



ABB Australia Reflect Reconciliation Action Plan

February 2026—
February 2028

Acknowledgement Of Country

ABB Australia acknowledges and respects the Traditional Custodians of the lands on which we operate, work, and reside across Australia. We honour their enduring connection to the land, waters, and skies and pay respect to Elders past, present, and emerging. ABB commits to contributing meaningfully to reconciliation and fostering an inclusive future for Aboriginal and Torres Strait Islander peoples.

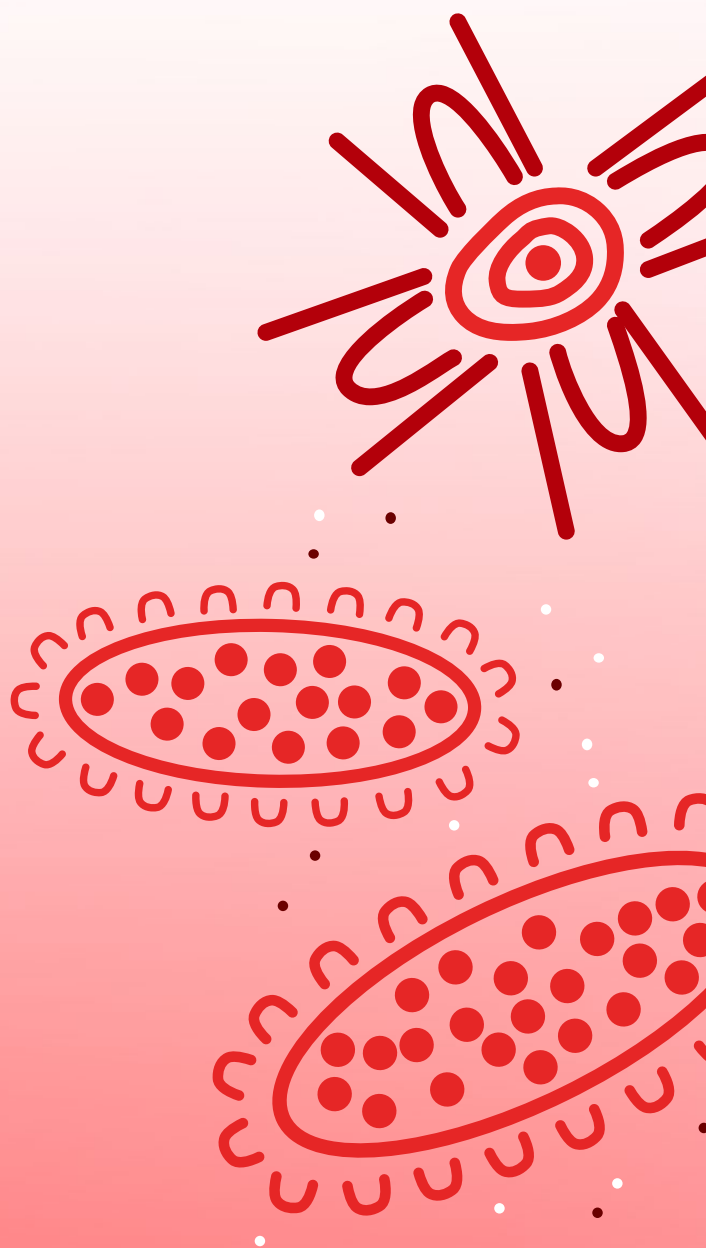


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Artwork Story

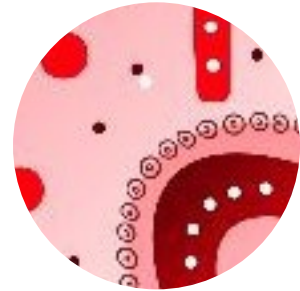
Symbols & Motifs



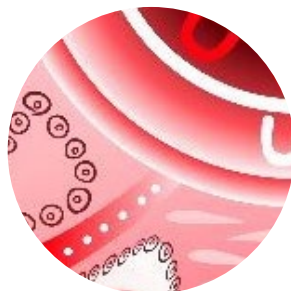
This embodies the essence of teamwork, collaboration, and to find better ways of working.



This represents the many people that are engaged in work with ABB across the world. Bringing them together as one group within the wider Community.



This represents gathering to a meeting place, as there are many places across the world working as one.



This represents having both men and women working together as one.



This signifies uniting everyone at ABB from across the globe.

About the Artist

Janelle Smith is a Wagyl Kaip, Gnaala Karla Booja Nyoongar woman with connections to the Ballardong regions of the southwest Western Australia and grew up on Whadjuk Boodja. She is a parent to a strong little Nyoongar boy and works full time. Her introduction to painting started for her own therapy and grew from there.

