

# REFLECT RECONCILIATION ACTION PLAN

AUGUST 2023 - AUGUST 2024



**LOCKHEED MARTIN**   
AUSTRALIA



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## RECONCILIATION AUSTRALIA CEO MESSAGE



Reconciliation Australia welcomes Lockheed Martin Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Lockheed Martin Australia joins a network of more than 2,200 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 close to 3 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 will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an 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 increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Lockheed Martin 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 first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Lockheed Martin Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

– Karen Mundine  
Chief Executive Officer  
Reconciliation Australia

## ACKNOWLEDGEMENT OF COUNTRY

Lockheed Martin Australia acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connections to land, sea, space and communities. We pay our respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

## CHIEF EXECUTIVE



I am proud to present Lockheed Martin Australia's inaugural Reflect Reconciliation Action Plan (RAP). Our values of 'Do What's Right, Respect Others, Perform with Excellence' underpins everything we do at Lockheed Martin Australia. This is the beginning of our reconciliation journey, and we are committed to achieving the actions and targets outlined in this Reflect RAP over the next 12 months. Our RAP will provide the foundation for Lockheed Martin Australia to build trust and strengthen our relationships, both internally and externally; deepen our understanding and respect for Aboriginal and Torres Strait Islander peoples, their rich histories, cultures and achievements; and to promote sustainable opportunities within our sphere of influence.

Our RAP also underpins Lockheed Martin Australia's aspirations to improve the cultural diversity of our organisation, to be reflective of the communities in which we operate and live. At Lockheed Martin Australia, we know a diverse and inclusive workplace means we can truly be our best. Our drive for a diverse and inclusive workplace will include reviewing and creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples to contribute to supporting and enhancing Lockheed Martin Australia's capability and growth.

Importantly, Lockheed Martin Australia's RAP has the full support of our senior executive team. The Plan will be governed by Lockheed Martin Australia's RAP Working Group to ensure we deliver on our commitments, that they remain relevant and we achieve our objectives. We are committed to reporting transparently on our progress.

I look forward to seeing our RAP come to life over the next year and welcome the positive change it will bring to Aboriginal and Torres Strait Islander peoples and our organisation.

– Warren McDonald,  
Chief Executive,  
Lockheed Martin  
Australia and  
New Zealand

# LOCKHEED MARTIN AUSTRALIA BUSINESS

Headquartered in Canberra, Lockheed Martin Australia Pty Ltd, a wholly owned subsidiary of Lockheed Martin Corporation, is one of the largest companies in the aerospace, military support, security, and technologies industry, working in the realisation of Australia's national interest for over 70 years. Today, we employ over 1300 people working on a wide range of major programs spanning the aerospace, defence and civil sectors with a presence in every mainland state and territory.

Lockheed Martin Australia's diverse programs form a critical backbone of Australia's current and future defence capabilities including Next Generation Pilot Training, Combat Systems Integration, Rotary Wing Systems and Sustainment, Missiles and Fire Control, 5th Generation Air Combat Capability, Surveillance across air, sea, land and space domains.

We deliver genuine opportunities for Australians in regional centres to develop skills in high end industry roles including the development of advanced technologies and sustainment. Lockheed Martin Australia invests in partnerships with Australia's research and industry communities to support our global supply chains, providing opportunities for sustainable business growth. Our investment in local communities, veteran support organisations as well as initiatives create opportunities for thousands of Australians to enjoy a better future.

## OUR CORE ORGANISATIONAL VALUES ARE:

'Do What's Right, Respect Others and Perform with Excellence.'



## LOCATIONS

- **Canberra (Ngunnawal Country)**  
8 Brisbane Ave, Barton, ACT 2600 Australia
- **Adelaide (Kaurna Country)**  
5 Third Ave, Mawson Lakes, SA 5095  
63 Pirie St, Adelaide, SA 5000
- **Melbourne (Woiworung Country)**  
195 Wellington Road, Clayton, VIC 3168  
360 Elizabeth Street, Melbourne, VIC 3000
- **East Sale (Kurnai Country)**  
RAAF Base Aerodrome Road, Building 827, East Sale, VIC 3852
- **Perth (Whadjuk Country)**  
2FTS (Building A0993) RAAF Base Pearce, Great Northern Highway, Bullsbrook, WA 6084
- **Brisbane (Yuggera Country)**
- **Katherine (Jawoyn Country)**
- **Nowra (Yuin Country)**  
11 Garadi Street, Yerrilyong, NSW 2540
- **Williamtown (Worimi Country)**  
RAAF Base - Building 842C, RAAF Base, NSW 2314
- **Greater Sydney (Dharug Country)**  
RAAF Base Richmond, Dight St Richmond, NSW 2753
- **Sydney (Gadigal Country)**  
Building 80, Garden Island FBE, Cowper Wharf Road, Woolloomooloo, NSW 2011
- **Uralla (Anaiwan Country)**  
384 Big Ridge Road URALLA, NSW 2358
- **Alice Springs (Arrernte Country)**  
Building 381, RAAF Base Tindal, NT 0853
- **Darwin (Larrakia Country)**

