment programs. The purpose of the yarning room is to be utilised by the MAX Health Services Officers for delivery of allied health services and the other suitable purposes by the Business Manager. Procurement of Indigenous furnishing was undertaken under the guidance of the Indigenous Purchasing Policy.

The Indigenous cultural room has provided a greater sense of cultural inclusivity with improved clinical outcomes. Yarning Groups have proven to be effective in supporting engagement, sharing of knowledge through yarning, facilitating stronger cultural connection and increasing personal and community resilience.

As a result, vocational activities have increased through stronger relationships and supportive engagement with MAX Employment staff. This has led towards more helpful and culturally inclusive tailored supports in place to progress our customers into work. These strategies have proven successful with more than 50 percent of Yarning Group participants going on to secure further education or employment.



Recognising Traditional Custodians

When we were opening our new offices in Cairns, through our Indigenous Advisory Committee we reached out to Minil Indigenous Cultural Group to organise a Welcome to Country and dedicate our Acknowledgement to Country plaque that greets everyone that attends our office.

Minjil has connections to Traditional Owners from the Yidinydji, Djabuganydji and Gungganydji clans. Our new office and team were welcomed through didgeridoo, dance, a welcome song and sharing of cultural knowledge and stories. The Welcome to Country concluded with a gift giving ceremony. The gift giving reflects Indigenous customs in the region.

To celebrate the expansion of our business, our executives including Managing Director Darren Hooper, EGM Employment Services Fiona Lamb, and GM Employment Services Sam Brown, and Eddie Mills representing our Indigenous Advisory Committee, joined our Cairns team members and invited guests from community organisations around the region.

As part of MAX's commitment to Reconciliation and to building Cultural Capability, all of MAX's full time sites across the country have Acknowledgement of Country plaques displayed at the entrances.



Reconciliation Action Plan Working Group

The RAP WG is Chaired by MAX's Managing Director, Darren Hooper.

Meeting each quarter, the RAP WG provides a forum for the Indigenous Advisory Committee (IAC) and senior managers to meet and consider reforms, actions and the progress of RAP deliverables.

The RAP WG comprises:

- > MAX's Managing Director
- > Chair & leaders of the Indigenous Advisory Committee (IAC)
- > Senior managers responsible for the delivery of RAP commitments

The IAC is independently Chaired by Mr Sean Gordon and includes up to six Indigenous leaders from across MAX. Those leaders also co-chair the Indigenous Leaders Working Group (ILWG). Three meetings are organized a month where all Indigenous staff at MAX choose which meeting they would like to attend.

The IAC also has a Cultural Capability Working Group which is chaired by an IAC Leader. This group is open to all Indigenous staff to have their say on the development and implementation of the yearly Cultural Capability Training that is completed by all MAX staff.

The IAC meets at least six times per year, as do the subgroups. They provide a forum for all Indigenous staff to come together and discuss issues of importance, consider how MAX could improve its support for Indigenous people and the progress of our RAP. IAC leaders bring the voices of Indigenous staff to the IAC and RAP WG meetings and ensure that these views inform decision making.

While many organisations rely on external bodies or one or two key Indigenous advisors, MAX's commitment to reconciliation is evidenced by the appointment of an independent Chair and Indigenous staff from within the organisation being directly part of the governance of our RAP WG. This has been a highly effective model over the past five years, ensuring that Indigenous staff have a safe space to come together and discuss what is important to them, and that the voice of Indigenous people is central to the decision-making process.

Both the RAP WG and IAC are supported by a Secretariat.

RAP WG members are:

Darren Hooper

Managing Director - RAP Champion, Chair of RAP WG

Sean Gordon

Member of MAX Advisory Board, IAC Chair and RAP WG Member

Stephanie Watson

IAC Leader and (Co-Chair of the Indigenous Leaders Working Group)

Lance Edwards

IAC Leader and (Co-Chair of the Indigenous Leaders Working Group)

Damien Martin

IAC Leader and (Co-Chair of the Indigenous Leaders Working Group)

John Parsons

General Manager Marketing and Communications - RAP WG Member

Andrew Davitt

National Programs Manager Indigenous Outcomes - RAP WG Member

Peter Southam

Operations Manager HR - RAP WG Member

Chris Leati

Accounts Payable & Expense Manager - RAP WG Member

Fiona Lamb

Executive General Manager Employment Services - RAP WG Member

Laura Moffatt

Bid Writer - RAP WG Member

Linda Douglas

Operations Manager - Vocational Education and Training - RAP WG Member

Amanda Gradwell

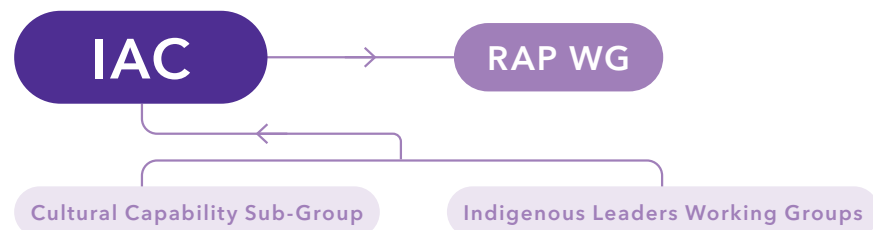
Health Services Manager - RAP WG Member

Shereace Lawler

General Manager of Technology - RAP WG Member

Eddie Mills

Secretariat of IAC and RAP WG



Relationship

To continue to work in partnership with individuals, communities and businesses, to build active and deep connections that ensure a strong Aboriginal and Torres Strait Islander voice in the shape of the services we deliver

