



Innovate Reconciliation Action Plan

1 July 2026 – 30 June 2028





Acknowledgement of Country

The Greater Metropolitan Cemeteries Trust mundanai (embraces) the Wurundjeri Woi Wurrung and Bunurong People as the Traditional Custodians of the biik (land) we care for.

We honour the Lalai ba Gugung (Grandfathers and Grandmothers - Elders) of yalinguth, yalingbu ba yirramboi (yesterday, today and tomorrow) and acknowledge Biik (Country) as the place where people begin their journey home, both physically and spiritually.

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Statement from CEO of Reconciliation Australia



This Innovate RAP is both an opportunity and an invitation for GMCT to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, GMCT will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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

Implementing an Innovate RAP signals GMCT's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Statement from GMCT Trust Chair & CEO



At the Greater Metropolitan Cemeteries Trust (GMCT), reconciliation is closely connected to our role as caretakers of places that hold deep cultural, spiritual, and emotional meaning. The cemeteries and memorial parks we care for are located on Country that has been respected and cared for by Aboriginal and Torres Strait Islander peoples for tens of thousands of years. We acknowledge this enduring connection and our responsibility to honour it with respect and care.

This Innovate Reconciliation Action Plan reflects our commitment to listening, learning, and walking alongside community. It builds on our Reflect RAP and helps guide how reconciliation is embedded into the ways we care for Country and support families during times of remembrance, grief and Sorry Business.

The artwork featured in this plan was created by Alisha Fagan, a proud Wadawurrung woman and founder of WarriBagurrk (Ocean Woman). Her artwork and story remind us that we are never alone – that we are held by Country, by spirit, and by those who have come before us. It speaks to life, transition, and returning home, and honours all who come to remember, to grieve and to connect.

We thank Alisha as well as the Elders, community members, advisors, and staff who continue to guide this work. We remain committed to continuing our reconciliation journey together, grounded in relationships, guided by respect for Country, and centred on care for our communities, now and into the future.

Michael Doery
Trust Chair

Andrew Eriksen
Chief Executive Officer

L to R: Alisha Fagan (Artist), Michael Doery (Trust Chair), Andrew Eriksen (Chief Executive Officer).

About the artist



PHOTO: © KIT PHOTOGRAPHY

Nyoora,
 Nharrik Alisha mokborriyn Wadawurrung Bagurrk, ngardang from
 Wadawurrung dja.
 (Hello, my names Alisha a proud wadawurrung woman, mother from
 Wadawurrung country)
 This piece shares the journey of life, spirit, and returning home.
 At the centre sits Karrung Larr (meeting place). It represents our return
 to where murrup (spirit) goes back to our forever home. Here, we are

reunited with our Ancestors and family who have walked before us,
 returning to the Dreaming and to Karringalabil (our creator) guided by
 Bunjil the eagle.

Surrounding this place are the elements of Country that hold us in life
 and in spirit Warri (ocean), waterholes (wirrmngum), lakes (buluk), rivers
 (larr), and the colours of the gum tree (garrang). These are places of
 memory, teaching, and connection.

Wurring wurring (Elders) and family are held within the story, alongside
 the journeys we walk. The footprints of kawirr (emu) and goim (kangaroo)
 mark movement, travel, and the paths we take through life.

The body (durrup) returns to the earth, while the spirit (murrup) continues
 on. The wind (winmaling) carries us, guiding our journey onward.

Flowers (karrap karrap) represent life, renewal, and the love that remains.
 The mountains (burrabil) stand strong, watching over Country and all who
 pass through.

This work honours all yanabil (visitors) who come to remember, to grieve,
 and to connect. It reminds us that we are never alone, and that we are
 always held by Country, by spirit, and by those who came before us.

Returning to our forever home, our creator, our spirit, our god, the
 dreaming, returning to country.

Alisha Fagan
 Proud Wadawurrung Woman
 Founder of WarriBagurrk (Ocean Woman)



A F Alisha Fagan



Our vision for reconciliation

At GMCT, we recognise that reconciliation is not only about actions, but also about accountable, transparent governance. Our Innovate Reconciliation Action Plan provides the framework to ensure policies and practices are guided by First Nations voices, culturally safe, and consistently applied across all sites.

We are committed to embedding community leadership in decision-making, supporting culturally respectful services, and creating systems that uphold dignity, fairness, and care. By sharing governance and listening to community, we aim to strengthen trust, honour stories and traditions, and ensure our work reflects the values of respect, inclusion, and healing.