The artwork represents the significance of diversity, inclusivity and the understanding of the core values of ABB (Courage, Care, Curiosity and Collaboration). It is about growth and community.



YarnnUp

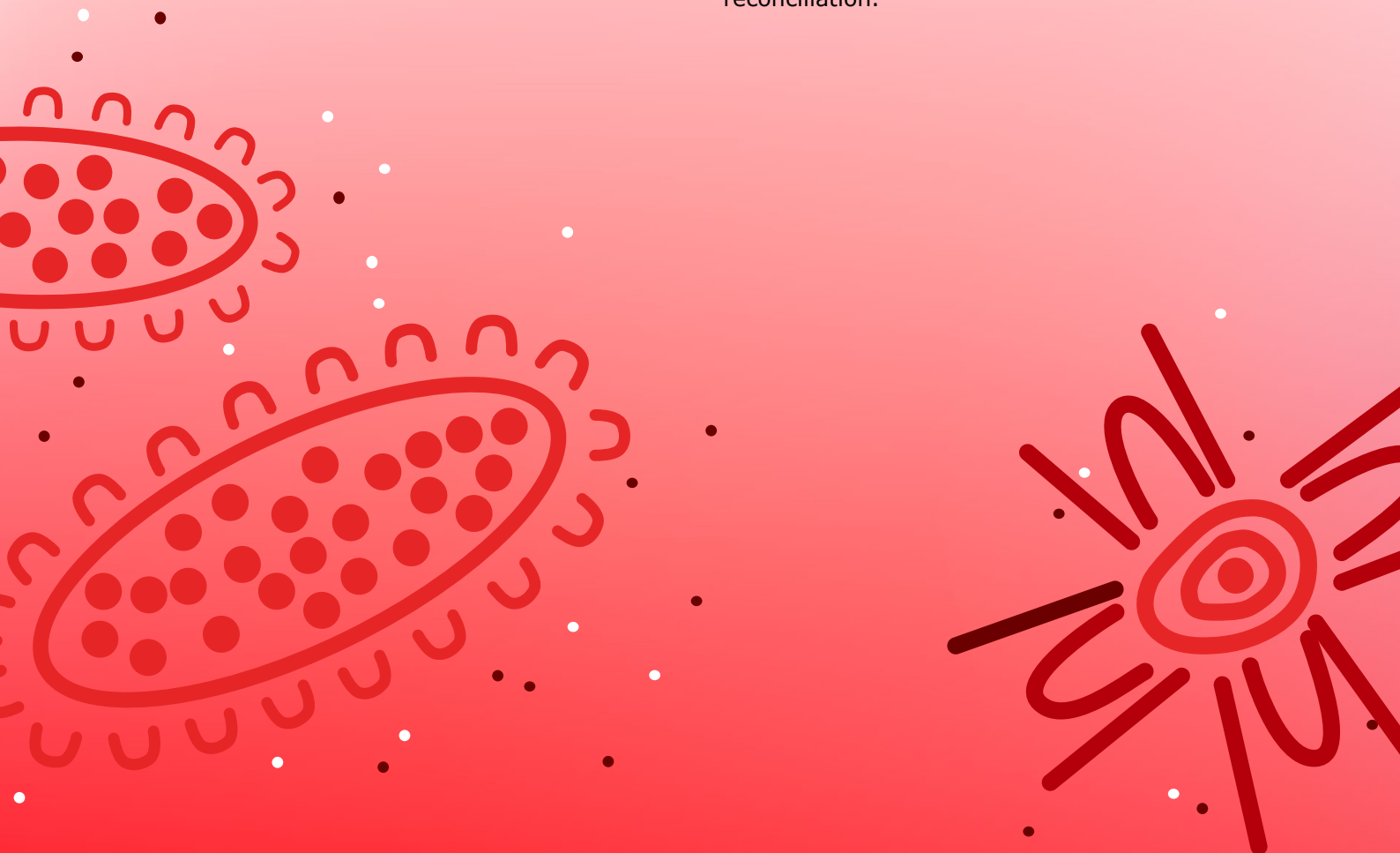
Our First Nations Partner

ABB is proud to partner with YarnnUp in the development, endorsement, and implementation of our first Innovate RAP, reinforcing our ongoing commitment to reconciliation.

YarnnUp, a First Nations led-agency headquartered in Mascot, acknowledges the Gadigal and Bidjigal peoples on whose lands they live and work. Specialising in engagement, strategy, and design, YarnnUp supports organisations that are working towards active reconciliation by providing them with the knowledge, skills and strategic direction needed to create authentic change.