Action	Deliverable	Timeline	Responsibility
1. Maintain existing and identify new beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Through the IAC, and in partnership with Aboriginal and Torres Strait Islander stakeholders and organisations, review the guiding principles for engagement with Indigenous organisations and communities.	November 2024	National Manager Indigenous Programs
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	State Manager DES for: QLD, WA, SA, NT State Manager DES & WFA for: NSW, VIC, TAS
2. Maintain existing and identify new relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	2024 - 2025 March, May	General Manager Marketing and Communications
	RAP Working Group members to participate in two or more external NRW events.	27 May - 3 June 2025 27 May - 3 June 2026	RAP Working Group Secretariat
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025 27 May - 3 June 2026	RAP Working Group Secretariat
	Organise at least one NRW event each year.	May 2024 May 2025	RAP Working Group Secretariat
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024 May 2025	RAP Working Group Secretariat
3. Promote reconciliation through our sphere of influence.	Engage staff in reconciliation through key events identified by our Indigenous Advisory Committee and RAP WG including: <ul style="list-style-type: none"> > Annual Cultural Capability Training > Effects of Racism Training > Harmony Week > National Reconciliation Week > NAIDOC Week 	2024 June, July 2025 February, March June, July	General Manager Marketing and Communications

Relationship

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Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence. CONTINUED	Ensure that all staff receive training on the RAP and cultural protocols as part of their induction.	October 2024 October 2025	Learning and Development Manager
	Communicate our commitment to reconciliation publicly.	October 2024 October 2025	General Manager Marketing and Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2024 October 2025	National Manager - Indigenous Outcomes
	Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation.	October 2024 October 2025	National Manager - Indigenous Outcomes
	Ensure a strong Indigenous Voice through the continuation of our IAC and the leadership, including the representation of IAC leaders on the RAP WG.	October 2024 October 2025	National Manager - Indigenous Outcomes
4. Promote positive race relations through anti-discrimination strategies.	Review HR policies, including existing anti-discrimination provisions, to ensure that they continue to support Aboriginal and Torres Strait Islander staff.	November 2024	HR Operations Manager
	Through the IAC, review and communicate an anti-discrimination policy for our organisation.	November 2024	HR Operations Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2024	HR Operations Manager
	Senior Leaders and staff to complete 'effects of racism training'.	October 2024 October 2025	Learning and Development Manager

Respect

To be culturally respectful and build strong connections that genuinely benefit Aboriginal and Torres Strait Islander people.

MAX is committed to a harmonious approach to reconciliation, and part of this is respecting and understanding Indigenous people's pride for cultures and histories. We are dedicated to empowering Indigenous people to share their knowledge and educate our employees, and for our employees to seek and be given the opportunity to obtain that knowledge. We believe that this exchange will generate sustainable employment through support, knowledge and respect. By having a better understanding of Indigenous cultures this will enable us to better serve our Indigenous customers seeking employment.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review of cultural learning needs within our organisation.	November 2024	Indigenous Program Specialist
	All staff to complete their Cultural Capability Training	March 2025 March 2026	RAP Champion
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2025	National Manager - Indigenous Outcomes
	Review and update the Cultural Protocol and Cultural Capability Strategy.	July 2024	National Manager - Indigenous Outcomes
	Leadership staff will participate in formal and structured cultural learning as developed by the IAC and will be delivered online.	March 2025 March 2026	RAP Champion
6. Work in Partnership with Aboriginal and Torres Strait Islander organisations to deliver culturally appropriate services for our Indigenous customers and staff.	Continue to work with Indigenous communities and organisations to develop and deliver culturally appropriate services to Indigenous participants in our programs.	November 2024 November 2025	National Manager - Indigenous Outcomes
	Ensure that we are partnered with at least two Indigenous organisations in each region we are delivering services.	November 2024 November 2025	RAP Champion

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Action	Deliverable	Timeline	Responsibility
7. Continue to respect Aboriginal and Torres Strait Islander cultures and histories 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.	March 2024 March 2025	National Manager - Indigenous Outcomes
	Through the IAC, review the cultural protocols policy, including protocols for Welcome to Country and Acknowledgement of Country.	March 2025	National Manager - Indigenous Outcomes
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2024 October 2025	General Manager Marketing and Communications
	Include an Acknowledgement of Country at the commencement of important meetings.	October 2024 October 2025	RAP Champion
8. Continue to respect Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2024 July 2025	RAP Champion
	Promote and encourage participation in external NAIDOC events to all staff.	June 2024 June 2025	General Manager Marketing and Communications
	Review HR Policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2024 March 2025	HR Operations Manager

Opportunities

MAX is uniquely positioned as a provider of employment and health services to Aboriginal and Torres Strait Islander Australians, to help close the gap in employment disadvantage by increasing the representation of Aboriginal and Torres Strait Islander staff working in our business and by supporting Indigenous businesses both through our program delivery and supply chain.