PHOTO: WILLY PLEASANCE

L to R: Debbie Learhnan (Ngarrindjeri), Aunty Eva-Jo Edwards (Bunurong, Mutti Mutti, Yorta Yorta).

Our business

GMCT cares for 21 cemeteries and memorial parks across greater metropolitan Melbourne, many of which hold deep cultural and historical significance. We employ 294 employees including two Aboriginal and Torres Strait Islander staff. We honour the connection of First Nations peoples to Country and the traditions and stories that continue to shape our cemeteries and memorial parks, alongside the memories of all communities we serve.

We provide burial, cremation, and memorial services that allow families to honour and remember loved ones. Our sites also offer spaces for ceremonies that embrace diverse cultural practices, with selected services such as cafés and floristry to support families during difficult times.

As a Class A cemetery trust, our sphere of influence includes our staff, contractors, volunteers, and Board, as well as the many communities, faith groups, cultural organisations, government stakeholders, funeral directors, and service providers we work with. We also support smaller cemeteries through resources, guidance, and education.

Listening, learning, and building relationships are central to everything we do. By developing new memorial parks, offering sustainable options, and embracing modern technology, we ensure future generations can continue to honour loved ones, celebrate culture, and care for Country.



Jason Tamiru (Biami Lore, Serpent Dreaming) and GMCT Altona staff.

Our RAP

Working closely with First Nations families during Sorry Business and caring for Country is a deep privilege and responsibility. Our Innovate RAP builds on these relationships, strengthens respect, and drives real, lasting change.

Guidance is provided by First Nations community members, including Elders, funeral directors, cultural advisors, as well as songmen and songwomen. Everything that forms part of our Innovate RAP is supported and overseen by our Chief Executive Officer and our Board.

GMCT's RAP is championed by the Chief Governance Officer alongside the Chief Built Environment Officer, and our working group is chaired by the Inclusion and Cultural Advisor – our RAP Working Group brings together a diverse team of staff from across GMCT to embed reconciliation into everything we do.

Our reconciliation journey began with the Reflect RAP, which built awareness, strengthened partnerships, and identified practical ways to make our spaces more culturally safe. Key lessons – such as early

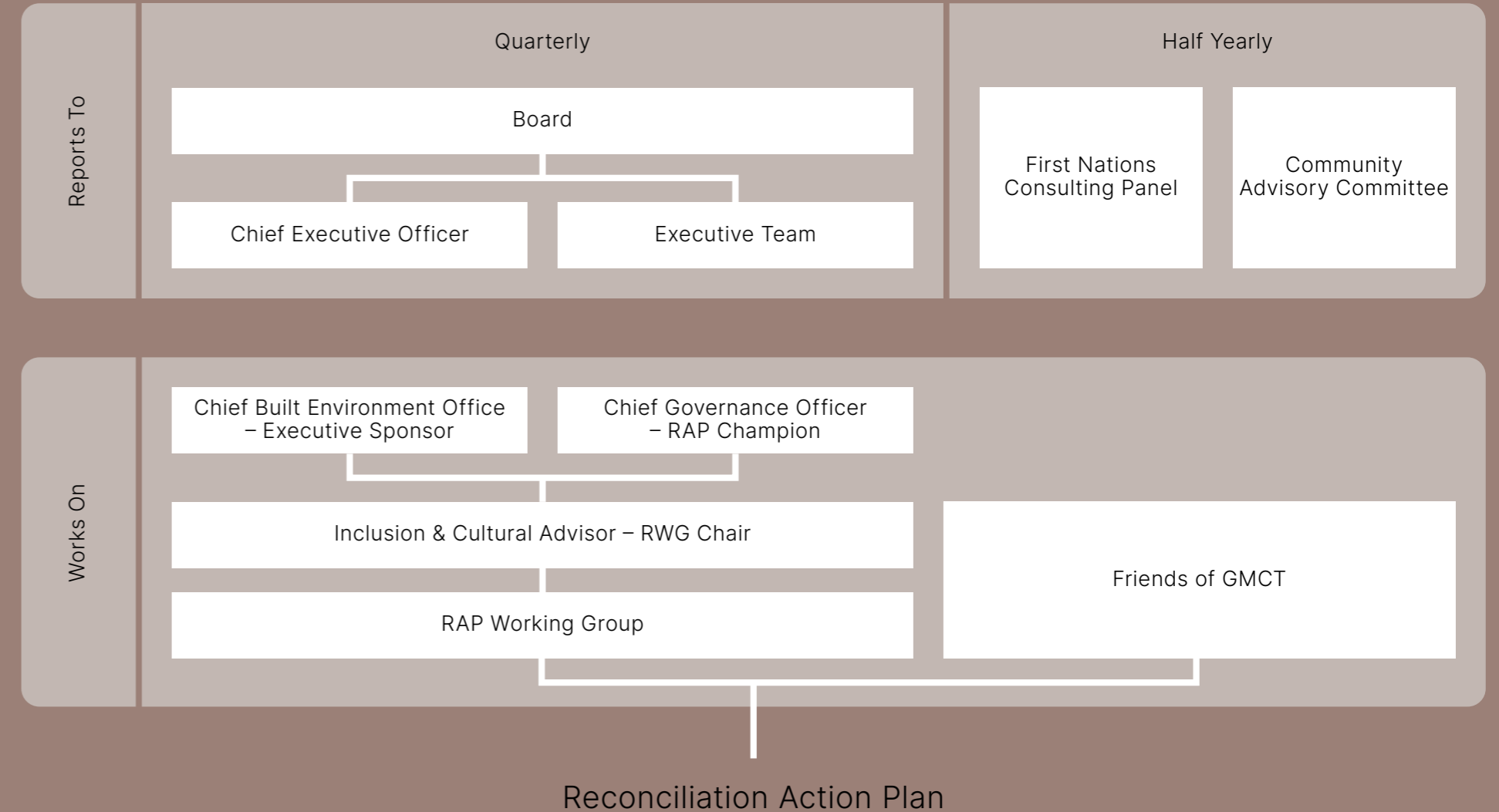
engagement, listening to Elders, and supporting culturally sensitive practices like Smoking Ceremonies and family backfill – now guide our Innovate RAP.