Through policy reform, cultural transformation, training, and creative storytelling, YarnnUp helps organisations embed First Nations knowledge into their structures and initiatives. Their expertise ensures reconciliation efforts move beyond compliance to create meaningful, community-led impact that drives lasting social and cultural change.

During this Reflect RAP phase, YarnnUp will also be delivering its unique capability building training programs that blend First Nations philosophy and western academia including neuroscience, emotional and cultural intelligence to our employees with the aim of building capacity to engage most effectively cross-culturally and engage with self-efficacy throughout this ongoing commitment to reconciliation.



A Message From Our Country Holding Officer



Julian Bechini

Country Holding Officer
(CHO), ABB Australia

I would like to acknowledge the Traditional Owners of the land throughout Australia; land in which we operate our businesses, work, live and enjoy the comforts of everyday life.

I am proud to present ABB's Reflect Reconciliation Action Plan (RAP), voicing our commitment to strengthening our relationships with First Nations peoples and communities.

Our values at ABB are Courage, Care, Curiosity, and Collaboration. This document is a statement of our commitment to reconciliation and guides three core aspects for ABB to adhere to - Relationships, Respect, and Opportunities.

Wherever we operate, ABB is committed to building resilient communities, with a focus on supporting First Nations people to navigate and overcome barriers to employment. Underpinning our work is a drive to promote human rights wherever we operate. In turn, we aim to contribute to First Nations self-determination that embraces potential, increases participation in economic and social opportunities and promotes a shared contemporary society.

We cannot ignore the great disparity that exists between First Nations peoples in critical areas such as life expectancy, health, educational opportunities, and employment.

Our RAP is a courageous but sustainable plan that seeks to strengthen our relationships with First Nations peoples, our communities, and employees. As we deliver on our RAP actions and commitments, we aspire to build a reciprocal relationship and learn from First Nations peoples and communities to understand their diverse cultures and cultural histories.

Looking to the broader community, we are seeking creative ways to engage with First Nations peoples across our network by joining local community activities as well as participating in and acknowledging National Reconciliation Week and NAIDOC Week events.

As we continue our reconciliation journey, we aim to achieve our vision for reconciliation. Our RAP holds us accountable and brings transparency to our reconciliation efforts. It will guide us as we learn more about our shared history and support us to gain a deeper cultural awareness, while we build and nurture respectful relationships with First Nations peoples.

A Message From Reconciliation Australia



Karen Mundine

Chief Executive Officer,
Reconciliation Australia

Reconciliation Australia congratulates ABB Australia on continuing its reconciliation journey by formally endorsing ABB Australia's first Reflect Reconciliation Action Plan (RAP).

Through this plan, ABB Australia continues to play an important role in a network of more than 3000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

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

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

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

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

Congratulations ABB Australia on your fourth RAP, and I look forward to following your continuing reconciliation journey.

Our Business

ABB is a global technology leader in electrification and automation, enabling a more sustainable and resource-efficient future.

By connecting its engineering and digitisation expertise, ABB helps industries run at high performance, while becoming more efficient, productive and sustainable so they outperform. At ABB, we call this 'Engineered to Outrun.'

Founded in 1988 through the merger of Sweden's ASEA and Switzerland's Brown, Boveri & Cie, ABB has a rich history spanning over 140 years. We operate in more than 100 countries and employ over 110,000 people worldwide.

Headquartered in Zurich, Switzerland, ABB is dual-listed on the SIX Swiss Exchange and Nasdaq Nordic exchange. Our purpose is to enable a more sustainable and resource-efficient future through our technology leadership in electrification and automation.

We have a strong focus on innovation and sustainability, continually pushing technological boundaries and connecting software to our electrification, robotics, automation, and motion portfolio, improving performance, productivity and sustainability.

Our Australian operations are committed to creating sustainable solutions for industries including energy, infrastructure, and transportation. ABB Australia is known for its innovation, particularly in Electrification and Automation.

We are proud of our contribution to Australia's infrastructure and industrial development, leveraging our global expertise while focusing on local innovation and customer needs to deliver significant projects.

With a strong national presence and influence across key industries and communities, we play a vital role in advancing renewable energy and supporting the economic development of rural Australia.

Our values — Courage, Care, Curiosity, and Collaboration — underpin our inclusive culture and guide us in achieving our purpose. As Group Head of Diversity, Inclusion and Employer Brand, Heidi Robertson affirms, "Diversity and Inclusion is not only a moral imperative, but also a business advantage." Through the ABB Way, we aim to drive innovation, lead ethical and sustainable transformation, and nurture a culture where everyone can thrive.