Action	Deliverable	Timeline	Responsibility
9. Continue to build 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.	October 2024 October 2025	HR Operations Manager
	Through the IAC, consult with Aboriginal and Torres Strait Islander staff on our recruitment, retention, and professional development strategy.	October 2024 October 2025	HR Operations Manager
	Through the IAC, review the Aboriginal and Torres Strait Islander Employment, Retention and Professional Development Strategy.	November 2024	HR Operations Manager
	Review how job vacancies are being advertised to ensure they are effectively reaching Aboriginal and Torres Strait Islander candidates.	October 2024 October 2025	HR Operations Manager
	Through the IAC, review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2024 October 2025	HR Operations Manager
	Encourage Indigenous staff participation in the IAC and the identification of future IAC leaders.	October 2024 October 2025	IAC Chair
	Achieve 5% Indigenous employment across MAX's business.	October 2024 October 2025	RAP Champion
	Identify opportunities for place-based approaches bringing together co-ordinated approaches to improving Indigenous employment outcomes.	November 2024 November 2025	National Manager Indigenous Outcomes

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MAX is uniquely positioned as a provider of employment and health services to Aboriginal and Torres Strait Islander Australians, to help close the gap in employment disadvantage by increasing the representation of Aboriginal and Torres Strait Islander staff working in our business and by supporting Indigenous businesses both through our program delivery and supply chain.

Action	Deliverable	Timeline	Responsibility
10. Improve Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Through the IAC, review the Aboriginal and Torres Strait Islander procurement strategy.	March 2025	Indigenous Advisory Committee
	Continue Supply Nation membership.	September 2024 September 2025	National Manager Indigenous Outcomes
	Continue to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2025	National Manager Indigenous Outcomes
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2025	National Manager Indigenous Outcomes
	Continue to work with existing Aboriginal and/or Torres Strait Islander partners and identify opportunities to increase the number of Aboriginal and/or Torres Strait Islander organisations we work with.	September 2024 September 2025	National Manager Indigenous Outcomes
11. Support Employment and Education outcomes for Indigenous young people	Continue to facilitate the Indigenous School Based Trainees Program.	October 2024 October 2025	National Manager - Indigenous Outcomes
	Have at least three Indigenous School Based Trainees complete their traineeship over the course of this RAP.	October 2024 October 2025	National Manager - Indigenous Outcomes

Governance

Action	Deliverable	Timeline	Responsibility	
12. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	October 2024 October 2025	National Manager - Indigenous Outcomes	
	Review the Terms of Reference for the RWG.	November 2024	RAP Champion	
	Meet at least four times per year to drive and monitor RAP implementation.	Through the RAP WG, review the Indigenous Advisory Committee terms of reference	2024 August, November	RAP WG Secretariat
			2025 - 2026 February, May, August, November	
13. Maintain an effective Indigenous Advisory Committee (IAC)	IAC to meet at least six times per year	2024 June, August, October, December	IAC Chair	
		2025 - 2026 February, April, June, August, October, December		
	IAC leaders to welcome all new Indigenous staff to MAX and ensure they are connected in with their state based sub-group.	October 2024 October 2025	Indigenous Advisory Committee	
	IAC leaders to welcome all new Indigenous staff to MAX and ensure they are connected in with Indigenous Advisory Committee.	October 2024 October 2025	Indigenous Advisory Committee	
	IAC leaders to conduct exit interviews for all Indigenous staff leaving the business	October 2024 October 2025	Indigenous Advisory Committee	

Governance

Action	Deliverable	Timeline	Responsibility
14. Continue to provide appropriate support for effective implementation of RAP commitments.	Review resource needs for RAP implementation.	October 2024 July 2025	National Manager - Indigenous Outcomes
	Engage our senior leaders and other staff in the delivery of RAP commitments.	October 2024 October 2025	RAP Champion
	Maintain and review appropriate systems to track, measure and report on RAP commitments.	October 2024 October 2025	National Manager - Indigenous Outcomes
	Continue to have an internal RAP Champion from Senior Management.	October 2024 October 2025	Managing Director
15. Continue to build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2024 September 2025	National Manager - Indigenous Outcomes
	Report RAP progress to all staff and senior leaders quarterly.	2024 July, October	National Manager - Indigenous Outcomes
		2025 - 2026 February, May, August, November	
		2024 February, June	
Publicly report our RAP achievements, challenges and learnings, annually.	October 2024 October 2025	National Manager - Indigenous Outcomes	

Governance

Action	Deliverable	Timeline	Responsibility
15. Continue to build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. CONTINUED	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2026	National Manager - Indigenous Outcomes
	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.	July 2025 July 2026	RAP WG Secretariat
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2024 August 2025	RAP WG Secretariat
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	National Manager - Indigenous Outcomes
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	June 2025	National Manager - Indigenous Outcomes

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