Internally, staff are more confident in observing protocols such as Acknowledgement of Country, supported by cultural awareness training and participation in NAIDOC and National Reconciliation Week. Reconciliation is now embedded across GMCT – from governance and HR to procurement and community engagement – and co-design with First Nations Elders on projects like Harkness Memorial Park demonstrates the value of collaboration.

Currently, one First Nations staff member participates in the RAP Working Group, with invitations open for others. We also have First Nations representation on GMCT's Community Advisory Committee. GMCT is also establishing an Aboriginal and Torres Strait Islander Advisory Committee to be active during the Innovate RAP, while ongoing partnerships with Traditional Owners, community members, external advisors, and partner organisations continue to guide and enrich our reconciliation journey.

RAP Working Group (RWG) Members

Chief Governance Officer – RAP Champion/Executive Sponsor	Chief Built Environment Officer – D&I Executive Sponsor	Inclusion & Cultural Advisor – RWG Chair	Organisational Risk Manager	Senior Project Manager	Sustainability & Social Impact Manager
Communications Advisor	Cemetery Operations – Horticulture	Customer Experience – ROI	Strategic Community & Stakeholder Manager	Project Manager	Operations & Regional Business Manager
		Human Resources General Manager	Senior Associate Designer	Data Quality Coordinator	Data Quality Officer



Relationships



Building strong relationships with Aboriginal and Torres Strait Islander peoples is essential to GMCT’s role in supporting families and caring for Country. As an organisation that walks alongside communities during deeply significant moments – such as Sorry Business – we recognise the importance of trust, respect, and genuine connection. These relationships help us create culturally safe spaces where all families feel supported and understood.

Our work is grounded in connection: to people, place, and story. By listening to and learning from First Nations communities, we’re better able to reflect diverse cultural needs in how we design, manage, and maintain our spaces. These partnerships also strengthen our governance, improve communication, and ensure our services are inclusive and respectful. Reconciliation is not a side project – it’s part of how we engage, make decisions, and honour the Country we operate on every day.

Focus area

The strategic focus on Relationships aligns closely with GMCT’s core commitment to Community Connection and Cultural Inclusion. Building strong relationships with Aboriginal and Torres Strait Islander peoples supports our goal of creating meaningful, culturally safe experiences for all communities during times of remembrance and grief.

This priority also directly supports our strategic directions in Customer Experience. By fostering respectful, long-term partnerships with Traditional Owners and First Nations communities, we ensure our services are shaped by those we serve, our governance is informed by diverse voices, and our approach to caring for Country is grounded in cultural knowledge and collaboration.