Our commitment to Diversity and Inclusion is deeply embedded in our sustainability approach. This guides our ongoing contribution to reconciliation as we work in genuine partnership with First Nations peoples to create a more inclusive and sustainable future.

In Australia, we have a rich history dating back to the nineteenth century. Today we have operations in Sydney, Brisbane, Perth, Melbourne, and Maryborough, with 650 employees across nine sites. Our head office is at Moorebank, New South Wales on Dharug land.

We currently do not have established systems and processes in place to measure and monitor the representation of First Nations peoples across our workforce, and therefore we do not know who identify as First Nations peoples however, through our RAP process we are currently investigating new systems to implement to capture this data moving forward in a culturally appropriate way.

Our Vision For Reconciliation

ABB Australia envisions a future for reconciliation where First Nations peoples have equitable opportunities to thrive within our business and the communities in which we operate.

We want to be a leader in driving respect for our shared histories, fostering respectful relationships, and promoting understanding of First Nations peoples, cultures and histories.

We will drive cultural understanding and awareness across ABB Australia and our stakeholders on the importance of supporting and embracing First Nations peoples to create pathways for employment, education, and collaboration.



Our Reconciliation Journey

Our journey towards reconciliation began in 2013 with the launch of our inaugural three-year Innovate Reconciliation Action Plan (RAP) to advance meaningful opportunities for First Nations peoples.

In 2017 we launched a second iteration of our Innovate RAP, building on the progress made since 2013. Over this time, we engaged in many activities, from NAIDOC and National Reconciliation Week (NRW), partnerships with various organisations to support employment and engagement of youth, cultural awareness training to the development and implementation of cultural protocols.

Since then, our business has undergone changes globally, restructuring into four customer-focused businesses: Electrification, Process Automation, Motion, and Robotics & Discrete Automation.

With a refreshed direction and the support of the Australian Leadership Team (ALT), we are excited to be renewing our focus, pledging our commitment and regaining momentum under the guise of a small, committed leadership group. We consider it a business imperative to reconnect to our past commitments and create a workplace where all are valued, respected and meaningfully included.

While our previous RAP initiatives highlighted opportunities for growth, this new iteration presents an exciting chance to build on those learnings. We're committed to embedding reconciliation initiatives across all areas of our business to ensure they are enduring and impactful beyond individual contributions. Past RAPs provided valuable insights into the diverse levels of cultural understanding and engagement across our organisation. These reflections have motivated us to deepen our commitment to inclusive education, storytelling, and meaningful

engagement—creating opportunities for everyone to connect with and contribute to our reconciliation journey. By harnessing the strength of our people, programs, resources, and relationship-building efforts, we are poised to make meaningful progress and continue advancing our reconciliation journey with purpose and unity

Since our first formal commitment to reconciliation, ABB has engaged in numerous initiatives to build our cultural awareness, respect and nurture relationships across our sphere of influence. We are proud of some of the key milestones in our journey that include:

Building our Cultural Awareness

We are committed to deepening our understanding of First Nations histories and cultures across our organisation. Through targeted training, cultural protocols and meaningful engagement, we continue to build a culturally safe and respectful workplace.

- Cultural Awareness training delivered to the RAP Working Group and ALT by Gandangara Local Aboriginal Land Council, June 2023
- Employees participated in face-to-face NGIYAANI Cultural Appreciation Training delivered by Billy Williams, 2014.
- Unconscious bias training available to all employees, 2019–2020, and 2025 onwards across the globe.
- Use of cultural protocols such as Acknowledgement of and Welcome to Country at official events
- Recognition through smoking ceremonies, flag raising, First Australian Acknowledgement plaques, artworks, song and dance, art workshops, and bush tucker catering
- Consistent acknowledgement of NAIDOC Week and NRW

Our Reconciliation Journey

Enabling Employment and Procurement

We recognise the importance of creating pathways to economic participation for First Nations peoples. Our procurement and employment efforts support stronger partnerships with First Nations businesses and communities.

- Previous member of Supply Nation, 2013
- Engaged First Nations businesses for site plaques, first aid training, and cultural activities during NAIDOC Week 2023 and 2024
- Launch of ABB First Nations Employment and Engagement Strategy, 2013



Image: Drive and PLCs feeder panel for the Compact Cold Mill for the Cold Rolling Mill Commissioning in Toronagallu, Bellary, Karnataka, India for JSW Steel Ltd.

Support for Opportunity in Education

We are proud to support education-focused initiatives that help young First Nations students pursue their aspirations. These programs reflect our belief in long-term, meaningful investment in future leaders.