## OUR RAP

Lockheed Martin Australia is committed to consistently improving its understanding of the diversity of Aboriginal and Torres Strait Islander cultures, and translating this into essential learning opportunities to appropriately engage future Aboriginal and Torres Strait Islander employees. A deeper understanding of Aboriginal and Torres Strait Islander culture and historical facts will better aid Lockheed Martin Australia in creating a culturally aware working environment that is both supportive and engaging. Further, these learnings will support the development of culturally competent staff, reflected in its resources, engaging and meaningful employment initiatives and commercially champion these undertakings in the defence sector.

In line with Lockheed Martin Australia's core values - Do What's Right, Respect Others and Perform with Excellence, our inaugural RAP outlines Lockheed Martin Australia's intent to demonstrate the actions that we as an organisation, together with our employees, will commit to, in achieving reconciliation.

Our Reflect RAP outlines the specific activities Lockheed Martin Australia will undertake and how we intend to hold ourselves accountable to our plan to form meaningful partnerships with Aboriginal and Torres Strait Islander peoples and communities, to work towards becoming an employer of choice for Aboriginal and Torres Strait Islander peoples.

The Lockheed Martin Australia RAP Working Group in consultation with our key internal and external stakeholders, identified and developed actionable deliverables and initiatives with the specific aim of constructing revised recruitment and engagement processes that incorporate a supportive, flexible and proactive working environment for existing and future Lockheed Martin Australia Aboriginal and Torres Strait Islander employees.

This RAP represents Lockheed Martin Australia's first Reconciliation Action Plan, in the form of a Reflect RAP, and is our first step on the journey to reconciliation.



# LOCKHEED MARTIN AUSTRALIA RAP TEAM

We have appointed a RAP Working Group (WG), encompassing a diverse team, geographically dispersed and from all areas of the business. Each member has expressed a personal desire to support this initiative. The current RAP WG team members are listed below:

**Jane Snewin** - Director, Human Resources - Australia, New Zealand and Asia

**Richard Evans** - Senior, Industrial Development

**Brad Wheatley** - Research Engineering Associate Manager

**Liam Morris** - HR Business Partner

**Yvette Payne** - Senior Diversity and Inclusion Analyst

**David O'Neill** - IT Program Senior Manager

**Travis Partridge** - Sustainment Engineering Manager

**Derek Milton** - Sustainment Engineering Manager

**Richard Barnes** - Avionics Maintenance Engineer

**Mark Thyer** - Technical Trainer

**Katherine Catcheside** - L&D Coordinator

## OUR CHARTER

- Build strong and lasting relationships with the Indigenous communities in which Lockheed Martin Australia operate, and proactively develop our awareness and competency of Indigenous Australian culture.
- Consistently and proactively develop community relationships that are founded on mutual understanding, trust, respect and are free from discrimination.
- Aligns with the Lockheed Martin Australia Corporate Strategy and values which will grow our business, resulting in continuous improvement within existing programs, develop skills and capabilities, establish strategic partnerships and align with our Corporate Social and Philanthropic responsibilities as well as our Diversity and Inclusion strategy.

Lockheed Martin Australia's RAP Champion is Jane Snewin, our Director - Human Resources, who will lead and oversee the development and implementation of our RAP and its actions. Our Reconciliation Action Plan Working Group are responsible for implementing our RAP by driving our action plan and working with both our internal and external stakeholders.

## ARTWORK AND ARTIST



### ABOUT THE ARTIST PAT CARUSO

Pat was born creative, a skill he has expertly applied in product creation and life cycle management across his career working with brands including Harris Scarfe, Vili's Family Bakery, Hyundai and Aboriginal Health Council.

Pat's family background is of an Eastern Arrernte person whose connection to country and community was disrupted by his mother's removal in Alice Springs in the mid-1950s. Despite this event, he strongly identifies as both a person of Eastern Arrernte background and the Sultan family.