Action	GMCT Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Seek and apply ongoing guidance from First Nations Elders, cultural consultants, and community representatives to align policies, procedures, and day-to-day interactions to be more inclusive of First Nations practices.	Dec 2026	Inclusion & Cultural Advisor
	1.2 Build respectful relationships with local Aboriginal communities by supporting community-led priorities, guided by Elders and community groups.	Dec 2026	Inclusion & Cultural Advisor / Manager Strategic Community & Stakeholder
	1.3 Lead coordinated discussions with local and state government agencies and Aboriginal organisations to improve support for First Nations communities in funeral planning, burial, and cultural practices – including funding, infrastructure, policy, and crisis support during times of high cultural need.	Jul 2027	Inclusion & Cultural Advisor / Chief Governance Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Hold a dedicated event annually. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. RWG to attend this event and external events. RWG members must lead by example and commit to (and be supported by having time made available) attending external NRW events to build their sphere of influence and share the work you are doing with others.	27 May – 3 Jun Annually	Inclusion & Cultural Advisor / Manager Strategic Community & Stakeholder
	2.2 Share NRW resources internally, register our event on Reconciliation Australia’s website and invite First Nations families to NRW who have previously engaged GMCT services as well as local First Nations organisations. Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	Apr Annually	Inclusion & Cultural Advisor / Manager Strategic Community & Stakeholder
	2.3 Provide where feasible NRW Livestream for Corrections facilities for First Nations People in custody.	27 May – 3 Jun Annually	Inclusion & Cultural Advisor



Action	GMCT Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Continue to regularly share information with staff regarding reconciliation practices and events.	April (NRW), July (NAIDOC), Aug (International Day of World's Indigenous People), Dec/Jan (Holiday season)	Inclusion & Cultural Advisor
	3.2 Encourage and engage with suppliers who could support a program of culturally respectful memorialisation for families who may not be able to afford traditional headstones.	Sep 2027	Chief Built Environment Officer/Product Manager
	3.3 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation by Attending the RAP Conference.	Nov 2026	Two RWG Members
4. Promote positive race relations through anti-discrimination strategies.	4.1 Ensure all senior leaders complete cultural competency training, with the option for board members and the community advisory committee to participate, continuing to educate both groups on the impacts of racism through sessions led by external First Nations educators.	Dec 2027	Inclusion & Cultural Advisor/ General Manager Human Resources
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Sept 2026	Inclusion & Cultural Advisor/ General Manager Human Resources
	4.3 Develop, implement, and communicate an anti-discrimination policy for our organisation.	Feb 2028	Inclusion & Cultural Advisor/ General Manager Human Resources
	4.4 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Sep 2026, 2027	Inclusion & Cultural Advisor/ General Manager Human Resources/ Business Improvement Manager

Respect



Focus area

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is at the heart of everything we do at GMCT. It shapes how we connect with community, care for Country, and support families with understanding and kindness. We work closely with Traditional Owners and Elders, listening and learning to make sure our spaces and services truly honour culture and tradition – not just during Sorry Business, but every day. For us, respect means walking alongside communities with open hearts and a commitment to doing things the right way, together.

Respect is a core value at GMCT, guiding everything we do with a deep understanding of First Nations cultures and connection to Country. We are committed to ensuring that everyone who visits our sites to remember and honour their loved ones is treated with genuine respect and compassion – especially acknowledging the significance of these places for Aboriginal and Torres Strait Islander peoples. This value shapes how we engage with First Nations communities, care for Country, and work alongside all families, ensuring every interaction is grounded in kindness, cultural awareness, and dignity.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Engage traditional owners to support GMCT in writing unique Acknowledgement of Country. GMCT senior leadership team to encourage and promote staff to write and share their own versions of Acknowledgement of Country.	Dec 2027	Inclusion & Cultural Advisor / Manager Strategic Community & Stakeholder Engagement
	5.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Mar 2028	Inclusion & Cultural Advisor / Manager Strategic Community & Stakeholder Engagement
	5.3 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Mar 2028	Inclusion & Cultural Advisor / Manager Strategic Community & Stakeholder Engagement
	5.4 Engage Traditional Owners early in the greenfield development master planning process to ensure cultural heritage, land connection, and community priorities are embedded in the design from the outset.	June 2028	Inclusion & Cultural Advisor / Chief Built Environment Officer
	5.5 As GMCT operates across metropolitan Melbourne, we will wherever possible and in line with our naming policy, name Indigenous significant spaces – such as Indigenous gardens and gathering areas – in honour of the five Kulin Nations.	June 2028	Inclusion & Cultural Advisor / Chief Built Environment Officer
	5.6 Design new areas where feasible and appropriate using Indigenous landscaping and cultural elements that reflect connection to Country.	June 2028	Inclusion & Cultural Advisor / Chief Built Environment Officer
	5.7 Provide clear communication and education to First Nations community about cost structure, timing restrictions and operations practices.	Dec 2027	Inclusion & Cultural Advisor / Chief Customer Officer



Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Provide ceremonial areas that align with GMCT's 'Disability Access and Inclusion Plan' that are safe, accessible access points for families and community use. Ensure Elders are seated comfortably at the front of services, with shaded seating, accessible paths, and thoughtful layout design.	June 2028	Inclusion & Cultural Advisor / Chief Built Environment Officer
	6.2 Engage a First Nations Cultural Advisor to provide education, training, and learnings on Sorry Business to design and deliver cultural awareness sessions on the significance of Sorry Business. RAP Working Group members, HR managers and other key leadership staff to commit to participate in learning at least once during the RAP period.	Jul 2027	Inclusion & Cultural Advisor/General Manager Human Resources
	6.3 GMCT First Nations Cultural Awareness video shared staff wide to promote consistency in relation to Aboriginal and Torres Strait Islander 'Sorry Business' practices, enabling GMCT to ensure families are supported equally, regardless of location.	June 2028	Inclusion & Cultural Advisor/General Manager Human Resources
	6.4 Conduct a review of cultural learning needs within our organisation.	Dec 2026	Inclusion & Cultural Advisor/General Manager Human Resources
	6.5 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Dec 2026	Inclusion & Cultural Advisor/General Manager Human Resources
	6.6 Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2027	Inclusion & Cultural Advisor/General Manager Human Resources
	6.7 Provide a culturally safe space for ceremony, healing, and reflection.	Dec 2027	Inclusion & Cultural Advisor / Chief Built Environment Officer
	6.8 Explore soundscapes for emotional healing offering calm, meditative soundscapes in quiet areas for community members and staff.	June 2028	Inclusion & Cultural Advisor / Manager Strategic Community & Stakeholder



Action	Deliverable	Timeline	Responsibility
7. Ensure culturally aware and trauma-informed First Nations funeral practices are available to all.	7.1 Engage in genuine consultation with local First Nations communities, Elders, and cultural advisors to co-design cultural awareness resources, service options, and booking processes that reflect and respect First Nations funeral practices.	Dec 2027	Inclusion & Cultural Advisor, Chief Built Environment Officer
	7.2 Share First Nations cultural awareness resources to educate on options available for services (e.g. Smoking Ceremony, dirt beside grave). Resources to be shared with sector stakeholders including class B cemeteries, funeral directors and stone masons to build stronger relationships, share experiences, and collaboratively troubleshoot.	Dec 2027	Inclusion & Cultural Advisor/ Group General Manager (North)
	7.3 Ensure all family members, including those attending funerals from custody are welcomed with cultural sensitivity and without judgement, supported by cultural awareness and trauma-informed education across workforce. GMCT staff to provide education to FDs on options available.	Dec 2027	Inclusion & Cultural Advisor/General Manager Customer Experience
	7.4 Align organisational policies and booking processes to incorporate First Nations cultural requirements, including an explicit option on the booking form to identify a service as a First Nations funeral. This will ensure appropriate cultural protocols, ceremonial needs, and community engagement practices are automatically activated from the point of booking.	Mar 2028	Inclusion & Cultural Advisor / Chief Customer Officer
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1 GMCT staff to support local Aboriginal cemetery twice a year through working bees during NAIDOC week with horticultural support.	First Week Jul Annually	Inclusion & Cultural Advisor/ Group General Manager (North & East)
	8.2 Promote NAIDOC week events in local newsletter. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	First Week Jul Annually	Inclusion & Cultural Advisor/General Manager Human Resources

Opportunities



Focus area

First Nations people are central to GMCT because their connection to Country, culture, and community deeply shapes the work we do. They hold the knowledge and traditions that guide how we care for the land and support families during important moments like Sorry Business. Working respectfully with First Nations peoples helps us create culturally safe spaces, build strong partnerships, and ensure our services truly reflect and honour the communities we serve. Their voices and guidance are essential to the work we do, now and into the future.