- Indigenous Literacy Foundation sponsorship (from 2023, with funding exceeding \$5,000)
- Yiramalay Wesley Studio School partnership with Wesley College, Melbourne
- Aboriginal Literacy Foundation promotion and fundraising support since 2013
- Australian Indigenous Mentoring Experience (AIME) partnership
- Expanded Galuwa program with RMIT to include two one-week work experience programs in 2016
- Annual First Nations scholarship in partnership with University of Queensland (\$10,000 p.a.), 2014–2019

Support for Community

Our community initiatives aim to foster inclusion and strengthen relationships through shared activities and giving. These actions reflect our commitment to social impact beyond the workplace.

- Supported Nyoongar Sports Association Traditional Indigenous Games Corporate Cup, Perth WA, 2013–2016
- First Nations 'shoebox' appeal supporting the remote Jigalong community, WA, 2014–2016

Our Reconciliation Journey

Organisational Frameworks

At ABB, we're focused on driving impact through our organisational frameworks that shape our corporate responsibility and social impact. These frameworks empower ABB to be a diverse, equitable and inclusive organisation and will inform our approach to reconciliation.

Our Diversity & Inclusion (DI) Policy 2024 ensures a diverse, equitable and fair environment that welcomes and respects every individual, empowering every team member to excel. Our ability to solve some of the biggest global challenges of our time is contingent on our people. We recognise that a culture of diversity strengthens our workplace through a diverse range of cultures, genders and members of the LGBTQI+community, ensuring different views and experiences are valued and nurtured to drive collaboration and innovation. We strive for an organisational culture where individual differences are welcomed and celebrated. While our DEI Policy fosters a respectful and inclusive workplace, we appreciate that reconciliation requires dedicated, culturally informed policies and actions in consideration of the specific context, needs and lived experiences of First Nations peoples.

Through our Sustainability Policy 2024, we aspire to enable a more sustainable and resource-efficient future. Our focus is across three pillars: enabling a low-carbon society, preserving resources, and promoting social progress. Our approach is underpinned by a culture of integrity and transparency across our operations and value chain.

This RAP sits alongside our DEI Policy and Sustainability commitments as a core pillar of ABB's broader social impact strategy. It guides how we build trust, create culturally safe spaces, and uphold the rights of First Nations peoples in our organisation and beyond.



Image: (Top) Engineer working at control room. (Bottom) Car trails of the last people heading home from their hike and driving over the bridge at Lake Sylvenstein, upper Bavaria, Germany.

Our RAP

We are excited to re-engage in our reconciliation journey through this Reflect RAP, to look across our business and understand our strengths, aspirations and capabilities to commit wholeheartedly to making meaningful difference to reconciliation in Australia.

Through our RAP we hope to promote reconciliation in actuality as well as policy, integrating our vision for reconciliation and our RAP within our organisational frameworks to inform much of our action going forward.

Cultural Capability and Communication

At ABB, our people are passionate about contributing to reconciliation and driving meaningful change. By enhancing our team's cultural understanding and capability, we aim to empower them to interact with First Nations colleagues, communities, and stakeholders in a respectful and impactful way.

Our commitment to reconciliation begins with our leadership team. We will strengthen this commitment by clearly defining the role ABB can play and highlighting the benefits of reconciliation for our employees, industry, and First Nations communities.

In creating our cultural capability strategy and learning framework, we will engage with our employees to identify the most effective ways to support them throughout our reconciliation journey. Additionally, we will assess the cultural maturity of our workforce to design tailored programs that build cultural awareness and capability.

We will also investigate an internal reconciliation communication and engagement plan to foster ongoing dialogue and strengthen long-term commitment. Through these efforts, we aspire to create a workplace culture that is inclusive, informed, and actively contributing to reconciliation.



Connecting with Community through Cultural Events

Our Reflect RAP will provide our people with the opportunity to continue their participation in national and local events of cultural significance such as NAIDOC Week and NRW. In reviewing our past efforts, we recognise the importance of expanding cultural learning beyond these annual events. We will explore ways to embed an ongoing focus on learning throughout the year, by honouring and sharing First Nations histories and cultures among staff through other important dates such as National Close the Gap Day. This continuous focus will help deepen understanding and demonstrate our active commitment to the goals of our Reflect RAP.

Building on the insights gained from our previous Innovate RAPs and the progress outlined in our reconciliation journey to date, our Reflect RAP reaffirms our commitment to meaningful cultural engagement. We will continue to support and encourage participation in significant national and local events such as NAIDOC Week and NRW, recognising these as key opportunities for learning, connection, and reflection across our workplace.