Pat has spent 20 years reconnecting to his roots, taking his children, communities, and clients on a profound journey of knowledge sharing and reflection, and encouraging us all to embrace all facets of our unique identities.

Through We Create Print Deliver, an advertising and business agency he founded in 2015, Pat is building a legacy that honours his cross-cultural identity.



The artwork is a metaphor for the Lockheed Martin Australia Reconciliation Action Plan journey. The artwork depicts the connectivity of Lockheed Martin Australia and how their Reconciliation Action Plan is founded on the organisation's core values and main pillars.

## ABOUT THE ARTWORK

### THE STORY BEHIND THE ARTWORK

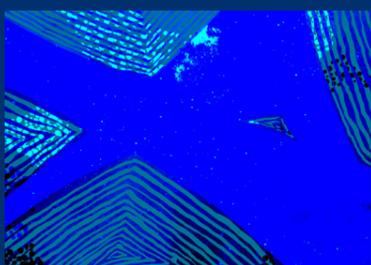
#### CREATIVE DESIGN ELEMENTS

Key Elements of Artwork Representation



#### 13 CIRCLES

There are 13 circles, symbolic of the 13 Lockheed Martin Australian sites and the 13 different language groups. The centre circle is representative of where the individual is. For example, they may be in Canberra, Sydney or Adelaide etc.



#### LOCKHEED MARTIN NORTH STAR

The undertone design, at the base level of the artwork is the 'Lockheed Martin North Star', a tribute to the core branding and provides foundational visual recognition of the organisation.



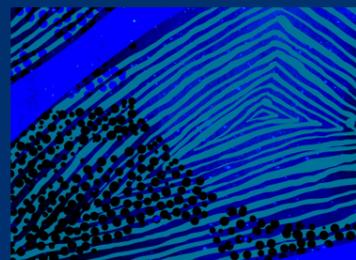
#### CONNECTIONS

The connections between are links to sharing of knowledge and ethics of business. While employees may work in different places they aren't siloed in mission and the reconciliation journey.



#### THE BACKGROUND

The background is emotive of a symbolic feeling, a tribute to the dreaming and the ancestral guidance. Overlooking and protecting the reconciliation process. Textured edges provide imagery of sand, red earth, shorelines, and coastal lines. Overall, there is a deep connection of earth and space to First Nations Peoples and their songlines.



#### THE LINES

The lines represent the qualities of the people underneath, pointing inwards, who hold up all the elements of Lockheed Martin Australia. The dots are many, irregular and varied in size, symbolising the 1300 employees and growing, indicative of the array of culture, gender and backgrounds. These are the people, personal attributes, values and life experiences.



#### 6 BUSINESS AREAS

This large centre circle is formed by the 6 business areas: Enterprise Operations, STELaRLab, Rotary and Mission Systems, Missiles and Fire Control, Space and Aeronautics. The individuals of the 13 sites are under the guidance of the 3 core organisational values: 'Do What's Right, Respect Others, Perform with Excellence.'

## OUR PARTNERSHIPS / CURRENT ACTIVITIES

Lockheed Martin Australia will use all reasonable endeavours to increase Lockheed Martin Australia's use of Aboriginal and Torres Strait Islanders enterprises as suppliers through:

- The active engagement with the Supply Nation database, which helps to procure Aboriginal and Torres Strait Islander suppliers for us to formally onboard with our organisation. Every category in our procurement enables access and opportunity to partner with Aboriginal and Torres Strait Islander suppliers.
- On every project, an initial search is conducted by our staff to identify Aboriginal and Torres Strait Islander enterprises. The search filters any suitable candidates that can be procured as suppliers or subcontractors for each project. Thorough notes are documented to showcase Aboriginal and Torres Strait Islander participation on each project.

Lockheed Martin Australia commits to increasing employment opportunities for Aboriginal and Torres Strait Islander Australians by:

- Increasing the representation of Aboriginal and Torres Strait Islander recruitment agency suppliers on the Recruitment Panel, by the creation of our recruitment policies which provide Aboriginal and Torres Strait Islander people with an equal opportunity to win work.
- Creating a culturally safe environment where Aboriginal and Torres Strait Islander candidates feel safe to and identify, through Cultural Competency training assessments for our employees, facilitated by Aboriginal and Torres Strait Islander suppliers.
- Educate our contractors and recruitment agencies to adapt the interview processes to account for cultural difference.

Lockheed Martin Australia is a member of Supply Nation.



## RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence and create a database to be able to regularly refer to.	December 2022 and ongoing	<b>Lead:</b> Senior Industrial Development
	Leverage our membership with Supply Nation to increase our Supplier Diversity within the Australian Industry space.	December 2022 and ongoing	<b>Lead:</b> Industrial Development
	Research and report internally, best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2023	<b>Lead:</b> Research Associate Manager
	Develop relationships with First Nations organisations to support Aboriginal and Torres Strait Islander initiatives in local communities.	December 2022 and ongoing	<b>Lead:</b> Research Associate Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2023	<b>Lead:</b> HR Business Partner Senior <b>Support:</b> Quality Control Analyst and IT Program Senior Manager
	Ensure when planning internal NRW celebrations that an Aboriginal and Torres Strait Islander Elder is remunerated and invited to perform a Smoking Ceremony and Welcome to Country.	May 2023	<b>Lead:</b> HR Business Partner Senior <b>Support:</b> Quality Control Analyst and IT Program Senior Manager
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2023	<b>Lead:</b> HR Business Partner Senior <b>Support:</b> Quality Control Analyst and IT Program Senior Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2023	<b>Lead:</b> HR Business Partner Senior <b>Support:</b> Quality Control Analyst and IT Program Senior Manager
	3. Promote reconciliation through our sphere of influence.	Include regular RAP updates in our newsletter and intranet - publish RAP document on website.	May 2023
As part of Lockheed Martin Australia's Diversity and Inclusion Strategy, we will establish an Aboriginal and Torres Strait Islander Employee Resource Group (ERG).		August 2023 and ongoing	<b>Lead:</b> IT Program Senior Manager <b>Support:</b> Director, Human Resources - AU, NZ and Asia

Membership of this group will include those employees who identify as Aboriginal and Torres Strait Islander peoples and other employees who express interest to participate. This group will seek membership internally; drive reconciliation initiatives and actions and work closely with the RAP Working Group to develop on our actions.

August 2023 and ongoing

**Lead:** IT Program Senior Manager  
**Support:** Director, Human Resources - AU, NZ and Asia

Identify external stakeholders that our organisation can engage with on our reconciliation journey.

June 2023

**Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** Capture Management Principle and HR Business Partner Senior

Plan and schedule ongoing lunch and learn opportunities for all employees.

Ongoing

**Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** Capture Management Principle and HR Business Partner Senior

Continue membership with the Diversity Council of Australia.

Ongoing

**Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** Capture Management Principle and HR Business Partner Senior

Our commitment to reconciliation will include the promotion of our reconciliation goals and education with our customers in Defence Industry, Commonwealth Departments, Universities and other learning institutions.

July 2023 and ongoing

**Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** Capture Management Principle and HR Business Partner Senior

Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.

September 2023

**Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** HR Business Partner Senior and Sustainment Engineering Manager

Develop relationships with our competitors to work in partnership to advance reconciliation in our industry.

October 2023

**Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** HR Business Partner Senior

### 4. Promote positive race relations through anti-discrimination strategies.

Research best practice and policies in areas of race relations and anti-discrimination.

July 2023

**Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** HR Business Partner Senior

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.

November 2023

**Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** HR Business Partner Senior

Identify a First Nations recruitment specialist to be able to adequately research preferred suppliers for recruitment.

July 2023



## RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for approval to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	June 2023	<b>Lead:</b> HR Business Partner Senior <b>Support:</b> Sustainment Engineer Manager
	Review local laws surrounding discrimination in the workplace and include those regulations in our company policies. Distribute these policy updates to everyone from the leadership team to the front-line employees to create awareness of what constitutes discrimination.	September 2023	<b>Lead:</b> HR Business Partner Senior <b>Support:</b> Sustainment Engineer Manager
	Conduct a review of cultural learning needs within our organisation.	December 2022	<b>Lead:</b> Technical Trainer <b>Support:</b> Sustainment Engineer Manager
	Research, Invite and Engage with a First Nations Consultant to conduct a Cultural Competency Survey to ascertain baseline of cultural competency at Lockheed Martin Australia.	November 2022	<b>Lead:</b> Technical Trainer <b>Support:</b> Sustainment Engineer Manager
	Provide all leaders and employees access to cultural competency training.	August 2023 and ongoing	<b>Lead:</b> Technical Trainer <b>Support:</b> Sustainment Engineer Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	September 2023	<b>Lead:</b> Technical Trainer <b>Support:</b> HR Business Partner Senior and Quality Control Analyst
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	<b>Lead:</b> Technical Trainer <b>Support:</b> HR Business Partner Senior and Quality Control Analyst
	In consultation with a First Nations Elder or First Nations service provider, assist in the development of a written Acknowledgment of Country in all Lockheed Martin Australia managed offices in accordance with findings and recommendations. A place-based tailored approach will need to be taken with a First Nations Service provider for each of the different traditional countries that Lockheed Martin Australia offices are located on.	July 2023	<b>Lead:</b> Technical Trainer <b>Support:</b> IT Program Senior Manager; Research Associate Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
	The commitment we are making to seek opportunities to partner with other organisations during NAIDOC Week. This will achieve greater, authentic cultural engagement and awareness throughout our organisation.	First week in July 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia



## OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case to support initiatives which will focus on an increase of Aboriginal and Torres Strait Islander peoples employment and engagement within our organisation.	October 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia <b>Support:</b> HR Business Partner Senior
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia <b>Support:</b> HR Business Partner Senior
	Develop a culturally respectful and safe employee application process and onboarding to work with Lockheed Martin Australia.	December 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia <b>Support:</b> HR Business Partner Senior
	Conduct a review of Recruitment, Onboarding/Induction and Retention strategies to identify barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2024	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia <b>Support:</b> HR Business Partner Senior
	Explore current onboarding and procurement pathways for education and employment for Aboriginal and Torres Strait Islander peoples with view to develop an appropriate and considered version that better encourages engagement through social, emotional and cultural priorities of our organisation.	January 2024	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia <b>Support:</b> HR Business Partner Senior
	Explore early career paths for Aboriginal and Torres Strait Islander people, including scholarships, sponsorships, apprenticeships and traineeships.	March 2024	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia <b>Support:</b> HR Business Partner Senior
	Throughout the Lockheed Martin Australia induction and onboarding processes the RAP will be referenced to ensure alignment to Lockheed Martin Australia reconciliation goals.	August 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia <b>Support:</b> HR Business Partner Senior
	Develop a mentoring career succession program as an integrated part of our onboarding and career progression strategy, planning and talent management for Aboriginal and Torres Strait Islander staff.	April 2024	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia <b>Support:</b> HR Business Partner Senior

Create a co-designed strategy to build the professional capabilities and capacity of Aboriginal and Torres Strait Islander staff. **February 2024** **Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** HR Business Partner Senior

Within our procurement and employment strategy, we will include 'Aboriginal and/or Torres Strait Islander peoples are encouraged to apply' and other culturally aware elements and take into consideration all accounts of their transferrable and relatable life experience. **February 2024** **Lead:** Director, Human Resources - AU, NZ and Asia  
**Support:** HR Business Partner Senior

9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. Develop a business case to prioritise procurement from Aboriginal and Torres Strait Islander owned businesses. **November 2023** **Lead:** Research Associate Manager

Engage an Aboriginal and/or Torres Strait Islander artist to assist with incorporating artwork and storytelling into organisation. **November 2022** **Lead:** Research Associate Manager

Review Lockheed Martin Australia procurement policies to ensure they align with best practice in ensuring inclusion and diversification of suppliers is a priority from the initial stages of procurement through to service provision. **October 2023** **Lead:** Research Associate Manager

Maintain Supply Nation membership. **November 2022 and ongoing** **Lead:** Senior Industrial Development

Leverage the Supply Nation database to build and align the Aboriginal and Torres Strait Islander suppliers with current and future projects that are suitable to the service provision capability of the suppliers. **November 2022 and ongoing** **Lead:** Senior Industrial Development



## GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form and maintain a RWG to govern RAP implementation.	November 2022	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
	Meet monthly to establish meeting rhythm of RAP Working Group to monitor progress on actions and deliverables.	March 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
	Draft Terms of Reference for the RWG.	June 2023	<b>Lead:</b> RAP WG Chair <b>Support:</b> Capture Management Principal and Sustainment Engineer
	Establish and ensure ongoing Aboriginal and Torres Strait Islander representation on the RWG.	November 2022	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
11. Appoint a senior leader to champion our RAP internally.	Define resource needs for RAP implementation.	November 2022	<b>Lead:</b> Sustainment Engineering Manager
	Engage senior leaders in the delivery of RAP commitments.	July 2023	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2022	<b>Lead:</b> Sustainment Engineering Manager
	Create a monthly internal report on RAP progress.		
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	May annually	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	May 2024	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	<b>Lead:</b> Director, Human Resources - AU, NZ and Asia

**LOCKHEED MARTIN**   
**AUSTRALIA**

## CONTACT DETAILS

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