Opportunities align closely with GMCT's key value of Sustainability – not just in caring for the land, but in nurturing the stories, traditions, and culture that connect First Nations peoples to Country. By creating genuine pathways for Aboriginal and Torres Strait Islander peoples and organisations, we help ensure these stories and ways of caring are passed down and honoured for generations to come.





Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	9.1 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Sep Annually	Inclusion & Cultural Advisor/General Manager Human Resources
	9.2 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Jul 2028	Inclusion & Cultural Advisor/General Manager Human Resources/Business Improvement Manager
	9.3 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Feb 2028	Inclusion & Cultural Advisor/General Manager Human Resources/Business Improvement Manager
	9.4 Align with First Nations organisations to understand employment preferences and inform of employment opportunities when available.	Mar 2028	Inclusion & Cultural Advisor/General Manager Human Resources
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Develop register of First Nations suppliers utilised across the organisation Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Feb 2028	Inclusion & Cultural Advisor/General Manager Finance and Procurement
	10.2 Investigate Supply Nation membership or equivalent.	Jul 2027	Inclusion & Cultural Advisor/General Manager Finance and Procurement
	10.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff via intranet or newsletter to encourage use of First Nations suppliers.	Dec 2027	Inclusion & Cultural Advisor/General Manager Finance and Procurement
	10.4 Implementing updated procurement practices & development of commercial relationships with Aboriginal and/or Torres Strait Islander businesses being planned to occur in our next RAP.	Dec 2027	Inclusion & Cultural Advisor/Chief Financial Officer

Governance



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Establish a Reconciliation Action Plan Working Group (RWG) comprised of senior leaders and staff representatives. The RWG will meet regularly to oversee the implementation, monitoring, and reporting of RAP initiatives, ensuring accountability, alignment with organisational priorities, and continuous engagement with internal and external stakeholders.	Feb, Jul, Oct, Dec	Inclusion & Cultural advisor/Chief Governance Officer
	11.2 Draft a Terms of Reference for the RWG.	Jul 2026	Inclusion & Cultural advisor/Chief Governance Officer
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation and assign actions to specific roles & managers. Culture awareness training for D&I Network.	Jul 2026	Inclusion & Cultural advisor/Chief Governance Officer
	12.2 Engage senior leaders and staff in delivery of RAP commitments and maintain an internal RAP Champion from senior management.	June 2027	Inclusion & Cultural advisor/Chief Governance Officer
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jul Annually	Inclusion & Cultural advisor
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 Accountability to report out twice a year on RAP progress to First Nations Consulting Panel, staff, senior leaders and board quarterly.	Jun Annually	Inclusion & Cultural advisor/Chief Governance Officer
	13.2 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.	Jun Annually	Inclusion & Cultural advisor/Chief Governance Officer
	13.3 Publicly report our RAP achievements, challenges and learnings, annually as part of our annual report.	Nov Annually	Communications General Manager
	13.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2026	Inclusion & Cultural advisor/Chief Governance Officer
	13.5 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jul 2028	Inclusion & Cultural advisor/Chief Governance Officer/ Corporate Planning and Reporting Lead
	13.6 Establish and maintain First Nations Consulting Panel to meet twice a year as a paid role for RAP Process.	Aug Annually	Inclusion & Cultural advisor/Chief Governance Officer
	13.7 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sep Annually	Inclusion & Cultural advisor
14. Continue our reconciliation journey by developing our next RAP.	14.1 Begin development of GMCT's next Reconciliation Action Plan (RAP), embedding lessons learned from the Innovate RAP.	Jan 2028	Inclusion & Cultural advisor/Chief Governance Officer



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📍 1187 Sydney Road, Fawkner VIC 3060

✉️ P.O. Box 42, Fawkner VIC 3060

📞 1300 022 298

✉️ enquiries@gmct.com.au

🌐 www.gmct.com.au

Uncle Kutcha Edwards (Mutti Mutti, Yorta Yorta, Nari Nari) at Harkness Breaking Ground Ceremony.

GMCT extends its heartfelt thanks to the First Nations community members, families and friends who generously contributed their voices, knowledge and guidance to the development of this Reconciliation Action Plan. We are grateful for their trust, generosity and ongoing support.