We will also uphold our commitment to cultural protocols by continuing to observe Welcome to Country and Acknowledgement of Country in accordance with our Cultural Protocols: Guidelines for Welcome to Country & Acknowledgement of Country. These practices foster respect, support cultural safety, and strengthen relationships with First Nations Elders and communities, reflecting our dedication to walking together in partnership and respect.

People and Culture

At ABB, we are committed to fostering a workplace that is diverse, inclusive, welcoming, and culturally safe. We recognise that reconciliation with First Nations peoples is a distinct and vital journey—one that acknowledges the enduring legacy of colonisation, systemic discrimination, and the strength of First Nations cultures and communities. As we review our people policies such as anti-discrimination, we are committed to ensuring they reflect the specific contexts, needs, and lived experiences of First Nations peoples—distinct from, but aligned with, broader diversity work.

We also recognise the importance of direct employment opportunities for First Nations peoples while also acknowledging the value of broader engagement to build sustainable and meaningful relationships. Building on our strong foundation of diversity, equity, inclusion, and belonging, we will explore what is achievable within our industry and workforce size to increase First Nations participation. Through authentic engagement with First Nations stakeholders, we will co-design an approach that supports cultural inclusion and lays the groundwork for future employment pathways.

Our immediate focus is on developing a comprehensive First Nations Engagement Strategy, informed by dialogue, cultural learning, and meaningful collaboration. This strategy will help identify opportunities to remove participation barriers and build organisational readiness. Insights gained will inform a subsequent First Nations Employment Strategy, ensuring that future initiatives are culturally appropriate, impactful, and sustainable.

Our RAP

Engagement and Collaboration with First Nations Communities

This Reflect RAP offers ABB Australia an opportunity to deepen our understanding of, and relationships with, First Nations communities. By fostering meaningful connections to regions of cultural and historical significance, we aim to build respectful, authentic, and reciprocal relationships that form the foundation of our engagement efforts.

During the Reflect phase, ABB will focus on actively listening to and learning from First Nations peoples, participating in community-led initiatives, and supporting partnerships that align with the aspirations of First Nations organisations and groups. These engagements will help us shape a culturally informed approach to future social and economic participation opportunities.

We acknowledge that creating meaningful outcomes begins with understanding. Through cultural learning, immersion, and ongoing dialogue, ABB will develop greater insight into the diversity, aspirations, and challenges of First Nations communities. This knowledge will inform our engagement strategies and guide the development of tailored programs that support community empowerment and, where appropriate, future employment pathways.

Business Opportunities and Sphere of Influence

ABB Australia has a broad and diverse stakeholder network, including strong connections with industry partners, employees and community organisations. Guided by our commitment to collaboration and inclusion, we aim to explore opportunities that support First Nations businesses, employment pathways, and investment.

As part of our Reflect RAP, ABB will look to embed First Nations engagement into our procurement practices. We will look to identify and address barriers to First Nations participation across our operations, ensuring a more inclusive and equitable approach.

ABB's foundations are built on principles of innovation, equity, and inclusion. We are proud to use our industry leadership to advance opportunities for First Nations communities, fostering social and economic outcomes that have long-term benefits. We are excited to work alongside First Nations peoples and organisations to co-design impactful initiatives that drive meaningful and intergenerational change.

“ Through cultural learning, immersion, and ongoing dialogue, ABB will develop greater insight into the diversity, aspirations, and challenges of First Nations communities.”

Championing The RAP

The RAP Working Group (RWG) will play a pivotal role in supporting our leadership team to deliver on our RAP commitments, keeping employees and stakeholders informed of our progress, and ensuring ongoing two-way engagement to foster continuous learning and improvement.

Our Reflect RAP has received the full endorsement of ABB's executive leadership team, including our RAP Champion, Susan Paine, Country HR Manager and Julian Bechini, Country Holding Officer as RAP Sponsor, demonstrating its importance as a key strategic initiative.

Guided by this leadership, the RAP Working Group is a motivated team of ABB employees from across a broad cross section of the business, who collaborate closely with stakeholders to ensure RAP initiatives are meaningful, informed, and aligned with ABB's broader goals.

The Chair of the RWG, Michele Nave, HR Business Partner for Motion and Robotics, is responsible for coordinating meetings, acting as point of contact, holding members accountable, assigning tasks/time and reporting on deliverables to actions. All RWG members are responsible to raise the profile of reconciliation across ABB, and lead by example by actioning commitments within and through the employees of ABB.

We are proud to partner with YarnnUp, our First Nations advisory partner, whose guidance will be essential throughout the RAP implementation phase. YarnnUp will provide strategic counsel on engagement with First Nations communities and organisations, ensuring that our efforts are respectful, culturally sensitive, and impactful.

ABB aims to embed the Reflect RAP within its core values, making reconciliation a central consideration in our strategies, planning, and resource allocation. Employees across the organisation have expressed enthusiasm for the RAP's implementation, and we are committed to providing the resources and support necessary for our leaders, RWG members, RAP champions, and First Nations employees to make meaningful contributions.

To ensure our RAP initiatives are well-structured, we will work with YarnnUp to establish the RWG's charter, define member roles, and clarify responsibilities. Progress toward RAP goals will be closely monitored, challenges will be addressed promptly, and milestones will be celebrated as we work toward advancing reconciliation together.

RAP Working Group

RWG Role	Position Title
Executive Sponsor	Country Holding Officer
RWG Chair	HR Business Partner MO & RA
RAP Champion	Head of Performance Development & Country HR Manager (CHRM) Australia
Member	Sales Manager [Pulp & Paper Australia] – Process Automation
Member	Hub Lead Talent Acquisition
Member	Senior Customer Broker / Trade Compliance Officer
Member	Country Communications Specialist
Member	Project Director - Queensland Train Manufacturing Program (QTMP)

Relationships



Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 Identify First Nations stakeholders and organisations within our local area or sphere of influence.	July 2026	Sales Manager [Pulp & Paper Australia] – Process Automation
	1.2 Research best practice and principles that support partnerships with First Nations stakeholders and organisations.	July 2026	Head of Performance Development and CHRM
	1.3 Consult with First Nations stakeholders to inform the development of a First Nations Engagement Strategy to be the subject of review on completion of this RAP.	August 2026	Head of Performance Development and CHRM
2 Build relationships through acknowledging NRW.	2.1 Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2026, May 2027	Country Communications Specialist
	2.2 RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026, 2027	HR Business Partner MO & RA
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2026, 2027	HR Business Partner MO & RA
3 Promote reconciliation and our RAP through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all staff.	February 2026	Country Communications Specialist
	3.2 Develop an internal Communication and Engagement strategy to build commitment to and awareness of reconciliation and our RAP.	April 2026	Country Communications Specialist

Relationships

Action	Deliverable	Timeline	Responsibility
	3.3 Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2026	Project Director - Queensland Train Manufacturing Program (QTMP)
	3.4 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2026	Senior Customer Compliance Officer
4 Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	June 2026	Head of Performance Development and CHRM
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2026	Head of Performance Development and CHRM



Respect



Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	5.1 Develop a business case for increasing understanding, value and recognition of First Nations cultures, histories, knowledge and rights within our organisation.	July 2026	Hub Lead Talent Acquisition
	5.2 Conduct a review of cultural learning needs within our organisation.	July 2026	HR Business Partner MO & RA
	5.3 Develop cultural awareness and capability uplift education programs informed by the cultural learning needs review.	September 2027	Head of Performance Development and CHRM
6 Demonstrate respect to First Nations peoples by observing cultural protocols.	6.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2026	Sales Manager [Pulp & Paper Australia] – Process Automation
	6.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2026	Country Communications Specialist
	6.3 Review and update our Cultural Protocols Guidelines for Welcome to Country and Acknowledgement of Country prior to the end of the RAP.	September 2026	HR Business Partner MO & RA
7 Build respect for First Nations cultures and histories by celebrating NAIDOC Week	7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026, June 2027	Country Communications Specialist
	7.2 Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026, June 2027	Hub Lead Talent Acquisition
	7.3 RAP Working Group to participate in an external NAIDOC Week event.	First week July 2026, 2027	Hub Lead Talent Acquisition

Opportunities



Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	8.1 Develop a business case for First Nations employment within our organisation.	July 2026	Project Director - Queensland Train Manufacturing Program (QTMP)
	8.2 Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	September 2026	Head of Performance Development and CHRM
9 Increase First Nations supplier diversity to support improved economic and social outcomes.	9.1 Develop a business case for procurement from First Nations owned businesses.	September 2026	Sales Manager [Pulp & Paper Australia] - Process Automation
	9.2 Maintain Supply Nation membership.	November 2026	Project Director - Queensland Train Manufacturing Program (QTMP)

Governance



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1 Form a RWG to govern RAP implementation.	February 2026	Performance Development & CHRM
	10.2 Draft a Terms of Reference for the RWG.	February 2026	Performance Development & CHRM
	10.3 Maintain First Nations representation on the RWG.	February 2026	Senior Customer Compliance Officer
Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	April 2026	Performance Development & CHRM
	11.2 Engage senior leaders in the delivery of RAP commitments.	April 2026	Performance Development & CHRM
	11.3 Maintain a senior leader to champion our RAP internally.	February 2026	Country Holding Officer
	11.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2026	Hub Lead Talent Acquisition

Governance

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 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.	March 2026, September 2026	HR Business Partner MO & RA
	12.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2026, 2027	HR Business Partner MO & RA
	12.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026, 2027	HR Business Partner MO & RA
Continue our reconciliation journey by developing our next RAP.	13.1 Review RAP based on achievements, challenges and lessons learned	December 2027	Performance Development & CHRM
	13.2 Register via Reconciliation Australia's website to begin developing our next RAP.	December 2027	HR Business Partner MO & RA

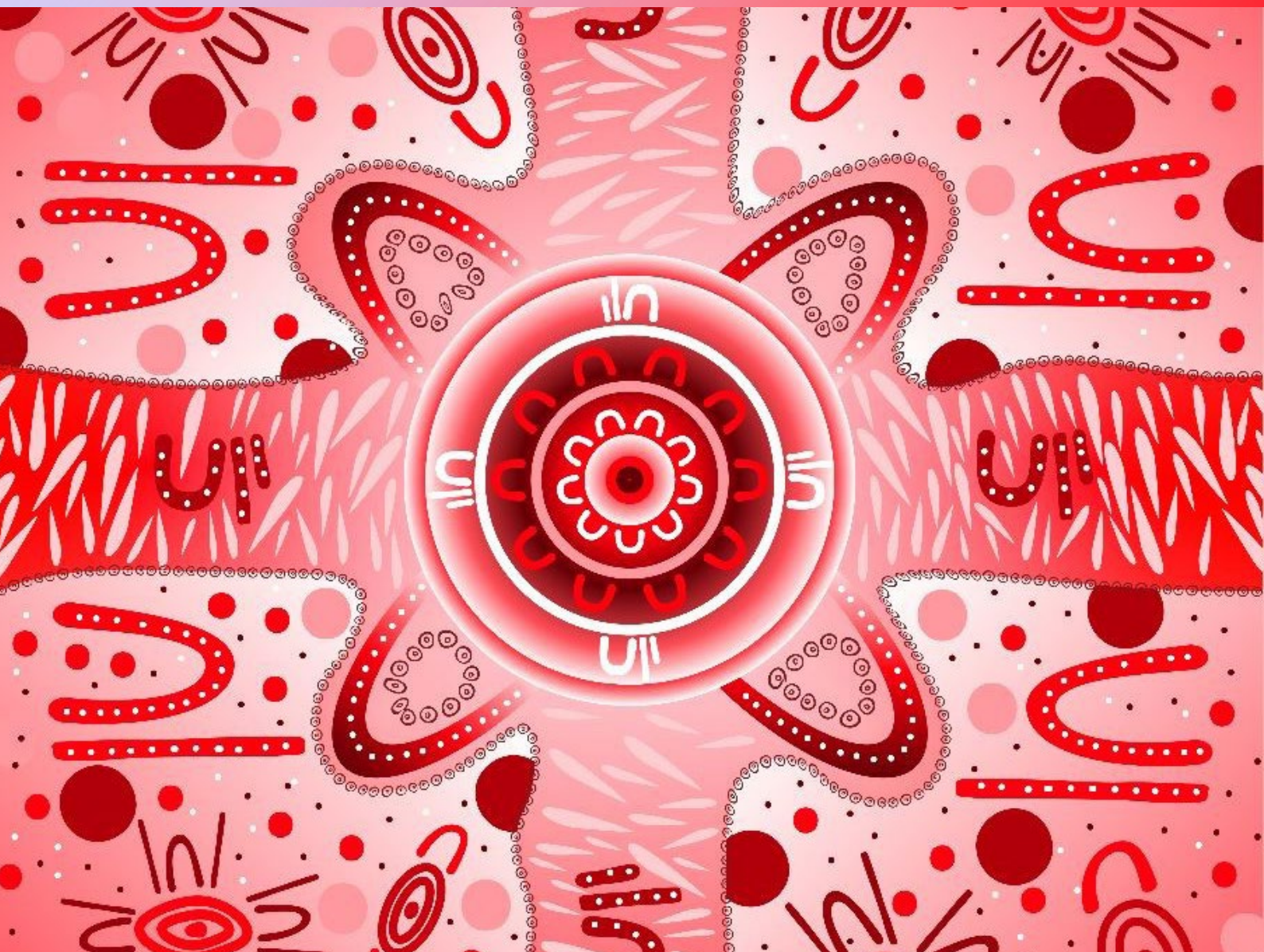


Contact Details

Susan Paine
Head of People Development
and Country HR Manager

+61 436527169
susan.paine@au.abb.com

new.abb.com/au



ABB

